Sales Departments

in the graphic communication industry

Written By: Kendra Searle

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By: Kendra Searle

Graphic Communication Department
College of Liberal Arts
California Polytechnic State University
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Author: Kendra Searle

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Harvey Robert Levenson, Ph.D._____ _____

Senior Project Advisor & Department Head Signature

Sales Departments in the Graphic Communication Industry

Kendra Searle
Graphic Communication Department, December 2009
Advisor: Dr. Harvey Levenson

The purpose of this study is to show how many different variables go into building a strong sales department and the effect it has on the overall success of a company and the graphic communication industry as a whole. This study will show what sales departments are doing to maintain their client base and reach their sales goals even in the midst of changes within the industry. It will also show the impact of the sustainability movement on sales and marketing efforts.

The study showed the most recent sales figures for two of the top companies in the print industry. All of the companies that were included in this study suffered from severe setbacks over the course of the five fiscal quarters observed, due to the economic recession. This study also investigated what professionals in the printing industry see as the main quality of a salesperson. All three of the interviewees reported that relationships are the ultimate key to obtaining substantial and sustained sales.

Results showed that sustainability is without a doubt an important factor in the marketing and sales efforts of all the companies studied. However, it is becoming increasingly important to continuously adapt their sales departments in this ever-changing industry.

Table of Contents

Chapter		Page
I.	Introduction……	1
II.	Literature Review……...	4
III.	Research Methods and Procedures……..	9
IV.	Results……..	14
V.	Conclusions…….	25
	a. References……..	29

List of Tables

Table Page

1. R.R. Donnelley net sales..... 17
2. World Color Press, Inc. net sales..... 17
3. Presence of Sustainability..... 20
4. Qualitative Interview Results..... 24

List of Figures

Figure Page

1. R.R. Donnelley Net Sales..... 15
2. World Color Press, Inc. Net Sales..... 16
3. R.R. Donnelley Net Earnings..... 19

Chapter I: Purpose of Study

The term "sales" is complex and can be defined in various ways. Sales can be defined on an industry level, a company-wide level, a department level, or an individual level. Regardless of the size of the company, there will always be a sector devoted to selling the product – more commonly referred to as the sales department. Keeping up-to-date and accurate records of all levels of sales allows proper tracking of the success of companies. Sales is what ultimately drives a company. The question arises as to how much impact the sales department of a company has, and what role it plays in the overall success of a company?

Due to the "green" movement and the press towards sustainability, the future of the graphic communication industry has been in jeopardy. Sustainability, with respect to this industry in particular, means the ability of the industry to continue with as little detriment to the environment as possible. A lot of people immediately think that in order to be sustainable they must eliminate paper, but that is not necessarily the case. Many do not realize all of the steps that this industry has been taking to make facets of graphic communication more sustainable. Many companies have implemented the use of soy inks, recyclable paper, or technology that emit less energy that shows that the industry is making great effort to be more appealing to those who support sustainability. People are much more conscious of waste and try to consume less paper products. This directly affects the graphic communication industry. But does this movement really have to

negatively impact the industry? It does not. This study asks the question, How can a highly developed sales department help the growth of the graphic communication industry in a world that is striving to become more sustainable?

There is a direct correlation between the success of the graphic communication industry and the level of development of sales departments. It is plausible that a highly developed sales department can have a tremendously positive effect on the overall success of a company. Industry sales have declined in recent years, but sales have been picking up pace once again. The main reason for the decline was due to the fact that certain sectors of the Graphic Communication industry are dying. Most companies are currently focusing on how to differentiate themselves and incorporate sustainable printing practices into their business in order to see a rise in sales once again. Sales departments have become aware of the importance of sustainability and have included sustainability practices in how they sell their products. Companies have also taken into account that sustainability is an important component in peoples' purchasing habits and have adjusted their products and selling strategies accordingly. By making the salespeople more educated and aware of the consumers' wants and needs regarding sustainability, sales will grow.

The purpose of this study is to provide evidence as to how important sales departments are to the overall success of a company and the graphic communication industry as a whole. This study will also show ways that sales departments can maintain and increase their client base even in the midst of changes within the industry. It will show the impact of the

sustainability movement on sales, and what steps should be taken in order to better educate salespeople to help the industry to continue to grow.

Chapter II: Literature Review

Having a successful sales strategy is the key to success for many companies. Sales strategies drive a company forward and ultimately determine the success or failure of a company or organization. According to Miles Mahoney who wrote "The Right Sales Strategy is Critical to Success" an article in the Venture Capital Journal, there needs to be an effective use of both indirect and direct sales strategies in place. He states, "By using the right blend of direct and indirect sales strategies, a company can expand its market share, maximize revenue per head, decrease its cost of sales, and increase its sales productivity. Indirect sales strategies are all about creating the greatest amount of sales and revenue leverage in the shortest amount of time and at the most reasonable cost." It is important to note some of the key differences between a direct and indirect sales strategy in order to better understand how each is a crucial player in the overall success of a sales plan. A direct sales strategy is the strategy that is used most of the time, and it means going directly up against competitors. This is a difficult way to sell unless there is a precise advantage over direct competition. On the other hand, the indirect sales strategy is used less often, but it involves introducing new features and ideas that the competition may not have. This essentially provides the company with the upper hand and caters to the buyers' wants and needs. Mahoney notes that by having the proper blend of both of these strategies you maximize selling capability and the overall effectiveness of the companies strategic plan. It is also important to note that by blending these two strategies together

you will maximize profits while cutting overhead costs, which is the ultimate goal of an organization or company (Mahoney 39).

Another key to success for sales in the graphic communication industry is prospecting. Prospecting is having a system in place to collect names of potential prospects, also called leads. “The key to winning sales numbers is, in a word, prospecting,” advises Peter Ebner, principal of Peter Ebner Seminars, a graphic arts sales training firm based in Ontario, Canada. Ebner states that, “most printing managers base their company's sales success on existing customers, when they should focus on expanding their client base”(Cross, pg 46). Ebner continues to note that printing companies have up to three contracts that bring in most of their revenue and this is their main downfall. If companies were continuously prospecting and continuously expanding their client base they would not suffer so severely when the economy has a downfall. Referring to the last economic impact that this industry faced he states, “We had many shops closing down, more equipment for sale than could be used, and severe price erosion. Still, there were printers experiencing a booming business because they were expanding their client base. Companies that rest on their existing accounts suffer hard and instantly when business conditions deteriorate” (Cross 46). It is important to obtain new print jobs and contracts, and to not become satisfied with the current client base. It takes experienced salespeople who are persistent and dedicated in order to continue to succeed even when the economy is in a downturn. Companies need to continuously look for improvements and ways to increase their client

base, which in turn will ultimately increase sales and better prepare them for an economic crisis.

The graphic communication industry is on a path to become more sustainable, and this calls for training salespeople in a new manner. To become more sustainable salespeople will need to continue current processes with as little detriment to the environment as possible. Sustainability has also stirred up complaining within the community of salespeople in the graphic communication market. Salespeople are coming up with any and every excuse in order to make up for their lack of individual success. Farquharson states in his article "Sales Whining Now an Epidemic":

> "Through awareness, education, training and the obligatory golf tournament, people can stamp out sales whining in their lifetime. Make sure you are giving the client a reason to place the reorder with your company. If you are not continually working for the client, you deserve to lose the work. The job does not end when the delivery is made. It is simply another stage in the process." (33)

He delves deeper in his article touching on sensitive subjects that inevitably most salespeople will encounter at one time or another. Farquharson also notes that all of the cures and solutions to this whining epidemic are in the hands of the salesperson. A successful salesperson will be able to take the negative and turn it around into a positive. It takes creativity and persistence in order to survive in an economic downturn. Farquharson admonishes:

> "This is a tough industry facing some tough times. You certainly can whine the day away and be perfectly self-justified in your own mind. Prices are indeed brutal out there and the definition of the loyal customer has absolutely changed. Change with it or perish. Adapt or disappear. You certainly will not be missed." (33)

It takes a strong personality and a strong individual to succeed as a salesperson during a challenging economic time. Farquharson makes a bold statement in saying that unless one can change and adapt they will not succeed. Sales training is taking on a new meaning. Salespeople are learning creativity and trained to stand out and continuously come up with new angles and new ways of selling their service or product.

Training salespeople has never been as unique as it is currently. An effective sales department has the potential to carry the graphic communication industry, or companies within it. According to Rick Lawson the five steps that lead to success in these economic times are: to do your homework, to meet face-to-face, to craft a proposal, to overcome objections, and to follow up. In his article, "How to Close the Deal in Tough Economic Times," he focuses on effectiveness and quality over quantity. He also notes the importance of putting pressure on promising clients rather than hesitant clients. By putting the emphasis on promising leads you increase the likelihood of eventually obtaining a close. He presses the importance of quality rather than quantity over and over again because especially during hard economic times that is what will drive sales departments forward. Focusing on quality also ensures the satisfaction of the customer which will in turn allow for a recurring client base. Another step that companies can take in order to aid in increased sales is to expand on the services offered so that each client can have more sales volume per head (Cross pg 46).

In review, in order to have success within a company a successful sales strategy should be put into place. There are various strategies that can be used and as long as one is put into effect, the company can move forward and create new clients as a result.

Chapter III: Research Methods

In order to have more inclusive research, several different research methods will be used to better evaluate the sales portion of the graphic communication industry. Sales is very complex and there are various aspects that must be looked into in order to have a proper analysis. The primary methods of research that will be used are historical and descriptive research. This method will also be combined with elite and specialized interviewing, and then content analysis in order to come up with proper conclusions and results.

To start the research historical and descriptive research will be done. As described by Dr. Harvey Levenson, historical research is done in order to predict the future by looking into past events and patterns. It allows people to form conclusions based on these past events and better predict what is to come. Descriptive research is done in order to better determine the specific nature of a situation during the time of the particular study. Although there are seven types of studies that fall under descriptive research, I will be using two types of descriptive research to allow for better background information and basis for content analysis at the end of a study. For the purposes of this study I will primarily be using documentary analysis and trend analysis as my descriptive research (Levenson). For the historical research I will be looking at past documentation of sales trends in the graphic communication industry as well as comparing different companies with each other. After comparing different companies sales departments with each other it will be easier to form conclusions about what works and what does not within each sales

department. I will compare large companies including Quad Graphics, R.R. Donnelley, and Quebecor World, as well as a smaller scale comparison of Allan Hancock College – Campus Graphics and University Graphic Systems. Since these companies vary so much in size, the results will show sales strategies according to company size much clearer. I will also be comparing sales figures based on compatible fiscal quarters. R.R. Donnelley and Quebecor World make this information available through links on their websites. Quad Graphics is a private company so their financial data is unavailable to the public, but there is some information given on their website as far as annual sales and sustainable initiatives are concerned. It will also be important to take special note of the changes that these companies have made since the economic recession has hit the economy with severe impact. Successful sales strategies and methods will be able to be found and analyzed. In order to have successful content analysis of these sales figures I will be creating a graph comparing the fiscal quarters of the two large companies for the past three to five quarters. It will be visibly evident which companies have obtained more success and then the relationship to sales can be derived.

In addition, descriptive research will be done in order to answer the question, "What initiatives, if any, have been implemented at these various companies in order to become more sustainable?" With the increasing emphasis on sustainability this will directly affect sales numbers and in order to draw proper conclusions the sustainability initiatives must be included in the research. I will research the current positions of each company in regards to sustainable printing and include this in the final content analysis.

When researching these various companies I will also be documenting the impact of sustainability and how it has impacted their sales respectively. Researching company marketing plans will also allow us to see if they take different avenues as far as marketing, whether or not they are more or less successful, and if their sales numbers increase. The historical and descriptive research will most likely be the basis of most of the research because of the fact that it is crucial to track sales trends in order to better predict future outcomes.

The next method of research that I will be doing is elite and specialized interviewing. Elite and specialized interviewing is different than regular interviewing because it generally takes the form of a conversation. The interviewee becomes part of the research team and it is an opportunity to have a first hand look into their company (Levenson 22). I will interview past and present members of the sales teams within various companies in the industry in order to find out more about their sales strategies and their sales departments. I will interview Gordon Rivera, the coordinator of Campus Graphics of Allan Hancock College as well as Evan Ruhwedel, the sales manager of University Graphic Systems. I also plan to interview Professor Cooper in regards to when he was a General Manager at R.R. Donnelley. I will ask them questions regarding their sales strategies and allow them to elaborate. I will also ask about their past successes and failures, and if they ever had a downward slump, what corrective actions they took in order to get back on the right track if they ever had a downward slump. It is better to go into this type of interview without a strict list of questions so I will base my interviews off of the questions listed below. In

order to make the survey results into quantifiable data the results from the interviews will be recorded and valuable information will result. Then if needed, the interviewee will be contacted again if additional information is needed in order to evaluate the data (Levenson 23). The various interviews will be compared in order to see common trends or relevance as far as patterns within the sales departments. Patterns will be compared and then a conclusion will be made as far as successful measures that were taken.

Interview Questions

1. How many people are on your sales team?
2. Has the trend to become more sustainable greatly affected your sales numbers? If so, what steps have you taken to adjust your selling strategies?
3. Do you have an intense training program that your sales team must go through?
4. Do you believe that there is a "secret to good salespeople" or a key to good sales?

These questions will just be a general guide for the interview, these are a set of questions that I feel will initiate good conversation and a starting point for the interview. Once the interviewee begins to answer the questions I am hoping that it will turn into a more casual conversation so that more spontaneous answers will be obtained. Regardless, all of the answers will provide insight into a different company within the industry.

The final method of research that I will be doing is content analysis. Content analysis helps to draw conclusions and develop results from other research data (Levenson 27). I

will take the research gathered from the historical and descriptive research and the elite and specialized interview and analyze them and draw conclusions accordingly. For the historical and descriptive research I will be creating a graph that directly compares the sales of the various companies. For the interviews I will create a chart of the questions, mark the comparisons and differences between the answers and then relate it back to the graph from the historical data. In the content analysis there will be a lot of quantitative results that will aid in drawing conclusions about sales trends and strategies. The content analysis will be intermixed throughout the entire results section, correlating directly to the research it is referencing. This will be the last step taken before the research can be concluded.

Chapter IV: Results

In order to successfully fulfill the ultimate goal of this study, to research the sales departments within the Graphic Communication industry, the results must be presented before conclusions can be made. The data that was collected will is presented as clearly as possible in order to provide evidence to all conclusions that resulted from this study. There were two main categories that were observed in this study: large-scale companies within the industry and small-scale companies within the industry. Due to the economic recession, it was extremely important for companies to alter production practices as well as sales strategies to stay in business.

Documentary and Trend Analysis

The trend analysis was particularly interesting for this study because there was an extreme variation among the different companies. The economic recession has hit the entire printing industry on a very severe level and consequently the sales numbers are all across the board. Quad Graphics is a privately held company, so their sales numbers are unavailable to the public and as a result they were unable to be compared with R.R. Donnelley and Quebecor World. There was also a very unique situation that occurred during the course of the research process; Quebecor World was under court protection (after filing Chapter 11) and came out of this in the second fiscal quarter of 2009. After coming out of court protection they changed their name from Quebecor World to World

Color Press, Inc. and more commonly refer to themselves as World Color. After researching both R.R. Donnelley and World Color and their respective financial positions, it was clear that within the past few years they have both experienced some extreme losses and sales have been significantly lower than projected. Presented below are graphical and numerical figures of the fiscal quarters of both R.R. Donnelley and World Color, dating from the second quarter of 2008 until the second quarter of 2009.

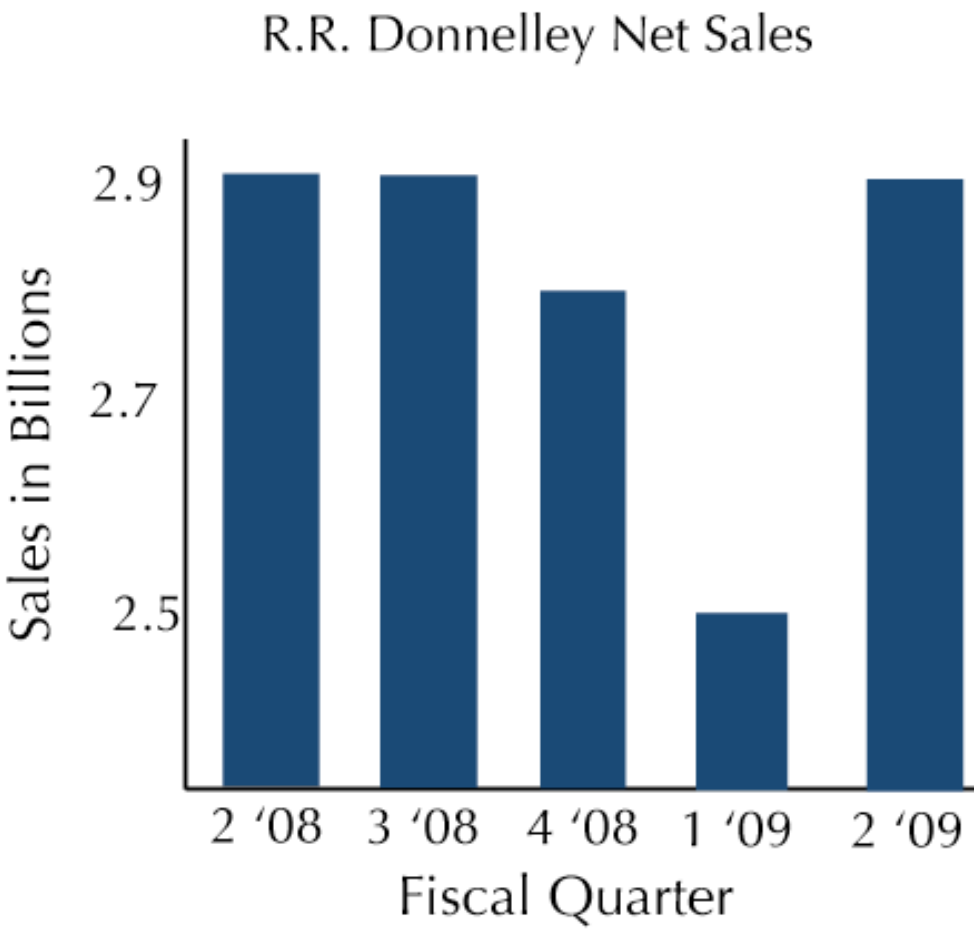

Figure 1 – R.R. Donnelley Net Sales for five fiscal Quarters

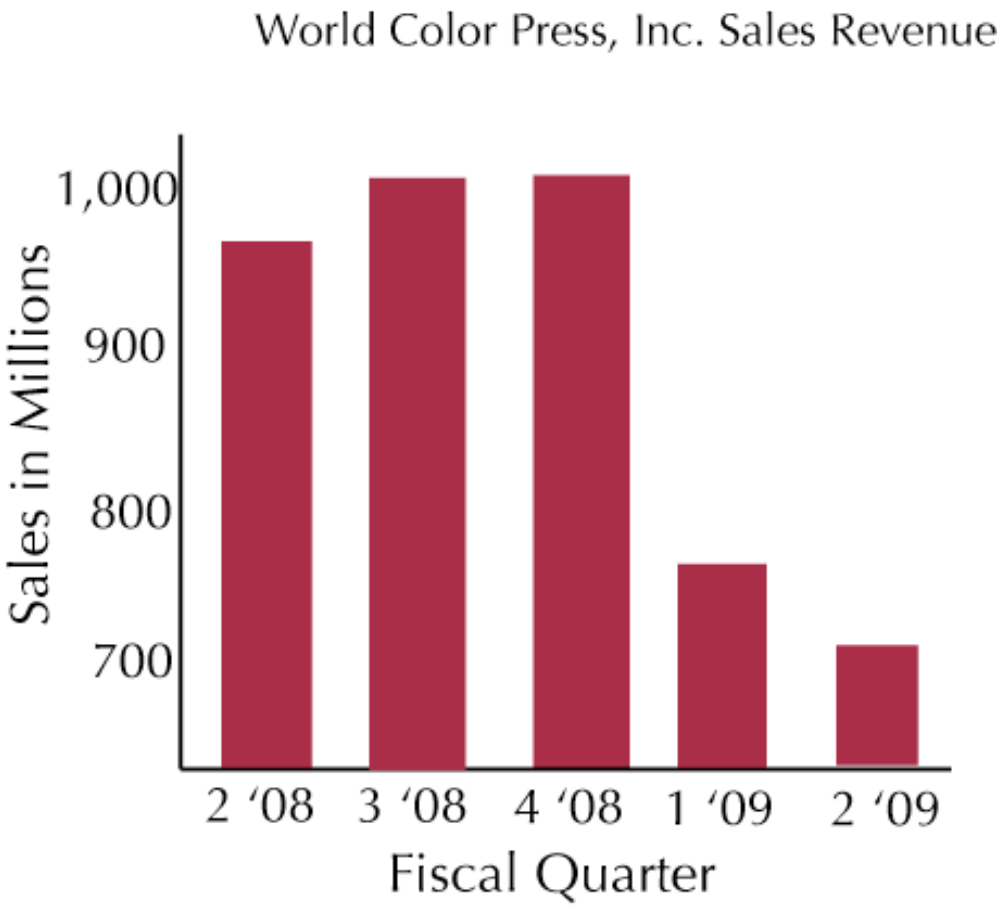

Figure 2 – World Color Revenue for five fiscal Quarters

It is very apparent from these graphical representations that these two large-scale printing companies have experienced very different results due to the economic recession. Although the graphs show a great visual representation of the trend over the past five fiscal quarters it is also helpful to look at exact numerical data, which are displayed in the next two tables.

R.R. Donnelley Exact Net Sales

Fiscal Quarter	Sales in Billions
Q2 of 2008	2.9
Q3 of 2008	2.9
Q4 of 2008	2.8
Q1 of 2009	2.5
Q2 of 2009	2.9

Table 1 – R.R. Donnelley net sales numerically

World Color Press,Inc. Exact Net Sales

Fiscal Quarter	Sales in Millions
Q2 of 2008	976
Q3 of 2008	1,000
Q4 of 2008	1,000
Q1 of 2009	752
Q2 of 2009	702.5

Table 2 – World Color net sales numerically

Quad Graphics does not allow the public to see their financial documents, but they do show on their website that they have over two billion dollars in revenue annually. This data can be used when comparing the above financials that were available for R.R. Donnelley and World Color. Even with the economic recession R.R. Donnelley has remained on the top with nearly three billion dollars in net sales annually. There is one outlier in the data for R.R. Donnelly and that is the first quarter of the year 2009. On their financial documents they account for this drop in net sales by referencing the economic recession and how it has affected their numbers, however for this same fiscal quarter R.R. Donnelley experienced a record number for cash flow of $539 million. World Color is lagging in comparison to these other two large companies. They top out at around one billion dollars in net sales. Over the course of the five fiscal quarters that were analyzed for the purpose of this study, World Color was under court protection, and were struggling to keep their company. On May, 12, 2009 World Color was offered a proposal by R.R. Donnelley to buy out most if not all of the assets that were currently under World Color. Upon the conclusion of the second quarter of 2009 World Color was able to come out of their court protection and did not accept the offer from R.R. Donnelley.

For the five fiscal quarters that were used in this research, R.R. Donnelley was able to obtain net earnings for four out of the five fiscal quarters. World Color experienced a net loss for all of the five fiscal quarters; however, they did achieve a great goal of coming out of court protection. Unfortunately, all details on Quad Graphics are confidential.

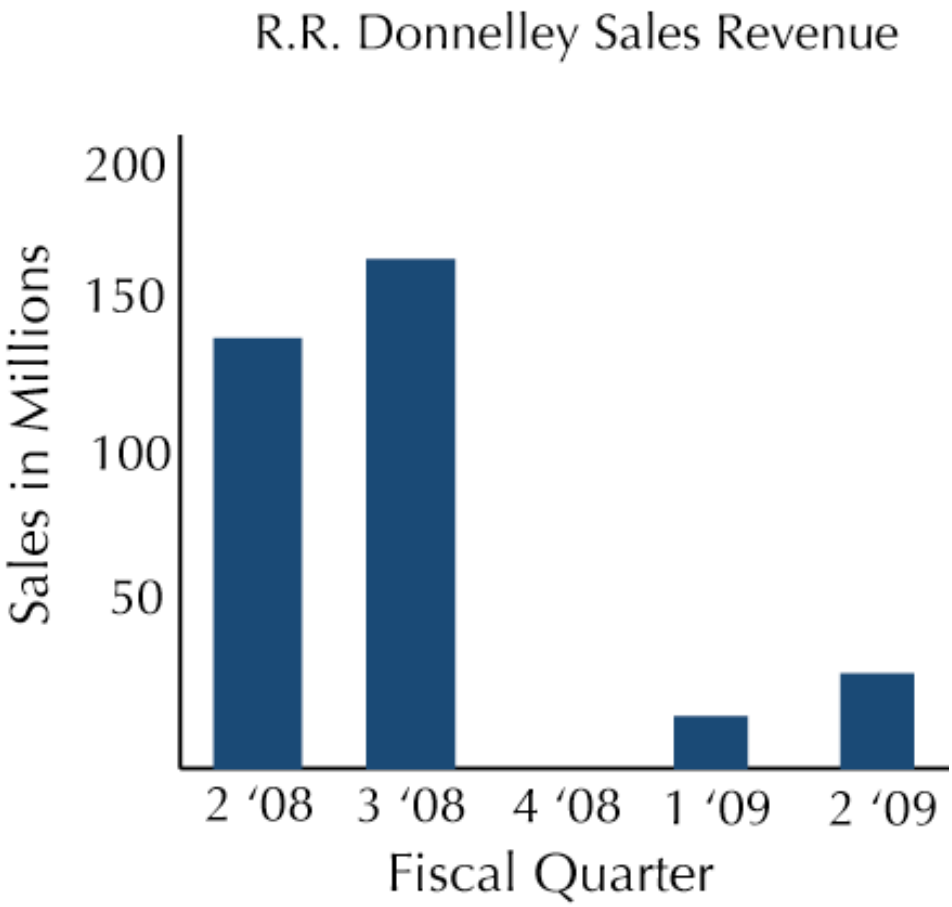

Figure 3 – R.R. Donnelley net earnings for the five fiscal quarters observed

The figure above displays graphically the actual net earnings that R.R. Donnelley obtained over the course of the fiscal quarters observed. Quarter four of 2008 is the only quarter in which they obtained a net loss and went into the red and this was due to the economic recession hitting so suddenly. As the graph shows, the net earnings went to net loss on an almost unheard of level between quarter three and quarter four. Fortunately, they were able to come right back into net earnings the very next fiscal quarter.

The next step in the research process included finding out if becoming sustainable was important to the companies that were used in this research. After researching all of the companies I was able to gather more information on what kind of sustainable initiatives each company had set in place, if any at all. The following table shows whether or not the company valued becoming sustainable and incorporated it somehow into their printing efforts.

Sustainability Efforts Present or Not

Company	Yes or No
R.R. Donnelley	Yes
Quad Graphics	Yes
World Color	Yes
UGS	Yes
Allan Hancock Campus Graphics	Yes

Table 3 – Presence of sustainability among the companies

From this table it is evident that sustainability has some level of importance to all five of these companies. R.R. Donnelley, Quad Graphics, and World Color all have a section on their website devoted to sustainability and their environmental commitment. I was able to speak with members of the management at both University Graphic Systems and Allan Hancock Campus Graphics and they disclosed efforts to become more sustainable.

All three of these large-scale companies market on their website their sustainability initiatives. R.R. Donnelley has four main platforms for sustainability which include: resource efficiency, green procurement, waste minimization, and stewardship. Quad Graphics utilizes green technology and holds dozens of awards recognizing environmental awareness. World Color presses the importance of all of the environmental issues and as a result they use renewable resources, energy efficiency, and they practice waste minimization. Both UGS and Allan Hancock College Graphics have very small scale marketing efforts that go along with sustainability, but nonetheless, the are moving in that direction as well. It is apparent that becoming sustainable is increasingly important in this industry, if not crucial. All of the printing companies that were researched are moving in this direction and implementing marketing efforts in order to increase their sales and show their environmental awareness.

Elite and Specialized Interviewing Results

Interview Questions used in the study:

1. How many people are on your sales team?
2. Has the trend to become more sustainable greatly affected your sales numbers? If so, what steps have you taken to adjust your selling strategies?
3. Do you have an intense training program that your sales team must go through?
4. Do you believe that there is a “secret to good salespeople” or a key to good sales?

Professor Kevin Cooper – was a past RR Donnelley's General Manager

1. I had operations responsibility but not directly over sales at RRD. Sales organizations ranged from individual contributors who called on specific accounts to sales teams when a customer was large enough to warrant it. For example, Microsoft had a specific sales team which started with three people and grew to as many as a dozen as the relationship grew between the companies. For smaller accounts, a single sales rep might have several customers to themselves to manage
2. I left RRD 12 years ago and while we had a environmental policy the ideas around sustainability as a competitive concept were pretty foreign back then.
3. Donnelley had a terrific sales program based in Chicago where all new salespeople went for a couple of weeks before they began selling. It involved formal classroom training and multiple simulations to gain practical experience before you got in front of a customer.
4. I think different people bring different strengths to the job and there is no one right answer/approach. Ultimately, you're providing some value to helping a customer or you won't last long. Understanding the customers issues and problems and providing something that presents itself as a solution will help win sales. You have to be the customer's advocate while also protecting your company's needs. Successfully sales people are able to deliver upon expectations and leave people feeling good about the relationship. Good sales efforts leave people feeling like it was a mutual win and that one side didn't lose by doing the deal.

Gordon Rivera – Allan-Hancock College Graphics Coordinator

1. Well we all act as sales in the retail sense, we help walk-in with there printing and design. I act as sales rep for the operation for outside sales, though I do not do that aggressively.
2. The marketing of our sustainable services has not increased sales yet.
3. Not applicable
4. Yes, good sales people must actually like people, and since printing is a relationship business the sales person must be proactive and come up with ways to improve their customers product communication by meeting all their needs regardless if the sales reps shop does not offer those services- outsource.

Evan Ruhwedel – University Graphics Systems Sales Manager (Cal Poly, San Luis Obispo)

1. There's just one Sales Manager (me), but during the school year I have the opportunity to have interns help me out through out the quarter. They are able to help me with tasks around the office, keeping in contact with the customer and making deliveries. I also work closely with the Marketing "department"/manager.
2. We have definitely made an effort to push Sustainability within our company and we have added a Sustainability department (managers and interns). As of now, I haven't seen direct sales increases with sustainability, but we have switched over to using FSC certified paper and offering FSC logos on specific jobs. As of now, we have established a 10% increase with FSC logos, or 5% for the FSC logo if they include ours as well.

3. As far as training, in order to apply to be a manager at UGS, you must be an intern for at least 2 quarters. In addition to those two quarters, the applicant/up and coming manager is highly encouraged to work additional hours with the current manager and learn the tricks of the trade.
4. When it comes to Sales, I believe the most important key is customer service. It's important to remember who you are selling to or working with and make it your job to make their part as simple as can be. It's also important to establish good relationships with customers, to insure that you "want" to work with them.

Qualitative Data for the Interview Results

	Cooper with R.R.Donnelley	Rivera with Allan-Hancock	Ruhwedel with UGS
Size of Sales Team	Large	Small	Small
Adapted Sales strategies to become sustainable?	Yes, in more recent years	Yes	Yes
Sales Training Program?	Absolutely	No	Somewhat
Key to Good Salespeople	Relationships	Relationships	Relationships

Table 4 – Qualitative Data for the Interview Results

**Note – all of the sales data and sustainability information was found on the public documents the companies provided via their website. See references*

Chapter V: Conclusions

The three main objectives of this study were: to research the current financial positions of companies within the printing industry, to find out the role sustainability has on the industry, and to observe what changes are being made throughout sales departments within the industry. Upon completion of this study there were some very clear patterns that were shown throughout the industry. It is evident that all of the companies that were involved in this study suffered from the effects of the economic recession. It is also a recurring trend to become sustainable. All of the companies that were observed were implementing or building a sustainable or environmental platform into their company. It can also be concluded that the most successful of the companies observed had very highly developed sales platforms. We live in a world that is striving to become more sustainable each and every day and this study showed evidence that it is a priority for the printing industry to become sustainable along with it.

The study focused on three large-scale companies and compared their most recent sales figures. The small-scale companies were excluded from this data because it was to show the comparison of companies with highly developed sales departments. All of the companies that were included in this study suffered from severe setbacks over the course of the five fiscal quarters observed, due to the economic recession. The primary leader in sales figures was R.R. Donnelley. They were the leader in net earnings over the course of the fiscal period studied, as well as having the strongest sales training programs set in

place, which resulted in the most net sales as well. World Color Press, Inc. and Quad Graphics also have very strong sales training programs, considering they are also in the highest grossing categories for printing, however, R.R. Donnelley's financial statements proved that they were able to stay in the black nearly the entire recession. According to Cooper, "Donnelley had a terrific sales program based in Chicago where all new salespeople went for a couple of weeks before they began selling. It involved formal classroom training and multiple simulations to gain practical experience before you got in front of a customer."

During the course of the study, World Color came out of court protection and was in turn able to move closer towards profitability. The economic recession hit them the hardest, but with sustained efforts they were able to pull through without being taken over. The fact that R.R. Donnelley offered to buyout Quebecor World is another indicator that R.R. Donnelley really did not suffer nearly as much during the brunt of the economic recession. In September of 2009 World Color Press, Inc. focused on their re-branding efforts and marketed very heavily their environmental commitment.

Although the idea of sustainability was a bit foreign when Cooper was at R.R. Donnelley the work ethic and importance of a sales training program was present. Now that they, along with the other companies, have begun to incorporate sustainability into their core values their sales programs are going to feel the effects. With regards to the small companies that were studied, most reported that they had yet to see the sales benefits of

their sustainability efforts. Gordon Rivera mentioned in respect to Allan Hancock College Graphics that there marketing for sustainable services has not yet increased sales, nonetheless, they are still implementing them. Although the change is happening slowly, sustainability is an important factor among all of these sales departments and it will grow to be a very key selling point for most.

This study also investigated what professionals in the printing industry see as the main quality of a salesperson. All three of the interviewees reported that relationships are the ultimate key to obtaining substantial and sustained sales. All of their responses were geared toward customer focus and building a relationship with the customer so that it is not simply selling a product. It is finding out the customers' needs and catering to their needs, satisfying them even if it means outsourcing. Even though the smaller companies involved in this study did not have strong sales training programs their sales foundations were one and the same with the larger companies.

This study asked the question, How can a highly developed sales department help the growth of the graphic communication industry in a world that is striving to become more sustainable? Based off of the results, the printing industry is embracing the movement to become more sustainable by using it to their advantage. One hundred percent of the companies observed had implemented sustainability and environmental commitment into their marketing and sales plans. By establishing a training program and incorporating

education on becoming sustainable, R.R. Donnelley has been able to survive the brunt of the economic recession, and the other companies are quickly adapting the same practices. This study provided evidence as to how important the role of sales departments are within the printing industry as well as how sales departments must adapt in the midst of changes within the industry in order to survive. Due to the fact that sustainability is a fairly new concept, this will take some time before true data will support the impact of sustainability directly on sales numbers. In conclusion, sales departments have an irreplaceable effect on the overall success of printing companies.

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