The Christian Science Publishing Society

Technology for Publishing helps manage change and modernize practices, setting new standards for publishing process excellence

BRIEFING: WILL ISRAEL TARGET IRAN? 8
REBALANCING THE WORLD ECONOMY 20
SOLAR POWER YOU CAN AFFORD 36

WHO'S GETTING IT RIGHT?
A global survey

IN 2006, The Christian Science Publishing Society (CSPS) recognized that, as the format for publishing media was shifting from print to online, its organization was fast approaching a crossroads. How to continue to produce content for its growing and changing audience needs? How to maximize its journalistic talent for new and varied media? How to initiate change at a global level in a long-established culture?

It was at this point of recognition that CSPS executives decided to aggressively pursue reshaping the organization's publishing strategy, editorial process, and technology.

The Christian Science Publishing Society (CSPS), based in Boston, Massachusetts, is best known as the publisher of *The Christian Science Monitor*, one of the oldest and most respected newspapers in the country. While the *The Christian Science Monitor* is

not a religious publication, several other groups within the Publishing Society are specifically focused on creating publications to support its worldwide church membership.

The Christian Science Periodicals group publishes two magazines: *The Christian Science Journal*, a monthly publication first published in 1883; and the *The Christian Science Sentinel*, a weekly publication that also produces a weekly radio edition. Additionally, the Bible Lessons Products group produces a variety of products to support the worldwide church services of the organization. Content from all of these groups provides the basis for several CSPS web sites today.

The first mission defined was to develop a common publishing platform and format across all products and the organization, with standardized content that could be used for new methods of content distribution. Knowing that it needed an experienced partner to facilitate this ambitious effort, CSPS retained Technology for Publishing (TFP) to support an implementation that began with *The Christian Science Monitor* but led to a multi-year initiative modernizing all publishing product areas.

"Leveraging TFP's extensive publishing knowledge, experience, and industry network gave us the confidence to make the process and structural changes necessary for success," states Lyon Osborn, CFO for The Christian Science Publishing Society.

The Challenges

CSPS faced a varied set of challenges for implementing a new strategy across each of the three main publishing areas. All were similar yet each uniquely different. For *The Christian Science Monitor*, the immediate goals were:

- Replace an aging Quark Publishing System (QPS) with a new InDesign-based editorial

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— LYON OSBORN, CFO

workflow system (including replacing QuarkXPress with Adobe InDesign for page layout)

- Switch to Open Type fonts for cross-platform compatibility, adopt current font technologies

- Streamline XML content creation and automation for its newly redesigned, expanded web presence

- Redesign organizational structure to combine print and web staffs into one

- Change supporting editorial processes to accomplish multi-platform publishing

This was by no means a small feat. All of the people, process, and technology transformational work had to be done without interrupting production of a daily newspaper for over 60,000 subscribers. This restricted the options for a system transition to an overnight cutover, with no room for failure.

The Periodicals Group, on the other hand, was starting at a more elementary state. *The Christian Science Journal* and *The Christian Science Sentinel* did not have repeatable, efficient editorial processes in place and were using paper-based editing and approval instead of an electronic publishing workflow. However, they also wanted to reach the same level of technology-supported editorial process discipline as the *Monitor* to reduce rework costs for last-minute changes, improve overall quality, and to utilize staff effectively.

The third area, the Bible Lessons Products group, with remote staff in Canada, needed to start using a collaborative editing approach to improve accuracy and efficiency. Centralizing the data for greater transpar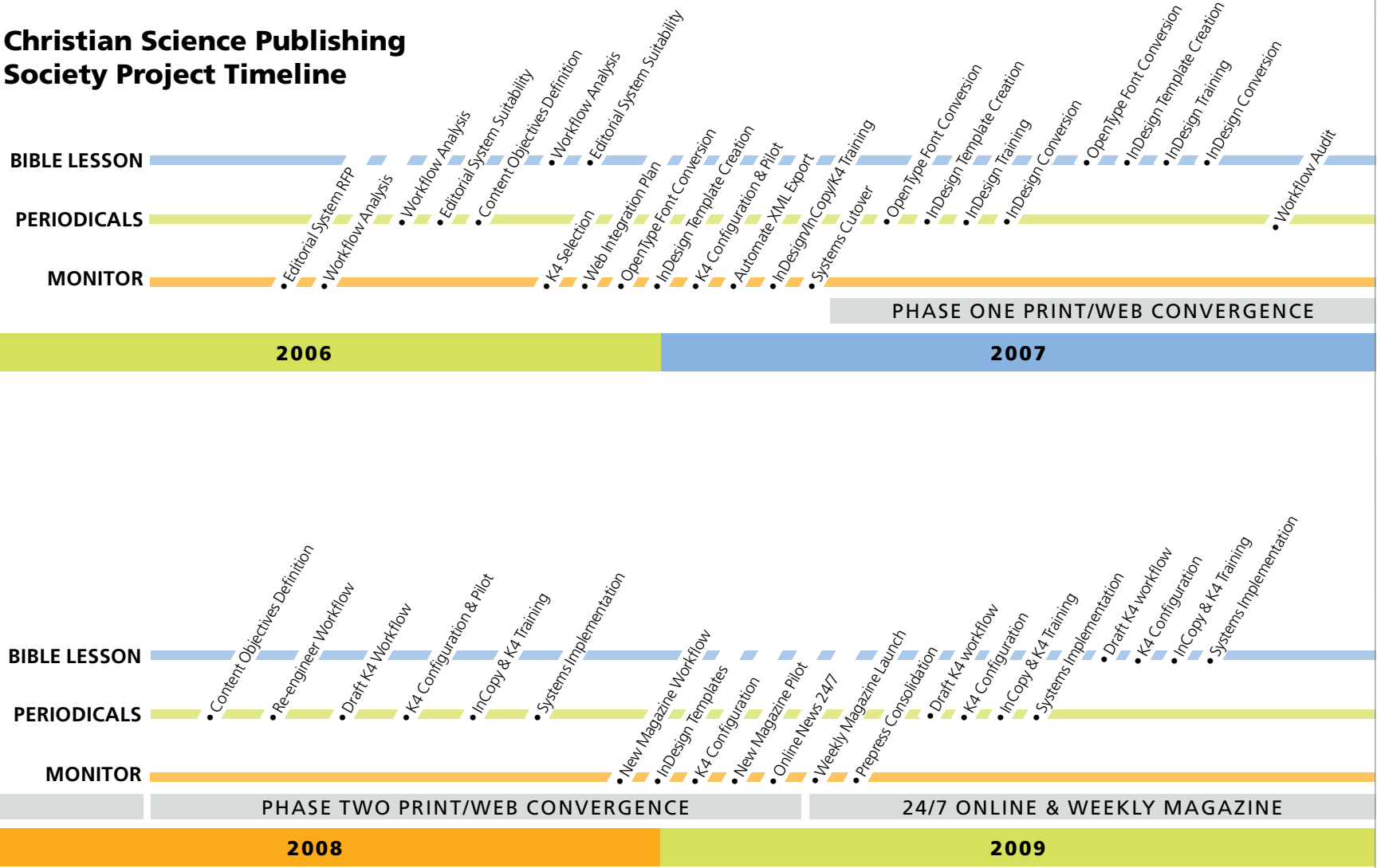ency and accessibility of work in progress was also an important objective. Significant cultural shifts needed to take place in both these groups to get all of CSPS to the common format and platform goal set by the executive team.

TFP Approach

With a broad knowledge-base of publishing practices from the ground level to the business level, Technology for Publishing's understanding of content strategy and structure across print and electronic media, and its extensive experience in publishing workflow efficiencies and content analysis all were major factors in achieving success in the project.

A phased approach was required in order to successfully implement CSPS's strategy. However, each component was interwoven with the others and highly reliant on working together within a cohesive plan. The initiative at CSPS was executed with varying timeframes (see diagram) for

**Christian Science Publishing
Society Project Timeline**

BIBLE LESSON
PERIODICALS
MONITOR

Editorial System RFP · Workflow Analysis · Workflow Analysis · Editorial System Suitability · Content Objectives Definition · Workflow Analysis · Editorial System Suitability · K4 Selection · Web Integration Plan · OpenType Font Conversion · InDesign Template Creation · K4 Configuration & Pilot · Automate XML Export · InDesign/InCopy/K4 Training · Systems Cutover · OpenType Font Conversion · InDesign Template Creation · InDesign Training · InDesign Conversion · OpenType Font Conversion · InDesign Template Creation · InDesign Training · InDesign Conversion · Workflow Audit

PHASE ONE PRINT/WEB CONVERGENCE

2006   **2007**

BIBLE LESSON
PERIODICALS
MONITOR

Content Objectives Definition · Re-engineer Workflow · Draft K4 Workflow · K4 Configuration & Pilot · InCopy & K4 Training · Systems Implementation · New Magazine Workflow · InDesign Templates · K4 Configuration · New Magazine Pilot · Online News 24/7 · Weekly Magazine Launch · Prepress Consolidation · Draft K4 workflow · K4 Configuration · InCopy & K4 Training · Systems Implementation · Draft K4 workflow · K4 Configuration · InCopy & K4 Training · Systems Implementation

PHASE TWO PRINT/WEB CONVERGENCE   24/7 ONLINE & WEEKLY MAGAZINE

2008   **2009**

editorial workflow audit and redesign, best-in-class technology implementation, staff change management, and full rollout depending on the starting point and learning curve for each group.

"TFP was contracted by CSPS to perform a thorough analysis of our existing publishing practices, as well as to provide a roadmap for our publishing options going

invaluable resource in this effort — they were widely knowledgeable about a variety of platforms and publishing practices, and quickly absorbed and understood the specifics of our organization and varied workflows. Most importantly, they were sensitive to the requirements of the various internal groups involved in our K4 planning, and effectively balanced our business

workflow methodology includes partitioning editorial tasks into segments of the overall issue cycle for optimal efficiency:

- 60% on content development

- 30% on content refinement

- 10% on proofing

"We've experienced great success with our Develop-Refine-Proof™ Workflow Model. The 60/30/10 formula works consistently to help publishing groups ensure that they are working effectively and efficiently," states Margot Knorr Mancini, President of Technology for Publishing.

TFP encouraged the Periodicals Group early on to adopt new work habits with the use of templates and styles in its migration to InDesign. This was a critical first phase. TFP then facilitated a more disciplined set of development,

"The goal was to increase productivity by 30% through the use of appropriate publishing tools and refined workflow."

— WENDY PRUGH, CSPS PUBLISHING OPERATIONS DIRECTOR

forward. The goal was to increase productivity by 30% through the use of appropriate publishing tools and refined workflow," says Wendy Prugh, CSPS Publishing Operations Director. "They proved to be an

and technical requirements."

TFP brought its industry-wide experience with editorial workflow best practices to bear, especially with the Periodicals and Bible Lessons groups. Its recommended

refinement, and proofing steps with the necessary approval gates.

Once this fundamental groundwork was accomplished, it enabled the Periodicals group to experience the full benefits of

Monitor's Prepress department for downsizing, helping to define where and how these responsibilities could be absorbed into Design or Production groups. Clearly a more difficult part of the

An unanticipated by-product of common workflows, content standards, and an effective content system such as K4 is the remarkable increase in collaboration, consensus, and morale.

implementing the K4 Editorial System. K4 brought further benefits such as parallel editing, tighter collaboration, shorter production time lines and print-to-web automation.

TFP also facilitated the delicate process of helping to review the

project, the CFO and Publisher both counted on TFP's experience and knowledge of other publishing organizations' practices. With a solid understanding of industry trends, TFP provided seasoned expertise, objectively consulting and guiding them through this change.

Keys To Success

Always working on engagements as a collaborative partner, CSPS's successes were as much attributable to its own internal strength and commitment to change as to TFP's efforts. Some key factors to the project's success are due to:

- A strong internal project manager with both publishing technology and business knowledge who really understood the editorial groups' needs and within the context of CSPS's vision

- A tech-savvy web site group familiar with the use of XML and its benefits, and a solid understanding of the CSPS online strategy

- Leadership and active support from the CIO, CFO, Publisher, and Editorial Management without whom the difficult organizational changes

recommended would not have been adopted

Industry-Leading Results

With the foundation established, in 2009 *The Christian Science Monitor* was poised to make an unprecedented decision in the newspaper industry. It set a plan to switch the *Monitor's* daily print newspaper to a new media model offering 24/7 online content with the delivery of a weekly news magazine. Since then, the *Monitor* has increased its circulation by over 20,000 subscriptions, proving the strategy was sound and that its audience was responding.

For the Periodicals Group, removing excess cycles, reducing production time and bottlenecks, and applying effort at appropriate times to reduce redundant tasks allowed them to produce a higher quality product. They reduced excess work and strain on staff and are now well positioned to broaden their product opportunities with standardized, structured content.

Utilizing an editorial system where they could edit electronically rather than on paper, work remotely from anywhere in the world to review and approve changes, track assignments and statuses across multiple issues, and edit text against a layout are all benefits that have led to over a 30% gain in efficiency.

The Bible Lessons Group, the most recent adopter of these changes, moved the most seamlessly into this new way of working. It proved to be a natural enhancement to their work methods, which only added value by providing visibility to large amounts of content in production. By removing wait times, and paper-based editing, they've reduced correction cycles, achieved faster turnarounds, and produced more accurate and complete content.

An unanticipated by-product of common workflows, content standards, and an effective content system such as K4 is the remarkable increase in collaboration, consensus, and morale. The effects of these improvements are not to be minimized when it comes to bottom-line results, and overall product quality. Additionally, all product groups now have the capability to export content directly to XML, using it for multiple purposes.

The Christian Science Publishing Society, with the support of TFP, has effectively laid the difficult groundwork for greater content opportunities across its organization and can now begin the next phase of its media expansion and growth to areas never before thought possible.

Technology for Publishing®
helps publishers work smarter and faster by solving content, process, and technology problems. Learn how at *www.tech4pub.com*.