



# Reorganizing the printing network: change is possible

**Thomas Drensek**  
Axel Springer Print Management GmbH, Germany

## At the Axel Springer company ...



### Thomas Drensek ...

... acts both as:

- General Manager Axel Springer Print Management GmbH
- Head of Axel Springer corporate group project Customer Retention Axel Springer SE

# Agenda

*The Axel Springer Company*

*Newspaper Market: Challenges & Chances*

# Axel Springer SE

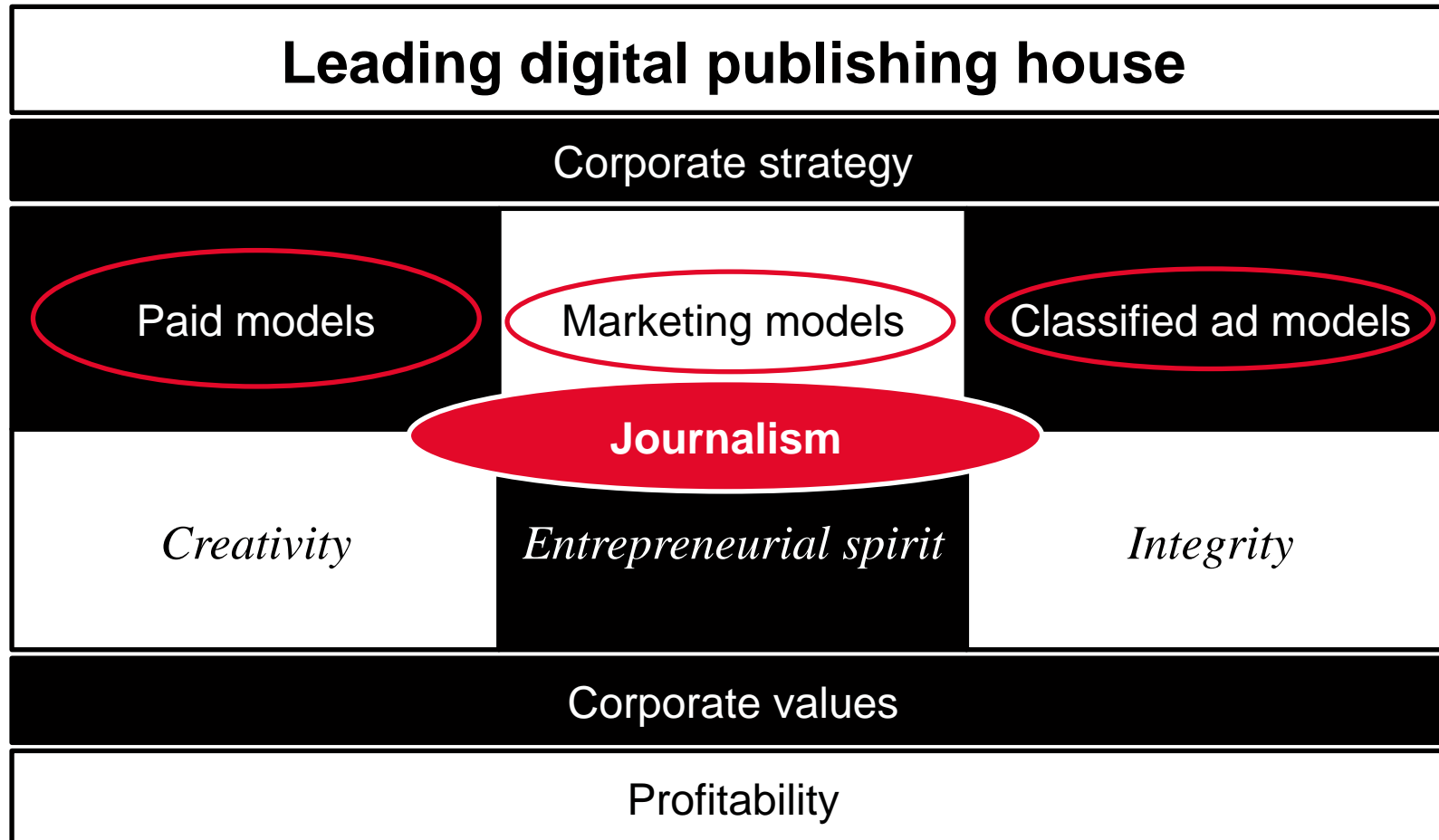
Founded in 1946 by the publisher of the same name

- Today one of Europe's **leading media companies**
- **Multimedia portfolio:** brand family BILD and WELT Group
- **Staff:** 15,023 employees
- **Turnover 2015:** Euro 3,295 Mio
- **Internationally active** in 44 countries

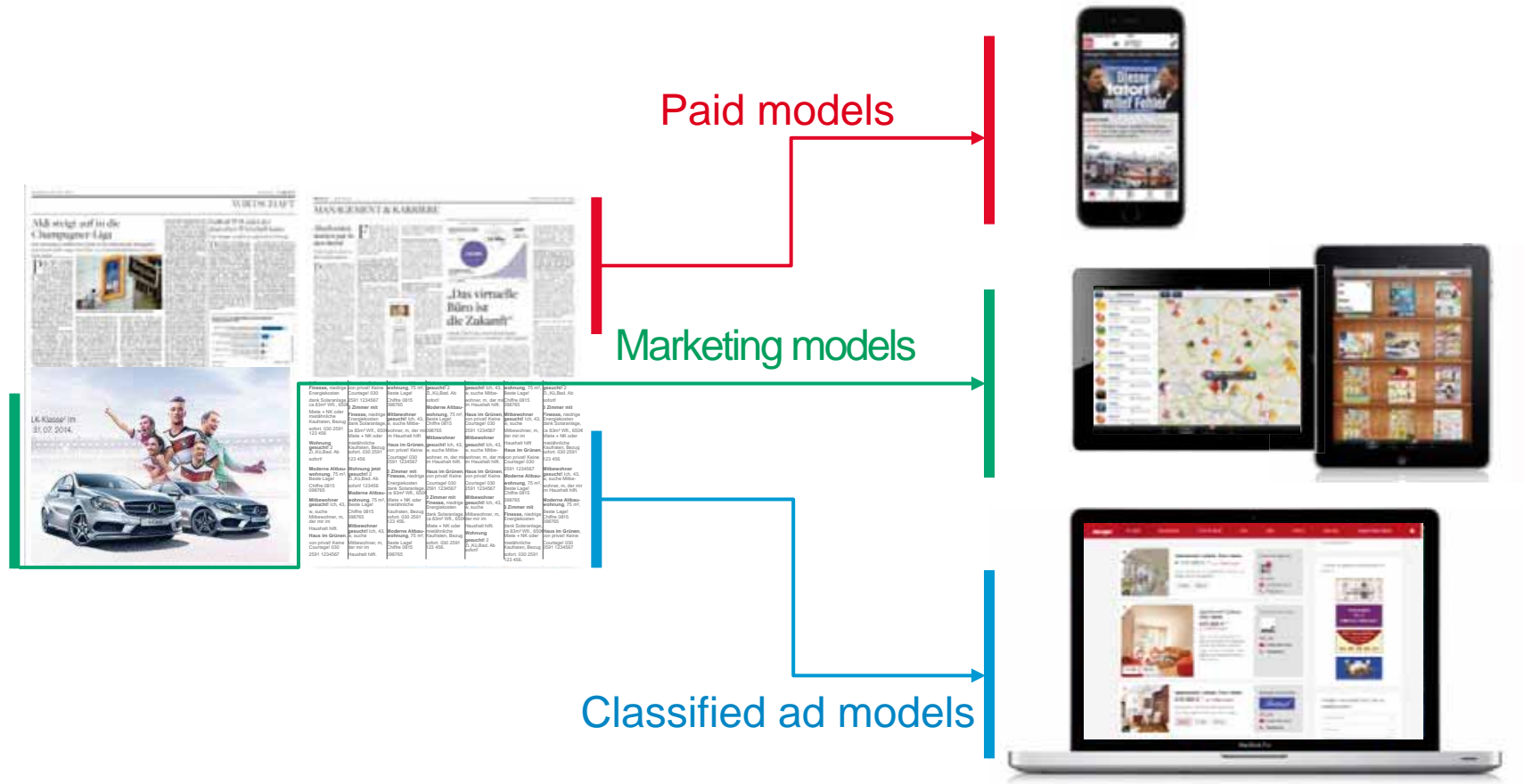
*The core competency of Axel Springer:*

*Excellent Journalism – current, informative and entertaining.*

# Axel Springer SE: Our Strategy



# Digital strategy follows publishing competence



# Agenda

*The Axel Springer Company*

***Newspaper Market: Challenges & Chances***





# yesterday

Newspaper at the center of everyday life



# Yesterday: Mass products for the market

## Example: BILD

- Easy production structures
- Limited up-to-dateness when on holiday → B-day





today

Newspaper gets less important

# Today: Localisation and increased up-to-dateness

## Example: BILD



### National

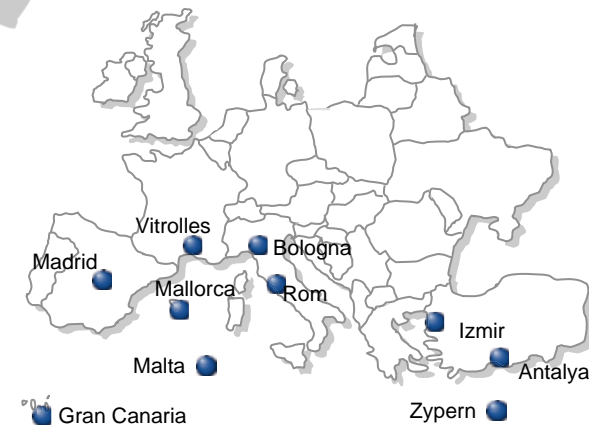
37 partial editions

12 printing locations

### International

11 partial editions

10 printing locations



# 2015, many small companies being part of the Mother Company

**immonet.de**  
Wir sind Immobilien

**N24**

StepStone

**idealo.de**

**axel springer**

**eMarketer**



Essen-Kettwig



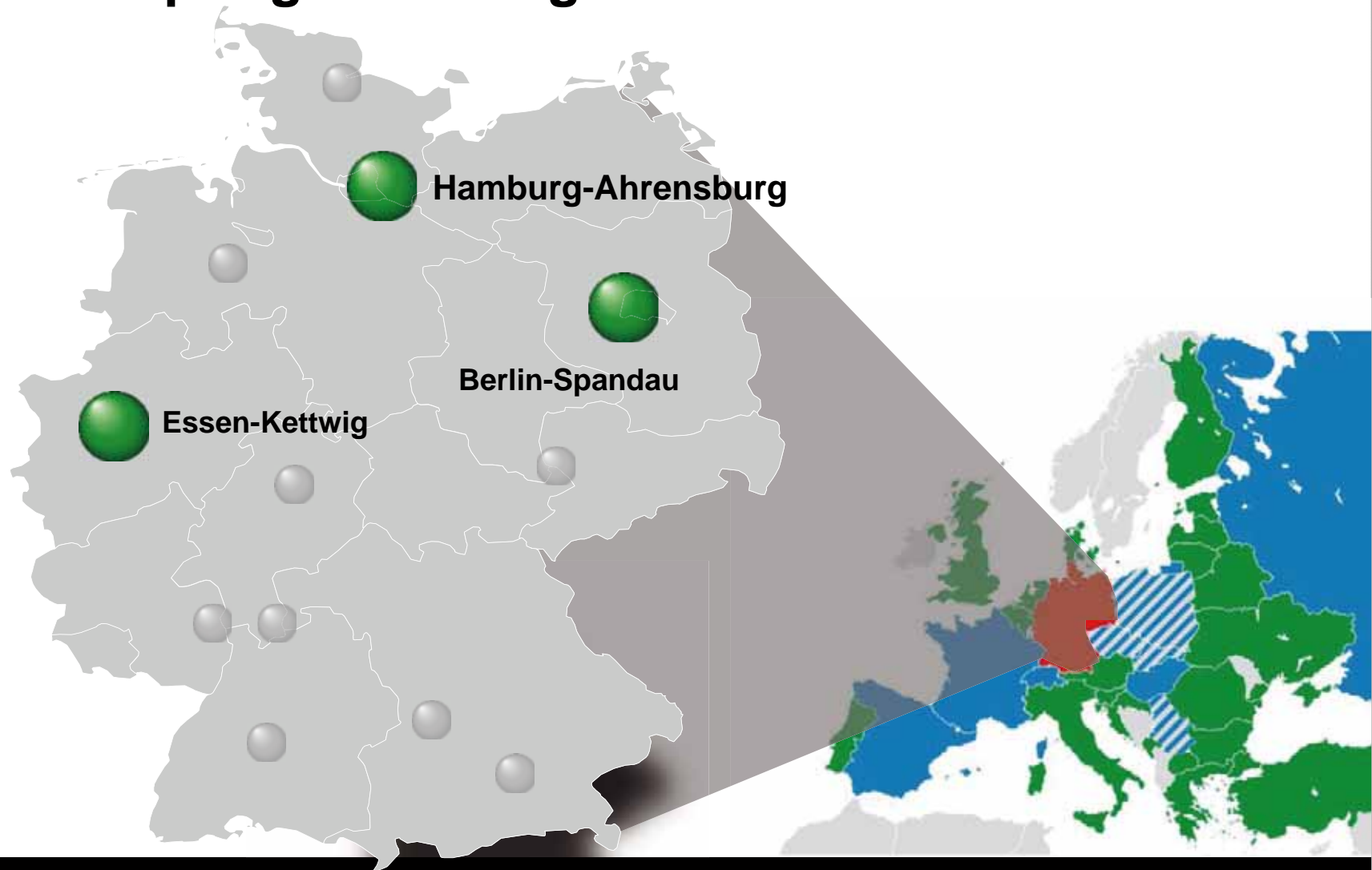
Ahrensburg



Berlin-Spandau



# Axel Springer Printing Plants



# Axel Springer Printing Plants

Key figures (2015)

Paper consumption	123,000 tons
Printing plates	2.65 Mio plates
Ink consumption	2,100 tons (all locations)
Type of printing presses	MANROLAND <b>Colorman</b>
Hamburg	6 printing presses, 18 towers
Berlin	8 printing presses, 24 towers
Essen	6 printing presses, 16 towers





# The advantages of the new Organization



## More Flexibility in the Structure

- **Breaking** through static group structures
- **Enabling** uncomplicated action
- **Swift** reaction to market changes
- Using **synergies** across printing plants
- Proactive **involvement** in cultural changes



# But how can we control market challenges?

## - Reducing costs

- **Productivity increase through automation** (automatic colour control system)
- **Synergies** through close cooperation across printing plants
- Increase of **external service providers**
- Better use of **capacities** in printing plants
- **Outsourcing** & lean operations

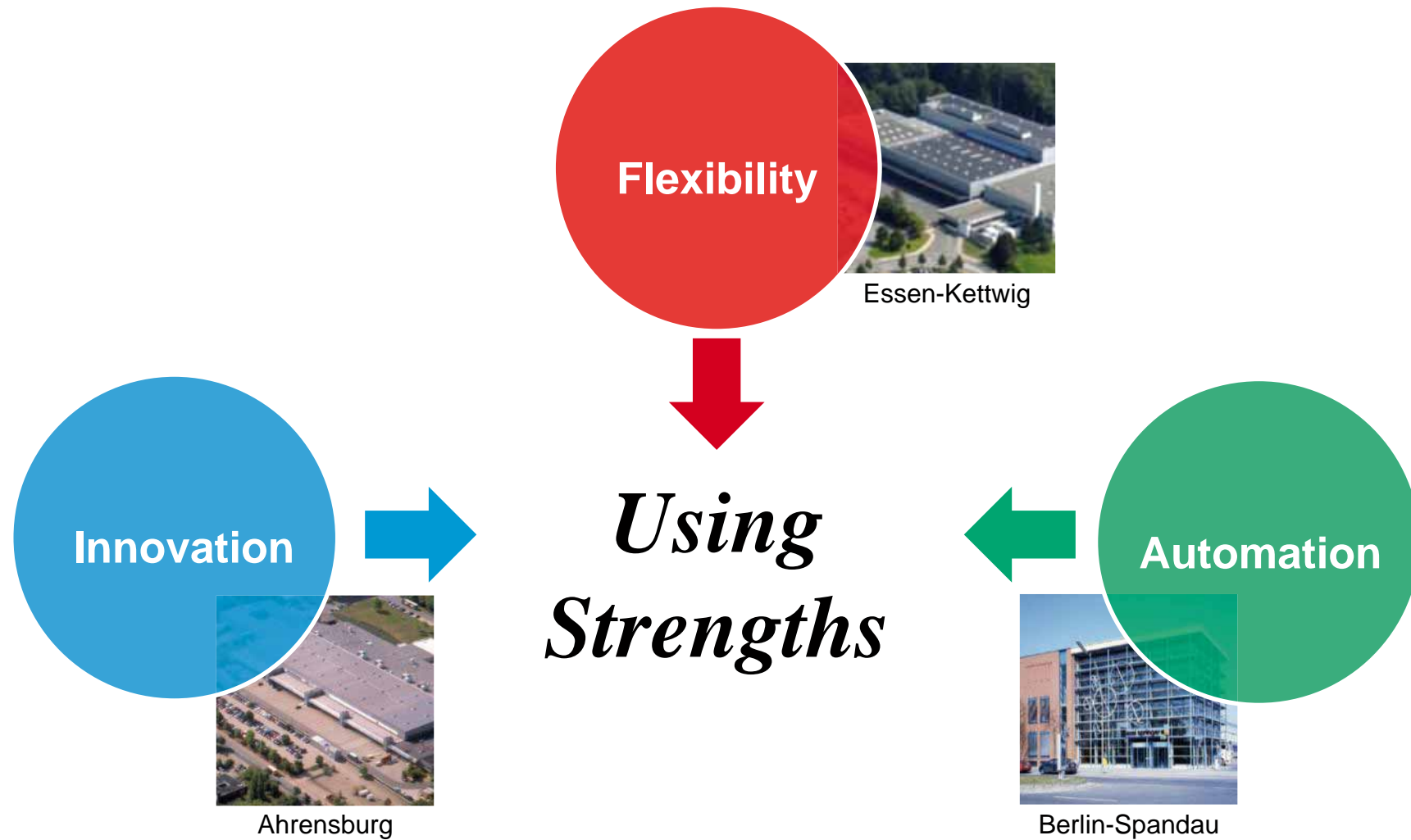
## + Increasing income

- ✓ Print of **semi commercials**
- ✓ Print of **added values**
- ✓ Print of **advertising leaflets**
- ✓ **Individualisation** with Inkjet
- ✓ New **business models**



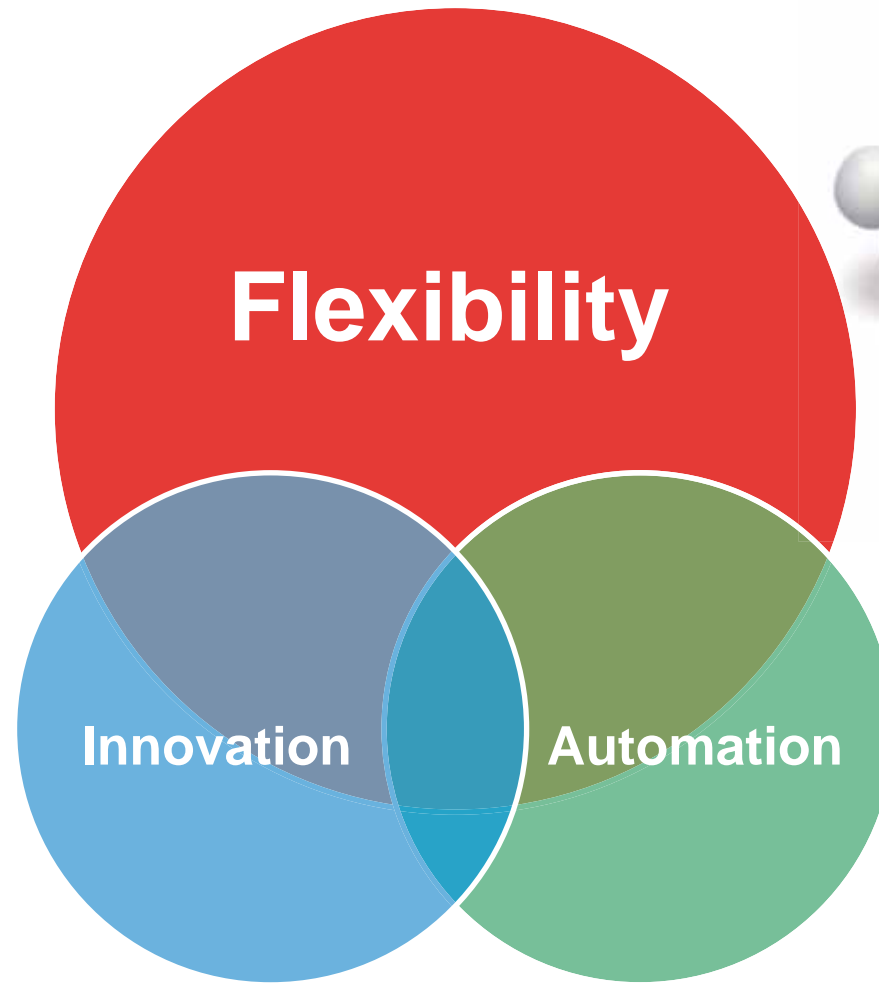
*Supporting  
digital  
transformation*

# Joining different core competences



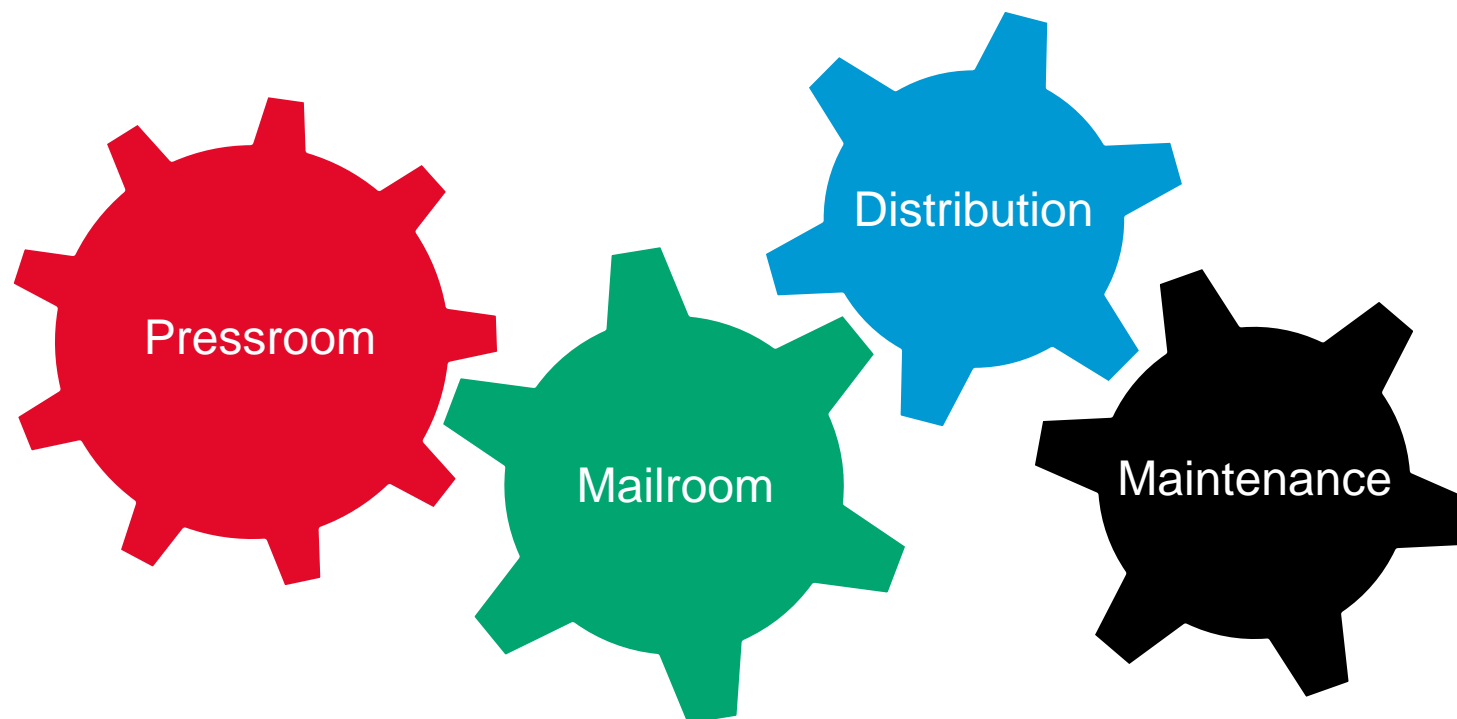
# Chances: how do we react!

Core competences of new Axel Springer printing company



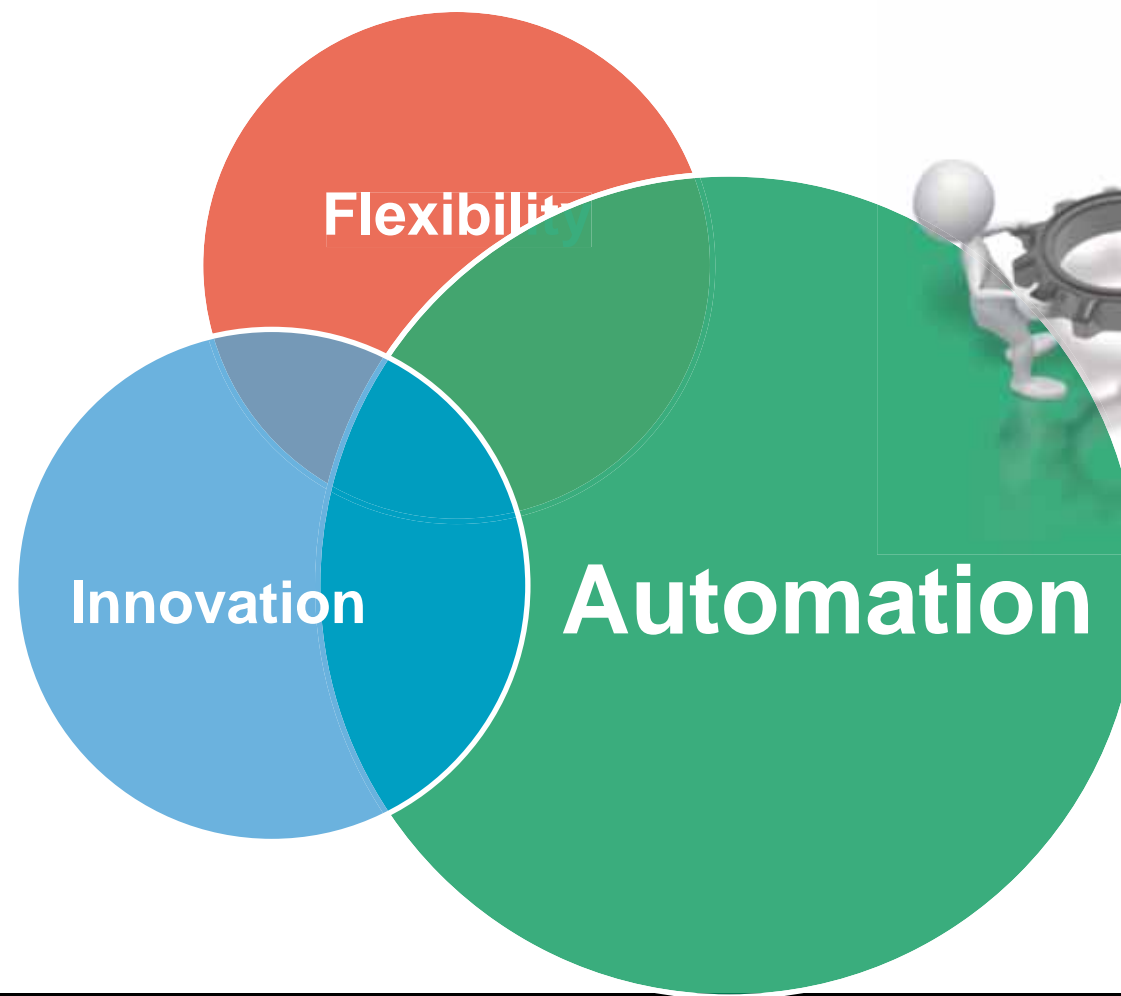
# Flexibility across Departments

Deployment of personnel according to production structures



# Chances: how do we react!

Core competences of new Axel Springer printing company





# Automation in the Pressroom

- *Video surveillance of reel splicers* ✓
- *Plate transport system* ✓
- *Colour control system* ✓
- *Automatic dampening control system* ✓



# Automation: Colour Control System

Decreasing production costs



## Benefits

**Low ink consumption**

through efficient colour control

**Consistent ink quality**

throughout the whole production

**Consistent ink quality**

within all three printing plants

**Less paper waste**

throughout the production run

# Optimisation: **Colour Management System**

## Decreasing ink consumption

### Benefits

**Efficient colour management**

grey component replacement (GCR)

**Reduction of ink application**

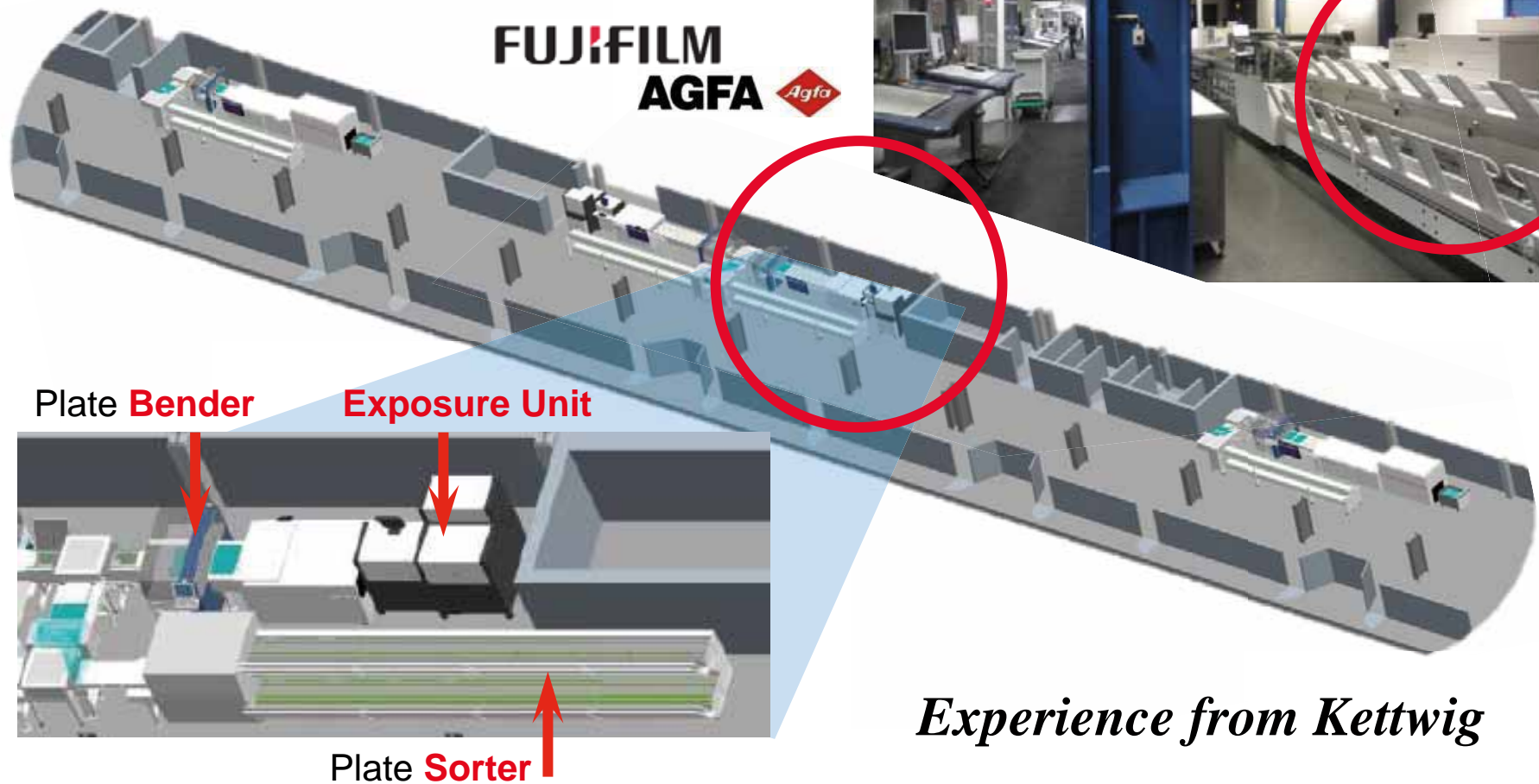
up to 15% savings in



**Higher process stability**

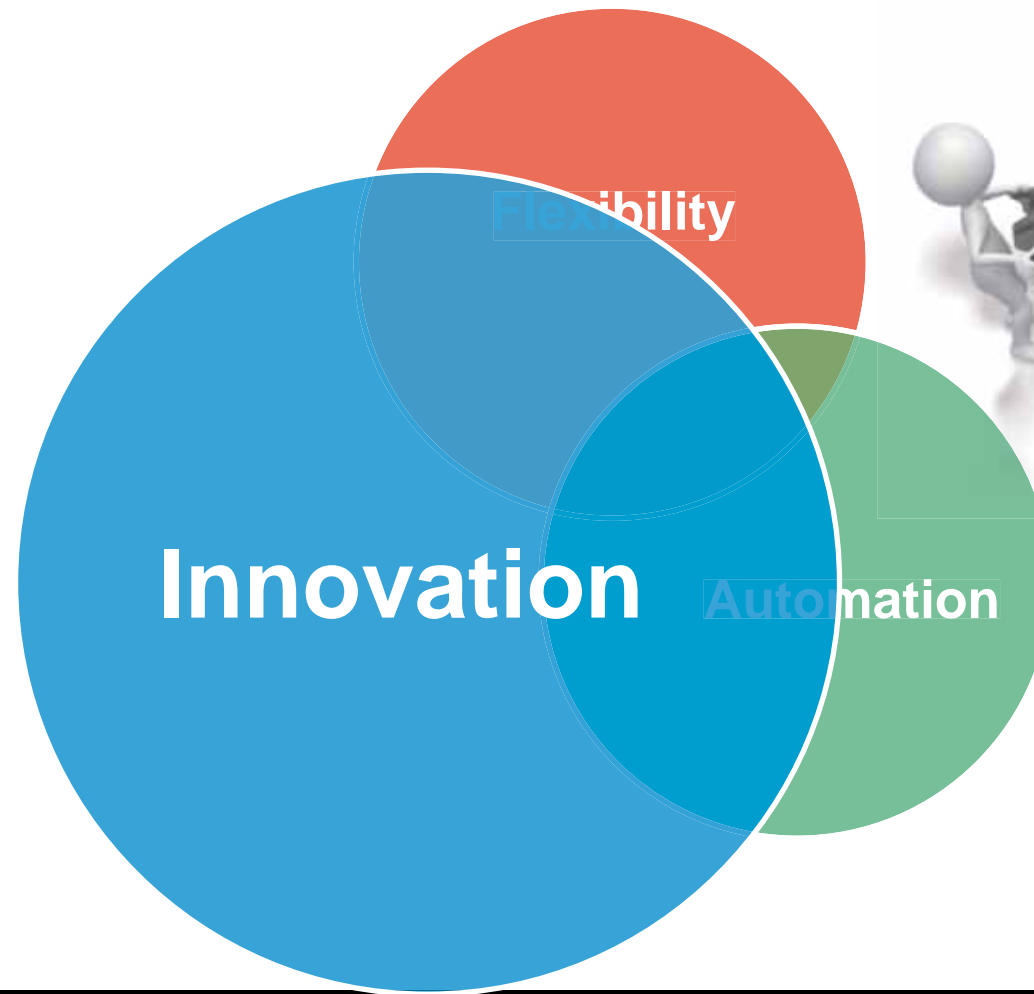
by reducing unnecessary ink

# Integration of Prepress in the Pressroom



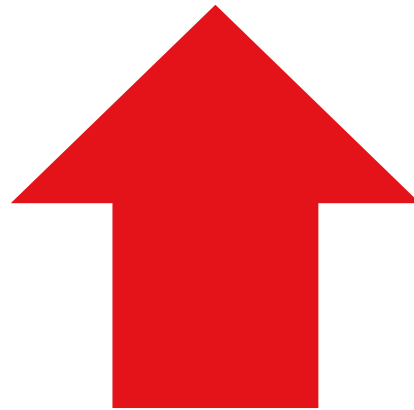
# How do we react!

Core competences of new Axel Springer printing company



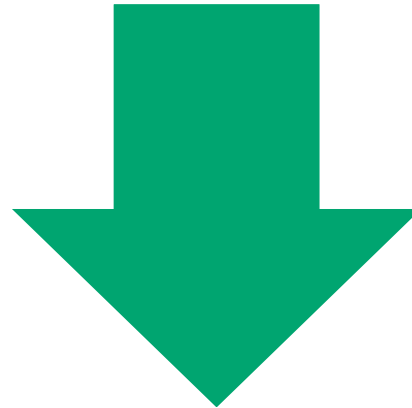
# Learnings from Silicon Valley

**Push-**  
Innovations



...no longer  
technology driven

**Pull-**  
Innovations



...follow demand  
of the market



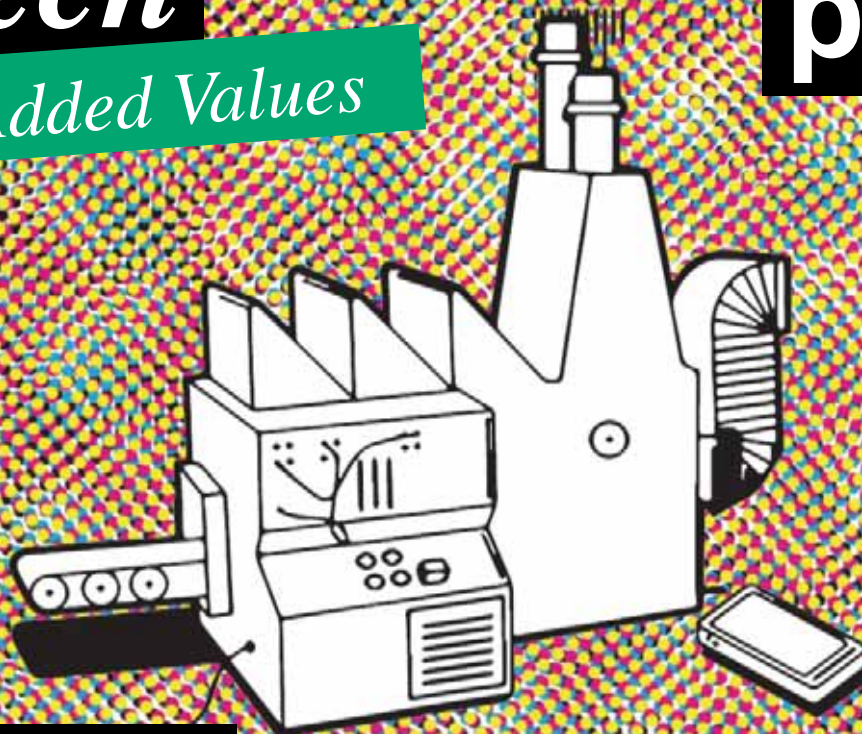
*Development of new business ideas*

**printech**

*Added Values*

**printech**

*3D Print*



**printech**

*Individualisation*

**printech**

*Functional Printing*



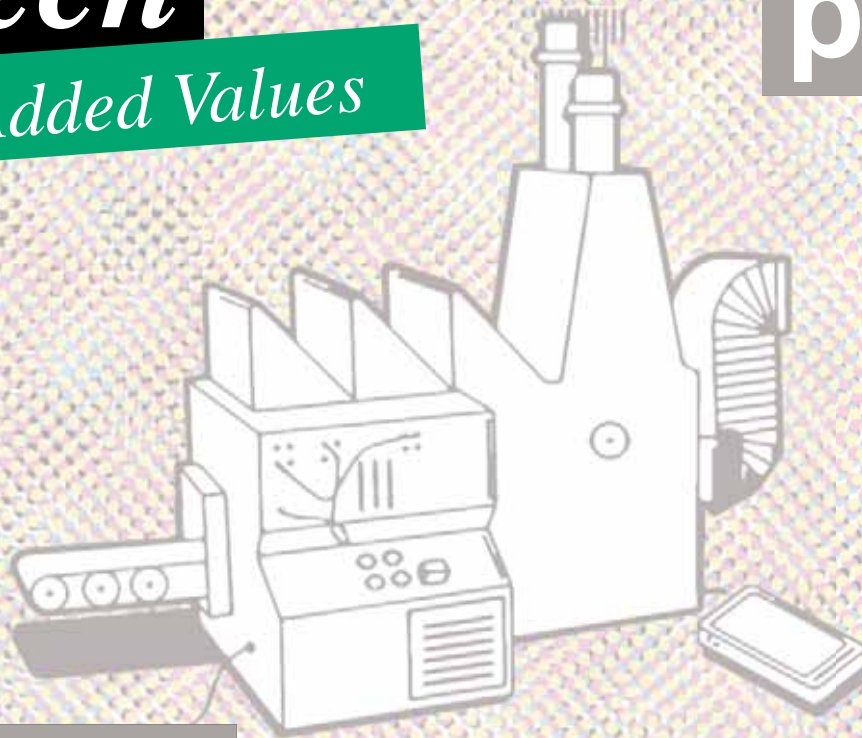
# *Development of new business ideas*

**printech**

*Added Values*

**printech**

*3D Print*



**printech**

*Individualisation*

**printech**

*Functional Printing*

# How it would be if newspapers...

✓	...emit pleasant smells	➔	scented ink
✓	...shine brightly	➔	fluorescent ink
✓	...glow brilliantly	➔	metallic ink
✓	...appear transparently	➔	transparent paper
✓	...be glued with...	➔	MemoStick / MemoCard
✓	...be separated	➔	perforation





...or just be

e.g. 57 x 80 cm

...XXXXL

e.g. 240 cm high/wide





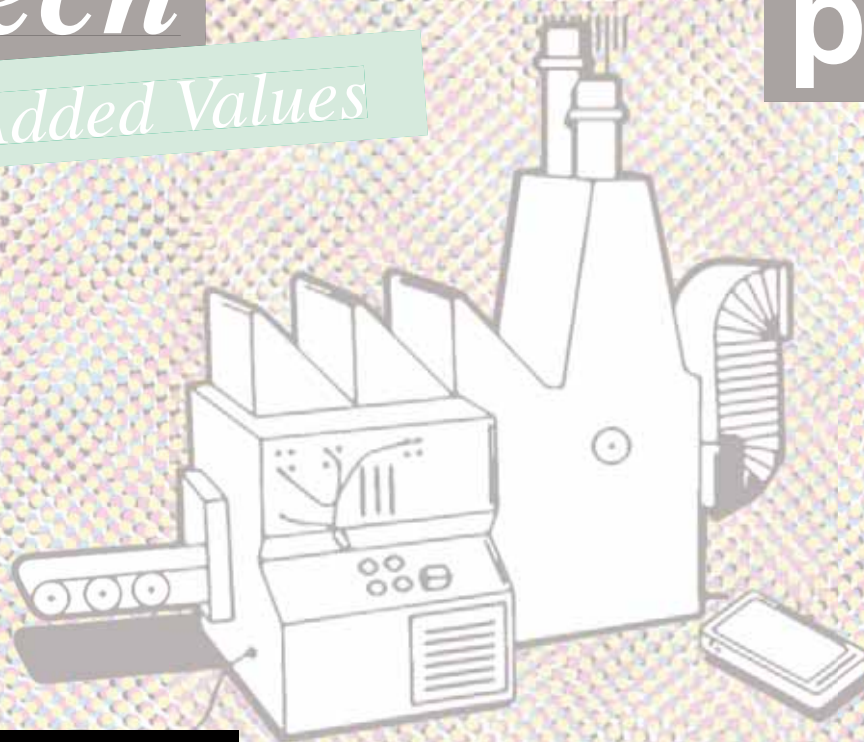
# *Development of new business ideas*

**printech**

*Added Values*

**printech**

*3D Print*



**printech**

*Individualisation*

**printech**

*Functional Printing*

# Development of inkjet imprint

Bridge between print and digital

Kodak

manroland  
web systems





# From the laboratory to digital subscriptions



**Inkjet development**  
to finished product

**September 2012**



Print code enables access  
to BILDplus Paywall

**June 2013**

**BILDplus results**

*more than*

**300,000**

*digital*



*subscriptions*

*since 2013*

**Today**

# Inkjet technology could do much more.

*Imprint of numbers*



Pictures

News

Graphics

Codes



Today!

Tomorrow?

# Inkjet technology could do much more.



Today!



Micro Zoning

Real-Time-Bidding

Tomorrow?



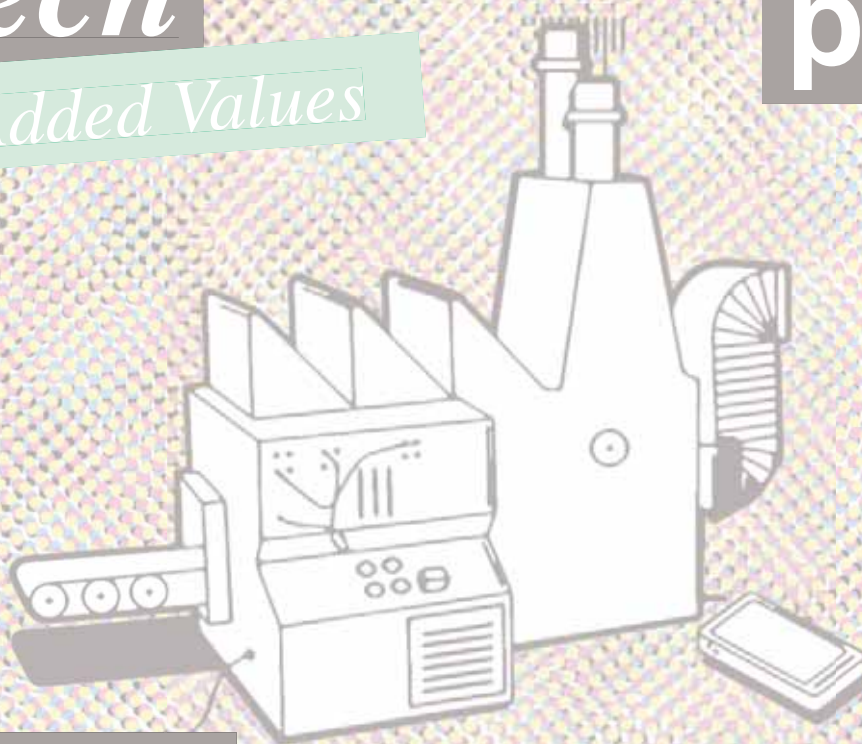
# *Development of new business ideas*

**printech**

*Added Values*

**printech**

*3D Print*



**printech**

*Individualisation*

**printech**

*Functional Printing*

## Two research fields



### Electronically added value for readers and advertising customers

- Displays, lights, sensors in newspapers
- Tracking reading habits
- Tracking impact of advertisements and marketing

### Technical infrastructure in printing plants

- Print tests using conductive ink
- Newspaper concept of the future
- Tracking newspaper products





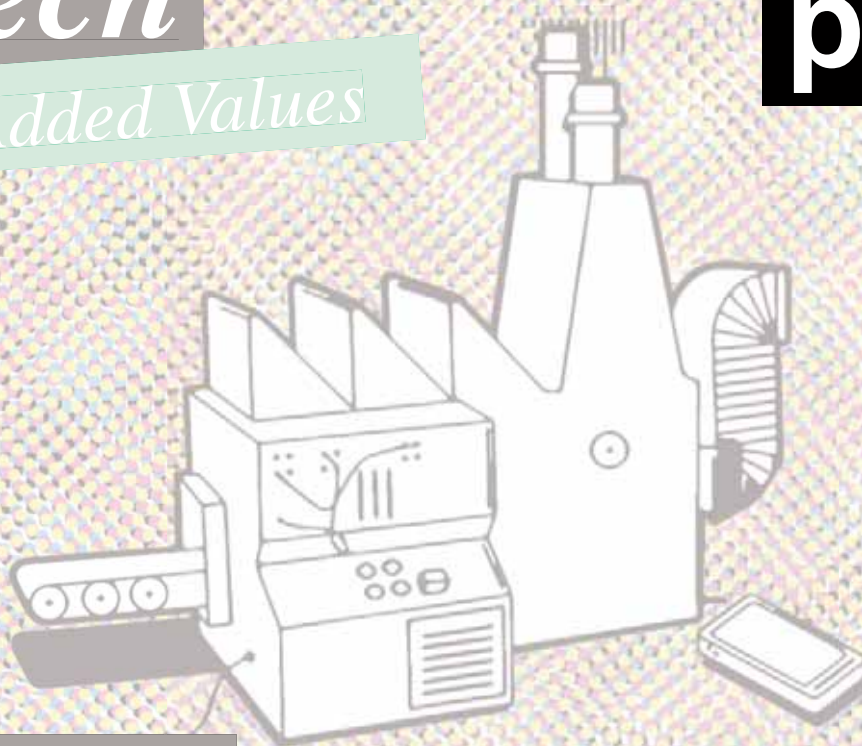
# *Development of new business ideas*

**printech**

*Added Values*

**printech**

*3D Print*



**printech**

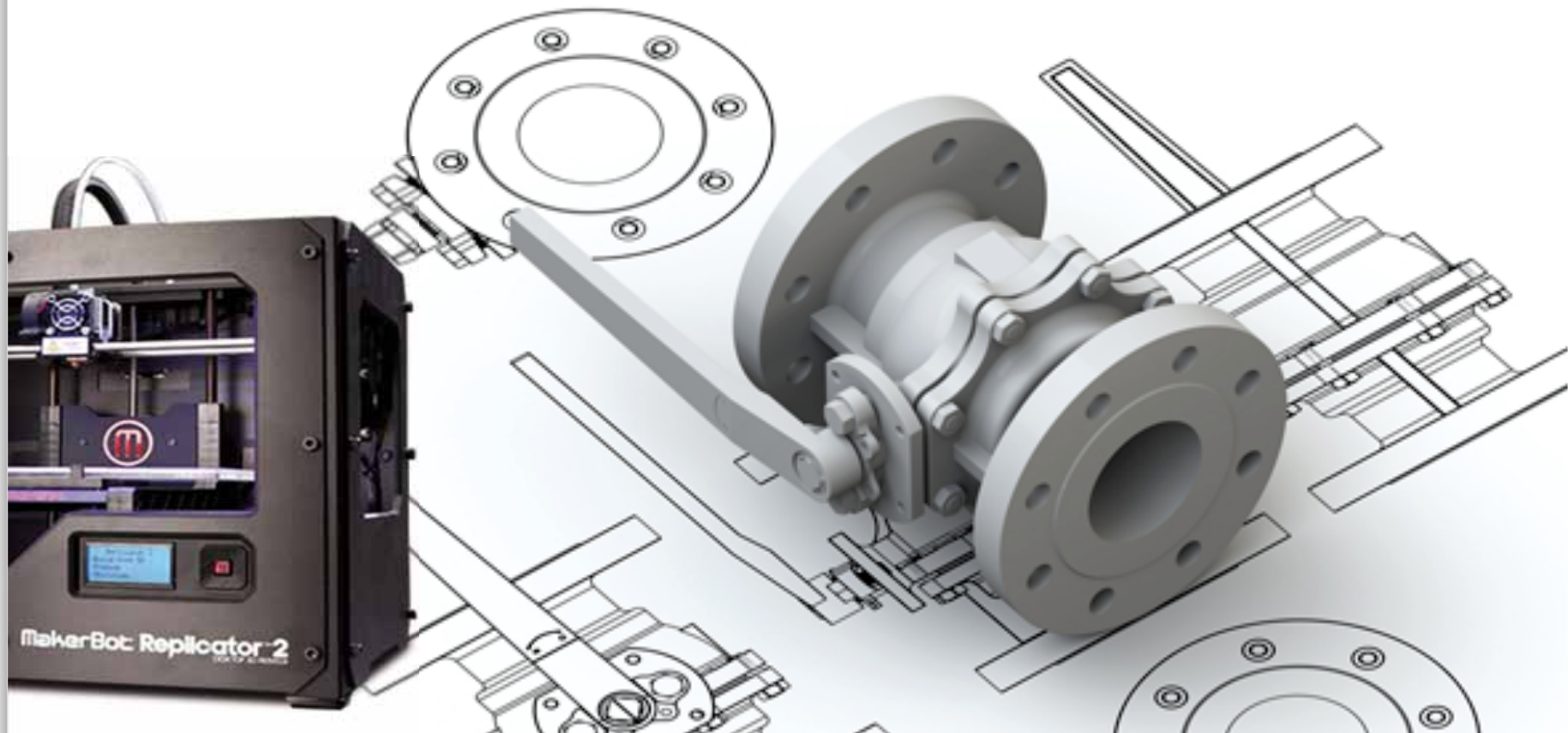
*Individualisation*

**printech**

*Functional Printing*

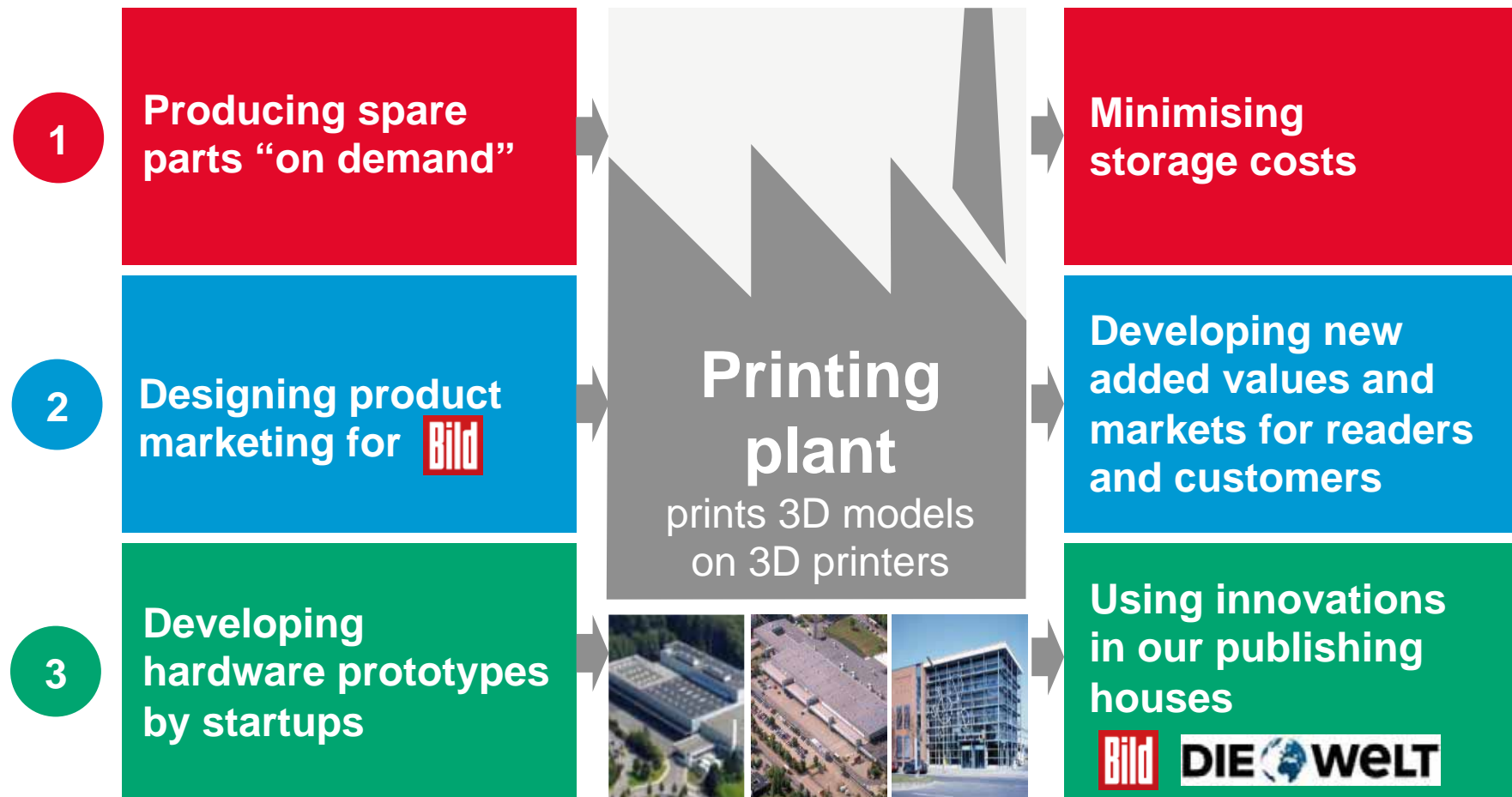
## Our Vision: 3D printing of spare parts

*Print spare parts on demand in the future...?*





# 3D printing: Harmonising of **product** + **technology** + **marketing**



# Outlook

Branding transfer

Print



Digital



Increased attractiveness

Newspaper  
advertisements



3D model for  
the customer



Supply chain optimization

Own spare parts  
production



Spare parts  
warehouse

