



## **TRANSFORMATION OF OAG (Office Automation Group) THROUGH COMPOSED DIGITAL PRINTING MODEL**

### **Case Study:**

In March 1989 had been the Mr. Tahir Saeed Butt's day when he started the company and named it OAG (Office Automation Group) which was primarily the authorized dealers of Panasonic products in Pakistan and having its office in Lahore. Later in 1994, OAG was appointed as the sole distributor of Konica in Pakistan. In 2003, Konica and Minolta were merged globally as a result of which OAG was announced as the sole distributor of its products in Pakistan. OAG started its business by understanding the market trends and get to point which products were the need of that time in Pakistan. At that time print business was the new trend and as we see now printing press is one of the emerging markets and its technology is becoming increasingly advanced. Now OAG is the sole distributor of Konica Minolta in Pakistan. It had has been providing solutions to the other printing press companies in Pakistan and is recognized as the best solution provider and it achieved this status after the hardworking of their team of component professionals, who worked dedicatedly and untiringly to achieve the company's goals and marked themselves the best in this field.

The OAG (Konica Minolta) deals in printing press products i.e. digital copiers, printers, digital press etc. To provide their customers with the innovative ideas and better-quality images. In the beginning, OAG started its business by offering simple print services for publishing, packaging, advertising, and educational institutes etc. as printing industry is the “Producer Service Industry”. Printing service is based on “single job for a single client” and serving each client's order in an independent way.

### **Maintaining Employees Loyalty:**

Mr. Tahir had to pay attention towards employee management, as according to Mr. Tahir, his sales force and IT professionals are company's real asset. Because not only innovation and upgraded products can alone fulfil the company's goals but also employees loyalty, hardworking and training them with new skill set was also important.

It is said that,

**“Take care of your employees, and they'll take care of your business. It's as simple as that healthy, engaged employees are your top competitive advantage.” (Richard Branson)**

Mr. Tahir Saeed Butt believes in skills and hardworking capabilities of his employees instead of their age, gender, sect, and experience. He provides opportunity to people who were skillful and hardworking whether they were aged, married women, single parent or belonging to different sect, he provides opportunity to all. But as market grows in this field and with the advancement in technology their comes a need to train the staff according to the rapidly changing technology

and the new trends. Not only this, Mr. Tahir found that only training the employees is not enough, he founds that providing benefits to employees and organizing them and assigning them jobs according to their skills and interest is also important. Along with this, to boost them and take best advantage of their skills, they should be made happy and satisfied by some reward or bonus system.

All these tasks were handled by his HR department. The department consists of some professionals, who have knowledge how to do all the things appropriately according to needs of the firm and the expectation of Mr. Tahir.

The HR department's activities were personally seen by him, and he also provides them with suggestions what to do next. With the help of HR department efforts, OAG overcome the situation of employee's loyalty and to get best of their efforts.

As there were competitors in market and it's the trend of market to attract the other firm's best employees by providing them better salary packages and benefits. It's a challenge for Mr. Tahir's firm to retain their employees and for this he needs to provide them with benefits and satisfying income packages as his firm consists of aged, fresh graduates, experienced and working mothers.

### **Changing needs of print industry and Hi-Tech Products:**

The second most important issue was to keep pace with changing needs of the print industry and installation of Hi-Tech printing devices, which OAG overcome by becoming the sole distributor of Konica Minolta and providing best services to its valued customers. OAG focused that the technology forecasting is very essential for OAG:

- To maintain competitive advantage, it's important to plan the strategies, how to hold scientific and technological trends in print industry.
- The equipment supplier must be carried on R&D.

The changing market trends, competition in printing market and diversified customer demands, the printing industry provides more services for the customer's order in prepress, press and post-press abilities to fulfill the client's requirement. The value of printing industry has transformed from manufacturing-oriented to service-oriented as forecasting has start from technology and kept on engineering way. Now a days, to maintain a place in market, it is important to keep an eye on innovating products and services including ever changing market demands because the opening of new markets, foreign or domestic, and the organizational development illustrate the same process of industrial mutation, that incessantly revolutionizes the economic structure as "innovation "was a kind of value creation activities that could make companies adds new value again.

### **Printing Industry as a "Producer Service Industry":**

Mr. Tahir, the CEO of OAG group knows that everything in the changing world has become digital and now people can access things from the comfort of their place through their smart phones, iPad or laptops, printing industry is still very important than ever, and its proof is increasing printing demand in Pakistan and UK's economy. No doubt internet takes the big share of advertising expenditure but still print media is second biggest and this is the reason OAG is providing printing services and products in sectors like advertising firms, educational institutes, banking sector, medical sector, newspapers, magazines, brochures & book printing, ticket printing, packaging (such as labels, cartons), textile printing and flexographic printing (such as food and drink packaging, wallpaper, gift paper with graphics etc.).

Mr. Tahir's major focus was digital printing as it differs from other printing methods as it doesn't use plates – instead digital printing presses transfer the image directly onto the material being printed on. OAG's IT professionals and graphic team maintain files on PC that can be transferred via laser or inkjet printer that means there were no need for the plates or dye. OAG also focused on the screen printing and its focus is retail sector as digital printing is widely used in retail.

We can say printing industry is “manufacturing-oriented” when we see the high invest cost, urgent well-trained engineering requirement and professional abilities. But if, printing company offer “printing service” for individual client in professional equipment and skilled engineer, so printing also has the characteristic as the “service industry”. The OAG understands the core value of printing industry lies in offering the “duplication service” for client. Client gave design and content pages; OAG print those contents and follow specification and requirement in correct color and correct size. OAG's designer chooses paper and decide layout, printer do “printing and finishing” job. Such characteristic of printing industry accords with the characteristic of “Producer Service Industry”. OAG understands that enterprises must meet demands of customer and just possess the advantage of the competition.

### **Printing Volume, Cost and Quality:**

To maintain its position in market, OAG focused on the printing volume, printing cost and the printing quality. OAG never compromises on these factors and that's why recognized as best in market. Printing volume, cost and quality depends upon the client's requirements and the size of printing order as composed printing service is the print on demand (POD) service in ink printing following CMYK color pattern. Different clients gave distinctive orders, having different requirements and quality expectations like paper size, paper quality and color schemes and these tasks were done by the OAG designer and printing professionals. For clients having minimum budget and good quality, OAG provides them with low charges with satisfying quality, low charges and rapid printing carrier are the middle skills of composed carrier version.

### **OAG's Working Process:**

OAG working was divided as providing solution to other print service providers that's why OAG is known as best solution provider. OAG also worked as a distributor of Konica Minolta printing press products in Pakistan and providing printing services to the clients according to their requirements.

- OAG's **sales department** worked on gathering printing press products order, this department is responsible for selling of printing press products. They also brought orders of printing through field marketing and through social media marketing and some through professional links.
- OAG also worked by submitting the tenders and worked by winning the orders.
- OAG also provides solutions to the other print shops which were handled by the technical and IT staff of OAG whether that task was related to any part fixing of press machine or that was related to the graphic or other IT related task.

### **Problems faced by OAG:**

OAG's success was the result of untried effort of not only the owners and directors of the firm but also the employees of the firm specially the sales department and its IT professionals. Everything was going smoothly with OAG but with time every business must face some issues and had to resolve them. OAG faces two big issues firstly, the employee's loyalty and second one is the rapidly changing techniques in printing industry. But OAG tackled them well.

As the printing industry is technology-based industry and OAG had to move towards the new technological trends in this printing field which was impossible without Hi-Tech printing devices and employee's loyalty who master their work with their professional abilities so that they can finish the job that the clients demanded.

For performing and providing Hi-Tech printing job, OAG had to collaborate with some printing press products providing company, so Mr. Tahir Saeed Butt decided to become the distributor of Konica Minolta. After the untiring effort OAG become the sole distributor of Konica Minolta in Pakistan. But to keep that position in market and for OAG's transformation through digital printing, along with innovation.

### **Key Issues Faced By OAG:**

In workplace productivity is needed at maximum levels but at some point, Mr. Tahir recognized that employees weren't performing at their best or they may not be able to deliver their best. The contribution of employees is directly related to the business' growth. Managing different employees with different roles and skills set is a challenge for the company and there comes a need of certain practices to be introduced to settle the issues for business' growth. Mr. Tahir had

to take precautionary steps when OAG's sales and revenue goes down and it was alarming condition for him as some of his best employees resigned from his firm. Following are the issues that OAG faced:

The authorities of Pakistan imposed the ban because of depleting foreign exchange and deteriorating stability of bills due to which OAG couldn't import any of its goods. However lately the authorities have determined to raise the ban on imports. It's anticipated that OAG will quickly have its stock again in stock.

OAG is dealing with some other primary trouble that is LCs now no longer being opened via way of means of the banks. Letter of Credit is essentially certainly considered one among that instrument/technique to offer safety to each event in global transactions. However on this situation Banks are reluctant to open LCs due to which OAG is dealing with issues concerning the delivery of products to the clients because of which the income of the enterprise are distinctly impacted because the ordered items are being not on time a lot and additionally inflicting client dissatisfaction.

- Lack of communication
- Issues of designation or hierarchy
- Competitors in market
- Covid 19 factor

These were the issues that OAG had to resolve to maintain its reputation in market and to retain its employees and to revive their interests and their relationship with the other employees especially among the employees of different designations.

OAG's HR department whose job is to manage the company's human resource had done well in overcoming the issues. They started activities within the office premises to reduce the communication gap between employees and made the teams of different designated employees to eliminate the difference of senior and junior designated employees so that all employees could gather on same platform to work for the best of company's interest.

To keep pace with the changing market demands and the innovative techniques, OAG started skill development training programs for its employees to make them more creative and productive. For **sales and marketing** employees OAG started the digital & social media marketing program. For **graphic designers**, OAG started the graphic designing program and for **IT professionals** it also started the training that was the need of that time.

OAG also provide training on how to deal with the clients of different nature and made their employees capable of tackling with the delicate as well as with the arrogant ones.

To retain its sales force and other professionals and to boost them to perform their best, OAG introduced bonus and other reward program for its employees to overcome the competitors in market.

**Covid19** pandemic had impacted the whole country's economy and caused many businesses to shut down their work. OAG's work was also affected by the pandemic, and everyone had to work from the home but the OAG's sale department's work affected a lot and lead to less sales and less revenue generation. It also caused many to find some other job. But Mr. Tahir understands the situation and asked employees to work from comfort of their home by using their professional links and social media power. In this way they may be able to contact their clients and may also found new ones. Because it is said that "Print is here to stay".

With so many uses for printing, and the numbers involved in the Pakistan printing industry in terms of employment, turnover and export, it's clear to see that print as an industry is only going to become more and more important in the future, with print advertising (according to the Advertising Association). As technology evolves, so will printing, however there will always be a need for skilled people to help run the printing sector.

Summarize the primary factor of this case study through discussing the carrier and manner innovation at composed printing carrier and handling human resources at OAG in this regard:

It is producer service industry to offer printing services in different sectors.

With innovation and changing market trends, Hi-Tech printing press products should be installed to overcome the needs of printing industry and to finish the printing job.

Digital printing concept is print on demand service for small quantity orders but there were three major problems needs to overcome, its investment, maintain and running cost is high, needs to educate the customer and digital printing need IT capability.

Along with keeping pace with new trend and technology in printing industry, training of sales department and other human resource of OAG was also of concern.

## Teaching Notes

### Synopsis:

Mr. Tahir Saeed Butt, the chief executive officer of the OAG (Office Automation Group), a company that is the sole distributor of Konica Minolta printing press products and solution provider of digital printing press and other print jobs to the other print shops, was stressed to expand its services and sales in crucial times, especially during the Covid19 pandemic. The company's sales and services were affected badly as Covid19 pandemic gave the much tough time, not only in Pakistan but throughout the globe. It affected the sales and services of OAG and it became difficult for the company to maintain its market reputation, revenue generation and sales. The sales and reputation was reduced due to these technological, intercompany, market situation and pandemic challenges. Mr. Tahir pays close attention towards the issues and came up with the solutions and team of HR professionals to keenly analyze the issues and give knowledgeable suggestions and decisions that need to be implemented on right time. The performance of sales team, collaboration with marketing professionals and other departments of OAG, installation of Hi-Tech printing press devices and decision to give training to employees to boost their skills are the key factors to rise again in the target market. Mr. Tahir, the CEO of the OAG, comprehend the need of the hour and take necessary steps and executes the decisions to prevent the declining reputation and reviving the sales and prestige of the OAG.

### Target Audience:

Market segmentation permits you to outline and higher recognize your goal audiences and perfect customers. If you're a marketer, this lets in you to discover the proper marketplace on your products after which goal your advertising extra effectively. Similarly, publishers can use marketplace segmentation to provide greater exactly focused marketing and marketing alternatives and to customize their content material for unique target market groups.

Potential goal clients for the produced printed material will especially comprise of customers from neighborhood enterprise enterprises, academic establishments and other organizations. As majority of the goal purchaser belongs to enterprise segments, therefore, the enterprise customers working in important large cities, including Lahore, Karachi, Peshawar, Quetta, Faisalabad, Sialkot, Rawalpindi and Hyderabad will be key capacity markets for the proposed venture.

### Assignment Questions

1. What are the major issues and challenges that OAG faces that impacted its sales?
2. Briefly describe the print on demand (POD) concept.
3. How Mr. Tahir Saeed, the CEO of the OAG, analyze the issues and what steps were taken by him?

4. What are the advantages and disadvantages of the strategies adopted by the OAG?
5. Who are the target employees of the OAG and what is the working procedure of OAG?

**Q1 What are the major issues and challenges that OAG faces that impacts its sales?**

**Ans:** The major issues right now that OAG is facing are as follow:

- 1- Import Ban
- 2- Letter of Credit Issue

**Import Ban:**

Being sole distributors of Konica Minolta; one of the major issues that Office Automation Group is facing right now is the Import Ban. The government of Pakistan imposed the ban due to depleting foreign exchange and deteriorating balance of payments because of which OAG couldn't import any of its goods. However recently the government has decided to lift the ban on imports .It's expected that OAG will soon have its inventory back in stock.

**Letter Of Credit:**

OAG is facing another major issue which is LCs not being opened by the banks. Letter of Credit is basically one of that instrument/method to provide protection to both parties in international transactions. However in this scenario Banks are reluctant to open LCs because of which OAG is facing problems regarding the supply of goods to the customers due to which the sales of the company are highly impacted as the ordered goods are being delayed so much and also causing customer dissatisfaction.

**Q2 - Briefly describe the Print on Demand concept?**

**Ans: Print on Demand:**

Print on demand can also be called digital printing which means variable printing, in which elements such as text, graphics and images may be changed from one printed piece to the next, without stopping or slowing down the printing process.

OAG never compromises on these factors and that's why recognized as best in market. Printing volume, cost and quality depends upon the client's requirements and the size of printing order as composed printing service is the print on demand (POD) service in ink printing following CMYK color pattern.

**Q3 - How Mr.Tahir Saeed Butt the CEO of OAG analyzes the issues and what steps were taken by him?**



**Ans:** Mr.Tahir Saeed Butt analyzes the issues through weekly and monthly reports which are submitted by his manager .

The issues that the CEO of the company is facing are the LC and Product Delivery Time issues. In order to solve these issues Mr.Tahir Saeed butt has approached the State Bank of Pakistan, requesting the bank to intervene following the reluctance of banks to open Letters of Credit to import IT goods so that the problems that OAG is facing with its customers can be resolved. Another step taken by the company's CEO is to extend the given delivery time to the customer.

**Q4 - What are the advantages and disadvantages of the strategies adopted by OAG?**

**Ans:** The Advantages and Disadvantages of the strategies adopted by OAG are as follows:

ADVANTAGES	DISADVANTAGES
Sole Distributors in Pakistan	Compatible Parts of the products
Having a large Sales Force Team	Hiring of less qualified staff in some cases
World Class Product	Recovery Functions of Payments
Market Leaders since 2010	New talent not being injected as it should be
Being the only company in Pakistan in this category that has more than 7 branches in Pakistan	Absence on Social Media

**Q5 - Who are the target employees of OAG and what is the working procedure of OAG?**

**Ans:** OAG is divided into 3 major parts.

**Sales | Engineering | Accounts**

The target employees of OAG in these three categories are:

- Sales & Marketing Department: Graduates of BBA / MBA are preferred.
- Engineering Department: Minimum qualification of Electrical Engineering Diploma is required.

- Accounts Department: Minimum qualification of B.com is required.

### **Sales:**

#### **Our Sales Procedure:**

- Our sales force visits the field
- Gather leads in the field
- Drop Quotations
- Convert leads into sales

#### **Our Services Procedure:**

- Complaints are submitted telephonically at OAG's reception
- Then these complaints are assigned to the concerned engineer
- The engineer visits the department and solves the issue
- If engineers are busy, they visit the department the very next day

#### **Our Accounts Procedure:**

They look after the LCs and accounts of the company.

### **Relevant Readings:**

<https://www.imaging.org/>

<https://www.zoomshift.com/blog/workplace-challenges-and-solutions/>

<https://2030.builders/articles/7-biggest-challenges-employees-face-at-work-in-2020/>

<https://www.themissionhr.com/post/10-challenges-faced-by-employees-in-the-workplace-and-how-hr-can-address-them>

### **Methodology:**

By using a qualitative case examine method, it's miles viable to advantage deeper information of the conduct at the back of the approach utilized in a studied company. This examine is an exploratory examine, that's a look at that targets to discover what definitely is taking place and to are looking for new insights within side the studied problem. There are 3 most important methods of engaging in exploratory research: a sleek of literature, speaking to professionals within side the subject or undertaking awareness organization interviews. In this look at, a literature evaluation has been achieved and interviews had been performed with respondents at a specific wide variety of digital printing. To maintain an explorative view of the have a look at the idea with targeted interviews becomes used. A couple of standard questions have been indexed earlier to maintain consciousness on a few primary subjects and in an effort to get similar

outcomes from all the respondents. This made the solutions from the interviews extra complete while follow-up questions could be adjusted to the situation.

**Lesson Plan:**

<b>Serial No.</b>	<b>Activity</b>	<b>Timeline</b>
<b>1</b>	<b>Introduction to topic</b>	<b>05</b>
<b>2</b>	<b>Question 1 discussion</b>	<b>15</b>
<b>3</b>	<b>Question 2 discussion</b>	<b>15</b>
<b>4</b>	<b>Question 3 discussion</b>	<b>15</b>
<b>5</b>	<b>Question 4 discussion</b>	<b>15</b>
<b>6</b>	<b>Question 5 discussion</b>	<b>15</b>
<b>7</b>	<b>Concluding remarks</b>	<b>10</b>
	<b>Total</b>	<b>90 MINUTES</b>

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