# INVESTED DEVELOPMENT

## Jan De Roeck presents a five-stage maturity model for the print and packaging industry to assist businesses undertaking a digital transformation journey towards ultimate efficiency



Jan De Roeck, Director of Marketing – Industry Relations & Strategy at Esko



Mattias Byström, President of Esko

**For packaging suppliers, digitising the process by which packaging is made is the key to delivering long-term business success. Excellence in business performance – the value promise of digital transformation – leads to success by improving operational processes, lowering costs and delivering client loyalty.**

Launching a new whitepaper and interactive maturity assessment tool for customers, Esko recently introduced its latest innovation to packaging and print suppliers across the globe: a strategic model to guide individual businesses on their entire journey to digital maturity. Developed as a result of analysing hundreds of customers' operations worldwide, the Digital Maturity Model for Packaging Suppliers (DMM) is a program to equip businesses to improve productivity, efficiency and overall profitability through a complete digital transformation.

The five-stage model addresses leadership concerns and workflow steps across every area of a packaging and print business. Through continuous dialogue and analysis, converters can develop their own roadmap to digital maturity – a hugely exciting step forward for the entire print and packaging industry.

### IDENTIFY, MAP AND MOVE

The Esko DMM aims to help business leaders, IT managers and prepress staff better understand the prevailing leadership mentalities and behaviours across their operations, and in each business process workflow step.

Users can identify their current position on the model and establish a vision of some of the benefits awaiting them when they achieve higher levels of capability, which technologies to deploy and which behaviours to adopt to reach a higher stage of digital maturity.

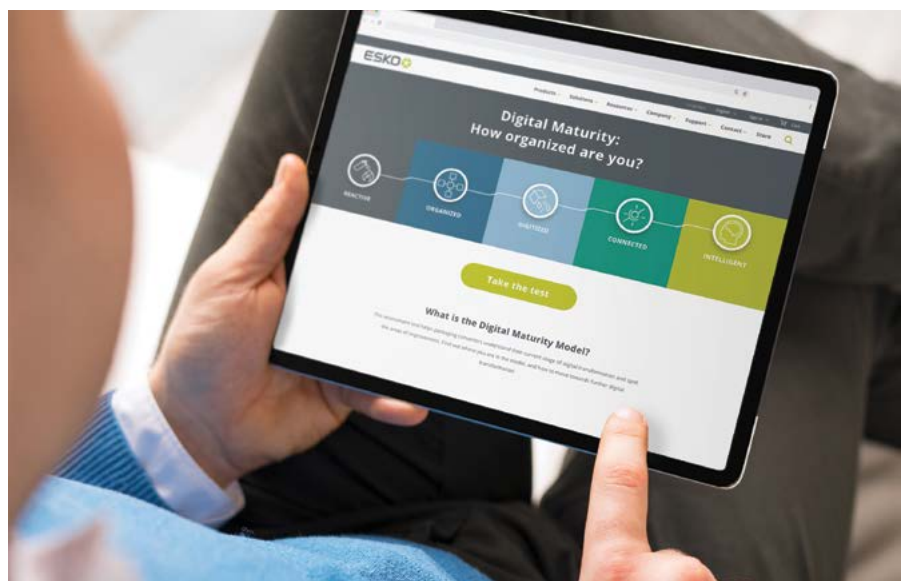After identifying their current stage of digital maturity, packaging and print suppliers can engage in a more thoughtful process of defining a strategy to move forward on the journey of digital transformation. Whether that be managing business risk, modernising the business, disrupting the status quo to drive the company forward or truly differentiating the business to create competitive advantage, the Digital Maturity Model provides clarity and guidance on the digital transformation process.

### 5 LEVELS OF MATURITY

As packaging suppliers experience internal and external pressures, their understanding of customer needs, and the processes that help them execute business, matures. As leaders define processes and stakeholders, roles and timelines, as they adopt digital technologies, and as they connect and automate those technologies, they cultivate efficiency in overall production and speed to market as a core business capability.

Esko has defined the five levels of maturity as Reactive, Organised, Digitised, Connected and Intelligent.

*'The DMM equips businesses to improve productivity, efficiency and overall profitability through a complete digital transformation'*

- **Reactive:** Tasks are completed manually and offline. Action is triggered exclusively by external pressure from suppliers and customers and lots of firefighting exists.
- **Organised:** Tasks are triggered by defined



Users can identify their current position on the Digital Maturity Model and establish which technologies to deploy and which behaviours to adopt to reach a higher stage of digital maturity

processes and timelines. Individuals use basic tools on computer workstations and increasing work volume is handled by the addition of headcount.

- **Digitised:** The 'work harder' strategy no longer works. Teams move processes online and execute tasks using hardware and software within those processes. Print and packaging projects are now digitally managed.
- **Connected:** Extension of capability stems from system and process connections. Integrating point solution software simplifies the workflow for individuals and teams. Packaging software gets integrated with other business processes and systems of record.
- **Intelligent:** Teams extend outside company walls to connect with customers and suppliers. User intervention and manual operations are minimised. Smart technology connects all equipment and work volume is dynamically planned to maximise equipment effectiveness.

The model examines the changes in maturity that are observed in leadership behaviour

*'By understanding at what stage the business resides, a clearly defined strategy can then be adopted'*

and concerns, and how this applies to each step of the packaging workflow process.

Leadership Concerns track the levers and performance indicators C-level executives and business owners are most interested in: Leadership Style, Innovation Model, Business Growth, Production Quality, Timeliness, Environment Sustainability and Equipment Effectiveness.

Packaging Workflow Process Steps outline the key challenges and activities that require strategy, process management and

investment at each step: customer communication, internal communication, artwork preparation, good for print approval, sheet layout, platemaking, press, post-press and packing and shipping logistics.

From this vantage point of understanding at what stage the business resides, both from a leadership concern and workflow steps perspective, a clearly defined strategy can then be adopted for the successful digital transformation for the business.

## ULTIMATE EFFICIENCY

Business leaders understand that digitisation is becoming critical to their business success. Digital transformation through the introduction of integrated, automated and cloud-connected systems serves to streamline processes, remove bottlenecks and improve efficiency across every facet of a business, resulting in tangible bottom-line success and clear competitive differentiation.

With businesses around the globe at various different stages of digital development – and in many cases with processes and functions within the same business at different points of automation – Esko has spent a significant amount of time mapping the

dimensions of transformation to bring clarity and enable customers to purposefully drive their own digital transformation, rather than it drive them.

Working with this industry-first tool and the experts at Esko, customers can identify and integrate only those solutions that will contribute to ultimate efficiency and business performance, addressing everything from leadership values and environmental sustainability challenges through to individual workflow steps and processes.

## TAILORED STRATEGIES

Ultimately, the best recommendation of how to move forward comes from a mix of the learnings from all four strategies tailored to a specific business situation.

Working with a number of customers around the world and from across the packaging and print sectors to learn what works best, strategies have been designed to meet the needs of individual businesses and support them on their journey to digital transformation.

Key learnings can be summarised in three final thoughts:

- Before starting any further business investments, obtain a deep understanding of where you are today in your journey to digital transformation.
- Define a tailored 3-to-5-year plan for each of your business workflow process steps and apply the best matching digital transformation strategy to that plan.
- Focus on ensuring your investment strategy is well-documented and well thought out. Too many companies in the past have made erratic and emotional investment decisions 'to keep up with the market' or to react to customer feedback.

The Digital Maturity Model for Packaging Suppliers is a significant evolution for packaging and print suppliers, supporting them in their digital transformation and helping businesses achieve success by making step wise, strategically correct decisions on their journey towards digital maturity. ■

*Jan De Roeck is Director of Marketing – Industry Relations & Strategy at Esko*

**Further information:**
Esko, Gent, Belgium
tel:      +32 9 216 92 11
email:  info.eur@esko.com
web:    www.esko.com