The question is not, what technology does with us − but what we want to do with technology.

One of the most important aspects seems to me the re-invention of the education system.

It must be based on fostering creativity and social competences.

ERIK BRYNJOLFSSON
Economist, IT-Specialist at the MIT, Boston
Interview in "Der Bund", 07.03.2015

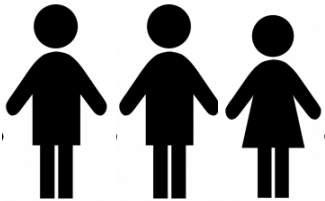Stämpfli

HUMAN BEINGS IN A DIGITALIZED WORLD

About Peter Stämpfli

born in 1959 as a pre-digital

married for 25 years

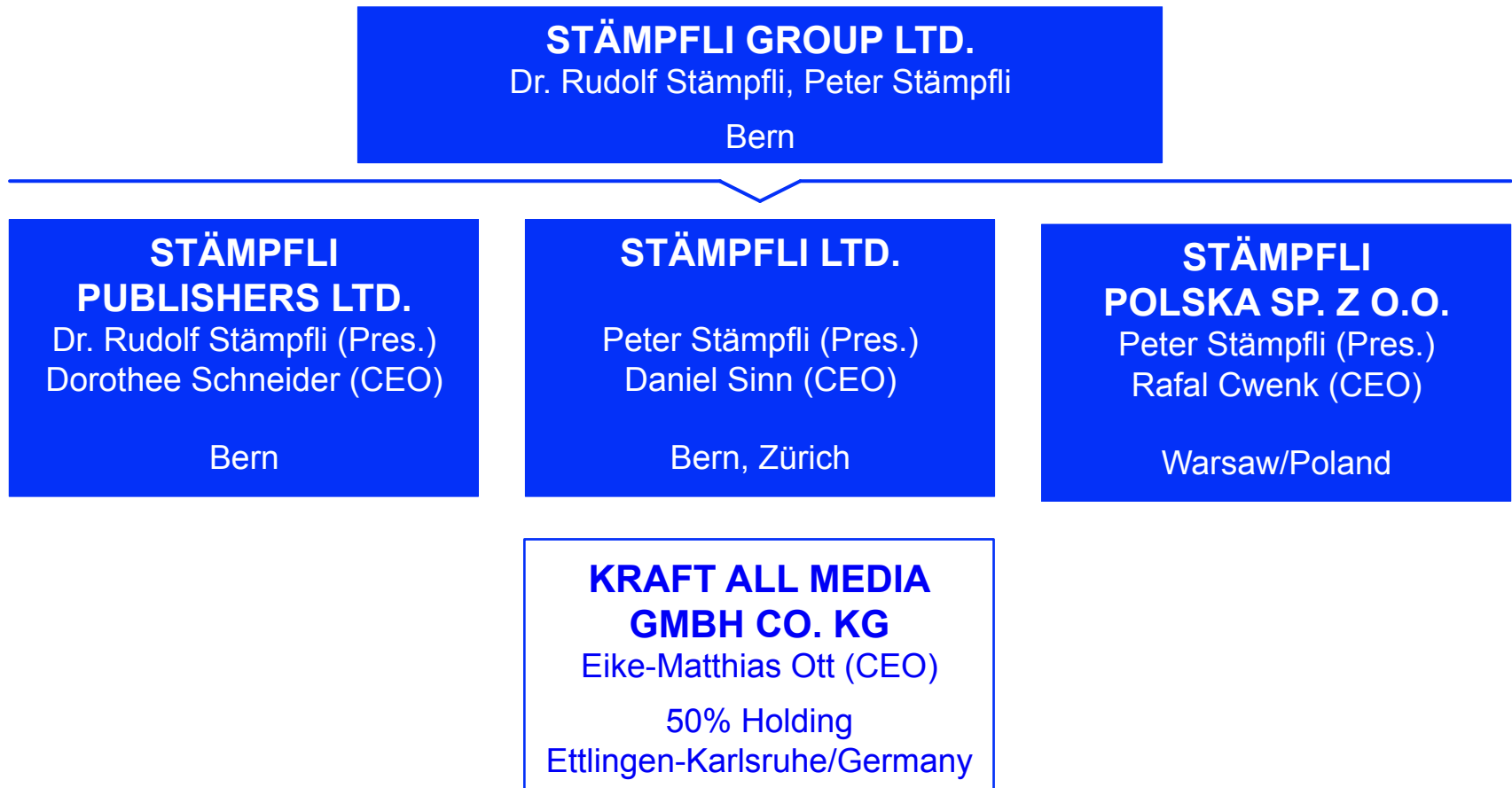three adult children

Stämpfli   at Stämpfli since 1988

About Stämpfli Group

since ~~1599~~ *1799*

Organization chart

STÄMPFLI GROUP LTD.
Dr. Rudolf Stämpfli, Peter Stämpfli

Bern

STÄMPFLI PUBLISHERS LTD.
Dr. Rudolf Stämpfli (Pres.)
Dorothee Schneider (CEO)

Bern

STÄMPFLI LTD.

Peter Stämpfli (Pres.)
Daniel Sinn (CEO)

Bern, Zürich

STÄMPFLI POLSKA SP. Z O.O.
Peter Stämpfli (Pres.)
Rafal Cwenk (CEO)

Warsaw/Poland

KRAFT ALL MEDIA GMBH CO. KG
Eike-Matthias Ott (CEO)

50% Holding
Ettlingen-Karlsruhe/Germany
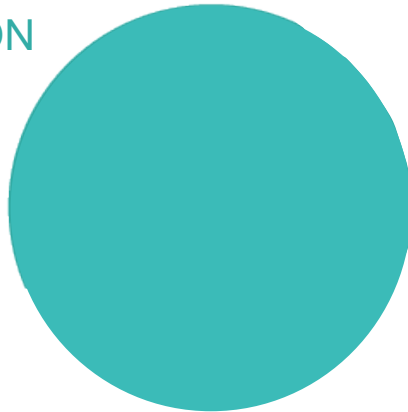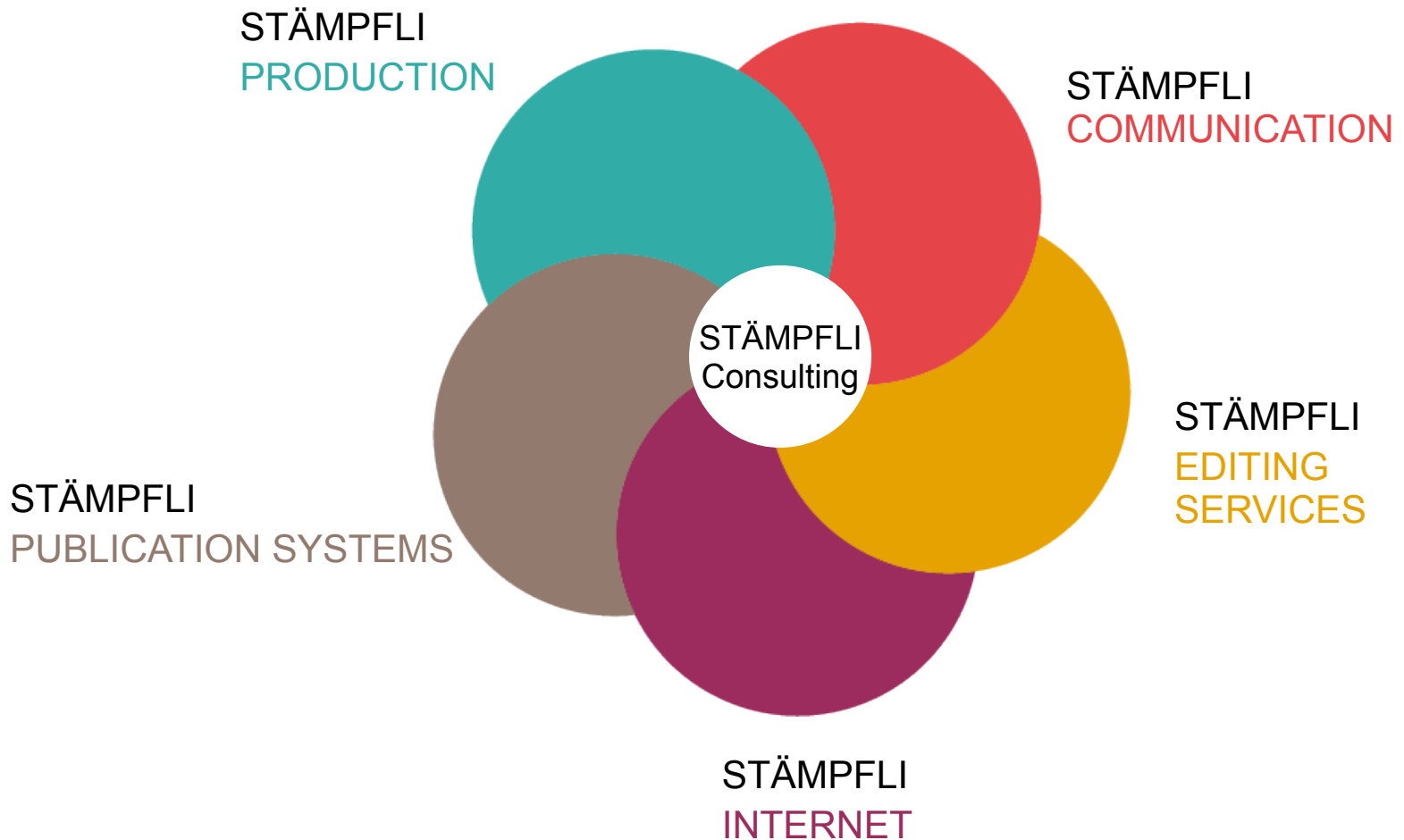
Everything we do is concerned with
corporate communication:
It's about your communication

Corporate Communications

STÄMPFLI
PRODUCTION

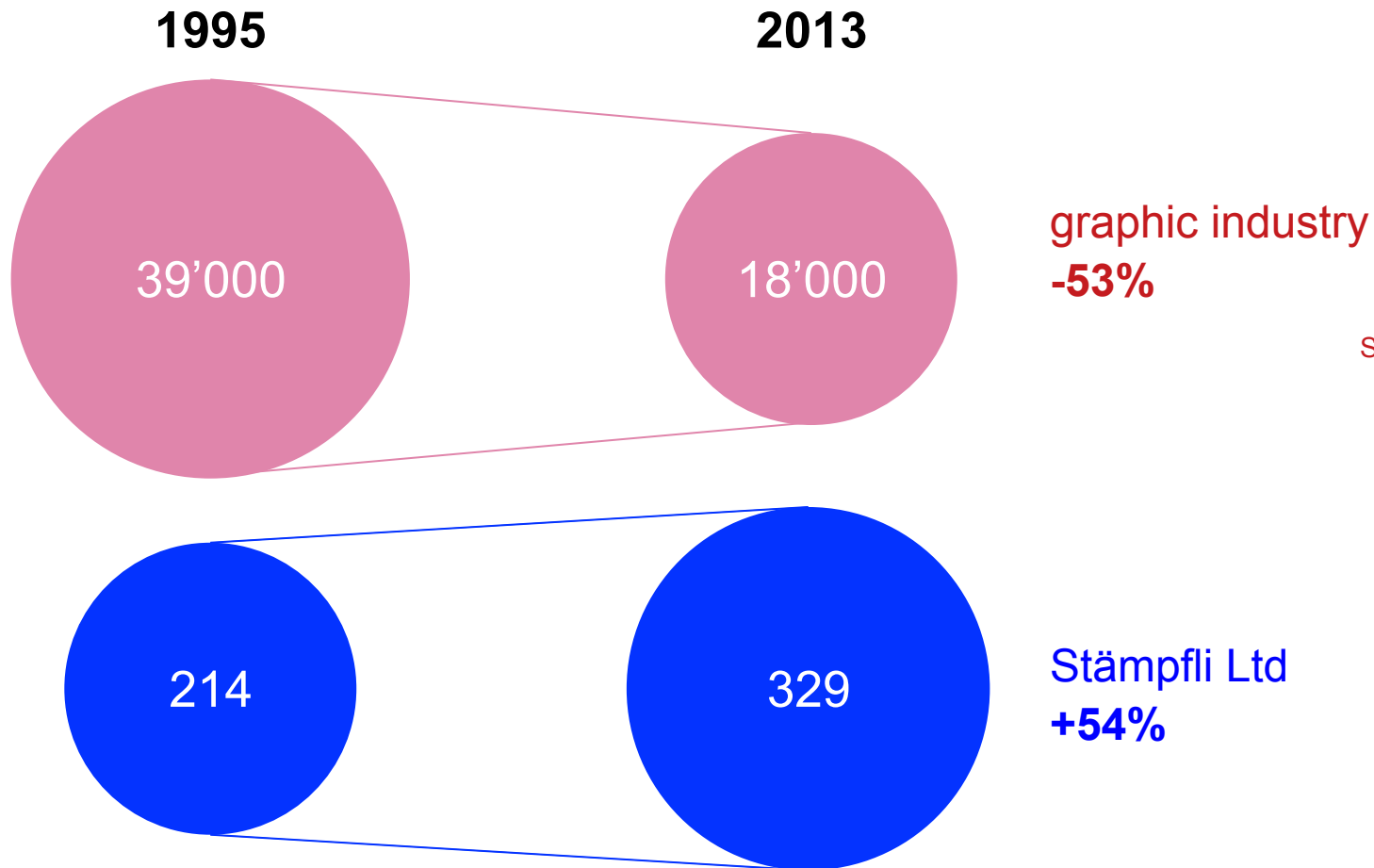**Stämpfli**

Corporate Communications

STÄMPFLI
PRODUCTION

STÄMPFLI
COMMUNICATION

STÄMPFLI
Consulting

STÄMPFLI
EDITING
SERVICES

STÄMPFLI
PUBLICATION SYSTEMS

STÄMPFLI
INTERNET

number of employees

1995   **2013**

39'000   18'000

graphic industry
-53%

Source: Viscom

214   329

Stämpfli Ltd
+54%
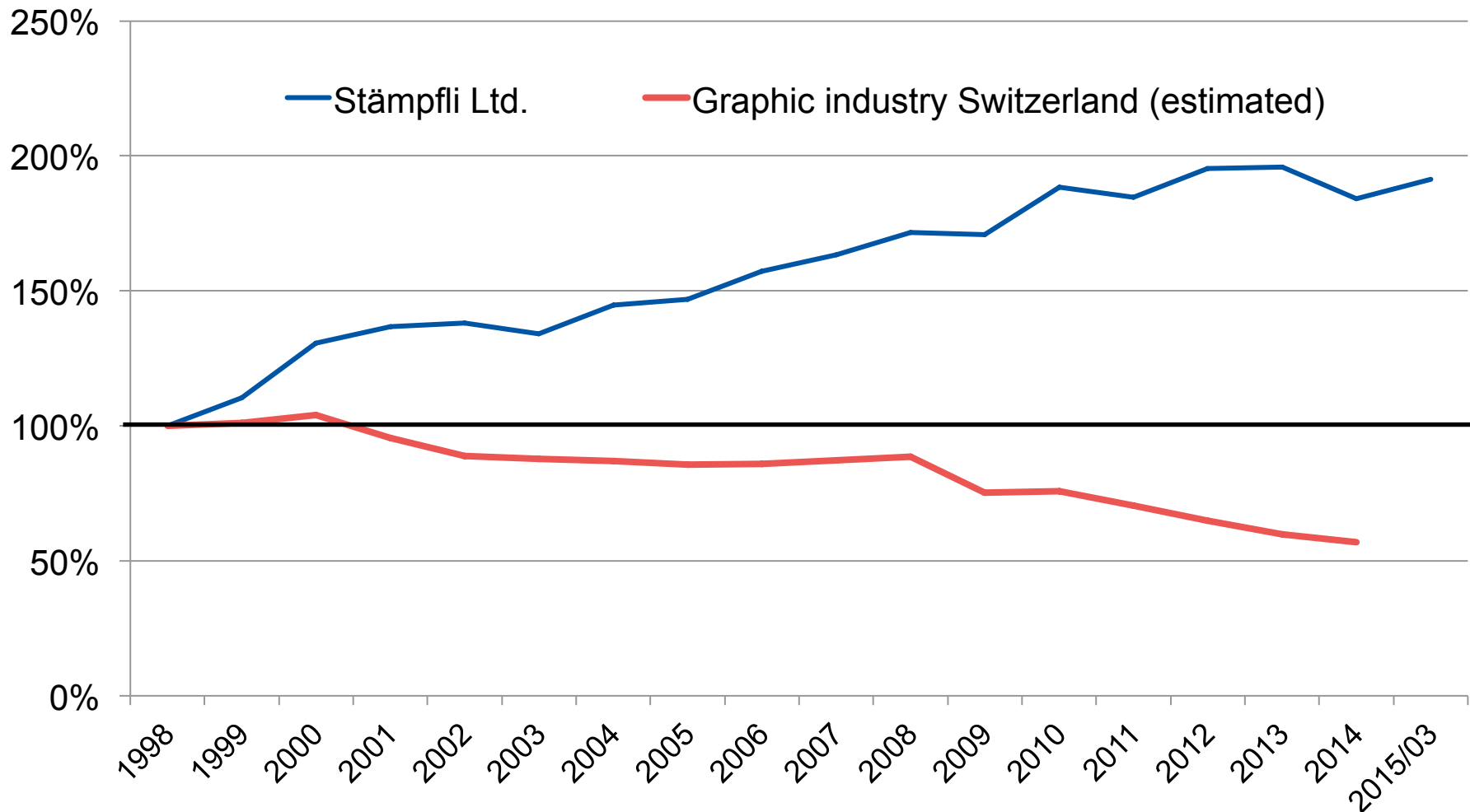
Stämpfli

Apprenticeships at Stämpfli Group

HAVE A LOOK:
staempfli-lehre.ch

We educate 35 young women and men
in 9 different apprenticeships:

Duration 4 years

- Polygraph > prepress
- Printer
- Bookbinder > post-press
- Informatics: software
- Informatics: hardware
- Mediamatics: administration and IT

Duration 3 years

- Administration
  2 women learning 4 years as they combine sports and apprenticeship
- Logistics
- Bookseller

Yearly costs for apprentices,
training and personal development:

3% of turnover

Is your employer killing you?

by Jeffrey Pfeffer   @JeffreyPfeffer   APRIL 13, 2015, 6:00 AM EDT

Stämpfli

Whatever happens in ten years:
the emotional needs stay the same.

Main focus today:

Performance in technical skills, output,
efficiency and speed!

performance level

But:

How about performance in leadership,
cooperation, anticipation, serving,
discipline?

relationship level

"Say what you think!"

"Tell about the negative points,
about the dangers, challenges,
the stumbling blocks on the way to success."

Who is teaching us
such abilities?

Seven theses
for a world in change

1. We do not understand the complexity of communication.

2. Cooperation is key.

3. Modularity must expand.

4. Digitalization develops new processes. Today we don't know which.

5. The professional of tomorrow is a chameleon.

6. Education and vocational training must focus more on human aspects. Much more.

7. Values are the only long-term guidance.

Seven theses
for a world in change

1. We do not understand the complexity of communication.
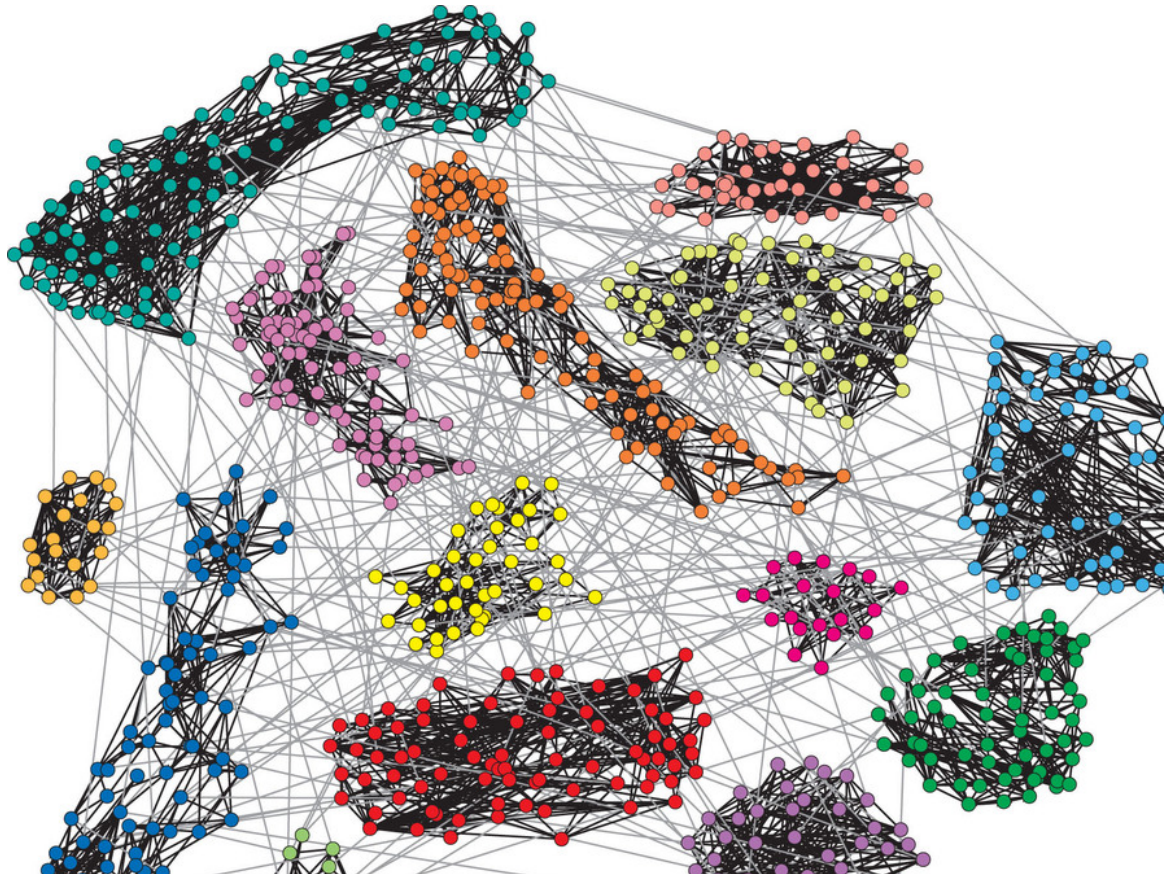
Growing Complexity

solutions

more integrated, complex and personalized

software

some get easy, most get much more demanding

processes

more complex

employees

looking for more sense, responsibility, respect

customer needs

more confusing and challenging

digitalization   *globalization*

For the younger this is easy/easier.

younger means < 30

Growing Complexity
Example: target groups in communication

The enzyclopedia says:

A target group means the entirety of all persons which shall be approached by a <u>determined marketing activity.</u>

Kinds:
(1)sociodemographic characteristics (by age, gender, education)
(2)behavioral orientation (e.g. early followers, adapters)
(3) psychological characteristics (e.g. innovative, conservative)
(4) media orientation (e.g. printed books, e-books, TV, radio)

SOURCE: GABLER WIRTSCHAFTSLEXIKON

Growing Complexity
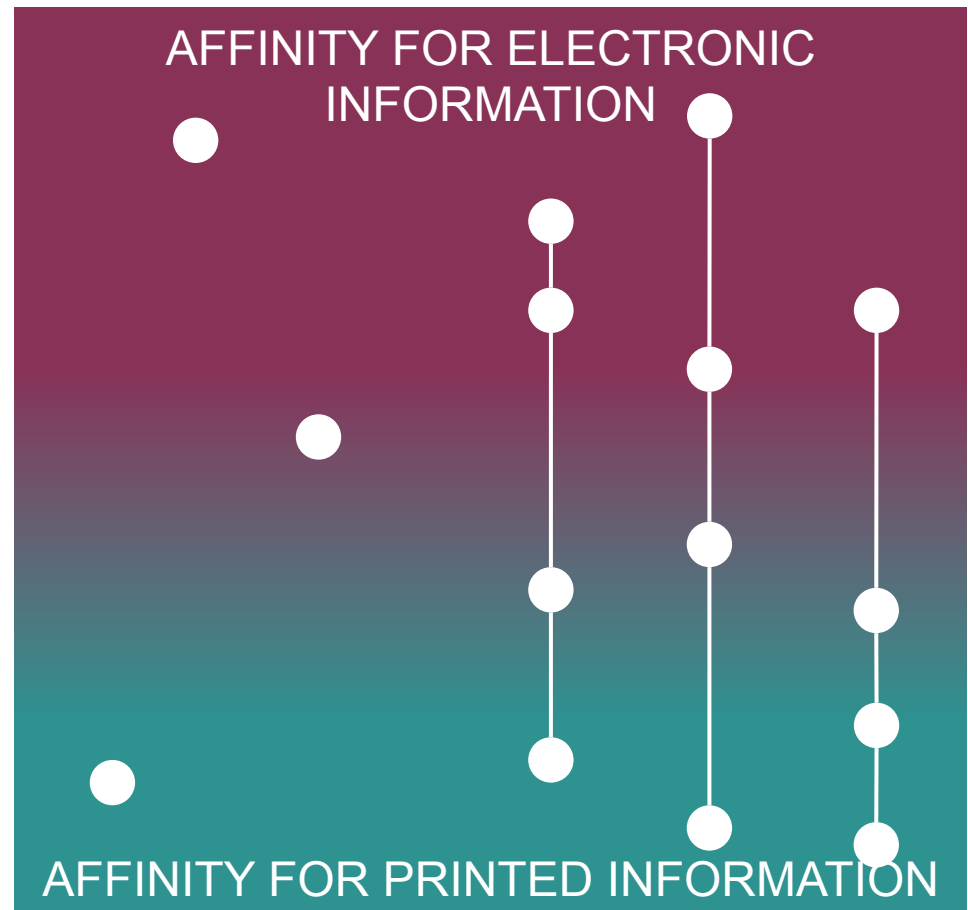## Target groups

What means

«determined marketing activity»

in a world of escalating media and marketing expectations?

On-line shoppers, who inform themselves in a printed catalogue before they order electronically:

> 65%

And the other 35%?

AFFINITY FOR ELECTRONIC INFORMATION

AFFINITY FOR PRINTED INFORMATION

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Complexity
Effects for the individual

Reliable corporate communication must give security.

emotionality comes before rationality

The individual keep up with the possibi... ...ss and less.

This is good news for print!

He/she suffers from

– lack of transparency: ... messages
– information abunda...
– variety of channels;

This asks for simplifications:

believing (emotions) gets more important than knowledge

Complexity
Effects for the individual

Reliable corporate communication must give security.

And this means much more than just

professional advice.

It also means strong personality of all
employees involved.

Complexity
must be understood

Translators
of the big picture

Leaders (managers) > specialists, employees

Project leaders, sales persons, managers > customers

Younger > elder

Elder > younger

Complexity
Effects for the corporate culture

The lonely wolf is out: business development is based on broad discussions and group decisions.

Cooperation is key.

Self-confidence is basic.

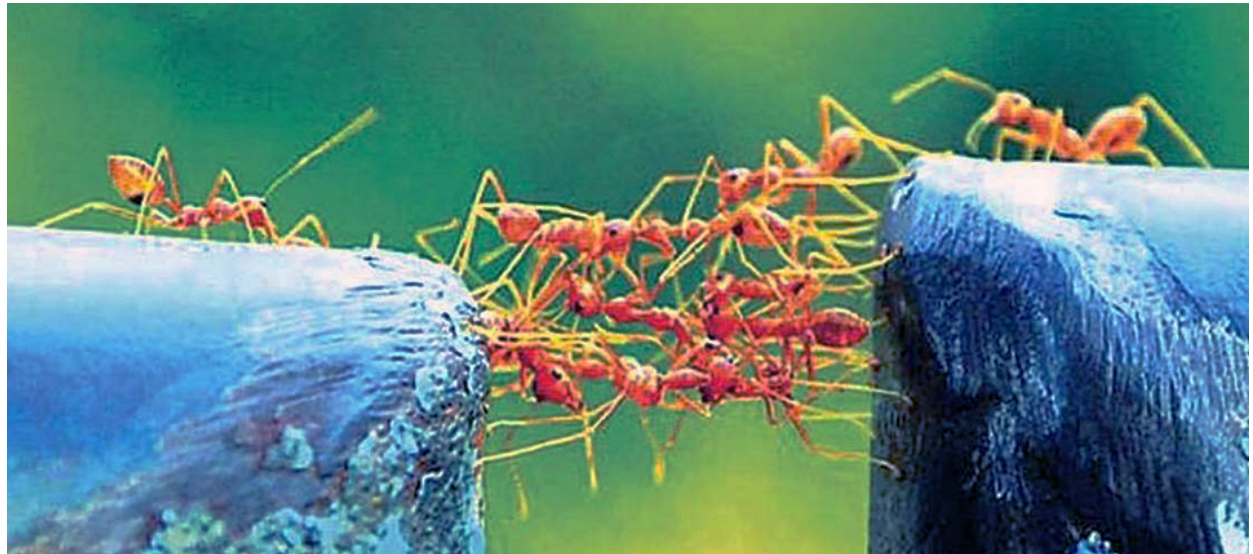To see the big picture it needs many.

Complexity
Effects for the corporate culture

To get more self-confidence,

in lifelong learning a

change of paradigm

is necessary:

To fail is more important than to win.

Seven theses
for a world in change

1. We do not understand the complexity of communication.

2. Cooperation is key.

Cooperation is key

In a complex world, authoritarian leadership leads to disaster.

In software development, SCRUM is symptomatic

of the necessary change in leadership.

To survive in a complex world,

cooperation is the only way.

How about you?

What do you do that apprentices, students, employees

and customers learn and live this cooperation?

Cooperation is key

Delegation and teamwork …

〉 … 	strengthen the employees. Corporate culture and strategy are the frame to it.

〉 … help to see and scope with the running change early.

〉 … insure to find sustainable solutions faster.

〉 … reduce uncertainty and resistance of employees.

〉 … help to solve complex tasks.

〉 … are key to strong and/or young employees.

Keep in mind:

〉 Egocentric persons lead to excessive failures, unmotivated colleagues.

Cooperation, delegation and teamwork are based on self-confident employees.

This must be part of the education.

Seven theses
for a world in change

1. We do not understand the complexity of communication.

2. Cooperation is key.
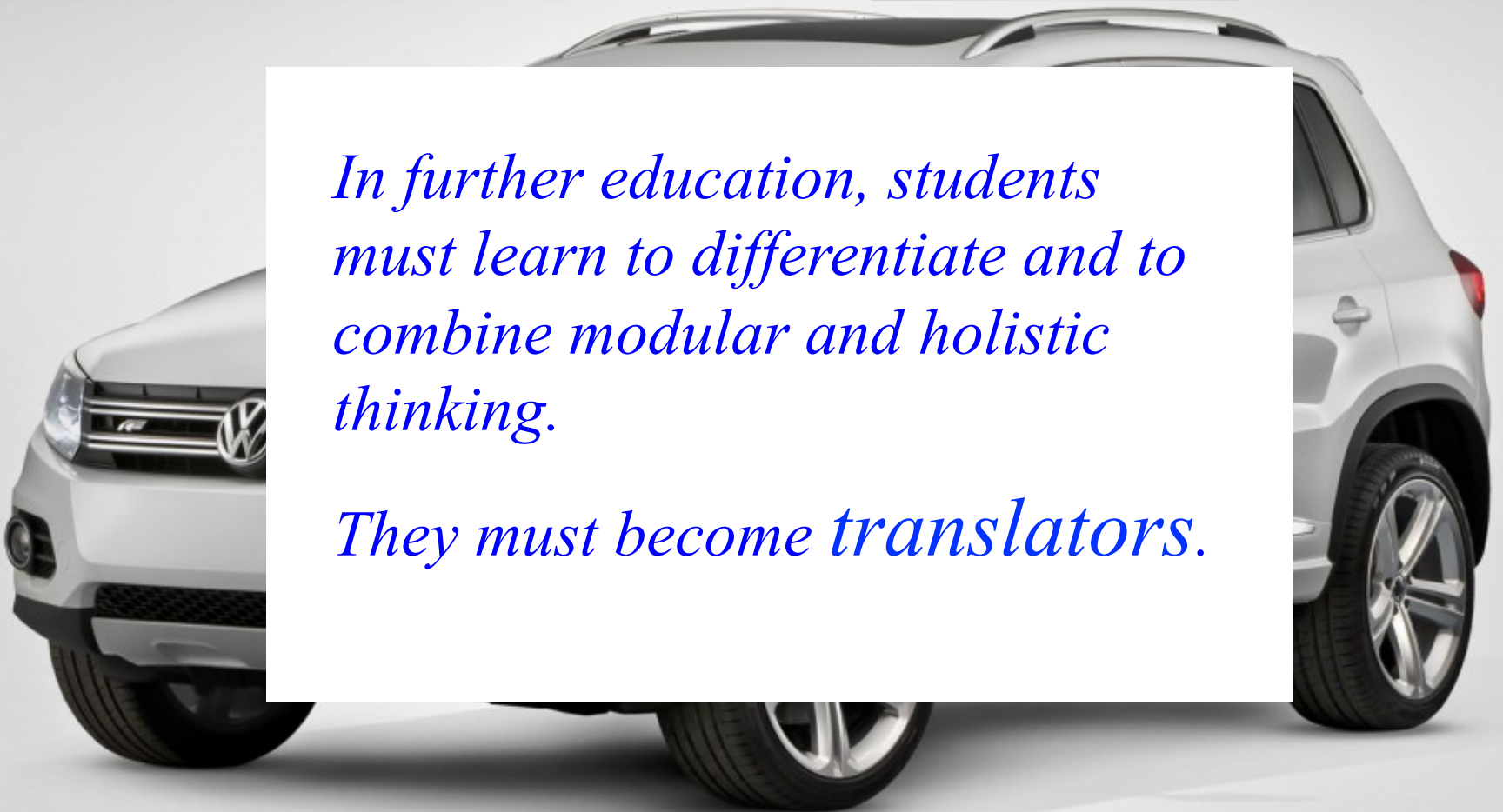
3. Modularity must expand.

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Modularity must expand

In further education, students must learn to differentiate and to combine modular and holistic thinking.

They must become translators*.*

Modularity must expand

Therefore:

Learn something until you understand it fundamentally.

It is the basis for holistic thinking.

With it, you are ready for anything else.

Modularity must expand
Lifelong learning

Conventional vocational trainings become less important.

Shorter, but more topical and up-to-date modules. Refreshers!

Mixture of learning by doing, schools, courses, universities, etc.

APPRENTICE
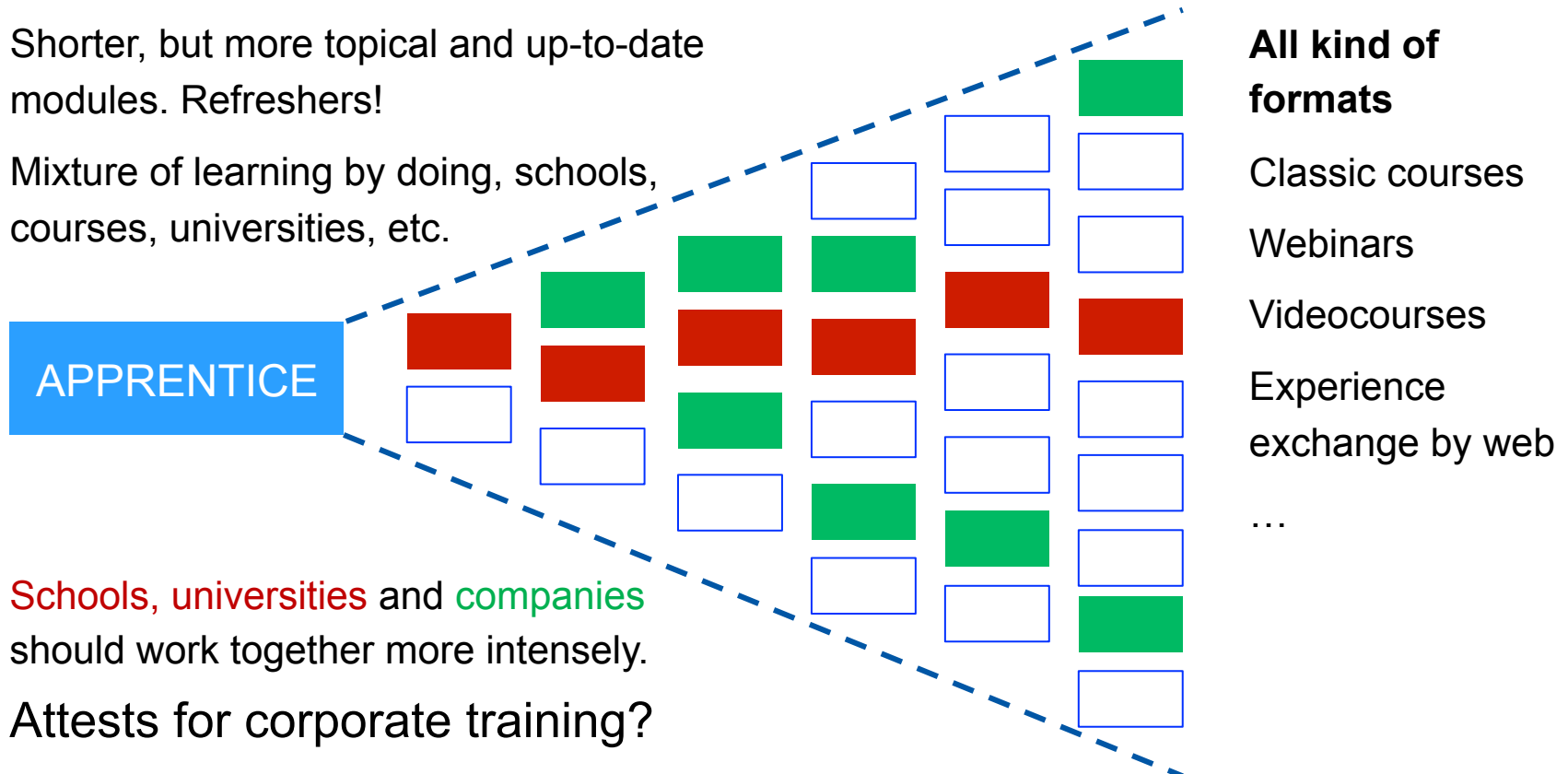
Schools, universities and companies should work together more intensely.

Attests for corporate training?

All kind of formats

Classic courses

Webinars

Videocourses

Experience exchange by web

…

Seven theses
for a world in change

1. We do not understand the complexity of communication.

2. Cooperation is key.

3. Modularity must expand.

4. Digitalization develops new processes. Today we don't know which.

((no picture, yet))

Digitalization

Digitalization destroys known processes.

It destroys parts of what we have learned.

Is it disruptive?

How do we know if it is disruptive?

If it is disruptive: only meta-knowledge helps us to understand.

We need skilled employees and freelancers who can adapt to new processes - fast.

Disruptive today:

William Turner «The Temeraire» 1838

Uber > Taxi

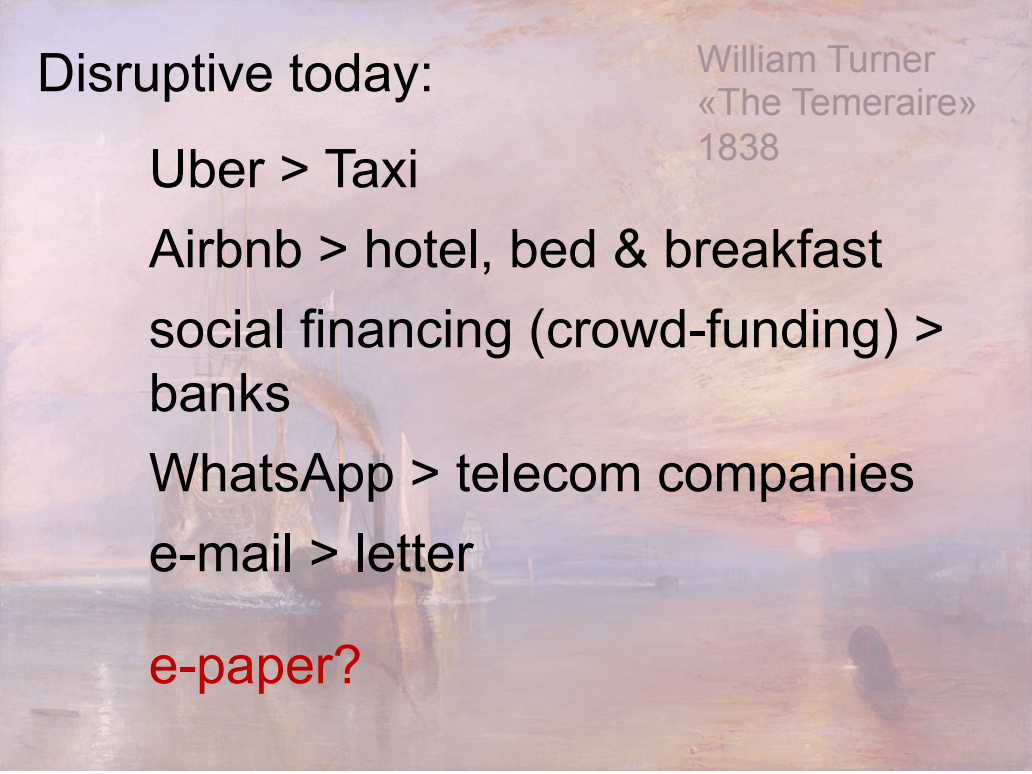Airbnb > hotel, bed & breakfast

social financing (crowd-funding) > banks

WhatsApp > telecom companies

e-mail > letter

e-paper?

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Seven theses
for a world in change

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5. The professional of tomorrow is a chameleon.

The professional of tomorrow is a chameleon

Digitalization, automation, robotics will change almost everything we know today.
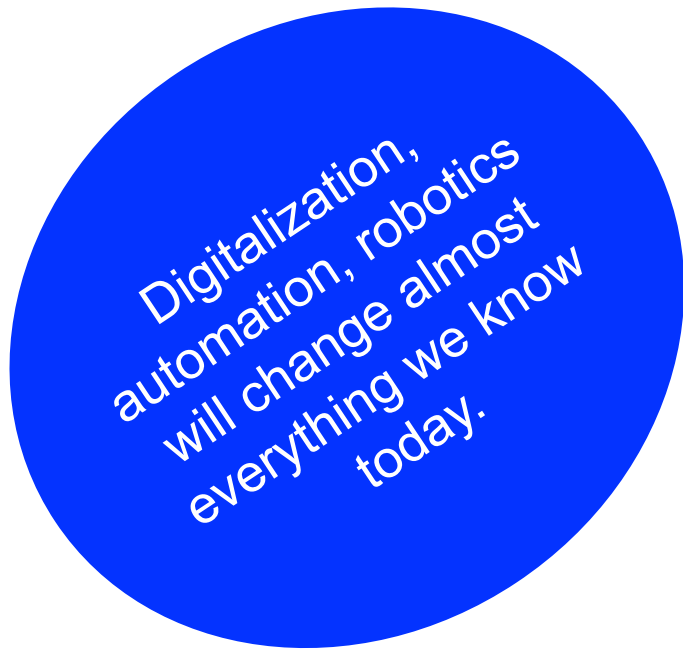
It is continuous

- learning
- adapting
- re-considering
- disposing of useless knowledge

There is nothing like a DTP operator, printer, Internet integrator anymore.

We need skilled employees and freelancers who can adapt to new processes - fast.

like a chameleon

Seven theses
for a world in change

6. Education and vocational training must focus more on human aspects. Much more.

Human aspects
Knowledge and social skills

The Stämpfli corporate culture

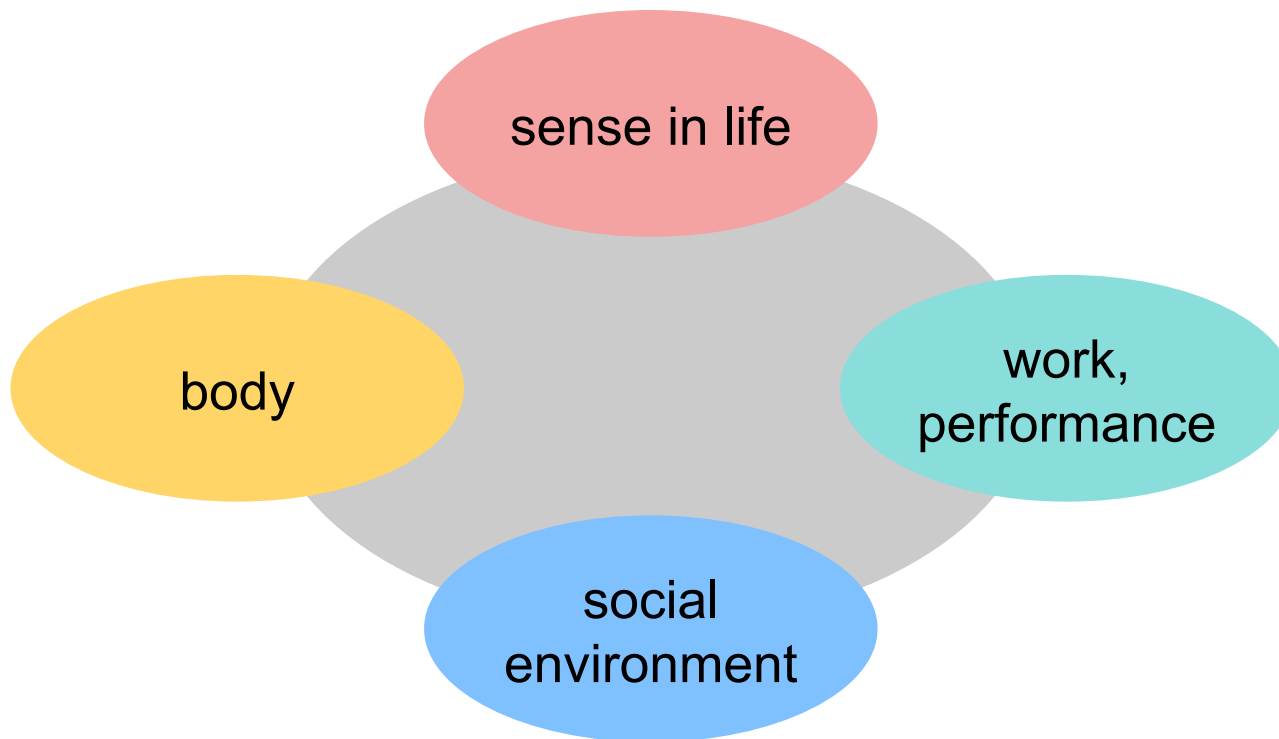| Leadership skills	Communication skills	Specialist skills (craftsmanship)
General knowledge	General interest for society and culture	Social network

Human aspects
Life balance

Long-term success needs a
healthy life balance.

Human aspects
"Everything begins with me."

Questions to our employees:

〉 Which values are important to you?

〉 What goals do you want to reach?

〉 Do you understand the goals of the company and do they seem reachable to you?

〉 Are you on board and in the team - or are you hanging around at the railing?

〉 Do you decide for yourself - or do you let others decide for you?

〉 Are you ready to pay the price for your decisions and actions?

These questions are basic for all apprentices, students and participants in schools, at universities and in courses.

Human aspects
Working together with the "other"

Stämpfli Group 2015

Legend:
- University and similar
- Technical college
- High School
- Apprenticeship
- without professional certificat
- apprentices

Pie chart values: 7%, 14%, 3%, 50%, 16%, 10%
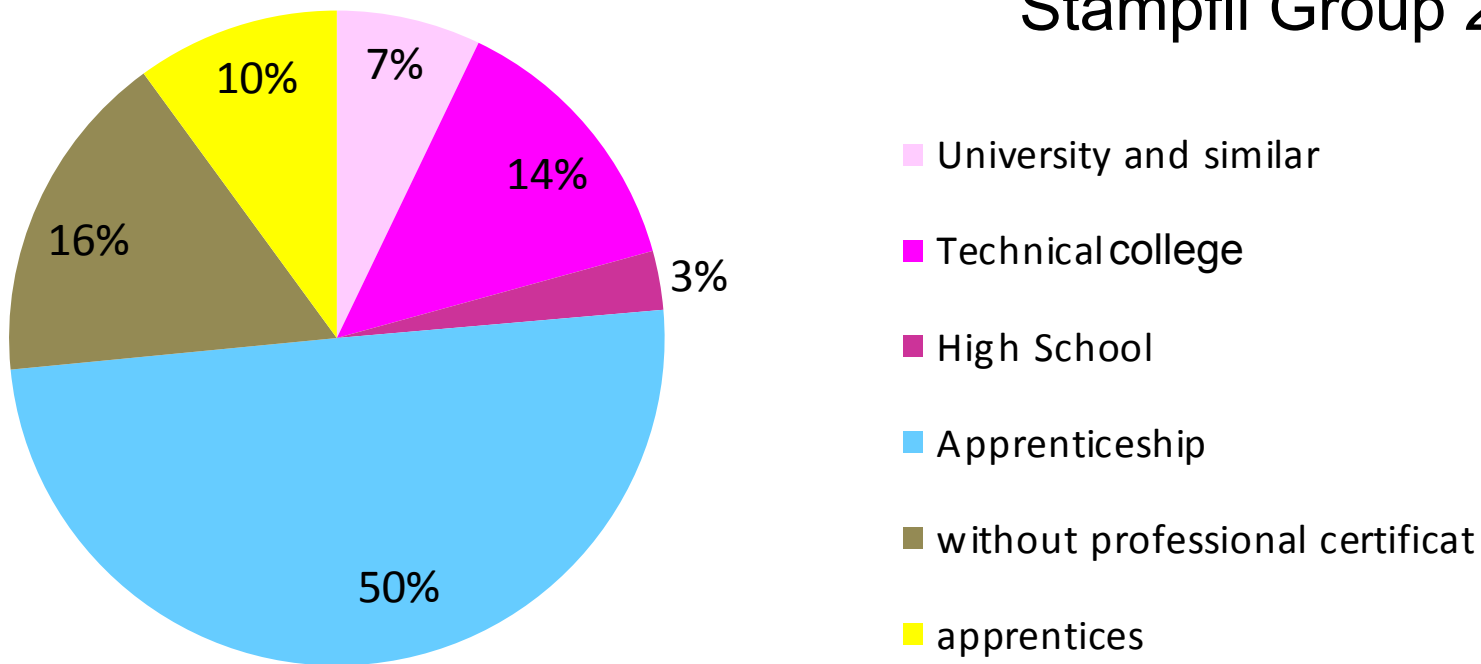
Challenge in managing the differences in
education, social background and age.

Human aspects
in higher education

Oli Glauser, team leader prepress at Stämpfli Ltd., states in his thesis at the technical collage:

The learning propositions of the technical college covers the demand of the companies quite well. But the most important recommendations are:

Reduction of lessons in IT, prepress, workflow   – 60

Reduction of lessons in quality management   – 25

Expansion of lessons in team leading   + 35

Expansion of lessons in marketing communication   + 30

Expansion of lessons in production planning and control   + 20

Seven theses
for a world in change

1. We do not understand the

2. Cooperation is key.

3. Modularity must expand.

4. Digitalization develops ne
   know which.

5. The professional of tomor

6. Education and vocational
   human aspects. Much more.

7. Values are the only long-term guidance.

Everything is based on values.

Stämpfli

VALUES	GOALS	ACTING

VALUES

I know and live my values.

My values correspond with the values of the company.

I can justify my job before myself (looking in the mirror).

GOALS

I know my goals and follow them.

My goals correspond to my values.

My goals correspond with the values and goals of the company.

ACTING

I can act consistently, because my goals fit my job.

Because my values, goals and acting fit together, my job is strengthening me.

Persistent change
and its consequences for Stämpfli

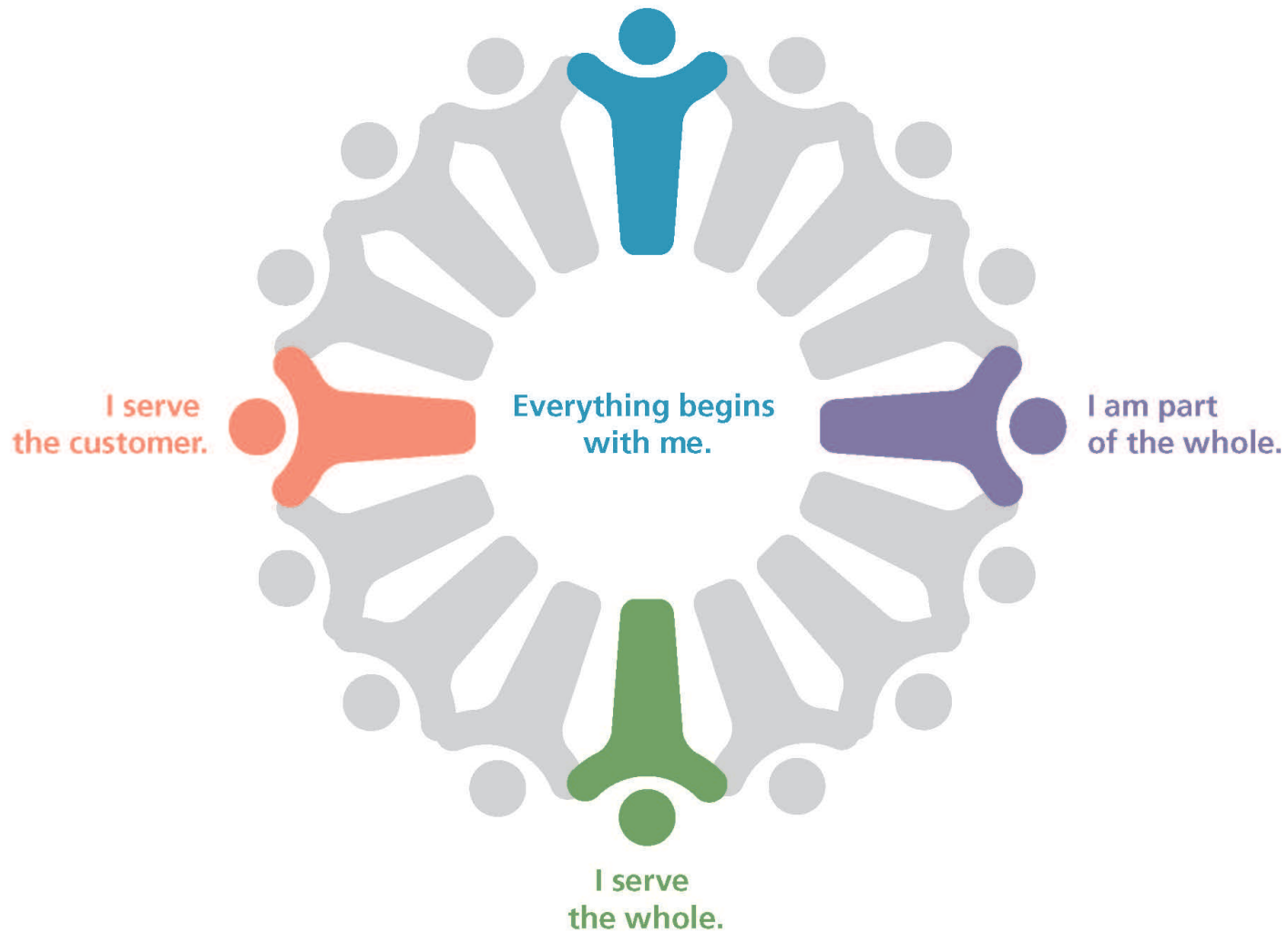Customers with simple needs   >   Insecure customers with complex needs

(Simple) processes and services   > Complex processes

Static projects   >   Dynamic projects

Specific work   >   Holistic work fields and responsibility

Craftsmen   >   Knowledge workers

Continuous (slow) development   >   Hyperactive development - risk of burn-out

Top-down decisions   >   Decisions in networks

…   >   …

Values
are giving security and stability

> Everything is changing - the corporate culture stays.

> Value-based leadership has nothing to do with just being good and friendly - it is an economical and human necessity.

> Values are the limits for more freedom and delegation in the company.

> Talking and behaving on the same eye-level makes the difference.

> Reliability: our values give us and our customers stability.

> Respect, openness and predictability protect from burning out.

Value-based leadership needs to be learned!

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I serve the customer.

I am part of the whole.

Everything begins with me.

I serve the whole.

Stämpfli

Corporate culture

I am part of the whole
I trust. I respect. I work with others on joint goals.

My values and goals are in line with those of the company.

I serve the whole
I want do. I can. I act in a disciplined way. I want to deliver top performances. With my work, I want to boost earnings and reduce costs.

My action is in line with the values and goals of the company.

I serve the customer
I see to it that the customer benefits and act accordingly.

The company and I act on behalf of our customers.

Everything begins with me
My values. My goals. My action. My life balance.

My action is in line with my values and my goals.

Values
and there consequences

> We value cooperation higher than expertise and craftsmanship

> We split immediately up with an intriguer.

> The process of target-setting is of great importance.

> We carefully watch over the yearly talks on eye-level between team leaders and their team members.

> We watch over the way of speaking and our behavior.

b2b or b2c or c2c?

h2h

human being to human being

Mensch zu Mensch

à échelle humaine

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BE READY
IF IT WILL TURN
OUT
DIFFERENTLY
AS YOU THINK
TODAY!

Grafikelemente

GRAFIKKASTEN
Zusatztext

GRAFIKKASTEN
Zusatztext

GRAFIKKASTEN
Zusatztext

Zusatztext
Zusatztext
Zusatztext

Text hier erfassen

Text hier erfassen

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