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Transactional Printing

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May 2011

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Successful Selling Strategies



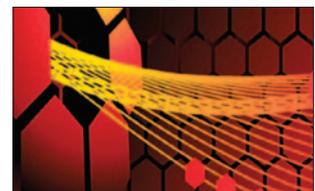
Everyone has heard that old adage, "Nothing happens until someone sells something." All companies, large or small, depend upon the abilities of those who are hired to sell their products and services. No one knows this better than Mike Roberts, Vice President of Sales at Océ. Roberts stated, "Regardless of the business you are in, you must ensure that you have discovered what your customers need... and then you need to start selling them the solutions that solve their particular business problem."

Clearly, success is linked to having good products and services. "Océ has been around for a long time," Roberts elaborated. "The basis of our business is the delivery of proven solutions, the ability to customize, our unparalleled services and support, and offering the best value in the industry."

Components of the Sales Process

With those basic business tenants in place, Roberts feels that all organizations need to have a good sales process. Every business must outline its strategies and then follow through on them. While companies all have different processes, Roberts highlighted some of the basic components:

Build a rapport: Get to know your customers and prospects as people. The best salespeople have taken the time to understand their customer and their customer's business.



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- Web-to-Print and Print-to-Web (Live! 7/5)

Establish interest: It's about them, not you! Rather than telling the customer what a product can do, ask intelligent questions that the prospect is capable of answering so you can discover whether that customer truly needs help. Then ask further questions to help the customer visualize how things could be made better if your solution were up and running.

Identify needs and problems: What are the prospect's key business issues? Which pain points do they deal with on a daily basis? Day-in and day-out, Océ customers are dealing with mission-critical applications. It is important to holistically look at the customer's business and discuss innovative ways to enhance an overall business process.

Offer solutions: How can you translate business issues into products or services that more cost-effectively address the customer's needs? How do you transform what you are delivering into something that can bring the customer peace of mind?

Motivate the customer: Provide business justification for a reaction moving forward.

Handle objections: Identify the questions that you didn't answer.

Gain a commitment: Implement the solution.

The Bottom Line

Roberts concluded, "Salespeople sometimes think of selling as something that you do *to* a customer. You *overcome* objections, *win* the business, and *conquer* the territory. While this may be motivating terminology at a sales meeting, the best salesperson is a true ally to his/her customers. An effective salesperson is committed to helping customers achieve their specific business objectives. These individuals are not viewed as salespeople; instead, they are embedded into the customer's team."



Visit www.OceWowFactor.com to view the archived webinar, "*The Price is Right. Ideas for estimating and pricing your services for customers in a way that's fair to everyone.*"

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Customer Highlight: Data-Mail, Inc.

Background

Data-Mail, Inc. is one of the nation's largest volume direct mail processing and computer services companies. Founded in 1971 by Andy and Joyce Mandell, this firm has grown from modest beginnings to a full service, print and mail processing company.



Today, its facilities encompass more than 450,000 square feet located in the towns of Newington and Windsor in Connecticut. Every project is completely processed without ever leaving the Data-Mail premises.

Data-Mail has a client base of Fortune 500 companies and major ad agencies based in New York and Boston. With the ability to produce over 5 million mail pieces per day, Data-Mail has consolidated high-quality offset printing, advanced computer personalization technology, and traditional letter shop capabilities to create a full service, state-of-the-art print and mail processing facility. Data-Mail employs over 850 people in a three-shift production environment.

Owner Andy Mandell began his career selling Addressograph-Multigraph equipment. When asked how the company was formed, Mandell said, "I saw a need to transform what I was selling into a service to help companies get direct mail out more efficiently and effectively. There was a customer need and I liked the concept of selling a service versus equipment."

Full Service: A Fundamental Principle

One of the key principles in the establishment of Data-Mail was full service from a single source. According to Mandell, "This has substantial benefits to our client base. We provide complete coordination of complex projects. There is no trucking between vendors. We remove the risk of any material shortages and print issues that could impact the timeline. Basically, clients get support from one vendor that understands the complete scope and strategy for their programs."

The desire to be a full-service provider has resulted in transforming to meet the rapidly-changing dynamics in the direct marketing business. Mandell explained,

Data-Mail offers a robust range of capabilities designed to meet the needs of direct marketers in a challenging economy. These include:

- 1. Best-in-class secure production facilities:**
Technologies include offset and digital print capability for direct mail. In addition, the firm recently added envelope printing and converting in-house. Recent industry mergers and consolidation prompted Data-Mail to invest in envelope production, keeping with its mission of being a single source provider. Facilities were constructed with internal data security controls to satisfy the standards of even the most stringent clients.
- 2. The ability to optimize postal savings:**
Data-Mail has advanced data analysis to achieve the best possible presort, then compare against projective commingle savings to find the lowest possible postage.
- 3. Online tools for mail tracking and management:**
Intelisent is an online tool to give marketers complete visibility and control of mailstreams from start to finish. Using Intelligent Mail Barcoding (IMB), it enables the marketer to know where mail is, when it got there, and which pieces couldn't be delivered. It allows them to purge and update their mailing lists immediately, eliminate future UAA mail, and synchronize in-home dates with multi-channel campaigns.
- 4. Multi-channel campaign management:**
Data-Mail works with its clients to leverage creative assets and rules based logic across all media channels. The company synchronizes direct mail, e-mail, and text campaigns. E-mail and text delivery can be triggered by USPS IMB scans. Data-Mail also works with clients to integrate personalized URLs (pURLs) and Quick Response (QR) codes to connect direct mail with the Web. The company captures response information online and provides real-time campaign tracking.

"Our customers have become more sophisticated. They are data-savvy and want to send the right message to the right person at the right time in both B2B and B2C market segments. This has helped our business because we have adjusted our offerings to cost-effectively meet the needs of marketers and deliver ROI."

Innovation is Essential

Mandell feels that it is essential to stay in front of the technology curve. He elaborated, "We're committed to providing our clients a competitive edge with innovative solutions today, and in the future. We're continually looking ahead, researching, and investing in new technologies to ensure faster, more cost-effective methods to do our job and deliver for our clients."

One of Data-Mail's most recent investments was an Océ JetStream 2200. The Océ JetStream 2200 is a digital, full-color printing system capable of producing quality full-color data at high speed. Océ JetStream technology uses a high-speed paper path to produce CMYK full-process color output at a speed of 500 feet (150 meters) per minute. When asked why he invested in Océ JetStream, Mandell said, "Print will continue to be a critical part of any marketing campaign. Our customers understand that, but they want to do more and more targeting. The Océ JetStream 2200 will enable our clients to create targeted campaigns that yield improved response rates while significantly lowering total campaign costs for customer acquisition programs, including postal and logistics expenses."

Mandell was also asked why his company chose the Océ JetStream 2200 versus competing technologies. He explained, "Because we've been an Océ customer for such a long time, we had confidence in the company's hardware and software products. The Océ JetStream 2200 enables us to achieve variable messaging, quality color, mixed forms, commingled data streams, and affordable short runs without changing our workflow. It also had a smaller footprint, which we liked."

The Bottom Line

Mandell sees a bright future for Data-Mail. He concludes, "I see tremendous opportunity for Data-Mail as well as our customers driven by advances in technology. I feel that the sophisticated clients are going to continue to use print and have it grow, but they will be selective. They will tie it into other media. Our ability to combine full service with innovation will deliver results for Data-Mail as well as its customers."



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Selling TransPromo

The best way to begin the TransPromo conversation is to get the right people involved. While the discussion may start with a marketer in the organization, the final decision to adopt a TransPromo strategy requires the buy-in of multiple departments or groups. People that should be engaged in the discussion include line-of-business managers, finance executives, IT personnel, and print operations employees who can help provide input on the capabilities of their existing printing technologies.

From a sales perspective, there are two key actions to consider relative to getting the right team to the table. The appropriate action will depend on your customer and your current relationship with them.

1. Identify the key people who have these roles, take the time to meet with them, and start building a relationship.
2. Work alongside your key customer contact to engage these resources.

The Marketing Executive

As the economic power continues to shift from producers to consumers, executives that are the most responsible for leading their organizations to higher degrees of market orientation and customer intimacy face unique challenges. Whether recognized by title or not, today's Chief

Marketing Officers (CMOs) face leadership challenges greater than those of their peer executives. In most cases, the challenges of CMOs rival those of chief executives.

In addition to being highly skilled in analytics, successful CMOs must be able to use new technologies and metrics to demonstrate the full value that marketing represents to the company. In addition, they must be capable of fully integrating with sales and other functions of the organization. They need to be closely attuned to the changing standards and the return on investment (ROI) that drives the marketing agenda without losing the ability to produce strategic and creative marketing to capture attention and drive the intention to buy.

TransPromo and its associated value should resonate strongly with the marketing executive. Often, these executives are under great pressure to demonstrate value for every dollar spent. Marketing should be the primary initiator in the TransPromo engagement. Marketers are seeking a simpler, more cost-effective way to increase revenue and retain customers, especially in view of recent postal increases. Transaction documents are already going in the mailstream. There is an opportunity to send a marketing message with a "must open" transaction document to get incremental attention with no additional cost.

Buy-in and general support for the concept should start with the CMO. Marketing personnel should quickly grasp the channel, frequency, and cost-saving benefits of TransPromo and support getting it on the corporate strategic agenda.

The Line-of-Business Manager

In today's market, most companies have a product management department. In addition to providing financial forecasts and risk assessment, the product

manager defines the market opportunity and business rationale for pursuing the opportunity. Product managers work with the development and organization of product requirements, and also market their products so they are attractive for various types of buyers. They are actively engaged in sales efforts, defining the process, and providing the requisite sales tools.

In many companies, these managers have overall profit and loss responsibility for the product or service offering.

In the TransPromo sale, the product manager needs to be introduced to the opportunity by illustrating (at an individual product level) the benefits of customer retention for existing products, or cross-selling and up-selling new offers. In several companies, the product management functions are run as organizational silos. TransPromo opens the opportunity to work across the business as a means to enhance the overall revenue streams by working together. For example, the mortgage department in a bank may not work with auto loans. By collaborating effectively and sharing data, the departments could sell an auto loan to a client with a home loan and vice versa. Some product



mangers might be too busy or simply not interested in the opportunity, but people are willing to consider a scenario that opens new business alternatives in a tough economy.

The Finance Executive

One of the biggest areas where TransPromo can help is in long-term cost savings. It provides the opportunity to add regular customer correspondence, marketing information, and notifications in something that is already going into the mailstream.

In addition to actually reducing the number of mailings, billers can take advantage of the lower cost for each additional ounce of mail—the costs are almost half of what it would be to mail transactional and promotional items separately. Shape-based pricing (i.e., charging more for large letters versus letter-sized envelopes that fly through the sorting and postage machines) has also widened the price gap. It has been a long time since we could mail anything for 12.5 cents, but the second ounce of any mailing piece costs just that (as will any additional ounces).

The benefits extend beyond postage. If the amount due is properly highlighted and easy to read, payments are made more quickly. Accounts receivable cycles can actually be reduced. In addition, information that is pertinent to the customer (e.g., changes in insurance coverage or planned utility outages) can reduce call center volumes when effectively combined with statements.

Savvy executives are also directing customers to the Internet to reduce costs and mitigate the environmental impact. By using TransPromo techniques, incentives driving Internet use can be placed on printed statements.

The IT Department

Data is the lifeblood of any TransPromo campaign. The quality of data available dictates how much customization is available to reach the target audience. Therefore, IT is integral to any TransPromo initiative.

Depending on the application, there are different data requirements for different types of TransPromo campaigns. There are also different approaches to accessing and leveraging this data internally and externally. From an internal perspective, standalone files can be extracted from the database and then cleansed to reduce waste and costs. A simple example might include a list of customers who have recently been targeted with a direct mail campaign. This same group of customers would then receive a supporting message on their bill.

Data variables may also be added to existing data streams for specific bills and statements. These may include segment codes that change the look and feel of messages or offers. Transactional data within the statement can also be mined to target specific offers to customers based on

their past purchasing behaviors. This allows data that is already being generated to be leveraged. An example of this may be identifying specific triggers (e.g., a spike in spending) and following this up with relevant offers.

Transpromotional mail requires a comprehensive database with offers and creative treatment that can be selected

(or triggered by the customer) on demand. IT also needs to ensure that the data content associated with regulatory messaging is effectively managed.

Decisions about workflow, data, and the creative treatment play a significant role in how customized the offer becomes. The regularity of the transactional mail channel also allows for longer term planning of a series of messages that can reinforce business objectives over a period of time, allowing flexibility in messaging based on changing business requirements or customer needs.

Utilizing transaction documents to promote another product or service can help achieve a greater ROI and add another dimension to items already being produced.

TransPromo

Retail Banking

Before

After

Credit Cards

Before

After

Health Insurance

Before

After

Telecommunication/Internet/Cable Satellite TV

Before

After

Printing Operations

In most cases, a TransPromo effort will involve printed output. Because of this, it is important to have someone familiar with the company's print operations to be involved in the TransPromo discussion. Print operations can provide a current state view of output limitations, which will help lead the discussion of what it would take to fully implement a TransPromo solution.

What hardware technologies are customers using today? How about software? Salespeople can easily determine how easy it will be for the company to adapt its output accordingly. Meanwhile, the rest of the organization will be on hand to help with the discussion. Regardless of whether the salesperson encounters resistance or acceptance from print operations, other organizational champions in the room may be able to help guide the discussion.

Knowing the company's output limitations will be a crucial part of any TransPromo discussion. If it proves impossible to get someone from print operations to the table, be sure to at least find out what technology (i.e., hardware and software) the company is currently using or looking to purchase.

Achieving Organizational Alignment

In large enterprises, the biggest implementation obstacles are people and building a consensus. Nevertheless, the benefits to the company are substantial. They include:

- Strengthening brand image and creating competitive distinctions
- Improving bill clarity and reducing call center traffic
- Using special offers to up-sell, cross-sell, and drive business results
- Generating revenue by selling advertising space
- Utilizing personal messaging to build brand loyalty
- Expanding multi-channel marketing

TransPromo needs to be a cross-functional, collaborative effort because it involves so many different groups in its implementation. It is important to discuss the concept first and gain buy-in. It would be wise to prepare before-and-after samples so people can see the difference. Providers will also need to have extensive discussions about technology and infrastructure, vendors, budget, data mining and analysis capabilities, compliance issues, training (if there is a call center), as well as campaign management. For example, the decision to use color affects not only budget but also decisions related to staffing, testing, network storage, bandwidth, and disaster recovery.

By understanding the benefits and getting the important parties together, the discussion for TransPromo implementation can move forward. Only when the right people are successfully engaged can we proceed onto the next step — creating a value proposition.



Visit www.OceWowFactor.com to download the InfoTrends white paper, "*Selling TransPromo: Considerations for Entering the Sales Discussion.*"

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