Old Newspaper Process Optimization

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LIBER - EBLIDA
Digitization Workshop 7th October 2011
Agenda

• Introducing Planman Technologies Pte Ltd
• Digitization Process
• Resource Requirements
• Planman Productivity Management System
• Digitization Process Changes
• Results and Summary
About Planman...


Fast growth pace led by professionals with varied industry experience to become one of India’s largest multi-interest consulting and business services firms.

Today it provides Advisory & Outsource Business services in the areas of

- Management & Market Entry Consulting
- Market Research & Data Analytics,
- Public Relations & Marketing Communication
- HR Consulting and Outsourcing services
- Social Sector Consulting
- Business Publishing

Many of Planman’s Clients Are Fortune 500 Companies & Leading MNCs

- American Express, Coca Cola,
- PepsiCo, ICI, HP, Microsoft,
- Standard Chartered,
- Citigroup,
- General Electric Group,
- PricewaterhouseCoopers,
- Smith Kline Beecham,
- Unilever Group, Electrolux,
- Indian Oil Corporation, P&G,
- Whirlpool, Samsung, Sony,
- Nestle, McKinsey, KPMG,
- Yahoo, Ernst & Young,
- Morgan Stanley, Fair Isaac...
Overview of Operations: The Springboard to Strategic Outsourcing

Geographic Locations

- New Delhi, India (Sales, CRM & Delivery)
- Brussels, EU (Sales & Onshore Operations)
- New York, US (Planned Sales & Onshore Operations)
- Coronado, US (Sales & Onshore Operations)
- Singapore (Incorporated)
- London, UK (Sales & Onshore Operations)

People

- Resource Pool: 3500+
- In-depth Skills
- Multi-tasking
- Domain Experience

Process

- All Process benchmarked and certified ISO 9001-2000 Quality
- ISO 27001 Certified
- Use of established Quality Models ISO, ANSI
- Overall Engagement Effectiveness and not just individual processes
- Enhanced Knowledge Transfer
- Continuous Process Improvements, Cost and Quality focus

Technology

- Designed for 24x7 operations
- Highly reliable network & communication facilities
- Current seat capacity - 900 in New Delhi
- Infrastructure with sufficient built-in redundancies
- Robust Security & Business Continuity Plan- ISO 270001 certification in progress
Planman offers comprehensive back office/process outsourcing solutions to a variety of industries including technology, financial services, publishing and market research offering comprehensive solutions for all information processing needs.

- Newspaper Digitization Services
- Newspaper Clipping Services
- Publishing Services
- Content Digitization & Archiving Services
- Content Conversion Services XML, SGML, PDF Conversion
- Data Conversion Services- OCR ,Data Entry and Data Capture
- E-Books Publishing Services
- Editorial Support Services
- Form Processing Services, Transaction Processing Services, Database Management
- HTML, Content Indexing & Abstraction Services
Library Clients....

- National Library of New Zealand
- Royal Danish Library
- National Library of Norway
- National Library Board, Singapore
- Australian National Library
- State Library of Victoria
- National Library of Netherlands (KB)
- University of California Riverside
- University of Innsbrook
- Newsbank
- OCLC, USA
Creating Digital Newspaper Edition

KEY FEATURES:

- Process born digital PDF as well as scanned originals or microfilm
- Structural analysis (ISR) detects articles and recognizes headlines, illustrations, etc.
- Standardized output formats based on XML, TIFF, JPEG 2000, PDF and more…
- Access through DMS systems like CONTENTdm, ExLibris and others
Newspaper Digitization Process

1. Scanning Process
   – Cleansing of the image
   – De-skewing etc.

2. Entity Preparation Process
   – Layout Analysis / Segmentation
   – OCR
   – Metatagging
   – Object preparation
Resource Utilization

• Project Size 0.5 million to 2 million pages
• Scanning and Cleansing of Images
  – About 30 mins per Microfilm (500 to 600 pages) or less than 5 seconds per page
• Entity Preparation
  – Depending on the extent corrections requested and Complexity of categorization resources required are 400 to 500 seconds per page.
Process Before the Optimization

Start

Import Input Files in the docWORKS [Tagging Application]

Allocate files to the Executives for Processing in 1st Step i.e. Verify Page Frame – [VPF]

Back-end processing by the Server [Modify Pages]

Allocate files to the Executives for Processing in 2nd Step i.e. Verify Layout Element – [VLE]

Back-end processing by the Server [Detect Page Numbers]

Allocate files to the Executives for Processing in 3rd Step i.e. Verify Page Numbers – [VPN]

Back-end processing by the Server [Build Pages Hierarchy]

Allocate files to the Executives for Processing in 4th Step i.e. Verify Pages Hierarchy – [VPH]

Back-end processing by the Server [Build Hierarchy]

Allocate files to the Executives for Processing in 5th Step i.e. Verify Hierarchy – [VH]

Back-end processing by the Server [Export]

Files are Ready For Transmission i.e. Exported [Output files are in PDF & XML]

Stop
Resource Utilization

Splitting: 5%
Verify Page Frames: 7%
Verify Layout Elements: 36%
Verify Page Numbers: 1%
Verify Page Hierarchy: 1%
Verify Hierarchy: 43%
(Including Headline Corrections)
Article Categorization: 7%
Planman Productivity Monitoring System

• Significant amount of resources are consumed during entity preparation phase
  – Instrumentation was embedded at each stage of the entity preparation phase
  – The error rate has been monitored
  – Over 200 reports were produced
Planman Productivity Monitoring System

ISO 9001:2000

PLANMAN TECHNOLOGIES

Planman Productivity Monitoring System

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NASSCOM
National Association of Software and Service Companies
Planman Productivity Monitoring System

32 types of Reports

- Reports on Efficiency
- Reports on Quality
- Graphical Representation
- Reports on Individuals
- Reports on Training
- Reports on Project Cost
- Reports on HR Aspects

Reports on Efficiency:
- Detailed Work Tenure
- Summary Report
- TL's Efficiency
- TL wise Details
- Manhour Report

Reports on Quality:
- Per Operator
- Per Project / Shift wise

Absenteeism Reports:
- Absenteeism Report
- Summary Report
- Short Leave & Half day
- Absent / Short Leave
- Weekly / Comp Off

Reports on Training:
- Training Details
- Training Summary

Reports on Project Cost:
- Joining Report
- Allocation Report
- Working Report
- Tenure Report
- Confirmations Due

Select Project: CERN_GCR

Employee Code: E1138

From: 01-Mar-10
To: 15-Mar-10

Select Shift: Morning(D,GI)

Excellence is our goal!

ISO 9001:2000

NASSCOM
National Association of Software and Service Companies
Planman Productivity Monitoring System

Sample Report

Taskwise Production Report

- shows the tasks performed by each operator,
- compares them with Rated Output to compute the efficiency,
- plots the efficiency graph
- highlights the strength of each individual.
Sample Report

**Shift wise Efficiency Comparison**

compares the Efficiency achieved in each Shift over the selected period of time.
Planman Productivity Monitoring System

**Person hours Report**

**Project: DAILY MIRROR**

<table>
<thead>
<tr>
<th>SL</th>
<th>Task Code</th>
<th>Person hours</th>
<th>Shift</th>
<th>Coach / TL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>DMX/ML</td>
<td>738.00</td>
<td>General</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>2</td>
<td>DMX/ML</td>
<td>3,001.00</td>
<td>Night</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>3</td>
<td>DMX/ML</td>
<td>943.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>4</td>
<td>FINALDME</td>
<td>172.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>5</td>
<td>FINALDMN</td>
<td>7.00</td>
<td>General</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>6</td>
<td>FINALDMN</td>
<td>248.00</td>
<td>Night</td>
<td>Rajeev Choudhary</td>
</tr>
</tbody>
</table>

Person hours in the selected period: 5,709.00

**Project: FRB**

<table>
<thead>
<tr>
<th>SL</th>
<th>Task Code</th>
<th>Person hours</th>
<th>Shift</th>
<th>Coach / TL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FRB-OCR</td>
<td>107.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
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<tr>
<td>2</td>
<td>FRB-OCR-FINAL</td>
<td>69.00</td>
<td>Night</td>
<td>Rajeev Choudhary</td>
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<tr>
<td>3</td>
<td>FRB-OCR-FINAL</td>
<td>41.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>4</td>
<td>FRB-PR</td>
<td>135.00</td>
<td>General</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>5</td>
<td>FRB-XML</td>
<td>263.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>6</td>
<td>FRB-XML-FINAL</td>
<td>35.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
</tr>
</tbody>
</table>

Person hours in the selected period: 590.00

**Project: GVRL**

<table>
<thead>
<tr>
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<th>Person hours</th>
<th>Shift</th>
<th>Coach / TL</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>GVRL-PR</td>
<td>95.00</td>
<td>General</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>2</td>
<td>GVRL-PR</td>
<td>226.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>3</td>
<td>GVRL-XML</td>
<td>151.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
</tr>
<tr>
<td>4</td>
<td>GVRL-XML-FINAL</td>
<td>35.00</td>
<td>Evening</td>
<td>Rajeev Choudhary</td>
</tr>
</tbody>
</table>

Person hours in the selected period: 507.00

Computes the no. of man-hours spent in a project – beneficial for cost calculations.
Planman Productivity Monitoring System

Sample Report

Quality Report

Lists the errors found on a daily basis according to their classification – very useful for monitoring the quality standard.

### Error Details with Classification

<table>
<thead>
<tr>
<th>Date</th>
<th>Project</th>
<th>Shift</th>
<th>Critical</th>
<th>Fatal</th>
<th>Major</th>
<th>Minor</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-Mar-09</td>
<td>DAILY MIRROR</td>
<td>Night</td>
<td>11</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>02-Mar-09</td>
<td>DAILY MIRROR</td>
<td>General</td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DAILY MIRROR</td>
<td>Night</td>
<td>8</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>10</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>03-Mar-09</td>
<td>DAILY MIRROR</td>
<td>Evening</td>
<td>1</td>
<td></td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>DAILY MIRROR</td>
<td>General</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>DAILY MIRROR</td>
<td>Night</td>
<td>4</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>04-Mar-09</td>
<td>DAILY MIRROR</td>
<td>Night</td>
<td>9</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>DAILY MIRROR</td>
<td>General</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
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<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>05-Mar-09</td>
<td>DAILY MIRROR</td>
<td>Night</td>
<td>5</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

ISO 9001:2000
Planman Productivity Monitoring System

Sample Report

Efficiency Report

- Computes the efficiency level of each person on a daily basis
- Computes the efficiency of the team
- Computes the Capacity Utilization
- Computes the Effective Capacity Utilization

Efficiency Report

Date: 01-Oct-08
Project: NBXML

<table>
<thead>
<tr>
<th>Sl.</th>
<th>Emp Code</th>
<th>Employee Name</th>
<th>PPH</th>
<th>Err Hrs</th>
<th>EPH</th>
<th>Hrs Worked</th>
<th>Efficiency %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>E251</td>
<td>VIKESH KU. BHANU</td>
<td>9.71</td>
<td>0.00</td>
<td>9.71</td>
<td>7.00</td>
<td>138.67</td>
</tr>
<tr>
<td>2</td>
<td>E925</td>
<td>VED PRAKASH</td>
<td>9.15</td>
<td>0.00</td>
<td>9.15</td>
<td>7.00</td>
<td>130.67</td>
</tr>
<tr>
<td>3</td>
<td>E2005</td>
<td>DINESH KUMAR</td>
<td>9.63</td>
<td>0.80</td>
<td>8.83</td>
<td>7.00</td>
<td>126.07</td>
</tr>
<tr>
<td>4</td>
<td>E2251</td>
<td>MUKESH BAHUGUNA</td>
<td>8.66</td>
<td>0.00</td>
<td>8.66</td>
<td>7.00</td>
<td>123.75</td>
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<tr>
<td>5</td>
<td>E1694</td>
<td>VISHNU</td>
<td>6.32</td>
<td>0.00</td>
<td>6.32</td>
<td>7.00</td>
<td>90.22</td>
</tr>
<tr>
<td>6</td>
<td>E998</td>
<td>VINOD GIRI</td>
<td>6.04</td>
<td>0.00</td>
<td>6.04</td>
<td>7.00</td>
<td>86.25</td>
</tr>
<tr>
<td>7</td>
<td>E2744</td>
<td>SANJEEIT KUMAR</td>
<td>5.78</td>
<td>0.00</td>
<td>5.78</td>
<td>7.00</td>
<td>82.50</td>
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<tr>
<td>8</td>
<td>E2416</td>
<td>PAVAN KUMAR</td>
<td>5.51</td>
<td>0.00</td>
<td>5.51</td>
<td>7.00</td>
<td>78.75</td>
</tr>
<tr>
<td>9</td>
<td>E1464</td>
<td>RAJIV PASWAN</td>
<td>5.43</td>
<td>0.00</td>
<td>5.43</td>
<td>7.00</td>
<td>77.50</td>
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<tr>
<td>10</td>
<td>E2410</td>
<td>PRANATI MAHAPTRA</td>
<td>5.34</td>
<td>0.00</td>
<td>5.34</td>
<td>7.00</td>
<td>76.25</td>
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<tr>
<td>11</td>
<td>E2567</td>
<td>ANITA SINGH</td>
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<td>0.00</td>
<td>5.25</td>
<td>7.00</td>
<td>75.00</td>
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<tr>
<td>12</td>
<td>E2328</td>
<td>BHUPENDRA SINGH DHAUNI</td>
<td>1.49</td>
<td>0.00</td>
<td>1.49</td>
<td>2.00</td>
<td>74.38</td>
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<tr>
<td>13</td>
<td>E2121</td>
<td>KUMAR GAURAV</td>
<td>4.38</td>
<td>0.00</td>
<td>4.38</td>
<td>7.00</td>
<td>62.50</td>
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<tr>
<td>14</td>
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<td>CHANDER PRAKASH</td>
<td>3.85</td>
<td>0.40</td>
<td>3.45</td>
<td>7.00</td>
<td>49.29</td>
</tr>
</tbody>
</table>

Team Efficiency: 91.73%
Capacity Utilization: 94.96%
Effective capacity utilization: 87.05%
Sample Report

Report on Training

Portrays the details of training provided to the employees.

<table>
<thead>
<tr>
<th>E Code</th>
<th>Name</th>
<th>Shift</th>
<th>Activity</th>
<th>Hours</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>E 1927</td>
<td>PRAVIN KUMAR</td>
<td>Evening</td>
<td>Training</td>
<td>7</td>
<td>10-Mar-08</td>
</tr>
<tr>
<td>E 1984</td>
<td>JAN MEJAY TRIPATHI</td>
<td>Night</td>
<td>Training</td>
<td>8</td>
<td>10-Mar-08</td>
</tr>
<tr>
<td>T543</td>
<td>LALAN JHA</td>
<td>Night</td>
<td>Training</td>
<td>8</td>
<td>10-Mar-08</td>
</tr>
<tr>
<td>E 2060</td>
<td>SUBHASH CHAUHAN</td>
<td>Night</td>
<td>Training</td>
<td>8</td>
<td>17-Mar-08</td>
</tr>
<tr>
<td>E 2054</td>
<td>RAM CHANDRA KUMAR</td>
<td>Night</td>
<td>Training</td>
<td>8</td>
<td>17-Mar-08</td>
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<tr>
<td>E 2018</td>
<td>RAM LAL</td>
<td>Night</td>
<td>Training</td>
<td>8</td>
<td>24-Mar-08</td>
</tr>
</tbody>
</table>

TL / Coach: HEMANT KUMAR

TL / Coach: LALIT MOHAN
Planman Productivity Monitoring System

- After analysis of data, two actions were identified
  - Distribute the QA process so that QA is done at each stage minimizing the rework cycles
  - Continual Training of the operational staff
Distributed QA

- Creation of Roving QA team
- Spot check the operator’s work
- Correct on the spot, if required recommend training to the operator
- Incentives: individual & team bonus
## Spot Checks

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Error Types</th>
<th>Error Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incorrect Tags</td>
<td>IT</td>
</tr>
<tr>
<td>2</td>
<td>Extra Text Blocks</td>
<td>B</td>
</tr>
<tr>
<td>3</td>
<td>Incorrect Linking</td>
<td>L</td>
</tr>
<tr>
<td>4</td>
<td>Incorrect Sequence</td>
<td>S</td>
</tr>
<tr>
<td>5</td>
<td>Incorrect Grouping</td>
<td>G</td>
</tr>
<tr>
<td>6</td>
<td>Incorrect Skew</td>
<td>D</td>
</tr>
<tr>
<td>7</td>
<td>Incorrect Headlines</td>
<td>H</td>
</tr>
<tr>
<td>8</td>
<td>Incorrect Merging of Columns</td>
<td>M</td>
</tr>
<tr>
<td>9</td>
<td>Overlapping</td>
<td>O</td>
</tr>
<tr>
<td>10</td>
<td>Incorrect Zones</td>
<td>Z</td>
</tr>
<tr>
<td>11</td>
<td>Missing Tag</td>
<td>MT</td>
</tr>
<tr>
<td>12</td>
<td>Damage Page</td>
<td>DP</td>
</tr>
<tr>
<td>13</td>
<td>Incorrect Article Type</td>
<td>AT</td>
</tr>
<tr>
<td>14</td>
<td>Wrong Insertion of Page</td>
<td>IP</td>
</tr>
<tr>
<td>15</td>
<td>Padding Error</td>
<td>P</td>
</tr>
</tbody>
</table>
Process Before the Optimization

Start

Import Input Files in the docWORKS [Tagging Application]

Allocate files to the Executives for Processing in 1st Step i.e. Verify Page Frame – [VPF]

Allocate files to the Executives for Processing in 2nd Step i.e. Verify Layout Element – [VLE]

Allocate files to the Executives for Processing in 3rd Step i.e. Verify Page Numbers – [VPN]

Allocate files to the Executives for Processing in 4th Step i.e. Verify Pages Hierarchy – [VPH]

Allocate files to the Executives for Processing in 5th Step i.e. Verify Hierarchy – [VH]

Files are Ready For Transmission i.e. Exported [Output files are in PDF & XML]

Stop

Back-end processing by the Server [Modify Pages]

Back-end processing by the Server [Detect Page Numbers]

Back-end processing by the Server [Build Pages Hierarchy]

Back-end processing by the Server [Build Hierarchy]

Back-end processing by the Server [Export]
## Observed Performance Improvements

<table>
<thead>
<tr>
<th>Task</th>
<th>Time Used (Post PPMS) in Secs/pg</th>
<th>Time Used (Pre PPMS) in Secs/pg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Splitting</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Verify Page Framing</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Verify Layout of Elements</td>
<td>150</td>
<td>180</td>
</tr>
<tr>
<td>Verify Page Numbers</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Verify Page Heirarchy</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Verify Heirarchy &amp; Value added Services</td>
<td>180</td>
<td>210</td>
</tr>
<tr>
<td>Article Categorization</td>
<td>30</td>
<td>60</td>
</tr>
</tbody>
</table>
Observed Performance Improvements

- Total Time Consumed Pre-PPMS: 520 sec/pg
- Total Time Consumed Post-PPMS: 420 Sec/pg
- A Roving QA executive checks about 200 pages per man-shift
- Average observed improvement in productivity 20% to 40%
Summary

• Manpower is not as scalable as infrastructure
• Optimize based on total resources consumed
• Training and well deployed QA does provide good return on investment
Thank you

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About Planman...


Fast growth pace led by professionals with varied industry experience to become one of India’s largest multi-interest consulting and business services firms.

Today it provides Advisory & Outsource Business services in the areas of

  Management & Market Entry Consulting
  Market Research & Data Analytics,
  Public Relations & Marketing Communication
  HR Consulting and Outsourcing services
  Social Sector Consulting
  Business Publishing
  I:TES - Content & Business Process Outsourcing.

Many of Planman’s Clients
Are Fortune 500 Companies & Leading MNCs

American Express, Coca Cola, PepsiCo, ICI, HP, Microsoft,
Standard Chartered, Citigroup,
General Electric Group, PricewaterhouseCoopers,
Smith Kline Beecham,
Unilever Group, Electrolux,
Indian Oil Corporation, P&G,
Whirlpool, Samsung, Sony,
Nestle, McKinsey, KPMG,
Yahoo, Ernst & Young,
Morgan Stanley, Fair Isaac...
About Planman I:TES

- Planman Technologies is a subsidiary of Planman Consulting was formed to deliver Intelligent (Judgement based) IT enabled solutions for the outsourcing & off shoring requirements of clients being served by Planman Consulting.

- 4.5 million USD was invested in this division as seed capital by Planman Consulting in FY 2004-2005.

- A new facility of 30000 sq. ft. close to 700 seats scalable to 1500 seats became operational in October 2004. New Facilities are also being added in the KPO business space.
Library Clients....

- National Library of New Zealand
- Royal Danish Library
- National Library of Norway
- Singapore National Library
- Australian National Library
- State Library of Victoria
- National Library of Netherlands (KB)
- University of California Riverside
- University of Innsbrook
- Newsbank
- OCLC, USA
Few others.....

- Trinity Mirrior Group
- Gold Coast Bulletin, Aus
- Sydney Morning Herald, Aus
- Irish Independent
- Harcourt Education, UK & Australia
- Reed Group, USA
- Dakota Services, USA
- Cooper Energy, Australia
- Divestco, USA
Few Media Clients.....
Creating Digital Newspaper Edition
“We would create superior value for all our stakeholders - customers, employees and partners will see us committed to quality in everything we do through our strategy work and behaviour.”