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Intellectual Capital for
Communities
In the Knowledge Economy

Intellectual Capital for Communities in the Knowledge Economy Emerging Worlds, Growing Intangibles



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Communities
In the Knowledge Economy

Digital Business Models in the Print Media Industry

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6 – 7th June 2013





World's largest supplier of sheetfed offset solutions
Approximately 200.000 customers in 170 countries
~15.000 employees, 2,5 billion € turnover

Communications Industry

- Advertising
- Informing
- Trading
- Entertaining
- Educating

Print Media

- Commercial
- Publishing
- Packaging

Conventional Media

- Television
- Radio
- Telephone

Electronic Media

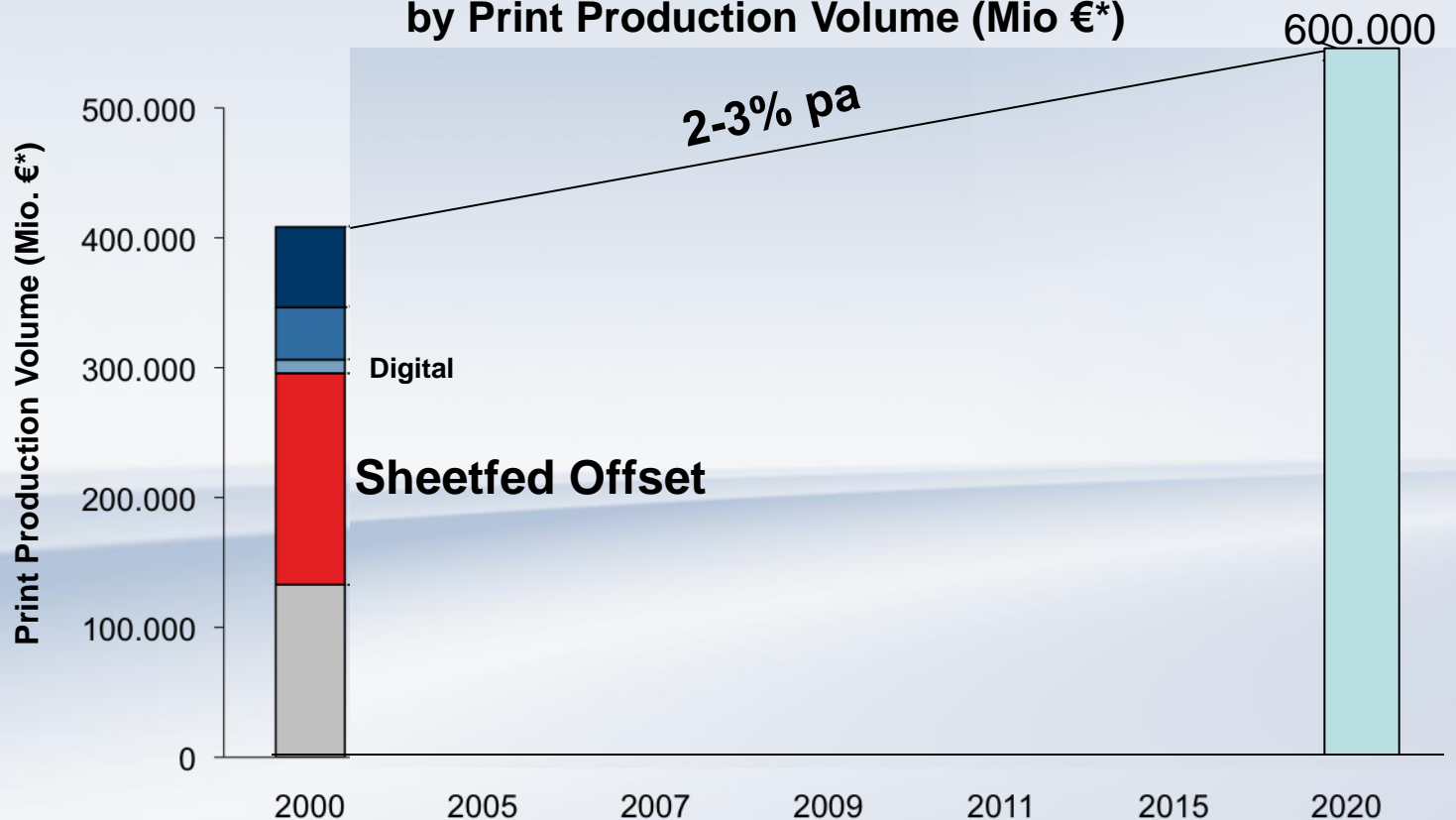
- Internet
- Cloud
- Tablets/ e-books
- Mobile/Smart Phones

Analog

Digital

View of the print world in 2000

**Development of Printing Process Shares
by Print Production Volume (Mio €*)**



Source: Heidelberg estimate – April 2012, industry statistics, PIRA, Jakkoo Pöyry, Primir (GAMIS), Global Insight

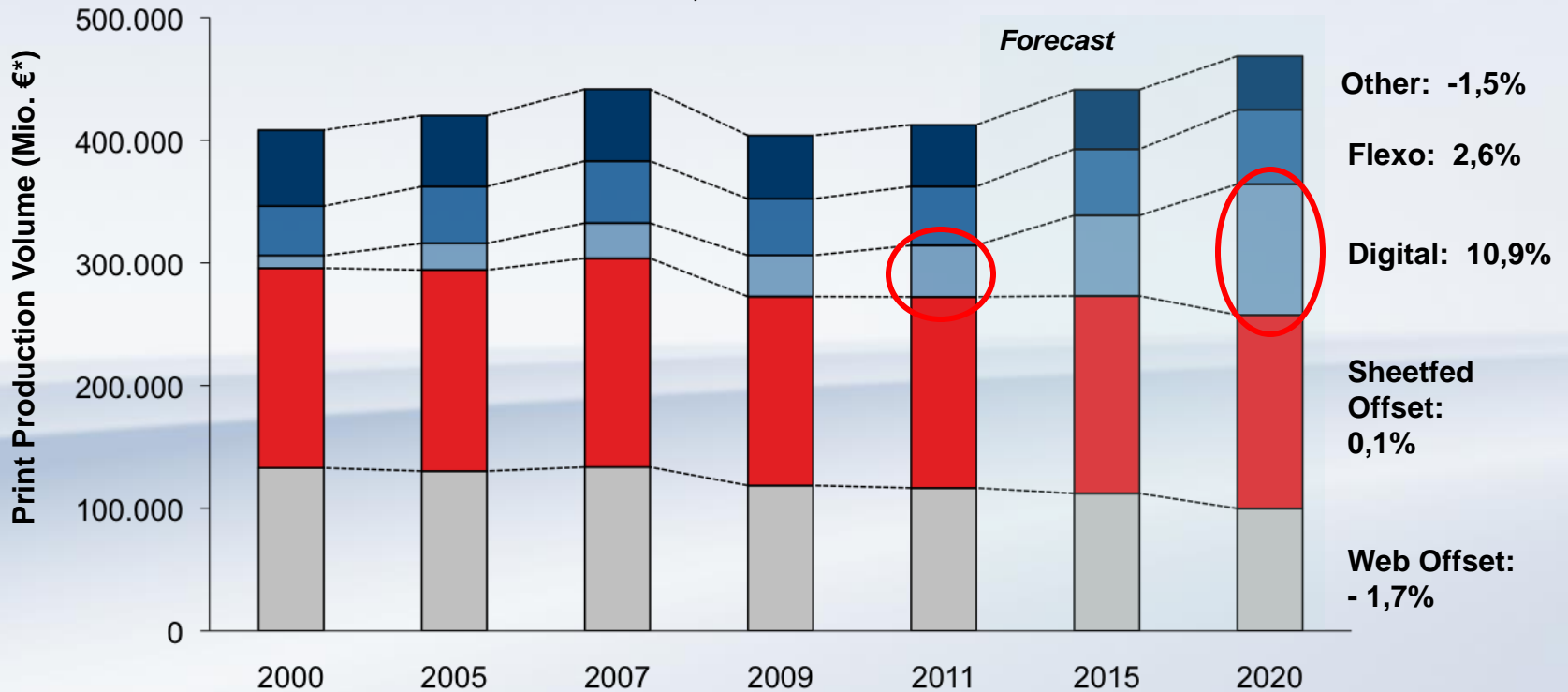
Digital: Only Digital Production Devices are taken into consideration

*Base Year 2009

View of the print world today

**Development of Printing Process Shares
by Print Production Volume (Mio €*)**
Actual 2000-2011; Forecast 2012-2020

Annual Growth
(2011-2020)
Total: 1,4%



Customer Trends

An aerial view of a large industrial printing plant. The facility is filled with rows of large, grey printing presses. Several workers in white shirts and dark trousers are visible, some standing near the machinery and others near a control station. The floor is marked with yellow and black safety lines. The overall scene depicts a complex, capital-intensive manufacturing environment.

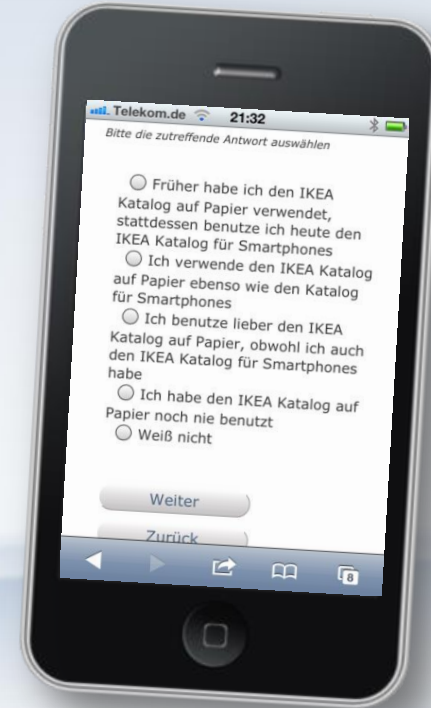
Capital equipment intensive → investment capacity, financing
Highly competitive market for print → price pressure
Emerging new business models → web to print

Supplier Trends

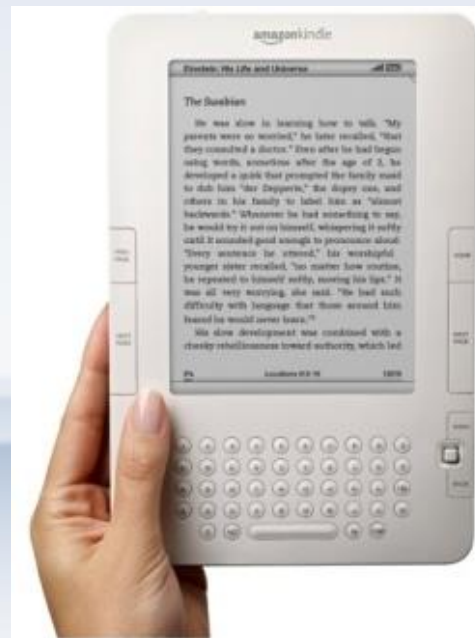
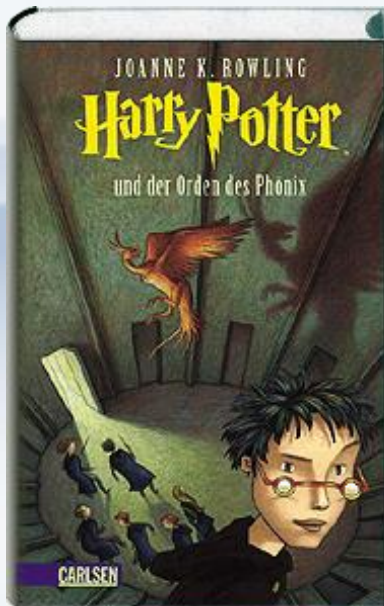


Distressed businesses: MAN Roland, Kodak
Arrival of disruptive technologies → Ink jet, Nanography

Technology Trends



End User Trends



Changing patterns of media consumption in an online world



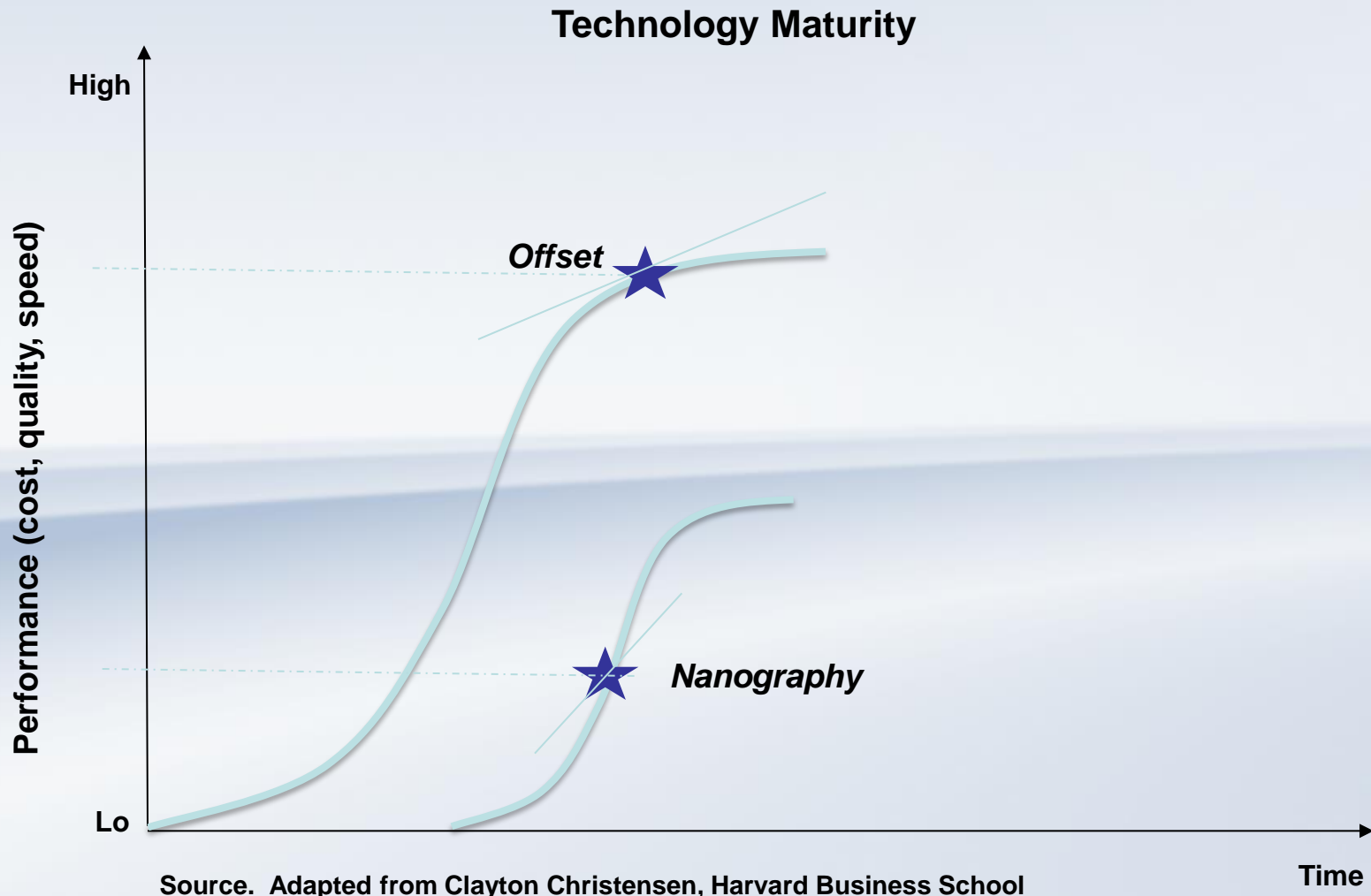




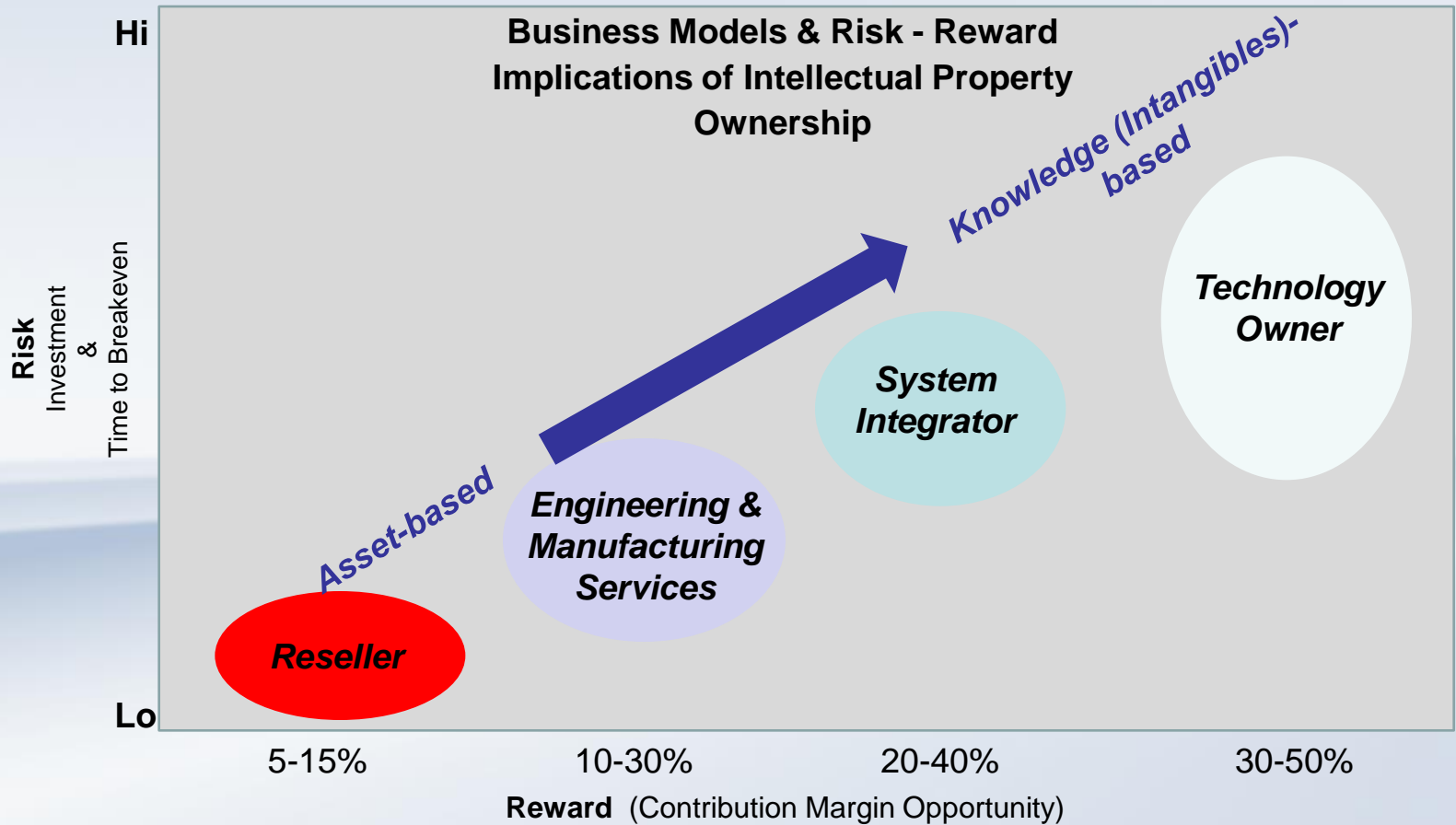




The Innovator's Dilemma



The Business model dilemma



Competencies:


Lean Channel


Capacity & competitive pricing


Fast R&D Strong Partner Relations


Fast R&D, Consumables, Software


Implications For Management

-  **Show me the business model!**
(From asset-based to data-based to knowledge-based)

-  **Learn how to Partner**
(Find the win-win approach)

-  **Pursue customer sources of Innovation**
(Ask the young people!)

-  **Overcome barriers to change**
(Address incumbent assets, mindset, customer's customer)

-  **Fail fast**
(Manage risk through controlled experimentation rather than over-analyzing)