

Gannett Publishing Services

Continuous Improvement Journey

J. Austin Ryan

ING Chicago | September 2014

GANNETT
Publishing Services

Continuous Improvement Journey

- **What is GPS?**
 - **Single business unit of Gannett Company, Inc.**
 - **Launched September 29, 2011**
 - **Manages 81 domestic community newspapers and USA TODAY**
 - **Pre-Media**
 - **Press**
 - **Packaging**
 - **Distribution**
 - **Partnerships**
 - **Commercial sales and printing**

Continuous Improvement Journey

- **How the GPS Journey Began**
 - Economic pressures forced the transformation; technology allowed it
 - The master plan was to drive savings
 - Very reactive in the beginning
 - Began to consolidate and standardize across all operations
 - Blending of insourcing and outsourcing models
 - Pre-Media is 100% insourced
 - Print is a blend
 - Distribution is a blend
 - Transition of the industry has forced us into a roadmap of continuous improvement

Continuous Improvement Journey

Pre-Media Transformation

Continuous Improvement Journey

- **What is Pre-Media?**
 - **Imaging and photo processing**
 - **Ad creation (print & digital)**
 - **High-end creative campaigns**
 - **Page processing**
 - **Ink optimization**

Continuous Improvement Journey

- **Consolidated Image Processing 2007 to 2008**
 - Standardized press profiles down to 1 across all print locations
 - Standardized training/quality improvement
- **Continuous Improvement Effort**
 - Increased quality to customer
 - Created a pull environment (Get Next)
 - Set productivity goals at 12 images per hour
 - Prior to consolidation, goal at local properties was 4 images per hour
 - Within 90 days, increased to 16 images per hour
 - Current goal is 22 images per hour
 - Regularly meeting goal
 - Discussing pushing goal

Continuous Improvement Journey

- **Consolidated Ad Creation and Processing (print and digital) 2009 to 2010**
 - **Standardized systems (hardware and software)**
 - **Standardized entire workflow from receipt of ad materials to ad approval**
 - **Standardized proofing process to customers (moved to soft proofing)**
 - **Standardized artist training and goals**
 - **Allowed Gannett to keep current with emerging technology**
 - **Created Gannett metrics for volumes and productivity**

Continuous Improvement Journey

- **Continuous Improvement Effort 2009 to 2010**
 - **Created a pull environment (Get Next)**
 - **Decreased cost per ad 81% in labor/benefits**
 - **Prior to consolidation, a few sites cost per ad exceeded \$100 per ad**
 - **Cost per ad internally at GIADC has decreased 29% since consolidation**
 - **Standardized digital technology**
 - **There were no resources at most local properties to assume digital work as it emerged**
 - **Taking same continuous improvement roadmap with digital as print**

Continuous Improvement Journey

- **Consolidated Page Output 2012 to 2014**
 - **Standardized systems**
 - **Hardware and software**
 - **Standardized entire workflow from layout to plate files including commercial work**
 - **Standardized tools/furniture for print sites**
 - **Standardized proofing process to customers**
 - **Moved to soft proofing**
 - **Standardized ink optimization**
 - **Integrated seamlessly USA TODAY/Butterfly pages**

Continuous Improvement Journey

- **Continuous Improvement Effort 2012 to 2014**
 - **Increased quality measured by customer**
 - **Reduced costs by 30% (labor, software/hardware, maintenance, ink)**
 - **Exposed both up-stream and down-stream opportunities**
 - **Created metrics to begin continuous improvement process by measuring cost per function**

Continuous Improvement Journey

- **What's Next for Pre-Media?**
 - **Increase creativity on ads**
 - Reduce cycle time and reinvest time to improve creativity
 - **Just in time platemaking**
 - Plate rooms go dark at many GPS print facilities
 - Create Pull Environment at print facilities in plate
 - **Looking at synergies between imaging/page output**
 - **Introducing more of the standard lean tools**
 - Value Stream Mapping
 - Visual Tools in Workplace (currently implementing in ad production)

Continuous Improvement Journey

Press / Packaging Transformation

Continuous Improvement Journey

- **Where are we today?**
 - **Reduced print facilities from 73 in 2003 to 35**
 - **Increased printing to distribution miles from 60 to 90**
 - **Contracted print agreements to partnerships**
 - **Single source on ink, solutions**
 - **Two-plate supplies**
 - **Web portal for performance/Daily report**

Continuous Improvement Journey

- **Where are we headed?**
 - **Posting goals in the press/packaging areas**
 - **Waste copies**
 - **PPH needed performance**
 - **Truck out time goals**
 - **Increasing miles from printing to distribution to 120**
 - **Changing close times**
 - **Separating press from packaging**
 - **Zero based scheduling**

Continuous Improvement Journey

- **How do we decide?**
 - **Publisher's checklist**
 - Reduce costs going forward
 - Reduce Publisher distraction
 - Exposure to OSHA
 - Selling of real estate
 - **Equipment condition**
 - **“To do list” if looking at this possibility**

Continuous Improvement Journey

Distribution Transformation

Continuous Improvement Journey

- **Where are we today?**
 - **Partnering with all national publications**
 - **Handling 4.7 million plus copies daily**
 - **Reducing layers in management**
 - **Contracting with third-party agents**

Continuous Improvement Journey

- **Where are we headed?**
 - **Exploring delivering other products**
 - **Preparing for USPS uncertainty**

Continuous Improvement Journey

- **Areas of continuous GPS Focus**
 - **Goal-driven communication**
 - **Improved accountability**
 - **Improving morale**
 - **Competition between sites with standardization**
 - **Identification of talent**

Continuous Improvement Journey

Thank You!

email: aryan@Gannett.com