PRINT & MEDIA
ASSOCIATION, SINGAPORE

Print SINGAPORE

ISSUE
001
2016

Fuji Xerox 1400 Inkjet Color Continuous Feed Printing System

The Fuji Xerox 1400 Inkjet Color Continuous Feed Printing System, offers state-of-the-art printing technology for end-to-end automated book publishing. This high-speed, high-resolution full-color printer boasts of speeds up to 100 meters/minute and features the latest piezo print head technology. It delivers sharp and smooth images similar to those of offset presses. You can customize each product and print only what you need when you need it, saving time and money.

Call 6766 8888 or visit www.fujixerox.com.sg for more information.

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HIGHLIGHTS

- This is the 1st issue for 2016 with focus on Drupa 2016. The Editorial Committee welcomes regular feedback from readers so that the magazine can continue to improve (editor@pmas.sg). The March/April issue will focus on environmental issues.
- All PMAS Members and Advertisers will receive a copy of the Singapore Printing & Packaging Directory 2016. Please contact the PMAS office if you do not receive a copy.
- The PMAS Europe Study Tour cum visit to Drupa 2016 is confirmed: 10 days from 23rd May to 2nd June 2016 (Munich, Stuttgart, Frankfurt and Dusseldorf).
- Ricoh Singapore will hold a golf tournament on 15th April 2016 at the Singapore Island Country Club (Island Course). This golf tournament "Gourmet On The Green" will be held in partnership with PMAS. All PMAS Members who had booked flights/individual ball for the PMAS Charity Golf Tournament 2015 held on 30th September 2015 (which was halted mid-way due to haze) will be entitled to play the full 18 holes without any charges.
- Please take note that the 78th PMAS Annual General Meeting will take place on Friday 24th June 2016. The new Management Committee for 2016/2018 will be elected at the Annual General Meeting.

WE WELCOME THE FOLLOWING NEW MEMBERS

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www.intac.com.sg
Nature of Business: Consumables supplier

CORRECTION
There was an error in the contents page of the November/December 2015 issue. The wrong webwsite address was inserted below Spicers Paper (Singapore). The correct website address for Spicers should be **www.spicersasia.com**. We apologise for the error and any embarrassment caused.

FUJIFILM
Value from Innovation

Your wide-format LED UV inkjet solution

colours on wallpaper application

Acuity LED 1600 II

- Print speed up to **33m²/hr**
- **8 colour** channels with **White** and **Clear** ink
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colours on artist canvas

colours + clear on PET self-adhesive film

colours + white on frosted self-adhesive film

matte clear on clear gloss self-adhesive film

Wide-format LED UV inkjet printer "**Acuity LED 1600 II**" can support a wide range of uses including window displays, decorative illuminations, and mock-up productions. The printer now enables simultaneous multi-layer printing with white and clear inks, and apart from expanding the field of expression, the speed of output has been further enhanced with richly increased variety of abilities. With a variety of technologies cultivated by Fujifilm, flexible operations such as One Stop Promotion can be carried out in combination with offset printing. An all-round printer promises success to print service providers.

> *"I can print on virtually anything, and I haven't found a substrate that didn't print great. My ad agency clients absolutely love the clear UV ink!"*
>
> **Fujifilm Acuity LED 1600 II customer**

Other consumables available: CTP & PS Plate • Recording & PCB Film • DSC Pressroom Chemical

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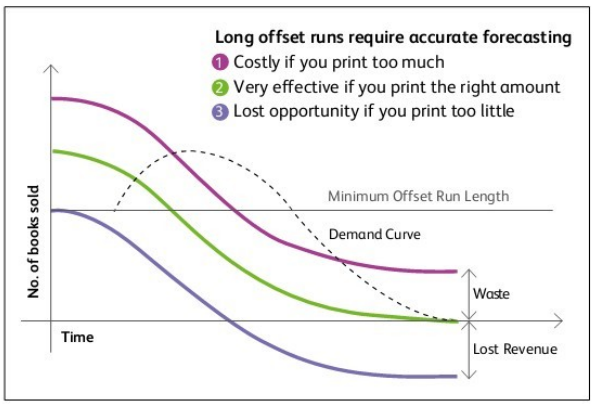
STEPPING INTO THE FUTURE OF BOOK PUBLISHING WITH FUJI XEROX

A recent study by Smithers Pira projected that the volume of the global inkjet market will grow at an average annual rate of 12.7% till 2019. It is no wonder that inkjet technology has become a big focus in the Asia Pacific region. In view of the phenomenal growth in production inkjet printing, opportunities for book publishing through inkjet technology in Asia are also set to soar. This spells good news for book publishers, printers and organizations that produce books and manuals on a regular basis.



With more than 50 years of printing experience, Fuji Xerox has established itself as a trusted brand in the publishing industry. In fact, the first-ever digital printer in the world, the Docutech Production Publisher, was launched by the company more than 20 years ago. And now with its latest flagship - Fuji Xerox 1400 Inkjet Color Continuous Feed Printing System, it is set to connect the book publishing business to a whole new digital future.

It is no secret that the cost of printing books is driven up by inaccurate forecasting and inefficient manufacturing processes—often leading to stockpiles of books in warehouses. A high volume of waste and other factors are pushing up the costs and publishers are desperately looking to become more efficient by changing outdated business practices, and at the same time, simultaneously producing more titles by more authors. To meet the changing needs of the market, many publishers are incorporating digital printing into their procurement strategies; while others have entirely transited to digital technology.

Following this trend, many savvy book manufacturers are re-evaluating their production methods to include inkjet technology. Fuji Xerox's solution, combines the state-of-the-art inkjet printing technology with streamlined workflow to enable end-to-end automated book publishing from order to finishing. Whether you

need 1 book or 1000 books, you can customize each product and print only what you need when you need it. More than just saving trees, you can save on inventory management costs and the usual expensive startup charges that come with outsourced low-volume printing.

At a glance, here are some of the advantages of printing books digitally:

- Ability to produce books in a very short turnaround time
- Zero setup time for repeated jobs
- The output can be automatically collated, thus saving time from having to compile the books manually
- Flexibility to have short print runs, thus allowing publishers to test the popularity of the book or meet the demands of a niche market
- Capability to gradually modify and correct errors
- Lesser spoilages pertaining to document obsolescence due to printer's ability to easily stay updated and refreshed
- Significantly reduces inventory costs by printing only when required

The Fuji Xerox 1400 Inkjet Color Continuous Feed Printing Systems range is built with state-of-the-art technologies to ensure high-quality print across every page. It employs an inkjet printing system, which enables high-speed printing and among printers with the equivalent output speed of 100 meters per minute, the width of this range of devices is the world's smallest. The Fuji Xerox 1400 range also boasts of a lightweight body which is achieved by employing robust but light aluminum frame, enabling installation of the range of devices on above-ground floor levels. What's more, the output quality and data print reliability are equivalent to those of currently available higher end models.

Key features at a glance:

- Industry leading "Drop-on-Demand" Inkjet technology
- High quality and superior long lasting inkjet head technology - 40Hz
- Robust and scalable Fuji Xerox controller for optimum variable print productivity
- Fujifilm manufactured pigment and dye based inks from the world's largest supplier of industrial inkjet colorants.
- Pre & post finishing solutions supported by Fuji Xerox's team of technical specialists

Built with quality in mind, the Fuji Xerox 1400 Inkjet Color Continuous Feed Printing System is packed with the latest 40 kHz print head technology and uses the purest ink for durability. It achieves high quality print with over 4.2 billion drops of ink per second, perfect for Chinese and other Asian characters, or for smaller fonts. It also achieves the desired quality by utilizing different amounts of ink according to the selected ink mode. Image quality is then kept consistent across every page with the help of the Web Inspection capability and in-built camera that are embedded in the system. Ensured by our Fogra Specialists, the Fuji Xerox 1400 Inkjet Color Continuous Feed Printing System meets the international standards for producing high-quality digital print.

With decades of experience in books-on-demand publishing, Fuji Xerox believes that with the right strategy and digital web platform, businesses can leapfrog into the future of digital printing, creating new revenue streams for themselves and adding exceptional value for their customers.

Customers in Singapore who are interested in the FX1400 Inkjet Color Continuous Feed Printing System can contact the Fuji Xerox Singapore team for further information.

CANON PUBLISHER SOUTH EAST ASIA FORUM

There is a need to realise that technology is once again re-inventing book printing and digital printing will be the enabler. In the digital era, reading patterns and consumer behaviour have changed radically. Buying patterns have evolved. Customers' demands are harder to predict and even book dealers are printing books themselves to manage their risks of overstocking. Despite all this we have not witnessed the demise of book printing yet. As such, Canon Singapore organized this forum to bring printers and publishers together and to provide a platform for them to discuss and share the latest developments in digital printing.

CONT'D

Canon Singapore held a Publisher S.E.A Forum on 20th January 2016 at their new premises at Galaxis, 1 Fusionopolis Place, in the Buona Vista precinct. Around 100 people including overseas visitors attended the event. Mr. Melvyn Ho, Senior Vice President and Head of Singapore Group Operations, Canon Singapore, opened the programme with a warm welcome address.

The aim of the forum was to discuss the future of the book publishing industry which has been evolving. Many major developments have taken place in the industry including the advent of electronic books. As electronic books gained traction, the volumes in book printing has declined. Some have even predicted the demise of printed books. Does this mean that book printing has no future? The answer is no.

• *Mr. Melvyn Ho, Senior Vice President and Head of Singapore Group Operations, Canon Singapore, welcomed the participants.*

• *The Guest Speaker Mr. Peter Schoppert, President of the Singapore Book Publishers Association addressing the participants.*

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imagePRESS
C10000VP/C8000VP

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MAXIMUM VERSATILITY

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• *A good turnout at the Forum*

• *Product demonstrations at the Production Printing Excellence Centre*

• *Guests from overseas benefited from the Forum and visit to the Production Printing Excellence Centre*

The President of the Singapore Book Publishers Association, Mr. Peter Schoppert was the guest speaker - he presented the keynote address based on his great insight of the local book publishing industry. Canon and Oce have been at the forefront of the transition from offset to digital printing and two subject experts from Oce (a Canon company) were specially flown in from Europe to share their firsthand experience with guests about trends in the book printing and publishing market, smart publishing business models and successful customer case.

The event ended with a visit to Canon's brand new Production Printing Excellence Centre which houses a wide range of high speed commercial printers, many have set new standards in image quality and productivity. Canon imagePRESS C10000 was show cased for the first time together with the ColorStream 3000 series and VarioPRINT 6000 Ultra+.

CANON'S NEW FLAGSHIP IMAGEPRESS C10000VP DIGITAL COLOUR PRESS TAKES PRINT QUALITY AND PRODUCTIVITY TO THE NEXT LEVEL

Canon announced the launch of the imagePRESS C10000VP series, the company's first 100 page-per-minute colour digital print engine.

Designed to meet the increasing demands of both commercial and in-house print service providers for higher production volumes without compromising quality, the imagePRESS C10000VP series sets new standards in image quality and productivity. New innovations enhancing throughput and ensuring reliable and consistent colour and more accurate registration control enable the imagePRESS C10000VP series to provide flexible media handling and finishing.

Mr. Chia Wee Yaw, Assistant Director, Professional Printing Products, Canon Singapore said, "Canon's new imagePRESS C10000VP series perfectly addresses the business-critical needs of print service providers (PSPs), optimising productivity to deliver outstanding image quality, predictable colour

consistency and accurate registration on a wide range of media they choose without compromising speed. It is ideal for both existing customers who outgrew their print volumes with the imagePRESS series and are now looking for the next step in high quality colour productivity, as well as for PSPs who want to take advantage of changing market demands."

OPTIMUM PRODUCTIVITY AND VERSATILITY

Designed for demanding production environments at commercial printers, in-plants, transaction and direct mail service providers alike, the new imagePRESS series is engineered to run a wide range of media types and weights without sacrificing overall productivity. The series consists of the imagePRESS C10000VP, which features a fast print speed of 100 impressions per minute, and the imagePRESS C8000VP, which features a print speed of 80 impressions per minute, all supporting media weights up to 350 gsm and a monthly duty cycle of up to 1.5 million impressions.

The imagePRESS C10000VP series' Consistently Vivid (CV) toner feature offers improved transfer efficiency and a lower fixing temperature, delivering vibrant image quality even on textured media. A new air compressor also makes it possible to print onto thin coated media as light as 70gsm. Thanks to its finishing options including a professional puncher supporting a wide range of media sizes and a new inline creasing functionality, the imagePRESS C10000VP series offers significant options and convenience to users. Users have, among others, the option of creating quality half folded leaflets and saddle-stitched booklets, perfect for PSPs who yearn for seamless versatility for their clients.

Workflow is further streamlined with PSPs able to pick a digital front end controller of their choice - Canon's PRISMAsync or the new EFI Fiery FS200 Pro – to suit their needs. The imagePRESS C10000VP series is also able to maintain impressive machine uptime with Canon's dual fixing technologies, serviceability improvements and extensive key operator maintenance.

OUTSTANDING IMAGE QUALITY AND PREDICTABLE COLOUR CONSISTENCY

The imagePRESS C10000VP series featured the CV toner and 32-beam Vertical Cavity Surface Emitting Laser (VCSEL) technology, a 2,400 x 2,400 dpi print resolution and vivid output quality. A new developer unit in the imagePRESS C10000VP series maintains colour consistency, ensuring stable output even over long runs.

This is further enhanced by the introduction of a new Multi Density Adjustment Technology, allowing automatic real-time density correction, as well as an in-line spectroscopic sensor, which enables daily colour calibration. Canon's unique Gloss Optimisation technology helps to match gloss levels of the printed image to the substrate it is printed on.

Productivity is also maximised with accurate first-time-output, a second transfer belt providing control over registration and a new Simple Registration Control technology, enabling quicker and easier registration adjustments.

The imagePRESS C10000VP series will be available at authorised Canon distributors and dealers from March 2016.

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LEANER, SMARTER SMEs

1 April 2016 Grand Copthorne Waterfont

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- How can I enhance workforce quality?
- How can I build a Singaporean core?

SME Centre Conference 2016 will focus on the key themes of becoming more manpower-lean through business model innovation and transformation, enhancing workforce quality through capability transformation and adding value to employees' careers, and building a Singaporean core by hiring and training local talent.

KEY HIGHLIGHTS

- Learn business best practices for success from established business leaders
- Discover how some companies are reinventing to deal with current economic conditions
- Hear from various government agencies' representatives about available government schemes and resources that can help to spur your growth

ONE-TO-ONE BUSINESS ADVISORY

- A trademark of the SME Centre conference, companies can sign up for free one-to-one business advisory with our SME Centre business advisors to assess and identify ways to improve their business. Please indicate your interest during online registration. Limited slots are available.

WHO SHOULD ATTEND

- This conference is catered for SMEs of all sizes with content targeted at management, HR practitioners and change-makers of your organisation.

KEY SPEAKERS

Dr Robert Yap
President of Singapore National Employers Federation (SNEF)
Executive Chairman, YCH Group

Mr Thomas Fernandez
Chairman & Chief Executive Officer, PestBusters

Mr Paul Lim
Chief Executive Officer, Secura Group Limited

Mr Derrick Teo
Chief Executive Officer, Elitez Pte Ltd

Mr David Ng
Chief Executive Officer, Pet Lovers Centre

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* Based on A4

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PROFESSIONAL DEVELOPMENT

Work with e2i to train your workforce

The key to sustainable business success is ensuring that organisations have the right people with the right skills to get the job done and meet organisational objectives. As such, there is continuous need to deep-skill, re-skill and multi-skill workers.

Work with e2i to improve the competencies of your workers through customised training for broad-based and industry-specific skills.

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KONICA MINOLTA

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New Konica Minolta MGI JETVARNISH 3DS provides fully digital spot UV coating, transforming normal prints to more powerful print communications.

PROFESSIONAL PERFORMANCE

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- Tactile impact in printed communications
- Extended formats for your printing needs
- Wide range of paper weights of up to 450gsm
- High-gloss coating
- Flat or 3D effects with up to 100 micron thickness
- Fast output up to 2,300 sheets per hour in one single print
- Inkjet technology
- No plates or screens required.

At Konica Minolta, we believe in sustainability.
Konica Minolta products are designed with the environment in mind.

FOR ADVICE ON HOW KONICA MINOLTA CAN HELP YOUR BUSINESS MOVE FORWARD, CONTACT US AT (65) 6361 2800 OR ENQUIRY@KONICAMINOLTA.COM

GOLDEN COIN HI-WHITE ART BOARD

PT. Pindo Deli Pulp and Paper Mills produce a wide range of paperboard grades. Lately we have developed a high white & improved gloss 2 side coated art board. We called it 'GC Luxe'.

Extra smooth surface, even coating, high bright & high gloss. These are attributes for excellent print results, brilliant vivid color for both multicolor halftones and solid block prints.

Common substances include 190, 210, 230, 260, 310, 360 and 400 gsm. In large size sheet format as well as reel form.

Features of Golden Coin Luxe Hi-White Art Board:

- Excellent printing quality for both multicolor halftones and smooth uninterrupted solid block prints.
- Brilliant vivid colors.
- Excellent print runnability.
- Higher gloss.
- Higher whiteness.
- Better stiffness.

Ideal for high-quality print material, magazine cover, book cover, brochures, calendars, catalogues, pop-up books, small packaging etc.

EMBRACE THE QUALITY WITHIN THE LEGACY

PT. Pindo Deli Pulp and Paper Mills (Pindo Deli) manufacturing facilities is situated at two locations in Karawang, West Java, Indonesia. Founded in 1976, Pindo Deli is committed to excel in competitive paper market by emphasizing on customer satisfaction and offering qualified high value added paper products.

The combined annual capacity of the two facilities at the end of 2007 was approximately 1,100,000 metric tons of uncoated woodfree, coated art paper and board, carbonless paper, cast coated paper and board, tissue paper, corrugated, and other specialty grades including embossed paper and board. The capacity by major product line was 913,000 metric tons of paper, 72,000 tons of tissue and 96,000 tons of packaging.

Pindo Deli is Quality Management System (ISO 9001:2008, SNI, ISO 17025) certified. With those quality system certifications, we produce a qualified complete range of paper and board for all major applications, such as printing, writing and graphic purposes, packaging boards, office paper products, specialty papers, carbonless paper, embossed paper and board, corrugated product and tissue products (toilet, towel, facial and napkin).

pindo deli
paper products

CONT'D

FEATURES:

- Higher glossiness.
- Higher whiteness.
- Better stiffness.
- Excellent runnability.
- Brilliant and vivid color print.
- Excellent printing for both multicolor halftones and solid block prints.

GOLDENCOIN
— LUXE —

A Quality Product by:

APP

USE OUR PAPER, WE PLANT MORE TREES.

Manufactured by:
PT. Pindo Deli Pulp and Paper Mills
Karawang Mill - West Java

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Moreover, Pindo Deli is the pioneer in Halal certified for tissue products, photocopy paper and woodfree paper. With this qualifications, we are recognized to produce products those are premissible under Islamic law and contain only Halal certified materials.

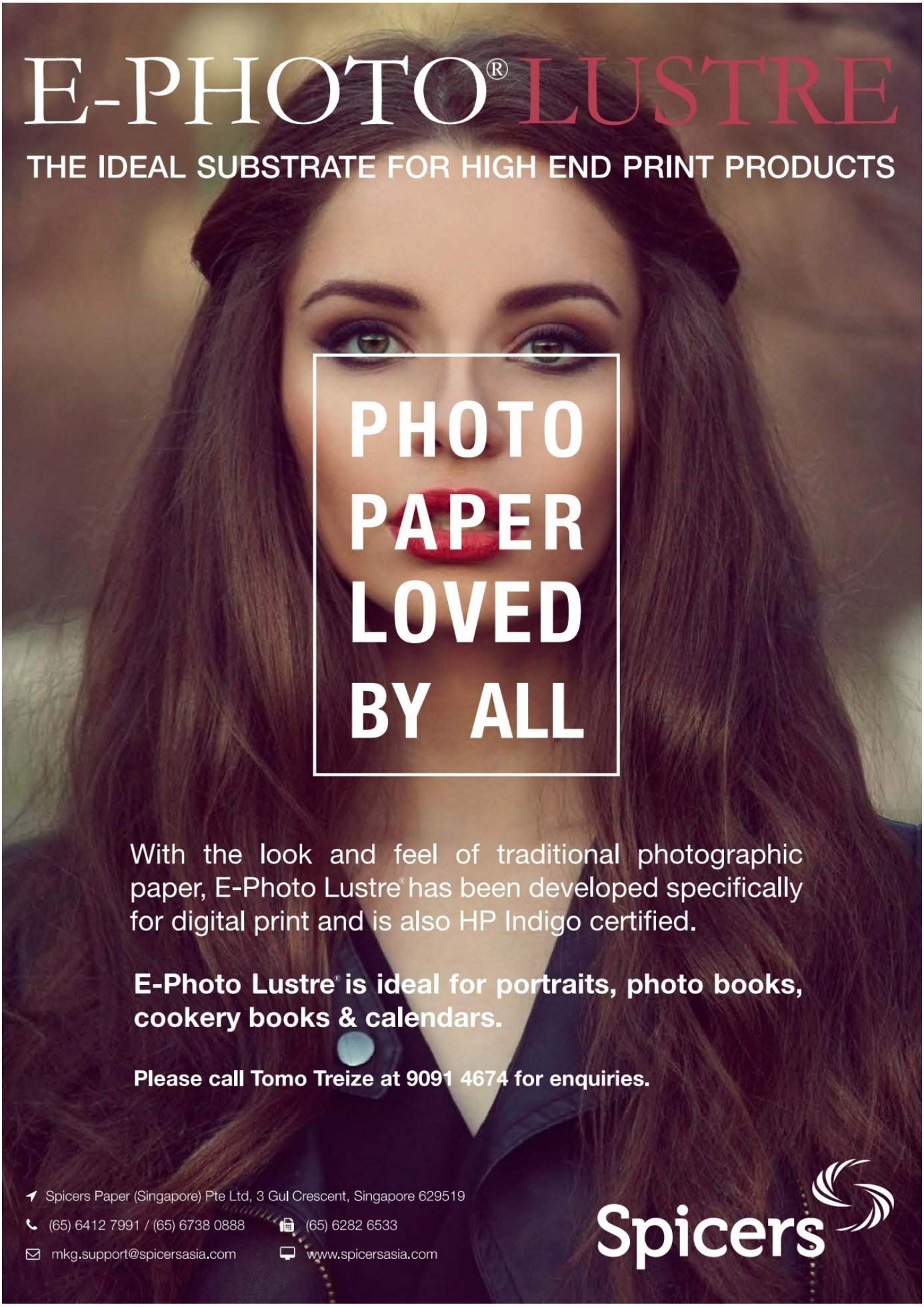
We have achieved the environmental management system (ISO 14001) certification awarded by the SGS-ICS in the UK and is regularly audited for compliance. Pindo Deli is a PEFC Certified Mill, a worldwide acceptable certification equivalents to FSC Certification.

Pindo Deli Karawang Mill is LEI COC Certified. LEI Certification promotes sustainable management of natural resources to ensure that they are well managed based on environmental values, economic principles and social norms. Chain of Custody (COC) certification links the sustainably managed forestry to consumer's preferences and certified products to the market.

Printing and writing paper qualifies for Ecolabel Award because it meets the requirements such as; to limit emissions to water and air, to utilize sustainable fiber sources, and to use less energy, fossil fuels and hazardous substances.

Our mill is ECO label certified and equipped with advanced SAP system, which links sales, production, finance and delivery system altogether to ensure that we meet our global customer requirements.

The tissue products of Pindo Deli are ISO 22000:2005 certified. This International Standard specifies the requirements for a food safety management system where an organization in the food chain needs to demonstrate its ability to control food safety hazards in order to ensure that food is safe at the time of human consumption.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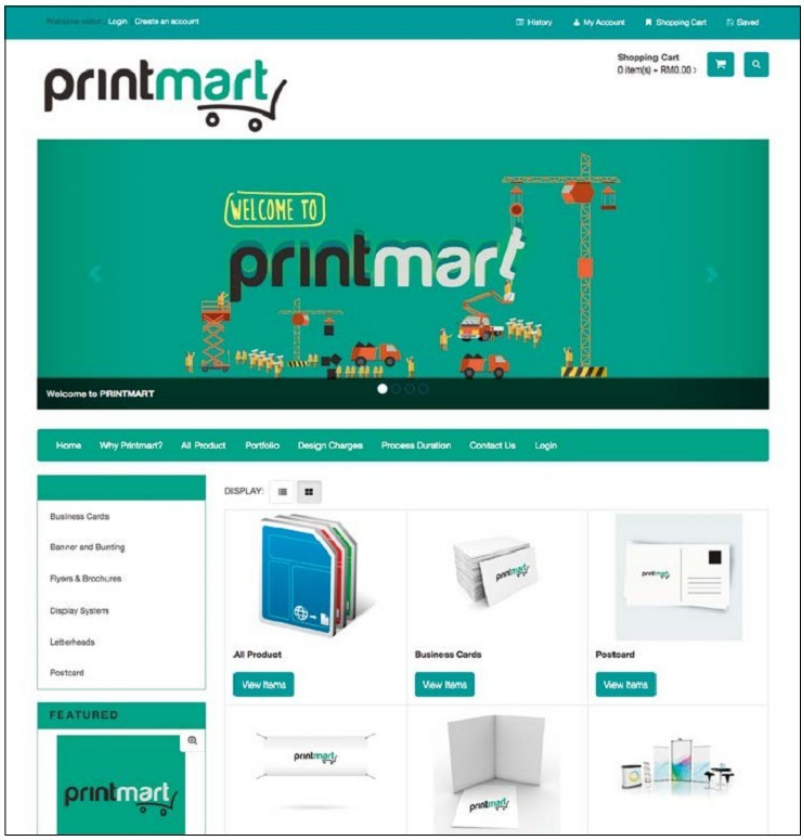
D&E PLUS PRINTING STUDIO LAUNCHES MOBILE-FRIENDLY ECOMMERCE WEBSITE, "PRINTMART", USING PRESSERO WEB-TO-PRINT SOLUTION

For many customers, the internet is the first place they go if they want to buy something. Entrepreneur Mr Enson Gun sees this uptrend in online searching and buying, and decided to embark on his pilot web-to-print project.

"We used to find it difficult to make a real profit on small orders. We spent the same sales and administration time for a $50 order as we did for a $1,000 order. Our solution is to be more productive and to push the small and repeat orders to our website," said Enson.

Enson first came across Pressero Web-to-Print Software during a product launch in Kuala Lumpur Malaysia. After seeing the product demonstration, Enson was impressed with the features found in Pressero. Enson said, "Pressero is one of the most user-friendly web-to-print software that I have ever seen. You do not need to have any IT knowledge to setup your own website. The most important part is the online designing feature which allows users to customise their print orders. This is not commonly found in traditional eCommerce software."



• *Printmart's Business-to-Consumer (B2C) website*

Having chosen *Printmart* as his new branding for his online store, Enson began creating his own eCommere website using one of Pressero's responsive skins. Responsive web design is a web design approach aimed at crafting sites to provide an optimal viewing experience – easy reading and navigation with minimum

• *Printmart's Owner Mr Enson Gun*

resizing, panning, and scrolling – across a wide range of devices (from desktop monitors to mobile phones).

Three months into using Pressero, Enson said, "Now that we have *Printmart* up and running, it handles the entire sales process for our small orders, including quoting, file upload and payment. Even better, our customer service staff now have more time to service our walk-in customers."

In addition to selling offset and digital products, Enson also diversified his product offerings by putting up large format printing such as banners and display systems on *Printmart*. Enson is also contemplating putting corporate gifts on his website as well. With *Printmart*, Enson can now take print orders online and ship the products throughout the country. He also occasionally exports his print products overseas.

ABOUT PRESSERO WEB-TO-PRINT SOFTWARE

Founded in Chicago in USA, Pressero is one of the most complete web-to-print solution with online design and variable data capabilities. Offered as a Software-as-a-Service (SaaS) model, Pressero provides printing companies an affordable option to venture into online business.

Pressero enables printing companies to sell their printing services to anybody online at anytime of the day. It supports the creation of highly customisable retail storefront. Some Pressero packages even support more than one retail storefront. Instant pricing calculators, search engine optimisation capabilities and integrated shipping quotes work together to provide a highly professional looking and functional storefront.

All Pressero storefronts include the powerful eDocBuilder system. Using eDocBuilder, customers can quickly and easily customise, proof and approve documents directly from a web browser. The printing company will receive an optimised PDF file immediately after the order is placed. This saves a lot of time as compared to the traditional methods of approving the hardcopy colour proof.

For small and medium businesses, Pressero helps to reduce reliance on manpower and streamline business operations. It also boosts profitability, productivity and visibility with the integration with Quote & Print MIS Software.

TWO FAST KBA RAPIDA 106 PRESSES WITH LED-UV AT TOSHO PRINTING TO ENHANCE PRODUCTIVITY

Japan used to be a trendsetter when it came to LED-UV curing in sheetfed offset. This makes it all the more noteworthy that one of the country's largest printing companies has fired up two KBA Rapida 106 presses both with future-focused LED-UV curing technology. This once again highlights the trailblazing role of KBA-Sheetfed Solutions regarding the implementation of new processes.

Tosho Printing, a subsidiary of the global Toppan group, has installed a highly automated four-colour and a five-colour high-end Rapida 106. The two new Rapidas have raised the bar with regards to productivity within the company. They are equipped with a camera system for monitoring sheet travel, DriveTronic SPC dedicated drives at the plate cylinders, CleanTronic Impact combined blanket, impression cylinder and roller washing units, Emission Extraction System (EES), ErgoTronic ACR auto-register, QualiTronic ColorControl for quality control and inspection, optimum control

• *High production output is standard at Tosho Printing: The management team and KBA Sales Manager Michael Grieger (centre) at the sign-off of the two Rapida 106 presses*

• *Two Rapida 106 presses with LED-UV curing in Tosho Printing's cutting-edge press room*

strip height for improved paper format utilisation, DataMatrix-Select and the LogoTronic Professional production management system.

HIGH PRODUCTION OUTPUT AND SHORT LEAD TIMES

The management of Tosho Printing knew that their new Rapidas would produce more per hour than their other machines and just one month after installation the two presses met the company's ambitious targets. Even Tosho's executives, who would have preferred to invest in Japanese technology, now trust in KBA presses from Germany. Despite high press speeds of 18,000sph, the press operators can relax during production thanks to the high level of automation. The sheets that are cured with LED-UV can be sent straight to post-press reducing lead times, minimising short-term storage requirements and enhancing overall productivity.

Tetsuo Ouchi, Corporate Officer Production Control at Tosho Printing, describes the situation as follows: "Japanese press manufacturers will have to work even harder. We hope that they will also develop the solutions already offered by KBA." Nevertheless, he expects significantly more than the contractually agreed delivery and efficient service from KBA. "It's all about working together as partners, even when it comes to developing new print products." The company recently tested FlyingJobChange. It permits the even more efficient production of 1/1-colour Mangas on a four-colour perfector. While units 1 and 3 are printing, units 2 and 4 are set up or vice versa.

STRONG WHEN IT COMES TO NEWSPAPERS AND COMMERCIALS

Founded in 1911, Tosho Printing now operates 30 sheetfed offset presses and other newspaper and commercial presses at five sites. Yomiuri, Japan's largest daily, and others are produced at the firm's three newspaper operations. The other two specialise in commercial products, books and magazines. The same is true of the plant in Kawagoe-shi on the edge of Tokyo that operates the two new Rapidas. 1,700 employees work at the company.

• *A team from Tosho Printing recently tested FlyingJobChange in the KBA training centre*

FINISHING 4.0: MULLER MARTINI INTERCONNECTS ALL PROCESS STEPS IN PRINT FINISHING (TO BE SHOWCASED AT DRUPA 2016)

Muller Martini machines equipped with the Connex workflow and data management system can be seamlessly integrated with customer systems. With Finishing 4.0, Muller Martini will showcase the growth opportunities that connectivity offers the graphic arts industry at drupa 2016.

Automated systems are state of the art at Muller Martini. Productivity is further increased by interconnecting the various highly automated machines with all systems involved in the production process. Thanks to Muller Martini's workflow solution, which is consistently based on JDF/JMF, the machines – from individual aggregates through to complex production lines – can already be seamlessly integrated today with existing customer networks via standard interfaces.

The systems can be interconnected with the Management Information System (MIS) available at the graphic arts company, enabling the formation of impressive production chains that are geared to efficiency in order to tap into new markets.

• *With Finishing 4.0, Muller Martini will showcase the growth opportunities that connectivity offers the graphic arts industry at Booth A49, Hall 2 at drupa 2016.*

MÜLLER MARTINI

At Muller Martini, the backbone of digital and conventional print production is the Connex data and workflow system. In the mailroom, Connex.Mailroom connects, for instance, all sub-processes from the distribution software through to the ramp, and assists the cost-effective use of the equipment, whether it be the zoned processing of print products, the coordination of the feeder allocations or the perfect bundle formation. Connex. Mailroom also provides reliable production figures in real time for management by numbers.

Connectivity by means of Connex is likewise a fixed element of the SigmaLine configurations – the only fully automated complete solution for digital print production worldwide. Connex includes an automatic imposition process, which is interconnected with digital printing and print finishing. The system controls and monitors all processes required for production, thereby ensuring a seamless, fully networked workflow from the PDF to the finished book (PDF in – book out).

Finishing 4.0 is already reality at Muller Martini today. "We've been leading the way and driving the development of connectivity based on the JDF and JMF standards for many years," says Roland Kost, Head of R&Dat Muller Martini Print Finishing Systems. "Muller Martini systems are also open to other data formats, which is important in book production, for instance."

Muller Martini will showcase all the benefits of seamless connectivity in May 2016 with impressive live demos at Booth A49 in Hall 2 at drupa 2016.

AUTOMATION IN PRINT FINISHING: MULLER MARTINI KEEPS SETTING NEW MILESTONES

Thanks to state-of-the-art drive technology, machines can be adjusted to the requirements of end products in an even more targeted and automated manner for increased efficiency. Muller Martini will show live how that works at drupa 2016 with Finishing 4.0.

Muller Martini's fully automated print finishing systems, which have been developed in an evolutionary way, have had the key aims for decades of increasing production reliability and performance and reducing setup times and unproductive operator worksteps. One of the latest technological highlights is cutting-edge drive technology such as Motion Control, which enables machine settings to be adjusted to the requirements of end products in an even more targeted way.

A typical new development for the mass production of customized print products in line with the definition of Industry 4.0 is the Vareo perfect binder, which was launched in 2015 and will be demonstrated live in action by Muller Martini at drupa. The all-rounder for offset and digital printing represents a technological revolution as the first perfect binder at which each of the three clamps is equipped with its own servo motor and is individually driven. That means every processing step can be tailored to the given product, which guarantees high productivity and optimal quality.

Prime examples of highly automated Muller Martini production processes also include the Diamant MC Digital bookline, which can change itself over sequentially, i.e. section by section, and therefore lends itself to production runs of one, such as in the photo book segment, which is booming across the globe, and the SigmaLine with its Connex Data and Process Management System, the only fully automated total solution for digital book production (PDF in – book out) worldwide.

The fact that even political decisions (i.e. the minimum wage) are prompting automation is demonstrated by the MailLiner, a brilliantly simple solution for insert sorting. The gathering system, which was newly developed by Muller Martini in 2015, finishes inserts efficiently and automatically without the need for a carrier or foil, which spares direct mail companies high wage costs.

And what does the future – i.e. Finishing 4.0 – hold? "We'll show visitors to our drupa booth that automation is machine reality for us, rather than just empty talk," says Volker Leonhardt, Director of Sales and Marketing Muller Martini Print Finishing Systems AG. Muller Martini will not only showcase innovative print finishing processes for digital and offset printing in Düsseldorf, but will also unveil new saddle stitcher and three-knife trimmer solutions. "That will underline the fact that we're fully committed to seamless automation in daily operation worldwide," says Volker Leonhardt.

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Goss announces Omnicolor II upgrade for industry's leading 16-page web press.

GOSS ANNOUNCES OMNICOLOR II UPGRADE FOR INDUSTRY'S LEADING 16-PAGE WEB PRESS

Goss has launched an upgrade for the *M-600* press to support the press model's competitive edge in colour control and eliminate potential obsolescence issues. Now the standard on all new *M-600* press installations, the benefits of *Omnicolor II* press controls include start-up waste lowered by anything from 20 up to 50 percent as well as significant reductions in turnaround time.

The new features of the *Omnicolor II* upgrade are purpose-designed to achieve a more automated process to support the press operator. The ability to automate press setting direct from CIP3 data is a key area that reduces a three-stage process down to a single step, resulting in less waiting time and eliminating error potential. The significant waste reduction is enabled by a range of system improvements, including:

- Accurate pre-setting of the ink keys via the pre-press interface (CIP3 file)
- Quicker reaction of the ink keys and repetitive positioning
- Ability to move all ink keys simultaneously;
- Ink and paper selection – up to 10 papers and inks, to optimize the presetting
- Auto learning – by saving all running job settings, the *Omnicolor* will, job

GOSS | INTERNATIONAL

after job, fine tune the presetting by taking into account ink, paper and coverage specifications for optimum results.
- New functionality such as Ink Tracking and Color Boost, enables the fastest possible process to achieve good copies.

Following a one-day press audit, Goss engineers require full press access for between two and four days to install the low-investment upgrade on existing *M-600* systems.

Underpinning the *Omnicolor II* development are latest-generation hardware components of the Goss *Omnicon* controls system proven for controlling production on even the largest commercial press systems, such as the 96-page Sunday 5000 presses installed at Polestar, UK. In sharing this technology, *Omnicolor II* benefits from latest measures in preventative obsolescence, hard disk reliability and wide-ranging connectivity, such as via VPN. *M-600* users can now also enjoy easier operation via a large touchscreen display and HMI software, as well as systems architecture and connectivity designed specifically for modern, industrialized production.

To help customers evaluate the potential gains from an *Omnicolor II* upgrade, Goss is using an ROI calculator to provide individualized expected savings.

"Customers can see the potential pay-off, whatever their current production model may be," comments Rutger Jansen, head of customer service, Goss International Europe. "Together, we plot in their average number of jobs and current makeready figures against the investment cost and the new figures they can reliably expect. I can't claim that the calculation methodology is groundbreaking, but it certainly helps convince our customers that the *Omnicolor II* upgrade is."

GOSS INTERNATIONAL CORPORATION APPOINTS MOHIT UBEROI AS NEW CEO

Goss International announced the appointment of Mohit Uberoi as its new President and Chief Executive Officer. Mohit joins Goss having previously served as President/Chief Executive Officer at B&W MEGTEC.

Mohit joined MEGTEC in 1997 and led the business from 2003 to 2015. He has significant experience overseeing the transformation of global industrial mid-market companies with multiple product lines and global locations, with both private equity and public shareholders.

"It is our pleasure to announce that Mohit Uberoi has joined Goss as President and Chief Executive Officer, effective immediately," said Sparsh Bhargava of AIP. "Under Mohit's leadership we are excited about this next stage in the company's history. As a long-standing industry professional, Mohit is ideally suited to join Goss as its leader. He has a strong appreciation for the strengths of the company, its employees, customers and products. With his printing industry background, Mohit has a deep understanding of the many challenges facing the broader industry. He is a transformational leader, with a proven track record of making businesses successful."

Prior to MEGTEC, Mohit worked in research and new business development for W.R. Grace & Co., a diversified industrial conglomerate. Mohit earned a B.S. in Chemical Engineering from the Indian Institute of Technology, before moving to the United States to pursue his Ph.D. in Chemical Engineering from the University of Arizona.

Mohit said, "I'm delighted to join Goss at such a pivotal time and look forward to working with American Industrial Partners, our management team, and employees to build a customer responsive, financially strong company with great products and services."

DRUPA 2016: HEIDELBERG EXHIBITS THE DIGITIZED FUTURE OF THE PRINT MEDIA INDUSTRY UNDER THE MOTTO "SIMPLY SMART"

During the drupa 2016 trade fair (Düsseldorf, May 31 to June 10, 2016), Heidelberger Druckmaschinen AG (Heidelberg) will be exhibiting the digitized future of the print media industry under the motto **"Simply Smart".** At its heart, this topic is about the pressing need for print shops to continuously improve their efficiency and respond to the global demands of end customers in ever faster and more flexible ways. To meet this need, print shops must determine how their business model can be digitized and involve their customers in this process. The highly flexible production of a growing number of personalized print products is, in itself, becoming a standard process. In the future, print shops will be embedded even more deeply into a digital supply chain with customers and suppliers, and will have to meet even greater expectations regarding additional services such as shipping and multimedia marketing.

"Presented under the motto **"Simply Smart"**, the Heidelberg exhibits at drupa will showcase the digitized and industrially organized print shop as an essential element for successful business models in the future. Working with our partners, we want to offer futureproof products and services that help our customers to be successful," says Harald Weimer, Member of the Management Board, responsible for Heidelberg Services. "We believe that the integrated and networked print shop represents a trailblazing step for companies in our industry that want to move their businesses forward. By supplying automated processes and services, we are helping our customers to meet the demands that competitive print media production will face in the future."

The **"Simply Smart"** theme is the company's response to the challenges associated with Print Media Industry 4.0. Heidelberg is offering specific benefits and making it as easy as possible to work with increasingly complex processes and technologies.

"SMART PRINT SHOP" SHOWS THE INTEGRATED AND NETWORKED PRINT SHOP

Most Heidelberg products are already suitable for integrating and automating processes in a print shop. The Prinect print and media workflow from Heidelberg forms the basis for integrated communication between systems and machinery. It focuses on the smart integration of offset and digital printing, additional automation of all production processes, integration of commercial processes, and the inclusion of print buyers in the workflow. Through Prinect, Heidelberg also gives its customers the opportunity to run offset and digital technologies in parallel, based on a user-friendly and integrated process. What's more, the company is continuously expanding its digital printing portfolio. As part of its ongoing work in this area, Heidelberg and Fujifilm will be exhibiting a joint development at drupa in the form of a new, highly productive inkjet-based digital printing system for industrial commercial and packaging printing.

"Prinect is the basis for integrated communication inside the print shop and between the print shop and their customers and suppliers," says Stephan Plenz, Member of the Management Board, responsible for Heidelberg Equipment. This integration is supported, for example, by the new Prinect Portal, which makes communication between print shops and customers much easier and more transparent; by the new Prinect Web Shop, which offers print shops an easy route into online trading; and by the Prinect digital front end, which can be used to integrate digital printing systems into the overall workflow of a print shop. "That is how we are helping make the digitized and networked print shop a reality."

What that means is that, in the **"smart print shop"** of the future, the production process will be automated and cost-optimized and machines will take care of setup processes themselves, as they will be able to access production-relevant data from upstream. However, management is also integrated for monitoring business processes, providing print shops the ability to give their customers direct access to production processes.

"SMART SERVICES" BOOST AVAILABILITY AND PRODUCTIVITY

Service offerings and consumables - or **"smart services"** - from Heidelberg safeguard the smooth running of a print shop round the clock. Since print shops have open interfaces due to Prinect and the various Remote Service packages, there are specific advantages in both day-to-day print production and in terms of services.

Using eCall, a press can automatically make contact with the service team at Heidelberg when a fault occurs. Thanks to Remote Service, service engineers can log into the customer's systems through the open interface architecture and provide targeted support fast. Remote Monitoring, meanwhile, ensures that machinery notifies the service team of a problem before it causes a machine stoppage, so that parts can be replaced in good time during a scheduled service, for example.

Most importantly, reliable and efficient print production also depends on tested consumables that are suitable for the relevant application. And this is where customers can choose from the fully comprehensive range of Heidelberg Saphira consumables, which include the Saphira Eco product line for environmentally friendly print production, a specific offering for LE UV printing, Saphira Low Migration products for food packaging, and consumables geared for use with Speedmaster Anicolor presses.

"SMART COLLABORATION" STANDS FOR INNOVATIVE APPROACHES TO COOPERATION

New digital approaches are also being developed as part of the collaboration between Heidelberg and its customers. The first example is the use of e-commerce - among other things through the new Heidelberg Online Shop. In a further step, customers will be able to log into the Heidelberg website to obtain a detailed breakdown of how their machines are performing. This will create a new sales platform for software, services, and consumables.

Through Performance Benchmark, Heidelberg gives its customers access to a database of performance data that they can use to compare themselves anonymously against other print shops and draw important conclusions regarding their performance and efficiency. Since it has access to machine and pressroom performance data, Heidelberg can use Performance Plus to offer customers specific proposals for how to improve performance and can provide a solution package comprising hardware, software, and training that is tailored to the customer's situation.

COLLABORATIONS COMBINE EXPERTISE AND ACCELERATE DEVELOPMENT - HEIDELBERG JOINS WITH PARTNERS AT DRUPA TO EXHIBIT PIONEERING SOLUTIONS IN DÜSSELDORF AND WIESLOCH-WALLDORF

First and foremost, Heidelberg is building on its collaborations. In terms of digital solutions for the printing industry, Heidelberg is widening its range of offerings with cooperation partners Ricoh and Fujifilm, so as to meet customer requirements with added efficiency and speed. The company is combining its expertise with that of its partners to create one integrated system. The same applies to postpress partnerships with Masterworks and Polar that are designed to tap into more market segments.

During the drupa trade fair, Heidelberg will be offering its customers a comprehensive overview of the digitized future of the printing industry both in Hall 1 in Düsseldorf and at the Print Media Centers at the Wiesloch-Walldorf site. At its booth in Hall 1, Heidelberg and its partners will be exhibiting integrated business models for commercial and packaging printing under the motto **"Simply Smart"**. The focus will be on pioneering innovations for offset and digital printing, prepress, finishing, the workflow, and the associated services and consumables.

The trade fair activities in Wiesloch-Walldorf, meanwhile, will center on the broad Heidelberg portfolio. They are aimed primarily at customers who want to find out about the latest innovations, but also have varied needs in terms of productivity, automation, and capacity requirements.

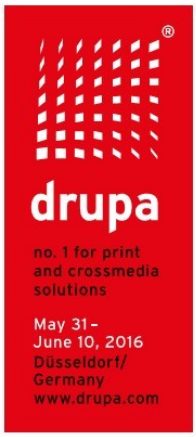
For further information about the company and image material, please visit the Press Lounge of Heidelberger Druckmaschinen AG at **http://www.heidelberg.com**.

DRUPA 2016 - TOUCH THE FUTURE

Every four years, Messe Düsseldorf, the giant trade fair organizer in Dusseldorf, Germany, plays host to Drupa, the world's biggest print media exhibition. Drupa 2016 will be held from 31st May to 10th June 2016.

Drupa is the largest print media equipment exhibition in the world. First held in 1951, the show is held every 4 years (every 3 years after 2016) in the city of Dusseldorf, North Rhine-Westphalia, Germany. The 2012 exhibition which ran from May 3rd to 16th 2012 attracted 314,500 visitors from 130 countries (190,000 from overseas). There was a total of 1,850 exhibitors.

As the world's leading print media industry trade show, drupa is the decisive driving force and the Number 1 touch point for the print media industry. This is where exhibitors from all over the world will meet the top decision makers from the print media industry. Here, the latest changes in the markets become tangible, future-oriented technologies can be experienced and new trends and business ideas are born.



Messe Düsseldorf stages more than 40 annual fairs each year including 23 of the world's premier trade fairs in their respect industries. The trade exhibitions cover a wide spectrum of industries from plastics, printing and packaging to medical and health care.

DRUPA 2016 MAIN THEMES

PRINT

Print changes the world – now and in the future. Discover the latest developments of the various printing technologies at drupa and take a look at the future together with us and renowned experts. At drupa, you will find the solutions and applications for your industry as well as the latest technologies for the future.

FUNCTIONAL PRINTING

Industrial and functional printing: The signs all point to growth. Applications and processes for printing on all kinds of different materials and surfaces have an enormous economic significance. drupa presents the latest innovations, applications and solutions for industrial and functional printing.

GREEN PRINTING

Sustainability in the entire process chain is gaining in importance. Brand owners worldwide require their print communication to comply with green standards. Corporate Social Responsibility (CRS) and compliance with green standards are developing into an important competitive factor. Furthermore, the saving of resources leads to substantial cost benefits. drupa shows in which parts of the supply chain sustainability is working.

PACKAGING PRODUCTION

Experience a view into the packaging of the future. The latest solutions and applications in the area of packaging production are to be presented on

more than 25,000 m²* exhibition space. This means that this segment is larger than some trade fairs. At drupa 2016, packaging production will be a key topic for exhibitors and visitors.

3D PRINTING

No area of the printing industry is developing faster than the layering of razor-thin materials to form 3D products. This additive manufacturing process has already long since become a daily routine in medical technology, in the construction of prototypes or the aerospace industry. As a cross-sectional technology, **3D printing** will change many industries and will, of course, also be paid appropriate attention to at drupa.

MULTICHANNEL

One content – numerous publication channels: multichannel publishing is adapting to the increasing requests for customisation from end-users and B2B customers in this digital age. Customised content on demand - Big data, web-to-print, variable data printing and Internet-based tools such as augmented reality and QR codes shape and influence the entire cosmos of print media and the complete workflow. drupa shows the latest solutions and applications for the area of multichannel.

PRINTED ELECTRONICS

After the topic of printed electronics at drupa received a great deal of interest and attention in 2012, this path-breaking future technology will again be prominently represented within the scope of drupa 2016. Especially at dip! - the drupa innovation park in Hall 7.0 as well as in Hall 6, partner associations and renowned exhibitors will present their products, solutions and applications from this field. Best cases and prestigious lecture series on the subject of printed electronics are also offered at drupa cube, the central event stage in Hall 6, through the leading industry association OE-A (Organic and Printed Electronics Association) as well as ESMA, Association of European Manufacturers of screen printing equipment and supplies.

In addition, OE-A and ESMA, in joint cooperation with their member companies, also present the latest trends and developments of this cross-section technology at their own trade fair stands in Hall 6 or Hall 7a at dip!

TOUCH THE FUTURE – APPLICATIONS THAT CAN CREATE GROWTH

drupa
no. 1 for print and crossmedia solutions
May 31 – June 10, 2016
Düsseldorf/ Germany
www.drupa.com

The first results of the 2nd drupa Global Insights Report "Touch the future – Applications that can create growth" have been published. Implementing new print applications is for many the best way to regain growth in the demand for print. Yet the result of implementing such applications is often disappointing.

The 2nd drupa Global Insights report shows that good management practice in planning, integration and marketing delivers on average an additional $175,000 of annual turnover and $63,000 of additional profit compared with those with poor management habits. The report spells out what that

good management practice should be and gives case studies to demonstrate the results in practice. Best practice in implementing new print applications.

About 750 printers from around the globe, who are members of drupa's expert panel, participated in a survey this spring to explore what new print applications they had implemented and what their experience had been. There was clear evidence of the efforts being made to diversify with 26 different applications reported at an average 2.8 applications per printer.

Some applications offered a quicker payback on average than others and the differences were not explained by the size of the original investment. So for example in the publishing market, short run batch book production took on average more than double the time to payback than on-demand book production. And in the commercial market, business stationery applications took double the time to payback than multichannel marketing investments.

However in every market and with every application there were both successes and disappointments. So the survey asked printers how they had gone about the task in terms of planning, integration and marketing. There was clear and statistically valid evidence that good management practices meant that on printers invested on average $70,000 more but gained $175,000 extra annual turnover and enjoyed an extra $63,000 profit.

This was true in all markets and applications except packaging, where in some cases the evidence was that the reverse ie those adopting good management practices gained less than those who did not. This suggests making some new applications take off in the packaging market is more challenging than other markets for structural reasons such as the complexities of the supply chain.

In the report these findings are set against the backdrop of an analysis of changes in the global demand for print and how print must exploit the very digital technologies that are driving the way that people, brands, corporates and governments communicate. The demand for print and the impact of digital communications

The world population whilst near static in many developed regions will grow overall for many years still, particularly in Asia and Africa. Add rising living standards and demand for print in many developing countries will continue to grow. Nevertheless overall global demand for print has fallen, in part because of sluggish economic conditions but largely because of the rapid growth of digital communications. The growth of the Internet is staggering – penetrating last year to 42% of the world population with ever-wider use of both mobile phones and social media (51% and 29% of world population respectively).

There are fundamental shifts in the way that consumers communicate with each other and expect brands, corporates and governments to communicate with them. Print can be a key part in those multichannel communications, but only if print exploits the very technologies that are driving change. Hence print advertising has fallen over the last 5 years at 6% compound annual rate but consumer spending on print has declined by only 1.5% compounded annually.

Print must exploit new applications with fresh print technology and automated workflow. New digital technologies are not only

CONT'D

changing the way consumers communicate, they are changing the way that print can and must deliver customer needs if it is to remain relevant and central to communications. There are now more mobile-connected devices than people on earth. Data is now the core driver of increased business and handling and manipulating data must be a core skill for all printers if they are to thrive in the digital future.

Print is still at heart a manufacturing industry and must combine data and intelligent devices with intelligent systems and automation to meet market needs. Whilst analogue print will remain for many years to come, digital printing whether toner or increasingly ink-jet will be essential for growth and that in turn demands automated workflows. Printers' business models must evolve in line with the changing technology and examples are given in the report such as on-demand publishing, digital packaging, textiles and interior decorations.

PACKAGING TOUCHPOINT AT DRUPA 2016: THE PACKAGING TOMORROW - EXPERIENCE THE FUTURE, NOW

One of the key highlight topics at drupa 2016 will be packaging production. Papers with outstanding sensory appeal combined with excellent finishing techniques turn packaging into first class advertising media. Electronic displays and sensors make packaging intelligent; digital printing permits personalisation and versioning. As a result, according to current forecasts the packaging market will increase to 975 billion euros by 2018.

A separate special show, Packaging Touchpoint, reflects this market relevance. "Our aim is to use the visionary Touchpoint to identify potential in packaging design and production and address important vertical markets", says Sabine Geldermann, Director of drupa, highlighting the idea behind this part of the show. Packaging Touchpoint is aimed at brands, packaging designers and service providers already operating in the packaging sector or who want to enter the sector.

This special forum in Hall 12 is being designed and implemented in close collaboration with the European Packaging Design Association (epda), Europe's leading association of brands and packaging agencies. "We will be covering the whole spectrum of the packaging world: technical/functional requirements, cultural and ethical considerations, cost-effectiveness and efficiency, the wide range of substrates through to the technologies used", explains Claudia Josephs, Project Manager at epda.

To be in a position to fulfil the special needs of the various user industries better, Packaging Touchpoint is divided into four "future labs" – specifically into "food & beverage", "non-food", "pharma" and "cosmetics". Successful practical examples as well as potential future production solutions will inspire visitors and leave a long-lasting impression. A special programme in the Forum itself will cover very specific topics.

The Packaging Touchpoint gives companies from the packaging design and production sector the opportunity to present their innovative technologies, inspiring solutions and visionary concepts. This offering is free of charge for drupa exhibitors. As the number of partners is very limited, immediate registration via epda is required.

6TH ALL IN PRINT CHINA 2016: CONNECTING THE WORLD WITH PRINTING

All in Print China is charted for success: roughly one year before it kicks off on 18 October 2016 more than 400 renowned companies from the international print suppliers industry have already confirmed their participation at the 6th edition of All in Print, already occupying over 80,000 m^2 at this early point in time.

The list of exhibitors includes such global players as Dupont, Daetwyler Graphics, Epson, Siemens, Asian brands like Daqiao Packaging, Focusight, Mclantis Group, Masterwork, STS Machinery, UP Group, Weng Cheng Machinery, Yilee, Yoco and the Austrian upstream supplier B&R Industrial Automation, to name but a few. Joint participations from the USA and Germany have also signed up to exhibit.

Underscoring the relevance of All in Print Project Director Evian Gu says: "These excellent interim results reflect the major importance of the Asian market. According to studies carried out by SmithersPira, Asia is by far the world's most important growth region for the printing industry. By 2018 Asia's market share in the global print suppliers industry will rise from 38.8 % in 2013 to 43 %.

All in Print China is the key to these important future markets," and goes on to say; "fortunately key players like Bobst, Canon, Fujifilm, Komori, Konica Minolta, Ricoh and Xerox have already booked exhibition space at the forthcoming All in Print. This is definitely further confirmation of the relevance of All in Print China."

Under the heading "Discover the Future of Printing" All in Print China 2016 in Shanghai will bring some changes in its conceptual cornerstones: the duration of the trade fair will be prolonged from four to five days (18 to 22 October) while its frequency was already increased to every two years as early as 2014. In addition to this, the six exhibition halls in Shanghai will all be themed – "All in Press", "All in Digital", "All in Label", "All in Packaging", "All in Creativity" and "All in E-business". Over 700 national and international exhibitors will present - on a total 90,000 m^2 of exhibition space. The exhibitors' ranges are rounded off by a technical supporting programme boasting well over 30 forums and seminars.

The Messe Düsseldorf Group and its flagship fairs drupa (No. 1 for print and crossmedia solutions) and interpack (International Trade Fair for Packaging Machines and Appliances, Packaging Materials and Auxiliaries, Confectionery Machines) develop promising growth markets throughout the world with the help of regional trade fairs. Only recently did the debut of swop, the Shanghai World of Packaging (17 to 20 November 2015), draw to a successful close. The dates for the second edition have already been fixed (7 to 10 November 2017).

Preparations for Pack Print International (International Packaging and Printing Exhibition for Asia) from 20 to 23 September 2017 in Bangkok are also in full swing. "With this international trade fair network we offer global suppliers to the print industry matching tools for addressing selected regional markets," says Sabine Geldermann, Director drupa and Global Head for Printing Technologies, summing up the strategy of Messe Düsseldorf. For more information about the 2016 All in Print China, please visit **www.allinprint.com**.

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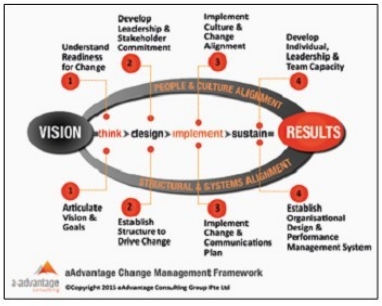
CHANGE MANAGEMENT SERIES (PART 5): BUILDING INDIVIDUAL, LEADERSHIP & TEAM CAPACITY

BY JACQUELINE GWEE, DIRECTOR, aADVANTAGE CONSULTING GROUP PTE LTD

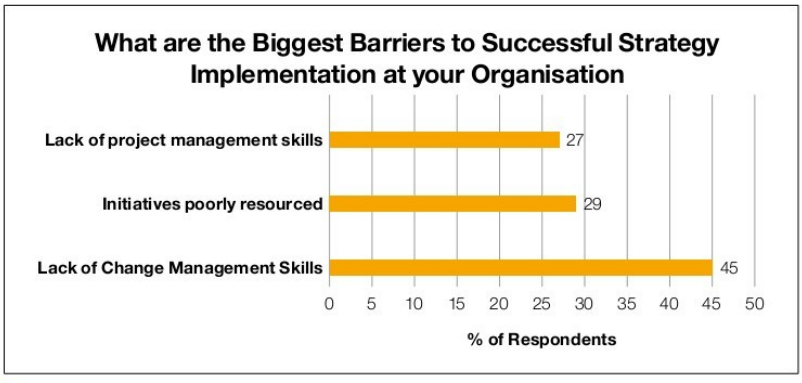


In my last article we talked about what Leaders need to do to facilitate successful and sustainable change initiatives to support the implementation of the organisation's overall strategy. Typically change in organisations can be strategic (e.g new visions, new strategy and goals, new leaders or owners) or operational (e.g. new organisation structure, methods, tools, new products or services).

As part of the strategy implementation, key initiatives and projects are identified to support the achievement of the desired outcomes. Lack of project management skills has been identified as one of the top three key reasons why strategies are not well implemented.

One of leader's role is to **identify Project Leaders to execute the initiatives/projects to achieve the desired change objectives**. An effective Project Leader has three broad categories of skills:

i. "Hard skills" i.e. functional skills or **subject matter expertise**. Functional knowledge gives the project manager the creditability to provide leadership on a technically based project, the ability to understand important aspects of the project, and the ability to communicate in the language of the technical area.
ii. "Hard skills" i.e. functional knowledge and skills to execute the initiatives/ projects i.e. **project management skills** and
iii. "Soft skills" which are change **management and leadership skills**, to ensure that all key stakeholders are aligned to achieve the goals of the change initiative and are bought-in and sufficiently motivated throughout the process.



• *Figure 1: 2013 Economist Intelligence Unit - Why good strategies fail - Lessons for the C-suite*

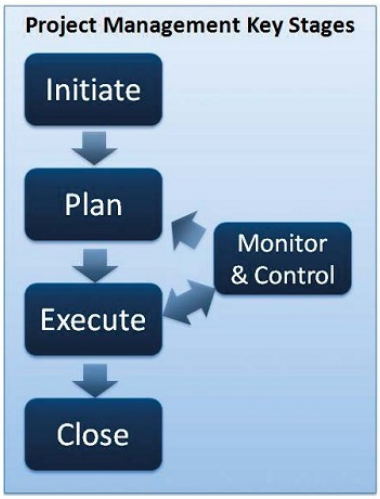
"HARD SKILLS" – FUNCTIONAL PROJECT MANAGEMENT COMPETENCIES

Let's start with understanding what is project management?

For a formal definition of project management, *Project Management* Institute (PMI) defines it as:

"Project management is the application of knowledge, skills,

tools, and techniques to project activities to meet the project requirements."



The key stages of the project management processes include Initiate, Plan, Execute, Monitor & Control and Closing. At each stage effective project managers understand how, when, and why to deploy project management disciplines. Examples of knowledge and skills include developing project charters, planning, scheduling, vendor management, risk assessment, budgeting, change management, and project control.

Project managers create structure from chaos by **using specific tools** such as charters, risk assessments, Gantt charts, decision matrices, and many other tools throughout the project.

A typical project management training programme would cover the following topics which will develop skillsets to execute the project across key stages of the project management processes (Initiate, Plan, Execute, Monitor & Control and Closing).

a. Defining the core concepts of project management
b. Identifying and managing key stakeholders affected by a project
c. Developing a project management plan
d. Creating baselines for project management, and monitoring progress
e. Breaking down the work involved to accomplish the goals of a project
f. Realistically estimating the time and cost to complete a project
g. Developing a project schedule
h. Planning for quality of the project
i. Planning corrective or proactive actions when a process is not within control
j. Considering and using appropriate communications to stakeholders
k. Using techniques to identify and plan for risks
l. Planning and conducting the procurement process
m. Closing projects and ensuring that lessons learned are documented
n. Using computer software to track projects and generate reports
o. Generating visual tools and charts

To achieve the desired outcomes, Project Leaders spend a lot of time organising and facilitating meetings to ensure alignment and understanding the project objectives. As a result, **skills to facilitate effective meetings** is critical and will include competencies to achieve the following key activities or outcomes:

- Planning and preparation for successful meetings
- Structuring the meeting
- Gaining consensus and clear outcomes
- Understanding your communication style and its impact on others
- Breaking the ice and building rapport
- Effective communication skills e.g. active listening, questioning skills and using humour

CONT'D

- Managing dominant or challenging participants

"SOFT SKILLS" – CHANGE MANAGEMENT AND LEADERSHIP SKILLS

Whilst project management skills equip managers with skillsets to manage timelines and the rational aspects of the change implementation, it is change management and leadership skills which enables Project Leaders to address the emotional aspects of the change implement and ultimately the success of the change implementation.

As presented above, "soft skills" such as such as communication skills, team-building skills, problem-solving skills, delegation skills and empathy are critical skills that often determine project success. Lack of change management skills in particular has been cited as one of the reasons for unsuccessful change.

To more easily appreciate and address the change from a human perspective, we want to clearly differentiate between the terms "change" and "transformation". Change is what happens outside of ourselves as individuals and what is required of us to adapt in order to survive. What happens within us as individuals is called transformation. Human reactions that occur as a result of external changes are called transformation – feelings, resistance, attitudes, etc.

Many of the failed organisational transitions have failed because people at the company have not accepted and supported the terms. Nor were they allowed to participate in the changes. Effective Project Leaders are able to address the emotional journey experienced by the affected stakeholders to effect the desired change. The human aspects of leadership therefore become an important means of control. There are three key stages in this change journey. At each stage, we highlight the key abilities of an effective Project Leader to effect successful change.

I. **AWARENESS** – the rational and the case for the change needs to be clearly communicated and well understood by the stakeholders. Leadership is about visionary efforts, creating and defining directions for a future. This means coordinating employees to achieve a common goal, motivate and inspire by trying to initiate commitment, acceptance and understanding. One common recurring mistake that leaders often make in the change processes is that they believe the rest of the organisation's members are on the same level of comprehension and acceptance as themselves. This contributes to easily losing focus, providing less information and an inability to guide the change processes to the finish.

   The main duties of the Project Leader at this stage of the change process are to define the goals and objectives and to give purpose by answering the question why. Leadership also involves creating and providing the requisites by acting as role model and mentor and adding trust, belief and energy. Leadership is about seeing, understanding and being available to the people being led. Effective Project Leaders are able to execute both the rational and emotional approaches to create awareness and understanding of the change.

II. **BUY-IN** – stakeholders must be engaged and involved throughout the process so that they understand how the change impacts themselves as well as others; they can understand the intended benefits and therefore "buy-in" to the change. During this stage, the Project Leader's task is to instil hope, create participation, support and trust. To do so takes courage, tolerance and self-motivation.

   A key question that surfaces in the face of every change is how individuals react and respond to the change and how we can develop within ourselves and adapt to behaving differently. Some may see opportunities and the positive side immediately, others need time to find themselves in the new and are more hesitant, while some perhaps can only see the negative and oppose the change. How we react is often linked to our identity and previous experience of changes.

   Some critical skills during this phase include the following:

   - **Ability to dialogue and create mutual understanding** – As a leader you must create mutual understanding in the ongoing change process. You do so through dialogue. It is important to note the difference between dialogue and discussion. During

a dialogue we are open and neutral to what is being said and we listen and express ourselves without fear. Dialoguing creates new knowledge and is part of the learning process which can help the team implement and go through the change quicker.

- **Active listening skills** – the ability to demonstrate that you are willing to understand and welcome considerations and emotions. Throughout the entire change process everyone will have a greater need to talk and vent issues, emotions, frustrations, dreams, possibilities, ambiguities, rumours, etc. The overall objective is to keep everyone informed, even if the specific goal of each meeting varies as you progress through the various phases of the change process.
- **Communications & engagement planning skills** - How you present your message, what you say and how you discuss things with your employees will be decisive. Demands for more information and communication will also increase in conjunction with the change. Stakeholders will want to be involved and influence their situation. As a Project Leader you are in charge of making sure communication functions satisfactorily throughout the entire change process.

As part of the communications & engagement planning, determine to what degree you want various stakeholders to participate and be involved in the change. If you feel the change will demand a high degree of individual ability to set goals and direction as well as learning, then it is best to choose a form of communication that involves a high degree of involvement. The diagram below can help you decide.

- **Ability to hold tough conversations** – the ability to convey the messages empathetically; in most difficult conversations, it is not the words that matter but the emotions you convey
- **Ability to handle conflict** – as a leader, you may be forced to make choices which could give rise to various dilemmas which are accentuated during major change. The ability to be focussed on the core objective and look beyond individual special interests will be important to ride the wave of change.
- **Understand the root cause of resistance.** By discovering and examining the roots of the resistance with employees, you can find a way to meet and deal with them. This is by no means an easy task. It takes time and you need to be prepared for many

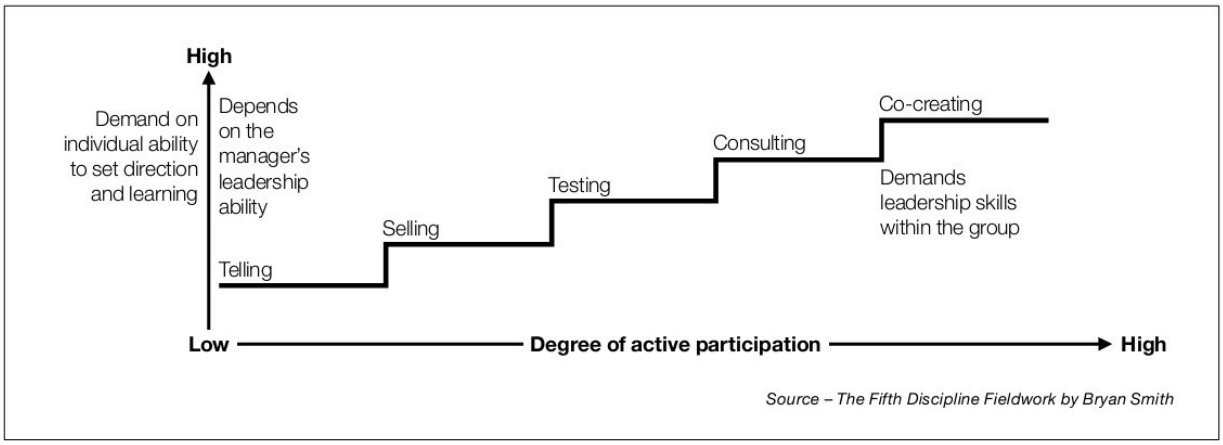


Figure 2: Tell-Sell-est-Consult-Co-create Model

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discussions. Resistance is usually not a pleasant experience. It feels like everyone is angry with you and views you as the culprit. This condition is normally temporary. Denying resistance only makes it stronger and prolongs it. Include the resistance instead. Take a close look at it by listening and having an exploratory discussion.

III. OWNERSHIP – the desired state of successful change is when stakeholders become advocates of the change and help the organisation achieve the desired outcomes. To achieve a level whereby employees are aligned to the objectives of the change, an environment of mutual understanding and trust must exist. The critical capabilities includes the following:

- **Ability to build trust and minimise mistrust** – to instil trust managers must be credible roles models and word and actions must concur. Communicating in a genuine and authentic manner is critical in building trust throughout the change implementation process. Building trust and confidence is also about demonstrating empathy by respecting the well-being of others.
- **Inhibit climate that support rumours.** Insufficient and distorted information obstructs good change efforts. Rumours spread quickly during the change process. Rumours exist to a greater or lesser extent in most organisations and it is difficult to say exactly where they begin and where they end. The spread of rumours can be kept at a minimum in an organisation where internal information works and where openness and participation exist. True and direct information is an element of good change efforts. One way of connecting with emotions and rumours in conjunction with change is to open change meetings with "Diagnostic questions". This will help you listen more actively.

A really good climate for effective and credible communication can best be created when everyone in a leadership position conducts themselves in an open and honest manner over an extended period of time. Openness and honesty is particularly important during the change process. Openness and honesty are also essential to maintain credibility and instil trust in the new situation. You can prevent rumours, concerns, misunderstandings and even mistakes by establishing an open and steady flow of communication. Many managers often avoid presenting uncomfortable messages. Studies indicate that if the managers do not invest time in their employees early on, they will end up spending more time sorting out all the problems that arise due to misunderstandings and rumours.

- **Communicate on a timely basis.** Arrange meetings as soon as you have new or complementary information to share. It is better to spread too much information than vice versa. Also remember to give feedback on how the change efforts are progressing.
- **Ability to express your emotions sincerely.** Do not shut out your employees from how you feel. They want to know your reactions. You will gain more recognition and understanding. This also helps establish a more open communication in which your employees feel comfortable expressing their feelings. If it is appropriate, talk about how the change will affect you personally.

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PRINTING INDUSTRY SERVICES TRENDS IN 2016

Only a month into 2016, businesses are planning for the rest of the year, and the print services industry is ready for another banner year. According to **Printing Impressions, print industry year over year growth is supposed to double from 2015.**

Here are some of the top trends that the print industry is embracing over the next weeks and months.

ON DEMAND

Businesses have a constant need for print documents. But with so many companies existing digitally, or embracing new organizational strategies, the share of businesses with their own fleet of printers is declining. But because of this, it's essential that those organizations partner with a managed print service that can distribute those print products on demand.

With so many businesses looking to managed print services to handle their print product needs, it's increasingly important that those managed services are ready to print at a moment's notice. Smaller companies that don't have or can't afford the infrastructure to print themselves need a managed print service – one that can give them the products they need at the drop of a hat.

SUSTAINABILITY

As companies look to become more green in the new year, either because of fiscal or regulatory reasons, they're going to want to use print products differently to reduce the amount of waste they create. The print services industry should be able to leverage this by using better equipment and management principles in order to eliminate excess waste and reduce its carbon footprint.

Sustainability is a big consideration for companies, and the print services industry should do what it can to decrease its impact on the planet and its resources. With some clever planning, best manufacturing practices, and advanced printing technology, print service businesses can save money and the planet, and attract business with their forward-thinking plans.

PERSONALIZATION

Everyone likes when they feel like they're being catered to. Personalization is one of the best ways to give customers an experience tailored for them. Companies that offer personalized print products, either for businesses or individuals, will find that they're more ready to serve the ever-changing needs of their customers.

Personalized print products aren't just liked, they're useful business tools as well. When companies personalize their forms and print products with their logos, it improves company loyalty, enhances brand recognition and ties the paperwork to the business.

MULTICHANNEL

In a world where everything has gone digital, the print services industry has been swept up in this trend as well. The hype around multichannel marketing strategies might have its focus set on mobile and social marketing, but that doesn't mean print isn't viable anymore. Far from it.

Any good multichannel marketing strategy would do well to focus on print. The decreasing cost of designing and printing beautiful, high-quality print documents means that companies can easily design a successful multichannel campaign without breaking the bank.

2016 is set to be a big year for the print services industry. The exciting possibilities of print services in the future are endless, and companies should take advantage of the industry however they can.

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PACKAGING AND VALUE-ADDING DIGITAL TO BOOST GROWTH IN GLOBAL PRINT MARKET

The latest flagship report from Smithers Pira projects a positive outlook for the print and printed packaging markets to 2020.

The report ***The Future of Global Printing to 2020*** examines the world markets for the latest trends, together with the key supplier sectors and profiles of the largest print and packaging groups globally. It shows that Global printing output was projected to reach $870 billion in 2015. In constant value terms the global market is up from the 2010 value of $806 billion to $824 billion, but the total print volume has fallen, from the equivalent of 50.5 trillion A4 prints in 2010 down to 49.0 trillion A4 prints in 2020. Overall, Smithers Pira forecasts annual growth of 2% per year to 2020.

"Going forward the overall printing volume will continue to fall, but in constant value terms there is growth. This is through continuing product mix changes with a greater share of higher value products, particularly packaging, and the prospects vary significantly by geography," said Dr Sean Smyth, co-author of the report.

"The report identifies the winners and losers. There are rising requirements for higher value digital production – to print low runs and to add engagement to the printed item – and for packaging where the physical needs and heavier substrates are higher in price."

Packaging and labels are growing consistently, while publication print volumes and value are declining significantly. In publication and commercial graphics, electronic media is steadily replacing printed products. Print manufacturers are also more efficient, using better workflow and automation to minimize make-ready and lower waste, reducing demand for paper and inks.

There are similar efficiencies in packaging, but digital enjoys very low share (except for labels) and overall demand is growing. As digital systems develop there will be supply chain efficiencies reducing waste and unused packaging in those sectors. Digital print, chiefly used in the commercial print sector and labels, is faring rather better than the long-established analogue alternatives and is forecast to increase in market share by 2020 as new applications, particularly in packaging, grow. It is the higher value that is attractive to print service providers and to equipment and consumable manufacturers.

There are declines in North America, Western Europe and Australasia, while Latin America, the Middle East, Eastern Europe and Africa all see growth. Asia is the biggest print region, growing in volume and value. China continues to grow and has overtaken the volume in the US during 2015 to become the biggest print market, although the value of the output is significantly lower reflecting the different product mix and lower pricing.

Analogue machinery is expected to fall while the value of digital equipment more than doubles in real terms. Printing inks and coating use broadly follows print volumes, although there are market mix changes with increasing use of colour, more radiation curing and greater use of varnishes and coatings pushing growth. It is, however, the much higher valued digital grades that are showing growth.

The Future of Global Printing to 2020 examines the changing nature of global print and the varying prospects for the different product sectors, print processes and regional markets over the next five years, with comprehensive market data and industry analysis based on new primary research.

PROCUREMENT IS MORE ABOUT SELLING THAN BUYING

Here is the way old school Sales People think about Procurement. 'They are the enemy. They make me jump through endless hoops. If I can just get past them and talk to the real decision makers I will win the business.'

But this is what the more successful Sales People think about Procurement. 'These are the people who can open doors for me. If I earn their trust, give them new ideas and help them sell internally I will win the business.'And this, according to our research, is the view many Procurement people have of vendor Sales People. 'They don't understand enough about their products and competitors. They don't know enough about my business. And they certainly don't give me what I need to sell their solution into my organisation.'

The reality is that Procurement is looking for innovative solutions to achieve efficiency and cost savings but all too often they fail to sell those innovative solutions to the rest of the business and vendors don't give them what they need to support them.

Let me share a couple of examples of how Procurement wanted to innovate but needed an internal Sales Process and maybe support from a professional Sales Person to achieve it.

CONSOLIDATION OF WAREHOUSING

The procurement team of a multinational telecoms company identified a significant opportunity to increase efficiency and save money by shifting to a single supplier for warehousing and logistics across Europe. Each country had it's own arrangements and changing would involve disruption they didn't want. The procurement team had to sell the idea to every stakeholder in every country in order to get the project through.

This meant the Procurement team had to act like Sales Professionals and use tools familiar to anyone using a Sales Process. They had to create a Project Plan (Mutually Agreed Action Plan), identify all the stakeholders (Buying Center), carry out a stakeholder analysis and identify everyone's needs (Customer Needs Analysis) then sum up the solution and it's value (Deal One Pager) and how each stakeholder stood to benefit (Individual Value Propositions).

TECHNOLOGY IMPROVEMENTS IN TINS

A food manufacturer was pleased to be approached by their supplier of tins who wanted to replace their 3 part tin cans with 2 part cans – and save the food manufacturer €110,000 ($125,000) every year. Which sounds like a very easy thing to say yes to. People in supermarkets buy what is in the tin, not the tin.

But Procurement had to sell the idea to the key departments in the business – packaging, production and key account management. And key account management had to sell the idea to the supermarket chains affected by the change to be sure that consumers would not be put off by the new packaging. These examples illustrate why Procurement has as much to do about selling as buying and also open up a whole load of ideas for Sales People to gain their trust.

5 WAYS TO GET PROCUREMENT ON YOUR SIDE

If you stop treating procurement like the enemy and start working with them they will in turn, start to trust you and start working with you to get your solution accepted by the business. Here is what you can do to get started.

1. **Keep procurement up to date**
   Procurement managers want to be seen by the business as advisors and innovators. If you help them keep up with innovations in the market place and what other companies are doing – they can keep their subject matter expertise up to date.

CONT'D

2. **Be responsive**
   Procurement plays a key role in managing the supply chain. They don't want to be perceived by the business as slowing things down. So you need to be responsive, provide clear and reliable information, and mobilize internal resources.

3. **Focus on needs that are not currently being met**
   People generally don't like change so it's often hard for procurement to persuade the business to look at alternative suppliers. You either have to offer a price advantage of 20% or more or focus on innovations where there is no current supplier.

4. **Help procurement sell**
   Once procurement is on your side, give them all the help you can to sell into the business. You can support them with customer-internal versions of Sales Process tools including Buying Center Analysis, Mutually Agreed Action Plan (MAAP) and Deal One Pager. Procurement is also the guardian of the buying process so get your Sales Process in line with theirs and things will go more smoothly.

5. **Give procurement alternatives**
   The business may not like to change but existing suppliers can get complacent, lazy or greedy. If you are a challenger make sure you are always there with a proposal that procurement can put in front of a dissatisfied manager.

   The world of Sales is moving rapidly towards collaboration. It's highly competitive and if you work with Procurement rather than thinking of them as the enemy you will get better results in the long run.

ASK YOURSELF

Do you work with Procurement or try to work round them?
Does your Sales Process help Procurement sell internally?
Do you keep Procurement up-to-date and improve their subject matter expertise?

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ASIAN REGIONS TO DRIVE GROWTH IN GLOBAL PACKAGING

A new report from Smithers Pira, The Future of Global Packaging to 2020, provides an exhaustive overview on the status of the packaging industry in 17 major and 33 smaller markets. This definitive study on the global packaging industry examines current market sizes, market and technology trends and forecast demand over the next five years.

Packaging is an essential everyday item in developed markets and this is increasingly becoming the case in the emerging markets. The market for global packaging amounted to $812 billion in 2014, with an annual growth rate of 4.2% over the period 2010 -14. The industry is forecast to grow at an annual rate of 3.5% over the period 2015–20, and is expected to reach $998 billion at today's prices. This forecast growth is expected to be driven by Asia and stronger growth in regions that have struggled in recent years, particularly Western and Eastern Europe.

Mr. Paul Boyce, co-author of the report said "Following the financial crisis of 2008/09 that caused a significant decline in global sales of packaging, the market has picked up somewhat in recent years, although it does face continued challenges. Continued urbanisation, growth in cost per package, sustainability and the growth in the consumer class in emerging markets are all factors that are forecast to drive value growth going forward."

Asia accounted for the largest share of the packaging market in 2014, followed by North America and Western Europe. Growth in packaging consumption has remained positive and reliably strong for the Asian region and there is still much potential for growth as the consumer class becomes more fully realised and consumption of cosmetics and other fast moving consumer goods – as well as healthcare – grows.

Flexible plastic packaging was the fastest growing market globally in 2014, followed by rigid plastic packaging and board packaging as the third fastest growing sector. Looking ahead, flexible plastic packaging is predicted to continue as the fastest growing packaging category. Sustainability has become an increasingly prominent issue in the packaging industry.

One of the main packaging developments in recent years is the increased incorporation of bio-based PET into brands packaging supply chain. Coca-Cola is one of the most recent brands to release a bio-based PET bottle on the market, named the PlantBottle, which is made from 100% bio-based materials. Sustainability issues have enhanced the focus and presence of lightweighting upon the industry.

It has become a common trend for packaging converters to reduce the weight of their products in order to reduce costs associated with transportation, reduce CO_2 emissions, and to help create a more sustainable supply chain. In the last 20 years, the weight of an average 50cl plastic bottle has come down by around 50%. Lightweighting is also occurring in other markets such as metal, glass, and board.

The Future of Global Packaging to 2020 is a comprehensive insight into the key drivers and trends affecting the global packaging industry. The report examines the specific growth sectors and crucial factors driving change over the next five years.

PACKAGING GROWTH DRIVES UP CONSUMPTION

Another report published by Smithers Pira examines the market for functional and barrier coatings for paper and board packaging, which is expected to reach over $7.1 billion by 2020. According to new report The Future of Functional and Barrier Coatings for Paper and Board Packaging to 2020, sustained growth in demand for paper-based packaging materials is stimulating demand for functional and barrier

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coatings. Total demand is expected to increase from 2.4 million tonnes of material in 2014 to over 3.2 million tonnes by 2020, with the market value growing at 5% annually (in constant 2014 terms) from nearly $5.4 billion to over $7.1 billion over the period.

This will be particularly evident in the emerging markets of Africa, Asia and South/Central America, with the unrest in the Middle East casting a cloud over otherwise good growth in this region as well. Demand in North America will lose some market share to these regions, especially Asia, while Europe should maintain its position in the market over the review period.

Stephen Harrod, author of the report said "At a macro-economic level, urbanisation, population growth, ageing populations and the growth of the emerging economies are all exerting varying degrees of stimulus on the demand for coatings. Changes in retail infrastructure in the emerging regions are opening up new opportunities for packaging generally and consequently for the coating industry." In total, over 30% of all paper-based packaging carries some form of functional or barrier coating, ranging from 100% of liquid packaging board to just 7% of corrugated materials. This rises to more than 45% of food packaging, with a third of beverage packs and a fifth of non-food materials carrying these coatings.

The $5 billion functional and barrier coating industry is turning green, with the need for recyclability being driven at all levels, from legislative and regulatory requirements through to consumer perceptions and pressure groups, and key technological breakthroughs are making their presence felt. In addition, consumer trends such as increasing demand for smaller pack sizes provides a stimulus for the coatings market, as more and smaller packs present a greater surface area for coating than the fewer and larger packs they replace.

PACKAGING PRINTING MARKET WORTH $587.19 BILLION BY 2020

The report "Packaging Printing Market by Ink Type (Water Based & UV Curable), Printing Technology (Flexography, Rotogravure, Offset, Digital), Material (Paper & Paperboard, Flexible & Rigid Plastic, Glass & Metal), Application (Food & Beverages, Cosmetics & Toiletries, and Healthcare) - Trends & Forecast to 2020" published by MarketsandMarkets, . The global market for Packaging Printing is projected to grow at a CAGR of 6.26% from 2015 to 2020, to reach $587.19 Billion by 2020.

The market report defines and segments the global Packaging Printing Market with analysis and forecasting of the global revenues for packaging printing. It also identifies the driving and restraining factors of the market with analysis of trends, opportunities, and challenges. The market is segmented and revenues are forecasted on the basis of major regions, such as North America, Europe, Asia-Pacific, and the Rest of the World (RoW). The key countries are covered and their market sizes have been forecasted for each region. Further, the market is segmented and revenues are forecasted on the basis of application.

The packaging printing industry has a positive outlook due to high growth in the packaging industries. Rising per capita income and rising demand for innovative printing are accelerating the demand for packaging printing. Consumer preferences in emerging economies such as China, India, Brazil, and South Africa are gradually shifting from traditional packaging to new innovative packaging printing.

The market for packaging printing is observed to be matured in developing economies such as Europe and North America. The reason behind this is the high disposable income. The Asia-Pacific region formed the largest market for packaging printing, in terms of volume, having accounted for 2978.65 Billion A4 sheets in 2014. North America accounted for the second-largest market, with a share of 29 in 2014. The global market for packaging printing is projected to grow at a CAGR of 6.26% from 2015 to 2020, to reach $587.19 Billion by 2020.

The development of economies plays an essential role in increasing the demand for packaging printing in the global market. The key parameters that determine the growth of packaging printing in developing economies are increase in consumption and demand for convenient packaging. The growing GDP (PPP) in emerging markets such as China, India, and Brazil is estimated to drive the demand for packaging printing.

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THE PROGRAMME FOR THE ENDORSEMENT OF FOREST CERTIFICATION END-YEAR ROUND-UP

The month of December saw the participation of PEFC at the COP21 climate talks in Paris followed by the annual PEFC Forest Certification Week 2015 in Montreux, Switzerland.

This event was marked by the farewell speech of PEFC International Chair, William 'Bill' Street, who first joined the PEFC Board in 2007. During his tenure, PEFC has grown from 30 member countries to 42, including China, Japan and Indonesia. As a life-long trade union member, the social implications of sustainable forest management have always been at the forefront of his work, from requiring fundamental ILO core labour standards for forest workers to ensuring the world's small and family forests can achieve certification.

• *Mr. Ben Gunneberg, CEO of PEFC addressing the delegates.*

Mr. Street said "While PEFC has experienced significant growth over the past years and extended its reach specifically in Asia, what has not changed are our core values and commitment to a world where people manage forests sustainably. We have always recognized that the well-being and success of family forest owners and other forest dependent populations is a prerequisite for sustainable forest management. I am pleased that more international institutions and organization are increasingly aware that social degradation is the root cause of environmental degradation

"SUSTAINABLE LANDSCAPES FOR SUSTAINABLE LIVELIHOODS"

Opening the General Assembly in Montreux, Ben Gunneberg, CEO of PEFC International said, "As a grassroots organization, we have an extremely important role to play in achieving the Sustainable Development Goals (SDGs), as we can deliver them on the ground. We can, through our work in the forest and with forest-dependent people and communities, directly contribute to 14 out of the 17 goals. We are committed to making the largest possible contribution to realizing these important goals. The 17 Sustainable goals are an intergovernmental set of aspirational goals with 169 targets, with the objective to end poverty, fight inequality and injustice "

They are part of the 2030 Agenda for Sustainable Development and were adopted by world leaders at the United Nations Sustainable Development Summit on 25 September 2015. "As 80% of the world's poorest live in and around forests, we have

CONT'D

a role to play to enable these communities to have sustainable livelihoods and pull them out of poverty in a way that no one has been able to do before. Our work must go beyond forest management. We must put stronger emphasis on non-wood products, on trees outside forests, on a landscape approach. We need sustainable landscapes for sustainable livelihoods. 100 million people are still without homes, 1 billion people are living in slums – the world needs more homes - referencing goal SDG 11. If you build a standard house from wood, it has 50% less greenhouse gas emissions throughout its lifetime than a house built from concrete. So what should be we build these new homes from? Concrete or wood?" he asked.

Representatives from China, Vietnam, South Korea, Philippines, Nepal, Thailand and India, among many others, all spoke during 2015 PEFC Week about the strength, commitment and dedication of PEFC to sustainable forest management and responsible supply chains that consider and address economic, social and environmental values.

CHINA RECOGNISED FOR THE GREATEST INCREASE IN FOREST CERTIFICATION

During the week China was recognized for the greatest increase in forest certification by PEFC with an increase of more than 5.5 million hectares of PEFC-certified forest area over the past year. The China Forest Certification Council (CFCC) achieved PEFC endorsement in 2014, and the rapid growth in PEFC-certified forest area in the country underline China's ambition as a regional leader in sustainable forest management certification. Other PEFC members recognized for the greatest growth in certified forest area were PEFC Sweden and PEFC Canada, each increasing their area of certified forest by more than 1.3 million hectares.

PEFC International Chairman Mr William 'Bill' Street presents Award - for fastest increasing forest certification - to Mr. Wang Wei, Chair of China Forest Certification Council (CFCC).

Ben Gunneberg said following the certificate award ceremony. "Especially in light of the negotiations at the Climate Conference in Paris, we cannot stress enough the multiple benefits that sustainable forest management provide, not only in terms of mitigating climate change, but also in terms of alleviating poverty, safeguarding biodiversity, and all the other services that we benefit from. It is also extremely heartening to see China as a new member, being joined by our long-term members, PEFC Canada and PEFC Sweden, to achieve such remarkable growth in PEFC-certified forest area – their hard work and dedication is what makes us the world's leading forest certification system"

PEFC Spain received the award for the highest increase in number of PEFC Chain of Custody certified companies with 150 new certificates awarded to Spanish companies in the last year. Spain was followed by PEFC Sweden and the Malaysian Timber Certification Council (MTCC).

PEFC ACHIEVEMENTS THROUGHOUT 2015

During the Montreux meeting, attended by 130 delegates from 41 countries, PEFC presented some of its many achievements throughout 2015. These were global, covering all continents and too many to describe in detail, but to summarise those directly and indirectly relevant to Asia:-

- **In September PEFC announced India had become the latest country to join the PEFC alliance, as the Network for Certification and Conservation of Forests (NCCF) became the National member. Stakeholders in the country are now actively working on the development of an Indian forest certification system. This was seen as a milestone of PEFC's 40th member. "As we welcome India to the PEFC alliance, we can take this time to celebrate reaching the important milestone of 40 PEFC national members," said Ben Gunneberg, CEO of PEFC International, at the time.**
- **PEFC-certified wood took centre stage at the World Expo 2015 in Milan, as larch, spruce and fir all played their part in forming the basis of many of the Expo pavilions. Several countries, including Austria,**

Belgium, China, France and Thailand, as well as companies such as Slow Foods and Lindt, chose PEFC-certified wood for their walls, roofs, railings and entire structures.

- As 5.3 million hectares of forest in China came under PEFC certification, the country also celebrated the CFCC and PEFC logos together on a product for the first time in China, with the launch of Asia Symbol's "Paper One" copy paper.
- Japan took the next step towards endorsement, as the Sustainable Green Ecosystem Council (SGEC) submitted the Japanese Forest Certification System to PEFC. The Japanese system is expected to be endorsed in 2016.
- In Malaysia, MTCC celebrated 14 years of safeguarding and promoting tropical timber certification in partnership with its diverse local stakeholders. To celebrate, MTCC hosted a special Stakeholder Dialogue and Appreciation Dinner.
- Indonesia welcomed the first PEFC-certified forest area as two major pulp and paper companies in the country — APRIL and APP — achieved IFCC sustainable forest management certification.
- The New Zealand Forest Certification Association achieved endorsement of its national forest certification system.
- In the USA the Sustainable Forestry Initiative (SFI) is an independent, non-profit organization dedicated to promoting sustainable forest management and, with its partners across North America, set a new GUINNESS WORLD RECORDS title by planting 202,935 trees in one hour. In celebration of SFI's 20th anniversary, the PEFC International Board of Directors travelled to the U.S. to hold their Board meeting in conjunction with the SFI Annual Conference.

PMAS Hon. Treasurer and PEFC Board Member Ms. Genevieve Chua attended the PEFC General Assembly in Montreux

Ten non-member countries were present to observe the Montreux proceedings, including Thailand and Vietnam which are both now working towards developing their own national forest certification schemes. **To keep in touch with PEFC's activities in 2016 see www.pefc.org**

"THE 2016 PEFC FOREST CERTIFICATION WEEK IS SCHEDULED TO TAKE PLACE IN BALI, INDONESIA, FROM 14-18 DECEMBER 2016".

MCI RESTRUCTURES IDA AND MDA TO SEIZE NEW OPPORTUNITIES - FORMATION OF THE NEW INFOCOMM MEDIA DEVELOPMENT (IMDA) AUTHORITY AND THE GOVERNMENT TECHNOLOGY ORGANISATION

The Ministry of Communications and Information (MCI) will restructure the Info-communications Development Authority of Singapore (IDA) and the Media Development Authority of Singapore (MDA) to form the Info-communications Media Development Authority of Singapore (IMDA) and the Government Technology Organisation (GTO).

The restructuring follows the launch, in August 2015, of the Infocomm Media 2025 plan, the first integrated industry development plan for the info-communications and media sectors. It also recognizes the importance of the Digital Economy in transforming many sectors in the economy, as well as the need to support the transformation of government service delivery through even more intensive use of IT.

ROLE OF THE NEW IMDA

The new IMDA will develop and regulate the converging infocomm and media sectors in a holistic way. It will implement the Infocomm Media 2025 plan, to create a dynamic and exciting sector, filled with opportunities for growth, through an emphasis on talent, research, innovation and enterprise. The new IMDA will also deepen regulatory capabilities for a converged infocomm media sector, safeguarding the interests of consumers and fostering pro-enterprise regulations.

With more pervasive use of data, the Government will continue to promote and regulate data protection in Singapore through the Personal Data Protection Commission, which will be part of the new IMDA. This will ensure that public confidence in the private sector's use of personal data is safeguarded, even as companies increasingly leverage the data they collect as a source of competitive advantage.

ROLE OF THE NEW GTO

The new GTO will lead digital transformation efforts in the public sector. It will focus on providing a citizen-centric user experience and encourage the participation of citizens in the co-creation of public digital services. While anticipating and meeting citizens' expectations for digital service delivery, the GTO will continue its efforts in ensuring the resiliency and cybersecurity needs of our government infrastructure.

As the nexus of technology and engineering capability within government, the GTO will be well-placed to help government agencies capitalise on the speed of innovation and new technology trends such as robotics, artificial intelligence, Internet of Things, and Big Data. The new organisation will also play a vital role in supporting Singapore's Smart Nation vision, especially in delivering the Smart Nation Platform and Smart Nation applications. The GTO will also focus on developing new technology capabilities as well as attracting and nurturing ICT engineering talent that will provide a strong foundation for Singapore's Smart Nation ambitions.

BOTH ORGANISATIONS TO BE FORMED IN THE SECOND HALF OF 2016

IMDA and GTO will be established in the second half of 2016. In anticipation of the formal establishment of the two agencies, IDA and MDA will be administratively re-organised from 1 April 2016. MDA Chief Executive Officer Gabriel Lim will head the new IMDA and IDA Managing Director Jacqueline Poh will head the new GTO.

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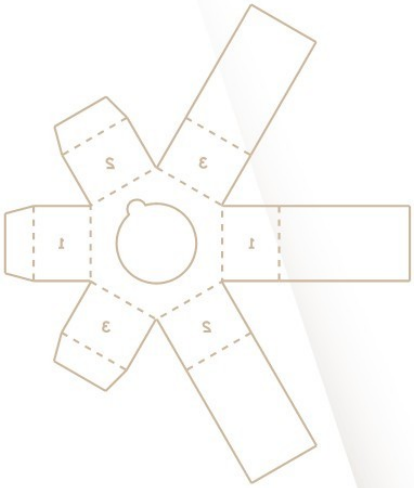

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