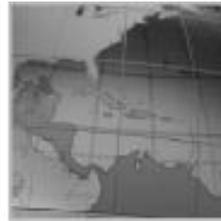


Case Study



November 2011

COPYGRAPH Turns to Outside Expert and Drives Growth

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Introduction

COPYGRAPH, Verona, Italy, was founded in 1995 as small copy shop serving the university market in its local community. A steady flow of walk-in traffic drove its digital print volume, but the company wanted to move beyond the consumer market and a dependence on walk-in business. It started to target the business-to-business market with transactional printing services. As a result the business grew, but Riccardo Nuvolari, the company’s owner, believed business growth wasn’t at its full potential.

Thinking that an objective view of his company from an outside consultant would improve results, Nuvolari enlisted the assistance of a business development consultant to build a marketing plan that would maximize results.

Investing in Technology and Staff to Drive Growth

COPYGRAPH’s move into selling transactional printing to local business started out strong and it opened a second printing facility. The company opted to target utilities, insurance, banking, and mass retailer segments with variable data printing and transactional/promotional mail. To make that move the company invested in IT staff, digital printing technologies, and finishing equipment.

The iGen truly gave the company the ability to “double up” its business and is still growing today.

Figure 1: The COPYGRAPH Facility

In 2008, it closed the Verona copy shop to focus more on the B2B segment.

In early 2009, Nuvolari, purchased a Xerox iGen3® to replace the company's black-and-white Xerox Nuvera® production printer. "We purchased the iGen with the intention of switching most of our black-and-white jobs to color jobs," Nuvolari explains.

Figure 2: Xerox iGen

The purchase, combined with a focus on innovation and quality, led to significant growth from 2009 to 2010. The volume of work produced on the iGen went from 30,000 pages per month in early 2009 to 100,000 per month in November 2010. The increases in digital print volume occurred despite the company's decision to focus solely on higher value variable data printing and transpromotional work and end all contracts intended for less profitable work. According to Nuvolari, the iGen gave the company the ability to "double up" its business, which is still growing today.

COPYGRAPH was looking for an “outside view” to complement the growth of its business.

Bringing in an External Business Consultant to Drive Results

Included with its iGen purchase was access to Xerox’s Business Development Program. The program offers two support options focused on Sales & Marketing, Operational/Workflow, and Application Development areas of the business:

- Xerox Profit Accelerator® Digital Business Resources, which includes a collection of more than 100 tools, kits, programs, templates, and resources for digital printing.
- Xerox Business Development Consulting Services, which offers a complete portfolio of training and professional services delivered by Xerox and a network of third-party industry professionals.

Print service providers can leverage Profit Accelerator® and Business Development Consulting Services to help *transform their digital businesses, improve sales activities, operational efficiency, and stimulate future growth.*

In the fall of 2010, the Xerox sales team approached Nuvolari about using a business development consultant to further drive iGen volumes. Nuvolari recalls that he had several ideas on how to grow the company in the coming years but “an external assessment of COPYGRAPH by an outside expert would be a clever move to ensure future growth.”

Xerox engaged, Hdemo, a member of the Business Development Consulting Services’ third-party network of industry professionals, to work with COPYGRAPH to develop a strategic marketing plan.

SWOT Analysis Guides Course of Action

During phase one of the engagement, Carlo Bazzo, the business development consultant, worked with Nuvolari to identify COPYGRAPH’s strengths and weaknesses via a SWOT analysis.

The analysis revealed that firm’s strengths included high-value service offering, quality services, eco-friendly, up-to-date technology, strong IT department, and solid variable data printing solutions (VDP).

The assessment also revealed that the company was missing core elements to define its position in the market. Specifically, the company was not clearly communicating to the market: “Who are we?” “What do we do?” and “What is the added value of our solutions?”

Developing the Marketing Plan

A first step in designing the marketing plan was to craft the following value proposition:

"To companies who have needs of personalized and emotional communication, COPYGRAPH offers VDP, direct mail and lettershop services to increase the promotional message value and customer retention."

Another component of the marketing plan focused on Nuvolari's current business model to expand in the B2B space. Bazzo helped to refine target business segments (utilities, public utilities, insurance and financial services) and extend the company's market penetration for each. The marketing plan outlined initiatives for COPYGRAPH to differentiate its portfolio of services in each segment. To demonstrate the value of working with COPYGRAPH, the sales team was armed with a practical portfolio of case histories showcasing its VDP applications for each of its target segments.

Enhancing Online Presence

Bazzo also educated Nuvolari on the value of having a strong Website. Nuvolari admits that the company's Website had not been a priority. The marketing plan mapped out a strategy to strengthen COPYGRAPH's Web presence to better communicate the services it offered and interact with clients. The plan also included guidance on how to measure the Website's success results through analytics. Nuvolari says he gained a new understanding on the strategic value of having a good web presence and a redesign of COPYGRAPH'S Website is underway.

Consulting Engagement Yields Results

The consulting engagement is now complete and the marketing plan developed is yielding results. The company has added new clients and also gained new contracts with existing clients. At the time this report was written, COPYGRAPH had already experienced a 40% growth in color page volume. COPYGRAPH's Website is still under construction and a self-promotion campaign is underway to help promote its offerings to a targeted audience. Nuvolari is now contemplating using multi-media strategies to promote services to customers.

Nuvolari highly recommends this type of consulting engagement to others. He explains, "working with Xerox and Carol Bazzo has helped identify our strengths and weaknesses so that we could lay a realistic foundation that would result in current and future success."

InfoTrends' Opinion

COPYGRAPH discovered that working with a knowledgeable third-party, like a Xerox business development consultant, provided an objective and clearer view of the next steps required to move its strategic transformation forward and maximize growth potential.

This material is prepared specifically for clients of InfoTrends, Inc. The opinions expressed represent our interpretation and analysis of information generally available to the public or released by responsible individuals in the subject companies. We believe that the sources of information on which our material is based are reliable and we have applied our best professional judgment to the data obtained.

Featured Xerox Third-party Business Development Consultant



Hdemo Network
www.hdemo.com

Hdemo was founded in 1995 in Treviso (NE of Italy) by Andrea Roversi and Claudio Breda as a company focused on technical training and consultancy for the graphics and editorial industry.

In a few years it became a well-known and esteemed reference in Northern Italy. From 2009 Hdemo, though preserving its original inspiration has restructured in a multithreaded company offering a wider range of services to industries of different business sectors and rebranded as Hdemo Network. Currently Hdemo Network serves a wide range of customers from the small copy shop to enterprise level customers such as Benetton Group Spa and PAM Group Spa.

Hdemo Network services are now organized in three main functional areas, Consultancy, Solutions and Marketing.

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