

# 8.1

## A Publishers Guide to New Technologies

Newspapers are using technologies in a new way – not just to get the job done, but to do it better, faster, cheaper, and more creatively as they serve readers and advertisers on more platforms and in more ways than ever before

# Shaping the Future of the Newspaper



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# Executive Summary

Technologies power newspaper companies, from the development and management of journalistic stories, to advertising department workflows and billings, to the pre-press, press and distribution process. Digitisation has made remarkable and irreversible enhancements to the formerly industrial newspaper enterprise. Digital technologies continue to evolve and produce better results over time.

Technology holds promise for automation, cost reduction, quality enhancement, improved communication, better view of the customer and money-making capabilities across the value chain. Newspaper publishers need to know about the technologies that can make their operations more efficient and professional.

The Shaping the Future of the Newspaper's Publishers Guide to New Technologies report delves into a variety of existing and emerging technologies for every link on the value chain. This report serves as a primer on a variety of technologies, and provides examples and case studies from newspaper

companies worldwide implementing these technologies:

- Editorial content management systems that make cross-media publishing easier
- Advertising department technologies that integrate account management, advertising production and accounting, and make possible self-service advertising online
- Blogging, social networking, digital sharing, video and other multimedia technologies
- The monetization of newspaper archives
- Mobile phone content and monetization technologies and strategies
- Pre-press technologies, such as computer-to-plate (CTP), which creates efficiencies and greater quality in page production
- Press automation technologies, including robot-powered automated plate loading, which more than doubles the speed of newspaper plate swaps from manual loading
- Digital inkjet printing, which in the future will enable the delivery of more targeted

newspapers in a less costly and efficient manner

- PDA-powered newspaper delivery systems, which assist carriers in making newspaper deliveries more efficiently, and which enable the delivery of more publications to targeted audiences
- Online and mobile advertising technologies
- Technologies that assist newspaper companies in driving more traffic to their Web sites, which translates to advertising revenue
- Research tools, such as databases for journalism and marketing strategies, including mash-up technologies and CRM systems

The report explains why three newspaper companies invested in editorial or advertising management systems: The Tribune Company with eight newspapers across the United States, Il Sole 24 Ore in Rome and Milan and the Daily Herald in suburban Chicago.

Il Sole is in the process of installing an advertising management system. “Our department is one of the best examples of success in selling advertising for several media channels: the daily newspaper, magazines, Radio24 and many Web sites, including those owned by other publishers,” said Paolo Perego, manager of information technologies at Il Sole. “We were looking for a solution that would be able to manage orders across all media channels, in the most efficient way possible.”

The report also details the plethora of online technologies that enable multimedia storytelling, blogging, social networking, video sharing, citizen journalism and other interactions. A variety of case studies show how newspapers around the world are engaging in this “Web 2.0” content development. Among the companies developing Web 2.0 content profiled in this report include Verdans Gang in Norway, Mail & Guardian in South Africa, Hindustan Times in India and 24 sata in Croatia.

Newspaper companies are recognising that mobile will play an important role in the future, and are developing mobile strategies by publishing content on mobile sites, reporting with mobile phones and soliciting mobile contributions from readers.

Case studies in this chapter include information from Thomson Reuters in London and New York, VG.no’s process for handling mobile phone submissions, Dagens Nyeter’s strategy for its mobile Web site in Sweden and Adresseavisen media company in Norway, which uses the Nokia N95 for video storytelling.

On the print side, a variety of technologies have emerged that serve to save time and money with human resource and workflow reductions, such as robotic, automatic page loading and printing technologies, high-tech computer-to-plate pre-press technologies and computer-driven home delivery hardware and software.

The SoftBook is a tablet-sized reading device used at Gannett’s Arizona Republic in Phoenix, Ariz. The 1,200 newspaper carrier contractors serving 1,900 routes for the half-million circulation Republic mount the Softbook onto their vehicles’ dashboards to save money on home delivery and to make money by delivering more outside print titles with fewer resources.

Fast plate changes are becoming increasingly necessary as newspapers are creating printed products aimed at smaller, targeted groups, in addition to their large print-run newspapers. Automatic plate loading technology automates the plate-loading process with the use of robotics, enabling 24 printing plate changes in about three minutes. The new technology is being used at two German newspapers.

Database technologies for editorial and marketing are creating new opportunities to better understand relationships among different data sets. Some of the database technologies explored in this report include “mash-ups,” or the combination of mapping technology with geographically based data, such as location based crime statistics, real estate listings, or school information. These mash-ups provide opportunities to journalists to tell more complex stories that are important to local readers.

The dozens of technologies explored in this report serve as a primer for information-hungry publishers who must keep up with the ground-breaking innovations of today in order to be successful publishers for tomorrow.

# 1. Content Tools & Systems

Software technologies for editorial and advertising departments at newspaper companies worldwide have become necessary and ubiquitous in order to create workflow efficiencies and professionalise growing operations. The range of processes streamlined by these systems installed in editorial and advertising departments include:

- Automating processes
- Enabling communication across the enterprise and with customers
- Reducing steps for production of editorial and advertising
- Reducing errors and duplication of tasks

The technologies are scalable for big and small publications, and for the number of employees using the software. In many cases, the cost of these systems is recouped in less than one year.

## Editorial Content Management Systems

Content digitalisation has made newspaper and Internet newspaper production among the most obvious areas for efficiencies in newspaper

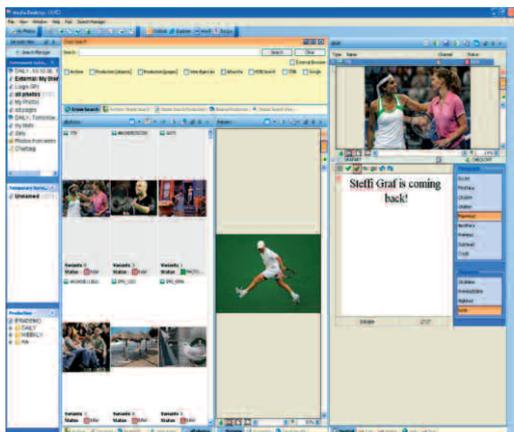
companies today. Many newspapers worldwide still utilise antiquated production workflows with old front-end systems. The investment in a content management system can provide publishers with a variety of cost-saving efficiencies.

The installation of these systems, which power every desk in the newsroom – from journalists, to editors, to photographers to page designers – spans a wide range of prices depending on functionality and the number of people using the system. Typically, cost savings come from automating processes, templating pages and reducing the number of steps from the editing process to the pre-press stage. Some less robust content management systems are simple and streamlined and can run on open-source technology, costing even less.

### NEW CONTENT MANAGEMENT SYSTEMS

A new, integrated CMS would provide a variety of “hard” and “soft” benefits. Hard benefits are those that can be described in concrete, monetary terms. Soft benefits are those that are desirable and valuable, but difficult to quantify in monetary terms.

Clearly, the two top benefits are making the workflow more efficient and therefore less costly, and also providing the hundreds of users of the system a 360-degree view of the content published by the newspaper company. Better communication is automatically an improvement in working conditions for editors, journalists and page designers. The more people know about today's story mix, the better they can do their jobs. Having access to news budgets across the enterprise is useful and can cut duplication of efforts. The majority of this section outlines cost and time savings—the most desirable CMS qualities.



Source: Atex

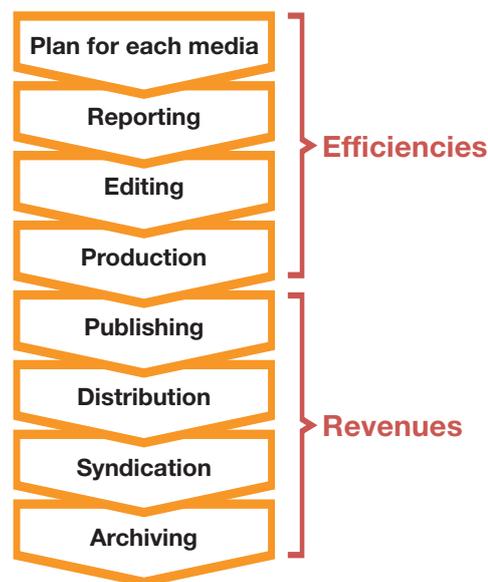
**Some CMS provide cross-media interface tools to provide editors and journalists a one-screen view of content available across platforms on a multitude of subjects.**

A different way to look at the benefits is by the links on the news content value chain. The value chain starts with planning content, followed by reporting, editing and production. These are the areas that can be the target for more efficiencies at newspaper enterprises. The next four links, publishing, distribution, syndication and archiving, represent areas to produce more revenue. This can be done by republishing news and information on new channels, distribution partnerships with other publications, syndication through national and international re-sellers and selling archived text, photo and multimedia content through newspaper Web sites. Efficiencies in pre-press, printing and distribution will be explored in Chapter 4, while archiving will be discussed in Chapter 5.

According to industry benchmarks, about 15 percent of the editorial employees are connected with page makeup and layouts and the rest are journalists, including reporters and editors.

## The News Content Value Chain

For multiple channels



Source: Shaping the Future of the Newspaper, 2008

The industry standard for page handling by page makeup staffers is about 15 pages per day for page handlers who don't also edit the page. For those layout editors who also copy edit the page, industry standards presume eight to 10 pages per day.

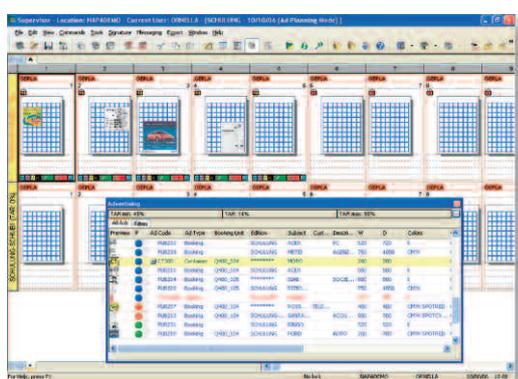
Many content management systems feature a library of templated pages that create efficiencies, and therefore cost savings. With templated pages, the ratio could shoot up to more than 20 pages per full time equivalent per day for page handlers, and between 12 to 16 pages for those who edit and layout, according to industry benchmarks.

In addition to developing templated pages, the workflow can become far more efficient if you also:

- Implement better and more flexible workflows for pictures.
- Let journalists do the work themselves, such as cropping pictures with tools provided in the CMS and choosing standard layouts to choose from a library of templates provided by the CMS.
- Page layout and design made in a schematic, so a page can be assembled without human intervention.
- Automate photo colour correction with third-party software tools integrated into the CMS.

- Use integrated editing and layout tools from Adobe InDesign/InCopy and others
- Use integrated planning tools where the page workflow is tracked and managed from page design to delivery to computer to plate, and/or printing sites with a single tool, especially if you are zoning pages for your local pages.
- Integrate ad dummied tools with planning tools, which allows you to save people from re-inserting the layout of ads into the editorial system.
- Integrated archiving system, which will allow you to save time when taking content out of the archive and back into the production workflow.
- A solution with an integrated wire system allows you to save time when you want to paginate content. Some CMS companies provide technologies to hook into wire service Web RSS feeds, which allow some media companies to consider unsubscribing from various wire agency subscriptions.
- An integrated solution for automated content classification will allow companies to save up to 90 percent of resources once dedicated to archiving.
- Quality check software improves workflows by allowing you to track errors before they are published.
- Universal search functionality allows the user to search multiple repositories with a single search, including archives, internal databases, external sources such as the Web and LexisNexis, production databases, incoming content and other places, which makes both story research for journalists and story retrieval for editors much more productive.
- Deadlines can be extended because the workflow becomes more efficient, which allows for longer advertising deadlines or more time for editorial or printing.
- CMS also will give you statistical reports about workflow, to allow further optimisation as time goes on; for example, workflow statistics will show you where bottlenecks are in the workflow, so you can adjust accordingly.
- For journalists, the obvious benefits of a CMS are shared content across various newsrooms, on a geographical basis or on multiple channels. At the beginning phases of

the CMS implementation, editors will make a matrix of the content that can be shared (the average amount is 20 percent to 40 percent) and then will determine how much editing time can be saved based on the amount of content shared. Time will be saved by only editing this content once, not many times. A correlating integrated workflow would be necessary for such time savings to occur. For example, if a newspaper would share only 20 percent of its content, such as regional, sport and business news, the company may be able to cut more than 5 percent of the editorial staff and save money without any impact on the quality of the journalism.



Source: Atex

**Some CMS feature page supervisor tools manage editorial and advertising pagination. Functionality includes zoning and deadline management.**

## CASE STUDIES: WHY TWO NEWSPAPER COMPANIES SOUGHT NEW CMS

### The Daily Herald

#### Suburban Chicago, United States

The Daily Herald is one of the few growing newspapers in America, and credits that fact with its aggressive expansion strategy, which began in 1975. The Herald is a family-owned, private newspaper company with a circulation of 151,000, and distributes in 75 towns in five counties ringing Chicago. The newspaper's strategy is to expand territories into new local markets. As of 2006, the paper circulated into 13 daily zoned editions, with 23 zones on some days, plus 27 hyper-local neighbourhood sections on Thursdays, and 17 advertising zones. Since 1975, the Daily Herald has quadrupled its geographic distribution area. It is a strategy few newspaper companies would try because of the resources required.

The Daily Herald has been hobbling along with a newspaper CMS for 13 years, with no integrated Internet CMS. In the past few months, The Daily Herald installed a cross-media CMS. The old CMS tied the production system to an older version of Quark page creation software, and to the Windows 98 publishing system, further constraining innovation.

“It’s been running cheap, but it’s tied to an old legacy system,” said production executive Mike Shoepke.

In order to bring the editorial and production departments up to speed, the group began investigating new systems in 2007. Some of their specifications include an integrated print-Web CMS, seamless archiving and better communication between print and Web staffs.

The cross-media system was installed in July/August 2008. The features include story containers that include stories, photos, captions and headlines, for use across platforms. Remote access will enable some editors and journalists to work from home or from an event—something they were unable to do well with the old system.

Details of the system also were impressive to Daily Herald workers on the CMS selection committee. With the old CMS, line breaks were not exactly the same on the screen and on the page. The new CMS creates line breaks that are true to the screen version, and can also integrate the Adobe Suite with Macs or PCs. The old system was unable to integrate the Mac, so the art department was technologically and culturally separated from the rest of the newsroom. Now, the art department will be integrated.

The team believes the new technology will greatly improve workflow and teamwork issues. “It’s a separate operation now... the art department pushes content over the fence to the newsroom. Now we’ll have a complete workflow that’s less disjointed,” said Barbara Jenkins, quality control executive.

The new software will force the newsroom employees to interact, thus opening up a dialogue, she said. They also anticipate time savings with automating some processes in editing, scanning and writing, including using Tansa, a spellchecker and dictionary. “It’s a grammar engine on steroids,” Jenkins said.

The company has named a group of six “super-users” to decide on features to customise for the newspaper company. Members of the group include a reporter, photographer, production person, copy editor, hyper-local news coordinator and a designer. The process started in January 2008. The paper has purchased 160 simultaneous licenses for their 200 employees who work across three shifts.

The company also will upgrade their disaster planning to backup data.

One key issue for the super users is to create a CMS that works for perhaps the most heavily zoned newspaper in the United States. Jenkins said they are hoping the system provides more automations for the zoned pages. The newspaper also is working with the CMS company on developing “standard operating procedures” to streamline processes. “Efficiency is the No. 1 goal,” Jenkins said. “Everyone has an eye toward how quickly we do things. We must make things happen ASAP, while still keeping journalists’ integrity.

## The Tribune Company

### Based in Chicago, United States

The Tribune Company, which includes flagship newspapers Chicago Tribune and the Los Angeles Times, as well as others, such as the Baltimore Sun and Orlando Sentinel, has a hobbled together CMS. This includes Tribune’s own home grown and “official” CMS, TrbLink, which allows them to share stories across Tribune’s U.S. newspapers, and a large, name-brand CMS for print production. The Tribune Co. is considering a new cross-media CMS that would include 2,500 users on seven of its eight English-language newspapers across the United States.

Tribune executives are reviewing several multimedia CMS, to see which system will work best for them. Not only do they wish to use the new CMS platform across media channels, but also across Tribune properties. “What we do now is make phone calls, print out stories and use TrbLink,” said Randy Weissman, operations editor for Tribune.

“Right now our CMS is rudimentary – we’re just now getting to the point of sharing across properties outside of a single newspaper or TV station,” Weissman said. Since 2001, the

Chicago Tribune has had a sharing scheme in place, a sort of “vertical integration.” Now the Tribune Co. wants to do the same across Tribune markets. Before, if a Tribune newspaper had something to share, no one would know about it until it’s done, Weissman said.

Weissman said the main reason to purchase a multimedia CMS is to produce cost savings because it would help editors see immediately that some stories already were in progress at another Tribune property and would be available through Tribune’s family network of content. For example, if a stock market crash story was being written by the Orlando Sentinel, there would be no need for the Chicago Tribune or LA Times to do the same.

Tribune would also need a variety of features for its CMS, including a tighter integration between video and text content, to serve the editors and journalists at the many Tribune TV properties better. They also want better search and archiving functionality, as well as a media-neutral content creation platform. Weissman said the new system must be flexible and have open architecture, as the company’s present system is neither.

Currently the purchase of the multimedia CMS has been on hold due to the Tribune’s challenging financial situation, Weissman said.

## Advertising Content Management Systems

The newspaper advertising technology market is a multibillion dollar business around the world. Publishers are seeking to replace obsolete systems with modern, scalable systems designed to integrate multiple channels and new business models, and to create efficiencies in workflow.

An array of advertising department systems are available to make the entire workflow of the advertising department seamless throughout the newspaper enterprise, including customer self-service interface, sales, production, billing and accounts receivable.

Some typical product requirements demanded by newspapers include:

- Standardised, flexible and upgradable platforms

- More stable and backed up data
- Easily integrated with external systems
- Available and efficient technology support
- Order insertion and management online
- Ability to manage multimedia orders in an integrated manner

## Il Sole 24 Ore

### Based in Milan and Rome, Italy

One such newspaper planning to update its ageing advertising management system is Il Sole 24 Ore, Italy’s most important business newspaper. Il Sole sought to improve the entire advertising workflow for its newspaper, Web, magazine and radio sales processes, from bookings to payments. The system can also track customer orders, handle invoicing and ad pagination.

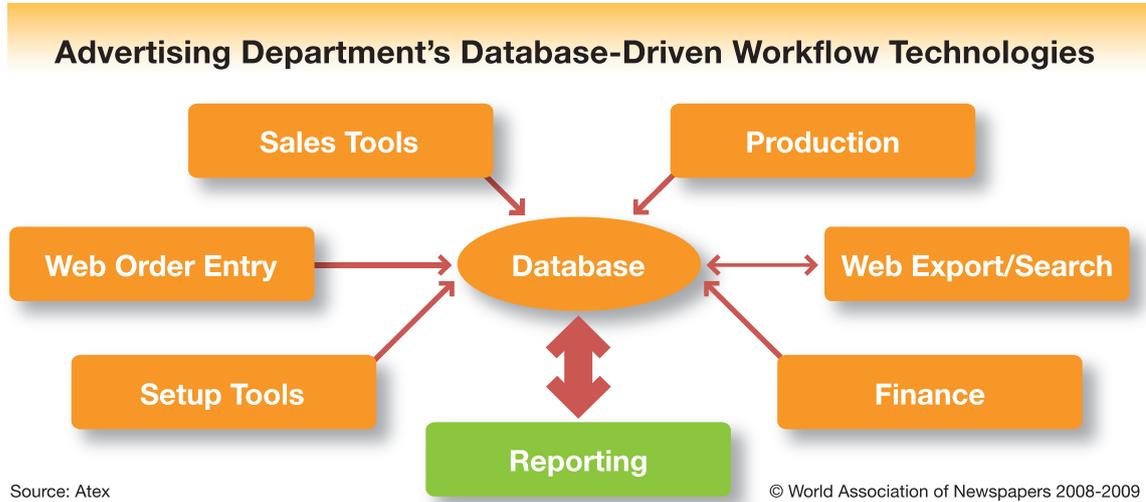
Il Sole will go live with the system during the first half of 2009, with 180 sales representatives and managers, plus 30 users performing “back-office” ad orders, invoicing and pagination.

“Our department is one of the best examples of success in selling advertising for several media channels: the daily newspaper, magazines, Radio24, and many Web sites including those owned by other publishers,” said Paolo Perego, Manager of Information Technologies at Il Sole. “We were looking for a solution that would be able to manage orders across all media channels, in the most efficient way possible.”

Il Sole’s sales departments are organised into three separate divisions for print, Web and radio channels. The solution that was chosen is very flexible in order to support the organisation currently in place, and also to enable Il Sole to switch to a cross-media sales department when necessary, in order to process cross-media sales orders and billing.

Another important element of the conversion to the software is the implementation of a flexible pricing system. It was the aim of Il Sole management to build a set of rules that would guide sales reps in determining the right price based on a variety of factors: Ad placement, customer industry, historical orders, current promotions, etc. The system also manages advertising yield, so that the publishers can have maximum control over pricing and discounts.

Several features to the workflow system are added to achieve efficiencies, such as an integrated layout tool, designed to avoid time-consuming communication efforts between sales repress and ad planners.



## 2. Online Technologies

Newspapers around the world are taking advantage of online technologies in order to expand audiences, grow revenues and benefit from the participatory capabilities of digital media. Some of these technologies are in their infancy, while others have become the cornerstones of doing business online. Every year, a plethora of new technologies emerge, offering newspapers even more options for content genres, functionalities and databasing. In order to keep up, the most successful newspaper companies are employing digital gurus to track the deluge of innovative choices, in order to consider and vet these opportunities.

### **Social Networking and Blogging**

Among the most dramatic changes in the media landscape has been the addition of social media to online newspapers' content offerings. Embracing blogs, wikis, social networks, video and photo sharing, online forums and more have shifted the newspaper companies' publishing approach from a one-way "lecture" to a two-way "seminar" or

"conversation" format, according to Dan Gillmor's "We The Media: Grassroots Journalism by the People, for the People."

The many forms of social media, considered the foundation of Web 2.0 functionality, has made two-way communication possible between news outlets and news consumers, and in many cases, it has also turned consumers into producers, whether that content is published in blogs, video sharing sites, wikis, online forums or elsewhere.

Social networking media is one of the fastest growing new media. In the United States, social networking has reached 67 percent of the total online population, according to October 2007 data from comScore. Unique user numbers were up to 121.2 million, a 16 percent increase compared with November 2006.

In the United States, 24.5 billion minutes were spent on social networking sites in October 2007. Each user spent an average of 3.5 hours, visiting 22 times per month, while total pages viewed reached 71.4 billion that month.

## Social Networking Landscape, U.S.

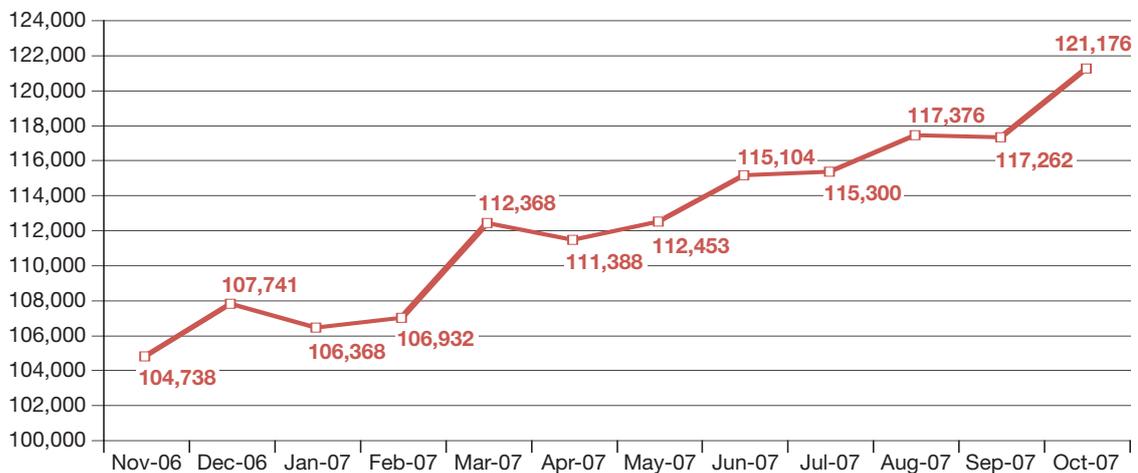
- **Reach:** 67% of the total online audience
- **Monthly unique visitors:** More than 121.2 million
- **Time spent collectively:** 24.5 billion minutes throughout social networking sites
- **Page views collectively per month:** 71.4 billion pages
- **An average user spends 3.5 hours per month on social networking sites, visiting 22 times**



Source: comScore Media Metrix, U.S., Oct 2007

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## Social Networking Unique Visitors, U.S., Nov. 2006 – Oct. 2007



Source: comScore Media Metrix, U.S.

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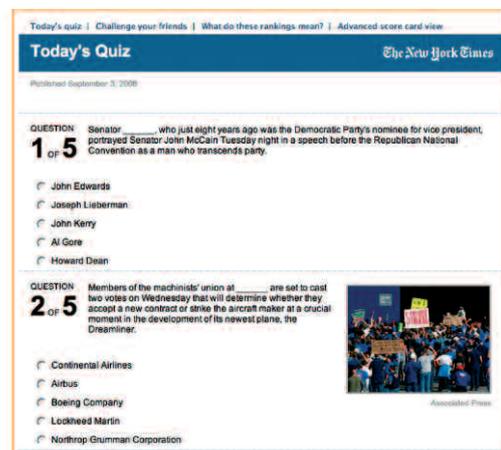
### NEWSPAPERS VS. SOCIAL NETWORKING

“Build a network, not a destination.” – Rich Gordon, Northwestern University

In the digitised era, a newspaper’s Web site can use social media to become a “network hub” that can “drive enormous traffic by enabling connections among people, and between people and content,” journalism professor Rich Gordon stated in the article “Build a network, not a destination,” for Northwestern University’s Readership Institute ([www.readership.org](http://www.readership.org)).

Newspapers are eager to embrace and grow their audience through the implementation of social media offerings. In 2007, Facebook added a widget for The New York Times, which enables users to learn about its content through word-of-mouth referrals from their friends online. Later

## New York Times News Quiz Widget on Facebook, Sept. 3, 2008



Source: Facebook © World Association of Newspapers 2008-2009

last year, The New York Times launched its Facebook page, [www.facebook.com/nytimes](http://www.facebook.com/nytimes), as one of the first featuring an RSS feed. In December 2007, another widget application, The New York Times News Quiz, was launched. This quiz lists five questions each weekday about top news stories. However, by giving links to corresponding stories and offering options to study for the next day's quiz on The Times' Web site, it helps enhance user engagement and ties in to current NYTimes.com content, which is aimed to turn Facebook users into NYTimes readers.

Another recent newspaper-social media partnership is that of social media company Pluck and the Sun-Times News Group. This deal was announced in September 2008, and provides readers with several tools, such as discussion forums, blogs and community across the paper's digital properties. It includes features such as reader recommendations, comments on articles and contextually related blog posts from Pluck's syndication network, BlogBurst, which connects newspapers and other media sites to a network of more than 5,500 selected blogs.

## Glossary

- **Blogs/Web logs:** Web sites that originally emerged as online diaries, blogs contain regular entries of postings and links, most commonly displayed in reverse chronological order.
- **Digital sharing:** The social activity of sharing online information, such as text, photos, video or audio. Sharing can be done by e-mailing the online information, through sharing software or by posting information to an online site, such as a blog, personal Web site, photo-sharing or video-sharing site or social networking site.
- **Personal sharing:** Like digital sharing, personal sharing is the social activity of sharing all types of online information; however, personal sharing is a way to store and organise that information, and make it available only to certain people, such as friends and family.
- **RSS feeds:** A Web feed format used to publish frequently updated online works including blog entries, news headlines, audio and video. Users can download the feeds so that the updated information is "pushed" to them, rather than having to search for it themselves. RSS feeds are responsible for directing a healthy amount of traffic to news Web sites.
- **Social bookmarking:** Online services that make it easy for users to share content, and that drive traffic back to the original Web site where the content exists. Users can click on the social bookmarking link to automatically share that content via their social networks or Web sites.
- **Social networking:** Online communities in which people can share interests and activities. Most sites are Web-based and allow users to interact in many ways, such as through instant messaging services, e-mail and the sharing of personal information, such as photos, or professional information.
- **Tagging:** A key word scheme that allows online information to be categorised and searchable. For example, when users search for articles of interest, the key word tags guide the search engine to the corresponding articles.
- **Web 1.0:** A general term created to describe the World Wide Web between 1994 and 2004, traditionally thought of as being used for a one-way flow of information, before the technological refinements of Web 2.0 when multimedia, sharing and participation became the norm.
- **Web 2.0:** Web 2.0 has evolved away from Web 1.0 almost entirely based on changes in user behaviour, not due to technological advances. Web 2.0 is characterised by increased levels of information sharing and a two-way flow of information between content creators and users, which has led to the blurring of the line between the two, as users have become creators, and creators have become users. The term was coined by Tim O'Reilly, founder of O'Reilly Media, and he characterises it as: "the Web as a platform, harnessing collective intelligence, data (being) the next Intel Inside, (the) end of the software release cycle, lightweight programming models, software above the level of a single device and rich user experiences." Norway's Verdens Gang newspaper defines it as "mostly about providing people the tools they need to express themselves and participate in communication and production of content (high level tools). Web 2.0 also implies that we eventually should provide a platform upon which others can build applications and sites of their own (low level tools)."
- **Widgets:** Applications that allow the display of content or headlines from another Web site. Users can download widgets and place them on their own pages for convenient, immediate links to newspaper Web site content.

## “ NEWSPAPERS VS. BLOGGING

*“Blogs are an extremely democratic form of journalism.”* – Jay Rosen, New York University

Blogs, or Web logs, originally emerged as online diaries. The first blogs appeared in 1999, when several key blogging tools entered the market, including Open Diary, LiveJournal, and blogger.com.

Just like social networking, blogging is also an important online media form. According to comScore MediaMetrix, there were 77.7 million unique blog readers in the United States in August 2008. An eMarketer study, out in May 2008, stated that 94.1 million U.S. online users read blogs in 2007, representing half of all the country’s online users, 22.6 millions of which blog themselves. This makes up 12 percent of the entire online population in the United States. A separate study by Universal McCann noted in March 2008 that 184 million people worldwide, or 77 percent of active online users, have started a blog, 26.4 million of whom are from United States. In addition, 346 million people worldwide read blogs, 60.3 million of whom are U.S. readers.

More than 112.8 million blogs and 250 million pieces of tagged social media have been tracked globally in 81 languages as of June 2008, according to Technorati. On average, more than 175,000 new blogs and 1.6 million new posts appear online each day, and more than 18 updates happen each second.

Nowadays, many newspaper publishers have adopted blogs onto their newspaper Web sites. According to Bivings Group, reporters at 95 percent of the top 100 U.S. newspapers blog.

With the capability of frequent posting, unlimited Web space and multimedia compatibility, newspaper blogs are being utilised as a new way to expand on and analyse news outside print reports, a way to respond to questions from readers, and more.

## CASE STUDIES

### Bluffton Today

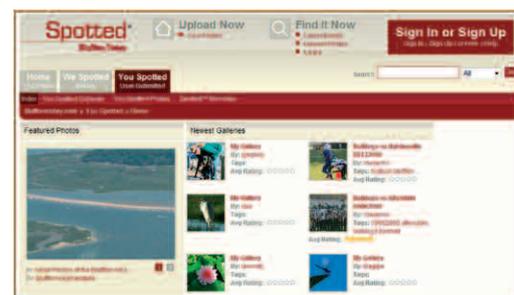
Bluffton Today	
	<b>Region</b> Bluffton, South Carolina, U.S.
	<b>Format</b> Free daily
	<b>Owner</b> Morris Communications Co.
	<b>Web site</b> <a href="http://www.blufftontoday.com/">http://www.blufftontoday.com/</a>

Source: Morris Digital Works, BlufftonToday.com  
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*“We’re continuing to see strong adoption of community interaction tools, including blogging.”* – Steve Yelvington, vice president of content and strategy at Morris Digital Works.

Bluffton Today is a regional free, home-delivered daily that focuses on local interest and passions, designed to be read for at least 20 minutes per day. The newspaper’s Web site features user-generated content, and interactive channels between reporters and readers, including blogs, photo galleries, discussion boards, social networking and comments on articles.

### Spotted, Bluffton Today



Source: BlufftonToday.com  
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One of BlufftonToday.com’s most successful online offerings is Spotted, a community-based photo sharing programme. It includes two sections: “We Spotted,” which features photos taken by the newspaper’s staff, and “You Spotted,” which features photos contributed by users.

“Blogging doesn’t necessarily help with (the) resource issue; that’s not a valid idea. What it does is that the work you do is more

grounded and real and more in tune with the community if the reporters are engaged with the blogging. The results with readership are very gratifying. That's the real goal," said Yelvington.

BlufftonToday.com also provides a conversation platform for its printed version. Users post their comments, and then pass the news along. "We're not asking people to 'cover the news' for us. We're creating an online town centre. News will flow naturally by word of mouth," the site states. Sometimes the ideas or photo users post on BlufftonToday.com becomes content for the newspaper's print version. It encourages readers to get involved and reinforces the relationship between publishers and readers, making it a less replaceable product.

"Our number one problem is not reach. We reach hundreds of thousands of people a month. The problem is frequency. We can learn a lot from Facebook and MySpace. They give you something you asked for and value," said Yelvington.

"We've built in the social tools like buddy lists and the wall, my personal page. There you can find out about me and make a comment. As part of this site management tool, we'll do a better job with notifications."

## Verdens Gang

Verdens Gang	
	<b>Country</b> Norway
	<b>Format</b> Tabloid
	<b>Owner</b> Schibsted ASA
	<b>Founded</b> 1945
	<b>Web site</b> www.vg.no

Source: Wikipedia © World Association of Newspapers 2008-2009

*"Publishing is not what it used to be: to inform, to entertain, to reveal and creating debate. It is also about providing your audience with tools."* – Torry Pedersen, editor-in-chief, Verdens Gang

Verdens Gang, known as VG and founded in 1945, is the largest newspaper in Norway. As of 2007, it had a daily circulation of 309,610 copies.

Its Web site, VG Nett, is the one of the most accessed Internet sites in the country. As of spring 2008, it recorded between 2.5 and three million unique visitors every week. This online subsidiary brought in more than 40 percent of the company's total net operating profits in 2007, one of the highest among online media operations in the world.

In the past few years, VG has launched several developments focusing on user-generated content and tools to interact with readers, including:

### 1. Blogg (Blog)

VG Nett launched VG Nett Blogg in October 2005. Bloggers can customise the page layout and design and embed audio or video files in the blog, while readers can interact with the author or other readers by commenting, or recommending the article. The article with the most recommendations appears on the front page of VG Nett Blogg, and links back to the original page, which increases the traffic and creates greater monetization opportunities for advertisers.

### 2. Listefeber (List)

VG Nett launched Listefeber in June 2006, another Web site designed for user-generated content. Users create lists that can be added to, reused and expanded by others. Users can also give comments on and rate each list, as well as vote, see the real-time results and share with friends on Facebook, or subscribe to RSS feeds.

### 3. Nettby.no

Nettby.no (NetCity) was launched in September 2006 as an online community targeting teenagers. Like other social networks, users can be connected with friends, express themselves by posting items or embedding files and find new friends by location or interests. It also features user-generated news and lists all the hottest content on the front page.

The page impressions and unique visitors of nettby.no have been growing since its launch. In January 2008, page views exceeded 50 million, and daily unique visitors reached 300,000. With more than 60 percent penetration among Norwegian teens, nettby.no has successfully created a different customer base – 58 percent of Nettby's unique weekly visitors said they have never visited VG.no.

## VG Nett Blogg Launched in October 2005

The screenshot shows the VG Nett Blogg interface. Annotations point to various features:

- Participation:** Points to the user profile and name of the author of the article.
- Embedding:** Points to a YouTube video embedded within the article content.
- Commenting:** Points to the comment section below the article, where users can interact as moderators.
- Recommending:** Points to the 'MEST ANBEFALTE INNLEGG SISTE 2 TIMER:' section, which lists popular articles.

Source: Verdens Gang

© World Association of Newspapers 2008-2009

## Verdens Gang Listefeber Launched in June 2006

The screenshot shows the Verdens Gang Listefeber interface. Annotations point to various features:

- Users create lists:** Points to the 'Lag en ny liste' button and the 'Finn en liste' search area.
- Collaborative element:** Points to the 'Populære stikkord' section, which lists popular tags and items added by other users.
- Comments:** Points to the 'Siste 5 kommenterte' section, showing user comments on the list.
- Ratings:** Points to the rating system (1-5 stars) shown for each item in the list.

Source: Verdens Gang  
© World Association of Newspapers 2008-2009

## Nettby.no

Launched in September 2006



- Social networks, but users are not confined to communicate within networks
- Personal communication
- Local orientation
- Groups
- User generated news
- File sharing

Source: Verdens Gang  
© World Association of Newspapers 2008-2009

## Nettby Gives VG.no Additional Coverage

Unique visitors on Nettby who never visit VG.no



Source: TNS Gallup/TNS Metrix, Verdens Gang

© World Association of Newspapers 2008-2009

## Snutter, Verdens Gang Launched in March 2007



- Users can upload videos
- Share with everyone
- Tagging
- Comments  
Reader as moderator
- Rating  
Used for presentation

Source: Verdens Gang  
© World Association of Newspapers 2008-2009

### 4. Snutter

Snutter, VG Nett's own video sharing site, was launched in March 2007. Like YouTube, users can upload, share, comment on, rate and tag videos. The site also helps connect readers and adds some user-generated video sources to VG.

### Digital Sharing

If blogging and social networking are the new forms of conversation, digital sharing may just be the language that conversation is spoken in. But the language of digital sharing, although native to many younger users, is foreign to non-digital natives, and can be a challenge to the publishing industry. Newspapers are learning to share smartly, so as to benefit their

current businesses, while also growing their futures by satisfying the expectations and needs of digital consumers.

Over the past decade, the business of selling news and information has been turned inside out, and around the world newspapers are finding their footing on the slippery slope of giving consumers what they want online, while also figuring out what sharing really means, and how to do it best. Digital sharing has been viewed by many as a threat to revenues, but experts say it is really an opportunity to drive traffic to newspaper sites while also furthering branding and reputations for quality content.

### PERSONAL SHARING

Personal sharing is part of the digital sharing world, and is becoming an increasingly

important part of online users' daily lives. Whether logging into a photo sharing site to view a friend's photos or posting a news story on a social network's virtual bulletin board, personal sharing is an activity most users engage in without even thinking about it. Increasingly, online users also expect every piece of information to be shareable.

Digital sharing networks are an important avenue to bring users in to all types of sites, and as newspapers update news on their sites multiple times daily, their quality content, with both analysis and breaking news, gives them the chance to benefit most from digital sharing.

Hans Peter Brøndmo, who debuted his digital sharing company Plum in 2006, uses the phrase "digital life" to refer to the online social activity of sharing photos, articles, Web site links, videos, feeds and more. Collecting

things is basic human behaviour, he stated in his Plum blog, and as the digital world has become just another part of the everyday world people live in, they increasingly need a way to collect and store things there, too.

The social activity of sharing helps Web sites attract and retain users, Brøndmo said. With Web 1.0, sites aimed for reach, influence and stickiness under pressure. Web 2.0 has built on to and learned from Web 1.0, and is now all about building trust and giving users a reason to come to a site and hang out. Plum, for example, does an image snap shot in which users can read the headline and see a photo, and clicking on that drives them back to the article on its home site. Facebook, on the other hand, allows its users to paste a link into their "Posted Items" section, which brings up the article's title, with the option of also showing a related thumbnail photo next to the title. This creates a virtual bulletin board, and when user's friends click on the article, they are taken to the site that article lives on. Thus, people no longer have to send out links via e-mail – their friends can take a look at what they have posted on their sharing sites recently, and also view links posted in the past.

### SHARED CONTENT INCREASINGLY RELEVANT

The sites news outlets share with don't care as much about where the content comes from as they care about the content's quality and relevance. Online professional networking site LinkedIn, for example, has partnered with NYTimes.com, but also with the economic magazine Web site BusinessWeek.com, and CNBC.com, business television station CNBC's Web site.

Although these brand names are powerful, other niche publications are just as, if not more important, said Scott Roberts, senior director of business development at LinkedIn. "The lines are blurring more and more" when it comes to online news – making the quality of newspapers' online offerings more important than ever before.

LinkedIn's focus is business, which means it wants to make available to its users the most relevant, highest quality business news, which can be targeted to users based on their industry. That means LinkedIn wants to partner with the top names in business news, be it The New York Times's online business



Source: Facebook © World Association of Newspapers 2008-2009

Facebook users can share text, photos, videos and Web sites with their network via their profile's "Posted Items," a virtual bulletin board that takes users to the site the content lives on. Friends can also discuss the posted items on a message thread under each posting.





South Africa's Mail & Guardian gives sharing tools next to an article, as well as a map of where that story is coming from. Sharing tools include Facebook, Muti, Del.icio.us, Technorati and Digg.

Source: Mail & Guardian  
© World Association of Newspapers 2008-2009



Source: Hindustan Times  
© World Association of Newspapers 2008-2009

Indian daily The Hindustan Times allows users to pick from a large list of sharing services, which users can set to remember automatically. Sharing tools include Favorites, Google Bookmarks, Del.icio.us, Digg, MySpace, Facebook, Furl, Yahoo, MyWeb, StumbleUpon, Reddit, Newsvine, Live, Technorati, Twitter, Yahoo Bookmarks, myAOL, Ask, Fark, Slashdot, Propeller (Netscape), Mixx, Multiply, Simpy, Blogmarks, Diigo, Faves (Bluedot), Spurl, Link-a-Gogo, Mister Wong, FeedMeLinks, Backflip, Magnolia, Seganto and Netvouz.

## Video

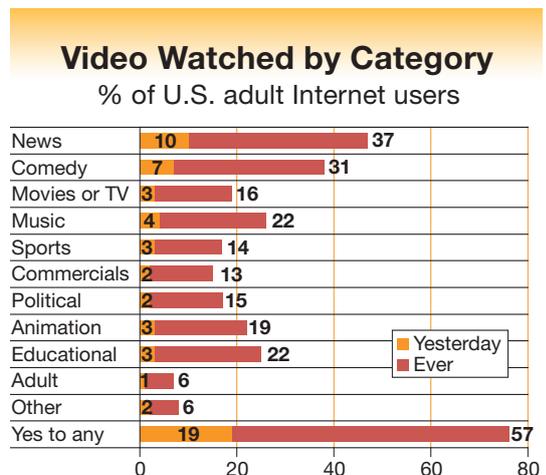
Newspapers were some of the first major investors in online video, “and their early-mover advantage shows,” according to a Pew Internet & American Life Project: Online Video study. “News video is the most popular category for everyone except young adults.”

Online video also seems to have a “dramatic impact” on time users spend on newspaper Web sites, which is good news for newspapers looking to build online loyalty as they also cast their nets for even wider audiences, the Newspaper Association of America stated in its 2008 Digital Edge Report: Newspapers’ Online Video. The top three findings by the NAA’s report were:

1. Most newspapers are running video content from wire services, such as the Associated Press, as well as producing their own, more locally focused content. Most newspaper Web sites also accept user-generated video content from readers.
2. The most popular video format is “overwhelmingly” Flash video, followed by Windows Media.
3. Video is being shot by photographers, print reporters and online staff, with photographers and print reporters being most likely to be responsible for shooting video.

## VIDEO TRENDS

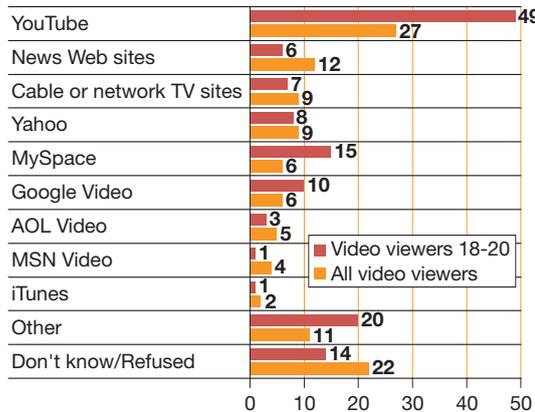
In the United States, 57 percent of online adults have used the Internet to either download or watch a video, and 19 percent said they do so on a typical day, according to the study, completed in 2007. The number was higher for young adults (ages 18 to 29), as 76 percent reported watching an online video. However, 37 percent of adults said they watched news videos, followed by humorous or comedy videos, at 31 percent. For the young adults group, 56 percent said they watched comedic videos, while 43 percent said they watched news videos.



Source: Pew Internet & American Life Project Tracking Survey, originally released in Pew Internet & American Life Project: Online Video study, 2007. Margin of error is +/- 3% for all U.S. adult Internet users.  
© World Association of Newspapers 2008-2009

### Top Video Web Sites

% of U.S. video users accessing each site



Source: Pew Internet & American Life Project Tracking Survey, originally released in Pew Internet & American Life Project: Online Video study, 2007. Margin of error is +/- 4% for all U.S. adult Internet users and +/- 7% for viewers ages 18-29.  
© World Association of Newspapers 2008-2009

In the United Kingdom, 27.4 million people watched more than three billion videos online in June 2008, an average of 117.7 videos per person, comScore Video Metrix reported.

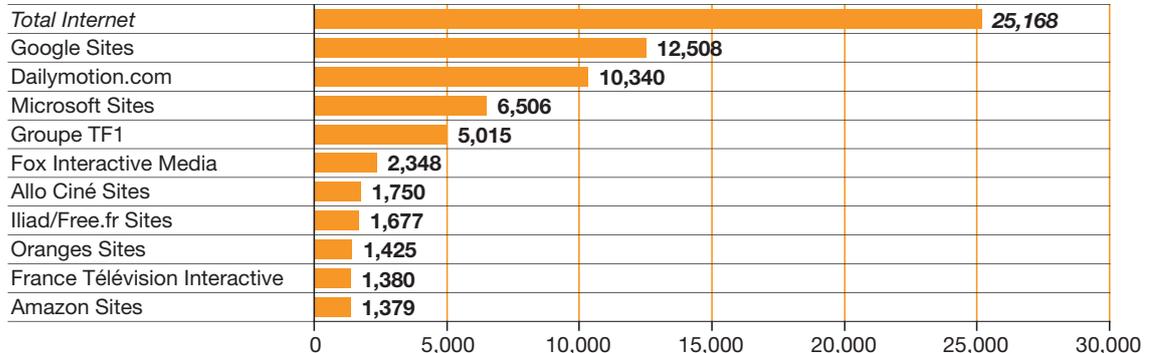
The average video watched was 3.0 minutes, and the entire U.K. online video audience watched a total of 161 million hours of online video content, according to comScore data.

In France, comScore reported that 25 million people watched 2.3 billion online videos in May 2008. As Google owns popular video sharing site YouTube, Google sites claimed the most popular online video property in France as well, with 27.9 percent of all online video viewed coming from a Google site. Following Google was DailyMotion.com, with 15.5 percent of all online video viewed. Groupe TF1, which owns top French national and international broadcast stations and Metro France publications, among others, was in the third spot, with 1.5 percent. In France, the average video lasted 3.5 minutes.

According to comScore M:Metrics, 3.2 million mobile phone subscribers in the country used their mobile device to view video. Of those viewers, 47.5 percent were under 25 years old.

### Online Video Properties, France

Total unique viewers (000) age 15+

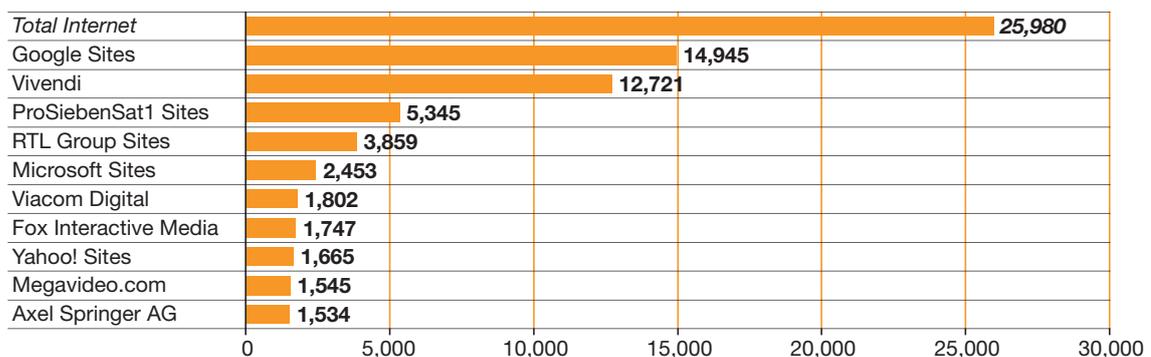


Source: comScore Video Metrix, Aug. 2008

© World Association of Newspapers 2008-2009

### Top Online Video Properties, Germany

Total unique viewers (000) age 15+



Source: comScore Video Metrix, July 2008

© World Association of Newspapers 2008-2009

comScore Video Metrix also recorded data for Germany, in which the total video viewing audience of 26 million people watched more than three billion videos in May 2008. The total online video audience in Germany watched 202 million hours of video content, and 74.7 percent of the total online audience watched video online. Google sites also topped the list in Germany, of which YouTube took the lions share – 14.8 million viewers watched more than one billion videos on YouTube, or 75.4 videos each.

### GROWING ONLINE VIDEO

Online video is an extremely rich creative medium that newspapers can be very successful in if they build the right mindset and culture surrounding it, said Robb Montgomery, CEO of Visual Editors, a public charity that promotes journalism education and trains reporters in video. When working with online video, newspapers should first think of it as “a news service, not another product” that takes advantage of what reporters do well – telling stories in a multitude of ways, Montgomery said.

Video first must be about a great user experience, he said. If the content is compelling, it doesn't matter if the footage is grainy, and it doesn't have to look like it's ready for broadcast TV. It doesn't even matter if it looks like a surveillance video, which is what some of the most popular online video has been, he pointed out. Newspapers must meet user expectations for online video, standards that were mainly set by YouTube, which allow users to easily watch the video online, see how many views that video has received, rank the video and comment on it.

“The Web is about now – immediacy trumps production values. The Web allows us to do fast breaking stuff, and also remix and repackage it later for a more polished analysis,” Montgomery advises. “Quality (high definition footage) doesn't mean a quality video experience.”

Online video is a new monetization opportunity for newspapers, with pre-roll advertising being most popular, followed by banner ads and other ads placed outside the video player, according to the Newspaper Association of America. Borrell Associates has also found that video is the fastest growing local online advertising segment. However, the

first, most important ad to put in video content is the newspaper's brand, Montgomery said. “Embed the video with your brand – if it runs on someone else's blog, the name is there, and if they're a good blogger, they'll link back to you. Advertise yourself first.”

Once a newspaper can make a destination out of its video content, then there are many opportunities to sell against it. Videos can be monetized in a variety of ways, such as pre-roll, post-roll, link referrals, banner ads and sponsorships, but video can also be mined for user data, and is good at building niches.

“Everyone is wondering how to make money – you have to build an audience before you can make money off it,” he said. “Everyone is looking for video to be a saviour and a quick fix, and it's not either.” Montgomery advises newspapers to keep expectations small when starting out in video, and to work on growing the newspaper's branding in video first. “If you're going to be successful with this, you have to do a lot of video. People don't notice unless you do about a thousand videos a year. The more, the better.”

### CASE STUDIES

#### 24 sata

#### Zagreb, Croatia

**Owner:** Styria Medien AG

**Web site:** [www.24sata.hr](http://www.24sata.hr)

Austrian publishing group Styria Medien AG is seeing success in Croatia with its compact daily 24 sata (24 hours), launched in 2005 to satisfy the country's “new generation's desire for information,” the publishing group has stated. Designed by famous media consultant Mario Garcia, the print edition has claimed a top spot in terms of readership, while the online edition has become a regular example of what newspapers around the world are trying to achieve in terms of innovation and new media usage.

24 sata aggregates top video news reports from around the world, aiming to give readers the content they're looking for, even if the video is from a competitor, such as YouTube or another news organisation in another part of the world. The online service-oriented mentality is working, as the site has quadrupled its page views in the past year, Montgomery said.



Source: 24 Sata

© World Association of Newspapers 2008-2009

24 sata features an entire page of video offerings on its Web site, which include videos created in-house, as well as user submissions and video from other news organisations.

24 sata not only creates its own video and runs video from outside, it also invites users to submit their video, which pulls in more users and creates more of a community.

### Associated Press Online Video

#### Based in the United States

**Web site:** [www.ap.org/ovn](http://www.ap.org/ovn)

The Associated Press Online Video Network reaches more than 45 million unique users by offering real-time, ad-supported video news that comes from the AP's global news service. Newspapers can customise the video service and promotional tools for their Web sites and preferred categories, such as world news, entertainment or business.

Just like its wire text and photo content, the video network also relies on member publications for their video content, making content offerings from the AP and member news groups available on the video service.



### RSS

RSS, or Really Simple Syndication, is a Web feed format used to publish frequently updated online works including blog entries, news headlines, audio and video, according to Wikipedia. "RSS is based on XML, a widely used standard for textual

information exchange between applications on the Internet. RSS feeds can be viewed as plain text files, but they're really designed for computer-to-computer communication," Google explains in its help centre.

By installing an RSS feed reader, or an aggregator, readers can subscribe to receive immediate updates, which are sent each time an update is posted.

RSS feeds benefit both publishers and readers. Publishers can use the feeds to syndicate content quickly and automatically, and readers can easily get timely updates from preferred Web sites or to aggregate feeds from many sites into one place.

RSS feeds are necessary tools for newspaper publishers, as they can help increase user numbers and reader engagement, and also aid in increasing advertising revenues.

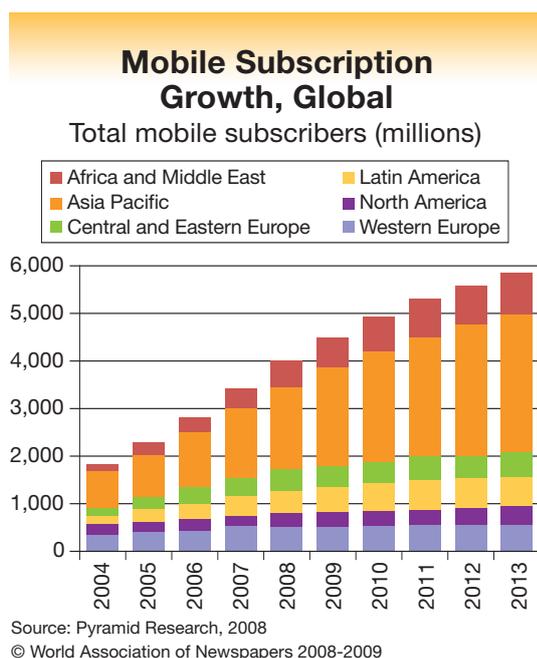
A newspaper site offering RSS feeds provides an option for readers to read the content they have selected in the way they are most comfortable with, which can boost readership by reinforcing the reader's relationship with the publication.

RSS has also created some opportunities for advertising. Google AdSense, for example, selects ads based on relevance, which appear at the bottom or top of the syndicated article. They are marked as ads to not confuse readers, but are another way to generate more advertising dollars to the publication.

RSS feeds are a small, simple, traffic-increasing tool. However, the biggest pitfall when using the technology is lack of maintenance, a simple task that can be overlooked. Broken links on RSS feeds can have a negative impact on the newspaper's brand name, mostly due to the frustration a reader may feel when dealing with a broken feed.

## 3. Mobile Technologies

As mobile content usage and revenues rise, newspapers around the world are developing mobile strategies, by publishing content on mobile sites, reporting with mobile phones, and soliciting mobile contributions from readers.



Newspaper companies are recognising that mobile is an important strategy for the future, as users can access the information anytime and anywhere on their personal devices, and more than ever, newspapers are finding ways to monetize the mobile operations through local advertising sales, advertising networks and subscription services.

### Mobile Reporting

#### MOBILE JOURNALISM KITS

As broadband installations and online video usership grow in newspaper markets around the world, it follows that online news publishers are launching video content to satisfy hungry audiences. In order to meet the present and future video demand, online newspapers have launched video clips to accompany text stories, local “YouTube” clones and video newscasts.

In order to enable these new forms of content, publishers have built video studios, and have outfitted print journalists with mobile journalism “mojo” kits.

Typically, mobile journalism kits can be compact for amateur mojos on the go, or more expansive for experienced backpack journalists. The compact kits usually include a small “prosumer” video camera or a mobile phone with video capability, lightweight tripod, a Mac laptop with Final Cut Pro or Final Cut Express, and a small but high quality microphone. Popular video devices are the Canon HV 20 and HV 30, the Nokia N95 multimedia mobile phone.



Canon HV 20

A more experienced video journalist might carry a larger kit, including a high definition camera like the Sony HVR-Z1 Professional Widescreen Mini Camcorder, a larger tripod, a lighting kit, a variety of microphones, plus satellite transmission packs, backup hard drives and a variety of batteries and electrical cords. The Sony HD camera is typically used by the BBC and CNN in the field, and some larger newspapers experimenting with HD formats in TV studios. It weighs about four pounds (1.8 kilograms) and costs about US\$4,000.



Sony HVR-Z1

Naka Nathaniel, a seasoned video journalist most recently with The New York Times, recommends the lightweight prosumer cameras like the Canon HV20 or 30, plus Sennheiser microphones, a sturdy tripod, a Mac and Final Cut for video editing from the field. The HV 20 and 30 cost less than \$1,000 and weighs about one pound (.5 kg).

Nathaniel now trains New York Times and Wall Street Journal print journalists to be so-called “backpack” or mojo journalists. Each newspaper has its preferences as to equipment and training, and each approach has its merits. The Times prefers its journalists to use larger, professional cameras, and dedicate journalists to concentrate on video storytelling, instead of both print and video storytelling. The Wall Street Journal, and many other papers, train their print journalists to do both.

“You can see the Wall Street Journal reporters are not producing great looking videos; their other skill sets needed (to produce video) are beyond what the reporters have,” Nathaniel said. He is teaching the print reporters “the right tricks” to produce the difference between amateur and professional video.

“Going solo” as a combined video and print journalist is a difficult task, he said.

“When I was solo, I hated it— nothing worse than conducting a decent interview and having to baby-sit the video camera. You need a second set of hands.”

Nathaniel spent years as a videographer accompanying famous New York Times international print reporter Nicholas Kristof. Nathaniel would then create video stories for the NYTimes.com using Kristof’s reportage, and likens this teamwork to the reporter-photographer team model of storytelling.

In covering big stories, he says it’s best to travel light with small cameras, lightweight tripods and computer with editing software. Some story subjects are more likely to talk with reporters if a less obtrusive camera is used. It’s important to keep in mind that the focus should not be on the equipment, which is simply the means to an end of storytelling. The actual content is the main event, Nathaniel advises.

“I think the most crucial thing you have to have (is) content that is unique and exclusive. Don’t follow where everyone else is going, if you have truly unique content, people will find their way to you,” he said.

“It’s the defining who you are question of news organisation, who is our audience, and content goes hand in hand with that... Fortunately, a lot of the technical issues are solved with the newer cameras. Now it’s down to producing video that is compelling and

people won't click away after a couple of second of it."

Tips on video for print journalists, from Naka Nathaniel:

1. Don't try to do it all. Focus on quality, not quantity. A story should be told in about 1.5 minutes. "Whenever I see a five or seven minute piece, I just groan. I could have edited most of it out of there. If you get a buffer through half of your video, you will lose your audience," he said.
2. Use video content as a sidebar or as a teaching tool. The Wall Street Journal did a story about the increase in consumption of green tea, and they did a nice little video on how you prepare green tea. Very beneficial.
3. When shooting video, don't hold the camera in the "dagger" position pressed up against your eye. You must make eye contact with your subject in order to elicit good answers to questions, and ultimately, create a good story.
4. Eliminate the distractions in the video. It comes back to good editing. If you're doing a shot and there's a crashing sound in the background, or if a person walks behind the subject, edit it.



The centrepiece of Reuters' Mobile Journalism Toolkit is the Nokia N95 phone, which allows for shooting and storing video. Reuters also adds handy peripherals to make the job easier in the field, including the bluetooth keyboard to write text stories.

Reporters also use a lightweight tripod for video interviews and a Sony microphone for audio recording and reducing background noise in interviews. Nokia produced an adaptor for the microphone so it could be used with the N95. In order to provide enough power for the equipment in the field, Reuters added "Power Monkeys" to the kit. One Power Monkey is solar powered, and is useful for reporting in remote places.

Daily regional newspaper Adresseavisen and its multimedia company in Trondheim, Norway, also use the Nokia N95. This is the newspaper's progression of capturing and publishing video shot with the N95, a process that takes about 10 minutes:

1. Shoot the news video on the scene.
2. Use the keyboard with a pre-set transmission number to send the video to an editing queue in the newsroom.
3. Video is edited and formatted.
4. Video is uploaded onto the news Web site and inserted into a story package.

## NEWSCASTS

### Northwest Herald

Judging by the many video awards won by the Northwest Herald, one would assume the newspaper is a rich, highly circulated paper in a metropolitan area. But The Herald has a circulation of 40,000, and is nestled in a small city about 60 miles (97 kilometres) west of Chicago, called Crystal Lake, Illinois, surrounded by bucolic farms and rolling hills.

The Herald's interactive department is made up of six full-time and two part time journalists, three of which prepare a daily news summary show called "QuickCast," in a Spartan studio that is carved out of the newsroom. The studio consists of lighting, a Sony prosumer camera and two monitors, equipped with free, Mac-based teleprompter software called Prompt.

The video journalism process starts in the morning, when eight top editors attend the 9 a.m. news meeting and identify the best stories

to pursue for the QuickCast.

A cameraman controls the camera while the Interactive editor directs the news reader. Mike Weiler, managing editor for Interactive Media, presides over the taping and directs the news reader to tweak the script. Pre-roll advertising that lasts 10 to 15 seconds is also added. The 1.5 minute segment is recorded at about 2:30 p.m. and is then edited with Final Cut Express, and posted at about 4 p.m. The segment plays continuously on the homepage, using “autoplay” technology.

“The idea is to create it quickly,” said Weiler. “There is a lot of visibility for advertisers



**The Northwest Herald's local news QuickCast is broadcast on the newspaper's website every afternoon.**

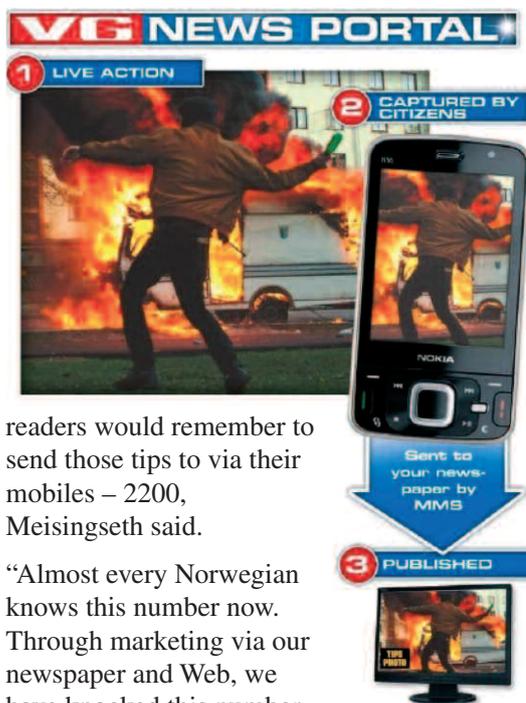
because the content is very local and the relevance is high.”

### HANDLING MOBILE SUBMISSIONS

Newspapers are increasingly welcoming and recognising the value of user-generated content. Some of the most compelling content submitted by users is breaking news photos and videos. Simplicity is key in enabling users to submit content from their mobile phones.

VG News Portal is one example of a tool created to manage incoming SMS, MMS, e-mail and telephone tips in one portal. Developed in 2004 by Verdens Gang (known as VG), Norway's largest newspaper, VG and its owner, Schibsted Media Group, knew they wanted to create one tool to deal with all contributions, no matter what form they came in – be it text message, video or a phone call, said Vidar Meisingseth, VG News Portal's project manager.

When VG began asking readers to send photos and videos by MMS and text tips by SMS, the newspaper established a short number that



readers would remember to send those tips to via their mobiles – 2200, Meisingseth said.

“Almost every Norwegian knows this number now. Through marketing via our newspaper and Web, we have knocked this number into every Norwegian's head,” he said. “The Tsunami in Thailand and Eastern Asia in Christmas 2004 was a kind of a breakthrough for our tip portal system. Ten thousand Norwegian tourists were present in Thailand. Together with all their relatives they started to send VG news and pictures from the news event in a scale which we have never seen before. They all remembered our short number, 2200, and VG of course was able to give the best news coverage of this big news event.”

The VG News Portal has created solutions to deal with the flow of information from readers to stay competitive in this new realm of user-generated content:

Key features include:

- Two-way communication between readers and the newspaper via SMS and e-mail, which can be sent directly to readers in their own language.
- An application makes it possible to send photos in their original size into the portal, but also as a simple MMS message. VG's staff journalists can also send photos taken with their Nokia mobiles, which are then geo-tagged and appear in the portal with corresponding coordinates on a Google Map where each photo was taken.
- Newspaper staffers can view incoming user-submitted video directly in the portal, and are then able to convert them to correct formats

and distribute to proper editorial departments, as well as to online, print, radio and TV.

- Automatically recognises the contributor and usage of that contributor’s material, information that is made searchable in a contributor database. It also handles code words from mobile messages for auto-sorting and distribution.
- Support for RSS and geo-tagging, as well as handling of metadata so the portal can also be used as an archive for both photos and contributors, as well as a resource locator for a specific journalist, freelancer or contributor who provides news tips. This is especially useful to look up someone in a specific geographic location for when a news event happens there.
- Provides different security levels for anonymity of sources.
- The portal can be used on the newspaper’s own server, or it can be hosted from Teknograd AS.

So far, VG News Portal has also been sold and installed in 16 media houses globally. Newspapers include 20minutos in Spain, El Colombiano in Colombia and the United Kingdom’s The Sun. Non-newspapers using the product include the Norwegian Red Cross and RTL Television in Germany. These customers provide VG with the benefit of added revenue, as well as suggestions “to make the portal better and install new modules,” Meisingseth said.

## Mobile Site Development

The keyword for developing a mobile site is navigability. However, developing a user-friendly mobile site can be a challenge because of the variety of screen sizes and features that must be taken into account. There are no definitive, one-size-fits-all guidelines for making a mobile site look perfect on every mobile device in use.

Yet, there are several basic options out there, which everyone looking to either retrofit an existing Web site for mobile or create a new mobile site can look into, according to “Mobile Web Design,” by Cameron Moll, a freelance new media designer, and Brian Fling, a mobile designer:

**1. Do nothing:** Although users are able to browse the same desktop site they may be

accustomed to, this does nothing to “address the content, context and feature-specific needs to mobile users,” and is also “not a very compelling experience for the present-day mobile user.”

**2. Kill all styling and allow raw HTML to be rendered:** On the plus side, HTML usually results in a faster download time, and current mobile browsers tend to “override a fair share of styling anyway,” making them ready to view on many devices. Unfortunately, HTML also means file sizes may be too big, which means users will spend all their time scrolling. “This method (also) possibly ignores the content, context and future-specific needs of mobile users.”

**3. Use special cascading (CSS) stylesheets specifically for handheld media:** Advantages include: Users can continue to use the original Web address and don’t have to remember mobile-specific addresses, such as `sitename.com/mobile` or `mobile.sitename.com`. It is also consistent with “Device Independence principles.” Disadvantages include: Handheld media support and CSS stylesheets support are still inconsistent, there may be extra bandwidth costs and hidden content may be downloaded by the device, but won’t display on the screen. Also, the approach still ignores the issue of content, context and feature-specific needs of mobile users. “Handheld stylesheets deal primarily with how the content looks, often giving little attention to whether the content is even relevant to mobile browsing.”

**4. Repurpose content, code and images just for mobile:** This method addresses how content is accessed and what it looks like, and also provides the advantages of “leaner files,” which means users can browse the site faster. Unfortunately, “developers must maintain at least two sets of files (desktop, mobile); mobile-specific sites are audience and device-centric, which is inconsistent with Device Independence,” and the plan also doesn’t address the future question of “what happens when mobile devices are as powerful as desktop machines?” Another downside is that because the mobile site is likely to require an alternate Web address, “this puts a strain on user recollection and resource sharing.”

When considering a method, publishers must develop a strategy based on “user goals, business goals, development resources, size of

Web site/Web application and short-term vs. long-term objectives,” according to Moll and Fling. “It quickly becomes apparent that there’s a relationship between speed, complexity, and value among the four methods.”

Publishers also have the opportunity to utilise mobile to bring in new audiences. According to comScore, Inc., 3G penetration as of June 2008 was up to 23.9 percent in Germany, 37.2 percent in Spain, 17.1 percent in France, 38.3 percent in Italy and 27.6 percent in the United Kingdom. The average 3G penetration for the five countries is 28.3 percent, up from an average of 20.3 percent in June 2007. In the United States, 3G penetration was at 28.4 percent in June 2008, up from 16.7 percent in June 2007.

In July 2008, comScore reported that between May 2007 and May 2008, mobile map usage grew 82 percent in United States and 49

percent in Europe – further proof that mobile users are ready to utilise the mobile Web.

site, DN and Nokia have inked an agreement in which DN bookmarks are factory-installed in Nokia’s N82 mobile phone.



Swedish daily Dagens Nyheter's mobile site aims to be specialised for mobile, and not a replica of the Web site.

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2008-2009

percent in Europe – further proof that mobile users are ready to utilise the mobile Web.

Stockholm-based daily Dagens Nyheter (DN) launched its mobile Web site in 2007, and has continued to grow on its own as a mobile site, so as to not be a replica of the online version. To take advantage of the social media aspect of mobile, the Bonnier-owned DN’s mobile site allows users to instantly comment on the mobile site’s content, and also tailored its popular Stockholm city guide to mobile.

“We should not take the Web and squeeze it into the mobile,” Johan Brandt, DN’s director of mobile, told the Digital Media Roundtable at the 61st World Newspaper Congress.

To make it easy for users to access the mobile

## 4. Circulation & Print Technologies

At the end of the newspaper company value chain are printing and distribution – perhaps the most technologically-driven areas of the industry. Pre-press and press technologies are becoming more automated by the year, offering higher quality newspaper production and eliminating steps that diminish quality and take more resources. Improved newspaper distribution systems are often a product of necessity, as distribution has always been a logistical challenge for every newspaper relying on home delivery.

In this chapter, we will explore pre-press, press and distribution technologies that serve as options to save money with human resource and workflow reductions.

### Logistical & Distribution Technologies

#### HOME DELIVERY TECHNOLOGY: SOFTBOOK

While most newspapers worldwide are delivered the old-fashioned way, by a paper boy or adult carrier armed with a list of

subscribers, the Arizona Republic in Phoenix, Arizona, United States, has created efficiencies and advertising opportunities by delivering the paper using an electronic device with new subscriber lists updated electronically every day.

The SoftBook is a tablet-sized reading device that can be mounted onto a vehicle's dashboard. The 1,200 newspaper carrier contractors serving 1,900 routes for the half-million circulation Republic, a Gannett newspaper, each use the SoftBook. On the night before delivery, carriers download the newest delivery route into the device. The downloads provide carriers with the latest updates to their route lists, delivery order changes, starts, stops and specific delivery requests from each subscriber.

First conceived of 12 years ago and implemented about nine years ago, the SoftBook system has improved customer service, created more accuracy in delivery, given the company the ability to deliver competitors' papers and thereby earn more revenues, and also provides a way for

substitute drivers to take over a new route without an excessive learning curve.

The SoftBook has given the Republic the competitive edge in distribution, as it is seen as the dominant publication delivery operation in Phoenix, and outsources the delivery of a growing list of publications.

SoftBook enables the delivery of The New York Times, Wall Street Journal, Investor's Business Daily, USA Today, Financial Times, Barrons, La Voz, Phoenix Business Journal, Sports Weekly, several Gannett magazines and more.

"We do well over three million deliveries a week, and about 60 percent a week is the Arizona Republic," said Steve Reed, director of the Republic's Circulation Operations and Single Copy Sales. "I don't think we could do this without SoftBook."

The SoftBook displays the sequenced route, optimised for efficiency, in table format. Special delivery requests are noted for each delivery, including notes requesting special attention to an angry customer who complained yesterday about a delivery mistake. Over the past nine years, customer service approval has risen sharply, Reed said.

The SoftBook strategy began as a delivery and an advertising improvement strategy. Advertisers requested the delivery of targeted advertising only near their stores, and the SoftBook technology has enabled carriers to deliver targeted advertising flyers, niche magazines and other publications to households fitting the objectives of the advertiser. For example, if an eyeglass retailer wanted to target eyeglass and contacts wearers within a few miles of their stores, carriers would deliver advertisements only to the route list with the targeted customers by following the SoftBook delivery prompts.

Reed said he still marvels at how ahead of its time the technology is.

"Twelve years ago, SoftBook was intended to do household specific advertising zoning, even before the business was there. What it did allow to do today was to have an enormous amount of titles to put on the street, and to blend into core newspaper, including magazines that are address specific," he said. "We probably underestimated the expense savings ... The beauty of SoftBook is the

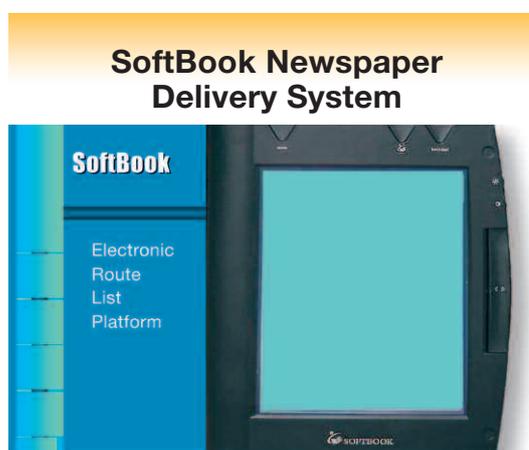
central list management, and the lack of transaction data that has to flow back and forth. We keep the list current. Every day there's a new list of starts, stops and complaints."

Reed estimates that if they would have to manually deal with the record-keeping, the company would need twice the field managers to handle paperwork.

"Central list management allows us to do more with less, and tweak it as it goes along," he said. "It has improved service dramatically, which means you don't have the incremental cost of re-delivery. Correcting mistakes costs money, too."

Advertisers can choose to target advertisements for segments of multiple routes or can buy one route in a specific demographic target and/or geographic zone. For example, advertisers can choose to buy an ad in the Arizona Woman magazine, and the magazine can be delivered to all women in a certain segment of the metropolitan area. For route by route targeting, carriers can stem the confusion of which newspapers to deliver by using a coloured bag system. The next version of the SoftBook software will address the colour-coded poly bag delivery system by coding each colour on the delivery screen. The newspapers and other publications are staged and bagged at nine distribution centres around Phoenix.

The newspaper carrier contractors are given an orientation on the simple technology. The carriers can control the sequence of delivery at any time. When they take over the route, they inherit the sequence of the previous driver, but



Source: Arizona Republic  
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they can change the sequence of delivery as it suits them.

“You do have to remind them to look at the list. Every day it is so different. We tell them not to go by memory,” Reed said.



Source: Arizona Republic  
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**The SoftBook newspaper delivery device affixes to the driver's dashboard.**

## E-Paper Technologies

After many years of development, manufacturers in Asia, Europe and North America are launching the first e-reading technologies in a variety of sizes meant for reading short texts, books and newspapers. Most of the leading products have been developed using e-ink technology, which produces a high-resolution type, requires little battery power, and in the future, will be capable of automatically updating via Internet connectivity as new content becomes available.

The first versions of these e-ink-powered devices offer rigid displays, but in the future promise to be flexible paper-like devices, coupled with the futuristic promise of the digital delivery of moving type and videos.

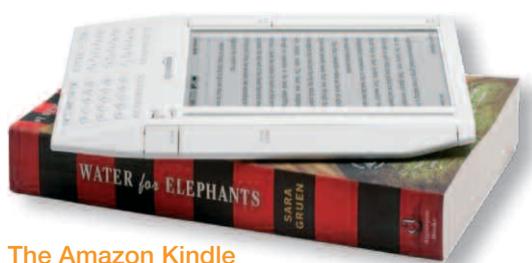
### E-NEWSPAPER FRONTRUNNERS

Among the most prominent e-reading technologies today are Plastic Logic's e-newspaper, iRex's redesigned Iliad, Polymer Vision's Radius, Sony's eReader and Amazon's Kindle. Each of the technologies has unique characteristics, but all of them provide hard displays with black and white text and illustrations. Each company promises colour and thinner, more flexible e-paper as the next models are rolled out in the years to come.



### Plastic Logic's e-newspaper

- Plastic Logic introduced its yet unnamed 8.5x11 inch e-newspaper in September 2008, and will release the first models for sale during spring 2009. The almost A4 tablet is as thin and light as a magazine, and will be able to display newspapers, business documents and books. Plastic Logic has development offices in the United Kingdom and United States, and a manufacturing plant in Dresden, Germany.



### The Amazon Kindle

- The Sony eReader and the Amazon Kindle are about half the size of the Plastic Logic device, and roughly the form of a paperback book. Sony's electronic reader was the first released in Japan, and is selling commercially at electronics stores worldwide. The Kindle is the highest-selling e-reader device, with more than 300,000 devices sold in the United States. Amazon has partnered with 26 newspapers worldwide including The New York Times, Le Monde and the Shanghai Daily, and pays newspapers a revenue share based on the electronic editions sold through the Amazon Kindle newspaper store.

- The Netherlands-based iRex Iliad just announced its second version in September, which is the size of the Kindle and Sony eReader, and partners with newspapers to develop electronic products. In Sweden, the Sundsvall Tidning has developed content and has researched its audience about the adoption of the e-newspaper.

- The Netherlands-based Radius, a mobile phone-sized device still under development, is set for release in 2009. The device would have

30 hours of power, worldwide mobile connectivity, and the flexible display would roll out to be five inches wide.



Polymer Vision's Readius

## Digital Inkjet Printing

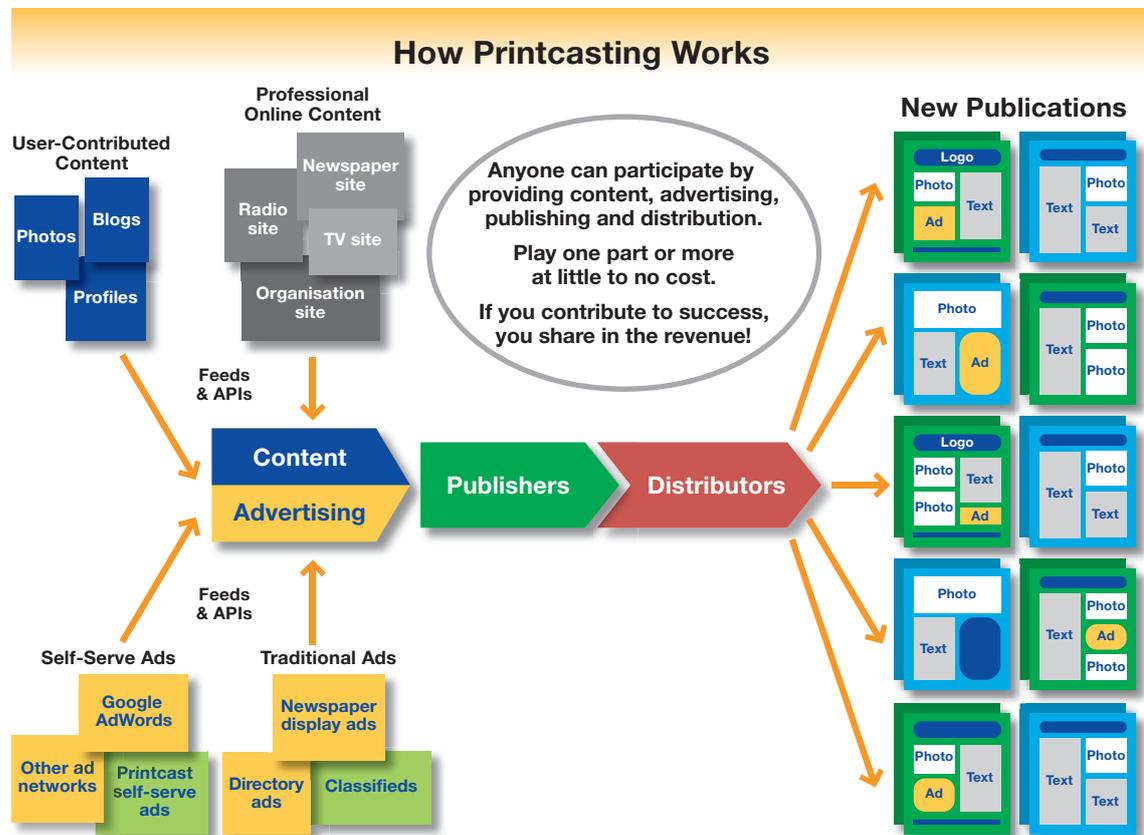
The promise of digital inkjet printing is that it will yield higher productivity and lower cost per page compared with its offset printing brethren. Until now, digital inkjet printing could not replicate the look and feel of offset printing, and costs were higher compared with more established printing techniques.

Digital printing is particularly suited for short print runs of 5,000 to 10,000, including

targeted publications aimed at gender, age, geographic or ethnic groups. The presses are quick, and can run 200 newsprint sheets per minute, but with limited width of about 30 inches.

Andrew Bolwell, business development director for the Hewlett Packard office of corporate strategy and technology, has developed a project called "MagCloud," [www.magcloud.com](http://www.magcloud.com), a Web platform for printed magazine self publishing. "It's a bit of a YouTube for magazines," Bolwell said of the experiment. Magazines can be printed on demand from the Internet. Entrepreneurial magazine publishers can create content for their magazine, upload the content, publish the pages and distribute the magazines to their audiences using MagCloud.

"You can choose whether it will be public or private. If it's public, people can buy it, paying the production costs, plus the mark-up you added to it for how much money you'd like to make. It's a high-quality, commercially printed product," he said. The concept could work for clubs, schools or communities, and could be targeted to niche groups with common



Source: Dan Pacheco, Printcasting.com

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interests. Small businesses could also use it to create catalogues or create promotional materials. The concept provides a way to test new markets, and to sell niche advertisers on targeted audiences. The concept has implications for newspapers. For example, newspapers could provide a self-service glossy magazine service for short-run catalogs for niche advertisers who only want to distribute in a limited geographic zone.

A similar technology is under development for the newspaper industry, called Printcasting, [www.printcasting.com](http://www.printcasting.com). The Bakersfield Californian and Dan Pacheco, an online product manager, are developing a technology to give newspaper readers the ability to develop personalised newspapers that can be printed on demand. The technology also will offer the ability for targeted advertising on these niche print products. The open source technology will be available in late 2009, and is funded by the Knight Foundation.

“Printcasting will allow individuals to easily create ad-supported, customised publications with a mix of local news and information. The software will help aggregate feeds from news organisations, bloggers or newsletters, for example, so that would-be publishers can pick and choose among them to create a niche publication. The Printcasting model then will guide users through placing articles, photos and ads onto a template that either could be delivered by e-mail or printed at home and distributed,” Pacheco said.

## Printing and Pre-Press

A variety of press and pre-press technologies are taking newspaper printing closer to full automation nirvana. Among the many technologies, computer to plate (CTP) and automatic plate loading (APL) shave off time and steps in the press and pre-press processes.

### COMPUTER TO PLATE

CTP has been a buzzword in the newspaper world for a decade. However, the imaging technology that converts a desktop publishing image directly to a printing plate has improved vastly since the 1990s. CTP replaces computer-to-film (CTF) technology, and thereby eliminates the extra step of producing a page of film before the plate is produced.

By eliminating the transfer of film to make the printing plate, text and image sharpness and detail is gained. Further, efficiencies are realised in workflow timings. CTP systems can increase productivity by outputting more than 150 plates per hour.

Dow Jones & Co. in August started its migration from a film-based workflow to a CTP workflow, at selected sites, according to News & Technology magazine. Dow Jones purchased 14 CTP machines in order to modernise six of its printing plants across the United States. The CTP technology will be used to print the Wall Street Journal and Barrons.

Paul Cousineau, director of national production for Dow Jones, cited a variety of reasons to transition from CTF to CTP. Firstly, Cousineau believes it was wise to wait until the technology improved from its first generation in the 1990s.

“I think we’ve benefited from multiple generations of CTP,” Cousineau said. “The technology available today is different than it was initially, and some of those early technologies don’t even exist today. (Because we’ve waited) we haven’t had to go through the replacement that some of those early adopters have.” The aging of the CTF equipment ultimately led to the decision.

### AUTOMATIC PAGE LOADING

Fast plate changes are becoming increasingly necessary as newspapers are creating printed products aimed at smaller, targeted groups, in addition to their large print-run newspapers. Shorter print-run newspapers targeted at ethnic populations, geographic areas, age groups and gender, are just some of the typical themes for smaller-circulation newspapers.

Shorter-run newspapers require more nimble press systems to avoid lulls with frequent press stops and starts. APL technology automates the plate-loading process with the use of robotics, enabling 24 printing plate changes in about three minutes. APL is about five- to 10-times faster than semi-automatic or manual plate changing. Centre-spread plates, individual plates or all of the cylinder plates can be changed simultaneously, without operator intervention. Operators can interrupt the process at any time.

The APL robots can be retrofitted for both

satellite and blanket-to-blanket presses. The technology has been installed at the Neue

Osnabrücker Zeitung and the Freie Presse newspapers in Germany in September 2008.

### Automatic Plate Loading Process



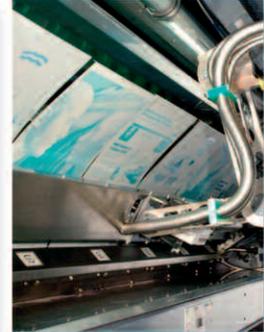
Operator supplies plates.



Robot picks up plates



...moves plates



...hands over plates



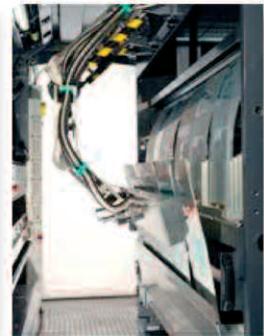
...mounts plates



printing



...removes plates



...puts down plates

Source: manroland

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## 5. Technologies for Generating Revenues

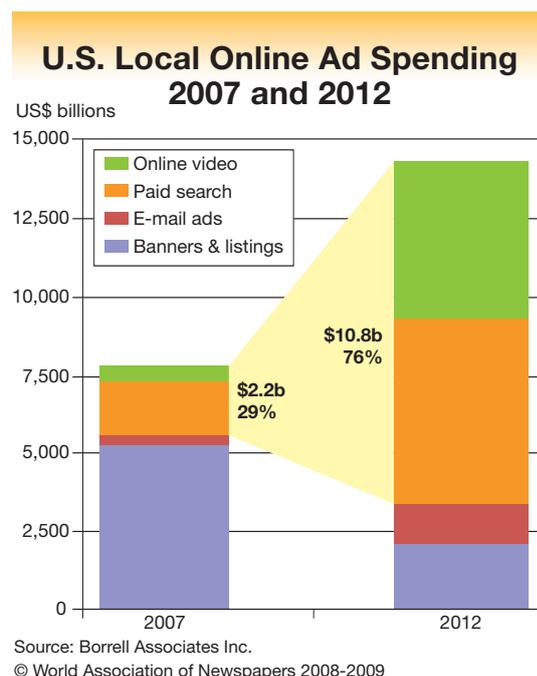
Revenue generation opportunities can be built around all areas of content, on all platforms. Advertising technologies are evolving, and newspapers are harnessing revenue-making strategies that are generating a growing percentage of their profits. Among the technologies are online advertising networks, a variety of online advertising units, self-service advertising, mobile advertising, advergaming and search engine optimisation.

### Online Advertising Technologies

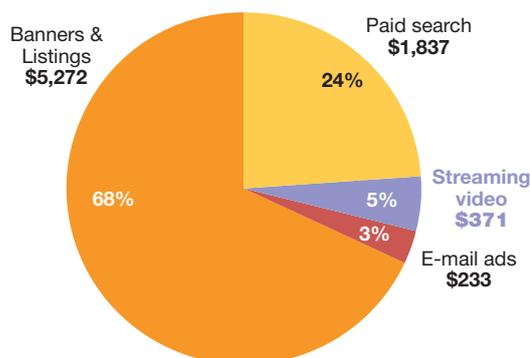
The future of online advertising is primarily locally targeted advertising and online ad networks. A large proportion of those advertising assets will come from newspaper companies, which currently own the local space in online advertising, just after search engines Google and Yahoo!

According to Borrell Associates, paid search and online video will supplant banners and listing as the most popular forms of online advertising in the local realm. Currently,

banners and listings make up the lion's share of local online advertising in the United States, followed distantly by search advertising.



## U.S. Local Online Advertising in 2007 (US\$ millions)



Source: Borrell Associates Inc.  
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The most common forms of online advertising include:

- **Display:** Usually sold by “cost per thousand” impressions, display ads are also sometimes sold by click-through, when the advertiser pays only when a user clicks on the banner.
- **Contextual/Targeted:** A system is used to crawl the page for keywords, and then returns targeted ads based on those keywords.
- **Takeover:** A large ad dominates the Web site’s home page, and the ad’s same message is maintained throughout the Web site in various ad formats.
- **Unicast:** A video commercial that runs in a browser window.
- **Floating:** These ads “float” over the page, usually when it is first accessed, for about five seconds, although sometimes more. They are usually animated and take up most of the page, and cover up content the user is trying to see. Although they are impossible to ignore, like pop-up ads, they can also be highly annoying to users.
- **Interstitial:** Ads that load in the background and appear between Web pages the user requests.
- **Pop-up:** These ads have annoyed users so much in the past that pop-up blockers have become the norm, although like their “floating ad” cousin, are impossible to ignore.

### SELF-SERVICE ADVERTISING

Self-service advertising became popular with newspaper Web sites more than three years ago in the United States, mostly focusing on the

self-service classified ad ordering process, according to a report by Classified Intelligence, led by CEO Peter Zollman.

Self-service advertising should make it easy for any advertiser to create ads for the Web site, thus bringing in a wider range of advertisers and further monetizing the site. Web sites powering their own self-service offerings also make it possible for the site to receive a higher percentage of revenue on the ads than they would by using other, third-party ad solutions.

To compete with the “slick and simple interfaces” of Google AdWords and Craigslist, usability has been forced to become much more impressive in the past two years.

According to Zollman’s Classified Intelligence report, the following are tips on building or implementing a self-service advertising platform:

- **Test:** Have users and employees test all aspects of the functionality and work out kinks before going live.
- **Promote:** In order to get maximum use of the technology, and ostensibly save money on telemarketers, promote the service to your audience in the paper and online with an ongoing campaign.
- **Upsell:** The system is known to sell more lineage than over-the-phone orders, on average. But, it’s also an opportunity to upsell to a greater number of days, borders, photos, added zones, etc.
- **Customer service:** Hopefully the technology will be simple enough for users that no help is needed most of the time, but it is important to have someone on hand during regular business hours to help in case the system is not intuitive for some. It is also a good idea link to “tips” for common trip-ups.
- **Shopping basket:** Many people will take out ads several during the same visit. Create a shopping basket functionality for those instances.
- **Credit card verification:** Every professional system includes credit card verification to protect your company from fraud.
- **Automation:** Make sure the internal production is automated and easy.
- **Shop around:** Vendors for online ad order

## Emerging Mobile Markets

	Brazil	Russia	India	China
Population (in millions)	191.9	140.7	1,148.0	1,330.0
Mobile subscribers (in millions) <sup>1</sup>	140.0	174.0	290.0	595.0
Mobile penetration	73.0%	123.7%	25.3%	44.7%
Mobile Internet users (in millions) <sup>2</sup>	7.1	3.6	106.0	85.0
Mobile Internet users as a % of mobile subscribers	5.1%	2.1%	36.6%	14.3%

<sup>1</sup> Active SMS cards    <sup>2</sup> Accounts that use a browser (WAP or XHTML) to access the Internet via mobile phones – SMS, MMS, IM not included.  
Source: U.S. Census Bureau, July 2007 & eMarketer, June 2008, via Classified Intelligence Report "It's time to get serious about mobile advertising," June 19, 2008.

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placement are plenty. Shop around for the one with the best interface, functionality and customer service.

• **Include classifieds and display:** Find a vendor with the best functionality for both.

"Having the ad-buyer do most of the work can, if handled properly, result in slight to moderate increases in both ad-placement and concomitant revenue," according to another Classified Intelligence report, "Online ad placement and online-only classifieds: Newspapers' best – and not-so-best – practices."

"Site designers must balance the upsell and packaging possibilities with the realities of the user experience. Offer too few options and the newspaper runs the risk of leaving money on the table; offer too many, and you may confuse the user and encourage her to go elsewhere. There is a delicate balance and it probably differs from market-to-market."

AIM Group surveyed 22 newspapers in the United States and Canada for the report, each of which stated that introducing an online-only ad system was a wise choice. "In print you may have 80 percent of the market, but online as little as 20 percent. It's such an obvious thing. You have to do it," one interviewee told AIM Group.

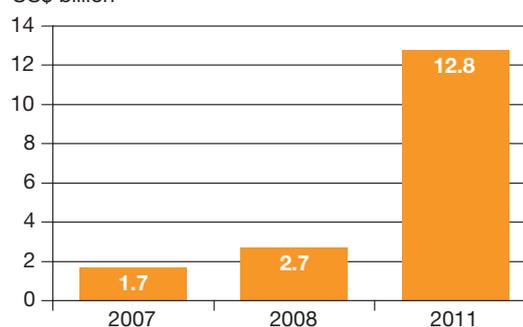
## Monetizing Mobile Content

The growth of smartphones worldwide is expected to open the floodgates of mobile content, leading to more users accessing more mobile content, which means more opportunities for publishers to monetize their mobile content.

"Smartphones represent the same kind of disruptive change that the proprietary walled

## Mobile Ad Spending, Global

US\$ billion



Source: Gartner, "How to Move the Mobile Advertising Market Forward," as cited in March 31, 2008 press release; eMarketer, via Classified Intelligence Report "It's time to get serious about mobile advertising," June 19, 2008.

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gardens of AOL, Prodigy and CompuServe saw when the Web emerged in 1994. The implications are similar, and will affect the flow of both content and commerce," according to the Classified Intelligence Report, "It's time to get serious about mobile advertising."

The latest smartphones on the market include iPhone's latest offering, iPhone 3G, which is less expensive than the first iPhone, and has added features. It has signed deals with mobile carriers in more than 70 countries, which means more people worldwide are going from mobile phone users to smartphone users, accessing the mobile Web in increasing numbers. Nokia's Nseries, a series of 13 phones, invites buyers around the world to "discover the Nokia Nseries device that fits your life and style." It touts its Nokia N95 as being "what computers have become." Most recently, Google has launched its first mobile phone in conjunction with German-owned carrier T-Mobile. The T-Mobile G1 works on 3G networks and is the first commercially available phone to run on the "Android"

operating system. It is specifically designed to quickly and easily access Google search, maps, directions, YouTube and Gmail.

Google's T-Mobile G1



Nokia N95, one of Nokia's 13 Nseries smartphones



Apple's iPhone 3G



With the growth of smartphones also comes mobile advertising growth. Global spending on mobile messaging advertising, mobile display advertising and mobile search advertising is expected to grow from about US\$2.7 billion in 2008 to \$12.8 billion in 2011, according to Gartner and eMarketer.

Global smartphone shipments are predicted to grow from 164.7 million units in 2008 to 363.3 million units in 2012, according to online business optimisation firm Omniture's "Mobilize Your Marketing" report. As smartphone usage grows, marketers are increasingly reaching out to these users, and are expected to increase their mobile advertising spending from \$1.7 billion in 2007 to \$12.88 billion in 2011 globally.

However, as of September 2008, more than 70 percent of commercial mobile Web sites are not measuring traffic, while 50 percent don't track the number of unique visitors to their sites via mobile devices, according to Omniture.

"Customer intelligence is vital in driving revenue but companies appear to be turning their backs on opportunities to better market to mobile audiences," Neil Weston, the firm's senior vice president, said in a statement. "This intelligence from mobile traffic can be used to optimise Web site content for mobile phone users and fine-tune mobile marketing efforts. These activities will help to keep visitors on the site longer, which can help increase conversion rates."

To stay ahead of the mobile sector's rapid changes, Omniture advises online marketers to:

- "Measure, analyse and optimise integrated data from across mobile Internet audiences."
- Identify a device by matching against a long list of device signatures to identify unique mobile devices: "When marketers know which device their visitors are using, they can be sure their site is prepared to serve content optimised for those mobile devices."
- Get an "accurate profile of the mobile audience to make better content decisions."
- Enhance "capabilities to accurately capture the right data from a variety of mobile devices."
- "Develop more accurate marketing campaigns, specific by country and carrier."

## Search Engine Optimisation

*"We must optimise to ensure we do everything we can to expose every part of every section of every news site to every search engine/service indexing on the Web."* – George Hopkin, search engine optimisation, Johnston Press

Search engine optimisation (SEO) is the process of editing and organising the content on a Web site to increase its chances of higher ranking on search engines.

Search engine optimisation is more important than ever before, as newspapers online frequently rely on search engines for half or

more of their traffic. In order to maximise traffic, and therefore the ability to monetise that traffic, many newspaper companies are hiring search engine optimisation specialists, including Johnston Press in the UK, and The New York Times and the Morris family of newspapers in the United States.

The result of SEO is different from pay per click (PPC) advertising. SEO produces “natural, organic” relevancy and ranking of content in search results, while PPC advertising is displayed as sponsored links or sponsored ads, appearing adjacent to or above the organic results on search engine results pages, according to Wikipedia.

### Glossary of terms

- **Pay per click (PPC):** An Web advertising model used on search engines, advertising networks, and content Web sites, Advertisers only pay when a user clicks on an advertisement.
- **Social search engines:** Unlike regular search engines which use algorithmic or machine-based approaches to determine relevance, social search engines determine the relevance of results based on interactions or contributions of users.
- **Metasearch engines:** Search engines which send out requests to several regular engines and databases, and aggregate the results into a single list or displays them by sources

Though more time-consuming from a publisher’s perspective to get results, SEO is free, and searchers click on these “natural” results more often than the paid links. However, PPC is an effective tool to create awareness in a short period of time, although it may be costly and needs to be managed regularly. Also, for PPC, it may be hard to manage the ROI, and it runs a risk of click fraud, according to Web professional Dennis Deacon.

Why does the ranking or the placement matter to a search result page? Eye tracking studies have shown that searchers scan a page from top to bottom, and from left to right for a relevant result. Thus, the more on the top of the ranking the placement is, the more likely it is for searchers to see and click on it.

SEO is important for newspaper publishers to better distribute the content online. George Hopkin, search engine optimisation evangelist at Johnston Press, said that “SEO for news sites is a lot more important. We must optimise to ensure we do everything we can to expose every part of every section of every news site to every search engine/service indexing on the Web,” during WAN’s Digital Innovations and Revenue Study Tour in April, 2008.

Search engine optimisation matters more today than ever before, said Steve Yelvington, vice president of content and strategy at Morris Digital Works, which provides Internet-based products and services for Morris publications.

## Search Engine Optimisation vs. Pay per Click

The screenshot shows a Google search for "New York Broadway". The results are divided into two main sections: "SEO" (Search Engine Optimisation) on the left and "PPC" (Pay per Click) on the right. The "SEO" section includes organic search results such as "Broadway.com, New York & London Theater Tickets, Ticket News...", "New York City Theatre: The complete guide to Broadway shows and...", and "Discount Broadway Tickets and Free TV Show Tickets in New York City". The "PPC" section includes sponsored links like "New York Broadway" (Save up to 50% on Tickets Today), "Broadway Musical Tickets" (For Dickens: A Tale of Two Cities), "New York City.com Broadway" (Save more at the authentic NYC site), "New York Broadway Tickets" (Great Seat Selections & Prices For The Top Broadway Shows in NY), "Hotels Near Broadway" (More ways to save on hotels near Broadway in New York City), and "Get Broadway Tickets" (Get Great Seat Selections & Prices For Broadway Shows Buy Online Today). The search results also show "Results 1 - 10 of about 47,100,000 for New York Broadway (0.23 seconds)".

Source: Google

© World Association of Newspapers 2008-2009

“We’re running some SEO tests. We have contractors that go into our sites and edit the story files after they are published, and do keywording and metatagging. This is driving some increase in inbound traffic. The consultants also take the same keywords and use them to point to searches on our own search engine. We use FAST search technology, we’ve build a really good integrated search interface and searching all of our data and presenting it in a structured way so you can search for cars or news stories, and click through to a global Web search with Yahoo. (The improved search) raises the unique user count,” Yelvington added.

Besides the more well-known search engines such as Google or Yahoo!, other similar service providers worth watching are social search engines and meta-search engines.

Unlike regular search engines, which use algorithmic or machine-based approaches to determine relevance, social search engines determine the relevance of results by taking into consideration the interactions or contributions of users, such as bookmarks or tagging. They could also use more sophisticated approaches combining human intelligence with computer algorithms.

Meta-search engines, on the other hand, send out search requests to several engines and databases, and aggregate the results into a single list or displays them by sources. They have emerged because the Web is too large for a single search engine to index all content. Notable players include Metacrawler and Dogpile.

Search Engine Optimisation vs. Pay per Click: Pros and Cons		
	SEO	PPC
<b>Pros</b>	<ul style="list-style-type: none"> <li>Free (not including resources)</li> <li>Searchers click on organic search results more often than paid PPC links</li> </ul>	<ul style="list-style-type: none"> <li>Excellent at creating awareness quickly</li> <li>Campaigns can be budgeted to fit a business’ needs</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>Time consuming</li> <li>Takes longer to see results</li> </ul>	<ul style="list-style-type: none"> <li>Can be pricey (US\$25-\$100,000 a month)</li> <li>Must be managed constantly (daily/weekly)</li> <li>ROI can be difficult to manage</li> <li>Click fraud</li> </ul>

Source: Dennis Deacon, “Search Engine Optimisation (SEO),” May 2008 © World Association of Newspapers 2008-2009

## CASE STUDY

### Johnston Press

**Johnston Press**

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**Headquarters** Edinburgh, Scotland, UK

**Established** 1767

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**Business** 318 local and regional newspapers across the United Kingdom and Ireland, as well as lifestyle magazines and classified directories, as well as 323 Web sites

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**Web site** <http://www.johnstonpress.co.uk>

Source: Johnston Press Web site  
© World Association of Newspapers 2008-2009

According to Hopkin, the top four online traffic drivers for Johnston Press are Google.co.uk, Google.com, News.google.co.uk, and News.google.com, which can account for 60 percent to 90 percent of online traffic to Johnston Press’s sites.

To optimise the search results for its content, the regional publishing group has been working on megatagging and key phrasing for a long time. Recently, it has also created several XML Sitemap feeds, which can ensure that all pages are found, especially those which are not easy to be discovered by automatically following links. As of April 2008, four XML sitemaps were available, including General XML sitemap, News XML sitemap, News archive XML sitemap and Mobile content XML sitemap.

Hopkin is optimistic about the challenge search engines bring to newspaper Web sites. As a content provider, the more content Johnston Press provides, the more opportunity is created. “No content is too trivial to post. Every piece of content continues to generate revenue as long as it remains online due to the long tail effect.”

Hopkin noted that in the new digital era, there are simply more choices for the same number of consumers. Every news brand should have its presence on Facebook, Bebo, Twitter, YouTube and in podcasts. “The gimmicks today will become media tomorrow. So be everywhere!” he said during WAN’s Digital Innovations and Revenue Study Tour.

## Virtual Games and Features

Online games are another way to monetize online offerings, allowing for more targeted ads, sponsorships and merchandising.

News International’s London-based Sun, for example, relies on transactional services for about 80 percent of its revenue, said Jim Mullin, digital strategy director. This includes non-traditional revenue-making opportunities that are branded under The Sun, such as online gaming site Sun Casino and women’s site Sun Woman.

“In three years time, if you’re still calling yourself a newspaper and still needing someone to educate you on digital issues, you’ve obviously missed the boat,” Mullin said. “Educate the business and engage different parts of the business, so people become aware and make money.”

The Sun’s gaming page, Sun Bet, provides the newspaper with another revenue source, through casino-style games, board games adapted to online, celebrity games and more. In online Bingo, for example, 90 percent of the profit goes back to the player, and The Sun takes 10 percent. The Sun also partners with other betting agencies, and cuts off users who bet too much.

Blockdot, a Dallas, Texas-based “advergaming” company owned by Media General, a newspaper chain in the United

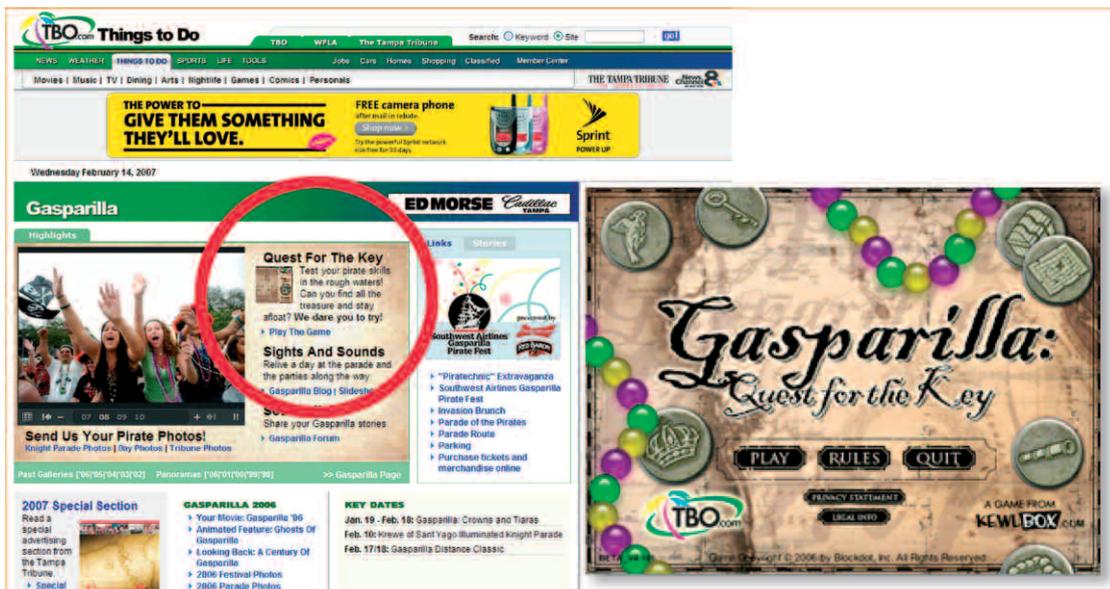


Targeted Web sites, such as The Sun's Sun Woman, become products of their own, enabling the site to sell more highly targeted advertisements.



Gaming and betting site SunBet provides The Sun with more revenue opportunities.

## Advergaming for Community Advertiser: TBO.com



Source: Blockdot.com

© World Association of Newspapers 2008-2009

States, created branded online games, which are placed as advertisements on publishers' Web sites, including newspaper Web sites. The games drive traffic for advertisers and publishers. Blockdot advergimes have generated about half a billion game plays and are responsible for "wasting" over 100,000,000 hours of productivity, said Blockdot CEO Dan Ferguson at WAN's Advertising conference in Budapest in 2008.

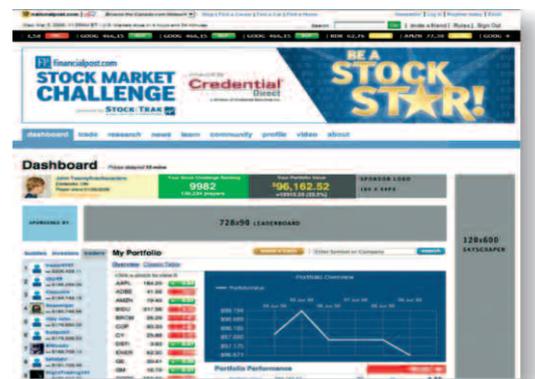
Among Blockdot's advertiser clients are Intel, Microsoft, Kraft, Nokia, Pepsi, Chevrolet and American Airlines. Among the publishers on which the advergimes have driven traffic are MSN, Media General's newspaper Web sites, and Scripps newspaper and TV Web sites.

For example, Blockdot has produced more than a dozen advergimes for Microsoft's Web sites, which have driven more than 300 queries during the first month, and increased their share of the search market by three points, Ferguson said.

Blockdot created an advergence for a Tampa community event organiser, Gasparilla Days, to drive participation in the event. The advergence appeared on TBO.com, the Tampa Tribune's newspaper Web site. Monetization opportunities for newspapers are also coming through online extras targeted toward users. For example, global portfolio simulations group Stock-Track began as a virtual stock trading solution for financial, education and

service industries, and is now working with financial and business news outlets to create free, real-time stock market games for users.

Stock-Track has developed The Barrons Challenge site for Dow Jones & Company, Forbes Stock Game for Forbes.com and the Financial Post's Stock Market Challenge, among others. The Stock Market Challenge, launched in September 2008, was promoted through integrated advertising campaigns across CanWest's print, online and TV assets. Sponsors can also pay to feature their products and content in the game platform.



The Stock Market Challenge, created for the Financial Post by Stock-Trak, challenges users to build a successful, hypothetical stock portfolio. The advergence platform leverages CanWest's network of print, online and television media properties.

## 6. Database Journalism & Marketing

“*Newspapers need to stop the story-centric worldview.*” – Adrian Holovaty, EveryBlock.com

Most traditional journalism is told without the creation of or integration of databased information. Some investigative journalists use databases to identify trends or overlay more than one database to show relationships between or among data sets.

According to journalism database guru Adrian Holovaty, the creator of ChicagoCrime.org and EveryBlock.com, online journalism has to move in the direction of database journalism in order to use the full opportunities the Web provides. “When I say newspapers need to stop the story-centric worldview, I don’t mean that newspapers need to abolish stories. The two forms of information dissemination can coexist and complement each other.”

Holovaty’s ChicagoCrime.org is a “mash-up” between Google mapping technologies and Illinois and Chicago crime databases that are publicly available. The site has enjoyed worldwide acclaim as the beacon for other mash-up technologies on the Web.

### Glossary of terms

- **Mash-up:** A Web application technology that enables the integration of data from more than one source and represents it as a new way.
- **Application programming interface (API):** A set of functions, procedures, methods or classes that an operating system or service provides to support requests made by computer programs; for example, Microsoft API, YouTube API, iPhone API and Google Maps API.
- **Customer Relationship Management (CRM):** Processes implemented by a company to handle customer contact through phone, e-mail, text and in person. CRM software is used to support these processes, such as storing information on current and prospective customers, and using this information across departments to improve customer services.
- **Optical character recognition (OCR):** The electronic translation of handwritten, typewritten or printed text images into digital, machine-editable text.

“A lot of the information that newspaper organisations collect is relentlessly structured. It just takes somebody to realise the structure (the easy part), and it just takes somebody to start storing it in a structured format (the hard part),” Holovaty said.

With the help of new technologies, most of the content journalists collect every day is “structured information, which can be sliced-and-diced, in an automated fashion, by computers,” Holovaty wrote in an article. However, the information gets transferred as a newspaper story, and usually that’s where it ends, with no chance of being reproduced or reused. For example, when publishing event calendar info, or recent crime listings in town, it still goes to a “news article” format.

“If you store everything on your Web site as a news article, the Web site is not necessarily hard to use. Rather, it’s a problem of lost opportunity,” Holovaty said. It’s difficult to pull out the crimes, events, or even real estate data and plot them on a map when all that information is in “a big blob of text,” which users are more likely to get lost in. Presenting that information in a variety of ways, such as plotting it on maps, instead of just in news articles, makes it easier for readers to understand what’s happening around the neighbourhoods, he said.

## Mash-up Technologies

“An area ripe for a lot of innovation is this general notion of having open APIs, which allow and support doing mash-ups, where your content gets reused. If we do our jobs right, we very well may send people away, but in the big picture it brings them back using mapping systems, sets of links to interesting things. APIs are an area where publishers should be doing some tests and creating new applications.” – Steve Yelvington, vice president of content and strategy at Morris Digital Works

Mash-up Web application technology combines data from more than one source into a single integrated tool to create a new online service neither source provides. A popular example is the use of Google Maps technology and local real estate listings to view a searchable map of homes for sale. The mashed content is usually sourced from a third party via a public interface or application programming interface (API).

Google Maps maps out and pinpoints local information, such as real estate listings, crime data or restaurant picks.



Source: <http://dev.benedictoneill.com/bbc/>

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## Housing Map

API: Google Maps, craigslist

For Rent For Sale Rooms Sublets

City: New York Price: \$300K - \$750K Show Filters Refresh Link

Powered by craigslist and Google Maps

Map Satellite Hybrid

\$615,000  
X-Large Corner Alcove  
STUDIO Condo/Dooman  
Bldg\_Prime Loc. 50's & 3rd -  
3rd Ave & E 58th St  
New York

646-319-6504 / email

Price	Description	City	Listing
\$650K	Spectacular Prospect Park South3 Bedroom -	Ocean Ave	8/27
\$650K	1Bed +Terrace + Full Service Drm Elevator Bldg -	New York	8/27
\$535K	The Best Uws Deal! Bedden Houselow Monthly -	New York	8/27
\$630K	Amazing Deal- Stud! BR 840 SF At 90 William -	New York	8/27
\$345K	Beautiful Prewar 1BR Bright High Cellars Cozy and Cute 88th & E 4a -	New York	8/27
\$650K	1Bed +Terrace + Full Service Drm Elevator Bldg -	New York	8/27
\$675K	Fully Renovated 1 Family- 3 Bed/1 1/2 Bath Duplex with Finished Basement -	New York	8/27
\$475K	One Bedroom - No Board Approval - Quick and Easy Deal Call Today! -	New York	8/27
\$625K	Huge One Bedroom - Dm. Elevator, Light, Bq - what more can u ask for? -	New York	8/27
\$615K	Generous 2 Room Studio in Midtown West -	New York	8/27
\$665K	Excellent Pied-a-Terre - Beautiful Park View - CIA Prewar Condo -	New York	8/27
\$665K	Excellent Pied-a-Terre - Beautiful Park Views - CIA Prewar Condo -	New York	8/27
\$595K	Great Value For Nearly New House \$53 -	White Plains	8/27
\$345K	Lovely Prewar 1BR Home Bright High Cellars Cozy and Cute 88th & E 4a -	New York	8/27
\$345K	Wonderful Prewar 1BR Home Bright High Cellars Cozy and Cute 88th & E 4a -	New York	8/27
\$630K	Amazing Deal- Stud! BR 840 SF At 90 William -	New York	8/27
\$345K	Lovely Prewar 1BR Home Bright High Cellars Cozy and Cute 88th & E 4a -	New York	8/28

Source: <http://www.housingmaps.com/>

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## CASE STUDY

### EveryBlock

## EveryBlock

<b>Creator</b>	Adrian Holovaty
<b>Location</b>	Chicago, Illinois, U.S.
<b>Web site</b>	<a href="http://www.everyblock.com">www.everyblock.com</a>
<b>Established</b>	July 2007
<b>Full-time Employees</b>	6

Source: [www.everyblock.com](http://www.everyblock.com)

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EveryBlock.com touts itself as an “online newspaper” for every block in Boston, Charlotte, Chicago, Los Angeles, New York, Philadelphia, San Francisco, Seattle and Washington, DC. Users can enter any address, neighbourhood or ZIP code in those cities, and the site will show the area’s recent public records, news articles and other geographically relevant online content.

Prior to launching EveryBlock, founder Adrian Holovaty created a site called ChicagoCrime.org in May 2005, which included “a page for every block” in the city listing crimes being reported.

Holovaty’s idea to give geographically relevant information for areas down to the city block was not realised until late 2006 when he

applied to the Knight News Challenge, a journalism innovation contest held by the Knight Foundation, and was awarded a US\$1.1 million two-year grant. With this financial support, he left his job at the Washington Post and established EveryBlock.

EveryBlock offers three kinds of hyper-local information:

- **Civic data:** Information coming from sources such as government databases, including building permits, crimes and restaurant inspections.
- **News articles/blog items:** Content from major newspapers, community publications and TV and radio stations, as well as postings on local blogs and classified listings.
- **Other content across the Internet:** Content such as local photos on Flickr, consumers’ reviews on Yelp, or posting on Craigslist.

“Across the suburbs, the number of daily media reports, government proceedings and local Internet conversations is staggering. Every day, a wealth of local information is created – officials inspect restaurants, journalists cover fires and Web users post photographs. EveryBlock aims to collect all of the news and civic goings-on that have happened recently in your city, and make it simple for you to keep track of news in particular areas,” Holovaty explains on his Web site.

## Chicago Crime Data, EveryBlock.com

The screenshot shows the EveryBlock Chicago interface. At the top, there's a search bar and navigation tabs for 'Public records', 'Articles', and 'More'. Below that, the 'Magnificent Mile' neighborhood is selected. A map displays several crime locations, with a pop-up for a 'Theft: Retail theft' on Aug. 21, 2008, at 500 block N. Michigan Ave. A sidebar on the left lists categories such as 'Latest news', 'Building permits', 'Business licenses', 'Business reviews', 'City press releases', 'Crimes', 'Filmings', 'Liquor license applications', 'Lost and found postings', and 'News articles'.

Source : [www.everyblock.com](http://www.everyblock.com)

© World Association of Newspapers 2008-2009

## Restaurant Inspections around Boston, EveryBlock.com

The screenshot shows the EveryBlock Boston interface. At the top, there's a search bar and navigation tabs for 'Public records', 'Articles', and 'More'. Below that, the ZIP code '02215' is selected. A map displays several restaurant inspection locations, with a pop-up for a 'Cafe @ 1295 inspected: Pass' on Aug. 22, 2008, at 1295 Boylston St. A sidebar on the left lists categories such as 'Latest news', 'Building permits', 'Business licenses', 'Business reviews', 'City press releases', 'News articles', 'Photos', and 'Real estate listings'.

Source : [www.everyblock.com](http://www.everyblock.com)

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In Chicago, EveryBlock has partnered with the Chicago Tribune and Chicago Sun-Times. It plans to release the source code after the end of the grant period in June 2009, which will allow any organisation or individual to create a mash-up site like EveryBlock.

The site now supports RSS feeds, which allows users to select the radius of their news searches from one to eight blocks, which is especially useful for an extremely highly-populated area with a high concentration of goings-on. Users can also subscribe to e-mail

alerts, with the options of the types of information preferred, and how big of a search radius they want.

In July 2008, EveryBlock launched a partnership with Dash, which allows drivers to access databases in their cars.

In September 2008, EveryBlock received an Online Journalism Award for Outstanding Use of Digital Technology at the 2008 Online News Association conference in Washington, DC.

## Customer Relationship Management (CRM)

*“As competition increases, I think the battle comes down to the fact that, all other things being equal, the newspaper that manages its customer relationships best wins.”* – Shaun Higgins, director of marketing and sales at the Spokesman-Review, Spokane, Wash.

Customer Relationship Management (CRM) is a set of processes a company creates to handle contact with its customers. CRM software is used to support these processes, storing information on current and prospective customers, and using the information across departments, such as sales, marketing, customer service, training, professional development, performance management, human resource development and compensation. CRM is aimed to improve services and provide targeted marketing by using customer data.

Many newspaper companies operate based on a traditional workflow, which results in a silo wall between departments, where top management gives the order to each individual department, whereas there is neither conversation nor information sharing between departments.

Thus, newspaper companies view customers “from a departmental perspective,” but not from a higher, more holistic point of view. “If a customer had a problem with their subscription, we would have them call the subscription department; if they had a problem with a classified ad, they would call that department,” Higgins said in a CRM Buyer interview. “Most systems won’t tell us that a person who just placed an ad also subscribes, or if they have written a letter to the editor, or if they have had any kind of problems with our

services. We tend to departmentalise.”

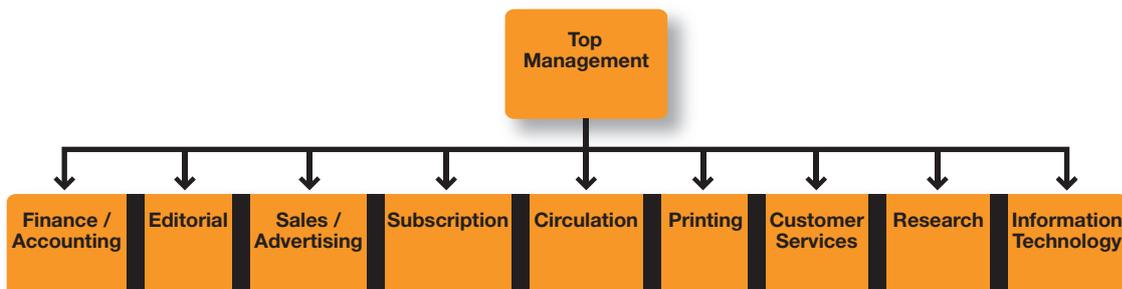
CRM, on the other hand, is aimed to improve services and targeted marketing by using customer data. However, to accomplish this, newspaper companies must break down the departmental walls, collaborate across the entire company and set up an integrated database system.

An integrated database can help newspapers collect pieces of information to create a complete picture of what’s going on to each customer. If a customer calls to cancel the subscription, a well-implemented CRM database can track his history. For example, perhaps he had called customer services to complain about not receiving the paper, or he had revealed his interest in a specific topic/area in previous surveys. Thus, publishers can come up with a solution, such as improving the paper delivery, cross-selling another title, etc. When services are customised for each customer, newspapers are more likely to retain more customers through improved services.

Chris Pennock, head of Johnston Press Sales & Marketing, talked about the idea of a “customer-centric” CRM during WAN’s Digital Innovations and Revenue Study Tour in April, 2008. “We can improve return on marketing investments and generate new revenues by using customer data more effectively. We need to get a single view of the customer, select and synthesise all interactions with them.”

With the proper CRM, Johnston Press can have a “better understanding of customer behaviour, develop new revenue opportunities, identify new product development, add value to existing advertiser base and also build new revenue from new customers.”

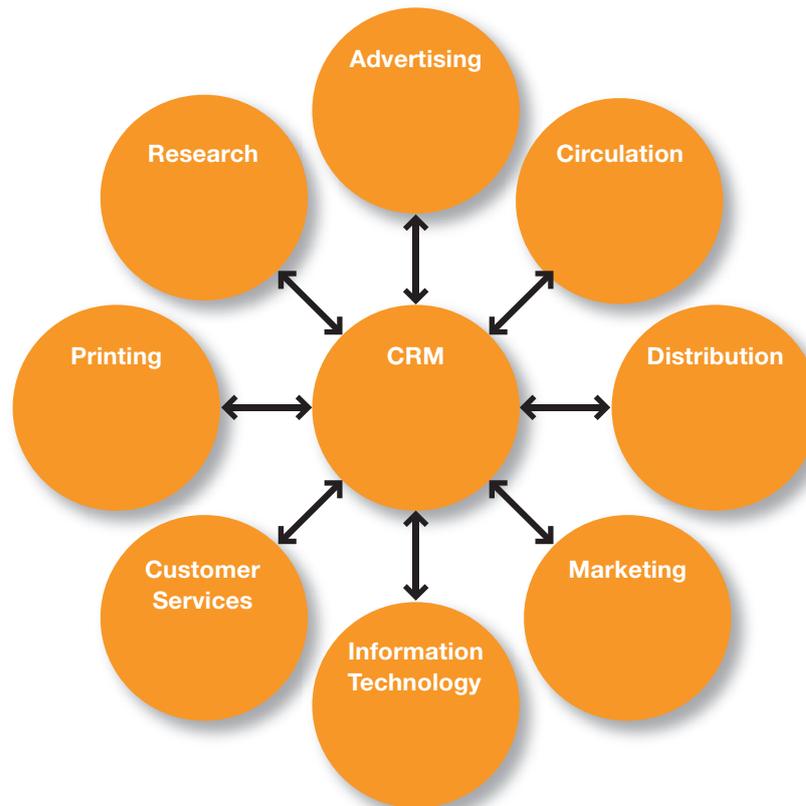
### Structure of Traditional Publishing Companies



Source: Shaping the Future of the Newspaper, World Association of Newspapers

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## Integrated CRM Database in Newspaper Companies



Source: Shaping the Future of the Newspaper, World Association of Newspapers

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### CASE STUDY

#### Chicago Tribune

Kathleen O'Hara, director of the Chicago Tribune's Subscriber Advantage loyalty programme, said that the Tribune has been collecting reader data into one database since 2002.

Among the sources of reader information aggregated together in order to get a 360 degree view of the Tribune customer are subscriber and advertiser data, single copy purchase information, reader information from Chicago magazine and RedEye free newspaper, and clickstream data from ChicagoTribune.com. In addition, Tribune crosses the Tribune customer-generated database information with outside consumer and lifestyle information from Claritas and Experian in order to understand consumer behaviours as they relate to newspaper buyer behaviour.

"The biggest one is clickstream data, from any customer who registers on the Web site. We match up their online data with print patterns on a group level," O'Hara said.

"A lot of newspapers use the transactional database system, such as the call centre database, but that limits you because transactional doesn't store relationships information over time," she said.

"Once we have the capability, we looked at which products are best for which customers," she said. "We have to make sure we efficiently target."

For example, the database information pointed to which customers are most likely to use a credit card to pay for a subscription, and which would pay by check. The database also helps the marketing department determine where to spend money pursuing customers, and where higher prices will be more successful in a multi-tiered subscription pricing structure.

"All of our work is continuously improving. It's never done ... we're always creating and validating models," she said.

The database architecture is Oracle, and the considerable cost has been shared among three Tribune properties: Chicago Tribune, Los Angeles Times and the Orlando Sentinel, she said.

## Digital Archives

Newspapers worldwide face the challenge of digitising hundreds of years of content to make the daily progression of history available to readers.

Content is no doubt the most precious asset for newspapers. With the digitisation of newspapers' content over time, publishers can reduce the cost of storage, as well as facilitate the process of accessing the archive. The content then can be stored and reprinted in high resolution.

Content digitisation also creates another chance for publishers to monetize past content in various formats, including online archives or DVDs, and to different customer groups, such as individual or institutional subscribers, or third-party business-to-business customers.

Newspaper digitisation has become a global trend. Many projects are ongoing, including some in partnership with national institutions or governments. Some notable cases include the National Digital Newspaper Program, a joint project between the U.S. National Endowment for the Humanities and the U.S. Library of Congress, as well as the British Library C19 Project. The most recent effort is the launch of Google News Archive in September 2008.

For its archive, Google is scanning microfilm from newspaper archives and making them available through online search. The historical archives include articles from The

Washington Post, The New York Times and Time magazine, and will first be available on Google News, and then on the newspapers' Web sites.

A concern among newspaper publishers is that handing their content over to the online search giant may dilute their advantage as content providers. "The concern is that Google, in making all of the past newspaper content available, can greatly commoditise that content, just like news portals have commoditised current news content," stated Ken Doctor, an Outsell analyst.

George Hopkin, search engine optimisation evangelist at Johnston Press, said the real problem would be if Google become a content creator itself. "Google News Archives won't let people steal content if it's behind a paid wall. Right now they're a traffic driver, and drives traffic back to your site. If that content is behind a paid wall, there will be a message saying you have to pay to read that content from the archives. The real problem would be if Google decided to become a content creator," he said.

Google will charge nothing for the non-exclusive archive partnership, which starts with a two-year term. If the newspaper terminates the contract, they can purchase full rights to the digitised files, according to Jim Gerber, director of content partnerships, at the WAN West Coast digital revenue study tour to Google in September.

### Notable Newspaper Digitisation Projects

#### National Digital Newspaper Program

- Joint project between the U.S. National Endowment for the Humanities and the U.S. Library of Congress
- Covering newspaper pages from 1880-1910 and American newspapers published between 1690-present
- As of December 2007, more than 413,000 newspapers pages searchable on the Web site
- Still in progress

#### British Library C19 Project

- Covering 1.5 million books and official publications, 71,000 archival collections and 17.9 million articles published in more than 2,500 journals, magazines and newspapers during the 19th century
- Still in progress

#### ProQuest Historical Newspapers

- 20 million pages digitised, including The New York Times and the Washington Post
- Still in progress

#### Google News Archive

- Archive including historical newspapers and publications including The Washington Post, The New York Times and Time magazine
- First available on Google News, and then on the newspapers' Web sites
- Still in progress: <http://news.google.com/archivesearch>

Source: Wikipedia, National Digital Newspaper Program, C19: The Nineteenth Century Index, ProQuest Historical Newspapers, Google Blog  
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CASE STUDY

## The Guardian and Observer Digital Archive

### The Guardian and Observer Digital Archive

**Web site** <http://archive.guardian.co.uk>

**Owner** Guardian News & Media

### The Guardian

**the guardian** **Founded** 1821  
**Type** Daily Newspaper

**Format** Berliner

**Web site** <http://www.guardian.co.uk/>

### The Observer

**TheObserver** **Founded** 1791  
**Type** Daily Newspaper

**Format** Berliner

**Web site** <http://observer.guardian.co.uk/>

Source: Wikipedia, Guardian.co.uk  
© World Association of Newspapers 2008-2009

Guardian News & Media has created a searchable digital archive for its titles the Guardian and Observer. This project, called the Guardian and Observer Digital Archive, will soon cover all copies of the papers from their first issues in 1821 and 1791, according to the company Web site.

Guardian News & Media process the digitisation based on the following procedures: First, it scans every page from microfilm, and each scanned page is segmented into individual elements, based on several metadata including date, headline, page number, byline, article, advert and photograph. Then, the digitised content goes through an Optical Character Recognition, or OCR process, which makes these images into digital machine-editable text. This will make sure the key words in each article are recorded and searchable in the database.

The digitisation results in more than 1.2 million searchable newspaper pages, or approximately 20 million clippings over 212 years, which total four terabytes in size, or the equivalent of 5,000 DVDs, Torsten de Riese, syndication manager of digital platforms at the Guardian, stated in the presentation “Digital Archive.”

With the launch of the Guardian and Observer Digital Archive, Guardian News & Media introduces two subscription plans, B2C and B2B. The B2B plan targets researchers, writers, students and genealogists, while the B2C plan focuses on commercially licensing or distributing the content for corporate or academic usage.

## Digital Archive: The Guardian and Observer

**the guardian**  
**TheObserver**

# digitalarchive

Tuesday, September 30, 2008 16:33

Welcome to the Guardian and Observer Digital Archive

This archive will eventually contain the digital reproduction of every page, article and advert published in the Guardian (since 1821) and the Observer (since 1791 – the oldest Sunday paper in the world). Currently, the archive covers the period of 1821-2000 for the Guardian and 1791-2000 for the Observer, as we are still working on digitising the remaining material. Shortly, the entire archive up to 2003 will be available – more than 1.2m pages covering all major historic events over 212 years as reported at the time.

This is the first time a national UK newspaper has made its paper archive available online via its website. Previously, the only way to explore newspaper archives was by laboriously searching newspaper pages, stored on microfilm and in bound copies. Our ambitious digitisation project involved scanning every page from microfilm, segmenting each page into article clippings and then making them searchable.

As a result you are now able to search, browse, save and print articles and adverts from the Digital Archive. Searching is free of charge. However, if you want to view in full or print out material you will need to subscribe to a timed access pass. We offer 24 hours, three days or a month. During the purchased time periods you will be able to search and print as much as you like – there are no restrictions on downloads. For further information on how to use the Guardian and Observer Digital Archive, please see our FAQs page, or for guided tour please visit our interactive guide.

How much does it cost?	Price
Timed pass	
24 hours	£7.95
Three days	£14.95
One month*	£49.95

\*Longer periods can be purchased on request by emailing [archive.help@guardian.co.uk](mailto:archive.help@guardian.co.uk)

### B2C Subscription Plan

20th Century Search

Advanced Search

Source: <http://archive.guardian.co.uk>

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## Conclusion

Publishers around the world are keeping an eye on the technological horizon, emphasising innovation and cost-cutting. They are adopting new technologies, from route delivery systems to plate loading, and from digital archiving to seeking user-generated video content, in order to cut costs, make new revenues and serve readers better.

Newspapers are investing in a growing menu of technology options, and the enterprises are in turn becoming more efficient, and are giving their readers and advertising customers improved content and customer service.

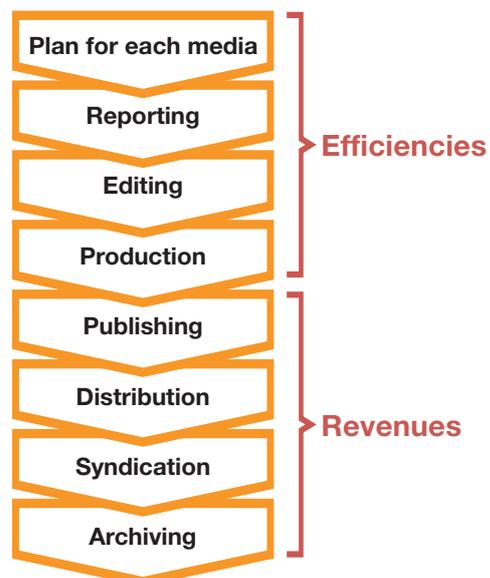
Current and emerging technologies exist on every link of the value chain. As technologies change, and user demands and expectations evolve, newspapers must continue to keep a watchful eye on every area of their business, understanding that no change is ever final.

The latest editorial and advertising content management system technologies are areas in which newspapers are finding ways to conserve resources, maximising workers' skill sets, cutting costs and saving time. New CMS produce hard and soft benefits. They make

working in a multimedia world natural and easy, so that energies are put into journalism and monetizing on all platforms, and not wasted on trying to coordinate systems or by

### The News Content Value Chain

For multiple channels



Source: Shaping the Future of the Newspaper, 2008

wasting energy doing the same thing repeatedly.

Barbara Jenkins, quality control executive for the Daily Herald describes the newspaper's new system as one that enables "a complete workflow that's less disjointed."

Online technologies, such as blogging, social networking, digital sharing, video and RSS, are enabling newspapers to reach into their coverage areas and engage in a steady conversation with readers. These technologies are expanding audiences and loyalty, as citizens are more engaged with digital media.

Making a newspaper's content available to easily share, subscribe to an RSS feed or post on social networking sites are more ways newspapers can drive traffic back to their site, and engage a wider audience. When users share content with friends or colleagues, that shared content is more relevant for those readers than for others, which also creates the opportunity for targeted advertising.

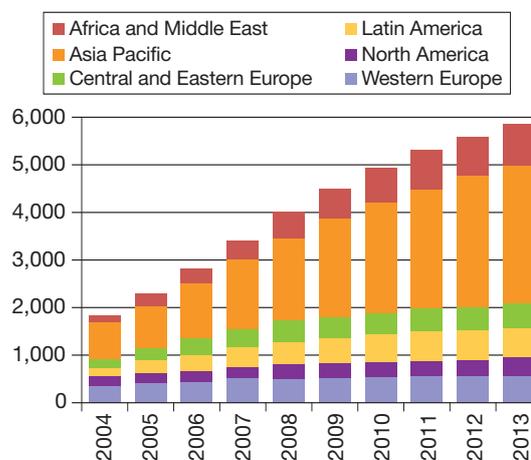
Online users' "digital life" is playing an increasingly larger and more important role in their overall lives, said Hans Peter Brøndmo. Newspapers have the opportunity to be a part of those lives, offering quality content on every platform.

"We can learn a lot from Facebook and MySpace. They give you something you asked for and value," said Steve Yelvington, vice president of content and strategy at Morris Digital Works in the United States. Through channels like user-generated content online and in print, and asking readers for their comments, "it encourages readers to get involved and reinforces the relationship between publishers and readers, making it a less replaceable product."

Mobile technologies are expected to expand quickly, changing the way newspapers interact with readers on the go. Newspapers have a chance to be readers' guides outside the print version and away from the full computer screen – giving them everything from maps and directions, to movie show times to video, photos and text to engage and entertain them as they wait for an appointment or ride a train to work. When a mobile user wants to read the news, find weather information or simply be entertained, newspapers should be there, with an easily navigable site.

## Mobile Subscription Growth, Global

Total mobile subscribers (millions)



Source: Pyramid Research, 2008

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Mobile reporting technologies, on the other hand, enable reporters to capture stories in more ways than ever before, and do so quickly and increasingly, in higher quality. A reporter covering a war can record a video and send it to the newspaper's office, where that video can be edited and posted online, all within minutes. This gives readers information in a variety of media forms, quickly, and without being bogged down by production time or with expensive studio equipment.

As newspapers evolve, print versions, and how they make it to the newsstand or a reader's doorstep, are also changing. New circulation technologies, such as the SoftBook, save time, energy and money, and also improve customer service through more accurate deliveries. These technologies also increase revenue, enabling newspapers to deliver competitors' publications and also help substitute drives to transition quickly and easily into new routes for seamless delivery.

Revenue generating technologies are among the most sought after by publishers, from online advertising technologies to search engine optimisation to new opportunities in mobile. One of the most popular revenue-generating technologies among publishers worldwide is self-service advertising.

"Site designers must balance the upsell and packaging possibilities with the realities of

the user experience. Offer too few options and the newspaper runs the risk of leaving money on the table; offer too many, and you may confuse the user and encourage her to go elsewhere. This is a delicate balance and it probably differs from market-to-market,” AIM Group's Classified Intelligence report advises.

Database journalism and marketing are ways to harness the power of information. Home-buyers no longer need to look up houses for sale, then cross-check addresses to see if there are any in areas they are interested in living. Now, they can go to a map of an area, find exact locations of homes for sale, and click on each for more information. Users also can view neighbourhood crime statistics, school information, area businesses and more, all in a fraction of the time it would have taken just to look up homes for sale years ago.

“If you store everything on your Web site as a news article, the Web site is not necessarily hard to use. Rather, it's a problem of lost opportunity,” said Adrian Holovaty, the creator of EveryBlock.com. “A lot of the information that newspaper organisations collect is relentlessly structured. It just takes somebody to realise the structure (the easy part), and it just takes somebody to start storing it in a structured format (the hard part).”

As this type of journalism becomes more common and more expected from users, newspapers are also bringing historical information to the table by making archives available digitally. Newspapers are in the unique position to present history as it happened, by the day. Making all this information available opens up another monetization opportunity, and allows newspapers to cater to different customer groups, such as institutional subscribers, as well as increasing branding opportunities for community and even government projects, such as the British Library C19 Project.

No one technology mentioned in this report is a silver bullet. However, each of the technologies serves as building blocks that will allow publishers to shape the future of their enterprises.



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Shaping  
the Future  
of the Newspaper



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