



## **MOS in the driver's seat Targeting Rs 90-crore**

Mail Order Solutions (MOS) has shown tremendous growth. Mehul A Desai shares his campaign strategies and direct-mail plans to make MOS the best digital print firm in India



### 1 Focus on the customer

MOS has fewer clients so that it can provide better servicing, rather than a huge number of clients. Instead of adding new clients, MOS' focus is to increase the volumes with the existing clients. MOS witnessed an increase in the international jobs. The volumes from the existing client had increased and new international clients were added. On the domestic front, MOS signed-up with the clients where the campaign management activities were heavy. This included creative, data, printing and distribution services all that came into play which really helped the top line.



### 2 Ensure you strategise it right

For 2013-2014, the MOS strategy is simple. This means, instead of adding new clients, increase the print volumes with the existing clients. There is lot of benefit in it. The market is getting commoditised because of the price. Client loyalty is low as there is no service differentiator. What MOS is trying to do is implement simple strategy. a) Provide the best to the existing clients. b) Value-added services on the existing work which MOS is rendering. MOS doesn't want print to be a commodity or be compared with another printer. And so, MOS brings a lot more to the table. The client must see this differentiation.



### 3 Tune your machine

MOS' decision to invest in a kit is client-centric and based on the work. Technology is not the basis of the MOS decision. MOS is focused on what the client wants – and deems fit. It should lead to efficiency and enable us to handle higher volumes. All the digital devices on our shopfloor are from Xerox or Canon. MOS has doubled volumes in the last couple of years. All digital presses have 100% printing utilisation making regular maintenance is of paramount. MOS has service engineers who service the digital presses, regularly and systematically.



### 4 Sharpen your products

Finishing is crucial. More so, when like MOS the firm services "fussy" international clients. Post-press activity is an important aspect of a printing firm. MOS has basic kit in finishing and post press. But what this enables is, prevention of a bottle-neck. For the future, MOS proposes to invest in the right kind of post-finishing equipment. This will not only improve the product offering but will improve the turnaround time. When MOS is servicing a client, the MOS team always try to find "what more can we do to improve the quality, time-lines, accuracy, etc."



### 5 Logical extension

MOS is looking at a change in the scenario for key customers and provide solutions which will go "beyond printing". MOS hopes to provide non-print extensions to their marketing and operations. This means, besides managing print requirement, MOS can create customised client-specific solutions. For one, this will free a lot of resources on the client side. MOS has a pilot project running at a reputed organisation in India. This could be the launch of an exciting phase. This is a part of project management services and MOS has a dedicated team for this.



### 6 Future plans

The MOS investment strategy for the next 18 months is categorised in three phases. In phase one, it'll strengthen and modernise its post-press. In phase two, it will implement a shift in technology. MOS may cut-sheet laser for digital and will bring in roll-to-roll inkjet. In phase three, MOS will upgrade our offset division. MOS is planning to invest Rs 25-crore for all the three phases and the investment plan is spread over a period of 18 months. This will expand the capacity and will increase our product offering to the client.

**PRO TIP**

**Mehul A Desai**  
chairman and  
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1. Selection of the right people for the right job. Involve them in the training activities so that they become capable enough to make the right decision. Empower them to make decisions.
2. Be very sure about what you want to do because it is not going to be easy. Initially it may appear so, you may taste early success but it is a cycle. Success will be followed by failure followed by success. The key is how you ride out the bad period.
3. Be firm with the idea that one has. Be very convinced. Believe in the idea because if one does not believe it then nobody will believe in it. At the end of the day it will reflect in the performance.
4. Do not abandon the idea/business if you experience failure. One has to be prepared to face the first failure. Say no to things which one feels is not good for the business. Do not shy away from tough decisions.