



INTERVIEW REPORT



This report is based on **6 individual interviews** conducted with the Ferrostaal Graphics team – Claudio, Emilio, Cesar, Nicole, Jorge, Oscar – in January 2022.

3 individual interviews with 1 client from each of the following segments – Industrial & Commercial Printing, Wide Format, Flexible Packaging – in February-March 2022.

company background

Ferrostaal Chile is a German holding company whose Graphics Equipment Solutions sales line acquired a local HP & Wide Format graphics arts industrial distributor, Imagex, which led to the formation of Ferrostaal Graphics in 2019.

company structure

Ferrostaal Graphics has
three business units

- 1 Industrial & Commercial Printing (DCI)
- 2 Wide Format
- 3 Industrial (Ferrostaal Madera) + Technical Service



Ferrostaal in a word is...

For the Ferrostaal Team

- **Innovation for growth** – “Our technology allows our clients to produce more, to grow more”
- **Familiar** - The company is small; everyone knows each other and interacts with all departments
- **Broad support network** – Ferrostaal is an established, solid company
- **Graphic Arts Tradition** – Especially with the acquisition of Imagex
- **Great company** with excellent products and very professional people
- **Partner of the printing and graphics industry**

For Clients

- **Great service**
- **Partners**
- **Quality & Service**

Innovación para crecer
Familiar
Amplio respaldo
Tradición grafica
Gran empresa
Partner para la imprente y la industria gráfica

Buen servicio
Socios
Calidad y servicio



what's Ferrostaal rating on...?

AREA	TEAM RATING	CLIENT RATING
Brand reputation & recognition	4.4	5.0
Sales support	4.7	4.7
Service Support	4.3	4.7
Client education	3.2	4.5*
Service quality	4.3	5.0
Innovation	4.2	4.3
Overall value	4.2	5.0
Service process	3.8	5.0

*1 CLIENT DID NOT RATE THIS.

industry

- It's highly concentrated in Santiago.
- Industry trends include:
 - Growth in short runs
 - Digital transition
 - Constant modernization
 - Automation
- It's driven by **new product development**
- **Trade shows** and **product demos** are key.
- Marketing communication channels include **e-mail, direct mail, and social media** (Instagram, LinkedIn)
Watchouts:
 - E-mail can be perceived as spam
 - Some clients don't have social media
 - Direct mail is not like in the US. It's personalized mail sent via moto-boy.



clients

Frequency of Contact

- Clients are visited every 2-3 months
- Clients are in contact weekly, if not daily, via phone, WhatsApp, etc for operations support

Attitudes, Interests & Beliefs

- Clients want more and more help with financing
- Some clients are traditional and conventional in their ways of working: They find it difficult to adapt to the latest technology because it means changing their business models
- Clients are concerned about equipment breakdowns.
- Clients are looking for a higher level of service and technical support with improved response times
- Clients prefer in-person interactions
- Clients are interested in diversifying and learning about other services to grow their business
- Clients believe that all alternative products are equal!
- Customers want help to stay cutting edge; they don't want to just be sold another machine

Need for Education

- Clients don't understand pricing and volume discounts
- Clients don't understand importation; it's a process that clients don't see and yet need to understand the timeline implications
- Difficulty understanding how to be more efficient with their technologies to be more profitable
- Clients look to Ferrostaal for the latest information on new product launches, technologies, applications and materials
- Clients look to Ferrostaal for the market outlook - new market niches, trends, post-pandemic perspective

Pain Points

- Clients don't understand the company organization. Who is their contact in the company?
- There are some complaints due to lack of or miscommunications when parts are delayed, or servicing is rescheduled
- High demand for operators and difficulty in hiring people



client testimonials

Clients have a close relationship with Ferrostaal and have a high degree of loyalty to Ferrostaal brands.

“Ferrostaal is an excellent partner”

“Ferrostaal believes in me and truly supports me with building my business”

current marketing

Currently, marketing at Ferrostaal is manual and reactive. There is no calendar of activities. There are no KPIs to evaluate results.

- **Social Media** – Twitter, Facebook, LinkedIn, YouTube, Instagram
- **1:1 HP virtual breakfasts with clients**
 - These didn't 'wow' clients who prefer 'in-person', casual visits vs. 'forced' interactions
 - The initiative is difficult to organize and scale
- **Annual company newsletter** with articles featuring clients and products
- **Product catalogue**
- **'White Papers'**
- **Client samples** and success stories
- **Trade Shows** – Ferrostaal booth, virtual presentations
- **Relationships with key opinion leaders**

past marketing initiatives

- **Google Ad campaign** for HP Indigo and Wide Format
 - Limited results
- **Social Media posts**
 - Limited engagement

existing databases

- SAP
- SalesForce
- MailChimp
- Sales Team Excels

marketing objectives

- 1 Integrate marketing strategy in the company**
 - Develop a marketing strategy that generates leads
- 2 Automate marketing & social media**
- 3 Rebuild the website in WordPress to improve SEO**
- 4 Improve marketing communications**
 - Be a benchmark in the industry in communicating new technologies, trends and developments to customers. This will generate trust that positively impacts recommendations and sales
 - What is the *customer journey*?
 - What are the *best channels* to reach potential clients?
 - What is the *share of voice* of each brand?
 - What is the *frequency* of communication by brand?
- 5 Develop KPIs to measure results**

SWOT analysis

<h1>S</h1> <h2>STRENGTHS</h2>	<h1>W</h1> <h2>WEAKNESSES</h2>	<h1>O</h1> <h2>OPPORTUNITIES</h2>	<h1>T</h1> <h2>THREATS</h2>
<ul style="list-style-type: none"> • 2021 Asimpres award for best supplier • A complete, unique, sophisticated offer of high quality, high performance, technologically advanced products & services • Strong brand portfolio with well-known, global brands • Responsive, reliable after-sales & technical support <ul style="list-style-type: none"> – Clients appreciate the personal attention of after-sales support with a direct line to managers. – Ferrostaal has the largest technical support team compared to competitors; the team's knowledge and expertise is best-in-class. • Reliable supply of consumables & spare parts • Large distribution network • Business consulting <ul style="list-style-type: none"> – Ferrostaal can equip clients across the print value chain and at all stages of their business lifecycle; they partner with clients to improve their clients' businesses. • Strong financial position with the backing of Ferrostaal holding company (includes \$ for inventory to cover lead-times and demand growth for main customer base). 	<ul style="list-style-type: none"> • Complex brand portfolio with many smaller brands • Slow finance collections • Recent employee changes <ul style="list-style-type: none"> – Customers are unsure of who their contact is in the company. – This is detrimental to the closeness or familiarity clients feel with Ferrostaal. • Client perception is that Ferrostaal has a monopoly on HP Indigo; that's why 'the ink is expensive' • Difficult to sell machines outside of Santiago due to limited access to information and lack of technical service 	<ul style="list-style-type: none"> • Alignment of commercial strategy and marketing objectives • Attracting end customers to increase demand for Ferrostaal's clients • Dynamic marketing communication across channels • Streamlining content creation • Grow smaller brands • New product innovation to improve the product mix • Website improvements • Product catalogue updates (online and a printed version) • Ambassador Program • Become clients' trusted Marketing partner by offering marketing & design services (Partnership with Pixa?) • Additional billable services • Strengthen relationships with key opinion leaders • 'Why choose' education on the Ferrostaal difference vs. non-branded alternatives • Client perception as the window to other markets (Europe) and the conduit of their savoir-faire 	<ul style="list-style-type: none"> • Non-branded 'Chinese' alternatives that offer cheaper options • Low volumes • Falling end-customer demand, stockouts due to the pandemic • Market shift towards packaging and labels (est. 30% of printers are unwilling to shift) • Political uncertainty with the new president taking office on March 11th • Customers working with employees to import used equipment from overseas and operate outside of normal channels • Economic situation is making it more difficult to access credit



ideas for consideration

- **Yupo** – Sustainability story to promote the Yupo paper brand ... all we offer on green & ESG
 - There are limited paper options in Chile (Couche and Bond)
- **Primer machine** – Purchase and prime paper for clients OR start selling the machine to clients
- **Showroom tours**
- **Product launch presentations & education**
- **In-person HP Meeting in the US** to discuss and share new product launches and success stories among South American printers (Watchout: Cost and Covid concerns)
- A **Client Service History Platform** to give clients visibility on their technical service history
- **Production software** that gives real-time consumable and performance information
- **Label contest** among clients

other improvements

- Need for **better internal communication**, planning and coordination between after-sales and technical service
- Need for more **real-time data** and information to help make decisions and maintain client relationships
- Need to streamline **finance collections** and help clients with financing due to the pandemic
- Need to invest in **sales & technical teams** that can drive the value of innovation into our customers (e.g. how will automation help them be more agile, low cost, more customer responsive)
- Need for better **client understanding** throughout the printing process to be able to deliver own or external solutions

web improvements

- Clearly **manage and drive** digital funnel
- Create **desirable and intuitive** web page
- More **interactivity**
- Product feature **content updates**
- Links to **product videos**
- **Virtual chatbot** for assistance
- **Faster response** to contact requests
- **Drive customers to purchase** supplies and spares via web with a clear strategy for getting on web marketplaces like Amazon or Mercado Libre
- **Scalable to other countries** including social media (Peru, Costa Rica)