



Empowering
the news
publishing industry

Technologies and new Frontiers of Quality

IFRA Italia 2008

Manfred Werfel
Research Director
Deputy CEO
werfel@ifra.com



The changing news market

- In the past: people were hungry for news
 - Newspapers = first mass media
 - Much, often, regularly, fast, cheap
- Today: information overflow – people are confused
 - Media competition
 - Selected presentation of content
 - Who provides best selection?
 - Who provides best presentation?

Newspaper versus magazine

- Newspaper requirements
 - Fast multiple webs, vertical web lead
 - Affordable low-cost paper
 - Simplicity no drying, ink penetration only
 - Efficient ready from the folder

- Magazine requirements
 - Quality high, one web horizontal lead
 - Process flexible, dryer, folder
 - Materials multiple paper types, inks
 - Formats standard sizes

The newspaper product develops

- From spot colour to process colour
- Full colour on all pages
- Smaller size, tabloid or “Berliner”
- Magazine-style design
- What is next?
- Paradigm shift in newspaper production?
- Newspaper = daily magazine?

El Economista

- Madrid, Spain

elEconomista | SÁBADO, 30 DE DICIEMBRE DE 2006

Valor naranja

Ferrovial se convierte en el título destacado del Eco10 tras vender su división inmobiliaria **P18**

Fondos

Para tener suerte en el parqué en 2007, no olvide comer uva europea **P13**

Motor

Las carreras de Scalextric se llenan de público en España **P17**

Viajar

Desde Extremadura a Salamanca, seguimos la ruta del jamón de Guijuelo **P18**



el Especial



El Economista

ISRAEL: UNA HERIDA ABIERTA HACE 2.000 AÑOS



CARLOS SALAS

El Arco de Tito situado en las ruinas del Foro de Roma está cerrado. Una cuerda impide el paso de los turistas bajo este monumento construido aproximadamente en el año 80 después de Cristo para conmemorar las victorias de Tito Vespasiano. Este joven militar fue enviado a Judea para sofocar un levantamiento en el año 66 después de Cristo, lo cual logró destruyendo entre otras cosas el Templo de Jerusalén, del que sólo queda una pared que hoy se llama el Muro de las Lamentaciones.

Estare junto a ese arco que narra las proezas del general hace unos días, y recordé una leyenda según la cual ningún judío es digno a pasar por debajo de ese monumento que representa el principio de la Diáspora, la fecha en la que fueron expulsados de su tierra, vendidos como esclavos, y condenados a vagar errantes durante siglos. Aquella Diáspora acabó en 1948 cuando se fundó el Estado de Israel. Pero la herida no se ha cerrado.

Muchas veces he pensado que Tito es el causante de todas las desgracias de Oriente Medio, a pensar de que murió en el 81 después de Cristo. Si no hubiera destruido Israel, el pueblo judío seguiría viviendo en su tierra prometida, y conviviría quizá pacíficamente con los palestinos, que tienen tanto derecho a esas tierras porque las habitan desde antes que los judíos. Pero también he pensado que Tito hizo que el pueblo judío desarrollara como ningún otro una fuerza extraordinaria para sobrevivir a las dificultades en medio de otros pueblos. ¿Cómo es posible que 2.000 años después de su expulsión, este pueblo minúsculo que no llega a 15 millones de personas en todo el mundo, tenga una presencia tan importante en la política, en la cultura, en la ciencia y por supuesto, en la economía? El 89% de los premios Nobel en economía han ido a parar a manos de judíos como Paul Samuelson, Milton Friedman, Gary Becker, Lawrence Klein, Marco Modigliani, Robert Merton, Joseph Stiglitz, Milton Kahenman... ¿Dónde radica su fuerza?

Selección natural
No lo sé con certeza. Creo que se ha debido a una especie de selección natural gracias a la cual, para sobrevivir en medio de expulsiones y cautiverios desde Babilonia hasta Judea pasando por Egipto,

desarrollaron algunas capacidades más que otras: instinto para los negocios, penetración psicológica (Freud, como José, hijo de Jacob, se ganaba la vida interpretando sueños), facilidad con los números... También creo que en esa gesta los judíos se mezclaron levemente con otros pueblos y ese cóctel concedió más cualidades a sus portadores.

Las aportaciones de los judíos a la cultura o a la ciencia son antiguas: el filósofo Filón de Alejandría, los 70 sabios que compusieron y tradujeron la Biblia para la exuberante biblioteca de Alejandría, el historiador y militar Flavio Josefo, el filósofo Maimónides, y por supuesto, Jesús. Pero es a partir sobre todo del siglo XIX cuando irrumpen poderosamente en la historia a medida que obtienen más libertad, y es entonces cuando se plantean seriamente crear un Estado para ellos solos. La prosperidad de los judíos gracias a su fama de hábiles negociadores permitió a esta comunidad florecer en el siglo XIX, el regreso a la tierra prometida a millones de judíos. Si hubieran intentado acometer esta singular aventura hace tres o cuatro siglos, cuando las fronteras del mundo eran desconocidas, hoy no estarían peleando con los árabes.



ELIZABETH HOGGLES

Pero desde hace cincuenta años ya no hay sitio en el planeta para ensayos de esa envergadura, lo cual ha abierto una herida en esa zona que no se va a cerrar nunca, y que está impactando profundamente en las economías mundiales.

Recuerden el cierre en 1956 del canal de Suez por el presidente egipcio Nasser como respuesta al nacimiento del Estado de Israel. Recuerden la crisis del petróleo de los años 70, que se produjo después de la campaña exitosa de los generales judíos contra sus enemigos árabes, y que como venganza, supuso la subida del precio del barril de petróleo al mundo entero de 4 a 12 dólares. Y recuerden que es una de las causas que ha elevado últimamente el precio del crudo. Y además, es la causa del terrorismo mundial de origen islámico, pues muchos árabes no perdonan a Israel haber desplazado a los palestinos, y no perdonan a los occidentales por haber mirado a otro lado.

Es cierto que los judíos han logrado convertir ese joven país en una serie potencia económica gracias a las ayudas de los judíos de todo el mundo, especialmente de Estados Unidos, y gracias a las indemnizaciones alemanas por todos los males que los causaron en la Segunda Guerra Mundial. Pero también han puesto mucho de su parte: Israel es hoy un país que ha desarrollado novedosas técnicas agrícolas, y que sobre todo ha destacado por su industria de alta tecnología y espacial. Más de 70 empresas israelíes cotizan en el Nasdaq, el índice norteamericano de empresas de tecnología. La renta per cápita es de 17.380 dólares, la más alta después de Kuwait. Tiene la esperanza de vida más alta de la zona (80 años), y el mayor consumo de energía. ¿Y los árabes? A pesar de que muchos de esos paí-

ses están asentados sobre cuernos de la abundancia llenos de petróleo, no se puede decir que hayan descollado por sus productos de alto valor añadido. El día que se les acabe el petróleo, sólo les quedarán camellos.

Durante años, Arabia Saudí, Irán e Irak han destinado siderales sumas de dinero a ayudar a sus hermanos musulmanes (financiando incluso el terrorismo), especialmente a los palestinos, pero los resultados han sido muy tristes, y la prueba es que muchos palestinos sobreviven gracias a sus empleos en Israel. Pero eso no les borra sus deseos de venganza por haber perdido una tierra que hasta hace 58 años se llamaban Palestina.

De modo que aquí tenemos un problema causado por un soldado, señor Tito, y que no tiene visos de resolverse en los próximos decenios. Porque nadie puede pensar que la solución consista en pedir a los judíos que salgan de allí, como tampoco es la solución dejar que los palestinos sobrevivan en campos de refugiados en sus propias tierras, y en unas pequeñas parcelas llamadas Gaza y Cisjordania donde ni siquiera tienen un Estado serio, sino un conato de país, y donde el agua es controlada por los judíos.

Es curioso que los judíos, de los que sabemos que tienen en sus manos los medios de comunicación de masas más influyentes del planeta como The New York Times y la industria del cine de Hollywood, no han podido convencerlos de que su causa es la más justa. En las guerras anteriores, la eficacia y rapidez de sus ejércitos dejaban boquiaberto al mundo entero. Ahora no combaten contra otros ejércitos regulares sino contra guerrilleros que se esconden en casas de civiles, y cuando las tropas israelíes bombardean esas casas y aparecen niños muertos, la opinión pública se enfurece contra Israel, incluso buena parte de los judíos norteamericanos.

El mundo dividido

¿Cómo arreglar esto? Nadie tiene la solución, pero las consecuencias del conflicto entre judíos y árabes han ido mucho más lejos que el Mar Muerto los atentados contra las Torres Gemelas, los de Madrid y los de Londres son los escorbos de un frente de batalla a uno de cuyos lados están los árabes, y al otro, occidentales y judíos.

Y he aquí la paradoja, porque los judíos y los árabes proceden del mismo tronco semita. Según el Antiguo Testamento, los árabes descendieron de Ismael, quien era hijo del judío Abraham y de su esclava egipcia. El Islam es "una herejía del judaísmo", como dice el profesor Jesús Mosterín. Y encima, Jerusalén es una ciudad sagrada para los dos pueblos. A lo mejor habría que empezar por ahí, por todas las cosas que tienen en común.

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Correo elec. director@elEconomista.es

Äripäev

- Tallin, Estonia



Akzia

■ Moscow, Russia

Чернокнижник Мемуары литнегра

«Литературные негры», «книгтеры», «афролитераторы», «писатели-призраки» — люди, которые пишут книги за известных авторов. В отечественном издательском бизнесе это самая закрытая тема. Благодаря корреспонденту «Комсомольской правды» некоему Благодарову несколько лет назад широкий круг людей узнал о проекте «Фридрих Незнанский». В прошлом проекте работал и я — еще когда учился в Литинституте.



Александр Савицкий

Первые книгтеры

В начале 1990-х годов в отечественном издательском бизнесе — со своей работой редакторам, менеджерам, корректорам, дизайнерам, полиграфистам, распространителям — появились новые работники — «книгтеры». Они работали в основном в Москве и Петербурге, а также в других крупных городах. Их работа заключалась в том, чтобы написать текст, который должен был появиться в книге, и передать его автору. В то время это было очень рискованное дело, так как многие из этих людей были известны своим талантом и работоспособностью. Они часто работали на условиях полной секретности, и их имена были известны только в узких кругах. Многие из них работали в издательствах, которые были связаны с властью, и это давало им определенные привилегии. Однако их работа была очень тяжелой, и многие из них страдали от стресса и выгорания. В то время это было очень редкое явление, и многие из них считали себя «литературными неграми».

Реалистический роман

В Литературном институте мне рассказали об особенностях работы книгтера. Это было очень интересное занятие, которое требовало огромных усилий и таланта. Книгтеры работали в основном в издательствах, которые были связаны с властью, и это давало им определенные привилегии. Однако их работа была очень тяжелой, и многие из них страдали от стресса и выгорания. В то время это было очень редкое явление, и многие из них считали себя «литературными неграми».

Скоропись Афгани

Мне давно известно, что на этой странице — так, говорят, кто-то из моих знакомых, кто-то из моих друзей. Это очень интересное занятие, которое требовало огромных усилий и таланта. Книгтеры работали в основном в издательствах, которые были связаны с властью, и это давало им определенные привилегии. Однако их работа была очень тяжелой, и многие из них страдали от стресса и выгорания. В то время это было очень редкое явление, и многие из них считали себя «литературными неграми».

Без злобы

Книгтеры — это люди, которые работают в издательском бизнесе. Они часто работают на условиях полной секретности, и их имена были известны только в узких кругах. Многие из них работали в издательствах, которые были связаны с властью, и это давало им определенные привилегии. Однако их работа была очень тяжелой, и многие из них страдали от стресса и выгорания. В то время это было очень редкое явление, и многие из них считали себя «литературными неграми».

Передо мной лежала книга, которую я должен был написать. Это было очень интересное занятие, которое требовало огромных усилий и таланта. Книгтеры работали в основном в издательствах, которые были связаны с властью, и это давало им определенные привилегии. Однако их работа была очень тяжелой, и многие из них страдали от стресса и выгорания. В то время это было очень редкое явление, и многие из них считали себя «литературными неграми».

Факты из истории
Александр Завид — старший редактор журнала «Литературный негр». Именно он первым начал писать для этого журнала. Он работал в издательстве «Литературный негр» в течение многих лет. Он был очень талантливым редактором, и его работа была очень важной. Он часто работал на условиях полной секретности, и его имя было известно только в узких кругах. Многие из них работали в издательствах, которые были связаны с властью, и это давало им определенные привилегии. Однако их работа была очень тяжелой, и многие из них страдали от стресса и выгорания. В то время это было очень редкое явление, и многие из них считали себя «литературными неграми».

Детские
В детстве я читал много книг. Это было очень интересное занятие, которое требовало огромных усилий и таланта. Книгтеры работали в основном в издательствах, которые были связаны с властью, и это давало им определенные привилегии. Однако их работа была очень тяжелой, и многие из них страдали от стресса и выгорания. В то время это было очень редкое явление, и многие из них считали себя «литературными неграми».

Akzia

В рейтинге стран, жители которых заботятся о качестве своего питания, Россия попала на третье место с конца. Мы не волнуемся о том, что едим, довольствуемся перекусами, едим на ходу и не брезгуем фаст-фудами. На что мы смотрим, когда покупаем продукты? Чем вреден фаст-фуд и как часто можно позволить себе праздник живота? Где купить органик-фуд? Что такое ГМО? Тяжело ли быть вегетарианцем? И что такое «здоровое питание»?



Смотри, что ты ешь

Чипсы из натурального картофеля со вкусом краба.

Состав: картофель, растительное масло, идентичный натуральному ароматизатор, [натуральные, идентичные натуральным вкусоароматические вещества (содержат яичный порошок, рыбий жир, сухое молоко), сахар, лактоза (из молока), усилитель вкуса и аромата (глутамат натрия, гуанилат натрия, инозинат натрия), подсластитель (аспартам), соль. Готов к употреблению. Может содержать арахис. Противопоказано при индивидуальной непереносимости к белку молока и яичному белку. Противопоказано для больных фенилкетонурией: содержит финилаланин.

Срок годности: 25.08.07, годен до: 13.01.08. Хранить в сухом месте.

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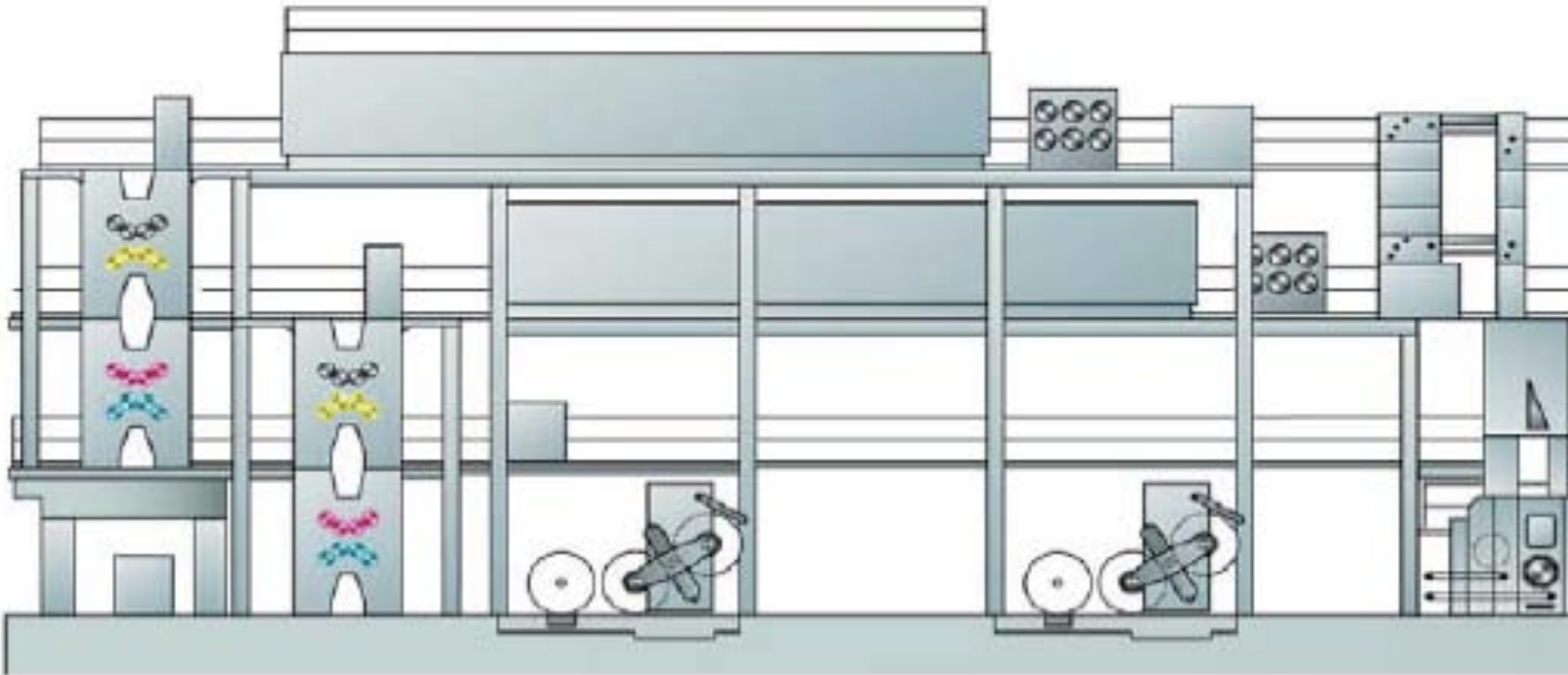
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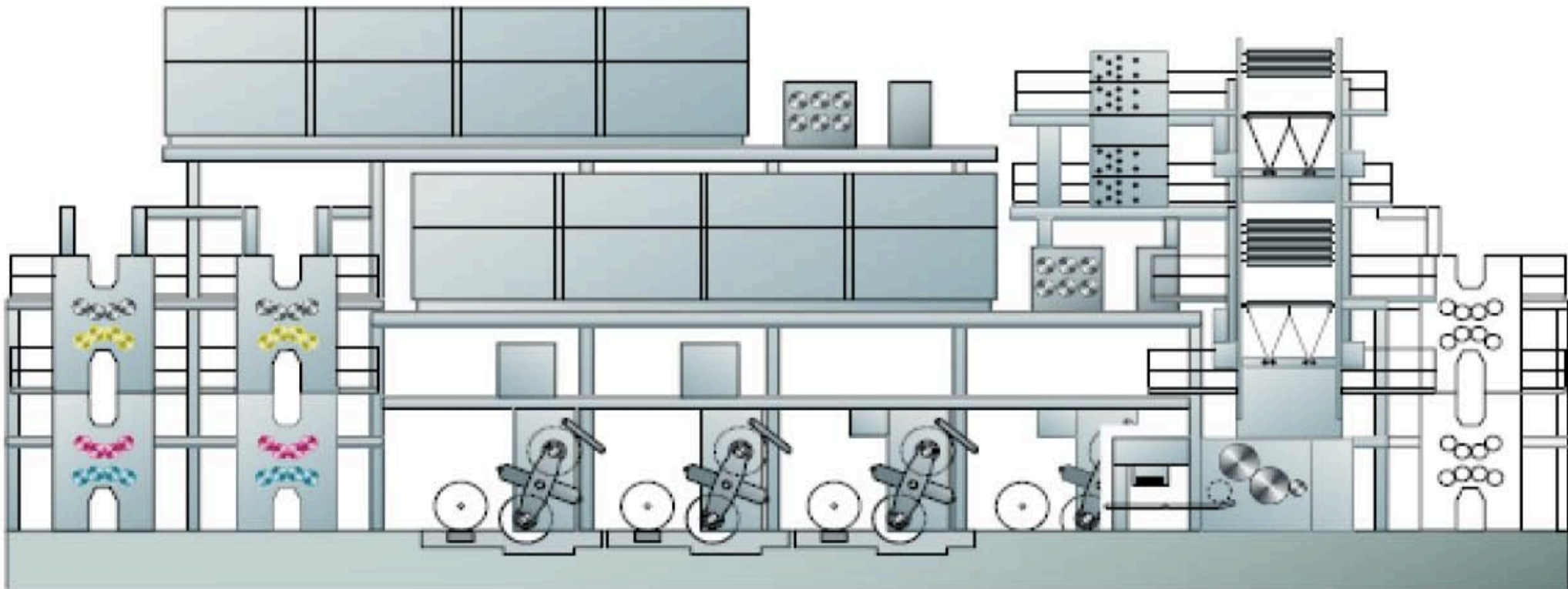
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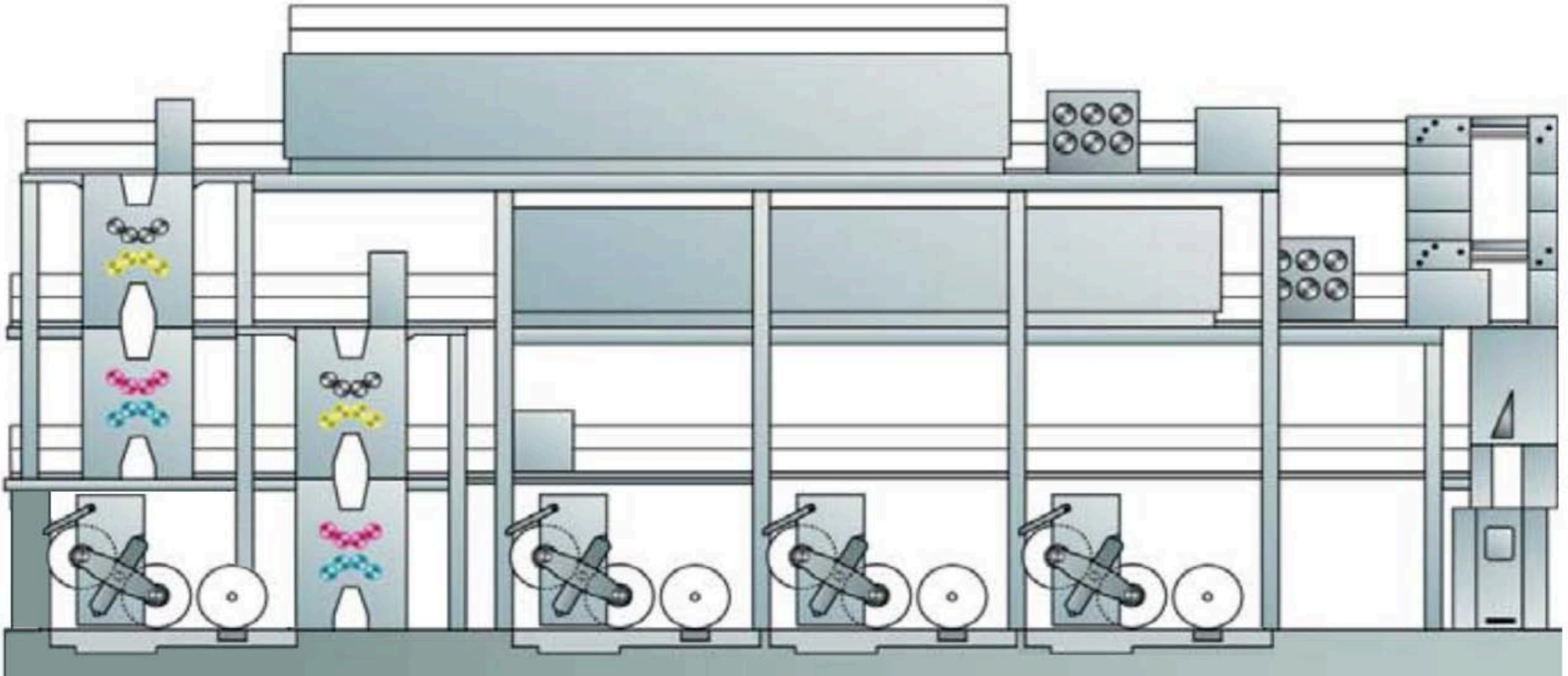
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Transcontinental, San Francisco, USA

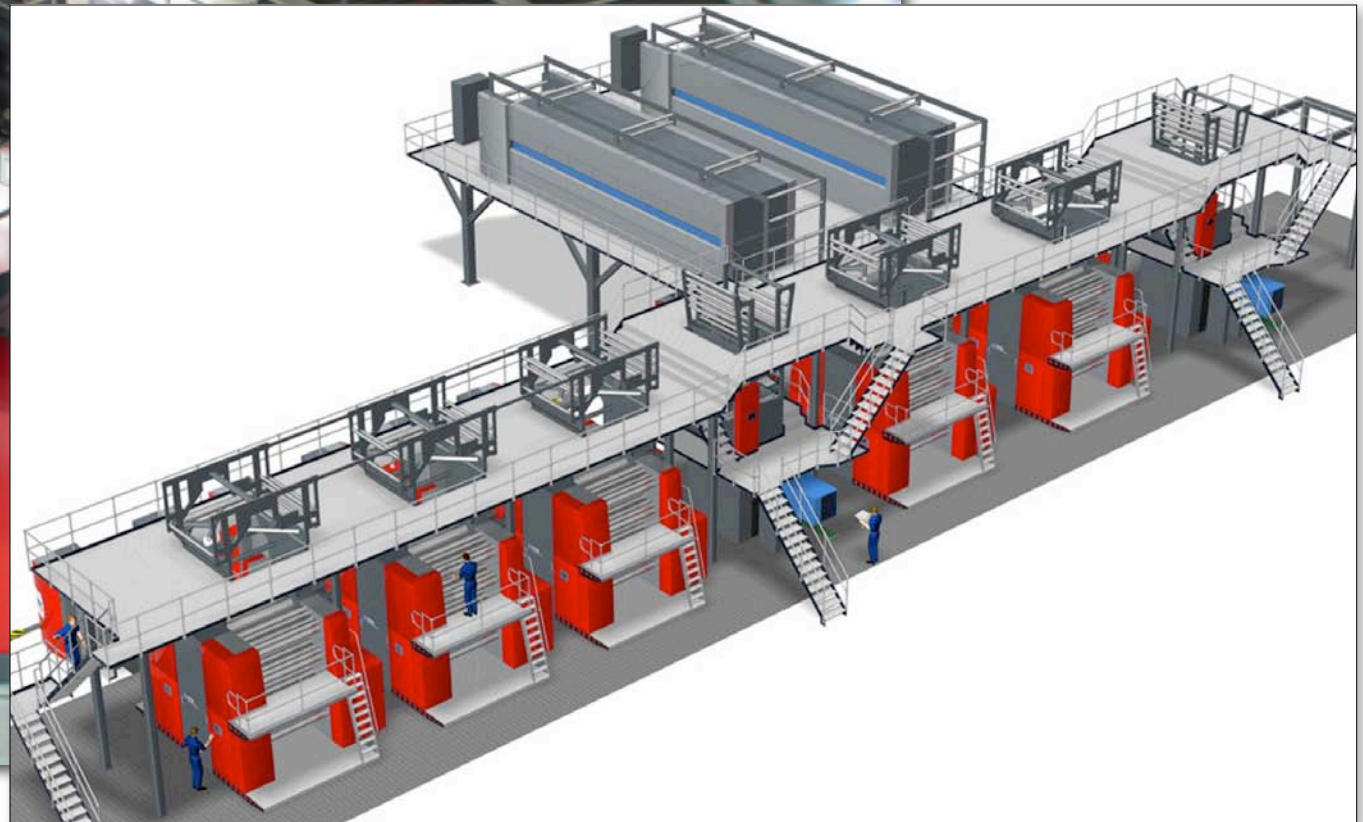
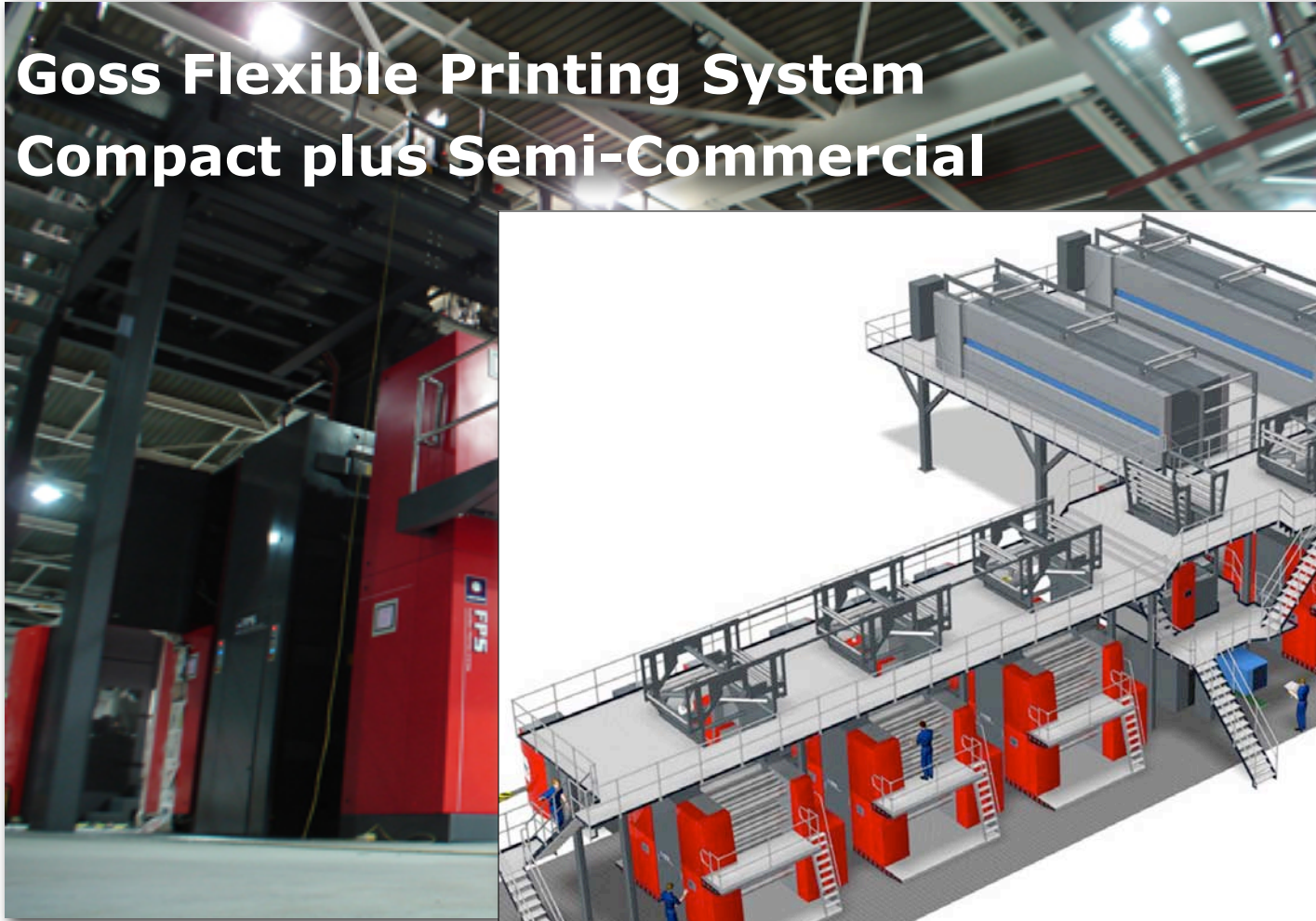


The Hindu, Chennai, India



Independent News & Media Newry, Northern Ireland

Goss Flexible Printing System Compact plus Semi-Commercial



Publishers share printing

- Semi-Commercial based on business developments
- Publishing and printing – different businesses

Separation of Printing from Publishing | www.iframagazine.com | May 2008 | IFRA Magazine

Owning a printing plant with another newspaper, possibly even a direct competitor, likely fills many publishers with dread. Joint ventures in this area may not be the most common business model, but they can offer major advantages, if handled in the right way.

When competitors are the solution

The trend in our industry to separate the printing from the publishing operations is ongoing. With the continuing pressure on publishers' revenue, it is, in many cases, simply no longer viable for a newspaper to own and run its own press, an operation which involves significant overheads and which may not always yield sufficient financial benefits.

Publishers simply can no longer afford the luxury of their own press and mailroom. This trend is also tied to the increasing demand from editorial departments for 100 percent colour and semi-commercial print quality, which often requires new and expensive press investments. Other changing product specifications that affect production requirements are format changes, lower page counts and shrinking circulations, all of which leads to more complex production and higher production costs.

There are several ways of removing print and mailroom production costs from the publishing operation. Outsourcing the

printing to a third party printer is of course one of them. Another is to create a separate printing company. With printing split off from publishing, tighter cost control is possible, and at the same time the press and mailroom can be run as an independent business, creating more opportunities for revenue. This is an increasingly common route for newspapers to take, as is outsourcing production.

A third option is to join forces with another publisher to set up a joint venture for printing. In a joint venture, two or more publishers together own and operate a joint production facility. This is a considerably less frequent solution to the production conundrum, more likely because firstly, it involves co-ownership with a possible competitor and secondly, it therefore is much more complex to set up. Co-ownership between publishers is far from unheard of – within newspaper distribution it is quite a prevalent model in many markets. Where joint distribution companies exist, the stop

to joint production is a – relatively speaking – easy one, and this is indeed part of the background for several press partnerships, among them DZD Druck Oetwil am See AG in Switzerland (see story page 24) and Tryckkompaniet in Denmark, owned by Berlingske and Politiken.

Finding the right company structure

With several owners, often of varying sizes and bringing different requirements and needs to the table, the process of setting up the legal entity of the company itself may present a major challenge.

In the north of Sweden, two newspapers, Norrlandska Socialdemokraternas (NSD) and Piteå-Tidningen, in 2003 set up a joint printing company called Tryck i Norrbotten, to print their publications. Through the creation of a new publishing company, Norrbottens Media, in 2007, which owns both NSD and Norrbottens-Kuriren, there are now going to be three papers printed in a new printing plant set to go into production in early 2009. When the joint printing company was first set up, one of the stumbling blocks was identifying a business model to suit the situation.

Says Lennart Håkansson, publisher of NSD: "The 'problem' was that Piteå-Tidningen only had half the turnover and circulation of NSD, and yet wanted to enter the partnership as a 50-percent owner. With NSD generating twice as much revenue for the joint printing company as Piteå-Tidningen, it would not be right for the two owners to receive equal dividends from it. Instead, it was decided that profits were to stay within Tryck i Norrbotten, in this way growing enough capital to allow for the new press investment."

Sharing the burden

So what are the objectives of publishers who have decided to take the route less travelled and set up a joint printing venture? There are both technical and management benefits to be gained.

The overriding objective is cost savings, through sharing both capital and operations cost between one or more publish-

Continued on page 24

In 2003, two newspapers in Northern Sweden – Norrlandska Socialdemokraternas (NSD) and Piteå-Tidningen – set up a joint printing company called Tryck i Norrbotten, to print their publications. Erik Rångesten (pictured), managing director of Tryck i Norrbotten, says, "By printing in a joint venture, our owners gain many advantages, including higher efficiency and lower costs. Very occasionally, it may be a disadvantage, if e.g. a problem arises in production. In other words, there have to be the bad with the good – if they share resources and get cost production 363 days a year, they may have to cope with disruptions and delays for two days."



Separation of Printing from Publishing | www.iframagazine.com | May 2008 | IFRA Magazine

Continued from page 22

ers. By sharing in the investment, the parties reduce both costs and financial risks, the most significant benefit of this business model. However, shared benefits also means shared problems, when these arise. Says Erik Rångesten, MD of Tryck i Norrbotten: "By printing in a joint facility, our owners gain many advantages, including higher efficiency and lower costs. Very occasionally, it may be a disadvantage, if e.g. a problem arises in production. In other words, they

have to take the bad with the good – if they share resources and get cheap production 363 days a year, they may have to cope with disruptions and delays for two days."

A secondary objective for two or more publishers partnering in printing may be to allow them the opportunity to carry out a major restructuring of existing production operations, consolidating resources and expertise and thereby gaining some of the technical benefits mentioned below. While this type of re-organisation and re-investment may be too costly and risky for a sole

publisher, as a group it provides a financially attractive alternative.

In addition to the financial benefits of setting up a joint printing venture, there are also considerable technical advantages. The primary one, of course, is that it may allow partners to invest in new and more advanced press technology, which not only provides higher print quality, but also increases press capacity. As a consequence, editorial departments are free to develop their products without the restrictions of an old press, taking advantage of production

Case Study: DZD Druck Oetwil am See



Manfred Werfel

DZD Druck Oetwil am See in Switzerland was set up in 1992 and is a printing plant for Zürchersee-Zeitung, Zürcher Oberländer and Zürcher Unterländer. In addition to the three publishers, mailroom supplier Ferag is a DZD shareholder.

In 2006 the press was replaced to increase colour capacity. The new press is a five-tower Wifag evolution 371 with two folders. The printing plant produces nine dailies, 14 weeklies, one newspaper twice weekly and one newspaper three times weekly, in total 2.26 million copies a week, 74 percent of print jobs stem from the owning partners, with the remaining 26 percent made up of contract jobs. DZD does not have a sales department; contract jobs are gained through the shareholders and the CEO. IFRA posed some questions to DZD CEO Hans-Kudolf Hürlimann.

IFRA: Why was a joint venture chosen as the business model for the printing?

Hürlimann: Costs were decisive. Our print partners say that they cannot print cheaper anywhere else. In Switzerland it is almost impossible to print a newspaper at night on the printing press of another publisher because copies have to be delivered at the rates by 05.00 h. to the depot of the contract partner because newspapers are delivered early in the morning

and because of the cooperation with other distribution organisations.

IFRA: DZD has no sales department. Why was it decided to do it this way? Does it give you enough jobs?

Hürlimann: New orders are generated by the print partners or by myself. DZD has very low overhead costs. The CEO (me) and my deputy do everything ourselves, (excluding accounting, rendering, work preparation, invoicing, personnel, and so on) We have no secretaries or sales department.

IFRA: What are the main points of the contract between the parties?

Hürlimann: The board of directors has approved the printing schedule proposed by the CEO. They are agreed to the very minute (only for night printing).

IFRA: To what extent are the three newspapers competitors in the same market (i.e. not just geographically but also in terms of their demographics), and how has that affected the collaboration?

Hürlimann: The areas of distribution of the three print partners border on each other. In the peripheral regions, there are also double-subscribers. The editorial offices collaborate, too; the newspapers have the same jacket section. The only conflict that we had concerned the press start-up time in the night – and the last time that happened was some 15 years ago.

IFRA: How important are contract jobs, to what extent does the printing of the partner publications limit the scope for accepting outside jobs. In terms of press time?

Hürlimann: This is absolutely no problem. It is our task within DZD to negotiate with the clients and the print partners in such a way that the workflow runs smoothly, and we manage this very well. On Friday we have a big contract job from 05.00 and 21.00 h. – mostly 104-128 tabloid pages, so the print partners print their preprints for Saturday already on Thursday if necessary.

IFRA: What are the main challenges with having multiple publishers as owners?

Hürlimann: The main challenge is probably how to encourage the print partners (who before the joint printing activities were able to decide their own press start-up and delivering schedule) to supply the artwork on time so we can deliver all the different papers on time without working overtime. Thanks to great editorial departments and an understanding board, these problems were solved at the beginning.

IFRA: What recommendations do you have to other publishers thinking of doing this?

Hürlimann: I can only recommend: Don't wait any longer to begin! Whoever calculates honestly will realise that it is a good thing, but... it works only if all those involved respect each other and do not always seek to gain their own advantage.

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IFRA Special Report: The Separation of Publishing and Printing (2006-08)

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IFRA Special Report: The Separation of Publishing and Printing (2006-08)

IFRA's Manfred Werfel: 'We expect more co-operations'



Manfred Werfel

IFRA: What are the main benefits of separating printing from publishing?

Werfel: The main benefits are that the publisher can concentrate on his core business, which is news publishing across all possible channels, whereas the professional printer can concentrate on his core business which is printing. A major reason why this separation of publishing and printing develops is that newspaper printing becomes more complex and difficult to handle for a publisher because the de-

mand is growing with the development of semi-commercial printing.

IFRA: What are key issues for joint ventures?

Werfel: First, the publishers have to check if a joint venture or an outsourced production is in line with their strategy. Second, they have to find a potential outsourcing partner. Third, they have to agree on all organisational details before starting a joint venture, such as: What happens if two publishers who share a plant have to share production time as well?

IFRA: What other concerns do you have?

Werfel: In the long term, you can expect modular press and production equipment concepts, which will not distinguish between colder and hotter. This means a

printer will be able to configure any kind of production environment for any level of product quality... The new semi-commercial environment will be more complex (but colder). Not all publishers will invest in such systems themselves. On the other hand, they will ask for semi-commercial product quality. This will be done by specialised printing companies that can print anything from high-quality magazines to newspapers. Also, not all publishers will have the capital needed to invest in modern production facilities. This is another reason we expect more co-operations in production or outsourcing.

IFRA: What other comments do you have?

Werfel: In the long term, you can expect modular press and production equipment concepts, which will not distinguish between colder and hotter. This means a

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innovations such as semi-commercial offset quality and a more advanced mailroom.

A more advanced and more flexible press also provides partners with improved adaptability to changes in production requirements caused by a changing market. A state-of-the-art printing and mailroom facility in some ways future-proofs the production of the involved partners, while at the same time allowing the printing company to sell the excess press capacity at a premium.

Why not just outsource?

Above mentioned benefits such as reduced financial risks and higher print quality can of course more easily be obtained by simply buying print capacity from a third party. So why choose the more complex route of a joint venture? It may be a way of keeping the costs of the printed products down, but more importantly, it seems, it is a question of keeping control of production output, whether or not printing is a part of the core business. Says NSD's Lennart Håkansson: "We never discussed outsourcing. For us, it is imperative to be in full control of the production process."

Another reason to set up a dedicated production facility may be that there is simply no outside press capacity to buy in the market in question. This is certainly the case in northern Sweden. Håkansson again: "There just aren't any other printers with enough capacity in our region. And even if there was one, it would be unwise to move production outside the company – it's no good being a customer if you have only one supplier to choose from."

From the point of view of the joint printing company, there are implications of having several publishers as owners, as opposed to a single one. As a business, it means you have more obligations and less independence to, e.g. take on contract work.

For the partners of a joint venture, as well as investing in a press with sufficient capacity and reliability, it is important to have a detailed agreement in place for production schedules. Says Erik Rångesten at Tryck i Norrbotten: "We have to treat all our customers in a good way, whether they be our owners or our contract print customers. We have to follow our production agreements and if there are delays printing one product, it will have a knock-on effect. With a reliable press we avoid such situations, and this is a key aspect of our new press investment."

Working with the competition

While co-owning a production facility should be no more controversial than for several publishers to co-own a distribution company, in reality, it may not be quite so straightforward. When NSD and Piteå-Tidningen set up a printing company and moved the printing to NSD's existing plant in the larger town of Luleå, this met with a strong reaction from local people in Piteå.

"There is a strong sense of local patriotism in Piteå. Not only was one of the town's industries closing down, printing of the local paper was moved to Luleå, which caused upset. It was a tough decision to take for Piteå-Tidningen," says Håkansson.

In today's media market, financial realities rather than tradition, has to rule publishers' investment strategies. Publishers joining forces to produce their publications is an excellent route to improve print quality while still maintaining direct production control. Joint printing ventures are clearly a business model for the future.

Cecilia Campbell (campbell@ifra.com)

Who will print the newspaper in the future?

- Future newspaper printing = complex business
- Flexibility in prepress press and finishing
- Marketing and sales
- Customisation of services
- Development of USPs

- Are newspaper printers prepared?

Organisational alternatives

- Profit centres
- Joint ventures
- Outsourced production

- Newspaper printers are urged to make profit
- Commercial printers start printing newspapers



Case studies

■ Cost centres

- St. Galler Tagblatt (CH)
- Tribune Publishing (US)

■ Profit centres

- Bold Printing (S)
- Westcounty Publications (UK)

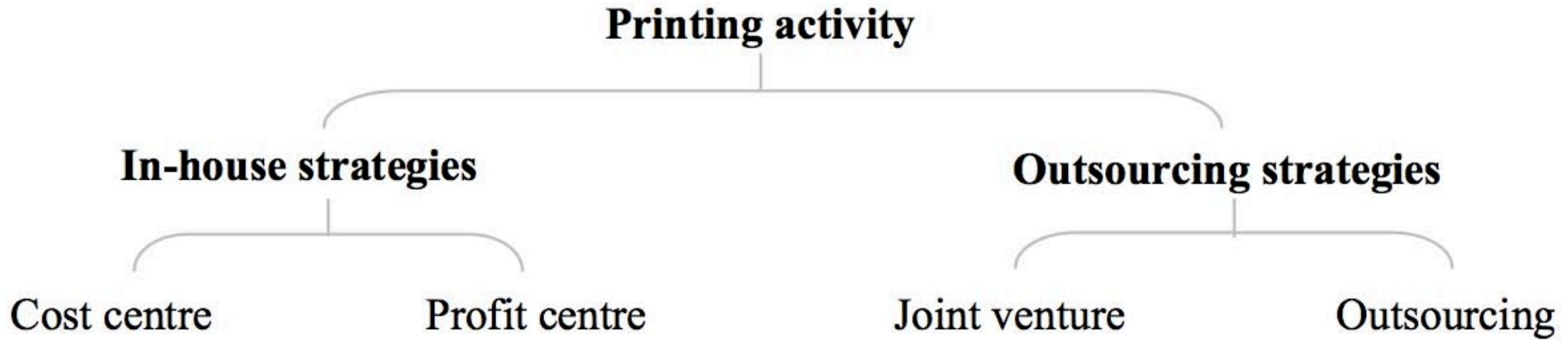
■ Joint ventures

- Trykkompagniet (DK)
- DZO (CH)

■ Out-sourced production

- The Globe and Mail (CND)
- La Presse (CND)



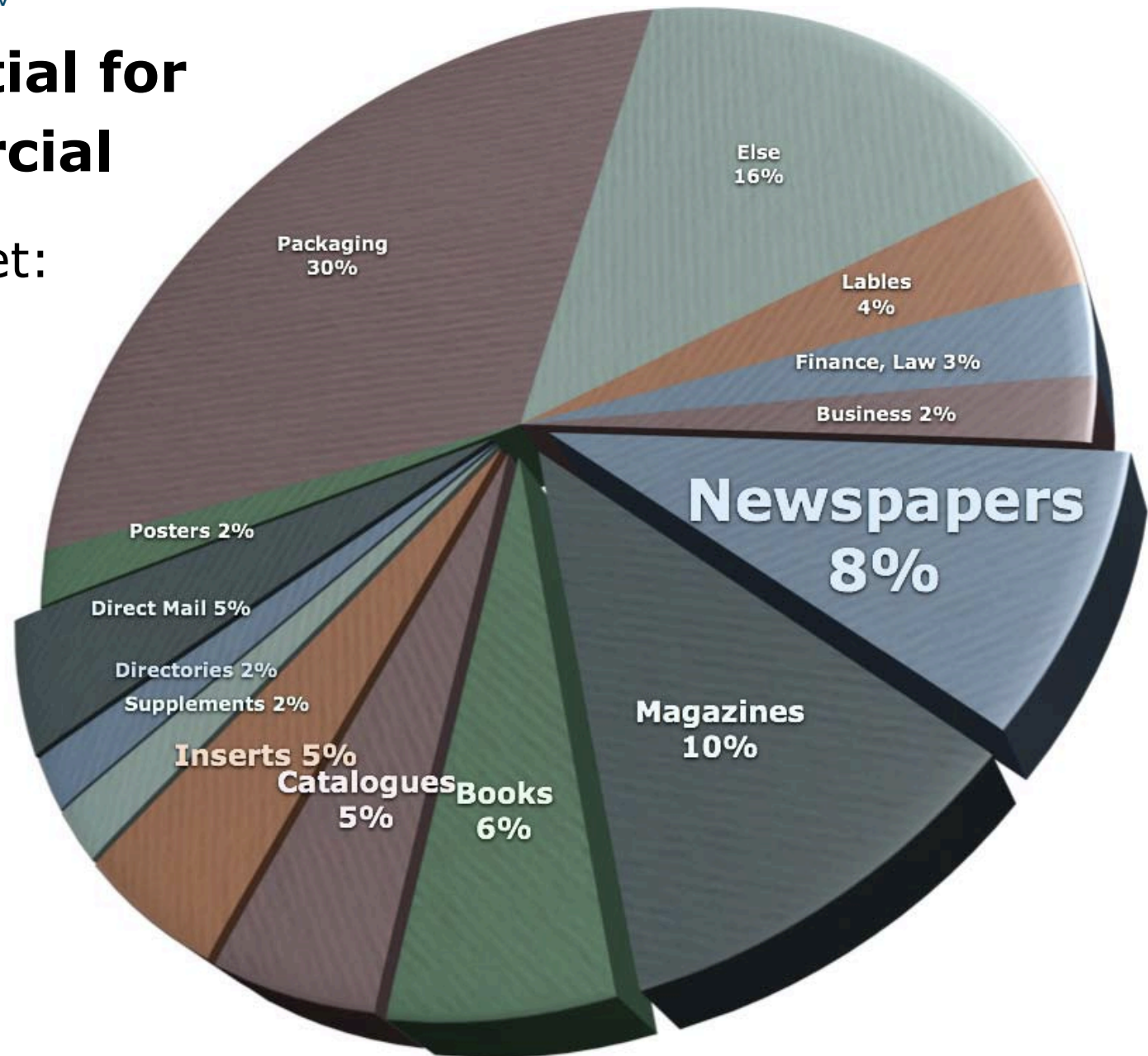


Focus on publishing business

Model	Cost Centre	Profit Centre	Joint Venture	Outsourcing
Profile	<ul style="list-style-type: none"> - Printing is core business - Internal expertise available - Investment and debt capacity - No available external printer to outsource 	<ul style="list-style-type: none"> - Similar to cost centre - Benefit potentials due to unsatisfied printing market needs - Secure a return on investments 	<ul style="list-style-type: none"> - Keep expertise and control - Partners in the same situation wishing to share risks, investments and costs (by increasing the capacity utilization) - Collaborative experience with partners 	<ul style="list-style-type: none"> - Need of an external expertise to satisfy customers' expectations - Re-focus on core business - Available expert printers - Compatibility of enterprise culture - Possibility of breaking wages agreements
Leitmotiv	"Fill" presses	Be profitable	Reduce risks	Re-focus on core business

Market potential for Semi-Commercial

World print market:
601 Billion US\$
in total



Source: Pira 2006
The worldwide market for print

Proposed Semi-Commercial standard

- Three types of paper
 - Newsprint 40–52 g/m²
 - SC 45–60 g/m²
 - LWC 57–70 g/m²
- Screen dot shape elliptical
- Screen angles Y 0° / C 15° / M 75° / K 135°
- Screen rulings 50, 54 and 60 lines/cm
- FM screening 30 µm newsprint / 25 µm SC & LWC

Proposed Semi-Commercial standard

- Ink coverage 260% max.
- Max. black (K) at least 85%
- GCR strongly recommended
- Ink sequence CMYK or KCMY
- Colour register 0.3 mm newsprint / 0.2 mm SC & LWC
- Dot gain 22%
- Mid tone spread 6%
- Grey balance C 50 / M 40 / Y 40

Densities on newsprint

Status E, polarisation filter

- Cyan 1.00
- Magenta 1.00
- Yellow 1.00
- Black (K) 1.20



Densities on SC paper

Status E, polarisation filter

- Cyan 1.20
- Magenta 1.20
- Yellow 1.20
- Black (K) 1.40



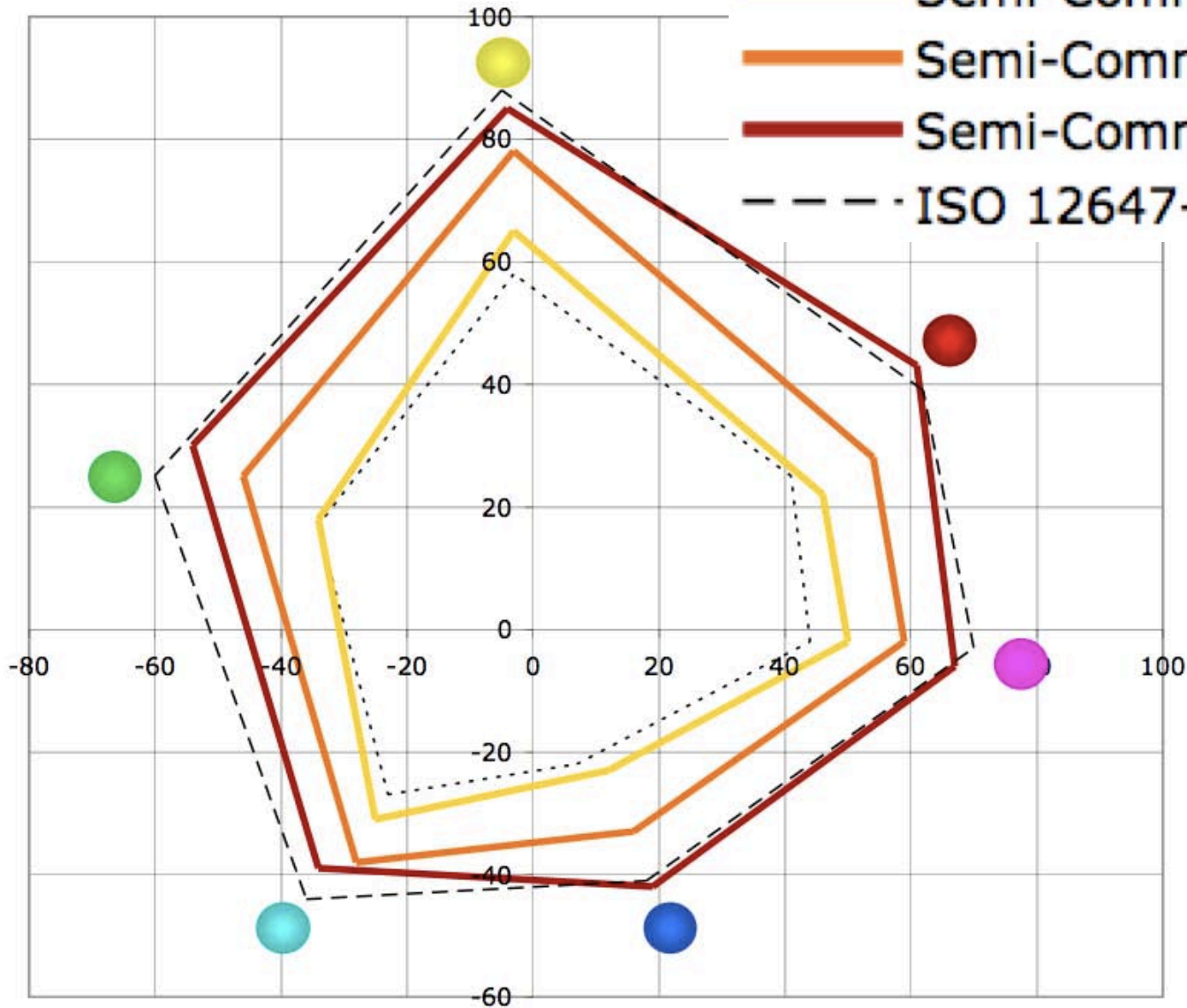
Densities on LWC paper

Status E, polarisation filter

- Cyan 1.25
- Magenta 1.25
- Yellow 1.25
- Black (K) 1.55



- ISO 121647-3, Coldset
- Semi-Commercial, Newsprint
- Semi-Commercial, SC Paper
- Semi-Commercial, LWC Paper
- - - - ISO 12647-2, Commercial Offset



Where? NEWS? 7

The media future research initiative

- Future Newspaper
Production
- IFRA Research
Report
- Coming soon

Zukunft der Zeitungstechnik Druck Status 02.03.2006, Mi



Abb. 9: Bestückung des automatischen Plattenwechselsystems einer KBA Commander CT. Dabei handelt es sich um ein Kassettensystem, welches für die Kompaktmaschinen Corona und Commander CT angeboten wird. (Foto KBA)



Abb. 10: Der APL-Plattenwechsler von MAN Roland in einer Testinstallation im Werk Augsburg. (Foto MAN Roland)

22.8.2005, Mi 21/42

22.8.2005, Mi 21/42



Conclusions

- The newspaper products differentiate
- Newspaper production differentiates
- Production process gains complexity
- Publishers concentrate on publishing
- Print production by specialists
- Semi-commercial – new quality level

Conclusions

- Three reasons for semi-commercial
 - Add value to the newspaper product
 - Create additional print business
 - Combined R&D for heatset and coldset
- Technical standards required
- Economics to be studied in detail

Thank you very much for your attention!

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Manfred Werfel
Research Director, Deputy CEO
werfel@ifra.com