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WAN-IFRA INDIA 2017, 12-14 SEPTEMBER, CHENNAI

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# CELEBRATING THE SILVER JUBILEE



# Reinvent our print publications to continue to generate revenues

Interview with Raj Chengappa, Group Editorial Director, India Today Group & President, The Editors Guild of India

**Q: How has India Today managed to retain the No.1 position in the Indian news magazine scene?**

RAJ Chengappa: The rationale that has kept India Today magazine at No. 1 all these years is that we believe in the core values of clarity, credibility and relevance. Even in the age of information explosion that we are now in, these remain our core strengths. Of course, we had to

constantly reinvent ourselves and cater to the changing needs of our readers. On top of our mind has always been the existential question: Why should you read India Today magazine? In all the 41 years of our existence we have been able to satisfy our readers that India Today helps you make sense of the bewildering political, economic, social and cultural changes that India is constantly

experiencing. India Today's readership in the last Indian Readership Survey had grown and it was No. 1 in the News category with over 1.6 million average issue readership, while the readership of India Today Hindi edition stood at 1.3 million.



Raj Chengappa, Group Editorial Director, India Today Group & President, The Editors Guild of India



**Q: So what has been the big disruption you faced recently and how are you making India Today magazine relevant in today's news saturated scenario?**

RAJ Chengappa: The biggest disruptor in recent times is the way technology has powered an information explosion beyond anybody's imagination. News is now available 24x7 anywhere, anytime and anyplace you want to consume it. The existence of magazines is threatened because we are at the end of this consumption chain. But the explosion has also thrown up an opportunity. You now have a problem of plenty of information but with limited time on your hands to consume it. There is a cookie-cutter approach to dispensing news dictated increasingly by the possibilities and limitations of the mobile phone which is now the most important platform for consuming information. The result is that there is an even greater need to bring clarity, cohesion, credibility and curation while delivering news. India Today is an expert at doing that and this has made the magazine even more relevant in today's news environment than ever before.

**Q: So how did you reimagine India Today magazine to meet the challenge?**

RAJ Chengappa: What distinguished India Today from others is our ability to take very complex information, digest it, distill it and come with a clarity. Then present that clarity with excellent writing, great visual display and telling graphics. We are great storytellers which by the way is becoming a vanishing art. So we reimagined India Today to cater to current needs. We are clear that we were not going to be the McDonalds of journalism that offers standardised fast food anywhere in the world. We have made reading the magazine akin to a fine dining experience – where every dish or news item is thoughtfully prepared for you to enjoy and appreciate what you are consuming. So every issue now offers you a dazzling variety of appetisers, main courses and desserts that satisfies your hunger to be well informed and makes you look forward to reading it every week.

**Q: How has India Today magazine made use of social media channels to reach the stories to the new age reader. How is this integrated with your print offerings?**

RAJ Chengappa: Social media for us has become a force multiplier to stimulate interest in the magazine. Every week we do a show on Facebook live, which I usually anchor, in which we discuss why we opted for a particular cover design and discuss the key stories we have done in the magazine so that the reader gets a behind-the-scenes look at what goes into putting together India's finest news magazine. It has become hugely popular. We also use twitter to put out highlights of the magazines and selectively offer stories that the reader could read off the net without buying the magazine. There are many others ways we have devised to make use of the variety of platforms available.

**Q: Can you please tell us about journey of India Today Group so far?**

RAJ Chengappa: The India Today Group has now completed 41 years under the leadership of Aroon Purie, its Chairman and Editor-in-Chief. In all these years we have always striven to get you the truth without any agenda. To get you to understand contemporary issues that really matters. What makes India Today Group a formidable institution is its commitment to excellence in journalism. Today it remains a great journalistic organisation that is always striving to outdo itself in what ever it does and be

ahead of the curve. In the publications division, which I oversee, apart from India Today, which is the No.1 news magazine, we have Business Today, which is the No.1 business magazine. We publish a sassy daily tabloid called Mail Today. We also publish Auto Today and the Indian editions of Cosmopolitan, Harpers Bazaar, Harpers Bride, Robb Report and Readers Digest. In television, among the bouquet of channels we offer, we have Aaj Tak, the No.1 Hindi news channel, and India Today, that are among the top 3 English news channels. Meanwhile, in recent years the India Today Group Online presence, has grown exponentially and we are now among the top 3 web portals in the country. The India Today Group is now among the largest multi-media groups that straddles India and for that matter Asia.

**Q: While the reach of digital media is growing exponentially, the revenue from digital is slow to come. And looks like the reader is more willing to pay for news in print than in digital. What is your take on this?**

RAJ Chengappa: Yes. That is a paradox that all media houses are confronted with and has become our biggest challenge. What that means is that even as we find ways to increase our revenue from digital, it is important that we reinvent our print publications so that they can continue to generate revenues to not only sustain the business but grow it to the point till the digital revenues begin to take over. Otherwise a media organisation would go down under as many have done when they embraced digital wholeheartedly and found themselves deep in the red with no fall back options.

**Q: India Today uses an integrated newsroom. What are some of tangible and intangible benefits derived from this?**

RAJ Chengappa: The integrated newsroom has become a great boon to us and acts as a force multiplier to everything we do. For instance, recently I had done a cover story on Naveen Patnaik, the Odisha Chief Minister and how he had transformed the state. The chief minister is famously reticent and rarely gives press interviews. But we persuaded him to not only do a print interview but also a video-recorded one for television. While the print issue created waves, the television interview went on to become the most watched show for that week. And our digital news releases also recorded a high number of hits. The key remains to slice and dice your news to suit the medium rather than a one-size fits all.

**Q: Would you recommend an integrated newsroom strategy for every news publisher?**

RAJ Chengappa: Yes. But plan it carefully. Play to your strengths. Avoid a one-size-fits-all approach. Understand that there are horses for courses. In too many integrated newsrooms, journalistic skills of reporting, writing and editing are treated as if they are common across platforms. But many forget that journalism is an art like other creative professions. Would you for instance ask a classical music exponent to play rock music instead and expect him or her to meet the standards? Or ask your lawyer who is trained in corporate law to represent you in a criminal suit if your life depended on the outcome? The answer is that you would choose specialists to get the job done. It is the same with journalism – we have to respect the variety of skills that the newsroom brings to the table and then like orchestra conductors, editors need to bring the ensemble together to make the best music in which every participant feels that his or her skill and contribution is respected and vital the whole. You

may think that everyone can be trained to play the clarinet – they possibly could be. But I am sure that quality and excellence would become a casualty in the long run. Also I think the challenge is to integrate even business departments across platforms – in many organisations as in advertising agencies, each medium is still sold in silos with separate personnel to deal with the complexities of individual mediums.

**Q: In recent years, many media companies restructured their operations and reduced staff count, especially in editorial. How has India Today handled a similar situation?**

RAJ Chengappa: Restructuring the organisation and re-skilling your journalistic staff to meet the multi-media demands is an imperative today particularly because finance is under pressure. There is, however, a danger that you may lose the specialists and end up with only jack-of-all-trades who are masters of none. So how you restructure your organisation has to be well thought out. The first flush of the booming digital news business has actually dented the credibility of media especially with the proliferation of fake news. So there is a growing demand for skilled practitioners who understand the best tenets of journalism and communicate outstandingly through the platforms that suit their style. Those who can report and write both the short and long form stories well and also do audio and video journalism outstandingly – whether anchoring or in the field – will be stars. But these are rare gems. So rather than trying to nurture the one-journalist-should-meet-all-needs approach maybe we should be looking to engage the best specialists and draw from as vast a pool as possible in the most cost-effective way while maintaining a core-team of staffers to run the show.

**Q: The issues of 'Press freedom' and pressures from various quarters to stories that appear in the media are more prevalent today than ever. How do you tackle such challenges at India Today, and more so as the President of Editors Guild of India?**

RAJ Chengappa: I have always believed that any assault on the freedom of the press is an assault on the people of India and our constitutionally guaranteed right to freedom of speech, thought and expression. The Editors Guild of India was founded exactly forty years ago in 1977, to ensure that journalists have to neither bend nor crawl before those in power. The Guild was set up to serve as a forum of editors to meet discuss and seek solutions to professional problems pertaining to media, their social responsibility, ethics and standards. And most importantly to uphold the freedom of the press and to safeguard editorial independence. I am honoured and privileged to be the current President of the Guild. As the voice of press freedom the Guild has sought to maintain editorial independence and ethics and to come down strongly on those who would attempt in anyway to muzzle, intimidate, suppress, assault and even kill the torchbearers of free speech and expression. I am also happy to say that in the India Today Group we believe that the freedom of the press is inviolable. We also emphasise on the responsibilities of journalists to be fair, balanced and credible and report without fear or favour.



# SPH appoints new ED and CEO designate

**Singapore Press Holdings Limited (SPH) announced in May that it would appoint Mr Ng Yat Chung as Executive Director with effect from 1 July 2017. Mr Ng is currently an independent director of SPH and chairs the Board Risk Committee and is a member of the Executive Committee and the Remuneration Committee.**

After serving 15 years in SPH, Chief Executive Officer of SPH, Mr Alan Chan Heng Loon, 64, will be retiring with effect from 1 September 2017. He will also step down as a Director of SPH.

The Board has decided to appoint Mr Ng to replace Mr Chan as Chief Executive Officer on the same day. Mr Patrick Daniel, 63, will also retire and step down as Deputy Chief Executive Officer from 1 September 2017. He will continue as a part-time consultant and assist Mr Ng in managing some SPH subsidiaries and projects. Mr Anthony Tan, 44, will remain as Deputy Chief Executive Officer in SPH,

taking charge of both the English, Malay and Tamil Media Group and the Chinese Media Group, amongst other responsibilities. Mr Andrew Lim, an independent director of SPH replaced Mr Ng as the Chairman of the Board Risk Committee with effect from 1 July 2017.

Mr Chan joined SPH as Group President and Director on 1 July 2002 and became Chief Executive Officer on 1 January 2003. Prior to joining SPH, he was Permanent Secretary of the Ministry of Transport. Mr Chan was previously Permanent Secretary, Ministry of Communications and Info Technology (1999-2001), Deputy

Secretary, Ministry of Foreign Affairs (1997-1999) and Principal Private Secretary to Senior Minister (1994-1997). Mr Ng, 55, was Special Advisor of Neptune Orient Lines Ltd (NOL) from 9 June 2016 to 26 May 2017. Prior to that, he was NOL's Group President & CEO from 1 October 2011 and its Executive Director & CEO Designate from 1 May 2011 to 30 September 2011. He also held several assignments with Temasek Holdings between 2007 and 2011, after holding various positions with the Singapore Armed Forces, including as the Chief of Defence Force from July 2003 to April 2007.



Ng Yat Chung



Alan Chan Heng Loon



Patrick Daniel



Anthony Tan

## SPH reports Third Quarter Net Profit of \$28.9 million

**Singapore Press Holdings Limited (SPH) reported its results for the third quarter ended 31 May 2017 (3Q 2017). Net profit attributable to shareholders of \$28.9 million was \$23.8 million or 45.2% lower against the corresponding period last year (3Q 2016). The results for the current quarter were impacted by impairment charges of \$37.8 million, which primarily related to the magazine business whose performance continued to deteriorate further amid unfavourable market conditions.**

At the operating level, Group recurring earnings of \$34.3 million was \$26.5 million or 43.6% lower year-on-year. Excluding the impairment charges, group recurring earnings would have fallen by \$17.1 million or 19.2% due to decline in Media revenue. Group operating revenue slid \$31.6 million or 10.8% yoy to \$260.0 million, as performance of the media business continued to be hurt by the disruption of the industry and a muted economic environment. Reflecting the challenging headwinds, the media business saw a \$34.1 million or 15.7% dip in operating revenue as advertisement revenue fell \$29.2 million or 18.7% yoy and circulation revenue declined \$4.8 million or 10.6% against 3Q 2016. Despite a depressed retail environment, the property segment deliv-

ered a creditable set of results with a \$1.2 million or 2% yoy revenue growth.

Revenue from the Group's other businesses was \$1.2 million or 8.2% higher against the corresponding period last year, with the maiden contribution from the newly acquired healthcare business partially offset by lower revenue from the exhibitions business. On the cost front, the Group continued to exercise stringent cost discipline. Excluding the impairment charges, total costs for the quarter were \$193.6 million, some \$14.0 million or 6.7% lower yoy despite inflationary pressures. Investment income at \$11.7 million was \$7.0 million or 37.4% below 3Q 2016, attributable to a fall in dividend income and lower fair value gains on hedges for portfolio investments.

On a year-to-date basis, for the three quarters ended 31 May 2017, Group recurring earnings fell \$69.8 million or 30.6% yoy to \$158.1 million. Net profit attributable to shareholders of \$128.1 million was \$60.0 million or 31.9% lower against the corresponding period last year. Besides the decline in media revenue, other major factors impacting the results were the current quarter's impairment charges and restructuring charges in 1Q 2017 totalling \$53.7 million, as compared to an impairment charge of \$28.4 million in the corresponding period last year.

## TPG ups bid for Australia's Fairfax Media

**A consortium led by private equity giant TPG Capital has upped its offer for troubled Fairfax Media Monday and now wants to buy out the entire firm.**

In May this year TPG and the Ontario Teachers' Pension Plan Board offered 95 Australian cents per share for Fairfax's leading mastheads and its lucrative Domain Group focused on property advertising. This would have left shareholders with Fairfax's regional papers, 50 percent of its online streaming service Stan and its beleaguered New Zealand business, which was recently dealt a blow when the country's competition watchdog rejected a merger with NZME. TPG has boosted its offer to Aus\$1.20 a share in a deal that would see it take over the whole business. Fairfax newspaper the Australian Financial Review valued the new deal at Aus\$2.7 billion (US\$2.0 billion).

"The Fairfax board of directors is reviewing the revised indicative proposal," the media giant said in a statement. "The Fairfax board notes that there is no certainty that the revised indicative proposal will result in an offer for Fairfax, what the terms of any offer would be, or whether there will be a recommendation by the Fairfax board."

The TPG offer comes amid hefty cuts at Fairfax which earlier saw journalists strike for a week protesting job losses as the publisher struggles with dwindling advertising income. While its newspaper business has been hit by a slump in advertising revenue, Domain has seen revenues grow, with the company seeking to spin off the profitable property advertising hub into a separate business. Fairfax in February reported a six percent rise in half-year net profit to Aus\$84.7 million amid cost-cutting and a strong showing by Domain.

(AFP)



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# EAE wins key retrofit order from the Times of India

**The Times of India, India's largest English-language daily newspaper, has charged EAE Engineering Automation Electronics with the modernization of a newspaper press at its printing centre in Sahibabad, just outside Delhi.**

This new retrofit project represents EAE's biggest direct order to date from this country in South Asia. Established in 1838, the Times of India belongs to the Indian media group Bennett, Coleman & Co. Ltd. (The Times Group). Its circulation currently totals more than three million copies per day.

The newspaper company operates 13 printing centres across the country. At the site near Delhi, newspaper production takes place on four web presses. The portfolio includes the Times of India and Navbharat Times, both of which are published daily, as well as various other titles for Delhi and the surrounding area.

The company had already been thinking about modernizing an aging manroland GEOMAN web press in Sahibabad for some time. The situation became more urgent when technical defects and production stops started to become a regular occurrence at a time when several components of the control electronics were discontinued and it grew more difficult to get hold of spare parts. After



sounding out the options in considerable depth, the company elected to cooperate with EAE.

EAE's retrofit experts will upgrade the web press – which has five four-high towers, one double folder and eight reel stands – to the latest state of the art.

## Reliable production for the next decade

EAE will exchange the entire press and drive controls, all of the most important drives and the obsolete Interbus loop system. The existing system will be superseded by a modern EAE solution plus an EAE Print production planning and preset system. Three control consoles belonging to the very newest EAE Desk 7 generation will simultaneously replace the present press control consoles. The retrofit should guarantee reliable production of the newspaper web press and maximum availability for the next ten years.

"We opted for EAE, or rather QIPC-EAE India, because they are a supplier with enormous experience in press retrofits. They were able to offer us a solution that is very much geared to standards and based on hardware which is freely available in the market. The decision to equip the press with the most advanced control, drive and preset technology possible will profit us not only with higher availability but also with a leap in productivity," says Snehasis Roy, the Times of India's Technical Director.

## Key order in the Indian market

A slightly unusual procedure was chosen regarding the execution of the retrofit work. Whereas EAE in Ahrensburg (Germany) will take care of the planning, software development and project-related coordination, the operational implementation in the field will be in the hands of QIPC-EAE India.

QIPC's Indian subsidiary will source the necessary hardware from the local market and then carry out the essential preassembly and testing and finally the installation. QIPC-EAE India will additionally provide primary service and support and set up a spare parts depot.

"We're delighted that the Times of India has put its trust in EAE's retrofit expertise and standards based solutions by entering into a partnership with us," comments Vijay Pandya, Managing Director & CEO of QIPC-EAE India. "This key order will help us demonstrate our retrofit capabilities to the whole of the Indian newspaper market."

## Flexibility for jobs of all sizes



**The one2out line premiered by Swiss company Ferag (Hinwil) at drupa 2016 presented the market with a completely new system of machinery for the flexible processing of inserts and advertising brochures. Meanwhile the modularly designed system already has a number of satisfied users.**

afdDirektwerbung, based in Weinheim (Germany), was one of the companies to be immediately sold on one2out. Even before drupa, this subsidiary of Dr Haas Media Group (MannheimerMorgen) as well as EgroDirektwerbung had both decided to invest in the new system.

Its flexible concept with two independently operable production tracks matched particularly well with the mix of orders that the company handles. Week after week, around 480,000 sets totalling some four million brochures are picked according to their distribution zones, collated and shipped out of Weinheim to direct mail carriers. From there, they find their way to mailboxes, particularly in the Rhein-Neckar metropolitan and southern Hesse regions.

The one2out system features two lines each with 17 insert hoppers and a jacket-fix module, followed by a PostStack and a SmartStrap. These were delivered and installed in August last year.

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# Regional task force one way to fight bogus political news

**With fake news becoming a growing concern during such political events as the United States presidential election last November and Jakarta's election for governor in April, Asian regional media outlets discussed ways to be pro-active in guarding against the spread of misinformation and falsehoods.**

One suggestion was to set up a regional task force to verify rumours during such major events.

But there is a risk, said The Straits Times managing editor Fiona Chan. In educating people about misinformation, newspapers would look like they are supporting the party that has been attacked, she added. "(We have to) be aware that as media players, we are not putting out a partisan stance about it," she said.

Ms Chan was summing up the discussion of a session on fact-checking at the end of a two-day confer-

ence on fake news jointly organised by The Straits Times and the World Association of Newspapers and News Publishers (WAN-IFRA) (in June this year).

She also noted that news organisations tend to collaborate only during a crisis, when there is "more shared interest in fighting misinformation than worrying about competitive interest".

It prompted WAN-IFRA's Asia director Gilles Demp- to propose that newspapers in the region form a loose coalition, an "Asian election task force". It could

## Keep it real: Truth and Trust in the Media

Here are the key recommendations proposed by participants of three workshops during the conference on fighting disinformation organised by The Straits Times and WAN-IFRA.

### Fact-checking

1. Train journalists and equip them with tech tools to verify news.
2. Asia News Network to draw up a checklist to help journalists and readers to identify hoaxes and other types of fabricated or manipulated content.
3. Create citizen communities to help fact-checking.
4. Create a common database of news sites that create and distribute fake content for Asia News Network members to tap in to.
5. Spread awareness about the issue. This could take the form of advertising campaigns or videos done by newsrooms.
6. Create an Asian news task force, comprising of regional members to debunk false information and fact-check on issues of common concerns such as terrorism, South China Sea etc.
7. Set up an ANN election watch group to fact-check fake news during elections.
8. Create messaging groups to alert fake news instances.

9. Work with media schools and universities to contribute to fact-checking projects.

### News literacy

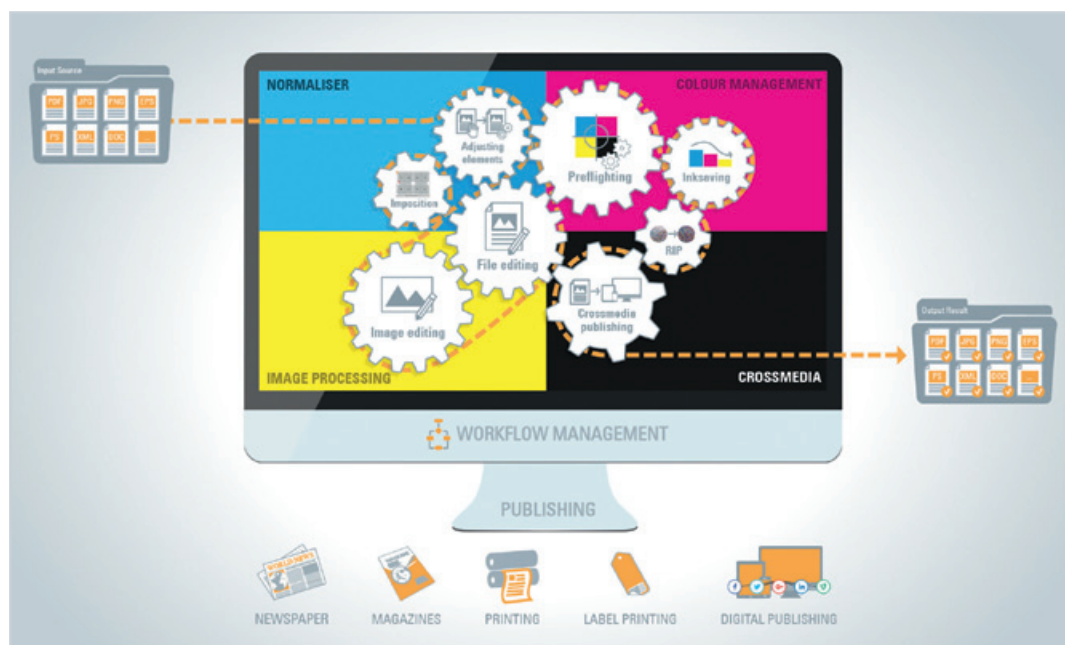
1. Countering fake news has to be habit forming.
2. Integrating media literacy skills into the existing school curriculum.
3. Use youth role models and celebrities to champion the cause.
4. To prevent seniors from spreading fake news, engage "ambassadors" within their community to create Facebook or Whatsapp groups to spread awareness on their networks.
5. Create an online WAN-IFRA news literacy group to roll out measures to counter disinformation.
6. Media companies should expand their efforts to promote good journalism.
7. To avoid, as much as possible, the term "fake news" which is vague and misleading ("fake news" isn't actually "news") and has been widely used by governments around the world to discredit legitimate journalism.

### Media Policy

1. Media policy doesn't only relate to regulation. We also need to look at non-regulatory techniques.
2. All stakeholders (government, media, academic and other organisations) must participate in the media policy to tackle fake news.
3. There is a need for a better understanding of the drivers of demand and supply of misinformation or disinformation.
4. Preventing the monetisation of false, misleading content as an effective way to fight this problem.
5. Build a more resilient community to deal with fake news and help individuals to make better judgment on information.
6. Study models of public service broadcast to promote reliable and responsible journalism.
7. Recommend the setup of independent regulatory bodies to maintain objectivity in the monitoring of the news ecosystem. Governments cannot be judge and jury.

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be introduced for the upcoming general election in Malaysia, with the country's news organisations taking the lead in correcting misinformation. Others can play a supporting role and put into practice the lessons learnt, when their own country holds an election, Ms Chan said.

Hong Kong University lecturer Anne Kruger said it is an opportunity for journalists to rethink how they approach reporting. The focus has traditionally been on who is winning or losing. But fact-checking would force them to look deeper into policies and what citizens want, she said.

"You are fact-checking not just hoaxes, news items that are coming through, but also pushing through a little bit more of a civic journalism type of approach, where we try to get some answers for society as well," she said.

Around the world, the spread of falsehoods has made headlines during elections. In the days leading up to the United Kingdom's general election this month (June 2017), for example, the Conservatives were accused of creating "fake news" in a video that went viral and a Facebook advertisement, both misrepresenting Labour politician Jeremy Corbyn.

**Seow Bei Yi**

(A version of this article appeared in the print edition of The Straits Times on June 21, 2017).

## Check platform helps HK varsity students to verify 'fake news'

By Joyce Lim, Hong Kong correspondent, The Straits Times

**When news broke that supporters of Chief Executive-elect Carrie Lam were paid HK\$600 (S\$106) to rally for her outside Wan Chai's Convention and Exhibition Centre on polling day on March 26, a group of Hong Kong University students sprung into action to find out if this was indeed the case.**

This was true, they found, after tracking down the person who was using chat applications like WhatsApp, to recruit part-time supporters for Mrs Lam.

In another incident, the students checked out a rumour that disgraced former chief executive Donald Tsang had committed suicide in jail. They quickly confirmed this was not true.

These checks were part of an exercise done by students from the university's Journalism and Media Studies Centre, in a project called Cyber News Verification Lab.

Founded last September by former CNN journalist Anne Kruger, the lab uses a software called Check, which provides a digital platform for students to work together. On the platform, they can list and share the steps they have taken to verify a claim in a news report or social media post.

"We have been researching 'fake news' here in Asia well before Donald Trump made it famous!" Ms Kruger, 44, an Australian who used to co-host News Breakfast on the ABC News 24 Channel, told The Straits Times last week.

The term "fake news" became a trending topic after the United States President started using it routinely last year, to discredit news reports that he dislikes.

Hong Kong University journalism students "dispelled a number of frightening rumours" circulating on WhatsApp during the pro-democracy Occupy Central protests in 2014, said Ms Kruger.

They set up a Facebook site called Live, Verified, which had over 100,000 "likes" in the first two days as they were able to calm fears by proving many rumours to be false. For example, a student heard talk one evening about how triad members were causing trouble in Mong Kok and immediately activated some students to check on the situation. They spoke to people on the ground and confirmed that it was just a rumour.

Said Ms Kruger: "While I say participatory technology has led to the increasing spread of fake news, we are also at an important juncture: the technology companies are beginning to come on board and take some responsibility about finding solutions to the problems.



"We have been researching 'fake news' here in Asia well before Donald Trump made it famous!" says former CNN journalist Anne Kruger. ST PHOTO: JOYCE LIM

"It is early days and I don't believe fake news will ever be fully stamped out due to human nature, but there is hope on the horizon." She added that good journalism often requires a journalist to carry out multiple checks before publishing a piece of news. Ms Kruger said one thing the project has found is that social media messages sent through chat applications have a higher chance of being false or rumours.

Between January and April this year, her students found that at least 40 per cent of 31 "news" posts spread through social media applications such as WhatsApp, were false. During the week leading up to the Chief Executive election, students conducted checks on 45 reports and found at least two of them fake. They verified at least 23 reports, found 11 inconclusive, and are still verifying the rest.

Ms Kruger warned that blogs which often portray a one-sided, biased view could have a snowball effect when people keep sharing it. "Citizen journalism is great, however, we need to hold it accountable like we would hold a good investigative journalist accountable."

Ms Kruger had spoken about the Cyber News Verification Lab project on June 19 and 20 at a Singapore conference that aims to fight the spread of fake news and improve media literacy in Asia. Called "Keep It Real: Truth And Trust In The Media", it was organised by The Straits Times and the World Association of Newspapers and News Publishers.

Speakers include ST political editor Zakir Hussain, ST associate opinion editor Lydia Lim, Ms Irene Jay Liu, who leads Google News Lab in the Asia-Pacific, and Ms Karolin Schwarz, a fact-checker at German non-profit investigative organisation correctiv.org

(A version of this article appeared in the print edition of The Straits Times on June 07, 2017).

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# 14 essential KPIs for newspaper production companies

Newspapers have very short lifespans. They live for a day or even just a few hours. Readers want their copy on their table before coffee in the morning. The later the copies reach customers, the more likely it is for the newspaper to lose customers and readers. A few hours delay in production may result in a loss of thousands of readers. Newspaper manufacturers have very limited time and so it is essential that they optimize production and improve efficiency. Optimizing or reducing the cost with only limited time in hand is the toughest challenge of all.

There was a time when excess paper was thrown away and manufacturers were not bothered much by waste. But that's no more applicable for newspaper manufacturing or any other industry. The newspaper industry is getting more competitive every day and every company wants to be a better performer by cutting costs and improving efficiency without affecting their production operations time.

## So, how do we optimize production costs?

If we do a Pareto analysis of production costs and raw material costs, improving efficiency is imperative. Efficiency, benchmarking and lean manufacturing techniques are often discussed in the automobile industry. The newspaper industry has also realized the need to reduce the amount of waste, production delays and delivery errors.

WAN-IFRA joined hands with industry leaders to set up few key parameter indexes (KPI) for the newspaper manufacturing industry. Our idea is to benchmark these indexes across the industry so that companies can compare their performance with their competitors and their peers. This was difficult to establish initially because different companies followed different metrics for the same performance index. So, the primary objective of WAN-IFRA was to streamline the metrics across the industry for each KPI. WAN-IFRA has come up with 14 key performance indexes that are necessary for a newspaper company and the metrics are standardized across.

Project background and results: A total of 31 printing plants are involved in this project. Data was collected for 14 KPIs for the year 2016. This new WAN-IFRA project aims to help participants' printing plants assess their manufacturing efficiency, compare their performance with other similar production sites, identify areas of improvement, take improvement actions and review results. The graph below shows the typical cumulative report of the KPIs.

## Energy efficiency

Energy efficiency is the most important KPI for any industry. There is a prediction that in a few decades the world will be dependent only on renewable energy. Non-renewable energy is the main reason for greenhouse gases and global warming. Moving towards renewable sources of energy and using energy efficiently is becoming essential.

Many newspaper manufacturing companies were following metrics of pages produced per kilowatt hour of energy. This may make sense for their own assessment, but it's difficult to compare and benchmark against others where different newspapers have different cut off lengths. So, WAN-IFRA had standardized a new metric as pages produced per kilogram of newspaper delivered to customer. We also found that there is quite a lot of improvement in the co-relation co-efficient. Power from grid and diesel generators both are taken into account to eliminate the differences in metrics.

$$\text{Energy efficiency} = \frac{\text{Energy consumed}}{\text{Paper delivered to customers}}$$

## Paper efficiency

A major portion of production costs come from newsprint costs. So, it is again the most important index for newspaper production houses that aim to control or optimize their costs. Even though they were following the same metrics, they were not uniformly including the various types of wastes while calculating their total newsprint waste percentage. Some were including wrapper, core and tear-off waste and a few excluded one or more kinds of waste while calculating.

$$\text{Paper efficiency} = \frac{\text{Total newsprint waste in tons}}{\text{Total newsprint consumed in tons}}$$

## Ink mileage

Across the industry, ink mileage is calculated as pages produced from one kilogram or ton of ink consumed. Here again we faced challenges in standardizing the metrics. Almost all the companies were following the same metrics of pages per kilogram, but the challenge was different companies had different page lengths (cut-off). So, we were not able to compare and relate the values of one company with another and not able to set-up benchmark value for optimum ink mileage across industry. Then, after some rigorous analysis we changed the metrics to ink consumed to produce a square meter of printed area.

$$\text{Ink mileage} = \frac{\text{Total ink consumed in tons}}{\text{Total printed area (m}^2\text{)}}$$

## Water consumption & Dampening solution

Water consumption and dampening consumption have more similar metrics. We tried to get the best co-relation fit by relating it to consumption of dampening solution or water per ton of paper delivered to the customer. We had better co-relation co-efficient with about 0.95 for dampening consumption, where in co-efficient falls slightly below 0.7 for water consumption.



$$\text{Water / Dampening efficiency} = \frac{\text{Damp or water Consumption in litres}}{\text{Total newsprint consumption in tons}}$$

PE Film packing consumption and Industrial liquid waste will be a concern for any industry. Already in many countries there are strict regulations in place to manage waste. In the future, we may have to spend more money to process waste and destroy it. It's wise to act early than being late. In fact, many of the leading newspaper are taking eco-friendly initiatives. Developer free plates, paper base packing material and solar energy are already in place in some of the newspaper printing plants. No doubt that water and waste management will involve huge cost in the future. So, we identified an index towards environment measures as well. This index is will evaluate a metric of PE film or liquid waste consumption per ton of newspaper delivered to customer.

The project also identified a few more benchmarking indexes for newspaper production:

- **Developer and washing agent consumption**  
Metrics: Consumption per ton of newspaper delivered to customer
- **Production surface occupation**  
Metrics: Production are occupied per ton of newspaper delivered to customer
- **Newsprint Stock turn in %**  
Metrics: Average paper stock / Total newsprint consumed
- **No. of web breaks per 100 reels**
- **Manpower efficiency**  
Metrics: Number of man hours worked / Paper delivered to customers

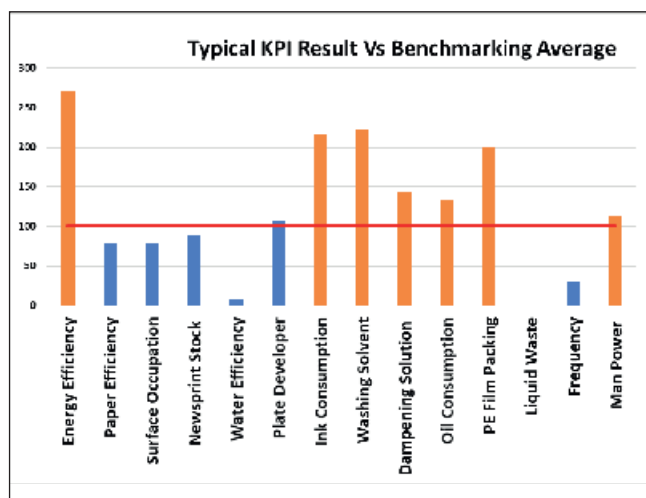
## Conclusion

The result of this project showed, while the Indian newspapers compete closely in various indexes, the variance between the results in particular categories were so large that any simple step to bridge the gap could generate good results for the industry and care for the environment. For example, in the paper efficiency metrics, if all the 31 printing centers were to reach the average benchmarking results, it would mean savings of INR 82.2 million on newsprint consumption and INR 49.92 million from ink savings. The industry as a whole would benefit from such an effort.

Any newspaper printing site can join this project and benchmark their production operations against these 31 printing centers. Also, they may compare performance between product lines / business units within their own company.

Later, drill down into performance gaps to identify areas for improvement and launch a project or initiative to improve upon the key performance index and review the performance frequently.

For more details of the project, please write to [prabhu.natrajan@wan-ifra.org](mailto:prabhu.natrajan@wan-ifra.org)





# NZME upgrades to meet needs of a changed industry

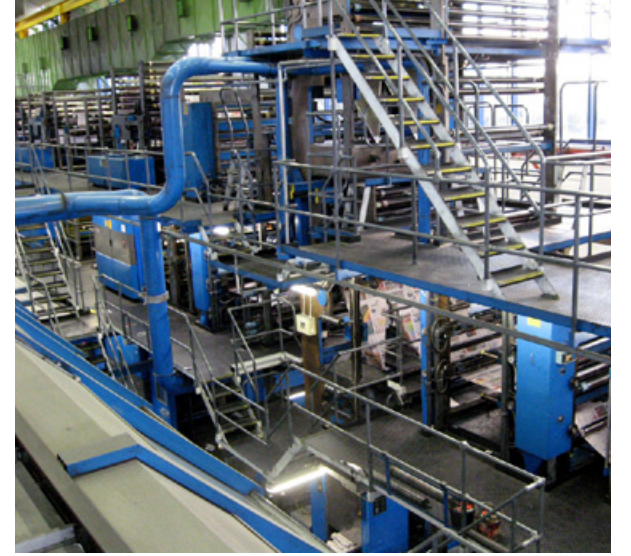
**A large order to refit and automate colour control on a 21-year-old newspaper press on “the other side of the world” is a special one for Q.I. Press Controls for two reasons.**



For one thing, it's the classic scenario of the grand old press installed when print was king – and primarily to print a single flagship title – turned in a post-consolidation industry to produce a variety of publications with greater demands and shorter runs. Secondly, there's a personal cachet for QIPC director Menno Jansen in delivering a much better system than the one in which – as it happens – he was involved before establishing the Netherlands-based company he now leads with Erik van Holten.

The big news is that NZME Print in Auckland, New Zealand, has commissioned Q.I. Press Controls to undertake a complete retrofit of its Goss HT70 press, delivering a 61-camera system to automate not only register and cut-off, but also colour itself using QIPC's IDS-3D technology. Installed to print the flagship daily New Zealand Herald for then owners Wilson & Horton, the double-width Goss press now prints a variety of other work including NZME dailies the Bay of Plenty Times and The Northern Advocate alongside contract work for Fairfax New Zealand, with whom a merger has been agreed subject to regulatory approval.

The Fairfax work includes 30,000 circulation daily Waikato Times, 25,000 Sunday News and about 55,000 copies of the national Sunday Star Times – also printed at other Fairfax sites – with these and NZME's Herald on



Sunday produced side-by-side and to the same production deadlines. All this has put a good deal of pressure on a site which prides itself on its culture and its commitment to quality. Last year the Ellerslie plant was admitted to WAN-IFRA's International Newspaper Color Quality Club for a second term, a runner up in the PANPA print site of the year competition, and among winners in the annual SWUG NZ print quality awards.

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# Exhibitor information and contacts

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13-14 September, Chennai

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## Bombay Well Print Inks Pvt.Ltd - 1.12

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## Prakash Web Offset Pvt. Ltd – 1.13

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# World Editors Forum – South Asia Summit

Day 1: Wednesday, 13 September 2017

## Opening session

- 09.30 Inauguration and welcome.
- 09.40 **Keynote address: Media organisations and the sustainable future.**  
*David Callaway, CEO & The Street Inc., USA*
- 10.05 **Panel discussion: Future of news media business.**  
CEOs of leading Indian news publishing companies discuss the future prospects and challenges.  
*D D Purkayastha, MD & CEO, ABP Pvt. Ltd., India*  
*Rajiv Lochan, MD & CEO, Kasturi & Sons Ltd, India.*  
*Rajiv Verma, CEO, HT Media, India.*  
*Moderated by Thomas Jacob, COO, WAN-IFRA, Germany.*
- 11.00 Networking break.

## Session 1: Journalism in the digital world

- 11.30 **A paying reader vs. promiscuous reader.**  
The Hindu increased the cover price of the newspaper in Chennai and probably the highest in the country. They still maintain the hold over their readers. How it worked and what makes their exercise unique.  
*Mukund Padmanabhan, Editor, The Hindu, India.*
- 12.00 **Re-imagining India's No.1 news magazine.**  
*Raj Chengappa, Group Editorial Director, India Today.*
- 12.30 **The classic journalism in the digital world is not dead.**  
It is about unlearning and learning again. Network 18 has smartly mastered the art of presenting the journalism to the new age reader. How do they do it and what are the results so far.  
*Sitaram Shankar, Managing Editor, Network 18, India.*
- 13.00 Networking lunch.

- 13.45 - **Breakout session**  
15.00 **sponsored by Facebook**  
Facebook for publishers and journalists: An interactive session where you can learn about the platform, insights, new product updates, global case studies and more.

## Session 2: Trust and quality of news

- 14.00 **Social media reach and fake news.**  
Experiences protecting the interest of the reader and the publisher.  
*Shadi Rahimi, Senior Producer, Al Jazeera, USA.*
- 14.30 **Shoe-leather and paper:**  
The importance of field reporting and archival research is more than relevant today. How to adopt it to modern day practices.  
*Michael Schmidt, Media consultant, South Africa.*
- 15.00 **News credibility in the digital age**  
As news distribution gets democratized and audience habits change rapidly, how are different stakeholders responding?  
*Unni Balakrishnan, Chief of News, Mathrubhumi Television, India.*
- 15.30 Networking break.

## South Asian Digital Media Awards

- 16.00 **Presentation of South Asian Digital Media Awards (SDMA)**  
for the outstanding work by newspublishers in South Asia in ten different categories and a winner speak on their work. Jointly presented by Google.
- 17.00 **Summary and conference closing for the day.**
- 19.15 **Welcome dinner.**

Day 2: Thursday, 14 September 2017

## Session 3: Big data & reader engagement

- 09.30 **Machine learning and artificial intelligence**  
What does the latest technology developments teach us about the future of news.  
*Speaker invited.*
- 10.00 **The power of data visualization.**  
BBC News won Gold at WAN-IFRA's European Digital Media Awards for its project "Life and death in Syria," which aims to bring the conflict's toll to life

with a mix of data visualisation and simple, stark facts. A case study.  
*Bella Hurrell, Assistant Editor, BBC News, UK.*

- 10.30 **The use of social media bots is taking journalism to a new high.**  
How? A case study from The Daily Star, Bangladesh.  
*Tajdin Hassan, Head of marketing, The Daily Star, Bangladesh.*
- 11.00 Networking break.
- 11.30 **Audience development and big data.**  
*Mi Li, Senior Marketing Manager, Audience Development and Global Partnerships, The Financial Times, USA*
- 12.10 **'No more going to the jungle'**  
The award-winning campaign from Dainik Jagran is an example of fine reader engagement program which won them award in WAN-IFRA's Asian Media Awards.  
*Basanth Rathore, Sr VP, Strategic Planning, Brand and Business Development, Jagran Group*
- 13.00 Networking lunch.
- 14.00 **Reader engagement initiative.**  
A case study of sub-brand adding value to the main title by Times of India.  
*Vinita Nangia, Director, Write India, Times of India.*
- 14.30 **Young Reader Initiatives and unique exercises at Fun Times – a case study.**  
*Hiranthi Fernando, Editor, Fun Times, Wijeya Newspapers, Sri Lanka.*
- 15.00 Networking break.

## Session 6: The Future of Print

- 15.30 **The ultimate paper guide.**  
A look into the International cross industry project on paper handling and logistics.  
*Manfred Werfel, Deputy CEO, WAN-IFRA, Germany.*
- 16.00 **Print, the (new) profit centre.**  
Making innovations work for you and integrating it with our revenue streams. Ideas and best practice experiences.  
*Speaker invited.*
- 16.30 **Business strategy and the vision for driving company into the future.**  
Experiences of a leading South East Asian company.  
*Speaker invited.*
- 17.00 **Vote of thanks and conference closing.**

### Workshop 1: Investigative Journalism

12 Sep 2017, ITC Grand Chola, Chennai.  
Session time: 09.30 hr to 16.00 hr  
Workshop leader:  
Michael Schmidt, Media Consultant, South Africa.

Investigative journalism deeply investigates a single topic of interest and spending several months for researching and preparing a report. This workshop will touch all the basic and advance elements of Investigative journalism.

### Workshop 2: Business models for print production

12 Sep 2017, ITC Grand Chola, Chennai.  
Session time: 09.30 hr to 17.00 hr  
Workshop leader:  
Manfred Werfel, Deputy CEO, WAN-IFRA, Germany.

This seminar will discuss about World Press Trends, various business models for print, best practices, innovations & tools, status of inkjet printing and new technology available in the market for print growth.

### Workshop 3: Innovative storytelling – Google News Lab workshop

12 Sep 2017, ITC Grand Chola, Chennai.  
Session time: 16.15 hr to 17.30 hr

Lead by Google's News Lab expert, this workshop will showcase the resources and tools that Google makes available to newsrooms for developing innovative storytelling. Tutorial and best practices from around India and South Asia.



WAN-IFRA India 2017

World Printers Forum Conference

Day 1: Wednesday, 13 September 2017

Opening session

- 09.30 Inauguration and welcome.
- 09.40 **Keynote address: Media organisations and the sustainable future.**  
*David Callaway, CEO & The Street Inc., USA*
- 10.05 **Panel discussion: Future of news media business.**  
CEOs of leading Indian news publishing companies discuss the future prospects and challenges.  
*D D Purkayastha, MD & CEO, ABP Pvt. Ltd., India*  
*Rajiv Lochan, MD & CEO, Kasturi & Sons Ltd, India.*  
*Rajiv Verma, CEO, HT Media, India.*  
*Moderated by Thomas Jacob, COO, WAN-IFRA, Germany.*
- 11.00 Networking break.

Session 1: Print, the Profit Centre

- 11.30 **Print-Online-Performance Gap**  
A look into the reality of printed newspaper today and in the future.  
*Manfred Werfel, Deputy CEO, WAN-IFRA, Germany.*
- 11.50 **Newspaper printing in a digital world.**  
*Knud Kraft, Head of Production, Axel Springer, Berlin, Germany.*
- 12.10 **Learning from book publishing industry**  
How in spite of digital reach, printed book publishing is flourishing. What are the structural changes book publishing went through and how successful publisher turned it to their advantage.  
*Bimal Mehta, CEO & Board Member, Vakils Printer & Publisher, India.*
- 12.30 Networking lunch

Session 2: Quality and Cost Optimisation

- 14.00 **Hindustan Times has changed the format of their business daily “Mint” from Berliner to Broadsheet.**  
How this strategical move helped them to improve quality and save cost - A case study  
*Anjan Mazumdar, Asst. Vice President – Quality & EHS, HT Media, India.*

- 14.30 **Mechanical audit of the press.**  
Using condition monitoring techniques helps newspapers to improve the operational efficiency and reduce the cost of production.  
*Tonyraj Rajan, Dy. Chief Manager, BCCL, India.*  
*Arvind Mallya, Chief Manager, BCCL, India.*
- 15.00 **Production benchmarking using environmental key performance indicators.**  
This presentation on WAN-IFRA’s latest research project will look into how the major Indian newspaper printing plants are ranked on these indicators and what is the take for the industry.  
*Prabhu Natrajan, Research Engineer, WAN-IFRA, India.*
- 15.30 Networking break.

Session 3: Managing Newsprint Cost

- 16.00 **Managing newsprint cost is a critical factor.**  
For a newspaper printing company newsprint accounts for major chunk of opex. Experiences from Malayala Manorama.  
*P P Prakash, Vice President – Materials, Malayala Manorama, India.*
- 16.30 **GST and its impact on newsprint procurement and logistics.**  
*Nambi Rajan Narayanan, CFO & Company Secretary, Kasturi & Sons Ltd, India.*
- 17.00 **Summary and conference closing for the day.**
- 19.15 **Welcome dinner.**

Day 2: Thursday, 14 September 2017

Session 4: Improved print products and distribution models

- 09.30 **Paper – improved newsprint for high-value products.**  
*Anu Ahola, Senior VP, UPM, Germany.*
- 10.10 **How (special) inks can help to attract new business for newspaper printers.**  
*S S Kulkarni, General Manager – Technical, Huber Group, India.*
- 10.30 Networking break.
- 11.00 **Greenolution as holistic sustainable solution for eco-friendly printing.**  
Printing technology in plates, chemicals and consumables, helping to offer improved print products. How does it help the industry?  
*Amit Khurana, COO – Newspaper Group, TechNova, India.*

- 11.20 **How is the distribution of newspaper worldwide organised?**  
In spite of the latest in newspaper printing, the delivery of the printed newspaper in time early in the morning to the reader still remains a challenge. How are the advanced newspaper operations worldwide manage newspaper distribution? An overview.  
*Manfred Werfel, Deputy CEO, WAN-IFRA, Germany.*
- 11.35 **Rheinische Post handles the newspaper delivery of not just their copies, but also of their competitive titles.**  
Automated MIS and systematic planning approach has helped them to reach the newspaper to the reader on time. A case study.  
*Michael Kiesswetter, Managing Director, Rheinische Post AdLog GmbH, Germany.*
- 12.15 Networking lunch.

Session 5: New revenue streams

- 14.00 **How newspaper printing press could be used to produce magazines, books etc.**  
What are all the additional investments needed in printing press and mailroom systems.  
*V S Narayanan, General Manager - Technical, Dinamalar, India.*
- 14.30 **Innovative mailroom products for Indian market.**  
Presentation from mailroom suppliers.  
*Kurt Naef, Regional Sales Director, Muller Martini, Switzerland.*  
*Per Hallendorff, Executive Project Director, Schur Packaging Systems AB, Sweden.*  
*Marcel Binder, Sales Director, WRH Global, Switzerland.*
- 15.00 Networking break.

Session 6: The Future of Print

- 15.30 **The ultimate paper guide.**  
A look into the International cross industry project on paper handling and logistics.  
*Manfred Werfel, Deputy CEO, WAN-IFRA, Germany.*
- 16.00 **Print, the (new) profit centre.**  
Making innovations work for you and integrating it with our revenue streams. Ideas and best practice experiences.  
*Speaker invited.*
- 16.30 **Business strategy and the vision for driving company into the future.**  
Experiences of a leading South East Asian company.  
*Speaker invited.*
- 17.00 **Vote of thanks and conference closing.**
- 17.15 **Visit to a printing plant.**





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