

7th Middle East Conference
Featuring international and local case studies
29 February – 1 March 2012, Dubai

EMBRACE THE FUTURE

Successful strategies for media houses

- Social Media – the silver bullet in media?
- Leadership and human resource management
- Monomedia to Multimedia to Smart media
- Innovation in newsrooms
- Advertising campaigns
- The Power of Print



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7th Middle East Conference

29th February – 1st March 2012, Dubai

EMBRACE THE FUTURE

Successful strategies for media companies

A new year brings change and for the newspaper industry, the new year will be a time of transition as new business models, new technology and new forms of journalism evolve at an ever-increasing pace. Join us in Dubai on 29 February and 1 March to Embrace the Future, as the World Association of Newspapers and News Publishers hosts its 7th Middle East Conference. Hear from industry leaders in the region and worldwide. Explore new sources of revenue. Share success stories. Meet the challenges of the new year with new ideas, new strategies and new friends. These are indeed challenging times but together we have much to learn from each other.

Moderators

Dr. Abdulaziz Bin Mulhem, Assistant Minister, Ministry of Culture and Information, KSA

Randy Covington, Director WAN-IFRA Newsplex at the University of South Carolina, Columbia, USA



Day 1 – February 29th

10.00 Official opening of the conference

Presidential address

Jacob Mathew, WAN-IFRA President, Executive Editor and Publisher of the Malayala Manorama Group of Publications in Kerala, India

Special guest:

HRH Princess Rym Ali, Amman, Jordan

Welcome address from the region

- *Saleh Al Humaidan, Managing Director Al-Yaum Media House, KSA and Chairman of the WAN-IFRA Middle East Committee*
- *Mohammad Abdullah, Managing Director, Media Cluster – TECOM Investments*
- *Dhaen Shaeen, Editor-in-Chief of Al Bayan Newspaper. CEO Dubai Media Incorporated Press, Dubai, UAE*

Welcome address from WAN-IFRA

Christoph Riess, CEO, WAN-IFRA

What happens to the media industry after reform and revolution?

The historic changes occurring in the Middle East have resulted in enormous opportunities for independent media in the region. But they've also exposed the vast need for new strategies, approaches and perhaps most importantly, training in modern media practices. Larry Kilman will present an overview of what revolution and reform have wrought, and what is being done to support the development of Arab media in transition.

Larry Kilman, Deputy CEO & Executive Director of Communications and Public Affairs, WAN-IFRA, France

11.30 Coffee break in the exhibition area

Session 1 – Social Media – the silver bullet in media?

From Twitter, Facebook and Google+, to crowdsourcing and gathering readers' photos, to community events: newspapers now have abundant ways to interact with their readers online as well as face-to-face. How can editorial increase the reach of its content? How can marketing use social media to strengthen the relationship between the audience and the brand? How can we use social media to address new and younger audiences? How can we make money with social media? These and many other questions are discussed in the session about the supposed silver bullet of the digital age.

12.00 Embracing Social Media Keynote speech

Maha Abouelenein

Head of Communications - MENA

Global Communications & Public Affairs

Google, UAE

12.45 How to use social media as marketing and advertising platform

Major Steadman

Digital Director \ Saatchi & Saatchi Dubai, UAE

13.15 How to reach young audiences through social media

For the few newspapers that are effectively engaging the young through social media, a "Total Youth Think" strategy has come first. This session will explore the lessons from those experiences.

Dr. Aralynn McMane, Executive Director Young Readership Development, WAN-IFRA, Paris, FR

13.45 Lunch and visit in the exhibition area

Session 2 – Leadership and human resource management

The job description of executives in a publishing house is changing rapidly, as newspapers have gone from ink-on-paper to multimedia operation. Traditional leadership and management styles often can't keep pace. Finding, developing and keeping the right talent is as important as all other strategic functions in a organisation. This session will provide insight and experiences from experts on how to develop the leaders of the next generation of media companies.

15.15 Next generation leadership

Transforming our industry and businesses will require transformational leadership. Traditional 'command and control' leadership is increasingly out of place in the context of the economic, social, environmental and media changes in our world. So what are the attitudes, behaviours and values that will characterise the enlightened leaders of tomorrow? Based on extensive work with leadership teams round the world David Butter sets out 10 tests for leadership for those who choose to embrace the future rather than fight it.

David Butter, CEO/Founder, David Butter Consulting, UK

15.45 What does it take to develop your organisation and make it fit for the future?

Naja Niensen, Head of TV AVISEN, Danish Broadcasting Corporation News, DK

16.15 Investment in Human capital Strategies and concepts

Panel discussion chaired by David Butter

Dr. Abdul Aziz Bin Mulhem, Assistant Deputy Minister, Ministry of Culture and Information, KSA

Khaled Soliman, Group CEO, Galadari Brothers Co. LLC, Dubai, UAE

Saeed H. Al-Ghamdi, Assistant Managing Director, Al Yaum Media House, KSA

17.30 Wrap up of the day

Day 2 – March 1st

10.00 Welcome to the second day

10.15 Introductory speech

Monomedia to Multimedia to Smart media. A strategic approach for traditional media companies to leverage digital platforms

*Thomas Jacob, Deputy CEO WAN-IFRA and Managing
Director, Greater Asia Pacific Region
WAN-IFRA Asia, Singapore*

Session 3 – Innovation in newsrooms

In order to be able to provide innovative editorial products and services, the newsroom needs to be set up in a way to master the new challenges. New newsroom concepts have been implemented around the world and the integration of print and digital operations seems to be one of the most important and crucial steps in order to be able to deliver the right quality with the right speed at the right costs. This session will showcase some of the new concepts and discuss the advantages and disadvantages of each model.

10.45 Breaking the mould in the news- room: Future-proof workflows in the editorial department

Bringing together the analog and digital workflow is an easy thing to say, but a hard thing to realize in the existing newsroom. The media house Ringier managed to merge print and online in their key editorial locations in Zurich, Belgrade, Bratislava, Prague, Bucharest and Warsaw. In this session, Pascal Zemp, Ringier's project leader for business development technology, will share the secrets of their success.

*Pascal Zemp, Project Leader Business Development
Technology, Ringier AG, Zurich, Switzerland*

11.15 What will the newsroom of the future be like?

As patterns of news consumption have changed, so too have newsrooms. The old structures and models don't work very well in producing content 24/7 across media platforms, Randy Covington, director of the WAN-IFRA Newsplex in the United States, will trace the evolution of the integrated newsroom, identifying best practices and trends for the future. This will be a session that will help newspapers produce better content, save money and keep up with the news habits of their readers.

Randy D. Covington

Director, WAN-IFRA Newsplex

at the University of South Carolina, Columbia, USA

11.45 The Marriage of Print and Digital

Newspapers worldwide are experimenting with the best ways to incorporate digital journalism into their traditional print workflows. This panel will discuss what is working in their newsrooms, especially in the Middle East region.

Panel discussion chaired by Randy Covington

*Lara Ayoub, Digital Media Director, Al Ghad Newspaper,
Jordan*

*Lina Attalah, Managing Editor, Al Masry Al Youm, Cairo,
Egypt*

*Omar Al Omar, Editor in-chief, Al Bayan Newspaper,
Dubai, UAE*

*Magda Abu-Fadil, Director of Media Unlimited, Broum-
mana, Lebanon*

12.45 Coffee break in the exhibition area

Session 4 – Advertising campaigns

Until quite recently advertising was a pretty straightforward business for newspaper publishers, and often even a relatively easy one: Customers were happy to give us money and our sales representatives simply had to take orders from advertisers rather than actively sell our products. Today, newspaper publishers are facing intensive competition across many platforms and we need to develop our proposition to our customers by combining traditional and digital media. In this session, experts from inside and outside the industry will share their ideas with us.

13.15 Extraordinary Print Advertising : Case studies of noteworthy use of Print in India

This presentation will look at out-of-the-box usage of Print advertising in order to drive brand impact; and will also explore how Newspapers, Clients and Agencies can work together in order to create marketplace impact.

Amandeep Singh Khurana, COO

Madison Media Plus, New Delhi, India

13.45 Successful examples of Cross- and Creative Sales at Aftonbladet, Sweden

The combination of print and digital advertising has been proven over many years to be a very effective way to communicate with consumers. Anders Berglund will share with us his experience and case studies.

Lotta Tjulin, Business Developer in Creative Sales,

Aftonbladet Hierta AB, Stockholm, Sweden

14.15 Lunch and visit in the exhibition area

Session 5 – The Power of Print Shaping the future of the printed newspaper

About 35 % of the world population is reading a newspaper on a regular basis. Print is an innovative platform. In this session we will discuss, how innovation, automation and high quality standards are used to re-invent the future newspaper.

15.30 Waterless makes the difference

Since 6 years heatset and coldset waterless is proven technology with tremendous benefits for printer and editor.

Wim Maes, Technical Director, Eco Print Center N.V., Lokeren, Belgium

16.00 Secrets of printing – the quality factor

The lifetime of a daily newspaper usually does not exceed 24 hours. Why is quality important for such a short-lived product? What is the view of the reader and the customer? What is the role of print standardisation? And how can you achieve consistently high-quality products in daily practice?

Manfred Werfel, Deputy CEO and Executive Director

Competence Centre Newspaper Production, WAN-IFRA GmbH, Germany

16.30 Generating new revenue from the printing plant

Closing keynote:

Case study from Singapore Press Holdings on how they managed to generate millions of dollars of additional revenue through creative use of the printing plant capabilities.

Chew Kai Kim, VP Materials, Quality Control /Process, SPH, Singapore

17.00 Conference wrap-up

Moderators



Mohammad Abdullah, Managing Director, Media Cluster, TECOM Investments, a member of Dubai Holding, Dubai, UAE

Mohammad Abdullah is the Managing Director, Media Cluster, TECOM

Investments, a member of Dubai Holding. The TECOM Investments Media Cluster includes Dubai Media City (DMC), Dubai Studio City (DSC) and International Media Production Zone (IMPZ).

Prior to joining the media cluster, Abdullah was Executive Vice-President of CNBC Arabia, the premium business channel, responsible for editorial and operational management. He worked closely with the CNBC CEO in guiding the company strategy, policy and implementation of corporate vision.

Abdullah was also instrumental in supervising the staff to maintain and enhance the quality of broadcast output and strengthening the relevance to viewers.

Abdullah made his foray into the print media at Emirates Media Incorporated where he was tasked with the strategic planning and positioning of a number of magazines and newspapers as Press Director, and subsequently as Director of Strategy and Planning. As the Press Director, he successfully achieved the right positioning of publications such as Al Ittihad as a leading UAE daily and helped the newspaper notch higher circulation and advertising revenues.

Beginning his career with Abu Dhabi TV as a broadcast journalist and news anchor, Abdullah played a vital role in establishing the news centre of the channel in Abu Dhabi and Dubai. He was the member of the original 'Structure and Planning Committee' actively involved in laying down of operational, editorial, production and administrative procedures governing the news centre to this day.

A multifaceted media professional, Abdullah also holds the distinction of establishing the Middle East Regional Committee for IFRA, the world's leading organization for newspaper and media publishing.

Abdullah holds a Master's degree in Mass Communication from the Emerson College in Boston, US.



Dhaen Shaheen, Editor-in-Chief of Al Bayan Newspaper, CEO Dubai Media Incorporated Press, Dubai, UAE

Current Editor-in-Chief of Al Bayan Daily Newspaper. CEO Dubai Media

Incorporated Press.

Headed Al-Bayan's Sports Department; Supervised Cultural, Miscellaneous, Localities, Photography and Proof-reading departments.

Member of Emirates' Writers Federation; Official in Charge of Public Relations during one of the Federation's sessions.

Member of The Arab Writers' General Federation.

Financial and Administrative Manager of Al-Bayan Press, Printing & Publishing Establishment.

Jury Member of Skeikha Latifa Bint Mohammed Prize for Childhood Creations.

Member of The National Ecological Strategy Project in the Education & Ecological Awareness Sector.

Participating in a training workshop on "Internal Customers" for The Dubai Government Excellence Award.

Participating in a press training course on human rights, Rabat, Morocco.

Poet & Literary Critic with five publications in Arabic:

1. "Silence-Inspiring Sign – A Poetic Collection (1990)
2. "Unsellable Stuff "- A Collection of Essays & Articles (1992)
3. "Inscriptions on the Gates of Al-Napat" – Critical Articles (1995).
4. "I Pronounce Thy Names in My Dreams". A Collections of Writings.
5. "Out of Context" – A Collection of Articles on lifestyles and public culture.
6. "Other Faces for Life" – Articles & Essays.

Participated in several cultural, literary and movie festivals, including Pizzaro Film Festival, Italy; The Mediterranean Film Festival of Pantelleria in Sicily, Italy; and The World Youth Festival in PyongYang, North Korea, 1989. Managing Editor for "Shoun Adabia", a seasonal magazine published by Emirates Writers Federation.



**Amandeep Singh Khurana, COO
Madison Media Plus, New Delhi,
India**

One of the largest media companies in India. He is based in New Delhi and completed masters from Indian

Institute of Management, Ahmedabad. He has 15 years experience in marketing and has served as Head of marketing for Spice group. He fancies himself as a curious analyst of people and culture. He spends his weekends cooking new dishes and forcing his family to eat.



**Aralynn McMane, Executive Director,
Young Readership Development, WAN-IFRA,
Paris, France**

Aralynn Abare McMane is executive director for young readership development (Paris). She joined the organi-

sation in 1995 and, until 2006, also directed WAN-IFRA development work in emerging democracies. She has been a newspaper reporter and editor in the U.S. and France and a journalism educator and researcher in the U.S., France and Bulgaria



**Chew Kai Kim, Vice President,
Production (Prepress & Media
Centre Operations), Singapore
Press Holding, Singapore**

Background Information

- Chew Kai Kim started his career in Singapore Press Holdings in 1998 as Senior Manager, Production Engineering. Before joining SPH, he was the Process Director at Seagate Technology media plant (Singapore).
- In the following years, he has additional project responsibility in upgrading the Metro presses and subsequently in supporting the development of Phase 2 of the printing plant at Print Centre. This include working closely with the architectural firm in the building design for the press and mailroom as well as in the evaluation, installation and commissioning of the KBA Commander presses and Ferag mailroom system.
- In 2006, he was given the Operations responsibility in Production for 2 years. Since then he has been assigned to handle other functions within Production. He is currently (since January 2012) holding the appointment of Vice President, Production (Prepress & Media Centre Operations) and is also responsible for newsprint procurement.

Brief Educational Background

- Diploma in Electronics (1975) Singapore Polytechnic Diploma
- BSc in Electronics (1980) University of Essex First Class Honours
- MSc in Electrical Engrg (1983) University Of Queensland Research Master



**Christoph Riess, Group Chief
Executive, WAN-IFRA, Darmstadt,
Germany**

Riess, 53, joined WAN-IFRA on 1 February following the merger of WAN and IFRA in 2009.

Before this, he worked in a number of executive positions in the paper, printing and publishing industries. He comes to WAN-IFRA from Mitsubishi Paper Holding (Europe), where he was Interim Sales and Managing Director (MD), after having worked for Deutsche Papier Vertriebs GmbH in Germany (owned by PaperlinX in Australia) as MD for over six years. In printing, he served as MD (Central Europe) for Heidelberger Druckmaschinen for three years. He worked for Bertelsmann AG for 16 years in many executive capacities, from serving on the Executive Board of Falk Verlag AG (cartography) to CEO/CFO positions abroad in Portugal, Ecuador, and Venezuela. He has a degree in engineering and business administration from the University of Fridericana in Karlsruhe, Germany.

Speakers



David Butter, CEO/Founder, David Butter Consulting, UK

David Butter is an independent consultant, CPF facilitator and leadership trainer, who advises boards and leadership teams on their future vision and strategy. He works in English, French, German and Spanish. He also chairs a team of CEO mentors in the not-for-profit sector. David has thirty years media and communications experience, managing operations for WPP companies around the world, working with clients in Europe North America and the Middle East. He also led a session on leadership at the 63rd WAN IFRA World Newspaper Conference in Vienna.

- Provide consulting with the first companies in the region like ARMCO Saudi Arabia, telecommunications, electricity
- posts in the committees of several international professional, Arab and local
- Many scientific participation in international conferences and Arabic and local
- several published researches in scientific periodicals
- Award of the President University of Victoria, Canada
- patents in communications (ATM) and Internet registered in the United States and Europe



Dr. Abdul Aziz Bin Sultan Al-Mulhem, Assistant Deputy Minister for Planning & CIO, Ministry of Culture & Information, Riyadh, Saudi Arabia

Studies:

- Diploma in leadership in changing world- Harvard University, Boston- 2011
- The role of CIO in Networked Governments- Boston University (School of Management)-2010
- Higher Diploma in advanced management and leadership - University of Oxford (England) – 2009
- PhD in computer communications networks, the rapid (ATM)
- Master in Computer Engineering (manufacturing of electronic language)

Practical and scientific experience:

- Minister's Assistant Deputy for planning office, and IT General Supervisor in the Ministry of Culture and Information 2006 – till now
- Advisor to the Minister of Culture, Media and General Supervisor of the Ministry of Information Technology 2005-2006
- Advisor to the Director of Prince Sultan University for Information Technology 2006
- Chairman of the Computer Engineering Department King Fahd University of Petroleum and Minerals 2005
- Acting director of Information Technology Center, King Fahd University of Petroleum and Minerals 2001-2005
- practical experience of Nortel (Nortel), Canada, in several engineering tasks

Memberships and shares scientific and practical:

- Council member of Custodian of the two holy mosques award for the talented and inventors.
- Member of steering committee, Technology incubators (Badir), King Abdulaziz City for Science and Technology.
- Chairman of the Arab Committee for electronic media
- Chairman of the Commission on electronic trading in the ministry.
- Member of the Standing Committee to follow up the implementation of the plan decimal participatory information and communication in the Arab region
- Member of the Technical Committee for e-government in the Eastern Region 2004 – till now
- Member of the electronic media in GCC
- Member of the National Committee for the Information Society.
- Member of the e-Government Program “pleased”
- Member of the Board of Trustees awarded the Custodian of the Two Holy Mosques to honor inventors and talented.
- Member of the Supervisory Committee put the organization of electronic media in the Kingdom of Saudi Arabia.
- Chairman of the Paradise of the Organization of the First International Conference on Media in Riyadh, 1430, 2009.
- Oversee the organization and the establishment of the Arab Forum for Social Media in the Digital 1432 H, corresponding to 2011.
- Chairman of the International Computer Society (IEEE-Computer Society) branch in Saudi Arabia 2004-2006
- Deputy Chairman of Saudi Computer Society Eastern Branch 2002-2004



Khaled Aly Soliman, CEO of Galadari Brothers Group, Dubai, UAE

Mr. Khaled Aly Soliman is the CEO of Galadari Brothers Group. The group is one of the prominent and pioneering business groups in UAE tracing its

birth back to 1961. The Group is well-diversified and has a strong presence in various industries including: media, automobiles, food and beverage, industrial and heavy equipment, engineering, investments, real estate, hospitality, travel and tourism.

Mr. Soliman possesses very strong technical and leadership qualities, which have helped him to rise rapidly during his career of 30 years, he has held various positions with increasing responsibilities.

Mr. Soliman operated and managed multinational operations in the Middle East for 20 years in markets across GCC, Egypt, Iraq & Libya.

Mr. Soliman has successfully managed operations in several industries including construction, automotive, heavy equipment, retail, publishing and printing and others.

Mr. Soliman has a B.Sc. Civil Engineering degree from Cairo University and a Management Degree from Henley College, UK.



Lara Ayoub, Digital Media Director, United Jordan Press, Amman, Jordan

Ms. Lara Ayoub is the Digital Media Director of Jordan's first Arabic independent daily newspaper "Alghad"

(www.alghad.com) reaching over 1.3 million unique visitors monthly. She also managed for 7 years the digital auction/classified website of Al-Waseet (www.ewaseet.jo); a weekly classified newspaper reaching 200,000 readers across Jordan. Her current responsibilities include developing strategies, editorial & administrative structuring, sales and content optimization. In 2011, she introduced video journalism to Alghad.

Lara is a member of the BPW-Amman and a policy advocate for women rights and empowerment. She's an Alumna of the FORTUNE/ Vital Voices/ U.S STATE DEPARTMENT Global Women Mentoring program.

Today she serves as a mentor to a handful of entrepreneurs and individuals.



Larry Kilman, Deputy CEO, Executive Director of Communications and Public Affairs, WAN-IFRA, Paris, France

Larry Kilman is Deputy CEO and Executive Director of Communications

and Public Affairs for the World Association of Newspapers and News Publishers (WAN-IFRA), the global organisation representing more than 18,000 publications, 15,000 online sites and over 3,000 companies in more than 120 countries. With WAN-IFRA and its precursor, the World Association of Newspapers, since 1998, Mr Kilman has had a privileged position from which to witness the evolving newspaper business. Before that, he had a long career in the news business on three continents, notably with the Associated Press and Agence France-Presse.



Lina Attalah, Managing editor, Al-Masry Al-Youm, Cairo, Egypt

Lina is the managing editor of Egypt Independent, Egypt's Al-Masry Al-Youm sister English language web and print publications. She studied jour-

nalism at the American University in Cairo and wrote for Reuters, Cairo Times, the Daily Star, and the Christian Science Monitor, among others. In 2005, she worked as radio producer and campaign coordinator with the BBC World Service Trust in Darfur, Sudan. She also worked as project manager for a number of research-based projects with multi-media outputs around the themes of space, mobility, technology and intellectual history.



Lotta Tjulin, Business Developer in Creative Sales, Aftonbladet, Sweden

Lotta works as a Business Developer in Creative Sales at Aftonbladet, owned by the Schibsted Media Group. Afton-

bladet is the largest daily newspaper in Sweden. Before Aftonbladet, Lotta worked for Monster.com, a global online employment solution.

Speakers



Magda Abu-Fadil, Director of Media Unlimited, Broummana, Lebanon

Magda Abu-Fadil, who brings years of experience as a foreign correspondent and editor with international news

organizations such as Agence France-Presse and United Press International, is director of Media Unlimited. She headed the Journalism Training Program at the American University of Beirut, which she founded. She also wrote for pan-Arab dailies Asharq Al-Awsat and Al Riyadh as well as Defense News and was Washington bureau chief of Events magazine. Abu-Fadil served as director of the Institute for Professional Journalists at the Lebanese American University. She taught journalism at her alma mater, American University in Washington, D.C. She conducts seminars and workshops in English, Arabic and French for professional journalists across the Arab world, collaborates with international organizations on media projects, consults on media education programs, speaks regularly at international conferences, publishes extensively on media issues, journalism education and training, and, blogs for the Huffington Post.



Maha Abouelenein, Head of Global Communications & Public Affairs for Google in the Middle East & North Africa

Maha Abouelenein is the Head of Global Communications & Public Affairs for Google in the Middle East & North Africa.

With more than 20 years experience in corporate communications, PR strategy and campaign management, Maha drives the Google communications apparatus for 18 countries. Maha holds a Masters Degree in Communications from Minnesota State University - Mankato, USA and an undergraduate degree in International Business & Marketing with a minor in French.



Major Steadman, Digital Director, Saatchi & Saatchi, Dubai, UAE

Digital evangelist and full-time inter-naut. Not content with online mediocrity, Major likes php, pen and ink, and carefully organized chaos. Focused

on developing a new generation of online strategy and digital creativity to allow clients to migrate from analog media processes, and scale their digital marketing efforts as both media channels and consumers become digitally social.

Believes in active development, implementation and retention of engaging initiatives for the 'always on' audiences of global brands, cultivating internal cultures to think and act with digital DNA.

A creative online strategist whose current "interests" list contains: data visualisation, real-time marketing, 3D projection mapping, socialnomics, RFID, digital strategy and Thai food.

An open-source loud mouth of digital and tech, Major believes the world would be a better place with more robots, less trolls and bigger, better, purple-cow ideas.



Manfred Janssens, Production Manager EPC, Persgroep, Lokeren, Belgium

More than 28 years experience in printing - finishing and shipping.

- 1993–1996: CBS Print Production Manager (Antwerp)
- Responsible for planning, production department 4 sheet-fed and 3 heat set web presses (in charge of 40 employees)
- 1996–2005: production manager EM. De Jong (Baarle-Nassau) largest retail printing in the Netherlands
- Responsible for production (printing + finishing) division, 6 sheet-fed, 9 web presses (heat set), 4 web presses (cold set) + 2 Muller Martini saddle stitchers (in charge of 130 employees).
- 2005–today: production manager EPC / Persgroep (Lokeren)
- Responsible for planning, production (print-finishing-distribution) department, newspaper press KBA Corntina (Berliner 4 / 2) 12 printing towers + 4 folders + 1 heat set dryer (Contiweb), 4 Ferag lines for inserts and ability to trim, 1 Ferag Unidrum stitcher with 6 stations for finishing of magazines.

- Responsible at EPC for installation and start-up of KBA Cortina and Ferag installation.
- At start-up in 2006 with waterless press in Belgium we were the pioneer using this technology. One year after investing in this technology we reached a stable industrial process



Manfred Werfel, Deputy CEO and Exec. Dir. Competence Centre Newspaper Production, WAN-IFRA, Darmstadt, Germany

Manfred Werfel is one of three WAN-IFRA Deputy CEOs and also the Executive Director of the Competence Centre Newspaper Production, based in Darmstadt, Germany. He took up duties at the association in April 1996. Today he heads a department with specialists in different areas of expertise, from prepress to press to ink and paper.



Pascal Zemp, Projectleader Business Development Technology, Ringier AG, Zurich, Switzerland

Pascal Zemp is Project Leader Business Development Technology at the Swiss based media company Ringier.

Ringier decided 2007 to integrate the analog and the digital workflow in its several tabloid editorials in Switzerland, Serbia, Slovakia, Czech Republic, Romania and Poland.

For that task Zemp was chosen as the project leader. With a background as a journalist for twenty years and as a internet user for nearly the same time, he managed the projects from the editorial perspective.

Zemp worked for daily newspapers, a weekly news magazine and a multimedia editorial focusing on economics.

Today he believes that the next challenge for the editorial teams is to cope with the fact that readers and users will change into the role of costumers that want to have their desired content in a convenient way throughout the day. And that that way will become more and more the mobile one.



Randy Covington, Director, WAN-IFRA Newsplex-University of South Carolina, USA

Randy Covington is director of the WAN-IFRA Newsplex Training Centre at the University of South Carolina.

He also is on the faculty of the University of South Carolina School of Journalism and Mass Communications. For WAN-IFRA, Covington serves as a professional trainer and consultant, working with news organizations such as the Financial Times in London, Impresa in Portugal and El Nuevo Dia in San Juan.

For the University, Covington, teaches classes in new media as well as ethics. He also does professional training in strategic communication for NATO, Voice of America and the U.S. Department of Justice, among others.

Covington has a diverse media background. He started his career in print with newspapers in his home state of Indiana, worked as a newswriter for The Associated Press and spent most of his career managing television news operations in the U.S. His honors include a duPont Columbia Citation, four Emmys and an Ohio State Award.



Saeed H. Al-Ghamdi, Assistant Managing Director, Al Yaum Media House, Dammam, Saudi Arabia

Saeed H. Al-Ghamdi is the Assistant Managing Director of Marketing and Technical Affairs at Al Yaum Media

House in Dammam, Kingdom of Saudi Arabia. Mr. Al-Ghamdi joined the media company in 1998 after working for many years at the Eastern Province Chamber of Commerce & Industry as Business Development manager. He currently manages a number of in-house projects designed to firmly position the company as one of the leading media companies in the Gulf region.

Mr. Al-Ghamdi holds a B.Sc. degree in Industrial Management and an MBA, both from the King Fahd University of Petroleum & Minerals, Dhahran, Saudi Arabia. He has participated in numerous media related conferences in the region as well as in other parts of the world.

Speakers



**Thomas Jacob, Deputy CEO
WAN-IFRA and Managing
Director, Greater Asia/ Pacific Re-
gion WAN-IFRA Asia, Singapore**

Jacob, a media professional with 27 years of industry experience, joined WAN-IFRA CH (former IFRA) as Deputy CEO & Managing Director in charge of the Greater Asia Pacific region on 1 Sep 2008.

Following the merger of WAN and IFRA in 2009, he was appointed as the Deputy CEO with the task of coordinating the subsidiaries based in Stockholm, Lyon, Madrid, Chennai and Singapore. He has the additional task of managing and growing WAN-IFRA activities in Asia Pacific and South Asia.

Prior to that, he was the International Development Director of Associated Newspapers Ltd (ANL), publisher of Daily Mail and Metro in UK. At ANL, he conceptualized a compact midmarket newspaper for India and initiated a joint venture with the India Today Group to launch a new newspaper, Mail Today. Before joining ANL, he set up and grew IFRA's presence in Asia.

Jacob is an MBA with high honors from the University of Chicago, Booth School of Business. As a summa cum laude, he is also a member of Beta Gamma Sigma, an honor society for management professionals. He is a trained engineer in electronics & telecommunications, having graduated with distinction from National Institute of Technology (former REC), Suratkal, in India. He also underwent advanced studies in computer networking at ICIS, Singapore. Jacob lives in Singapore with his wife and two children.



**Naja Nielsen, Head of TV AVISEN,
Danish Broadcasting Corp News,
Copenhagen, Denmark**

2010, Head of TV AVISEN, DR News,
2007, Head of Current Affairs, DR,
2006, Commissioning Editor, DR,
2004, Executive Producer, TV AVISEN, 2002, Reporter,
TV AVISEN, 1996, Presenter at different radio and tv
programmes, DR, 1995, Reporter TV2.

Expertise: News journalism, Huge TV productions,
Critical interviews, Invent and complete projects, Creat-
ing and leading chance, Politics, Latin America, lived in
Ecuador.