



Just Learning to Walk

Industry experts reflect on a medium still in its infancy

By [Rob Runett](#)

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dig·its *n., pl.*
The digital form of *pundit*,
applied to those informed
or crazy enough to pontificate
on publishing in cyberspace.

Five years amounts to 6.7 percent of a U.S. resident's average life expectancy. Yet most people who've been involved with newspapers' online publishing efforts would swear they've lived two or three lifetimes since 1995, the year many New Media Federation members' sites first appeared on the Web. (Many others, of course, experimented with online services, including [America Online](#), earlier

in the decade.)

In the grander sense of the commercial Internet, five years will be viewed as a mere speck in the continuum. But only the pioneers of digital media can speak with pride about the remarkable technological growth they witnessed — and helped shape — during the past 60 months. The newspaper industry's trailblazers convinced publishers to invest in an entirely new medium, albeit one that too closely mimicked its print parent in early days. They asked them to distribute editorial content for free — just one of the many business strategies to startle old-line bosses. The pioneers urged classified colleagues to jump on board or risk losing the franchise, struggled with new technology, batted around the concept of a creating a new brand or sticking with the newspaper name, won a momentous battle against [Microsoft's](#) city guide challenge, watched jealously as billions of dollars flew into Internet pure-plays, and grew their sites into popular — if not yet profitable — local online destinations.

Even as local newspaper-affiliated sites emerge as leading Web destinations, the next five-year segment in the Internet's growth begins on a note of cautious, rather than unbridled, optimism. As New Media Federation President [Gordon Borrell](#) observes in his [column](#), publishers must be steadfast in their dedication to online publishing.

Before we charge into the “real” beginning of the new millennium, The Digital Edge concludes this year full of celebrations by asking seven veterans of newspaper's digital media efforts, listed below, to reflect on their experiences.

- [Lisa DeSisto](#), vice president/general manager, [boston.com](#)
- [Todd Engdahl](#), editor, [DenverPost.com](#)
- [Howard I. Finberg](#), former vice president of Central Newspapers' CNI Ventures and CNI's director of technology and information strategies. (He's now sharing his wisdom

as director of Tempe, Ariz.-based [Digital Futurist Consultancy](#)).

- [John Granatino](#), vice president of news and operations for [Belo Interactive](#). (He founded the [Providence Journal](#)'s online presence in April 1995.)
- [Chris Jennewein](#), vice president, operations at [KnightRidder.com](#)
- [Joe Michaud](#), president of [MaineToday.com](#)
- [Chris Morrill](#), general manager, The Hartford Courant's [ctnow.com](#)

Q: Let's start with a positive question: Tell me about a moment of accomplishment when you said to yourself (and members of your team), "This is what makes it all worthwhile."



John Granatino
Belo Interactive

Granatino: In 1997, we created Vietnam Voices, a site that commemorated the Rhode Island men who died in the Vietnam War. As part of the site, we included a searchable database of the military men who died, along with some of the letters home they had written to loved ones, and a bulletin board that allowed readers to pay their respects. The cathartic outpouring of memories on this bulletin board from family members, classmates and neighbors was enough to reduce the most hardened journalist to tears. It was a profound ratification of the power of the interactive media to involve customers, not just to publish to them.

Engdahl: Covering the [Columbine High School shootings](#) was probably both the most gratifying — and the saddest — experience we've had at DPO. The amounts of traffic and personal response — e-mails and discussion area postings — that we received were direct evidence that

we were providing information that many people all over the world really wanted and really cared about.

Morrill: It felt really good when our online sales team closed a six-figure sponsorship deal recently. It takes so much work and a real belief that online news can be a winning sales proposition for the advertiser.

Jennewein: When we get the monthly numbers from [Media Metrix](#), and national reach is up, everyone celebrates. The Internet is one of the few places where newspapers can see growth in their audiences. Luckily the reach numbers have been growing steadily and are now in the 5.5 percent range for Knight Ridder's [Real Cities](#) network. So we celebrate often.

DeSisto: We got an email from the grandparents of Brian Daubach of the Boston Red Sox thanking us for our daily e-mail product, [@Bat](#). Needless to say I can't read it without welling up. This e-mail represents why newspapers are great, why baseball is great and now why the Web is great as well. [Here's an excerpt: "... While I am a very big fan of the Red Sox, it would be impossible for me to stay up til midnite. ...Your 1st report was even more rewarding, when you reported that Brian Daubach again hit a home run. You see I'm his 76 year old grandfather, along with his 72 year old grandmother reading this newsletter..."]

Q: What area(s) of online publishing presented the toughest hurdle? (This could be anything from gaining print newsroom buy-in to developing online sales experts to retaining staff). How did you overcome those challenges?

Finberg: The hardest challenge or hurdle we faced was getting the classified department to understand that that the company needed to move quickly or we'll lose in the online marketplace. This was early in the development of the site [azcentral.com] and all we really knew was that our readers/customers wanted classifieds. And they wanted them for free, something that went to the opposite of the teachings at classified managers school. We didn't have a business model, just a business "gut feeling" in 1996. How did we do it? It wasn't fun or pretty, and I wish I could take back all those seemingly endless meetings. Moving fast is fun, but I also needed to do a better job of education, which is exactly what turned the tide in the long run. In the short run, it was our greatest challenge.



boston.com, 1996

Engdahl: I think the toughest challenge always has been gaining credibility with the parent organization. Initially we had to fight skepticism about the medium and fear that the online operation would drain resources. That problem has largely disappeared, although I think we, like many other online operations, still have lots of work to do in helping the newsroom realize that it can be an information provider on lots of platforms, not just the printed paper.



**Todd Engdahl ▶
DenverPost.com**

**◀ The Denver Post
Online, 1996**



Jennewein: For Knight Ridder, with newspapers in 28 markets, rolling out Internet publishing quickly and efficiently was the biggest challenge. We did it by centralizing hosting at a time — 1995 — when most newspapers were installing their own servers. By January 1997, every Knight Ridder newspaper was online.

Morrill: The toughest hurdle for us was probably moving from the newspaper.com name (courant.com) to the local.com name (ctnow.com). Some of us had believed for years that we could expand our geographic audience by doing this. But convincing the publisher and other leaders that this was the right move required focus-group research, lots of talk, and promises to improve the bottom line.

DeSisto: Saying no. We always want to try everything. A few years ago we did. We learned. We've now got to make smarter decisions. Resources (people) are limited so pick the best projects with the biggest return.

Michaud: Technology was an incredible challenge from day one onward. At the Press Herald, we were working with an old CSI front-end system that could not deliver digital text outside its own system. The IT department built a piece of hardware that “fooled” the CSI into thinking it was sending a story to a dot-matrix printer, when in fact it was sending it to a PC. We also were working initially with a local ISP who thought 85 percent uptime was pretty good, and couldn’t understand why we cared if the server went down at 1 a.m.

Granatino: Integration of the newspaper and online data streams continues to provide the toughest challenge. Newsroom publishing systems generally tend not to communicate well with the outside world, since they are optimized for one purpose — printing a newspaper. This has not been helped in recent years by pagination systems that publish to a newspaper page without any understanding of how one object on the page relates to another. Such an understanding is not necessary for a paginated page of newsprint, but it is vital for a dynamically served Web site. We have kludged together various work-arounds for these problems thanks to the creativity of our staffers, but we’re still awaiting the Big Solution in the Sky.



▲ The Hartford Courant, 1996
Chris Morrill, ctnow.com ▶

Q: How have your views of the business models required to succeed in online publishing evolved since your site’s early stages?

DeSisto: Not really. We have always had the same advertising-based business model. The big difference today is that we’ve got many more products. In recruitment alone, we offer numerous ways to target your job listings to our audience. The thing I like best about our model today is the diversity. If major accounts is soft one month, classifieds can have a strong showing. We’re not dependent on one source. The fall of the dot-com has not been a big deal for us. It hasn’t been pleasant but it has not caused much pain.

Granatino: In the beginning, I truly thought that newspapers were under attack by forces far too quick for the print medium to deal with. I still feel that these forces are a huge threat, but I’m much more comfortable now with what the power of what newspapers and online sites, working together, can achieve to turn back the competition.

Jennewein: Banner advertising is the one constant. Knight Ridder’s Internet business model has evolved from banner advertising and user charges to banner advertising and bundled classified.

Morrill: One thing we’ve clearly learned is that advertisers will pay for exclusivity. You can call ‘em “sponsorships,” or you can call ‘em “content adjacencies.” The point is: If you can tell the advertiser that he’s going to be on every page in a given part of the site, you’ve increased



Chris Jennewein
KnightRidder.com

the value.

Finberg: Actually, my views of the models haven't changed: We haven't matured all the business models long enough to see if they can or will succeed. Heck, we aren't even walking yet and you want us to declare a college major? We need to try different things to reach different audiences. The major changes in my views revolve around this: Interactive, a.k.a. online, media truly is a new form of communication; it is less of an extension of our existing businesses or business models. Hey, that doesn't mean we can't learn from our forefathers. Interactive media should share the



Howard Finberg

best traits of its “parents” and then move out of the house quickly.

Engdahl: Out of necessity, we started out with a very simple business model — trying to leverage the power of classified content online. (We never tried ISP service or other, non-advertising models.) In a broad sense, our business model still centers on classified services, although those products have become much broader, more sophisticated and more imaginative as we have added full-time, skilled advertising managers, sales people and producers.

Michaud: In the first couple of years, we felt it was important to help the local business community “get online.” We believed that as businesses needed more advanced development and advertising work, we would reap the benefits of the relationship. At first we built them Web sites, then we added more complex features, then we added microsites for smaller businesses, then we added e-commerce. I can't think of a single instance where this relationship model resulted in increasing value from the customer. Worse, we created serious customer service problems.

Q: If you had the opportunity to “undo” one of the major decisions you made during the past five years, what would it be and why? (ex. — chasing a revenue stream that turned out to be a bust, or not pursuing something that was a blockbuster for others.)

Granatino: I really wish we had not started printing classifieds on the Web without first understanding the value we were bringing to them, and charging accordingly.

Jennewein: We made a big mistake charging for access to [Mercury Center](http://MercuryCenter.com) and other sites in the early days. The market just wouldn't accept that model. By the time we opened up our sites, we had lost a lot of traffic and goodwill.

Finberg: Gee, do I have to undo only one? There are many decisions I would like to “adjust” with 20/20 hindsight. OK, gun to head: I regret not moving fast enough on the Web with azcentral...I resisted the temptation and probably should have moved quicker to have the team build out more Web features and spent fewer resources on AOL. But AOL was sending us money every month.

Michaud: I think we've done a pretty good job of looking for opportunities, trying things,

learning lessons, abandoning what doesn't work, doing more of what does work. No regrets.

DeSisto: Two words: Yellow Pages.

Q: Summarize the most important lesson you've learned in two lines or less. [Some people didn't stick to the rules on this question.]

Michaud: Develop and communicate a clear, attainable mission, then build an organization that continually builds and changes to advance that mission.

Jennewein: Success on the Internet is about building traffic, selling advertising and keeping costs low. That's Business 101, but many of us lost sight of this during the dot-com boom.

Morrill: The user comes first. The user comes first. The user comes first.

Engdahl: This isn't a sprint, it's a marathon.

Granatino: There is no limit to what you can achieve if you hire a staff that is intellectually inquisitive and creatively alive. True, inquiring staffers can give you heartburn, but you will soar with their ideas and their energy, and meetings are way more interesting with them.

Finberg: The interactive media business moves to a different tempo than newspapers and creates different expectations between customers and company. I've learned to look more at the forest and worry less about specific trees. The basics, however, still matter: Quality. Accuracy. Fairness. Fun. Service. To do less is to fail the customer. I have also learned that I probably could never sum up in "two lines or less."

Q: The outlook for online operations has shifted numerous times during the past few years. Now we're in a down cycle, with the layoffs and company shutdowns that have plagued Internet pure-plays suddenly creeping into the online operations of some New Media Federation member companies. Has the market downturn and a general skittishness about online advertising as a sustainable revenue stream caused concern among your company's top-ranking executives? Is 2001 a "make or break" year for your site, and for online publishing as a whole?

Michaud: In some cases, the problems I see elsewhere seem to stem from lack of focus or unrealistic goals, so it's probably a good thing for the new-media business to get more focused and more realistic.

We're fortunate to have an ownership and top leadership that sees future value in this medium, while expecting us to seize as much of the immediate market as we can. We've always been focused on both short- and long-term goals, which to me means "making it real" for today and the future. Sometimes that's a tough balancing act, but it makes sense.

Jennewein: KnightRidder.com has committed to a significant financial improvement in 2001 followed by breakeven in 2002. We made this commitment in the spring, well before the down



Mercury Center, 1995



Joe Michaud
MaineToday.com

cycle emerged. So we're not concerned.

DeSisto: Since we've got such a diverse revenue base, we are not reliant on one category of revenue. That feels great. We have joined forces with the Globe to launch [employment site]

BostonWorks.com and everyone from the receptionist to the publisher understands the importance of offering superior products to recruitment advertisers. It is going to be a big year for BostonWorks.

Q: Is your online operation meeting its goals as we come to the end of the year 2000?

Jennewein: KnightRidder.com is exceeding traffic and reach goals and meeting budget. I don't think one can tell a better story than

that in the Internet space.

Michaud: In terms of seizing people's attention span by creating awareness and building a service that is worth their time to use, we feel we're well on track toward our mission of being the dominant provider of news and information online in Maine.

Short-term revenue is still a challenge to forecast and hit. The local market is all over the place in terms of valuing online advertising. Our challenge is to keep identifying the pockets of immediate opportunity while seeding the market with advertising services that will grow in value over time.

DeSisto: Yes — and thanks to the election, we're passing our traffic projections.

Morrill: We're on target to meet both our financial goals and our traffic targets for the year.

Q: Look ahead five years and tell me about the state of your online publishing unit. Some possibilities to consider: the convergence of print, online and other media; revenue streams that drive online newspaper-affiliated efforts; multiple-platform information delivery; the expansion — or reduction — of your publisher's commitment to digital media.

Morrill: Looking ahead five years, I think newspapers are STILL going to be struggling with the best way to manage their online business: Should it be tied closely to the core business, or run centrally by an interactive-only group. Most of our sites remain intensely local, like our newspapers.

Engdahl: I'm always skeptical about predicting the future, especially in a field as new and as littered with failed predictions as the Internet. My personal hope is that in five years the entire company thinks of itself and operates as a multi-media information publishing and distribution organization.

Michaud: I think we'll see some convergence of skills and duties between the print and online news staffs, though we'll also see some specialties solidify. ...We'll see more convergence on the sales side as the marketing products become more uniform and the advertisers understand them better. There will still be a need for specialists who can put together an effective online or print advertising package.

The biggest unknown is this: we do not yet know how to present digital advertising in a way that enhances the user's experience, in the same way effective advertising works in other media. Under current models, much online advertising is either annoying or irrelevant. This topic is getting a lot of attention from us and many others in the online world. In five years models should emerge that will turn interactive media into a sustainable media business.

Granatino: In five years, I see a much tighter integration of local media efforts in local markets. TV stations and their Web sites will perform as one; newspapers and their Web sites will perform as one. Traditional media companies will be the stronger, for having efficiently combined their operating processes in a way that all customers can access, in print, online or over the airwaves. Instead of having a newspaper earning a 25 percent profit and a Web site hemorrhaging money, there will instead be one company charging customers 25-50 percent more than current annual subscription rates, and publishing that content over multiple media platforms.

DeSisto: In five years, the Boston Globe and Boston.com are ubiquitous. We're on Palms. We're on cell phones. We're streaming headlines to LCD screens on top of taxicabs. We're everywhere. BostonWorks continues its dominance as the leader in the local online jobs space. The Red Sox win the World Series and the Big Dig comes in on budget.

Jennewein: Five years from now KnightRidder.com will represent a significant portion of Knight Ridder's business. We'll offer not only local Web sites, but numerous wireless channels. Across the country, newspapers will dominate the local Internet space, with the specter of competition from dot-com startups long dissipated.

Digital Links

@Bat	www.boston.com/sports/redsox/ maillinglist/subscribe.cgi
America Online (AOL)	http://www.aol.com
azcentral.com	http://www.azcentral.com
Belo Interactive	http://www.belo.com
boston.com	http://www.boston.com
BostonWorks.com	http://www.bostonworks.com
ctnow.com	http://www.ctnow.com
The Denver Post Online	http://www.denverpost.com
Digital Futurist Consultancy	http://www.digitalfuturist.com
KnightRidder.com	http://www.knightridder.com

MaineToday.com	http://www.mainetoday.com
Media Metrix	http://www.mediametrix.com
Mercury Center	http://www.bayarea.com
Microsoft	http://www.microsoft.com
The Providence Journal	http://www.projo.com
RealCities	http://www.realcities.com

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Recommit or Pull the Plug

By [Gordon Borrell](#)

Vice President/New Media, Landmark Communications

New Media Federation President

Article posted December 2000

dig·its *n., pl.*
The digital form of *pundit*,
applied to those informed
or crazy enough to pontificate
on publishing in cyberspace.

“Cry havoc and Let Slip the Dogs of War.”— Shakespeare

The online battle has indeed erupted, but not exactly as the pundits foresaw it.

In 1996, [Forrester Research](#) analyst Bill

Bass authored a report called “Local

Content’s Future.” In it he predicted a bloody battle for the local online market. The “death match” was to begin in 1998 as newspaper ad dollars were supposed to shift to the Internet and price pressure was expected to mount. By 2001, Bass predicted, the landscape would be shaped.

In the period between 1998 and 2001, “new media projects, funded as three-year experiments in 1995, will face a fork in the road — pull the plug or commit to winning — and erosion from core business will persuade traditional media to redouble efforts to control the online market.”



[Gordon Borrell](#)

Bass got half the prediction right: We have indeed reached the fork. Newspaper Web sites are doubly damned because they not only lose money (or have miniscule profits), but are also puny compared with the core product’s revenue base. For many publishers, it’s time to recommit or pull the plug.

He wrongly predicted that newspapers would recommit to their Internet efforts because they would see their core revenue streams eroding.

Newspaper revenue is *not* eroding. Forrester predicted newspaper margins would fall from 17 percent to 9 percent. In fact, operating income margins for public newspaper companies have increased 8.8 percentage points, from 12.3 percent in 1995 to 21.1 percent in 1999.

What is happening, however, is that retail and classified revenues aren’t growing much, and newsprint prices appear poised to take a huge bite out of the bottom line.

So, with no compelling reason to recommit to their Web sites, publishers have swung open the door and asked to see the circuit box. Consolidation and downsizing are rampant. [The Arizona Republic](#) in November cut 28 new-media positions, and in October, [Tribune Interactive](#)

terminated 24 online positions and left 46 more unfilled. Among those who found themselves jobless since early summer were many regulars on the conference speaking circuit — Howard Finberg of Central Newspapers, Lorraine Cichowski, formerly of [USAToday.com](http://www.usatoday.com) and [eMarketWorld](http://www.emarketworld.com), Steve Yelvington of [Cox Interactive Media](http://www.cimedia.com), Paul Thiel of [Freedom Newspapers](http://www.freedomnewspapers.com), and Leah Gentry from the [Los Angeles Times](http://www.losangelestimes.com).

Perhaps the best perspective comes from [Yelvington](http://www.yelvington.com), the former director of content for Cox Interactive Media. “You have some VC-powered dot.coms going belly-up because they had no plan, no real business, no organization and no clue. You have some media companies that overbuilt or aimed at the wrong targets on the Web, and they’re cutting back or reconfiguring. And you have a news industry that often considers that two anecdotes constitute a trend, and is perfectly capable of following a trend over the nearest cliff.”

“That last point is the one that actually frightens me. I don’t want to see the newspaper industry kill its own chances for success just because the Nasdaq tanked, a lot of IPO dreams evaporated, and it became fashionable to write negative stories about Internet companies. There is a bigger picture here that needs to be looked at. The real competition isn’t folding. It’s getting stronger: [AOL](http://www.aol.com), [Microsoft](http://www.microsoft.com), [Lycos](http://www.lycos.com), [Yahoo!](http://www.yahoo.com),” Yelvington says.

“I don’t know that I can predict the next five years, but I do believe every newspaper Web operation can become profitable (as many already are). But you won’t get there by cutting out the innovation and concentrating only on efficiency. You have to build Web sites that are timely, useful, interactive and entertaining, and the sad truth is that a lot of newspaper sites aren’t.”

[Finberg](http://www.finberg.com) sees this year’s shakeup as part of a natural business cycle. He believes the businesses expanded too quickly and grew without a clear understanding of the customer.

“During the next year, the strong will get stronger; the weak will struggle. Those companies that recognize that the Internet is a new medium and not an extension of existing print models will do the best... What dot-com and traditional media businesses need to do is roll up their sleeves and get to work. No one said it would be easy — that’s why they call it work.”

I agree. This year’s shakeout is part of a natural, healthy process to shore things up. There’s a lot of work and opportunity ahead. Half of the population has yet to come online, and broadband is likely to magnify the Internet’s capabilities.

I believe the new-media industry in the 1990s passed through several years of experimentation and innovation. What lies ahead — as Finberg says — is the real work.

Digital Links

America Online (AOL)	http://www.aol.com
The Arizona Republic	http://www.arizonarepublic.com
Cox Interactive Media	http://www.cimedia.com/
eMarketWorld	http://www.emarketworld.com/
Forrester Research	http://www.forrester.com

Freedom Communications

<http://www.freedom.com>

Los Angeles Times

<http://www.latimes.com>

Lycos

<http://www.lycos.com>

Microsoft

<http://www.microsoft.com>

Tribune Co.

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- Walter P. Chrysler

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Working with the media industry and emerging companies

This is the new home of a new kind of consultancy to the media and newspaper industries directed by [Howard Finberg](#). The *Digital Futurist Consultancy* provides unique and valuable services in several vital areas.

For newspapers and other established media companies:

- New media and technology “[scouting reports](#)” for senior executives. This is a better way of sorting through all of the technology issues and products facing you and your company. In addition, it gives you a way of helping manage priorities and resources to achieve maximum value.
- Strategic guidance and feedback to your managers and others involved in interactive technologies and online services. We help them understand what’s coming and why it matters. [Click here for an example of such a project done at The Arizona Republic.](#)

For emerging companies, we offer:

- Strategic and operational understanding of the media / newspaper industry. We help you prepare your business to better meet the needs of your customers.
- An industry-wide network of contacts and relationships.
- Feedback, guidance and editing of business and operational plans.

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Talking the talk, walking the walk

In my 25+ years in the media and journalism business, I have been fortunate to participate in many wonderful and amazing projects. I have had the opportunity to take a leadership role in areas ranging from innovative technologies to the newsroom and creative ways to gather and present information to the development of strategic business plans. A sample of some of the more interesting projects -- in no special order -- can be found within this site.

-- Howard I. Finberg

The newspaper in 2020; more than just print

Recently, the American Press Institute invite the world's top newspaper designs and visual journalists to explore the way readers would be getting their news and information in the future. Each participate created a product for the year 2020 and a narrative the explain his or her approach. My approach was called the [The Southwest Republic, a multi-dimensional product](#) delivered using both traditional and electronic ink.

Learning journey: Helping employees explore new worlds

When The Arizona Republic wanted to help its managers understand how the Internet was changing communication and business models, we took them on a [virtual learning "journey."](#) By selecting important "stops" [Web sites] along the way, participants could better see how their world was changing.

Technology scouting reports

There are some many technological and communication changes affecting our industry, senior executives often need a "scout" to go forth in the digital wilderness and report back on the trends and oportunities for the future. A sample of these reports can be found here:

- [Inside DRUPA](#), the world's largest printing expo. What are the trends coming from the commerical side that will affect the newspaper industry.
- New technologies and business models from the Jupiter [online conference](#).



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Howard Finberg Biography

Howard I. Finberg is media industry consultant who specializes in helping newspapers and Internet companies with their online strategies and content and revenue development. He founded *Digital Futurist Consultancy* to provide senior-level executives with strategic guidance in these areas and a better understanding of the technological changes that impact businesses.

Previously, he was a senior executive at Central Newspapers, Inc., a media and information company based in Phoenix, where he held three specific positions:

- Vice President of CNI Ventures, where he manages the company's investment activities in the Internet and technology sectors.
- Director of Technology & Information Strategies, where he provides solutions and guidance for the company's print and electronic businesses.
- Vice President of CNT Corp., the company's technology solution provider.

Mr. Finberg serves on the board of directors of [WaveShift](#), an Internet company that creates community publishing and Web-based calendar tools. He also sits on the board of [Legacy.com](#), an Internet start-up company in Chicago. He also was CNI's board representative to Classified Ventures, a national company for the creation and aggregation of automotive and real estate information.

A frequent speaker at conferences and events, Mr. Finberg was honored this year as a Newspaper Association of America "[New Media Pioneer](#)." This prestigious award recognizes his work in developing online and other new media products and for mentoring others in the industry.

Before joining CNI, Mr. Finberg had served as Director of Information Technology at Phoenix Newspapers, Inc., which publishes *The Republic*. In this role, he reorganized the company's technology efforts, combining four departments into one, and developed new strategic goals and business competencies. Before taking on the IT directorship, he led the creation and launch of *The Republic's* award-winning online service, [Arizona Central](#) on the Web and via America Online (keyword Arizona). This service launched on both platforms in 1995 and was one of the first media company efforts online.

Previously, Mr. Finberg was PNI's senior editor for information technology. He joined the company as an assistant managing editor in 1987 with responsibilities for the feature sections, the Sunday newspaper, visual departments and newsroom technology.

He is the co-author of a college-level textbook about newspaper design, informational graphics, illustrations and photography called "Visual Editing -- A Graphic Guide for Journalists" (Wadsworth Publishing, Belmont, CA). This 300-page breakthrough book aims at professionals and students who want a better understanding of the entire visual process of editing newspapers. In addition, he was the editor of several photography books and has published articles in many industry journals.

Before coming to *The Republic*, Mr. Finberg held senior management positions at the *San Francisco Chronicle* and the *Chicago Tribune*. He has also worked at editorial jobs at the *San Jose Mercury News* and *The New York Times*. He started his journalism career as an editor at the *San Francisco Examiner*.

Mr. Finberg established the *Chicago Tribune's* graphics desk, one of the first in the country, and was the founding editor of the country's first syndicated newspaper graphics service. During his tenure at the Tribune, he was copy editor, makeup editor and the paper's first picture editor/graphics editor.

Mr. Finberg served as chairman of the operating board of a five-company technology consortium called PAFET. He also has been on the [Newspaper Association of America's](#) New Media Federation board of directors and has been that organization's president. He was the founding president of the Society of Newspaper Design Foundation, the educational arm of SND, which promotes design and visual journalism in the newspaper industry and in colleges and universities.

► DOWNLOAD

For a PDF version of Howard Finberg's biography, [click here](#)

He has taught journalism at Northwestern University, Evanston, IL, photography at Triton College, Oak Park, IL, and news editing at San Francisco State University.

He has been a frequent speaker and lecturer to such groups as the American Press Institute, the Newspaper Association of America [NAA], [IFRA-WAN Beyond the Printed Word](#) conference, the Poynter Institute for Media Studies, the HPR Media Seminar (Zurich), Seybold seminars, the Editor & Publisher Interactive Newspaper conferences, Southern Newspaper Publishers Association, the Society of Newspaper Design, The Center for Computer Graphics, American Librarians Association, American Society of Sunday and Features Editors and several national and regional press associations. He has also served as a consultant in Europe, Asia and the U.S. He is also an [IFRA-certified](#) consultant specializing in Internet strategies.

October 24, 2000

[\[Home\]](#) [\[Focus\]](#) [\[Projects\]](#) [\[Handouts\]](#)



Newspaper Benefits

How to Join

Info Center

Federations

Products & Services

Conferences

Staff Directory

About NAA



About NAA

Top Newspaper-Affiliated Web Sites Honored With Digital Edge Awards From NAA's New Media Federation

NEWS RELEASE

Debra Gersh Hernandez

Director of Public Relations (703) 902-1737

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San Francisco, Calif. – The newspaper industry's finest online publishing efforts were presented today with Digital Edge Awards from the Newspaper Association of America's New Media Federation. Winners received their "Edgies" during Connections®, NAA's annual electronic media conference, being held at the Moscone Center June 17-20.

Connections joins five other NAA conferences – Classified, Co-operative Marketing & Sales, Marketing, NEXPO® 2000, and Research – as Newspapers 2000, NAA's mega conference being held June 15-20 in San Francisco.

Now in its fifth year, the Digital Edge Awards celebrate outstanding achievement in nine categories. To recognize industry trends and create further awareness that media companies are producing more than just digitized newspapers, the Best Online Newspaper Award has been split into three separate honors: Best News Site, Best Regional or City Guide, and Best Vertical Site.

"Newspapers have always been a terrific repository of creativity, public service and business acumen," said Gordon Borrell, president of the NAA New Media Federation, and vice president of new media at Landmark Publishing Group. "This year's Edgie winners prove that the industry has not only transferred those talents online, but also magnified them. We're trying to capture a legendary library ghost using a Web cam, we're using interactive cartoons to improve students' Standards of Learning scores, and we're offering on-demand video of an Alaskan avalanche that killed two campers.

"This year's winners are excellent examples of how to meld Internet technology with local content to capture – and captivate – audiences,"

Borrell added.

The New Media Federation also recognizes a New Media Pioneer whose vision and willingness to mentor young leaders have propelled the industry forward. This year, the award was presented to Howard Finberg, vice president of CNI Ventures, the venture investment unit of Central Newspapers Inc., Phoenix. Finberg served as president of the New Media Federation Board of Directors from 1997-98 and currently is a member of the NAA Board Committee on Industry Development's Horizon Watching Task Force.

"The combination of the Edgies, presented to newspaper-affiliated sites, and the Pioneer award, presented to an individual with the vision and talent of Howard Finberg, demonstrates that newspapers' excellence in electronic media is a combination of great team work and outstanding leadership," said NAA Senior Vice President and Chief Marketing Officer John E. Kimball.

The New Media Federation recruits as judges a panel of industry experts composed of Web publishing professionals, esteemed new-media professors and past Edgie winners. Judges considered the depth of content, utility features, design presentation, multimedia storytelling and revenue models when reviewing entries.

The 2000 Digital Edge Award winners and comments from Edgie judges appear below.

Best News Site, Circulation more than 250,000

Washingtonpost.com (www.washingtonpost.com)

Washingtonpost.Newsweek Interactive

Among the most popular news sources on the 'Net, Washingtonpost.com has established a distinct personality without forgoing the rich journalistic tradition of its newsprint parent. Editors publish breaking news written by Post and WPNI staff reporters throughout the day.

Best News Site, Circulation 75,000 to 250,000

Jacksonville.com (www.jacksonville.com)

A service of The Florida Times-Union

Exceptional functionality, deep community content and excellent informational architecture make this site outstanding.

Best News Site, Circulation less than 75,000

Online Athens (www.onlineathens.com)

Athens (Ga.) Daily News, Athens Banner-Herald, Morris Digital Works

University of Georgia students and Athens residents needn't look any further for news about the university community.

Best Regional or City Guide, Circulation more than 250,000

boston.com (www.boston.com)

New York Times Digital

Boston.com invented the blueprint for "city guides" before anyone thought to coin the phrase. The site bursts with local flair and valuable utilities.

Best Regional or City Guide, Circulation 75,000 to 250,000

InsideVC.com (www.insidevc.com)

Ventura County (Calif.) Star

InsideVC.com captures the flavor of Ventura County by creating distinct sections for 10 local areas. The region comes alive through slide shows, cams and community sites.

Best Regional or City Guide, Circulation less than 75,000

JuneauAlaska.com (www.juneaualaska.com)

The Juneau Empire

Locals and tourists alike benefit from this inventive guide to Alaska's capital city that places utility ahead of news. Excellent execution of Flash maps, database applications and video.

Best Vertical Site

SiliconValley.com (www.siliconvalley.com)

San Jose Mercury News, KnightRidder.com

SiliconValley.com site expertly conveys the Valley's technology- and revenue-obsessed culture with excellent daily reporting and special reports. Regarded as one of the best sources of news about Silicon Valley in any medium, the site won a "Best News Presentation" award in 1999 for its coverage of the Microsoft/Dept. of Justice trial.

Best Sales Campaign, Circulation more than 250,000

azcentral.com LIVE (www.azcentral.com)

The Arizona Republic, Phoenix

To promote a local eye care center's LASIK procedure, online and print reps crafted a package that included a live broadcast of laser surgery, testimonials and a contest. (The package can be seen at www.azcentral.com/southwesteye/sw_eye.html.)

Best Sales Campaign, Circulation 75,000 to 250,000

InsideVCWheels.com (www.insidevcwheels.com)

Ventura County (Calif.) Star

InsideVCWheels.com generates leads, increases foot traffic to stores and builds brand awareness for local automotive dealers with a community-focused, easy-to-steer site.

Best Sales Campaign, Circulation less than 75,000

EvansvilleShops (www.evansvilleshops.com)

Evansville (Ind.) Courier & Press

A blend of local retailers and national affiliates, evansvilleshops.com makes it simple for local viewers to participate in e-commerce. The Courier & Press effectively combined print and online media during last year's holiday shopping season.

Best Classified Use of New Media, Circulation more than 250,000

Boston.com (<http://careerpath.boston.com>)

New York Times Digital

Judges rewarded boston.com's commitment to placing its best programming, content development and marketing talent to its CareerPath-affiliated "help wanted" site.

Best Classified Use of New Media, Circulation 75,000 to 250,000

**Home Market Magazine Online
(<http://homemarket.knoxnews.com>)**

The Knoxville (Tenn.) News-Sentinel

The Knoxville News-Sentinel partnered with the local association of Realtors to create a great online complement to the publisher's print magazine. Home seekers benefit from quick searches, sharp design and access to agents.

Most Innovative Use of the Online Medium, Circulation more than 250,000

Cleveland Live (www.cleveland.com/tribe)

Advance Internet

No one else covered Cleveland Indians' spring training like cleveland.com. Chats with print and TV reporters and streaming interviews of players and coaches took viewers inside the clubhouse.

Most Innovative Use of the Online Medium, Circulation less than 250,000

Ghost Cam (www.courierpress.com/ghost/)

Evansville (Ind.) Courier & Press

The site, which gives viewers the chance to capture the ghost that supposedly haunts an Evansville library, exhibits a visual creativity that's perfect for the Web.

Public Service Award, Circulation more than 250,000

Season to Share (www.denverpost.com/share/share.htm)

The Denver Post/DenverPost.com

This site provided an immediate and convenient option for viewers to act on their charitable impulses and donate to Denver-area agencies.

Public Service Award, Circulation 75,000 to 250,000

SOLutions, [dailypress.com](http://www.sol-utions.com) (www.sol-utions.com)

Daily Press, Newport News, Va.

The Daily Press uses the Internet's uniquely interactive qualities to help elementary-school students learn material required for Standards of Learning (SOL) tests. Creative online quizzes, games and colorful clickable maps make the site a pleasure to use rather than a rote task.

Public Service Award, Circulation less than 75,000

On the Verge, 20 Below (<http://20below.maintoday.com>)

MaineToday.com/Portland (Maine) Press Herald

TeenGo takes advantage of the Internet to provide a virtual gathering space and creative haven for teens that might have no other safe outlet for their thoughts and ideas.

Outstanding Achievement: Best News Presentation

**Jelly Roll Morton, chicagotribune.com
(<http://chicagotribune.com/go/jellyroll>)**

Tribune Interactive

The site chronicles the music industry's callous treatment of jazz great Jelly Roll Morton. Judges cheered chicagotribune.com's storytelling sensibilities, use of photo galleries and previously unreleased music.

Best Local Community Section

Maine Communities Online (www.mainecommunities.com)

Kennebec Journal, Augusta, Maine; Portland Press Herald/Maine Sunday Telegram; Morning Sentinel, Waterville, Maine

Maine Communities Online goes beyond the typical offering of free Web sites and exhibits a real concern for the community's needs.

Members of the working press who will be covering Newspapers 2000 can register for credentials in the Press Office at the Moscone Convention Center, room 111. The Press Office will be open daily during the conference and then closes at 3 p.m. on June 20.

Complete schedule and other information about Newspapers 2000 can be found online at www.naa.org/newspapers2000. NEXPO-specific information is located at www.nexpo.com.

Sponsors of NAA's Newspapers 2000 are: AdOne, LLC; AdMall.com/Sales Development Services, Inc.; AdStar.com; Agfa Corporation; ASTECH InterMedia; American Profile; Belden Associates; Bruce Bell & Associates, Inc.; Celebro.com; Claritas, Inc.; David Geller Associates/Top Value Media; enews.com; Expo Experts, LLC; Flint Ink; Goss Graphic Systems; Heidelberg Web Systems; iCopyright.com; InfiNet; KASPAR SHO-RACK; KOZ.com; MAN Roland; Mayer Motivations; megawheels.com; Metropolitan Sunday Newspapers; Multi-Ad Services; MyWay.com; NewsBank, inc.; NEWSDEALS.com; Newspaper National Network; NICC; Ontempo; Pentawave, Inc.; PowerAdz; Real Media, Inc.; ReCAS (a product of Multi-Ad Services); San Jose Mercury News; Scarborough Research; SportsHuddle.com; SRDS; System Integrators, Inc. (Sii); TC Advertising; TERA; Flywheel Media; Tribune Media Services; US Ink; VISA U.S.A., Inc.; USA WEEKEND.

NAA is a nonprofit organization representing the \$57-billion newspaper industry and more than 2,000 newspapers in the U.S. and Canada. Most NAA members are daily newspapers, accounting for 87 percent of the U.S. daily circulation. Headquartered in Tysons Corner (Vienna, Va.), the Association focuses on six key strategic priorities that affect the newspaper industry collectively: marketing, public policy, diversity, industry development, newspaper operations and readership (added February 1999). Information about NAA and the industry may also be found at the [Association's World Wide Web](http://www.naa.org) site

on the Internet (www.naa.org).

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[■ Handouts](#) [■ Home](#) [■ Focus](#) [■ Calendar](#) [■ News](#) [■ Projects](#)

“What did he say?”

Below are some of the recent presentations and other handout material that you might find useful.

Click on the presentation you would like to download and fill out a very simple form asking for name and company. From there you'll be linked to the download page. Thank you.

Recent presentations

- One of the world's most important conferences for the newspaper industry, the IFRA-WAN **“Beyond the Printed Word”** meeting was recently held in Amsterdam, NL. Howard Finberg presented his view of the [online classified market](#) for newspapers and his “call to arms” to rethink economic expectations and opportunities to create new customer-centric business models. *For conference summaries, [click here](#).* 10_2000
- **Inland Press Foundation** meeting for online managers heard a discussion about [future technologies, especially as they related to the online world](#). 9_2000
- At the recent conference of the **Association of Publishing Systems Users**, we presented a [look at emerging technologies](#), including a look at the recent newspaper and printings shows -- DRUPA and NAA's NEXPO. 9_2000

This is the new home of a new kind of consultancy to the media industry and, especially, the newspaper industry. Please have patience as we will “officially launch” this site during the 4th quarter of 2000. Meanwhile, for more information about *Digital Futurist* consultancy, please [click here](#).

[\[Home\]](#) [\[Focus\]](#) [\[Projects\]](#) [\[Handouts\]](#)



[To read complete release, click here](#)

Some recent news and information you might find interesting or helpful.

Veteran Newspaper Executive Howard Finberg Joins Jumptech Board

MINNEAPOLIS, Nov. 13 /PRNewswire/ -- Jumptech, a leader in technology services for connecting print to the Internet, announced today the election to the Board of Directors of veteran newspaper executive Howard I. Finberg. Until recently, Finberg was vice president of technology and Internet investments for Central Newspapers, Inc., publishers of a group of daily, Sunday, and weekly newspapers including the Arizona Republic and Indianapolis Star. For the full press release [click here](#)

Legacy.com expands Board of Directors; Howard Finberg named

EVANSTON, Ill., Sept. 28, 2000 /PRNewswire/ -- Howard Finberg, winner of the Newspaper Association of America's "New Media Pioneer" award for 2000 and former vice president of CNI Ventures, the strategic investment division of Phoenix-based publisher Central Newspapers, Inc., has joined the board of directors of Legacy.com, Inc., officials of the nation's leading provider of online memorials and funeral service information announced today.

[To read complete release, click here](#)

Howard Finberg named NAA's New Media Pioneer for 2000

SAN FRANCISCO, Ca, June 20, 2000 / -- The New Media Federation annouced the winner of its New Media Pioneer award to Howard Finberg, vice president of CNI Ventures, the venture investment unit of Central Newspapers Inc., Phoenix. He was recognized for his vision and willingness to mentor young leaders have propelled the industry forward. Finberg served as president of the New Media Federation Board of Directors from 1997-98 and currently is a member of the NAA Board Committee on Industry Development's Horizon Watching Task Force.

[To read complete release, click here](#)

[\[Home\]](#) [\[Focus\]](#) [\[Projects\]](#) [\[Handouts\]](#)

■ Handouts ■ Home ■ Focus ■ Calendar ■ News ■ Projects

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(Photo: <http://www.newscom.com/cgi-bin/prnh/20000731/MNM001LOGO>)

Rhys Parry, president & CEO of Jumptech, said, "In one person, Howard Finberg brings to us a number of invaluable assets, including a wealth of financial, technology, new media, newspaper, and Internet experience. Howard has been at the forefront of developments in these areas."

Finberg noted, "I believe Jumptech has unique and highly productive solutions for enabling newspaper publishers to combine the best of both print and electronic media. This technology is vital to our future, as it continues our industry's long tradition of providing unique and valuable services to its customers -- readers and advertisers."

Beginning his newspaper career as a copy editor at the San Francisco Examiner, Finberg has held editing and senior management positions at the Chicago Tribune, the San Francisco Chronicle, the San Jose Mercury News, and The New York Times. In 1987, he joined Phoenix Newspapers, Inc., publishers of the Arizona Republic, as assistant managing editor. He later became senior editor for information technology and led the newspaper's launch of its award-winning online service. He was then promoted to director of information technology, reorganizing the company's technology efforts.

During his tenure at CNI, Finberg participated in its investment in Waveshift and Legacy.com, and he continues to sit on the boards of directors of these companies. He has served on several other boards including the New Media Federation of the Newspaper Association of America. Currently, Finberg heads the Digital Futurist Consultancy, a company providing strategic guidance to senior-level executives at established and start-up companies in the media and information industries [<http://www.digitalfuturist.com>].

About Jumptech

Jumptech's JumpCode(TM) system merges the benefits of print publications with more in-depth information available on the Internet, allowing readers to use both media to mutual advantage. With a small, portable scanner, readers scan JumpCodes (small bar codes) printed within articles and advertisements and then can "jump" to personalized information on the Internet.

This unique technology turns print into a portal, as well as turning the point of interest in print into the point of sale online. Jumptech is the leading provider of print-to-Internet technology services to publishers, catalog merchandisers, and e-commerce firms. More information is available at <http://www.jumptech.com>

SOURCE Jumptech

Web Site: <http://www.jumptech.com>

Photo Notes: NewsCom:

<http://www.newscom.com/cgi-bin/prnh/20000731/MNM001LOGO> AP

Archive: <http://photoarchive.ap.org> PRN Photo Desk, 888-776-6555 or 201-369-3467

[\[Home\]](#) [\[Focus\]](#) [\[Projects\]](#) [\[Handouts\]](#)

Calendar and Conferences

■ Handouts ■ Home ■ Focus ■ **Calendar** ■ News ■ Projects

“Where in the world is ... ?”

For a calendar of major conferences and other events of interest, including events Howard Finberg will be attending, [please click here](#). This calendar has been created by www.mycalendar.com, a part of the WaveShift family of publishing tools. Under fair disclosure, Finberg is a member of the board of directors of [WaveShift](#). However, this calendar was created by him and is maintained by him under the mycalendar.com affiliate program. For information about that program, [click here](#).



[\[Home\]](#) [\[Focus\]](#) [\[Projects\]](#) [\[Handouts\]](#)

[■ Handouts](#) [■ Home](#) [■ Focus](#) [■ Calendar](#) [■ News](#) [■ Projects](#)

Using the Internet to teach The Arizona Republic

In early 2000, the CEO and publisher of *The Arizona Republic*, John Oppedahl, and Toni Antonellis, Vice President for Organizational Development, asked me to help educate the newspapers managers and supervisors on how the Internet was changing business and publishing models. With assistance from a member of the OD group and an editor from *The Republic's* online department, we created a online "learning journey." This journey was created to "show and tell" employees about some of the competitors on the Web and help them think about new ways of doing business. Tied directly to the rollout of the company's annual strategic and operating plan [AOP], this group was required -- via registration -- to go through the journey in advance of attending the AOP meeting.

To take the journey yourself, just click below and a new browser window will be launched. Navigation for the journey was limited to a **"next"** button. The goal was to structure the experience in the same way as you would tell a story.

[To take the journey yourself, click here](#)

Please keep in mind, this site was created in January, 2000. Some of the information is dated. What is still very viable is the concept of using the Internet / Intranet to educate and challenge a workforce. If you would like more information about offering a learning journey to your staff, please send me an e-mail.

-- Howard Finberg

[\[Home\]](#) [\[Focus\]](#) [\[Projects\]](#) [\[Handouts\]](#)



Other work
[Projects](#) that
show the
scope of the
Digital
Futurist
Consultancy

■ Handouts ■ Home ■ Focus ■ Calendar ■ News ■ Projects

The 2020 Southwest Republic, My Trusted Agent

Howard Finberg
Vice President, CNI Ventures
Chief Philosopher
Central Newspapers, Inc.

The Southwest Republic of 2020 is built upon two unique principles. The first is the concept of custom publishing a newspaper through one-on-one marketing. This provides our customers with a newspaper tailored to their personal needs and delivered either in the traditional form of ink on paper or through a seemingly futuristic electronic ink version. The second principle is the highly collaborative staffing process that production of customized newspapers demands. The development of this prototype demonstrates the evolution of staffing that must accompany the news organizations' "the trusted information agent" of the next millennium.

One-on-one marketing

The idea of one-to-one marketing for newspapers is very much in vogue at the end of the 20th Century. Taking this concept 20 years into the future, transforms today's idea into a very real tool. The vision of the one-on-one design of the SW Rep is based on the potential for the newspaper [or any other information company which publishes the product] to retain and strengthen its role as the "trusted agent" in its diverse communities of customers/consumers/readers. These communities could be geographic [a neighborhood] or virtual [fellow National League baseball fans].

There is little to suggest that in the near future the world will be an easier, slower or friendlier place. By the year 2020, our readers will be looking for solutions "not more data" in their hectic lives. What will be vital to consumers will be finding a trusted information agent to help them make choices and, in general, to make their lives less stressful. One on one marketing will allow the SW Rep to meet these expanded customer demands. Providing such services, however, will take it far beyond the confines of late 20th Century journalism. It will have to strike a balance between organizing personal information crafted to the needs of a reader while taking care to still provide the unpredictable mix of breaking news and serendipitous articles which enrich a customer's reading experience.

Digital ink vs. real ink

The *Southwest Republic* is meeting such expanded product needs "in both its print and electronic format. In 20 years, there very likely will be a blurring between those two physical forms of format and delivery. Electronic or digital ink is already being used for simple communications, such as digital signs. It is not a great leap of faith to envision a truly portable, always up-to-date newspaper printed on a material with the look and feel of paper but actually an electronic display material.

Digital ink technology will give newspapers incredible flexibility to display information without regards to page limitations. This format will also allow the integration of new forms of visuals "animation to start and full-motion video coming later. The prototype *Southwest Republic* has buttons for the reader to push for more information, as well as the familiar "visit our Web site for more information" references. The ability to quickly navigate this new reading medium will be essential. We want to take the best of "page turning," which is the serendipity of a newspaper, and combine that with the easy use of the on-off button.

There is, however, an underlying technology assumption: that a widespread, high-bandwidth wireless network will be deployed. There is another challenge to such an electronic product: the economic model. Where does display advertising fit in a world where the consumer has a large degree of product control? Will our customers pay for an "always-on" newspaper? And how much will they be willing to pay?

Smaller pages, fewer pages

Those challenges are why I believe that the printed form of newspapers will not disappear by 2020. A not-so-bold prediction, I admit, but one that goes against the conviction of those digital extremists who see the end of printed newspapers. Emerging technologies like digital ink will no more eliminate paper than radio finished off newspapers and television made radio obsolete. The printed newspaper, like every other communications medium, will adjust and adapt to the changing marketplace.

What I will predict is that the way newspapers are printed will differ greatly from that of today. In the next 5 to 10 years, the last of the "large iron" presses will be installed at newspapers. Given the cost of newsprint and the environmental issues surrounding its disposal, it is likely that the physical size of a newspaper will be considerably

smaller than the present 54" • or 50" • printing web width.

The *Southwest Republic* is designed for a page of approximately 12" • by 16". • The number of general or full-run pages • " because the paper is customized • " also will be greatly reduced. The days of eight pounds of newsprint and slick inserts arriving at a reader's doorstep on Sunday morning will be over. One of the major advantages of this smaller size is the speed in which the paper can be printed and the ability to change the pages electronically. *[This is a good point to pay homage to many European newspapers • " especially the Spanish press • " that have printed newspapers similar in size to our prototype.]*

There will be an optional way for readers to receive a printed version of the *Southwest Republic* at home. High-speed, affordable color printers that can collate and bind the paper will be a reality by 2010 and widely adopted by 2020. However, the use of such remote printing sites by a newspaper company • " or any other information provider • " will depend • " again -- upon the deployment of • " always-on, • " high-speed bandwidth. This delivery method will allow companies to • " push • " a newspaper to the consumer at whatever time the customer chooses • " for a 5:30 breakfast, a 10 a.m. coffee breaking or at 9 p.m. after dinner. A personalized newspaper could also be delivered to wherever the customer might be: at home, at the office, or out of town.

Hi, Bob! Here's your news

Every morning our customer, Bob Jones, finds his unique and very personal content on the right-hand rail. The *SW Rep* supplies him with information about an upcoming trip, family plans and reminders about birthdays and other events. In addition to the printed version of such information, Jones also will get alerts and reminders via several other devices: wireless phone, a beeper or a home computing device [which may be the entertainment display screen once called a television set]. The *Southwest Republic's* motto is • " Your News, When You Want It, How You Want It. • "

Even though computer-to-plate technology will not be widespread in 2000, by 2020 computer-to-press technology will be widely adopted throughout the industry. Such technology is at the heart of what allows us to physically give Bob his individually targeted newspaper. For this example, we show only one customer at this house; it is possible to design one newspaper to supply individualized information for multiple customers within one household.

Publishing at such a household level will make the *SW Rep* an important and trusted information source for Bob. The prototype features a major package about property taxes. That content is customized for all those reading the paper from that address. This kind of presentation also can be done at a special interest level. What is interesting to note is that the information graphic actually was created by pulling elements for a database into a design template. While an artist designed the template, the computer created the graphic. Artists in 2020 will become the visual architects, designing structure and form, rather than their current role of construction work • " building informational graphics piece by piece.

Oh, no. More staffing changes

Of course, letting the customer select the delivery time and place will bring profound changes for the way we hire, train and organize our newsrooms. Always • " on • " for the consumer means that the newsroom needs to be always staffed and • " always publishing. • " *There are lots of issues around this topic, but that's for another seminar.*

One part of that newsroom challenge revolves around job duties and how work is organized. Our changing business might finally push newsrooms into truly collaborative work environments. Not only would there be an increased need for journalists to collaborate within their own department but also with professionals in other departments. Such collaboration will be essential for the survival of our companies and our industry.

For example, to produce the geographically linked property tax content, the artist and the database manager and a computer programmer worked together. Reporters in different zones of the newsroom also had to craft their stories to fit with the main story that came out of the county tax assessor's office.

Another example of collaboration is the development of this prototype. This is a vision that is not mine alone. It is a shared vision by a team of talented individuals from various departments at *The Arizona Republic*, my former stomping grounds. To get to this point involved lots of fascinating discussion and hard work from people at the company who will be creating and managing the newspaper of 2020 • " these are our future leaders: Keira Nothhaft, newsroom, shaped our visual vision, taking vague whiteboard concepts and created a visual architecture. Claudine Crowe, circulation, who pushed the envelope as to the role newspapers will play. Keri Gamiel, who used humor and wit to write our future world. [My deepest appreciation to this team.]

SW Republic + Bob = trust

In order to remain a vital information source for our readers in all our communities, the *Southwest Republic* has to offer more than the journalistic trust it has today [assuming it does have that trust]. A consumer like Bob Jones needs to have a trust-based relationship with his newspaper before he will share personal information. This is more likely a higher hurdle than any technical challenges.

It may mean changing the way we write news • " less anecdotal ledes and fewer stories that jump [don't waste

my time]. The Southwest Republic Page One does not have any jumps. It will mean guarding privacy as closely as your bank [may be even closer]. It also mean paying more attention to the forces around the world that affect all of us and putting that information in usable and understandable context.

To achieve our 2020 vision will require new communication methods built upon our most solid foundation – “journalistic integrity.”

Design notes

The fonts selected for the Southwest Republic 2020 were Arepo and Interstate. Interstate was designed by Tobias Frere-Jones for The Font Bureau. It was selected as the sans serif face because it is extremely legible and has a unique flair – “a bit kickier than your run-of-the-mill sans serif. Arepo is a font designed by Sumner Stone. Ally Palmer used Arepo in both The European and Sunday Business, a London-based weekly, and is using it in his redesigns of four Danish newspapers. Arepo was selected for The Southwest Republic because it is a beautiful, elegant typeface that contrasts well with Interstate. And, Arepo is opera spelled backwards and Howard Finberg is an opera fan.” Keira Nothhaft.

[\[Home\]](#) [\[Focus\]](#) [\[Projects\]](#) [\[Handouts\]](#)

Sample technology scouting report

■ Handouts ■ Home ■ Focus ■ Calendar ■ News ■ Projects

Providing executives with the "what" and "what it means"

On this page is an example of a "technology scouting report" • from the world's largest printing expo. Written from both a general and company-specific view, this is a communication for senior level executives so they might have a better understanding of future technologies and their impact upon their business.

If you would like to receive your own scouting report, or have questions about such a service, [please contact us](#).

Report on DRUPA 2000

From Howard Finberg

Here are some thoughts and trends noted at the DRUPA printing expo, which is held every four or five years. While it was impossible to visit every booth "there are 1,600 exhibitors and more than 400,000 attendees during the show's two-week run" several interesting technology trends and products emerged.

Major takeaway

Like most industries that have been around for a while, the printing sector is now feeling the next wave or effects of the digital revolution. While many forms of printing have changed little since the days of Gutenberg^[1], a couple of interesting issues are emerging, much like the changes that are shaking the newspaper industry:

- While printing will survive for a very long-time [something has to be stamped on all those toothpaste tubes], the use of digital printing technology is much more firmly established. Not only in the pre-press area, but in the actual printing of documents. We are on the edge of a totally digital process "from creation to a press with instantly changeable printing plates. As usual, these changes will start in the short-run, commercial field. An example of such a change is the CreoScitex "direct to press imaging method." [Attached is an article about the system.]
- Just as important are the changes that are affecting the "business" of printing. How customers buy printing services will greatly change in the next several years, as the Internet allows for the reduction of geographical barriers. Many of the "request for proposal" processes will be streamlined and taken online. This will greatly affect both small and larger printing concerns.

Why should we care about the above? Many of our customers "advertisers" will be affected by such changes. We should look for additional ways to make sure they get / find the services they need regarding their inserts and flyers. This always raises the question as to whether we should look for strategic alliances or acquire printing services for customers.

Digital presses

As mentioned above, the digital revolution has started to shake the physical printing industry in much the same way that pre-press was affected during the transition between hot type and cold type and finally electronic composition.

There were a number of digital presses showed by a variety of vendors [and a variety in the size of the companies showing these presses]. While many in the newspaper industry might see these machines as "copiers on steroids," I urge that we think about the first personal computers "the Apple IIe. Few in the computer industry saw the potential, most thought of the PC as a personal "toy."

While we have seen Xerox's efforts in this area, Heidelberg also showed a very impressive looking product produced on their Digimaster. As we think about customer / address specific delivery, we should start thinking about the nature of the products we will

NOTE

Other samples

[Online conference report](#)

[Learning Journey, an interactive tour](#)

create for such customers.

What this means: *We need to monitor the development of these presses, in addition to thinking about the form / format of address-specific content created by the newspaper.*

PDF prevails

For most people, Adobe's™ Portable Document Format [PDF] has been a way to move reports, memos and other documents across internal and external networks. PDF's™ documents are smaller [and hence easier to transmit] and yet maintain the typography and other graphic elements in the original.

Given what was at DRUPA and what is likely to be at NEXPO, PDF is likely to become the "de facto" standard for advertising systems workflows. This means that companies will adopt PDF as the common language for sending, editing and sharing documents that need to be printed in a location not controlled by the original creator. The most interesting aspects of the emergence of PDF are the new tools used for editing this document format.

What this means: *We should look at how PDFs fit within our entire publishing systems and internal document processing systems. We should also look closely at our current workflow and explore whether we are positioned for the future[2]*

We should also look at how we manage all of our digital assets [for the newsroom, the advertising department and marketing department].

Workflows downhill

While the newspaper industry is sometimes slow to learn from its commercial counterparts, one area we have ignored is in the development of methods to track work throughout the entire process "from the arrival of an ad order to the finished printing [and all those steps and costs in between]. While CNi newspapers have some of the better upfront [pre-press systems in the country, DRUPA pointed out we should continue our efforts to extend such systems into the press and post-press areas.

What this means: *With better workflow systems, better decisions regarding press runs and color and space use can be made. In addition, such systems can be linked to financial or accounting systems to provide "true" cost information.*

Watch this page

There were several very interesting technologies around the "instant proof" of a newspaper page. Some of these systems come from workflow vendors, but there are other systems available that could allow newsroom and other executives to view a page remotely [at home, in a hotel] without having an entire CCI editing workstation installed on a desktop or laptop computer.

What this means: *Cost savings and more flexibility for editors to see important pages without the need for a high speed access line.*

Unbundling systems

During discussions with several vendors "especially the German company Pape + Partner Media [PPI], an interesting possibility arose regarding how we look at publishing systems and whether we should continue to use this model in the selection of future systems. In the past, systems such as advertising and classified were tied as much to physical production as to the front-end information gathering. Given the use of new Internet languages [XML, Java] for the delivery of information, it might be possible to "unbundle" these systems in the future. Unbundling would mean that we could separate the ad order entry system [an "ad" is an "ad" model] from the pagination of the material that runs in the paper. Since single vendor solutions do not always give us the tools we need, this approach might allow companies to replace "modules" rather than whole systems.

What this means: *We should explore system replacements from several different angles. And we should keep asking our selves what do we want do in the future.*

As usual, let me know if you have any [questions](#).

[1] This is the 600th anniversary of his birth, or at least the date the Germans are celebrating.

[2] The discussion regarding a new classified system for Phoenix would fit within this exploration.

[[Home](#)] [[Focus](#)] [[Projects](#)] [[Handouts](#)]

Sample technology scouting report

■ Handouts ■ Home ■ Focus ■ Calendar ■ News ■ Projects

Providing executives with the "what" and "what it means"

On this page is an example of a "technology scouting report" • from the Jupiter online conference. Written from both a general and company-specific view, this is an communication for senior level executives so they might have a better understanding of future technologies and their impact upon their business.

If you would like to receive your own scouting report, or have questions about such a service, [please contact us](#).

Jupiter Conference Report

The following is one of several reports from the recent Jupiter Online Conference.

One of the most interesting aspects of the conference was reemergence of Content "editorial and/or journalistic" and its importance. This was a theme that Jupiter analysts wove through various discussions. While Commerce is still "King," Content has been welcomed back as the "Crown Prince" of the Web.

Jupiter bases its theory on several factors "all of which play well to the strengths of traditional publishers:

- Many of the Web's consumer tools "e-mail, chat, search" have become commodities and there is very little to differentiate these tools across various sites. While you need to have such tools, they will not guarantee success.
- Consumers are overwhelmed by choices and hence are returning to brands they know and trust. This is especially true for news and information sites. This, however, is less important for the types of decision support and knowledge sites [such as Homefair and Virtual Job Fair]. Those sites are developing their own audiences.

Jupiter believes that quality "media content" will emerge as a potent differentiator for online success among all kinds of Web ventures."

The bad news

However, having content and using it to the fullest is something that very few content sites have learned. The commerce sites are still the experts in the Web's one-to-one marketing race. To thrive content ventures must make use of frequency programs, registration and other marketing activities to develop a qualified base of customers. Sites need to prioritize data gathering, including "user information, clickstream data^[1], direct e-mail and purchasing information" and quickly migrate to a database marketing mentality, according to the presentation.

There was even more bad news for traditional media companies, especially television, regarding time trade-offs between media.

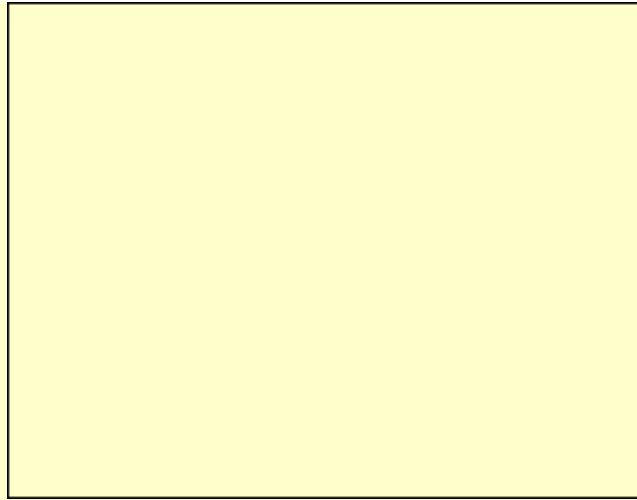
Jupiter presented some new research [July, 1998] that showed that television is feeling the greatest "Internet Effect." More consumers say they are watching less television because of the Internet. Magazines and newspapers seem to be impacted less, with radio use the least affected.

NOTE

Other samples

[Printing conference report](#)

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Among **heavy** users of television the erosion figure is even higher -- 56.8% are watching less and "Web surfing" more. For newspapers, heavy users of print, the migration figure climbs to 22% from 16.8%. [Jupiter did not release what it considered "heavy users" during this presentation. It is expected that more information on this survey will be available in two or three weeks.]

Another interesting trend to watch, especially as it relates to media migration, is the amount of time spent using online services. The Jupiter survey showed that usage increases with time spent online. Novice users [less than six months online] spend about an average 4 hours per week online. More experienced users [1 to 2 years] spend 8 hours per week. If a user has been online for more than 2 years, they spend, on average of almost 12 hours weekly.

Finally, how big will Online get?

Here are the latest household penetration numbers Jupiter is using:

	1997^[2]	2002
Radio	99.1%	99.1%
TV	98.0	98.0
Magazines	81.0	81.0
Cable	62.0	62.0
Newspapers	58.8	58.8
Online	27	47

The assumption is penetration for the rest of media would remain constant, while online penetration would grow by 31% during the next three years. As more of this Jupiter study becomes available, I will pass it along. Additional reports from the conference "including one looking at the success factors for Web sites" will be sent along shortly. Other material will also be posted on The

^[1] CNI, by establishing enterprise-wide tracking and auditing systems from IPRO and with its new initiative to get Accure user navigation data, is ahead of many content sites.

^[2] Magazine statistics refer to percentage of households that read magazines; newspaper statistics refer to percentage of adults that read daily newspapers.

[\[Home\]](#) [\[Focus\]](#) [\[Projects\]](#) [\[Handouts\]](#)