



Controlling Bits and Bytes

What Managers Need to Know to Make
the Right Technology Decisions

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Outline

- A bit of history
- Technology that matters
- Prepress vs. press
- Today's technology
- Technology decision axes
- Technology directions



A Bit of History

- Print wasn't technology-intensive before 1985
- Prepress was separated from print
- Technology has now moved into the pressroom
 - Color control
 - Binding the bindery



The Role of Vendors

- We've always relied on vendors to support us
- What should the vendors' role be?
 - Supply technology...clearly
 - Provide financing...you hope
 - Training & support...perhaps
 - Consult on requirements??



There are only 2 Ways to Improve Productivity

1. Train or motivate existing staff to produce more
2. Buy better technology for the existing staff to use
 - The ROI on training is harder to measure, so we usually buy new tools
 - I recommend both



Technology That Matters

2 Kinds

1. Technology available today that provides an ROI while improving quality and/or throughput
2. Technology that takes you where you *need* to go



Prepress vs. Press

- The press was the ultimate bottleneck
 - Most printers didn't expect to make money in prepress
 - Prepress was offered as a customer service
 - Top performers perform on prepress too
 - But the pressroom represents new technology challenges



The Race to the Finish Line

- New offset presses are 25% more productive than the equipment they replace
- You can have as much productivity as you can afford
- The parameters:
 1. Access to capital
 2. The best staff



Most Technology Decisions Aren't about Technology

- CTP is a workflow and a marketing decision
- PDF is a workflow and a marketing decision
- DAM is a sales and marketing decision



Today's Prepress Technology

Equipment

Workstations

Servers

Spectrophotometer

DAM

PDF software

Platesetters

Technologies

OSs

Workflow, OSs

Color management

Content management

PDF workflows

CTP



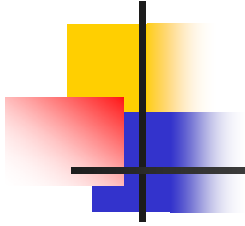
Today's Press Technology

- Offset
 - New press (\$1m +)
 - Color control devices (\$350k)
 - Peripherals: bindery, etc. (\$150k)
- Digital
 - The newest presses (\$100k)
 - Database expertise and systems (priceless!)

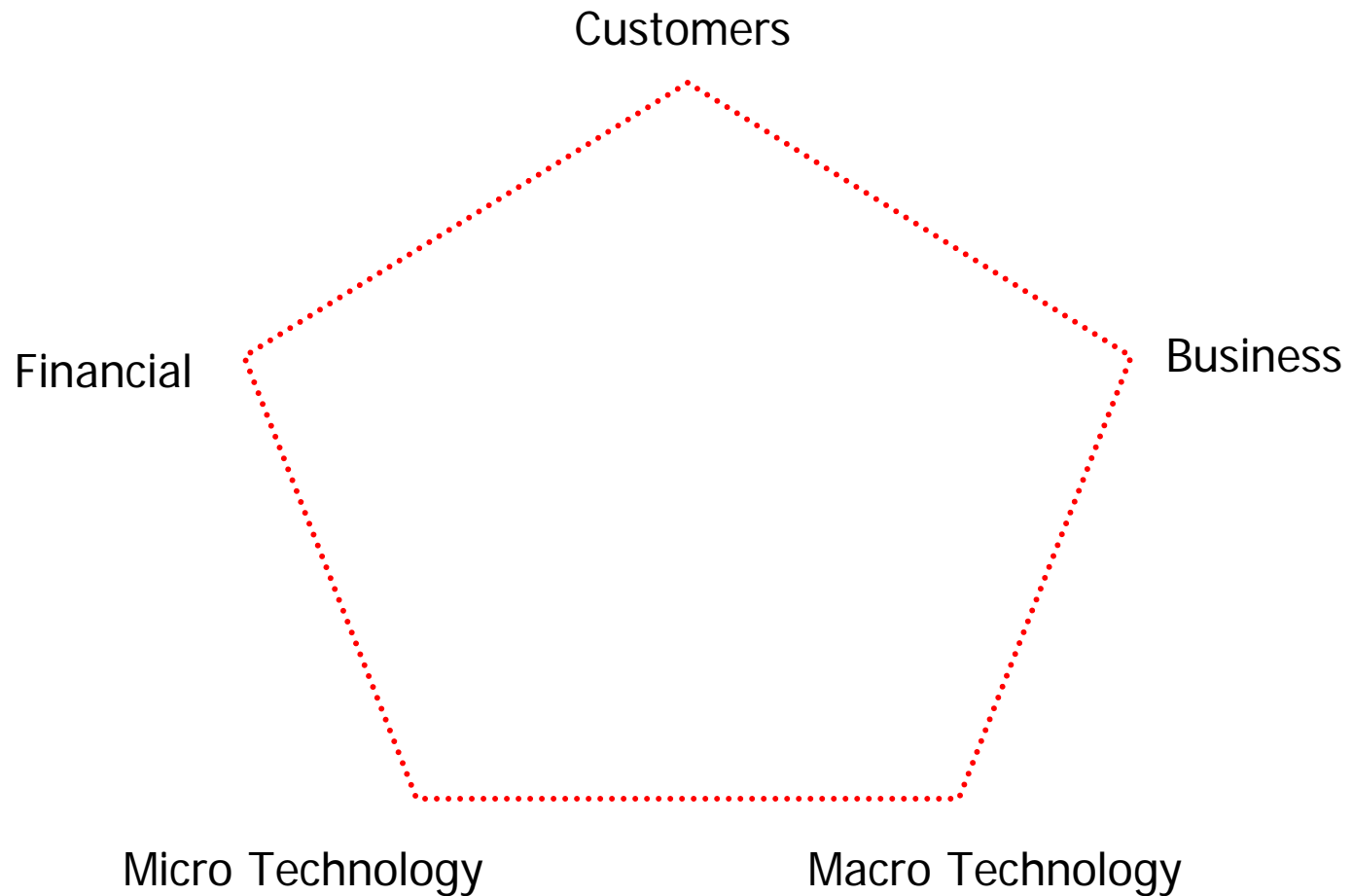


Digital Print Technology

Device	PPM	Price
Xerox DocuColor 2060	30	\$220k
Xeikon CSP320D	16	\$150k
NexPress 2100	35	\$350k
UltraStream4000	68	\$700k
Indigo Publisher8000	136	\$1000k



Technology Decision Axes





Technology Axes

- Macro Issues
 - Is anyone else using it?
 - Is the vendor credible?
 - Does the vendor have the necessary industry support?
 - How will this impact workflow?
- Micro Issues
 - Does it work? Does it really work?
 - Bugs, and bug fixes



Financial

- What's the price?
- Who's the best supplier?
 - terms
- ROI model



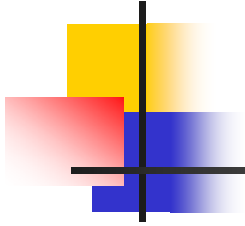
Business

- Is this the way the industry is moving?
- Is this the way my competitors are moving?
- What are the support requirements?

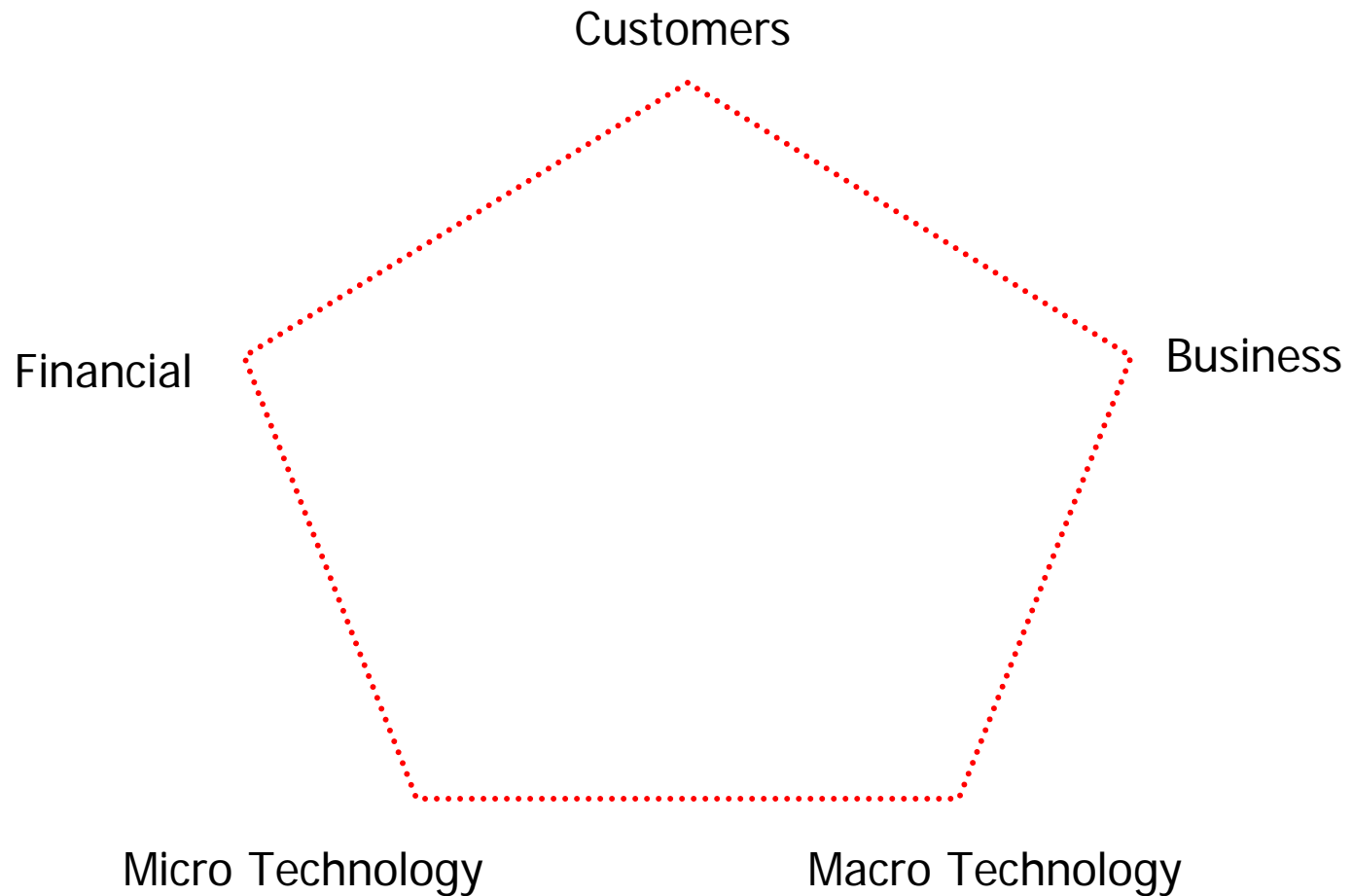


Customers

- Are my customers looking for this?
- Will they welcome it?
- Are they ready for it?
- Is it good for them?
- What will it take for them to adopt it?
- What will it take to “monetize the transaction”?



Technology Decision Axes





The Process

- Do your existing technology staff have the skills for the evaluation?
- Who else should be on the team?
- What skills do they need to help decide?
 - The mythical technology sales manager



The True ROI on Technology

- “Will my customers pay me for investing in technology to produce their jobs?”
- Will customers pay for improved quality or efficiency?
 - Will customers let you keep lowered costs?
 - or expect you to pass on the savings?
 - Can you *sell* the added capacity?

— Gerry A. Michael, Seybold Reports, 12/2000



Method for Managing

- Don't assume you can pin down the single *right* answer
- You have to manage *for change*



Educating Managers about Technology

- If they're not interested, find others
- It's a process, not a state
 1. A trade show every six months
 2. A newsletter with ideas, not news
 3. A peer group
 4. Hands-on experience



Technology Directions

- It's about where you want your company to be in 3-5 years
 - Technology is just a tool to move you there
- Requires senior management decisions
- Input from the team



A Plethora of Choices

- Network publishing
- eBooks
- Content management
- Web site preparation & management
- Variable data printing



The Technology Manager

- A great manager...
- Who understands technology and its implications



Thank you

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