



# Are We Delusional?

Why New Business Development is More Important Than Ever!

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## Today's Business Challenges

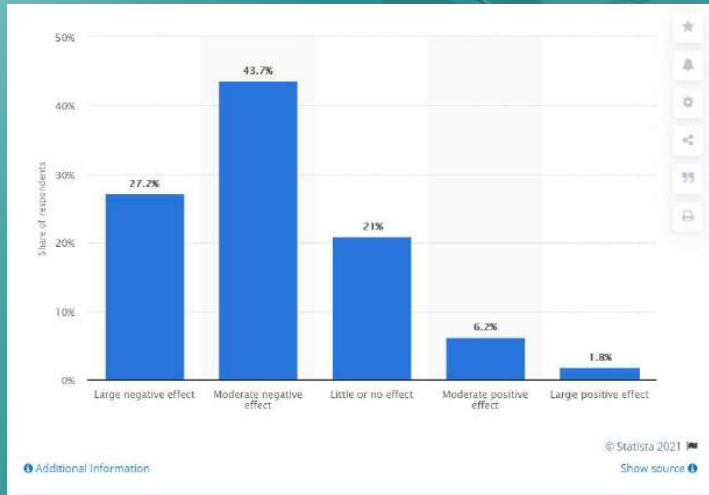


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## Small Business Challenges

💡 COVID-19 Impact on SMBs as of April 2021 is Devastating

💡 70% indicate a moderate or large negative effect



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## Impact on Office Technology Industry

Will page volume return to pre-COVID levels?

### Page Volume is Cratering

- IDC tracking data shows a 25-30% decline in March, approaching 50% in April of 2020
- IDC data shows declines as high as 70% amongst select OEMs and Dealers
- ECi Page Volume analytics show a full year decline of 65+% in 2020
- ECi Page Volume analytics show page volume off by 33% at the end of April 2021

2019-2024 Forecast

Device	CAGR %
IJM	-3.9%
MLM*	-9.6%
CLM*	-2.4%
IJP	-11.4%
MLP*	-10.0%
CLP*	-8.8%
Total	-6.9%

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# Poll Question

For the full year 2020 what were your results with respect to page volume?

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## Impact on Office Technology Industry

What does the future look like for unit sales?

### Unit Sales are Down and Transitioning

- IDC tracking data shows a nearly 30% decline in Laser A3/A4 sell in to Dealers for 2020
- GAP Intelligence data shows a slight uptick in A4 models when compared to Q1 2020 – This trend is expected to continue

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# Poll Question

What was the impact on unit sales for your Dealership in 2020?

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## Industry Outlook

### OEMs

- 💡 Fewer office employees = lower page volume
- 💡 Shift to A4 technology = lower ASP
- 💡 Hyper competitive environment
- 💡 Limited geographic expansion oppty.
- 💡 Office Inkjet is a double edged sword

### Dealers

- 💡 Fewer office employees = lower page volume
- 💡 Shift to A4 technology = lower ASP
- 💡 Hyper competitive environment
- 💡 Geographic expansion opportunities
- 💡 Office Inkjet is a double edged sword

\*The industry presents major forward looking challenges for OEMs – less so for Dealers

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# New Business Development Focus

Where to Cast our Net?



Expanded Print



Cloud Content Management



IT Managed Services



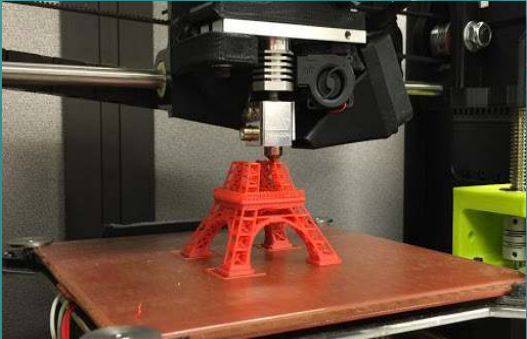
Workflow Services

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# New Business Development

- Extend Existing Print Offerings
  - ⚙️ Label Printing
  - ⚙️ Production Inkjet/Packaging
  - ⚙️ 3D Printing
- ⚙️ Markets are emerging but competitive
- ⚙️ Skillset requirements are high
- ⚙️ Similar trajectory today's business



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# New Business Development

## IT Managed Services

- 💡 A 'table stakes' offering
- 💡 Highly fragmented market – many players
- 💡 Racing to commoditization
  
- 💡 Long-term value to the business is questionable??



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# New Business Development

## Cloud Content Management

- 💡 Large growing market (7+% annually)
- 💡 CM a need for businesses of all sizes
- 💡 MFPs already an on/off ramp for content
- 💡 Dealers already have active engagements
  
- 💡 CMS offers long-term business value
- 💡 CMS services will include workflow



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## New Business Development

### Workflow Services

- 💡 Large growing market (double-digit growth)
  - 💡 Mainly large players – moving down market
  - 💡 SMBs are 'ripe' for these offerings
  - 💡 Challenging to commoditize these services
- 
- 💡 Focus is important (business function, process, industry)
  - 💡 Barrier to entry is high given skills needed



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## Creating a Culture of Innovation



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## Do You Have a Culture of Innovation?

Who Owns Innovation in your organization?

Is there a formal innovation process in your organization?

Is there a dedicated group that meets to discuss new business ideas/models?

Do you have a method for incubating new ideas to determine their viability?

How do you determine new business areas to pursue?

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## Poll Question

How does innovation happen in your organization?

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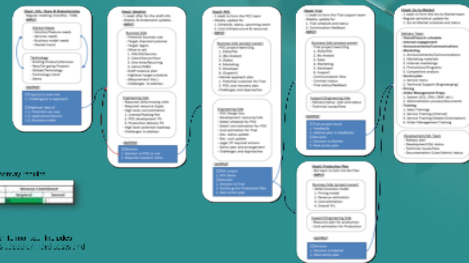
# Creating a Culture of Innovation

## A Culture of Innovation Begins with a Plan and Process

Dendog Strategy Insights 2019 Business Plan

Strategic Area	Key Objectives	Key Initiatives	Key Metrics	Key Risks
Revenue Growth	Increase revenue by 10%	Launch new products, expand into new markets	Revenue, Profit	Market saturation, competition
Operational Efficiency	Reduce costs by 5%	Optimize processes, improve supply chain	Costs, Efficiency	Supply chain volatility, labor shortages
Customer Satisfaction	Improve NPS score by 5 points	Enhance customer service, improve product quality	NPS, Customer Retention	Product defects, poor customer service
Talent Development	Attract and retain top talent	Invest in training, offer competitive compensation	Talent Retention, Employee Engagement	High turnover, skill gaps

### Innovation Process Flow



### Solution Evaluation Toolkit

**Summary Score**  
A composite score calculated based on various metrics, providing a quick overview of the solution's potential.

**Commitment Types**  
A matrix used to evaluate the level of commitment required for different types of solutions.

**Business Goals**  
A tool for aligning the solution with the organization's strategic objectives and key performance indicators.

**Risk Factors**  
A list of potential risks associated with the solution, such as market volatility or technological changes.

**Next Steps**  
A checklist of actions to be taken to move the solution forward, including further analysis and decision-making.

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# How will you overcome today's industry challenges and create sustainable success?

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## Next Steps

### For Participating Today:

- 💡 Receive a FREE 45-minute consultation call to discuss your business, its challenges and more details about our services
- 💡 Schedule your call at the Dendog Strategy Insights website at <https://www.dendogstrategy.com/schedule-a-consultation>

### Questions?:

- 💡 Please e-mail any questions to Dennis at:
  - 💡 [damorosano@dendogstrategy.com](mailto:damorosano@dendogstrategy.com)

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# Thank You

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