

# Heidelberg

## News

The customer magazine  
Since 1930 • Issue 270 • 2010

### Ecoprinting 2.0

The HENK Grafimedia Center  
in the Netherlands

### Rock 'n' Roll in Plate Changing

AutoPlate XL – for when Time is Key:  
A Photo Casebook

### Marketing Needs Brands

The Key to Successful Direct Marketing



HEIDELBERG



## Knowledge the key to a competitive edge

*Have you ever wondered why German cars and presses have such a good reputation? Ultimately, the answer lies in the know-how they incorporate. Generations of technical wizards have kept on redefining the limits of what is technically feasible. Knowledge is thus a resource that transforms a simple idea into market leadership.*

*A number of industrialized nations appear to have forgotten this, though. Some young people take the attitude that knowing nothing is no big deal, while decision-makers are sometimes of the opinion that knowledge comes at too high a price. Companies who neglect training can pay dearly, though. Only recently, the VDI (Association of German Engineers) calculated that Germany lost around 4.16 billion U.S. dollars (3 bn. euros) in added value due to its shortage of engineers in 2009. What's more, up-and-coming nations are developing from nothing more than production locations to veritable think tanks. From Shanghai to Bangalore and from Jakarta to Hanoi, it is widely accepted that knowledge brings prosperity.*

*Anyone looking to make their mark on the globalized market is therefore well advised to invest in knowledge, and the Print Media Academy provides a unique platform in this respect. For 10 years now, it has been helping our customers optimize their processes. Greater knowledge ultimately also boosts productivity and lowers costs, thereby providing an edge over the competition. This latest issue of Heidelberg News provides a few examples of exactly how this works. Once again, I hope it contains something of interest to you and wish you an enjoyable read!*

Yours,

Bernhard Schreier  
Chief Executive Officer Heidelberg Druckmaschinen AG

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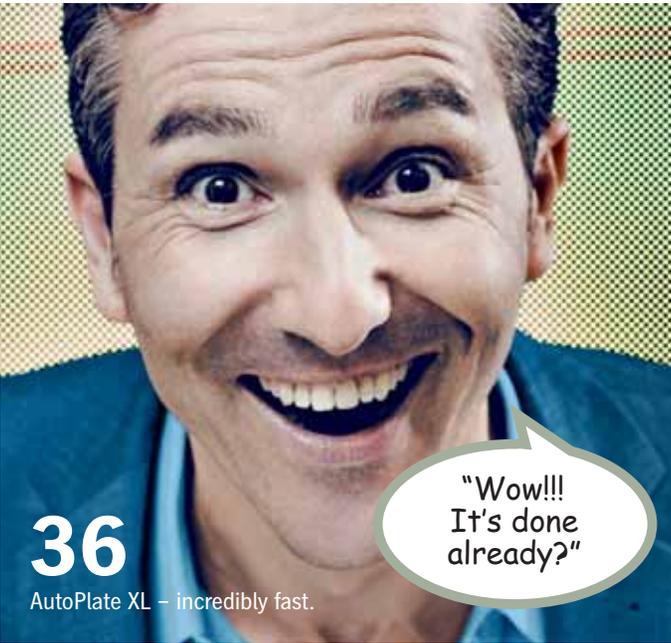
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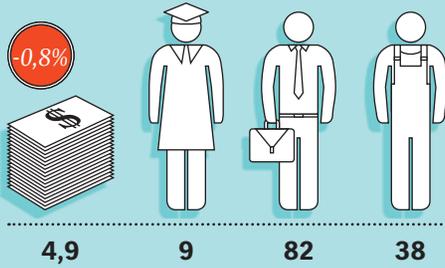
Times of crisis are difficult for companies that focus solely on standard products. Indeed, quality, reliable delivery and competitive prices on their own are no longer enough to ensure a company stands out from the crowd. Firms that position themselves with customized services and a customer-focused marketing strategy fare better. But what exactly does that entail?

## COLUMNS

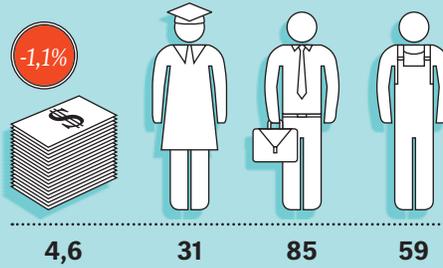
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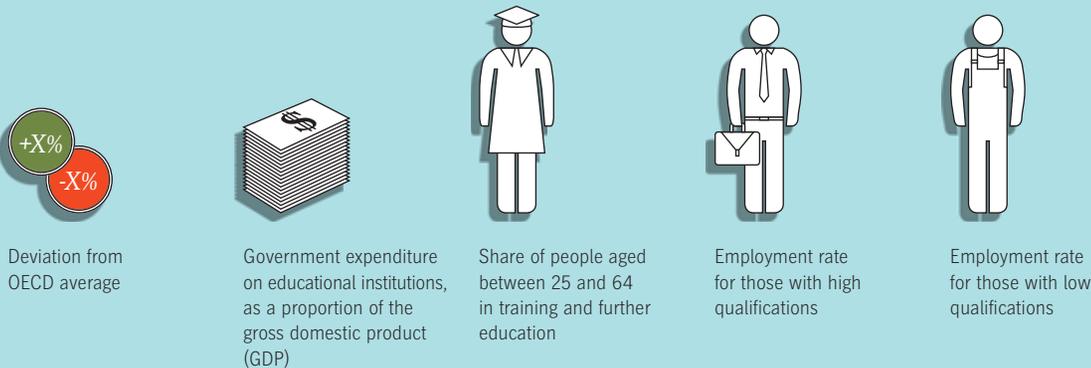
SPAIN



## Training Pays Off

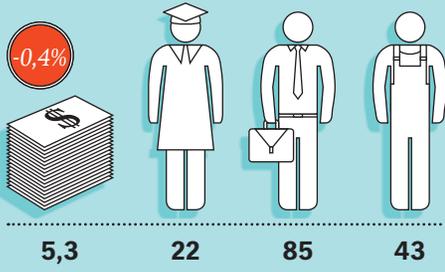
You've no doubt suspected it all along, but now it's official: Knowledge pays off – for individuals, companies and governments. At least, that's what the statistics of a recent study conducted by OECD reveal. It showed that rates of employment are higher among people with good training qualifications than those with lower ones. Companies profit from access to a pool of well-trained specialists, while governments benefit from high investments in education because this cuts the rate of unemployment and the associated costs. The graphic compares the statistics for 10 countries.

**Key: (All data form part of a range, in percent)**

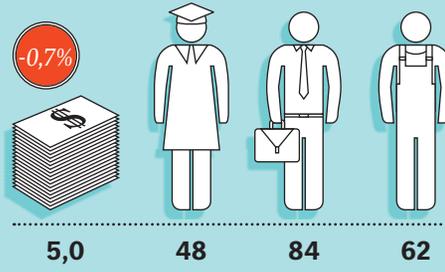


Source: Organisation for Economic Co-operation and Development (OECD)

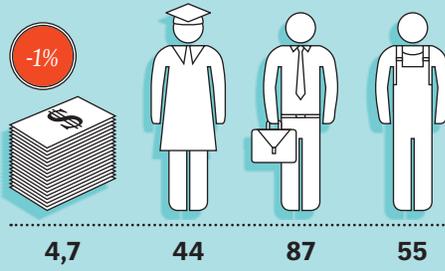
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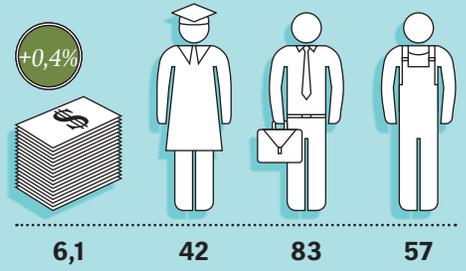
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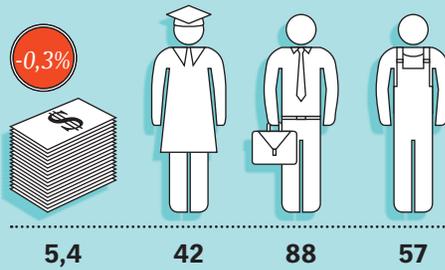
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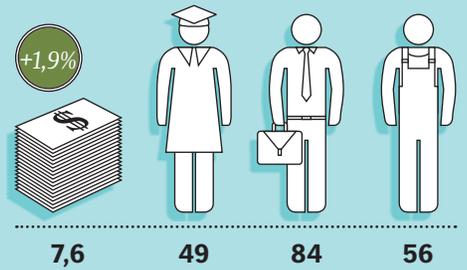
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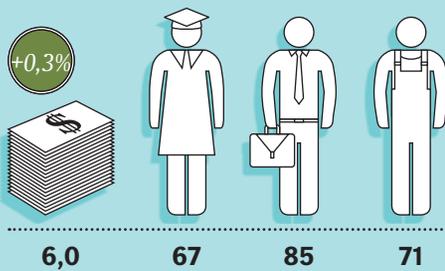
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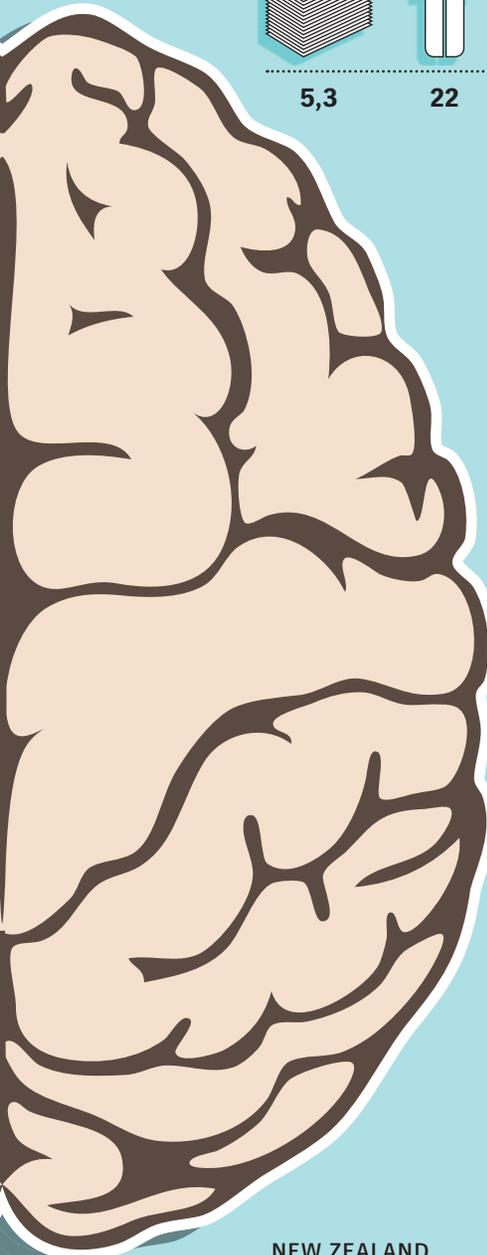
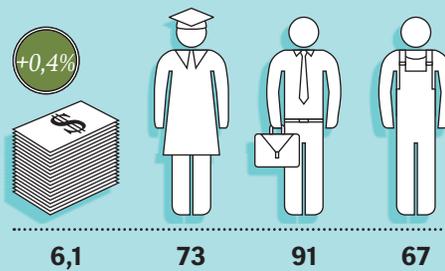
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NEW ZEALAND



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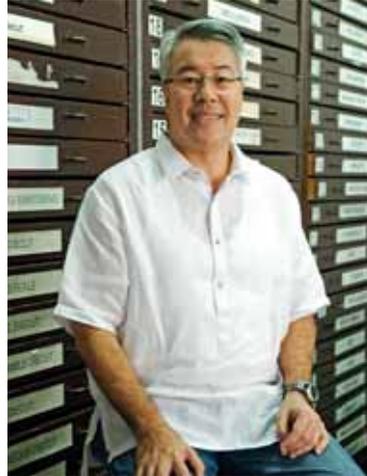
*Joseph Yam (front left), Chairman of the Printwell Group, with his wife and three sons, who actively support his work at the company.*



# Patience and Passion



**PRINTWELL //** With more than 5,000 print shops on more than 7,000 islands, anyone hoping to survive in the print industry in the Philippines has to be prepared for some tough competition. Joseph Yam accepted this challenge 68 years ago and has since made Printwell one of the island nation's leading packaging printers, attracting numerous international customers.



**JOSEPH YAM (82)**  
**CHAIRMAN OF THE PRINTWELL GROUP**

Joseph Yam has ink in his blood. His grandfather, who emigrated from Hong Kong to the Philippines in the 19<sup>th</sup> century, was a printer. In 1937, Yam left China with his parents, who settled in Manila in order to open a print shop. Joseph Yam was 5 years old at the time and Manila, following a four-month bombardment, was a burnt-out shell. Yam started an apprenticeship with his father at the age of 14. He also attended night school after work to continue his education. “Those were hard times. We had a lot of work to do and not much to eat,” he recalls. In the 1950s, he founded the first of his own print shops, Times Printing. This was followed by Printwell in 1976. Even today, at the age of 82, Joseph Yam still takes care of all the important matters at Printwell, although he now has help from his three sons – Robert (bottom right), the eldest, is marketing director. Albert (bottom left) is human resources director. Youngest son Benjamin (top right) is operations director.





**J**oseph Yam loves plants and flowers, especially the many orchids in his garden. Each day, he checks on them, waters them if necessary, carefully removes any dead leaves, and adds a little fertilizer to the earth to ensure new growth. “Being able to work with my own hands to ensure something grows and flourishes makes me very happy,” says Joseph with a smile.

Despite this passion, Joseph did not go down the route of becoming a landscaper. “Ever since I can remember, I’ve wanted to be a printer,” he says – a goal he’s pursued relentlessly. At the age of 14, he began work in the small print shop run by his father, who taught him all the necessary skills. That was 68 years ago. Today, 82-year-old Joseph is the owner of Printwell. Located in the center of Manila, the print shop is one of the largest packaging printers in the Philippines. From the very first glance, it’s clear that this company is in expert hands – growing and flourishing just like the orchids in Joseph’s garden.

**A rapid rise.** In 1976, Joseph founded Printwell in Madaluyong City, one of the 16 cities that together make up Manila, capital of the Philippines. At that time, the company had 30 employees. Today, Printwell Group of Companies employs a permanent workforce of around 500. During peak periods, the core team is joined by up to 500 temporary staff who are assigned to the finishing department. And, like the number of staff, sales have also increased, climbing from 124,900 U.S. dollars (90,000 euros) in 1976 to around 48 million U.S. dollars (35 m. euros).

One of the reasons for this rapid rise is the dramatic changes experienced by this island nation since the end of Ferdinand Marcos’ dictatorship in 1986. The subsequent transition to today’s presidential democracy attracted many foreign investors to the Philippines. Although the country’s economic growth of around 2.3 percent annually was initially rather low compared to other countries in Southeast Asia, that all changed at the start of the new century when the Philippines joined the World Trade Organization (WTO) and the Association of Southeast Asian Nations (ASEAN). By as early as 2006, economic growth had risen to 5.4 percent, with a good 48 percent of that accounted for by the services sector alone.

**Aggressive growth strategy.** But economic data is only half the story. There is another key factor behind the success of Printwell – Joseph himself, who remains chairman of the print shop and its sister company Fortune Packaging Corporation to this day.

He is assisted by his brother Johnny Yam as vice chairman and his three sons – Robert, the company’s marketing director, Albert, human resources director, and Benjamin, operations director. But even they don’t make any important decisions without consulting their father first. “He is the first person here every morning and the last one to leave at night,” says Albert Yam with respect. “And I don’t know anybody else who understands our industry like he does,” he adds.

Joseph, one of the founders and for three years chairman of the Philippine printing industry association PIAP, used his expertise to ensure Printwell was on the right track from the very start. He began by using the rise in demand as the impetus to expand his own customer base and to diversify. Initially, the print shop primarily undertook commercial work such as office stationery and forms. Gradually, however, Joseph was able to persuade new and existing customers to place orders with him for calendars, brochures, magazines, labels, packaging and other products.

He also continued to invest in new equipment. The company put its first Heidelberg press into operation in 1980 – a five-color Speedmaster SM 102. Today, the enormous press room at Printwell is home to more than 10 presses, for example a new six color Speedmaster XL 75 with coating unit and UV technology. The company is especially proud of one machine in particular – a six-color Speedmaster CD 74 Duo with coating unit, UV technology and extended delivery. Installed in summer 2008, it has now notched up over 62 million sheets on the counter. “We invest in the latest technology whenever possible in order to maintain or, indeed, increase our competitive edge,” explains Robert Yam. That’s no easy task given that there are almost 4,000 print shops in Manila alone and a further 1,000 throughout the country. However,

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“THIS INDUSTRY HAS BEEN IN A CONSTANT STATE OF CHANGE. I’M STILL HERE BECAUSE I HAVEN’T FOUGHT AGAINST NEW DEVELOPMENTS BUT INSTEAD EMBRACED AND HELPED SHAPE THEM.”

**JOSEPH YAM, CHAIRMAN**

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as Marketing Director Robert points out, technology is not the only competitive advantage Printwell offers: “When it comes to material procurement, we deal directly with international manufacturers and pass the associated savings straight on to our customers. What’s more, we are the only print shop in the Philippines certified to ISO 9001, ISO 14001 and ISO 12647.”

**International customer base.** Although there are occasional domestic customers who call on the technical skills and well-organized processes at Printwell, it is primarily the regional branches of large international companies who seek out and value collaboration with the print shop. These customers include leading manufacturers of foodstuffs, beverages, drugstore goods and pharmaceuticals, along with electronics companies and publishing houses.

“We only have approximately 50 customers in total,” estimates Operations Director Benjamin Yam. “But around 20 of them comprise 80% of our jobs.” For these customers, Printwell designs and prints mainly paper and plastic packaging, and labels, some 30 percent of which are exported to other countries. In contrast, Printwell’s sister company Fortune Packaging Corporation – located 12.4 miles ▶

*Drugstore products, food and spirits – when it comes to designing and printing large quantities of premium packaging, many international companies rely on the expertise and efficient processes of Printwell.*



(20 km) away in Bicutan – concentrates above all on the production of magazines, catalogs, flyers, brochures and some fast food packaging. All in all, packaging and labels account for some 70 percent of the Printwell Group’s sales, with all other jobs making up the remaining 30 percent.

**Heidelberg technology for critical jobs.** The average print run is between 20,000 and 30,000 sheets. “We might also have runs as big as 500,000 or as small as 500 running through the presses. Each machine processes around six or seven jobs per day,” explains Benjamin with a sense of satisfaction.

When it comes to packaging, Printwell puts its trust in presses from Heidelberg. “They are extremely user-friendly, can be changed over rapidly, and always deliver a consistently high standard of quality,” continues the Operations director. But there’s also another factor that’s important to him: “In our line of business, we can’t afford to have any long periods of interruption or downtime. That’s why we need a strong service partner that can resolve issues quickly and reliably. With Heidelberg, we never have to wait long – and that’s a major advantage for us.”

As Printwell applies a protective coating to every piece of packaging, all the presses from Heidelberg are fitted with a coating unit. If other types of finishes are required, that’s when the Speedmaster CD 74 comes into play. With flexographic and offset printing units combined in the same machine, it is possible to achieve very diverse finishing effects inline in a single pass. In addition, conventional inks, water-based coatings, Metalures, pearly-luster pigments, and UV inks and coatings can be processed either individually or in combination.

Printwell makes use of the great potential offered by hybrid and metallic-effect coatings that can be used on cardboard or pre-embossed hot foil as either a spot or full-area application. The company also prints lenticular films as spot applications on cornflakes packaging, for example. Once on the supermarket shelves, the flip effect ensures these products catch shoppers’ attention. Customers are also delighted

by the visual impact that can be achieved using UV printing and coating. “When we showed customers our first print samples with coating, most of them wanted to have it on their own packaging,” says Benjamin.

**Good prospects for team players.** Any visitor touring the print shop will soon be struck by the impression that, despite its current size, Printwell has very much retained the atmosphere of a family business. Everyone seems to enjoy their work. When they’re not busy at their presses and other machines, where they work with the ease that only many years of experience can bring, they are all part of one big friendly team. The management team also feels it is important to

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“OUR CUSTOMERS CAN RELY ON US 100 PERCENT DURING ALL PHASES OF A PROJECT BECAUSE WE KNOW EXACTLY WHAT THEY NEED AND TAKE THEIR REQUIREMENTS SERIOUSLY.”

**ALBERT YAM, HUMAN RESOURCES DIRECTOR**

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maintain friendly, personal contact with the staff. “I know around half of our employees by name, but my father probably knows a good many more!” says human resources director Albert.

There are several reasons why the company fosters this close contact with the workforce. “We have low staff turnover because we involve the employees in the decision-making process and encourage them to develop all the time by offering regular training sessions and motivational campaigns,” he says. But is it difficult to find new employees with the right skills? “No. Around 94 percent of all Philipinos can read and write. The school system here is very good.” But, he admits, printing is not exactly a glamorous career and, combined with a six-day working week, it tends to be a less-than-attractive prospect ▶

**OLIVE LA ROSA (49)**  
**SUPPLY CHAIN MANAGER**

Olive la Rosa joined Printwell straight from school. That was 20 years ago. As her working day starts at 6.30 a.m., she gets up at 5 a.m. Shortly afterwards, she gets in her car and drives from Makati to the print shop, a journey of 10 to 15 minutes. She is responsible for purchasing, warehousing and logistics at Printwell. She particularly likes the varied nature of her job, working as part of a team and the mutual respect between co-workers and management. Olive is married and has a grown-up daughter. She enjoys going out on the weekend and meeting friends to go dancing or bowling.



**REMITO PEREZ (50)**  
**POSTPRESS DEPARTMENT**

Remito Perez has been at Printwell for 27 years, making him one of the longest-serving members of the print shop staff. Every morning at 7 a.m., he switches on the die-cutter that will be his workplace for the day. He travels to work on his motorbike, a 125 cc Honda, spending about an hour making the 18.6 mile (30 km) journey from his home town of Binang Unan Rizal. Remito is married and has three children and three animals – a dog, a cat and a pig. He grows beans and other vegetables in his garden. When he arrives home from work at 8 p.m., he most enjoys lying on the couch watching television or checking if everything in the garden is as it should be. For the future and for his family, he hopes for one thing above all else: “To stay healthy. That’s the most important thing.”





## BENITO ESTRADA (39) PREPRESS DEPARTMENT

Benito Estrada has been with Printwell since 2002 and is responsible for packaging layout and other graphics tasks. He is married and has a 10-year-old daughter. He and his family live in the small town of Montalban Rizal, around 18 miles (29 km) from Printwell. Since the journey to work sometimes takes two hours, his alarm clock rings as early as 4 a.m. For breakfast, he eats a rice dish prepared the night before. He begins work in the print shop at 7 a.m. and is seldom finished before 7 p.m. Doesn't that make for a long working day? "Yes, but I love working with layouts and only stop when I'm completely happy with them," he says. Even so, he still has some spare time for hobbies. He enjoys basketball, playing chess with his daughter, and going on outings with his family.



## ARMAND ROSIL (32) PRINTER

Armand Rosil's day starts early. He gets up at 4.30 a.m., eats some rice with egg, drinks a bowl of milk or tea and gets ready to leave for the station. The journey from Pasig City to the metro station close to Printwell takes around 40 minutes.

At 7 a.m., he starts work at the press. Armand loves his job, particularly when there are issues with color management or the register. "For me, challenges are what make things interesting," he says. He takes his lunch break at noon and finishes

for the day at 7 p.m. He then returns home to his wife and two sons, with whom he enjoys playing basketball, for example. Most of all, he hopes to stay healthy. "But I wouldn't say no to a promotion, either," he adds with a smile.





Discipline and care are a top priority for the workflows in every Printwell department – employees in postpress (left) and workers unloading a new paper delivery.

for the majority of highly qualified high-school graduates. “That’s why we keep an eye out for applicants who are sufficiently grounded for this environment and don’t just focus on themselves. After all, teamwork is one of the most fundamental pillars of our success.”

As part of this, Printwell offers good rewards for good work, and the opportunities for promotion are excellent. All the print shop’s managers and the 20-strong sales team are, without exception, drawn from the company’s own ranks. Here, too, a transparent management

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**“WITH HEIDELBERG, WE NEVER HAVE TO WAIT LONG – AND THAT’S A MAJOR ADVANTAGE.”**

**BENJAMIN YAM** OPERATIONS DIRECTOR

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style ensures a motivated working atmosphere. The management team meets weekly to discuss all the projects and determine relevant objectives. They then carefully examine and evaluate the progress made and compare this with the agreed targets. This well-defined process is the basis of the ‘rating’ assigned to each department at the end of the month. If a department has not achieved its targets, it is then discussed by the management committee. “This procedure means we always know exactly where we stand and can respond to any shortcomings or problems early on,” says Albert. “At the same time, our customers can rest safe in the knowledge that they can rely on us 100 percent during all phases of a project because we know exactly what they need and take their requirements seriously.”

**Faster and leaner.** With its dynamic development and management style, it’s not surprising that Printwell has clear plans for the future. “Two things have priority for us,” says Joseph. “Further cost-cutting measures and the continuing expansion of our capacities.”

To ensure ongoing optimization, Printwell regularly subjects its processes to close scrutiny. There are also plans to gradually replace all the older machines with new models. Specifically, Joseph is considering purchasing more offset presses and other machines from Heidelberg. The company is also keen to make active use of the digital workflow and expand the existing Prinect Prepress Interface with further applications from the Prinect family. And, Joseph adds, Printwell will also have to focus more intensively on international environmental standards in the future. “It’s an important trend and one that more and more customers are insisting on,” he explains. “But the printing business has always been like this. Ever since I started out in this industry, it’s been in a constant state of change. And the reason I’m still here is because I haven’t fought against new developments, but instead embraced and helped shape them.” ■

**Printwell Inc.**

1501 Mandaluyong City, Philippines  
 sales@printwell.com.ph  
 www.printwell.com.ph  
 www.heidelberg.com/en/CD74 Duo  
 www.heidelberg.com/en/XL75





# Greener than Green

**HENK GRAFIMEDIA CENTER //** Henk Kurstjens is confident that his HENK Grafimedia Center print shop wins hands down against other companies when it comes to environmentally friendly printing. Initial skepticism on hearing this bold claim quickly fades after a tour of the state-of-the-art facility in Belfeld in the Netherlands.





Only one thing remained constant throughout construction of the print shop – Henk’s desire to build a print shop at which electricity and heating requirements were covered entirely by renewable sources of energy.

It is perhaps a little unusual to begin the story of HENK Grafimedia Center by talking about the car of company owner Henk Kurstjens. The car doesn't quite seem to fit with the image of a green company. When you visit the print shop – hailed by its owner as the most environmentally friendly in the world – you expect to be greeted by green meadows, clean air and Dutchmen on bicycles. That is, however, before you get a glimpse of Henk's car – one that you're more likely to hear before you see. Warned of its imminent arrival with a growl like a snarling predator, the car slowly glides around the corner – black, powerful and beautiful. It is a Maserati Quattroporte GT, a beguiling beast on wheels that delivers 19 to 22 miles per gallon when pampered, but less than half that when you harness its full power and set it chasing across the tarmac from zero to 60 mph in just under five seconds.

Talking to the driver, however, you quickly realize that the print shop and the sports car have more in common than you might first think: "I always want the very best," says Henk. This is what drives him to look for solutions that lie off the beaten track – both in terms of the wheels he drives and the business model he applies to his print shop activities.

**The ideal print shop.** Henk started out on this journey in June 2007. At the time, the 44 year old already owned two smaller print shops that he planned to merge in the industrial area of Belfeld, just a few miles from the German border near Mönchengladbach. Henk commissioned Tetterode, the Dutch sales partner of Heidelberg, to transport and install the machines. Bart Overbeek, project manager at Tetterode, made all the necessary preparations. Much to Bart's surprise, Henk decided at the last minute to sell the premises in Belfeld along with all the buildings and instead to buy a plot of empty land next door. "First there were two print shops, then suddenly we were faced with nothing more than a large sandy area covering 43,055 square feet (4,000 sq. m.) and a commission to plan an entire new print shop," recalls Bart.

It quickly became clear that Henk was not interested in a run-of-the-mill concept. He thought about what was needed to build the ideal print shop, one that would bring clear competitive advantages for him and the best possible benefits for customers. His idea was radical: "We are on the brink of a third industrial revolution that will focus on sustainability and resource conservation," explains Henk. "Sooner or later, there will be no getting around this topic, because energy is becoming increasingly expensive. I have always seen these facts as an opportunity rather than a threat. That's why I wanted to create a print shop with a unique ecological concept that would set new benchmarks worldwide."

**Heating and cooling with water.** Henk started planning the print shop in cooperation with Bart. Initial drafts had to be constantly revised as the owner bought a third and then a fourth print shop complete with machinery that also had to be implemented in the new building. Only one thing remained constant throughout – Henk's desire to build a print shop at which electricity and heating requirements were covered entirely by renewable sources of energy. ▶



*To minimize plate development emissions, prepress (top) uses phosphoric acid to keep the pH value of used developing chemicals below 7.8. The chemicals no longer have to be disposed of separately and can be released directly into the wastewater. Bottom: Water-based air conditioning keeps the pressroom and the neighboring office rooms virtually dust-free.*



*Images of the print shop and the 100% CO<sub>2</sub>-free logo that many customers of HENK Grafimedia Center have printed on their products. This signals their commitment to environmental protection and, at the same time, acts as advertising for Henk's print shop.*



By chance, Belfeld proved the ideal location for such a venture, with topological reports showing that the site is located next to two water reservoirs, a warm one that could be used for heating and a cold one for cooling. Bart and Henk got other experts and project partners on board to help them plan the technical infrastructure and coordinate the construction of the new print shop. Work started in November 2008. On some days, up to 70 workers and engineers were on the construction site at the same time, including 20 Tetterode employees who were responsible for installing the machines and training printers in how to operate the three new Speedmaster XL 75 units. The project was finally finished in June 2009 after a total of three years and many sleepless nights, recalls Bart. But all the hard work paid off in the end, because the greenfield facility in Belfeld is unique in Europe and maybe even worldwide.

The technical heart of the print shop in Belfeld is a water cooling system that is connected to the three Speedmaster XL 75 units installed at HENK Grafimedia Center. They are cooled with water drawn from a reservoir 393 feet (120 meters) underground. The warmed up water is being pumped to another underground reservoir in the summer. "Usually, up to 60 percent of the electricity needed to run a press is lost as waste heat," explains Henk. "By contrast, we use a large proportion of this waste heat to heat all the rooms in winter, for example."

For this purpose, all the rooms are equipped with ceiling heating consisting of copper pipes. The water heated by the presses runs through these pipes in winter. If this heat energy is insufficient, water from the heat recovery reservoir is also used. In summer, cool water from the fresh water reservoir flows through the copper pipes instead. Underlying aluminum profiles absorb the heat or cold and emit it into the rooms below. You won't find any wall-mounted radiators or air-conditioning units at HENK Grafimedia Center. Nor will you find

any invoices from an energy provider, because the print shop does not spend a single dime on heating and cooling the rooms. Henk estimates that this saves the company a good 83,300 U.S. dollars (60,000 euros) per year. The only costs incurred are for the industrial water consumption and electricity for operations. However, the environment is the biggest winner of all, as the water cooling system reduces CO<sub>2</sub> emissions by 100,000 metric tons a year.

**High ecological standards and high margins.** It goes without saying that the water cooling system is just one of many elements in the overall ecological concept of the commercial print shop, which employs around 30 staff and generates annual sales of around 5.5 million U.S. dollars (4 m. euros). HENK Grafimedia Center covers all its electricity requirements with green power, recycles all its ink cartridges, and uses biodegradable inks wherever possible. Minimal quantities of alcohol are used in the printing processes. What's more, the company uses only paper from sustainably managed forests and dispersion coatings made of 99 percent water.

To cut emissions even further, prepress uses phosphoric acid to keep the pH value of used developing chemicals below 7.8. This means that the liquids no longer have to be removed, because they can be released directly into the wastewater. We also make sure that we don't waste anything, says Head of Production and Quality Manager Jeroen Wilbers. For example, we reuse disposable coffee cups, bundle customer deliveries and use the biggest possible packaging units so as to save on paper and film. In addition to the core business, other measures also make money. For example, production staff collect all paper waste – even snippets of paper from trimming – and sort it into printed and unprinted sheets. These valuable materials are then sold to recycling companies for around 41,600 U.S. dollars (30,000 euros) a year. Not bad for materials that would otherwise go to waste. ▶



The technical heart of HENK Grafimedia Center is a water cooling system that is connected to three Speedmaster XL 75 units. They are cooled with water drawn from a reservoir 393 feet (120 meters) underground.



ARIE VAN  
GELDER,  
MARKETING  
MANAGER

## THE ICING ON THE CAKE

Arie van Gelder on the business strategy

*Is it really still difficult to market “green” services today?*

**Arie van Gelder:** Many customers still have to be persuaded of the benefits. But time is on our side. In the long run, no one will get around the topic of sustainability. What’s more, producing print products ecologically now saves customers money. Our job is to ensure that decision makers understand this.

*How do you intend to do that?*

**van Gelder:** Through consistent one-to-one marketing and a clear USP. For me, this is the area of corporate social responsibility – the icing on the cake. We present ourselves as a partner that helps customers boost sustainability by reducing their waste and emissions. This generates concrete added value and improves the company’s image at the same time.

*In your opinion, to what extent does print go hand-in-hand with the principles of sustainability?*

**van Gelder:** Studies show time and again that paper is the best means of efficient corporate communication. Most recently, a Swedish study showed that reading a newspaper on the computer uses 20 percent more energy than printing and transporting a paper copy to the reader. This means that print can even be very efficient and sustainable, particularly when print shops like us are involved in production.

## OPTIMUM CLIMATE

Jeroen Wilbers on work in the pressroom

*How does the water cooling system impact the pressroom?*

**Jeroen Wilbers:** The system is set so that it’s about eight degrees cooler inside, even in the summer. The pressroom is also operated at a slight underpressure, which means that no dust enters the offices. All in all, the air is simply very clean.

*What is the key to ecological production?*

**Wilbers:** It is important that all resources and materials meet strict environmental standards and are used as sparingly as possible. Therefore, we constantly analyze our waste handling processes and those of our customers to minimize unnecessary transport paths and material usage along the entire value-added chain.

*Doesn’t this mean you have to know a great deal about each customer?*

**Wilbers:** That’s right – it’s the only way we can understand and implement their interests. But customers provide us with this information because it helps us address and solve strategic issues. This does mean, however, that we must have complete control of our own processes from the first point of contact to final delivery. That is why we are always looking for ways to speed up and improve them.

*You work exclusively with printing presses from Heidelberg.*

*Why is that?*

**Wilbers:** We all like to work with these machines, partly because of the standardized operating concept, which means that printers can work on all the presses without any problems. Quite frankly, though, we don’t have any say in the matter. Henk Kurstjens always wants to have the best machines – and that means Heidelberg.

JEROEN WILBERS,  
PRODUCTION  
MANAGER



However, despite or perhaps because of all these measures, Henk is not interested in labeling his company a “green” print shop. “Many print shops use this label to highlight the fact that they invest in trees in some far-flung corner of the world. However, this is just an attempt to compensate for the environmental pollution they cause at their own production site,” he explains. “We are not interested in this trade in indulgences. We prefer instead to focus on the areas in which we live and work, with the aim of improving the environment and community in the immediate vicinity.”

**A coordinated strategic concept.** However, it would be wrong to see the print shop owner as some kind of eco warrior. He is first and foremost a businessman and knows that his investments and business model generate clear competitive advantages. “People are mistaken if they think that ecological printing automatically has to cost more,” says Henk with a smile. “By avoiding or recycling waste, continually improving our processes and eliminating energy costs, we are around 14 percent more profitable than some conventional print shops. Thanks to our higher margins, we can match almost any price. However, it seldom comes to that, because customers benefit from our business model and they are prepared to pay extra for the added value that it generates for their image.”

That’s all well and good, but it does not mean that the ecological strategy of HENK Grafimedia Center is automatically guaranteed success – far from it. Although Henk gained many new customers through the acquisition of a number of print shops, the owner and his sales team still have a lot of work to do to win people over. “The year 2010 was not an easy year for us,” he admits. “We discovered that many potential customers shy away from ecological printing because they fear higher costs or a reduction in quality.”

To confront these enduring pre-conceptions, HENK Grafimedia Center hired Arie van Gelder, an experienced marketing strategist who knows the Dutch print market like almost no other. His task is to develop a clear business and brand strategy to help HENK Grafimedia Center position itself on the market and anchor the company in the minds of decision-makers. “In today’s market, a company needs more than quality and services to stand out from the crowd,” explains Arie. “That is why we are presenting the company as a top player on the print market that sets itself apart through its socially responsible and ethical policies, generates a profit for its customers and plays an active role in terms of sustainability.”

One visible sign of this mutually beneficial cooperation is the 100% CO<sub>2</sub>-free logo. Customers who use this logo on their print products demonstrate that they are actively involved in environmental protection, while HENK Grafimedia Center benefits from the advertising that the logo generates for the print shop in Belfeld. “We designed the logo so that it looks like an independent seal of quality. However, it’s also easy to find out that it is from HENK Grafimedia Center. In other words, it is part of a strategic marketing concept,” says Arie.

**Flexible production.** Marketing is important, but a company can only be successful and profitable in the long term when its print production processes are up to the job. First and foremost, HENK

Grafimedia Center is committed to maximum flexibility. “We handle around 20 jobs a day and can essentially use any press,” explains Production Manager Jeroen Wilbers. “Once the plates have been imaged, I can choose one of three Speedmaster XL 75 presses or one of two Speedmaster SM 52 presses if we need four-color printing in shorter runs.” Another policy is that printers switch machines once a week. “This makes us more flexible because the printers are familiar with all the machines and we can avoid bottlenecks when an employee is on vacation or off sick,” adds Jeroen.

The print shop is also flexible in terms of its product range, which takes in everything from business cards, flyers and brochures to catalogs and annual reports, which can also be finished with a drip-off coating. HENK Grafimedia Center produces all parts of the brochures in-house, including folding, stitching and attaching eyelets. “We offer die-cutting and numbering services and can also fill and send personalized envelopes,” explains Henk, whose portfolio and business model are primarily geared towards large companies and government organizations. Within five years Henk aims to have a workforce of 40 employees and to almost double his sales to 9.7 million U.S. dollars (7 m. euros). He doesn’t doubt for a moment that his print shop will be successful. “HENK Grafimedia Center represents the future of the print industry,” says Henk confidently. “In no later than five years, all print shops will be printing ecologically. But by then, we’ll be five years ahead.”

By then, the Maserati will be long gone as well, because Henk is already on the look-out for a vehicle with a hybrid drive. That would suit the print shop’s image better, he says, confident that he will find a vehicle to meet his high standards. “There is already a wide range of cars to choose from, so I’m sure I’ll find something I like.” ■

#### **HENK Grafimedia Center**

Belfeld, Venlo 7767, Netherlands  
 henkkurstjens@henkgrafimedia.nl  
 www.henkgrafimedia.nl  
 www.heidelberg.com/en/XL75  
 www.heidelberg.com/en/SM52

# News & Reports

## WOMEN IN PRINT // GIRL POWER IN AUSTRALIA AND RUSSIA

**AUSTRALIA / RUSSIA.** The printing industry has always been a male-dominated environment. Although this is still true today, an increasing number of women are making their mark in this sector and are organizing events with their female counterparts. For example, more than 500 women met to share experiences at a total of six Women in Print events in Australia and Russia. The meetings initiated by Heidelberg dealt with issues such as the compatibility of family and career and female management styles. In Russia, participants also focused on how to tackle the economic downturn successfully. The discussions highlighted that many women are playing a key role in this respect.



*Women in Print: More than 500 women attended a total of six events in Australia and Russia (see photos) to share their personal and professional experiences.*

## UNVEILED // SPEEDMASTER CX 102

**UNITED KINGDOM.** Heidelberg unveiled its new 27.95 by 40.16 inch (70 x 100 cm) format Speedmaster CX 102 at IPEX in Birmingham, UK. This is the result of the ongoing development of the CD 102 platform and systematic technology transfer from the Speedmaster XL 105. For instance, the new press is equipped with fully automated Preset Plus feeder and delivery, as well as grippers and cylinder bearings that, till now, have been the reserve of the Peak Performance class. Optionally, the CX 102 can even be fitted with a dynamic sheet brake and Prinect Inpress Control. Moreover, the reinforced construction of its printing units ensures extremely smooth running, even at the top speed of 16,500 sheets per hour. The Speedmaster CX 102 can effortlessly process thin paper, stiff board or even plastics. Thanks to its modular design, it can also be customized for special applications, thus providing the user with an extremely wide range of applications.



*Unveiled – At IPEX in Birmingham, UK, Heidelberg premiered its new Speedmaster CX 102 which can process 16,500 sheets per hour in 27.5 by 39.3 inch (70 x 100 cm) format thanks to its XL technology.*

## ON A PERSONAL NOTE // HEIDELBERG NEWS STRIKES GOLD

**GERMANY.** For the first time, Heidelberg's customer magazine Heidelberg News (HN) was awarded gold in the "BCP – Best of Corporate Publishing Awards," Europe's largest competition of this kind. This makes the magazine by far the most successful publication in the entire print media industry. HN had already been awarded silver six times in Europe alone, and various gold and platinum medals have come its way in North America. In awarding the magazine its latest accolade, the panel of judges said: "Nominated last year and on the winners' podium this year, Heidelberg News offers a deep insight into the world of print technology. Complex interrelationships are explained in simple terms, and the whole is combined with clear and logical images and illustrations." More than 600 publications took part in this year's competition. A famous face from Hamburg's entertainment scene, Olivia Jones, presented the cup to winners Dietmar Seidel and Isabelle Specht (Heidelberg) and Volker Zeese and Oliver Weidmann (SIGNUM communication, Mannheim).



*"Gold" for Heidelberg News – Hamburg's very own Olivia Jones presents the cup and certificate to the HN team (left to right): Dietmar Seidel, Volker Zeese, Oliver Weidmann and Isabelle Specht.*

## CITY-PRESS // GROWTH IN WESTERN SIBERIA

**RUSSIA.** As part of a training initiative by non-profit organization Internationale Weiterbildung und Entwicklung gGmbH (Inwent), Denis Khodanovich visited Heidelberg and other companies in 2006 and was highly impressed by the quality and productivity of its Speedmaster presses. The financial director of Siberian company City-Press found a five-color SM 74 with coating unit to be the key to solving the problems of his ailing company, which was in urgent need of modernization. Having devised a restructuring and financing plan, Khodanovich refused to be disheartened when his bank rejected his loan application. The former doctor who later studied economics ultimately put his idea into practice with the help of a lease contract – thanks to support from Heidelberg. This enabled City-Press to expand its portfolio while also enhancing its quality. The company now prints catalogs, magazines, high-quality fiction and photo books, and does so with considerable success. The project was awarded the Federal Ministry for Economics and Technology's Innovation Prize. But much more importantly, the company is growing and will soon need new equipment, which it will purchase from Heidelberg, says Khodanovich.



On a Growth Trajectory in Western-Siberia: Denis Khodanovich, who has breathed new life into City-Press with a Speedmaster SM 74-5+L.

## HEI TECH FROM HEIDELBERG // BRANCHING OUT

**GERMANY.** Heidelberg has been supplying the print media industry with HEI Tech for 160 years. Now, other branches of industry have the opportunity to benefit from the expertise and experience the company has built up over the years. Through its “Heidelberg Engineering Consulting” and “Heidelberg System Manufacturing” divisions, the tradition-based yet technology-focused pioneer offers comprehensive know-how, including its development and production potential, to companies outside the print media industry. For example, the Heidelberg Engineering Consulting division advises international mechanical engineering companies on how to optimize CAX/PLM processes, while the Heidelberg System Manufacturing division pools all the expertise of the Heidelberg production network, taking in everything from development, model making with casting, and prototype production to high-quality components, series parts and even mechatronic systems and assemblies – including worldwide logistics. These services should also be of interest to companies specializing in automotive engineering, the environment and the energy sector as well as a wide range of suppliers.

**info //** [www.heidelberg.com/en/EngineeringConsulting](http://www.heidelberg.com/en/EngineeringConsulting),  
[www.manufacturing.heidelberg.com](http://www.manufacturing.heidelberg.com)



Branching Out – Heidelberg now offers its combined mechatronic production potential to companies outside the print media industry.

## SYMPOSIUM // PRINTING ON ABSOLUTE WHITE

**GERMANY.** The Offset Printing Process Standard helps users to print in a defined quality. But what if you need just a bit extra? Specialists from Heidelberg and Papierfabrik Scheufelen & Co. KG tackled this question during a joint symposium at the Heidelberg Print Media Academy. Their mission was to test the possibilities of what is probably the whitest coated paper on the market. With this in mind, Heidelberg printed both “technical/cool” and “emotional/warm” designs on Scheufelen’s “heaven 42” paper using a Speedmaster XL 105-6+L. The upshot was that, even outside the ISO standard, truly “impressive” results are possible. Dark colors stayed matt, metallic colors were sparkling and lustrous and the contrast between light and dark was huge. Ulrich Erber, Product Manager at Heidelberg, summed it up: “With the right technology, the right paper, and user know-how, perfect print results are possible in top quality. Or to put it another way, this combination puts printers and their customers in an excellent position to offer something a little bit different.”

**info //** [www.heaven42.com](http://www.heaven42.com)



Heidelberg Product Manager Ulrich Erber, host Britta Schweinhage and Ralf Schmid from Papierfabrik Scheufelen & Co. KG tested Scheufelen’s ultra-white paper “heaven 42” (from left).

## KARL KNAUER KG // IMPORTANT WORLD PREMIERE

**GERMANY.** Karl Knauer KG of Biberach in the Baden region now boasts the first six-color Speedmaster XL 145 with two coating units and comprehensive logistics. The folding carton and packaging specialist wants this, its biggest investment ever, to add credence to its motto, which promises an impressively different approach to shaping the future. “This press shows that we take this pledge to our customers and staff very seriously,” said Managing Partner Richard Kammerer to around 600 guests at the inaugural event. The aim of this highly efficient flagship with its vast potential in the field of surface finishing is to provide print shop customers with genuine added value in terms of quality, capacity and diversity. Given the numerous awards Karl Knauer has already received for innovative packaging, there is next to no doubt that the company will once again come up with some great ideas.

**info //** [www.karlknauer.de](http://www.karlknauer.de)  
or [www.heidelberg.com/en/VLF](http://www.heidelberg.com/en/VLF)



World Premiere – Around 600 guests attended the inauguration ceremony at Karl Knauer KG for the first Speedmaster XL 145 with six printing units, two coating units and comprehensive logistics.

## WIESLOCH-WALLDORF // PACKAGING DAYS

**GERMANY.** The Packaging Days event, staged by Heidelberg at the Print Media Center in Wiesloch-Walldorf, proved a resounding success. Some 140 visitors from around the world took the opportunity to immerse themselves for two days in a fully integrated workflow for the industrial production of folding cartons. Heidelberg experts were on hand to flag possible applications and explain every process step in detail, from data processing, the optimum arrangement of repeats and plate imaging – to printing, die-cutting, gluing, packaging and palletizing the folding cartons. The Speedmaster XL 105 and XL 75 series were used to demonstrate applications such as UV printing, coating before printing and using cold foil with FoilStar. The demonstrations focused on practical needs and also included the SupraSetter 162 platesetter, the Dymatrix 106 Pro CSB die-cutter, and the high-end Diana X 115 folder gluer.



Full house in Wiesloch-Walldorf – some 140 customers from 18 countries attended Packaging Days to gather information on the various solutions for folding carton production from Heidelberg.



## PRINT PROFESSIONAL // TRAINING IN STRATEGY DEVELOPMENT AND PRACTICAL APPLICATION

**INDIA / GERMANY.** The “Print Professional” training program offered by the Print Media Academy is becoming increasingly popular, because it gives participants a greater insight into state-of-the-art production processes and management methods and, above all, because it allows them to apply what they have learned to their own business models. For example, Mitul Shah, managing director of a print shop in Mumbai, is keen to put the knowledge he has gained in Germany into practice at his own company in India. After three months of training, paper dealer Akshat Bakht from New Delhi is considering expanding his paper supply service to include delivering printed products: “Without the knowledge I’ve gained here, I would never have thought about making this kind of strategic decision,” he says. One of the people responsible for training Shah and Bakht was Julia Börmann from the Training Center of the Chamber of Crafts and Skilled Trades in Münster. Heidelberg has enjoyed close ties with this institution for many years. In addition to giving participants an insight into aspects of the print media world, the specialist lecturer also uses the Print Professional program to ensure they also enjoy a number of cultural highlights during their stay.

**info //** [www.heidelberg.com/en/PrintProfessional](http://www.heidelberg.com/en/PrintProfessional)



Training in strategy development and practical application – “Print professionals” Akshat Bakht and Mitul Shah with lecturer Julia Börmann (from left).

## HEIDELBERG ONLINE // SUPPORTING THE NEXT GENERATION AT HEI CAMP 2010

**RUSSIA.** Young people love books, comics and magazines. However, only a very few of them know how all these stories and pictures get onto the paper or how a print shop actually works. Some years ago, Russian agency Heidelberg CIS came up with an unusual way to change all this and get young people enthusiastic about the printing trade. The idea was to invite young people from Russia and neighboring countries to attend a regular HEI CAMP. The workshop has now taken place for the third time. Further information on HEI CAMP 2010, what the young people learned, and whether they developed an interest in pursuing a career in printing is available in the latest newsletter *Heidelberg online*, Edition 16.

In addition to the *Heidelberg News*, *Heidelberg online* publishes information about trends in the print industry on a regular basis. The email newsletter emphasizes reports on innovations, product news, applications and general news from the world of Heidelberg. Subscribe to the newsletter at [www.heidelberg.com](http://www.heidelberg.com). Besides the international version in English, you can read a local version in 23 different languages.

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Getting to know the basics of printing through interaction: Young people from Russia and Georgia at this year’s HEI CAMP 2010 near Minsk.



## Pimp your Press

**HARDWARE UPGRADES** // Companies looking to boost performance, improve quality or simply “go green” in the pressroom do not necessarily have to invest in a new press to do so. Heidelberg offers numerous other solutions in the form of hardware upgrades, which bring existing presses up to speed or add new functions to standard equipment in no time at all.



In difficult economic times, many companies think twice before investing in a new press. In the end, they often decide to make do with what they've got – and there is a surprising number of old machines on the market. There are currently more than 200,000 Heidelberg printing units in use around the world. And 75 percent of these are more than six years old. Given the legendary Heidelberg quality, they still do a good job but are often lacking that crucial edge in terms of performance, flexibility or efficiency when it comes to peaks in order levels or the need to meet new requirements. A similar situation can arise with new presses if, for example, customers buy a standard configuration before realizing that they need additional functions. Thanks to hardware upgrades from Heidelberg, no one needs to worry about these problems.

“Hardware upgrades are an attractive alternative to buying a new or remarketed press, because they allow companies to tailor their existing equipment precisely to changing operational requirements,” explains Henning Rudolph. As Head of Product Management for Systemservice at Heidelberg, Henning is responsible for hardware upgrades. “These upgrades improve added value, open the way to

new customer groups, and, at the same time, improve the resale value of a press,” he adds. “These factors combine to ensure that it is a worthwhile and secure investment.”

**Comprehensive service package.** Heidelberg has built up a considerable portfolio of hardware upgrades. There are essentially two types of upgrade: First, those that are installed directly in individual machines for prepress, press, and postpress, such as the Speedmaster SM 52 and 74, XL 75, SM and CD 102, and XL 105, and the Printmaster PM 52 and 74 presses. And second, peripherals that can be operated with almost any Heidelberg press.

The service remains the same no matter which option the customer chooses. Anyone opting for a hardware upgrade from Heidelberg receives a comprehensive service package that takes in everything from consulting and installation through to operator training. “This ensures that the solution is tailored precisely to the customer’s requirements,” says Henning. “They benefit from minimal downtimes and can be sure that operators use the new upgrade efficiently right from the start.” ▶

## Selection of Hardware Upgrades for Heidelberg Presses



### Speedmaster SM / CD 102

Mounting aid for modular blanket wash-up device



### Speedmaster SM / PM 52

Closed sheet guide plates



### Speedmaster SM 52

Sheet brake with suction tapes



### Speedmaster XL 75

Dynamic sheet brake



### Speedmaster CD 74 / XL 75

Pre-loading device



### Speedmaster XL 105

InkLine/InkLine CANopen



### For all Heidelberg Presses

FilterStar Compact



### For all Presses

Ultrasonic double-sheet detection



Faster



Better



Greener



**Up to 35 percent faster.** Varna Graphics in Mumbai, India, is one company that opted for a hardware upgrade from Heidelberg. The company specializes in plate imaging and bought a Suprasetter 105 four years ago. The investment is paying dividends because results have continued to improve since then. As the customer base grew, it quickly became clear that, although the Suprasetter imaged 15 plates an hour, this would soon no longer be sufficient to meet demand. “As we had only just made the initial investment, we didn’t want to buy a new press,” explains Managing Director Swapnil Shetty. “Therefore, we asked our contact at Heidelberg in India for an alternative solution.”

The Heidelberg consultant suggested buying a hardware upgrade in the form of an additional laser. “We were a little skeptical at first,” admits Shetty. “However, when Heidelberg explained how quick and easy the installation is, we agreed to go ahead with it.” It took the Heidelberg service team just a few hours to install the upgrade. “All the work was completed in a single shift,” adds Shetty. “Installing

the hardware upgrade has certainly paid off. Producing 21 plates an hour, the system is a good 35 percent faster than before – and we are now well-prepared to keep pace with further growth.”

Similar improvements in performance can also be achieved for presses, for example by installing the improved sheet brake for the Speedmaster SM 52 and Printmaster PM 52 or opting for the dynamic sheet brake, which is available as a hardware upgrade for the Speedmaster XL 75. The dynamic sheet brake accelerates the brake modules after sheet delivery almost to production speed and then gently slows them down again, together with the sheet, up to the delivery point. This ensures optimum transfer of the braking forces and improves sheet guidance. The key benefit of this upgrade is that it enables the use of thinner paper weighing less than 135 gsm, which in turn increases production speeds by up to 3,000 sheets an hour and cuts makeready times by up to 25 percent. And, because the sheets are delivered onto the pile with edges neatly aligned, postpress activities can start immediately.

**Saving resources.** Hardware upgrades also help ensure consumables are used cost-effectively. For example, the ink- and coating-repellent surface of the closed sheet guide plates for the Speedmaster SM 52 and Printmaster PM 52 prevents heavy soiling, doing away with the need for harsh cleaning agents. Above all, it cuts makeready times and waste because the guide strap settings do not have to be changed for each new job.

Even greater savings can be made with the retrofittable FilterStar Compact filtration system for every format class. Druckhaus Beineke Dickmanns GmbH in Korschenbroich near Mönchengladbach opted for this upgrade after intensive consultation with Heidelberg. “We wanted to achieve a stable ink to water balance and use less alcohol,” explains Thomas Bayertz, who has worked as a printer at the small business for 14 years. “Heidelberg recommended FilterStar Compact, saying it was an excellent solution, so we tried it.”

Bayertz recalls that the service team from Heidelberg needed little more than an hour to connect the filtration system to the water circuit and get everything started. “The system has run perfectly ever since, and we are very happy with the results.” By connecting FilterStar Compact to a five-color Speedmaster CD 74 press with coating unit, the print shop has cut the amount of alcohol it uses from 10 to 7.5 percent. “The ink to water balance is completely stable and produces little waste,” says Bayertz. Of course, the biggest savings are made when changing the dampening solution. “In the past, we had to change the solution every two months, with production downtime of two hours each time,” he explains. “Now we only have to change the dampening solution once a year and it is so clean that fish could swim in it.” Bayertz estimates that FilterStar Compact saves the print shop between 3,330 U.S. dollars (2,400 euros) and 4,160 U.S. dollars (3,000 euros) per year. In other words, the filtration system will have paid for itself in one and a half years at the latest, he says.

**Doing things differently – and better.** Hardware upgrades do more than speed up production and protect the environment. They also improve quality considerably and open up new areas of application

and business by delivering greater reliability in production. One example is the wallscreen update for SM 74, XL 75, SM 102, CD 102, and XL 105 presses with Prinect Press Center. Besides the high-tech image that the wallscreen delivers during the print approval process, retrofitting this upgrade also has a number of practical benefits. For example, operators have access to all the key press and status information at a glance, allowing them to precisely control and correct the production of print jobs. It also enables other applications in the print shop network to be accessed via remote desktop applications and prevents operating errors. As a result, the system is altogether more stable and thus ensures a higher level of quality.

The mobile rainbow device for rainbow printing is an interesting option for specialty users looking to move into the security printing market or to expand their offering in this segment. The key feature of this hardware upgrade is a special knife-type ink fountain that separates the inks in the ink fountain. It enables print shops to generate and control the ultra-fine lines and color vignettes needed for bank notes, securities, check guarantee cards, driver’s licenses and other forms of ID.

The above examples are just a few of the hardware upgrades available from Heidelberg, and the company plans to significantly expand its offering in the future. “We know how important this topic is for our customers and will gradually expand our portfolio of solutions,” declares Henning. Anyone interested in finding out more about the wide range of upgrade options currently available should contact the local Heidelberg representative. ■

#### Further Information

[www.heidelberg.com/en/hardware\\_upgrades](http://www.heidelberg.com/en/hardware_upgrades)

# Knowledge Creates a Competitive Edge

**HEIDELBERG TRAINING AND CONSULTING** // Almost all major press manufacturers have discovered the strategy of offering their customers training and consulting, but none of them have such a wide-ranging or global portfolio as Heidelberg. Heidelberg currently combines product training courses with seminars and consulting services focusing on successful print shop management at 18 different locations. Founded 10 years ago, the Print Media Academy (PMA) has now joined forces with Heidelberg Consulting to offer the most comprehensive training and consulting portfolio in the industry.





**A** good 20 years ago, it was still all sunshine and roses in the print media industry. Printing was a stable trade and customers were normally based locally. Terms such as “globalization” and “electronification” were little more than strange visionary concepts. The raising of the Iron Curtain and the virtually simultaneous breakthrough of computers and the like shook up the industry to an extent never previously seen.

Since then, it has no longer been sufficient to simply supply good print products delivering reasonable value for money. Virtually overnight, the world was transformed into a global village. In addition to creating an additional medium, the Internet has also contributed to print shops from Central Europe competing with suppliers from China and traditional offset print shops competing with newcomers from the world of digital printing. Entirely different skills are therefore now required alongside traditional printing expertise. They include sales and marketing competence, management expertise and in-depth business management know-how. Print shops increasingly need training that is delivered by qualified staff – and this must be available worldwide. Heidelberg was quick to identify this need and to start building up its global Print Media Academy network.

**Present around the world.** The first PMA was founded in 1997 – not in Germany, but in the United States, which was the number one market outside Germany at the time. The next academy soon followed in Tokyo. Then, in 2000, Heidelberg pooled its training programs under the “Print Media Academy” name. This coincided with the official opening of the academy’s new architectural flagship – a transparent building at the company headquarters in Heidelberg and by far the largest industry facility of its kind – as the hub of a global PMA network that currently extends across 18 locations around the world. “We now have an academy in virtually all our key markets,” says Adriana Nuneva, Senior Vice President Global Marketing & Communications, Print Media Academy & Consulting at

Heidelberg. The academies in Heidelberg, Tokyo and Atlanta have been joined by facilities in Shenzhen in China, Sao Paulo, Kuala Lumpur and Melbourne.

These academies normally form a part of the sales organizations at the respective sites. Dedicated buildings such as the impressive twelve-story glass cube opposite the main train station in Heidelberg are the exception. With just under 30 employees, the PMA in Heidelberg is also by far the largest in the global network. Most have five or six staff and the smallest just two. They are supported by colleagues from other parts of the company with specific qualifications and by external trainers.

**Training made in Germany.** Christoph Rabbertz, who is in charge of product training at the PMA, stresses that Heidelberg has been offering training programs since the early 1950s. For a long time, however, these mainly focused on specific products and not on skills such as successful print shop management. Around half of the 180 or so courses currently on offer at the PMAs worldwide are still aimed at ensuring optimum operation of prepress components, presses and postpress equipment. The program varies greatly from region to region and is geared to the “typical” setup in each country. The type of equipment installed in China’s huge print shops is inevitably very different from what is found in Egypt, for example. What all the seminars have in common, though, is that they are open to the employees of any print shop and not just to Heidelberg customers. “Even if seminar participants print exclusively on equipment from our competitors, they are welcome to join us,” Rabbertz said, underlining the open-door policy.

There are few regional differences in the management training on offer because business management issues are practically identical around the globe. Wherever they are located, print shops battle to offer the best price while minimizing costs and maximizing efficiency. Key Performance Indicators (KPI) are therefore just as



important for management purposes in Germany as they are in Brazil or Malaysia. Consequently, the courses are very similar. Many of the training modules can be more or less “exported” straight from Germany. “The concept of ‘Training made in Germany’ goes over well throughout the world,” says Martina Brand, Head of International Business Training at the PMA, adding that German training serves as a benchmark in the printing industry in particular.

Management training courses prepared in Heidelberg are translated into the languages of the relevant countries. Seminars in these countries are often delivered by local trainers, with occasional support from colleagues based in Germany and other countries. Several PMAs work with local organizations from the printing trade. The Academy in Moscow, for example, works with the local university and the one in Sao Paulo with SENAI, a national training service for Brazilian industry. The PMA in Heidelberg cooperates very closely with Stuttgart Media University, and with the university in Mannheim and its Institute for SME Research. The same applies to other vocational training centers and universities connected with the industry. “We have a good relationship with all training institutions in Germany. This enables us to work together on projects and thus link the training we offer to current industry trends – for our customers and also for our junior staff,” explains Brand.

**Knowledge is a valuable commodity.** During the global economic crisis, the demand for the training courses offered by the PMAs was greater than ever. The ongoing rapid changes in the print media landscape appear to be pushing print shops to obtain further training, despite – or possibly because of – the crisis. According to Brand, though, the greatest demand is not in the established industrialized nations but in developing countries and in emerging markets. Even experienced customers in these countries are eager to improve their management and leadership skills as much as possible. The desire to learn and the willingness to embrace change are much stronger in developing countries than elsewhere.

Brand is therefore convinced that the demand for training will not fall away in the coming years. Quite the opposite, in fact. The speed of change in the industry is undiminished and with it the necessity to improve skills and qualifications. Heidelberg is following this trend and will therefore further expand the range of training courses and seminars it offers. Its main focus will be on the growth regions in the Middle East, Latin America, Southeast Asia, and Africa.

**Synergies with Heidelberg Consulting.** Since the middle of this year, this regional expansion has also included pooling resources with Heidelberg Consulting to provide training and consulting that is geared precisely to the needs of technical and management staff in the print media industry. Renowned speakers and training specialists share their knowledge of technology innovations and management issues, while acknowledged experts help print shops ensure their businesses enjoy sustained growth. Adriana Nuneva, who is in charge of the entire unit, puts it in a nutshell when she says: “The need for training creates a need for consulting and vice versa.” Ultimately, this pooling of two key areas of know-how benefits both sets of customers. In addition to concrete production know-how and practical knowledge on how to organize day-to-day operations profitably, they also obtain strategic advice on developing new business models and marketing them effectively. ■

#### Further Information

[www.print-media-academy.com](http://www.print-media-academy.com)

# Tenth Anniversary of the PMA in Heidelberg

**ANNIVERSARY //** This spring marked the tenth anniversary of the Print Media Academy in Heidelberg, which is considered a “global beacon” for training in the print media industry. A small conference was organized in honor of the occasion.

On April 14, 2000, the glass building was officially opened by Germany's Chancellor at the time, Gerhard Schröder, in a ceremony accompanied by a spectacular light show. Ten years on, customers, speakers, co-founders and cooperation partners came together at the Print Media Academy to help celebrate the anniversary. Guests of honor included Hartmut Mehdorn, former CEO of Heidelberg, who is considered the “spiritual father” of the striking glass cube located opposite the main train station in Heidelberg. His words of wisdom at the time – “learning from and with each other” – still apply today and served as the theme for the small anniversary conference. Given what the PMA stands for, it comes as little surprise that even on its anniversary there was still something to be learned.

**Don't get caught up in the doom and gloom.** According to Deutsche Bank's former chief economist Norbert Walter, for example, “The half-life of knowledge now amounts to just five years.” Consequently, both companies and their employees must invest more in training. Walter also called for greater entrepreneurial courage in Germany and urged his audience not to get caught up in the current mood of doom and gloom. “In order to make progress, we need to initiate revolutionary debates in Germany,” stressed the 65 year old, adding that it should not be taboo for people to work longer. Walter sees particularly good opportunities for Germany in environmental and medical technology, but he warned that the future could no longer be a simple continuance of the past. He is certain that the large emerging markets will make even more dynamic progress in future, whereas development in the established industrialized nations will be rather muted.

**Less news and more sustainable knowledge in the print media industry.** “As time goes on, the world's population is growing younger,” said trend researcher Dr. Eike Wenzel from the Zukunftsinstitut (Institute for the Future) in Heidelberg in reference to demographic change. He added that this would create completely new and very specific target groups for the print media industry. Wenzel is convinced that “The demographic changes will open up a whole host of niches for the print media and communication industries.” He also underlined that commu-



nication channels and structures were changing. Thanks to electronic media, information will be available anywhere, whenever it is needed. This also offers opportunities for the print media industry, which in the future will be able to offer less news but instead will convey more sustainable knowledge. Wenzel is sure that the printed book will not disappear and pointed out that a large number of small publishing houses are currently being founded. Using a quote from American Internet pioneer David Gelernter, he told his audience: “It goes without saying that electronic books have many benefits, but so do plastic flowers.” To play to its true strengths, Wenzel said that the print media landscape needed to reinvent itself.

**Knowledge – the basis for prosperity.** “Knowledge is power, knowledge creates an edge, and knowledge is the basis for prosperity,” stressed Marcel Kießling who, as the member of the Management Board responsible for Heidelberg Services, is also in charge of the Print Media Academies and Heidelberg Consulting. He added that research had clearly shown that the more national economies invest in training and the more qualified graduates they produce, the more competitive and successful they become. Established industrialized nations such as Germany still have the edge in terms of knowledge, but the large emerging markets in Asia in particular are catching up fast. Above all, the young people in these countries are much more willing to learn – indeed, they are positively eager to learn – and soak up knowledge like sponges. Kießling stressed that knowledge creates an edge in the print media industry, too, but said that smaller print shops in particular spend far too little on staff training – and this in a sector that has changed rapidly over recent years and will continue to do so in the coming years at a similar pace or even faster. ■



Knowledge is progress and the life blood of corporate development. Get yourself and your employees in peak condition and take a lead role in the industry. Hone your skills and expertise with training courses, seminars, and know-how from our Print Media Academy. At Heidelberg, experts learn from experts. Register at: [www.print-media-academy.com](http://www.print-media-academy.com)

**HEIDELBERG**



**FOCUS  
INNOVATION**

## Anicolor for UV Printing

**SPECIAL APPLICATIONS //** Since IPEX 2010, the Speedmaster SM 52 Anicolor has also been available for UV printing with process inks. Thanks to the low start-up waste, printers can save several several hundred thousand U.S. dollars per year when using the comparatively expensive plastic printing stocks – and do their bit to protect the environment.

### Something new ... //

This new development from Heidelberg means established UV printers and newcomers alike can now also benefit from the advantages of Anicolor technology when processing non-absorbent printing stocks. The Speedmaster SM 52 Anicolor UV is available in two designs – a wet offset version and a version that is suitable for both wet offset and dry offset printing. To ensure printers can work with a sufficiently wide range of color settings in wet offset printing, Heidelberg has certified special process ink series for paper and foils/films that are available as Saphira products. The inks react to temperature changes in the screen roller and adapt flexibly to the relevant printing stock. On request, Heidelberg can recommend an ink series suitable for use in waterless UV printing.

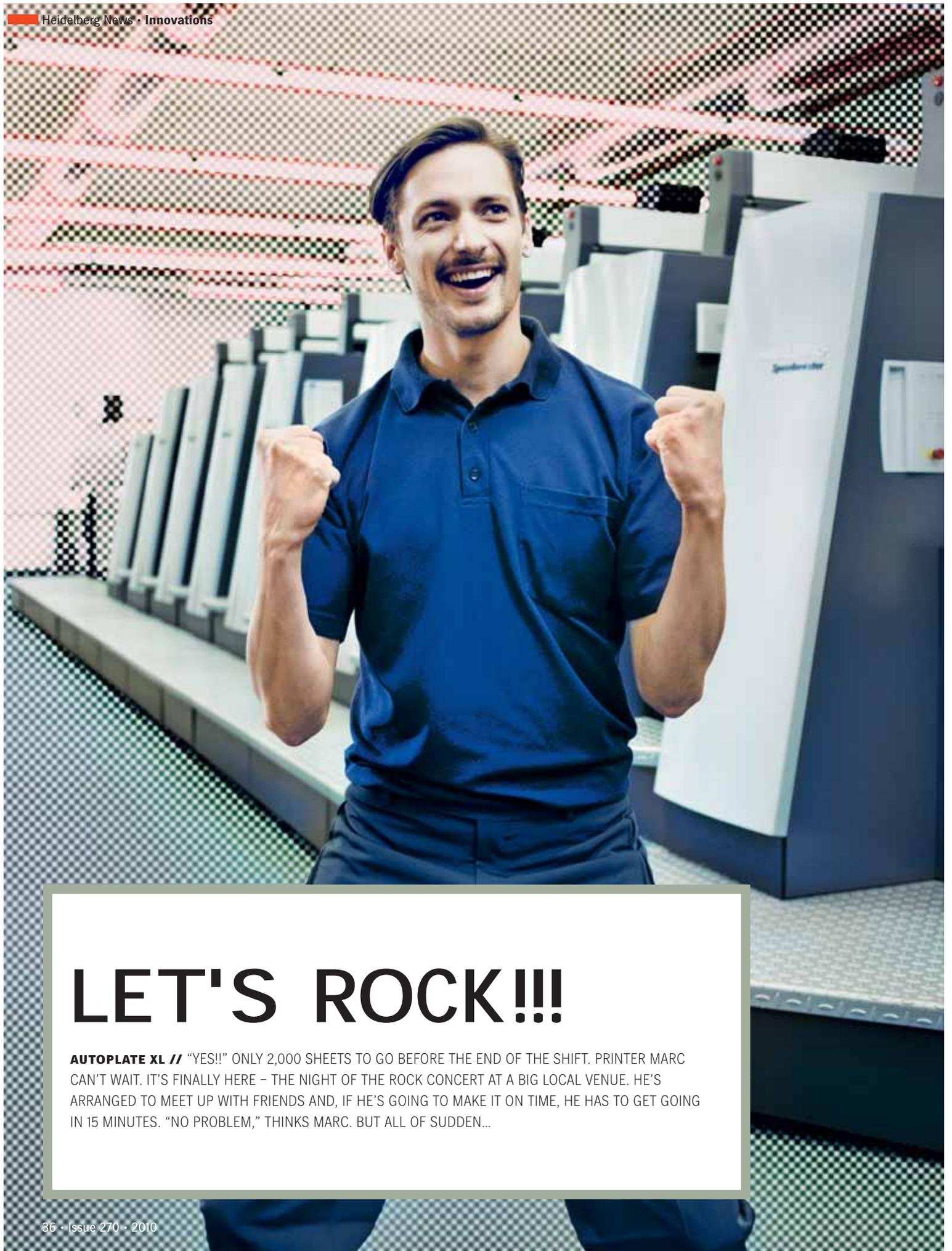
### The benefits ... //

With the Speedmaster SM 52 Anicolor, special applications such as advertising materials, folders, clubcards and other plastic cards can be produced extremely economically even in short runs. This is possible due to the low startup waste of 20 to 30 sheets. Calculated over the course of a year, a print shop that requires 600,000 sheets of foil/film for makeready in conventional UV printing will find that Anicolor UV uses around 90,000 sheets less, thereby saving more than 346,900 U.S. dollars (250,000 euros). Other advantages of Anicolor include a reduction of up to 40 percent in makeready times, and uniform coloring due to the fact that the ink volume is controlled zonelessly across the entire sheet.

### The options ... //

The Speedmaster SM 52 Anicolor is based on tried-and-tested basic technology and is equipped for UV operation with water-cooled inking unit temperature control and the Alcolor Variosystem dampening unit. This means the press prints 15,000 sheets per hour in thicknesses of 0.03 mm to 0.6 mm. The version for waterless operation comes with an optional cooling system for the plate cylinders.

Anyone keen to see Anicolor UV in action on their own test jobs can request a demonstration at the Print Media Center of Heidelberger Druckmaschinen AG. ■



# LET'S ROCK!!!

**AUTOPLATE XL //** "YES!!" ONLY 2,000 SHEETS TO GO BEFORE THE END OF THE SHIFT. PRINTER MARC CAN'T WAIT. IT'S FINALLY HERE - THE NIGHT OF THE ROCK CONCERT AT A BIG LOCAL VENUE. HE'S ARRANGED TO MEET UP WITH FRIENDS AND, IF HE'S GOING TO MAKE IT ON TIME, HE HAS TO GET GOING IN 15 MINUTES. "NO PROBLEM," THINKS MARC. BUT ALL OF SUDDEN...

"This is going to be tight..."



Brochures for  
Firefire  
- 1000 run  
- 4/4 color  
- Glossy art paper  
- 170 gsm

... Georg turns up. As usual, he's brought a job with him. And, as usual, right at the end of the shift. Today of all days, he needs 1,000 brochures, 4/4 color on 170 gsm gloss art paper – and fast. Oh no!



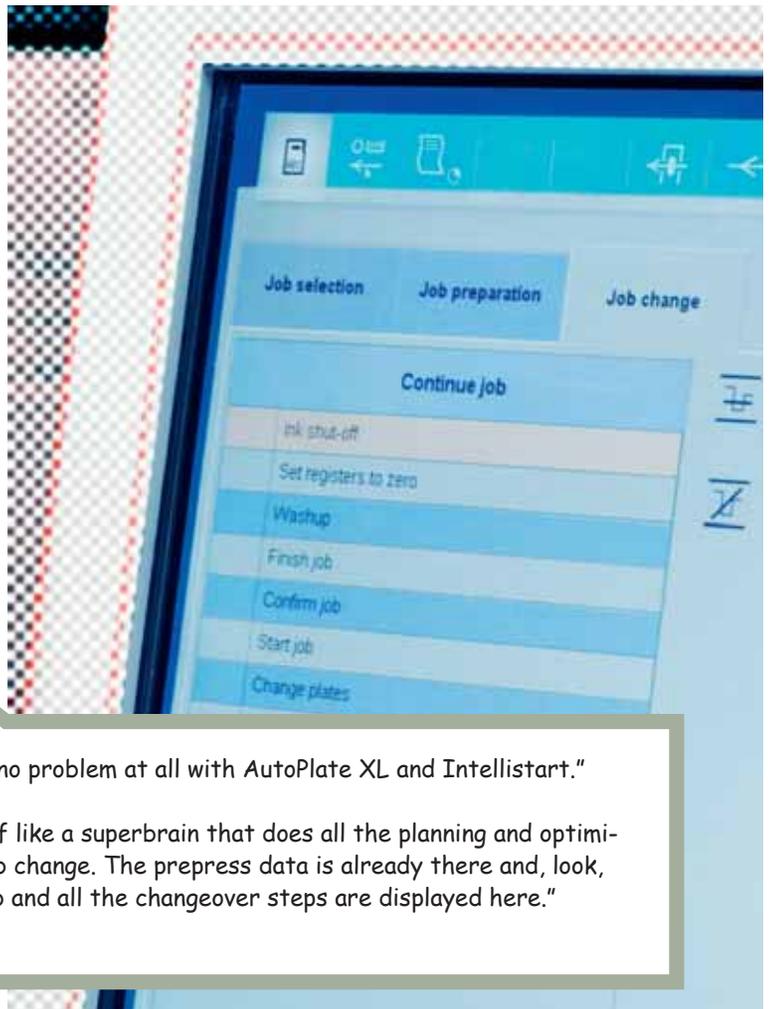
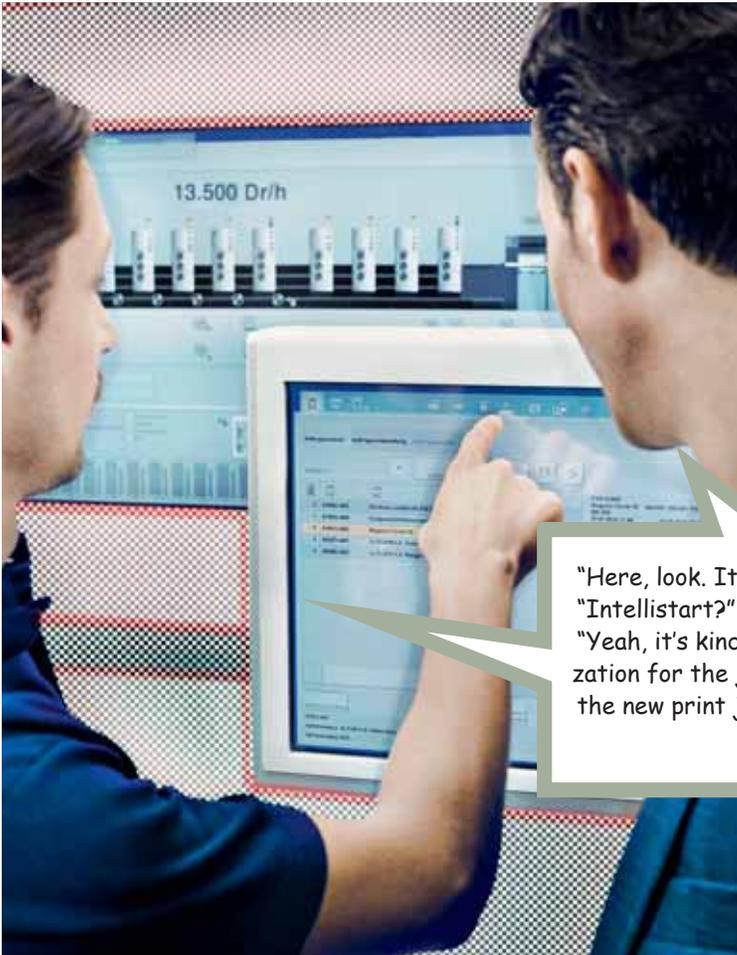
That's odd. Marc isn't worried or stressed in the slightest. In fact, he's totally relaxed. He's done some quick calculations and knows he can still get to the concert on time. That's because the entire job change right down to the OK sheet will take no more than five minutes at most.

"Chill out, Georg! It'll take no time at all. Don't forget we've got the new Speedmaster XL 75 with

**AutoPlate XL!!!"**

"Sorry, Marc, I know it's a bit short notice – again. But I really need these brochures urgently. Come on – just this once."





"Here, look. It's no problem at all with AutoPlate XL and Intellistart."  
"Intellistart?"  
"Yeah, it's kind of like a superbrain that does all the planning and optimization for the job change. The prepress data is already there and, look, the new print job and all the changeover steps are displayed here."

**Intellistart** is part of the Prinect Press Center. It guides the printer through the job change quickly and reliably. Thanks to the prepress data provided by Pressroom Manager, Intellistart "knows" the configuration of the next job. The program then automatically analyzes the process steps required for the changeover and identifies the fastest way to achieve the desired result. Next, the printer decides whether he wants to accept the list of suggestions. After that, a simple touch of a button is all that's needed to start the automatic job-change process.



"The final plate is in the shaft."  
"Now I'm starting the plate change..."



Intellistart checks whether the new plates needed for the subsequent job are in the printing unit feed shaft. Then the changeover begins. Thanks to **AutoPlate XL**, the press automatically removes the old printing plates, washes the blankets and loads the new plates at the same time. This all takes less than a minute, regardless of the number of plates. AutoPlate XL uses sensors to control the register accuracy of the printing plates and, if necessary, automatically corrects their position by gently moving the plate cylinder back and forth. The error rate is less than 0.1 percent. On presses with Inpress Control, the printing process starts automatically. The unit regulates and controls color and register accuracy inline throughout the run. The printer checks the quality after around 80 sheets. Color deviations are displayed on the 19" monitor and adjusted automatically.



"Wow!!!  
It's done  
already?"



"Nearly. The color is already good and the register is excellent. Inpress-Control will take care of the rest. No hickeys or scratches anywhere - what do you say to that?"

"Absolutely brilliant!"

"Right, then let's get the production run sorted!"

Five minutes later...

"Hey Marc, that really was something! With such short throughput times and low waste, this is a real money-spinner."

"I reckon so! Now for the automatic washing and then I have to go. I'm meeting people."

"Have fun!"

"And if you ever need any more last-minute jobs done, you know where to find me!"

"I owe you one."

"Yup, I know..."

## Pacesetter for Short Runs

**PREPRESS //** AutoPlate XL takes just 1.5 minutes to change a full set of plates, regardless of whether there are four or twelve. The investment pays off quickly, especially with frequent job changes.

**R**uedi Wietlisbach, Production Manager at Brunner AG Druck und Medien in Kriens, Switzerland, has a cool head for figures. He has to calculate production times carefully to ensure that his presses run to full capacity with short runs comprising between 1,000 and 4,000 sheets. “We execute around 15 plate changes per shift,” explains Wietlisbach. “Consequently, every minute of makeready time counts.” That is why one of the world’s first Speedmaster XL 75-5+L from Heidelberg to be equipped with AutoPlate XL has been running at full speed in Brunner’s pressroom since the summer of 2008. “The plates in all the printing units are changed simultaneously in just 1.5 minutes, leaving our printers time to change the substrate for the next run,” says Wietlisbach. “Compared to the semi-automatic AutoPlate solution, AutoPlate XL shaves around five minutes off the plate-change process.”

Wietlisbach is delighted with his investment. He knows from personal experience that the system, with shorter presses comprising four or five printing units that are used primarily for short runs, is worth the investment. Ultimately, it means that more jobs can be processed per shift. This is due not only to the minutes saved during the plate change, but also the seamless production flow. “In practice, printers are seldom in their starting blocks at the printing unit exactly when Intellistart shows that it is time to change the plates,” explains Frank Süsser, Product Manager at Heidelberg with responsibility for AutoPlate XL. As all process steps run automatically, no time is lost if the printer happens to be occupied with other jobs. In other words, companies leverage multiple benefits, as shorter changeover and waiting times go hand-in-hand with higher productivity.

Print shops generate the highest added value when they combine AutoPlate XL with Prinect Inpress Control, a spectrophotometric inline color measuring and control system from Heidelberg. This way, it is

not just the plates that are changed automatically. Instead, the entire job can be changed at the touch of a button and at high speeds – including the makeready processes for inking and register. After the plate change, the press starts independently. Inpress Control measures the ink inline at speeds of up to 18,000 sheets per hour. The target coloring is reached after just a few sheets. “Thanks to the automatic process workflows, jobs can now be processed continually – without having to stop the press. This also saves time and money,” says Süsser. Companies with different run structures can also take advantage of this fact.

Generally speaking, the more plate changes per shift, the faster AutoPlate XL pays off. For example, if 16 plate changes are executed per shift on a Speedmaster XL 75-4+L, this saves more than an hour, which means the investment will pay off after around a year. As the number of printing units increases, so, too, do the savings.

Installing AutoPlate XL also paid off for Brunner AG in a very short time. “We have increased production time by around 1.5 hours per shift,” explains Wietlisbach. And the manual work steps have been cut considerably by using Intellistart. As AutoPlate XL always clamps the printing plates with the same high level of accuracy, irrespective of the operator and length of shift, the register is almost perfect from the very first pull. Wietlisbach is certain: “Without this technology, we would no longer be able to handle our daily print volume.” ■

### Further Information

[www.heidelberg.com/en/autoplateXL](http://www.heidelberg.com/en/autoplateXL)

# One Size Does Not Fit All

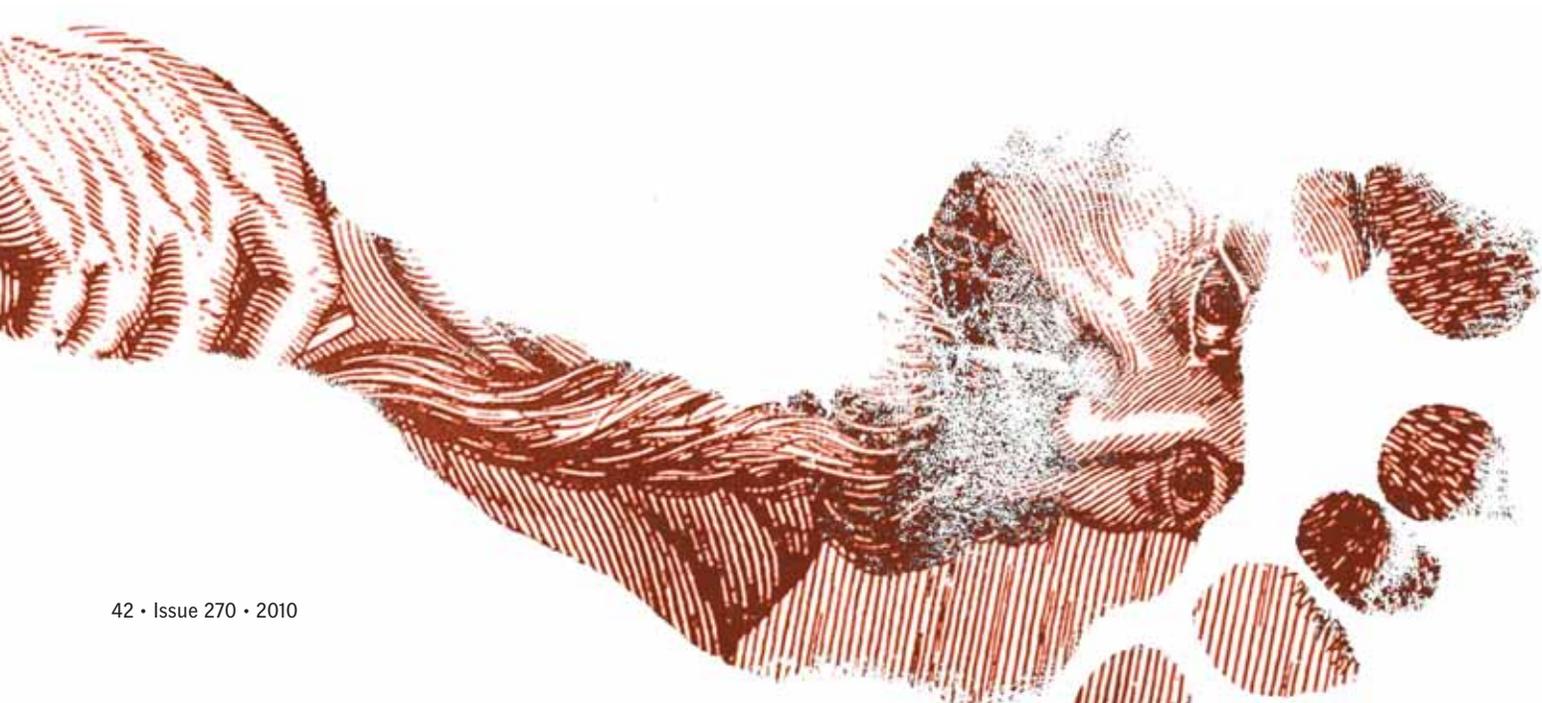
**INTERNATIONAL EDUCATION** // Although everyone agrees on what printers should learn, the kinds of training available worldwide differ significantly.

**Y**ou could hear a pin drop in the workshop at the Johannes Gutenberg School in Heidelberg. Seventeen pairs of eyes watch closely as trainer Rainer Wendel removes the paneling from the final inking unit on a four-color Speedmaster CD 74 with coating unit. “Did you understand all that? Well then, get to it!” says Wendel to encourage the apprentices. Equipped with tools and divided into small groups, they are tasked with taking the inking units apart and adjusting them. This is a typical task assigned to young people aged between 16 and 21 who take part in training programs at print shops in the region. One and a half days a week are spent in the classroom. In addition to print-related topics such as instrumentation and control technology, trainees also learn general subjects such as business and German.

Some 85 vocational schools in Germany offer these “learning by doing” lessons to supplement company training programs. In some German states, the schools offer a combination of theory and practice, while others provide only theory, with practical training forming the main focus of the company training programs. “One of the strengths of this dual system is that it gives students the freedom to systematically acquire key professional qualifications in both theory and practice,” explains school director Martin Schmidt. After all, the streamlined production processes employed in state-of-the-art print shops today leave little time for apprentices to practice on a company’s highly automated machines or run through the entire process standard for offset printing. In other words, the vocational schools compensate for any shortfalls in the equipment and

know-how of company training programs by delivering a curriculum tailored closely to practical requirements. Ultimately, all apprentices in Germany have to pass the same examination after three years of training. These unified standards make for equal opportunities and leave the companies safe in the knowledge that all trainees are equipped with the same level of basic training. In 2009, some 17,366 apprentices had a trainee job in the German print industry, i.e. almost 10 percent of the total 165,803 employees in this sector.

However, it doesn’t all end with an apprenticeship. Young specialists can qualify for higher functions by taking part in master courses or attending a specialist school for print and media technology to qualify as a state-approved print and media technician. Anyone already interested in taking up ▶





**From:** Kamal Chopra, <mailto:foil@vsnl.com>  
**Subject:** One size does not fit all  
**Date:** September 15, 2010 15:45:51 CET  
**To:** [Heidelberg.News@heidelberg.com](mailto:Heidelberg.News@heidelberg.com)

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**Dear Editorial Team,**

Here are my answers.

**How can young people enter the print industry in India?**

Each year, around 3,500 printing engineering graduates stream into the industry. They graduate from more than 36 printing institutes, some of which also offer postgraduate courses. However, more than 70 percent of the newcomers are trained on site at their respective companies.

**Are there standardized training programs?**

No, the print and packaging industry is too disorganized for that. Nor are there any admission requirements. Most entry-level candidates receive on-the-job training. They have little or no school education.

**What do apprentices learn?**

The course is very technical. They learn next to nothing about management. They are taught about the latest innovations, but only in theory, because there is not enough money to buy the requisite equipment. That is why the print associations in northern India have started to establish a form of dual education. The institutes are responsible for theory and exams, while the companies focus on the practical side of things. The state-run industrial training institutes train machine operators, printers and media designers, while college graduates have their eyes fixed on managerial positions.

**Does the training program cover demand?**

No. Between 70,000 and 100,000 jobs remain unfilled. Estimates show that around 2 million people work at 150,000 print shops in India. Around 80 percent of these are family-run businesses using outdated equipment and offering a very basic service. Due to their small size, innovations and automation concepts would not pay off. The Indian government wants to encourage networking between these small businesses so they can pool their resources. The bad conditions and poor quality of the state-run training system deter many young people from entering the print industry. Many places lack modern equipment and teachers with the necessary expertise.

Kind regards,  
Kamal Chopra  
General Secretary  
North India Printers' Association  
Ludhiana, Punjab, India

**From:** Manoel Manteigas de Oliveira, mantega@sp.senai.br  
**Subject:** One size does not fit all  
**Date:** August 22, 2010 12:45:51 CET  
**To:** Heidelberg.News@heidelberg.com

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**Dear Editorial Team,**

Here is the information on Brazil.

**How can young people enter the print industry in Brazil?**

We have dozens of vocational schools, but the spots available fall far short of the demand. Training often takes place at companies instead. The print market is a growth industry. At present, we have around 20,295 print shops with almost 277,000 staff.

**Are there standardized training programs?**

The schools are given guidelines, but each is free to adapt the curriculum to meet local requirements. Corporate training is not regulated.

**What do apprentices learn?**

At SENAI School Theobaldo De Nigris – the biggest vocational school for the graphic arts industry in Latin America – we offer four training courses. The basic course covers offset press operation (four semesters, part time). For the intermediate company level, we train prepress and offset technicians (two years part time or one year full time). On completion of the training, graduates are qualified to monitor production or quality, for example. A three-year postgraduate program culminating in the qualification “Print and Graphic Arts Engineer” is aimed at those striving for managerial positions. We also offer MBA and further education courses. Around 1,000 print students graduate each year from the SENAI schools, providing the labor market with a workforce that has solid qualifications and is up to date with the latest developments.

**Does the training program cover demand?**

In terms of quality, yes. Our school works closely with industry associations to provide practical training and incorporate the latest trends into the curriculum. We are also very well equipped, which is due partly to the numerous partnerships we have established with manufacturers in the print industry.

**What factors influence education?**

Brazil is a huge country, but the vocational schools are based in just a few areas. This means that some students live a few hundred – maybe even a thousand – miles away from the nearest school. Therefore, a few years ago, we converted a number of buses and equipped them with small printing presses. This enables us to take the education where it is needed.

Kind regards,  
Manoel Manteigas de Oliveira  
Director Escola SENAI Theobaldo De Nigris  
São Paulo, Brazil

a managerial position directly after high school should attend a college specializing in print and media technology. Students can earn a Bachelor of Science after studying for six or seven semesters. After additional four semesters and an exam, they earn the title Master of Science.

**International hit.** The close intermeshing between company and school-based training and the high standard of skills this approach produces make this dual system a real hit both at home and abroad. For example, countries such as India and China, whose

production facilities are still manned by many workers with a “rough and ready” level of training, are showing an increasing interest in this training model. “International visitors who tour our facilities are often amazed by the high proportion of practical lessons and the high-quality equipment reserved exclusively for training purposes,” explains Schmidt. Many countries focus mainly on theoretical input rather than practical application. Emerging markets often lack the money required to establish the necessary infrastructure. It was for this reason that Malaysia shut the small local vocational

schools in the north of the country, pooled its financial resources, and built a state-of-the-art training center plus boarding school in their place.

This dual training system is offered as standard in Austria, too. Christian Handler from the Verband Druck & Medientechnik in Austria believes that the added value of the system lies primarily in its practical focus. The apprentices are thrown into the deep end of everyday working life. They are supervised by a trainer, often a senior printer with a training certificate. The corporate training is supplemented by a four-week ▶

**From:** Xiaoying Rong, xrong@calpoly.edu  
**Subject:** One size does not fit all  
**Date:** September 5, 2010 11:25:30 CET  
**To:** Heidelberg.News@heidelberg.com

**Dear Editorial Team,**  
 Here are my answers.

**How can young people get a job in the print industry in China?**

After nine years of school, you can start training at a company or attend one of almost 16,000 vocational schools for a further two or three years. Universities also offer Bachelor and Master courses for print engineers and technicians. Currently, around 4 million people work at more than 100,000 companies in the print industry in China. However, many of these are untrained staff, often rural migrant workers.

**What do apprentices learn?**

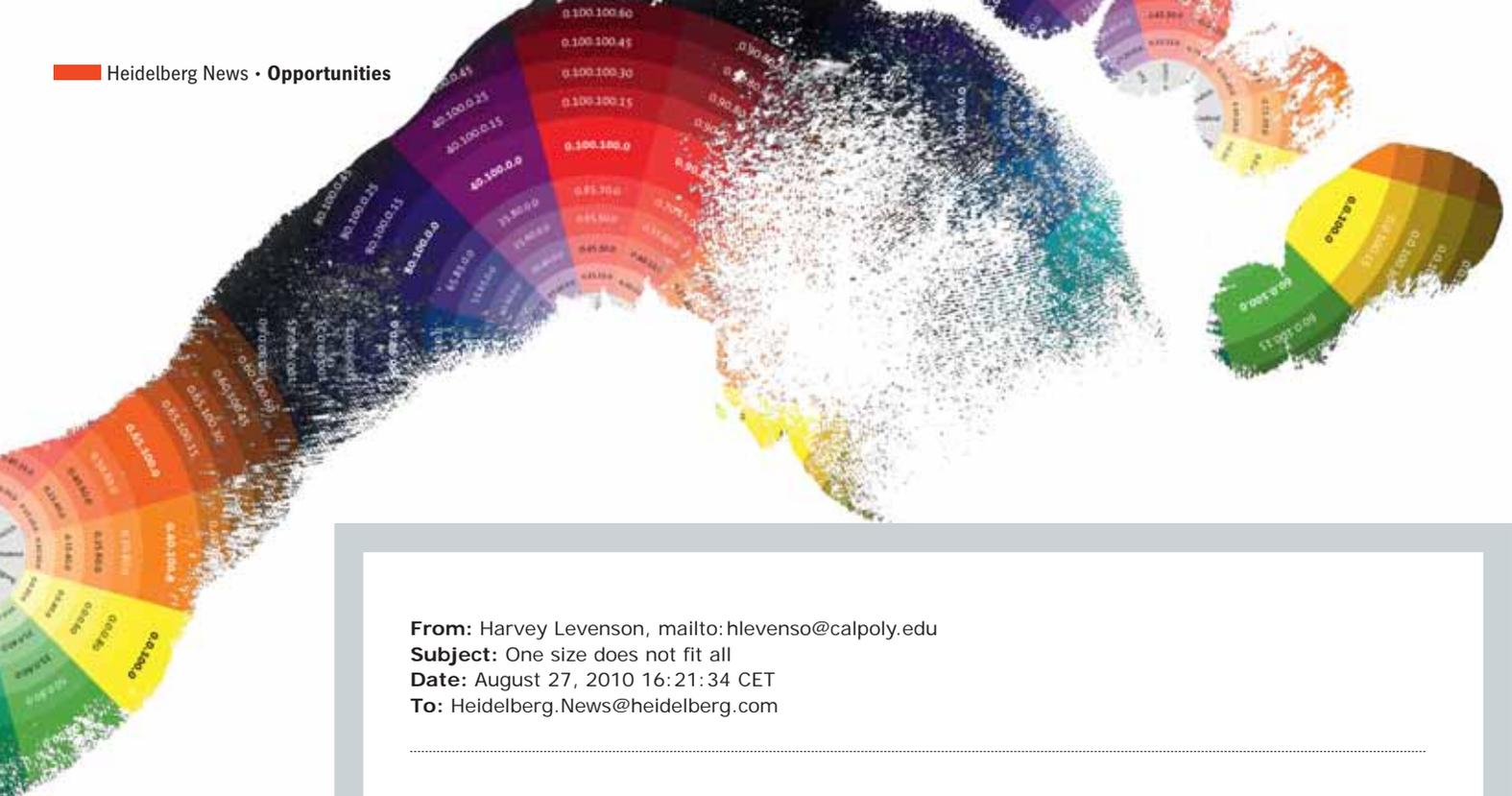
At vocational schools and universities the training is very theoretical. Most institutions do not have the financial resources to provide the requisite technical equipment. As a result, graduates often lack practical experience and sometimes fail to deliver the expertise and problem-solving skills demanded by industry.

**Does the training program cover demand?**

No. In rural areas, it is often very difficult or impossible for children to attend school. Graduates who can afford it prefer to apply for prestigious, scientific training programs. As a result, there are many vacancies at the middle level. The print industry alone has a shortfall of 150,000 technical staff. It is the ultramodern and export-oriented print shops in coastal regions that are suffering the most. In order not to jeopardize economic development, state authorities such as the General Administration of Press and Publication (GAPP) are supporting up-and-coming young people through a series of activities. These include the “China Printing Industry Vocational Skills Competition” and the printing skills training and technology certification program for press operators, which has been established in cooperation with Heidelberg. China also plans to modernize its education system by 2020 with the aim of establishing compulsory education for all and improving the quality of training at vocational schools.

Best wishes,  
 Dr. Xiaoying Rong  
 Graphic Communication Department  
 Cal Poly State University  
 San Luis Obispo, USA





**From:** Harvey Levenson, <mailto:hlevenso@calpoly.edu>  
**Subject:** One size does not fit all  
**Date:** August 27, 2010 16:21:34 CET  
**To:** Heidelberg.News@heidelberg.com

---

**Dear Editorial Team,**

Here is the information on the United States.

**How do young people become printers in the United States?**

High school graduates can either join a company training program or attend one of the 192 junior or community colleges to acquire practical production know-how in a two-year program. The four-year bachelor's degree programs prepare young people for managerial positions. They provide training in production, technology and management. Each year, around 1,000 of the some 4,000 graphic arts students complete their degree.

**Are there uniform training standards?**

No, since the decline of the unions, the structured training programs have diminished. There are neither standardized training programs nor standard competency. The individual companies and educational institutes define the content and duration of the training.

**Does the training program cover demand?**

The colleges and universities are doing a great job in training future managers. However, there is still a lack of well-trained specialists. This applies particularly to press and postpress rather than prepress, as many college graduates have excellent computer skills. According to the Printing Industries of America industry association, approximately 950,000 people currently work in 36,000 companies in the printing industry. But this figure is set to fall, partly because many babyboomers will be retiring in the next 10 years, freeing up around 50,000 jobs.

**What factors influence education?**

The increased use of electronics and digital systems is weakening vocational training, because many vocational schools and community colleges have neither the technology nor the necessary expertise to provide effective training in these areas. This is where manufacturers are increasingly stepping in to plug the gap. Considerations such as new media and the move to relocate print production operations abroad are impacting the job profiles. As a result, print services such as marketing, sales, and customer support are becoming increasingly important. It is essential that future generations keep up to date with the latest trends, such as printed electronics and lean production, in order to help shape change and use it to their advantage.

Best wishes,

Harvey R. Levenson, Ph. D.  
Department Head  
Graphic Communication Department  
Cal Poly State University  
San Luis Obispo, USA

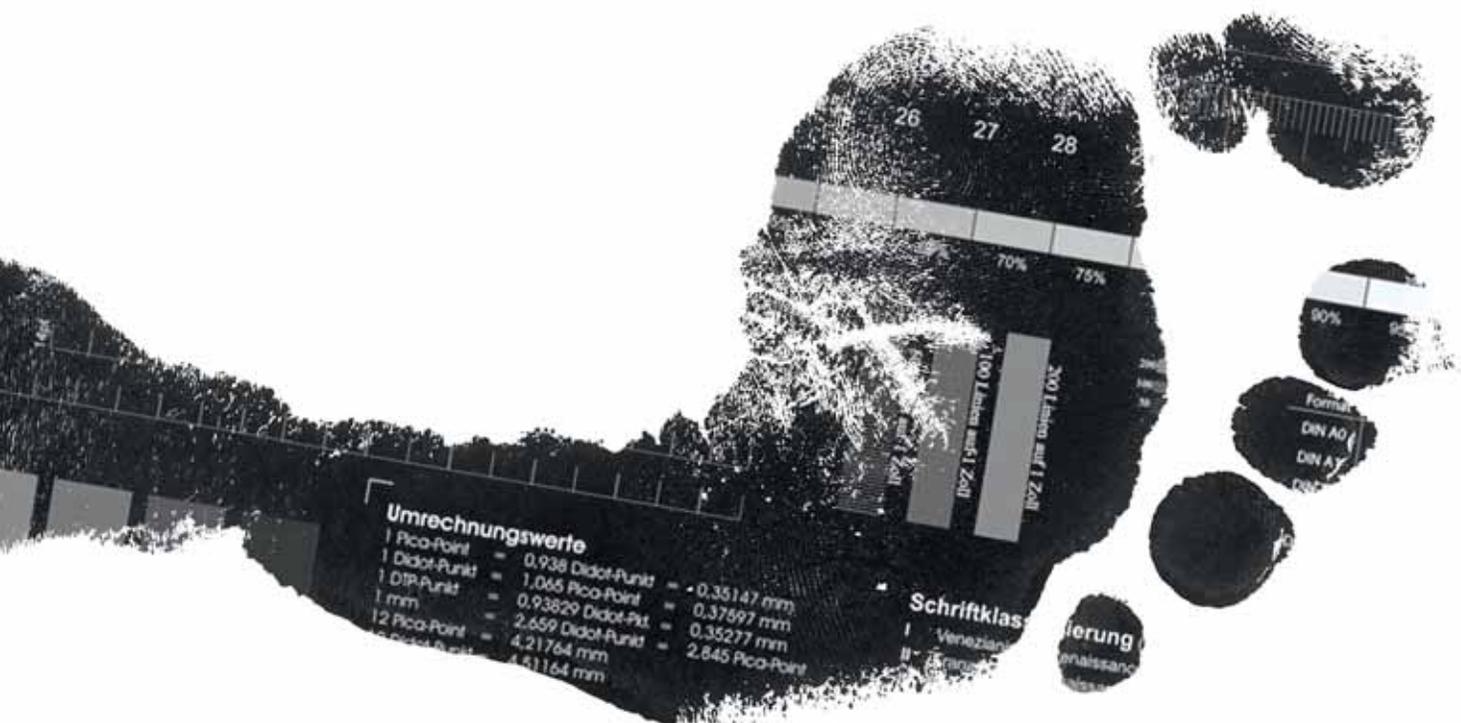
block of training per year at the vocational school. In their third year of training, apprentices reach specialist level before taking their printing engineer exams after three and a half years. Alternatively, after the 8<sup>th</sup> grade or after gaining a graduation certificate from the renowned Höhere Graphische Bundes-Lehr- und Versuchsanstalt in Vienna, students can gain a degree or engineering qualification in print and media technology.

However, the Swiss really put the icing on the cake when it comes to printer training. The Swiss participants always rank among the top competitors at the WorldSkills competition. The world champion-worthy dual training program is characterized by a longer four-year course and collaboration between three sites of learning. Here, alongside the company and vocational school, apprentices also attend inter-company courses organized by the Swiss industry association Viscom. "This combination ensures that all apprentices benefit from a sustainable and similarly high-quality training program," underlines Peter Theilkäs from Viscom. As in Germany, a degree from a technical college or university of applied science enables graduates to take up managerial positions.

**Constant race to meet requirements.** As know-how quickly becomes obsolete in the working world, commissions made up of experts from business, unions and state bodies, are continually having to update the curricula and job profiles. For example, due to increasing automation and digitization, printers must be able to interpret a wide range of data. This calls for more brain work and less manual labor. At the same time, the level of knowledge demonstrated by many school leavers has dropped. Therefore, the new "Printmedienpraktiker EBA" (Print media engineer EBA) qualification is being launched in Switzerland in 2013. This two-year training program prepares young people to take on basic tasks in press and postpress operations. Afterwards, they have the option of acquiring the more demanding "Drucktechnologie EFZ" (Print technology specialist EFZ) qualification. Peter Theilkäs is confident that the new occupation will be a hit.

The terms "Drucktechnologie EFZ" (print engineer) and "Drucktechniker" (print technician), which replaced the term "Drucker" (printer) in 2003 in Switzerland and 2004 in Austria, also reflect the efforts being made to position the occupation as high-tech in

order to make it more attractive to young people, because the "star" among the training occupations is the media designer (Mediengestalter) or media technician (Medientechniker) as the term is known in Austria. "Young people find jobs involving cross media, video and photography very sexy, even though they earn far less money than printers," explains Christian Handler. Statistically speaking, 0.7 applicants apply for every training job advertised for printers in Germany compared to 7 applicants for each position as a trainee media designer. Consequently, the terms "Drucktechnologie" (print engineer) or "Medientechnologie Druck" (media engineer print) are to replace the term Drucker (printer), and "Printmedienverarbeiter" or "Medienverarbeiter Print" (print media processor) will replace the term Buchbinder (book binder) from August 2011 in Germany, says Theo Zintel from the Bundesverband Druck und Medien e.V. (Federal Print and Media Association). Furthermore, skills-oriented training curricula are designed to blow a breath of fresh air through the sector. ■





# MORE BRANDS, MORE SUCCESS

**DIRECT MARKETING //** With overcapacities, plummeting prices and customers who think nothing of changing suppliers, the printing sector is currently experiencing one of its worst ever crises. Many print shops still have little idea how to hold onto existing customers and win new ones, but there are numerous new opportunities for these very companies if they adopt a customer-focused marketing strategy.

Just a few years ago, marketing was not part of the equation for most print shops. If they touched on marketing at all, it was in terms of advertising. Good work was long considered the best form of advertising through word of mouth.

Times have changed. Good work is still in demand but no longer sells itself – customers take it for given. The hunt for new customers is also being made more difficult by profound structural change. Some publications continue to make the switch to the Internet. At the same time, print buyers are using the web to make rapid international price comparisons so that they can pass the cost pressure they face directly onto their service providers. Increasingly, it is the cheapest quotation that is accepted. What's more, prices are already at rock-bottom, yet the cost of paper, energy, and acquiring new business is climbing year on year – with dramatic consequences. Many print shops in industrialized nations have experienced the pain of what “consolidation” means in mature markets. And many print shops in emerging markets have been delighted to discover that it means something different here – at least for the moment.

**Huge pressure for change.** Confronted with this situation, many print shops are opting to do exactly the right thing. They are optimizing their processes and making a point of investing in state-of-the-art equipment to boost productivity. Top technology is all well and good, but it needs to be put to optimum use and the capacity it

generates needs to be utilized to the full. Welcome as new orders are, a full order book only makes sense if, despite offering a bargain price and paying overtime, the company doesn't just increase sales but also makes a decent profit at the end of the day. That's the aim, but how is it possible to succeed on both these counts?

The answer is a complex one. Some companies are clearly coping with the situation better than others. “Print shops that adapt to their customers' needs and stand out from the competition with clearly defined unique selling points suffer far less during a crisis than companies that are less proactive in this respect,” underlines Marcel Kießling, member of the management board responsible for Heidelberg Services. This is because they are less prone to price pressures, since they have detailed knowledge of their customers' market needs and expand their portfolio so as to maximize the benefits to these customers in as many ways as possible.

**Good is not enough to stand out.** Accordingly, a company's success depends to a great extent on raising its profile and standing out from the crowd. “Attributes such as quality, speed, and timely delivery are now no longer enough in themselves – print shop customers expect this as standard,” Kießling goes on to explain. Instead, Kießling recommends that print shops sit down with their customers and work together to optimize their portfolio of services – and do so in a way that delivers real benefits for print shop customers. ▶

Adriana Nuneva, Senior Vice President Global Marketing & Communications, Print Media Academy & Consulting at Heidelberg, explains that this opens up many new opportunities beyond the traditional scope of printing, citing the example of a print shop that, for a long time, printed only flyers and brochures for one of its customers. Given that the customer regularly exhibits at trade shows and requires large quantities of promotional gifts, the print shop suggested taking over the handling of all the necessary materials. “The print shop now offers its customer a complete service, thus solving problems that used to cause a lot of headaches. It stands out from the competition – not because of its printing technology but as a result of additional services that save the customer having to deal with a large number of suppliers,” continues Nuneva.

**Step by step to success.** It goes without saying that there are many other options, including warehousing, handling various sizes of order, providing other logistics services and printing and dispatching personalized mailings. For services such as these to be a success, print shops need to know their customers very well, but that is precisely the problem in most cases. “Around 80 percent of print shops are small companies and are unable to afford sales or marketing experts. In most cases, owners assume these tasks but they often lack the necessary time and know-how,” explains Nuneva.

This is precisely where the business development services offered by Heidelberg Consulting come in. One example is an entry-level package in the form of a two-day marketing audit. The aim of the audit is to identify the strengths and weaknesses of a print shop and use this to prepare a roadmap with a clearly defined strategy. “At the end of the process, the print shop knows the sales generated with each customer, the business potential that can be realized, and the unique selling points that it already has or can develop. At the same time, participants get a clear idea of how to use structured sales and marketing processes to present their competitive advantages in the proper light and unlock new business opportunities,” says Nuneva.

**Standardized corporate identity and proactive selling.** The marketing audit normally produces concrete measures that the print shop can implement independently or with the experts from Heidelberg Consulting. One example is preparing a questionnaire for the print shop to send out to customers. The answers obtained can be used to establish which products are popular with a particular customer, how they are used, and what additional needs exist. The questionnaire is also a good starting point for the joint development of new services and provides convincing sales arguments for further acquisition activities.

A precise analysis of all a customer’s possible points of contact is important, too. “Every time a customer contacts a print shop, he asks himself questions like: Does this print shop understand what I need? Does it appreciate my requirements? Will it cater to my needs?” reports Nuneva. As she points out, any expectations will immediately be dealt an unwelcome blow if, for example, customers receive an unfriendly welcome at the reception desk, or have to wait too long for their call to be answered or for the promised quotation to arrive. In- ▶

# BRAND YOUR PRINTSHOP

**SALES STRATEGIES //** Dr. Marcel Crisand, Institute for SME Research at the University of Mannheim, talks about successful sales techniques and the best way to conduct meetings with customers.



*Mr. Crisand, what makes a successful sales employee?*

**Marcel Crisand:** Some people believe there’s a sucker born every minute – and all they have to do is find that person to make a sale. But that is not the key to success. A good sales employee always tries to create a win-win situation, because he knows that

a customer will only accept cross-selling and upselling options and recommend the company to others if the negotiations are fair and both sides benefit from the deal. What’s more, satisfied customers don’t spend a lot of time arguing about the price.

*And if they do?*

**Crisand:** That’s when it gets tricky. Prices are often a *bête noir*, because they can make or break a deal. The problem here is that many people cave in too fast when it comes to prices, because they don’t want to upset their relationship with the customer and are trying to be nice. It is better to act strategically by starting to think “outside in” rather than “inside out”. In other words, instead of thinking about what product you want to sell, think about the customer’s situation and which product he really needs. Of course, you also need to talk the talk and impress the customer with an air of authority. The important thing is not to overdo it. If the customer is determined to make a saving no matter what, then you have to give in, because that is his top priority at present. However, he will have to compromise on performance.

*That sounds as if you have to prepare for all eventualities before meeting with a customer.*

**Crisand:** That’s right. Anyone who goes into a sales talk unprepared will almost certainly be wasting a unique opportunity. Before attending a meeting, it is important to define both your goals and your counterpart’s interests at that point in time. After all, each customer is different. It makes a difference whether a customer’s company is growing or shrinking, whether you are trying to win back a customer or whether you are making contact for the first time.

*What should the preparations involve?*

**Crisand:** You have to define your own goals and price limits and anticipate counter-arguments. If a customer says something is “too time-consuming” or “too expensive”, you need to have your answers ready. You also need to be aware of potential conflicts and know how to use them constructively.

*What can you do if a situation becomes deadlocked?*

**Crisand:** Generally, you should always try to maintain a professional and friendly atmosphere. Nevertheless, if the atmosphere sours, a good sales employee should take a pro-active approach and ask, for example, if the customer is irritated or annoyed by something. This “management by question” approach indicates interest and draws the other person back into the conversation. And the answers usually provide new scope for driving the discussion forward. It is important to maintain a good atmosphere for discussion at all times, because you can’t solve technical problems when there is something wrong on an emotional level.

*Should some customers be valued more highly than others?*

**Crisand:** Initially, all customers should be valued equally. However, there are several dimensions at play here. If a customer offers little potential and doesn’t buy from me, then he doesn’t interest me. If he has low potential and buys from me, you have to wait and see whether it pays off. The situation gets interesting when the customer exhibits high potential but shows little interest. This is where you must exert the most effort, and that just doesn’t happen often enough. This is because sales employees often overestimate the potential of customers who are nice to them. They prefer to avoid those who are unpleasant, even if they offer a lot of potential. To avoid this problem, the sales team must have access to the right tools, i.e. checklists and KPIs, in order to understand the customer’s business situation.

*How important is it to put together the right team?*

**Crisand:** It can be very important because a big group of people will always be made up of different personalities, some of which are compatible, while others may clash. Dominant, aggressive types will get along OK as long as the sales employee gives the customer the feeling that he is the top dog. Socially inhibited people tend to withdraw when they come up against tough opponents. Contacts with a scientific background prefer to get down to business quickly, whereas creative people respond well to creative counterparts who spur them on. The important thing to remember is that all people, whatever their various characteristics, deserve respect. If you underestimate someone just because they are different, you’ll find that the negotiations quickly reach a sticking point.

*How should you end a conversation?*

**Crisand:** Even if you’ve not made a sale and are down, you still have to find a positive way of ending the conversation. There is nothing worse than parting on bad terms, because the situation is likely to remain that way in the future. From a professional point of view, two elements are key: First, you must try and achieve your goals without putting any undue pressure on the customer. And, second, make sure you never end a conversation without saying something along the lines of: “OK, we’ll meet again and I’ll get back to you about that.” You need to establish the next point of contact, otherwise you’ll never see the customer again.





stead, Nuneva says, it's all about building up trust: "Right from the very start – and at every other available opportunity – it's essential to make the customer feel he is in the very best of hands. That applies particularly to new customers!"

Naturally, such points of contact also include sales and marketing departments. Marketing materials such as mailings, flyers, brochures and promotional gifts can get a print shop noticed if they are creative and unusual. In order for them to be used to greatest effect, though – in particular when endeavoring to win new customers – they need to be part of a standardized corporate identity and incorporated in clearly structured processes. "Marketing materials are ideal for jogging existing customers' memories or getting a company noticed for the first time, but they are not on their own sufficient to win new customers. Personal contact needs to be established, too, and the sales department needs to arrange a meeting to make an impression with its business model and the things that make it stand out from the competition," underlines Nuneva.

**Existing customers take priority.** Before a print shop focuses its full attention on acquiring new business, Nuneva – who was already an experienced management consultant before joining Heidelberg – recommends that it first looks after its existing customers. "Nice as it is to win a new customer, nothing is worse than losing a good existing one!" she stresses.

To stop this happening, the sales department should make a point of establishing a clear structure for supporting existing customers. "It is extremely important for sales staff to have a background in mass communication. Only then can they identify the right communication strategy, see things from the customer's perspective and spot upselling opportunities that really win him over and also boost margins," stresses the experienced marketing expert. The Print Media Academy also offers open seminars on these key issues and recommends specific personal development strategies for all staff. Nuneva firmly believes that "Only integrated, sustainable training can help a company achieve success." ■

**Further Information**

[www.heidelbergconsulting.com](http://www.heidelbergconsulting.com)

# Small Grains that Have a Big Effect



**ANTI-SETOFF POWDERS //** Anti setoff powders are used to create a gap between freshly printed sheets in order to ensure there is no ink transfer and to help the sheets dry a little faster. In addition, the powder improves the slide characteristics of the printing stock in the delivery and in postpress. But which tiny microscopic grains of powder are best suited to which applications?

Anti-setoff powders are used to create a gap between freshly printed sheets in order to ensure there is no ink transfer and to help the sheets dry a little faster. In addition, the powder improves the slide characteristics of the printing stock in the delivery and in postpress. But which tiny microscopic grains of powder are best suited to which applications?

In principle, there are three different types of powder. Some powders are made of calcium carbonate, some are sugar-based, and others are made of natural starch. One thing applies no matter the material – the more uniform the grain size, the better the powder. Calcium carbonate powder has a comparatively high weight, is relatively low-dust, and is not sensitive to static buildup during the powdering process. However, it is best to use a surface-treated version of this powder, as the shape and hardness of untreated calcium carbonate means it can act like emery paper on the print sheet, printing plate, and machine components.

It also tends to build up on the blankets during perfecting printing. In contrast, as sugar-based powder is dissolved by the dampening solution, it barely builds up on the blanket and is suitable for several passes. The disadvantage of sugar-based powder is that it reacts strongly to heat, meaning it cannot be used with dryers. In addition, it is not compatible with water-based coatings. Starch powder has the most naturally spherical grains. This means it flows well and is particularly gentle on the machines. For perfect results, use a powder application system with static electricity eliminator. The starch powder is also available in a water-repellent version designed specifically for water-based coatings, but this cannot be used for multiple passes. It is also important to note that hydrophobic starch powder is not compatible with subsequent finishing operations such as coating, lamination, and hot-foil embossing!

The key thing to bear in mind is that the powder has to be the perfect match for the print job at hand. The same is also true of the grain size of the powder – this is largely dependent on the print motif and respective area coverages. As a rough guide, 20 to 25 micrometers is generally sufficient for print jobs with grammages of between 70 and 250 gsm. Grain sizes of 35 micrometers and over are becoming increasingly common for jobs with higher grammages or printing stocks with rough surfaces.

Once the right powder has been selected, the next task is to ensure only as much powder as is absolutely necessary is applied to the paper – no more. The powder spray devices that do this have a tricky task to fulfill. As the sheet speeds through the delivery, it is surrounded by a cushion of air, or the laminar flow. The powder jet has to more or less punch its way through this air cushion while remaining as consistent and uniform as possible.

The functionality of the powder spray device can be tested by placing a black sheet under it and activating the test mode. If the sheet displays irregular powder distribution following the test job, the powder nozzles and supply lines should be checked for blockages. However, the problem may also lie in overly strong air flows (and therefore eddying) in the delivery. Any evidence of smudging or ink transfer is probably due to insufficient powder application. If all nozzles and supply lines are free from obstruction and all settings (e.g. powder quantity, paper format) are correct, it may be that the printing stock has become electrostatically charged and is repelling the powder. This can be resolved with a relative pressroom humidity of 50 to 58 percent.

If, following work-and-turn and the second pass, the print image reveals streaks in the direction of travel, marks left on the print motif by the lifting suckers, or a degree of cloudiness in

the screens, it's possible too much powder has been applied. In this instance, it may be that the selected grain size is too small. Clusters or comet-shaped blobs of powder are a clear sign that the delivery and delivery air system need to be cleaned. Starch and calcium carbonate powder can be removed by briefly running empty printing units in “print” mode without dampening. For sugar-based powder, the dampening function must be activated.

Spots or scratches in the print image may suggest the grains are too big or have “sharp” edges. If the delivery piles are not flat all over, check the synchronization of the powder spray device. If available, the Prinect Press Center can be used to easily adjust the powder application time and powder length settings.

The use of a certified powder is advisable to ensure high-quality, efficient print production even at high speeds. Heidelberg recommends the starch-based powders Saphira Powder Pro 100-20 and Powder Pro 100-35. Both powders have a particularly uniform grain size. They are also ideal for use in the highly efficient PowderStar devices from Heidelberg. The combination of Saphira powders and PowderStar reduces the quantity of powder required, leads to less contamination in the delivery, creates a better ambient climate, and causes less wear on presses and peripherals. ■

## Info

The products described may not be available in all markets. Further information is available from your local Heidelberg representative.



## MEN AT WORK // EPISODE 7

HANA CIBIKOVA,  
BRATISLAVA, SLOVAKIA

# Bikes, Travel, and Hard Work

**HANA CIBIKOVA** (28) has been working as a production planner at i+i print in Bratislava for five years now. She says she really enjoys her work – and that’s just as well, since it’s not uncommon for her to have to juggle around 80 jobs at once. In what’s left of her spare time, chemistry graduate Cibikova enjoys going for walks with her dog, riding her bike and doing yoga.

*Is it true that you originally wanted to be a researcher?*

Yes, that was my dream. That’s why I studied chemistry and then focused on the print industry. However, it’s a very hard field to break into because there are not many resources or jobs available in Slovakia. In addition, I realized once I’d finished my studies that a job in research would not be varied enough for me. I like working with other people and constantly switching from one thing to the other.

*So you then applied for the position of production planner at i + i?*

Not exactly. I did apply to i + i and presented my qualifications, but not for any particular position. i + i only offered me the job shortly afterwards once they had considered how they could best employ me.

*Has this post fulfilled your desire for a varied career and contact with different people?*

Definitely. For me, every day is different. I’m in constant contact with management, sales and production staff to ensure I stay on top of the 2,000 jobs that land on my desk every year. I also enjoy the fact that I’m always getting to know new customers. I don’t know the meaning of monotony and boredom!

*2,000 jobs a year is a lot. Do you manage to have any free time at all?*

Very little. There are periods when I have to deal with 80 jobs more or less simultaneously. That means I have a whole lot of information going round in my head day and night. If I’m short on time, I do yoga – about an hour is enough to recharge my batteries for the next day. I spend the weekends with my boyfriend. We go walking with our dog in the local mountains or ride our bikes through the countryside. My boyfriend even participates in races. I just do it because it’s fun.

*What is your ultimate dream?*

I’d like to travel a lot and see more of the world. At the moment, I just don’t have the time – but perhaps an opportunity will present itself sometime soon. Then I’ll grab my boyfriend, pack our suitcases and head off somewhere far away.

# HN Voices

🇩🇪 Elke Neunzer, Alsdorf, Germany // *I was delighted to read the article entitled "Typographers are Service Providers," as it reminded me of training under my old teacher. There's simply no way of replicating old stalwarts like him and Kurt Weidemann – not even in the digital age.*

🇧🇪 Christophe Lalmand, Brussels, Belgium // *An excellent magazine that I always look forward to reading and that never disappoints.*

🇨🇭 Hans Schürch, Thun, Switzerland // *It's good to read that it's not just ruthless business strategies that can ensure success. I hope that Lars Martinsen from Moltzau in Oslo continues to do well!*

🇫🇷 Delphine Passadori, Lyon, France // *Outstanding print quality, beautiful paper, fascinating articles and neat and elegant layout. Thank you.*

🇺🇸 Larry Weiss, Pennsauken, U.S. // *Leica and Heidelberg are known for their unsurpassed quality. We are proud to say we are a Heidelberg shop. Why not form a Heidelberg affinity group where we can share our knowledge and become better businessmen and printers through education and idea exchange?*

🇷🇸 Ratko Asanović, Čačak, Serbia // *Heidelberg News is one of a kind. It's fantastic that a free magazine can offer readers such truly exceptional quality, a wealth of useful information and great articles.*

🇳🇮 Austin Asafa, Somolu-Lagos, Nigeria // *As a newcomer to your magazine, I am impressed by the huge amount of information, numerous business ideas and knowledge sharing that it provides readers. Of course, I would be especially pleased if you could publish an article on print shops in Nigeria some time soon.*

## WINNER OF THE READER'S SURVEY – HN 269

### 1<sup>st</sup> Prize: LEICA X1

Milo Bunda, Visual Systems Inc., Milwaukee, U.S.

### 2<sup>nd</sup> and 3<sup>rd</sup> Prize: iPod touch

Krishnaraj S., Jupiter Knitting Company, Tirupur, India

### 4<sup>th</sup> to 6<sup>th</sup> Prize: 138 U.S.-dollar (100 euros) Gift Certificate for the Heidelberg Merchandizing Shop

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Joao Nabais, Justo Maria Nabais, Artes Gráficas, LDA., Évora, Portugal

Etienne Barras, Barras Imprimerie, Paliseul, Belgium

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### Publisher

Heidelberg Druckmaschinen AG

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69115 Heidelberg, Germany

[www.heidelberg.com](http://www.heidelberg.com)

Adriana Nuneva, Senior Vice President – Global Marketing & Communications, Print Media Academy & Consulting

### Project Management

Dietmar Seidel

Tel.: +49-(0)-6221-92-5074

Fax: +49-(0)-6221-92-5042

E-mail: [Dietmar.Seidel@heidelberg.com](mailto:Dietmar.Seidel@heidelberg.com)

### Department Products & Solutions

Sabine Langthaler

E-mail: [Sabine.Langthaler@heidelberg.com](mailto:Sabine.Langthaler@heidelberg.com)

### Editorial Advisory Board

Matthias Burmeister, Manuela Deufel, Veronique Dubost, Martina Ekert,

Dirk Henrich, Timothy Henschel, Mark Hogan, Roland Krapp, Andreas

Lang, Rainer Manderbach, Zeynep Oguz, Glenn Plummer, Volker Trapmann,

Kolja Weyandt

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SIGNUM communication GmbH

Lange Rötterstraße 11

68167 Mannheim, Germany

Tel.: +49-(0)-621-33974-0

Fax: +49-(0)-621-33974-20

[www.signum-web.de](http://www.signum-web.de)

### Editor-in-Chief

Volker Zeese

E-mail: [Zeese@signum-web.de](mailto:Zeese@signum-web.de)

### Creative Direction

Matthias Birkenbach

E-mail: [Birkenbach@signum-web.de](mailto:Birkenbach@signum-web.de)

### Art Direction

Oliver Weidmann

### Layout

Karin Breuner

### This issue's editors

Volker Zeese (4-5, 6-13, 14-21, 26-29, 35, 48-52, 54), Klaus Pfenning

(30-33), Heike Link (36-41, 42-47)

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Customer Care Centre Tel. +49 (0) 7026 66 22 88 / Fax +49 (0) 7026 66 32-952 -- [service@scheufelen.de](mailto:service@scheufelen.de) -- [www.scheufelen.com](http://www.scheufelen.com)



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