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Case Study

Results
you can
measure.

Rapid Revenue Growth

Since initiating digital printing in 1999, the Gráfica Bandeirantes digital printing business has grown by 261 percent over five years and by 56 percent last year. In 2004, 36 percent of the growth came from the firm's "cells on demand" strategy of developing remote print locations and 20 percent was from book publishing.

Pioneering Digital Books

Gráfica Bandeirantes has few Brazilian competitors in digital book manufacturing, and the firm is rapidly establishing its leadership. Publishers benefit with incremental revenue from making out-of-print titles active. To date, only about 1.5 percent of the 25 million books Gráfica Bandeirantes manufactures annually are produced digitally, so the business has a lot of room to grow.

Facilities Management Cells

Since building its digital printing capabilities, Gráfica Bandeirantes has initiated facilities management services at five customer sites, including two Phillips Electronics sites in Manaus and São Paulo and two universities. Onsite services include color and monochrome digital printing and copying of manuals, books, magazines and other documents.

New Location Cells

Gráfica Bandeirantes has opened two remote locations, in Brasília in 2004 and Manaus in 2005, providing local digital printing services and additional offset and other capabilities from the centralized São Paulo facility. The company's long-term plan is to open remote facilities in the capitals of all 26 Brazilian states, where much of Brazil's economic activity is based.

Workflow Efficiencies

Gráfica Bandeirantes is developing new workflow systems to streamline internal operations and enhance sales and distribution for small- and medium-size book publishers. Internally, the firm is developing a single workflow for both digital and offset printing for more flexibility even late in the process. For publishers, Gráfica Bandeirantes is developing a Web-based order and fulfillment system that will provide a complete order-to-manufacturing-and-delivery system carrying the publisher's brand.

Gráfica Bandeirantes pioneers digital book manufacturing and 'cells on demand' strategy with a wide range of Xerox digital printing equipment.



Gráfica Bandeirantes S.A.

Gráfica Bandeirantes S.A., with headquarters in São Paulo, is by most accounts Brazil's leading digital printer and manual producer, and a top 10 commercial printer. Other services include book manufacturing, CD duplication, prepress and facilities management. The privately held company's 200 customers include Ford Motor Company, Microsoft Corporation, Phillips Electronics N.V. and publishers Moderne, Atica and Abril. Gráfica Bandeirantes was founded in 1953, has 450 employees and had 2004 revenues of \$90 million.

Portuguese Web site:
<http://www.grafbandeirantes.com.br/>



The Challenge

1

“We wanted to maintain our industry leadership by responding to market trends, opportunities and evolving customers’ needs better than our competitors.”

Clineu Stefani, Commercial Director, Gráfica Bandeirantes



Gráfica Bandeirantes began operation in 1953, producing the first car manuals for Volkswagen, and has maintained its leadership over the years by adopting new technologies to meet changing customer preferences. In 1992, the firm began producing manuals on diskettes, and in 1998, on CD-ROMs. In 1999—recognizing a growing need for lower-volume print runs and faster turnarounds—Bandeirantes acquired a digital printing firm. Subsequently, Bandeirantes has taken a fresh look at applying digital printing services to improve the businesses of its customers in book publishing and manual production. Bandeirantes has also explored ways to optimize service and turnaround for all its customers—and expand its business—by bringing print-on-demand services closer to the point of need.

The Solution

2

“We have two target growth areas: digital book manufacturing and ‘cells on demand,’ which include new Bandeirantes locations and facilities management operations at customer locations.”

Clineu Stefani, Commercial Director, Gráfica Bandeirantes



One of the Gráfica Bandeirantes targeted growth areas—digital books—builds on its traditional book manufacturing business, while the second—developing new service locations—initiates new business around on-demand services. The firm's book strategy is to help publishers boost revenues by bringing out-of-print titles back into print. Bandeirantes creates PDF files of old titles with a Xerox FreeFlow™ scanner, prints monochrome book blocks on Xerox DocuTech™ Production Publishers, prints covers on a Xerox DocuColor™ 6060 Digital Color Press and hosts publisher Web sites for consumer ordering. In pursuing its “cells on demand” strategy, Bandeirantes now staffs facilities management operations at five customer locations, and has opened two new production locations: in Brasília (2004) and Manaus (2005).

The Benefit

3

“We are growing rapidly with digital printing services—and we still have a lot of room to grow.”

Clineu Stefani, Commercial Director, Gráfica Bandeirantes



Digital printing services have grown by 261 percent since Gráfica Bandeirantes began offering them in 1999, and by 56 percent in 2004 alone. Digital book manufacturing is helping publishers build incremental revenue by bringing out-of-print titles back into print to expand active book lists. Since only 1.5 percent of Bandeirantes's book manufacturing is now digital, the firm expects continued strong growth. The “cells on demand” strategy accounted for almost twice as much 2004 growth as digital books. The strategy improves customer service and turnaround by printing closer to the point of need and reaching new customers. Bandeirantes plans to open as many as 26 new locations—one in each of Brazil's state capitals—in the next decade.