UNIT 7: ORGANIZATIONAL STRUCTURE OF A PRINT MEDIA ORGANIZATION

UNIT STRUCTURE

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7.1 LEARNING OBJECTIVES

After going through this unit you will be able to ;

- identify the different departments of a print media establishments
- explain the role and coordination of the different departments
- understand the printing procedure of a media organization
- describe the different printing processes
- get an overview of the packaging, transportation and distribution of the print industry

7.2 INTRODUCTION

This is the seventh unit of the course on Business communication and Media Management. In this unit we shall introduce you to the different departments of a print media establishment, role and coordination between different departments, printing, packaging and distribution.

7.3 ORGANIZATIONAL STRUCTURE OF PRINT MEDIA ESTABLISHMENTS

Organizational setup vary from organization to organization depending upon its size and the different services catered for the readers. In general, most of the newspaper establishments have three main departments :

1. Editorial Department
2. Business Department
3. Mechanical Department

However, most of the organizations have other departments also which are listed below-

1. Editorial Department
2. Business department including advertising, circulation, billing etc
3. Printing and production department
4. Computers, engineering and equipment/store
5. Personnel, sales promotion and PR

7.3.1 Editorial Department

The role and responsibilities of the editorial department is determined by the administrative structure. This, in turn , is determined by the number of staff members employed. Newspapers and magazines have different structures. Since a newspaper has to be produced everyday, it calls for speedy work with lots of persons working in it. But a magazine may be weekly, fortnightly or monthly and hence it has a different structure of management. In publication houses, which bring out a group of newspapers and magazines, the chief editor is the one who is responsible for the total policy of the publishing house. Though individual editors are free to express their opinions and to adopt attitudes, the chief editor has to bring in a community approach to avoid direct personal criticism by of one another by the different editors. He is the link between the management and editorial departments. The term Chief Editor has come into vogue only recently in India. In the West, editor-in-chief is often known simply as the editor.

In cases where newspapers are published from different centres, the chief editor is one who has a number of resident editors, each in charge of the edition coming out from that particular city. The Indian Express, The Times of India, The Statesman, The Hindustan Times are all chain newspapers with resident editors for respective editions.

Working of the editorial department:

The editor holds the key position in the newspaper organization. He is responsible for the editorial content of the newspapers that includes everything from comics to news stories to editorials. Unless somebody works as a reporter, he will have little contact with the editor. The editor's influence is exerted through those who report directly to that editor usually the managing editor and the editorial page editor.

The main functions of the editorial department are :

1. Gathering of news
2. Macro and micro selection of news and features
3. Editing of news and features
4. Interpretation of news
5. Selection of lead articles
6. Editorial writings

Since the editor of a newspaper cannot handle the entire editing work, he/she is therefore assisted by number of persons such as chief correspondents, resident editors, managing editors, assistant editors, news editors, sub-editors, stringers, staffers and other functionaries like photographers, cartoonists, feature writers and reviewers etc. as shown in the following figure-1. In fact, the editor is the captain of the team. He guides those working under him and is aware of their talents and makes the best use of their abilities. His main concern is to get material from the assistant editors in order to fill up the editorial page.The organizational structure of a media establishment is given below:

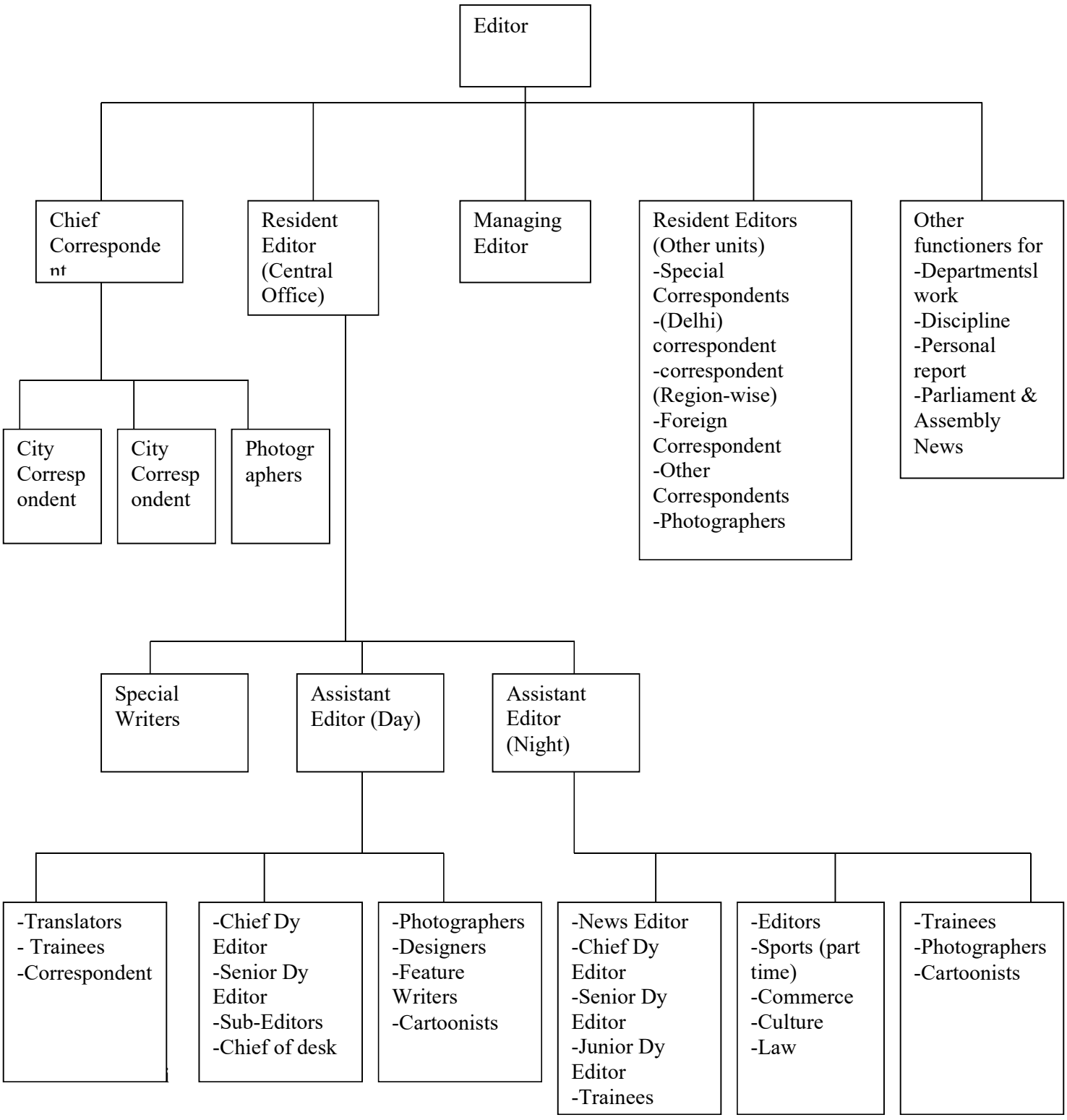


fig –1 : Organisational structure in an editorial department
Source : Kothari, Gulab, Newspaper Management in India, Netherlands : Intercultural Open University, 1995

A good editor of a newspaper is aware of the scope and interpretation of news. He takes keen interest in the presentation of news and is aware of the details of important happenings. He keeps track of the reader's requirements. He influences people to strive willingly for mutual objectives. The editor gauges the public mind to give his ideas and opinions on current issues to maintain cordial public relations.

He is also responsible for day-today review of the newspaper. Such a review is done in a meeting which is convened everyday by the editor. During the course of such meetings a decision is taken on editorials, comments, standard of news, its presentation and placement, news in competing papers, allotment of work, arrangement of photographs, correction and denial of news etc.

In case of a metropolitan daily newspaper, we can categorize the different departments as given in figure-2 below :

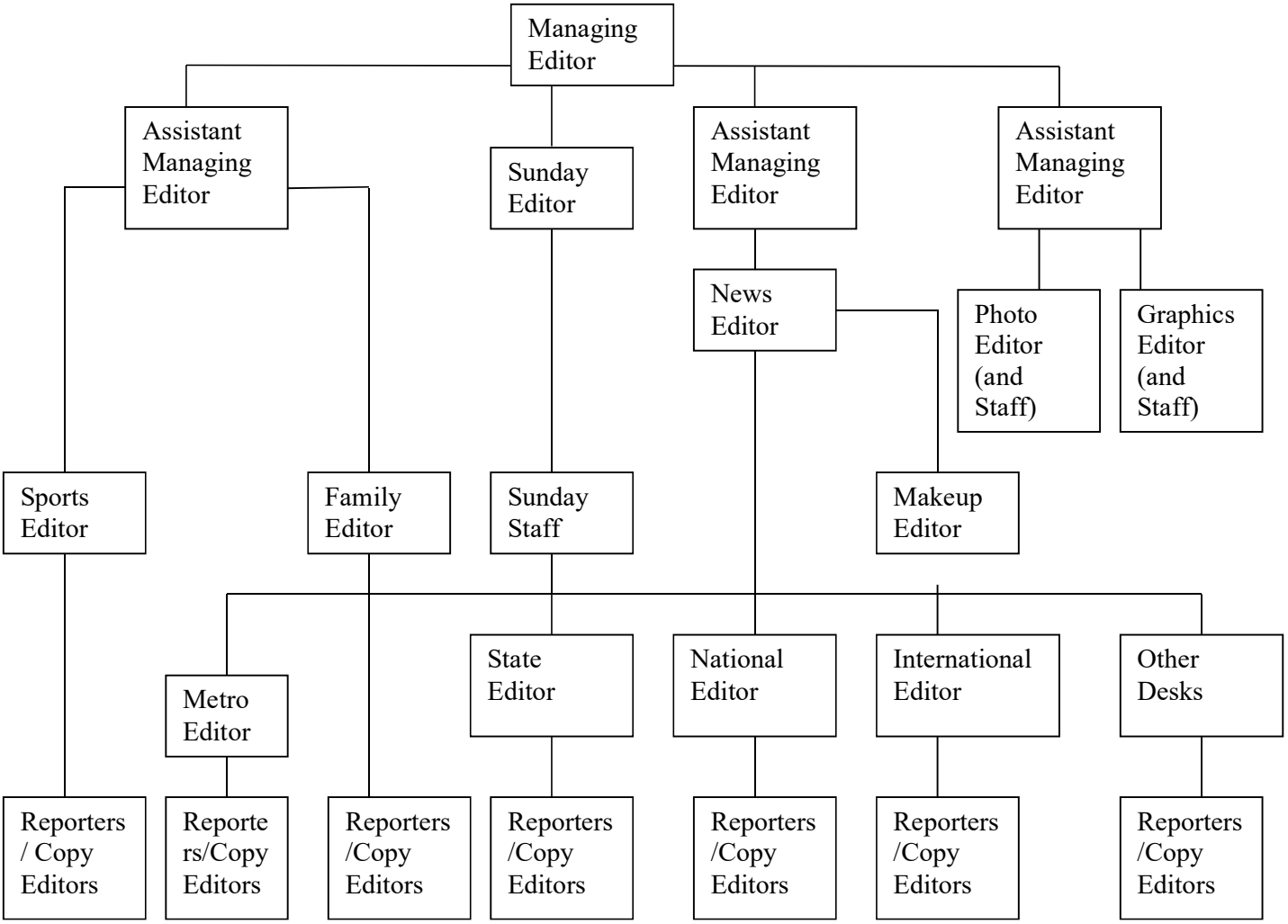


Fig-2 : Typical newsroom organization of the metropolitan daily newspaper
Source : Broks, Brian, S et al., 'News Reporting and Writing, New York : St Marin's Press, 1988

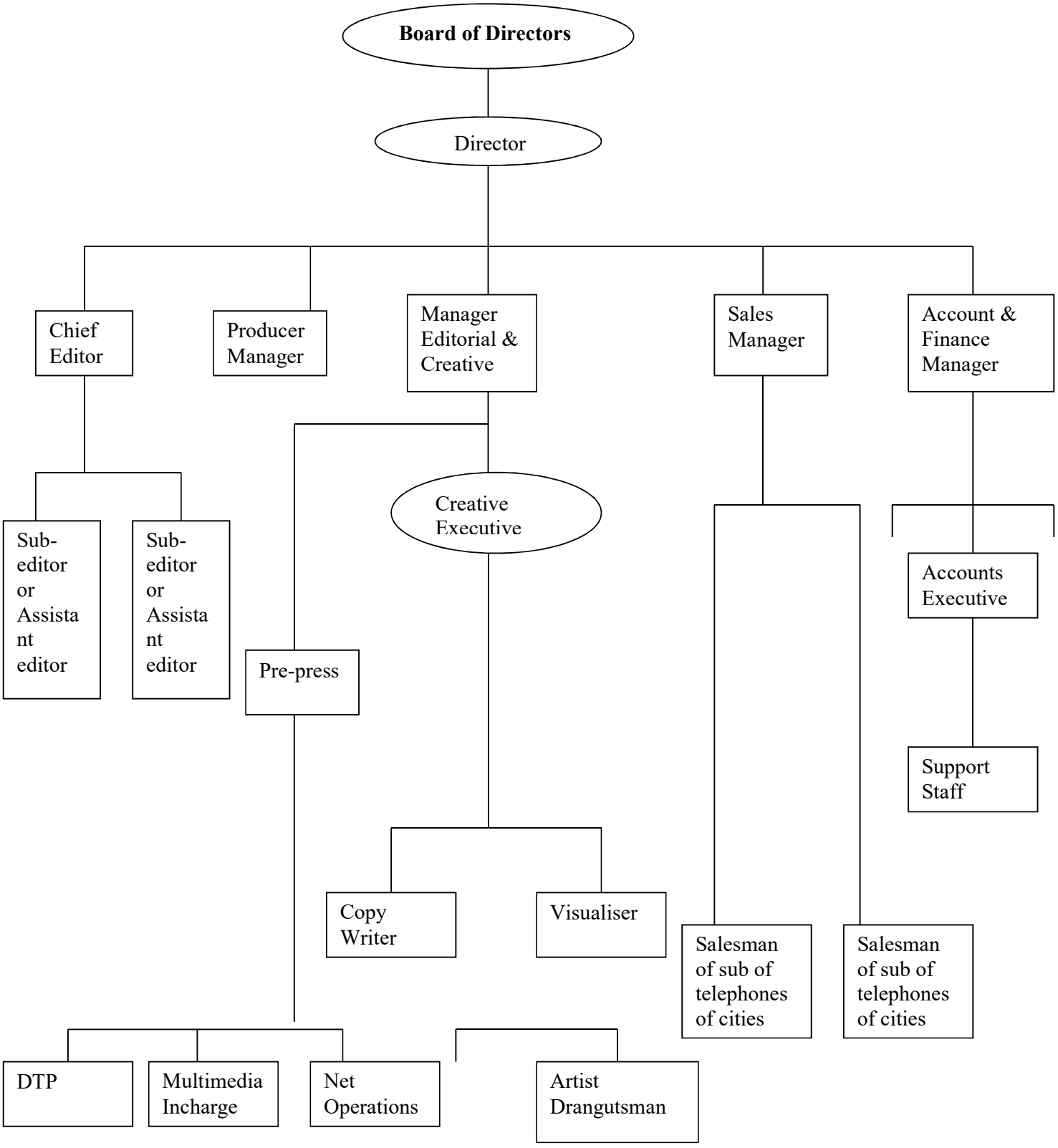
The managing editor oversees the total day-to-day operation of the news department and coordinates the work of the newsroom. The wire editor scans the thousands of words transmitted by the major news services-Associated Press and United Press International- and selects those stories that are most relevant to the paper, edits them, and adds headlines. The city editor supervises the newspaper's local coverage. He/she assigns stories to local 'beat' reporters or General-assignment reporters. Beat reporters have a specified area to cover : city hall, courts, police station. General –assignment reporters handle a variety of stories, ranging all the way from fires and accidents to the local flower show. The city editor also assigns photographers to go along with reporters on selected stories. The copy editor usually works

inside a special U-shaped desk (called the slot) in the newsroom and supervises the editing, headline writing, and changes in stories submitted by local reporters.

In large newspapers, the key news executives are (1) the city editor, directing reporters covering activities in the newspaper's primary circulation area; (2) the new agency editor coordinating news received over communication networks from various news services; (3) the sports editor, directing local sports coverage and selecting sports news received from news agencies; (4) the editorial page editors, directing editorial writing and selection of letters to the editors and political cartoons; (5) the State or regional editor, supervising correspondents working for the newspaper in areas more distant from the plant; and (6) the society or women's editor, handling social or family oriented news.

There are also other editors who occupy important positions in producing a newspaper. They include (1) the chief copy editor, directing the copyreaders who edit stories and write headlines; (2) the make-up editor, coordinating the newsroom with the mechanical department; (3) special section editors producing Sunday supplements, television guides, home magazines and special sections; and (4) department editors, who direct coverage of fields such as aerospace, finance, gardening, theatre, automobiles, book reviews and real estate.

Now let us take the case of a book publisher. **The organizational chart of a publishing firm is given in fig-3 below -**



As is evident from the figure, the media managers are at the second level of the hierarchy although seniors manage their juniors at all levels. The chief editor, production manag (editorial and creative), sales manager, and accounts and finance manager are the chi managers of a print media firm. In case of book publishing, the chief editor **rules the roost.** I

Rules the roost : The most useful person of the group

also guides the production manager, and manager (editorial and creative), the two managers who are directly associated with his operations. In some book publishing firms the chief editor may be the supreme commander of all the pre-press, press, and post-press operations.

7.3.2 The Business Department

The second most important department in a newspaper is the business department, which ear revenue for the newspaper. It is divided into two main divisions – ***advertising*** and ***circulatio*** The circulation department deals with the dispatch of copies to the city and beyond the ci through road, rail and air. The advertising department is divided into divisions for display a classified advertising, each of which is usually solicited by different salesmen. The busine department also includes accountants, janitors and telephone operators.

Janitor: A caretaker of a building, also warden, cleaner etc.

The Advertising Department :

Newspapers derive their revenue from mainly two sources : ***advertising*** and ***circulation.*** Advertising provides 75-80 % of the total revenue while circulation accounts for about 2-25 %. For this reason advertising department is considered to be the most important department of a newspaper industry. As circulation promotes sales, advertising promotes space. This department must constantly strive to improve the advertising service and increase the advertising volume because rising costs of newsprint, competition among newspapers and the threat from satellite television have greatly affected the financial status of the newspaper industry. Advertising revenues generally come from three sources :

i. *Display advertising :* In this form of advertising, display advertisements may have few words, much blank space and often an illustration of the product. Display advertisements draw strong attention value and high quality legibility because of the conspicuous arrangement of contents – large or bold type face, attractive illustrations, colour and other devices.

ii. *Local or casual advertising* : This type of advertising is done on an irregular basis to announce some special event such as a sale, opening of a branch, starting a new business or introducing a new product or service in the area.

iii. *Classified Advertising* : Classified advertisements are published without any conspicuous display on specific pages of newspapers. Classified advertisements are grouped by contents and they contain diverse elements. As the name implies, these

advertisements are categorized under small heads for instance, advertisements such as ‘Property wanted’, ‘Plot for sale’, ‘Lost and found’, ‘Matrimonials’ etc.

The main functions of the advertising department are :

a. Designing and Production :

The main purpose of advertising is to attract attention to and create an interest in the product or service advertised. It should create desirability to use among the users. For local and directly released advertisements, the department offers its services and expertise in preparing copy and layouts to produce the desired impact.

b. Billing and Collection :

Another important function of the advertising department is the preparation of bills and collection of payments from advertisers. Payments for classified advertisements are usually received in advance. Payments for those released by agencies accredited to INS become due only after 75 days

c. Dummy Preparation :

Dummy edition means a blueprint of an advertising and/or editorial contents of a publication. Elements are only sketched or miniature layouts are prepared. No proofs or pasting are involved. For advertising department, dummy preparation provides a way by which it can blueprint the exact location of every advertisement instead of leaving that important function to the composing department. The dummy system places responsibility on the editorial department for the choice and positioning of all reading matter directly in the hands of editorial staff. Hence dummy system provides a means of planning an edition in a controlled and orderly fashion.

The Circulation Department

Circulation means the number of newspaper copies sold and paid for. It is the foundation of a newspaper’s success : it is the basis of all revenue. It is true that newspaper sales account for

less revenue than advertising, but circulation is the force that makes the advertising pay. Circulation is also the measure of the newspaper's service. Greater circulation gives the evidence that the newspaper is fulfilling its obligations to the community.

Circulation of a newspaper depends on the following factors :

(a) Population

Though with the increase in population, the size of the newspaper also increases, yet the size of the population does not always determine its volume of circulation. Some communities with small population have newspapers with large circulation, and some communities with large populations prove to be poor newspaper receivers. This implies that internal population conditions as well as population numbers have a strong bearing on circulation.

(b) ***Education***

The enrolment of students in institutions of higher learning has considerably increased. The opening of higher educational institutions, improved methods of teaching, development in the field of science and communication and greater expenditure on education have all contributed to greater eagerness for information and wider and more intensive reading of newspapers.

(b) Social conditions

Circulation is directly affected by shifting tides of urban renewal, population mobility, suburban flight and other sociological factors. Whether such conditions are localized or national in scope, newspaper management is obviously challenged to cope in ways that call for resourceful and innovative approaches to the problem at hand.

Circulation department of a newspaper establishment is similar to the marketing department of a business or industrial establishment. The main functions of the circulation department are :

(a) Packing and Dispatch

Newspapers are packed in packets and dispatched off to sales agents after it comes out of the press. While packing, care has to be taken so that it reaches the agents without damage or delay.

(b) Transportation and Distribution

Since the newspaper has a very short life, the speed with which it can be distributed becomes critically important. The circulation manager has to co-ordinate the different modes of transportation so that the newspaper could reach the readers in the shortest possible time. It is the responsibility of the newspaper to work out its own transportation network in determining the distribution in the minimum possible time.

(c) Relationship with Agents

The agents constitute the most important persons for circulation department. This is because they come in direct contact with the readers and are aware of the taste and preferences of the readers. They are also well aware about the position of other competing newspapers because they are in direct touch with the readers. They can be extremely helpful to know the response of the readers about the contents of the newspapers, price of paper, timely supply of newspaper etc.

(d) Subscriptions

This section usually deals with the distribution of newspapers sent by mail. Some subscription copies may also be distributed through agents. This section receives advance payment for a newspaper for a definite period.

(e) Collection of Sales

This is another important function of the circulation department. Efficient collection of revenue is one of the key factors in building a list of permanent subscribers. If the paper is delivered by independent contractor, its proceed is collected on dual system. The contractor collects it from the customers and the newspaper collects it from the contractor. Hence, circulation revenue forms a vital component of the cash flow and total revenue recoveries.

(f) Print Order

The circulation department also determines the number of copies to be printed of each edition. It prepares print order for each edition on the basis of supply requirements of agents, hawkers, subscribers, advertising voucher copies, complimentary copies and other requirements. This operation is time bound and it establishes deadlines for other departments.

(g) Supply of Information to RNI and ABC

The circulation department also supplies information to the Registrar of Newspapers of India (RNI) and to the Audit Bureau of Circulation (ABC). This is a statutory obligation on the part of the department. ABC and RNI are the accounting organizations which audits and accredit the circulation of daily and periodical newspapers.

(h) Promoting Circulation

The circulation department should also build, maintain and promote circulation. In the absence of this function, advertising would suffer, thus leading to a loss in revenue. Circulation can be promoted by giving inducements to the new subscribers, distributing free supplements, reducing advertising rates and by promoting prize winning contests. Circulation can also be promoted by quick and timely supply of the paper at the desired place.

7.3.3 The Production Department

The production department is mainly responsible for transforming the creative work of reporters, editors and advertising people into the finished product of the newspaper. There is a Press Manager in this department who runs a battery of technical personnel to look after different aspects of production – typesetting, art studio, platemaking and printing. The composing room is one of the major sub divisions of the production department where types and pages are assembled or set either by old methods-like hand composing, linotype, monotype, Ludlow or through computer and photo type setters. The other important departments are the platemaking department where plates or surfaces are prepared to be mounted on the machines to reproduce the printed pages and the press room itself where ink actually meets paper on letterpress, offset and on graver machines. There can be further subdivisions of these departments in case of large newspapers.

7.3.4 Reference Section

Almost all of the print media establishments have a reference section. The reference section contains a huge collection of up-to-date books, study materials, magazines, journals etc. This section is utilized by the reporters and other office staff for writing certain articles or features in newspapers.

The reference material is essential for any news organization. Almost all analytical reports and research based articles and sometimes a follow-up story is written on the basis of reference material. These reference materials are collected during the course of the time. A good reference library is an asset for any organization. A morgue- where files of old newspapers are kept is a reference in itself. The materials must be properly catalogued and categorized to be used as ready references. Some of the reputed organizations also keep a photo library. All media organizations – be it a newspaper a radio or television or news agency – all have a good reference library from where they use materials from time to time. The reference materials could be in the form of –

i. Collection of books
ii. Annual reports of ministries and other organizations
iii. Economic surveys, union and state budgets
iv. The literature collected during the course of news coverings, press conferences etc
v. Files of newspapers and magazines (morgue)
vi Collection of photographs, diagrams, graphics and charts
vii Audio tapes, CDs, Video Cassettes, Video CDs etc. (for radio and TV channels)

Most of the media organizations develop and publish their own Style Book for exclusive use of their staffers. The stylebook is set standard of the usage of terms, language and style for that particular organization which also matches the style of working of that particular organization. For example, the language that is fit for a newspaper cannot be necessarily appropriate for TV or radio. So, all the organizations use their own style and develop a style book. The editorial staff are supposed to be aware of the style book being used by the respective media organization.

The reference section is also used in the event of major accidents, natural calamities etc to tell the readers about the events of similar nature that occurred in the past.

CHECK YOUR PROGRESS

Q.1 : What are the different departments of a print media establishment?

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_____
_____

Q.2 : What are the two sources from which the newspaper derives its revenue?

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_____
_____

Q.3 :Who is a beat reporter?

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_____

Q.4 : What do you mean by morgue in journalistic terms?

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_____
_____

7.4 ROLE AND COORDINTION AMONG DIFFERENT DEPARTMENTS

In order to efficiently carry out its different functions, there must be proper coordination among all the different departments of a print media establishment. Though the technical staff varies from one department to another department, yet they must all work as a team. Differences in opinion and views are a regular feature in most of the organizations and a print media establishment is not an exception.

Daily newspaper, particularly a big daily, is a complex team work although the hierarchy is well coded and the reporting authorities are well –defined. Since the actual challenge before them is to bring out the newspaper in time, one has to work in close cooperation with the others, at times even cutting across the lines of hierarchy. The editorial department has an important task of proving intellectual property both news and views. The material is put forth in such a way that caters to the need of majority of readers and fulfills their demand. The production department deals with printing and other related activities while

the business department is responsible for circulation, advertising, transportation, procurement of raw material etc. A close coordination among all the departments is of utmost importance as the success depends upon one another.

Sound and efficient management of its business office is essential to the proper operation of any newspaper. To attain this, it is necessary to have the right sort of coordination among the various departments, the effective administration of a thousand and one office details and proper handling of correspondence. Unless the efforts of the various departments which make up the newspaper are coordinated, much of its energy and substance may be wasted. This need for teamwork applies particularly in relation to the editorial departments and the business departments. No matter how excellent the editorial tone and contents of a newspaper may be, they will avail little if the circulation is limited or if the advertising force fails to sale sufficient space to enable the newspaper to support itself. Conversely, the best efforts of the circulation and advertising sales forces will not suffice if the editorial and news staff produce indifferent work.

Cooperation among all departments of the newspaper is both desirable and necessary. In its practical aspects, the teamwork of the editorial and mechanical departments is of utmost importance to the newspaper. Any failure of proper management and control at this point may spell trouble for the newspaper. An imposing list can be made of very practical matters which involve the relation between the editorial and production departments alone. These include such factors as the number of editions overset, clean copy, makeovers and the number and size of prints. A lack of coordination between two departments with respect to any of these factors can mean the difference between efficient and inefficient operation or profit and loss.

CHECK YOUR PROGRESS

Q.5 : Is it necessary to have coordination between different departments of a print media establishment ? If yes why is it necessary?

_____
_____
_____
_____
_____

7.5 PRINTING

Printing is a process for reproducing text and image, typically with ink on paper using a printing press. It is often carried out as a large-scale industrial process, and is an essential part of publishing and transaction printing. Over the years a variety of printing methods were employed to print newspapers, magazines and books. Newspaper industry employs a variety of methods to print. Some of the important types of printing processes are thermography, screen printing, Offset lithography, Letterpress, Gravure printing, Flexography, Embossing, Electrostatic printing and Digital printing. However, we shall discuss only four important processes as give below:

I. Letterpress process (Relief Printing)
II. Gravure (Intaglio)
III. Offset process (Planography)
IV. Digital printing

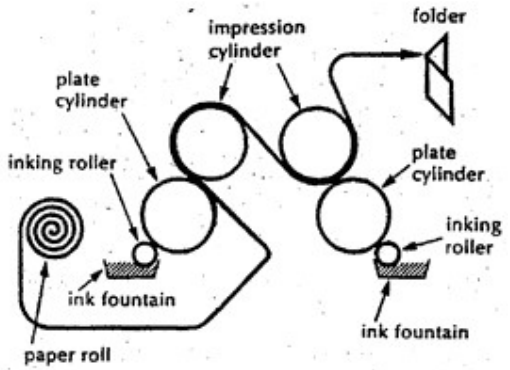
Letterpress process

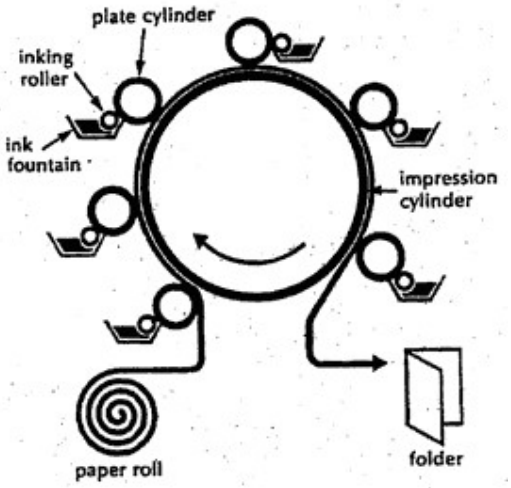
Letterpress, also known as relief printing is the oldest of the printing methods. Letterpress printing is a term for the relief printing of text and image using a press with a “type-high bed” printing press and movable type in which a reversed, raised surface is inked and then pressed into sheet of paper to obtain a positive right-reading image. It was the normal form of printing

text from its invention by Johannes Gutenberg in the mid-15th century until 19th century. It remained in force till the second half of the 20th century till it was replaced with faster and more efficient printing presses such as the offset lithographic press or the flexographic press

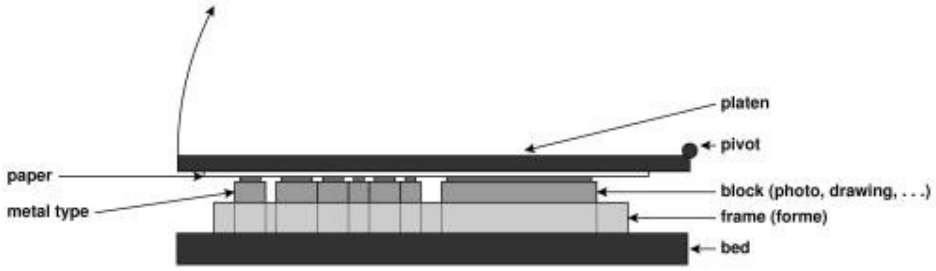
Since letterpress plates involve photography and engraving, they are called photoengraved printing plates (very often referred to as engravings, cuts or zincs), and the platemaker is called an engraver. Letterpress plates are usually made of zinc, magnesium or copper. Zinc is primarily used for line copy and coarse screen work, while magnesium is used where detail and wearability are important. Copper is used for high quality line work as it is easier to etch and work. In the 21st century commercial letterpress has been revived by the use of 'water-wash' photopolymer plates which are adhered to a near-type- high base to produce a relief printing surface typically from digitally-rendered art and typography.

The diagrams given below describes the letterpress printing :





Letterpress Printing

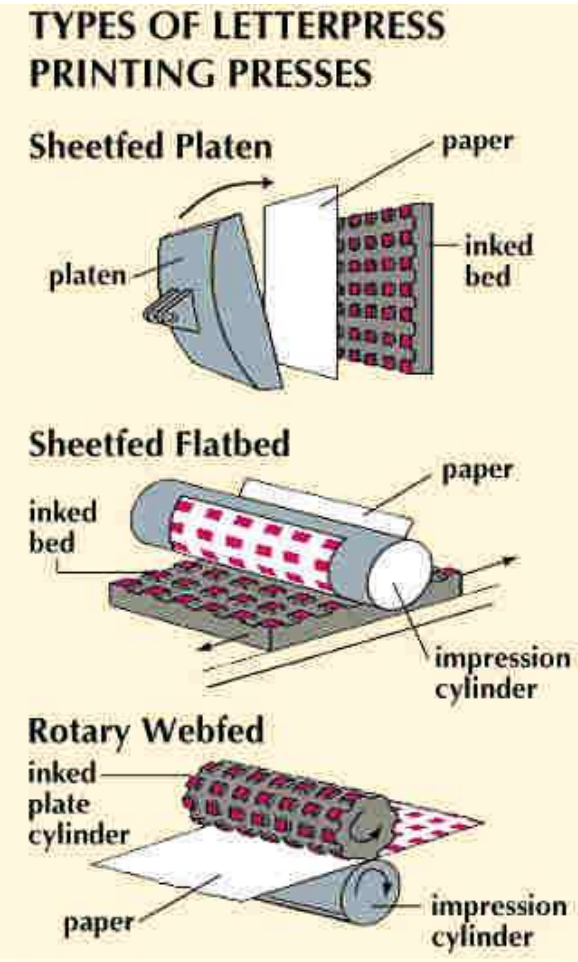


Letterpress printing exerts variable amounts of pressure on the substrate dependent on the size and image elements in the printing. The amount of pressure per square inch or "squeeze" is greater on some highlight dots than it is on larger shadow dots. Expensive, time consuming adjustments must be made throughout the press run to make sure the impression pressure is just right. Major chemicals used in letterpress printing, very similar to those used in lithography, include film developers and fixers, inks, and blanket and roller washes

Types of letterpresses :

Letterpress printing uses three designs of printing press: sheet fed platen, sheet fed flatbed, and rotary presses, which can be sheet fed or web fed. In sheet fed presses, individual sheets of paper are fed into the press. In web fed presses, a continuous roll of paper is fed through the press.

This is illustrated in the diagram given below :



Platen presses are the oldest type and are used for small printing jobs. They consist of a flat bed on which the images (type or plates) are laid and another flat surface, the platen, which is connected to a screw or lever. Paper is laid on the bed and pressed by the platen to transfer the image to the surface. Printing on early presses was a slow process, since the paper had to be fed one sheet at a time into the press. Improvements made in the 1830s and 1840s featured automatic inking and mechanical power, which increased printing speed from a few dozen sheets an hour to more than a thousand.

Sheet fed flatbed presses feature a cylinder, on which the paper is attached, that rolls over the bed of inked type. This design overcame the problem of uneven impression on the paper surface that often occurred in platen presses.

In rotary web fed presses a continuous roll of paper is fed between two cylinders, the plate cylinder and the impression cylinder. The plate cylinder, either electrotype or stereotype, is automatically inked and pressed against the paper as it unrolls. After the paper is printed, it can

be cut into individual sheets and folded. Flatbed and rotary presses can be designed to print on both sides of the paper simultaneously and to reproduce colour illustrations. These machines were responsible for the enormous growth of newspapers during the 19th century.

Gravure printing

Rotogravure (or gravure for short) is a type of intaglio printing process where images are engraved onto an image carrier. Here intaglio means the printing plate which is in cylinder form. This is an expensive but high quality printing technique that uses direct contact between an etched copper plate and the paper. The vast majority of gravure presses print on rolls (also known as webs) of paper, rather than sheets of paper. Sheet- fed gravure is used most often for short runs and to reproduce works of art. Rotary gravure presses are the fastest and widest presses in operation.

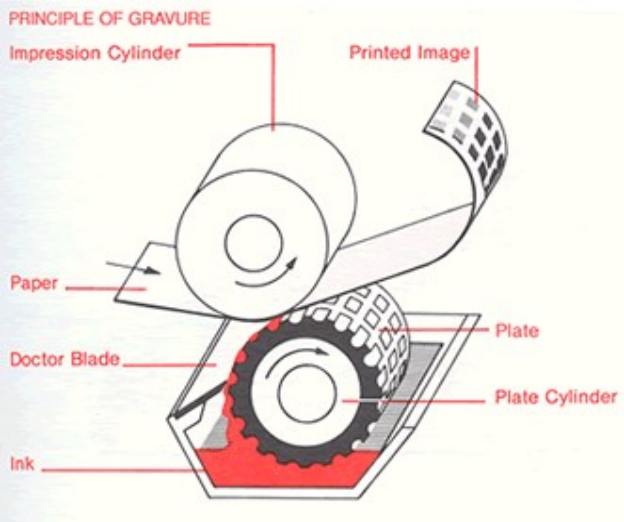


Fig : Gravure printing

Gravure printing uses a depressed or sunken surface for the image. The images consist of honey comb shaped cells or wells that are etched or engraved into a copper cylinder. The unetched areas of the cylinder represent the non-image or unprinted areas. The cylinder rotates in a bath of ink called the ink pan. As the cylinder turns, the excess inks wiped off the cylinder by a flexible steel doctor blade. The remaining ink in the recessed cells forms the image by direct transfer to the substrate (paper or other material) as it passes between the plate cylinder and the

impression cylinder. The purpose of the impression roller is to apply force, pressing the paper onto the gravure cylinder ensuring even and maximum coverage of the ink. Then, the paper goes through a dryer because it must be completely dry before going through the next colour unit and absorbing another coat of ink. The inks that are used in gravure process are fluid inks with a very low viscosity that allows them to be drawn into the engraved cells in the cylinder then transferred onto the substrate. This method is widely used in producing magazines, brochures, annual reports and mail order catalogues.

Offset printing

Offset printing is a form of printing where the inked image is transferred (or "offset") from a plate to a rubber blanket, then to the printing surface. In comparison to other printing methods, offset printing is best suited for cost-effectively producing large volumes of high quality prints in an economically sound manner that requires little maintenance.

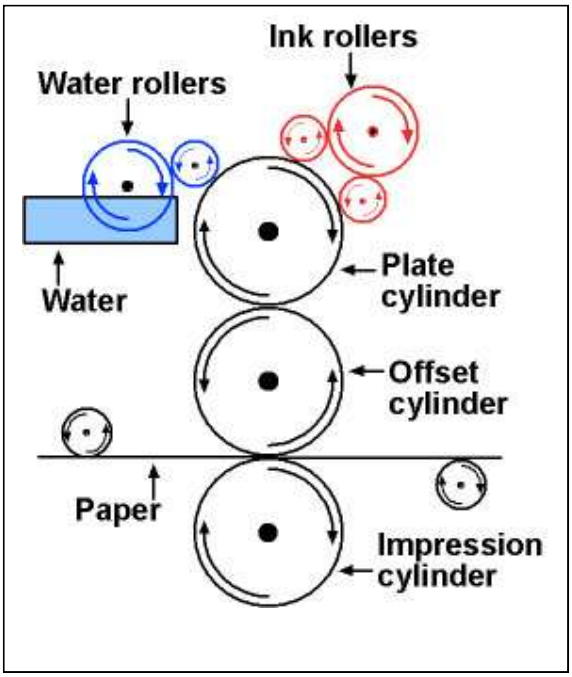


Fig : Side view of the offset printing process. Multiple ink rollers are used to distribute and homogenize the ink

The offset lithographic process works by first transferring an image photographically to thin metal, paper, or plastic printing plates. Unlike other forms of printing, in offset lithography the image on the printing plate is not recessed or raised. Rollers apply oil-based ink and water to the plates. Since oil and water don't mix, the oil-based ink won't adhere to the non-image areas. Only the inked image portion is then transferred to a rubber blanket (offset cylinder) which in turn transfers the image onto the paper as it passes between it and another cylinder (impression cylinder) beneath the paper. The reason the image is offset onto the rubber blanket rather than printed directly on the paper because the offset plate is very delicate and the abrasiveness of the paper's surface would cause damage. Moreover since the

rubber blanket is compressible and conforms to the slightest degree of texture on paper's surface, one can print on rough papers also.

There are mainly three types of offset - photo offset, sheetfed offset and web-fed offset

Photo offset :

In photo offset process, light-sensitive chemicals and photographic techniques are used to transfer images and type from original materials to printing plates. At first the ink duct roller delivers ink from the ink duct to the ink pyramid. The drop roller transfers ink from duct roller to the distribution roller. Ink is evenly distributed by the distribution rollers. The first distribution roller picks up the ink from driving rollers and the last distribution rollers transfer the ink to the form rollers. Ink is then transferred by the transfer rollers between the ink-absorbing and ink-delivering driving rollers. Driving rollers roll against the distribution rollers and either absorb or deliver ink, depending on their placement. The rollers then transfer ink from the last distribution rollers on to the printing plate. After that, the printing plate transfers the ink to the offset cylinder (usually covered with a rubber 'blanket' and known as the blanket cylinder). The paper is then pressed against the blanket cylinder by the impression cylinder, transferring the ink onto the paper to form the printed image.

Sheetfed offset

Here, the printing is carried out on single sheets of paper since they are fed to the press one at a time. Sheet-fed presses use mechanical registration to relate each sheet to one another to ensure that they are reproduced with the same imagery in the same position on every sheet running through the press.

Web offset

Web offset is a high run, speed printing press that uses rolls of paper rather than individual sheets. Speed is a huge factor in web offset with some presses printing at speeds of 3000 feet per minute or even faster. Some web presses also have the inline ability to cut, perforate and fold the sheet.

Digital printing

Digital printing is a method of printing using digital techniques in which the data and the images are printed directly form a computer onto paper, including those developed for computer printers such as inkjet or laser printers. There are two basic approaches to digital printing: Direct imaging or hybrid presses and digital toner-based printing.

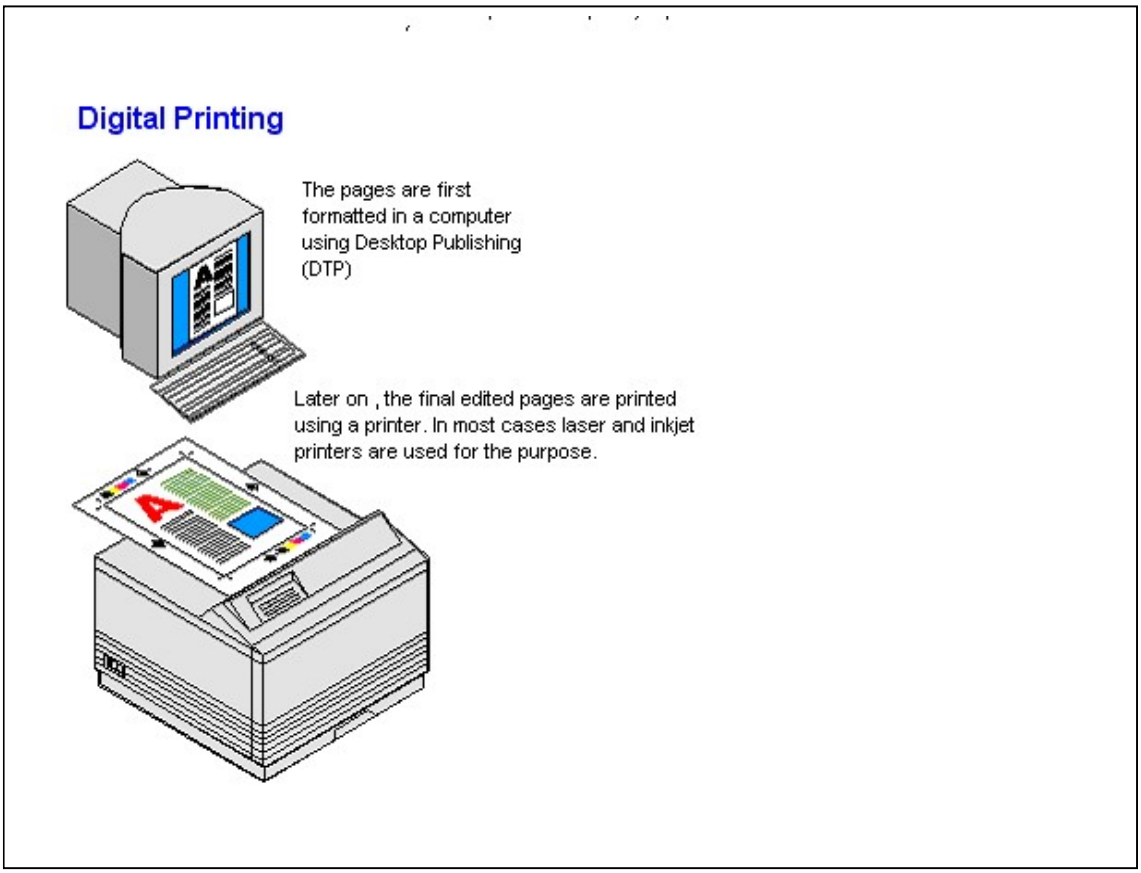


Fig : digital printing

Direct Imaging presses

Direct imaging presses are presses with a digital conventional ink based printing unit. Plates are imaged on press from digital data received by networking, essentially incorporating a computer-to-plate (C-T-P) unit within the press.

Digital toner based printing

Digital toner-based printing has truly caused a revolution in printing. Originally introduced in 1993, it has allowed "full colour pages to be printed directly or remotely from digital page data with the ability to vary the information at every cylinder revolution.

CHECK YOUR PROGRESS

Q.6 : Define printing. What are the different processes of printing?

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_____
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Q.7 : Which is the oldest of all printing methods?

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Q.8 : How many types of letterpress are there? Name them

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Q.9 : What do you mean by intaglio in gravure printing?

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Q.10 : What are the two basic approaches to digital printing?

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_____

7.6 PACKAGING, TRANSPORTATION AND DISTRIBUTION

Packaging, transportation and distribution are three important aspects of any print media establishments. Time plays an important role in the entire packaging, transportation and

distribution process. This is because of stiff competition from other electronic media where news is delivered round the clock. Even readers won't be too interested to know any news which had already been broadcast on television. So timeliness is an important factor.

Packaging is the art, science and technology of enclosing or protecting products for distribution, storage, sale and use. In a newspaper organization, packaging is done in a meticulous way so that it reaches the newspaper agents without any damage.

The printed newspapers have to be dispatched to various distributors across the different regions of the country. Transportation is normally through private contract carriers within local area, public transport in case of longer distances and through couriers in other cases. The newspaper distributor has the rights to distribute the newspaper in his area. The revenue of the newspaper distributor is based on a commission on the sale of every newspaper. The circulation is normally through salesmen appointed by the distributors, who in turn pass it on to hawkers. Hawkers, vendors and book stall owners are the last link of the supply chain before the newspaper reaches readers. The hawkers' remuneration is also normally based on the commission system and is generally the highest in the entire supply chain. Responsiveness and efficiency play an important role in newspaper distribution channel. Responsiveness includes supply chain's ability to respond to wide a range of quantity demanded (due to demand fluctuations) and meet short lead times. On the other hand, efficiency is the cost of making and delivering the newspapers to the readers.

7.7 LET US SUM UP

- Almost every print media establishment has different departments to coordinate the different activities. The important departments of such an organization are Editorial department, Business department, Production Department and last but not the least Reference section. The business department is further divided into Circulation and Advertising department. Each department has been assigned different functions.
- The editorial department is responsible for editing the news stories. This department is headed by the chief editor who is responsible for the total policy of the publishing house. Though individual editors are free to express their opinions and to adopt

attitudes, the chief editor has to bring in a community of approach to avoid direct personnel criticism by editors of one another. The main functions of the editorial department are gathering of news, macro and micro selection of news and features, editing of news and features, interpretation of news and selection of lead articles.

- The second most important department in a newspaper is the business department, which earns revenue for the newspaper. It is divided into two main divisions – advertising and circulation. The circulation department deals with the dispatch of copies to the city and beyond the city through road, rail and air. The advertising department is divided into divisions for display and classified advertising, each of which is usually solicited by different salesmen. Advertising provides 75-80 % of the total revenue while circulation accounts for about 2-25 %. For this reason advertising department is considered to be the most important department of a newspaper industry. Advertising revenue generally comes from three sources – Display advertising, Local or Casual advertising and Classified advertising.
- The production department is mainly responsible for transforming the creative work of reporters, editors and advertising people into the finished product of the newspaper. There is a Press Manager in this department who runs a battery of technical personnel to look after different aspects of production – typesetting, art studio, platemaking and printing. The composing room is one of the major sub divisions of the production department where types and pages are assembled or set either by old methods like hand composing, linotype, monotype, Ludlow or through computer and photo type setters. The other important departments are the platemaking department where plates or surfaces are prepared to be mounted to reproduce the printed pages and the pressroom itself where ink actually meets paper on letterpress.

- Though the reference section is not a department of a print media organization, yet it occupies an important place in the organization. The reference section contains a huge collection of up-to-date books, study materials, magazines, journals etc. This section is utilized by the reporters and other office staff for writing certain articles or features in newspapers. In order to efficiently carry out its different functions, there must be proper coordination among all the different departments of a print media establishment. Though the technical staff varies from one department to another department, yet they must all work as a team.

- Printing is a process for reproducing text and image, typically with ink on paper using a printing press. It is often carried out as a large-scale industrial process, and is an essential part of publishing and transaction printing. Three important forms of printing processes are Letterpress, Gravure, Offset and Digital printing. Packaging, transportation and distribution are three important aspects of any print media establishments. Time plays an important role in the entire packaging, transportation and distribution process. This is because of stiff competition from other electronic media where news is delivered round the clock.

7.8 FURTHER READING

- **Essentials of Practical Journalism –** Vir Bala Agarwal
- **Mass Communication and Journalism in India –** D.S Mehta
- **Practical Journalism –** P.K Menon

7.9 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1 : The different departments of print media establishment are Editorial department, Business department, and Production department. Circulation and Advertising department are two important divisions of the Business department. However the large business houses also have Personnel, Sales and Public Relations Department.

Ans to Q No 2 : The two sources from where the newspaper derives its revenue are advertising and circulation.

Ans to Q No 3 : A beat reporter is one who is assigned to cover a particular district or a special news source (for instance courts, city halls etc)

Ans to Q No 4 : In journalistic terms, morgue refers to the newspaper's repository for clippings, photos and all types of reference material.

Ans to Q No 5 : Yes, it is necessary to have coordination between the different departments of a print media establishment.

In order to efficiently carry out its different functions, there must be proper coordination among all the different departments of a print media establishment. Though the technical staff varies from one department to another department, yet they must all work as a team.

Daily newspaper, particularly a big daily, is a complex team work although the hierarchy is well coded and the reporting authorities are well –defined. Since the actual challenge before them is to bring out the newspaper in time, one has to work in

close cooperation with the others, at times even cutting across the lines of hierarchy. The editorial department has an important task of proving intellectual property both news and views. The material is put forth in such a way that caters to the need of majority of readers and fulfills their demand. The production department deals with printing and other related activities while the business department is responsible for circulation, advertising, transportation, procurement of raw material etc. A close coordination between all the departments is of utmost importance as the success depends upon one another.

Sound and efficient management of its business office is essential to the proper operation of any newspaper. To attain this, it is necessary to have the right sort of coordination among the various departments, the effective administration of a thousand and one office details and proper handling of correspondence. Unless the efforts of the various departments which make up the newspaper are coordinated, much of its energy and substance may be wasted. This need for teamwork applies particularly in relation to the editorial departments and the business departments. No matter how excellent the editorial tone and contents of a newspaper maybe, they will avail little if the circulation is limited or if the advertising force fails to sale sufficient space to enable the newspapers to support it. Conversely, the best efforts of the circulation and advertising sales forces will not suffice if the editorial and news staffs produce indifferent work.

Thereby, it is necessary to have coordination among the different departments of a print media establishment

Ans to Q No 6 : Printing is a process for reproducing text and image, typically with ink on paper using a printing press. It is often carried out as a large-scale industrial process, and is an essential part of publishing and transaction printing.

Ans to Q No 7 : There are basically four forms of printing processes. They are – Letterpress process (Relief printing), Gravure (Intaglio), Offset and Digital printing.

Ans to Q No 8 : . Letterpress is the oldest of all printing methods.

Ans to Q No 9 :. Letterpress printing uses three designs of printing press : sheet fed platen, sheet fed flatbed and rotary presses which can be sheet fed or web fed. In sheet fed presses, individual sheets of paper are fed into the press. In web fed presses, a continuous roll of paper is fed through the press.

Ans to Q No 10 : . In gravure printing, intaglio is the printing plate which is in cylinder form.

Ans To Q No 11 : There two basic approaches to digital printing. They are direct imaging or hybrid presses and digital toner-based printing

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7.10 POSSIBLE QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q.1: What is the significance of the editorial department in a print media establishment? Explain

Q. 2: What role does advertising department play in the proper functioning of newspaper organization?

B. Long Questions (Answer each question in about 300-500 words)

Q.1: Describe the different printing methods.

Q.2: Explain the organizational structure of any print media organization with the help of a chart.

Q.3: Write short notes on –

(a) letterpress (b) Gravure printing (c) Offset printing

Q.4: Exemplify the importance of the Business department of a print media establishment.