

# Strategic and economic perspectives for the rotogravure technology

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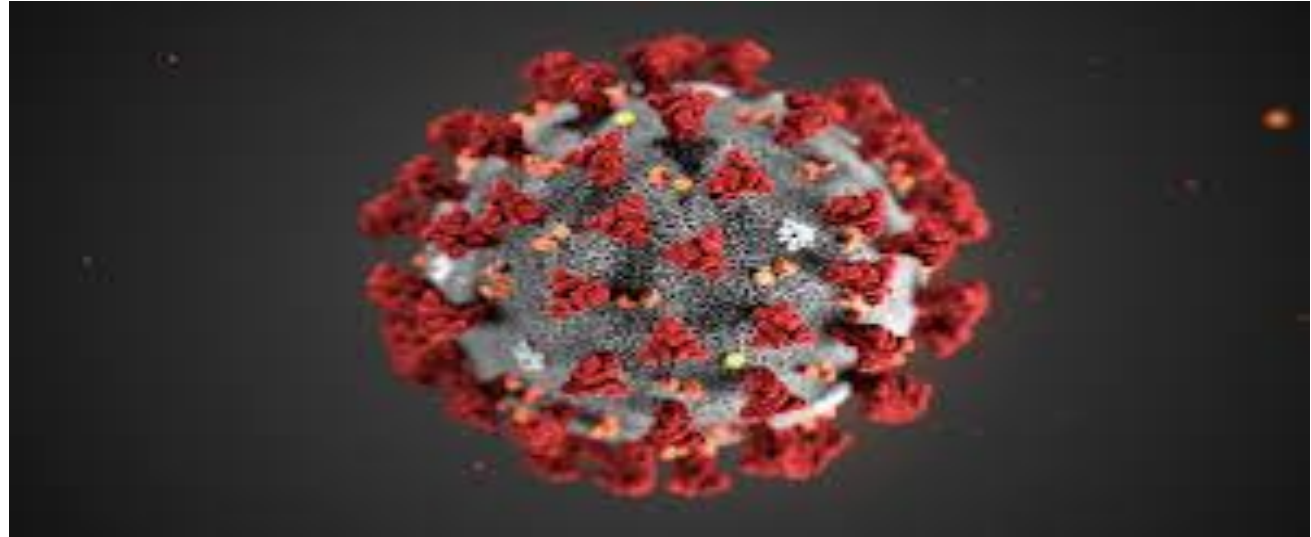
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## Contents

- Myth and truth of the Covid-economy
- Rotogravure: key facts in a TCO perspective
- Understanding the change

Unprecedented  
crisis

Public health at the  
center of the long  
term priorities



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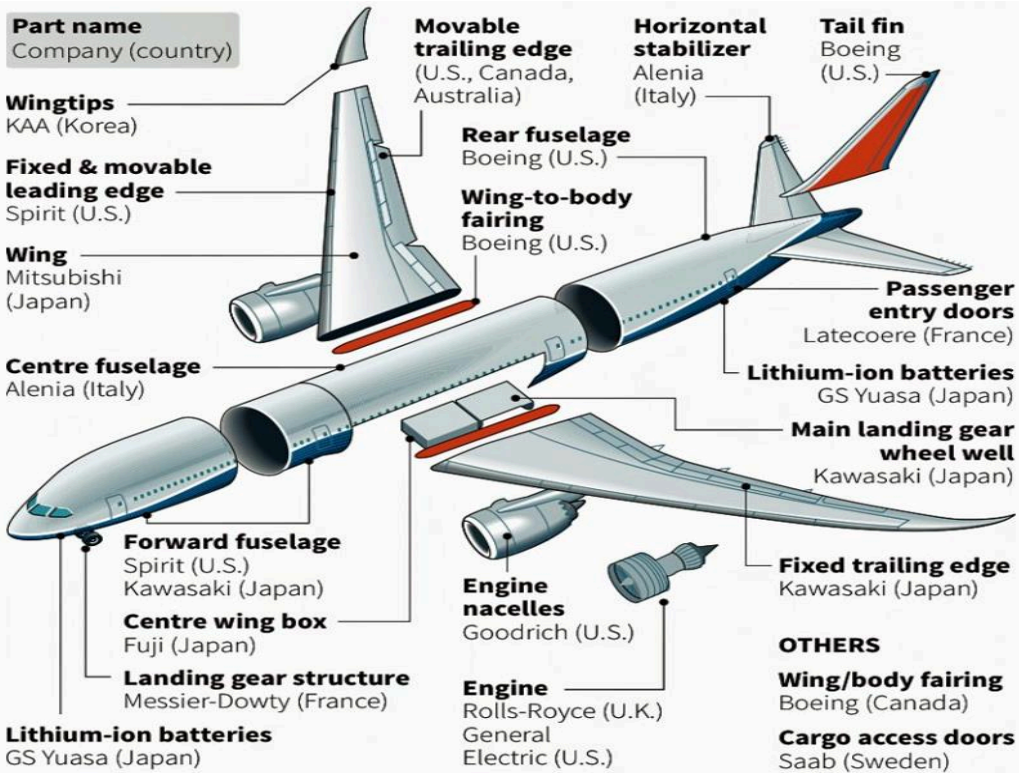
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Overconnected value chains

Back to regional markets?





Where are the benefits?

Increased needs for protection

Nationalism and populism driving political agenda ?



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Sustainability as a purpose: is it the right time?



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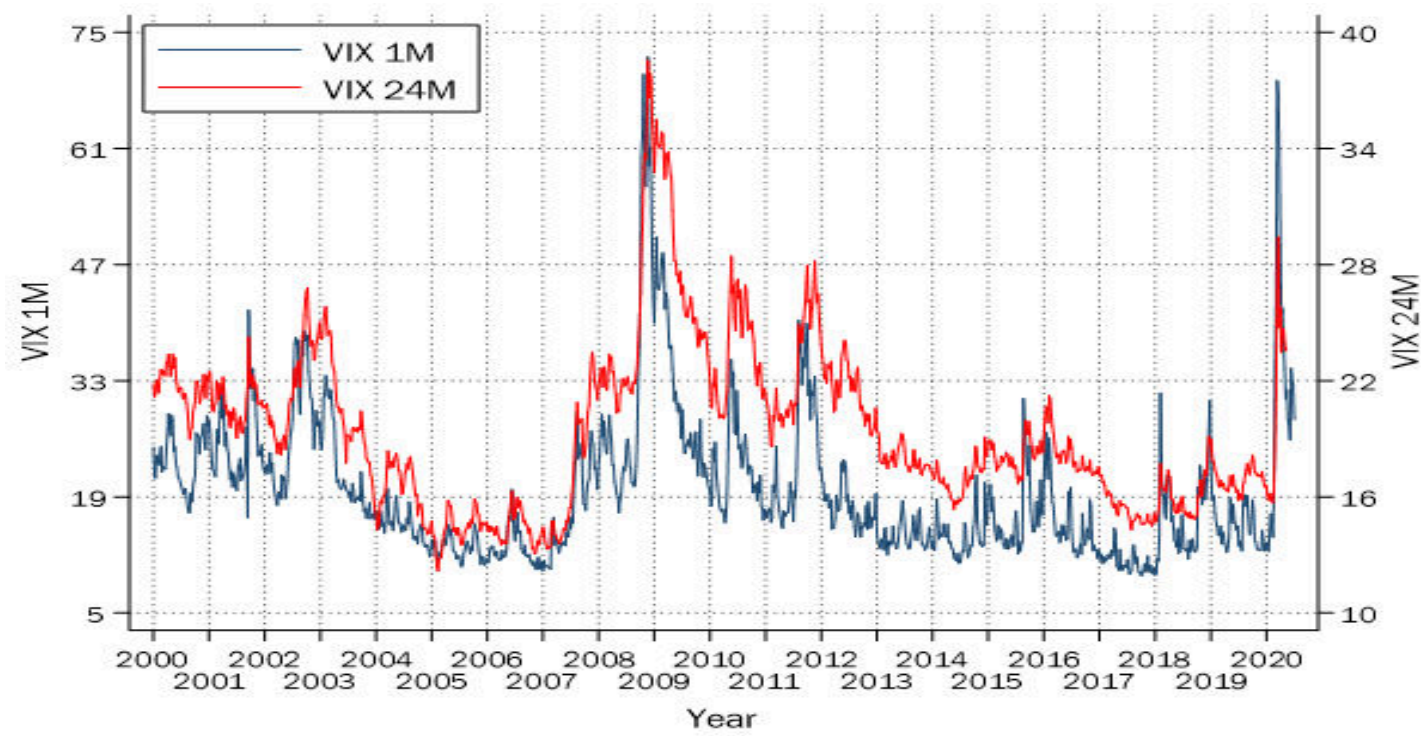


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Volatility is the standard, resilience is the attitude

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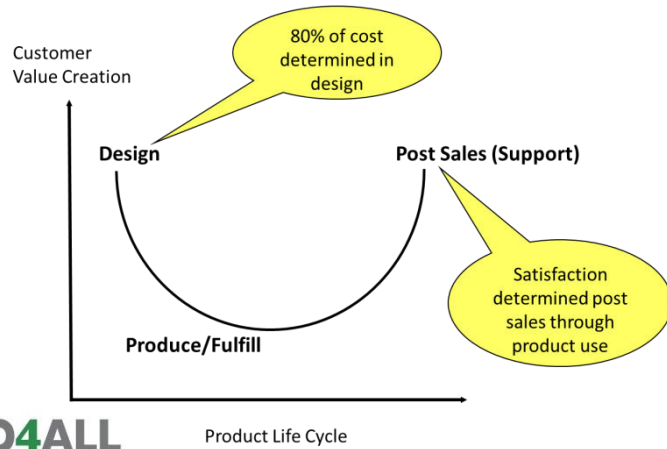
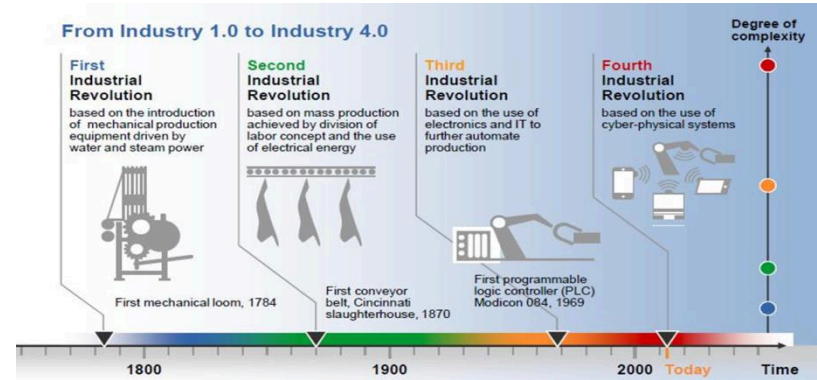
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# Sources of discontinuity

- Technology



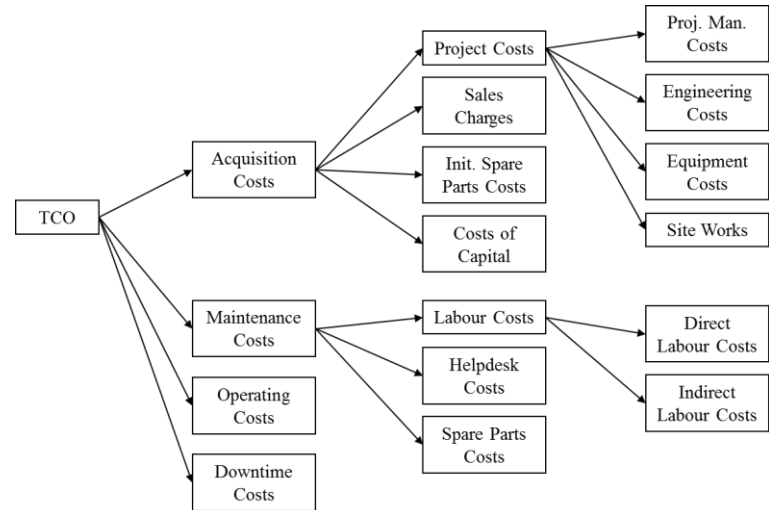
- Relational economy





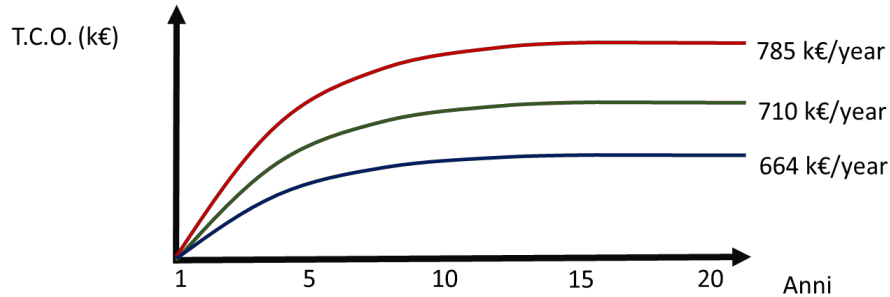
# Why Total Cost of Ownership?

- Adoption of rotogravure requires an initial financial effort which looks pretty higher than main competing technology (flexographics), and definitely higher than the emerging digital solutions.
- Competing on price, undervalues the only relevant indicator, the so called *total cost of ownership*
- Data represent a range of average figures kindly provided by three manufacturers (Cerutti, Bobst and Uteco) and two users (Goglio e Sacchital) of rotogravure.





# Key facts



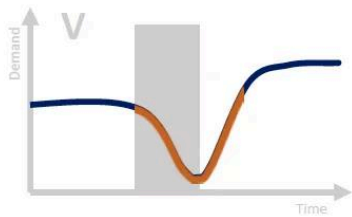
	Investment (k€)	Time span
Rotogravure machine	2.500	over 20 years
Cylinders	400	10 years and more
Complementary technology	1.500	over 10 years
Upgrades (electronics)	300	about any 10 years
	Recurring costs (k€/year)	
Labor	160 -180	min. 2 workers per shift
Energy	110 - 130	
Maintenance	25-50	

- TCO of rotogravure does not sound significantly higher of the competing technology
- The life cycle of this technology and the required operating costs generate an incidence on the full cost per square meter lower than 10%
- The performance of the technology is significantly higher if saturation of production capacity and efficiency increase.





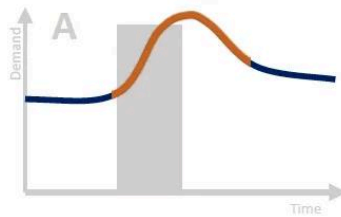
# Different industries, different shape of recovery



Rapid recovery after the crisis to normal level or even beyond

Offer solutions that help to reduce costs, leverage existing systems

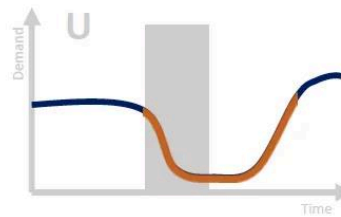
- Restaurants
- Banking



High demand after the crisis but not at peak level

Offer turn-key services that can be implemented quickly

- Food
- Home, Beauty
- Corp. Comms



Slower recovery after the crisis to normal level

Offer solutions that help to reduce costs, trigger discussions on mid-term solutions to win back customers

- Fashion & Lifestyle
- Electronics / Telco
- Automotive

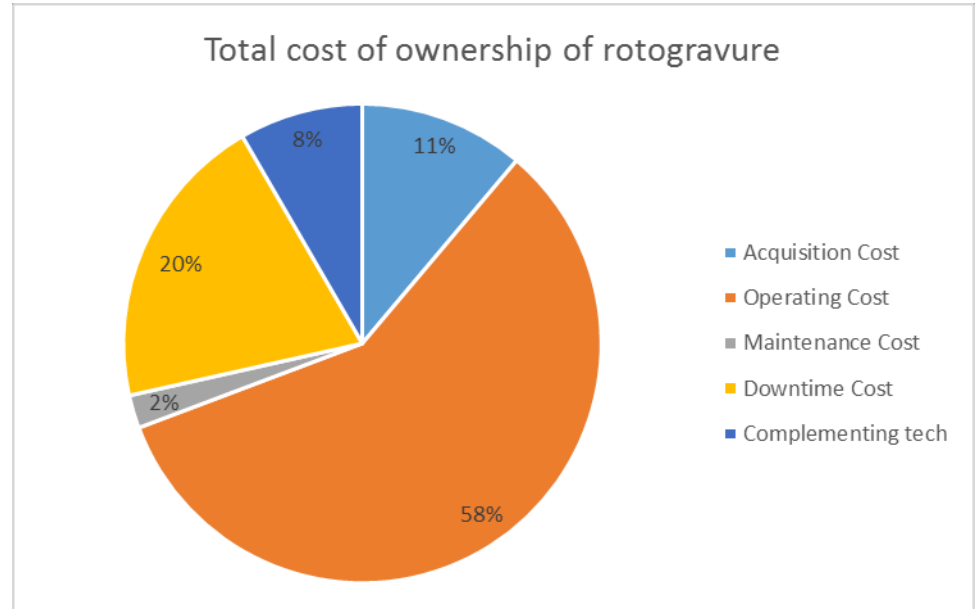
Source: Invidis/Porsche Consulting

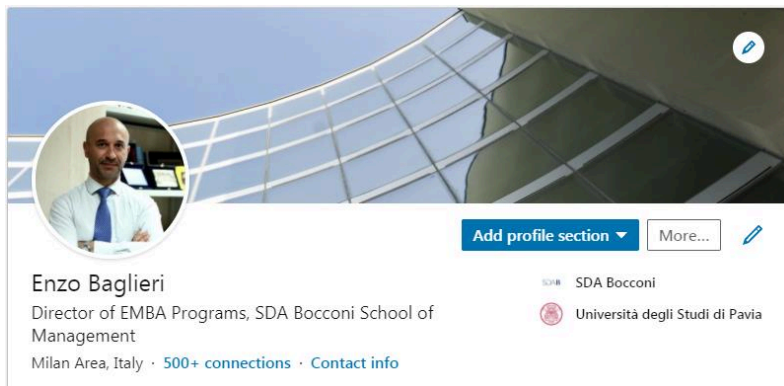




# Driving your next strategies

- Historical focus on the acquisition cost, efficiency is elsewhere
- Distinctive value
  - Long term
  - Replicability and *dependability*
  - Sustainability
- Servicing may mean:
  - Maintenance cost «relief»
  - Financial support and innovative business models
  - Hybridization with digital and Industry 4.0 technology to enable higher flexibility, reduce waste, increase operating efficiency and decrease environmental impact





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