



Newsplex Europe - review and outlook

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'We need to do everything to keep quality journalism alive'

When IFRA started to develop the philosophy of convergence back in the late '90s, many people were intrigued, but few took it seriously enough to actually question how web and print could work together strategically within daily newsroom operations.

The picture was similar in many places around the world: Print editorial departments were producing content for the newspaper and a small group of "nerds" and other "cheap labour" were repurposing and producing content for a website.

The communication between those two worlds was very limited, co-ordination poor and neither channel seemed to work in cooperation with the other.

When we started Newsplex Europe, we only knew a very few newspaper publishers who thought about bringing these different worlds of print and digital closer together.

In Scandinavia a newspaper group called Nordjyske Medier was one of the first to change its "belief system" in order to bring not only print and online closer together but also to see TV and radio as being an integral part of the working processes of the editorial department.

This was a revolution back in 2003 and Nordjyske Medier is still regularly regarded as one of the pioneers today.



Dietmar Schantin

In 2006, the Telegraph Media Group decided to become a multimedia company and Newsplex was in the fortunate position to be part of the transformation.

The task? To build a future-orientated, innovative news operation from scratch with market and consumer demands and technological trends as points of reference, and to prepare the print journalists for this challenge.

What was the starting point? A big empty room, a bunch of highly qualified but traditional thinking journalists, a vision of a newsroom strategy based on the Newsplex philosophy, and a determined and driven head of the business department.

Over 13 months we worked together with a core team from the Daily Telegraph headed by Will Lewis, now the editor in chief of the Telegraph Media Group, on this project. Today, the change and development at the Telegraph is an intrinsic part of the company culture.

Soon after the launch of the new newsroom in autumn 2006, more publishing houses in the UK, mainly regional newspapers, started similar projects that were following the model of Telegraph Media Group.

Publishing groups in Australia and South Africa also adapted the idea and implemented similar structures.

Not long after, publishers in Germany and Switzerland became interested in new ways of running a news operation, and to date the industry has seen a series of reorganisations and implemented multimedia newsrooms all over Europe, Asia and the rest of the world.

Needless to say, the changes that have rocked the boat of newsrooms during the past few years are deep and long lasting.

We all know and feel that it is a difficult time for the newspaper industry and the prospects are not very promising when it comes to the traditional print newspaper.

But at the same time, newspapers in the sense of good,

critical journalism, are an indispensable part of a healthy society.

We need to do everything to keep quality journalism alive and to connect this journalism with the audience. We need to nurture and grow brands and give our audiences what they want and what they expect. Only then can we go beyond this.

Today we have more sophisticated tools to do this – highly interactive websites, mobile phones, that resemble a computer with a camera and a GPS rather than a phone, eReaders, infosccreens – and more platforms, technologies and applications will come in the future. We have to learn to use them in the best possible way for the benefit of journalism, and Newsplex will support the industry in doing that.

The special issue you are holding describes how Newsplex has grown in Europe, outlines the concepts that were developed during this time based on the philosophy and the experiences from our work. It also contains previously published articles describing a selection of projects and programmes that the Newsplex team has carried out with IFRA members during the past four years.

And within the WAN-IFRA organisation, we will continue to provide our services to our members around the world.

Dietmar Schantin

Publishing team

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Newsplex: philosophy, history and mission

The Newsplex Philosophy

The newspaper industry has to face some sobering facts. News consumers have changed. Not only do they want to choose how and when they will access news and information, they also want to decide for themselves what is relevant to their world.

Audiences now demand multimedia news and information in quickly accessible forms that best fit their increasingly fast-paced lifestyles.

News consumers are also no longer sticking loyally to one brand but instead have no qualms about shopping around for news and information. At the same time, audiences don't want to just consume anymore, they want to be integrated into a communication process and contribute their own thoughts and opinions.

How can publishing houses keep audiences and successfully provide news and information products that best fit their needs?

At Newsplex, one of the answers is grounded in the philosophy of convergence. This means no longer relying just on the traditional print format to provide services but to understand that editorial staff can get the best out of every story by using a variety of media platforms and formats.

These platforms can be print, online with audio, video and slide shows, webTV or mobile. It is simply what the audience demands, when the audience demands it and in whatever format and media the audience demands. The Newsplex



Newsplex recognised the need for a kind of 'test lab'

philosophy is about:

- Getting the theory of convergence into practice so your newsroom is able to generate ready-to-go content for your audience
- Keeping the audience close to the brand by supporting newspapers that generate content the audience seeks
- Enriching the art of journalism using multimedia
- Building a long-lasting relationship with the audience that is based on communication and interaction.

Putting content rather than any one distribution medium at the centre of the editorial production process requires a different way of operating. It creates new roles for the people working in the newsrooms.

Journalists need to learn the strengths and weaknesses of all the respective media and they need to understand how news consumers are using those media. Only then can the journalists know how to best communicate their stories to their audience 24 hours a day, seven days a week.

The origins of Newsplex

In 1998, IFRA developed its Newsplex Vision, largely driven by Kerry Northrup, of a publishing strategy that challenged conventional wisdom and put the story at the centre of reporting.

The Newsplex Vision uses the possibilities of media convergence and cross-media minded and trained journalists to ensure that the in-

formation, the story, reaches the consumer through all media, at any given place, at any given time.

These initial concepts were revolutionary at a time when newspapers were newspapers, and not multimedia media houses. Stories had to appear in the newspaper first before they could be posted online, and print reporters had no interest in anything but seeing their words on paper.

With this vision in mind, IFRA looked for media companies that were prepared to fundamentally change their editorial organisation, embrace cross-media publishing and implement it and its underlying technology. After a while it became clear that without a kind of test lab it would be almost impossible to persuade newspapers to undertake this fundamental change in mindset.

Thus the first Newsplex was built at the University of South Carolina (US) as a micro-newsroom of the future.

Remarkable impact

Since its opening in November 2002 in the US, the facility's impact has been remarkable.

Under the management of Randy Covington, thousands of people have travelled from all over the world to study at the training centre and hundreds, many from the Newsplex Directorate members who contributed considerable resources to develop the centre, have completed intensive training programmes there.

Very soon after the opening in the US, there grew a demand for a similar centre



Journalists who undertake Newsplex training gain skills and a greater understanding of what audiences are demanding

in Europe, more accessible to European news publishers and more specialised to meet their particular needs. That demand was answered with the opening of Newsplex Europe on 13 September 2005 at IFRA headquarters in Darmstadt, Germany.

Support for the future

What IFRA's experts have found in more than 10 years of working in, studying and evaluating newsrooms worldwide, is that European editorial offices have largely the same goals and frustrations as media houses everywhere.

The demands of the marketplace are generally very similar. News consumers are using multiple media here just as they are in North America or Asia.

What is a little different in Europe is the manner in which such changes are best implemented. The approach is different, so is the planning, the timing, the pace, and some of the sensitivities.

Journalists, editors and publishing executives who undertake Newsplex training come to understand that convergence is an unstoppable market force arising from how the public uses media. They come

to recognise that it is something they can master with the right skills, organisation and technology. And they come to appreciate it as an opportunity for taking their companies into the future.

At the same time, Newsplex Europe has developed into a platform where publishers and editorial executives together find solutions, to redefine the ways editorial departments can work in more audience-driven ways by communicating with the audience and by improving the quality of journalism overall.

Practical programmes

In order to fulfil the mission and achieve its goals, the offerings at Newsplex Europe are designed around practical programmes that any media house in Europe could easily adopt as an effective and economical starting point.

The combined training-and-coaching modules are orchestrated implementations of some of the basic Newsplex philosophies, technologies and techniques.

The other critical European aspect of Newsplex is the expanded staff of Newsplex advisors, consultants and trainers who have come out of

the European media industry. They make it possible to provide even more effective support in the development of newsroom strategies and the implementation of reorganisation and change management programmes.

No matter what language we're speaking, the Newsplex message is always strong and consistent.

IFRA has pioneered not just a change in the way editors and journalists are organised and work together, nor just a change in newsroom layout, technology or roles. It is a fundamental change of mindset on how to approach news consumers with valid and valued information.

The Newsplex programmes help establish the environment, measure the benefit, change the minds, and transfer the vision into daily action for the benefit of both the media company and its consumers.

Developing and implementing innovative concepts and solutions in an increasingly challenging media world, and supporting all levels of journalists through developing skills and capabilities, remain the core mission.

And as part of the new WAN-IFRA association, the

Newsplex philosophy and the services offered by the WAN-IFRA Newsplex team will play an even bigger role in the future of the industry.

In a further development, the WAN-IFRA Academy was created in September 2009.

Its aim is to expand the offerings for know-how and skill development for all management levels and professional areas within a media company.

Newsplex US Directorate members

- Digital Technology International
- Edipresse Group
- South Carolina ETV
- Morgenavisen Jyllands-Posten
- Guardian Media Group Regional Newspaper Division
- CCI Europe
- John S & James L. Knight Foundation
- IMPRESA
- Archronica Architects
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Become a part of the community

More than 1600 media professionals from
45 countries have joined the Newsplex courses
in Europe during the past 4 years.



Newsplex is not driven by technology but 'by mindset and changing attitudes towards being a journalist'

'We can now reach even more key people in the industry'

WAN-IFRA Co-CEO Reiner Mittelbach discusses how Newsplex Europe has grown and what lies in its future

How successful has Newsplex Europe been in terms of meeting its mission? Has it met your expectations?

If I look at Newsplex Europe, I would say that this was accepted as a facility to learn about new newsroom strategies and journalism in a multiple-media environment from the day we opened it.

We even had the first training in it a couple of days before the official opening. Since then, we have had courses here in the Newsplex almost every week. And a few months after the opening in Europe, the Newsplex advisory services started off as well. So, it has exceeded my expectations by far.

I think it has also had a big impact on the overall change in IFRA away from being a print-only organisation into being a digital and print organisation. There is a lot of additional value for our members that came along with the Newsplex



"It has exceeded my expectations by far"

- Reiner Mittelbach

philosophy, and especially with Newsplex Europe.

Early on, a lot of people seemed more interested in the facility and the technology rather than the mission, the philosophy, and the mindset that went along with the technology. Do you think this view has persisted?

When we talked about launching a Newsplex in Europe, everybody said "Newsplex? What is Newsplex?" We said it's about newsroom organisation and so on. And people were always saying, "Can I see it?"

But Newsplex is something that is not driven by technology or fancy architecture. It is driven by the mindset and changing attitude towards being a journalist in a newspaper.

It is a philosophy that puts the story and the reader into the focus of the storytelling rather than the media platform.

I think today the idea that Newsplex is a concept based

on technology has vanished. This has happened in large part through our still growing advisory and consultancy services, which support our members in redefining their newsroom strategy and in reorganising their news operation, and very comprehensive workshop and training programmes.

What does the recent merger of WAN and IFRA mean for Newsplex Europe?

With this merger with WAN, we are in the fortunate position to be able to reach even more key people in the publishing industry, who are willing to rethink their news operation and to think alongside the Newsplex philosophy.

We will therefore continue to develop the Newsplex brand and continue to grow and expand our Newsplex services at the advisory, research and development and learning levels.

Newsrooms 1-2-3

How cutting-edge publishers are choosing and using three main structures for redesigned newsrooms

In recent years, more and more editorial departments consider digital channels to be as important as print. Newspaper brands now offer audio and video stories on their websites or via mobile services and push interactive services such as blogs and discussion forums.

These changes and diversification of products and services inevitably have an impact on workflows, roles and structures in an editorial department.

In order to achieve the goal of offering new products and services, a wide range of organisational concepts and strategies have been conceived by editorial management.

Some of these concepts were an incremental next step in an evolutionary development. Others represented a more radical approach to changing every inch of how a newsroom operates.

Looking at the organisational concepts that have been realised in editorial departments, we can see three main structural types.

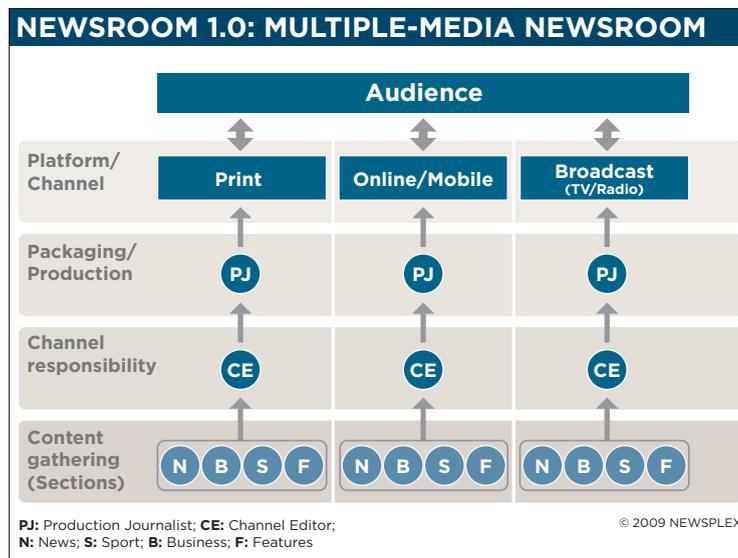
Newsroom 1.0

The first type, let's call it Newsroom 1.0 or the "multiple media newsroom," provides dedicated editorial resources for each platform that is serviced by the publishing house. This results in separate editorial units for the print edition and the website.

The "low-cost version" would be one or a few editors who take the copy of the print edition, possibly rewrite the copy and put it on the website. At the other end of the spectrum, there is a fully equipped editorial department, or sometimes even a separate company, with online reporters and editors who do their own research



The open-plan newsroom of Österreich in Austria



and content generation and run the website more or less as a separate channel from the print edition.

No matter what shape this type has, the responsibility for the print and the online channel are divided among different people, often with an editor for the print edition and an online editor. The content generation, editing and production is generally divided between the print and the online world.

This concept can be seen at the Austrian national newspaper Österreich, which was launched in September 2006 and as of August 2009 was selling about 111,000 copies per day. Österreich was set up from

the beginning as a brand that uses print and digital channels equally to publish its content.

Österreich has a newsroom layout where all editorial resources are brought together in an open-space environment. The editorial decision-makers are located in the middle of the newsroom, and the different sections such as news, business and sport as well as online are placed with their editorial and production staff around the central news desk.

Here, the print and online journalists are working in the same environment and the online editor is part of the newsdesk team, but, in general, print journalists don't directly generate content for the

digital channels of Österreich.

Other examples of newspaper operations that more or less follow this concept are the Daily Mail and Metro in the UK, der Standard and Kleine Zeitung in Austria, Kölner Stadtanzeiger and Süddeutsche Zeitung in Germany, Aftonbladet and Norrköping Tidningar in Sweden, Verdens Gang in Norway and many others around the world.

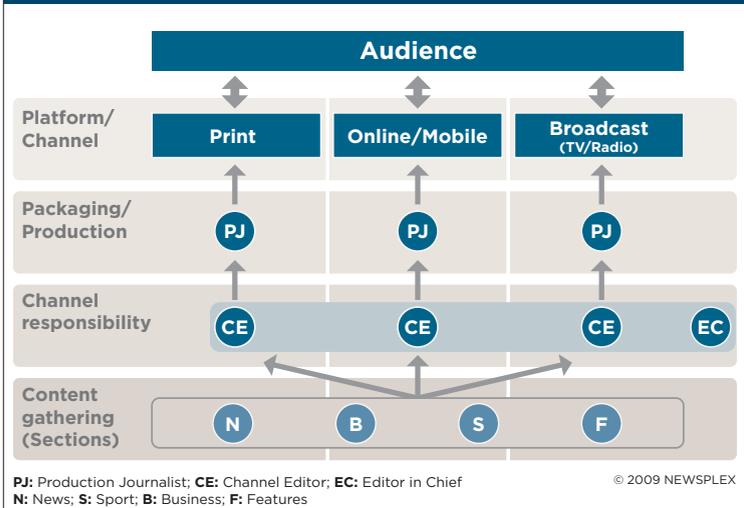
Newsroom 2.0

The second type that can be distinguished, Newsroom 2.0 or the "cross-media newsroom," works on the principle that the content gatherers generate the content for all channels. There are different responsibilities for each channel, but the different sections (news, sport, features) generate the content for print and online and also provide other formats such as video for the web and provide input for web-TV or radio.

In 2003, Nordjyske Stiftstidende, a regional daily newspaper in Denmark with a circulation of about 75,000 copies, reorganised its editorial department and transformed it from a paper-centric operation into a modern multimedia publishing house. Today, a daily paid-for and a free newspaper, a TV programme for online and cable and two radio programmes are produced by one editorial department.

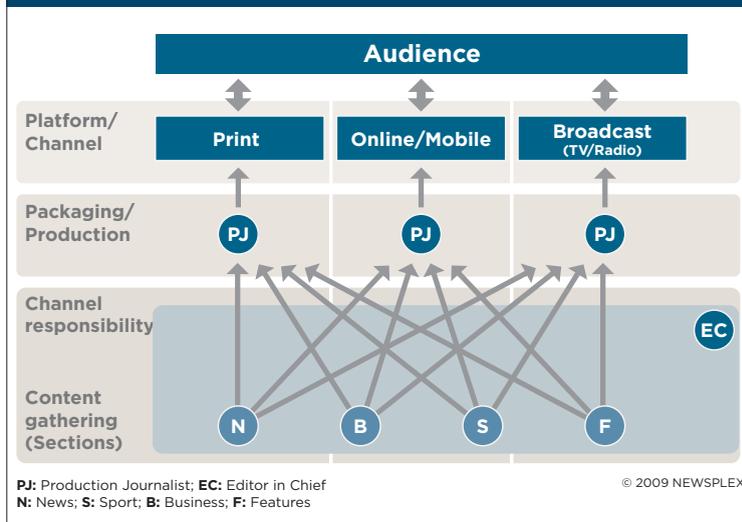
The picture you can see (right) depicts the structure of the "Superdesk" at Nordjyske Stiftstidende. For each channel there is an editor who sits on the Superdesk along with the picture editor. There is also a spare desk for special occasions. The content is generated by what is known as "content gatherers," similar to the differ-

NEWSROOM 2.0: CROSS-MEDIA NEWSROOM



Desks emanate from a central news hub at the Telegraph

NEWSROOM 3.0: MEDIA-INTEGRATED NEWSROOM



Editorial staff meet at Nordjyske Stiftstidende's 'Superdesk'

ent sections of a newspaper. An additional and crucial role on the Superdesk is the "Media Conductor." This role is responsible for the total output of the editorial department on print, online, radio and TV.

He handles discussions between the different channel editors in terms of prioritisation and deciding what content goes where and when. He also acts as a kind of referee who balances the potentially conflicting requests made by each channel.

Nordjyske Stiftstidende was one of the pioneers in implementing radical change in the newsroom and has been very successful in expanding audience reach and monetising the different platforms.

Other examples of similar newsrooms are the Financial Times in the UK and die WELT Group in Germany.

Newsroom 3.0

The third type, Newsroom 3.0 or the "integrated news-

room," aims to provide content on multiple channels by integrating the complete news flow across print and digital media from the planning to the production.

In this type, there is no single person responsible for each channel. The responsibility for the coverage of stories across print and digital channels is with the section head. Therefore, there is no online department or online editor as in Type 1 or in Type 2.

This concept follows the premise that the topic owner knows best how a story should be built up. The story owner decides what aspect of a story is told on which channel with a certain format.

In 2006, the Telegraph Media Group in London started a comprehensive programme to transform the newspaper editorial in a multimedia newsroom. The Telegraph publishes a national quality broadsheet with a circulation of about 860,000, a Sunday paper with a circulation of about 620,000 and a series of magazines.

Since the beginning of 2007, the daily and weekend newspapers, website, web-TV and podcasts are planned and produced in one newsroom which is around 6,500m². The former solely print journalists contribute actively to

There is no one solution. Every news operation needs to find the workflows and structures that suit its needs.

the Telegraph community site and blogs and the social network platform services are expanded continuously.

The picture you can see (top right) shows the structural concept that has been realised at the Telegraph. In the centre is what is known as a "news hub" and the section heads with their editorial and production teams are located around the

news hub on "spokes." An exception is news production, which has a dedicated spoke. The digital spoke takes care of the technical aspect of the online site while the content is mainly generated by journalists in the different sections. Nottingham Evening Post, part of the Northcliffe Media Group in the UK, and Frankfurter Rundschau in Germany have implemented this concept as well.

If we recall the physical layout of all the types, it is apparent that they look very similar. There is a central desk where the decision-makers are placed and meet for conferences and during the day. But as shown with these examples, the new ways of working can be completely different from organisation to organisation. And most importantly, there is no one solution.

Every news operation needs to find the workflows and structures that best meet its needs and the needs of the market. (ds)



Reforming routines

Integration of print-digital workflows and content in the newsroom proves successful for Frankfurter Rundschau

A whole new era began when the German national newspaper Frankfurter Rundschau moved into a new building in February 2009. "Online is a constant companion for the entire newsroom – from early morning to late evening, in every conference and far beyond," says Chief Editor Rouven Schellenberger.

"This changes just about all work processes for the newsroom. And because every newspaper also lives from its routines, the reform of routines represents the most far-reaching innovation."

Up to 90 members of the newsroom staff work in the new, media-convergent newsroom, in which senior editors working centrally at the newsdesk control the publication of news for both the website and print edition.

All desks are organised in such a way that online and newspaper content are planned and published in an integrated way; the outcome of this approach is the biggest media-convergent newspaper newsroom in Germany.

Back in 2008, the newsroom management called upon the services of Newsplex to prepare the move into a former tram depot in Frankfurt.

The starting point of the project was a two-day workshop in Darmstadt with the



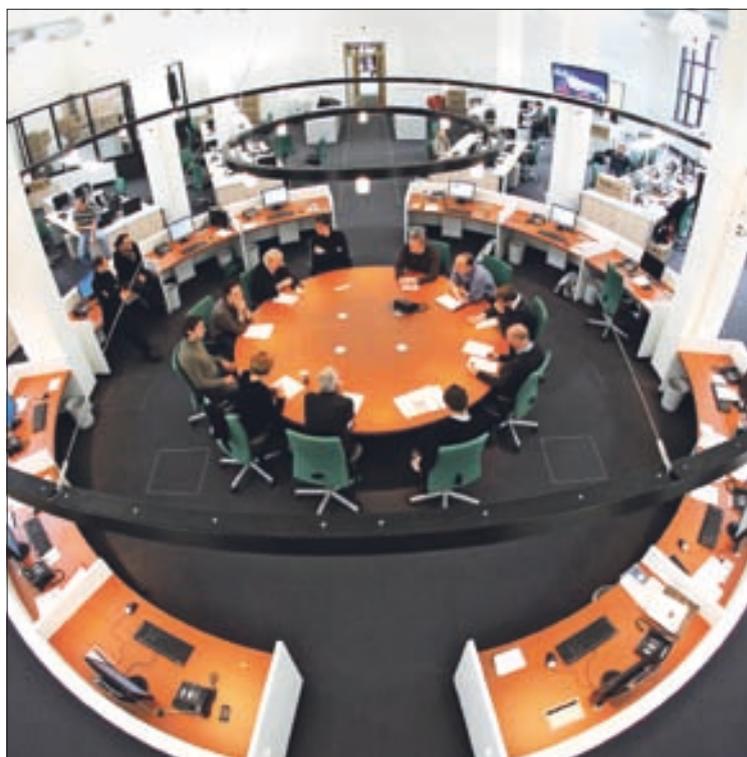
"This changes just about all work processes. Every newspaper lives from its routines – reform of routines is the most far-reaching innovation."

– Rouven Schellenberger

newsroom management and senior editors, followed by an in-depth process analysis focusing on the newsroom and other departments.

In the months running up to the move, Joachim Blum from Newsplex accompanied the work of the project group that was headed by Schellenberger.

"Our newsroom staff participated with enthusiasm in this



project, despite it requiring major efforts and involving some technical obstacles," Schellenberger says.

"The motivation came in part from dissatisfaction with our website, and it led to a willingness on the part of the entire newsroom personnel to contribute actively to the improvement."

To prepare the newsroom for working in a cross-media operation, 120 newsroom staff attended a Newsplex workshop

on "Writing for the Internet" immediately after the move.

"The fr-online website lives," is how the chief editor describes the positive result of the reorganisation project. It no longer limps behind the news stories and the competition and imposes its own, strong stamp. "Even more important: the newsroom regards online not just as a one-way street, but instead enters into communication with the reader," Schellenberger says.

UK's Archant makes the move into multimedia workflow

Pilot project boosts Welwyn and Hatfield Times website

"Everything we do is based on the story. The story is king," says Terry Mitchinson, Editor of the Welwyn and Hatfield Times (WHT). The local, paid-for weekly with a circulation of approximately 16,000 copies in Hertfordshire, just north of Greater London, is the pilot project for a new editorial concept and editorial management system that is being rolled out across the Archant media group in 2009/2010.

The planning process began in autumn 2008 with help from the Newsplex team's Sarah Schantin-Williams. WHT went through a thorough analysis of the newspaper. "We rethought content strategies, organisation workflows and structures; newsroom roles and responsibilities; and the newsroom mindset," Mitchinson says.

For example, in mid-2008, the paper still had a very separate print and online organisation in geography, structure and mindset, Mitchinson says. At that time, the website consisted mainly of an online dump of the print content on press day.

Among the solutions they came up with was a basic ap-



The WHT team, led by Terry Mitchinson (holding paper)

proach that distinguishes between breaking news and planned content. The goal with breaking news is to get it online as quickly as possible; whereas planned content gives WHT a chance to decide how and where best to present a story.

WHT now also uses an A-B-C prioritisation system to help focus multiple-media attention on the stories that most deserve it. In addition, WHT also cross-references the different channels.

The efforts are certainly paying off in their web statistics. Mitchinson points to these figures: For 2007, WHT recorded 172,851 unique visitors, which jumped to 253,478 in 2008. That upward momentum is continuing. Total page

views for September 2009 were 256,242, up almost 115,000 on the corresponding month in 2008. In addition, monthly unique visitors in September 2009 broke through the 50,000 barrier for the first time.

"For WHT as a small, local weekly this is an amazing result," Mitchinson said, and he cites more breaking news as a chief driver. In October 2009, the new editorial system for digital and print was up and running in the WHT newsroom. Later the same month, the newspaper relaunched a newly redesigned website, which added features such as allowing readers to comment on stories.

Mitchinson said the decision to change workflows before implementing the new

editorial system was the right one. "If we had had to change the workflows at the same time as doing everything else, that probably would have been one step too far because it's difficult enough for everybody to get to grips with a screen that looks totally different with story grids and page planners ... so I think getting people in the right mindset before this arrives is essential."

He also believes moving to a multimedia workflow is the key to the future. "Without us doing this, I really don't think that newspapers will survive. I'm lucky because the team here is behind the whole thing as well: They see the future in the same way," Mitchinson says. "What we can't forget of course, is that you can't lose focus on the print product either. That is a big danger because you can see all the sexy excitement of the online stuff, but without a strong newspaper print brand, you really haven't got the strengths on the website to work with. It's really imperative that we don't lose sight of that. Especially now with the challenging times that we've got." (bv)

Unleashing creativity: the drive for change at Archant

The WHT is not the only Archant newsroom to go through organisational change. Chief Executive Adrian Jeakings is keen for all print titles to meet audience expectations across multiple brands and platforms.

This means empowering all of Archant's newsrooms to build more effective organisations throughout 2010.

The East Anglian example

This process is under way within two editorial centres that combine weeklies, magazines and daily paid-for titles. In Ipswich, the East Anglian Daily Times and Evening Star head up the Suffolk centre. Norfolk consists of The Evening News and the most successful regional morning

paid-for daily in England; the Eastern Daily Press.

The starting point for both centres was building cross-title newsrooms in early 2009. Now the focus is on building in best practice for planning, co-ordination, effective content creation and production between desks and channels within the constraints of a regional newsroom.

As Jeakings says: "Our business should be all about giving the readers what they want, when they want it, in the form that they want."

"Unfortunately that is something which is often forgotten. What we are doing is creating organisations and environments that allow us to focus more on the readers needs." (ssw)

Nottingham Evening Post pioneers model in Northcliffe Media Group

Model puts the story, and the audience, at the centre

At the UK's Nottingham Evening Post, editorial convergence is about growing audience by delivering stories in the most effective as well as efficient way, with the strategy focussed on multimedia publishing.

"We think that we are the best storytellers in town, but we are only using half that power if we stick to print only," says Deputy Editor Martin Done, who is in charge of the convergence project. He brought Newsplex in to support planning and implementing the new strategy.

Nottingham Evening Post (NEP), a part of Northcliffe Media within DMGT plc, is a mid-sized regional UK evening newspaper, with a circulation of about 60,000 a day, a circulation, which has been in decline for the past 25 years.

Before 2006, websites in the Northcliffe group were run by a separate company called Northcliffe Electronic Publishing.

In practice, individual newspapers had little to do with the daily publication of news on the web, which was handled by an automatic feed. In 2006, however, control of the websites was handed over to the newspapers. Many decided to simply appoint a web

editor to run the site. Nottingham Evening Post took a different route. Says Done: "Our strategy right from the start was the opposite: We wanted to involve everyone in the web and not to have any web-specific role, thus spreading the workload across the entire newsroom.

"This proved the most important decision as there was nothing to undo a few months later when we developed our integrated strategy."

Newsplex was brought in to run awareness workshops, attended by the entire newsroom, to highlight what was being done in editorial convergence around the world.

This became the starting point for the change process. Further workshops with the editorial executives on the vision and strategy of Nottingham Evening Post were conducted together with Sarah Schantin-Williams from Newsplex and Martin Done to generate a strategy document, which set out where the NEP wanted to be in the future.

One of the first steps from the strategy paper was the analysis of the digital and print audience, the existing workflows and organisation and infrastructure.



"We want to create an integrated newsroom where the best stories are given the most effective multimedia treatment."

- Martin Done

"The analysis highlighted areas of inefficiency, gaps and historical anomalies in our organisational structures. Fixing these helped us free up resources to take on some of the new web roles."

The entire editorial staff went through a comprehensive training programme to get them familiar with the new newsroom workflows, their individual roles and responsibilities, and have acquired basic multimedia skills including producing audio, slideshows, and publishing to the web.

At the end of June 2008, the new newsroom went into operation, with a central hub for editorial conferences.

The convergence project in Nottingham had a number of objectives. The fundamental one was to grow audience for NEP content by delivering it to the users in a form they want at a time they want.

To achieve this, the aim is to produce extra content from existing resources where this is possible, and thereby increase efficiency.

"We want to create an integrated newsroom whereby the best stories are given the most effective multimedia treatment for the audience – limited resources means that we have to focus on the biggest opportunities," says Done.

Another aspect of the new newsroom is a renewed focus on breaking news.

Implementing such fundamental change, particularly in a newsroom, throws up a number of challenges. One is to give staff new skills, and, importantly, the confidence to use these. Another is to move the newsroom away from a print-focused, one-deadline-



a-day mindset, to adopting a multimedia publishing culture. "There was a fear that we would be asking already busy journalists to take on even more work," says Done. "We told them that we would be looking at developing new workflows that would make the whole news process quicker and more efficient, changing structures and responsibilities together with a new infrastructure. Our message was that we wanted people to be working smarter, not for longer."

Change management is often be the biggest challenge when fundamental work practice changes are put in place, but in Nottingham there is a lot of enthusiasm among reporters for what is being done. Says Tanya Holden, trainee reporter on the crime team: "Now that we have moved into the newly converged newsroom the physical changes already make such a difference and it really feels like a modern, 21st century newsroom. Everyone is closer together, which has created what I feel is the real atmosphere of a working newsroom."

"If we are wanting to produce stories on a multimedia level then our working office also needs to reflect this. Conferences now take place in the centre of the newsroom rather than behind closed doors, so it feels like reporters are not disconnected from the decisions made about what goes in the paper each day."

In late 2009, Done offered this update to the changes that had been made: "The change itself took about a year, and it was all about us changing the whole culture of the newsroom ... We did that successfully by involving the staff in the change and helping them to see that the website was a way to increase the audience for their words. We've grown our website, which has about 400,000 unique visitors a month. And we were awarded the Newspaper Website of the Year title from the Newspaper Society. By and large it was a successful change and it was done without spending a huge amount of money, and without investing a huge amount in people. In essence, it made us more efficient."

Neue Osnabrücker Zeitung sparks a 'minor revolution'

The newsroom of Germany's Osnabrücker Verlagshaus, publisher of the Neue Osnabrücker Zeitung, introduced a media-convergent organisation in October 2009.

"For a more traditionally-minded newspaper newsroom, the step towards consequential cross-media publishing alone represents a special challenge," is how Dr Berthold Hamelmann describes the changes for the newsroom.

As a member of the three-person editorial management team, Hamelmann headed the reorganisation project that was carried out with the support of Newsplex.

The regional newspaper, which has a circulation of 168,000 copies, started the project aimed at driving the change in the newsroom from a newspaper to a media operation.

"We were already in quite good shape in certain partial areas in Osnabrück," Hamelmann says.

"But when major changes are suddenly introduced – e.g. dissolution of the desks in favour of effective, larger topic areas – it is the equivalent of a minor revolution."

At the beginning of this "minor revolution" was an intensive process analysis, during which all desks and local editorial offices as well as all relevant departments in the publishing house were involved.

Following the analysis, a workshop was carried out with the newsroom management team to develop the objectives and principles of the future working method.

Based on the results of the workshop and the targets set by the publisher, a newsroom project group, with the sup-



Dr Berthold Hamelmann

port of Newsplex consultants, drew up a new organisation for the newsroom with cross-media work processes. At the same time, the remodelling of the newsroom was planned and implemented.

"Developing good concepts is one thing, putting them into practice quite another," Hamelmann says.

"It involves talking, informing, convincing, overcoming resistance, trying to motivate the entire team – all of which took a lot more effort than I thought."

The final step before implementation of the new work processes was a Newsplex workshop for management and senior editors covering media-convergent journalism and cross-media publishing.

After three days in the new structure, the newsroom experienced its first serious test: a surprise evacuation of the city centre due to the discovery of a bomb, an incident affecting some 12,000 people.

"Under the leadership of the new newsdesk, we covered the event on all channels," Hamelmann says.

The result: the newspaper was sold out the next day, and the website recorded "massive use." (jb)

UK's Telegraph leads the way with bold newsroom transformation

Telegraph Media Group was among the first major news organisations to tackle convergence

The Daily Telegraph, the largest selling quality daily newspaper in the UK with a daily circulation of about 860,000, included a physical move of its headquarters from Canary Wharf to new headquarters in central London in late 2006 as part of its reorganisation efforts, which were undertaken with the guidance of Newsplex Director Dietmar Schantin.

Beginning in 2005, the Telegraph developed teams to analyse what changes the organisations needed to make and how to make them.

The reasons for change were straightforward. "The facts speak for themselves," CEO of Telegraph Media Group Murdoch MacLennan said at the time.

"Readers are migrating online, and advertisers are following them. Traditional display and classified revenues are declining at a rate of approximately 4 percent year-on-year. Meanwhile, online advertising is growing by as much – in the Telegraph's case – as 9 percent annually.

"And younger people, as we all know, are looking to the

web for their news, putting pressure on the circulations of our printed products. Any responsible management could not ignore these trends.

"In short, we had to act – and our move to new offices provided the catalyst for that."

Building a stronger website and digital footprint

For the Telegraph, creating a strong digital presence played a central role in their reorganisation, as does the larger issue of making the digital operation an equal partner of the print newspaper.

As Ed Roussel, digital editor of Telegraph Media Group, explained: "The health of the traditional newspaper company was dependent on building this strong website – as opposed to having a weak website and hoping that people will buy your newspaper because they haven't been able to access your content online."

A major step in that direction was facilitated by the physical merger of the Telegraph's print and digital operations as part of the com-



A 360-degree view of a news conference taking place in the ce



"Any responsible management could not ignore these trends."

– Murdoch MacLennan

pany's move to new offices in central London in September 2006.

"We are all – in editorial – on one floor now in the largest open-plan office space in central London, 67,000 square feet. So, that physical change has been really quite important," said Will Lewis, editor in chief of Telegraph Media Group.

"The second way we've changed is that we've sat people very differently. Whereas before it was very much a department-by-department structure with the bosses having offices and different parts on different floors and different areas.

"We've brought everyone together on one floor in what we call our 'hub-and-spoke' system, so the senior people (seated around the hub) can have a dialogue all day long and be more integrated."

This change alone was extremely beneficial, according to Roussel. "Being in on all the same news planning meetings and being able to raise and discuss things on a minute-by-minute basis as opposed to a once-a-day basis makes an enormous difference, both in terms of better news judgement on the website, with the benefits of all the experts that sit around me, and also



“Having the web team in on all the same news planning meetings and being able to raise and discuss things on a minute-by-minute basis as opposed to a once-a-day basis makes an enormous difference.”

Centre of the Telegraph’s London newsroom, designed around a ‘hub and spoke’ model (below)

in terms of being able to commission content and making sure it’s delivered in a timely fashion,” he said.

Changing job descriptions, changing shift patterns

Truly becoming a 24 hours-a-day, seven-days-a-week content provider also requires substantial changes to employee job descriptions and the hours they work.

Said Lewis: “We’ve instituted cultural and structural changes to make people understand and recognise that the digital publications are as important to us as our broadsheet newspaper offering.”

Obviously, such major changes can be difficult for people to accept, which is where good communication and training throughout the process become essential. “You cannot talk enough to your colleagues about why and how,” Lewis said of one of the early lessons Telegraph learned.

“If you think you’ve done enough, you haven’t. You should do more. Do it again.”



New skills, technology and ongoing training

Likewise, a comprehensive training programme for all staff involved was a must, and the Telegraph made a week-long training course compulsory for its approximately 450 journalists.

“People needed to learn new skills, and they needed to learn

that has been a big challenge and continues to be a big challenge.”

Well into 2009, three years after the Telegraph made its physical move and first reorganised its newsroom, this importance of ongoing training has remained with the company.

“We went from a zero-training organisation to a training heavy organisation,” said Consulting Editor Rhidian Wynn-Davies.

“We have literally hundreds of hours of training available to all of our journalists throughout the year.

“I would, however, say that there is always the danger that training can be viewed as something you just bolt onto an organisation.

“I think it’s got to infuse everything you do.”

Building communities and involving readers

Improvements in technology have opened the way for an increased dialogue with internet users and the Telegraph allows readers to comment on

new technology in order to be able to work in a multiple-media environment,” said Louise Mason, head of Learning and Development at the Telegraph.

“But perhaps bigger than that was the shift from working in a newspaper organisation to working for a multi-media organisation.

“That was a mindset shift



Will Lewis, editor in chief of Telegraph Media Group, has led the change programme from the beginning

Flexible newsroom lets Telegraph respond to change

stories, which is paying major dividends.

"We've made a big attack on community stuff," said Lewis. "What I mean by that is making sure the reporters know that it's crucial to us to include a 'What do you think?' to the readers at the end of most articles.

"We call it 'Your View.' ... We've used that to drive content in the paper that they feel particularly strongly about. ... What's happened is, that if you take your customers' views seriously, then you get more of them."

Flexibility and being prepared for more change

Three years after the Telegraph had implemented its changes, Wynn-Davies was asked if any major changes were planned for the newsroom.

"No, nothing fundamental. Certainly not in terms of the infrastructure of the news-

"You cannot talk enough to your colleagues about why and how. If you think you've done enough, you haven't. You should do more. Do it again."

- Will Lewis

room. We're pretty happy with the way things are operating. We have changed things over the course of the last couple of years. For example, our research and analysis showed us that it was important for us to get our comments and communities (user comments, blogs, etc) desk closer to the heart of the hub, so we moved them in their entirety.

"And we moved Features to sit with some of our weekend supplements because basically there were synergies across our weekend products and some of our features offerings, and that's worked for us."

"The challenge that we face, and also our colleagues in other media face," he said, "is this is not something that comes to a natural conclusion. It's ongoing.

"You need to keep communicating the messages on a regular basis, almost daily really, because I think the idea that somehow we'll arrive at a full stop is erroneous.

"We do need to constantly be stepping up to the plate to meet whatever the next challenge is. Coming back to the design and the philosophy behind the newsroom, I think that basically it's designed to be flexible and responsive to a changing media environment." (bv)

Telegraph Special Report



In 2008, IFRA issued a 28-page Special Report that detailed the Telegraph Media Group's Convergence Project.

In the report, the key players, including Newsplex, describe how this transformation took place. See more about Newsplex-related Special Reports on Page 22.

Ringier prepares for move to multi-title newsroom

Swiss publishing house in process of merging Blick titles

In November 2008, the Swiss publishing house Ringier decided to merge the teams of its Blick family of products when it moves into a new building in Zurich in March 2010.

The reason for the decision is that Ringier had five different teams, one for each of the Blick products in print and digital, and it was simply too expensive to work this way, said Edi Estermann, head of Project Management Newsroom at Ringier. The publishing house then contacted Newsplex Director Dietmar Schantin to support them in their efforts to define their future newsroom concept.

At Ringier, a project team was set up led by Estermann and Pascal Zemp that includes four different sections, one for each of the essential components: IT, Human Resources, Culture and Organisation.

Early on, Estermann said a major problem was the mindset change that was needed to accompany the physical one.

To help deal with the issue, Estermann and Zemp began leading informational training sessions for the journalists who will be involved in mid-September 2009.

"The workshop is a special training about why we have to do this as well as explaining what the situation in journalism is internationally and especially in Switzerland, so that everybody can understand the reasons we are making the changes," Estermann said.

Ringier CEO Marc Walder explained the situation this way to employees: "The new newsroom is not a fad. The newsroom is not science fiction. The way we inform people today has changed dramatically, and



Work on the new Ringier building in Zurich began in early July and is scheduled for completion in December 2009

the newsroom is our response to this development."

"We have to train 250 journalists overall," said Estermann in mid-November 2009.

"At the moment around 160 have gone through the two-day training."

He said these were going according to schedule and that the training would be completed in mid-December 2009.

Once these initial sessions have been finished, Estermann

said he and Zemp would have three months for other workshops "where we train people on the new newsroom computers, new software and new cameras."

In autumn 2009, Estermann said Ringier had developed a new structure whereby Blick would have a "Super Chief" who will work above the five different editors in chief for Blick, Sonntags Blick (the Sunday newspaper), Blick



"The way we inform people today has changed dramatically, and the newsroom is our response to this development."

- Marc Walder

am Abend (the evening paper), blick.ch (the online channel) and cash.ch (online financial publication).

These five editors in chief will in turn each have a deputy editor and below that are the different sections, including news, politics, economy, people, lifestyle and sport.

Next on the agenda was working out how newsroom workflows were going to be handled, Estermann said. (bv)



WELT Group journalists undergo cross-media training

Bespoke three-day workshops aid move to multimedia

In early summer 2006, Axel Springer CEO Dr. Mathias Döpfner shocked many of his staff, and most of media-Germany, by declaring that from now on it was "online first."

Soon after, Newsplex was asked to set up workshops to train more than 200 journalists from the giant publisher's WELT Group in the art of cross-media production.

In mid-2006, the WELT Group (DIE WELT, WELT am SONNTAG, BERLINER MORGENPOST and WELT KOMPAKT) newsroom in Berlin was already partly integrated, but more needed to be done to prepare the rest of the staff for cross-media publishing.

Between September 2006 and October 2007 Newsplex ran a series of 20 bespoke three-day workshops.

"When we started the workshops, journalists were aware that the WELT Group was shifting to becoming a cross-media company, but they had not practised multimedia at all – they were still working in a separated way," says Ulrich Lingnau, publishing director of the Welt Group at this time.

In order to create the perfect workshop for the WELT Group, the Newsplex team set up a three-day and a four-day workshop in Darmstadt in the autumn of 2006, which constituted a sort of test-run.

"It was a great opportunity to see how other journalists work, how they approach stories."

– Thomas Exner

Participants included most of the WELT Group's section heads, two representatives from the union club, one person from the HR department, the head of training and one of the business managers for the WELT Group.

The group decided to go with the three-day format and the first regular workshop took place in January

2007, the last in October of that year.

The first day of each workshop was about providing background information to create an understanding of why the shift from print to multimedia publishing is necessary.

Days two and three were spent practising cross media production, including writing and conceiving for the web, multimedia storytelling, podcasting and producing audio slide shows.

One of the journalists taking part in a workshop was Thomas Exner, chief business & financial editor. He enjoyed the workshop, as much for its pace and subject matter as for the professional exchanges he had with other participants.

"It was really good to see how easy things like setting up an audio slide show are. I have worked in radio before, so the podcast part came easy to me, but I very much enjoyed getting to know new tools like Visual Communicator.

"Also, it was a great opportunity to see other good journalists at work, see how they approach stories, ex-

change different perspectives – lots of impulses for my own creativity."

As a workshop leader, Prof Joachim Blum, Newsplex associate consultant, says the biggest challenge was to convey the need for the change to multimedia publishing, and to get participants to think in a new way about the media industry.

"After one and a half days, they had enough background information to appreciate that the change might be necessary. And once they had succeeded with the practical work, they also began to feel that they were able to succeed in this new digital area, which includes not just writing but also audio and video."

Exner says that training such as this has become an essential part of a journalist's job. "It's part of pretty much most jobs today, I would assume, and that's the fun of it.

"Whether it's new software or new journalistic formats, it's great to be working in an environment where there are constantly new things to learn."

IMPRESA invests in training

Comprehensive multimedia training programme from Newsplex pays off for Portuguese news group

At Portugal-based media house IMPRESA, multimedia training for journalists has been a part of their lives since 2005.

The previous year, the company decided that to be prepared for the future it needed to “follow our readers and be prepared to offer them a complete news and entertainment service for TV, print and web,” says António Torres Pereira, the IMPRESA director in charge of all new projects, including the job of promoting convergence between IMPRESA companies.

IMPRESA was one of the founding Directorate members of Newsplex, and every year a number of journalists from its newspapers, magazines, TV-stations and online/mobile operations have gone to the Newsplex South Carolina facilities in the USA.

“The training weeks at Newsplex were a great success,” says Pereira. “Coming back from the training, everyone was very excited about producing multimedia news, and business ideas picked up at Newsplex proved successful in our companies. Newsplex training became a ‘must’ within IMPRESA,” says Pereira.

In 2007 it became clear that the convergence across the group did not go far enough. “The multi-platform actions were individual and not part of the normal workflow,” says Pereira.

In order to move the transformation along, the board decided that every single journalist, camera crew and designer should go through multimedia training.

And that meant creating a “Newsplex Impresa” – a programme to be carried out at home in Lisboa.



Convergence is important both in IMPRESA newsrooms and across its companies

Under the lead of the Newsplex team, a new four-day training course was developed.

“The basic idea of this programme was to create multi-platform news teams rather than just promote individual skills,” says Pereira. In addition to turning IMPRESA into a multi-platform operation, the Newsplex training is also used to promote internal knowledge of companies, people and products within the group, as well as a meeting point for the various newsrooms.

After a short pilot phase at the end of 2007, the new multimedia training programme was run for the first time from January until June of 2008, commenced in September 2008 and ran till March 2009. According to Pereira, the journalists receiving the training are all enthusiastic.

Bringing the training project in-house has thrown up some new challenges. “It is much more difficult to run continuous multimedia training than to go once or twice

a year to the Newsplex facilities in South Carolina,” Pereira says.

Also, it is not always easy to convince the boards of the subsidiaries to keep investing in more of the multimedia equipment necessary for journalists to carry out what they have been trained to do.

“The idea was to create multi-platform news teams rather than just promote individual skills.”

– António Torres Pereira

So why was it so important to speed up the convergence process within IMPRESA? “We think that if we don’t run the full convergence project now, we will have problems in sales in the future,” Pereira says.

“It is an investment for survival. Our customers are already increasingly consuming multi-platform formats. Also it is a question of quality and fulfilling consumers’ needs. The media language and communication methods are changing by the day. Therefore, IMPRESA titles and services must also change.”

Today, IMPRESA is realising the benefits of the changes the company has made.

“We are still market leaders, and the company is doing well getting out of the crisis.”

Asked what advice he has for publishers thinking about a convergence strategy, Pereira says: “First, follow your clients: Listen to what they want.

“Second, surprise them with new content – be different from your competitors.

“Third, approach your client in all platforms any time, anywhere; and finally, remember always that it’s a business. We are a company to make money, not to offer our products.” (bv)

Five lessons learned in how to manage newsroom change

Strategies for steering editorial teams through change

By Sarah Schantin-Williams

The seismic shift in how we consume news and information has “curve-balled” newsrooms in ways unimaginable 25 or so years ago. Now multiple channel and cross-brand organisations are becoming a regular fixture in the editorial landscape.

The need for structural reinvention, coupled with the recent economic situation, has led to intensive editorial reorganisation programmes often involving new technologies, streamlining workflows and reducing headcount.

These types of structural change can mean lengthy and painful processes not always resulting in improved newsrooms. In fact, this industry can provide many examples of newsrooms where change programmes have been poorly planned, executed and then rejected by editorial (See IFRA Special Reports on Change management in newsrooms 1, 2, 3 for case studies and examples on this topic).

In some cases editorial change projects are dropped mid-way or just left to dwindle, lacking sustainability. What is commonly seen is that it is not always the change per se which is the problem, but more how it is managed.

Going in blind

The problem with managing editorial change frequently starts with under-estimation of the process itself. Often in an enthusiastic push from senior level management, change is instigated with the aim to race it through as quickly as

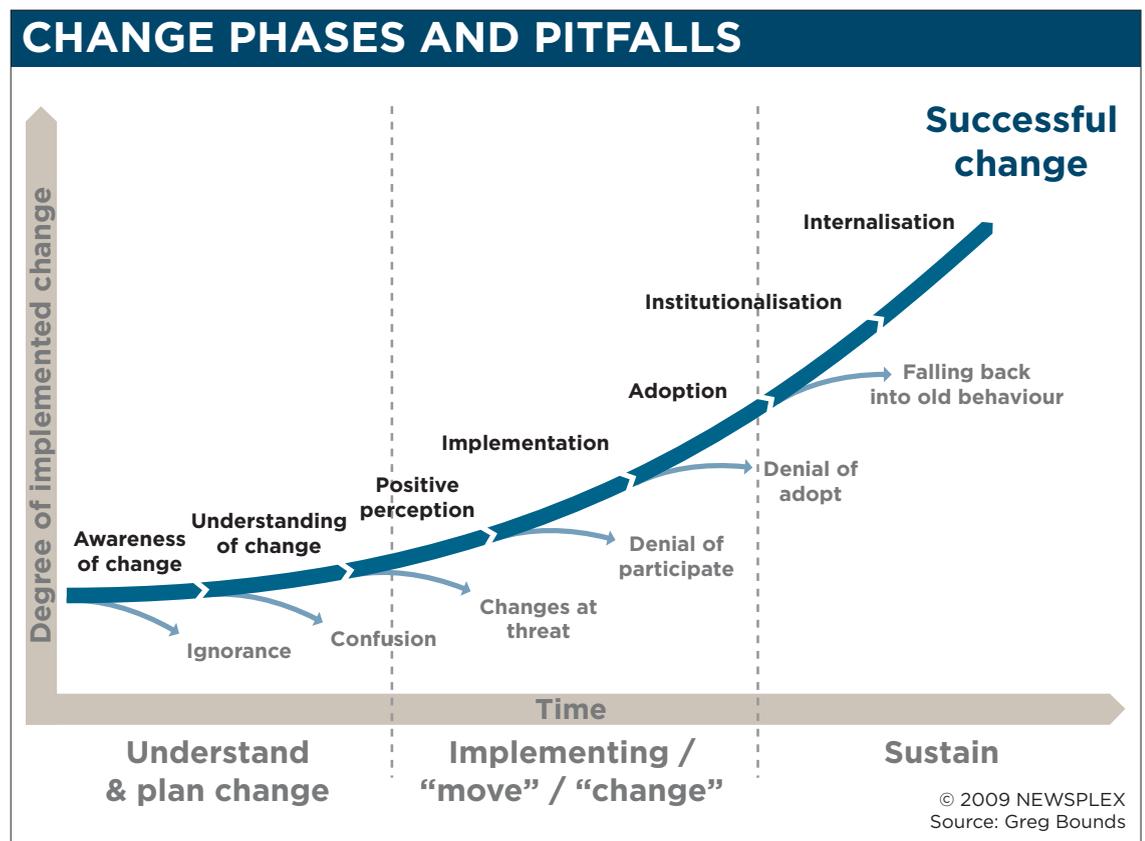


Figure 1

possible. Newsrooms commonly go into change without a clear understanding of what is involved and how change activities should best be handled.

The starting point is to see how change can be broken up into three distinct and overlapping parts (see Figure 1): Understanding and planning change, implementation and then finally making change sustainable.

But what measures can be put in place to help newsroom management reach the goal of sustainable change?

The following lessons have been garnered from regional and national newsrooms in Europe which have gone

through everything from total transformation to setting up new digital workflows and improving print efficiencies.

Lesson 1: Have a clear and consistent view of the future newsroom

Many managers find it difficult to convince a sceptical newsroom that there is a need for change and that senior management are truly behind the process, because they struggle to present a clearly defined picture of what the future should look like; essentially, the vision.

The vision should act as a “guiding light,” a kind of end game of how the newsroom

should look. Change expert John P Kotter provides some key criteria vital for an effective vision (see Figure 2).

Without a vision or a deeper understanding of the direction and goals of the organisation, the newsroom will not see the purpose or vital need for change. Consequently, the newsroom will be reluctant to embark on the change process.

Lesson learned 2: Promote the understanding that change is vital and urgent

Hand in hand with creating a vision must go an understanding that the current newsroom requires improve-



Figure 2

ment. People tend to dismiss the change message as merely the opinion of change leaders unless they see objective proof or evidence for themselves that change is required.

To combat this, some newsrooms have utilised workflow, communication and productivity analysis as evidence, along with case studies and revenue/circulation statistics to give a sense of urgency to the need to change.

Lesson learned 3: Encourage engagement through experimentation

Instead of offering some kind of “out of the box” solution to how the newsroom will be improved, many editorial change leaders have seen the benefit of encouraging editorial staff to get involved and offer their own ideas from the outset.

One example comes from a newsroom that started to work with digital channels.

Instead of giving a strategy for video in a document to editorial staff (which then runs the risk of being ignored or interpreted in inconsistent ways), a workshop was created that brought together editors, desk editors, reporters and production staff to work through some ideas for creating a video strategy.

Other examples seen in successful European newsrooms include sessions on how best to handle cross-brand workflows, new shift patterns for editorial teams and new

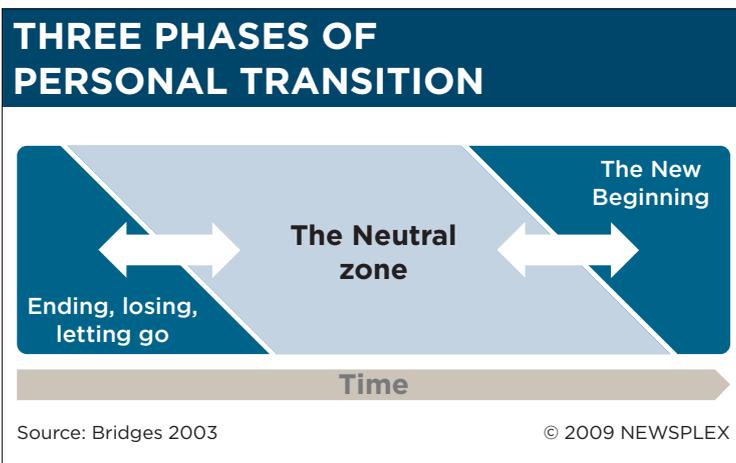


Figure 3

deadlines for early print page production.

Lesson learned 4: Clear road mapping

Starting change implementation is similar to what transition expert William Bridges describes as the “neutral zone” (see Figure 3): A “mid-way” point between letting go of the old ways of working and accepting the new. The neutral zone sees people attempt change for the first time without really knowing how the changes will work out.

To reduce this fear, implementation activities require a clear roadmap which focuses on how the “chaos” of change can be broken down into achievable chunks and made into something more tangible and more manageable.

Lesson learned 5: Continuous improvement structures

The greatest indicator of a successful change process is whether it is sustainable long term. One approach that has proved useful is continu-

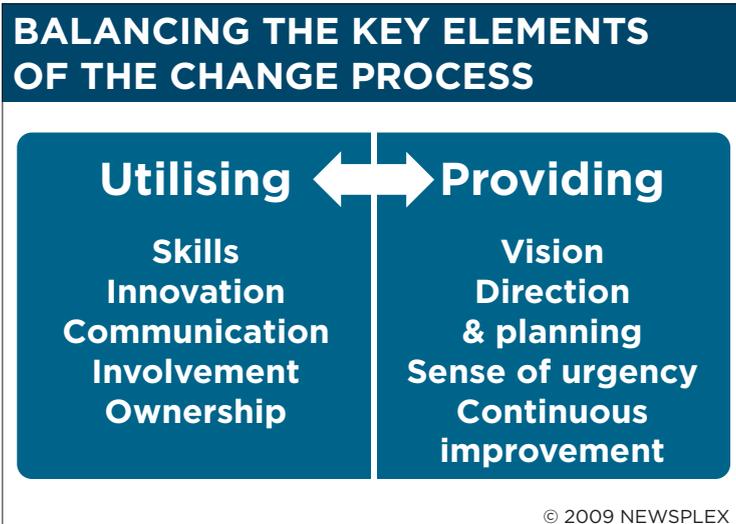


Figure 5

Fear of the unknown at this stage can scupper the best laid plans of editorial change managers, partly because of staff hesitation over changing the newsroom and partly because those leading the change are often unsure themselves of how the process might look.

ous improvement, which has connections to the Japanese system of Kaizen (see Figure 4), used to help develop organisations.

One element of continuous improvement that is particularly relevant for newsrooms is regular feedback and review



Figure 4

structures which last for a substantial period of time, sometimes upwards of one year after implementation activities have ended.

Conclusion

The collective experience of evolving newsrooms shows that publishing houses which embark on reorganisation without effective change management methodologies often see strategies created in the boardroom come to nothing.

Newsrooms, being creative, proud and largely sceptical organisations, will not willingly participate in change if editorial staff feel that the process has been underestimated or that it will be implemented without careful planning.

They will not engage if they do not understand or accept the nature of the change, or if they have not seen evidence that the status quo requires improvement. Nor will they get involved if they do not see how the newsroom or individuals within it will benefit from the change process.

The goal is to move change from the boardroom ideal into something real, sustainable and workable in the daily editorial resource juggle. Lessons learned from newsrooms around the world show that when the core elements of change management – clear vision, direction, effective communication and involvement (see Figure 5) – are combined, then editorial will make change a success.

Special Reports provide in-depth insight into relevant topics

Readings for background information and best-practice



In recent years, the former IFRA has issued several Special Reports that provide in-depth research and case studies regarding a variety of topics relating to Newsplex.

For example, publishers who want to integrate their newsrooms, but are unsure of where or how to start the process, will benefit from a three-part Special Report series titled "The changing newsroom." The key issue addressed in the series is this: "What does it take to successfully manage change in newsrooms?" To answer this question, the series examines both the theory and the practice of creating truly modern newsrooms. Overviews, guiding principles as well as several in-depth case studies make these reports valuable resources for publishers who want to navigate their newsrooms into the multimedia world. Please see the article on pages 20–21 about this highly relevant topic.

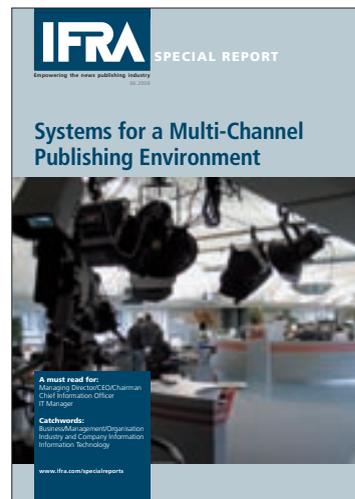
Another must-read report for those interested in multimedia newsrooms is "The Daily Telegraph Convergence Journey." This Special Report

offers a detailed look at this large-scale convergence project and includes input from the key people involved including Murdoch MacLennan, CEO of Telegraph Media Group and Will Lewis, editor in chief of the Telegraph.



Newsplex was part of the core project team from the outset and gained unique insight into the pioneering convergence process at the Telegraph Media Group. See also the article in this publication on pages 14–16.

Also valuable for newsroom managers and journalists is the report "Systems for a multi-channel publishing environment," which explains how multi-channel publishing systems differ from models for print-centric publishing. It describes the key foundation technologies for multi-channel publishing systems and puts digital channel production and traditional print-driven newspapers into a common context. Multi-channel publishing exploits media complementarity and has the scope to use all available media channels including print, information websites and pages, blogs and forums,



social networking sites, electronic newspapers, on-demand printed newspapers, SMS messaging, radio and television, and other channels used

to communicate a message.

For those who want to know more about working with video, the report titled "News-papers go video – options and opportunities," describes how the increasing availability of broadband connections makes integrating video contents an interesting prospect for newspaper publishing houses. Very few of these have, or had until recently, experience with the moving image medium.



Video contents are considered to have a high potential as regards reach and advertising revenues. Consequently, there have been many impulses to incorporate video contents, either produced outside and/or internally, into existing portfolios. This report is intended as an orientation aid and examines the various aspects of integrating video ac-

All Special Reports are available free to WAN-IFRA members and can be downloaded from the WAN-IFRA website after logging in. Non-members may purchase research reports.

To order a report or to obtain the password, please contact us at special_report@wan-ifra.org.

tivities into newspaper publishing houses.

Another report of interest for editors and journalists is "Cross-media newsrooms in Germany," which offers a detailed look at how five German news groups undertook the task of bringing together their print and digital workflows. In addition to explaining what was done and how, this report includes extensive interviews with key editors at each of the five publishing houses: DIE WELT/WELT kompakt; Handelsblatt; Hessische/Niedersächsische Allgemeine; Zeitungsgruppe Köln and Südkurier.



Newsroom Summits continue their ascent

The 'must-attend' annual events for publishers and newsroom executives



Lastly, one of our most recent Special Reports focuses on one of today's hottest topics: mobile journalism. Titled "The mobile journalist – from backpack to pocket journalism," this report looks at how a reporter armed with a mobile phone and a fast connection can get multi-media breaking news onto a newspaper's web site within minutes of an event being reported. This report describes the spread of the mobile journalist, or *mojo*, and details what newspapers can learn from case studies worldwide. It also discusses the options available to newspapers, and considers how some media organisations are attracting valuable content from their many audiences who also carry mobile phones (sometimes referred to as user-generated content), as well as ways to make money from mobile innovations.

Since 2002, Newsplex has organised a key annual newsroom conference for publishers titled Newsroom Summit. Each year this event draws speakers from the world's top news publishing organisations, such as Germany's WELT Gruppe, Telegraph Media Group, Archant and Northcliffe Media Group (UK), New York Daily News, Gannett (USA), El Tiempo (Columbia), Le Monde (France), Times of India, La Presse (Canada), Norrköpings Tidningar (Sweden), Aftenposten (Norway) and Nordjyske Medier (Denmark) to name just a few.

Held in major European capitals such as Paris, London, Madrid and Prague, hundreds of participants have taken part in the Newsroom Summit conferences through the years, to learn the latest about newsroom strategies, new concepts

of organisation, advancements in workflow efficiency, utilisation of new technologies and tools and the best mobile and multimedia journalism techniques for covering news from the field.

In July 2009, a related conference called Newsroom Summit Asia took place for the first time in Kuala Lumpur, Malaysia, drawing more than 80 participants from 15 countries, including nine exhibiting industry suppliers. As with its European counterpart, the Asian event drew top speakers from publishers such as Singapore Press Holdings, Bangkok Post, The Daily Telegraph and The Washington Post.

The Newsroom Summit Asia also featured the launch of WAN-IFRA's Asia Editors Forum. Patrick Daniel, editor in chief, English/Malay newspapers, SPH, has been

elected the first chairman of the Forum. The Asia Editors Forum aims to create a unique platform for Asian editors to exchange information and lead cross-industry projects on newsroom strategies and reorganisation, human resource development as well as future technology and business driven topics.

Typically, the Newsroom Summit events are complemented by pre-conference workshops, which often cover topics around the development and implementation of new newsroom strategies, where the management of the change process is an intrinsic part.

To learn more about the programmes for the next Newsroom Summits in Europe and Asia and the related workshops please contact us at newsroomsummit@wan-ifra.org. (bv)



From Aalborg to Zurich, join guided tours of the world's most innovative newsrooms

Every year Newsplex organises newsroom Study Tours that take small groups of participants on a weeklong excursion into the world's top news media companies to get an in-depth look at their operations and see first-hand how they are meeting today's challenges and delivering news across platforms.

Participants benefit not only from seeing the media organisation in action, and taking part in presentations and discussions with their key staff members, but also from daily conversations with fellow participants, who are often facing similar challenges at home in their own publishing houses.

The map above gives some idea of the scope of the tours, which have included visits to the newsrooms of APA, Austria Presse Agentur, Vienna, Austria; BBC, London, UK; BILD Zeitung, Axel Springer, Berlin, Germany; Bluffton Today, Bluffton, South Carolina, USA; CASH Gruppe, Ringier AG, Zürich, Switzerland; Chicago Tribune,

Chicago, USA, and Dagens Nyheter, Stockholm, Sweden.

Participant feedback

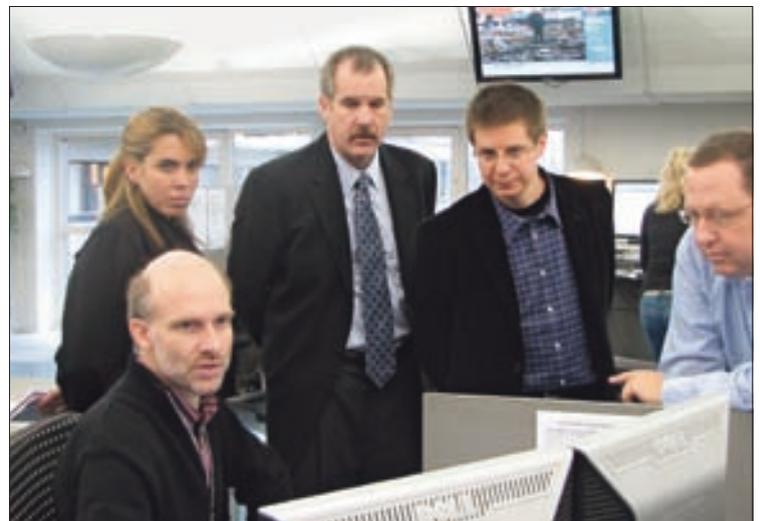
"The trip has given me an interesting picture of how major media companies in Europe have converted themselves into multimedia newsrooms. Multimedia newsroom is no new concept but the sharing of the successful and unsuccessful experiences made the visits a fruitful one."

– **Lee Kuang Fung**, Associate Editor, Singapore Press Holdings Ltd, Singapore

"IFRA Tours are the perfect tool to find context and to confirm or to discard new plans for the future in this time of turbulence and uncertainty."

– **Benjamin Morales**, Opening Managing Editor, Editorial Primeira Hora Inc, Puerto Rico

Newsplex also offers bespoke company and executive study tours. Please contact us on studytours@wan-ifra.org for further information.



How to boost synergies in a multi-title publishing operation

Four models for finding efficiencies – the pros and cons



The economic situation demands that news publishing houses must work as efficiently as possible. For medium to large publishing companies producing several titles and brands on print and/or digital, far greater efficiency can be achieved through the establishment of a newsroom where, to a large extent, a group of journalists creates content that can be used across all titles and brands.

A smaller group of top journalists can be kept separate with each working for just one title, perhaps in areas such as politics or sports so that each brand retains its unique characteristics or “DNA.”

In addition, the content judgement and selection process is a crucial component of a title’s DNA, so there is a need for a brand-responsible editor and perhaps a small group of additional editors for each title to set the tone of the given publication.

In most other areas, however, multi-title publishing houses can utilise synergies among their various titles, which have traditionally employed multiple people covering the same topics. Likewise, each title usually has several

editors processing the same wire stories.

With all of this in mind, the question then becomes: How far can we go? How far should we go?

Essentially, there are four basic models a publisher can choose, and each has its own advantages and disadvantages.

The first, let’s call it the “separated model,” is that everything is kept as it is. Each brand has its own editor in chief and teams of journalists.

The advantage is that all of your editorial forces work for one brand. They have a clear focus on the brand, and the editor in chief has control over the whole editorial process and resources.

The disadvantages are there is likely to be double-work being done across titles, and the editor in chief can’t easily access specialists from the other titles. This is the traditional model used by most publishers.

The second possibility is the “semi-pooled model,” where parts of the sections are pooled, but a few key people in each section are still dedicated to the individual titles.

The advantages here are that you can utilise the pooling ef-

fect, and because of the pool, the overall staff size available to any one title is larger. At the same time, the identity of each title can be maintained by keeping those dedicated key people.

In most areas, multi-title publishing houses can utilise synergies among their various titles, which have traditionally employed multiple people covering the same topics.

The disadvantage is that it can be tricky to define the title’s identity and, consequently, to find out who the key people are to create that identity. And, since it is a matrix organisational structure, it is often a challenge to manage it.

Finding the right mixture of pooling and dedicated al-

location is a balancing act and unique to the publisher and its brands.

The third possibility is a pooled model where more or less everyone is working for all titles. Here, the advantage is that you have the most resources, and the synergies are used in the best possible way.

The disadvantage is there is a danger of the titles becoming too similar and losing the individual DNA.

The fourth and final model is a mixed version of the above three models on different sections.

For example, the sports section is fully pooled whereas the politics section is completely separated and financial news is semi-pooled.

It should be obvious that multi-title publishing houses must move away from the separated model to one that uses at least some degree of pooling. The traditional method is simply too expensive.

However, as with newsroom integration, there is not a one-size-fits-all model.

Ultimately, which model or version of models a publisher decides to embrace needs to be based on what is best for its audiences. (ds)

goLocal initiative targets unique global potential of local, regional publishers

Compelling local content is fundamental to competing in worldwide marketplace

By Prof Joachim Blum

In June 2009, Newsplex launched in partnership with the German Press Agency (Deutsche Presse-Agentur/dpa) the goLocal initiative, which aims to encourage and support local and regional publishers to make the most of their unique position within their markets.

Further partners are the BDZV (German newspaper association) and INMA (International Newsmedia Marketing Association).

"With this initiative, we want to make it clear to publishers how to utilise the benefits of regional, local and hyperlocal publishing and business services," says Dietmar Schantlin, Newsplex director and head of WAN-IFRA's Publishing, Editorial and General Management business unit.

"It is important for publishers to cater to the regional and local audience with compelling regional and local content," Schantlin adds. "This is where a unique advantage can be generated and global, mostly digital, media players can be beaten. At the same time, when we talk about business services, we are not just talking about advertising; we are talking about being a media consultant with comprehensive, agency-like services for regional and local businesses."

goLocal activities

- Study tours in Europe and around the world to visit publishers with innovative concepts
- Workshops and seminars for strategy development and implementation planning
- Conference streams and podium discussions about trends and best practise and to exchange ideas and get inspirations from others
- Regional goLocal publisher workgroups
- Special reports and series of articles on WAN-IFRA digital and print
- Surveys and expert viewpoints

The structural crisis in the print media was massively aggravated in 2009 by the financial crisis, as advertising revenues dropped on a previously unknown scale.

Therefore, newspaper publishing houses must act as a matter of urgency – as soon as possible but not hectically, and trusting in the actual strengths of the brand.

Recalling the core competence of the regional newspaper means, more than ever before, concentration on local business.

But this offensive must be considerably more comprehensive than all previous efforts undertaken to strengthen local business.

In the US, things are happening now that would have been considered inconceivable only a short time ago. In February 2009, the respected Rocky Mountain News shut down followed in March by the Seattle Post Intelligencer, and more newspapers are directly under threat.

In July, with the closing down of the Ann Arbor News, Ann Arbor, Michigan, became the first US city with a population of more than 100,000 without a single daily newspaper.

Since mid 2007, newspaper publishing houses in the United States have laid off more than 31,000 employees – and there is no end in sight to the cost-cutting measures.

After Microsoft CEO Steve Ballmer stated some months ago that he gives the print media just 10 more years, Michael Wolff, director of Newser, has come out and forecast an even earlier demise for US newspapers: "Eighty percent will have disappeared in 18 months' time."



Although the situation of newspapers in Europe is not yet comparable to the one in the United States, here also there are publishing houses that are no longer making a profit.

After the crisis at the beginning of the decade that was thought to be overcome, this new situation seems all the more threatening because renewed cost cuts are presumably at the expense of performance capacity and quality.

"Basically, we know the strategic direction that can lead to success," Schantlin says.

"We have new opportunities in digital areas as well as possibilities to gain a new audience and revenue sources outside the classical print business. However, we must be willing, not only due to economic pressure, to take new and unconventional approaches."

What did the rounds in the 1990s under the motto "in-



“Too often the focus is only on big national newspapers, but we know the backbone of publishing is the local and regional publishers. That is also where some of the big competitors for the media business in the digital space have not yet taken over.”

egrated newspaper marketing” seems to be more urgent than ever as the strict division of editorial, advertising and distribution into separate departments continues to be reflected in separate thinking and system architecture.

Anyone wanting to conquer the local market with his newspaper brand needs professional, integrated customer management. “Very few newspapers know anything about their customers,” is how Harald Grönke, CEO of the Hessisch-Niedersächsische Allgemeine (HNA) in Kassel, Germany, describes the dilemma.

“Amazon knows a lot about its customers, about their behaviour, and makes book recommendations. I would like to know about my customers’ behaviour and recommend news stories.”

Whoever has qualified reader and customer-related infor-

mation at his disposal can also make advertisers better offers or win over completely new business areas, such as Vorarlberger Nachrichten has been doing successfully for 15 years.

Media-led news agencies, like the American AP, Austrian APA or German dpa, are seeking new possibilities for supporting their shareholders and regular customers by providing new technical services in the necessary local re-orientation.

This includes enriching local content with the metadata that is becoming increasingly important for achieving success on the web and in joint content marketing and pursuing copyright infringements.

“Besides their core news business, the agencies will develop completely new services in order to support publishing houses effectively – just as we have done for 50 publishing houses with our MINDS plat-

form,” says Meinolf Ellers, CEO of dpa-infocom.

If newspaper companies combine resources for additional industry solutions along the lines of the MINDS mobile platform, then co-operation agreements between several regional publishing houses can produce a reach that would be highly attractive even for large-scale national providers of goods and services.

Parallel to the extremely successful mass-audience products of the Axel-Springer publishing corporation, many promising upselling approaches could conceivably result from a corresponding reach.

“We are disconnected and inflexible,” is the heading of the “Five Theses on the Future of Newspapers” that Lutz Schumacher, CEO of Nordkurier in Neubrandenburg, Germany, published on the carta.info media blog.

He calls for budgets for research and development, for “genuinely good market research,” and states: “We must focus all our efforts on local content.”

What is meant is an expansion of the range of products and an opening of the newspaper to its readers and customers – on all platforms. Newspapers must win back their local markets – readers, users and advertisers – and not rely on paper and advertising column inches.

goLocal starts off in German speaking countries and will expand to Europe in a next step. Since it is an open initiative, interested publishers and other key players are invited to join and contribute to the idea of strengthening local journalism and local business.

For more details e-mail goLocal@wan-ifra.org

Five ideas for boosting newsroom efficiency

Restructuring editorial processes and a holistic view paves the way for sustainable gains and improvements

Optimise editorial planning

Decide early on, at least in outline, the topics, timing and positioning of content in print and online media. A precondition is to differentiate topics in regard to relevance, topicality and best platform.

Not everything is equally important to the public, not everything is breaking news and not everything is suitable for multi-platform coverage.

Through improved and earlier cross-media planning, it is possible to give reporters, photographers and production specialists more precise assignments more in advance. This improves the quality of articles, reducing the need for reworking. Workloads are spread more evenly. This strategy was introduced for instance at the UK's Nottingham Evening Post.

Generate rather than check quality

In many newsrooms, basic requirements such as correct grammar and spelling are not part of the content-gener-

ating process. Instead, time is spent later on cross-checking and correcting. This is time that would be better invested in creative tasks. And the absence of upstream feedback from editors back to reporters means there is no learning effect.

Paradoxically, experience shows that having many checks does not necessarily improve quality and can even introduce new errors.

The Daily Telegraph in London halved the number of checks without lowering the standard of quality, by giving every editor in the news chain more responsibility. The freed-up time is then invested in more digital journalism.

Modularise page production

Use of page design modules makes it possible to quickly produce pages and know early on about their content and layout needs. This in turn facilitates giving reporters more precise assigned lengths for

articles. It also reduces peak page production workloads on deadline.

The New York Daily News, for example, has compiled a catalogue of page templates to simplify production of local pages. Also, many regional newspapers in Germany work with page modules.

Develop staff skills

Newsroom personnel must be qualified in skills such as cross-media planning, prioritising content based on target audiences and taking advantage of the possibilities of new digital formats.

Leadership is also increasingly important, as in effective communication of tasks and constructive criticism.

However, more important than specific skills is having the right attitude. An in-depth understanding of the objectives and agreement by each individual on the sense of the measures are preconditions for their successful implementation. Such understanding and specialised skills come

through good training programmes.

Adapt content for multiple uses

Some topics are not subject to geographic or time limitations and can be adapted for several audiences relatively simply. Examples are news about celebrities and new car models, and service information on health, fashion, education or careers.

Such content can be also obtained from external sources, such as news agencies, or produced in joint newsrooms operating as internal agencies. The identity of the titles is not endangered as long as core topics constituting brand DNA are not outsourced or centrally produced.

Axel Springer's Blue Group in Berlin is an example. From one newsroom, topics are generated and modified for outlets including a regional newspaper (Berliner Morgenpost), national paper (Die Welt) and national Sunday paper (Welt am Sonntag). (ds)

FT UK uses Newsplex to train its journalists

The Financial Times turned to Newsplex in 2006 as it implemented a newsroom reorganisation plan. Twelve FT journalists went to the Newsplex US for training in the techniques of convergent journalism.

The week was a success, but it simply was not possible for the FT's worldwide staff to

come to South Carolina. So Newsplex took the training to them. Under the lead of Randy Covington, IFRA developed a highly-interactive seminar the FT called Working in a Multi Media Newsroom. It has been held 10 times in London and New York and more than 200 FT journalists have participated.

Sweden's NT tells stories in print, online and TV

One of the key components of the Newsplex Vision is telling stories across media. Norrköping Tidningar in Sweden had decided to establish an all-news television channel, primarily drawing upon the resources of the newspaper. In 2007 a dozen NT journalists came to Newsplex Europe. "Our success in multi chan-

nel publishing is to great extent a result of ALL editorial managers participating in the Newsplex training course in Darmstadt where we learned about, tried out and discussed multi channel publishing TOGETHER around the clock for one week," said Bengt Engwall, the NT's head of editorial development.



What comes after integration?

Focusing on journalism's core competences on all media was first. Now we can work more on – and with – our audiences

Today, media-integrated newsrooms are viewed as an accepted solution for meeting the challenges of the digital media in connection with the printed newspaper.

However, because the majority of newsrooms continue to view the print product as either the only or most important carrier of information, it will be a while before the new ways of thinking and working are part of the average newsroom's DNA.

As newsrooms redefine and "rewire" their strategies and operations, changes in society and technology continue. This raises two questions: What do newsrooms have to consider to keep a step ahead, and what comes after the media-integrated newsroom?

To answer these questions, one must first consider how society is changing in the 21st century. Even casual observers can see that three specific areas – virtualisation, mobili-

sation and individualisation – are experiencing explosive growth in many countries.

Virtualisation points to the growing importance of virtual communities, such as Facebook, that are redefining how people socialise and share information.

An even more stringent orientation towards the different target groups is essential for content providers.

Mobilisation in the sense of permanent, mobile, broadband and wireless connection to the "global network" points to the expanding use

of mobile phones and other devices.

At the same time, both virtualisation and mobilisation help promote individualisation. The possibilities that arise for each media user and the infinite range of information, communication and entertainment offerings increase the demands on media operations.

Virtualisation and mobilisation already allow the move from a mono-medium distributor of content to a media-integrated communication business.

However, many news publishers are only beginning to work out how best to handle individualisation. While various departments try to reach their target audiences as effectively as possible, the topics mix often continues to be uncoordinated, or the target group is not considered in a cross-topic way.

One example is RSS feeds, which are offered for topics

such as sport, business, etc. This is one channel being used for one topic.

Taking RSS to the next level would be target audience-oriented feeds comprising a mix of topics from different sections (e.g. information from all sections for working mothers with children).

A media brand often has four to six distinctive and partially overlapping segments of the general public that are large enough, and therefore relevant enough, for both the newsroom and advertisers. Although these target groups are still too large for members to be addressed individually, knowing more about them is an important factor in efforts to address content more effectively via print or digital media.

Consequently, a clear orientation of the editorial planning and decision-making processes towards target audiences complies with the trend towards individualisation.

A media-integrated newsroom that generates wholly platform-independent contents is the prerequisite for carrying out a target audience-oriented approach. In this model, the responsibility for the content on the individual channels lies with the section heads who, together with their team, decide which topics are covered and in what form.

Following the principle of clear responsibility and ownership, in a further step "segment editors" or "target-audience editors" can be integrated into the team of section heads and chief editor.

These segment editors are responsible for the individual segments and creating specific products and services for their target groups.

In view of societal trends, a far more stringent orientation towards the public is essential for content providers.

Overcoming mental and physical barriers between platforms was the first step. The next step is to combine topics from various sections to form target audience-specific multimedia information and entertainment packages. (ds)

Meet the News



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started working with IFRA in 2005 as part of the IFRA Expo team. In 2008, she moved to the Events department and became a Programme Manager for conferences and study tours. Since 2009 Ioana designs, plans and leads all events projects and study tours of the Publishing, Editorial and General Management Business Unit. She has a master's degree in Philology and Romanic Languages.

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is a journalist, trainer and consultant for cross-media newsrooms. As part of the Newsplex consulting team she supports newsrooms in re-organising their workflows. After her journalistic training at a German magazine publisher, she successfully studied History and Political Science at the universities of Hamburg and Cádiz (Spain). Since January 2008 she regularly publishes reportages in the magazine NEON (published by Gruner + Jahr). At the same time, she trains journalists at institutions such as the Burda Journalistenschule in online and multimedia journalism.

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ONE MORE THING

Newsplex US in South America



El Nuevo Dia and Primera Hora in San Juan are among the best clients of the U.S. Newsplex. The Puerto Ricans have come to Newsplex and Newsplex has held training programmes in San Juan on newsroom leadership, advertising sales and convergent journalism. Representatives of El Nuevo Dia and Primera Hora have attended IFRA's international conferences and have participated in IFRA Study Tours.

"Newsplex does not only have technical expertise, but also leadership expertise," according to Maria Eugenia Ferre Rangel, President and CEO of El Nuevo Día and Luis Alberto Ferré Rangel, Editor of El Nuevo Día. "They were able to engage us by providing a clear vision of where the media industry is headed and what kind of organisations we need to become now to become the leaders of the future."

Another Latin American newspaper that has been among the top clients of the U.S. Newsplex is Colombia's national newspaper, El Tiempo. They too have studied in the U.S. Newsplex and IFRA have held both editorial and advertising seminars in Bogota.

Newsplex speaks "the language of our journalists," said Maria Paulina Bayona Florez, director of organisational development for Casa Editorial El Tiempo. (rc)



CONFERENCE

Newsroom Summit

The yearly WAN-IFRA Newsroom Summits in Europe and Asia are the top events for all those interested in publishing strategies, crossmedia journalism and editorial management. The most pressing questions facing newsrooms today and tomorrow are addressed by leading experts who present innovative ideas, best practices, new tools and trends. This high-profile event is not to be missed.

More information at:
events@wan-ifra.org
www.wan-ifra.org/newsroomsummit