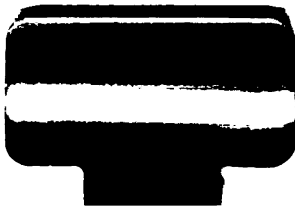


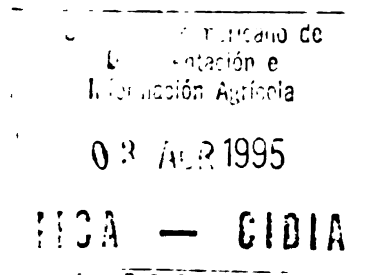
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Centro Interamericano de
Documentación e
Información Agrícola

03 ABR 1995

IICA — CIDIA





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**BIOTECHNOLGY AND IICA:
A Framework for Disseminating and Sharing
Biotechnology in Latin America and the Caribbean**

✓
**John Milton
Clearbrook Communications
OTTAWA, Canada**

**A Report Prepared for
The Inter-American Institute for
Co-operation on Agriculture
San Jose, Costa Rica
December, 1991**

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1. THE TASK AT HAND

1.1. The Scope of this Study

The purpose of this study is to assist IICA in developing options for the creation of an information disseminating network ('newsletter') for biotechnology throughout LAC. This study shall consider the following:

1. To analyze the requirements and limitations for an effective information diffusion mechanism for policymakers and managers in research, production and other activities related to biotechnologies in general and in Latin America and the Caribbean specifically.

2. To identify existing newsletters and similar diffusion mechanisms in biotechnology and assess them from the point of view of their scope, contents, presentation, costs, etc.; propose the characteristics (structure, type and scope of contents, information, sources to be used, types of users, presentation, etc.) of a newsletter specifically designed to raise the awareness and interest of policymakers and managers of organizations and firms related to agrobiotechnologies in LAC.

3. To describe the technical and financial requirements for the production of such a newsletter.

1.2. Organization of the Study

This study shall begin with a review of the elements that must be addressed when considering the creation and maintenance of a newsletter, with references to IICA's case. I will then outline various options. Finally, I shall outline my recommendation and how to proceed. Firm financial requirements will not be covered as discussed with IICA's representative in Canada, Mr. Ernani Fiori, as these will be easier to assemble in San Jose. In their place I have developed a questionnaire designed as a 'walk-through' for IICA when evaluating the associated costs for each option.

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2. **CONSIDERATIONS RELATING TO THE CREATION AND MAINTENANCE OF THE PROPOSED NEWSLETTER AND ASSOCIATED RECOMMENDATIONS**

In this section I wish to introduce elements that IICA will have to address when considering the development of the proposed newsletter on biotechnology. It is meant to generate a greater awareness and understanding by IICA's planners of the complexities involved in producing a newsletter. Recommendations are outlined where appropriate.

2.1. **Objectives of the Newsletter**

The objectives of the newsletter, as established by IICA, are twofold:

1. To be the primary vehicle for introducing and disseminating new applied biotechnology and related information into LAC. As Walter Jaffé noted, "The main goal [of the newsletter] should be to inform the target audiences of the main economic, industrial, legal and regulatory tendencies and advances in biotechnology." The newsletter must focus on the practical, applied biotechnology and not on primary research. It must concentrate on the practical impact of new biotechnology on the industries and economies of LAC.

2. To encourage and further expand dialogue concerning the application of new biotechnology between Member States. As with other IICA programs, such as animal health, research and technology transfer, a more co-ordinated, co-operative international effort is sought. Furthermore, dissemination of the LAC experience within LAC itself is as important as the acquisition of new biotechnology from outside the region. For example, a new processing system successfully adopted by a company in one Member State could potentially be applied throughout LAC. Success stories such as this must be presented to underline the opportunities offered by the new technologies.

The proposed objectives for the newsletter include:

- the identification of opportunities for new biotechnologies with associated explanations of its benefits;
- cross-zonal dialogue;
- information on available technical co-operation and activities of international and regional agencies; and
- contact listings for more information on items included in the newsletter.

It is important to remember that the proposed newsletter would not focus on the scientific or technical.

2.2. Target Audiences and Their Requirements

To effectively design and produce a newsletter, its target audience(s) must first be clearly defined. In consultation with IICA officials, two general audiences have been identified for the proposed newsletter:

- governments officials, and
- the private sector and particularly, those who make up the agri-food sector of LAC.

These two groups can be broken down into two groups according to the information requirements:

- **decision-makers**, including both politicians and private sector leaders (Chief Executive Officers); and
- **management personnel**, including public sector senior bureaucrats and private sector middle management.

What is important here is that neither target audience includes scientists as scientists.

The two identified target audiences have distinct information needs:

1. The decision-makers are results-oriented. Politicians are concerned with those issues affecting their national economy. They want to know how the new technology will impact, both positively and negatively, upon their country's economy, on employment patterns and on trade. Industry CEOs want to know how the new technology will impact upon their company's competitiveness both regionally and internationally and company profits, and what are the legal/regulatory developments in the field. The proposed newsletter will have to address the requirements of these decision-makers, whether they are politicians or private sector leaders. It must provide them with the information they will need to make proper decisions and to provide leadership on issues dealing with biotechnology. Both the politician and private sector leader must keep abreast of how the new technology will impact upon their national economy, who is doing what in the field internationally and what are the ethical considerations associated with the new technology. Quite often issues, such as ethics and impact analyses, are not included in industry-related newsletters. These will require keen analysis.

2. The middle management personnel are process-oriented. Both governmental and private sector managers are more concerned with the "how-to" information. They require more basic, practical information to assist them in the actual implementation of the new technology. The newsletter, however, should not become a scientific, technology transferring vehicle; it should simply provide more concrete information, with practical examples, and then direct the reader to more detailed sources. For the government official, who is concerned with industry-wide issues, this information is crucial in providing appropriate advice and counsel to his superiors and when examining what legislation (if any) will be required when regulating this new technology. Private sector managers will be concerned with the more basic question of how the new technology can be implemented, how it will enhance the company's competitiveness and how it will boost productivity. The private sector manager would also be watchful for new products.

2.3. Information Sources

Considering both the objectives of the newsletters and the information requirements of the identified target audiences, it is possible to provide the following observations concerning the information required:

- **Information focusing on new developments in the field of biotechnology:** Much of this information will originate from outside of the LAC region; primarily from North American sources. It includes highlighting new advances occurring in the field of biotechnology and particularly those new developments with concrete practical applications; legal information, such as new patents issued and new legislation related to biotechnology and rights related biotechnology; and sources of new technology.
- **Examples of successful applications of biotechnology:** Success breeds success. Illustrating how companies have already adapted, and benefitted from, biotechnology is the best way to convince other companies to do the same. Ideally, these examples, or success stories, should originate from within LAC. This would also encourage greater intra-zonal dialogue.

There exists a wide range of biotechnology-related newsletters, journals and database services. A literature search revealed several directories, printed annually, listing all current produced newsletters, journals, magazines and other publications in the field of biotechnology (see, for example, Coombs, J., and Alston, Y.R. eds. *The Biotechnology Directory*. New York: M. Stockton. This is an annual publication listing all publications related to biotechnology internationally by country, by subject area). Most of the listed publications/newsletters are industry-specific and researcher-oriented; the majority are related to the medical field. Much of the information contained in these are quasi-technical and may require substan-

tial reworking even before use. Furthermore, most are published in English making translation a major consideration.

There are some that are oriented to the regulatory aspects of biotechnology. These include:

- **Association of Biotechnology Companies (ABC):** Based in Washington, D.C., ABC's newsletter covers developments in the U.S. and Canada although it is beginning to expand coverage into Europe.
- **BioWorld:** Based in San Mateo, California, this is essentially a database service and is considered in greater detail in the subsequent section, *International Sources for New Information on Biotechnology*.
- **Bio/Technology:** Based in New York, it is primarily targeted at the scientific community although this monthly publication does contain valuable commentaries on regulation and other policy-oriented subjects. An additional advantage to such publications is the advertising contained and information on research and development grants. A copy is included.

Some other newsletters focus their energies on the application side of the biotech coin. Examples of these include:

- **Bioprocessing Technology:** Based in Englewood, New Jersey, this monthly newsletter provides very detailed information relating to new developments in applied biotechnology. It includes new patent listings (U.S. patents and patents made by international corporations). It does not include commentaries on regulatory developments, etc. An interesting sidebar to this newsletter is that its publisher recently agreed to having his newsletter translated into Japanese and distributed within Japan to a controlled-circulation clientele in co-operation with a Japanese biotechnology consulting group. A copy is included.
- **AgBiotechnology:** Based in Iowa, this bimonthly publication focuses on the agri-food and forestry sectors. It is heavily weighted towards the researcher although, again, some commentaries dealing with regulatory issues are included. This organization also produces special publications that could be of great use to IICA. For example, in the January/February 1989 issue, it announces the availability of a booklet on the impact of biotechnology on extension services. A copy is included.
- **Biotechnology News:** Based in New Jersey, it is issued 30 times a year and is similar in concept to *Bioprocessing Technology*. The items are factual with attention given to regulatory issues making it a valuable source of information. It also includes a list of new patents registered world-wide. Furthermore, both this newsletter and *Bioprocessing Technology* include contacts -- individual's names, addresses and telephone numbers. The value of such information is measureless when initiating follow-up by IICA or members of LAC's public and private sectors. A copy is included.

As secondary sources, IICA should examine biotechnology information being disseminated through FAO and the World Bank.

The sheer volume of published materials can be overwhelming. Subscribing even to only those addressing biotechnology and the agri-food sector would be too much for a single organization to absorb both financially and in terms of information management.

IICA can consider three options concerning how best to approach sourcing on biotechnology :

OPTION ONE: SELF-RESEARCHED. Under this option, IICA would subscribe to a selection of publications. IICA would identify topics of interest from these publications to be incorporated into its newsletter and would follow-up each topic. In addition to the already noted difficulties of cost and information management, the editor would also be constantly writing for permission to reprint articles. This option further assumes both in-house expertise and adequate time to research and rewrite the articles in Spanish with appropriate revisions the recognize the LAC experience.

OPTION TWO: CONTRACT WITH A DATABASE SERVICE. There exists several database services. Although subscribing to such a database means that all your information will already have been filtered, or edited, once, single (or dual) sourcing will eliminate both the constant seeking of permission to reprint (as this can be done under a blanket arrangement) and the cost of subscribing to a sizable number of publications (although these cost savings will be offset by higher database service charges). Under this option, IICA would negotiate the use of the database information while retaining all editorial power including the selection of articles to be used.

OPTION THREE: CONTRACT WITH A DATABASE SERVICE TO PRODUCE NEWSLETTER. This option is an extension of option two, upgrading the contract with the database service to include the selection and editing of the articles to be used in the newsletter (as based upon criteria developed by IICA) by the service. This option, while certain to cost more, offers two additional advantages to option two:

- first, IICA would benefit from the built-in expertise of a service whose *raison d'être* is to analyze and disseminate information related to biotechnology; and
- secondly, the production of the newsletter would require minimal input of IICA personnel.

When considering the selection of sources, the following criteria should be applied:

- how timely is the information?
- is the publication responsive to IICA's desire to reproduce information in Spanish and, if so, what additional costs would be involved in obtaining the rights to reproduce?

- does the publication meet the basic information requirements of one or both of the identified target audiences?
- how much does the publication cost?

International Sources for New Information on Biotechnology

Serious consideration should be given to subscribing to more than one source to ensure world coverage, if costs permit this. For example, there is *BioWorld* in the United States, *BioGen* in Germany, *Biofutur* in France, *Biotechnology in Japan Newservice* in Japan and *BioInsight* and *BioCommerce Data* in the United Kingdom.

An Example of a Biotechnology Database Service: BioWorld

Database services specializing in biotechnology offer IICA with the potential of one-stop shopping. Two, in particular, are worth investigating: *BioWorld* in the United States and *BioCommerce Data* based in the United Kingdom.

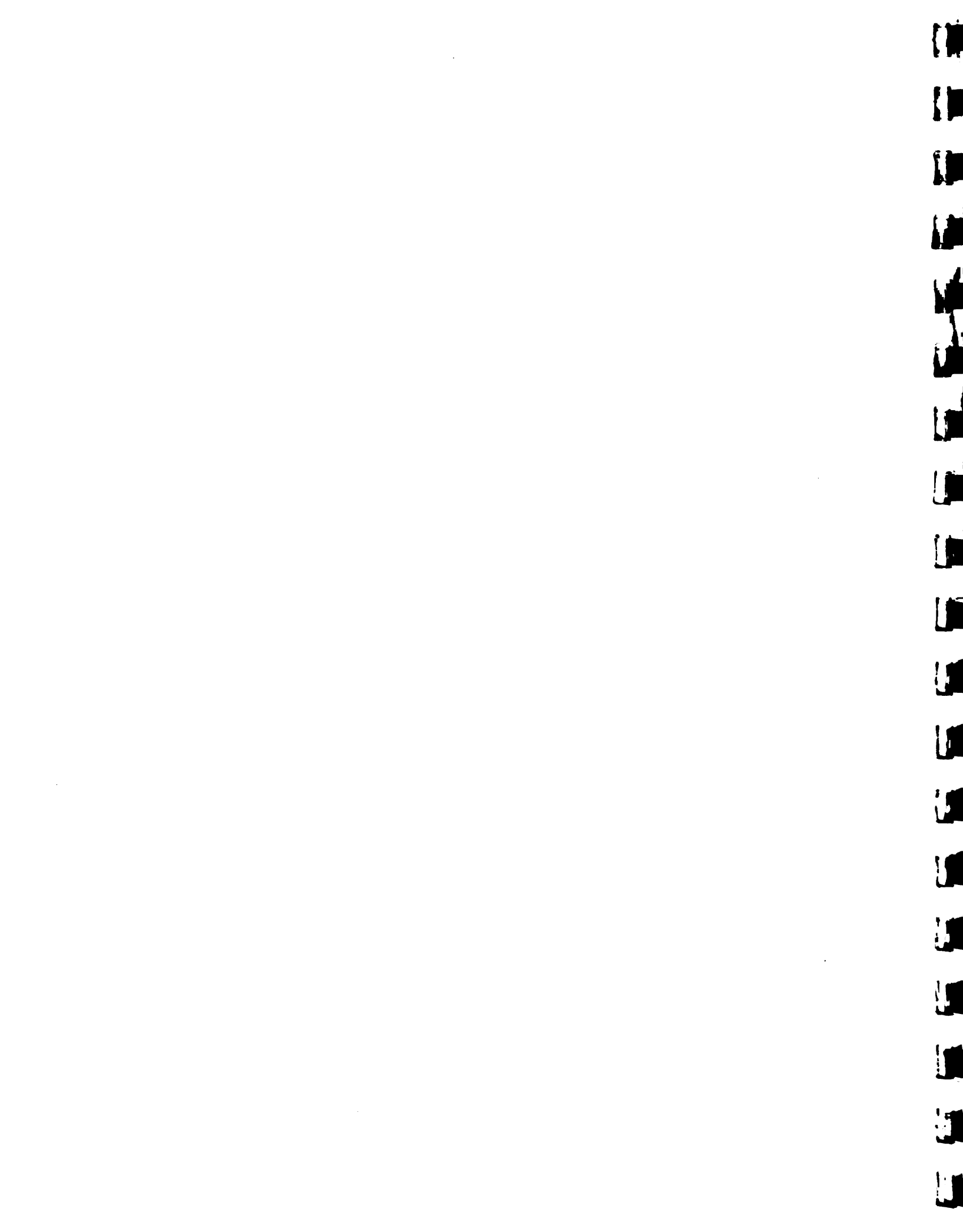
BioWorld is currently distributed to 10,000 people in North America. It is a controlled-circulation service which means IICA would have to negotiate an arrangement with *BioWorld* to permit IICA to distribute the information to a set number of recipients throughout LAC. Initial discussions with *BioWorld* indicates they are willing to consider such an arrangement.

BioWorld prefers to interpret the scientific advancements and the practical implications of advances in biotechnology. It includes:

- interviews with biotech's leading businesspeople;
- columns on developments within the industry;
- features on issues concerning those associated with biotechnology;
- articles on scientific developments that explain the newest technological developments and their potential benefits; and
- reviews of the latest business and technological developments, including patent reports (U.S. base patents).

BioWorld offers five services:

- **BioWorld Online.** This supplies users equipped with computers and modems with daily reports and access to a comprehensive archive. Through this archive, IICA can access current news, background reports, financial analyses and



company profiles. Access to **BioWorld Online** requires customized software, provided free by *BioWorld*, developed specifically for both Macintosh and IBM-compatible personal computers. *BioWorld* also distributes a weekly print index, **BioWorld Week**, that lists all the daily news stories featured online.

- **BioWorld Today.** This is a daily facsimile newspaper containing versions of the same top news stories that appear online. It is delivered to all clients each weekday morning. Like the **BioWorld Online**, it contains stories about key biotechnology products, business, regulatory and policy issues, a weekly digest of articles from major science journals, and a weekly round-up of key U.S. biotechnology patent awards.
- **Patent Flash!** This is a weekly publication delivers summaries of all U.S. patents issued that week. It is delivered over facsimile machines.
- **BioVenture View.** This is a monthly newsletter focusing on commentary and analysis. Regular features include discussions on corporate strategies, reports on biotech business conferences, profiles of emerging companies, perspectives on corporate and technical trends and technology assessment for business readers.
- **BioWorld Magazine.** This magazine focuses on the individuals involved in the field of biotechnology. It includes interviews, opinion pieces, regular columns and features by and on biotech's entrepreneurs, executives, scientists, investors, legislators and regulators.

BioWorld Online also offers the following:

News Centre

- daily biotech news;
- biotech news and reports from Japan;
- weekly feature stories and news analysis;
- **Journal Scan** -- a round-up of recent and significant scientific and technical journal articles;
- **Patent Flash!**

Industry Library

Fully searchable articles from:

- **BioScan** -- data on 900 key U.S. and international biotech companies: their history, finances, investments and investors, management, research and development, product listings and corporate strategies;
- **BioVenture View** -- complete text of all issues of the monthly publication since 1986;



- Patent archive -- U.S. biotech-related abstracts since 1989;
- *BioWorld* news archive; and
- Japanese biotech news archive.

Calender

- Lists current and upcoming professional and scientific meetings, conferences and trade shows in the U.S., Canada, Japan and Europe.

Lists and Reports

- Products in development;
- Strategic information on selected companies;
- Industry analysts' reports on companies to watch; and
- Drugs in development for specific disease.

Forum

- interactive bulletin boards for posting comments to groups or individuals; and
- electronic mail.

The price list for subscribing to *BioWorld* is as follows and is based upon U.S. charges (in U.S. funds) (1991 figures):

BioWorld Online:

- no subscription charges: \$1.60/online minute (\$96/hour), billed monthly. In this case you pay only for the time you actually use the system. Free communications/application software; or
- \$480 for a one-year subscription, with 30 minutes of online use a month free. After the first 30 minutes, you pay \$1.33/minute (\$80/hour). Free software.

BioWorld Today:

- \$660 for one year of 250 editions, published each weekday; or
- \$195 for a renewable quarterly subscription.

Patent Flash!:

- \$425 for a one year subscription to weekly abstracts of biotech patents issued by the U.S. Patent and Trademark Office.

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BioVenture View:

- \$595 for a one year subscription of 12 monthly issues.

BioWorld Today and Patent Flash!:

- \$975 for a joint subscription of the two facsimile publications.

Publisher's Package:

- a special package is available for \$1,200 a year for which the subscriber will receive: one hour a month free on **BioWorld Online**; 250 editions of **BioWorld Today**; 52 weekly issues of **BioWorld Week**; 12 monthly issues of both **BioVenture View** and **BioWorld Magazine**.

The point I am trying to drive home is the comprehensive nature of such a database service. Such a service, obviously, will cover the entire spectrum of biotechnology. However, it is important to note that the agri-food sector does constitute a major field for biotechnology and, consequently, does extensive coverage.

In terms of costing, it would not be practical to arrange for all of those listed by Mr. Jaffé to be enrolled in *BioWorld* at \$1,200/year/office. This costing, also, is U.S.-based. The service would cost more outside of the U.S. Overseas long-distance charges could also apply. However, representatives of *BioWorld* have indicated that special group rates are available. This would be dependent upon the number of recipients of the IICA newsletter and the extent of the information drawn from the database service. To pursue this, IICA would have to develop a final distribution list as this number could influence the reimbursements *BioWorld* would expect. As a final note, IICA could seduce *BioWorld* by providing it with the entry into an untapped market by offering to assist with translation and distribution activities.

An arrangement with such a service can offer many interesting and attractive advantages. As already noted, it could serve as a one-stop shop for IICA. It is timely. It is readily accessible (for a price). It offers IICA with a pool of expertise if IICA desires to pursue option three.

Sources of Information on Applications of Biotechnology within LAC

Acquiring the information to fulfil the second objective is more challenging. Quite obviously, no database services exist for such information meaning IICA will have to assemble "success stories." This will only be possible by generating a two-way flow of information within LAC. Input from the Member States is crucial. Conse-

quently, the successful realization of the second objective will certainly depend upon the degree of commitment of the individuals in the various countries.

Recommendations Relating to Information Sources

1. It is not possible, either financially or in terms of information management, to subscribe and review the necessary range of journals to ensure comprehensive coverage. IICA should avoid this temptation.

2. Subscribe to *BioWorld* as the major U.S.-base database service on biotechnology as IICA's primary source of information on international developments in the field. Negotiate an arrangement with the service that will allow IICA to translate into Spanish any article and disseminate it throughout LAC. *BioWorld* may request a copy of the distribution list to determine the charges it would propose for each article so disseminated.

3. Considering having the San Jose office subscribe to *Biotechnology News* and/or *Bioprocessing Technology* or a similar newsletter. The information contained in these reports need not be incorporated into IICA's newsletter per se, but it can be used to evaluate the effectiveness of the database service and can help identify practical applications of biotechnology for follow-up by IICA staff or contract writers.

4. Explore the possibility of making similar arrangements with *BioCommerce Data*, based in the United Kingdom, provided there exists sufficient funding. However, keep in mind, it will be significantly more costly to subscribe to the European-base service due to overseas telephone charges.

5. Develop a biotech team throughout LAC, including a minimum of one individual for each Member State. This team would be responsible for keeping a watch on the evolution and application of biotechnology within each Member State. Each team member would be responsible for reporting back to San Jose on all such developments within their own country. These individuals must be committed and deeply interested in the field of biotechnology.

2.4. Production-Related Issues

It is one thing to assemble the above information as set out by the two objectives; it is another thing altogether to translate that information into an interesting, attractive and informative newsletter. Many elements go into the production of a newsletter including writing/editing, photos, design, whether the identified subject is topical or not, timeliness and so on.

In this section I shall focus on these factors:

- writing and editing;
- translation;
- photography;
- the editorial board and approval process for all articles;
- the managing editor;
- design and lay-out;
- printing.

Many projects die a premature death due to an inability to follow a production schedule. Although the actual production schedule will depend on the option selected, IICA must:

- establish realistic production goals;
- assign the proposed newsletter a high priority (and preferably incorporate it into an individual's job description); and
- allocate the necessary resources, both personnel and financial, to get the job done.

Writing/Editing

Just because you can write does not mean you are a writer or an editor. Serious thought should be given to assigning an IICA writer/editor to this newsletter. If this is not possible, consider contracting these services out. An knowledge of the area would be a definite asset but it is not necessarily essential.

Hiring contract writers in the various countries (reporters, for example), as stories are identified, is a way of producing interesting, informative articles quickly and with accuracy. Hiring an individual who is also a photographer is a bonus.

Editing should be consistent from issue to issue. A style should be selected and a style guide prepared. This outline can then be provided to all contracted writers for them to follow. Furthermore, the same editor should be used. As with writers, if such a commitment is not forthcoming from within IICA, contracting out should be considered.

Distancing the writing/editing from the bureaucracy through contracting out is desirable as this will help maintain an active, independent voice.

Establish a bank of stories. Do not go from issue to issue bankrupt -- having no stories -- as there is always the change a story may fall through, or not be completed

in time leaving holes to be filled at the last moment in an issue. It is easier to replace existing articles with major, 'last-minute' articles than it is to fill empty space with quality articles. A bank equal to two issues is recommended.

Translation

Most of the information on biotechnology is in English requiring translation into Spanish. Translation is time-consuming and potentially costly. The translator should be knowledgeable in biotechnology and its associated terminology. These costs will increase with the addition of Portuguese.

Photography

Dynamic visuals are vital to the newsletter's success. Each major article should include photos. As already noted, hiring a contract writer with photographic skills is ideal. However, this will not always be the case so all contract writers should be informed of the requirement for accompanying photos and direct the writer to sub-contract a photographer.

Design and Lay-out

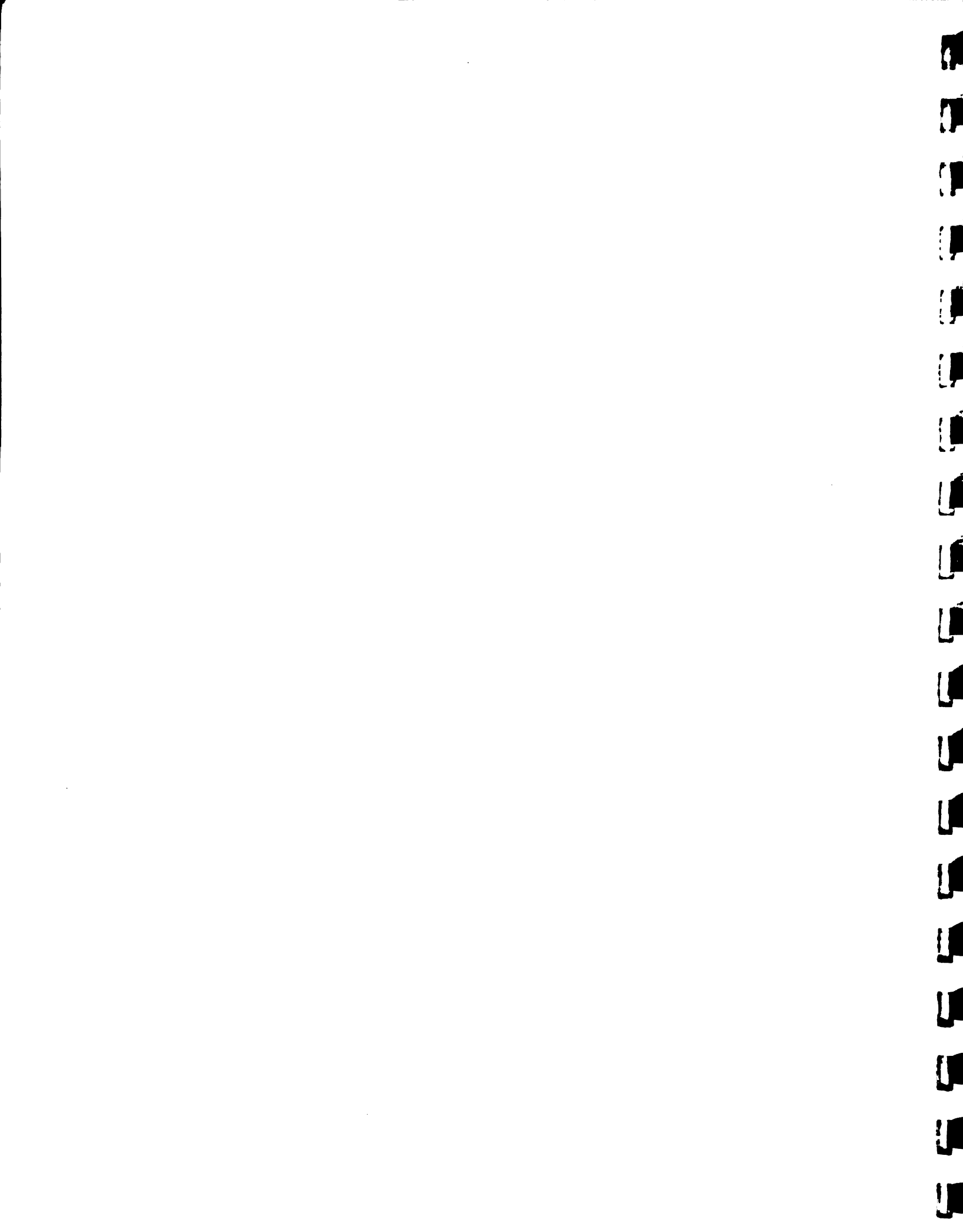
The newsletter's final design depends upon the option selected (see Section 4). However, its design shall depend upon: the number of issues per year, its distribution (size of print run), and its budget.

Printing

As with design and lay-out, printing options are discussed in the options section.

The Editorial Board/Approval Process

IICA will need an editorial board to guide the newsletter and to review all articles. The board's role should not, however, be confused with the role of the managing editor (see following section). It should not, for example, be involved in the actual editing of articles, or the day-to-day production issues. Its function is to chart the course for the newsletter. The board will select the topics for each newsletter and



will direct editorial comment. The board should consist of individuals from both the private and public sectors. Since scientists have not been identified as a target audience, the editorial board should not be composed solely of scientists. It is recommended that the board members either reside in San Jose, or visit on a regular basis so they may attend regular board meetings.

The Managing Editor

A full-time managing editor will be required for the newsletter. This is the very minimum IICA staffing requirements. This managing editor would serve as the enactor of all the editorial board's decisions, would oversee the production activities, organize all necessary contracts, edit all text and supervise the design, printing and distribution of the newsletter. This individual would provide the day-to-day leadership. A dynamic, resourceful and self-motivated person with editorial and management experience would be required.

In-house Production versus Contracting Out

I have commented on several occasions about the choice between undertaking an activity in-house or contracting out the activity. The opportunities, and benefits, associated with contracting out are very real. Contracting writers, for example, in the various Member States to undertake specific assignments eliminates travel costs of IICA staff writers. Furthermore, the local writer will have a better feel for the people involved, the company and what the new technology means thereby reducing the amount of time required for researching and background development. Finally, by drawing upon a bank of regional writers, the managing editor can follow-up many leads simultaneously (similar to a press room of a newspaper). Contracting out helps reduce the load of IICA's own staff.

However, IICA should not contract out any quality control elements. For example, while it is possible to contract writing services, IICA should retain quality control through final editing. Similarly, while printing can be contracted out, IICA should retain the right to monitor printing quality through press checks. In general, all such quality control points should be kept within IICA and assigned to the managing editor.

Limitations

The limitations IICA must resolve include:

- **budgets** -- how much is IICA willing to invest in such a newsletter?

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- **personnel** -- who is IICA willing to dedicate to such a newsletter?
- **expertise** -- does IICA have the expertise to produce such a newsletter?
- **time** -- what production schedule will IICA place on such a newsletter (will it be a weekly, monthly, bi-monthly or quarterly newsletter)?

Contracting out for certain services can help reduce the pressure on IICA staff, enhance expertise and keep production on schedule. Contracting out can potentially save on budget costs as well.

Recommendations Concerning Production-related Issues

1. As a general principle, IICA should contract out for the writing of articles, the proposed newsletter's photographic needs and translation services. In-house production services, such as design and lay-out and printing, should be utilized.

2. All aspects related to quality control for the newsletter should be retained by IICA. IICA's first priority should be the hiring, or internal appointment, of a managing editor to handle all aspects of the newsletter including the co-ordination of all contracting out, planning and all quality control aspects.

2.5. Distribution

Distribution of any newsletter can be a most frustrating and disheartening phase. IICA already distributes a wide range of materials and may wish to draw upon its current experience and methodologies. Herein, I shall consider some general issues related to various options for distribution.

The actual method of distribution is a function of the number of recipients and the size of the newsletter. Consideration should be given to electronic dissemination, provided the target audiences are equipped to receive such through a wire service and if the newsletter is not too long. Of course, more specialized equipment would be required to transmit photos.

An Electronic Newsletter

The electronic dissemination of information has become commonplace internationally. It has proven itself to be fast, efficient and dependable.

Its advantages include:

- speed: there are no delays between the final approval of the newsletter and its dissemination;
- reduction in production costs: the newsletter is designed and produced on a computer, eliminating such costs as typesetting;
- time savings: reduced proof-reading and paste-up functions are achieved at the design/lay-out stages of production;
- elimination of printing costs;
- elimination of envelopes and associated mailing costs; and
- elimination of the risk of copies being lost in the mail.

Its limitations include:

- single-colour production: it is not recommended to assume all recipients have full-colour printers or facsimiles;
- increased per unit costs of distribution: it does cost more to disseminate electronically than by printed mail; and
- limited distribution lists because of wire service costs: although this can be offset on a cost-recovery basis.

A Printed Newsletter

The production and distribution of a traditional printed newsletter continues to generate greater confidence. Its biggest advantage is it can be full-colour (coloured photography and multi-coloured lay-out that enhances the newsletter's attractiveness). Its limitations include:

- greater design and production costs; and
- greater printing and mailing costs.

Printing costs are a function of:

- the number of colours: the greater the number, the higher the printing costs;
- the paper stock: the superior the stock, in terms of its quality (thickness, grain, etc.), the higher the printing costs;
- the number of copies to be printed: the greater the number, the higher the printing costs (although the lower the per unit cost); and
- time: the tighter the printing deadline, the higher the printing costs.

Savings at the printing stage can be further achieved if a long-term agreement is reached with a printer to cover several issues.

Mailing Lists

Mailing lists can be a never-ending source of ulcers. Such are notorious for quickly becoming out-dated. The larger the list, the more time-consuming it is to keep it up to date. Furthermore, mailing costs must be factored in to any budgeting. It is ill-advised to try to blanket LAC with any sort of newsletter on biotechnology. Begin with a relatively small list of recipients and, as the newsletter becomes established, expand your distribution. The mailing list provided by Walter Jaffé totalled 318 names. This is a large list. Consideration should be given to paring it down.

Any mailing list should be kept on computer to permit easy printing of mailing labels. Furthermore, the mailing list should be coded to permit IICA to produce sub-lists for specialized distributions (for example, coded for government officials only, for private sector, and by Member State).

Two-stage Distribution

IICA does not have to limit itself to direct distribution to the target audiences from San Jose. There is an argument to be made for using IICA's regional offices, or another single office, as staging points (primary offices) for both incoming and outgoing information on biotechnology. As already noted (see 2.3. Information Sources), the greatest challenge facing IICA is assembling the information to satisfy the needs of the second objective. Establishing a single central point in each Member State for the movement of information on biotechnology will help facilitate the two-way flow of information. It can also help reduce distribution costs at San Jose while, admittedly, placing more of the burden on the selected staging points in each Member State. Savings can be achieved by air mailing, with its associated bulk rates, to each of these primary offices and then distribution within each Member State from the selected primary office. All newsletters should be enveloped with the mailing label already in place in San Jose and the boxed for mailing to the selected office. This would minimize efforts at each office.

Distribution Options

OPTION ONE: DIRECT MAILING FROM SAN JOSE. Under this option, responsibility for all aspects of distribution, including all costs and timeliness, rests with San Jose. Issues of the newsletter would be disseminated from IICA's head office in San Jose. A major mailing list of all recipients would have to be maintained.

OPTION TWO: BULK MAILING TO PRIMARY OFFICE IN EACH MEMBER STATE; SECONDARY DISTRIBUTION THROUGHOUT EACH STATE. Under this option, copies of the newsletter would be shipped in bulk to primary offices, one in each Member State. This primary office would, in turn, distribute the newsletter within each Member State. The newsletters could be shipped from San Jose already addressed so the personnel in the primary office would have minimum responsibilities, or the newsletter could be shipped in an envelope but without an address label. In this latter case, each primary office would maintain its own mailing list and would be responsible for addressing all newsletters. (See above, Two-stage Distribution, for a brief accounting of its advantages).

OPTION THREE: ELECTRONIC DISTRIBUTION FROM SAN JOSE. The advantages for an electronic newsletter have already been discussed. Already IICA operates a computer dissemination network, AGRINTER. Serious thought should be given to such an electronically disseminated newsletter provided the recipients have the necessary equipment and access.

Recommendations Concerning Distribution

Specific recommendations relating to distribution will be outlined in Section 3.

2.6. Summary

In this section, I have outlined the various elements essential to producing a newsletter. I have outlined some of the considerations related to the creation and maintenance of such a newsletter.

In summary, two distinct **target audiences** have been identified:

- government officials, and
- the private sector making up LAC's agri-food sector.

Upon further evaluation, these two target audiences can be better broken down according to their information needs into:

- decision-makers, and
- management personnel.

The decision-makers are results-oriented and wish to know what the biotechnology can do for their country and for their company. The management personnel are

process-oriented and, as such, are more interested in the how-to related to biotechnology.

The **information requirements** are twofold:

- infusion of new biotechnology information into the LAC region, and
- diffusion of biotechnology within LAC using concrete examples.

Three options are outlined concerning sources of international sources of information related to biotechnology:

- Option One: Self-researched; Self-produced.
- Option Two: Contracting with a Database Service specializing in biotechnology; Self-produced.
- Option Three: Contracting with a Database Service specializing in Biotechnology with a rider to produce a designated portion (60 per cent, for example) of the newsletter.

The advantages and disadvantages of each option were subsequently outlined. The recommendation is to approach an established databank service, *BioWorld*, and to pursue options two and three.

Next, I addressed **production-related issues**. These include: writing and editing, photography, translation, design and lay-out services, printing, the editorial board and approval process, the managing editor, and finally, some thoughts concerning in-house production versus contracting out. These issues must be addressed in light of the practical limitations, both in terms of personnel and budgets, which current exist within IICA. In some cases, such as writing and photography, the contracting of regionally based personnel is a more efficient approach to sending San Jose-based staff. It is quite possible that other production-related issues, such as printing, drawing upon IICA resources could prove to be more efficient.

Finally, I turned to the question of **distribution**. Developing an effective distribution system is often the Achilles Heal of many initiatives. I presented various distribution options, based upon the actual design options of the newsletter, including both a printed newsletter and an electronic newsletter. I further presented two mailing options involving first, direct mailing from San Jose to all recipients and secondly, two-stage distribution with San Jose sending, by bulk mail, newsletter copies to primary offices identified in each Member state which, in turn, would be responsible for distribution within the Member State. I also presented briefly some considerations concerning electronic distribution.



3. NEWSLETTER OPTIONS FOR IICA

There are many potential forms IICA's biotechnology newsletter can take. The selected option, or combination of options, must be:

- **PRACTICAL:** it must embrace reasonable production schedules, place minimal demands on IICA staff and be cost-efficient;
- **EFFECTIVE:** it must meet the stated objectives.

Regardless of which option(s) IICA chooses to pursue, the newsletter should include as regular columns:

- **New Developments In Agrobiotechnology:** this would include reviews of new products and processes, reviews on biotech leaders, companies and forecasts;
- **Bio-issues:** this would report on regulatory developments, ethical questions;
- **New Patents:** a summary of newly issued patents with abstracts; and
- **Around LAC:** new applications of biotechnology around LAC.

Ideally, the first three columns, which focus on infusing new biotechnology into LAC should account for no more than two-thirds of the newsletter and the **Around LAC** section, which focuses upon the developments within the region, should constitute at least one third of the newsletter. This rule-of-thumb should be applied to all options with the exception of option 5 where the emphasis shifts to LAC issues and articles.

3.1. OPTION ONE: Bio-News Flash!

This option is an electronic newsletter similar to *BioWorld Online*, *BioWorld Today* and *Patent Flash!* It would, however, be a weekly service. Its articles would be brief and concise with accompanying contact individuals listed. Analyses and LAC-related items would be included in the briefs with the IICA headquarters as the contact and more in-depth articles would be available from IICA on those subjects.

The advantages associated with an electronic newsletter have already been outlined. Its disadvantages include:

- only those individuals with either facsimile machines or computers with modems would be able to receive the newsletter (unless a two-stage distribution system is employed); and
- it lacks to eye-appeal required for decision-makers (although I would argue the quality of the information within the newsletter will ultimately establish its credibility with decision-makers).

3.2. OPTION TWO: The Basic Newsletter Format

This second option represents the basic model for a newsletter. Examples enclosed include: *Biotechnology News*, *Bioprocessing Technology*, *Research Money*, *Biosystems Reporter*, *Biotechnology Bulletin* and *PBI bulletin*. Production of such a newsletter would draw upon *BioWorld*, or another similar database service, as its basis for information on new developments in the field of biotechnology. Submissions from regional officials would be sought by IICA staff to ensure achievement of the second objective.

The specifications of such a newsletter would be:

- single-colour;
- no binding;
- no typesetting (produced directly from Laser-printed copy);
- 2-column format;
- eight to 12 pages, although this could vary according to the information to be generated and disseminated; and
- no photos or other illustrations would be included.

Each item reproduced in this newsletter would be in the form of a news summary (250 - 350 words), or even bullet format, and would be weighted to information and facts. A contact would be included for each item allowing the reader direct follow-up.

Such a format would have some disadvantages:

- **Most fundamentally, it would not be as attractive as other formats.** Such a newsletter would not be visually attractive; it is more information-oriented.
- **Better suited to the management personnel.** To gain the attention of the decision-makers any newsletter will have to have strong visuals. This is because any such newsletter directed at these individuals would have to compete against a wide range of materials for the attention of the decision-maker. This does not mean it should be dismissed by IICA. Decision-makers depend upon the management personnel to provide advice and counsel. As an information-oriented vehicle, the newsletter outlined in this option would be more effective if it is targeted to the second identified audience, management personnel.

However, it has several important advantages:

- **It is cost-efficient.** It involves minimum writing and editing requirements. Combining access to an extensive database service with permission to reproduce items from the bank in Spanish for a controlled-circulation, it is possible to produce such a high quality and informative newsletter on a regular basis involving minimal time and financial investment by IICA and its staff. The

negotiated agreement with the service and translation would represent the largest costs. In addition to writing and editing savings, other savings are possible as well at the production and distribution stages. For example, binding is not necessarily required. Both *Bioprocessing Technology* and *Biotechnology News* are neither stapled or stitched; others are stapled at the spine. Binding is an additional process during the printing phase and, consequently, is an additional cost. If IICA decides not to staple or stitch its newsletter, the newsletter's title should appear on all pages and the date plus issue.

- **it ensures maximum timeliness.** New information can be acquired via the database service and other sources and disseminated quickly.
- **It offers flexibility in dissemination options.** Such a newsletter can be disseminated either in print form and mailed or disseminated electronically. This offers IICA with another way to disseminate the information throughout LAC quickly and efficiently.

Option Two is a practical printed format offering great efficiency and returns on IICA's investment if its primary objective is to disseminate new information on applied biotechnology and its potential in LAC. It can be mailed directly or through a two-stage distribution system.

A Canadian Example: Growing Together

Growing Together is an Agriculture Canada publication designed to inform departmental officials and members of Canada's agri-food sector on current issues concerning the sector. It is:

- a two-colour design (black and green), eight pages;
- folded down to 8.5" x 11";
- produced unilingual in English and in French for a total of 10,700 copies; and
- printed on ENVIRO 50 recycled paper stock, 120M.

Articles are produced and translated internally. Typesetting, design and lay-out of the bi-monthly publication are done on computer internally as part of staff duties. The cost of printing (1991) each issue is \$4,700.00 before taxes. Distribution costs are not included although both direct mailing and two-stage distribution were employed.

3.3. OPTION THREE: Magazine Format

The third option is the design and production of a magazine-format publication. This format can range from *AgBiotechnology* and *New Biotech* (copies included) to *BioTechnology* (copy included). Quite obviously, a magazine the size of *BioTechnology* involves many individuals including: an Editor-in-Chief, research editor, managing editor, senior editor, associate editor, production editor, editorial assistant, art director, production manager and teams of writers, photographers and designers. In addition, the publication maintains an advertising team and circulation team. It is a major undertaking; one that should be dismissed by IICA.

However, turning to the other examples, the specifications for such a publication includes:

- four-colour production;
- approximately 30 pages;
- electronic typesetting;
- comprehensive design and lay-out requirements; and
- high quality gloss paper stock.

The magazine would include regular columns as identified in Section 3.1. In addition, feature-length articles and summary sections would be developed. The feature-length articles would focus on case studies of applied biotechnology within LAC.

An interesting feature of a magazine format is the possibility of integrating advertising, thereby subsidizing the publication. This is considered in greater detail in Section 5.

Its advantages include:

- a more realistic production schedule; and
- experts would be more willing to invest their time and energies to such a project as it has greater visibility, especially amongst LAC decision-makers.

3.4. OPTION FOUR: Tabloid Newspaper Format

Consideration should be given to producing a monthly tabloid newsletter. Its basic specifications are:

- unilingual;

- eight pages, 11" x 17";
- two-colour processing;
- includes half-tone photos and mechanically screened areas;
- no gluing or stitching at spine; and
- basic stock #1 offset white 120M.

This design is similar to the tabloid newspapers. An example, AgRapport, is included. The cost to produce 12 issues, 14,000 copies was \$69,000.00 in 1989-90, the final year of its production. All articles were produced in-house. Translation and design were undertaken internally.

3.5. OPTION FIVE: Feature Publication

This publication would be produced with decision-makers in mind as the primary target audience.

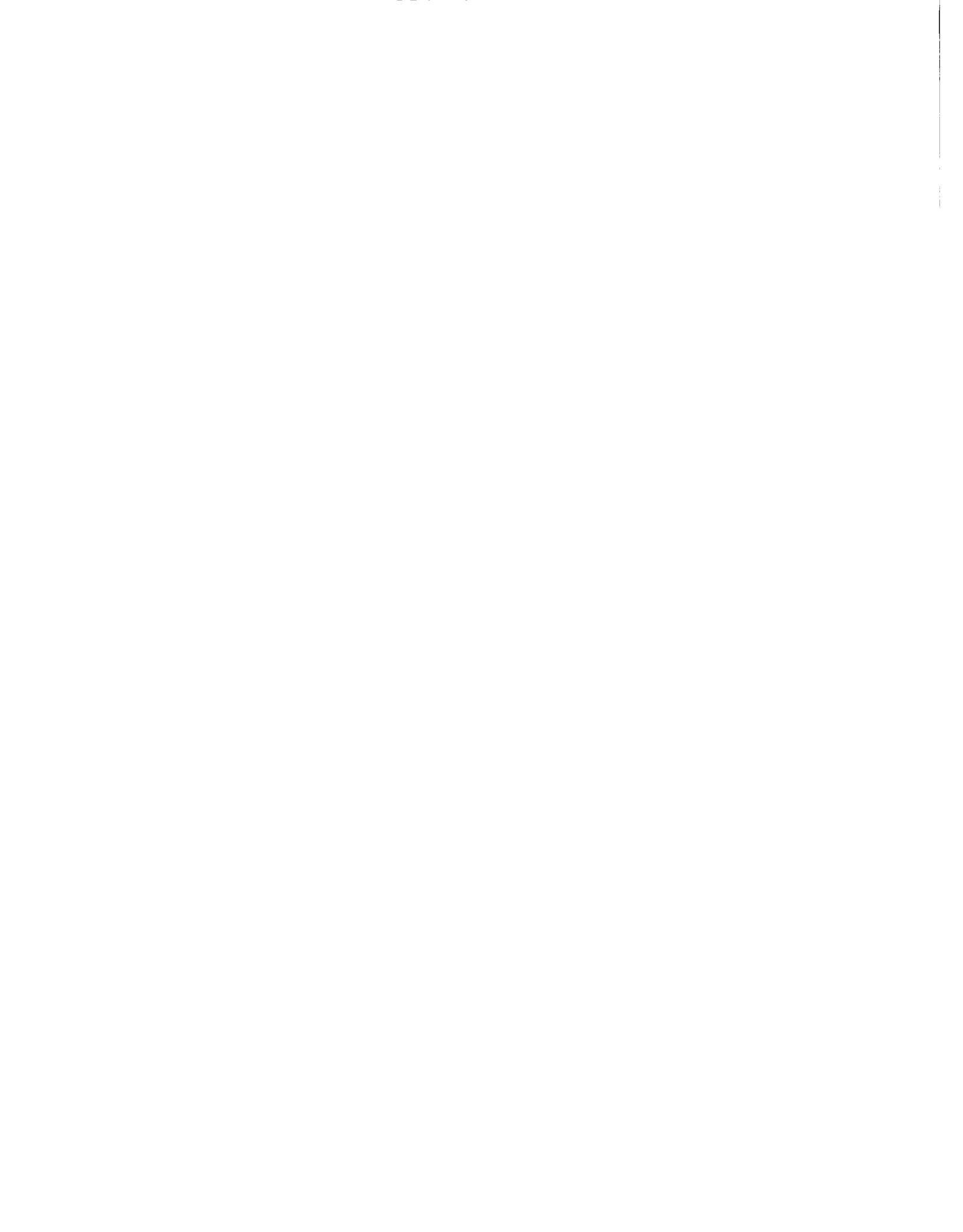
Its specifications are:

- full-colour plus two spot colours design;
- high quality paper;
- a minimum of one photo on each page; and
- extensive graphics and supporting design.

A Canadian Example: Progress in Research

Progress in Research is a high-impact publication produced by Agriculture Canada's Research Branch. Its purpose is to sensitize those who make up the agri-food sector as well as other government officials to the advances being made in the field of agri-food research. It draws upon the federal departments research scientists for its articles. *Progress in Research* is:

- a full-colour (four colour, two spot colours) production;
- 28 pages per issue;
- issued four times a year;
- printed on recycled stock;
- extensive use of colour photos;



- 8,000 copies printed per issue;
- produced in both English and French; and
- distributed by mail.

Costs (in Canadian funds) associated with the production of a single issue of *Progress in Research* are broken down as follows:

Planning of issue (Managing Editor responsibility):		
	22 hours @ \$40/hour =	\$ 900.00
Clerical activities (writing of correspondence to article author, co-ordination of translation activities, etc.)		
	8 hours @ \$18/hour =	\$ 125.00
Submitted draft manuscripts (Scientist)		No charge
Editing and rewriting of draft articles (Editor/Scientists)		
	70 hours @ \$35/hour =	\$ 2,500.00
	(total time invested)	
Second Edit (Managing Editor)		
	14 hours @ \$40/hour =	\$ 560.00
Translation (four weeks to complete)		
	8,000 words @25 cents/word =	\$ 2,000.00
French editing		
	35 hours @ \$35/hour =	\$ 1,225.00
Proofreading English and French		
	14 hours @ \$18/hour =	\$ 250.00
Typesetting		
	28 pages @ \$15/page =	\$ 500.00
Design and lay-out		
	28 pages + cover	\$ 7,000.00
Printing includes colour separations; 8,000 copies		\$13,000.00
TOTAL COSTS:		\$28,535.00

TOTAL YEARLY COSTS:	X4	\$114,140.00
(before taxes and distribution costs)		

Initial writing costs are nil in the case of *Progress in Research* as articles are submitted by scientists for consideration.

A High-Impact Feature Publication for IICA

The incorporation of such a publication into the IICA communications strategy for biotechnology offers exciting opportunities:

- **It may be produced either quarterly or annually as a feature publication.** Considerably more planning and input would be required from IICA to produce such a publication. Its orientation would be directed at in-depth analysis of the regulatory, ethical and other issues related to biotechnology. It would also emphasize examples of application of biotechnology in LAC and its resulting benefits. Less emphasis would be placed on process, 'how-to' information of biotechnology
- **It would require four-colour processing throughout.** Such a publication would have to a full-colour production.
- **The publication would be targeted to decision-makers.**

Such a proposed publication would be broken down into three sections, each of roughly equal length:

- **SECTION ONE: ARTICLES ON THE LAC EXPERIENCE.** Specific examples of new biotechnology being applied would be highlighted in this first section. IICA should strive to ensure examples from all zones are included. These articles should include a profile of the company, interviews with the company's officials exploring why they introduced the new technology, what the benefits are, and plans for the future, and an explanation of the particular process. The article should also explore the applicability of such biotechnology elsewhere in LAC. These articles could be contracted to regional writers and edited by the managing editor.
- **SECTION TWO: A FEATURE SECTION ON A PARTICULAR ISSUE RELATED TO BIOTECHNOLOGY.** This section would consist of a series of articles offering varying views on a specific subject. For example, the first issue could focus on the role of biotechnology in LAC. Guest authors would be asked to produce articles for this section. Its course would be charted by IICA. These issues should be of direct interest to decision-makers. The authors would be prominent individuals within LAC.
- **SECTION THREE: OVERVIEW OF A CHANGING WORLD.** This section would consist of summaries of new advances in practical biotechnology around the world, the course of new developments and how other nations are dealing with



issues related to biotechnology. Much of this information can originate from *BioWorld*, or a similar database service.

Its disadvantages are:

- reduced timeliness of information dissemination; and
- more demanding on IICA staff time and finances.

Its advantages include:

- enhanced design and presentation, making it more appealing to the eye and, therefore, more attractive to decision-makers;
- offer IICA, and the LAC region, with a forum for presenting issues and stimulating dialogue (through the second section) on biotechnology and LAC;
- provide IICA with a high-impact, high-visible publication;
- as more of the contents would be geared to original writing, costs associated with writing would be greater but translation costs would drop significantly;
- as a publication directed more at LAC and LAC issues, the publication would gain greater prestige within the region;
- experts would be willing to commit more of their time and energies either as members of the editorial board or as authors, especially if this publication receives LAC-wide distribution; and
- as an annual (or quarterly) publication, there would be less pressures associated with the production timetables and approval process.

4. OBSERVATIONS AND RECOMMENDATIONS CONCERNING THE FORMAT OF IICA'S NEWSLETTER ON BIOTECHNOLOGY

I have already outlined in Section 2.6 recommendations concerning information sources for both new information and for LAC case studies, production-related aspects, limitations, and distribution options.

I have considered two additional factors when developing my final recommendations:

1. Selecting the preferred option must be considered in terms of balancing the information needs of the target audiences with the practical limitations (financial and personnel) facing IICA. The two target audiences have similar, yet different, needs. This means any newsletter will have to balance these potentially conflicting needs.

2. Timeliness is another important factor not yet addressed, but which is an important consideration. Maintaining credibility with the second target audience, depends upon the rapid dissemination of information dealing with the practical application of new biotechnology. Rapid dissemination will maintain readership confidence that IICA is, indeed, keeping pace with changes in the field of biotechnology. The first target audience is less driven by time. This group depends upon thoughtful, comprehensive analysis upon which to base decisions.

4.1. A Communications Strategy for IICA

In light of the preceding considerations, I recommend IICA develop a communications package consisting of two of the outlined options:

- **A BASIC PRINT NEWSLETTER (OPTION TWO); and**
- **A FEATURE PUBLICATION (OPTION FIVE).**

Related Communications Strategy

The development of such a package is intended to overcome the specific interests of the two target audiences while maintain a grip on costs. The more specific a communications vehicle is linked to a specific target audience, the better the product. The greater the number of target audiences, the more diluted your product will be and, consequently, the more ineffective it is.



Addressing the Needs of the Target Audiences

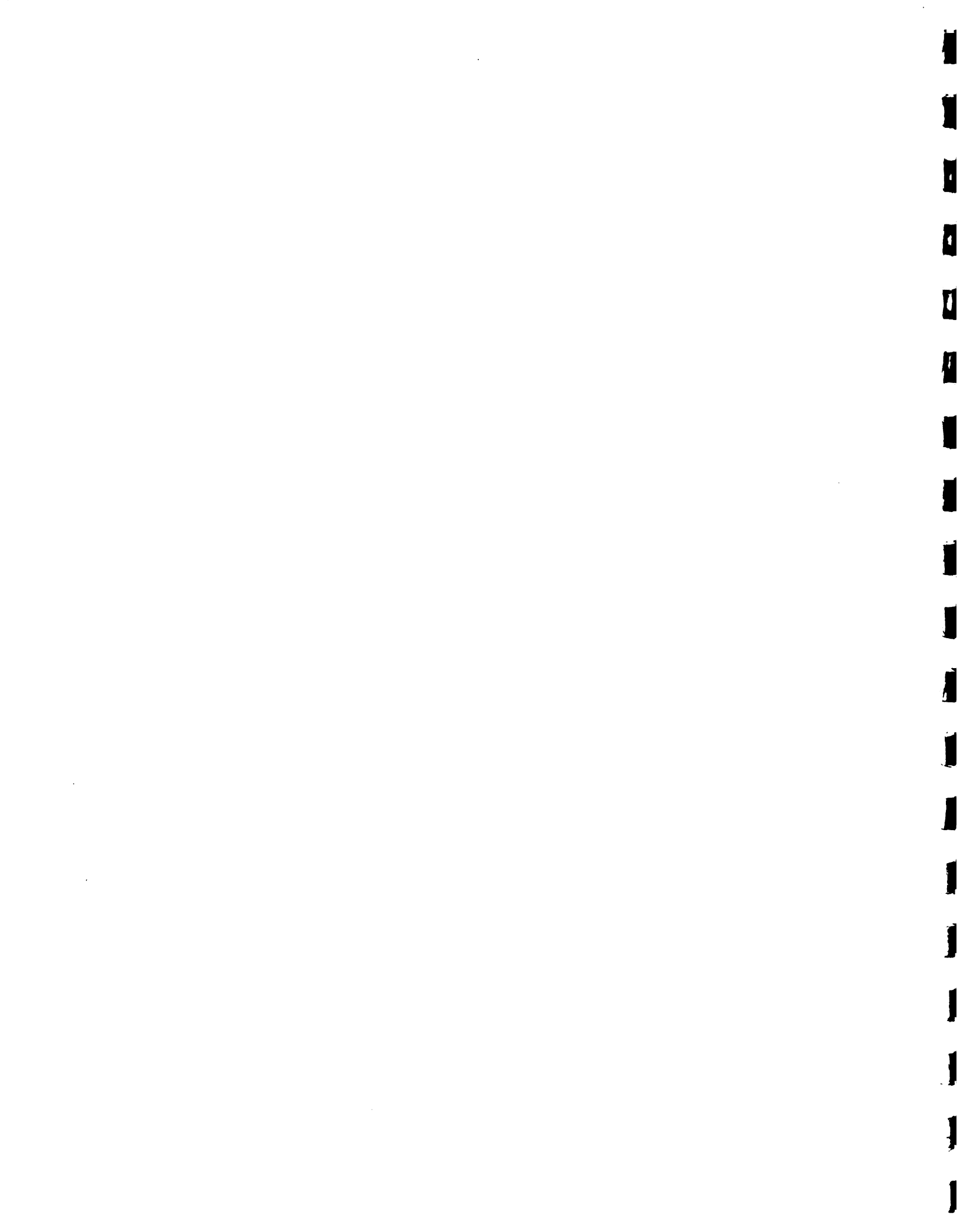
The communications package will address the information needs of the two target audiences as follows:

- **The print newsletter will focus on the needs of the second target audience, the management personnel.** It will focus on the introduction and dissemination of practical, applied biotechnology. It will highlight new processes and products, new patents, and new applications within the LAC region. The articles included will be brief, ideally in bullet form, with contact names and addresses for each to permit follow-up. This should be released monthly to begin with to allow it time to become established and to allow IICA to iron out its production schedule. Option two was selected over the electronic newsletter (Option one) primarily because of the uncertainty regarding distribution. However, such an electronic newsletter should be considered in the future to replace the printed version.
- **The feature publication will address the information needs of the first target audience, the decision-makers.** A recurring theme during discussions with those associated with IICA and the CIDA/IICA project has been the need to dazzle the decision-makers. The belief is, given the great demands on these individuals' time, the document must be visually attractive or eye-catching. This is true, but, this feature publication can go much further than merely being pleasing to the eye. Its advantages have already been outlined in the previous section (Section 3.5). The value of a well written and presented publication such as this is immeasurable. It can serve to excite individuals and cause them to dream. However, it can only be so provided the writing should be future-oriented. It should speak of the challenges and the immense possibilities the biotechnology offers. It should highlight, as examples, those LAC companies, and their officers, who have seized these opportunities already. It should serve as a forum to discuss and resolve regulatory, legal and ethical questions related to biotechnology. This publication should be produced on an annual basis to begin with, although, depending upon its reception, it could become quarterly.

Sourcing of Information

The question of sourcing has already been considered in detail. At risk of repeating myself, the primary sources of information for the two elements are:

- *BioWorld* and other similar database services, provided the funding is available for the printed monthly newsletter supplemented with brief summaries of activities within LAC originating from regional officers (whether the centre in each particular Member State is the IICA office, or some other centre associated with biotechnology such as a research institute).
- Invited 'guest' writers, IICA staff and contracted writers would be the primary source of items for the feature publication. The actual subjects would be selected by the editorial board in San Jose. This board would also be responsible for their



review and approval. These featured articles would be supplemented with summaries of the major developments already disseminated in the monthly newsletter in section three.

Preliminary discussions with *BioWorld* have indicated a willingness on their part to enter negotiations for the creation of an association with IICA on this project. Gleaning information from *BioWorld* would require an agreement with the service. There are several considerations to remember:

1. Any charges *BioWorld* assess will be based upon the extent of the information's dissemination. The larger your mailing list, the greater the charge *BioWorld* would likely assess.
2. Paying a charge per item used may be a more efficient form of payment.
3. IICA should seek a favourable charge by arguing it is opening up an untapped market for *BioWorld* and will provide the service with visibility and acknowledgement on each issue of the newsletter. Furthermore, IICA could offer *BioWorld* with the Spanish versions of all translated items.

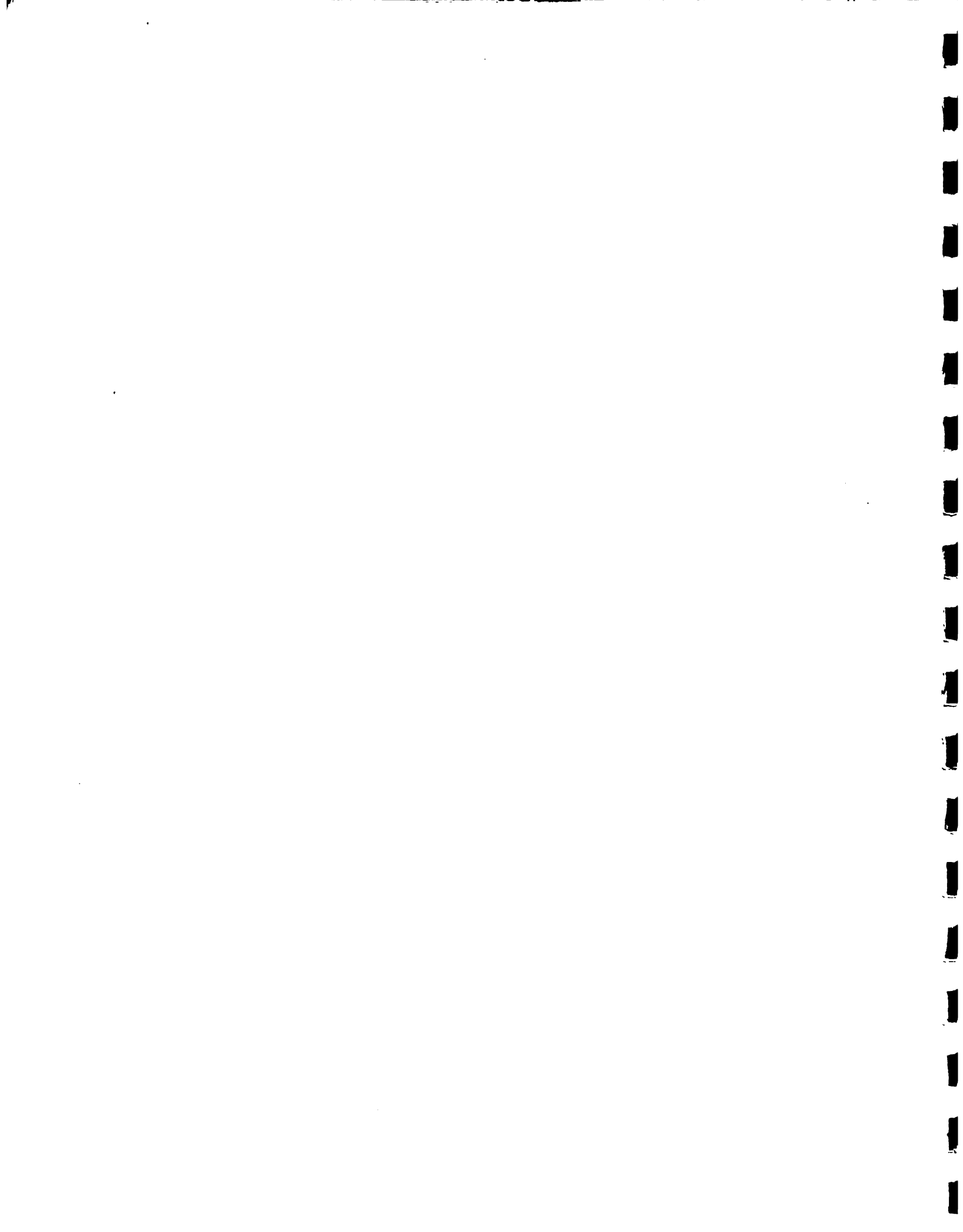
There are two possible approaches to this working relationship with *BioWorld*:

1. Establish an agreement allowing IICA to select, translate and disseminate items from the service throughout LAC according to an agreed controlled-circulation. Selection of the items would remain with IICA.
2. Establish an agreement under which IICA would supply *BioWorld* with an outline of the subjects of interest -- being those associated with the agri-food industry -- and the service would produce, on a monthly basis, the international portion of the monthly newsletter. This would be reviewed and approved by the IICA editorial board. IICA would then proceed with translation, incorporation of LAC-based items, printing and distribution.

This second option is recommended because it decreases the pressures on IICA staff while providing IICA with a pool of expertise. Of course, this would be based upon the budget and costs *BioWorld* would charge.

Production-Related Issues

It is strongly recommended that IICA hire, or assign, a full-time managing editor for this communications package. The co-ordination of any newsletter is a demanding assignment



IICA should examine its options for contracting out certain activities associated with both the monthly newsletter and the annual publication. Recommendations have already been made in this regards. I further recommend that IICA undertake the checklist as it is presented in Section 5. This will help IICA in this, and other planning aspects.

While IICA is hiring a managing editor, the Institute should also organize an editorial board according to the requirements already set out in Section 2.4.

Recommendations Concerning Distribution

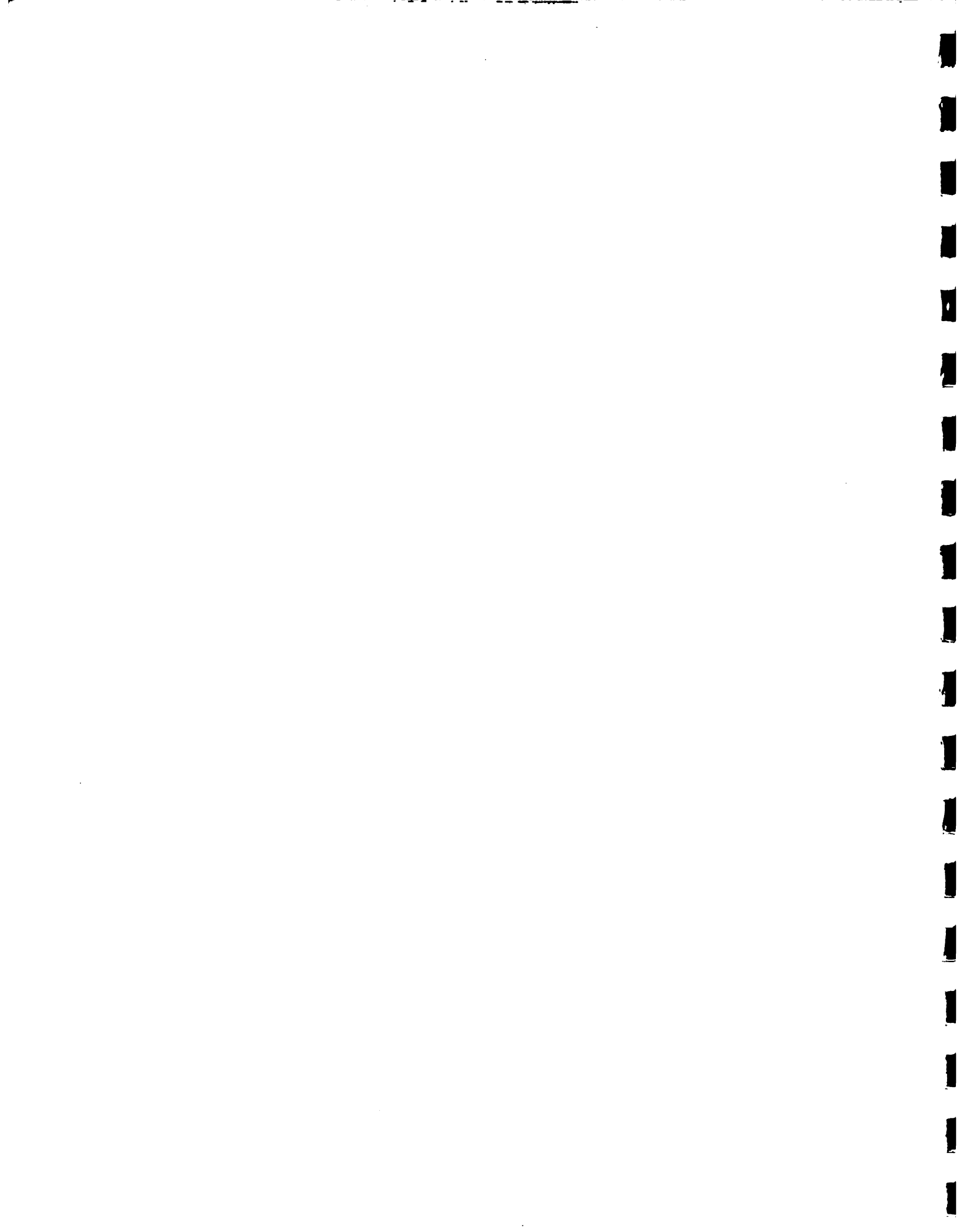
Although I am prejudice and favour electronic dissemination, I am recommending the monthly newsletter be printed and distributed by direct mail from San Jose. This can change once both publications become recognized and respected.

The mailing list provided by Walter Jaffé should be reviewed with each listed recipient identified as either a member of the first target audience (decision-makers) or the second (management personnel). Only the management personnel should receive the monthly newsletter. Everyone should receive the annual feature publication.

4.2. Where to go from Here

This report has:

1. Analyzed the requirements and limitations for creating and maintaining an effective information diffusion mechanism for policymakers and managers in research, production and other activities related to biotechnologies in general and in LAC specifically.
2. Identified existing newsletters and similar diffusion mechanisms in biotechnology and have assessed them from the point of view of their scope, contents, presentation, costs, etc.; and proposed the characteristics of a newsletter specifically designed to raise the awareness and interest of policymakers and managers of organizations and firms involved in LAC's agri-food sector.
3. Presented the technical and financial requirements of the various options incorporating Canadian examples wherever they exist.

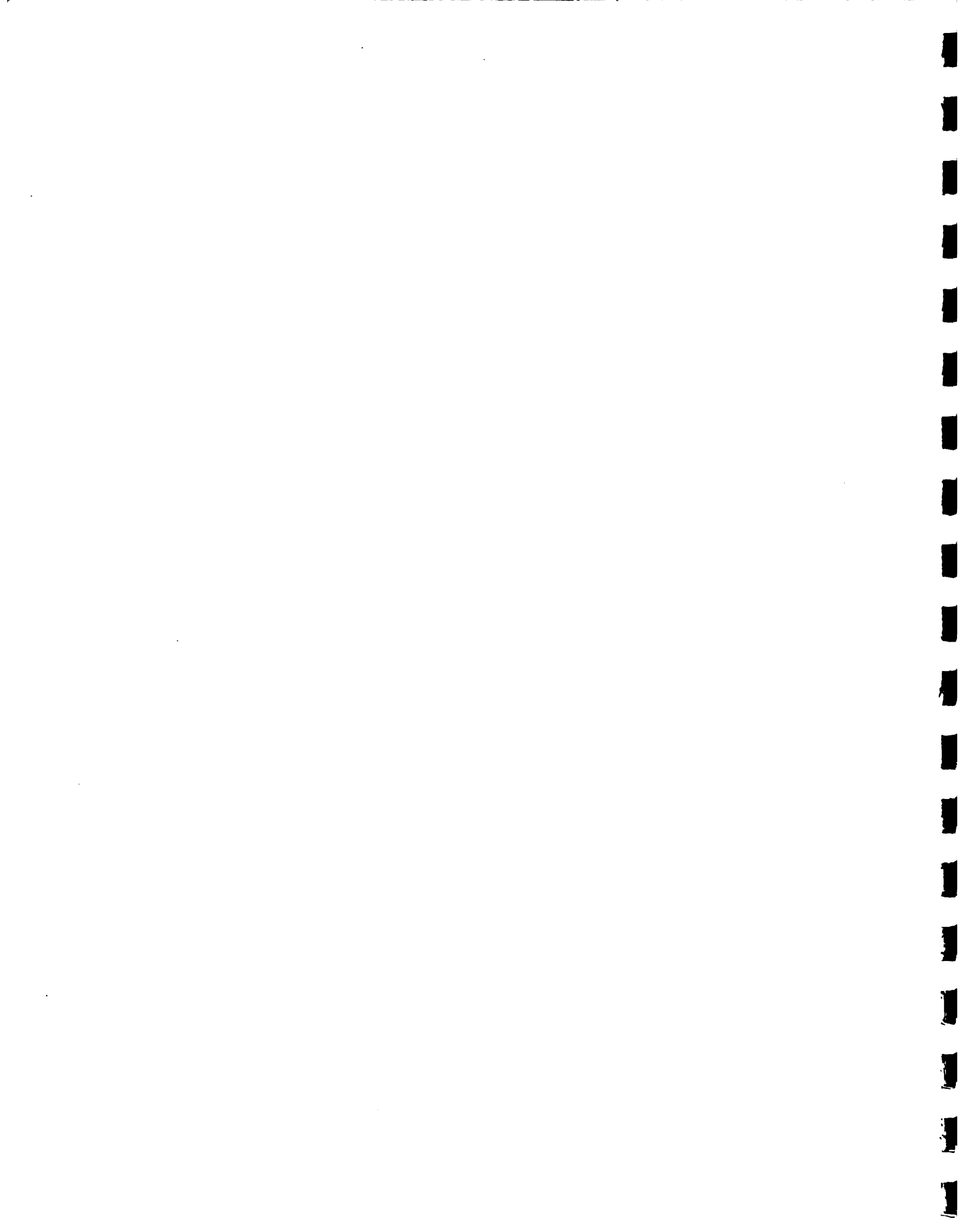


I would like to close with some recommendations concerning where to go from here:

1. Undertake Section 5. While this may seem repetitious, walking through the process can answer many questions. It will also help you better define your costs as they exist in Costa Rica and throughout LAC. Finally, it will help you decide on many of the production issues such as the type of paper, the number of colours to be used, the number of photos to be used, etc.
2. Initiate negotiations with *BioWorld*. The original contact was Laurel Krause, although you will wish to negotiate at a higher level. *BioWorld's* address is: 217 South B Street, San Mateo, CA, U.S.A., 94401-9805. The toll-free telephone number is 1-800-879-8790 (advertising).
3. Initiate design sketches for both the monthly newsletter and the annual publication.
4. Name these publications.
5. Hire your managing editor and construct your editorial board.
6. Initiate planning for the next year, identifying the issues to be addressed and the authors you wish to approach.

Finally, here are some thoughts concerning the longer term:

1. **Incorporate advertising into your quarterly feature magazine.** By now, your publication has become both recognized and well received throughout LAC. Advertising can provide readers, especially commercially-oriented readers, with additional information relating to who is doing what, where and how. It would also subsidize your product.
2. **Negotiate the privatization of your package to an organization such as BioWorld.** Another recurring theme during discussions with IICA officials was the intention to privatize the program once it was off the ground. By developing and nurturing a working relationship with an organization, such as *BioWorld*, IICA will have already initiated negotiations aimed towards the package's privatization.
3. **Expanding the communications package.** With the establishment of IICA's biotechnology communications package, the Institute should broaden its considerations to include other vehicles. One in particular is the video. The production of a video magazine (quarterly) that is distributed to all decision-makers can be an exciting and innovative vehicle for getting IICA's message across to decision-makers.

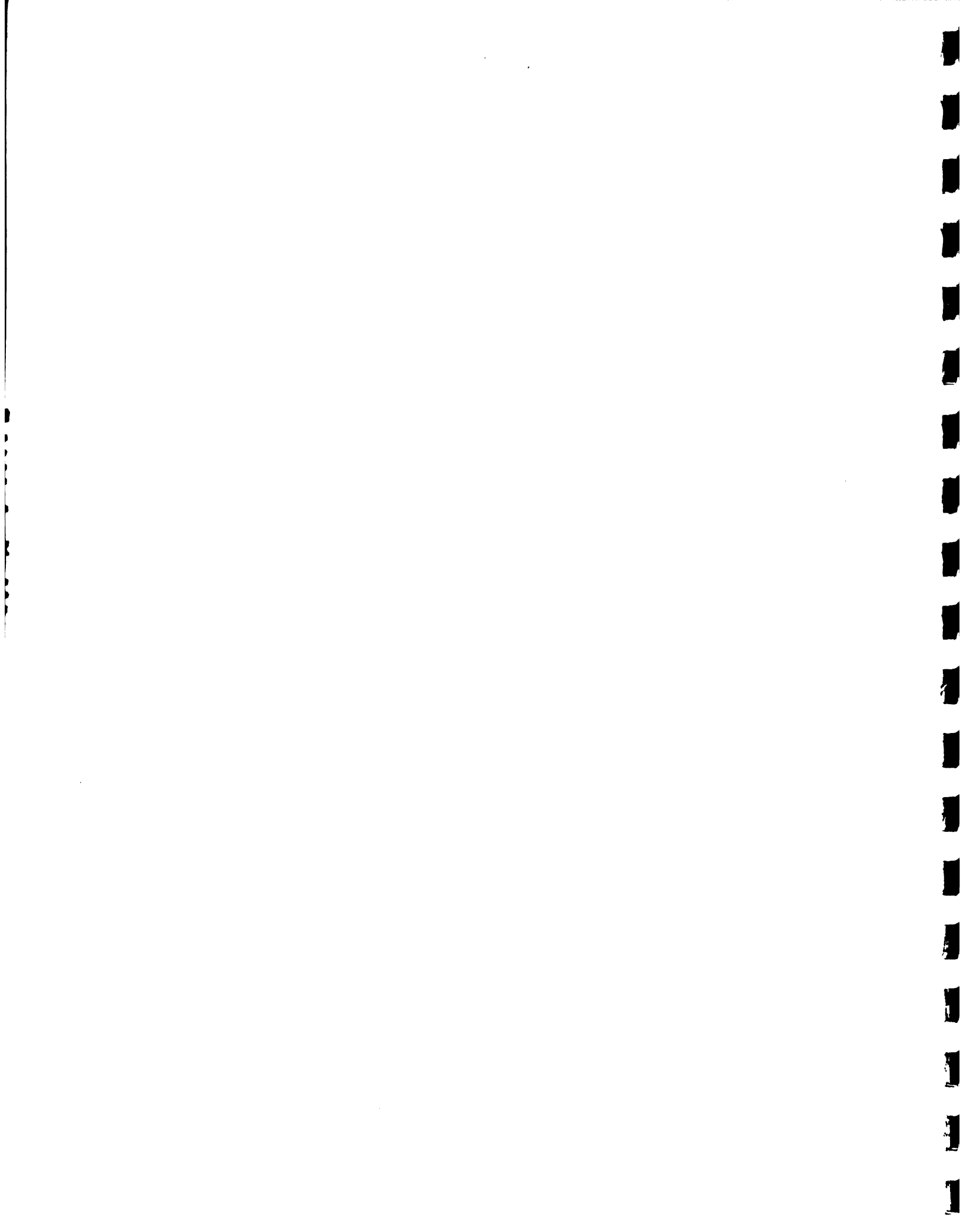


4. Incorporating Biotechnology into Annual Meetings. A continuing commitment to the biotechnology package can be achieved by ensuring biotechnology and its promotion becomes an established topic at regular IICA-sponsored meetings in LAC.

Closing

In closing, I wish to express my gratitude for being permitted to participate in the CIDA/IICA project and to have worked with the international community. In particular, I wish to acknowledge and thank Lucie Larose of Agriculture Canada, IICA's Representative in Canada, Mr. Ernani Fiori and his staff, for not only their professional input and advice and council, but also their humanity and grace.

John Milton
Clearbrook Communications
OTTAWA, Canada







3. INFORMATION REQUIREMENTS OF IDENTIFIED TARGET AUDIENCES

In this section, outline the information to be disseminated to each target audience identified, prioritizing the type(s) of information to be disseminated in order of importance and as related to the identified objectives of the newsletter and to IICA.

For Audience 1: _____

For Audience 2: _____

For Audience 3: _____

For Audience 4: _____

4. INFORMATION SOURCES

In this section, identify potential information sources, list advantages and disadvantages of each potential source (including associated costs).

Source 1: _____

Considerations: _____

Source 2: _____

Considerations: _____

Source 3: _____

Considerations: _____

Source 4: _____

Considerations: _____

5. PRODUCTION FACTORS

In this section, the associated factors and costs related to production should be outlined with a particular emphasis placed on in-house costings versus contracting out. This section should be filled out for each option to be studied.

5.1. WRITING

Based on an average story length of 1,000 words. Circle response.

IN-HOUSE

Are there in-house writers? **Yes** **No**

If yes, are these writers available for the newsletter? **Yes** **No**

Are these writers free to travel? **Yes** **No**

If yes, estimate the cost of an average journey:

Travel Costs: _____

Accommodations (5 days): _____

Living Allowance: _____

Total: _____

What additional costs, if any, will be incurred with a staff writer? _____

CONTRACT WRITER

Per diem / article (circle one) fee for contract writer in:

Central America: _____

the Caribbean: _____

Andean Region: _____

Southern Cone: _____

5.2. EDITING

MANAGING EDITOR

Will a managing editor be hired? **Yes** **No**

If yes, the salary will be: _____

If no, who will manage the newsletter? _____

IN-HOUSE EDITING

Are there in-house editors?

Yes No

If yes, are these editors available for the newsletter?

Yes No

Will the newsletter be a priority?

Yes No

Can an editor be assigned to the newsletter?

Yes No

What additional costs, if any, will be incurred for the staff editor? _____

CONTRACT EDITING

If IICA is unable to assign a full-time staff editor to the newsletter, hiring a contract editor, based in San Jose, will, on a per issue basis, cost: _____

5.3. TRANSLATION

Assuming translation from English to Spanish only.

IN-HOUSE TRANSLATION

Are there in-house translators?

Yes No

If yes, are these translators available for the newsletter?

Yes No

Will the newsletter be a priority for the translator?

Yes No

Can a translator be assigned to the newsletter?

Yes No

What additional costs, if any, will be incurred using a staff translator? _____

CONTRACT TRANSLATION

Translation costs on a per word basis, for a translator based in San Jose: _____

5.4. PHOTOGRAPHY

IN-HOUSE

Are there in-house photographers?

Yes No

If yes, are these photographers available for the newsletter?

Yes No

Are these photographers free to travel?

Yes No

If yes, estimate the cost of an average journey:

Travel Costs: _____

Accommodations (5 days): _____

Living Allowance: _____

Total: _____

CONTRACT PHOTOGRAPHER

Per diem / article (circle one) fee for contract writer in:

Central America: _____

the Caribbean: _____

Andean Region: _____

Southern Cone: _____

Do these costs include price of the photos?

Yes No

If no, what are the additional costs? _____

5.5. DESIGN AND LAY-OUT

Costings should include all mock-ups showing format and comprehensive lay-out and final lay-out, all mechanicals, implementation and client consultation, supervision of all separations and any illustration work identified.

IN-HOUSE DESIGN AND LAY-OUT

Are there in-house designers? **Yes No**

If yes, are these designers available to work on the newsletter? **Yes No**

Will the newsletter be a design priority? **Yes No**

Will a designer be assigned to the newsletter? **Yes No**

What additional costs, if any, will be incurred using a staff designer? _____

CONTRACT DESIGN AND LAY-OUT

If IICA is unable to assign a full-time staff designer to the newsletter, hiring a contract designer, based in San Jose, will, on a per issue basis, cost: _____

5.6. PRINTING

Printing costs should include estimates for three paper stocks of varying quality, the number of colours, the number of coloured photographs (for colour separations), the number of copies, the printing deadline, folding and stitching requirements.

What are IICA's printing facilities? _____

Are these services offered on a cost-recovery basis? **Yes** **No**

If yes, provide a costing breakdown for the following:

Copies to be printed/issue: _____
_____ / additional 100

Paper stock costs

Stock 1: **Type:** _____

Cost: _____

Stock 2: **Type:** _____

Cost: _____

Stock 3: **Type:** _____

Cost: _____

Number of colours

Single colour: _____

Two colour: _____

Four colour: _____

Air mail costs, first class: _____

Air mail costs, bulk class: _____

Surface mail costs: _____

TOTAL COSTS PER ISSUE:

Air mail, first class: _____ copies/issue x _____ per copy
= _____

Air mail, third class: _____ copies/issue x _____ per copy
= _____

Surface mail: _____ copies/issue x _____ per copy
= _____

TIME FOR DELIVERY

Time in mail, air mail, first class: _____

Time in mail, air mail costs, bulk class: _____



Time in mail, surface mail costs: _____

DEPENDABILITY OF DELIVERY

Dependability of deliver, air mail, first class: _____

Dependability of delivery, air mail costs, bulk class: _____



Dependability of delivery, surface mail: _____

TOTAL COSTS ASSOCIATED WITH DISTRIBUTION OPTION 6.1.:

This includes cost of envelopes, labels, mailing.

6.2. BULK MAILING TO BIOTECHNOLOGY CENTRE IN EACH MEMBER STATES/INTERNAL DISTRIBUTION FROM THAT CENTRE

Air mail costs, first class (by boxed, kilogram): _____



Air mail costs, bulk class (by boxed, kilogram): _____

Surface mail costs (by boxed, kilogram): _____

Internal mail costs (by country): _____

TOTAL MAILING COSTS (BY COUNTRY)

= (cost of boxed shipment to designated office) + (#of subscribers
in country x internal mailing costs for letter)

TOTAL COSTS ASSOCIATED WITH DISTRIBUTION OPTION 6.2.:

This includes cost of envelopes, labels, mailing costs.

6.3. ELECTRONIC DISSEMINATION

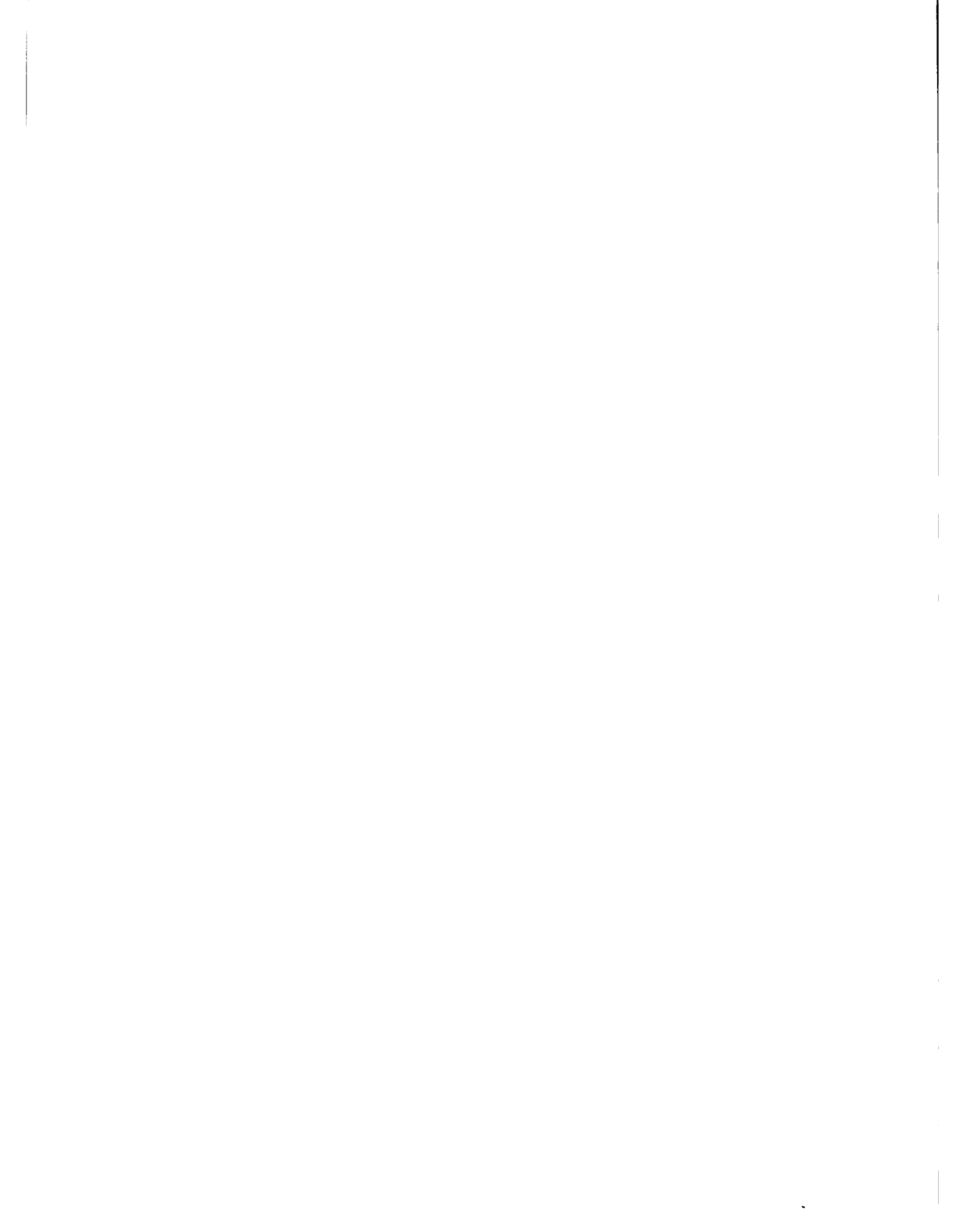
**Do those making up your distribution list
have access to a facsimile machine and/or
computer with a modem?**

Yes No

How many have facsimile machines?

How many have computers with modems?

Comments:



Are there offices in each Member State that have a facsimile machine?

Yes

No

Are there offices in each Member State that have a computer/modem?

Yes

No

Comments:

Do these offices have the capacity, in terms of personnel, to participate in the dissemination of biotechnology within the Member State?

Yes

No

Are these offices willing to commit their staff to this project?

Yes

No

Comments:



Can responsibility for the dissemination of biotechnology information, both within the Member State and to San Jose, be incorporated into each identified office's tasks?

Yes

No

Comments:

Costs for additional facsimile machines/paper (for essential offices presently lacking such equipment):

Would funds for such purchases be available?

Yes

No

If yes, over how many years?

Line charges (per minute/ per country):





