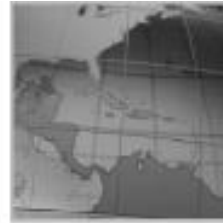


Case Study



August 2010

Damgaard-Jensen A/S: Shaking Up the Sales Process

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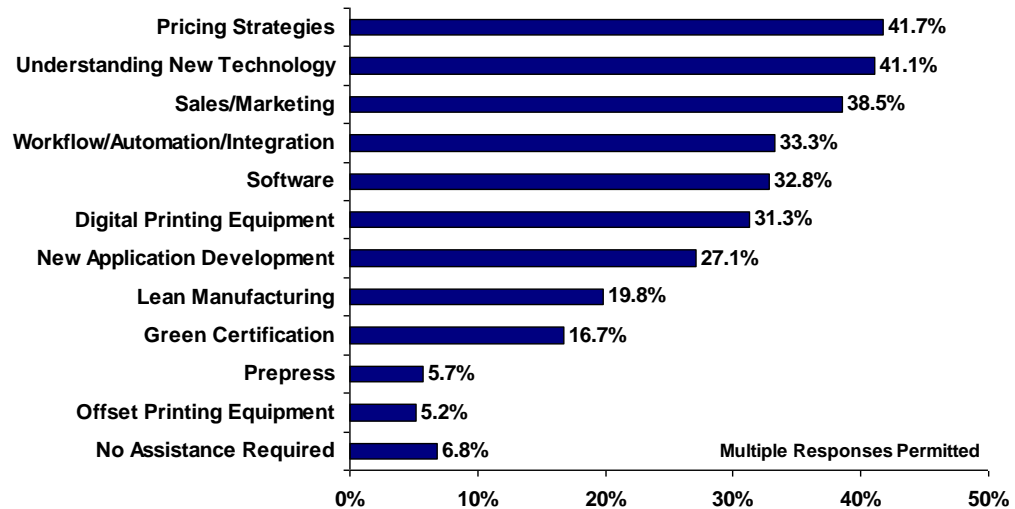
New Strategies for a New Market

The printing industry is currently undergoing a period of rapid change. Today's print service providers are transforming their business models to adapt to the changing economy and capitalize on transforming media dynamics. Succeeding in today's market requires an understanding of new technologies, revised sales strategies, automated workflows, and new employee skill sets. To change with the times, businesses must develop a strategic marketing plan, educate sales personnel, and create an effective strategy for informing customers.

Print Service Providers Need Assistance!

Service providers are seeking best-in-class business development and professional services offerings that can help maximize their investment in digital printing equipment by improving efficiency and driving revenue growth. As illustrated in the Figure below, service providers report needing assistance with everything from pricing strategies and new technologies to workflow automation and sales strategies.

Figure 1: Based on your company's plans for the future, within which of the following areas will you require assistance?



N = 192 Print service providers

Source: *The Future of Production Software & Services*, InfoTrends December 2009

Xerox's Business Development Program consists of two options for support. One is Xerox Profit Accelerator® Digital Business Resources, which includes a collection of more than 100 tools, kits, programs, templates, and resources for digital printing. The other is 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. These services focus on Sales & Marketing, Operational/Workflow, and Application Development areas of the business. 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.

Damgaard-Jensen A/S: Company Overview

Established in 1917, Damgaard-Jensen A/S is a full-service printing company dedicated to exploring new printing technologies and innovative concepts while striving to address its customers' challenges. Headquartered in Århus, Denmark with a second facility in Copenhagen, this family-owned business employs more than 100 people. The company uses a combination of digital and offset printing equipment to deliver a wide variety of services across six different categories:



Sample of a printed display column produced by Damgaard-Jensen for self-promotion: "We do more for your visibility"

- **Outdoor Advertising:** This category involves the production and placement of a variety of outdoor advertisements, including bus wraps, window films, automotive films, outdoor banners, billboards, parking lot and train station posters, signage on the inside and outside of trains, as well as retail signage. It also includes film for outdoor pedestrian zones, sidewalks, and shopping center floors.
- **In-Store or Point-of-Sale:** This category currently represents nearly 45% of Damgaard-Jensen's business. It includes display solutions, such as specialized banners, window films, posters, signs, illuminated signs, and decorative mats.
- **Exhibition:** This category involves the production of a variety of signage systems created to meet customers' design, functionality, and quality requirements. The systems include roll-up, wall, and banner signage as well as display columns and graphical exhibition counters. Damgaard-Jensen also sells brochure holders and **Construction:** This category involves the production and distribution of construction plans, copies of drawings in black & white or color, as well as building site signage.
- **Fabric Banners:** Damgaard-Jensen can print fabric banners on various media types in quantities from 1 to 1,000. The company provides printing and finishing services as well as other solutions such as hanging rails, suspension accessories, and packaging.
- **Collateral:** Damgaard-Jensen provides its customers with general printing materials, such as brochures, pamphlets, flyers, sheets, binders, manuals, spiral wire books, stationery, business cards, and envelopes. The company also handles custom projects, offering digitally printed solutions with personalization or other variable data (e.g., multiple languages).

To produce the wide range of products listed above, Damgaard-Jensen has invested in various technologies, including two DocuColor 8000 devices, one DocuTech 6135, one Xerox Nuvera 120, three Xerox 4110 Enterprise Printing Systems (EPSSs), and a variety of finishing equipment. In October 2008, Damgaard-Jensen purchased a Xerox iGen3 to expand its short-run, quick-turnaround production capabilities and to grow its direct mail business.

A New Approach to Selling

Shortly after installing the Xerox iGen3, Damgaard-Jensen recognized a need for sales training to grow print volume for the new press. Nikolaj Nielsen, Damgaard-Jensen's Director of Sales and Marketing, turned to the Xerox Business Development Program to ensure that his company could maximize its investment in the new digital printing equipment. Nielsen explained, "Based on my past experience with Xerox, I was confident that it had the best resources for restructuring our professional sales process."

The Damgaard-Jensen sales team consists of 10 external sales representatives (focused on external sales calls) and 15 internal representatives (focused on customer service for existing clients) that specialize in each of the categories described above. Traditionally, the external and internal representatives operated independently of each other. Nielsen explained, "One of our biggest challenges was the unstructured sales process and communication between our internal and external sales consultants." He recognized the need for a consistent process and a stronger, unified message for the entire sales team. Nielsen also wanted to establish a more aggressive approach to selling. To address these challenges, Damgaard-Jensen worked with Xerox to establish a number of sales training objectives oriented around the company's business goals, including:

- Establishing a corporate standard for sales presentation and processes
- Reviewing how best to prepare for a sales meeting
- Learning useful techniques for a customer needs analysis
- Understanding economic reasoning and pricing psychology
- Investing in argumentation training and learning how to respond to customer objections
- Recognizing buying signals and learning strategies for closing

Henrik Carentius of Sales2Go, a member of the Xerox Business Development Consultant Network, worked closely with internal and external sales representatives over a period of two to three months at both Damgaard-Jensen office locations. For the external sales team, Xerox/Sales Partners helped establish a standard sales process and create a new sales presentation. Nielsen states, "I'm crazy about the presentation that the Xerox consultant helped us to develop. Our external sales representatives use it every day, and this results in better quality meetings."

Sales2Go also recognized the importance of the Damgaard-Jensen internal sales representatives. As the voice of the company, the internal sales representatives represent an essential part of the sales process. All customer service inquiries and many sales calls originate with this team of people. They listened in on customer interactions with each

sales representative and provided recommendations on how to better handle incoming sales inquiries, make effective cold calls, and improve coordination with the external sales team. According to one internal sales representative, “This new approach makes it very hard for prospects to say ‘no’ when we offer to provide more information or schedule a follow-up meeting.”

Results that Speak for Themselves

As with any organizational change, Damgaard-Jensen faced resistance from a few of its employees. Nevertheless, Nielsen was able to mediate this challenge by carefully explaining the importance of adopting the new sales process. He introduced the goals of the Xerox training engagement to the sales team and encouraged them to give the new procedures a try. After seeing the results, the entire sales team agreed that the training was incredibly beneficial to their organization.

It is important to note that the results speak for themselves. In a period of six months, Damgaard-Jensen increased the number of sales meetings by 150%. The company also improved the rate at which it was able to close deals. “We used to make a sale from approximately five to seven out of every ten meetings,” Nielsen stated. “Because of this training, our sales team now closes eight to nine deals for every ten meetings with prospective customers.” This new sales process ultimately resulted in a significant growth in digital printing volumes. The amount of print produced on the Xerox iGen3 grew by 45% during the same six-month period.

Conclusion

As print service providers transform their businesses in response to the changing environment, they will be seeking best-in-class services. These business development and professional services must include ongoing education and strategy planning to help maximize investments. Investing in such tools and services is essential to growth and success.

With the help of Xerox's Business Development Services, Damgaard-Jensen has enabled its sales team to realize their full potential. Using the new professionally structured sales process, Damgaard-Jensen is now equipped to recognize and meet the needs of new customers while also creating deeper relationships with existing customers. Damgaard-Jensen's sales team is now practicing a value-based sales process with a focus on value creation and profitability. The communications between internal and external staff members has improved, resulting in better customer service. Nielsen emphasized the success of the business development program by noting, "I would recommend the program to any company that is struggling with marketing and sales. Xerox helped us create a more professional sales department and generate new sales activities that will be critical to our future growth. We have already registered for more of these Xerox services in the coming months."

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