



# Konica Minolta's Priorities

## Manufacturer hosts virtual press briefing

by: Brent Hoskins, Office Technology Magazine

On Dec. 13, in a virtual briefing for office technology industry editors and analysts, Sam Errigo, president and CEO of Konica Minolta Business Solutions U.S.A. Inc. (Konica Minolta), shared the company's five strategic priorities. The briefing also featured presentations on such topics as operations strategies, dealer programs, e-commerce and the supply chain.

In his presentation, Errigo began with Konica Minolta's "growth strategy," the first of the five strategic priorities. "I've talked a lot about the dual transformation strategy; in concert, we have to do two things," he said. "[We have to] grow our core business and, in parallel, we have to continue to transform, which means moving quicker into this managed IT sector of the business, IIM [intelligent information management] — our document management area — and then also [into] software solutions and video services. [These] make up some of the new areas for growth in long-term profitability."

The second strategic priority is "driving innovation," Errigo said. "We have a lot of things going on around infrastructure and using data in a much more intelligent manner to help us internally, but also to help our dealer channel and external customers to understand the data," he said. "Also, [we need to help dealers and customers understand] the value that we can provide to them with better use of data and technologies to help them manage cost and expenses within their relative businesses."

Konica Minolta's third strategic priority is "increasing shareholder value" by looking at "our end-to-end process going through our business; looking at everything from how we enter and order all the way through to cash management," Errigo said. "Our business has changed since COVID, and it's incumbent now on us, as leaders of our company, to make sure that we look at every aspect of the business. [For example] we have an initiative in place that, over the coming years, we need to convert 15% of our staff to robotics, meaning taking those mundane processes and using RPA types of technology to improve not only how we process information through the business, but also create new roles within the company



*Sam Errigo*



*Laura Blackmer*

that are much higher value to both us internally as well as to our stakeholders."

Errigo said the fourth strategic priority is "corporate culture." Konica Minolta is "changing as an organization; the makeup of our company is much different," he said. "We have to have a much more inclusive and diverse culture in order for us to accelerate our business transformation. So, going outside the guidelines of who we would have traditionally hired ... Adding different types of diversity in the business with different experiences is going to help us accelerate our overall growth.

"That's going to be very, very important as we look to our transformation strategy, as we look to how we enable our sales organization, our management team in the field, our managed IT segment of the business," Errigo continued. "All of those are changing daily, and it's actually a pretty exciting aspect of our business in order for us to really accelerate the future."

The fifth and final strategic priority for Konica Minolta Errigo shared is the "customer experience." He cited, in particular, the company's e-commerce platform. "At times people are skeptical about, maybe, what we do or how we approach business, but this is one of those areas that I'm actually most excited about for a couple of reasons," he said. "When you talk about business transformation, if you're not talking about change, if you're not talking about how the experience with your customer is going to change, then transformation is just not possible ... This is an area that we're investing in. We do believe that there will be benefit for Konica Minolta corporate, our direct channel and for our dealer channel."

Among the other presenters in the press briefing was Laura Blackmer, president of dealer sales, who, in part, provided an update on the company's new Rev'd Up dealer performance program, which measures and rewards dealerships that "take the journey" into new business opportunities. "So far, it has really been a great success," she said, noting that "a number of dealers" have already advanced to a higher level in the three-level program. "These are not our largest dealers, by the way. These are dealers who have made real progress in expanding their business opportunities into new things like production print and digital transformation. That's what it [the program] was designed to do." ■

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