

## Case History: New York Times Location: College Point Facility—Queens, New York



### *Customer Need:*

Publishers of the New York Times (NYT), one of the world's largest daily newspapers, desired to incorporate state-of-the-art communications at their new College Point Facility. In other facilities, communication of changes or problems took place by both walkie-talkie and telephone. Those down the line heard the news through a 15-minute walkie-talkie grapevine from the control room managers to management then to foremen on to supervisors, finally reaching plant employees. Moreover, some employees might carry on two conversations or more at once, occasionally leading to confusion.

### *Adaptive's Solution:*

The Times installed fifteen ALPHA™ LED marquees that acquire production statistics from the NYT's advanced Press Management System and display up-to-the-minute statistics, including:

- **Press Messages:** Current job running, total number of papers produced, papers remaining to be produced, and number of papers per hour currently being run (press speed).
- **Inserter Messages:** Jobs being run, total papers inserted, and the amount of papers left to be inserted.
- **Inserter Summary Messages:** Inserter messages on a per-job basis.
- **Process Status:** Tri-color marquee messages indicate red for "stop," green for "running," and yellow for "make ready."

### *Benefits:*

#### **1. Faster Communication of Line Process Changes & Increased Efficiency**

ALPHA Marquees simultaneously and immediately (no 15 minute wait) inform employees regarding status changes throughout the production facility. Employees are empowered to make proactive decisions and respond more efficiently.

#### **2. More Tightly Tracked & Controlled Inventory**

ALPHA marquees display accurate counts around the plant, reducing shrinkage of printed inventory.

#### **3. Enhanced Communication**

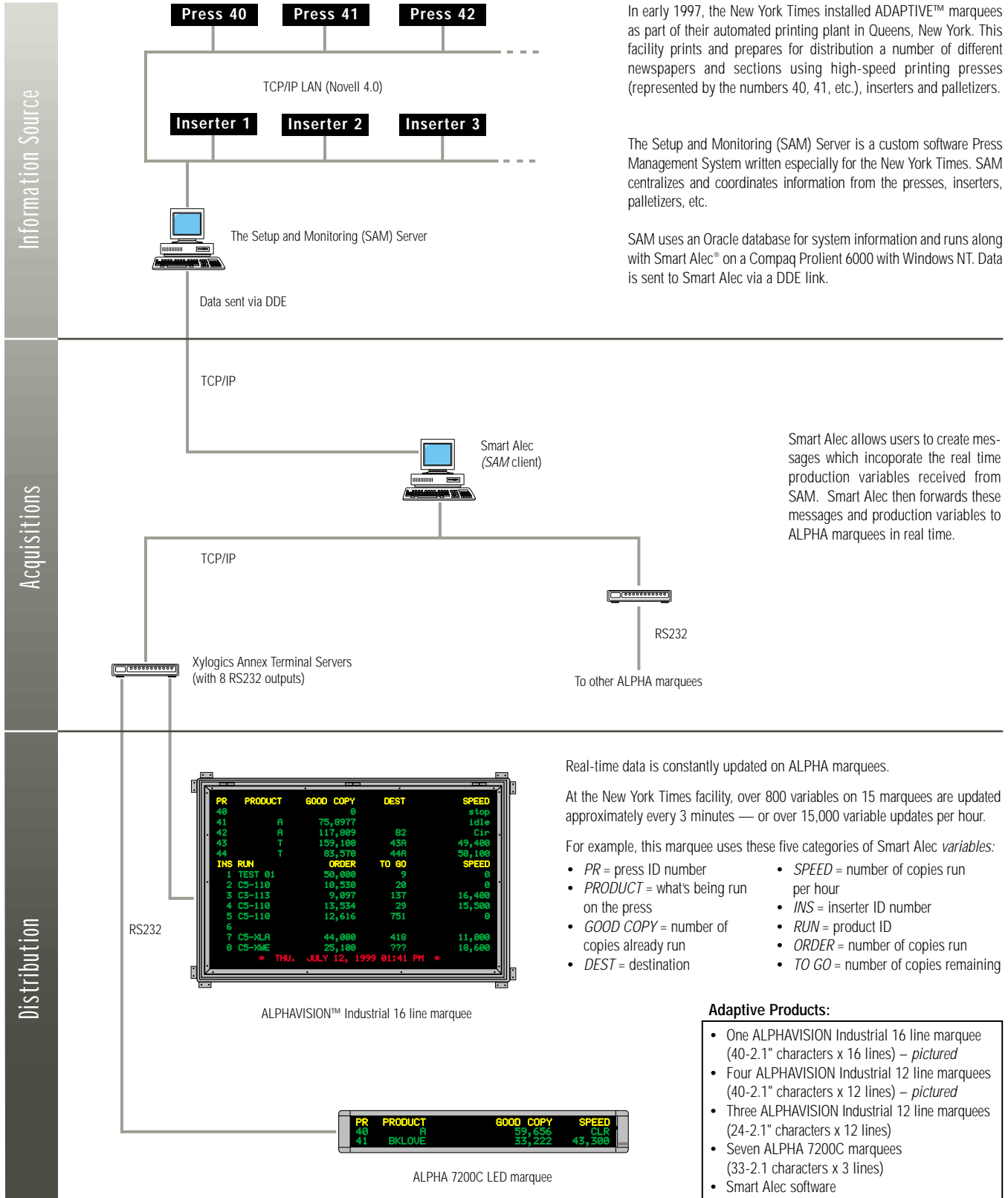
By replacing walkie-talkies, ALPHA marquees reduce confusion. All employees have consistent and instantaneous knowledge about overall production statistics and therefore complain when marquees are turned off for routine maintenance.

#### **4. Improved Employee Morale**

At any given time and at any given place throughout the plant, employees can look up and see the progress of NYT products and are more aware of the degree to which they contribute.

# Visual Factory Case History

## New York Times College Point Printing Facility



In early 1997, the New York Times installed ADAPTIVE™ marquees as part of their automated printing plant in Queens, New York. This facility prints and prepares for distribution a number of different newspapers and sections using high-speed printing presses (represented by the numbers 40, 41, etc.), inserters and palletizers.

The Setup and Monitoring (SAM) Server is a custom software Press Management System written especially for the New York Times. SAM centralizes and coordinates information from the presses, inserters, palletizers, etc.

SAM uses an Oracle database for system information and runs along with Smart Alec® on a Compaq Prolient 6000 with Windows NT. Data is sent to Smart Alec via a DDE link.

Smart Alec allows users to create messages which incorporate the real time production variables received from SAM. Smart Alec then forwards these messages and production variables to ALPHA marquees in real time.

Real-time data is constantly updated on ALPHA marquees.

At the New York Times facility, over 800 variables on 15 marquees are updated approximately every 3 minutes — or over 15,000 variable updates per hour.

For example, this marquee uses these five categories of Smart Alec variables:

- *PR* = press ID number
- *PRODUCT* = what's being run on the press
- *GOOD COPY* = number of copies already run
- *DEST* = destination
- *SPEED* = number of copies run per hour
- *INS* = inserter ID number
- *RUN* = product ID
- *ORDER* = number of copies run
- *TO GO* = number of copies remaining

### Adaptive Products:

- One ALPHAVISION Industrial 16 line marquee (40-2.1" characters x 16 lines) – pictured
- Four ALPHAVISION Industrial 12 line marquees (40-2.1" characters x 12 lines) – pictured
- Three ALPHAVISION Industrial 12 line marquees (24-2.1" characters x 12 lines)
- Seven ALPHA 7200C marquees (33-2.1 characters x 3 lines)
- Smart Alec software

PR	PRODUCT	GOOD COPY	DEST	SPEED
40		0		stop
41	R	75,8977		idle
42	R	117,809	82	Clr
43	T	159,100	43R	49,400
44	T	83,570	44R	50,100
INS	RUN	ORDER	TO GO	SPEED
1	TEST 01	50,000	9	0
2	CS-110	10,550	20	0
3	CS-113	9,097	137	16,400
4	CS-110	13,554	29	15,500
5	CS-110	12,616	751	0
6				
7	CS-XLR	44,000	410	11,000
8	CS-XME	25,100	???	10,600
* THU, JULY 12, 1999 01:41 PM *				

PR	PRODUCT	GOOD COPY	SPEED
40	R	55,556	Clr
41	BKLOVE	33,222	43,300