

# CASE STORY

## **DMP BUSINESS PROCESS OUTSOURCING (BPO): UNLOCKING THE POWER OF DIGITAL INKJET PRINT**

Leveraging Sales Training to Enable Business Growth

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## Executive Summary

DMP Business Process Outsourcing (DMP-BPO; Carrollton, TX) enables its clients to focus on core business activities by offering printing, mailing, electronic bill presentment, and payment services. Although DMP-BPO also services the healthcare industry, nearly 80% of its work is performed for insurance companies. The company previously used toner devices to produce black & white bills and statements or to imprint on color pre-printed shells, so DMP-BPO ultimately made the decision to invest in inkjet technology.

DMP-BPO worked with Canon Solutions America to replace its aging toner devices with the VarioPrint i300, ushering in all the benefits of high-speed color inkjet. Through this investment DMP-BPO was able to reduce costs while expanding its capabilities. However, with this venture came the opportunity to invest in a new sales process, selling strategies and marketing plans for growth. That's when Canon Solutions America partnered with Keypoint Intelligence – InfoTrends to deliver a two-phased sales training program to bridge the gap between capabilities and sales. Through this program DMP-BPO learned how to identify and develop more opportunities, create profitable growth, and support additional sales reps. Ultimately evolving the company from price-based sales to solution selling, adding value for customers and driving growth to its bottom line.

## Key Highlights

- ♦ When investing in production inkjet, it's important to have a road map for success. Develop an understanding of the benefits that your new production capabilities can bring to clients, then learn how to sell this additional value so you can fully capitalize on the inkjet investment.
- ♦ A business development strategy can help you penetrate new markets and grow your client base. It can also provide the tools you need to demonstrate added value while driving new business and print volume to your company's bottom line.
- ♦ Print service providers that make a strategic investment in sales training can build a foundation for greater success. Implementing and adhering to a repeatable sales process can support revenue growth year after year.



## Helping to Grow Business with Production Inkjet

Enabling companies to increase their focus on core business activities, DMP Business Process Outsourcing (DMP-BPO; Carrollton, TX) provides printing, mailing, electronic bill presentment, and payment services to insurance and healthcare industries. With nearly 80% of its work stemming from insurance customers, DMP-BPO drops almost 1 million pieces of transactional mail per month. Prior to 2018, DMP-BPO relied on toner devices when producing black & white bills and statements or imprinting on color pre-printed shells. In January 2018, however, the company invested in its inkjet future with the purchase of a VarioPrint i300 production press.

### Why Inkjet at DMP-BPO?

The decision to invest in production inkjet capabilities was two-fold at DMP-BPO:

- **Cost of Operations Benefit:** The cost to maintain toner production devices was increasing rapidly as volumes grew. Additionally, downtime was disrupting production schedules and limiting DMP-BPO's ability to grow profitably. With the VarioPrint i300, the company was able to achieve higher volumes, faster speeds, greater reliability at a lower cost.
- **Enhanced Capabilities Benefit:** In addition to lower operations costs, the company saw value in a whitepaper-factory workflow. This eliminated the need for pre-printed shells and enabled DMP-BPO to offer enhanced personalization, dynamic full-color options, and faster turnaround to its customers.

Working with Canon Solutions America, DMP-BPO removed its aging toner devices and replaced them with the VarioPrint i300, ushering in all the benefits of high-speed color inkjet. The firm also installed a new toner-based device to handle special stock requests and smaller runs. According to CIO Mark Depperschmidt, customers were pleased with the quality of the products and also appreciated the improved turnaround times. At the same time, however, transferring the work wasn't enough. Depperschmidt explains, "we were challenged to discover the additional capabilities that this new press would deliver, and we wanted to understand how we could capitalize on all of its capabilities so we could help our customers do even more."

### Adding Value Through Sales Training

That's when Ken Merkle, a Senior Account Executive for Canon Solutions America Production Printing Solutions, recommended that Depperschmidt should consider leveraging training from Keypoint Intelligence – InfoTrends to grow his business. With this training, DMP-BPO could benefit from a two-phased sales training program that included marketing strategy planning and on-site sales training/coaching.

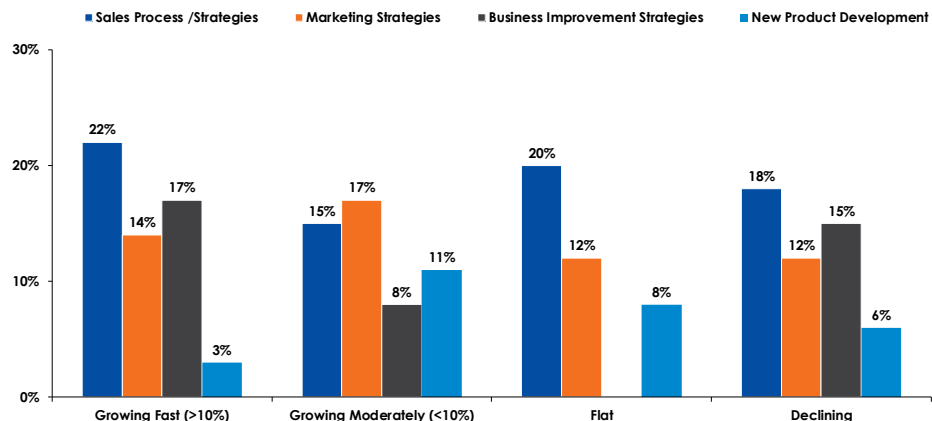
According to InfoTrends' recent research entitled *Winning in an Evolving Print Services Market*, print service providers (PSPs) that are achieving the highest growth are investing in



training services like sales processes, marketing strategies, and business improvement strategies. These companies recognize the benefits of a strategic marketing approach that helps sales teams focus on “best-fit” customers and applications, as well as sales training that improves prospecting skills and builds value to reduce the need for price differentiation. PSPs that make a strategic investment in sales training can build a foundation by using a repeatable sales process that supports revenue growth year after year.

**Figure 1: Growing PSPs Acquire More Sales & Marketing Training Services**

Which of the following training services has your print operation acquired from external resources within the past 24 months?



N = 212 Total Respondents; Multiple Responses Permitted  
Source: Winning in an Evolving Print Services Market, Keypoint Intelligence – InfoTrends 2018

Understanding the value that sales training could bring to its company, DMP-BPO proceeded with the agreement for training support provided by Keypoint Intelligence – InfoTrends, a Canon Solutions America partner.

## Bridging the Gap Between Production Capabilities and Sales

Phase 1 of the Keypoint Intelligence – InfoTrends training included weekly conference calls for the first six weeks of the engagement. During these meetings, Kate Dunn, Director of Business Development Strategies at InfoTrends, and Depperschmidt discussed DMP-BPO’s current value proposition and marketing tactics. After evaluating and comparing these initiatives with capabilities and the competitive landscape on a local and national basis, Dunn assisted the DMP-BPO team with identifying markets and applications based on market sizing information and target account lists. Once these targets were established and refined, Dunn helped establish new marketing initiatives and tactics to generate awareness of new applications and capabilities among existing customers. She also estimated the costs for such initiatives and defined a process for tracking the return from each strategy. Depperschmidt elaborates, “Kate helped take our business to the next level and gave us an entirely new strategic mindset. Her process for updating our marketing materials helped us learn more about our new capabilities, and we quickly recognized the opportunity for new



business." Dunn and Depperschmidt also defined goals for lead generation and documented the plan.

**Table 1: InfoTrends' Two-Phase Consulting Engagement Process**

<b>Phase 1</b>	<ul style="list-style-type: none"> <li>6 one-hour conference calls to discuss target markets, applications, value proposition, marketing tactics, and strategy</li> </ul>
<b>Phase 2</b>	<ul style="list-style-type: none"> <li>Two days of customized on-site sales training based on interviews with sales reps</li> <li>8 weekly one-hour telephone-based coaching sessions</li> <li>Documented final recommendations for continuous improvement</li> </ul>

According to Depperschmidt, an immediate and direct result from phase 1 of this consulting engagement was new business from a current customer. He states, "After some initial meetings with Kate, we were able to build new business through one of our current customers. Rather than outsourcing their direct mail needs to another printer for static postcards, we presented them with a personalized option that included more targeted approach for their marketing efforts." Understanding and leveraging the white-paper-in, full-color-out workflow of the VarioPrint i300, DMP-BPO was able to produce fully customized direct mail for its current customer, providing added value and cost savings while also driving new business and print volume to the company's bottom line.

**Figure 2: New Marketing Collateral Promoting Color Inkjet at DMP-BPO**



Following the capabilities assessment and new marketing strategy plans, Dunn conducted one-hour interviews with sales reps to determine:

- Existing sales processes
- Current use of time (breakdown by function)
- Sales skill strengths



- ♦ Skill gaps and training needs
- ♦ Motivation

Using this information, Dunn customized her on-site sales training to match sales personalities and experiences with target markets and applications selected during phase 1 of the engagement. On-site training was facilitated in two six-hour sessions to help create a repeatable sales process that would help DMP-BPO find and develop more opportunities, create profitable growth, and support additional sales reps.

## Filling the Pipeline

Prior to Dunn's sales training, DMP-BPO Sales Representative Eric Douglas had limited knowledge of color inkjet applications and how to sell the new capabilities to current and prospective clients. He notes, "I was an order-taker before receiving InfoTrends' sales training, but things have changed since then. Now that I've learned how to better approach clients about the services we can offer them, I have an increased confidence in my selling capabilities. In addition to showing me how to sell color, the training taught me how to be a better sales rep. Kate's training techniques and her approach to selling have really improved my selling practices and opened up a new world of opportunities."

Dunn's sales training for DMP-BPO included a variety of modules, such as:

- ♦ Changing Buyer Behaviors
- ♦ New Selling Dynamics/The Insight Selling Process
- ♦ Target Market Overviews
- ♦ Analyzing Prospects in the Digital Age
- ♦ Calculating Value
- ♦ Engaging Your Prospects
- ♦ Advancing the Sale
- ♦ Sales Process Power Modifications that Beat the Competition
- ♦ Planning for Success

Homework and training exercises covered where to find prospects and mapping out a plan for reaching those prospects, and this helped further propel the DMP-BPO sales pipeline. According to Depperschmidt, "The VarioPrint i300 coupled with this marketing strategy and sales training engagement has enabled us to create new applications and new business opportunities with customers that we just didn't have before."



## A Growth Outlook for Success

Depperschmidt believes that the engagement with InfoTrends has evolved his company from price-based sales to solution selling. He explains, "The clients we have worked with since InfoTrends began this engagement have responded wonderfully. This reinforces the value versus price methodology we have been taught and has also increased our margins."

A short time after the training began, Douglas and Depperschmidt were able to develop opportunities and insights from the training to gain new business. The renewed marketing materials and presentations that Dunn helped create have set the company up to sell more and further educate clients about its offerings.

## Canon Solutions America: A Trusted Partner

By promoting InfoTrends' sales training to clients like DMP-BPO, Ken Merkle has been able to position himself as a trusted advisor that truly cares about his customers' businesses. He elaborates, "As a result of this training, my client has been able to capitalize on the inkjet investment and accelerate business growth. The training also provided a road map for actions to take down the road to keep the momentum going. InfoTrends' training offers an entirely new perspective on how clients can position inkjet technology so their own customers can clearly see the benefits."





## Featured Keypoint Intelligence – InfoTrends Consultants



**Kate Dunn**

Director

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Kate Dunn is an award-winning leader in relevant, cross-channel marketing who regularly shares her expertise at industry events across the United States and abroad. She works at the executive level with print service providers, marketing service providers, and equipment and technology vendors. She also offers expertise on strategy, marketing, lead generation activities, and sales training programs.



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Nichole Jones is Senior Product Manager for InfoTrends' Business Development Strategies Production Printing and Packaging Consulting Services. Her responsibilities include managing the promotion and distribution of InfoTrends' content and assisting clients and channels in building business development programs. She also develops content for InfoTrends' online sales training.

[Comments or Questions?](#)

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