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Phoenix Rising —Annie and Kevin Willert on fire about LMI's next growth chapter

Photo Credit: Tricia Judge

Hundreds of industry players turned up to a gala dinner event in New Delhi to hear the announcement of a new trade association for India. The Imaging Solutions Association of India (ISAI) will be based in New Delhi so that it can easily and efficiently influence government policy, address industry issues and difficulties and build a healthy environment for all to prosper. **46** | **AS I SEE IT** Courts, Color and Coatings



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Steve Bruce

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#### EDITORIAL 7



### Maggie Wang

How would you describe last year? Some have told me it was a tough year. Others claim it was satisfying and fulfilling. I am sure you will agree that what's done, is done. We cannot go back and change anything. Time is like money we have already spent. You cannot get it back. We now stand on the edge of a whole new opportunity, a new starting point. If time was really money, our bank account has been



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A new year is not merely a new calendar. It is more like a new chapter in an unfinished book, a new lap in a relay race or a new map to uncharted waters. I hope you have your map in hand and are facing the right direction.

In this edition, LMI Solutions' Annie and Kevin Willert share this month's front cover. Siblings at home, they are ambitious at work and have already begun writing LMI's next growth chapter. The Phoenix-based company survived a tumultuous couple of years including a fire in its production facility in 2017. The company's rebirth in August 2018 has been possible through a partnership with Turnspire Capital Partners LLC. (Read more on page 28.)

In China, Zhuhai-based remanufacturer Mito has also made big moves as part of the strategic plan being set and led by parent company Hubei Dinglong. They have invested in automated production lines for their cartridge business to advance quality, reduce costs and become more competitive. (Read more on page 12)

In India, Dhruv Mahajan is using the New Year to urge global manufacturers to set up operations in India. He points out, "No reputable brand leader has moved in and set up as a business in India. No one has established local manufacturing or assembly operations. No one has invested in building the necessary infrastructure. No one has demonstrated a longterm commitment." (Read more on page 41) Will this mean a new opportunity for someone in this booming market that is looking for better quality? Don't forget to explore our partner event at *Indian Recharger Expo* on March 7-9, 2019.

Speaking of new opportunities or directions with office printing supplies, we asked Luke Goldberg from Clover, Annie Willert from LMI and Mike Hemming from Cartridge World to share the concerns being faced by their office printing customers. (Read more on page 24)

Plan and spend wisely. Don't have regrets when you reach the end of 2019 with either your money, or time!

> Maggie Wang Editor

#### Professional Toner Manufacturer

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#### **BLACK TONER**



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#### REGIONAL ROUNDUP



Key suppliers, like Katun, are being replaced by Asian manufacturers in the Colombian market. The main consumers of toner and parts for copiers have lost the fear of buying and using products from alternative factories in China. At first, some retreated due to the high failure rates from some unqualified suppliers. However, the trend now is for resellers to look for manufacturers who specialize in each compoent such as OPC manufacturers, laser toner manufacturers, copier toner manufacturers, ribbon manufacturers, cleaning blade manufacturers and so on. This has made the cost of copying or printing more competitive. Importing from China has become easier and simpler.

With today's logistics and shipping times having improved on what they were five years ago, it is not necessary to buy large quantities. Fewer and fewer companies are insisting on buying from the United States. Previously its influence and shorter-distance advantages to the Latin American region were an advantage. However, a Sino-Colombia alliance is starting to make good strategic sense for the distribution of Chines products in the future. Colombia has an advantage because it has ports in the Caribbean as well as the Atlantic. The airport at Bogotá is the largest in Latin America in terms of cargo volume and the third largest in terms of passenger volume.



#### Channel Partners to Get a Better Deal

Beginning immediately, HP Inc. is providing thousands of its MPS accounts—previously engaged directly with HP—to its premier print channel partners in the U.S.

The program is the next step in the company's office printing strategy to grow contractual and channel, while



earning incremental market share in both the A3 and A4 categories.

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#### New Launches from Toshiba

Toshiba America Business Solutions has unleashed two new, robust, highspeed e-STUDIO series of multifunction printers (MFPs) to help organizations tackle their high-volume, print needs. The technology innovator has released six color (e-STUDIO7516AC series) and four monochrome (e-STUDIO8518A series)



8518A series) models in what it calls "featurepacked" MFPs that can print up to 85 pages-perminute. ■





#### Another Call Center Closed Ricoh USA Inc. will close its

call center in Florida in the New Year, cutting 76 jobs. Earlier in 2018, Ricoh USA also cut

150 positions at its call center in Houston. The company claims it is closing its offices as it continues to consolidate its various business functions.



#### REGIONAL ROUNDUP

**08** Volker Kappius CEO, DELACAMP Aktiengesellschaft



#### Patent Dispute Settled

After filing a complaint with the District Court Dusseldorf (docket no. 4c O 51/18), relating to Canon's European Patent EP 1 977 289 B1 the Japanese-based OEM and UK-

based J&H Greentech, along with its managing director, have agreed to resolve their pending patent dispute where J&H will pay agreed damages to Canon.



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#### Memjet's Technology Integrated

The French manufacturer of digital printing presses and finishing solutions MGI has integrated Memjet's DuraLink printing technology into its new AlphaJET B1 Inkjet Printing and Embellishment Press. This is the

first 40-plus-inch sheet-fed press to integrate the DuraLink inkjet printheads, ink and modules.





#### Counterfeiters Raided

HP's Anti-Counterfeiting and Fraud (ACF) Program confiscated 67,000 counterfeit print cartridges in Lagos, Nigeria, in collaboration with the Nigerian police. In addition, more than 12 outlets trading in counterfeit HP printers were identified and shut down. Since working in conjunction

with the police in October, numerous premises across Nigeria have been raided in Abuja, Lagos, Edo State and Rivers States.



Germany is a very environmentally-conscious market and is the only market in which Canon actually lost in the highest court after they sued two large remanufacturers for possible infringement of the "dongle gear" patents. Two issues are currently driving the imaging supplies aftermarket here: the newly built cartridges (NBC) from China and low OEM project pricing.

NBCs have gained ground in Germany having populated the online channels very quickly and targeted non-OEM cartridge users who had already been converted from the use of OEM cartridges. The latest wave of NBCs in Germany started when Static Control Componets (SCC) started to push their branded version of finished products onto remanufacturers and cartridge dealers rather than focusing on components. However, NBCs are now under investigation because they are made with singleuse plastics which are being actively discouraged by the EU circular economy initiatives. Furthermore, tests have revealed that some NBCs infringe restrictions that have been placed on the use of toxic flame retardants in plastics.

Reman companies here have started to see OEMs embark on fighting one another and reman products with cheaper pricing! A lot of the OEM "project pricing" undercuts reman prices or is setting a level below the traditional switching barrier from OEM to remans.



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#### **HYB Profiled in Best Supplier Catalog**



HYB has had its profile published in The Best Suppliers of Compatible Consumables Catalog in the category of "World Industry Leaders" at the request of the official Russian information agency, Business Inform. HYB claims the background profile will better position HYB to those Russian buyers who are looking for an alternative because they are frustrated with the failure of unqualified products.





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According to IDC, the number of printer shipments in India was approximately 1.1 million units in the third quarter of 2018 (Q32018), representing a quarter-on-quarter growth of 25.6 percent. These figures come on the back of a year-on-year decline in inkjet printer shipments of 1.7 percent, which is being blamed on the strong demand for laser

printers following the goods and services tax (GST) that was implemented last year.



#### New **Replacement Chips for Brother**

Apex claims its new, replacement chips for Brother's A4 color printers have a sophisticated ASIC design, offer a consistent performance and are incredibly easy to install into remanufactured cartridges. In addition, the replacement chips will allow cartridges

where they are installed to offer monochrome or 2,300 pages in color.



12

#### 2



Online sales have infiltrated the consumables business at a slower pace in the Australian market but that bricks and mortar erosion is rapidly picking up speed now.

Amazon finally launched in Australia. The much anticipated entry caused a heavy sell off of shares in other major retailers and sent doomsday fear through all branches of retail. The launch turned out be very underwhelming, but Amazon say the slow rollout is part of their slow burn strategy

In December, Amazon's second launch was ignited, blocking deliveries to Australia from it's USA and other international websites. The e-commerce giant reported first day orders on Amazon Australia were higher than any other launch day in their history. Public perception, however has been very different, with many thinking the second launch was a big flop. High market expectations on price, range and delivery made it nearly impossible to gain good press. However Amazon is here for the long haul and will continue to disrupt local retailers.

Two trends have continued over the last 10 years in consumable sales. A decline in the range of retail outlets and a decline in remanufacturing. Independent computer and photographic stores selling finished goods have disappeared and stores who were remanufacturing cartridges inhouse have dropped right away. Effectively, many of the small stores who were selling finished goods as an add-on product have not been able to compete and many of the recyclers have now moved into that role of selling finished goods having abandoned refilling.

Instore inkjet refilling has declined at a slower rate but the rate of refilling is a far cry from where it was 5 years ago. In-store toner remanufacturing has been virtually wiped out, with a few exceptions. There are a small number of retailers limited to remanufacturing a small range of monochrome toners cartridges now

If ink manufacturers wanted refilling to continue, their biggest mistake was to fail to secure a supply of chip resetters to enable it's customers to simply continue to refill cartridges. Rechipping for many, was the breaking point.

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#### 12 AUTOMATION

— Hubei Dinglong Group's President Shuang Quan Zhu shares his secret for Mito's ongoing success

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Tequila Yan, RT Media

The imaging supplies industry has faced an unprecedented period of mergers, acquisitions and public listings as companies jostle into position and a 40-year-young industry matures.

I was intrigued to see the Zhuhai-based Mito Color Imaging Company win yet more industry awards in 2018. Mito, which was established in 2003, is obviously ranked as one of the must-visit companies when international buyers visit the southern city of China in the Guangdong province. How has this "good" company become "great"? It has been in the midst of acquisitions and publicly listed companies itself. How has all of this changed and improved this cartridge remanufacturer?

Thanks to my in-car navigation system I was able to find Mito's 70,000 square meter factories in Jinding, Zhuhai. Somehow we have become more dependent on such devices automating our lives.

It's also true for the imaging supplies industry and Mito is clearly leading in the development of automation in its remanufacturing plant. To my surprise, there are not as many people working in the factory as what I expected. Automated production lines are working efficiently and have replaced human labor.

#### **Capital Advantage Strengthens Growth**

I first arrive at Mito's No.2 campus. The factory houses some of the most sophisticated automated production equipment. The advantages are obvious. Routine manual labor tasks become more efficient and production capacity is significantly increased. I found the remanufactured cartridge lines working quietly, efficiently and able to "handle" sensitive components like PCR rollers without any human hands interfering. The machines do it all.

Mito itself has been the subject of acquisition. Hubei Dinglong took a 20-percent stake in Mito in 2012 and completed the acquisition in October 2013. Hubei Dinglong Company, previously known as Hubei Dinglong Chemical, was one of the first Chinese firms in the imaging supplies industry to go public in 2010 (Shenzhen Stock Exchange stock code 300054). Based in Wuhan in the central province of Hubei, the company was established in 2000 as a manufacturer of various inks and toners, colorants and pigments, charge control agents and chemicals. However, following its going public it was quick to spend its new-found capital as a growth strategy.

Mr. Shuang Quan Zhu is firmly at the helm of this strategy and along with his brother



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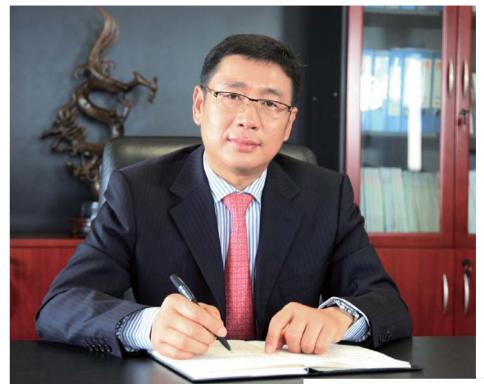
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AUTOMATION 15



Hubei Dinglong president Shuang Quan Zhu (left) is continuing to invest heavily in Mito's adoption of automation technology—and Mito's vice president Wendy Duan (below) is already seeing the positive impact this is having on production quality.

has acquired key players in the supply chain to control key components including toners, chips, new plastic shields including DRs, PCRs, MRs and the like. Mito, as a remanufacturer of printer cartridges, was the necessary value-add required to complete the chain.

It is only an additional 3-minute drive to reach Mito's main 45,000 square meter campus. I wanted to ask Zhu about his strategy that is successfully growing Mito. Mito continues to grow. Ms Wendy Duan joined Mito in 2010 and as Executive Vice President of Mito, answers directly to Zhu. She is visibly excited over Mito's very strong performance in 2018 that saw a 50 percent growth in production compared with 2017. "We have valued clients in over 80 countries around the world who demand quality, noninfringing supplies," she states. "We continue to develop quickly and are one of the strong suppliers in the aftermarket, especially in North America and Western Europe. It's all possible because we have Hubei Dinglong as our parent."

#### **Automation Brings Efficiency**

I asked Zhu how has Mito become

stronger. "There are three reasons," he replies. "Firstly we have improved efficiency. We have



competitive production cost and more importantly, we have continued to improve the quality by controlling the key components in our group." He goes on to explain that having control of the supply chain, having professional, high-end R&D team—many with PhD qualifications—and the Dinglong's capital advantage behind them, allows Mito to meet new levels of success. "It all boils down to being able to provide better products and service for our customers. They trust in our quality and products, and also are fiercely loyal."

Duan agrees. "The future of this industry will be fought on the battlefields of efficiency," she says. "Dinglong's investment in new products, new projects, new IP and automated production gives us a huge advantage over our competitors."

So we are back to talking about the efficiencies of automation again. Mito began investing in automation in 2016 and increased it's spend during 2017. Due to the unique characteristics of remanufacturing, it is necessary to develop and use non-standard, customized automation equipment. Each specific toner cartridge requires different processes and each needs unique tooling to complete each process involved. The research, development and maintenance of such dedicated automated production lines require high investment. international exhibition BUSINESS-INFORM 2019

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Customer response has been very positive about the comany's investment in automation (PCR injection equipment no longer requires human touch)





"Our target is to have 60 percent of the total capacity under the control of automation in next two years," says Zhu. "Our strategy flows from Dinglong through to Mito. It is a whole group strategy. We will use our capital advantage to help Mito maintain and grow its leadership position in the supply of remanufactured finished goods for our customers."

According to automation pioneer, John Diebold, in his book Automation, a plant that is 80 to 90 percent automated will bring significant changes to that plant.

Duan claims Mito's automated production lines reduce human error. They have focused first in implementing processes at the critical points including the adding of toner and installing rollers, blades and seals. "Yes, the cost is high, but with the support of Dinglong, Mito will continue to invest in automation." Duan says she is already seeing the results. Her customers say better quality products help them to be more profitable. "It means we can capture a bigger share of the monochrome and color toner cartridge market and make it a win-win prospect."

#### **Providing Market Leadership**

Mito won the "Excellent Service Award" at the *RemaxWorld Expo 2018* for "placing the customer first with a well-trained, professional domestic and international sales team and an efficient, one-stop service, trusted brand that observes strict environmental and quality management systems."

Duan says, "We have not merely sold good quality cartridges to our customers. We have added value by providing counsel, advice and support. We partner with our customers to be more successful and to improve their business." She adds, "We don't just ship the products, for example. We work with our clients to find the most suitable freight forwarders. We are available out of hours so we can be on hand to work with our clients when it is their daytime." Duan concludes by saying that quality is the foundation of ongoing success. Automation is making a significant difference in this regard. "It's all about quality otherwise it's zero," she states.

Zhu picks up on this. "Yes, high quality is the number one factor that determines your market leadership." He adds that helping the industry to evolve and mature is a second important point that determines your leadership capacity. The over supply of aftermarket competition results in a lot of poor quality. We need to cooperate more as well. We would like to encourage more excellent factories to work together to supply even higher, quality products for clients.

I came away from the visit full of respect for Zhu and Duan and what they are doing with the iconic Mito brand. They exude confidence, stability, innovation and maturity—true leadership indeed.



# Sales Programs, Instant Coffee and Pour

## Overs

**Brad Roderick** 

Contrary to what you may be thinking right now, this article isn't a rehash or debate over the whole "Coffee is for closers" sound bite. Did you see the movie "Glengary Glen Ross" in which Alec Baldwin's character, the head of a high-pressure New York real estate sales office, tells his salesmen to step away from the coffee machine? "No coffee," he exclaims. "Coffee is for closers."

Take a look around, there are plenty of people drinking lots of coffee that aren't closing anything!

A few years ago, I was walking through the ferry terminal building in San Francisco. I had a bit of time before my next meeting. It was a chilly day in San Francisco by the water, which meant it was a "wet cold" day. What I really wanted was a cup of coffee. Some type of coffee better than a Texas truck-stop brew. My standards at that point were low, because mostly I just wanted something hot. Being super perceptive, I noticed a sign that looked like a coffee cup (see disclosure below as sometime the brain is sneaky). Then I saw a line; a LONG line; a really long line. I asked the person already in line what they thought the wait time might be.

"Well, probably about 20 minutes," he said. I added some type of witty retort about how there was no way I am waiting that long for coffee. Then he added, in a tone accompanied by body language that intimated a conspiratorial edge to the words, "But it's worth it."

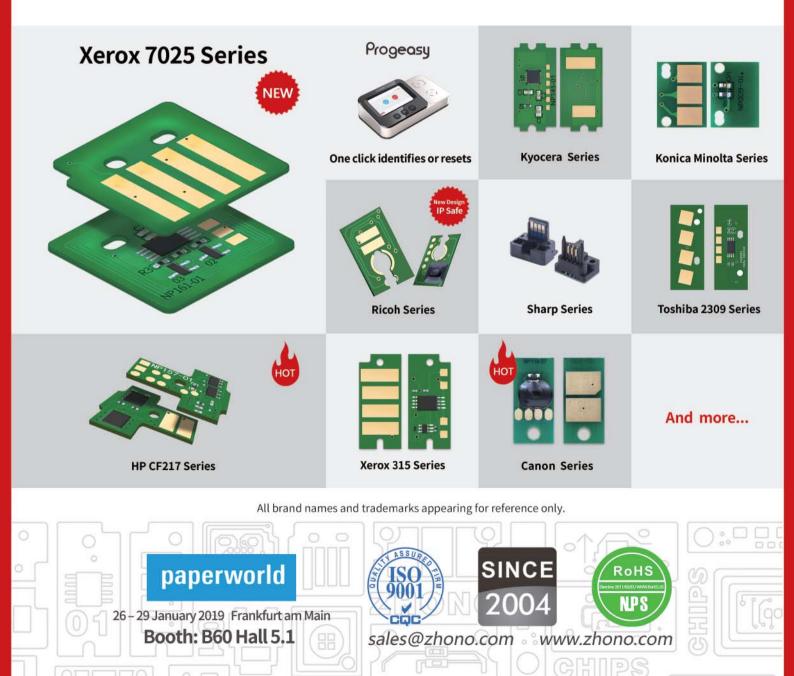
OK, now I was intrigued. "Come on, a twenty-minute wait just for coffee? It can't be THAT good," I said.

"Well, it is THAT GOOD and it's not a 20 minute wait, it's 20 minutes until you order

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and then another five minutes or so before its ready," he responded. Huh? I can brew a whole pot in 5 minutes. I guess my curiosity got the better of me and I waited in the line. It was actually 23 minutes until I placed my order and then seven more, so a total of 30 minutes, to finally get my hands on the cup of coffee (a small cup at that).

Was it worth it? OH YEAH! And thus began my love affair with coffee pour overs.

In a world full of the latest gadget, gizmo, tech stack and, dare I say, "sales enablement tool," there is something elegantly simple in a pour over. Few ingredients, few steps, and an incredibly satisfying outcome. Who couldn't use more of that in their life?

The ingredients are few, the tools relatively simple, the process straight forward BUT the real magic comes from the practitioner. Sounds like a good sales lesson to me!

Ingredients: Freshly ground coffee, water.

Tools: Filter, filter holder, cup, human.

Process: Three simple steps. Wetting, dissolution and diffusion. Linked together, each being affected by the previous step. While each of the steps sounds impressive and a bit mysterious (sort of like that last sales service that promised their proprietary process would spit out 41 million perfect prospect records for you to upload), they are inherently simple. Wet: make the ground coffee wet. Dissolution: dissolve the solutes in the bean's cells. Diffusion: transport the dissolved solutes from the beans into the water and then the two come together in the cup. Each step has a very specific role and is very specific in nature.

The magic? It lies with the practitioner.

He must enjoy the process, be willing to measure, monitor, take specific actions that are in a sequence and lend his own skill. And one more thing... he must have patience. Yes, patience. Certainly not because he wouldn't like it to happen faster, but because he knows that the best result takes time. Instead of jamming a pod into an electronic boiler and walking away for a minute or two, a pour-over barrista must stay engaged the whole time. Pouring the water slowly, watching the level go down, adding a bit more, and repeating until the beverage's completion. What matters is the process, not the tools. A simple change in the flow of water (level before gently adding a bit more) and the temperature changes by five degrees.

What's this have to do with sales? And, in particular, sales programs and progress? That's a fair question. The popularity of pour over coffee is analogous to a successful sales program. Here's how:

- 1. Simplify your process. I recently saw a mind map of a sales process. It was awesome in its detail and complexity. And it was entirely unrealistic. Even if it could work, it won't because no one in their right mind has that much time to do all the details. The patience required in the making the pour over is very different from the waste of time that is consumed from making a program overly complicated.
- 2. Select your tools with great care. Implement only the necessary tools to support the process. There will be a shiny new app tomorrow. I don't care how many "influencers" are talking about it, unless it helps you streamline the process, provide real efficiencies





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 and ultimately can drive greater results with less effort, walk on.

- **3. Test at each phase.** See the impact on each phase (ultimately the entire process is impacted).
- 4. Slow it down. Sure, you can rush to jam your customer relationship management software full of names and contact information for anybody who you think you could ever maybe sell. Perhaps those pour-over vendors might have considered selling the equivalent of a 40-cup urnful of funeral coffee. This shot-gun approach sometimes works. Or you could add only those ingredients (prospects who may benefit from what you can deliver) and then work those with great care and great expectations. This latter method assures a better experience for all involved.
- **5. Enjoy the outcome.** Savor the richness. The best sales program creates a rich, full-body experience that leaves everyone satisfied.

Hopefully this next statement does not come across as overly harsh. If you only care

about getting the coffee ready to drink, keep using your instant-coffee producing Keurig. You are more interested in a mediocre outcome than you in making something spectacular. That's ok, you are in good company. There are millions like you. Just don't expect to enjoy the company of those that savor the taste of rare success.

If you are one of those who can fall in love with the process, and not merely "grind for an outcome," you will enjoy a much richer cup. The fun is the elegance, the time it takes, the tweaking and changing ever so slightly just to see what happens and if a new richness can be discovered.

And for the final step, share it with friends. Great things are meant to be experienced with others. Take your customer out and enjoy a good pour-over coffee together.

Here is that disclosure: In doing the research on locations and checking some facts, it is apparent that it was not a coffee cup in the sign that drew me towards that specific location, it was a wine bottle. It was a chilly day in San Francisco after all.

If you want a big pot of good, old-

fashioned black coffee, and the desire is more for a mediocre outcome but in large scale, there's a process and an outcome that fits.

If you want the savory goodness of a small-but-mighty-powerful experience, then it's time for your first pour over.

Brad Roderick is a revenue generation thought-leader in the Imaging Supplies and



Solutions Industry. He speaks, blogs and writes articles focused on creating and delivering value to B2B customers. As Executive Vice President for TonerCycle/InkCycle, Brad Roderick sets sales and marketing strategy for the company across all channels and is responsible for the entire "Customer Experience" from products to partnerships. You can reach him at <broderick@inkcycle.com> or find him on Twitter @BradRoderick.



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#### Luke Goldberg

EVP Global Sales and Marketing Clover Imaging Group major preoccupation and concern

or any office technology company should e how to stay relevant and vital in an environment where the core business of print is no longer organically growing. Our industry is mired in a 35 year-old

delivery system to render the service of print whereas every other service industry has undergone tectonic shifts in terms of the way services are delivered to consumers. If we don't adapt, we will be fighting against the prevailing trends and soon be relegated to

Our customers face competition from many segments; from low cost e-commerce

many segments; from low cost e-commerce providers and Amazon, from OEMs and from larger conglomerates being forged from multiple consolidations and mergers. The way forward is to modernize our approach to the delivery of the services we provide and to become more entrenched at the customer level by addressing more and more pain points in a customer's business. We need to evolve beyond hardware and We need to evolve beyond hardware and print output to encompass all aspects of



**Annie Willert** Vice President, Sales and Marketing LMI Solutions

The top concerns we are seeing right now from our customers are security, now from our customers are security, margin pressure, and litigation. Security is a growing concern from end users, as OEM manufacturers are pushing this issue hard – so dealers are starting to partner with us to ensure they have software tools to ensure their end user data is safe and secure across their end user data is safe and secure across all manufacturers. Also, we see dealers competing at the fifth decimal point and the increasing margin pressure is pushing dealers to start differentiating themselves through value-added solutions that they can layer into their traditional cost per page offering. Then, of course this year brought a great amount of uncertainty around patent-intinging products. thus we received several infringing products, thus we received several calls from dealers looking to move away from the "compatible" toner and move to a remanufactured product, for fear of litigation.



#### uropean Union Mike Hemming Cartridge World Europe

The biggest concern for office printing customers is not being able to control their customers is not being able to control their print costs. 90 percent of businesses currently don't know how much they spend on office printing and 60 percent of businesses have an unmanaged print environment. Without the right print environment in place, which can be managed locally, businesses are unable to get control. The office then suffers from other pain points such as purchasing being out of pain points such as purchasing being out of control, or no recycling program in place.

## staying Relevant Age of D

Printers, specifically those for home or office use, are not the first things that come to mind when asked about technologies that we can't live or function without nowadays. Not when you have paperless digitization, Cloud, artificial intelligence, and virtual reality hot topics to discuss. A device that churns out hardcopy doesn't get as much attention in the tech world. What's worse, printing devices are sometimes

printers, shipment data points to a different

IDC's November forecast, the APeJ market size for inkjet and laser single and multi-

function printers used in the home and office

settings, will reach close to 29 million units

or 30 percent of all global shipments by the

end of 2018. Compared with ten years ago,

the APeJ market would have increased by

story, at least in the APeJ (Asia/Pacific

excluding Japan) region. According to

maligned as being obsolete. The APeJ market size for Printers is estimated to be almost equal to the market size of USA and Western Europe combined.

Despite the more common, albeit usually unfavorable, notions on

the market size of USA and Western Europe combined. USA and Western Europe will

become the second and third largest regions respectively after APeJ.

just 6.4 million units. The rest of the world (RoW) forecasts are about a 19 million-unit

By 2022, IDC estimates the APeJ market

will experience a five-year CAGR growth of

two percent versus a three percent decline for

the RoW. By that time, the APeJ market size

for Printers is estimated to be almost equal to

contraction between 2009 and 2018.

Based on these statistics, we can conclude that printers are still relevant and important in APeJ region despite the increasing digitization push the world over. But why?

#### Swimming against the current

The year 2010, coming just after the 2008-2009 Global Financial Crisis (GFC), was a

## in the **Opitization:** A Printer Story

By Pamela Sumanga, Research Manager for IDC's Asia/Pacific Imaging, Printing and Document Solutions Research

pivotal year in APeJ. The region commanded increased attention and investment, as global businesses looked for new growth areas in lieu of softer demand in the western mature markets. With such a favorable climate, 2010 saw a huge growth for printers in APeJ, at 22 percent versus nine percent for RoW. Further, the APeJ printer market has mostly grown year-over-year (YoY) thereafter, while RoW entered a pattern of decline starting in 2011. USA in 2010, has been growing on the back of government support for SMBs and the exponential growth of eTailers or online channels. With government funding, around 10,000 new businesses are reportedly being registered in China daily, consequently creating a stream of new potential end users for any new printer vendor to target and sell to. But its not just business that is

#### IDC estimates that the ASEAN ink tank market will reach 2.3 million units—one million more units compared with three years ago— the largest ink tank market in the world.

market growth is driven by the developing markets namely China, India, and South-East Asia. Collectively, these markets represent around 80 percent of APeJ unit shipments for printers. But while these markets are classified as "developing", each has their own distinct characteristics that pave the way for the growth of printers, especially in recent years.

Overall, APeJ's printer

China, which became the world's largest laser printer market since overtaking the

buying printers in China. Due to the extreme popularity of eTailers and their attractive pricing and promotions, coupled with the rising purchasing power in China, home users in rural areas as well as in the cities are also buying printers, some for the first time. In the past three years, the China home market turned positive again following years of decline that was popularly attributed to the advent of smartphone usage. Interestingly, the growth of the consumer market continues despite the rising prices of printers being sold into this segment.

In India, political changes in the past two years paved the way for a buoyant printer market. Starting with the demonetization at the end of 2016, the printer market saw an uptick related to purchases by small print shops and bank branches, especially

> in the lower tier cities, to accommodate the number of people that opened bank accounts for the first time and needing to present

hardcopies of relevant requirements. Last year, the GST implementation led to another wave of printer growth, as businesses are now required to produce a printed invoice and also need to scan documents for online submission to the government.

Unlike China and India, South East Asia (ASEAN) has an overwhelmingly high ratio of inkjet printers vs laser. The factors that brought about the growth in this region



were largely related to the improvements in inkjet technology, specifically the bulk ink tank printers. Vendors, led by Epson, that first introduced this concept in Indonesia in 2010, were successful in promoting this technology's low cost of printing value proposition that small offices (1-9 employees) and small businesses (10 to 99 employees) found compelling. Eventually, ink tank printers captured market share away from color laser and entry-level monochrome laser printers too. By end of this year, IDC estimates that the ASEAN ink tank market will reach 2.3 million units-one million more units compared with three years agothe largest ink tank market in the world.

#### Printers keep up with the times too

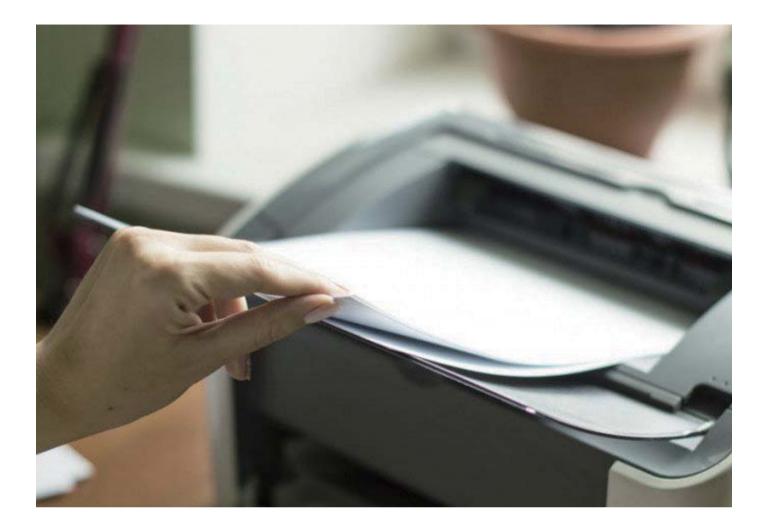
Of course, all the market developments would not be possible if printers did not evolve to meet the increasing demands and changing expectations of end users. Previously, printers were considered to be costly to maintain, plain looking, and not being user friendly. This is hardly the case now, with vendors doing a good job to bring the printers to the future.

Affordability has a different face now. Once, you bought a cheap printer but were expected to pay an "arm and leg" for original consumables. Nowadays, there are many options available. Inkjet printers started this trend with the bulk ink tanks that helped Epson to become the No.1 inkjet brand in APeJ starting in 2017. Laser printer vendors have responded with new models that offer to lower the toner cost such as Brother's B series, HP's LaserJet Ultra, and Ricoh's refillable toner models.

By allowing the toner box to be a separate component from the drum unit, Brother has

created the "on-demand" models that supply the toner powder as required. The separate, easy-to-install toner box lowered the cost for end users. HP also strived to lower the total cost of ownership through its LaserJet Ultra launched in 2017, which bundled three toners along with the hardware. HP claims the LaserJet Ultra series also has up to 68 percent lower cost-per-page than other HP models. The Ricoh re-fillable toner has been in the market for a few years, allowing for easier refilling compared with other vendors where the toner cartridge is removed, cleaned and professionally refilled.

Printers have also come a long way when it comes to added functionality. While fast printing speed is still deemed important, end users are also expecting their printers to have mobile printing capability. For commercial users, especially in mature markets like



Australia, Hong Kong, Korea and Singapore, cloud connectivity is also becoming a necessity. In Australia, where scan volume has overtaken print volume, scan speed is also something that is being highlighted as a key feature requirement.

Newer printer models are becoming smaller and more colorful as vendors strive to meet the discerning tastes of millennials. Recently, HP launched a limited edition printer with speakers for home users. It will only be a matter of time before we see voice-activated printers as well.

#### What's next?

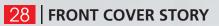
Admittedly, structural changes in the printer market will make the next few years interesting for end users, but challenging for vendors if they missed the boat on reinvention. As mentioned, growth is expected towards 2021 in APeJ printer market, albeit slower than in the past ten years.

#### 20 percent of small companies will have adopted customized pay-per-use print contracts by 2020.

In mature markets, hardware is already commoditized and the next opportunity for print vendors will be around document solutions and services. While developing markets still see opportunities for management of print fleet through Managed Print Services or MPS, enterprise users in mature markets have already started to look for simpler print contracts, where they pay for only what they print, and not even paying for the printer itself. This practice is expected to trickle down to SMBs and maybe even see developing markets leapfrog to this stage. In fact, IDC predicts that globally, 20 percent of small companies will have adopted customized pay-per-use print contracts by 2020.

> In developing markets, IDC still expects the printer-installed base to continue growing towards 2022 but

total pages will start to drop in 2021. This means end users may still buy printers, but will no longer print as much as before per device. China, for example, will turn into the largest e-tax, digital-based country in two to three years' time. As such, it's important for print vendors to recognize the changing landscape of print and reinvent to adapt with the market changes.



—Annie and Kevin Willert on fire about LMI's next growth chapter

Tricia Judge

The phoenix, the mythical bird for which the Arizona capitol city was named, was said to enjoy a 500-year life span before it died in a show of flame and combustion. Then out of those flames, it rises and obtains a new life.

For Phoenix-based LMI Solutions, an analogy to the mythical bird is apropos. An industry leader in the managed print services (MPS) community and toptier remanufacturer, LMI has flown high, especially in the post-recession era.

However, LMI Solutions has recently survived a tumultuous couple of years, which even included a fire in its production facility in 2017. In August of this year, LMI's rebirth began when it partnered with Turnspire Capital Partners LLC. And on the precipice of the new year, you can expect its warehouses to be fully stocked and MPS innovations to help hundreds of dealers save thousands.

LMI's management team is comprised of the Willert industry leading family. Patriarch Gary Willert has been at the helm since he acquired the company in 1997, and is highly regarded for his entrepreneurial spirit and business success record. He transformed the company from a mid-level remanufacturing concern to the industry's second largest, with more than US\$100 million in annual sales.

He also recognized the value of selling imaging printers and supplies through MPS, and has thousands of dealers of all sizes employing this business model. LMI is headquartered in Phoenix, Arizona, and operates a remanufacturing facility in Guanajuato, Mexico, as well as seven distribution centers throughout North America.

Gary has been actively involved over the



Cartridge quality is priority number one. At LMI, Annie Willert (right), the head of sales, CEO Gary Willert (left) and the head of quality meet almost daily.

Kevin Willert, director of strategic initiatives and planning, was instrumental in initiating

years in industry leadership as well. LMI is an Int'l ITC Member and has members on the STMC Committee. Moreover, LMI Solutions have received awards and accolades too numerous to list individually.

However, the latest, earned in October 2018, was the Customer Choice Award, awarded at *RT Media*'s Global Industry Awards for Outstanding Achievers in Zhuhai, China. In a year that saw it suffer a disruptive fire at its primary production facility and interview and secure a new financial partner, LMI Solutions was still singled out by its customers over all others in the industry around the world.

Gary is joined at the helm by his daughter Annie and sons Kevin and Matt. But don't call this a "mom-and-pop" operation. Indeed, all three siblings were raised in the industry. But each brings a unique skill set and solid academic excellence to help raise LMI. And now they each have had, and still have, an important role to play in their plans for reinvention.

#### Inspired by Turnspire

On August 22, 2018 Turnspire announced it had made "a significant investment" in LMI.

Citing the fact that LMI was a "critical

supplier" to the MPS market, "which include equipment dealers across the United States and Canada, who value the company for its product development capabilities and product quality," the Turnspire press release stated.

Although they did everything possible to keep production going, the fire in May caused a drain on LMI's already-tight financial situation. The Willerts were concerned for the future of LMI, as was the industry. "After the fire, we knew we needed to find privateequity funding," Kevin said. "We knew we had an incredible story. And the amount of interest was incredible."

According to Kevin, he believed that the industry is riper than ever, and LMI's prospects were great. The private equity community agreed with him. "A dozen different groups demonstrated interest," he said. "It was shocking how many knew about us."

When it came time to pick a partner, they had several to choose from. One stood out for its proximity in vision to that of LMI: Turnspire. "They were aggressive and dedicated to this industry, Kevin said. "They are entrepreneurial like Gary, and liked his vision for reinventing ourselves."

"Turnspire is very manufacturing

oriented," Gary said. "They bring helpful ideas that we've been able to implement. Not many investors bring dollars and expertise."

LMI will continue to be led by Gary Willert, who is retaining a significant ownership stake. Turnspire Managing Partner Ilya Koffman said, "We are delighted to partner with Gary Willert and the Willert family on the LMI investment. LMI is a perfect fit with our strategy of investing in market-leading industrial companies that can benefit from our hands-on operationallyfocused approach. Gary and the management team have built an incredible company that has become the go-to supplier for MPS dealers, and an engine to drive their growth."

"We are excited to embark on the next chapter of our growth story together with Turnspire," said Gary Willert. "We now have a financial partner with whom share the same vision, the same drive to excel and the same values."

#### The "Engine" of Growth: Nucleus software

In many ways, MPS is still the Wild West. It's incredibly difficult to identify costs, and interoperability between programs is nonexistent. And with so many printers and cartridges, let alone each user's variations





and vice president of finance g the Turnspire partnership.

▲ In a year that it suffered a fire at its primary production facility, LMI Solutions still was awarded the "Customer Choice" Award in Zhuhai. Hugo Ponsonnet (right) received the award on behalf of LMI.

in page coverage, MPS can still be difficult to undertake with confidence. "Even after 15 years, MPS is still in its infancy," Gary said. "It's easy to lose control of a MPS environment."

LMI is about to change all of that. As one of MPS' pioneers, LMI has had the opportunity to confront all of the issues that make MPS difficult to manage.

"Nucleus fixes the variables and risks related to the manual processes many dealers currently have in place to manage their MPS fleet," said Annie. "Not only does it help our dealers differentiate in the market, but it draws unique insights from the data collected, resulting in controlled and increased margins for our dealers. We accomplish this by helping dealers understand which devices are costing them the most and where we can help them increase toner effectiveness and replenishment efficiencies or control service costs. The solutions may vary from dealer to dealer, but the aim to increase profits and customer satisfaction remains the same."

LMI has achieved this by creating a software application that helps dealers make more sense of their customer and device data that's often disparate and incorrect. Nucleus is able to leverage this massive database and learn over time to provide a more automated and controlled MPS operation.

.....

"We have a software platform that is so unique. We have hired strategic people who know all the data collection programs and have consulted industry leading dealers on best practices," Annie said. "That is why the performance and quality of the Nucleus data is second to none."

"It will provide automated workflow solutions, so that the dealer will not need a person to manually supervise devices and then place supply orders through the data collection agent. And the QR code will give technicians the complete service history on any device," Annie said. "Nucleus enables dealers to achieve a proactive MPS environment instead of current reactive processes many dealers follow."

And Gary remains bullish on the MPS marketplace. "We're still on a land grab," he said. "Nucleus software will help us bring in new dealers, and help our current dealers be more profitable."

LMI is taking Nucleus to their thousandplus dealers and is gunning for the competition in their zeal to raise LMI to new heights of growth. "We are going after number one," Kevin said, "We are not going after the end user. We are going after dealers, making them more profitable not only through our software, but also our enhanced remanufactured products and their increased performance."

#### **Returning to its Roots: Cartridge Quality**

Quality may seem like an afterthought in LMI's exciting, high-tech software environment, but it isn't. It's LMI's priority number one. "No one is paying attention to quality anymore," Gary said. "That's why we're picking up business left and right."

"It's tempting to go to China and cut your costs by 75 percent," Kevin said.

"But you have to make an investment in your MPS," Gary continues. "So the cartridge has to perform, therefore quality is critical."

LMI's quality control experts have been in the business for decades and know that cutting corners loses customers. Juan Camargo, senior vice president of manufacturing, has been in the industry since 1992, is an expert on quality control, and product enhancement. He spearheaded the company's successful efforts to extend cartridge yield without sacrificing graphics. Camargo is assisted in his quest for quality by other recognized names in cartridge



The state-of-the-art technology center is operational; the toner manufacturing at CET Japan has commenced and global distribution centers are ready. CET is foreseeing and delivering future possibilities for you.





▲ LMI's management team is comprised of the Willert nuclear family: CEO and patriarch Gary Willert (left), and Vice Presidents and siblings Kevin (middle) and Annie Willert (right).

quality, Victor Garcia and Gerardo Martinez.

LMI is one of the only remaining cartridge remanufacturers that actively recall defective cartridges. "Consolidation is creating large dealers and super dealers," Annie said. "They need the best partner for supplies more than ever. We pay to get the defect back and analyze it."

Annie added, "New-built cartridge dealers aren't doing that. We are the only one that is. The dealer puts his name on the line. Telling him to throw a bad cartridge away doesn't solve his problem, or ours."

At LMI, the head of sales, the head of quality and the CEO meet almost daily. "We have to, because some of our MPS dealers provide for the OEM," Annie said. "We have to."

#### **A Family Powerhouse**

Annie Willert is the vice president of sales and marketing for LMI Solutions. Annie brings a solid understanding of the operational side of things having managed the customer service team prior to moving over to sales. A strong advocate of MPS, coupled with her indepth experience at LMI, brings added insight to her sales leadership position. An industry up-and-comer, Annie serves on the board of directors of the Managed Print Services Association (MPSA) and was recognized as one of *CRN Magazine*'s Women of the Channel 2018. CRN editors select the honorees based on their professional accomplishments, demonstrated expertise and ongoing dedication to the IT channel.

Kevin Willert holds various senior roles within LMI including director of strategic initiatives and vice president of finance and planning. Like Annie, Kevin grew up learning about business from LMI Solutions, and took to it enthusiastically. Kevin Willert's business acumen played a strong part in LMI's selection of a financial partner to turn it around.

Matt Willert is the vice president of strategic accounts for LMI Solutions. He started his career supporting the sales team while running LMI's printer division and overall operations.

All three Willert children graduated from Arizona State University. Kevin and Annie attended the business school there, and graduated with honors. Hugo Ponsonnet, while not a Willert, is another team member tapped to join LMI after graduating from Arizona State University. Originally from Lyon, France, Ponsonnet is director of operations, and is in charge of the US and Canadian Operations for LMI.

Gary Willert remains the chief executive officer and is responsible for all of LMI's North American and international business operations. Through organic growth and acquisitions of Parts Now and Global Printer Services, Gary expanded the company's product offerings from just remanufactured printer cartridges to printer parts, remanufactured printers, as well as growth programs and services for more than 5,000 customers.

Gary may have groomed his family to become the next generation of leadership at LMI, but he's not going anywhere. He's ready to participate in the next chapter at LMI. "Our house is in order, "he said. "We have a good marriage with Turnspire, an exciting new program to launch and cartridge quality is consistent as ever." He's also onboard as the phoenix rises.



## HIGH QUALIT

#### Color Toner Cartridges、Black Toner Cartridges、Inkjet Ca

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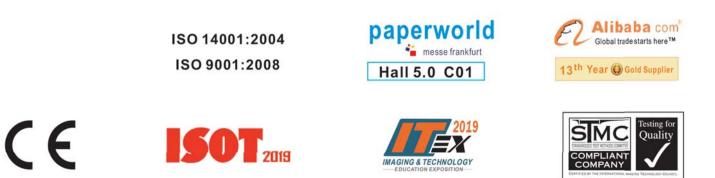
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## Certified **Quality**



#### Benefits of Certification Seal of Approval for Cartridges

STMC certification proves that the company certified uses the highest industry-approved standards in manufacturing its cartridges. The STMC logo means that the cartridge in the box has been remanufactured by a company that cares about quality.

STMC stands for the Standardized Test Methods Committee. This global committee formed to find and promote standardized test methods for the printer cartridge industry.

For twenty years, the International Imaging Technology Council has evaluated and monitored the STMC program, fighting for those who use it proudly and against those who misuse it.

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## **5 QUESTIONS**

#### Linked In or Missing Out

Not all social media platforms focus on business and not all platforms are visible in every country of the world—but LinkedIn does both.

#### What are the benefits of LinkedIn to those wanting to be better connected?

With almost 600 million users, LinkedIn is the world's leading B2B networking platform. It is the most effective way to identify and connect with peers and clients in your industry as well as offering an effective platform to promote yourself to your target market as an industry expert and thought leader.

You can easily synchronise your email contacts so that you can keep up to date with what your network is up to and let them know what you are doing. Most people update

their LinkedIn profile before they look for a new job and after they have just got a new one and this can create new opportunities for you by contacting them at the right time.

#### For how long and why have you become so passionate and singlefocussed about LinkedIn?

I've been using LinkedIn myself since it started in 2003 and I've been teaching people how to use it since 2011. I make money off the site every day and I've made over USD250,000 so far. I wanted to share my knowledge about how to use the site simply because once you know how to use the site properly, it is so easy to promote yourself and generate business.

#### Why do you say current LinkedIn users don't really know the full potential of the platform?

Since Microsoft bought LinkedIn for US\$26 billion last year, they have been adding and removing features on an almost daily basis, so it is very hard to keep up with the constant changes – Even I struggle sometimes, and I am on it every day! There are many hidden features that people may not have the time to dig around to discover.

Also, people are very busy these days and may not have the time to invest to play around with the site to discover what it can do – I think that's why my 'LinkedIn for Business' series of workshops are so popular as I explain clearly how to use all the functionality that the site offers.

#### What three key tasks should every person do today to their LinkedIn profile?

a. Add a professional headshot – this will get you up to 21 times more profile views and present you as an industry professional. You want to be the kind of person that needs a professional headshot because you are expecting to be invited to speak at conferences and interviewed by the media.

**b.** Create a compelling career summary – This should clearly state what problems you solve for your target client. This will help you to show up in searches better as well.

c. Complete the skills section – This will help you to show up in client and recruiter searches on LinkedIn. You can add up to 50 and they are very good for improving your search engine ranking on Google.

#### Are you able to coach people across the globe on how they can increase their influence and make more money? Or do they need to come to you personally?

I work with clients face to face in Hong Kong—where I love to be as well as all over the world using SKYPE. It really doesn't matter where you are located, I can still help you. This year alone I've worked with clients in the USA, Australia, China, the UK, Finland and Spain to name just a few.

Steve Bruce is a Hong Kong based independent LinkedIn coach and trainer. You can connect with him directly on LinkedIn by searching his name.

# on the move, obituaries, special achievements



#### Fortune 500 Experience Pays Off

Kim Rivera—who has spent her career working with Fortune 500 companies across multiple industries—is HP Inc's new president for strategy and business management succeeding Cathie Lesjak who will retire in early 2019. Rivera joined HP in 2015 caring for all aspects of legal, government relations, compliance and ethics.



#### New Chief Commercial Officer

Joanne Collins-Smee—Xerox's new chief commercial officer and executive committee member—will be responsible for sales excellence, channel strategy, order to cash and technology, services, software, and future solutions offerings.



#### New Opportunities Outside

Jim Ellward has left TOPS to pursue another opportunity outside of the office products industry. Ellward was president of the LSC communications subsidiary from 2013, having joined the company in 2001. He has been replaced by Matt Roberts who was TOPS senior vice president for TOPS since 2013.



#### New Chief Marketing Officer on Board

3D printing company Carbon is welcoming Dara Treseder onto its team as its first chief marketing officer, having served as chief marketing officer at GE Ventures and GE Business Innovations. Treseder will bring her marketing expertise to help Carbon realize its additive manufacturing goals.



#### Industry Veteran Passes Away

After being associated with the label printing industry for more than 50 years, Edward (Ted) Harris has passed away at the age of 89. He was persuaded out of retirement in 1999 by Labelnet and was successful in establishing many new customers before finally being allowed to really retire at age 81.

# The Benefits of Video Marketing

-11 Simple Ways to Use it to Market Imaging Products!

Zoltan Matyas

In a single minute, 4.3 million YouTube videos are viewed and 266 thousand hours of television are streamed on Netflix. Every day there are more and more videos being shared on social platforms.

Video marketing as a strategy has become very important in recent times. It is one of the most effective methods to market products and influence buying decisions on-line so you do not want to miss out on this when preparing your 2019 marketing plan.

Since the advent of YouTube, in early 2005, and the arrival of other social networks such as Periscope and Vine, video and images have won the on-line audience and increased engagement across the board.

Consequently, other social networks

such as Facebook, Instagram, Twitter and Snapchat have integrated video into their functionalities with great success fueling continuous growth of video content.

More and more people are streaming YouTube on the television set and it is

#### Internet users average 16 minutes and 49 seconds watching videos every month on the Internet.

surely becoming the television format especially with younger generations. Together with on-demand video streaming services such as Netflix and Amazon, it is taking over our living rooms.

In the last two to three years, video has

totally exploded and became extremely important on all platforms. It is very easy to consume, hence the huge increase in its popularity. As we often say in inbound marketing, "Follow the attention!" It's clear that customer attention is increasingly

on video so it's a good idea to leverage its advantages and have a sound video marketing strategy and integrate video into your marketing plan.

Video is no longer just a small piece of a company's marketing plan. It must become central to the overall outreach strategy, especially across all social platforms.

According to the comScore study, the Internet users average 16 minutes and 49 seconds watching videos every month on the **IARE** 

Internet. More than 50 percent of viewers prefer to see videos from brands versus other types of content.

To prove my point on how video is totally dominating social channels, HubSpot claims that out of the top six channels where consumers watch videos four are a social channel. Close second—believe it or not—are emails and newsletters. (Have you read my previous two articles on email marketing?)

If you want get a higher interaction rate, and fewer cancelled subscriptions, add videos to your emails. According to a study conducted by Implix, emails with videos receive 96 percent more clicks than those without. According to another study by Forrester Marketing Group, emails with videos received between 200 percent and 300 percent more clicks versus others without video content and the email unsubscription rate dropped to 75 percent.

There are rumors that in less than five years Facebook will be an all-video

#### More than 50% of viewers prefer to see videos from brands versus other types of content.

platform. Facebook has already become the second most popular video sharing platform after YouTube and is catching up fast. After these two giants come Netflix, Instagram, Amazon Video, Twitter, Snapchat and Hulu in terms of popularity to watch video online.

#### Video and the Aftermarket

So how can you use video marketing to promote our aftermarket imaging products? A video can be a great tool for your sales people in any given situation. A corporate video can be played at the beginning of a meeting, can be looped on your tradeshow booth to catch attention and

Short product specific videos can be produced and used as "video data sheets" of your newly developed printer cartridge. You can be assured it will get customers more engaged with your message.

Here is a quick practical list, in no specific order, of eleven marketing videos you can produce to better engage your audience in 2019:



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- Brand videos about your company vision and mission so the customer understands the values you represent;
- Demo videos showing details about your latest toner or inkjet cartridge. You can quickly explain complex technical features or interesting production methods;
- Expert interviews you can have an R&D professional or a technician explain the complexity of a recent development or challenges you have overcome to create a non-infringing aftermarket solution;
- Event videos share your success at the RemaxWorld Expo at the awards ceremony on your booth as well as other events where you participated. Or share highlights from your annual reseller or employee meetings;
- Explainer videos pitch your products' value proposition and explain why and how your product is different from the competition;
- Animated videos explain difficult concepts about your products or services and define the intangible benefits;
- Educational video also called a "how to" video where you educate the customer about your product so they have a better understanding. You can also produce video manuals, for

example, of how to replace an OEM toner cartridge to yours and how to reset a counter;

- Live broadcasts give viewers special insights into your production, sales meetings, behind the scenes and real time customer events;
- Case studies and testimonials share the comments from happy customers to inspire others to make a purchasing decision;
- 10. AR (Augmented Reality), 360 or VR (Virtual Reality) videos allow you to stand out from the crowd. Technology is available to produce this type of content quickly and easily. You can show a toner cartridge from every angle allowing your customers to closely inspect the products or your new packaging design even using an oculus rift or any other VR display device.

Video on landing pages boosts conversion rates by more than 80 percent and around 90 percent of customers say that it is easier to make buying decisions based on a video.

#### So why video is important today?

It's like everything else in marketing. If you are not doing it, you run the risk of becoming irrelevant against those of your competitors who have mastered it.

There is also another interesting trend taking place. There are the professionally produced, edited HD super productions. However, amateur, spontaneous, simple raw video content is gaining more attention because it seems to be more authentic.

So need be afraid. Creativity and spontaneity can bring great results if it's well timed, planned and executed correctly.

Video production is becoming cheaper and cheaper every day. Thanks to the advent of smartphones, you can easily shoot HD or 4K videos today.

There are many different aspects fueling the video explosion making it cheaper and easier to produce than ever. Believe me, it's not something you want to miss out of your 2019 marketing plan.

Zoltan Matyas has a 15+ year track record in the imaging aftermarket, and is an active member of the European remanufacturing industry. He is also an expert in developing digital marketing and social media



strategies for both for B2B and B2C operations in and outside of the industry.

He holds a university degree in digital and social media marketing, as well as being an active practitioner in consulting and developing digital marketing projects for SMEs in various sectors. He is familiar with concepts such as online engagement, community management, digital lead generation, and inbound and content marketing. <Zoltan.Matyas@wta-suhl.de>



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## Mark Dawson



## New Build Compatible (NBC) or Remanufactured (REM) Printer Cartridges?

-How will the battle for share play out?

Increased awareness of the global impact of single use plastics is a HUGE opportunity.

NBCs have a significant cost advantage. Building an NBC does not require a used empty. The costs of producing a collection box, shipping it, collecting it, sorting its contents, and disposing responsibly of any unusable material, are all eliminated.

Major REM players are struggling for profitable growth. The mature nature of the market affords scant opportunity for organic volume increases. Players must knock out competitors to grow units. If successful, this mitigates revenue decline but fuels price compression that is exacerbated by poor articulation of the REM

Value Proposition. Thus, we have industry wide pressure among REM players to cut more cost.

Conversely, major NBC players are getting stronger. The financial strength of the "aftermarket" is now concentrated in China among a group of 5 players. They are well funded and vertically integrated.

Traditionally, REM players could differentiate with arguments around quality, ecology and IP.

Quality is debatable. Previous challenges surrounding a lack of reliable components and labour inconsistencies no longer apply to Tier 1 NBC players that have invested in developing components and building robust quality systems. Simultaneously, fierce cost reduction has driven REM players to change Bills of Material (BOMs). Policies such as only using virgin OEM empties give way as maximum waste recovery initiatives kick in. An infinite number of BOMs exist to achieve the same REM specification. Some use OEM empties, some REM empties, some combinations, some with other new plastic components. Starter kits are loaded with extra toner. Components are scavenged,



units cannibalised. This all enhances the ecology story but makes it more difficult to achieve consistent quality and cartridge aesthetics are also compromised.

The IP benefit is also questionable. Over the recent period, REM players have been involved in IP disputes with Canon, particularly around the twisted prism OPC gear story. Disputes involving NBCs are not going away, but the involvement of major REM players reduces the credibility of the IP argument.

That leaves the ecology argument. It is on this aspect that REM players must focus to differentiate. Increased awareness of the global impact of single use plastics is a HUGE opportunity. We've all seen YouTube clips of oceans and have witnessed meaningful change around plastic bags, drinking cups and straws. However, for as long as the average SME user does not understand the difference between NBC and REM, the opportunity won't be seized. Only channel education and training will change that. But, is there time?

So far, the industry has failed to maximise the strength of REM as a "brand", so its ability to protect against NBC induced price compression has been seriously compromised. Will enforceable legislation and regulation come quickly enough to save it?

How will all this play out? Global REM players still have significant and entrenched market positions. These are desirable for NBC players who are impatient for quantum leaps in market share. However, few (if any) have extensive REM capability (mostly due to inability to source and import empties in volume). No REM players have NBC capability. Today, REM players (US or EU owned) and NBC players (Chinese owned) are separate

tribes. Further consolidation will merge these tribes and NBC players will drive this, since they have the cash. It will deliver volume gains and provide reverse logistics required to comply with future regulation that will demand provision of take-back programmes.

We will also see an increase of hybrid private label ranges in which some SKUs will be REM, some NBC, and some that could be either.

Both at macro level and micro level the battle lines will blur.

Don't be surprised to see the global leaders in REM and NBC coming together.

"Dawson joined the imaging supplies industry in 1987, as a graduate mechanical engineer, and began his career in quality assurance and then production management before moving into sales & marketing. He has held senior positions with both American and European Corporations, including MSE and Clover. He is currently a Director with IOP (Internet of Printing BV) whose mission is to help independent resellers find new revenue streams and optimize margins. Anyone with questions about how to educate and train both the channel and the SME users as to the relative benefits of NBC and REM, can reach him at mark@iopbv.com"



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## Tricia Judge



Nor will the OEMs be

## **Election and Business Results Are In**

.....

Given the US' economic and strategic dominance, its domestic politics have always had a bearing on other countries.

At his time of year, we are all looking ahead at the New Year. What political and business trends will affect your business? I have some thoughts on how this will unfold in the United States.

#### **U.S Politics**

Chinese manufacturers may face new obstacles. With a resounding win by the Democratic Party, the U.S. House of Representatives will now be at odds with the president and the senate.

Therefore, U.S. President Donald Trump's hope of a "beautiful bipartisan sort of situation" following the Democratic Party regaining control of the House of Representatives is unlikely to become reality. His presidency has been a rancorous one. Democrats smarting from two years of being locked out of power entirely are unlikely to back any of his efforts, particularly his border wall.

This will frustrate Trump's agenda in many instances, and make his tweets far more colorful. However, a Democrat-controlled House may find itself aligning with-and even supporting-Trump in surprising ways, even if the bipartisanship is not quite as benign as he envisions. In both cases, the ramifications will extend beyond U.S. borders, and be felt particularly in China.

No matter which party controls either the house or the senate, the president retains sweeping powers to shape foreign policy. However, Congress can exert pressure using its committees, its prerogative to approve trade deals and overall general influence. In the case of China, many Democrats agree with the president. Frustration with Chinese trade practices is not solely a Republican issue. As a matter of fact, the Republican Party usually favors free, unobstructed trade. Here, President Trump is actually going against the standard party line.



After all, the Trump administration has built on its Democrat predecessor's moves to block Chinese acquisitions of American companies. And many Democrats have called for more confrontational policies with China. If Trump's raising the stakes on trade with China gains the backing of a Democratic House, making it a truly bipartisan policy shift, the consequences for global trade and strategic competition between the U.S. and China could be significant.

There were glimmers of hope for a reduction of tariffs and a calming of the trade war between the U.S. and China at the 2018 G20 Summit in Buenos Aires. Since then, however, President Trump seems to be returning to his course of "America First."

Trump wants that wall built. It is the symbol of his signature campaign issue: immigration. Now he needs help from the Democrats to make that happen. Blue-collar job retention is near to the heart of Democrats, and trade policy is one place that they can work together. China's trade problems with the U.S. may now actually heat up.

Given the US' economic and strategic dominance, its domestic politics have always had a bearing on other countries. However, the disruption Trump has caused has heightened this considerably. An unhappy and obstreperous Trump spells trouble for everyone. He will be unhappy

a health and safety risk.

In 2019, the aftermarket, and all of its components, had better be prepared to respond to these challenges from the OEMs. Furthermore, any truth to the studies needs to be borne out and addressed.

The silver lining? This is a good opportunity for remanufacturers to separate themselves from new-built cartridges. Remanufactured cartridges will also get a boost from Reman Day on April 11. It's a good time to let your business' reman side shine.

Judge has served as the executive director of the International Imaging Technology Council, a not-for-profit trade association serving imaging supplies remanufacturers and dealers, for 17 years. Judge was the executive editor of Recharger magazine. A lawyer for 30 years, Judge also has litigation experience. Judge's work has been published in Recharger, and several other industry magazines, and has won critical acclaim for her writing and industry advocacy. She has assisted in the preparation of six friend of-the-court briefs. Judge has presented the position of the industry to the International Trade Commission. She can be contacted by email attricia@i-itc.org



## John Cooper

## Courts, Color and Coatings

Worldwide hardcopy peripherals report showed that during the third quarter 25 million units were shipped but that represented a decline of 1.2 percent.

The German Federal Supreme **Court** has just ruled in a case that may impact the toner and inkjet aftermarket industry. The case related to refilling commercial paper towel dispensers and whether this act constituted trademark infringement. The court ruling indicated that infringement would occur if the public was led to believe both the container and goods within it were from the same origin. The court also explicitly mentioned inkjet cartridges. To avoid trademark infringement the refilled product should bear clear indication that the contents were from a different origin. This does not appear to affect consumers' ability to refill cartridges themselves. However, cartridges refilled by a third party source may cause infringement.

An article in Coatings World (November, 2018, p 32) entitled, "Nanoparticles Under Regulatory Review" focused on European efforts to assess the risk and potentially regulate the production and use of nanoparticles. To this end, the EU chemical safety legislation REACH has been amended to include nanoparticles where 50 percent or more of the particles (by number) have one or more dimensions between one and 100 nm. Some particles used by the imaging industry that would fall in this range include titanium dioxide, carbon black, iron oxide as well as other metal oxides. The author mentions that titanium dioxide will probably be listed as a potential carcinogen.

The latest **IDC** worldwide hardcopy peripherals report showed that during the third quarter 25 million units were shipped but that represented a decline of 1.2 percent. Laser shipments fell 1.5 percent although color units grew 2.3 percent with strength



in the 21–44 ppm range. Inkjet placements showed a 0.7 percent overall decline but ink tank printers were strong and exceeded cartridge-based units.

According to market data firm **CONTEXT** Western Europe printer hardware sales declined 1.5 percent (year-on-year) during the third quarter compared to an increase during the second quarter. The largest declines were for single function laser (-8.5 percent) and single function inkjet (-17 percent) primarily because consumers prefer multifunction devices. 67 percent of unit sales were multifunction inkjet.

**Memjet** has formed a strategic relationship with MGI Digital Technology and the first product of that venture will be the AlphaJet B1 Inkjet and Embellishment Press. This sheet-fed device has 40 inch capability with 1600 x 1600 resolution using the Memjet DuraLink printhead modules. It will be a five-color ink system with the possibility of special effects plus white and clear UV inks. The complete system can pre-coat, print, embellish and convert.

At Labelexpo Americas 2018 **Colordyne Technologies** introduced the aqueous pigment-based 3600 series digital inkjet printer using Memjet's DuraLink print heads. The device provides up to 1600 x 2585 dpi with speed up to 204 meters/minute. The company is actively looking for partners to integrate systems with the printer.

**Stratasys** is introducing a new platform for production-grade metal parts. The "Layered Powder Metallurgy" process involves printing an outline using Stratasys PolyJet thermal inkjet, depositing a powder layer within the outline, and then compaction of the layer.

**AstroNova** (formerly Astro-Med) is introducing an electrophotographic-based, five-color (including white) label printer with capabilities of up to 126 mm width, 152 mm/ s speed and 1200 dpi.

**Ricoh** has introduced the high volume C501SP color multifunction with 50 ppm capability, an internal finisher and four monochrome devices. The monochrome units include the SP 330DN printer and multifunction SP330SFN, SP3710DN and SP3710SF, each of which has 34 ppm capability but different all-in-one toner cartridge yields.

**Toshiba's** two new e-STUDIO high-speed multifunction devices consist of six color units in the e-STUDIO7516AC series with output ranging from 55 to 75 ppm. The four monochrome units in the e-STUDIO8518A series provide output from 55 to 85 ppm. Prices start at US\$24,176.

For more information about patent applications, a list of technical journal articles, lists of raw materials suppliers for toner, inkjet and the imaging industry contact John Cooper for his monthly newsletter at john@ tonerandinkinfo.com

## David Gibbons

## Have You Seen the News?

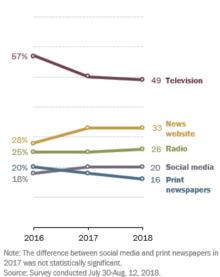
#### Your media habits have changed, as have mine.

Most of us see it, some hear it and yet others read it.

Breaking news: more Americans now get news from social media than print newspapers. It's probably true for the rest of us as well.

#### More Americans get news often from social media than print newspapers

% of U.S. adults who get news <u>often</u> on each platform



#### PEW RESEARCH CENTER

According to a recent Pew Research Centre study newspapers and magazines have slumped to the fifth position with only about 16 percent of us relying on this form of communication in 2018. This is down from 20 percent just two years ago.

49 percent of us still prefer to get our news from television, which is the number one channel. Nevertheless this is a decline from the 57 percent of us who preferred television two years ago. Radio, which holds the third position, is unchanged with 26 percent of us still preferring this mode to receive our news. I guess many of us like to listen to the news during our daily commute to and from the office. A significant more of us, however, are using news websites than before and now one in three of us prefer this channel, which has strengthened its number two position. Social media has

social media has climbed into fourth position and is expected to continue to grow in popularity as it has done since the last survey in 2016.

When looking at online news use combined – the percentage of those who get news often from either news websites or social media – the web has closed in on television as a source for news (43 percent of adults get news often from news websites or social media, compared with 49 percent for television).

The rise in social media has pushed newspapers and magazines into fifth position. Print media continues to decline. In short, news websites and social media are on the rise and hard copy and television are on the decline.

Being a news information agency is an important role for *RT Media* as it is for me personally. Sharing news builds trust and relationship with your key audiences. Here at *RT Media* our mission is to educate, inform and nurture our global audience. It is a mission we take seriously.

But these recent Pew results challenge the very heart of how we share the news and information with you. Twelve years ago, when we got started, you wanted your news and information in a hard copy magazine. Today, news has become a very small part of our magazine, because tens of thousands of you are getting your news from us mainly on WeChat, LinkedIn, FaceBook and Twitter as well as the website. You get it immediately when you are ready to go looking for it.

Of course television is changing



dramatically too. More and more people are streaming YouTube on the television set and Netflix and Amazon on-demand video streaming services are taking over our living rooms. But more change is coming. Facebook has already become the second most popular video sharing platform after YouTube and there are rumors that Facebook will become an all-video platform in less than five years.

It doesn't seem that long ago that I remember my parents buying our first television set. It was black and white. It was 1968 and I remember watching the 1969 lunar landing on it. We had television, radio and newspapers in the day. That was it. There was no home computer, no internet, no social media and no mobile phone. Getting the news was still a priority but there was a simpler choice of channels.

Your media habits have changed, as have mine. But let's not get too settled in our lounge chairs with the smorgasbord we have because one thing is for certain: change is continuing to come.

David Gibbons, Director of RT Media, has 40 years of experience, knowledge and skills in business (management, consultancy, strategic planning) and communication (teaching, event management, fundraising, journalism, broadcasting and new/digital media—social, website, app development). RT Media is a major provider of news and business opportunities for the global printer cartridge remanufacturing industry. <David.Gibbons@RTMworld.com>

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## Dhruv Mahajan

## NEEDED: A Global Manufacturer to Set Up Operations in India

All it requires is an industry pioneer or investor with industry "knowhow" to develop a joint venture project with capable, local Indian companies.

India is now being portrayed in various news channels as a beacon of hope for pushing the global economy ahead. Manufacturers, globally, are looking at the huge Indian market with excitement. Yet there is still some apprehension.

The global aftermarket printer consumables industry has been dominated by China for almost 20 years. It sells big volumes on a few product lines to

importers but at very low prices. Very few Indian importers are loyal as they are always shopping for a better deal. It's true for other countries too. Suppliers, however, do not really understand the Indian market, nor have they connected with customers who believe in a long-term, sustainable, win-win relationship. Of course this issue could be easily addressed.

One factor that impacts the organized growth of the Indian market is the industry trade shows and expos. The annual pilgrimage by hundreds of Indian people from large, medium and small businesses to the *RemaxWorld Expo* in Zhuhai, China continues unabated. They are looking for profitable solutions to compete in India's ultra-competitive and price sensitive market.

No reputable brand leader has moved in and set up as a business in India. Not yet. No one has established local manufacturing or assembly operations. No one has invested in building the necessary infrastructure. No one has demonstrated a long-term commitment. No one has reassured corporate Indian buyers that they can get better deal from a local, reputable player. Consequently, the market is



forced to buy expensive OEM products and services that continue to grow quickly and profitably.

The China-USA "trade war" has affected our global industry too by slapping a 25 percent customs duty onto many Chinesemade products destined for the USA. This penalty could be avoided by setting up a plant in India with non-infringing, "Made in India" products allowing profitable sales to the USA, which continues to be the largest and most profitable marketplace.

My word, the same plant could also produce enough products to address local market requirements and to cater to OEM buyer requirements in India. I am convinced that local manufacturing could address the pressure on volumes, prices and profits. All it requires is an industry pioneer or investor with industry "know-how" to develop a joint venture project with capable, local Indian companies. Guidance and support could be given to establish a factory near a major seaport, to set up establish factory infrastructure, to manage labor and logistics and to conform with local legal requirements to ensure high quality production and productivity.

At the Imaging Solutions Expo held at New Delhi in November 2018, a much needed trade association, called Imaging Solutions Association of India (ISAI), was announced. It will be based in New Delhi so that it can easily and efficiently influence government policy and address industry issues and difficulties. I urge industry associations in other countries to cooperate with ISAI to build a healthy

environment for everyone to prosper.

The Chinese players must exhibit in the Delhi trade show to demonstrate to the Indian government the capability of this industry. In my view there should only be one trade show held in India and it would be good for the organizers of both events to look at how one big show could be professionally organized and affiliated with the non-profit ISAI association.

By taking these steps, I believe the Indian market can consolidate, mature and become more professional in successfully addressing local and international needs for high quality, aftermarket printer consumables and managed print services that offer better value and a safe choice from the expensive OEM offerings.

Dhruv Mahajan works as International Business Development Manager at Fast Image Products Co., Ltd. - Member of Huiwei Group. He is now responsible for developing Business on Aftermarket Imaging Supplies across the GCC (Gulf Cooperation Council) and SAARC (South Asian Association for Regional Cooperation), and increase market awareness and presence of Fast Image Products Co., Ltd in these regions.

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#### KEEPING UP

## Steve Weedon



## Where's the Peanuts?

#### Customer service is how you retain customers.

I thought it was a simple question when talking with the American Airlines flight attendant. "We do pretzels now" came the sharp response, as she slapped down the small packet on my lap tray together with a napkin. She moved on to the row behind me. Soon to follow was the attendant offering beverages. I waited my turn, rehearsed what I was going to say when asked "What beverage can I get you?"

"A red wine please," I responded. "That will be US\$8. Do you want cab or

merlot?" I didn't hear the question since her voice tailed off after the word "want" as she looked away in the other direction towards the passengers across the aisle. "CAB OR MERLOT," she snapped back when not hearing a response. "Cab, Cab please, I spluttered" and I offered her eight bucks, a US\$5 note and three ones. "No Cash! No cash! Only card," she insisted with a raised voice. She looked around eyeing immediate passengers sitting within earshot. It was a warning for no one else to screw up. I handed over my credit card. She swiped it. I got no receipt and no "thank you" before she waddled off down the aisle. Only another nine hours and 40 minutes to go. GREAT.

I dozed off: one of the good side effects from a glass of red wine when traveling. I felt a tap on my shoulder as I shifted into a less cramped position. Opening my eyes fully I see the head flight attendant kneeling down to make eye contact. She is holding a clipboard with a printout out of passenger names. "Hello. Mr. Weedon isn't it? I am Kathy, head flight attendant on this flight. I see you are a three million miler with American



Airline Platinum and I see you are sitting in coach class. I have an empty seat in first class and thought you might be more comfortable up there." I looked at her in disbelief. Was I dreaming? "Really?" I asked. "Absolutely," came the response, "Let me help you with your overhead bag." Without protest I got up and followed her to the first class section.

I could sense the dagger-like looks striking me in the back as I walked away knowing "they" were all looking and thinking, "he's the idiot that screwed up."

"Here, let's put your bag here, and you take this seat, give me a minute and I will send an attendant to see what we can get for you".

"My goodness. This is the way it's meant to be," I thought. I got comfortable. "Hello Mr Weedon, can I get you something to eat and a beverage to drink?" said a highly attractive attendant. She handed me a menu. "A glass of red wine please," I said.

"We have an award winning Cabernet from Napa Valley or a French Margaux."

"Oh I'll take the Margaux, thank you." She bought me a glass and poured from the

bottle, showing me the label first. "OK, I will prepare your meal and be back in about ten minutes," she added. I sat back and enjoyed my FREE Margaux smiling like a Cheshire cat that licked the cream. Some minutes later my meal arrived on a tray all laid out like a fancy restaurant. A small flower, metal tableware, white linen tablecloth and napkin. Perfect. Seeing my empty glass, the attendant dutifully filled it up again without even asking. The next eight and a half hours went by quickly.

Customer service is how you retain customers. Loyalty programs work although the rewards for loyalty in the airline industry are becoming less and less. Small customers need looking after as much as big ones. I was lucky on this flight. Most of the time I grin and bear the cattle class service and keep the travel budget in check. But I did enjoy the special treatment.

On one of the frequent trips the attendant made to see if I was ok, I asked, "So why don't you serve peanuts any more?"

"Too many people have nut allergies," she said. "Don't you like pretzels?"

"I hate pretzels!"

Steve is an award winning CEO who has held senior management positions at various OEMs as well as Katun Corp and SCC. He was the original founder of The Recycler Magazine and of trade shows in Europe. He also established Static Control's Worldwide Subsidiaries and relocated to the US to become executive vice president. Steve headed up the global Cartridge World network after it was acquired in 2016. <steveweedon@utec.com.mo>



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Sara.Liu Tel: +86 133 1898 7394 Email: Sara.Liu@RTMworld.com



## Mike Josiah



#### Your trustworthy toner cartridge manufacturer!

#### Remanufacturing the Lexmark CS720 and Ricoh C6003 Toner Cartridges

These two different engines are the latest in our "Easy to do" series. Toner cartridges that are very simple to remanufacture, do not need to be tested and have a high profit potential.

#### Lexmark CS720

The Lexmark CS720 is based on a 40ppm 4800DPI color engine. The toner cartridge is a small rectangular cartridge that houses the toner and reset chip. There are three different yield cartridges available for this series.

#### The part numbers and list pricing for these toners are as follows:

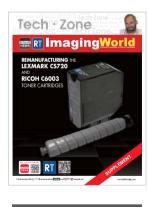
Black	74C10K0	3000 pages	\$92.99*
Cyan	74C10C0	3000 pages	\$121.99*
Magenta	74C10M0	3000 pages	\$121.99*
Yellow	74C10Y0	3000 pages	\$121.99*
Black	74C1SK0	7000 pages	\$174.99*
Cyan	74C1SC0	7000 pages	\$199.99*
Magenta	74C1SM0	7000 pages	\$199.99*
Yellow	74C1SY0	7000 pages	\$199.99*
Black	74C1HK0	20000 pages	\$325.99*
Cyan	74C1HC0	12000 pages	\$312.99*
Magenta	74C1HM0	12000 pages	\$312.99*
Yellow	74C1HY0	12000 pages	\$312.99*

\* Pricing as of December 1st 2018 Current machines released so far are:

CS720de	
CS720dte	
CS725de	
CS720dte	
CX725de	
CX725dhe	

#### **Required** Tools

- Toner approved vacuum
- Small jewelers type common screwdriver
- 1.27mm Allen wrench
- Heat gun
- **Required Supplies**
- Toner for use in the CS720 toner cartridge: Choose the correct color and gram weight for your cartridge
- Replacement reset chip Choose correct color and yield
- 100% Silicon caulk (For leaks)







#### LOOKING FOR STEP-BY-STEP GUIDES FOR CARTRIDGES?

UniNet

Mike Josiah's popular toner cartridge procedures will be available online in the middle of 2013 as a library of more than 400 cartridge models. This service will be provided exclusively to Recycling Times Media readers by UniNet Imaging: www.uninetimaging.com

## Patent Product

#### page yield up to 12000pages



Patent No.201621182202.3

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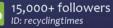
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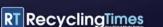
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#### NEXT MONTH'S POLL QUESTION

What is the value of your trade association?

Scan the QR code to vote.



#### DID YOU KNOW?



Water makes up more than 50% of an inkjet cartridge.

(Source: http://technotip.org/9-weird-facts-about-printer-ink/)

#### **IMAGING SHARE PRICES**

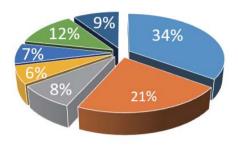
(As at 18, December, 2018)								
OEM	Prices			Prices				
	Last Month	This Month	Aftermarket	Last Month	This Month			
Brother Industry (Yen) (6448:Tokyo)	1,861	1,681	Ninestar (RMB) (002180:Shenzhen)	25.47	22.51			
Canon Inc. (US\$) (7751:NY)	28.18	27.72	Hubei Dinglong (RMB) (300054:Shenzhen)	6.69	6.74			
Seiko Epson (Yen) (6724:TYO)	1,838	1,567	Suzhou SGT (RMB) (002808:Shenzhen)	12.75	12.34			
HP Inc. (US\$) (NYSE:HPQ)	22.66	21.41	(Sources: Google Finance and bloomberg.com)					

#### **BERTO'S LAST LAUGH**



#### RESEARCH

What are the concerns faced by your office printing customers?



- A Faulty product 34%
- **B** Poor service 21%
- C Slow delivery 8%
- D Poor response to information request 6%
- E Lack of communication 7%
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- G Rude supplier staff 9%

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#### **COMING EVENTS 2019**



RT Imaging Expo—EMEA 2019 Apr. 16-18, 2019, Accra, Ghana Apr. 21, 2019, Cairo, Egypt www.RTMworld.com/2d

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Jun. 13-14, 2019, Bogota, Colombia www.RTMworld.com/2d **The 14<sup>th</sup> RemaxWorld Expo Summit** Oct.16, 2019, Zhuhai, China

RT Imaging Expo—Americas 2019 Jun. 11, 2019, Mexico City, Mexico

www.RTMworld.com/2d

The 13<sup>th</sup> RemaxWorld Expo Oct.17-19, 2019, Zhuhai, China www.RTMworld.com/2d

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