



KLOPOTEK CUSTOMER INFORMATION

PARTNERS FOR PUBLISHING

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Dear reader,

Digitization has a huge effect on the publishing industry. End-users want access to content faster and more efficiently, and authors are becoming more demanding. They want quick and accurate billing for work submitted to a publisher, while the content they submit should be available through as many distribution channels as possible. It is vital to invest in new technology now in order to keep pace with the changes of tomorrow.

What is happening in the market is not restricted to issues of technological innovation. No company can claim it will still be able to carry out all processes related to publishing and content distribution in the near future. This is why there is a growing trend among publishing houses and service providers towards working together in integrated process chains leading to one shared goal.

Klopotek has started a series of events that provides a forum for discussion within the industry. In this Customer Information leaflet, we would like to tell you about some results of these networking activities. I hope you will find this information useful – and perhaps inspiring as well.

Ulrich Klopotek von Glowczewski

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Market changes require rethinking and new strategies

Innovation in technology is leading to a rise in expectations by consumers. Publishers must establish strategies and find partners to respond to these changes in the market. This is why we have started organizing and hosting discussion and networking events for all parties in the publishing supply chain. These sessions help us to constantly improve the Klopotek software and find solutions for the increasing challenges of the marketplace.



Production is happening at a much faster rate. End-users want to access content more efficiently. At the Production in Publishing forum in the Bertelsmann-Repräsentanz in Berlin, participants shared ideas for adapting strategies.

A point has been reached in the development of publishing where all business processes are affected by the potential of digitization. Content delivery to market sectors must be completed more efficiently. Manual processes can no longer cope with these demands. One challenge for publishers is to choose the best technology to invest in for automation. But perhaps more important is to agree on an overall strategy within the company to redefine and standardize processes, outsource business processes where possible and exploit content through multiple distribution channels.

Klopotek has started a series of events to bring together publishers and service providers for networking and discussion. The goal is to find answers to two key

questions: What are the different approaches to digitizing and distributing content? And what kind of technology embedded in what kind of strategy will work best for a publisher?

Why is networking between publishers and service providers so important?

It will be very difficult for most publishing houses to respond to growing and increasingly complex customer demands in the years to come without establishing partnerships. Technology is changing at a pace that is too fast for publishers to sustain without help from third parties. This is why strategic thinking should focus on an approach, where many industry players join hands to work in an integrated value chain.

A few years ago, digitization had far less impact on all aspects of a publisher's workflow. Market changes were very gradual and seemed to be easily manageable, and as a result a number of publishers decided to invest in their own technical infrastructure. But with innovation now occurring so rapidly, the status quo is no longer sustainable.

Perhaps more important than to understand what is happening in technology is to recognize a need for a shift in strategic planning. The 'inconvenient truth' of publishing is that no-one knows what will come next. Nigel Eyre from Taylor & Francis Group summed the situation up at the fourth Production in Publishing forum in April 2007 when he said, "Expect and embrace change."

From editorial to market: efforts to find answers

Klopotek and arvato systems, a Bertelsmann division, attracted a broad cross section of publishers, service providers, suppliers and technology specialists to the fourth Production in Publishing forum in Berlin. During the forum, participants presented and discussed strategic concepts to tackle two issues. How can the changing relationship between content and customer be redefined? And how can production processes be completed at a much faster rate in order to meet changing market demands?

As the worldwide market leader in international software and consulting services for publishers of books and journals, Klopotek has a key role in developing strategies and solutions for the future of the industry. This is why we encourage and provide for market research and analysis to be carried out, workshops and conferences (such as the Production in Publishing forum) to take place, and facilitate networking within the publishing



„Expect and embrace change,” a speaker for Taylor & Francis Group told participants of the 4th Production in Publishing forum in Berlin.

industry and related service providers – as reflected in our slogan “from editorial to market”.

In this Customer Information brochure we would like to tell you about the results of some of our initiatives and the public discussions we have sponsored: The Berlin Production Workshop managed to agree on and define a standard for production processes in book publishing, which has already gained international recognition as a best practice benchmark. Helmut von Berg, Director Klopotek & Partner, contributed to the paper “Production in Publishing – Status Quo and Perspectives” that presents the results of a survey carried out in Germany. A White Paper was commissioned and published by Klopotek, dealing with the topic of “Digital Asset Distribution for Book Publishers”. Two conferences, which took place this summer in New York City and London, also focused on the process chain of digital asset production and distribution. At various meetings of Klopotek User Groups, such as (most recently) the Customer Information Day in Amsterdam and the Klopotek Administrators' User Group in Berlin, discussions took place on how to further improve our software.

Software that is constantly improving

The industry is constantly changing, and so are our products. This is why users of Klopotek software can keep pace with the challenges imposed by the 'switch to digital'. Our new generation of products is web-based, interactive and user-friendly. It can be adapted to the specific needs of individual users and is open for communication with software from other suppliers.

The **Klopotek Production Cockpit** software provides an intelligent and transparent way to manage schedules, costs and resources. It is an interactive dashboard that monitors all production processes and shows you precisely when and where you need to take action.

Klopotek Business Objects Universes helps you get your business under control with a strategic reporting tool integrated into the Klopotek software. Using this program, you can easily track, analyze and find solutions for potential problem areas.

Klopotek Information ViewPoint enables you to define a personalized web-based information center, which efficiently supports a publisher's workflow. Detailed and customized overviews of a customer or a product can be created.

Digitizing signatures is a key feature of **e-invoicing**, making it possible to safely e-mail out invoices and credit notes and achieve significant cost savings.



At a number of meetings, the Berlin Production Workshop was able to establish and agree a standard for production processes. The publication of this standard will be available at the Frankfurt Book Fair 2007.

Cut costs and optimize processes: exchange of know-how at the 6th Customer Information Day event in Amsterdam

Customers from Benelux, the USA, the UK and Germany came together with specialists from Klopotek to discuss experiences with implementing the software and learn about new and upcoming products and features.

As in previous years, representatives from publishing houses and service providers met Klopotek staff to share experiences and hear about plans for the future in an informal atmosphere.

Elsevier is planning to control costs and optimize profit with PPM

“We are adopting Klopotek’s proven methodology, terminology and track record,” Jan Visser, Director Electronic Production at Elsevier B.V. (the Netherlands), stressed in his presentation. Two years ago, Elsevier which employs 6,800 staff at 86 offices around the globe started establishing business ties with Klopotek in order to find a solution for integrating the classical publishing business with innovative business models in the areas of electronic products and content delivery.

“There was no division-neutral, harmonized end-to-end process for the acquisition, development, production and marketing of books within Elsevier. The resulting lack of timely and accurate information hampered effective decision-making, and consequently our ability to control costs and optimize profit and revenue of the book publishing program,” Visser told participants.

Elsevier considered creating a software solution for process rationalization and alignment internally, but eventually decided to evaluate Klopotek’s Product Planning and Management system (PPM). Demos, usability studies and a business case showed that the Klopotek software was able to significantly **“reduce process complexity in core areas.”** The project PEAK (Production Editorial And Klopotek) was established, and both companies have now successfully completed a system suitability study phase. As part of the PEAK project, PPM for editorial, production, marketing and sales will be implemented at over 1,000 workplaces.

Optimize production for 400+ leaflets and catalogs per year at Taylor & Francis

Jeff Borer, Assistant Inventory Manager for Taylor & Francis Books (UK), told CID participants about how PPM helps Taylor & Francis, which has in recent years developed a strong business in the USA. Among other points, he stressed that Klopotek’s Product Planning and Management system reduces administration costs, as less data entry is required, and that it is a truly global tool, offering, for example, multi-currency options.

Borer specified that **“more than 400 leaflets and catalogs are produced every year for our Marketing department. Now we use PPM for this. One great advantage is that pricing can be changed easily from US Dollars to Sterling and vice-versa.”**

When asked about experiences at Taylor & Francis with implementing PPM, he said that **“good training routines”** are a must. **“PPM is updated every year, and you have to make sure that people input data in the right way, otherwise you cannot extract it in an efficient manner.”**

Bundesanzeiger: “From zero to 150-200 electronic invoices per day”

The Bundesanzeiger Verlagsgesellschaft is another publisher that recently implemented Klopotek software. A specific solution was required, enabling Bundesanzeiger (a publishing house that offers constantly updated information on the law and existing businesses in Germany) to issue electronic invoices.

“For legal reasons, but also to cut costs, we had to switch to electronic invoicing for charging customers for extracting

data from our business register,” Birgit Drehsen, Head of Distribution, explained. **“We started on the first of January 2007 without a problem and now issue electronically 150-200 invoices per day. Customers pay by credit card or direct debit, so the money comes in much faster, and people accept this way of payment.”**

As Drehsen calculates it, e-invoicing creates potential cost savings of € 4.20 for the invoice sender and of € 1.00 for the invoice recipient.

vnu media reports time savings, more sales and later deadlines

At www.advertentieupload.nl, clients of vnu media (the Netherlands) can upload their advertisements, which will then be placed in publications according to the reservations they made. Behind the four simple steps to be completed by customers (identification – input of reservation details – PDF upload – confirmation) is a **“fairly complex system”**, of which the core component is a connection to Klopotek, said Otto Korstenbroek, Project Manager.

Describing the advantages of this online business support solution, Korstenbroek told participants that two full-time equivalents (FTEs) at vnu media can now be assigned to other projects, as significant time savings are produced. More sales are generated, as there is more time to offer space for ads, because the uploaded PDF files are sent directly to the printers.

“Perhaps the greatest advantage of this new service is that all responsibility for the quality of the material is now on the customer’s side,” Korstenbroek concluded. **“They will either receive an error message, including things they need to change, or**

Customers share experience with other customers: Customer Information Day in Amsterdam



a simple confirmation, which includes a preview of what their ad will look like.”

Brand new products, projects in the pipeline and a successful ‘go live’

Klopotek staff presented several new products during the event, such as the Business Objects Universes, the Production Cockpit and Information ViewPoint. The Configuration Explorer tool (CE) has not yet been released, but is eagerly awaited by many clients. (Read more about this in “KAT and CE to make administration work easier”).

In her presentation of Klopotek’s business development, Inge Wilmes, Member of the Management Board, gave a special warm welcome to George Ricciardi and Nigel Blower from F. A. Davis Company (USA), who had just finished implementing the Klopotek software.

“The release of Klopotek at F.A. Davis has certainly given me a sigh of relief and it was quite refreshing to share and hear of the experiences of ‘go live’ by the others at the meeting,” Ricciardi said about the newly established partnership and the Amsterdam event. **“I look forward to having more of the F.A. Davis team with us at next year’s Customer Information Day.”**

KAT and CE to make administration work easier

At a meeting of the Klopotek User Group during the 2005 Frankfurt Book Fair, it was suggested that system administrators should meet on their own for a specific exchange of information. 2006 saw the establishment of the Administrators’ User Group. In May 2007 members of this group met for the second time.

Administrators of Klopotek software from publishing houses, media companies and IT departments discussed recent developments in Berlin with Klopotek staff.

Two new tools and a presentation of experiences

Michael Stippa from Klopotek’s Customer Service department and Mathias Schmidt-Egermann, Product Manager, gave an overview of how the Klopotek Administration Tool (KAT) and the Configuration Explorer (CE) work. Both products make installations much easier. At the moment, KAT and CE are being tested.

Thorsten Maruhn, System Engineer at Hanseatische Gesellschaft für Verlags-service (HGV, Germany), told participants how UC4:global, a product of UC4 Software GmbH, was introduced at his company. UC4:global enables Enterprise Job Scheduling, i.e. it provides a graphical

user interface and a single point of control for definition and monitoring of background tasks in a distributed network of computers.

Oracle maintenance and extended Klopotek features

The third point on the agenda was the software maintenance policy. Thomas Laar, Head of Consulting Operations at Klopotek, and Michael Stippa moderated a discussion that mainly focused on Oracle’s improved memory management, which provides better database performance.

Thomas Laar also delivered the second product demonstration. He presented extended features of the Klopotek Authentication Server (KAS): Lightweight Directory Access Protocol (LDAP) and Active Directory. Users can now be administered centrally with less data entry and maintenance work, leading to a reduction in errors.

As discussions came to an end, group members expressed their wish for the Klopotek Administrators’ User Group to continue to meet. In 2008 they will get together in Munich.

INTERVIEW



We asked Jan Steinwand, Database Manager at Bibliographisches Institut & F.A. Brockhaus AG (BIFAB), for his opinion about the Klopotek Administrators’ User Group

To what extent have your expectations been met at today’s meeting of the Klopotek Administrators’ User Group?

Jan Steinwand: I must say that I am pleasantly surprised. All issues that could not be solved at the last meeting were

Administrators’ User Group is now “mature”

addressed today; I did not even have to raise them myself. Particularly issues around installation and configuration have been dealt with in a very professional, and mature way.

Is there anything that you would have liked to discuss in addition to what was on the agenda?

Jan Steinwand: The only thing I can think of is usability and user interface design. I recognize we are talking about programs that manage very complicated and complex processes. But isn’t there a way to display these processes on the screen in a more simple way? This is something our users often mention, too.

Do you think that this working group should continue to meet?

Jan Steinwand: Yes, definitely. I can only say that my expectations have been exceeded. Opportunities for frank and open discussion like this are very important.

What is your opinion about Klopotek’s efforts and activities to improve the situation for administrators?

Jan Steinwand: We really appreciate this, as administration work at BIFAB requires a lot of time and effort. What Klopotek is doing is moving in the right direction. The Administration Tool that was presented today is something we’d like to have as soon as possible.

“Expect the unexpected” – DAD conferences in New York and London

What works well today is probably not what will work best tomorrow. Conferences in New York City and London looked into the rapid development of the process chain of Digital Asset Production and Distribution, which has huge implications for selling content. Presentations and discussions focused on one key question: Which Digital Asset Distributor (DAD) has the best business model for which publisher? And will this business model still be the best option in the future?



“Quick-fire presentations” of DAD services – pictured here: the New York City event.

The future of publishing is digital. Electronic content can easily be tailored to specific target groups. It is easily accessible from anywhere in the world, and can easily be ‘repurposed’ into a number of products. Publishers are grappling with the challenge of establishing a strategy to keep pace with innovation in technology. Two conferences, each attended by about 100 key individuals from the publishing industry and from service providers, in New York City and London this summer allowed, for the first time ever, the key Digital Asset Distributors to gather in one place to describe, demonstrate and answer questions on their individual services.

Concepts presented in quick-fire presentations

Klopotek commissioned the White Paper “Digital Asset Distribution: An Emerging Infrastructure” and the two accompanying conferences to analyze the present DAD market and highlight critical issues to consider. Consultants Mark Bide from Rightscom Limited and Mike Shatzkin from The Idea Logical Company, Inc., wrote the White Paper and moderated the events.

“The major part of our purpose in bringing together these conferences was to allow attendees, through a series of quick-fire presentations, to find out something about what the different offers and approaches were,” Mark Bide explained in his opening remarks.

Don’t outsource strategic thinking when ‘switching to digital’

These are very early days for the business of Digital Asset Distribution in book publishing. There is a huge potential for workflow and cost saving. To manage and use data professionally in automated processes will make production more efficient and cut costs. But so far, most publishers do not have experience with working with DADs. Therefore, deciding whether to outsource Digital Asset Distribution or not is a complex and difficult decision.

“Publishers know a lot about the management of risk in outsourcing major and critical parts of their operations and should not need to be told much about how to do that. We are concerned, though, about publishers outsourcing digital distribution operations without realizing the need to continue to keep close to the way things are going in the market – to build a strong internal culture of strategic digital understanding. – You may choose to outsource the HOW questions but you should never outsource the WHY,” Bide stressed.

Security, control and accuracy are most important to publishers

DADs such as BiblioVault, codeMantra, CPI BookBank, HarperCollins/NewsStand, Holtzbrinck/Macmillan Bookstore, Ingram Digital Group, Random House and Value

Chain International were given the opportunity to demonstrate to publishers their concepts and newest products.

There were three underlying themes throughout each of the DAD’s presentations and the subsequent Q&A sessions: security, control and accuracy. Publishers must choose someone they can trust to protect their intellectual property. And they must be allowed access to their content any time they want and retain control over their material. The third point is: Do it right the first time. Publishing houses need someone who will process their files correctly the first time around, which will enable the material to be used many times over with minimal additional work.

Making money today: ‘hand-cut’ content has a great potential

Most DADs offer to manage a data repository for their clients. The promise is that in so doing, target groups of publishing houses can access content tailored to their specific needs. As access via the internet will be simple and rapid, readers will come back for more – and more often.

Andrew A. Weinstein, SVP Business Development Ingram Digital Ventures, referred to the “**submit once, use many times**” concept, which will help profits to rise. ‘Make most of your content’ by selling it through a variety of channels and in a variety of products, that must be the motto for both publishers and service providers looking for cooperation partners.

Need help around your books?

International groups in publishing such as HarperCollins Publishers, Random House and Macmillan have recently established partnerships with technology companies or created subsidiaries for various digitization services and digital warehousing such as Libre Digital/NewsStand Inc., Random House Group Digital and MPS



Which DAD has the best business model for which publisher? And will this business model still be the best option in the future? Pictured here: speakers in the Q&A session in London.

Technologies. Speakers of these companies stressed their commitment to help publishers 'around the book': They are offering to assist in managing processes and metadata, which will make sure that the 'right' customer will get the 'right' content – at a **"one-stop shop"**, added David Sommer, Commercial Director MPS Technologies. Their book content product "BookStore" is a solution for Digital Asset Distribution. But it can also be a platform for the solutions of other providers.

"The biggest challenge is to make books available from wherever you are in the world," said Carolyn Pittis, Senior Vice President HarperCollins Publishers. Service providers and publishing houses must share knowledge and join forces to tackle this issue in a cost-efficient manner, she added. Pittis also raised the point that **"access from wherever you are"** is not a problem limited to content distribution. With prices for office space in city centers surging to record highs, the future of working is telecommuting 'from your home in the suburbs'.

"Expect the unexpected," Fionualla Duggan, Director Random House Group Digital, told conference participants. What DADs can do is currently unknown to many people. But the same was the case until recently with services such as MySpace, blogs and community widgets.

If you can't find it you can't buy it

The conferences in the USA and the UK also focused on the relationship between publishers and DARs (Digital Asset Recipients). Google, who want to make high-quality information universally accessible, might be considered as a Digital Asset Recipient because they take content files from publishers and make them searchable. Tom Turvey, Director Google Book

Search Partnerships, stressed that **"full search on a book"** will make it possible for publishers to sell more content to more people. Google users cannot read or copy entire pieces of work on the internet. The speakers assured participants that the Book Search program is not denking books, it is about finding books.

"Can your order fulfillment software deal with Digital Asset Distribution?" Citing e-books and content portals as examples, Gregor Wolf, CTO Klopotek AG, explained that assets can indeed be provided via DADs and DARs. But most back-office systems can only process orders and invoices if DAD / DAR systems and order processing have been integrated. Many old infrastructures lack the web services interfaces required for such integration, forcing publishers to slow down in their rush to come to terms with Digital Asset Distribution. Wolf was also quick to frustrate hopes for what could be a solution: to combine managing internal metadata with managing digital content in a content management system (CMS). CMS features cannot cope with production planning and/or rights and royalties management. To think about managing digital assets, Wolf concluded, also implies to think about updating and integrating back-office ERP systems.

The DAD conference in London: "Choosing a DAD shouldn't be a snap decision."



No snap decisions

Kate Davey, General Manager of Bibliovault (a non-for-profit organization offering content management at low cost primarily to universities), found it helpful to see how other DADs were tackling the issues that surround this industry. **"It was very helpful to see what such a wide variety of DAD companies are doing and to realize that we're all tackling the same issues. We may not have picked identical methods of solving them, but I found it reassuring and energizing to know that we agree, for the most part, on what the challenges are,"** Davey observed.

Sol Rosenberg, Vice President of Marketing, Publishing and Media for Value Chain International, Ltd., thought the conferences were great industry meetings. **"The conferences were a wonderful experience, as they brought together the leading players in publishing, distribution and technology to discuss the opportunities and rapid changes in our marketplace,"** Rosenberg said.

Davey summed up the events by saying, **"Choosing a DAD shouldn't be a snap decision. Hopefully, you're picking a company you can build a strong and very useful long-term relationship with. For publishers, I thought the conferences were both a good 'speed date' opportunity to meet a lot of DADs in one convenient location and also a valuable chance to pause, focus and try to get a real sense of what their press in particular could solve by working with a DAD."**

The conferences were sponsored by Mark Logic and Really Strategies Inc. (New York) and Adobe (London). Presentations at: www.klopotek.de/en52235.htm.

Digital Asset Distribution: relevant for your future?

Customers increasingly expect publishers to make content available online. A number of Digital Asset Distributors (DADs) have started offering related services. But most publishing houses are still unsure how to establish business ties with DADs.

Klopotek commissioned the White Paper "Digital Asset Distribution for Book Publishers: An Emerging Infrastructure", which was written by consultants Mark Bide (Rightscom Ltd, UK) and Mike Shatzkin (The Idea Logical Company, Inc., USA). It deals with the need of publishers to 'go digital', as there is a growing trend of end-users to search for content online.

An important finding of the White Paper is that most publishers are currently unable to offer all of their content via the internet. Like physical distribution, this would require a high-priced infrastructure as well as skills that are in short supply and therefore expensive. However, none of the publishers the authors interviewed for the research are yet using third party vendors to support their digital asset distribution activities.

Confusing? Control? Co-operation?

Bide and Shatzkin stress that publishing and distributing books digitally is "a confused and confusing space for publishers

right now." The companies the authors spoke to are interested in what Digital Asset Distributors (DADs) are offering, but at the same time they are concerned about losing control over their digital assets. **"There is clearly mistrust about motivations and business models of DADs."**

Martyn Daniels, Vice President Marketing, Media and Publishing Solutions at Value Chain International (a company offering DAD services) believes that **"publishers need to behave more collaboratively with one another."**

Signs are pointing to a shakeout

In their conclusions, the authors make clear that **"these are very early days for the whole business of digital asset distribution in book publishing. No one can be quite sure where it is going."** Another issue is that a market consolidation of DADs seems to be inevitable. **"There's bound to be a shakeout"**, said Tyler Ruse, Senior Director of Publishing Technologies at codeMantra.



The White Paper can be purchased for the price of 100 USD / 50 GBP / 75 Euro plus value-added tax. Please contact Anna Roe at +1.212.782.0320 or at .roe@klopotek.com or Sabine Neuf at +44 20 7716 5510 or at s.neuf@klopotek.co.uk to get more information.

Still, despite all the uncertainty, the 'switch to digital' is definitely well underway, Bide and Shatzkin add. **"What used to take publishers months in a physical world can now be completed in a digital world in minutes."** Consumers increasingly expect quicker and more efficient access to content online. Publishers must react to this. **"It's about being future-proof,"** explains David Sommer, Commercial Director at MPS Technologies. **"It's about getting an infrastructure in place that means you will still exist in 5-10 years' time."**

Berlin Production Workshop is setting the standards

Participants of two key industry meetings showed huge interest in the results of the Berlin Production Workshop. This working group, which was largely created because of the ongoing commitment of Klopotek, has managed to establish a universal standard for production processes. The publication of this standard will be available at the Frankfurt Book Fair.

Following an invitation of Klopotek & Partner GmbH and consultant Joachim Brunold, representatives of a number of prestigious publishing houses (e.g. Random House, S. Fischer, MAIRDUMONT), service providers (e.g. hgv publishing services, a Holtzbrinck company, arvato systems, a Bertelsmann company) and of Leipzig University of Applied Sciences established the Berlin Production Workshop in early 2005. The goal of this working group, which today has about

30 members, is to agree on definitions and standards for production processes in the publishing industry.

At regular workshops in Berlin, Heidelberg, Munich and Leipzig, the Berlin Production Workshop was able to establish and agree a standard for production processes. At two important industry meetings, Ulrike Störrle, Deputy Head of Production at MAIRDUMONT, explained how this was achieved.

Production processes are not influenced by issues of content

Störrle, a specialist for analyzing production processes, said at the 4th international Production in Publishing forum, which took place from 26-27 April in Berlin: **"After many discussions, we managed to agree on and describe in detail the ten**

core processes of production, which we have broken down into 43 sub-processes."

Contrary to expectations, participants of the working group came to the conclusion that **"production processes are not influenced by issues of content"**, and, consequently, that standardization of production processes is not influenced by these issues either, Störrle said at this industry meeting, which was organized by Klopotek and arvato systems. Störrle added that a detailed description of the standard will be included in the curriculum of Leipzig University of Applied Sciences.

A "sustainable" process companies can rely on

At the 57th meeting of Heads of Production at Irsee (Germany) from 16-20 May, Störrle and Helmut von Berg, Director

Klopotek & Partner GmbH and Moderator of the Berlin Production Workshop, convinced most of the participants that the new standard was relevant for their daily work and routine.

To agree on a standard for production processes is not done for its own sake, Störrle stressed at the event, which attracted about 100 participants. It is necessary to create a "sustainable process" (a term established during discussions of the working group) that is efficient and flexible, under all foreseeable circumstances leading to cost savings, improved quality management and risk limitation in pro-

duction, i.e. to a result that is sustainable and effective. Many participants of the Irsee meeting are going to rely on this kind of "sustainability" in the near future: In a quick poll asking whether they would be planning to make use of the results presented by Störrle and von Berg, most people expressed great interest in doing so.

Further work will focus on process chains

"When will this become available as a printed document?" – Many participants of the meetings in Berlin and Irsee asked when results of the work of Berlin

Production Workshop will be published. This question was addressed at a meeting on 22 June in Berlin. An editorial team of five members of the working group will get the details of the newly established standard for production processes ready for publication, which is scheduled to be completed before the beginning of the Frankfurt Book Fair 2007.

At upcoming meetings, the working group will examine in detail if – and how – individual processes in production can be effectively linked to form well-defined workflows.

From manufacturing to making services available

A survey carried out by consultancy firm Heinold, Spiller & Partner examines production in publishing and the perspectives of the German market. There is a growing need in most companies for production departments to think more strategically. But are these specialists equipped for the challenges the future is about to bring?

"Most important is, I believe, that traditional production processes in publishing will change into a concept of a process that integrates a range of different media," says Bertram Schmidt-Friderichs, Director of Hermann Schmidt Mainz (a publishing house in Germany), in answer to the question in the survey of what the biggest challenges for publishers are in the near future.

Because of the switch from analog to digital, people who currently more or less 'manufacture goods' in production departments will become the ones to make possible a variety of new services. This is a key result of the survey. Helmut von Berg, Director Klopotek & Partner, contributed to the paper "Herstellung im Verlag – Status Quo und Perspektiven" ("Production in Publishing – Status Quo and Perspectives") that presents the findings from the research. The statistical part of the paper provides an analysis of the German market.

What is the trend?

96.4 percent of directors at publishing houses who took part in the survey think that production in publishing is going to change. The market drivers central to this process are the market development and the digitization of products and of the chains of production.

With increasing flexibility and growing demands on the quality of multimedia products, it is becoming more and more important for publishing houses to involve production departments in strategic planning. This can be seen from the answers to the survey of producers: In fact, it is already true today that 82 per cent of them take part in strategic planning.

What do producers have to be careful about?

It is also noteworthy that 60 per cent of the production staff questioned in the survey who have completed an industry-recognized training course in production are not responsible for online products.



The research paper can be purchased for the price of 249 Euro plus value-added tax. Please contact Marlit Junge at +49.30.884.53 or at m.junge@klopotek.de for more information. Please note that this paper is available in German only.

In view of the growing demand for digital content, which can be 'repurposed' into various products, production staff should be eager to have the relevant know-how and to work in this field of business that is critical for the future of publishers.

Production can no longer be limited to managing individual products. It must change to be a business unit where complex production workflows enable the whole company to react faster to specific requests from customers. This is why project management, strategic thinking and teamwork will become more and more important, and production staff should obtain skills that will help them become proficient in these fields.