



## PRINTING INSTRUCTIONS FOR THIS GISTICS PUBLICATION

*Omit this instruction cover page from the finished print job*

### PRINTING

Number of pages	<b>56 pages</b>
Full color or black & white?	<b>black &amp; white</b>
Paper type	<b>laser/photo white</b>
Paper size	<b>11 x 17</b>
Sides to print	<b>double-sided</b>
Collation	<b>collated</b>

### FINISHING

Stapling	<b>saddle stitched</b>
Drilling	none
Folding	none
Binding	<b>saddle stitched</b>
Front cover	none
Back cover	none

### SPECIAL INSTRUCTIONS

The signature forming the cover should be heavier stock than the rest; 90 lb. cover stock or equivalent.

*Printing tips when printing from Acrobat Reader or Acrobat Exchange:*

1. Make sure your **Page Setup** specifies the correct page size, "US letter." Page setups often default to settings like "US letter small," which can result in the loss of page elements near the edge of the page. GISTICS publications are built with a margin of  $\frac{3}{8}$ " all around, which should be more than adequate for most laser printers.
2. *Acrobat Reader* and *Exchange* provide an option in their print dialogs called "**Shrink to fit.**" If this is checked, pages will usually print smaller than intended by GISTICS. Therefore, leaving this option **unchecked** will produce the best results, especially if the Page Setup is correctly specified as discussed above.
3. GISTICS strongly recommends printing GISTICS publications on printers capable of **600 dpi** or higher. Printing at lower resolutions will result in poor legibility of some text and graphic elements.



GISTICS™



discipline//Virtual Value Chains ▼

category//Smart Media ▼

series//Solution Guide ▼

section//Featured Technology ▼

**R.O.I. tech  
brief**

ECONOMIC PAYBACK ASSESSMENT  
FOR NEW TECHNOLOGY

## APPLESCRIPT PAYBACK ASSESSMENT

Return-on-Investment Calculations for the  
Deployment of AppleScript by Smart Media Producers

\$295 (US)  
Version 1.6 Spring 1999

### ROUTING

#### Management

- CEO
- CFO
- CIO
- COO
- CTO

#### Creative and Publishing Services

- Director
- Production Manager
- Producer(s)

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## CONTEXT

discipline//category	enterprise scale	enterprise focus		
<ul style="list-style-type: none"> <li>▶ <b>Networked Economy</b> <ul style="list-style-type: none"> <li>Business-of-One</li> <li>Departmental E-Commerce</li> <li>Plug-and-Play Mergers and Acquisitions</li> <li>Real Time 24x7 Relationships</li> </ul> </li> <li>▶ <b>Digital Branding</b> <ul style="list-style-type: none"> <li>Lifecycle Management</li> <li>Deep Gravity Well Web Site</li> <li>Digital Storytelling</li> <li>Interactive Investor Relations</li> </ul> </li> <li>▼ <b>Virtual Value Chains</b> <ul style="list-style-type: none"> <li>Brand Factory</li> <li>Knowledge Refinery</li> <li>Satisfaction Theaters</li> <li style="background-color: #e0e0e0;">Smart Media</li> </ul> </li> <li>▶ <b>Process Management</b> <ul style="list-style-type: none"> <li>Business Intelligence</li> <li>Deal Flow Management</li> <li>Interactive Logistics</li> <li>Self-Directed Lifelong Learning</li> </ul> </li> </ul>	<p><b>Revenues/ Annual Budget</b></p> <ul style="list-style-type: none"> <li>Fortune 2000 (&gt;\$750 million)</li> <li>Mid-Tier Enterprise (\$50 to \$750 million)</li> <li>Small Business (\$2 to \$50 million)</li> <li>SOHO (&lt;\$2 million)</li> <li>✓ All</li> </ul> <p><b>Studio Size</b></p> <ul style="list-style-type: none"> <li>Global (121–2500)</li> <li>Large (36–120)</li> <li>Small business (7–35)</li> <li>Team (2–6)</li> <li>Solo</li> <li>✓ All</li> </ul>	<p><b>Department</b></p> <ul style="list-style-type: none"> <li>Admin/finance</li> <li>HR/personnel/training</li> <li>Investor relations/legal</li> <li>Executive committee</li> <li>IT/DP/MIS</li> <li>Consulting</li> <li>Databases</li> <li>Data center operations</li> <li>Development</li> <li>Network/Security</li> <li>Transaction processing</li> <li>User support/help desk</li> <li>Web site management</li> <li>Marketing/sales</li> <li>Brand/product marketing</li> <li>Client/account service</li> <li>Customer service</li> <li>Marcom</li> <li>Sales/sales support</li> <li>Web site/interactive programs</li> <li>Manufacturing</li> <li>Maintenance/repair</li> <li>All</li> </ul>	<p><b>Corporate In-House</b></p> <ul style="list-style-type: none"> <li>AV media center</li> <li>Brand management</li> <li>Corporate communications</li> <li>Data management</li> <li>Design</li> <li>Documentation</li> <li>Imaging center</li> <li>In-house ad agency</li> <li>Intranet applications</li> <li>Legal/clearance</li> <li>Licensing</li> <li>Marcom</li> <li>Marketing services</li> <li>Photography department</li> <li>Printing and reprographics</li> <li>Publishing services</li> <li>Sales support</li> <li>Technical illustrations</li> <li>Training</li> <li>✓ All</li> </ul>	<p><b>Media Industries</b></p> <ul style="list-style-type: none"> <li>Advertising</li> <li>AV production</li> <li>Animation/CG</li> <li>Broadcast/cable</li> <li>Catalog houses</li> <li>Desktop publishing</li> <li>Digital audio/music</li> <li>Duplication/fulfillment</li> <li>Entertainment</li> <li>Graphic design</li> <li>Galleries/museums/libraries</li> <li>Imaging services</li> <li>Interactive design</li> <li>Internet services</li> <li>Licensing agency</li> <li>Marketing services</li> <li>Multimedia</li> <li>Photographic services</li> <li>Printing/prepress</li> <li>Publishing</li> <li>Stock media/archives</li> <li>Talent management</li> <li>Textile/apparel design</li> <li>Training/education</li> <li>Video production/post</li> <li>Web</li> <li>✓ All</li> </ul>
<p><b>publication series</b></p> <ul style="list-style-type: none"> <li>▶ <b>Executive Education</b> <ul style="list-style-type: none"> <li>Business Strategies for the Interactive Corporation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▼ <b>Solution Guides</b> <ul style="list-style-type: none"> <li>Tactics and Prescriptives for Deployment</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li><b>Industry Report</b></li> <li><b>Technology Impact Assessment</b></li> <li><b>White Paper</b></li> <li><b>Best Practice Primer</b></li> <li><b>Executive Summary</b></li> </ul>	<ul style="list-style-type: none"> <li style="background-color: #e0e0e0;"><b>ROI TechBrief (\$295)</b></li> <li><b>ASK How Guide</b></li> <li><b>ASAP Prescriptive</b></li> <li><b>Vendor Profile</b></li> <li><b>QuickStudy</b></li> </ul>			



## APPLESCRIPT PAYBACK ASSESSMENT

Return-on-Investment Calculations for the  
Deployment of AppleScript by Smart Media Producers

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GISTICS™



Apple Publishing Technology

Section ►

**R.O.I. tech  
brief**  
ECONOMIC PAYBACK ASSESSMENT  
FOR NEW TECHNOLOGY

## APPLESCRIPT PAYBACK FINDINGS

### Essential Questions

*How does GISTICS quantify the **economic benefits** of higher productivity among media producers?*

*How does **AppleScript adoption** increase productivity, revenue, profits, and valuation of the media producer firm?*

*How many **media producers in North America** have adopted AppleScript, and what benefit have they derived?*

*What **return-on-investment levels** does AppleScript provide?*

*What **critical factors** induce adoption and full benefit?*

### Summary

The term *Smart Media* connotes the use of **best practice** in the design, production, and distribution of digital media.

The **business design** of the media producer firm stands as the most significant success factor for maximizing return on investment for most technology deployments.

When deployed as a **strategic platform**, incorporating **tacit process knowledge** and contributions of external parties, AppleScript yields a five-fold annual ROI.

AppleScript records the keyboard commands of an expert user for **automatic playback**; these playback routines execute **four to ten times faster** than if manually performed.

A **master script creator** builds suites of prerecorded routines, running an average of 18 minutes and saving an average of 88 minutes of an operator's time.

AppleScript automates both simple and complex tasks at both the **user desktop** and **across a network**, including database and network administration processes.

Smart Media firms employ a small **cadre of master script creators**, encouraging them to master the art of scripting automated workflows and reengineered business processes.

# Smart Media producers use six factors when deploying technology, framing management concerns of a successful media producer firm: business design, productivity, revenue, profit, digital assets, and valuation.

Apple Publishing  
Technologies

section

APPLESCRIPT PAYBACK  
FINDINGS

topic

IMPACT OF STRATEGIC  
TECHNOLOGY ON BUSINESS  
VALUATION

keywords

FIDUCIARY RESPONSIBILITY

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MEDIA ASSET MANAGEMENT  
MARKET REPORT—1999

### SMART MEDIA SUMMARY

Our use of the term *Smart Media* connotes the systematized application of knowledge and best practice to the work of designing, producing, publishing, distributing, and selling of digital media and all its final expressions and formats.

GISTICS research of best practice of media producer firms reveals a general economic framework of the exceptionally profitable, high-growth, and/or highly valued firm.

Six factors (shown below, *Smart Media Success Factors*) constitute this framework and depict the principal concerns of management:

The **business design** frames how management can potentially derive a return on investment from the deployment of a new technology or practice. Typically, Smart Media firms will employ a business design that predominantly uses one of these value-capture mechanisms:

- Fees and commissions paid by clients to an agency (advertising, graphic design)
- Production and delivery of materials or finished goods (prepress, printing)
- Sales of published works (books, movies, records)
- Advertising placement fees (broadcast, newspapers, magazines)
- Incremental sales derived from effective branding, promotion, sales support, and/or online sales (end-use customers of media and clients of media producer firms)
- Licensing fees and royalties (fashion labels, sports franchises, cartoon characters, celebrity endorsers, music, entertainment properties, corporate brands)

**Productivity** emphasizes getting billable work out the door that meets or exceeds customer standards for quality and satisfaction. Productivity requires process and quality controls, systematization of proven work practices, and flexible production capacities.

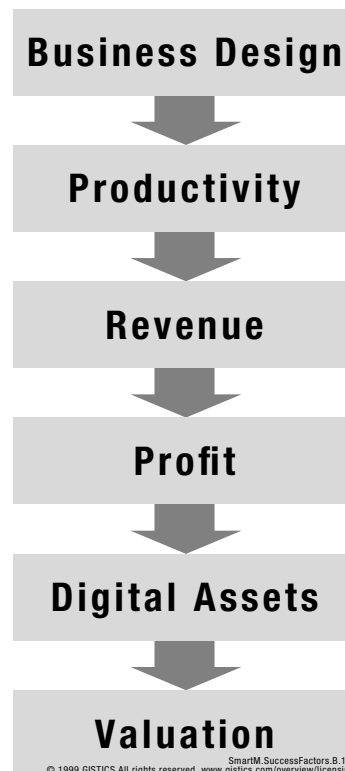
**Revenue** relates to the ability to complete projects more quickly, enabling the firm to handle more work without adding costs. Often, shorter production cycle time attracts new business (that competitors have turned down due to slower cycle times), and enables the Smart Media firm to charge price premiums (in exchange for faster turnaround time) and command a firmer hold on the loyalty of clients.

**Profit** derives from lower production and marketing costs, achieved through a more predictable business process (fewer reworks and make-goods). This alone can attract and hold customers, enabling the Smart Media firm to lower its marketing costs and sell additional higher-margin products and services into a branded account, capturing a higher share of customer's budgets.

**Digital assets** result from the codification of intellectual capital in the form of reusable media and scripts, reusable designs and templates, automation routines, color profiles, and integrated business processes; when analyzed for economic performance, these forms of intellectual capital become economic assets.

**Valuation** increases as a function of three factors: consistently higher-than-average profit margins, the demonstrated ability to scale operations to market demand, and financial accounting of digital assets and their ongoing contribution to revenue and profit.

### SMART MEDIA SUCCESS FACTORS



SmartM.SuccessFactors.B.1.0  
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- 2 Smart Media producers use **six factors** when deploying technology, framing management concerns of a successful media producer firm: business design, productivity, revenue, profit, digital assets, and valuation.
- 4 When deploying AppleScript, Smart Media producer firms use **six success factors**: business design, productivity, revenue, profit, digital assets, and valuation.
- 5 In 1998, AppleScript produced an estimated **\$100,630,500 in total savings** for North American media producer firms.
- 6 AppleScript targets any set of **repetitive tasks or activities**.
- 7 Robust scripts with high productivity yields **take time and iterative refinement** to create.
- 8 The General Creative practice paces overall industry adoption of AppleScript; a **strong orientation to programming and workflow design** fosters script development.
- 9 **Print production, new media, and advertising** have gained the greatest number of AppleScript users.
- 10 **A master script creator will use 251 scripts over a year**, drawing from industry collections and internal groups within his or her organization.
- 11 **Organizations that benefit most** employ their own master script creators.
- 12 An investment of **personal time and corporate support** produces master script creators.
- 13 Scripting in its various forms has achieved a **surprisingly broad but not widely recognized adoption** in the industry.
- 14 Master script creators and their scripts **touch many media producer firm users** who may not know about scripts or understand script potential.
- 15 Personal initiative of **solo contractors with no prior experience** can yield handsome returns.
- 16 Solo contractors seeking to expand their **skills portfolio** use tactical, low-level engagements to build a new practice in AppleScripting.
- 17 A **master script creator** makes money while he or she sleeps, earning as much as \$250,000 a year.
- 18 **Small media producer** teams with a master script creator benefit most from script automation, returning their investment **3.57 times in the first year**.
- 19 **Small businesses** in the publishing industry use AppleScript to automate **template-driven publications** and workflows.
- 20 The **large agency** with 63 enabled script creators achieved a **2.4 times first-year return on investment**.
- 21 Large, typically well-organized print production firms use AppleScript to **codify and simplify pre-existing workflows**, returning their investment 2.85 times in the first year.
- 22 **A large, end-use enterprise** can derive a 4.32 times return in its first year of AppleScript adoption.
- 24 **LA Times pumps out 26 regional TV show guides in two hours**, using AppleScript to eliminate eight full-time positions.
- 26 **Publishing firm produces books, Web pages, and audiovisual materials**: more, better, faster, and cheaper with AppleScript.
- 28 **Hallmark applies quality management process controls** to its color production workflows.





# When deploying AppleScript, Smart Media producer firms use six success factors: business design, productivity, revenue, profit, digital assets, and valuation.

Apple Publishing Technologies

section  
APPLESCRIPT PAYBACK FINDINGS

topic  
EXECUTIVE SUMMARY

keywords  
BUSINESS DESIGN, PRODUCTIVITY, REVENUE, PROFIT, DIGITAL ASSETS, VALUATION

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

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## SMART MEDIA BEST PRACTICE\*

Ongoing GISTICS research of media producer firms since 1992 has examined the critical success factors for profitability, growth, and higher valuations of the media producer firms.

Smart Media distills these best practices, and we use a series of models, frameworks, and prescriptives to characterize the best practices of Smart Media.

For a more complete treatment of these Smart Media best practices, visit [www.gistics.com](http://www.gistics.com).

This report, *AppleScript Payback Assessment*, stands as a section of the GISTICS Technology Impact Assessment, *Smart Media Best Practices—1999*.

## BUSINESS DESIGN

Executives and owners deploy AppleScript as a *strategic platform* by which to reengineer and systematize business processes for profit, bringing a *new satisfaction* to market and capturing additional *value*.

**NEW SATISFACTIONS** derive from higher quality production at significantly lower costs and shorter production cycles.

**VALUE CAPTURE** emphasizes increased profit per project, creation of new digital assets, and scalable workflow and business processes that all lead to higher business valuations.

## PRODUCTIVITY

Successful deployments of AppleScript automate a vast array of computer-based activities ranging from the simple to the very complex.

**MORE BILLABLE WORK** per worker translates into higher revenue and profit.

**HIGHER CREATIVE REALIZATION** derives from reduction of “administrivia” and mind-numbing manual repetitions.

## REVENUE

Smart Media firms use AppleScript to capture new revenues.

**MORE PREDICTABLE WORKFLOW** enables the firm to accept “impossible” jobs.

**FASTER CYCLE TIME** attracts opportunistic *orders* and builds *customer preference* (brand of the firm).

\* For customer proof-points of best practice and affirmation of GISTICS assertions of economic benefit, see the QuickStudies in the next section of this report. These QuickStudies provide verbatim transcripts of comments from successful AppleScript users.

## PROFIT

AppleScript can dramatically increase profitability of a media producer firm.

**FEWER REWORKS AND MAKE-GOODS** reduce production costs.

**HIGH SHARE OF CUSTOMER JOBS** (the result of customer preference for higher quality work at lower price in less time) lowers marketing costs.

## DIGITAL ASSETS

AppleScript encourages value-adding contributions from internal workflow experts as well as from third and fourth parties.

**REUSABLE SCRIPTS** codify knowledge and propagate expertise throughout a workflow.

**FINANCIAL ANALYSIS** of script use and reuse and its effects on workflow cycles and costs quantify the script’s value.

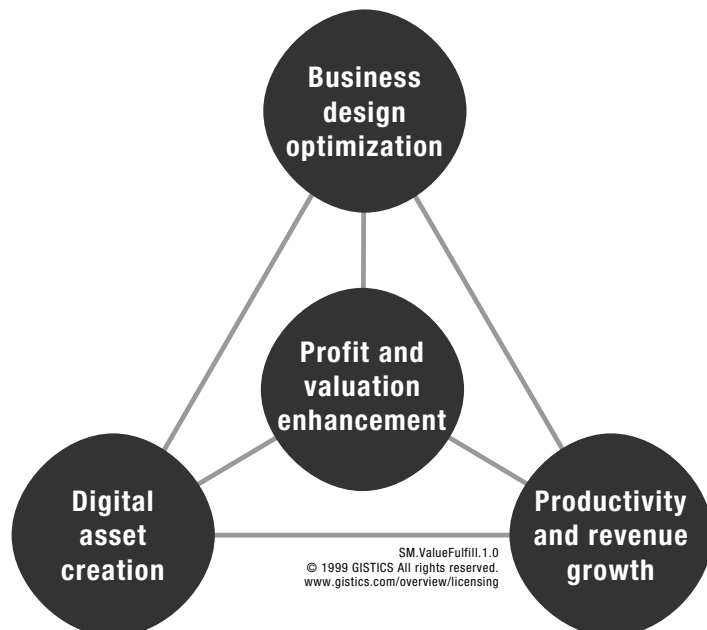
## VALUATION

Smart media firms use automation to increase the value of the firm.

**OPERATIONAL SCALABILITY** reduces investment risks, making the business more attractive to capital partners.

**PROCESS OPTIMIZATION** applies process controls to profit-making activities, commanding a premium in a merger or acquisition.

## VALUE FULFILLMENT MODEL FOR SMART MEDIA FIRMS



# In 1998, AppleScript produced an estimated \$100,630,500 in total savings for North American media producer firms.

Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

USER BODY AND SUMMARY OF APPLESCRIPT BENEFITS

keywords

SIMPLE SCRIPT USERS, MASTER SCRIPT CREATORS, NET HOURS SAVED ANNUALLY, NET FINANCIAL BENEFITS

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**INDUSTRY CONTRIBUTION.** AppleScript has garnered a *sizable body of users* that in 1998 collectively produced over \$100 million in time and productivity savings.

**BENEFIT SUMMARY.** AppleScript benefits derive from process automation and control at the level of a *single application* (e.g., QuarkXPress), a *suite of programs* (QuarkXPress, Canto Cumulus, and FileMaker Pro), *multiparty workflows* (imaging and prepress), and an *integrated business process* (see GISTICS QuickStudy, *Hallmark Cards*).

**UBIQUITY.** Apple includes AppleScript with all of its platforms, ensuring *ubiquitous availability* across the industry.

**MASTER SCRIPT CREATORS.** While the master script creator group remains very small (four percent), it has produced approximately *42 percent of total industry savings*.

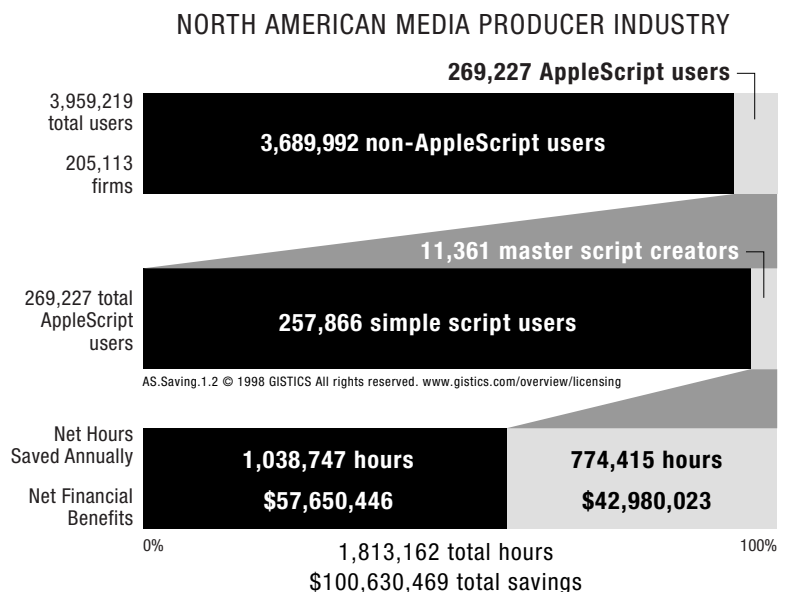
**UNIQUE MINDSET.** The successful master script creator possesses a *programmer's mindset*, seeking out means to automate repetitive steps, use *conceptual maps* to organize activities into classes, experiment in a circular, *iterative process* of ongoing refinement, and integrate proven routines into larger, more comprehensive and inclusive *automation frameworks*.

**FULL DEPLOYMENT.** Full studio adoption of script automation relies on these *critical success factors*:

- Full-time master script creators
- Executive mandate to automate, automate, automate
- Departmental managers committed to implement process controls in the workflow
- Standardization on Macintosh client platforms, Mac OS Finder folders, Mac OS aliases, and fully AppleScript-enabled applications

**APPLESCRIPT REMAINS UNIQUE.** No comparable scripting tools or foundation technologies (such as portable aliases) exist in MS Windows.

## USER BODY AND SUMMARY OF APPLESCRIPT BENEFITS



**MANY USES.** AppleScript users automate a broad range of *desktop, server, and network tasks*.

**SIMPLE USES.** For simple user tasks comprised of *three to ten mouse clicks* and keystrokes, a script will execute three to seven times faster than a proficient user.

**COMPLEX USES.** For complex tasks such as the *composition of a catalog*, AppleScript can reduce a nine-person-week task to less than one hour.

**AUDIT PROCESS.** Studio owners and executives should consider conducting an audit to *identify potential areas* for script automation and deployment of workflow process controls.

**NETWORK ADMINISTRATION.** Technical managers have successfully deployed AppleScripted Macintosh platforms as network and database *administration assistants, gofers, and watchdogs*.

**PRODUCTIVITY.** Department managers have *reduced quality defects and reworks* and increased overall per-person finished-work rates.

**CANDIDATE USERS.** End users should consider AppleScript if they expend more than *ten percent of their work day* in any of the listed activities.

Apple Publishing Technologies

section  
APPLESCRIPT PAYBACK FINDINGS

topic  
APPLESCRIPT USER ACTIVITIES

keywords  
QUALITY DEFECTS, REWORKS

author(s)  
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**USER ACTIVITIES**

**Image edits/manipulation**

- Aspect ratios, font substitutions, sizing boxes, cropping, color substitution

**Page layout/reformat**

- Update and replace, multiple versions, multiple format output including HTML

**Template & tool palette setup**

- Multiple page setups and formats
- Auto-launch tool palettes and workspace configurations

**Batch processing/off-peak scheduling**

- Multiple jobs printed to the same proof sheet
- Scheduling by priority level

**PDF creation**

- Server-side processing
- Auto-collection across network

**DB access/data maintenance/reporting**

- Edits of multiple sets of data, DB logon, data extraction, formatting, and output
- Automated HTML creation and posting to Web

**Printing to multiple formats & devices**

- Printing across network in multiple formats, including digital proofs, Fuji prints, CTP

**File management, journaling, & backup**

- Just-in-time reformatting
- Legacy data media migration
- Automated replication and archiving

**File transfer & workflow routing**

- Automated routing of works in progress

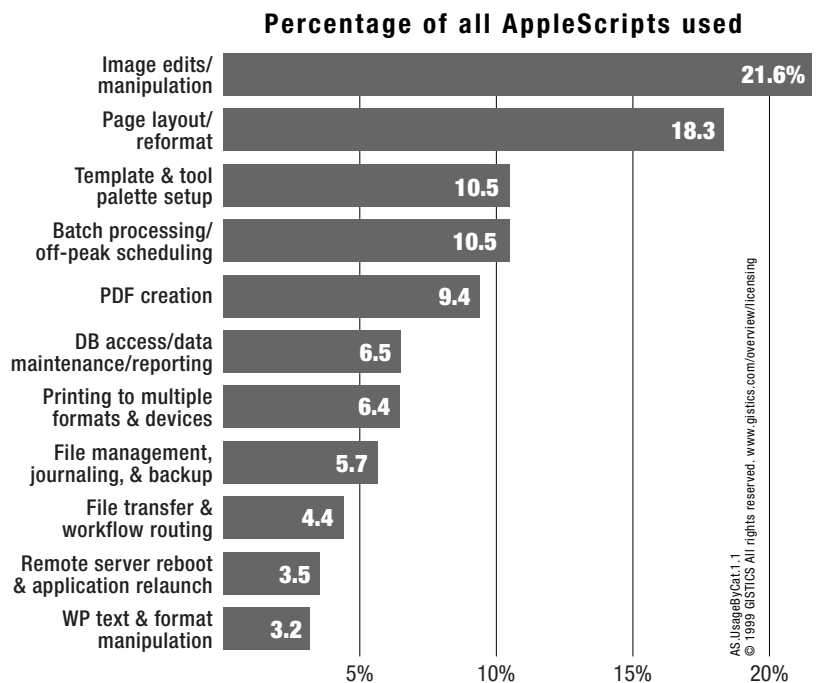
**Remote server reboot & application relaunch**

- Pager notification of technician in the event of LAN or server failure
- Relaunch and verify application status

**WP text & format manipulation**

- Open file, search and replace keywords and phrases
- Spell check large numbers of documents
- Open, reformat, apply new style sheets, and print

**APPLESCRIPT USER ACTIVITIES**



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section

APPLESCRIPT PAYBACK FINDINGS

topic

RETURN ON INVESTMENT SUMMARY FOR APPLESCRIPT

keywords

PROCESS KNOWLEDGE, STATISTICAL PROCESS CONTROLS, EQUIPMENT UTILIZATION

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**KEY BENEFITS.** Successful script deployment delivers two key benefits:

- Reduction of boring (and therefore mistake-prone) *manual activities*
- Codification of *tacit process knowledge*

**SMART MEDIA GOALS.** Full studio adoption of AppleScript can accomplish three key goals:

- Enabling departments and workgroups to employ *statistical process controls* in the most capital (equipment)-intensive workflows
- Creating process data that allows managers to *isolate equipment utilization, workflow design, and user training issues*
- *Increasing billable work per person at marginal or no cost*

**PRODUCER FIRM BENEFITS.** Complete business-management sponsorship of AppleScript can deliver the following:

- Support for the business by *simplified scaling* of its processes, up or down
- A means to close a process-intelligence feedback loop that measures the *impact of policy or work changes on productivity and revenue*

**RETURN ON INVESTMENT SUMMARY FOR APPLESCRIPT**

	Simple Script Users	Master Script Creators	Overall
Average script creation time (min.)	23.14	247.78	32.62
Number of scripts used per user	55	251	63.27
Number of scripts created by others	36	69	37.39
Number of scripts invoked per week per user	18.45	46.67	19.64
Average script running time	1.57	18.14	2.27
Average time savings per scripted process	13.1	87.64	16.25
Net annual productivity benefit per user	\$6,217	\$160,510	\$12,729
Average annual investment per user	\$2,459	\$28,640	\$3,564
Average annual ROI per script	2.53	5.60	3.57
Development cost per script	\$135	\$301	\$142
Annual ROI per script	\$341	\$1,687	\$507



# The General Creative practice paces overall industry adoption of AppleScript; a strong orientation to programming and workflow design fosters script development.

Apple Publishing Technologies

section  
APPLESCRIPT PAYBACK FINDINGS

topic  
APPLESCRIPT USERS AND CREATORS BY CREATIVE PRACTICE

keywords  
DROPLETS, SKILLS PORTFOLIO

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

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**MAIN BENEFICIARY.** Businesses and studios with significant numbers of general creatives (*multidisciplined creators in multiple mediums*) stand to benefit from script automation.

**PROCESS-ORIENTED.** *Master script creators* lead more process-oriented workgroups to above-average levels of AppleScript use.

**DROPLETS.** One master script creator can create scripts and “droplets”\* that *streamline deployment*.

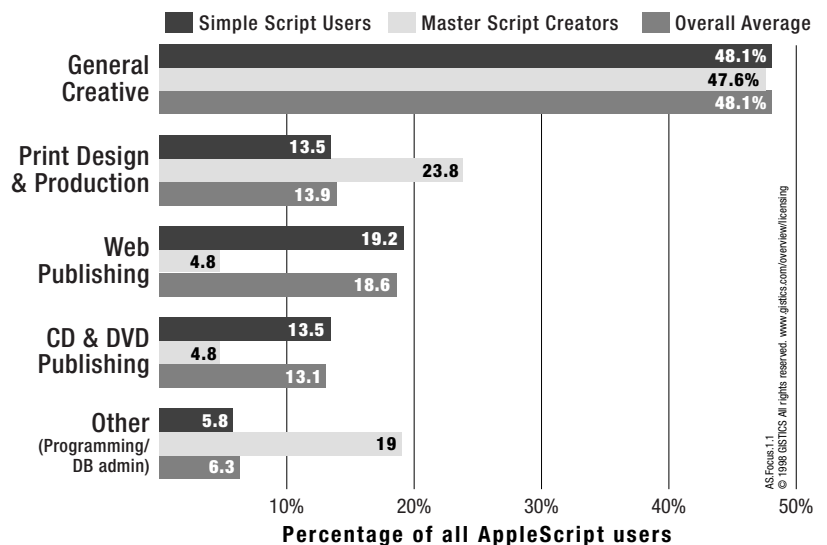
**POLICY EDICT.** Studio department managers commonly train a *small core group of script writers*, define a company policy for script distribution, and oversee a repository of reusable and/or refined scripts.

**SCRIPT LIBRARY.** The studio technology manager typically designates a single person as the *librarian and manager of scripts*, charging him or her with *version tracking* and *propagating updates*.

**REUSE AND DATA COLLECTION.** Technical managers help define reuse standards and support collection and analysis of *process control data*.

**SKILLS PORTFOLIO.** Individual users may consider mastery of script automation as a valuable addition to their skills portfolio, improving their *marketability* and *potential compensation*.

## APPLESCRIPT USERS AND CREATORS BY CREATIVE PRACTICE



\* A drag-and-drop desktop icon that initiates and sequences any number of AppleScripts. Script writers report their use of the Face Span product by Digital Technology Inc. to create such droplets.



Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT USER BODY BY COMPANY TYPE

keywords

ADOPTION DRIVERS, ADOPTION BARRIERS

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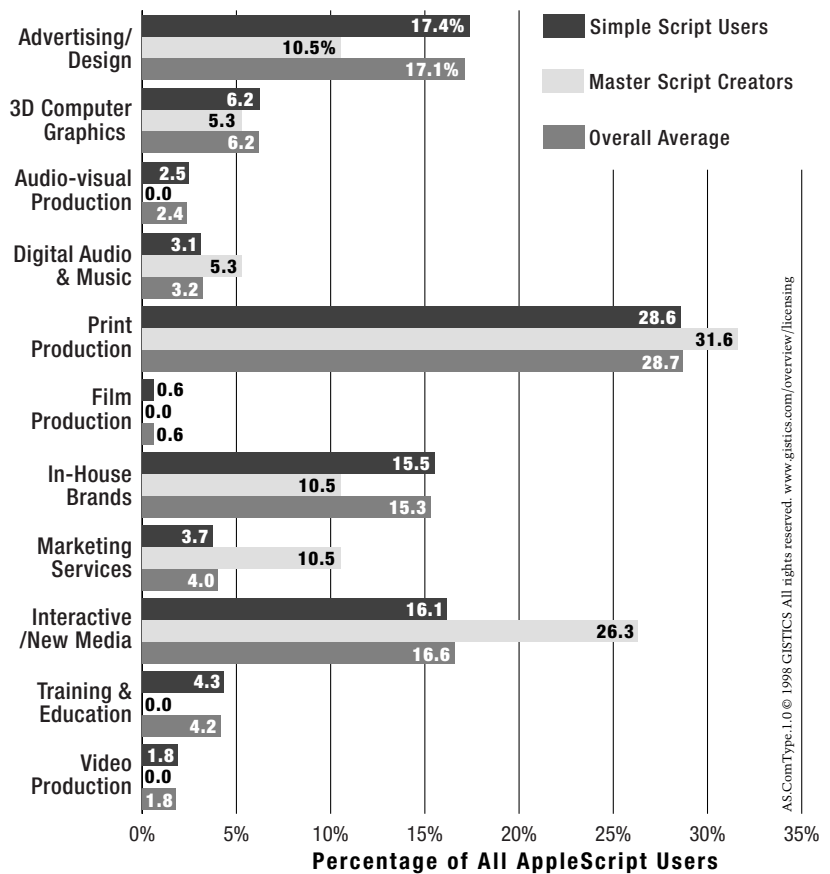
**ADOPTION DRIVERS.** Many variables affect script adoption. Firms with high potential for successful adoption will have many of the following needs and characteristics:

- Acute *time-to-market* requirements
- *Established designs* for publications and titles
- High demand for customized or *personalized documents* or HTML pages
- Sizable cost exposures due to *reworks* or *make-goods*
- *High-wage labor* (generally in short supply)
- Rapid expansions or cyclical *changes in workloads*

**ADOPTION BARRIERS.** Two primary considerations exist for firms planning to adopt script automation:

- Not all applications support scripts
- *Microsoft platforms have limited support* for script automation, especially for scripts operating on or across networks

**APPLESCRIPT USER BODY BY COMPANY TYPE**



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**DIGITAL ASSETS.** A proven script stands as a digital asset of the firm. It has *economic value*.

**FINANCIAL REVENUE.** Executive managers at firms that rely heavily on AppleScript systematically *track usage*. Several recognize these scripts as assets and perform periodic financial reviews of *script performance* (the number of hours saved per week per task).

**HIGHER VALUATION.** In a few noteworthy cases, scripts have added significantly to the valuation of small-business studios.

**INCENTIVES.** Some department managers report good results from incentive systems that *reward successful script deployment*.

**BACK-CHANNEL USER SUPPORT.** Farsighted technical managers offer AppleScript *training courses*. They have found that master script creators perform many training and preventive maintenance functions for individual users and deliver *expert help and user support* when problems, script-related or not, appear.

**CAREER OPPORTUNITIES.** Individual users have found that leadership in *AppleScript user groups* provides new career options and sources of help.

Apple Publishing Technologies

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APPLESCRIPT PAYBACK FINDINGS

topic

DEVELOPMENT SOURCES OF APPLESCRIPTS

keywords

INTERNALLY DEVELOPED, MODIFIED FREWARE, PERSONALLY DEVELOPED, COMMERCIALY DEVELOPED

author(s)

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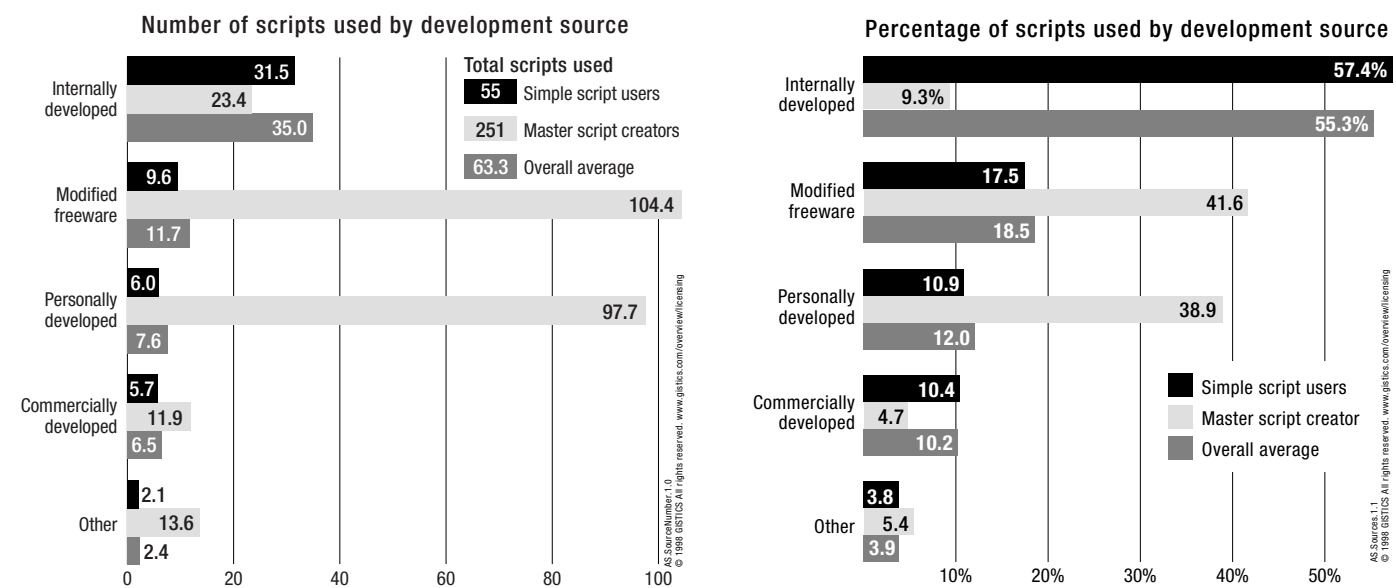
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**APPLESCRIPT DEVELOPMENT PATTERNS**



# Organizations that benefit most employ their own master script creators.

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APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT USERS AND CREATORS BY JOB FUNCTION

keywords

TECHNICAL ROLE, DESIGN ROLE, PRODUCTION ROLE

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**MANAGEMENT ROLE.** Executive managers at Smart Media firms take a personal interest in the *care and feeding of master script creators*.

**SMART TEAMS.** Research into full adoption of script automation highlights efforts of small teams with at least *one master script creator*.

**SIGNIFICANT UPSIDE.** Research also reveals a large studio that derives *\$500,000 to \$1.2 million in annual savings* from the work of one master creator who spent 500 hours developing and perfecting a suite of AppleScripts.

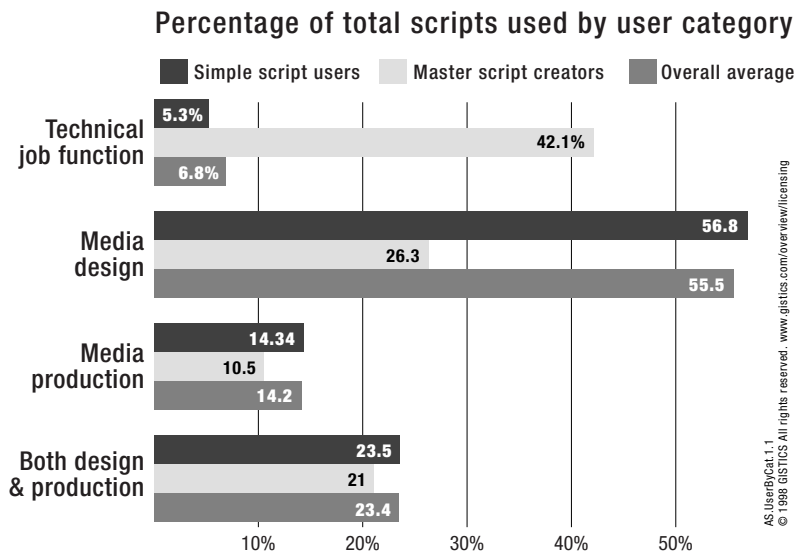
**BASE OF EXPERIENCE AND SKILL.** Pioneering technical managers at Smart Media firms find that the best scripters have both extensive design and production experience within *structured workflow environments* and a solid grounding in and affinity for computer programming.

**BRIDGE TWO WORLDS.** Together, expertise in both *design and programming* enables master script builders to succeed in both worlds.

**CREATIVE PARTNERS.** Individual users who succeed as master script creators pursue *process efficiencies* as a way of helping creative professionals *more completely realize design and communication aspirations*.

**PERSONAL MISSION.** Master script creators define their success as a *partnership* in the overall design and production process.

## APPLESCRIPT USERS AND CREATORS BY JOB FUNCTION





# An investment of personal time and corporate support produces master script creators.

**STRATEGIC INVESTMENT.** Executive managers at Smart Media firms willingly pay a *short-term price for the benefits* of application and workflow script automation.

**TIME TO LEARN.** This entails an investment in training and an allocation of *nonproduction time* to a qualified script builder.

**TECHNICAL STANDARDS.** Technical managers in Smart Media firms help set standards for *script development and maintenance*.

**GOAL OF REUSE.** They emphasize *maintainability by a third party*, in the process ensuring a high level of reusability.

**CROSS TRAINING.** Department managers provide scripting *tutorials and classes for all* of their design and production professionals as a form of cross training.

**QUALITY OF WORK.** This cross training helps orient workgroups to script and workflow automation, and also helps *reduce user burnout* (due to excessive repetition of boring activities).

**START SIMPLE.** Individual *design and production users* can easily learn scripting with tools based on AppleScript.

**SUCCESS FACTOR.** High adoption levels by individual users often reflect the *personal evangelism* of a master script creator.

**Apple Publishing Technologies**

**section**

APPLESCRIPT PAYBACK FINDINGS

**topic**

TYPES OF ADOPTION SUPPORT FOR APPLESCRIPT

**keywords**

BOOKS, VIDEOTAPES, INDEPENDENT WORKSHOPS, COMPANY-SPONSORED WORKSHOPS, SELF-TEACH, TEST SCRIPT

**author(s)**

J. BYRAM, M. MOON

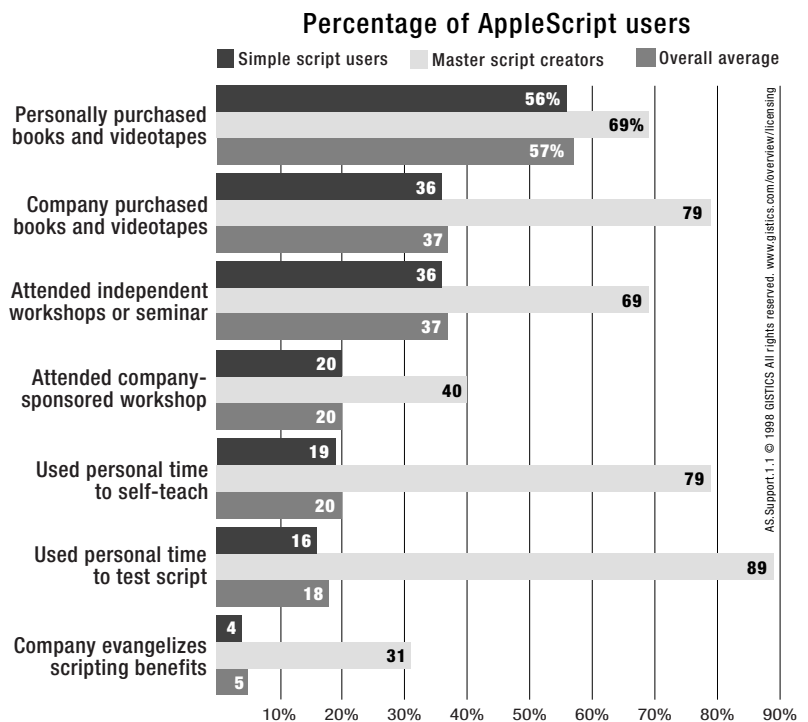
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## TYPES OF ADOPTION SUPPORT FOR APPLESCRIPT



Scripting in its various forms has achieved a surprisingly broad but not widely recognized adoption in the industry.

**THREE CATEGORIES OF SCRIPT AUTOMATION**

Scripting falls into roughly three categories, each corresponding to a set of technical capabilities:

**DESKTOP APPLICATION UTILITIES.** These scripting tools enable a user to *record a sequence of keystrokes and mouse clicks* for later replay. Products include QuicKeys by CE Software.

**TASK-WORKFLOW AUTOMATION PLATFORMS.** Often offered as a set of tools, they help more sophisticated users develop a *library of automation scripts* that they can integrate into entire workflow solutions.

Products include AppleScript by Apple Computer and Frontier by UserLand Software.

This also includes third-party AppleScript tools such as Scriptor by Main Event, Script Debugger by Late Night Software, and FaceSpan by Digital Technology International.

**PROGRAMMING TOOLS AND ENVIRONMENTS.** For the technically advanced user with extensive programming experience, these tools and environments help *automate low-level computing processes* and interapplication communication.

Webmasters use these technologies to control *various functions of various servers* (database, communication, authentication, mail, and file servers) as well as the *exchange of data* among these various servers or applications.

Products in this category include Visual Basic by Microsoft, JavaScript by Netscape and JavaSoft, and Perl from various open source providers.

Apple Publishing Technologies

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APPLESCRIPT PAYBACK FINDINGS

topic

THREE CATEGORIES OF SCRIPT AUTOMATION

keywords

DESKTOP APPLICATION UTILITIES, TASK-WORKFLOW AUTOMATION PLATFORMS, PROGRAMMING TOOLS AND ENVIRONMENTS, JAVASCRIPT, CE SOFTWARE QUICKEYS, APPLESCRIPT, VISUAL BASIC, PERL, FRONTIER

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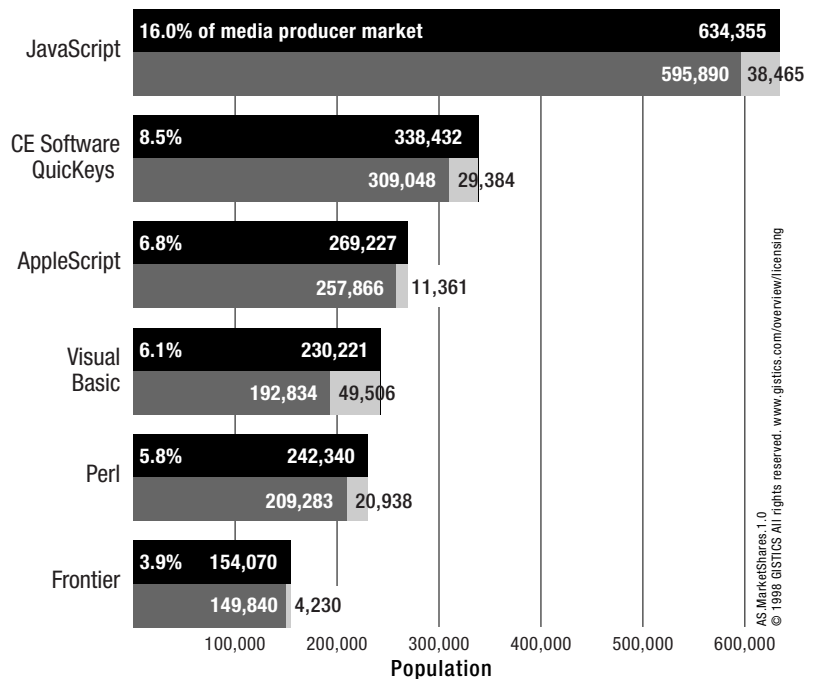
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**COMPETITIVE DISTRIBUTION OF SCRIPT LANGUAGES IN NORTH AMERICA**

Script language market shares in North America



Key & totals	Aggregate users		3,959,219 total North American media producers
	Simple script users	Master script creators	
	43.3%	1,714,761	3.9%
			153,884

NOTE: Legend is not to scale

Master script creators and their scripts touch many media producer firm users who may not know about scripts or understand script potential.

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APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT USE AND DEVELOPMENT PATTERNS

keywords

DIGITAL KNOWLEDGE ASSET, PROCESS KNOWLEDGE

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**DIGITAL KNOWLEDGE ASSETS.** Master script creators *codify process knowledge* of expert users of particular applications into a type of digital knowledge asset.

**ECONOMIC VALUE.** These assets have economic value. Their creation requires an *investment*. They produce *measurable time and cost savings* and quality improvements.

**STRATEGIC INVESTMENT.** The sheer number of scripts produced by master script creators reflects a strategic investment in learning how to *codify, systemize, and propagate process knowledge*.

**BEYOND MEDIA PRODUCTION.** In Smart Media firms, both large and very small, numerous AppleScripts automate a variety of functions related to basic *network administration* and non-media-production-based activities.

**LOWER HEADCOUNT.** Technical managers at Smart Media firms report that without AppleScript they would have to hire *two to five additional support staff* to maintain basic network operations.

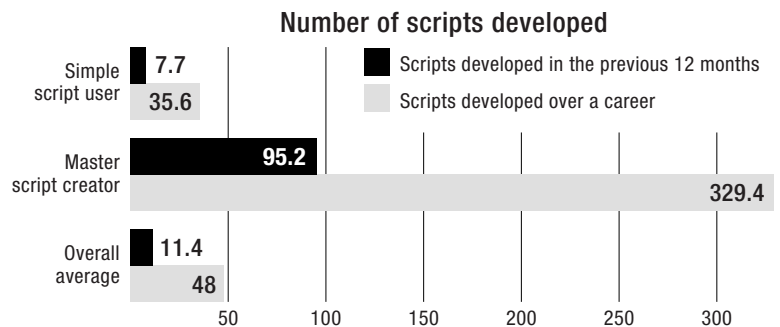
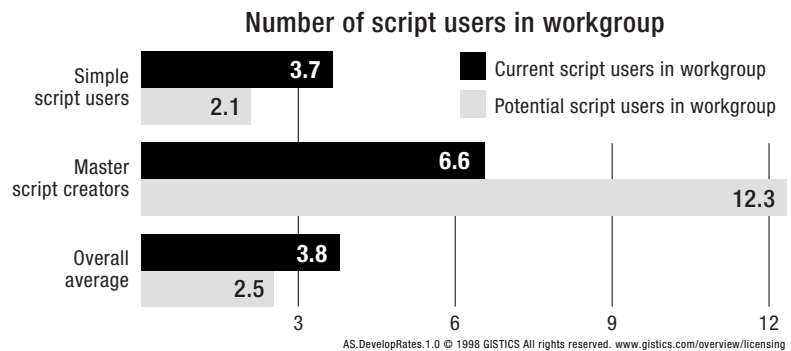
**UNREALIZED POTENTIAL.** Master script creators report seeing *twice as many potential users* of script automation solutions than current active users of their scripts.

**IMPLICATIONS FOR MANAGEMENT ACTION.** This unrealized potential reflects master script creators' reported needs for additional *corporate sponsorship, internal training and orientation workshops, and more effective ways to communicate the productivity and quality improvements* they have already produced.

**ALL MACS ENABLED.** Because of AppleScript's inclusion in the Mac OS, *all Macintosh users have the required ability* to run AppleScripts, whether their own scripts or those provided by others.

**SHARING SCRIPTS.** AppleScript by its nature encourages the sharing of scripts *throughout workgroups and firms*.

SCRIPT USAGE AND DEVELOPMENT RATES



# Personal initiative of solo contractors with no prior experience can yield handsome returns.

Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT ROI CASE FOR ADVERTISING SOLO CONTRACTOR

keywords

SOLO CONTRACTOR, ADVERTISING, FREEWARE SCRIPTS

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This ROI scenario depicts a solo contractor with no financial or training support and no scripting background.

He or she simply uses *pre-existing shareware scripts* commonly found in user groups, bulletin boards, and Web sites; AppleScript rewards this activity with modest but tangible productivity gains.

## APPLESCRIPT ROI CALCULATOR

GISTICS has developed an interactive ROI calculator and will make it available upon request by email (research@gistics.com). It enables a business manager to examine potential levels of return on investment, accommodating key variables of studio size and nature of work.

### SOLO-CONTRACTOR CREATIVE PROFESSIONAL IN ADVERTISING USING EXISTING FREEWARE SCRIPTS

No support, no scripting background, personal investment required.

#### Studio Profile

Number of master script creators	0
Number of general script users	1
Total number of AppleScript users	1
Number of media group employees	1
Number of media group full-time contractors	0
Total number in media group	1
Percentage of group that uses AppleScript	100%

Projected AppleScript Benefits	Projected <sup>1</sup>	Unrealized <sup>2</sup>	Potential <sup>3</sup>
Total net benefits <sup>4</sup>	\$7,693	\$0	\$7,693
Total net investment <sup>5</sup>	3,110	0	3,110
Projected first-year ROI <sup>6</sup>	<b>1.47</b>	<b>0.00</b>	<b>1.47</b>

Detailed Benefits	Master script builder	General script user
Total net benefits <sup>4</sup>	\$0	\$7,693
Total net investment <sup>5</sup>	0	3,110
Projected first-year ROI <sup>6</sup>	<b>0.00</b>	<b>1.47</b>

Suggested Budget	First Year	Second Year	Third Year
Project Management	\$75	\$66	\$73
Training	467	491	550
Script Development	2,315	2,385	2,504
Script Distribution	88	94	109
Software & Hardware Tools	164	190	230
<b>Total</b>	<b>\$3,110</b>	<b>\$3,226</b>	<b>\$3,466</b>

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
Large	36 – 120
Small Business	7 – 35
Small Team	2 – 6
<b>Solo Contractor</b>	<b>1</b>

<sup>1</sup>Projected AppleScript benefits derive from current usage.

<sup>2</sup>Unrealized AppleScript benefits derive from potential users who have not yet adopted AppleScript as general script users.

<sup>3</sup>Potential AppleScript benefits combine the projected and unrealized benefits.

<sup>4</sup>Total net benefits represent total productivity and cost savings minus all investments needed to produce these benefits.

<sup>5</sup>Total net investments include project management, training, script development and distribution, and the purchase of hardware and software tools (upgrades, too).

<sup>6</sup>Projected first-year ROI derives from the division of total net benefits by the total net investments; the product of this division represents a ratio, the number of times that deployment will return its investment.

**Note:** These ROI calculations do not account for the accrued and likely higher benefits that a studio would derive from a library of optimized AppleScripts. No data yet exists to prove conclusively the magnitude of this accruing benefit; parallels drawn from software development suggest a 15 to 25 percent additional annual productivity gain that a well-managed repository of digital assets can produce.



For individuals with the suitable mindset, AppleScript offers a *fairly low barrier to adoption*; one can quickly learn its basics and fruitfully apply novice scripts for significant benefits.

In this ROI scenario, an aspiring master script builder renders a variety of projects on a work-for-hire basis. The scripts become the property of the client.

With experience and a growing library of reusable scripts, the master script builder will begin licensing his or her digital assets.

**APPLESCRIPT ROI CALCULATOR**

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Apple Publishing Technologies

section  
APPLESCRIPT PAYBACK FINDINGS

topic  
APPLESCRIPT ROI CASE FOR ADVERTISING SOLO CONTRACTOR

keywords  
SOLO CONTRACTOR, ADVERTISING

author(s)  
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**SOLO-CONTRACTOR CREATIVE PROFESSIONAL IN ADVERTISING DEVELOPING SCRIPT WRITING CAPABILITY**

**Studio Profile**

Number of master script creators	0.5
Number of general script users	0.5
Total number of AppleScript users	1
Number of media group employees	1
Number of media group full-time contractors	0
Total number in media group	1
Percentage of group that uses AppleScript	100%

Projected AppleScript Benefits	Projected <sup>1</sup>	Unrealized <sup>2</sup>	Potential <sup>3</sup>
Total net benefits <sup>4</sup>	\$66,668	\$0	\$66,668
Total net investment <sup>5</sup>	13,731	0	13,731
Projected first-year ROI <sup>6</sup>	<b>3.86</b>	<b>0.00</b>	<b>3.86</b>

Detailed Benefits	Master script builder	General script user
Total net benefits <sup>4</sup>	\$62,821	\$3,846
Total net investment <sup>5</sup>	12,176	1,555
Projected first-year ROI <sup>6</sup>	<b>4.16</b>	<b>1.47</b>

Suggested Budget	First Year	Second Year	Third Year
Project Management	\$331	\$293	\$322
Training	2,064	2,167	2,427
Script Development	10,224	10,531	11,058
Script Distribution	387	414	481
Software & Hardware Tools	725	841	1,018
<b>Total</b>	<b>\$13,731</b>	<b>14,246</b>	<b>15,305</b>

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
Large	36 – 120
Small Business	7 – 35
Small Team	2 – 6
<b>Solo Contractor</b>	<b>1</b>

<sup>1</sup>Projected AppleScript benefits derive from current usage.  
<sup>2</sup>Unrealized AppleScript benefits derive from potential users who have not yet adopted AppleScript as general script users.  
<sup>3</sup>Potential AppleScript benefits combine the projected and unrealized benefits.  
<sup>4</sup>Total net benefits represent total productivity and cost savings minus all investments needed to produce these benefits.  
<sup>5</sup>Total net investments include project management, training, script development and distribution, and the purchase of hardware and software tools (upgrades, too).  
<sup>6</sup>Projected first-year ROI derives from the division of total net benefits by the total net investments; the product of this division represents a ratio, the number of times that deployment will return its investment.  
**Note:** These ROI calculations do not account for the accrued and likely higher benefits that a studio would derive from a library of optimized AppleScripts. No data yet exists to prove conclusively the magnitude of this accruing benefit; parallels drawn from software development suggest a 15 to 25 percent additional annual productivity gain that a well-managed repository of digital assets can produce.

# A master script creator makes money while he or she sleeps, earning as much as \$250,000 a year.

Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT ROI CASE FOR A SOLO MARKETING SERVICES CONTRACTOR

keywords

SOLO CONTRACTOR, MARKETING SERVICES

author(s)

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This ROI scenario depicts a master script creator who charged a *fixed price for a large, complex workflow automation deployment*.

Working alone and using a rich library of prebuilt scripts, this master script builder solves a multimillion dollar productivity and time-to-market problem for a large marketing service.

This master script creator uses AppleScript as an *economic platform*—a way to codify industry and process knowledge and transfer it to a client through an intellectual property license.

## APPLESCRIPT ROI CALCULATOR

GISTICS has developed an interactive ROI calculator and will make it available upon request by email (research@gistics.com). It enables a business manager to examine potential levels of return on investment, accommodating key variables of studio size and nature of work.

## MARKETING SERVICES FIRM, SOLO CONTRACTOR

### Studio Profile

Number of master script creators	1
Number of general script users	0
Total number of AppleScript users	1
Number of media group employees	1
Number of media group full-time contractors	0
Total number in media group	1
Percentage of group that uses AppleScript	100%

Projected AppleScript Benefits	Projected <sup>1</sup>	Unrealized <sup>2</sup>	Potential <sup>3</sup>
Total net benefits <sup>4</sup>	\$160,369	\$0	\$160,369
Total net investment <sup>5</sup>	29,830	\$0	29,830
Projected first-year ROI <sup>6</sup>	<b>4.38</b>	<b>0.00</b>	<b>4.38</b>

Detailed Benefits	Master script builder	General script user
Total net benefits <sup>4</sup>	\$160,369	\$0
Total net investment <sup>5</sup>	29,830	0
Projected first-year ROI <sup>6</sup>	<b>4.38</b>	<b>0.00</b>

Suggested Budget	First Year	Second Year	Third Year
Project Management	\$719	\$636	\$699
Training	4,483	4,708	5,272
Script Development	22,211	22,877	24,021
Script Distribution	841	900	1,044
Software & Hardware Tools	1,575	1,827	2,211
<b>Total</b>	<b>\$29,830</b>	<b>\$30,948</b>	<b>\$33,248</b>

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
Large	36 – 120
Small Business	7 – 35
Small Team	2 – 6
<b>Solo Contractor</b>	<b>1</b>

<sup>1</sup>Projected AppleScript benefits derive from current usage.

<sup>2</sup>Unrealized AppleScript benefits derive from potential users who have not yet adopted AppleScript as general script users.

<sup>3</sup>Potential AppleScript benefits combine the projected and unrealized benefits.

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**Note:** These ROI calculations do not account for the accrued and likely higher benefits that a studio would derive from a library of optimized AppleScripts. No data yet exists to prove conclusively the magnitude of this accruing benefit; parallels drawn from software development suggest a 15 to 25 percent additional annual productivity gain that a well-managed repository of digital assets can produce.

# Small media producer teams with a master script creator benefit most from script automation, returning their investment 3.57 times in the first year.

Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT ROI CASE FOR A SMALL TEAM NEW MEDIA COMPANY

keywords

SMALL TEAM, NEW MEDIA

author(s)

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This ROI scenario depicts the adoption of AppleScript in a small new media firm (Web site design, interactive multimedia title developer).

Led by a master script creator, this small team has automated many aspects of editorial and media asset creation, Web site and network administration, database access, and data conditioning.

The highly automated nature of this small business makes it an especially attractive acquisition candidate to a large, growth-minded interactive service provider or telecommunication services firm.

Process automation for media production and management, especially new media related to Web and Internet applications, enables a company to rapidly scale its operations and/or replicate its operations across broad geographies.

## APPLESCRIPT ROI CALCULATOR

GISTICS has developed an interactive ROI calculator and will make it available upon request by email (research@gistics.com). It enables a business manager to examine potential levels of return on investment, accommodating key variables of studio size and nature of work.

### NEW MEDIA COMPANY, SMALL TEAM STUDIO

#### Studio Profile

Number of master script creators	1
Number of general script users	4
Total number of AppleScript users	5
Number of media group employees	6
Number of media group full-time contractors	0
Total number in media group	6
Percentage of group that uses AppleScript	83%

#### Projected AppleScript Benefits

	Projected <sup>1</sup>	Unrealized <sup>2</sup>	Potential <sup>3</sup>
Total net benefits <sup>4</sup>	\$213,419	\$12,729	\$226,148
Total net investment <sup>5</sup>	46,649	3,564	50,213
Projected first-year ROI <sup>6</sup>	<b>3.57</b>	<b>2.57</b>	<b>3.50</b>

#### Detailed Benefits

	Master script builder	General script user
Total net benefits <sup>4</sup>	\$167,939	\$45,480
Total net investment <sup>5</sup>	29,747	16,902
Projected first-year ROI <sup>6</sup>	<b>4.65</b>	<b>1.69</b>

#### Suggested Budget

	First Year	Second Year	Third Year
Project Management	\$3,919	\$3,466	\$3,813
Training	7,035	7,386	8,273
Script Development	29,538	30,424	31,946
Script Distribution	3,461	3,704	4,296
Software & Hardware Tools	2,696	3,128	3,785
<b>Total</b>	<b>\$46,649</b>	<b>\$48,108</b>	<b>\$52,112</b>

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
Large	36 – 120
Small Business	7 – 35
<b>Small Team</b>	<b>2 – 6</b>
Solo Contractor	1

<sup>1</sup>Projected AppleScript benefits derive from current usage.

<sup>2</sup>Unrealized AppleScript benefits derive from potential users who have not yet adopted AppleScript as general script users.

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# Small businesses in the publishing industry use AppleScript to automate template-driven publications and workflows.

Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT ROI CASE FOR A SMALL BUSINESS PUBLISHING COMPANY

keywords

SMALL BUSINESS, PUBLISHING

author(s)

J. BYRAM, M. MOON

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

Small businesses that publish magazines, newspapers, directories, and guides use AppleScript in both tactical and strategic applications.

Strategically, these firms use AppleScript to reengineer core production processes as well as to invent new publication formats that incorporate highly automated production techniques.

New formats include customized and personalized promotions and editorial coverage for key subscriber segments (age, gender, industry, region).

Unless led by a master script creator with reengineering and format innovation experience, most small businesses evolve strategic applications from successful and extensible tactical applications of AppleScript.

Tactical applications include automated routines for the opening of a suite of publishing tools and the activation and placement of the tool palettes, templates, and style sheets that an artist or production specialist needs for particular classes of jobs.

## PUBLISHING COMPANY, SMALL BUSINESS

### Studio Profile

Number of master script creators	1
Number of general script users	15
Total number of AppleScript users	16
Number of media group employees	16
Number of media group full-time contractors	7
Total number in media group	23
Percentage of group that uses AppleScript	69.57%

### Projected AppleScript Benefits

	Projected <sup>1</sup>	Unrealized <sup>2</sup>	Potential <sup>3</sup>
Total net benefits <sup>4</sup>	\$350,165	\$89,100	\$439,265
Total net investment <sup>5</sup>	94,543	24,946	119,490
Projected first-year ROI <sup>6</sup>	<b>2.70</b>	<b>2.57</b>	<b>2.68</b>

### Detailed Benefits

	Master script builder	General script user
Total net benefits <sup>4</sup>	\$173,058	\$177,107
Total net investment <sup>5</sup>	30,681	63,863
Projected first-year ROI <sup>6</sup>	<b>4.64</b>	<b>1.77</b>

### Suggested Budget

	First Year	Second Year	Third Year
Project Management	\$12,499	\$11,055	\$12,161
Training	11,582	12,161	13,620
Script Development	51,110	52,643	55,276
Script Distribution	12,120	12,969	15,044
Software & Hardware Tools	7,233	8,390	10,152
<b>Total</b>	<b>\$94,543</b>	<b>\$97,218</b>	<b>\$106,252</b>

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
Large	36 – 120
<b>Small Business</b>	<b>7 – 35</b>
Small Team	2 – 6
Solo Contractor	1

<sup>1</sup>Projected AppleScript benefits derive from current usage.

<sup>2</sup>Unrealized AppleScript benefits derive from potential users who have not yet adopted AppleScript as general script users.

<sup>3</sup>Potential AppleScript benefits combine the projected and unrealized benefits.

<sup>4</sup>Total net benefits represent total productivity and cost savings minus all investments needed to produce these benefits.

<sup>5</sup>Total net investments include project management, training, script development and distribution, and the purchase of hardware and software tools (upgrades, too).

<sup>6</sup>Projected first-year ROI derives from the division of total net benefits by the total net investments; the product of this division represents a ratio, the number of times that deployment will return its investment.

**Note:** These ROI calculations do not account for the accrued and likely higher benefits that a studio would derive from a library of optimized AppleScripts. No data yet exists to prove conclusively the magnitude of this accruing benefit; parallels drawn from software development suggest a 15 to 25 percent additional annual productivity gain that a well-managed repository of digital assets can produce.



# The large agency with 63 enabled script creators achieved a 2.4 times first-year return on investment.

An advertising agency with a large studio of media creators can expect up to a 2.4 times return on investment for its first year of full AppleScript use.

While areas of deployment will vary greatly, Smart Media practices for large studios and advertising agencies suggest a combination of automation tasks. This mix includes *application-level support* (QuarkXPress, Photoshop), *workflow management, network and system administration, media asset profiling and cataloging, and database publishing* (FileMaker, QuarkXPress, Cumulus/Portfolio, and HTML production).

Master script creators in this scenario divide their script development into areas of specific expertise: *network and system administration, publishing tools, and workflow design.*

## APPLESCRIPT ROI CALCULATOR

GISTICS has developed an interactive ROI calculator and will make it available upon request by email (research@gistics.com). It enables a business manager to examine potential levels of return on investment, accommodating key variables of studio size and nature of work.

Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT ROI CASE FOR A LARGE AD AGENCY

keywords

LARGE STUDIO, ADVERTISING AGENCY

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

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## ADVERTISING AGENCY, LARGE STUDIO

### Studio Profile

Number of master script creators	3
Number of general script users	55
Total number of AppleScript users	58
Number of media group employees	58
Number of media group full-time contractors	5
Total number in media group	63
Percentage of group that uses AppleScript	92%

Projected AppleScript Benefits	Projected <sup>1</sup>	Unrealized <sup>2</sup>	Potential <sup>3</sup>
Total net benefits <sup>4</sup>	\$1,157,230	\$63,643	\$1,220,873
Total net investment <sup>5</sup>	340,832	17,819	358,651
Projected first-year ROI <sup>6</sup>	<b>2.40</b>	<b>2.57</b>	<b>2.40</b>

Detailed Benefits	Master script builder	General script user
Total net benefits <sup>4</sup>	\$514,533	\$642,696
Total net investment <sup>5</sup>	97,511	243,321
Projected first-year ROI <sup>6</sup>	<b>4.28</b>	<b>1.64</b>

Suggested Budget	First Year	Second Year	Third Year
Project Management	\$56,067	\$49,591	\$54,550
Training	32,958	34,606	38,759
Script Development	148,091	152,534	160,161
Script Distribution	62,645	67,030	77,755
Software & Hardware Tools	41,070	47,641	57,646
<b>Total</b>	<b>\$340,832</b>	<b>\$351,403</b>	<b>\$388,871</b>

STUDIO SIZE	
Industry	>2500
Global	121 – 2500
<b>Large</b>	<b>36 – 120</b>
Small Business	7 – 35
Small Team	2 – 6
Solo Contractor	1

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# Large, typically well-organized print production firms use AppleScript to codify and simplify pre-existing workflows, returning their investment 2.85 times in the first year.

Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT ROI CASE FOR A LARGE STUDIO DTP/ PRODUCTION COMPANY

keywords

LARGE STUDIO, DTP/PRODUCTION

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

By the time a studio has grown to this size, management will have systematized many of its core processes and workflows.

AppleScript enables production managers to solve quality and process control problems that do not normally crop up in more closely knit workgroups and teams at smaller studios.

Higher production volumes place a greater emphasis on “getting it right the first time,” eliminating reworks (due to process-induced errors), and more fully utilizing costly, high-volume capital equipment (imagesetters, digital proofers, film processors).

Once a master script creator has identified the optimal patterns of use for capital equipment, he or she can codify and propagate an AppleScript to the entire user body.

AppleScript still plays an important tactical application role in large studios; it also helps reduce training and end-user support costs, leveraging a suite of scripts that embody best practice routines.

## DTP/PRODUCTION COMPANY, LARGE STUDIO

### Studio Profile

Number of master script creators	5
Number of general script users	60
Total number of AppleScript users	65
Number of media group employees	65
Number of media group full-time contractors	20
Total number in media group	85
Percentage of group that uses AppleScript	76.5%

Projected AppleScript Benefits	Projected <sup>1</sup>	Unrealized <sup>2</sup>	Potential <sup>3</sup>
Total net benefits <sup>4</sup>	\$1,652,626	\$254,572	\$1,907,198
Total net investment <sup>5</sup>	429,300	71,275	500,575
Projected first-year ROI <sup>6</sup>	<b>2.85</b>	<b>2.57</b>	<b>2.81</b>

Detailed Benefits	Master script builder	General script user
Total net benefits <sup>4</sup>	\$916,567	\$736,059
Total net investment <sup>5</sup>	162,204	267,097
Projected first-year ROI <sup>6</sup>	<b>4.65</b>	<b>1.76</b>

Suggested Budget	First Year	Second Year	Third Year
Project Management	\$61,046	\$53,996	\$59,395
Training	53,705	56,391	63,158
Script Development	203,145	209,239	219,701
Script Distribution	67,872	72,623	84,243
Software & Hardware Tools	43,531	50,496	61,100
<b>Total</b>	<b>\$429,300</b>	<b>\$442,745</b>	<b>\$487,597</b>

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
<b>Large</b>	<b>36 – 120</b>
Small Business	7 – 35
Small Team	2 – 6
Solo Contractor	1

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**Note:** These ROI calculations do not account for the accrued and likely higher benefits that a studio would derive from a library of optimized AppleScripts. No data yet exists to prove conclusively the magnitude of this accruing benefit; parallels drawn from software development suggest a 15 to 25 percent additional annual productivity gain that a well-managed repository of digital assets can produce.

# A large, end-use enterprise can derive a 4.32 times return in its first year of AppleScript adoption.

Apple Publishing Technologies

section

APPLESCRIPT PAYBACK FINDINGS

topic

APPLESCRIPT ROI CASE FOR A GLOBAL IN-HOUSE BRANDS STUDIO

keywords

GLOBAL STUDIO, IN-HOUSE BRANDS

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

This ROI scenario depicts a global brand company with multiple sites for its creative services, publishing, and brand asset management functions.

Typically these large firms have complex and daunting IT infrastructures; AppleScript simplifies and systematizes “good mouse-keeping” for the technically less inclined.

AppleScripts also codify dozens of internal practices and procedures, reducing training costs and technical support episodes.

## APPLESCRIPT ROI CALCULATOR

GISTICS has developed an interactive ROI calculator and will make it available upon request by email (research@gistics.com). It enables a business manager to examine potential levels of return on investment, accommodating key variables of studio size and nature of work.

### IN-HOUSE BRANDS COMPANY, GLOBAL STUDIO

#### Studio Profile

Number of master script creators	7
Number of general script users	160
Total number of AppleScript users	167
Number of media group employees	167
Number of media group full-time contractors	40
Total number in media group	207
Percentage of group that uses AppleScript	80.68%

Projected AppleScript Benefits	Projected <sup>1</sup>	Unrealized <sup>2</sup>	Potential <sup>3</sup>
Total net benefits <sup>4</sup>	\$3,203,435	\$509,144	\$3,712,578
Total net investment <sup>5</sup>	976,873	142,550	1,119,422
Projected first-year ROI <sup>6</sup>	<b>2.28</b>	<b>2.57</b>	<b>2.32</b>

Detailed Benefits	Master script builder	General script user
Total net benefits <sup>4</sup>	\$1,264,217	\$1,939,218
Total net investment <sup>5</sup>	237,690	739,182
Projected first-year ROI <sup>6</sup>	<b>4.32</b>	<b>1.62</b>

Suggested Budget	First Year	Second Year	Third Year
Project Management	\$160,696	\$142,135	\$156,349
Training	94,464	99,187	111,089
Script Development	424,451	437,185	459,044
Script Distribution	179,549	192,118	222,856
Software & Hardware Tools	117,713	136,547	165,222
<b>Total</b>	<b>\$976,873</b>	<b>\$1,007,171</b>	<b>\$1,114,560</b>

STUDIO SIZE ▼	
Industry	>2500
<b>Global</b>	<b>121 – 2500</b>
Large	36 – 120
Small Business	7 – 35
Small Team	2 – 6
Solo Contractor	1

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Apple Publishing Technology

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**R.O.I. tech  
brief**  
ECONOMIC PAYBACK ASSESSMENT  
FOR NEW TECHNOLOGY

## APPLESCRIPT QUICKSTUDIES

### Essential Questions

*What particular and concrete benefits have Smart Media firms derived from AppleScript?*

*What strategies and tactics inform successful deployment of AppleScript?*

*What human and business factors impel or inhibit deployment?*

### Summary

2D Interactive, a marketing firm, runs **275 retail kiosks** remotely, updating software and multimedia promotions and uploading touch-screen data.

TV Times, the weekly TV program listings in the LA Times, publishes **26 regional versions** (70 to 90 pages) **in two hours**.

A textbook division of Prentice Hall **reexpresses its media and editorial assets**, using AppleScript to automate changes in format, filenames, and quality checking for 700 products per year.

Hallmark Cards instituted an **integrated workflow** and **process controls** for all of its prepress and proofing activities.

# LA Times pumps out 26 regional TV show guides in two hours, using AppleScript to eliminate eight full-time positions.

## SYNOPSIS

The LA Times, a large metropolitan newspaper, uses AppleScript to customize 26 regional television guides, slashing eight full-time publishing positions, shaving 3 days off their time to market, and eliminating several mistakes and typos per issue.

## SOLUTION ADVOCATE

Ed Stockly\*  
Production Supervisor, Weekend Editorial  
Stockly has worked for nine years at the LA Times and worked with AppleScript since 1994. He manages the production of **TV Times program listings**; including editorial, advertising, prepress, and transfer to an external printer.

"Mostly, I supervise production and coordination of all the organizations that contribute to TV Times. Directly, I manage nine people. I'm responsible for all 13 desktop publishing Macs in our department, oversee use of Macs in the ad department, and use the computers of the LA Times Tech Resources Group (their UNIX systems and high-end Scitex system)."

## MEDIA ASSET MANAGEMENT

The LA Times media asset management solution is **Cascade MediaSphere** image database for TV Times features; for handling the 26 TV Times versions, they use a **HyperCard** database (plan to move to a **FileMaker Pro** database).

Stockly's group performs the prepress functions in-house and delivers Acrobat files to an external printing firm.

## WHY AUTOMATE DESKTOP PUBLISHING?

"Three years ago the LA Times began a companywide effort for pagination. Prior to that we would produce our editorial pages and leave white space to paste in display ads physically ... an expensive way to do it.

"The company wanted a pagination system. This occurred about the time that Apple introduced AppleScript.

"Management wanted us to use a **PC-based pagination system** for TV Times; for many reasons, it would have required **more man-hours than we had used before**.

"At that point, we proposed using AppleScript to drive QuarkXPress.

"They gave us a **two-week deadline** to demonstrate feasibility; within two weeks we set up a pagination system, and we **went live two weeks after that** with our first fully paginated edition."

## FACTORS DRIVING CHANGE

"LA Times has a circulation of 1.3 million. Our press runs start the Sunday seven days before publication, giving us 4 days to print all the editions.

"Scripting enables us to produce **more demographic versions** of the TV Times and offer them to customers. We can produce **closer to deadlines** and get the most recent information into the TV Times ... a better product for the customers.

"More accurate and complete information in the TV Times makes it a lot **easier for our readers** to program video taping in advance.

"Scripting the production process lets us get the absolute last-minute changes into TV Times prior to starting the print run."

## WHY BOTHER?

"We **save money on labor** versus doing things manually. We also do things now **not possible without scripting**.

"In managing data for 26 editions, we use AppleScripts to verify that we have correctly imported data into the correct version; this **eliminates lots of errors**.

"We also have a script that checks every page for correct dates and time slots."

## PRE-EXISTING VENDOR RELATIONSHIPS THAT CHANGED

"Scripting our publication opened the door for our printer to migrate from a traditional film workflow to the 100 percent direct-to-plate workflow. This eliminates film expenses and significantly reduces make-ready charges for each print run."

## APPLESCRIPT AUTOMATION AT THE LA TV TIMES

- Automated composition and publishing
- Batch file transformations of graphics files
- Cataloging files
- Data manipulation
- Importing display advertisements
- Prepress conversion of Quark to PDF files
- Printer changes or setups
- Proofreading documents for specific errors
- Web site management
- Other housekeeping and backup processes

\* Interviewed by Doug Millison on 26 May 1998 by telephone; all quotations constitute verbatim transcription with the exception of minor editing of grammar and syntax.

Apple Publishing Technologies

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APPLESCRIPT QUICKSTUDIES

topic

LOS ANGELES TIMES

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
Large	36 – 120
<b>Small Business</b>	<b>7 – 35</b>
Small Team	2 – 6
Solo Contractor	1
<b>LOS ANGELES TIMES</b>	
TV Times weekly supplement	
9 employees	



**“It took two weeks to demonstrate an AppleScript pagination solution, and then another two weeks to produce the first live edition of TV Times.”**

Apple Publishing  
Technologies

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APPLESCRIPT QUICKSTUDIES

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MEDIA ASSET MANAGEMENT  
MARKET REPORT—1999

**NO LONGER AN ISLAND OF TECHNOLOGY**

“Our publishing operation has to interface a multiplatform environment over a network. We use Unix, Windows NT; Edition Design still uses DOS; the advertising information comes from the company mainframe.

“AppleScript lets us coordinate all of the documents, files, and data across this environment.

“For example, let’s talk about our production flow: a document will spool to a Unix server. AppleScript will send each page individually to that server. Then, AppleScript takes the page and downloads it to the Mac and distills it into an Acrobat PDF file ready for the printer.”

**HOW THEY DID IT**

“It took two weeks to demonstrate an AppleScript pagination solution, and then another two weeks to produce the first live edition of TV Times. It then took several more months to run the entire production comfortably.

“We did it in a two-step process. First, we set up the scripts to automatically lay out documents, leaving white space for manual paste-up of display ads. That took about a month.

“In the second phase, we set up scripts to import display ads into the spaces. That took about three or four months.

“It used to require us to start production 10 days in advance; now we start only 7 days prior to publication. That lets us get late-changing information from TV stations; generally, we get all the changes.”

**IMPROVEMENTS IN QUALITY OF WORK AND WORK LIFE**

“We make an effort to automate the most tedious, repetitive, error-prone tasks. It seemed that before AppleScript, our system promoted mistakes and failure; with AppleScript, we eliminated the most error-prone tasks and tedium.”

**HINDSIGHT REALIZATIONS**

“I would have liked to have made a bigger effort to hire an assistant scripter, somebody to help write scripts. That would have more than paid for itself.

“I would characterize my scripting abilities only about average. It would have sped things up to have somebody else to help with that.

“Although I’m not a programmer, I found AppleScript fairly easy to learn and implement. We now use an editing product called *Scripter\** for building our AppleScripts.”

**FUTURE PLANS AT THE LA TIMES**

“We want to automate the content building of our editions, to eliminate man-hours now put into production.

“Now we import listings into documents and manually edit them to fit the space. Automating that would enable us to automatically adjust content to follow style parameters to fit the available space.

“We also want to publish our TV listings on a Web site, personalizing them for individual customers, or e-mailing out any time changes. We’d automate that using AppleScript.”

**PERSONAL WIN FOR ED STOCKLY**

“I started as a member of editorial staff. My AppleScripting ability set me apart. Three promotions and three raises over past three years; I’m now the Production Supervisor. Scripting has definitely made a big difference for me personally.”

**HARD BENEFITS**

“In document layout, we used to have a staff of eight people working a full day. Now, we use a single script that runs two hours, eliminating eight people at \$14 per hour for an 8-hour day.” [Totaling \$896 per week in wages only. —Ed.]

“Our documents average 70 to 90 pages. We have scripts to automate prepress and PDF distilling processes; those projects that have graphics can take up to two hours.

“We send the final pages to the printer in 10-page increments; we use an AppleScript to do that instead of having to manually tend the printer and keep sending more 10-page increments.”

\* Scripter, from Main Event Software, Washington, D.C., provides editing tools with a debugger and access to application vocabularies, commands a particular application makes available for an AppleScript operation.

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Industry	>2500
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Solo Contractor	1
<b>LOS ANGELES TIMES</b>	
TV Times weekly supplement	
9 employees	

**SMART MEDIA INDEX OF LA TV TIMES**

Number of pages assembled weekly using AppleScript:	<b>1,500 – 2,600</b>
Times per week that Stockly’s group invokes an AppleScript:	<b>thousands</b>
Average running time per script (minutes):	<b>2.5</b>
Longest running time for a script (minutes):	<b>120</b>
Number of people at the LA Times using scripts today:	<b>45</b>
Number people at the LA Times that could use AppleScript:	<b>800</b>
Percentage of AppleScripts that operate across LA Times networks:	<b>10%</b>
Number of scripts that Stockly prepared in the last 12 months:	<b>100</b>



**SYNOPSIS**

Prentice Hall Higher Education, a large book-publishing division of one of the world's largest publishing houses, uses AppleScript to reuse and reexpress their media and editorial assets across multiple media, producing ancillary and derivative products for textbook and reference book customers. AppleScript reduces their time to market and costs.

**SOLUTION ADVOCATE**

Dave Riccardi\*  
Assistant Vice President, Production and Manufacturing

Riccardi has seven years in book publishing; before that he had 15 years in the photo industry. His scope of responsibilities includes management of art, composition, design, manufacturing purchasing, prepress purchasing, and project management (production editorial).

"I manage the people and systems for these tasks; this includes 75 full-time staff, 25 temps and freelancers, and a whole slew of vendors."

**MEDIA ASSET MANAGEMENT**

"We use a centralized corporate digital archive (*Oracle RDBMS*). We also use *FileMaker Pro DBMS* for our projects; this includes an image-tracking DBMS."

"We send files to our printers via *WAM!NET* and FTP. We do all of the color work for this division direct to plate."

**KEY VENDOR RELATIONSHIPS**

This division uses 15 prepress firms (compositors) and 10 printers ("although two do most of it").

The division does not have a Web hosting service: "Authors for books do their own Web sites—maybe 30 to 40 such sites; most link to our big site."

"We use a changing number of outside multimedia vendors; up to 20 different ones."

**DUAL ROLE FOR APPLESCRIPT**

"We use AppleScript as both a utility (as the need occurs) and as a **tool for integrating applications** for small-scale publishing uses—desktop-based, not networked."

**STUDIO PROFILE**

"We do a broad range of higher education products—traditional text books, 4 color, 2 color, 1 color, multimedia CDs, Web sites, laser discs, all types of supplemental print and media—and publish 700 products a year across that range."

"We don't author, write, or create content from scratch. We have authors who do that; but we will create art from scratch based on specs, scientific illustrations, and drawings. All of the people use Macs:

- 1 full-time designer.
- 30 freelance designers for the initial pass of a design.
- 4 full-time artists.
- 5 art editors.
- 5 media project managers who deal primarily with multimedia products.
- 5 production editorial staff, mainly project managers. They also have media manipulation skills (they edit Quark pages, do HTML coding, and work with art files, but their primary function is to oversee projects).
- 6 art directors who don't design from scratch.
- 7 buyers—people who do budgeting, schedule maintenance, and vendor management for the whole range of services: anything from composition to art studios to media development houses.
- 8 people for formatting/composition (page layout, media conversions, converting book content to HTML, images).

"In total, 95 people edit media and 100 people use media."

Apple Publishing Technologies

section  
APPLESCRIPT QUICKSTUDIES

topic  
PRENTICE HALL HIGHER EDUCATION

keywords

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
<b>Large</b>	<b>36 – 120</b>
Small Business	7 – 35
Small Team	2 – 6
Solo Contractor	1
<b>PRENTICE HALL HIGHER EDUCATION</b>	
Engineering Computing Science and Math/ Professional and Technical Reference	
95 employees	

**APPLESCRIPT AUTOMATION AT PRENTICE HALL**

Filename conversions

Batch processing

Image management script used to rename and convert

Quality control of things like line drawings

Tying together applications like QuarkXPress, FileMaker Pro, and file directory structures that facilitate building and paginating our products

Using AutoPage script to produce statistics on QuarkXPress documents

\* Interviewed by Doug Millison on 13 May 1998 by telephone; all quotations constitute verbatim transcription with the exception of minor editing of grammar and syntax.



**“We don’t have to work with some esoteric code; it’s easy to see what’s going on when you use AppleScript. AppleScript was the only serious contender.”**

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APPLESCRIPT QUICKSTUDIES

topic

PRENTICE HALL HIGHER  
EDUCATION

keywords

author(s)

D. MILLISON, M. MOON

contributor(s)

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MEDIA ASSET MANAGEMENT  
MARKET REPORT—1999

STUDIO SIZE ▼	
Industry	>2500
Global	121 – 2500
<b>Large</b>	<b>36 – 120</b>
Small Business	7 – 35
Small Team	2 – 6
Solo Contractor	1
<b>PRENTICE HALL HIGHER EDUCATION</b>	
Engineering Computing Science and Math/ Professional and Technical Reference	
95 employees	

**CUSTOMERIZED**

“I have purposely put a lot of effort into working with Quark Xtension developers to make their applications scriptable [with AppleScript].

“We use one called *AutoPage* that does batch pagination. We got the developer to make the application scriptable.

“We also use a program called *BeyondPress* for HTML conversion from Quark; we’ve gotten them to make their app (Quark Xtension) scriptable ... so *AutoPage* can work with *BeyondPress*.

**RUTHLESS BUSINESS**

“Book publishing isn’t the nice, sedate activity that it once was. The market puts greater demands on us.

“Schedules have gotten shorter. We have to provide media along with the core textbooks and get them both to the market at the same time.”

“Prentice Hall has always been a cost-controlling, frugal company. It looks for ways to do things better, faster, cheaper.

“Automation of redundant activities does that; AppleScript is there, it’s easy to use for that purpose.”

**RIGHT OFF THE SHELF**

“I started pushing AppleScript last summer. I had taken it for granted. My staff was aware of it; then I started finding out that not many of them used it.”

“*QuickKeys* [a macro utility —Ed.] was good for some things a few years ago. We also looked at *Frontier*; we didn’t go that route either. Neither did we go through any formal planning and evaluation sessions.”

“We work to take advantage of what’s at hand. AppleScript comes right off the shelf, virtually free; we might as well take advantage of it.”

“We don’t have to work with some esoteric code; it’s easy to see what’s going on when you use AppleScript. AppleScript was the only serious contender.”

**DIGITAL ASSETS, MAYBE**

“We have a lot of ‘disposable’ scripts; we create one and use it and may never use it again. We have a *FileMaker Pro DBMS* of our scripts that they can use if they want.”

**QUICK START, FAST STEALTHY COMPANY**

“About 9 months ago [October 1997 —Ed.], I started talking to one of my people about scripting; within a week we had some scripts. We got immediate results.”

Money saved? “I don’t feel comfortable talking about money saved. I’m more interested in time saved; I know how much time we’ve saved but I don’t feel comfortable talking about it.

Happier workers? “Yes, but we have a lot of work, and not a lot of time to get giddy.

“I’m completing projects on time and under budget more consistently.

“AppleScript has also changed the relationship with our prepress and printing firms. I am now asking our compositors if they use AppleScript. I know that will make them more efficient and reduce my costs with them.”

**REGRETS**

“I wish I’d started sooner. Going forward I want to get some more extensive training.

“We’ve found one big problem: buying AppleScript expertise gets extremely expensive; frustrating on the one hand, but also great as a practically free utility.

“We have not found a lot of training sources; I’m not used to paying \$1,000 a day to have one person trained.”

**FUTURE PLANS**

“I want to do more to tie together our applications. We always learn as we go about what we can automate. I want to see the *Central Scanning* area using it in the future.”

“We have demonstrated that we can automate many things; that’s really built some awareness in the company.”

“Everyone seems more aware of how easy you can make the work go so smoothly.”





## PERSONAL EXPRESSIONS

Hallmark Cards has built quite a franchise.

More than greeting cards, this multibillion-dollar company has over 20,000 employees worldwide who design, produce, and sell a mind-boggling array of **personal expression products** (greeting cards, stationery, gift calendars).

## TRUE COLORS

Color plays a critical role in almost everything Hallmark produces.

At the heart of a sprawling campus in Kansas City, 600 professionals—the world's largest staff of creative artists and masters of every creative medium—toil away creating original art and designs.

Most of them use computers; more than 99 percent use Macintoshes. **Getting the color right the first time** comes down to "putting in some process controls," says Roy Graham,\* manager of Graphics Art Production Technical Support.

His Production Tech Services group supports the production groups responsible for translating artwork into digital or physical media for master tooling: prepress files, films, jigs for die-cutting, foiling, embossing, etc.

## STARTING SMALL

About three years ago, Hallmark upgraded its Digital Color Separation operation, replacing the color separation process done on 20 DOS PCs with two Macintoshes running a separation script.

The Color Separation group needs to process a **large volume of color separations each day**, using software based on a proprietary system needed for their special color requirements.

Because everyone has a particular way of scanning in digital files and producing separations, each separation would require color correction—*rework* in the parlance of process control.

Hallmark took its first step at automating a redundant process using a macro software tool called *Tempo*.

Running two shifts a day, this small automation script would open a job in Photoshop, output CMYK color files, close the file, and move the CMYK files into a Done folder.

However, the production group does not consider **eliminating steps** on 20 PCs and making the overall operation more efficient the primary benefit:

"This simple start proved that we could put in **process controls** that eliminated color inconsistencies and redundant rework."

## STEP BY STEP

Early successes led the group to investigate other uses of script automation and tools for making more powerful scripts.

They found that every Macintosh comes with a built-in scripting engine, AppleScript.

With it, a script programmer emulating a color specialist turns on the "record" function and works a project.

AppleScript keeps track of each action (such as open file, export cyan layer as a file), translating them into simple English statements that also double as instructions in a recorded script.

In this way, their programmer/color specialist-turned-scripter could **record any often-repeated step at any point** of the production process—even an action as simple as "open file and save as..."

## SCALED QUICKLY, ITERATIVELY

Then they ran across a product called *FaceSpan* that enabled them to build a drag-and-drop applet that links and sequences any number of individual AppleScripts.

These little applets appear as icons on every color specialist's Macintosh desktop.

Today, the little digital robots called *droplets* quite literally run the show.

The color specialists' primary work—artwork translation and master tooling—gets a big assist from three or four droplets that execute several automated AppleScript tasks.

In all, Hallmark's AppleScripts manage **80 to 150 job cycles per day**. These scripts eliminate at least five final job reworks per day and have enabled management to delay capital outlays for output devices no longer needed due to having identified better utilization levels.

## NO DUPES ANYWHERE ON THE NETWORK

Each production person has his or her Power Mac loaded with all of the common publishing and design tools such as QuarkXPress, Adobe Photoshop and Acrobat, Macromedia Freehand, et al.

However the operator works, the digital files remain firmly ensconced in one and only one place: on the server.

This means that a production person fires up QuarkXPress or Photoshop on a Mac and then opens and works on a job file across a switched 10/100 Mb network.

Their asset files reside in a 3- to 5-gigabyte partition on a Compaq server running NT Server; the file never leaves the server.

Apple Publishing Technologies

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<b>HALLMARK CARDS</b>	
Creative services— over 300 design professionals	

\* Interviewed by Michael Moon on 1 July 1998 by telephone; all quotations constitute verbatim transcription with the exception of minor editing of grammar and syntax.



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Technologies

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## MAGIC OF FOLDERS

Because all the files live on the server, Hallmark's workflow consists of creating **folders and aliases** on Macintoshes at each step of the process, "Something you just can't do with MS Windows," states Graham.

Each file alias knows on which server the real McCoy exists.

This enables Hallmark to move a file's alias from one step to another in the workflow, linking each action of each step to the centrally stored master file.

## PROCESS INTELLIGENCE

Drop a Quark file on one of Graham's droplets and a small "job order" form pops up.

It prompts the user to provide a basic job description as well as the number of colors (four, five, or six), whether to print on vellum or coated paper stock, and special instructions for sharpening colors.

Once users submit a job, they have 10 minutes to cancel it; otherwise the job shuttles down a very **systematized workflow process**.

The submitted job function creates a job folder containing aliases for all its components and a *SimpleText* document that contains data that the user entered into the job order form.

This text document follows the job through the entire process.

At each step, an AppleScript writes new text to this document; at a few steps, the script uses predefined tab-delimited data in this document to execute further steps at the level of either the Mac OS or the application program.

At critical workflow junctures, another script copies and pastes time, date, and actions-taken data into a *FileMaker Pro* database (also an AppleScript-enabled program).

## FACT-DRIVEN DISCUSSIONS

According to Graham, the real beauty of his system relates to **process data collected in a systematic, dispassionate, and apolitical way**.

This produces reports that his managers and customers believe.

These reports identify "people patterns" and isolate real (rather than perceived) training issues, workflow bottlenecks, and waste associated with equipment utilization levels.

This same reporting system enables team leaders to "more evenly distribute our people across our capital equipment, working two shifts."

## MORE HARDWARE NOT THE SOLUTION

Lacking the process data that these scripts, droplets, and FileMaker Pro applications collect, one could easily decide to "throw more hardware at the problem." At \$90,000 to \$200,000 a pop, the finance people want solid facts and return-on-investment data to support a request for funds.

## CLOSED-LOOP PROCESS CONTROLS

Best of all, Graham now has a way to dynamically optimize an integrated process: "Change one thing, and you can see **immediately its impact on productivity**."

Now he has an internal baseline to analyze the impact of workplace policies like four-day, ten-hour shifts, and returns on investment for training, platform, and application upgrade cycles, and for new capital equipment outlays.

He knows that impartially compiled data can quickly reduce emotional issues and turf concerns to facts, figures, and even-headed conclusions.

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**HALLMARK CARDS**  
Creative services—  
over 300 design  
professionals

## APPLESCRIPT AUTOMATION AT HALLMARK

Create a job order and process instructions.

Make an Adobe Acrobat PDF.

Make film for a Fuji Color Art digital color proof.

Make a color Iris print.

Make film for 4-, 5-, or 6-color printing.

Clean and flatten DCS files.

Dynamically distribute jobs across five process queues.

Mount job-specific server volumes in a process queue.

Reboot and rebuild desktop files.

Create a "pick list" of finished works.

Gather data documenting the entire workflow.

Produce turn-time reports for management.

Produce data used for equipment utilization reports.

Apple Publishing Technologies

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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

**HAPPY CAMPERS**

Script automation has given Hallmark a way to simplify complex processes.

They put in solid, systematized process controls.

As a result, they have the opportunity and pleasure of managing a system, not leaping from one emergency to the next.

**WHAT THE FUTURE BRINGS**

Graham says that he does not consider himself an Apple advocate:

“We use the best tools for the job: Macs. That scares us a bit; I am at a total loss to understand how we could do our present workflow without Apple.”

“You can’t do this kind of workflow automation in the Windows or Unix world.” Or at least not without staff of a dozen programmers and all the hassle and expense associated with that.

“I’m really looking forward to the *Mac OS X*. We’ll deploy them as **fully scripted application servers with both data and applications** remaining on a few very powerful servers.

“Then we can deploy relatively cheap client-side Macintoshes” that manage a desktop with droplets, a browser interface into a media asset management repository, and large, fast video displays.

\* ROI figure derived by GISTICS from assessments of data as reported by Hallmark, and stands as a sole conclusion of GISTICS.

**GISTICS ROI SNAPSHOT**

Given the facts of this solution case, GISTICS investment return analysis suggests that Hallmark has invested approximately \$150,000 to date, mainly in script development and refinement.

When compared to other operations with a similar scale and nature of business, GISTICS estimates that this integrated solution for Hallmark would enable the redeployment of 27 to 33 production and network administration personnel—a fully burdened labor savings of just under \$2 million per year.

Material and direct cost savings derived from this solution would total approximately \$715,000—mainly from savings from reworks averted due to a quality defect.

Process control data that separated training issues from workflow designs and equipment utilization levels recouped approximately \$600,000 in capital outlays in the first year.

Because Hallmark maintains an already lean inventory, keeping only a few days’ stock on hand, improved process control of its vital print production process has averted some number of stock outages—missed sales of presently unknown magnitude.

In total, GISTICS estimates that Hallmark has derived \$3.6 million in benefits at a cost of \$150,000, yielding a 24 times return on investment in the first year of AppleScript deployment.

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Apple Publishing Technology

Section ►

**APPLESCRIPT RESOURCES**

**ROI.tech  
brief**

ECONOMIC PAYBACK ASSESSMENT  
FOR NEW TECHNOLOGY

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jason@apple.com

**APPLESCRIPT-  
RELATED  
PRODUCTS**

**EVERYTHING CD  
ISO PRODUCTIONS**

www.everythingcd.com/  
scripting

**FACESPAN**

**DTI**  
www.facespan.com

**PREFAB PLAYER  
PREFAB SOFTWARE**

www.prefab.com/  
player.html

**REALBASIC  
REALBASIC**

www.realbasic.com

**SCRIPT DEBUGGER  
LATE NIGHT SOFTWARE**

www.latenightsw.com

**SCRIPT DEMON  
ROYAL SOFTWARE**

www.royalsoftware.com

**SCRIPTER  
MAIN EVENT**

www.mainevent.com

Apple Publishing  
Technologies

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section

APPLESCRIPT RESOURCES

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topic

CONSULTANTS, APPLE  
COMPUTER CONTACTS, AND  
RELATED PRODUCTS

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keywords

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MARKET REPORT—1999

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## DATABASES AND UTILITIES

### FILEFLEX

FileFLEX (\$119) provides the ability to embed a complete relational database engine within a project. FileFLEX requires 100K of RAM, enabling the addition of relational database capabilities to a project with little additional consumption of system resources.

FileFLEX handles up to 20 open files at once using the dBase file format, thereby making it compatible with other popular database products such as FoxPro, Access, and dBase.

FileFLEX allows indexing of files by key fields and related indexes, gaining instant access to related information.

Originally designed for HyperCard, Director, etc., it may take some work to use from Frontier. With AppleScript, users will need to obtain and configure the XCMD OSAX.

#### COMPONENT SOFTWARE CORPORATION

PO Box 201, Rocky Hill, NJ 08553  
609.497.4501 Tel  
609-497-4008 Fax  
<http://www.component-net.com/>

### DATASCRIP

DataScript (\$249) exchanges information with Oracle, Sybase, DAL, dtF, or SequeLink database servers.

#### GENERAL KNOWLEDGE

Chalwyn Industrial Estate  
Poole, Dorset BH15 3PF, England  
+44 202 746026  
+44 202 715600  
[knowledgable@applelink.apple.com](mailto:knowledgable@applelink.apple.com)

### MAGIC SEPARATOR

This color separation package makes batch processing of color images very fluid and easy.

#### MAGIC SOFTWARE

<http://www.1stopsoft.com/magicsep.htm>  
<http://st4.yahoo.com/repc/magsep41.html>  
<http://www.qfx.com./magic.html>  
<http://compassion.qualix.com/qd/product/pub/index.html>

### APPLESCRIPT WHEEL

The AppleScript Wheel allows programming of custom Grinder tools using AppleScript. It provides repeat loops, if/then/else structures, and other standard programming techniques for building intelligent wheels. The AppleScript Wheel automatically manages all the work involved in opening multiple text files, getting their contents, and other tasks.

<http://www.matterform.com/grinder/wheels/applescript.html>

## BOOKS, MAGAZINES, AND ARTICLES

John Schettino, et al, *AppleScript Applications: Building Applications with FaceSpan and AppleScript*

Dan Shafer, *AppleScript Complete: The Complete Guide for Users and Developers*

Tom Trinko, *AppleScript for Dummies* (Series)

Apple Computer, *AppleScript Finder Guide: English Dialect*

Apple Computer, *AppleScript Language Guide*, also available on the web at <http://developer.apple.com/techpubs/mac/AppleScriptLang/AppleScriptLang-2.html>

Apple Computer, *AppleScript Scripting Additions Guide*

Ethan Wilde, *AppleScript Visual Quickstart Guide: AppleScript for the Internet*

Tom Trinko, *Applied Mac Scripting*

Danny Goodman, *Danny Goodman's AppleScript Handbook* (2nd Edition); 2nd edition only available from [www.toexcel.com](http://www.toexcel.com)

Christopher Allen, *Everyday AppleScript: Connecting Applications, Computers, and Users*

Danny Goodman, *The Complete AppleScript Handbook*, also available online at <http://www.toexcel.com/books/0966551419/default.asp>

Derrick Schneider, *The Tao of AppleScript—BMUG's Guide to Macintosh Scripting*

## APPLE DEVELOPER DOCUMENTATION FOR THE MAC OS

<http://developer.apple.com/techpubs/mac/mac.html>

Links to the *AppleScript Language Guide* and the *AppleScript Finder Guide* in PDF format. Both very useful documents for scripters.

## APPLE PRODUCTS INFORMATION: APPLESCRIPT IN OS 8.5

<http://www.apple.com/applescript/>

## APPLESCRIPT LISTSERV

Subscribe:

[applescript-users-digest-subscribe@public.lists.apple.com](mailto:applescript-users-digest-subscribe@public.lists.apple.com)

Unsubscribe:

[applescript-users-digest-unsubscribe@public.lists.apple.com](mailto:applescript-users-digest-unsubscribe@public.lists.apple.com)

Help:

<http://www.lists.apple.com/applescript-users.html>

or

[applescript-users-info@public.lists.apple.com](mailto:applescript-users-info@public.lists.apple.com)

## APPLESCRIPT SOURCEBOOK (BILL CHEESEMAN)

<http://www.AppleScriptSourceBook.com/>

Great site with lots of good information, links, sample scripts, etc.

## APPLESCRIPT TUTORIAL SITE

<http://www.wolfram.com/~lou/AppleScript/>

## APPLESCRIPT VIRTUAL SCHOOL

<http://www.virtualschool.edu/lang/applescript/index.html>

## APPLESCRIPT: WHAT'S NEW IN 8.5

[http://www.apple.com/applescript/word\\_from\\_sal.html](http://www.apple.com/applescript/word_from_sal.html)

## AUTOSHARE APPLESCRIPT TUTORIAL

<http://www.dnai.com/~meh/autosshare/script/index.html>

Links to some useful pages.

## APPLE USER SUPPORT: APPLESCRIPT: USING APPLESCRIPT DOCUMENTATION

Short user manual on the Apple Site.

<http://til.info.apple.com/techinfo.nsf/artnum/n17036>

## DANNY GOODMAN'S RECENT PROGRAMMING

<http://www.dannyg.com/recentprogramming.html>

What he's doing with AppleScript these days and links to other parts of his web site.

## EXTENDING WEBSTAR WITH APPLESCRIPT

Tutorial on how to write CGI scripts in AppleScript for WebStar server interactivity.

[http://www.comvista.com/lessons/START\\_HERE.html](http://www.comvista.com/lessons/START_HERE.html)

## MAC OS: NATIVE APPLESCRIPT LESSON.

[http://www.apple.com/macos/8.5/theater/as\\_introduction.html](http://www.apple.com/macos/8.5/theater/as_introduction.html)

## MACPRO UNIVERSITY: APPLESCRIPT

<http://www.delphi.com/macprog/applescript/index.html>

Online AppleScript course sessions.

## SCRIPTWEB

Site contains many links to some of the best resources for scripters. A "must" in your bookmarks file.

<http://www.scriptweb.com/>

## SCRIPTWEB

PreFab's mirror site

<http://www.tiac.net/users/ssl/scriptweb/index.html>

## STAIRWAYS SOFTWARE: SCRIPT DAEMON 1.0.4

<http://www.stairways.com/scriptdaemon/>

Script Daemon allows telnet connection to a Mac and entering AppleScript commands through a TCP/IP link.

## TOOLS FOR SCRIPTING, AND NOT ONLY APPLESCRIPT

<http://www.nisto.com/mac/tool/scripting.html>

Several good links on this page.

## TUTORIALS BY SAL SOGHOIAN

Mac OS 8.5 Scripting Overview

<http://www.apple.com/applescript/overview/index.html>

## YAHOO! LINKS TO APPLESCRIPT SITES

[http://www.yahoo.com/Computers\\_and\\_Internet/Programming\\_Languages/AppleScript/](http://www.yahoo.com/Computers_and_Internet/Programming_Languages/AppleScript/)

Duplication of some of the others here; another access route.

## CGI APPS IN APPLESCRIPT TUTORIAL

[http://www.bluesky.com/Tutorials/Extending\\_MacHTTP/CGIScripts.html](http://www.bluesky.com/Tutorials/Extending_MacHTTP/CGIScripts.html)

## DEVHQ 2.0

<http://www.devhq.com/>

This site posts over 250 XCMDs, XFCNs, and OSAXs online; includes scores of AppleScript, C, Perl, and SuperCard code snippets.

Apple Publishing  
Technologies

section

APPLESCRIPT RESOURCES

topic

APPLESCRIPT NET RESOURCES

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Apple Publishing Technology

Section ►

**R.O.I. tech  
brief**  
ECONOMIC PAYBACK ASSESSMENT  
FOR NEW TECHNOLOGY

## METHODOLOGY

### Essential Questions

*How did GISTICS compile its statistical data?*

*How does the survey data correlate to the overall industry?*

*How well did GISTICS follow commonly accepted statistical methodologies?*

### Summary

User distribution in survey samples correlates to established industry distributions for **company type**, **professional practice**, and **company size**.

GISTICS estimates that survey data findings will support a **95 percent confidence level**, yielding a five percent margin of error.

Research findings indicate that 68 percent of professional media producers use the **Macintosh as their primary** design and production platform.

Users report that **superior productivity** derives from the Macintosh's ease of use and a rich, tightly integrated portfolio of **foundation** and **publishing technologies**.



Apple Publishing  
Technologies

section

METHODOLOGY

topic

RESEARCH METHODOLOGY—  
DETAILED REPORT.

keywords

RANDOM SAMPLE GROUPS,  
SECOND KNOWN ADOPTER  
GROUP

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In February 1998, GISTICS began to examine potential sources of productivity gains and losses related specifically to the underlying technologies of popular personal computing platforms *as employed in the professional media producer industry.*

GISTICS examined 39 technologies employed by the Macintosh computing platform and 29 technologies employed by the Windows computing platform, totaling 68 technologies.

GISTICS now characterizes these as *foundation technologies*, items closely wedded to the operating system—its ancillary resources, extensions, and utilities provided by the system vendor or a third party.

GISTICS researchers analyzed each of these technologies by level of adoption and time of use and by the time required to achieve proficient use of a foundation technology. The study also included the qualitative perceptions associated with the overall ease of use of a platform, effect on quality and production cycle times, and impact on user satisfaction.

GISTICS sought to identify the net return-on-investment benefit of each technology, understanding that many external variables (business design, industry, regional differences, level of training and experience of users, soft management skills, the nature of work produced, and other factors) influence the adoption and payback of foundation technologies.

To this end, GISTICS analysts employed a variety of analytic techniques and user segmentation strategies, yielding a comprehensive and inclusive framework for understanding the economic payback of individual technologies and how they all contribute to user productivity, studio revenue, business profit, and ultimately the valuation of the media producing firm.

The research effort entailed comparing quantitative data (gathered using paper-based survey forms and telephone interviews) with qualitative assessments of user perceptions. This comparison yielded a scorecard of both hard and soft technology benefit assessments.

Research of foundation technologies began with a preliminary identification of those discrete, individual elements of an integrated computing platform that make a noticeable difference in users' experiences and in the quality and cycle time of user output.

GISTICS researchers asked users about the time required to configure a technology, the actual time spent on average each week using the technology, the training costs carried by their organization, and the relative savings realized over previous means of accomplishing the same outcome or job.

Drawing from a database of 250,000 professional media producers, GISTICS created a random sample of 650 individuals based on job title category and job activities.

GISTICS qualified each respondent by primary author type, primary computer used, and size of organization.

To ensure the highest rates of participation, GISTICS offered respondents a complimentary copy of a GISTICS publication (an ROI TechBrief analyzing economic tradeoff for Macintosh and Windows platforms) as well as a summary of the current research effort.

GISTICS started with the objective of completing 150 surveys that most closely correlate to the overall North American professional population of 3.9 million individuals, to yield a representative sample that accurately characterized the overall media producer industry.

GISTICS performed 161 telephone surveys against a random sample that would yield data findings projectable to the overall industry.

While the 161 cases in this sample provide adequate coverage, in some instances data sets needed for cross-tabulations proved insufficient.

GISTICS subsequently interviewed 193 respondents, completing a comprehensive telesurvey that investigated one technology group per respondent (automation scripting, color management, digital video publishing, or database-served Web sites).

In this manner, GISTICS collected 354 tele-surveys: 161 from a random sample and 193 from known adopters of a featured technology group.

With the **random sample group**, each telesurvey took between 35 and 55 minutes; GISTICS completed all surveys between 15 May and 7 July 1998, totaling 161 completed surveys that met the qualification and selection criteria for this study.

With the **second group** (a **nonrandom sample**), GISTICS performed in-depth examinations of automation scripting, color management, digital video publishing, and large Web site development and management technologies.

Selective calling by a GISTICS analyst (against our database) led us to build a panel of 500 prospective best practice users and, ultimately, survey 193 individuals by telephone.

In each technology group (nonrandom sample), GISTICS sought to identify best practice users—individuals characterized by unusually high productivity and income per user.

In several cases, respondents volunteered to have their application characterized in a case study that GISTICS would publish for general distribution (visit [www.gistics.com](http://www.gistics.com), and look for the "publications available").



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Subsequently, GISTICS interviewed 32 best practice exemplars between March and June 1998, and will soon (at this writing) publish four Best Practice QuickStudies for each technology group.

These interviews also investigated the *institutional roles* of four principal actors: a **solution evangelist** (who champions adoption of the technology), a **departmental buyer** (who sought group and process benefits), a **technical buyer** (who holds the line on technical support and network integration), and an **economic buyer** (who releases the funds and resources for deployment upon understanding its return on investment).

The best practice exemplars (validated with over 12 years of GISTICS solutions research) provide penetrating insight into general adoption patterns, critical success factors, technical and institutional barriers to adoption, pivotal contributions of external industry resources, and the cognitive and connative factors that constitute a successful best practice exemplar.

As noted previously, GISTICS interviewed 193 known adopters. We spent 30 to 60 minutes with each respondent, investigating one technology group (script automation, et al) per respondent. This effort produced 100 profiles of digital video publishers, 25 profiles of color management users, and 21 profiles of script automation users. It also produced 47 in-depth profiles of large, high-end, database-served Web sites (findings which GISTICS will publish in its report on digital branding and deep gravity well Web sites).

In total, GISTICS completed 354 personal interviews and developed 32 best practice case studies, meeting our stated objective to research a representative sample of the industry overall.

A GISTICS analyst collated and validated survey data in an MS Excel spreadsheet, transferring conditioned data elements to the statistical application program, DataDesk by Data Descriptions Inc.

The research database holds over 1,400 data elements derived from the basic survey and another 1,100 data fields gathered in in-depth profiles.

A GISTICS analyst then placed summarized data findings into another MS Excel spreadsheet, rendering rows and columns of data suitable for charts and graphs composed with Adobe Illustrator 7.0 and published in a QuarkXPress 4.0 document and/or an Adobe Acrobat PDF.

GISTICS circulated a preliminary copy of its findings to respondents and industry professionals, asking for their critique and comments.

The charts and diagrams presented in the methodology section further illustrate how closely the respondent base matches an overall industry model.

**COMPLIMENTARY ROI CALCULATOR**

The return-on-investment scenarios presented in this report derive from a spreadsheet calculator that GISTICS will make available through its Web site. We make it available on a subscription basis, asking that a subscriber provide a basic profile of his or her business activities and studio practices.

This ROI calculator incorporates the collective insights of best practice exemplars, using business assumptions that successful early adopters have proven to be relevant and valid.

While GISTICS has undertaken great effort to publish a generalizable ROI model that will enable an individual to assess dozens of variables unique to his or her business, it remains a best-effort estimate.

For a more comprehensive and customized assessment particular to a firm or workgroup, contact GISTICS (research@gistics.com).

Apple Publishing Technologies

section

METHODOLOGY

topic

RESEARCH METHODOLOGY—DETAILED REPORT.

keywords

SOLUTION EVANGELIST, DEPARTMENTAL BUYER, TECHNICAL BUYER, ECONOMIC BUYER, ROI CALCULATOR

author(s)

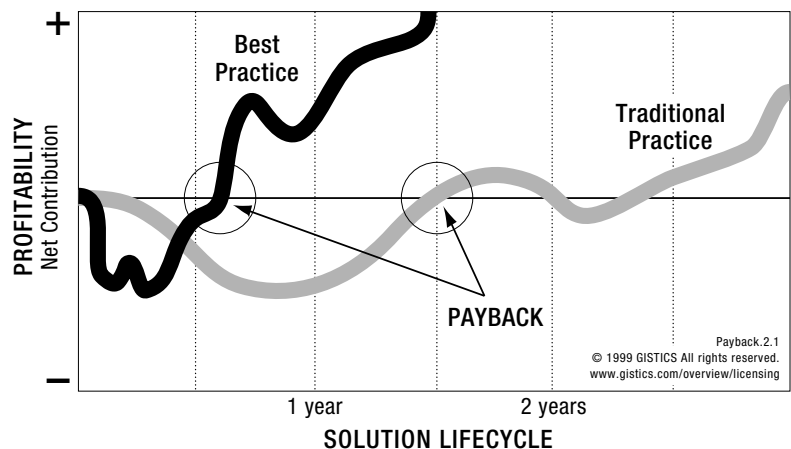
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MEDIA ASSET MANAGEMENT MARKET REPORT—1999

**BEST PRACTICE PAYBACK**



# Survey respondents track closely to overall distributions of company types and professional practices.

In compiling this report, GISTICS used commonly accepted sampling practices for quantitative methods and more than six years of ongoing research activity in the digital media producer industry.

## COMPANY TYPE

The relative proportions of survey respondents by company type meaningfully track the overall distribution in the media producer industry.

## PROFESSIONAL PRACTICE

Individuals must derive more than 50 percent of their income from any one area for inclusion in a professional practice. The number and distribution of survey respondents by professional practice generally conforms to the industry overall.

Apple Publishing Technologies

section

METHODOLOGY

topic

USER DISTRIBUTION OF SURVEY SAMPLE BY COMPANY TYPE AND PROFESSIONAL PRACTICE

keywords

SURVEY RESPONDENTS, ESTIMATED MARKET DISTRIBUTION,

author(s)

J. BYRAM, M. MOON

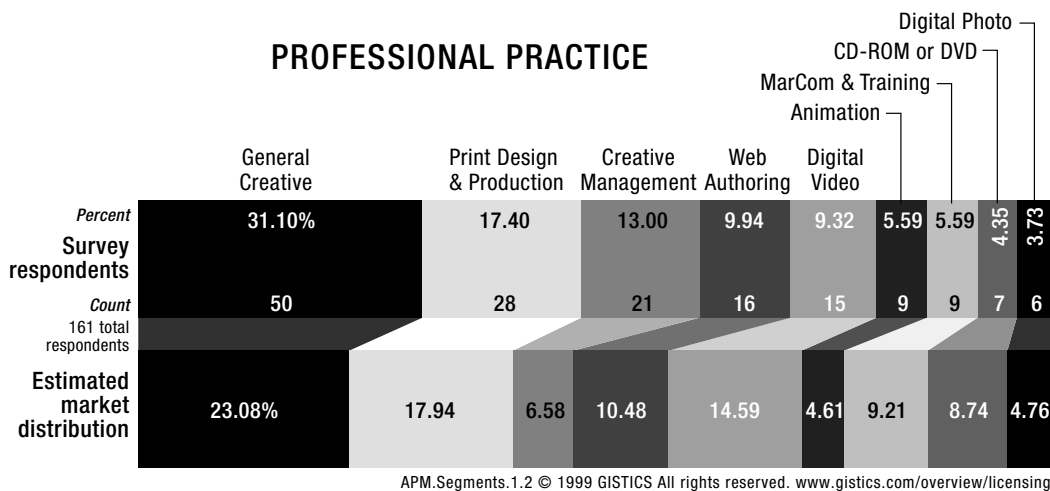
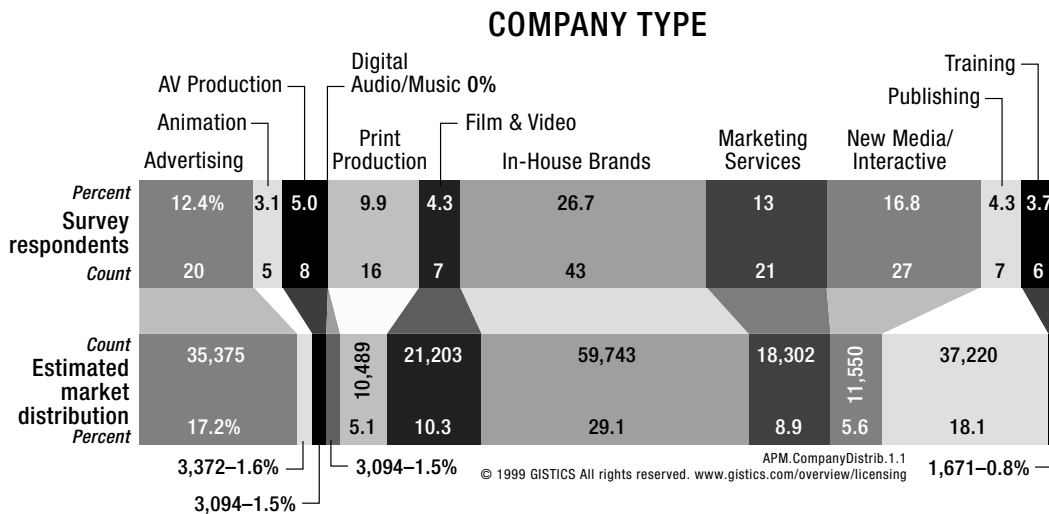
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## DISTRIBUTION OF SURVEY SAMPLE BY COMPANY TYPE AND PROFESSIONAL PRACTICE



To better represent the diversity, depth, and scope of the media producer industry, GISTICS assembled a panel that closely reflects the industry at large.

**SCOPE OF RESPONSIBILITY**

Respondents came from all areas of the media producing enterprise, representing both frontline and managerial concerns.

**TYPE OF WORKGROUP**

Media producers organize themselves in teams and workgroups of varied structures. **Several Simultaneous Structured Groups** represent the most complex configuration; they exchange work among themselves (often at multiple

locations) that may belong to different clients or projects. **Single Structured Workgroups** share common infrastructure and project management frameworks. **Several Simultaneous Ad Hoc Groups** often do not share common practices and project management frameworks; typically, small pods will organize their work around a particular authoring practice (document layout). **Single Ad Hoc Workgroups** represent one-shot teams, brought together to complete one project and then disbanded. **Multi-Client Single Contractors** plug and play into two or more clients, typically rendering a particular trade-craft function. **Independent Solo Contractors** either work on their own projects or the projects of one client.

Apple Publishing Technologies

section

METHODOLOGY

topic

DISTRIBUTION OF SURVEY SAMPLE BY DECISION-MAKING RESPONSIBILITY, WORKGROUP TYPE, AND COMPANY SIZE

keywords

PERCENTAGE OF SURVEY RESPONDENTS, ESTIMATED MARKET DISTRIBUTION, COMPANYWIDE, DIVISIONAL, WORKGROUP, PERSONAL PROJECTS, CONTRACTOR, AD HOC WORKGROUP, SINGLE STRUCTURED WORKGROUP, SOLO CONTRACTOR, SMALL TEAM, SMALL BUSINESS, LARGE STUDIO, GLOBAL STUDIO

author(s)

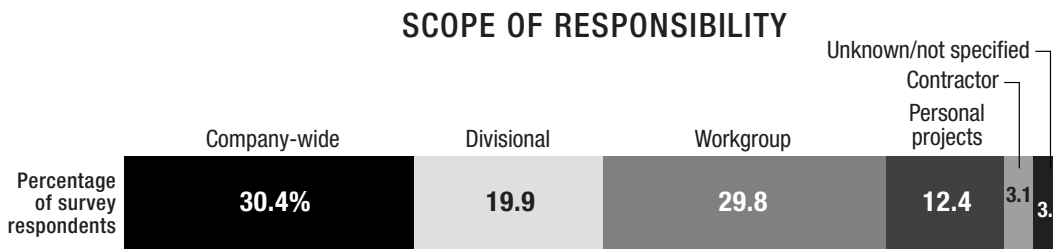
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contributor(s)

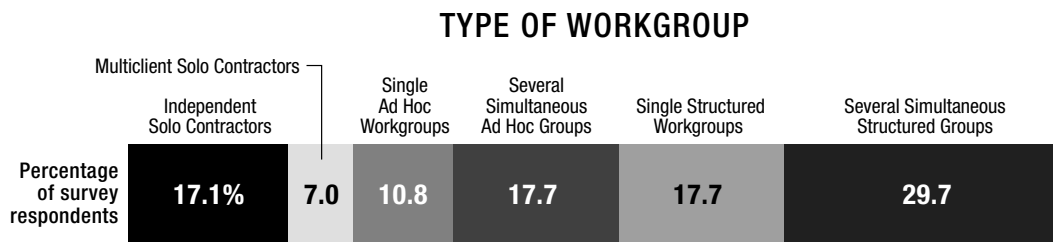
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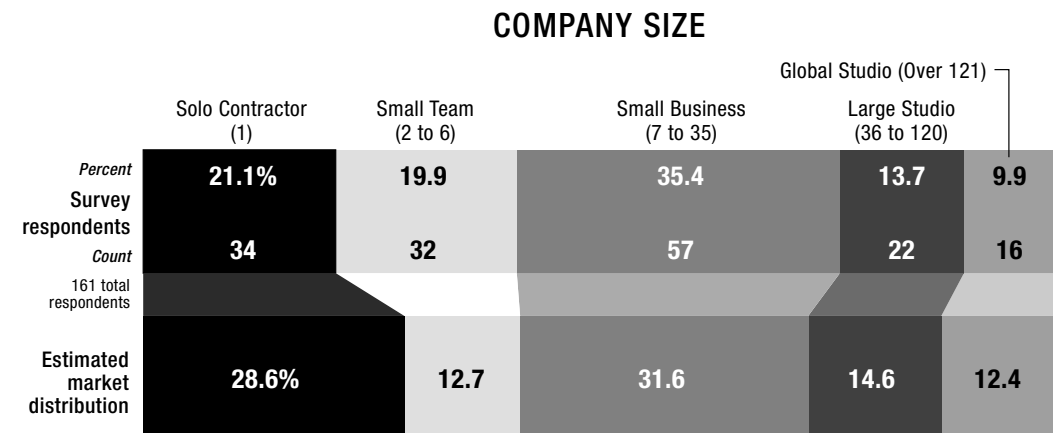
**DISTRIBUTION OF SURVEY SAMPLE BY DECISION-MAKING RESPONSIBILITY, WORKGROUP TYPE, AND COMPANY SIZE**



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# Macintosh platforms hold a 68 percent share of market in the professional media producer industry.

Apple Publishing Technologies

section

METHODOLOGY

topic

DISTRIBUTION OF SURVEY SAMPLE BY PLATFORM

keywords

MACINTOSH PPC, MACINTOSH 68K, WINDOWS 95, WINDOWS NT

author(s)

J. BYRAM, M. MOON

contributor(s)

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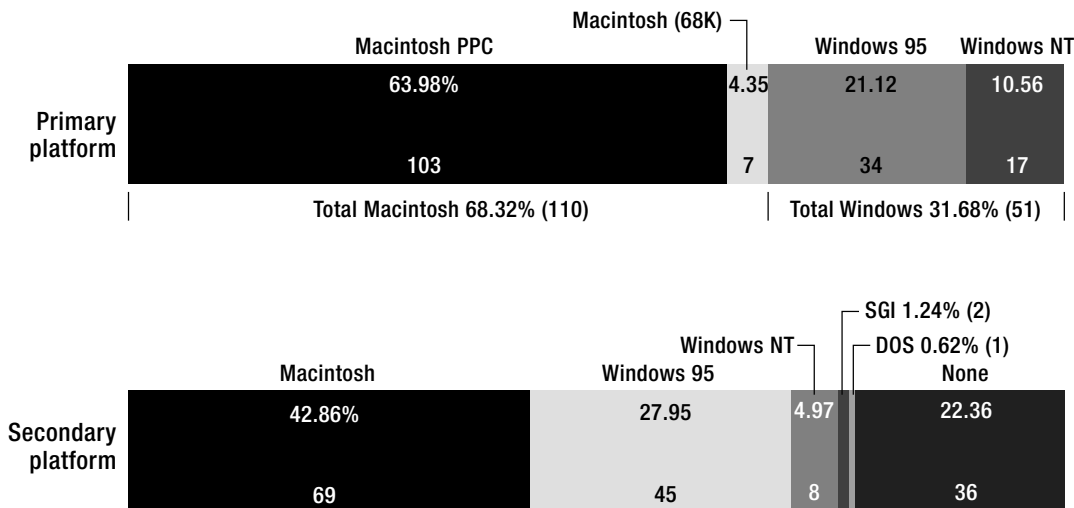
GISTICS research reveals that 68.3 percent of professionals engaged in the development, production, and management of Web sites use the Macintosh as their primary platform.

Users report that they get “more, higher-quality work done right the first time” than on competing platforms.

This higher productivity derives from the Mac’s vaunted ease of use and a mature, battle-proven portfolio of foundation and publishing technologies.

This report examines and analyzes the economic impact of Apple publishing technologies on productivity, revenue, and profit of the media producer firm.

## DISTRIBUTION OF SURVEY SAMPLE BY PLATFORM



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Apple Publishing Technology

Section ►

**GISTICS GLOSSARY AND TAXONOMY OF THE iCORP!**

**ROI.tech  
brief**

ECONOMIC PAYBACK ASSESSMENT  
FOR NEW TECHNOLOGY

NEW KEYWORDS AND PHRASES FOR THE NETWORKED  
ECONOMY

In this collection of both new and familiar keywords and phrases, GISTICS sets forth a set of working, preliminary definitions that may aid the reader of this report. (For additional commentary and juried review of these distinctions, visit [www.gistics.com](http://www.gistics.com), and go to the glossary section.)

### ICORP! FRAMEWORK AND DEFINITIONS

We use *iCorp!* to set forth a framework for examining how companies (both large and small) must reorganize their core business processes, disciplines, and practices to meet the challenge of the Networked Economy.

A corporation that has successfully transitioned into the Networked Economy will become *interactive, intimate, immediate, intuitive, ingenious, integrated, and inspirational*—the many *i*'s in the *iCorp!*

Our use of an exclamation point, “!,” alludes to the mathematical notion of a factorial number (used in predicting probabilities).

Thus, the *iCorp!* suggests this metaphor: a way to view myriad possible and probable transformations of an enterprise in the Networked Economy.

Both this framework and its definitions remain fluid and contingent, reflecting the essential nature of the Networked Economy.

Nonetheless, we find that we must structure and organize the facts and perceptions of our world in a logical and, hopefully, consistent manner; hence, the *iCorp!* Glossary.

### ICORP! DISCIPLINES AND CATEGORIES

The *iCorp!* model consists of four disciplines: Networked Economy, Digital Branding, Virtual Value Chains, and Process Management.

**Disciplines** frame areas of *formally stated theory, extensive case research, a set of logical operations* on a field of data, and a *jury of peers* that sanctions the development and application of theory, case research methods, and the outputs of the logical operation of the discipline.

The notion of *iCorp!* disciplines may strike some as needlessly novel, or even jingoistic, and a victim of buzzword engineering.

Some may conclude that invoking “disciplines” remains best suited for academia only.

However, the use of this term underscores a significant and what we believe remains an unexamined aspect of the Networked Economy. Many of our *traditional worldviews* and *cognitive frameworks* do not illuminate stock valuations for Internet firms, nor do they explain the amplified *first-mover advantages of e-commerce firms* when

attacking a traditional business. They also fail to depict the *destabilizing aspects of interactive relationships* between buyers and sellers, investors and firms, trading partners and their value chains, and employees and management.

These facts call for new maps, models, and tools: the *iCorp!*

**NETWORKED ECONOMY** frames a set of business designs and models specifically engineered for interactive relationships and the particulars of electronic commerce, including business models for the following:

- Solo contractors (what we call a *business of one*)
- Small teams optimized for digital collaboration and productivity (what we call *connative virtual teams*)
- Departmental electronic commerce platforms and solutions (pre-engineered interactive services allowing outsource provider roles with other departments or firms)
- Real-time 24 by 7 interactive relationships with corporate stakeholders (customers and prospects, investors and press, suppliers and distributors, and current and prospective employees and their spouses)
- Plug-and-play mergers and acquisitions

We call each of these a *category*: each defines a framework for deploying an *iCorp!* solution. Vendors selling hardware, software, and services will view these as *market categories*. Customers will call these categories *practices* or *business solutions*.

**DIGITAL BRANDING** characterizes the systematic application of media assets to the buying, using, and disposal experiences of customers, emphasizing the convergence of integrated communications and interactive, digital-media-enabled relationships among buyers and sellers.

**VIRTUAL VALUE CHAINS** depict the integration of individual companies with a global electronic commerce infrastructure, calling attention to enterprise resource planning (ERP), supply and demand chain management, and real-time operating systems for enterprises both large and small.

**PROCESS MANAGEMENT** defines a set of practices by which companies will source their primary offerings to customers, emphasizing outsourced providers of product development, demand creation and fulfillment, worldwide logistics, and business intelligence.



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Administrivia	Brand factory virtual value chain	Client-funded editorial	Departmental e-commerce
AppleScript	Branded information	Color space	Deployment
Applet	Brand-knowledge navigation	ColorSync	Digerata
ASAP Prescriptive	Business design	Compositional profile	Digerati
ASK How Guide	Business intelligence	Connative virtual team	Digital asset
Asset repository	Business model	Cross-linked sites	Digital branding
Authoring for reuse	Business process	Cycle time	Digital media trade skill
Automation scripting	Business solution	Data mart	Digital POP display
Availability	Business of one	Data mining and analysis	Digital storytelling
Back channel	Buzzcut	Data warehouse	Document management
Benchmark	Capital and asset formation	Database publishing	Droplet
Best practice	Capital base	Deal flow management	Dynamic 1:1 branding
Best practice prescriptive	Capital partner	Deep gravity well Web site	Dynamic composition
Billable work	Category	Demand creation	Dynamic Web-to-print production
Brand	Category management	Demographic compositional profile	EDI

Apple Publishing Technologies

section  
GISTICS GLOSSARY AND TAXONOMY OF THE ICORP!

topic  
TECHNOLOGY INFRASTRUCTURE MODEL FOR THE ICORP!

keywords

author(s)

J. BYRAM, M. MOON

contributor(s)

source document

MEDIA ASSET MANAGEMENT MARKET REPORT—1999

**TECHNOLOGY INFRASTRUCTURE MODEL FOR THE ICORP!**

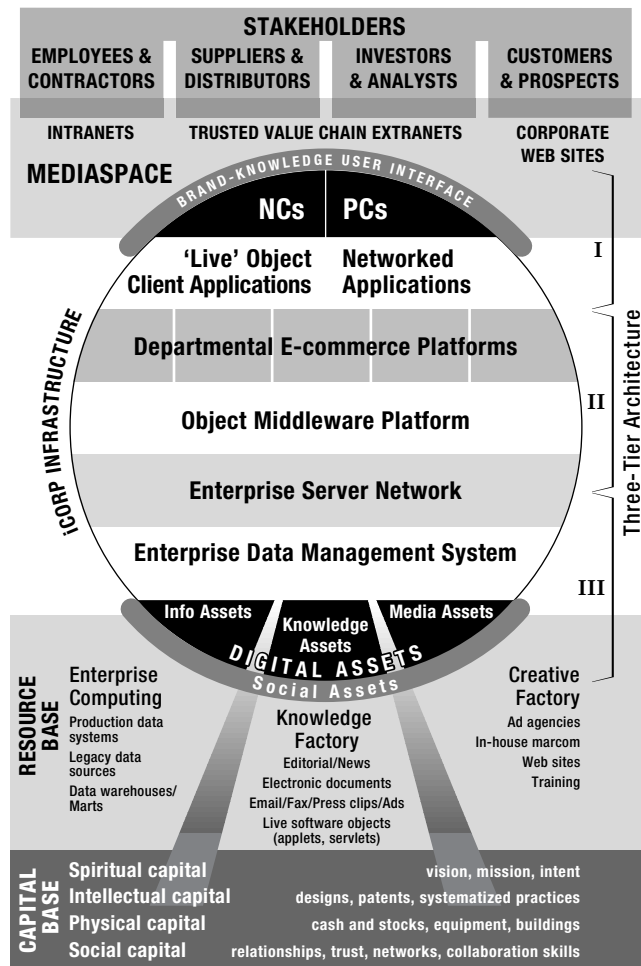
As companies, organizations, and institutions (both public and private) confront the challenge of the Networked Economy, they will *reengineer core business and value-delivery processes* to better serve their **stakeholders**.

This reengineering process will entail the deployment of a unique technology infrastructure: robust **three-tier client/server systems** that interoperate with similar systems located at external stakeholder enterprises (customers, investors, suppliers).

All firms (large and small) will undergo this transformation. All firms will become interactive service providers. All firms will become an iCorp!

The model (shown) depicts several strategic business decisions (technology deployments such as **Object Middleware, Brand-Knowledge User Interface**) that will challenge executive management.

**Digital asset management** (and **Media Assets**, the result of Smart Media practices) comprises one such challenge. The fate of your firm in the Networked Economy will derive from your technology deployments of today.



This model depicts the application of three-tier client/server computing to an interactive corporation.



# A deep gravity well provides an apt metaphor for a corporate Web strategy: creation of a brightly lit, compelling, and "sticky" destination in cyberspace.

eDistribution	Groupware	Interactive logistics	Live help
E-lancer	Guild master	Intermediacy	Live object client application
Enterprise computing	Headcount	Intranet	Live software object
Enterprise data management	ICC color management	Invitational prospecting	Logistics
Enterprise server network	iCorp infrastructure	IT interoperability	Make-good
Entrepreneur	iCorp!	IT roadmap	Market category
ERP	iCorp! discipline	JavaScript	Master script creator
Executive education	Information asset	Kenship	Media and editorial asset management
Extranet	Infrastructure	Knowledge asset	Media producer industry
FaceSpan	Integrated color workflow management	Knowledge management	Message development
Fourth party	Integrated communications	Knowledge refinery	Narrowcast
Frontier	Intellectual capital	Large studio	NC
Global electronic commerce infrastructure	Interactive annual reports & investor relations (iAR)	Legacy data source	Networked application
Global studio	Interactive collaborative design	Lifecycle management	Networked digital video
		List development	Networked Economy
		Literacy	

Apple Publishing Technologies

section  
GISTICS GLOSSARY AND TAXONOMY OF THE ICORP!

topic  
DEEP GRAVITY WELL WEB SITE

keywords

author(s)

J. BYRAM, M. MOON

contributor(s)

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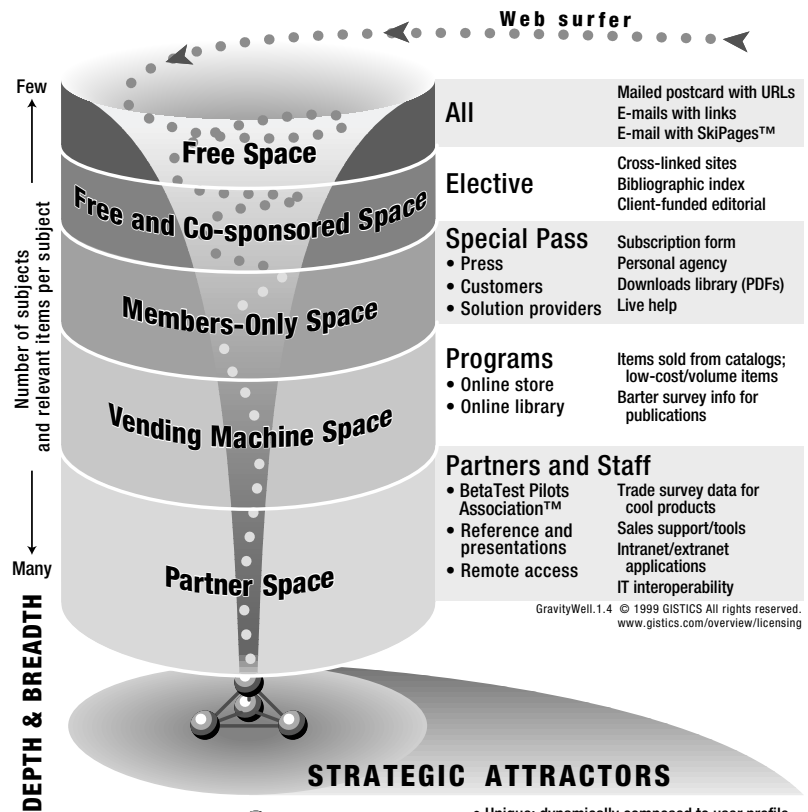
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## DEEP GRAVITY WELL WEB SITE

Corporate Web sites in the Networked Economy have one purpose: to serve and satisfy the needs of interactive stakeholders (customers and prospects, investors and press, suppliers and distributors, and employees and their spouses).

Fulfillment of this purpose will entail the execution of an interactive relationship strategy and the deployment of technology to manage the evolving needs of stakeholders.

The deep gravity well metaphor begins to suggest the scope of required investments and technical performance criteria largely unconsidered by most firms today.



**The iCorp! creates and manages reusable digital assets, assembling finished print pages, online media, or digital TV scenes to the personal criteria of an individual stakeholder.**

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- |                                  |                                                       |                                                   |                                               |
|----------------------------------|-------------------------------------------------------|---------------------------------------------------|-----------------------------------------------|
| Numeracy                         | Platform                                              | Programmer's mind set                             | Real-time operating system for the enterprise |
| Object middleware                | Plug-and-play mergers, acquisitions, and divestitures | Psychographic compositional profile               | Reference and presentation library            |
| Outsource provider               | Practice                                              | Publishing legacy and production data to browsers | Regional seminar                              |
| Outsourced design and production | Pre-engineered interactive services                   | QuickKeys                                         | Reliability                                   |
| Outsourced print production      | Process knowledge                                     | QuickStudy                                        | Remote 3D prototyping                         |
| PC                               | Process management                                    | QuickTime                                         | Rental software                               |
| PDF                              | Production data system                                | Real-time 24x7 interactive relationship           | Resource base                                 |
| Perl                             | Productivity                                          | Real-time income statement                        | Retail kiosk                                  |
| Personal agency                  | Profit                                                |                                                   | Return on investment                          |
| Personal branding                |                                                       |                                                   | Reusable script                               |

**Apple Publishing Technologies**

section  
GISTICS GLOSSARY AND TAXONOMY OF THE ICORP!

topic  
PUBLISHING MODEL FOR DYNAMIC 1:1 BRANDING

keywords  
DEMOGRAPHIC, PSYCHOGRAPHIC, TECHNOGRAPHIC, STAKEHOLDERS, HTML, XML, MPEG-4

author(s)  
J. BYRAM, M. MOON

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**PUBLISHING MODEL FOR DYNAMIC 1:1 BRANDING**

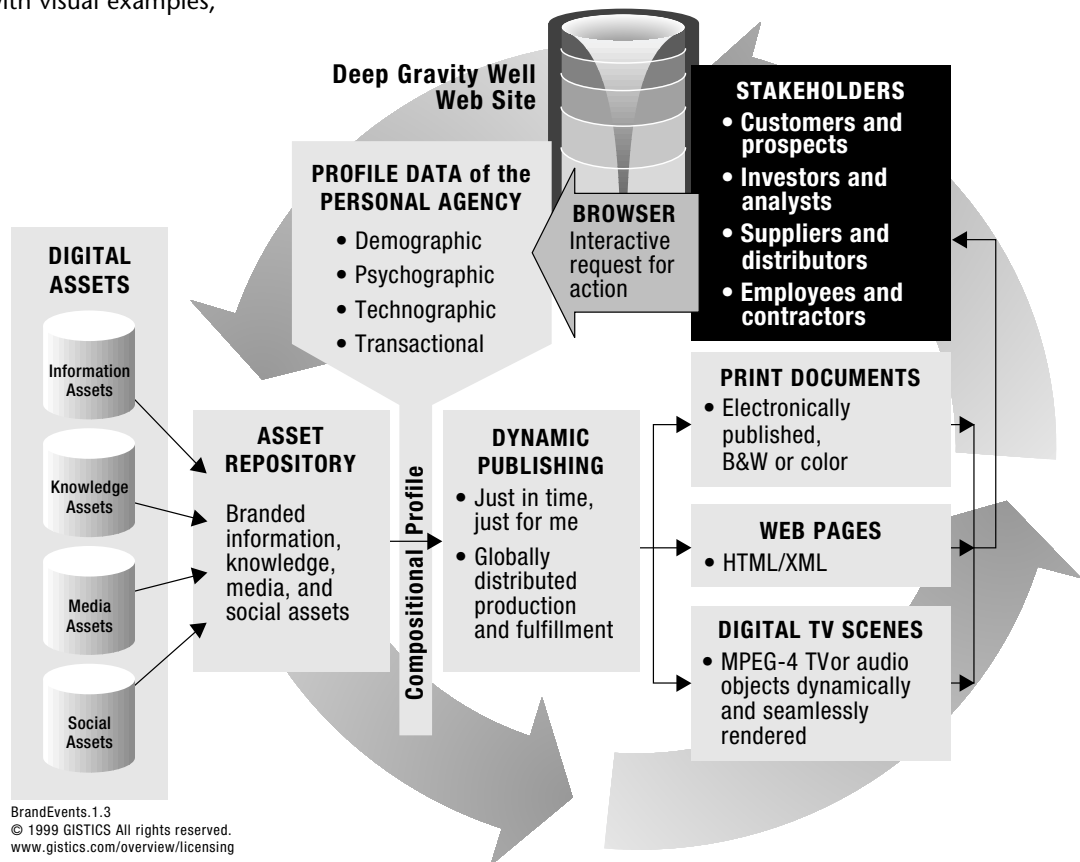
The dynamic publishing system of the iCorp! creates print and electronic documents as well as digital TV sequences, just in time and just for you.

The compositional profiles of individual stakeholders instruct the dynamic publishing system what to create.

Advanced applications of this compositional strategy reflect the cognitive (learned) and connative (instinctual) processes of an individual—some learn more quickly with visual examples,

while others must hear the process explained; helping others motivates some people to engage in learning, while obtaining material results motivates others.

The seeds of effective global distance learning (and the social, economic, and cultural benefits of literacy, numeracy, and intermediacy) lie in the effective, tasteful and creative use of compositional profiles.



*The iCorp works by systematically transforming its digital assets (information, knowledge, media, and social) into moments of truth for individual stakeholders.*

Revenue	SkiPage	Supply chain management	Value capture
Rework	Small business studio	Survey	Value capture mechanism
Robust	Small team	Tacit process knowledge	Value chain
ROI	Smart Media	Technographic	Virtual seminar
ROI TechBrief	Social asset	compositional profile	Virtual value chain (extranet)
Satisfaction theater	Social capital	Third party	Visual Basic
Scalability	Solo contractor	Three-tier client/server computing	WAN enterprise storage
Scorecard	Solution	Transactional compositional profile	Web page clickstream data mining
Script Debugger	Solution category	Trusted value chain	Web site
Scripter	Solution provider	Ubiquity	Workflow
Self-directed lifelong distance learning	Solutions research	URL	
Seminar location	Spiritual capital	Valuation	
Servlet	Strategic platform		
	Strategies and tactics		

Apple Publishing Technologies

section  
GISTICS GLOSSARY AND TAXONOMY OF THE ICORP!

topic  
VALUE CHAIN MODEL FOR BRAND MEDIASPACE

keywords  
BRANDING

author(s)  
J. BYRAM, M. MOON

contributor(s)

source document  
MEDIA ASSET MANAGEMENT MARKET REPORT—1999

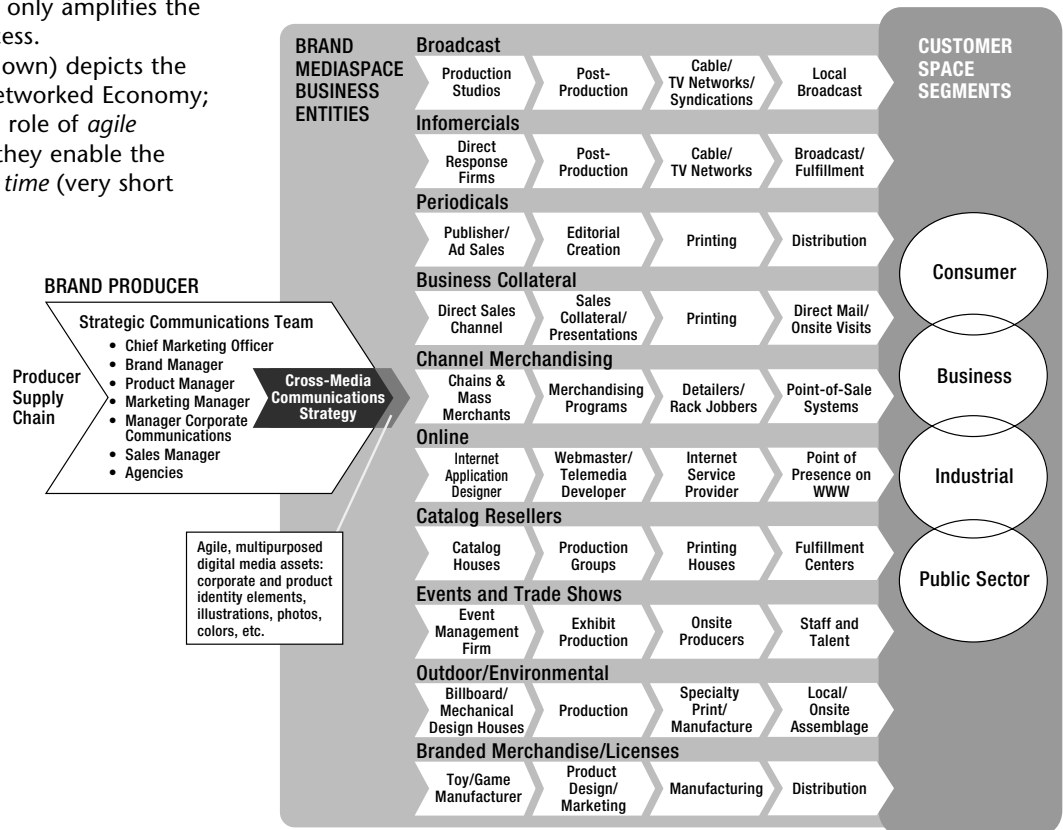
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VALUE CHAIN MODEL FOR BRAND MEDIASPACE

This branding process entails driving promotional and brand messages through networks of publications and various media—the brand mediaspace.

The process of finding and keeping customers remains the principal job of the enterprise. Entry into the Networked Economy only amplifies the speed and impact of the process.

A value chain model (as shown) depicts the collaborative nature of the Networked Economy; it also highlights the strategic role of agile digital-media assets and how they enable the iCorp! to compete in Internet time (very short time-to-market cycles).



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Section ►

**GISTICS PROGRAMS**

**ROI.tech  
brief**

ECONOMIC PAYBACK ASSESSMENT  
FOR NEW TECHNOLOGY

EXECUTIVE EDUCATION SERVICES

**GISTICS ICORP EXECUTIVE SEMINARS**

**iCorp!** sets forth a bold vision for the enterprise, emphasizing several strategies for building interactive relationships with customers, shareholders, trade partners, and employees.

The **Web-Integrated Marketing** workshop extends best practices for direct response and integrated communications to an interactive customer relationship. The workshop examines the new rules for marketing, creating *deep gravity well* Web sites, and gathering business intelligence from customer and other stakeholder interactions.

The **Interactive Investor Relations and Annual Reports** workshop establishes the business case for an integrated approach to interactive communications with shareholders and employees. It highlights cost savings derived from digital communications, as well as the value of dampening share price volatility through direct communication with buy-side and sell-side analysts, large-position investors, and the press.

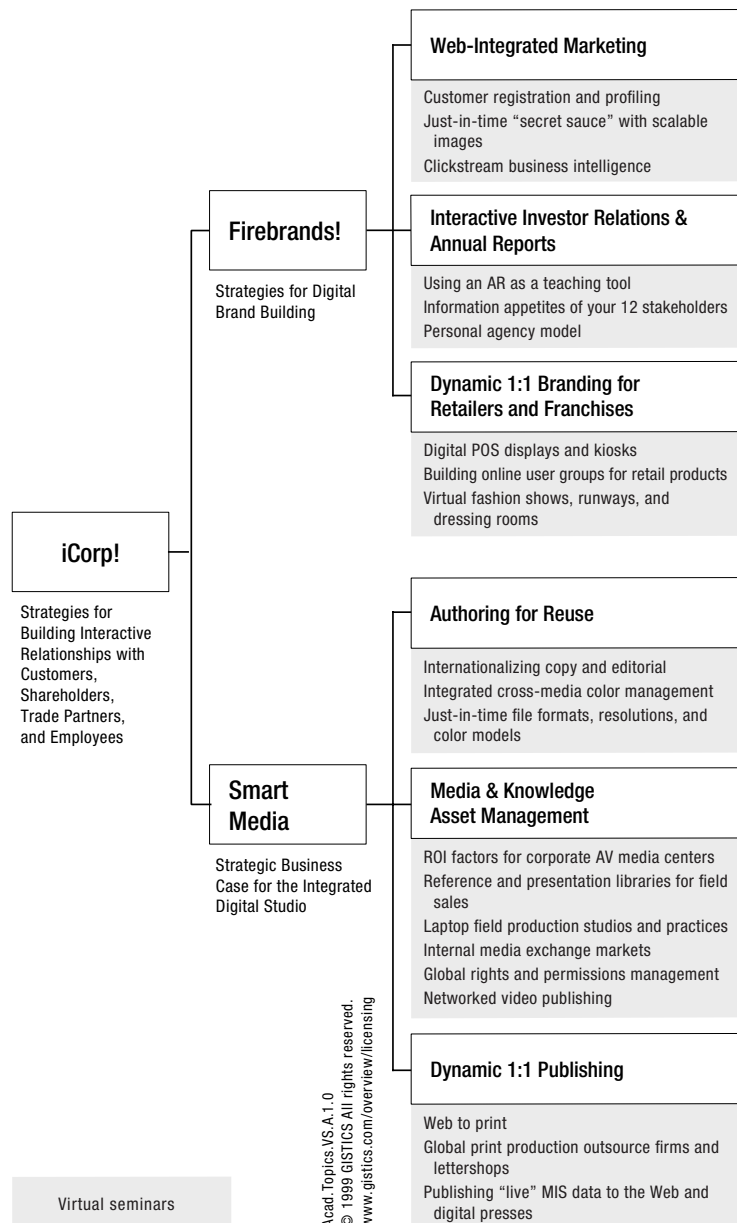
**Dynamic 1:1 Branding for Retailers and Franchises** illustrates how to bring 1:1 marketing to a chain of stores.

The **Authoring for Reuse** workshop establishes the business case for creating agile, multipurpose assets exclusively designed for reuse across print, broadcast, and online media. It highlights the need for the appropriate media-creation tools and practices.

The **Media and Knowledge Asset Management** workshops establish the definitive business case for deployment. This workshop shows how reuse of preexisting digital media and knowledge assets reduces cost, speeds production cycle time, boosts revenue per employee, and produces higher profit—all factors that drive higher business valuations. It also includes return-on-investment calculators and a review of competitive solution providers and their technologies.

The **Dynamic 1:1 Publishing** workshop establishes the business case for variable data electronic printing systems and managing color across a network of output devices (including printing presses at newspapers and magazines). The session includes a discussion of dynamically published Web pages (HTML, XML) and the automated composition of Adobe Acrobat PDFs, built to individual customer specifications.

**ROADMAP OF EXECUTIVE SEMINARS AND MANAGEMENT WORKSHOPS**



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Apple Publishing Technologies

section

GISTICS PROGRAMS

topic

ICORP EXECUTIVE SEMINARS

keywords

SEMINARS, ROADMAPS

author(s)

C. CALDWELL, M. MOON

contributor(s)

source document

GISTICS CAPABILITIES



Apple Publishing Technologies

section

GISTICS PROGRAMS

topic

VIRTUAL SEMINARS AND WEBINARS

keywords

TELEPHONE CONFERENCE SEMINAR

author(s)

J. BYRAM, M. MOON

contributor(s)

source document

MEDIA ASSET MANAGEMENT MARKET REPORT—1999

**VIRTUAL SEMINARS AND WEBINARS**

VIRTUAL SEMINAR

**Media and Editorial Asset Management: Critical Factors for Deployment and ROI**



Join a live **telephone conference seminar** led by Michael Moon, author of the industry report, *Media Asset Management Market Report—Customer Requirements, Vendors, Key Trends, Opportunities, and Challenges for 1999*.

DATES

Ongoing: check Web site

TIME

10 A.M. to Noon PST

PLACE

Your office (800# conference call, password provided)

TUITION

Free for qualified executives, or \$50 (US)  
MasterCard, Visa, American Express

ENROLLMENT

[www.seminars.gistics.com](http://www.seminars.gistics.com)  
415.924.3703  
[research@gistics.com](mailto:research@gistics.com)

AGENDA

**Introduction to Media Asset Management**

- Key definitions
- Deployment business models
- Interactive corporation roadmaps

**Impact on Profit**

- Workflow and collaboration
- Internal trading systems
- Dynamic publishing to Web users

**Live Customer Testimonials**

- Seasoned deployment managers, department heads, and front-line users

FACULTY

GISTICS principal Michael Moon

Successful users

Qualified vendors

GISTICS Incorporated  
30 Millard Road  
Larkspur, California 94939 USA  
tel 415.924.3703  
fax 415.927.4337  
[www.gistics.com](http://www.gistics.com)

MEDIA

Slides in Adobe Acrobat PDF format

Live teleconference sessions

Live demos via Web site

PARTICIPANTS

**Design and publishing**

- Corporate management
- Marketing
- Creative services

**In-house groups**

- Senior executives
- Chief creative officers

**Online merchants**

- Internet strategists
- Studio executives

SOLUTIONS SHOWCASE

Over 60

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*Founded in 1987, GISTICS conducts a variety of activity-based research programs, investigating critical success factors for rapid, successful deployment of technology for building brands and interactive relationships. As a research-driven executive education firm, GISTICS investigates the marketing activities of technology companies, benchmarking the most successful methods—Best Practices—associated with how they profitably find, serve, and satisfy customers, as well as how end-use customer enterprises have successfully deployed new technology.*

*GISTICS has conducted 47 client-funded research projects, performs an annual industry assessment for the media-producer industry, and has developed from this data a comprehensive database of empirical benchmarks—the foundation for its executive education program that includes seminars, workshops, and a variety of publications.*



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