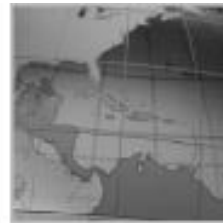


# Case Study



August 2011

## **Strategy and Investment Power Great Lakes Integrated's Move into Cross-Media Services**

**Table of Contents**

Introduction..... 3

About Great Lakes Integrated ..... 3

Cross-Media Marketing Services Increase Digital Print Volumes..... 4

Evolution to Cross-Media Marketing Services: Balanced Focus ..... 5

    Attention to Market Position ..... 5

    Commitment to Marketing Leadership ..... 5

    Investment in a Solid Technology Engine ..... 5

    Online Ordering Serves Up Profits..... 6

    Embracing Emerging Technology Applications ..... 7

    Building a Team Sell ..... 7

    Spreading the Word to Customers ..... 8

    Investing in Internal Education and Training..... 8

InfoTrends’ Opinion..... 9

About the Author ..... 9

**List of Figures**

Figure 1: How Much Did Your Digital Printing Volumes Increase As a Result of Offering Cross-Media Marketing Services? ..... 4

Figure 2: Website Home Page of Great Lakes Integrated..... 5

Figure 3: Using YouTube to Educate on Emerging Technologies ..... 7

Figure 4: GLI’s Dean Hanisko, Senior VP of Corporate Business Development, Talks to Technology and its Role in Marketing ..... 8

## Introduction

*Heritage based on quality printing, but future legacy tied to cross-media marketing services.*

Great Lakes Integrated (GLI), Cleveland, has been on a steady trajectory into cross-media marketing services for close to two decades. The 80-year old company's ongoing investment in complex value-added services, such as variable-data printing, mailing, fulfillment, Web storefronts, and digital asset management, made the move into cross-media the next logical step. The company built its early heritage on quality printing but has guaranteed its future legacy by adapting to market changes, responding to customer needs, and expanding into cross-media marketing services.

## About Great Lakes Integrated

The company was founded as Great Lakes Lithograph Co. in 1931 by Elsie and Joseph Schultz, and the third generation of the Schultz family leads the 125-employee firm today. GLI is made up of three divisions: GL Print; GLDirect, a MFSA (Mailing & Fulfillment Service Association) certified database management and fulfillment center; and AKSESS, which offers Web-based content and media management technologies.

"We established our reputation in the marketplace decades ago by providing exceptional printing quality and service," says GLI Chairman of the Board, President and CEO James R. Schultz. "But today, as our customers face unprecedented competition, we owe them even more. So we have revitalized our capabilities and now deliver comprehensive, integrated, state-of-the-art marketing solutions."

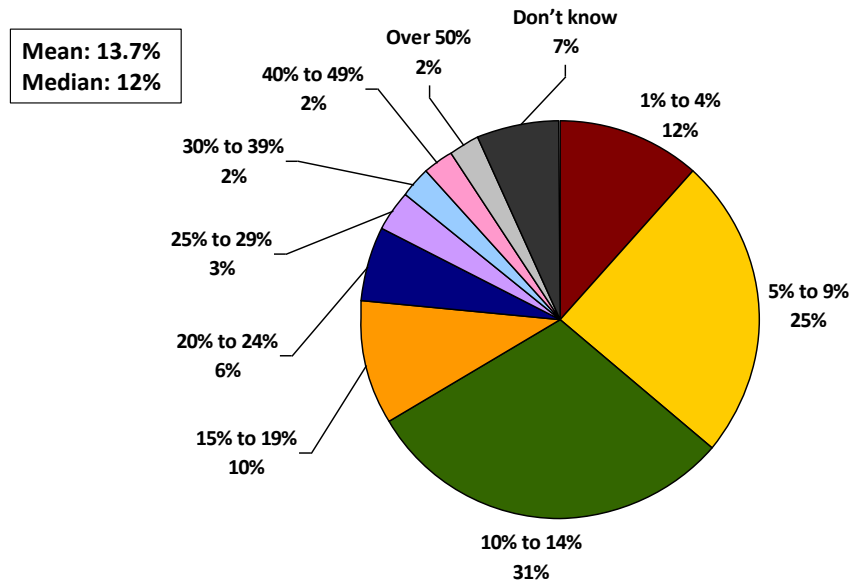
Among the services GLI has added to its printing, fulfillment, and warehousing capabilities are personalized URL (PURL) campaign management and implementation, custom ordering Web portals, Web analytics, cross-media solutions, direct-mail innovations, asset management, and data collection and reporting.

The addition of these services has led to increases in revenue and print sales.

### Cross-Media Marketing Services Increase Digital Print Volumes

GLI's increase in print production from offering cross-media marketing services matches the experience reported by other firms offering these services. A recently completed InfoTrends' research study titled Evolution of the Cross-Media Marketing Services Provider found that most firms that were offering cross-media marketing services reported an average increase of 14% in their digital printing volumes.

**Figure 1: How Much Did Your Digital Printing Volumes Increase As a Result of Offering Cross-Media Marketing Services?**



N = 119 Print Service Providers who have seen an increase in digital print volume

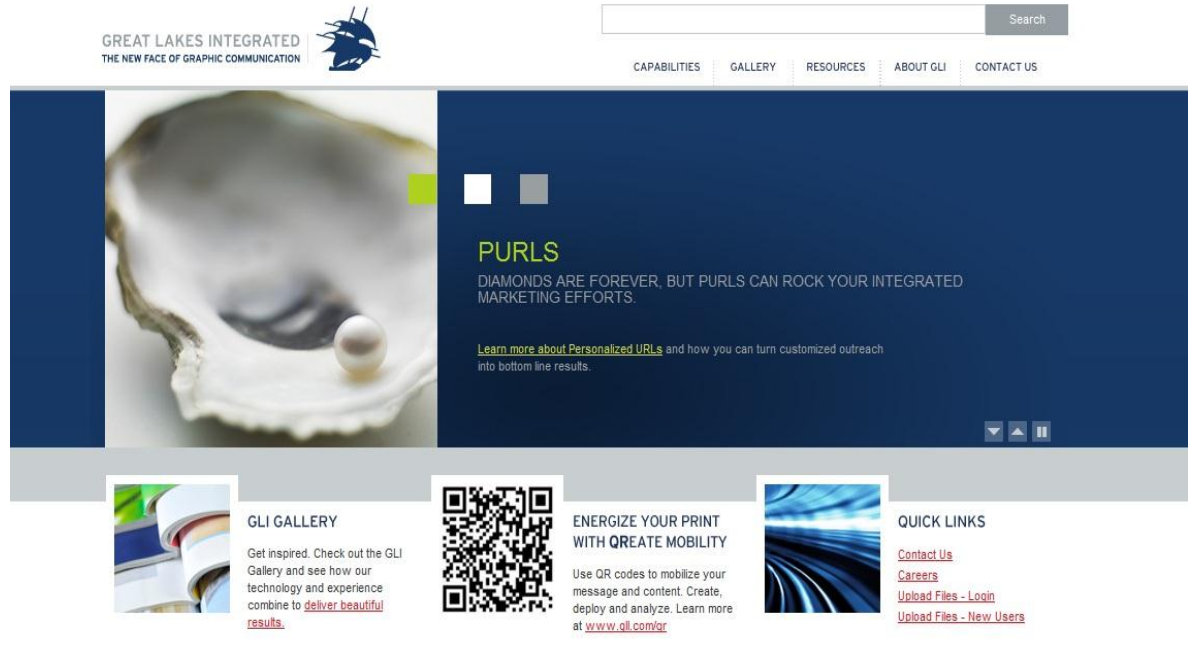
Source: InfoTrends' Evolution of the Cross-Media Marketing Services Provider, 2011

## Evolution to Cross-Media Marketing Services: Balanced Focus

### Attention to Market Position

To reflect its expansion in services beyond print, the company changed its name in 2004 to Great Lakes Integrated, Inc. It later added the tag line "The New Face of Graphic Communications."

**Figure 2: Website Home Page of Great Lakes Integrated**



[www.gll.com](http://www.gll.com)

### Commitment to Marketing Leadership

The company has long recognized the need to commit leadership resources to marketing and business development. It recently promoted Dean Hanisko to Senior VP of Corporate Business Development and is responsible for development of new business opportunities.

Hanisko is a 23-year veteran of GLI and has held a variety of positions in the company, including: marketing manager, VP of electronic services, VP of sales, VP of strategic development, VP of corporate business development and chief technology officer. The elevation of his role to the senior management level demonstrates the company's commitment marketing and business development.

### Investment in a Solid Technology Engine

GLI's cross-media marketing services are powered by suite of Web-based products branded as AKSESS. The company's AKSESS solution supports real time reporting functions, campaign management tools, digital asset management, inventory management, and ordering and tracking.

AKSESS was initially created 13 years ago to assist a major client struggling in managing its digital assets. At that time there weren't many online digital asset management (DAM) solutions available so GLI hired programmers and developers to build their own system.

After the DAM solution was in place, the company turned to addressing client requests to manage their inventories of printed materials online and the company built a Web-to-print solution.

As the company moved more into cross-media marketing services it opted to invest in technology from Pageflex, rather than continuing to invest entirely in its home-grown system.

"Investing in Pageflex has allowed us to get a foot into a whole lot of areas, where before we had a few roadblocks," says Robert Kozel, GLI's Chief Technology Officer.

The company replaced its home-grown Web-to-print system with Pageflex Storefront. "Our solution did not have anywhere near the level of flexibility and customization that Storefront offers," Kozel explains. "Storefront allows us to deploy simple to highly complex Web ordering portals and our customers demand both".

The company uses Pageflex Server extensively to generate customer campaigns that use e-mail and personalized URLs. Pageflex Server is a server-based variable data composition platform, enabling GLI to develop on top of the platform to extend its functionality and meet its specific needs."

"When we started offering cross-media campaigns Pageflex Campaign Manager didn't exist, but we owned Pageflex Server," Kozel recalls.

Kozel describes the decision to buy Pageflex over continuing to support its homegrown system was a no-brainer. "Their solution was so far ahead of ours that catching up would be a daunting task, and they offer a high-level of support behind the scenes. By combining Pageflex technology with our own development experience and expertise, we are able to deliver great results for our clients," Kozel explains.

### **Online Ordering Serves Up Profits**

The ability to produce custom Web-based portals that allow clients to manage and control their marketing materials across media channels represents GLI's biggest growth in cross-media marketing services today.

Kozel says a big challenge for organizations is maintaining brand consistency, a task that increases in complexity when more media channels are introduced. To illustrate the challenge, Kozel identifies a business problem GLI solved for the American Diabetes Association.

"ADA is a nonprofit organization with locations and branches across the U.S. and is staffed by paid employees and volunteers. Their marketing challenge is ensuring

consistency of their message across that reach. We developed a complex Web portal that solved that challenge by centralizing and managing the ordering of marketing materials for the nonprofit group. In addition to providing a mechanism for brand control, the online portal reduced the association's internal costs, so more funds could be funneled to finding cures for diabetes"

### Embracing Emerging Technology Applications

Recognizing that mobile is the next big technology shift, GLI has started to offer Quick Response (QR codes). A QR code is a two-dimensional printed barcode that when read by the camera of smart mobile takes the viewer to an online venue for additional engagement and interaction—i.e. to watch a video, redeem a coupon, enter a prize drawing, procure additional information and more. To create awareness, educate customers, and demonstrate its expertise with QR codes, GLI created short YouTube videos and packaged them under the title "This Old Code."

**Figure 3: Using YouTube to Educate on Emerging Technologies**



### Building a Team Sell

Selling cross-media marketing services required a shift in the company's sales process. GLI's early inroads into offering value-added services initiated a transition from transactional selling to consultative selling. However, the move to cross-media marketing services required that approach be supported by a selling team. Sales reps are supported on client calls, as needed, by technical project managers and/or the company's senior VP of business development.

“We’ve built a bridge to support the sales rep’s solid client relationships with a team of resources that possess technical and marketing skills required to execute cross-media marketing campaigns,” Kozel says.

### Spreading the Word to Customers

GLI didn’t build its offering hoping that clients would come. Instead it actively promotes the value and benefits connecting media channels can deliver to customers by hosting events, speaking at events customers attend, and exhibiting at marketing trade shows.

A recent seminar not only educated attendees on the new technology but engaged them in using it. A recent GLI-sponsored seminar included a “scavenger hunt”, where participants were asked to scan QR codes displayed on posters, postcards, and other printed materials in the room. Like a scavenger hunt, participants were given clues via the mobile landing pages for the QR codes. Answers to the questions were written on paper form and those that answered correctly were entered in a price drawing.

“Engaging the customers with technology was a successful approach and generated new opportunities,” Kozel says.

**Figure 4: GLI’s Dean Hanisko, Senior VP of Corporate Business Development, Talks to Technology and its Role in Marketing**



### Investing in Internal Education and Training

The company also invested in training and educating its staff. It regularly hosts internal “Lunch and Learn” events to share best practices on projects and/or campaigns that succeed. “You need to share with staff what worked and what didn’t,” Kozel says.

## InfoTrends' Opinion

GLI's balanced focus on the business and technology aspects of its operation solidly positioned the company's evolution into cross-media marketing services. The firm's history of expanding services (variable-data printing, mailing, fulfillment, Web storefronts, and digital asset management) laid the technology foundation and expertise for a successful transition into cross-media marketing services. Equally important is the firm's steadfast focus on marketing, business development, and education.

### Disclaimer

*This material is prepared specifically for clients of InfoTrends. The opinions expressed represent our interpretation and analysis of information generally available to the public or released by responsible individuals in the subject companies. We believe that the sources of information on which our material is based are reliable and we have applied our best professional judgment to the data obtained.*

## About the Author



### **Lisa Cross**

Senior Consultant

[lisa\\_cross@infotrends.com](mailto:lisa_cross@infotrends.com)

+1 781-616-2192

Lisa Cross is a Senior Consultant for InfoTrends' Business Development Strategies service. She is responsible for conducting market research, supporting market forecast estimates, managing custom consulting projects, and reporting on industry events.

InfoTrends is the leading worldwide market research and strategic consulting firm for the digital imaging and document solutions industry. We provide research, analysis, forecasts, and advice to help clients understand market trends, identify opportunities, and develop strategies to grow their businesses.