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# To Readers

By Joju Adekanbi | jojuadekanbi@yahoo.com | +234 803 862 9114, +233 50 916 6828

## PREPARE YOUR ENTREPRENEURIAL SUCCESS IN 2025 NOW!



While being eternally grateful to God for His faithfulness, mercies, and blessings all through 2024 Business Year, I (on behalf of **WHERE To Print magazine Team**) wholeheartedly thank you (our loyal and consistent readers, advertisers, PEP clients and partners for all your support, encouragement and patronage throughout the year.

Before delving into this bumper last edition for the year, permit me to share this invaluable insight of what I learnt from Business Coach - **David Braithwaite** on **8 Pre-Planning Questions for Entrepreneurial Success in 2025** as we look forward to next year with optimism and lively hope especially in aligning our business plans with ultimate customer experience. Note that it's the market-driven activities a business engages in to serve its customers that create positive financial results. So, building a plan that starts with a different set of Specific, Measurable, Achievable, Realistic & Time-bound (SMART) questions can position your business for success as customer expectations evolve. Now, consider these eight SMART questions as you engage in the pre-work for your company's 2025 plan:



- **What do you know today about changes in who your customers are and how their expectations are evolving?** Consider conducting customer interviews or using data analytics to help answer this. Who is buying your product or service today, and how has that changed over the past year? Are new demographic groups emerging in your customer base? What are the different expectations or preferences these groups may have?
- **What external forces are shaping customer behavior?** Are there economic, social, technological or regulatory changes altering your customer's journey?
- **What do you need to know more about to understand how your customers and their expectations are changing?** What gaps exist in your current customer understanding (research)? Are there customer segments or geographic areas where you lack intel?
- **What channels are your customers using to communicate, transact and engage with you?** Are these changing? Should you be adapting to new social media platforms, messaging apps or platforms?
- **Where in your offering (product, service, delivery approach, technology) do you risk falling short of your customers' expectations today?** This is where revisiting (or developing) customer journey mapping matters. Is your offering and go-to-market delivery model aligned with what your customers expect? Are there competitive innovations you should adopt to stay relevant? What has your competition implemented that you haven't, and how does this impact customer expectations of your business?
- **What risks do you face if you approach your go-to-market business model in 2025 the same way you did in 2024?** If you remain static, how might shifts in customer expectations, technology or competitors adversely impact your position? Are you seeing any potential industry disruptors on the horizon that may come to market in the new year? If so, what is your approach to mitigating their impact on your business?
- **What is the greatest controllable risk you face in 2025 (declining sales, departing customers, product issues or obsolescence, regrettable employee turnover), and what actions can you take now to mitigate these risks?** This line of inquiry helps identify the most pressing risks to the existing go-to-market business model. For example, if customer loyalty is slipping, what steps can you take to enhance their experience with your company? It's also an opportunity to discuss early warning

signs for these risks.

- **Where do you see emerging trends or market shifts you will need to address in 2025?** This question is about identifying what may be unfolding now and coming to fruition in the new year. Are there shifts in customer preferences, technological advancements, supply chain or new regulatory environments that could impact your business?
- **Is there anything you've observed or experienced this year that suggests it's time to revisit how you define success in your business (your vision)?** This inquiry is an invitation to take a step back and ask: is your strategic vision aligned with the evolving reality of tomorrow's business landscape? Should your long-term objectives be recalibrated based on shifts in the market or customer base?

There are many unknowable unknowns in the business world today. But these SMART questions, and other similar lines of inquiry, can help frame a more impactful approach to creating your 2025 business plan, starting right now!

### WHAT'S IN 8<sup>TH</sup> EDITION?

This bumper, end-of-the-year edition is characteristically imbued with intuitive, educative and interesting articles starting with latest news, industry trends, and special reports in our **PRINT IMPACT AROUND GHANA** (from page 8) and **PRINT IMPACT AROUND THE WORLD** (from page 10) respectively to ensure you are aware of the happenings in the printing industry both in Ghana and across the globe recorded in the last 4 months.

Africa's ultimate packaging industry trade show - **PROPAK Africa** leads **SPECIAL FEATURE ARTICLES** in this final edition of the year with caption: **PROPAK AFRICA 2025: WHERE INNOVATION MEETS OPPORTUNITY**. Flip over to pages 9, 14 and 15 as we invite you to join our **PEP Delegation** to purpose-built **Expo Centre Johannesburg**, South Africa from **11 to 14 March** to discover the future of packaging, processing, printing, labelling, and recycling all under one roof at **PROPAK Africa 2025**. Check out other **2025 PEP** on page 21 to plan your 2025 Business Year. Next, is our lead article - a **SPECIAL FEATURE INTERVIEW** of **JAY KAY INDUSTRIES & INVESTMENTS LTD** Head of Brand, Marketing & Business Development - **MR. SHREEMAN NARAYAN** who shares invaluable, proven and practical tips to help businesses track sustainable progress in the no-holds-barred tête-à-tête captioned: **"PLAYERS IN THE GHANAIAN PRINTING INDUSTRY CANNOT AFFORD TO REPEAT THE MISTAKES OF THE PAST"**. Flip over to pages 22, 23, 24, 25 and 26 to avail yourself of the Masterclass-like instructions therein to scale up your business for sustainable growth.

As promised, other insightful and educative **SPECIAL FEATURE ARTICLES** include: **GROWING A MORE RESILIENT AND SUSTAINABLE PRINTING BUSINESS** by **Somesh Adukia**, Managing Director of **Canon Central** and



**North Africa (CCNA)** on pages 28 and 29; **WEB-TO-PACK AND DIGITAL – SMOKE AND MIRRORS OR DEEP CURRENT?** by **Fred Corbo**, CEO and Owner of **SmilePack.fr – FP Mercure Packaging** on pages 30 and 31; then lastly, **DIGITAL PRINTING: THE SWISS ARMY KNIFE OF AN EVER-CHANGING MARKET** by **Tiziano Polito**, Deputy Editor-in-Chief of **Emballages Magazine** on pages 33, 34 and 35. Another instructive article by **NAPCO Research** analyst, **Cory Francor** sums up this mega edition expressly featured as **COVER STORY** titled: **MANAGING SKU PROLIFERATION IN A WORLD OF SHORT RUNS**. Open to pages 18, 19 and 20 to know how as a package printer, you can keep up with Stock Keeping Units (SKUs).

As we round off the year, please prioritise your service to humanity by downgrading irrelevancies, time wasters, and energy sappers. With that, you've successfully engineered your peace of mind not only for now, but also for years to come as we wish you a beautiful merry Christmas and happy New Year celebrations!

Until next edition next year, take care of yourself and do continue to do good!

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## GHANA WELCOMES AFRICANS VISA-FREE



NANA ADDO DANKWA AKUFO-ADDO  
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Ghana joins Benin, Gambia, Rwanda and Seychelles to welcome all African citizens visa-free in a bold, landmark initiative approved by President Nana Addo Dankwa Akufo-Addo towards achieving true

Pan-African integration of free movement of persons that fosters economic integration across the continent.

Aligning with the aspirations of the African Continental Free Trade Area (AfCFTA) that engenders unity, economic, cultural, and social cooperation, this development has been commended far and wide as a forward-thinking initiative for Africa's collective progress. For one thing, the visa-free policy enhances Ghana's attractiveness as a travel and trade destination, solidifying its position as a hub in the subregion. On the other hand, it positions Ghana on a global scale as a major hub for trade and tourism with attendant multiplier effects on Ghana's economy.

Accordingly, it is expected that the tourism industry will experience significant boost with increased patronage from African tourists. Again, other sectors in the hospitality, creatives/ entertainment,

transportation, aviation and other tourism-related businesses will benefit from increased traveler influx, ultimately enhancing Ghana's Gross Domestic Product (GDP) and global image. Not only that, the significant amount of trade between Ghana and other African countries will be further improved thereby strengthening local economies through job creation, improved quality of life, and increased tax revenue for national development.

Though the visa-free travel comes with operational, inter-governmental, and security implications as a result of increased border activity, it is believed that Ghana is able to handle any challenge that will arise from this laudable policy. It only needs robust border management systems, strengthened inter-agency coordination and collaboration that leverages technology to ensure safety without compromising the gains of the policy. In all, it is a win for Ghana and all must take advantage of the opportunities therein to network, collaborate, and establish businesses across Africa by forging stronger connections, enriching lives and building sustainable livelihoods.

## MOHINANI GROUP COMMITS TO GROWTH AND POSITIVE IMPACT IN THE INDUSTRY

### ...AS POLY TANKS WINS GHANA CLUB100 AWARDS



Promotion Center (GIPC).

As the only water storage manufacturer on the prestigious ranking by the GIPC, the announcement made at the 21<sup>st</sup> edition of the prestigious annual **Ghana Club100 Awards** confirms Poly Tanks leadership in the industry. While receiving the award, Mohinani Group Administrative Manager - **Mr. Jonathan Osei-Bonsu** appreciated GIPC and affirmed Poly Tank's commitment to high-quality products, continuous growth and contributions to Ghana's economy.

In its commitment to drive growth and make positive impact in the industry, the manufacturing companies within the **Mohinani Group** in Africa from Nigeria and Kenya - **Sonnex Packaging Nigeria and Polytanks & Containers Kenya LTD** respectively were hosted by their Ghanaian counterpart - **Poly Tanks (Gh) LTD** in Accra, Ghana to a two-day productive conference.

The conference saw great ideas sprung out from the informal sessions where various thought-provoking presentations especially by Mohinani Group Director, Business Development - **Mr. Anil Ramchand Mohinani** and Chief Executive Officer – **Mr. Rafael Pires** were made. The productive session also explored innovative strategies, shared insights, and set ambitious goals to enhance operations and sustainability practices of each company within the group.

Meanwhile, **Poly Tanks (Gh) LTD** has been named among the **Top 50 Companies** in Ghana by the Ghana Investment



© Picture credit: Mohinani

Continued on page 35 >>

SPECIAL FEATURE ARTICLE: AFRICA'S ULTIMATE PACKAGING INDUSTRY TRADE SHOW - PROPAK AFRICA

# PROPAK AFRICA 2025: WHERE INNOVATION MEETS OPPORTUNITY



As Africa's biggest and longest running **PROPAK** brand - **PROPAK Africa** is set to hold next year from **11 to 14 March** at the purpose-built **Expo Centre Johannesburg**, this **SPECIAL FEATURE ARTICLE** highlights some of the solutions to discover; the future of packaging, processing, printing, labelling, and recycling to explore and industry leaders to connect - all under one roof at **PROPAK Africa 2025**.

As automation and digitisation accelerates across industries, companies are recognising the need to invest in smarter solutions, products and services to stay competitive. For those in packaging and related fields, **PROPAK Africa**, a leading industry trade show, provides unmatched insights into these latest innovations.

**PROPAK Africa 2025**, a premier event in packaging, printing, food processing, plastics, and labelling, will be held from **11 to 14 March** at Johannesburg's Expo Centre. With over **400 exhibitors**, attendees will see thousands of new products showcasing the latest in packaging innovation, from advanced equipment and cutting-edge technology to sustainable solutions. According to **Mark Anderson**, Portfolio Director at **Specialised Exhibitions** a division of **Montgomery Group** and organisers of the show, the event promises "unrivalled access to ground-breaking insights and ideas that have the potential to elevate your business."

This show will feature prominent companies from across these industry sectors including **Qualitechs, Rotocon, Filmatic, HG Molenaar, Cabletech**, and **IPEX**, among others. With over **80% of available exhibition space already sold**, interest continues to grow with companies keen to benefit from the opportunities available to exhibitors.

PROPAK Africa incorporates four other complementary shows: **Pro-Plas Expo, The GAPP Print Expo, FoodPro Expo**, and **Pro-Label Expo**.

For **Pro-Plas Expo**, attendees will discover the latest in plastics manufacturing and processing. Stakeholders in the print & allied sector are expected to stay ahead of trends in printing technology and design as they visit **The GAPP Print Expo**. While players in the food and agri-business will discover innovations for food processing and safety solutions at **FoodPro Expo**, players in the labelling sector will uncover future of labelling and smart packaging solutions to propel their businesses to the next level at **Pro-Label Expo**.

Together, these four co-located specialized shows will provide even more value across manufacturing value-chain as the entire **PROPAK Africa 2025** takes a comprehensive look at packaging innovations, the future of plastics and printing in packaging, advanced food processing technologies, as well as labelling solutions that meet changing regulatory and consumer demands.

The trade show offers exhibitors access to thousands of decision-makers, providing invaluable opportunities to generate quality sales leads and build brand recognition. "PROPAK Africa is where companies can engage directly with prospective new customers, gain an understanding of market needs, form partnerships, elevate brand awareness and launch new products," Anderson notes.

"Our team offers tailored support to every exhibitor, ensuring they maximise their experience," says Anderson. "We assist with selecting the ideal stand that aligns with their objectives and budget, and provide training and guidance on planning and brand promotion in



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Continued on page 14 >>

# Print Impact Around the World

## PANTONE INTRODUCES PANTONE 17-1230 MOCHA MOUSSE AS COLOUR OF THE YEAR 2025

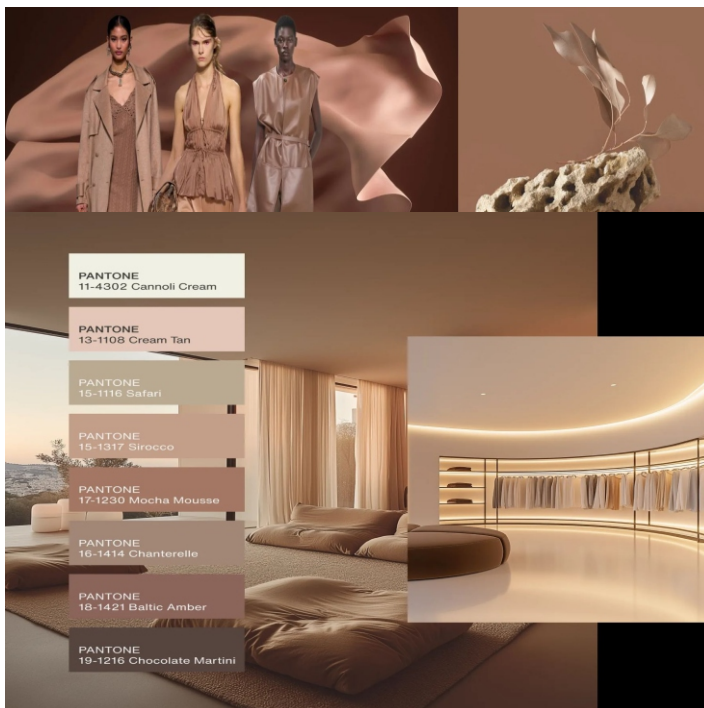
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17-1230 TCX  
Mocha Mousse

Observing a growing movement to align ourselves more closely with the natural world, **The Pantone Colour Institute** has selected **PANTONE 17-1230 Mocha Mousse** as **Colour of the Year 2025**.

“Underpinned by our desire for every day pleasures, PANTONE 17-1230 Mocha Mousse expresses a level of thoughtful indulgence. Sophisticated and lush, yet at the same time an unpretentious classic, PANTONE 17-1230 Mocha Mousse extends our perceptions of the browns from being humble and grounded to embrace aspirational and luxe.” explained Leatrice Eiseman, Executive Director Pantone Colour Institute while noting further that with its sophisticated, earthy elegance, PANTONE 17-1230 Mocha Mousse can stand alone or serve as a versatile foundation, enhancing a wide range of palettes and applications - from minimalist to richly detailed designs - across all colour-focused industries.



Characterized by its organic nature, PANTONE 17-1230 Mocha Mousse honours and embraces the sustenance of our physical environment. A warming, brown hue imbued with richness, it nurtures with its suggestion of the delectable qualities of chocolate and coffee, answering our desire for comfort. Imbued with authenticity, PANTONE 17-1230 Mocha Mousse finds harmony and balance between the demands of modernity and the timeless beauty of artful creation. And infused with subtle elegance and earthy refinement, PANTONE 17-1230 Mocha Mousse presents a discrete and tasteful touch of glamour.

Imbued with a sensorial richness, PANTONE 17-1230 Mocha Mousse inspires us to curate experiences that boost personal comfort and wellness. From sweet treats to nature walks, the indulgence of simple pleasures that we can also gift and share with others

**The Pantone Colour of the Year** programme engages the design community and colour enthusiasts in a conversation around colour, highlighting the relationship between colour and culture. Pantone selects a colour each year that captures the global zeitgeist - the Colour of the Year express a global mood and an attitude, reflecting collective desire in the form of a single, distinct hue.

## ESKO, FIERY, AND HANGLOBAL/HANLABEL ANNOUNCE STRATEGIC COLLABORATION TO REVOLUTIONIZE DIGITAL LABEL PRINTING



**Esko**, a global provider of integrated software and hardware solutions for the packaging and label industry, and **Fiery LLC**, the print industry's leading innovator of digital front ends (DFEs) and workflow solutions, have announced a groundbreaking partnership with **HanGlobal/HanLabel** to deliver a customized Digital Front-End (DFE) for the **LabStar** series of inkjet digital label presses.

This strategic collaboration integrates Esko's advanced colour management expertise, Fiery's leadership in developing innovative and powerful DFEs, and HanGlobal/HanLabel's state-of-the-art digital label printing technology. Together, the companies are addressing the evolving needs of label converters with an end-to-end solution that streamlines production workflows, enhances colour precision, and accelerates time to market.

The partnership's centerpiece is the optimized compatibility between the LabStar series digital label presses and the combined Esko-Fiery solutions. This integration empowers label converters with superior automation, colour accuracy, and seamless connectivity, redefining efficiency and performance in digital label printing.

### Key Highlights of the partnership include:

**End-to-End Workflow Integration** - It delivers a seamless integration of Esko's colour management, Fiery® Impress™ DFE technology, and Hanglory/Hanlabel's Labstar series presses, enabling unparalleled efficiency in production workflows.

**Enhanced Colour Precision and Print Quality** - Leveraging Esko's expertise and Fiery's cutting-edge imaging technology, the partnership ensures superior colour accuracy and print quality for digital label production.

**Unmatched Performance** - It leverages the proven performance of the Fiery Impress DFE to stream VDP to the Hanglory/HanLabel Labstar Series presses at maximum press speeds, meeting the production requirements the label industry demands.

**Accelerated Time-to-Market** - It empowers label converters to reduce production bottlenecks, enabling faster turnaround times and improved productivity.

## DERRICK NELLOMS APPOINTED VICE PRESIDENT OF PRINTING UNITED EXPO



strategic growth, Derrick brings a wealth of expertise and a proven track record of delivering exceptional trade show and event experiences to the Alliance team.

In this leadership role, Derrick will oversee the continued growth and success of the Expo, the industry's annual premier trade show in North America, as well as assist in the optimization of other key events in the organization's portfolio. His results-driven approach and dedication to operational excellence will further solidify the Expo's position as the premier event for the global printing

**PRINTING United Alliance**, the most comprehensive member-based printing and graphics arts association in North America, has announced the appointment of **Derrick Nelloms, PMP**, as **Vice President, PRINTING United Expo**. With a distinguished career spanning three decades in operational planning, event management, and

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

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# Print Impact Around the World

industry.

“Joining the Alliance team is an honour and I am excited for the opportunity to build upon the incredible legacy of PRINTING United Expo,” said Nelloms. “Having spent my career in events and operations, I am eager to work with this talented team to drive continued success, deliver unforgettable experiences, and foster growth across the global printing industry.”

## Nelloms Brings Over 30 Years of Experience to the Alliance

Before joining the Alliance, Derrick spent 18 years as Operations Managing Director at Emerald Expositions where he oversaw the strategy, planning, and execution of flagship events, including GlobalShop, Imprinted Sportswear Show (Impressions), Hospitality Design (HD EXPO), CEDIA, Boutique Aging (BDNY), Healthcare Design, Environments for Aging, and Sports Licensing. He was also instrumental in the successful launch of NBACON, leading efforts in budgeting, cost optimization, and vendor relationship management, which consistently enhanced customer experiences and streamlined event operations.

Derrick's career also includes a foundational role at the Georgia World Congress Centre in Event Operations, where he worked with major event and tradeshow organizers on a range of industry-renowned events, including the World Energy Engineers, CTIA Wireless, Specialty Graphic Imaging Association (SGIA) Expo, International Home Builders, International Woodworking Fair (IWF), MegaFest, Microsoft, Partylite National Conference, Kitchen & Bath Show, Medtrade, Supershow, ESPN GameDay Live, and Supercross BMX Fanfest, to name a few. His work at the Georgia World Congress Center honed his skills in managing complex logistical demands and providing high-touch service for large-scale, multifaceted events.

Derrick holds a B.B.A. in Finance and Marketing from the University of West Georgia, and he is a certified Project Management Professional (PMP) likewise member of the International Association of Exhibitions and Events (IAEE).



**PRINTING United Expo 2025** will be held **October 22-24, 2025**, in Orlando, Florida. Visit [PRINTINGUnited.com](http://PRINTINGUnited.com) to be notified when online registration opens.

## XEROX ROLLS OUT NEW PRIMELINK DIGITAL PRINTERS



The PrimeLink C9200 series supports the latest Fiery FS600 platform. Xerox has commercialised the newly unveiled PrimeLink C9265/C9275/C9281 series of digital printers embedded with advanced features to offer greater flexibility and customisation, adapting to the extreme

demands of both commercial production and in-house operations.

Though with a new toner formulation similar to that used with Xerox's Iridesse production press, the series also features a completely redesigned LED system featuring 10-bit processing and 2,400x2,400dpi imaging delivering fine detail, smooth colour transitions, and exceptional colour accuracy at speed range from 65 to 81 prints per minute (ppm) depending on the model. Combined with production-class feeding and finishing features, the new series offers versatility and sustainability, reducing material waste through advanced automation.

The PrimeLink C9200 series supports the latest Fiery FS600 platform and LLC print servers and integrates into Xerox's end-to-end production printing ecosystem, which includes tools for sustainability and waste reduction. The printers also feature a 10-inch touchscreen that simplifies printing, scanning, and copying, and offers direct access to the Xerox ConnectKey platform's cloud and productivity apps. By integrating cloud apps and services, ConnectKey offers an intuitive user experience, mobile and cloud connectivity, total security, and instant access to value-added services.

Finally, the custom media catalogues allow for optimal settings for a wide range of sizes from A6 to SRA3 and weights from 52-400gsm, including envelopes, embossed, linen and textured papers, banners up to 1.3m, synthetics, and labels.

## GET READY FOR THE LEADING EVENT: PAPER & TISSUE SHOW 2025!



From **January 21-23, 2025**, the Abu Dhabi National Exhibition Centre (ADNEC) will become the global epicenter for the paper industry as it hosts the highly anticipated 10th edition of the **Paper & Tissue Show**, with Saudi Paper Group proudly serving as the event's main sponsor. This international event is set to welcome over 16,000 industry professionals and more than 300 exhibiting companies, with representation from 120+ countries.

The exhibition will run concurrently with **MENA Pulp Week**, offering an exceptional platform for discussions on sustainability, technological advancements, and emerging trends within the pulp and paper industry. Panels and expert-led sessions will explore the latest innovations and strategies for a more sustainable future.



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# Print Impact Around the World

Visitors can look forward to engaging with exhibitors across diverse product categories, including tissue, chemicals, packaging, hygiene and finished products, paper machinery and spare parts, energy solutions, paperboards, and converting technologies.

Notably, national pavilions from Turkey, Egypt, China, Italy, and India will showcase their local industries, with Turkey and Egypt benefiting from significant government incentives to support exhibitors.

One of the highlights of the event is the dedicated **"Supermarket"** area, where a wide range of finished products from leading manufacturers will be showcased. This space is designed to provide an immersive experience for visitors to explore the latest consumer-ready products in the tissue, hygiene, and packaging sectors, allowing exhibitors to demonstrate their products in a realistic retail environment.



Additionally, the Paper & Tissue Show will feature a robust Hosted Buyer Programme, facilitating exclusive B2B networking opportunities between exhibitors and top-tier, pre-qualified buyers. This programme is structured to ensure meaningful connections and drive business growth through strategic partnerships. For more details and to register, visit [www.paperoneshow.net](http://www.paperoneshow.net)

## X-RITE ACQUIRES COLORWARE



**X-Rite Incorporated** has acquired Dutch company - **Colorware**, a producer of colour management software for the production of printed goods and packaging.

The strategic acquisition of Colorware will extend X-Rite's ability to provide real-time colour management products for converters, printers, and packaging specialists, allowing for more efficient and accurate colour management. Not only that, the acquisition will enable X-Rite to offer a complete, integrated offering that combines its own hardware and software with Colorware's specialised colour management technology.

Colorware's flagship product, **MeasureColor**, serves print production needs for both print producers and print buyers, simplifying colour quality control processes and workflows. Its feature-rich, user-friendly interface empowers printers and packaging converters to achieve lower costs through real-time colour control at the press while reporting conformance and quality to brand customers.

Incorporating Colorware's products into X-Rite's portfolio of colour measurement instruments and software will provide customers with enhanced control, data integration, and the ability to achieve precise colour matches across various substrates and processes.

## HEIDELBERG ANTICIPATES STRONG 2024/2025 FINANCIAL YEAR

*Under the motto "Home of Print", customers and interested parties in Wiesloch-Walldorf can obtain technology-neutral information about all modern technologies and solutions from Heidelberg for offset, digital and flexo printing.*

Thanks to a high order backlog of € 953 million, **Heidelberg Druckmaschinen AG** (Heidelberg) anticipates that the second half of financial year 2024/2025 will be strong, while current developments over the



quarters reflect the pronounced seasonality that is to be expected. This positive outlook is based on strong incoming orders in the first half of the year, which are 7.4 percent up on the previous year, at € 1.273 billion. Sales of € 915 million were within expectations, due to purchasing restraint ahead of the drupa trade show (previous year: € 1,092 million).

"Heidelberg is starting a very strong second half of the year. We are now ramping up the utilization of our production capacities so we can work through our order backlog in the third and fourth quarters quickly and profitably," says Heidelberg CEO Jürgen Otto. "The forecast sales volume for new machines has already been almost entirely met with orders and our production operations are running at full capacity. We can be confident that we will achieve our targets for the year."



*-Heidelberg CEO, Jürgen Otto*

Heidelberg is still particularly strong in and around China. Incoming orders in the Asia Pacific region recorded the clearest growth in the first six months of the current financial year, increasing by approximately 10 percent.

### Packaging solutions segment remains growth driver - annual forecast confirmed

Compared to the same period of the previous year, the packaging solutions segment was able to increase incoming orders in the first half of the year by around 9.7 percent to € 675 million, thereby contributing approximately 53 percent to the total volume. Megatrends in the packaging market are first and foremost the growing demand for packaging that is both sustainable and high-quality. This is where the positioning of Heidelberg as a systems integrator and total solution provider has a positive impact, helping to further expand its very strong position in the packaging market. The company also anticipates further growth opportunities in China due to its location benefits. In the print solutions segment, incoming orders rose in the same period by around 5.5 percent to € 594 million.

Beyond the packaging business, Heidelberg wants to capitalize on other strengths. The company is characterized by a high export ratio, as over 80 percent of its business is generated outside of Germany. In particular, the company sees further growth opportunities in China and the Asia-Pacific region thanks to local production and a very strong market position. Beyond Asia, Heidelberg benefits globally in the service business from a large installed base of machines that are connected to Heidelberg via a cloud. Networking allows the efficiency of the systems to be improved, preventive maintenance to be planned and software updates to be installed.

Taking into account the expectations and assumptions published and presented in the 2023/2024 management report, the Company continues to expect sales for financial year 2024/2025 to be in line with the previous year's figure (previous year: € 2,395 million). The adjusted EBITDA margin is also expected to be similar to the previous year's figure (previous year: 7.2 percent). The high order backlog resulting from the successful drupa trade fair and the continuous focus on margins and costs will provide a sound basis for the achievement of the targets. In future, the focus will primarily be on strategic growth measures in the Packaging, Industry and Service segments, as well as further cost reductions.

## MONDI UNVEILS PAPER-BASED MAILER: A WIN FOR CUSTOMERS AND THE PLANET



**Mondi**, a global leader in sustainable packaging and paper, has launched its new recyclable **Protective Mailers** made entirely of paper. The innovative mailers, developed in collaboration with Amazon, enable eCommerce companies to securely ship goods

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# Print Impact Around the World

without the need for plastic bubble wrap, while remaining fully recyclable in conventional paper waste streams.

The Protective Mailers are made from Mondi's strong but lightweight kraft paper and open-flute material, offering a unique combination. The flexible design offers the possibility of customising the open fluting to the needs of the product, ensuring resilience and product protection to prevent goods from shifting inside the mailer and safeguard products in transit. The good printability of Mondi's kraft paper enables customers to add effective branding and distinctive designs to each mailer.

The Protective Mailers are available in standard and customisable sizes – their height can be adjusted to best suit the size of their contents, thereby reducing average parcel dimensions, optimising material usage and facilitating lower shipping costs. "eCommerce customers are constantly looking for protective, sustainable packaging in which their products are safely delivered to their consumers," says Nedim Nisic, Mondi Group eCommerce Director. "We have risen to this customer challenge with our new fully paper-based solution – the Protective Mailer. This solution can handle any product, both fragile and bulky, from small electronics to books to fashion accessories and much more."

Protective Mailers, which have also been rewarded with the bronze award at this year's Eurosac Grand Prix, are user-friendly—quick and easy to use. Options available include a tear-tape for easy opening and an additional hot-melt strip for easy closure when returning the shipment.

According to Amazon Head of Sustainable Packaging - Thais Blumer: "Amazon stopped using traditional bubble-wrap padded envelopes in Europe several years ago, which presented a challenge to develop light, flexible and fully recyclable paper packaging that provides the same protection. Achieving both low weight and maximum protection with a 100% recyclable paper envelope was not an easy task, but these envelopes are easy to pack, simple for customers to recycle at home, and enable damage-free deliveries".

"The Protective Mailers address a real need. In the recently released fifth annual Mondi eCommerce report - which covers eCommerce trends, analysis and attitudes – we found that 88% of consumers value protective packaging as their top need. In addition, more than half (58%) of survey respondents said they expect nearly all of their parcels to be delivered in compostable or recyclable packaging. With the new Protective Mailer, made with fully recyclable paper, we cater to these consumer requests while ensuring the solution is easy to handle within fulfillment and logistics for our customers.", Nisic added.

## KOENIG & BAUER CONFIRMS STRONG ORDER INTAKE PLUS POSITIVE EFFECTS OF ITS "SPOTLIGHT" PROGRAMME

**KOENIG & BAUER**

Koenig & Bauer confirms its full-year operating guidance for 2024 with strong order intake and initial positive effects from the "Spotlight" focus programme.



With these AI-generated images of futuristic packaging, Koenig & Bauer takes a look into the future - ready to actively shape it as a universal provider that offers individually tailored products and technologies.

**Koenig & Bauer AG** (Koenig & Bauer), leading global technology provider of special printing applications with a particular focus on the packaging sector, experienced stable business in the first nine months of 2024 in a persistently challenging market environment. Order intake rose significantly, not least of all due to strong business at and in connection with the drupa trade fair, which was held in the first half of the year, producing an order backlog of €1,080.0m, the highest ever in the company's history. A large part of this order backlog will be placed on the books after 2024 and is spread unevenly across the segments, providing a good basis for successful business performance and a strong final quarter. Accordingly, Koenig & Bauer confirms its full-year forecast for 2024 of Group revenue of €1.3bn and operating EBIT at the lower end of the range of €25 – 40m.

CEO Dr. Andreas Pleßke says: "The nine-month figures show that we are headed in the right direction with the implementation of our "Spotlight" focus programme. The macroeconomic environment remained exceptionally challenging in the third quarter of 2024. So, it is all the more encouraging



Dr. Andreas Pleßke, CEO - Koenig & Bauer

that we were able to significantly boost our operating earnings in Q3 over the previous quarter. Thanks to a record order backlog, we can expect a strong final quarter and confirm our previous forecast for 2024 as well as our medium-term outlook for 2026. "Spotlight" will make a decisive contribution to achieving our profitability targets and further strengthening our competitiveness."

### New orders causing the highest order backlog in the company's history

Order intake climbed by 18.9% to €988.1m in the first nine months of 2024, underpinned by new orders placed in connection with drupa, the world's leading trade fair for the printing and graphics industry. As a result, the order backlog reached a record figure of €1,080.0m. Overall, the successful growth in new orders shows that Koenig & Bauer is excellently positioned on the market with its broad range of innovative products.

### Segment highlights in the third quarter of 2024

In Q3, the Banknote Solutions business unit again won a tender from the Bureau of Engraving and Printing (BEP), the federal printing office of the United States of America in Washington, D.C., and thus the order for further banknote presses. Factory acceptance testing of the first press of the new year will be conducted from the second half of 2025, with further presses to be delivered over several years. In the final quarter of this year, the Special segment is expected to make a contribution to operating EBIT that is significantly higher than the average quarterly performance. thanks to the order intake achieved in Q4 23.

A further highlight is the triple sales success for Koenig & Bauer Celmach. with the first Chroma systems sold in Africa (Kenya) and Asia (South Korea). In addition, a press was sold to a large international packaging customer in Europe for the first time since the major mergers in the corrugated cardboard industry, which had triggered ordering restraint. The presses sold will be going into operation in 2025. Latin America has been identified as a target region for further installations in 2025 alongside North America.



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4. Industry events - free entry to industry exhibitions, workshops, seminars etc
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6. Evening Dinner with Investor/Mentor.
8. Booth Camp/ Boat Cruise exclusivity .

## MENTORS' / INVESTORS' BENEFITS

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2. Great companies to invest in.
3. Free - Reseach/ feasibility studies/ statistices of industry to aid print business purchase decisions.



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SPECIAL FEATURE ARTICLE: AFRICA'S ULTIMATE PACKAGING INDUSTRY TRADE SHOW - PROPAK AFRICA

the lead-up to the event."

Visitors to PROPAK Africa can enjoy an immersive experience, connecting first-hand with on-site technical experts and attending complimentary themed seminars presented by top industry figures. The diverse seminar programme is designed to share valuable insights into the latest trends and market developments. Anderson adds, "Our team has collaborated closely with our partners to incorporate the latest exhibition technologies and to present a compelling line-up of visitor activations. We're ready to deliver an engaging, value-packed event."

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- **Recycling & Waste Management Professionals** - discover solutions to meet your sustainability goals

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# Print Impact Around the World

In addition, digital printing solutions for our customers were a focal point in Q3: after initial sales successes in the previous year, another Rotajet web-fed digital printing press was sold in North America. Digital links on packaging, i.e. connected packaging solutions, which the Digital Unit unveiled to great effect to trade visitors at drupa, are also gaining in importance. This allows an interactive connection between the end customer and the brand owner to be created directly on the product packaging, thus generating significant added value for both sides.

## Disparate business performance in the segments

At €511.7m, order intake in the **Sheetfed segment** was up 12.6% on the previous year in the first nine months. With order intake coming to €160.9m, Q3 2024 continued almost seamlessly at the strong level seen in the previous two quarters despite the fact that the third quarter is traditionally somewhat weaker due to the summer months. The time-delayed effect of the muted order intake in Q3 2023 caused a 12.2% decline in revenue to €466.4m in the nine-month reporting period. At € 0.0m, EBIT fell short of the previous year's figure of €12.1m and includes a non-operating special effect, of which €7.8m is related to the drupa trade fair. Accordingly, the EBIT margin was 0.0%. Operating EBIT equalled €7.8m at the end of the first nine months.

The order intake in the **Digital & Webfed segment** of €107.3m (previous year: €132.9m) reflected the temporary weakness in the market for corrugated board. After extremely subdued conditions in the first half of the year, Q3 2024 proved more vibrant again with order intake of €52.9m, which was partly due to the successful sales of the web-fed digital presses. Revenue rose by 10.9% over the previous year to €113.4m after nine months. EBIT amounted to €-37.2m (previous year: €-19.9m) and includes a non-operating special effect, including €0.4m in connection with the drupa trade fair and €12.4m for the "Spotlight" focus programme. Reflecting this, the EBIT margin came to -32.8%. Operating EBIT was €-24.4m at the end of the first nine months.

At €390.7m, order intake in the **Special segment** in the first nine months of 2024 significantly exceeded the previous year's figure of €270.7m. In Q3, the Banknote Solutions business unit was awarded a contract by the Bureau of Engraving and Printing (BEP) in Washington, D.C., for further banknote presses. Revenue fell by 7.9% to €259.1m in the first nine months of 2024, primarily due to the lower percentage of completion (POC) achieved in production for customer orders in the Banknote Solutions business unit compared with the previous year. Consequently, EBIT amounted to €-20.2m (previous year: €4.3m) and includes a non-operating special effect, of which €0.1m is for the drupa trade fair and €6.8m for the "Spotlight" focus programme. Accordingly, the EBIT margin was -7.8%. Operating EBIT stood at €-13.3m after nine months. Order backlog was valued at €510.1m as of 30 September 2024 (previous year: €242.9m). In the final quarter as well as next year, the segment will benefit from the high order backlog, which should underpin the planned increase in earnings.

## "Spotlight" is driving the achievement of the 2026 profitability target

With its "Spotlight" focus programme, Koenig & Bauer has defined comprehensive measures aimed at achieving sustainable increases in revenue in profitable areas and restructuring non-profitable areas. Chief Financial Officer Dr Stephen Kimmich comments: "We have made good progress in implementing the individual measures in recent months. Although the measures call for a great deal of effort from all parties involved and are also exerting strain, we are convinced that "Spotlight" will strengthen our competitiveness and bring us much closer to achieving our profitability targets." The implementation of "Spotlight" entails non-operating special effects of €30 – 45m. As of 30 September 2024, an amount of €24.4m has already been included in Group earnings and mainly relates to adjustments to material and personnel expenses. The upper end of the corridor should be reached by the end of the year. A positive EBIT effect of €15 – 20m is planned from "Spotlight" for the 2024 financial year (2025: €40 – 50m; 2026: €60 – 70m). "Spotlight" will make a significant contribution to the achievement of an EBIT target of around 6% in 2026 at the latest on Group revenue of roughly €1.5bn.

These projections are subject to external influences, such as the risk of further setbacks or tightened restrictions compared to the current situation as a result of the war in Ukraine and the Middle East conflict or an unexpected rise in inflation as well as internal business performance. The Management Board has considered this in detail and expects a strong final quarter due to the normalisation of the company's business performance in the third quarter. This is reinforced by the historically strong order backlog and the contribution to operating profit expected to be made by the Special segment thanks to its above-average performance, which mainly results from the strong order intake in Q4 2023, as well as the harnessing of efficiency benefits under the "Spotlight" focus programme. There is slightly elevated uncertainty as to whether the assumed effects will emerge in full in the final quarter, depending, for example, on the period to which individual orders are allocated and successful installations.

## PRODIGI LAUNCHES "FIRST-OF-ITS-KIND" END CAPS FOR CARDBOARD TUBES



Print on demand firm - **Prodigi** has launched a "first-of-its-kind" moulded fibre end cap for cardboard tubes. Activated under the **Ecocaps** brand, the fully compostable and biodegradable caps were developed by Prodigi after the firm realised there was no plastic-free alternative to traditional plastic end-caps available on the market.

On a mission to remove all plastic from its own packaging materials – beginning with clingfilm in 2022 – the printing firm developed its own moulded fibre caps as the last piece in the plastic-free puzzle, and has eliminated more than two million individual pieces of plastic from its supply chain by adopting its own product.

Steve Levin, co-founder and Chief Production Officer at Prodigi, said: "Ecocaps isn't just a first in the print on demand space, but also across the wider packaging industry. Until now, this product simply didn't exist. Swapping the plastic end caps on our shipping tubes for Ecocaps has already eliminated over two million pieces of plastic from our operations – and we're just one business. If more companies follow suit, the combined impact would be transformative. We're already witnessing significant demand for this product, and we're excited to announce that Ecocaps are now available for resale to businesses and suppliers looking to enhance their sustainability efforts."

By replacing traditional endcaps, manufacturers can save about 10g of plastic per tube; Ecocaps likewise weigh less at a combined 6g per tube, and take up less space when stacked. "This in-house development underscores our commitment to lead by example when it comes to innovation and sustainability," added James Old, founder and CEO of Prodigi. "In addition to supplying this product to the wider packaging industry, we're also working on an initiative to encourage other print on demand providers, including our competitors, to adopt our Ecocaps. Protecting the planet requires all of us to pursue innovative, creative solutions to continuously reduce our environmental footprint. Together, we can collectively make a substantial contribution to minimising global plastic consumption."

Prodigi prints largely in-house from three facilities in the UK, US, and mainland Europe, allowing third parties to set up online stores, before Prodigi prints and fulfils orders; it also has more than 70 print partners in 10 countries for orders further afield.

## FUJIFILM ANNOUNCES POSITIVE FINANCIAL RESULTS FUJIFILM

**Fujifilm Holdings Corporation** has announced its financial results for the first half, which ended September 30, 2024.

In the first half of the fiscal year ending March 2025, revenue increased by 9.1% year-over-year to JPY1,514.7 billion, mainly due to strong sales in the Electronics and Imaging businesses, and the favorable impact of exchange rates. Operating income also benefited from revenue growth and the



**Teiichi Goto**, President & CEO, Fujifilm

exchange rate impact, amounting to JPY135.6 billion, increasing by 8.0% year-over-year. Net income attributable to FUJIFILM Holdings decreased by 2.9% year-over-year to JPY110.3 billion. In light of the strong performance of the Electronics and Imaging segment and the exchange rate, full-year consolidated forecast for the fiscal year ending March

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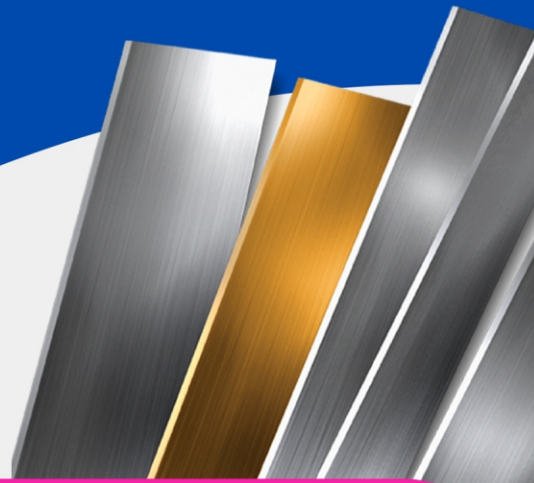
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# MANAGING SKU PROLIFERATION IN A WORLD OF SHORT RUNS



After a post-pandemic pause, product and line extensions returned at a rapid pace. Here is how package printers are keeping up with the Stock Keeping Units (SKUs), writes **Cory Francer**:

**Stock Keeping Units (SKUs) Proliferation** refers to the process of adding more products to an inventory based on changes in the market, thus increasing the number of stock keeping. In simple terms, this occurs when the number of SKUs that comprise a business's inventory expands significantly over time.

Among the top challenges package printers and converters have faced in recent years, the rise of SKU proliferation and short runs has been a primary driver in how these companies are assessing their workflow strategies. Motivated by consumer demand for new products and varieties, brands have been actively expanding their offerings for decades, introducing a boom of new products into the marketplace, along with new labels and packaging as well.

With this increase of new packaging expected to continue, printers and converters have turned to emerging technologies to efficiently produce these increased packaging versions, along with the short runs that have been a direct correlation to the rise of the SKUs. This is because SKU proliferation supports rapid increase in the number of distinct products or variants a business offers based on changes in the market.

Digital printing and production technologies, though not necessarily new to the packaging segment, have become undeniably important tools in managing these challenges. "Digital permits shorter run lengths and minimal economic order quantities that are much lower than would be permitted by flexography, rotogravure, or offset," says Ron Sasine, principal at Hudson Windsor, a packaging consulting firm that focuses on strategy development, packaging innovation, and supply-chain transparency. "I would have said 10 years ago, digital is going to be a very interesting side light. It's going to be a little niche that might grow a little bit. But I will admit having underestimated the transformation and improvement in digital production equipment that has emerged over the last five years."

## A 'Flight to the Familiar'

While the increase in SKU proliferation and reduced run lengths in the packaging industry goes back many years, the pandemic puts a temporary pause on the trend. Just as brands and their package

printer partners were acclimating to a changing environment, the pandemic and its subsequent shutdowns resulted in brands focusing on their primary products instead. By doing so, consumers could still get their staple items at a time when stores are closed, and the supply chain was upended.

"There was a flight to the familiar in those years when people wanted something they could rely on, something they trusted, and that the big manufacturers would continue to provide," Sasine says. "That flight to the familiar put a pause on some of the new flavours and new line extensions and other products."

However, the pandemic restrictions dissipated in 2022 and 2023, Sasine explains that this pause of SKU proliferation was reversed, and not only did the brands return to introducing new products and line extensions, they did so at a rapid pace. Similar to how the travel industry has bounced back, as lockdown-weary consumers sought new experiences, brand owners have focused on offering fresh takes on their products and have embraced the ability to develop new versions, complete with new packaging.

"All of those things that are growing and expanding, digital is what permits that," Sasine says. "The brands have discovered that there is an appetite for new and novel, which presents a new sales channel for some of these companies that they have exploited before, but they are finding new ways to attack it."

## What's Driving Brand Extensions

Personalization in the packaging segment is often thought of as a one-to-one communication, in which the brand speaks directly to the individual consumer through a custom name or photo on a label or package. But personalization can take on different forms in Consumer Packaged Goods (CPGs) segments, where brands expand on their product lines to better serve certain demographics or groups of people.

David Luttenberger, global Packaging Director for market intelligence agency - Mintel, points to the beauty and personal care segments as strong evidence of this trend. He explains in this segment, brands historically offered a core grouping of products that

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# MANAGING SKU PROLIFERATION IN A WORLD OF SHORT RUNS



• **Moka Origins, a brand specializing in ethically sourced chocolate and coffee, offers a wide variety of chocolate bars, each with uniquely coloured packaging. Credit: NAPCO Media File**

were designed for mass use. However, because the beauty and personal care segment require products for an expansive variety of people, brands have extended their product lines to be inclusive of multiple factors, such as different genders, skin tones, ages, and body types.

“The brands have to be where the consumers are,” Luttenberger says. “So, the SKU proliferation in the beauty and personal care category may be as strong as any because you’ve got a greater age range or different gender types looking for different products.”



• **Since launching its ice cream in New York City, Van Leeuwen has expanded its flavours and product line, maintaining its instantly recognizable packaging in a variety of colours. Credit: NAPCO Media File**

Beyond developing new flavours or targeting certain demographics, Luttenberger says that brands have expanded their offerings, utilizing digital production technologies to release seasonal or limited-edition packaging. In many cases, Luttenberger explains, the brand could be offering the same product, but packaging it differently to correspond to specific events or seasons. For example, if a brand is targeting sports fans, implementing packaging specifically for the Super Bowl in February, and then altering to correlate with the 2024 Summer Olympics could be an effective way to continually engage with consumers in new ways throughout the year.

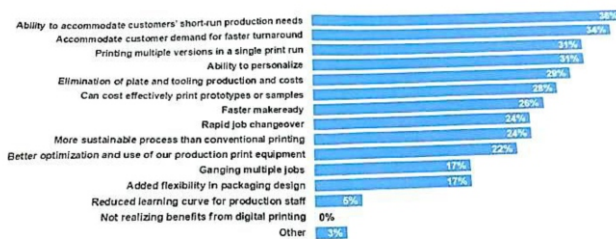
“A lot of brands are saying, ‘I’m going to expand my product portfolios,’” Luttenberger says. “Intel has a trend called ‘Extend my Brand,’ where after the pandemic we did see a lot of

brands saying, ‘you know what, I’m going to give consumers anything and everything they want.’”

## The Tools for a Short-Run Reality

From the beginning of the influx of short runs and increased SKUs and packaging versions, digital printing has played a big role in this new reality of packaging production. In fact, according to NAPCO Research 2023 report - Digital Packaging: Opportunities to Thrive: package printers and converters that currently rely on digital printing largely stated that short-run production (**36% of respondents**) were among the top benefits of digital printing. This is in addition to **31% citing personalization** as a top benefit of digital (see Figure 1).

The Benefits of Digital Printing



Q. What are the most important benefits digital printing provides to your business? Select up to 5  
n = 58 Respondents that use digital printing in house to print labels and/or packaging  
Source: NAPCO Research, 2023, Digital Packaging: Opportunities to Thrive

While digital printing has been beneficial for package printers in contending with increased SKUs and short runs, printing is just a portion of the equation. The finishing and converting processes required in label and packaging production still present challenges. Package printers that attempt to run digitally printed output through conventional finishing equipment are likely to run into production bottlenecks. As reported in NAPCO Research's digital packaging study, **84% of respondents** stated finishing and converting short runs presents some level of challenge, underscoring the importance of pairing digital printing equipment with digital finishing and converting equipment (see Figure 2).

Level of Challenges



Q. Please rate the level of challenge that each of the following present to your company's package printing and converting workflow.  
n = 104 Package printers/converters  
Source: NAPCO Research, 2023, Digital Packaging: Opportunities to Thrive

Sasine explains that digitalization of workflows continues to make SKU proliferation and the processing of short runs less cumbersome. He shares that he recently participated in a panel conversation with a digital press manufacturer that detailed how the number of units that could be produced on a digital press in 24 hours could equal that of an offset press, but with two-thirds of the labour hours.

“Think about the amount of time printing presses are stopped to do a changeover and all of that effort that accompanies the changeover,” Sasine says. “Eliminating that and all of a sudden having a smooth and immediate transition to the next job, it

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# MANAGING SKU PROLIFERATION IN A WORLD OF SHORT RUNS

absolutely removes hours and hours of labour from the cost structure of a company and boots output. ”

Beyond digital printing and production technologies, however, Luttenberger says the rise of artificial intelligence (AI) in the printing industry is having a positive impact on brands' increase in SKUs. For example, brands can implement AI tools that utilize rich data sets to take on tasks including developing brand imagery, colours, graphic and structural design, and create packaging based on a brand's identity. Then, using these results, a brand owner can confidently take a design to a package printer to be produced.

This, Luttenberger adds, can reduce marketing spend and test marketing time, all while meeting key objectives such as consumer acceptance, sustainability, and functionality. “The advent of AI and how it's being used in package design really fits hand in glove with SKU proliferation when you're trying to reach a different demographic, a different age group, a different income level,” Luttenberger says. “ That's really where we're seeing the brands really up their game in terms of being able to offer line extensions, new varieties, and do it quickly, economically, and more predictively so that when they go to the printers and say, 'here's what we want,' there's a greater assurance that it's going to be accepted in the marketplace.”

### The Trend Continues

With SKU proliferation back on track after the pandemic, package printers and converters should be prepared for it not to just continue, but to ramp up even further. As reported in Digital Packaging: Opportunities to Thrive, **41%** of the brand owners surveyed about their current SKU trends indicated that they had grown over the past two years.

When asked the follow-up question of how they expected the quantity of their packaging SKUs to change in the next two years, **60%** stated they expected an increase. When asked why they expected to see an increase in the next t years the No. 1 answer was that consumers were demanding more variety in their product mix, with **75% of respondent** citing this consumer demand (see Figure 3).



“My general sense is that consumers remain interested in new approaches, new flavours, and new branding,” Sasine says. “All of those things are still very much in consumers' eyes and interests. Were it not that way, we would not see that continued growth in those areas. But we are seeing it and the retailers that observe and talk with, they're seeing it as well.”

In addition to consumer demand, brand owners surveyed by NAPCO Research reported the other top drivers of SKU proliferation include:

- Keeping up with competitors: **39%**
- Printing technology that allows for cost-effective short runs: **39%**
- Increase in limited-edition products or packaging designs: **36%**
- Shorter product development lifecycles: **36%**

These results indicate that brand owners are also feeling pressure to not just satisfy consumer demands, but to keep pace with their competition out of fear that consumers may shift their allegiances. They also are seeing opportunities for limited-edition products, which drives up SKUs, along with a need to consistently introduce new products in shorter intervals.

But perhaps most intriguingly, with nearly **40% of respondents** stating they recognize their ability to leverage printing technology that allows for cost-effective short runs, it is clear that brands have upped their education on digital printing technologies and view as a key tool in growing their product lines. “Digital print, variable printing, [brands] are well aware of that,” Luttenberger says. “They use it when and where they can. They use it to their advantage for ultra short runs, for customization, for personalization. They've got that down for science.”



### About the Author

Cory Francer is an analyst with NAPCO Research, where he leads the team's coverage of the dynamic and growing packaging market. He is the former editor-in-chief of *Packaging Impressions*, the most comprehensive source of business solutions for printers and converters of labels, folding cartons, flexible packaging, and corrugated packaging.



## PRINT & ALLIED EXHIBITIONS FOR 2025

S/N	EXHIBITION	LOCATION	DATE	SHOW LOGO
1	PSI 2025	Messe Düsseldorf, Düsseldorf - Germany	7 – 9 January 2025	
2	GULF PRINT & PACK 2025	Riyadh Front Exhibition Conference Centre (RFEC), Riyadh Kingdom of Saudi Arabia	14 – 16 January 2025	
3	FESPA MIDDLE EAST 2025	Dubai Exhibition Centre (Expo City), Dubai - United Arab Emirates	20 – 22 January 2025	
4	LED CHINA SHENZHEN 2025	Shenzhen Convention Centre, Shenzhen, P.R. China	17 – 19 February 2025	
5	PRINT PACK ALGER 2025	Palais des Expositions d'Alger – SAFEX, Algiers – Algeria	24 – 26 February 2025	
6	SIGN & DIGITAL UK 2025	NEC, Birmingham - United Kingdom	23 – 25 February 2025	
7	PRINTING SOUTH CHINA/ SINO LABEL 2025	China Import and Export Fair Complex, Guangzhou, P.R. China	4 – 6 March 2025	
8	PACK EXPO SOUTH EAST 2025	Georgia World Congress Centre, Atlanta - Georgia, United States of America	10 – 12 March 2025	
9	PROPAK AFRICA 2025	Expo Centre, NASREC Johannesburg - South Africa	11 – 14 March 2025	
10	NIGERIA PLASTPRINTPACK 2025	Landmark Centre, Lagos – Nigeria	25 – 27 March 2025	
11	GRAPHICS CANADA EXPO 2025	International Centre, Toronto - Canada	9 – 11 April 2025	
12	ISA SIGN EXPO 2025	Las Vegas Convention Centre, Las Vegas – Nevada, United States of America	23 – 25 April 2025	
13	FESPA 2025	Messe Berlin, Berlin - Germany	6 – 9 May 2025	
14	PROPAK EAST AFRICA 2025	Sarit Expo Centre, Nairobi – Kenya	20 – 22 May 2025	
15	IPACK-IMA EXPO 2025	Fiera Milano, Italy	27 – 30 May 2025	
16	PROPAK GHANA 2025	The Grand Arena, Accra International Convention Centre, Accra - Ghana	17 – 19 June 2025	
17	SPE – SURABAYA PRINTING EXPO 2025	Grand City, Surabaya - Indonesia	9 – 12 July 2025	
18	FESPA/ AFRICA PRINT 2025	Gallagher Convention Centre, Johannesburg - South Africa	9 – 11 September 2025	
19	PROPAK WEST AFRICA 2025	Landmark Centre, Lagos - Nigeria	9 – 11 September 2025	
20	LABEL EXPO EUROPE 2025	Fira Barcelona Gran Via, Barcelona - Spain	16 – 19 September 2025	
21	LED CHINA SHANGHAI 2025	Shanghai New International Expo Centre, Shanghai, P.R. China	17 – 19 September 2025	
22	PACK PRINT INTERNATIONAL 2025	BITEC, Bangkok - Thailand	17 – 20 September 2025	
23	THE PRINT/ SIGN SHOW UK 2025	NEC, Birmingham - United Kingdom	23 – 25 September 2025	
24	PACK EXPO LAS VEGAS 2025	Las Vegas Convention Centre, Las Vegas, Nevada - United States of America	September 29 – October 1 2025	
25	ALLPRINT EXPO 2025	JIE expo, Kemayoran, Jakarta – Indonesia	8 – 11 October 2025	
26	K WORLD 2025	Messe Düsseldorf, Düsseldorf – Germany	8 – 15 October 2025	
27	PRINTINGUNITED 2025	Orange County Convention Centre, Orlando, Florida - United States of America	22 – 24 October 2025	
28	PAPEREX 2025	Yashobhoomi, Dwarka India International Convention & Expo Centre (IICC), New Delhi - India	3 – 6 December 2025	

**NOTE:**

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- Exhibition date and venue may change at Organiser's discretion.



# “PLAYERS IN THE GHANAIAN PRINTING INDUSTRY CANNOT AFFORD TO REPEAT THE MISTAKES OF THE PAST”



8<sup>th</sup> Ghana CEO Summit: Mr. Shreeman Narayan receiving the CEO of The Year 2024 Award – Printing on behalf of Jay Kay Industries & Investments LTD CEO – Mr. Pawan Aidasani from in-coming President, Mr. John Dramani Mahama

Successfully navigating the dynamic business landscape of 2024 amidst rapid technological changes, limitless clientele demands, evolving workforce expectations, and global economic uncertainties calls for an evaluation in order to ensure sustainable growth. **WHERE To Print**, in this exclusive **SPECIAL FEATURE INTERVIEW** with **Jay Kay** (short for **Jay Kay Industries & Investments LTD**) Head of Marketing & Business Development - **Mr. Shreeman Narayan** gathers that business owners, particularly in the print & allied industries, must be wary of taking decisions clouded with doubt, unreliable data, poor pricing strategy, sentiment amongst others. Characteristically, interviewing Shreeman is close to undergoing a business masterclass as he shares invaluable, proven and practical tips to help businesses track sustainable progress in this no-holds-barred interview in excerpt below:



**2024 BUSINESS LANDSCAPE CONNOTES DIFFERENT THING TO DIFFERENT BUSINESSES, WHAT DOES 2024 BUSINESS YEAR MEAN TO JAY KAY INDUSTRIES & INVESTMENTS LTD?**

The 2024 business landscape has been transformative for Jay Kay, marked by innovation, resilience, and adaptation. As we reflect on our journey, we recognize the need to revisit our definition of success, aligning it with the evolving business landscape.

“ By working together and adopting a proactive approach, we can overcome the challenges facing our industry and ensure a sustainable and prosperous future for the Ghanaian printing industry. ”

**IS THERE ANYTHING YOU OBSERVED OR EXPERIENCED THAT SUGGESTS IT'S TIME TO REVISIT HOW YOU DEFINE SUCCESS IN YOUR BUSINESS?**

We observed several key trends and experiences that suggest it's time to reassess how we define success in our printing and paper packaging business. These include but not limited to the following;

- 1. Sustainability:** This is because of the growing demand for eco-friendly packaging solutions which has led us to reevaluate our environmental impact. We have invested in sustainable materials and production methods which have not only reduced our carbon footprint but also resonated with our customers.
- 2. Digital Transformation:** As you know, the 2019 pandemic

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accelerated the shift to online platforms thereby forcing us to adapt and innovate. Consequently, we have integrated digital solutions to enhance customer experiences, streamline operations, and expand our market reach.

**3. Changing Customer Expectations:** Consumers increasingly prioritize convenience, customization, and social responsibility. In return, we have responded by offering personalized packaging solutions, partnering with eco-conscious suppliers, and emphasizing our commitment to sustainability.

**4. Technological Advancements:** Advances in printing technology have enabled us to improve efficiency, reduce waste, and enhance product quality. We have invested in cutting-edge equipment to stay competitive and meet the ever-evolving customers' demands.

**5. Shift to Experience-Based Packaging:** Brands now seek packaging that creates immersive experiences, drives engagement, and tells a story. In return, we have expanded our services to include design and innovation expertise, helping clients create impactful, experience-driven packaging.

These developments have prompted us to redefine success in our business. We are now moving beyond traditional metrics like revenue growth and profit margins to prioritize the following:

- Sustainability and environmental responsibility.
- Innovation and digital transformation.
- Customer experience and satisfaction.
- Social responsibility and community engagement.

By embracing these new benchmarks, we are poised to drive long-term growth, build stronger relationships with our customers and stakeholders, and contribute positively to our community and the environment.

**WHAT PROGRESS DID JAY KAY MAKE IN 2024?**

Our success stories stem from new businesses, new machine/software installations that improve efficiency, turn-around times and sustainability which can be categorized in:

**1. Strategic Expansion**

**A. New Business Ventures:** We successfully launched **Jay Kay Digital**, a digital printing division, to cater to the growing demand for short-run, personalized printing.

**B. Expansion Abroad:** We also partnered with a leading printing & paper packaging solutions provider in Seirra Leone, expanding our offerings and market reach.

**2. Operational Enhancements**

**A. New Machinery Installations:** We invested in state-of-the-art printing machinery, including a high-speed digital press and a cutting-edge flexographic press, new lines of paper cups and corrugation to improve efficiency and reduce turnaround times.

**B. Software Upgrades:** We implemented advanced workflow management software to streamline production, enhance collaboration, and increase transparency.

**C. Sustainability Initiatives:** We also introduced eco-friendly packaging solutions, using biodegradable materials and minimizing waste, to reduce our environmental footprint.

“Overall, 2024 was a transformative year for Jay Kay, marked by strategic expansion, operational enhancements, customer success, and financial growth.”

**3. Customer Success and Satisfaction**

**A. Customer Acquisition:** As a result of customer satisfaction, we won several new clients, including prominent brands in the Fast-Moving Consumer Goods (FMCG) and pharmaceutical sectors, through our innovative solutions and exceptional service.

**B. Customer Retention:** We achieved a customer retention rate of 95%, demonstrating our commitment to delivering high-quality

products and services.

**C. Customer Satisfaction:** Then we received an average customer satisfaction rating of 4.5/5, reflecting our dedication to meeting and exceeding customer expectations.

**4. Awards and Recognition**

As a result of all the combination of the above and many more, we have won several Awards and Recognitions in and outside our sector. Just to name a few, these include;

A. Industry Awards: We won the prestigious "Printer of the Year" Award at the 2024 Printing Industry Awards.

B. Sustainability Recognition: We received the "Sustainable Business Practice" Award at the 2024 Business Excellence Awards.

C. Last but not least, our CEO - **Mr. Pawan Aidasani** won "The Best CEO of the Year" Award at the 8<sup>th</sup> Ghana CEO Summit.

**Financial Performance**

**1. Revenue Growth:** We achieved a revenue growth rate of 15%, driven by strategic expansion, operational efficiencies, and customer acquisition.

**2. Profitability:** We also improved profitability by 20%, resulting from cost savings, process improvements, and sustainable practices.

Overall, 2024 was a transformative year for Jay Kay, marked by strategic expansion, operational enhancements, customer success, and financial growth. We're poised for continued success in 2025 and beyond.



**WHICH AREA IS MARKED FOR IMPROVEMENTS AND WHY?**

After a successful 2024, we've identified key areas for improvement to drive continued growth, innovation, and customer satisfaction. These include;

**1. Digital Transformation** - We aim to enhance our digital infrastructure, integrating emerging technologies like AI, blockchain, and Internet of Things (IoT). This will enable us to streamline operations, enhance customer experiences and improve supply chain management.

**2. Sustainability and Environmental Responsibility** - To further reduce our environmental footprint; we want to implement a comprehensive recycling program by increasing the use of eco-friendly materials and developing sustainable packaging solutions.

**3. Employee Development and Engagement** - We want to keep investing in our team's growth and well-being. We have series of enhanced training programs and mentorship initiatives to upskill our workforce and improved their work-life balance.

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**4. Customer Service and Support** - Elevating customer satisfaction through: AI-powered chatbots, Personalized support and Proactive issue resolution.

**5. Market Expansion and Diversification** - We are exploring new markets, industries, and revenue streams through strategic partnerships, geographical expansion and diversification of our products and services.

By focusing on these areas, we will solidify our position as a leader in the printing and packaging industry, drive growth, and deliver exceptional value to our customers and stakeholders.

**WHAT DO YOU THINK ARE THE EXTERNAL FACTORS SHAPING CUSTOMER BEHAVIOUR NOW THAT WILL DEFINE FUTURE PATRONAGE?**

Customers increasingly prioritize eco-friendly packaging, driving demand for biodegradable materials, minimal waste, and recyclable products. Nowadays, concerns about carbon footprint and environmental impact greatly influence purchasing decisions. Therefore, customers expect tailored products and packaging that reflect their individuality. Convenience is also one of the important factors shaping customer behaviour which has increased the demand for easy-to-use, portable, and convenient packaging. Others are Government/ Statutory Regulations and Compliance, Demographic Shifts, and Economic Factors. By understanding these external factors, businesses in the printing and paper packaging industry can adapt to changing customer behaviours, preferences, and values, ultimately driving present and future patronage.

**WHAT DO YOU THINK ARE THE GREATEST (BUT CONTROLLABLE) RISK PRINT SERVICE PROVIDER FACE IN 2025?**

There are several risk factors which can be controlled with simple business approach. These are;

**Market and Customer Risks**

- 1. Declining Sales:** Failure to adapt to changing market demands, leading to decreased sales and revenue.
- 2. Departing Customers:** Inability to retain customers due to poor service, quality issues, or uncompetitive pricing.
- 3. Changing Customer Expectations:** Failure to meet evolving customer demands for sustainability, personalization, and digitalization.

**Operational Risks**

- 1. Obsolete Equipment:** Failure to invest in modern technology, leading to reduced efficiency, quality issues, and increased costs.
- 2. Supply Chain Disruptions:** Dependence on unreliable suppliers, leading to stock shortages, delays, and quality issues.
- 3. Employee Turnover:** High staff turnover rates due to poor working conditions, inadequate training, or uncompetitive compensation.

**Product and Service Risks**

- 1. Product Quality Issues:** Failure to maintain high-quality products, leading to customer dissatisfaction and reputational damage.
- 2. Inadequate Service Offerings:** Failure to diversify services, leading to stagnation and loss of market share.
- 3. Lack of Innovation:** Failure to invest in research and development, leading to stagnation and inability to compete.

“ To stay ahead in 2025, print businesses must prioritize sustainability, digital transformation, and customer experience. ”

**Financial Risks**

- 1. Reduced Profitability:** Failure to manage costs, leading to reduced profitability and financial instability.

**2. Inadequate Pricing Strategies:** Failure to adapt pricing strategies to changing market conditions, leading to reduced revenue.

**3. Inefficient Cash Flow Management:** Poor cash flow management, leading to financial instability and reduced investment in growth initiatives.

**Regulatory and Compliance Risks**

**1. Non-Compliance with Regulations:** Failure to comply with changing regulations, leading to fines, reputational damage, and financial instability.

**2. Data Security Breaches:** Failure to protect customer data, leading to reputational damage and financial losses.

By acknowledging and addressing these risks, print service providers can take proactive steps to mitigate them and ensure a successful and sustainable business in 2025.



**WHAT WILL BE THE REPERCUSSIONS IF PRINT SERVICE PROVIDERS APPROACH THEIR BUSINESSES IN 2025 THE SAME WAY THEY DID IN 2024?**

Players in the Ghanaian printing industry cannot afford to repeat the mistakes of the past. It's imperative that we adopt a simple, realistic, and proactive approach to address the challenges that lie ahead. I believe we need to look at the following **Key Areas for Improvement** -

- 1. Stagnation:** Develop and implement innovative strategies to stay ahead of the competition.
- 2. Stagnant Revenue Growth:** Diversify products and services, and explore new markets to drive revenue growth.
- 3. Operational Inefficiencies:** Invest in technology and process improvements to enhance productivity and efficiency.
- 4. Customer Dissatisfaction:** Focus on delivering exceptional customer experiences through personalized services and quality products.
- 5. Financial Consequences:** Implement robust financial management practices to ensure sustainability and profitability.
- 6. Missed Opportunities:** Stay attuned to emerging trends and technologies to capitalize on new opportunities.

Summarily, to avoid significant repercussions in 2025, I enjoin the Ghanaian printing industry to look at the following as **The Way Forward:**

- 1. Embrace innovation and technological advancements.
- 2. Foster a culture of collaboration and knowledge-sharing.
- 3. Develop strategic partnerships to drive growth and expansion.
- 4. Invest in employee development and training programs.
- 5. Focus on delivering exceptional customer experiences.

By working together and adopting a proactive approach, we can

overcome the challenges facing our industry and ensure a sustainable and prosperous future for the Ghanaian printing industry.

**“ Digital Embossing is one of the areas we are looking forward to, for luxury packaging and branding. ”**

**WHAT ACTIONS CAN THEY TAKE NOW TO MITIGATE THESE RISKS IN 2025 AND BEYOND?**

I believe that we all need to start with Workforce Innovations followed by Customer-Centric Innovations that offers tailored products and services using variable data printing and digital printing. They should also offer diversified services and complementary services like design, digital marketing, and logistics to reduce dependence on traditional printing. Implement Waste Reduction Programs by reducing waste, recycle materials, and implement environmentally responsible practices. They should also develop an E-Commerce platform for customers to order, track, and manage their printing needs. By implementing these innovative strategies, print service providers can mitigate risks, drive growth, and thrive in this volatile, uncertain, complex, and ambiguous (VUCA) world.

**WHAT DO YOU SEE AS EMERGING TRENDS OR MARKET SHIFTS THAT PLAYERS NEED TO ADDRESS OR TAKE ADVANTAGE OF IN 2025?**

To stay ahead in 2025, print businesses must prioritize sustainability, digital transformation, and customer experience. By embracing emerging trends and adapting to market shifts, businesses can unlock new opportunities, drive growth, and remain competitive in a rapidly evolving landscape.

**“ We are planning to use eco-friendly inks made from natural ingredients, reducing environmental impact. ”**

**HOW DO YOU ENSURE YOUR OFFERINGS (PRODUCTS, SERVICES, DELIVERY APPROACH, TECHNOLOGY ET AL) DO NOT FALL SHORT OF YOUR CUSTOMERS' EXPECTATIONS?**

By prioritizing customer insights, market research, innovation, and competitive benchmarking; we ensure our offerings meet evolving customer expectations and stay relevant in a rapidly changing market.

**WHAT EXCITES YOU ABOUT THE NEW YEAR AND WILL MOTIVATE YOU, YOUR TEAM MEMBERS AND YOUR BUSINESS TO SUCCEED?**

Embracing a culture of work-life balance is essential for the well-being and success of our team members. By encouraging flexibility, wellness initiatives, and a positive work environment, we will foster a motivated, productive, and happy team. We should always remember; a happy and healthy team is more likely to be engaged, motivated, and productive, leading to greater success for our business.

**WHAT ARE THE KEY CUSTOMER RELATIONSHIP TIPS THAT YOU KNOW WILL BE VITAL TO BUSINESS GROWTH AND SUSTAINABILITY?**

Build strong customer relationships by understanding their needs, delivering exceptional experiences, and fostering loyalty. Empower employees to drive growth, satisfaction, and long-term sustainability. Digital Embossing is one of the areas we are looking forward to, for luxury packaging and branding. We are planning to use eco-friendly inks made from natural ingredients, reducing environmental impact.

**MENTION NEW PRODUCT OR SERVICE OFFERING THAT WILL DISTINGUISH YOU FROM THE COMPETITION IN THE NEW YEAR AND BEYOND?**

There are lots of new developments and enhancements already existing that differentiate us from the competition, attract new clients, and increase our revenue streams but we will do more. Digital Embossing is one of the areas we are looking forward to do

more of, for luxury packaging and branding. We are planning to use eco-friendly inks made from natural ingredients, reducing environmental impact. We are also focusing on some innovative materials and finishes like specialty papers with unique textures, finishes, and colours. We will also offer metallic and holographic finishes for luxury packaging and branding that provide soft-touch finishes for high-end packaging and marketing materials.



**WHAT SOCIAL INTERVENTION DOES JAY KAY HAVE IN PLACE TO SUPPORT YOUR COMMUNITY AND SUSTAINABLY GROW THE INDUSTRY?**

We have been organizing workshops and seminars on sustainable printing practices, design thinking, and industry trends. We offer apprenticeships to young individuals, providing hands-on experience and skills development. We have collaborated with local businesses, organizations, and initiatives to promote sustainable practices and support community development. We have also partnered with local charities, offering printing services or donations to support their causes. Our Research & Development (R&D) initiatives also include exploring new sustainable materials, technologies, and processes to drive industry growth. For almost 4 years, we have been promoting the use of sustainable materials such as recycled papers, biodegradable inks, and eco-friendly packaging.

**ON A PERSONAL LEVEL, HOW WILL YOU DESCRIBE YOUR LEADERSHIP STYLE?**

I will describe my leadership style as collaborative, results-driven, and customer-centric. I believe in empowering my team members through mentoring, delegating, and monitoring progress closely. This approach enables me to identify potential issues, provide solutions, and ensure everyone is equipped to excel in their roles.

Transparency, accountability, and continuous learning are essential to me. I encourage my team to take ownership of their work, learn from mistakes, and strive for excellence. Repeated mistakes are not tolerated, as they can impact customer satisfaction.

Ultimately, my commitment is to our customers' business successes. I believe that when our customers thrive, we thrive. This customer-centric approach drives my decision-making and guides our team's efforts.

**“ We are poised to drive long-term growth, build stronger relationships with our customers and stakeholders, and contribute positively to our community and the environment. ”**

### WHAT STRATEGIES DO YOU USE TO MOTIVATE YOUR TEAM?

I motivate my team by setting Smart, Measurable, Achievable, Realistic and Time-bound (SMART) goals, providing continuous learning opportunities, and offering constructive feedback. I empower them to make decisions, celebrate their successes, and maintain an open-door policy for open communication. This fosters a culture of growth, accountability, and recognition, driving my team to achieve company goals and targets while promoting personal and professional growth.



expectations include: Continuing to deliver innovative solutions that exceed our existing customers' expectations, fostering long-term relationships and loyalty. Expanding our customer base by introducing new, competitive offers that showcase our expertise and value proposition. Driving business growth through strategic partnerships, investments in new technologies, and process improvements. Maintaining our commitment to sustainability, quality, and customer satisfaction, while exploring new opportunities for innovation and expansion.

### HOW DO YOU DELEGATE TASKS?

I delegate tasks by clearly assigning specific responsibilities to team members, aligning with defined objectives and customer needs. To ensure seamless execution, I conduct daily morning meetings to set priorities, discuss challenges, and provide guidance. Wrap-up meetings at the end of the day help me stay informed about progress, address any obstacles, and make adjustments as needed. This structured approach enables efficient task delegation, fosters accountability, and promotes a collaborative team environment.

Ultimately, my goal is to solidify our position as a leader in the industry, while continuing to delight our customers and drive business success.

**THANK YOU FOR YOUR TIME**  
You're welcome.

### HOW DO YOU STAY UPDATED ON INDUSTRY TRENDS?

I stay updated on industry trends through a combination of the following activities like reading industry publications such as **WHERE To Print Ghana**, to stay informed about local market developments. Following key industry accounts on social media platforms to remain current on global trends and innovations. Attending seminars, conferences, and trade shows to network with peers, learn from experts, and discover new technologies. Regularly visiting customers to discuss their evolving needs, understanding their pain points, and identifying opportunities to innovate and improve our services.

### BRIEF ABOUT SHREEMAN NARAYAN & JAY KAY INDUSTRIES & INVESTMENTS LTD



By adopting a multifaceted approach, I'm able to stay ahead of the curve and make informed decisions to drive business growth and excellence.

Driven by passion for innovation, customer satisfaction, and sustainability Mr. Shreeman Narayan is the Head of Marketing and Business Development at Jay Kay Industries & Investments LTD He strongly believes in keeping things simple and straightforward, embracing the mindset that learning is a journey, not a destination.

### WHAT ARE YOUR 2025 EXPECTATIONS AND BEYOND?

Looking ahead to 2025 and beyond, I expect our company to build on the momentum of 2024 successes. My key

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**GULF PRINT  
& PACK 2025**

# GROWING A MORE RESILIENT AND SUSTAINABLE PRINTING BUSINESS



As more brands continue to put more environmentally responsible business models and operational processes in their systems, operators in the printing industry need to also align in a collaborative way by adopting more automated workflows to meet the increasing demands of sustainability in the ever-changing market. This **SPECIAL FEATURE ARTICLE** by **Somesh Adukia** shows how print service providers can sustainably align with profit in view:

The drive for environmental accountability in the printing industry has increasingly taken centre stage for African industry players over the past decade. The need for sustainable and responsible growth, while still realising profits, has led to several new business practices, with a focus on meeting customers' rising sustainability demands.

### Embracing circularity and technological innovations

At the heart of these developments are two key factors: circularity and innovative technologies.

- **Circularity:** Many companies are making the transition to leasing, reusing, repairing, refurbishing and recycling existing production equipment in a bid to both reduce costs and minimise the company's environmental footprint. This extends to waste management as well, with the industry working hard to recycle or dispose of by-products and printed materials in a more responsible way.

- **Advanced modern technologies:** The use of advanced technology leads to improved production processes, resulting in enhanced speed, productivity, and output quality. It

also helps to save resources, and lower energy consumption and raw material use. With the global printing market expected to grow to **\$350.2 billion** in **2026** at a Cumulative Average Growth Rate (CAGR) of **2.1%**, and the African print market expected to reach **US\$235.3 million** by the end of **2031**, it's clear that the printing industry globally as well as in Africa is embracing current trends and technologies.

### Sustainability is being recognised as a business imperative



At the same time, recent global surveys of consumers and business executives from **PwC** and **Deloitte** highlight the fact that interest and active participation in sustainability is increasing and, by extension, businesses that are seen to be more sustainable are those that are primed for growth. Seventy-five percent of respondents, including from Africa and

Continued on page 29 >>

the Middle East, have increased their investments in sustainability over the past 12 months.

Environmental, Social and Governance (ESG) reporting is increasingly becoming a requirement for smaller African businesses as well as large corporations. In South Africa, for example, JSE-listed companies are required to comply with the King Report on Corporate Governance, which recommends that companies produce sustainability reports.

African print service providers who understand these requirements and have actioned change are in the perfect position to offer customers sustainable solutions. This could include alternative print materials that offer greater options for repurposing and recycling at the end of their lifespans, or options with a lower carbon footprint at various stages of the process.

**Contributing to social and economic development**

The African landscape also offers unique economic realities. Job creation and community development are key focus areas, and incorporating sustainable business practices into printing processes has the potential to give rise to opportunities for employment, along with developing local solutions for recycling print materials.

The United Nations Sustainable Development Goals (SDGs) also have relevance in a discussion about sustainability in the printing industry.

While Africa has seen some progress against the SDGs, the continent is lagging in making substantial progress. The printing industry has the potential to accelerate this progress and contribute to these global targets through local actions.

**Unique solutions to Africa's challenges**



There is no one-size-fits-all solution for businesses operating in Africa. Understanding the available technological, operational, and material choices and how they respond to diverse customer needs; however, is an investment that print businesses could turn to their commercial advantage, not just from a sales perspective, but as an exercise in futureproofing too.

The growing importance of sustainability in Africa's printing industry cannot be overstated. Businesses on the continent are rising to the occasion, incorporating sustainable business practices and ensuring they are operating in a way that protects the continent's resources and empowers its citizens.

© Picture credit - Canon

**About Somesh Adukia & Canon Central and North Africa**



Customer Focus is No 1 Priority for **Somesh Adukia** – the Managing Director of **Canon Central and North Africa – CCNA**. He is also a firm believer in having open channels of communication with respect and autonomy to all regardless of culture, customs, language or race, which amongst others stand as one of the core

Canon Central and North Africa – CCNA (Canon-CNA.com) is a division within Canon Middle East FZ LLC (CME), a subsidiary of Canon Europe. The formation of CCNA in 2016 was a strategic step aimed at enhancing Canon's business within the Africa region. Specifically, the creation strengthens Canon's in-country presence and focus demonstrating Canon's commitment to operating closer to its customers and meeting their demands in the rapidly evolving African market.

Having represents Canon in the African continent for more than 15 years through distributors and partners that have successfully built a solid customer base in the region, CCNA ensures the provision of high quality, technologically advanced products that meet the requirements of Africa's rapidly evolving marketplace. Today, CCNA has over 100 employees that manage sales and marketing activities across 44 countries in Africa. Not only that, with Canon's corporate philosophy: Kyosei meaning 'living and working together for the common good', CCNA pursues sustainable business growth, focusing on reducing its own environmental impact and supporting customers to reduce theirs using Canon's products, solutions and services.

This is because Canon, as pioneer, is constantly redefining the world of imaging for the greater good of all. Through its technology and spirit of innovation, the company continues to push the boundary of what is possible. As it states: 'Helping us to see our world in ways we never have before. We help bring creativity to life, one image at a time. Because when we can see our world, we can transform it for the better.'

# WEB-TO-PACK AND DIGITAL – SMOKE AND MIRRORS OR DEEP CURRENT?



For a sustainable and harmonious future, we must change our attitudes and discourse, offering new solutions that embody the challenges of tomorrow. Writes **Fred Corbo** in this **SPECIAL FEATURE ARTICLE**:

**"The waste that is recycled best is the one that we haven't produced."** This adage, whose perspicacity cannot be questioned nowadays, applies to all areas, particularly the packaging world. As producers of packaging, we are accustomed to explaining to our clients that the packaging that is most easily recycled is the one we haven't produced and they haven't brought to the market! One might say we are schizophrenic. Or rather, it is an urgent and absolute necessity to align ourselves with values, both personal and applied to our company, even if it means shocking others.

And yet, if we want to envision a sustainable and harmonious future, we must change our attitudes and discourse, offer new solutions that embody the challenges of tomorrow, disrupt deeply rooted habits, approach growth differently, and recognize that there is not just one way of doing things.



**If we want to envision a sustainable and harmonious future, we must change our attitudes and discourse.**



Digital technologies, which commercial printing and the label industry have embraced for a long time, will inevitably contribute, whether we are convinced or reluctant, to providing new perspectives in service of projects and needs. Behind digitalization lies not only the printing aspect, which is often seen in opposition to conventional approaches like offset or flexography, but also a world of finishing, including embellishments - varnish, foil stamping, etc -, as well as cutting, automated workflow management, and enhanced prepress control that bridges the gap between clients and production.

To embrace and perhaps anticipate these technologies, the key is to evolve the mindset, adopt a holistic approach, reconsider the relationship with clients and the market, and thus transform the company culture, allowing new capabilities to permeate and impact all levels of society.

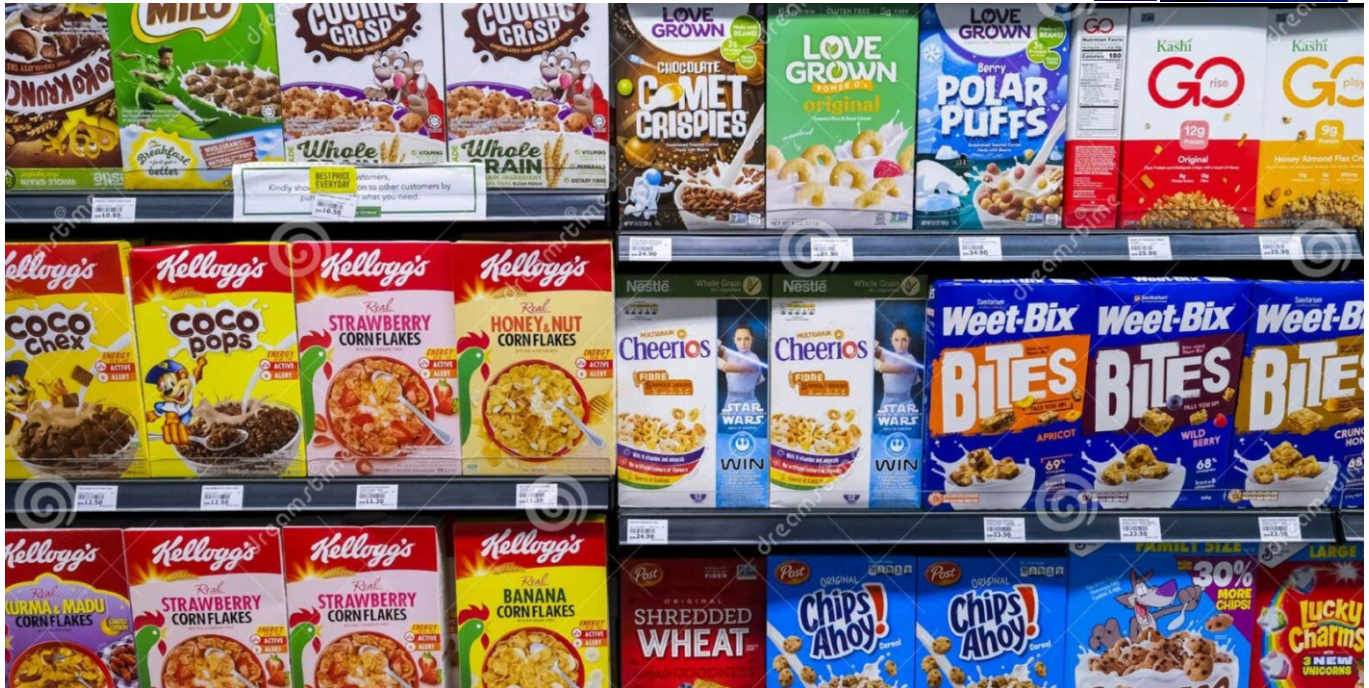
For the past 7 years, our goal hasn't been to prospect for selling packaging. We have been evangelizing the market. We are raising awareness among brands and stakeholders, urging them to step out of their comfort zones, embrace technological innovation, and consider that there are alternative paths, which may appear impenetrable at first but complement each other to achieve results that meet expectations. For 7 years, we have been pounding the pavement, advocating a different and intriguing message, which involves no longer operating like previous generations: embracing the constraints of cardboard manufacturers - such as minimum quantities, combining multiple references, tooling costs that exclude new market entrants, etc. - and making them our own. By denouncing these archaic concepts, though still coherent with the constraints of conventional technologies, a light shine on the path of all brands and project holders who embrace this paradigm shift: "Now, my constraints and desires take precedence!"

## Digital Synergies

Web-to-print, continuously evolving in its approach to the market, anticipating needs, and delivering highly refined customer experiences, has directly benefited from the new capabilities offered by digital advancements. It certainly would not have revolutionized the market without this contribution. However, we must not forget that Web-to-Print and Digital Technologies mutually leverage and feed off each other to progress and gain market share, forming a virtuous spiral.

In turn, Web-to-Pack benefits from the capabilities provided by digital means dedicated to the packaging and Point-Of-Sales industry. This, in turn, justifies the development of new equipment

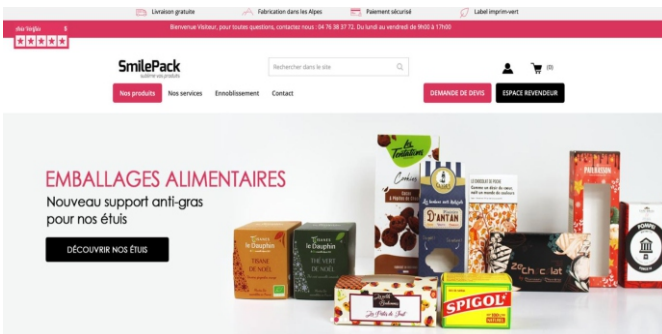
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(c) Abdul Razak Latif

and solutions by manufacturers. The combination of Digital and Web-to-Pack undoubtedly contributes to democratizing access to simplified packaging solutions that were previously reserved for experts with minimum volumes. It now allows any brand or project holder to launch, test the market, make mistakes, backtrack, and avoid imposing heavy commitments.

### Rapid Web-to-Pack Market Growth



All these factors contribute to the rapid growth of the market share captured by Web-to-Pack, without impeding the traditional business conducted on a personal basis. Moreover, the increasing number of new product launches, special and limited editions, and the incredible trend of offering numerous variations of the same product - to cater to individual consumers' preferred flavor, color, etc. - all contribute to the explosion of demands that require online solutions coupled with digital production technologies. And if these numerous packages are produced locally, directly within the workshops connected to the web-to-pack platform, the loop is closed.

We are witnessing the development of more or less advanced and transparent web-to-pack offerings, indicating that these solutions seem like El Dorados. However, let us not be mistaken; the production of packaging, even with digital equipment, requires well-controlled processes and technical know-how that are acquired over time, sometimes through setbacks. Some platforms simply act as intermediaries, selling products produced by local or exotic manufacturers, while others make the radical choice of controlling their processes and production in-house, despite the constraints and difficulties this entails. However, they retain all the added value within their own company.

As with any epic journey, we are witnessing the creation, consolidation, disappearance, and rapid growth of companies until

the market structure solidifies. In the meantime, ingenuity and creativity know no bounds, naturally pushing the boundaries. Therefore, **drupa** has become an essential event where new technologies, developments, and perhaps revolutions are presented to serve markets, anticipating unspoken desires that are either unknown or unconscious for brands. Technological developments occur both continuously and in bursts. **drupa 2028** (May 9 to 17) will be the perfect opportunity to confront the complementarity of conventional and digital means, combined with Artificial Intelligence, which should be harnessed and used to our advantage, just like innovative solutions that enable the continuous reduction of Musculoskeletal Disorders and other occupational diseases that permanently affect our operators.

The remarkable ability of human beings to invent and reinvent themselves gives us hope for a promising future, albeit different from what we know today. Ultimately, one question remains: Do we wish for something better tomorrow, or can we become better ourselves? That is quite a program.

### © drupa blog

This **SPECIAL FEATURE ARTICLE** is culled and adapted from **drupa blog (www.drupa.com)** to inspire and help you improve your print purchase decisions on latest technologies, innovations and trends in the print and packaging industry.

### About the Author

**Fred Corbo** is CEO and Owner, **SmilePack.fr – FP Mercure Packaging**. Corbo possesses a clear vision of the packaging market's evolution, closely intertwined with digital process equipment. He created and launched **Smilepack.fr**, the first fully integrated **Web-to-Pack platform**, in 2017. Concurrently, he oversaw the



installation of one of the initial **HP Indigo 30000 printers** dedicated to cardboard substrates for folding box production. With more than 20 years of expertise and experience in pharmaceutical and semiconductor production worldwide, he has embraced a disruptive approach that combines innovation and tradition while focusing on the market's new needs and trends.



# Print Impact Around the World

2025 remains unchanged from the previous forecast with some adjustments between the businesses, at revenue of JPY3,150.0 billion, operating income of JPY315.0 billion, and net income attributable to FUJIFILM Holdings of JPY250.0 billion, aiming to achieve record highs. The annual dividend forecast for the fiscal year is JPY60 per share, marking the 15th consecutive annual dividend increase.

“We have continued strong performance in the Electronics and Imaging segments, resulting in unprecedented sales and operating profit in the first half of fiscal year 2024,” says Teiichi Goto, President and Chief Executive Officer, FUJIFILM Holdings Corporation. “We are maintaining our performance forecast to achieve record-high sales and profitability for the fiscal year ending March 2025. We are actively investing in facilities in growth areas such as Semiconductor Materials and Bio CDMO, demonstrating our confidence in expanding our business.”

Second-quarter financial highlights from July to September by business segments

### Healthcare:

- Revenue increased 0.6% year-over-year to JPY242.9 billion, primarily driven by the stronger performances from Medical Systems and LS Solutions businesses. However, operating income decreased 40.3% year-over-year to JPY18.8 billion mainly attributed to expenses incurred for enhancing the system to support the expansion of commercial manufacturing at the Bio CDMO business site in Texas, as well as the repercussion of the one-time income recorded in the prior period for LS Solutions.
- In the Medical Systems business, revenue showed growth due to consistent sales performance of endoscopes and IVD.
- In the Bio CDMO business, revenue decreased due to the temporary suspension at the Texas site to implement system upgrades for enhancing production stability and strengthening the quality assurance system to ensure better regulatory compliance.
- In the LS Solutions business, revenue increased due to the gradual rebound in order volume as a result of the improvement in the customer inventory adjustment of culture media, which had continued since the coronavirus pandemic. Additionally, the one-time income due to the achievement of a milestone in a cell therapy licensing case impacted positively. The dietary supplement sales in the Consumer Healthcare declined as the overall supplement market stagnated in Japan.

### Electronics:

- Revenue increased 31.4% year-over-year to JPY108.7 billion and operating income increased 94.2% year-over-year to JPY19.5 billion.
- In the Electronic Materials business, revenue increased 46.7% year-over-year due to the market recovery in semiconductor materials and contribution from revenue of acquired semiconductor process chemicals business.
- In the Advanced Functional Materials business, revenue increased 14.9% year-over-year as favorable orders, particularly for antireflection materials for OLEDs.

### Business Innovation:

- Overall revenue decreased by 0.7% year-over-year to JPY287.7 billion, and operating income decreased by 29.3% year-over-year to JPY10.8 billion, due to the impact of a revenue reduction and the damage caused by a typhoon to the factory in Vietnam, among other factors.
- In the Business Solutions business, revenue increased mainly due to higher sales of solutions related to digital transformation (DX).
- In the Office Solutions business, revenue decreased due to inventory adjustments by major European and American OEM customers of multifunction devices and the termination of sales of low-profit small printers for Europe and America, despite an increase in exports of consumables to Europe and America following the momentum generated in the first quarter.
- In the Graphic Communications business, revenue increased due to the increased sales of printing plates for the U.S., digital printers for Europe and the U.S., as well as inkjet heads for the ceramic and commercial printing markets.

### Imaging:

- Strong sales of instant photo systems and digital cameras boosted revenue by 11.0% year-over-year to JPY126.5 billion and operating income by 29.2% year-over-year to JPY33.7 billion.
- In the Consumer Imaging business, steady sales of the “instax™” instant photo systems drove revenue higher.
- In the Professional Imaging business, revenue rose due to the strong sales of the latest models in the GFX and X series of digital cameras, which were released in June 2024, as well as the models released in the previous year.

## KONICA MINOLTA LAUNCHES THE JETVARNISH 3D WEB 400 PRESS



Konica Minolta Business Solutions U.S.A., Inc. (Konica Minolta) has announced the launch of its latest embellishment press - **JETvarnish 3D Web 400**, a one-of-a-kind 100% web-fed digital embellishment solution seamlessly integrates spot UV

coating, hot foil stamping and variable data printing in a single pass. The new finishing device is the only single-pass spot-UV and hot foil embellishment reel-to-reel system available in the market.



Konica Minolta's JETvarnish 3D Web 400.

As today's creatives and marketers are looking for ways to set their ideas apart in order to engage interest and purchases among highly targeted audiences, digital production makes embellishment easier, faster and more cost-effective than ever, particularly for short and medium print runs. Additionally, respondents to a digital print trends survey from Keypoint Intelligence report the ability to upcharge approximately 23 percent for print-enhanced jobs.

Embellishment offers nonstop ways to create visually stunning, tactile, high-value pieces – from brochures and signage to direct mail and packaging. Combining embossing, debossing, varnishing, foils and other techniques with variable data printing to personalize materials creates even greater impact, impressions and ROI, for print shops and their customers. Labels coupled with embellishment are creating major marketing opportunities across the board. In addition, through the production and delivery of boxes and folding cartons with colour, embellishments and personal messaging, the industry has helped brands deliver a novel unboxing experience for customers.

Konica Minolta has a strong footprint and impact in the industrial print market. The company offers top-notch service through 83 service locations nationwide and industrial print specialists across all segments. With competition stimulating the market, the company's Industrial and Production Print group is also ideally positioned for growth and meeting customer demands through its proven technology already in the field.

“Konica Minolta was ahead of its time in this space when it launched digital embellishment years ago. We now offer a full lineup of embellishment devices to produce attention-getting materials that also raise profit margins,” said Frank Mallozzi, President, IPP, Konica Minolta. “The fact that embellishments can be created at a production level of one is also impressive, and makes experimenting and testing creative concepts easier and more affordable, all because digital production significantly reduces labor and setup costs.”

Tailored for the evolving needs of the self-adhesive label and flexible packaging sectors, the JETvarnish 3D Web 400 is the ultimate solution for heightened responsiveness, superior quality and increased value. It enables converters and printers to reduce customers' time-to-market, while transforming the impact of their labels and packaging on the shelf, in full compliance with their environmental strategies. The new model is print process agnostic, with the ability to embellish offset, flexo, toner and almost any print method.

The versatile JETvarnish 3D Web 400 meets the most varied requirements for short, medium and long runs by enhancing printed production with digital spot UV varnish and hot foil stamping in fixed or variable data, flat or embossed, facilitating multi-runs and versioning. Optionally equipped with a flexo unit and a semi-rotary die cutter, this product seamlessly blends the advantages of both digital and conventional printing.

“We received some incredibly positive feedback during demonstrations at Labelexpo Americas, with a great deal of excitement over its unique features, and attendees calling the single-pass ability a complete game changer,” continued Mallozzi. “The JETvarnish 3D Web 400 provides real value for our clients, enriching print, customization and personalization. With speeds up to 42 meters per minute, it is more productive than earlier models and accommodates uncoated materials along with coated and synthetics.”

# DIGITAL PRINTING: THE SWISS ARMY KNIFE OF AN EVER-CHANGING MARKET



© FAVPNG.com

In the past, **Tiziano Polito** notes that digital technology helped manufacturers with marketing, mass customization and the supply chain; today, digital tech is not only doing that but it is also helping them with environmental issues. Find out how in this **SPECIAL FEATURE ARTICLE**:

Already used for mass customization and multi-referencing, digital printing is now responding to the expectations of the public and manufacturers in terms of the environment, particularly in terms of reuse. Tomorrow, the process will undoubtedly enable us to solve even more challenges. Provided, however, that the rest of the chain follows suit.

Like a Swiss Army knife, digital printing adapts to the market, according to the seasons and the needs ....

“  
**Market conditions force many companies to require digital packaging production**  
”

Ten years ago, the process enabled **Coca-Cola** to personalize **800 million** products with a few thousand first names, in partnership with **HP Indigo**, in a gigantic marketing operation called "Share a Coke", which subsequently became a resounding commercial success. So much so that the subject has become a textbook case, studied in economics and marketing faculties around the world. These presses were then used to print ever shorter runs of packaging and labels, at affordable prices and with fast turnaround times, as the industry gradually moved away from mass production towards differentiation and multi-referencing.

The market has indeed changed. Coca-Cola itself, along with Danone, Nestlé and even small chocolate and coffee brands, no longer produce millions of identical products as they did in the past, but variants of the same product, with different flavours (orange, strawberry, vanilla, etc.), tastes (full-bodied, light, medium), colours, sizes (33, 50 cl, 1 litre, 1.5 litres), etc., so that each consumer can find something to suit his or her taste. In this age of "me, myself and I", in other words, when every consumer wants to be able to find

"the" product on the market that suits them, digital technology is the perfect answer.

Digital technology also meets the requirements of an increasingly optimized packaging supply chain, with a view to ensuring the right cost and the right need. In the luxury goods industry, for example, perfume and make-up houses no longer need to stock thousands of packaging references. They consume on demand, depending on stock levels, in the various shops around the world, and then place orders with luxury packaging manufacturers, who use digital technology to print cartons in quantities of just a few dozen units, in colours to match the references to be produced: Thirty cases for lipstick reference 656, twenty-five in reference 543, four cases for gloss 334, one hundred and fifty in colour 25, etc. The ability to print immediately and without additional costs linked to the purchase of printing forms, as well as the reduction in makeready and waste times, are among the intrinsic advantages of digital processes as opposed to traditional processes.

Since the end of the 2010s, the market has become accustomed to this way of working, with large runs produced using offset or flexo on the one hand, and digital printing on the other, for restocking and one-off requirements, or even for launches and special runs. Companies like **MR Cartonages Numérique**, based in the Paris region, have based their business on this type of service.

At a time when the environment has become the packaging industry's number one priority, digital printing is still making waves. And, once again, it's doing industry and consumers a favour. A good example comes from the Lyon region of France. It concerns the reuse of packaging, a practice that the Paris government is seeking to develop as part of the '3R' approach (reduce, reuse, recycle) to limit the incidence of waste. **Didier Loffreda**, CEO of the **Large company**, even believes that reuse will increase in the food

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and drinks sector, driven by regulations but above all by consumers looking for more sustainable solutions and prepared to take their packaging back to the point of sale.

To support this movement, the label printer has invested last year in an **HP Indigo 8K digital press**. "We're already in contact with major groups such as Bonduelle and Léa Nature or La Ravoire in the wine sector. They're all very interested in this project", says Didier Loffreda. The company has produced 750,000 labels for this segment by 2022, mainly for committed SMEs such as Lyon microbrewery - La Canute. This type of company, and there are many others, in the wine and spirits, jams and honeys, luxury confectionery and yoghurt sectors, are focusing on short distribution channels and zero waste. Reusable packaging, whether returnable or not, is part of their strategy.

The benefits of digital technology? For most of these companies, the volumes ordered rarely justify the use of traditional flexo lines. What's more, these are products that are offered as multiple references. Canute, an 'artisanal and urban' beer, is available in five varieties to reflect the different districts of Lyon: Tête d'or, Croix Rousse, Confluence, Vieux Lyon and Grange Blanche. Then there are the autumn beers, the white beers, the IPAs and the cask-aged beers - some twenty varieties produced according to the season and the mood of the day from short-lived brews to beers that may never come back.

While it may seem fairly straightforward today to print multi-reference labels on a digital press, it is still necessary to make these labels perfectly suitable for re-use, as these brands are asking. That's what Lorge is all about. Making a label for reusable packaging is no easy task. First of all, it has to be able to be printed correctly to catch the eye of the consumer on a shelf, then it has to remain perfectly stuck to the container until it is used, and then it has to come off when it has to be washed and refilled.

"It's a real headache because you have to find the right printing process, the right substrate and the right adhesive," observes Didier Loffreda. He adds: "If the labels don't peel off at the right time, the whole business model collapses, because the washer ends up with soiled bottles that are unusable for a second rotation.

During these three years of development, the company manager studied the specifications for the washers. And carried out dozens of tests. He realized that, among the digital printing technologies, HP Indigo's liquid electrophotography (LEP) was better suited to

his needs than inkjet, since the latter process involves a higher ink load, and therefore more waste for the washer. For its part, HP Indigo helped the printer to achieve this by softening its primer varnish. "As it is formulated, the primer prevents water from penetrating the paper, but to achieve our result we needed a completely hydrophilic substrate," explains the manager. He adds: "We also had to give up all kinds of gilding and varnish because these decorations, although appreciated by the marketing department, act as a barrier to water. In terms of materials, Lorge uses 90 g/m<sup>2</sup> Avery Dennison adhesive paper, which is slightly heavier than the usual 80 g/m<sup>2</sup>. The acrylic-based adhesive has been developed to come off more easily when sprayed with water by the machines. Didier Loffreda explains: "Because of the low volumes ordered and the particular nature of the substrate, the material costs us two and a half times more. We are looking to reduce this extra cost by playing with formats, pooling and amalgams.

These experiments are destined to multiply, with, on the one hand, LEP, inkjet and toner machines offering technical solutions for low-cost printing of small and (increasingly) medium-sized runs, and, on the other, companies that know how to anticipate changes in the market, in terms of marketing, regulations, distribution methods (e-commerce, for example) and logistics. In the past, digital technology helped manufacturers with marketing, mass customization and the supply chain, with multi-referencing; today it is helping them with environmental issues. Tomorrow, it will help them again with new issues, issues that we don't even know about yet. Because everything evolves very quickly.



“  
**There are still many obstacles to complete the full digitalization of packaging production but a great deal of progress has been made and more will come.**  
 “

Continued on page 35 >>

MR Cartonnages, to come back to him, told us that in the future, supplies of folding cartons could one day be triggered directly from the cash registers in shops, and the packaging delivered by drone to luxury houses. This will enable us to move even faster and be even more efficient.



While digital printing technologies represent an indisputable asset for tackling the challenges of the future, there are still many obstacles to solve linked to the digitalization of the graphics chain downstream of the whole process, such as cutting, finishing, with 2D and 3D varnishing, embossing and metallization, right through to packaging and delivery, remain to be resolved.

A great deal of progress has been made in all these segments, as demonstrated by the experience of **Highcon** in slitting and creasing, and of **Scodix** and **MGI** in finishing, **SEI Laser** in cutting. What now remains to be done is to link all these processes together and make them more fluid, so as to obtain a 100% digital and 100% flexible production line, capable of printing, finishing and shaping a few units as well as a few thousand units of cases or labels, and then preparing - again automatically - the parcels. This will undoubtedly also require the creation of a single working document, a 'super-PDF', containing information not only on the visual to be printed - as is already the case today - but also on the printing, finishing and converting process and, no doubt, on the customer and his

packaging machines. We're not there yet. But we will do, probably sooner than expected.

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About the Author

**Tiziano Polito is the Deputy Editor-in-Chief of Emballages Magazine - Infopro Digital Group. For more than 20 years, Tiziano witnesses the packaging transformation. He**

**strongly believes in innovations and radical breakthroughs. Founded in 1932, Emballages Magazine covers the world of packaging and packaging materials. It caters to packaging users, designers, packaging manufacturers, as well as packaging machinery suppliers. Emballages magazine is a point of reference for the entire packaging industry.**

Print impact around GHANA Stories by Precious Ajuonuma & Joju Adekanbi

TEAMFCG WRAPS UP THE YEAR WITH BACK-TO-BACK WIN



They rode for about 3 to 4 laps before other members of TeamFCG caught up with them. The team stood as a bunch and did not allow their opponent to breakaway. And so, at the last lap, about 6km to go, Francis made another solo move to breakaway and other cyclists tried to catch up with him. But the other four members of TeamFCG did not allow them, thus Francis kept going to the finish line to take the coveted 1st position and become Ghana's new champion. Alex and Maxwell took the 2nd and 8th positions, respectively.

**Kodak** Authorised Dealer in Africa - **FC Exports** Group Cycling Team (**TeamFCG**) member - **Francis Amu Broni** has won the 10<sup>th</sup> edition of the Ghana Road Cycling Championship race that pulled over 100 cyclists and more than 50 delegates from affiliate clubs across Ghana. This is the second consecutive win by TeamFCG member with the first by Naaba Michael in 2023.

The event which took place on Saturday 30<sup>th</sup> of November 2024 at Olebu Vicolis in Accra, Ghana brought together top cyclists from 26 clubs across the nation vying for the coveted national title and a shot at representing Ghana on the international stage. Five members of TeamFCG made up of Alex Quansah, Francis Amu Broni, Jacob, Maxwell Doku, and Naaba Michael took part in the National Championship.

It was two races with Individual Time Trial (ITT) of 24km with 2 laps; and the Road Race Criteria of 100km with 8 laps in various categories. While the ITT race started at 11am, the Road Race was at 2pm. The Road Race, according to the team, was fantastic, with the team sticking to their plan to work for Michael to defend his title at the onset. Until about 6 laps into the race when Francis charted his breakaway with another cyclist from the Graditors team following.



Ghana Cycling Federation (GCF) President - Mohammed Sahnoun expressed his enthusiasm, highlighting the championship's importance in the federation's mission to nurture Ghana's cycling talents. "The National Cycling Championship is a significant event for us as it embodies our mission to promote cycling and support the growth of our athletes. We are committed to nurturing top talent and elevating Ghana's presence in the Africa and World of competitive cycling."

# Be part of



## (For the Printing, Packaging, Labelling, and Processing Industry Value Chain )

The programme offers the opportunity to hard working leaders and managers to enjoy some time out to relax at the same time as reflect. Participants are taken through global management development activities, company visits, recreational visits and networking activities. The programme is tailored to pressing needs in the print & allied industry with emphasis on:

- **Succession Planning - Family Business Management**
- **Innovation & Analysis of Business Problems for high ROI**
- **Supply Chain Management Strategy in Emerging Market**
- **Human Resources Management – Expected Human Behaviour in Organizations for sustainable organisation growth.**

On completion of the programme, participant will be issued with a Certificate in cross-cultural skills tagged **GLOBAL EXECUTIVE LEADERSHIP PROGRAMME.**

*Two Weeks In-Person Programme with In-Depth, Three-Day Facility/ Business Visits*

### **Duration?**

Two Weeks In-Depth In-Person Modules with additional Three-Day Facility/ Business Visits

*\*Organiser reserves the right to change timing to meet minimum requirements.*

### **Where?**

City Institute of Higher Learning, Moncton, New Brunswick, Canada

### **Fee?**

**\$7,600** cost include:

- Training fees
- Economy class return ticket
- Bed & breakfast accommodation
- Documentation, processing and visa fees
- Facility and transfers · Leisure Tour

### **Eligibility**

Owners and Top Managers of Print & Allied Establishments

### **When?**

3 x in a Year 2025\*:

- First edition – March 24 to April 13
- Second edition – June 22 to July 13
- Third edition – September 29 to October 19

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