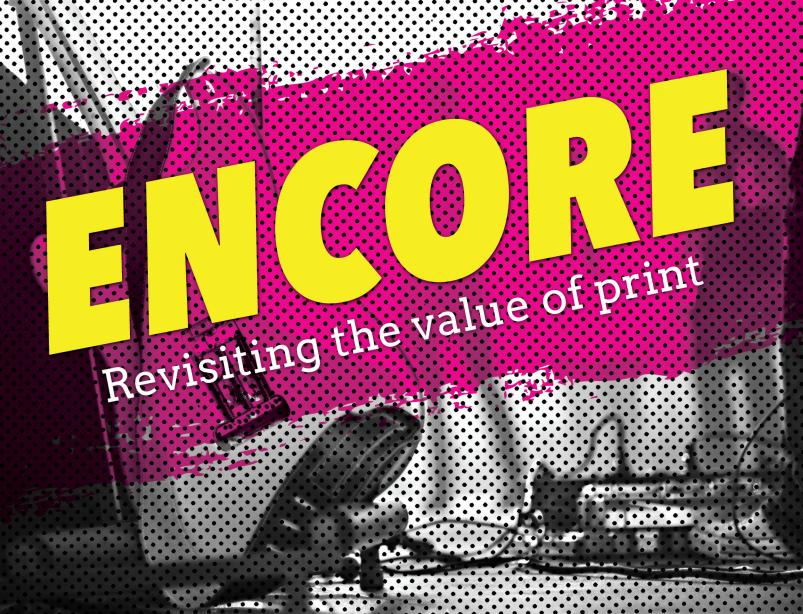
CANVAS

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APRIL 2016



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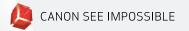
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KINDERGARTEN RULES

Once, when my daughter was about kindergarten age, she and her brother were getting into a little tussle, and I could hear her whining and complaining a bit. I told her to have a good attitude, and she responded with a fantastic fake laugh and started mockingly saying how good she felt while her brother was hitting her. I laughed hysterically for several minutes and realized the power of that little girl's sense of humor and good attitude.

I wonder what it would be like if we acted with our clients the way that the presidential candidates have carried themselves in the election. Would our prospective customers vote for us if we called our competitors losers? Before you say no, consider the idea that maybe if you tapped into an anger that the client had about another supplier, they may like your bravado and align with it.

Great sellers lift others up. They make people want to be around them for the classy and respectful aura they emit.

I always defer to the idea that common sense will take over, and that people in general are not attracted to negativity and a lack of manners. I figure that people want to be around positive vibes, because it makes them feel better about themselves. This election, though, is making me question that belief.

In my opinion, we need positive vibes to escape the negativity that is permeating our culture. None of us are immune to it, but this whole "tapping in to the anger" thing is a ridiculous notion. Why would anyone want to tap in to anything that was negative? Believe me, each of us already has enough "stuff" in our worlds, we don't need to inject more venom.

I won't dispute that some candidates have tapped in to a general angst within the American public. I will, however, take issue with what they have done with that angst. If you ever find yourself dealing with prospective clients that are holding ill will toward others, be careful of the path you choose.

Great sellers lift others up. They make people want to be around them for the classy and respectful aura they emit. So, while these candidates continue to demonstrate why the

rest of us never went into politics, we need to stay the course of positivity.

Clearly, the people who aim to be the leaders of the nation don't understand the qualities of true leadership. It might be time to elect an actual kindergartener and not someone who acts like one. Enjoy the issue.

Warmest regards,

Mark Potter, Publisher

🥤 @MarkRicePotter

P.S. Don't forget to get a spot for the third annual thinkMSP Summit where we tell you how to "Sell More S@#*!"



Linda Bishop, President, **Thought Transformation**



@Linda_Bishop



Greg Coticchia, **Executive in Residence** University of Pittsburgh





Ascanio Pignatelli Founder, ApexCEO



@CoachAscanio



lan Friedel, Art Director Shweiki Media Printing Co.



🥇 @ShweikiMedia



Charles Lunan, CANVAS **Contributing Writer**



@UtterOtter

GET IN TOUCH WITH US

♥ @THECANVASMAG 2180 Satellite Blvd., Suite 400, Duluth, GA 30097 WWW.THECANVASMAG.COM

THE CANVAS TEAM

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DID YOU KNOW?

According to Gartner's "CMO Spend Survey 2015-2016: Digital Marketing Comes of Age," 56 percent of marketers ranked customer experience as one of their top five marketing tech investments. The report surveyed more than 330 organizations on the scope of their 2015 marketing budgets and 2016 expectations.

The number of consecutive months that U.S. commercial printing industry shipments have been up in current dollars (16 consecutive months compared to the corresponding month of the prior year), according to a recent Commerce Department report. On an inflation-adjusted basis, the industry has had five positive quarters, one of the best growth periods over the last 20 years.

Instead of building a homegrown audience, clever marketers leverage others' authority, influence and reach. Influencer marketing is not a transactional deal, but an ongoing relationship."

 Bryan Eisenberg, co-founder and CMO of IdealSpot and New York Times bestselling author, on the importance of relationships to influencer marketing

Survey shows where the opportunities are

- popular rules of engagement today:

SEARCH ENGINES



TRADITIONAL MEDIA



ONLINE-ONLY MEDIA



OWNED MEDIA



SOCIAL MEDIA



BY GREG COTICCHIA

List. Offer. Repeat.

lot has changed in outbound marketing since I started practicing in 1986. Today, the world of marketing automation differentiates between inbound and outbound marketing, and emphasizes the importance of things like "drip" campaigns. Marketing's "measure everything" attitude makes sure you're achieving your results and constantly improving.

That's all good. But what hasn't changed is the basics - the fundamentals.

Back in 1999, I attended a marketing communications conference in San Francisco. While I don't remember much about the conference, I still remember sitting in a large hotel room listening to an executive with Network General talk about direct mail. Network General had developed the original network packet sniffer in 1986, before merging with McAfee Associates in 1997 to form Network Associates. Today it's a part of NetScout.

At the time, they were an up and coming tech company.

As the session came to a close, I remember one of the speakers saying it all comes down to two things: the list and the offer. "You can review the headline on the envelope, the envelope itself, the colors, the photos, the die cuts, etc.," she said. "You can measure all that, and then do your A/B split testing to see what's more effective. But the only things that matter are the list and the offer."

In the years since her remarks, and the many B2B marketing and sales miles I have logged in companies of all sizes, I have reached the same conclusion. It hit me years ago, not long after I heard her advice. Why? Because it's true. It's simple. And it works.

Let's start with the list. If I'm targeting a buyer of say, PCs, and my list only contains Macintosh owners, does anything else about the marketing campaign really matter? It's not going to the right prospect.

When I was running ebilling Hub, now owned by Thomson Reuters, we realized that the segment of law firms most affected by electronic billing early on were the ones that did a lot of insurance work. Sending emails to large law firms that had no "pain" or awareness of electronic billing would be nice, and, eventually pay off as electronic billing grew in popularity. But that would have been more awareness exercise than lead generation.

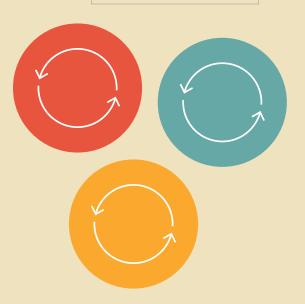
A list is not a one-time event – it's an asset of your organization. You must manage it, build it and value it.

You need a good list. And by good, I mean one you built yourself, not rented from a broker. You can use rented lists when you're starting out. To note, they can be expensive and poor quality. And, when people don't opt-in, your list essentially is spam. A good list also matches the offer and is aligned with your target buyer. You should be able to segment your lists - slice and dice the addresses by title or size of organization, or other demographics to get good results.

A list is not a one-time event – it's an asset of your organization. You must manage it, build it and value it. Take ownership. In a world mad about "Big Data," this data is key. It's what builds your pipeline, and creates awareness and interest in the AIDA (Awareness, Interest, Desire, Action) process.



Greg Coticchia is an award-winning technology executive with more than 25 years experience in high-tech products and services. As CEO and co-founder of eBillingHub, he grew the company from inception to establish it in a leading market position that led to its sale to Thomson Reuters. Today, he teaches business-to-business marketing and entrepreneurial leadership at the University of Pittsburgh's Katz School of Business.



All about the offer

You need an offer - a "Why should I care? "What's in it for me?" or "If I'm interested, what do I do next?"

Offers are a "call to action" (CTA). They should be short, urgent and risk-reducing. Think a free webinar, ebook, report, free consultation, guide, templates, etc. Tell your prospects how to reply and what to do next (click here, for example). And only one per email.

Remember, it's an email - you're not trying to make the sale with it, especially if you're in B2B sales. You're just trying to get them to connect with you and express some interest. That's something you can work with as an initial lead.

The bottom line is alignment, value, urgency and clear, specific copy. According to Marketing Experiments, the first internetbased research lab to conduct experiments in optimizing sales and marketing processes, CTAs that offer high value at low cost to the reader get more clicks. Ask for the appropriate action at the right time. Don't try to make the sale within your email; that's what your landing page is supposed to do.

Landing pages are where the action takes place - where the exchange happens. You get the information, and they get the CTA. It's today's "electronic response card." Landing pages can be used for all your inbound actions as well. They can be posted on Linkedln, Twitter and Facebook, which allows the offer to do double duty, anytime, anywhere.

Marketing automation has made marketing professionals' jobs easier and more complicated, all at once. But it's nice to know, that like most automation, if you just automate an existing process, you just make mistakes faster. The fundamentals of marketing still are in place when it comes to outbound lead generation – It's the list and the offer.

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BY ASCANIO PIGNATELLI

Lead from need

fter Scott received his CEO performance review, alarm set in. After investing heavily into initiatives such as employee engagement and recruiting, his staff just wasn't producing like before. Were they lethargic? Apathetic? Unmotivated? Disengaged? The problem, he surmised, was that he was giving them what he thought they wanted, not what they really needed. As a leader, you must lead from need. You want to ensure that your employees always feel like their basic survival needs are being met, and that they aspire to satisfy the five deeper needs: connection, contribution, freedom, growth and fun.

1. Connection

Companies with employees who have strong personal ties to each other have far higher engagement rates than those who don't. To connect, you must create greater trust and loyalty by being more authentic. Great leaders don't fret over public opinion. Let go of who you think you should be and just be yourself. You will gain their trust and respect in the process.

The best managers connect deeply with their employees by paying attention to what's important to them. Carve out some time each week to spend time with your key team members. Get to know them personally. Finally, let them know you and the company care for them. As their need to belong is met, they will give more of themselves.

2. Contribution

Doing something meaningful gives our life purpose. We all want to do something significant and have those efforts recognized. Studies show that employees are happiest when they know they're making a difference and helping others. Often, their contributions go unnoticed. Metrics for measuring an employee's contribution should shift from measuring their individual performance to measuring their team's performance.

How is your staff influencing those around them? Staff members with excellent soft skills who constantly uplift their fellow employees are an incredible asset to your team, yet this doesn't show up in any assessment. To help reward this, try recognizing and publicly celebrating their accomplishments as often as possible or sharing a client story that shows the difference they're making in someone's life.

Great leaders don't fret over public opinion. Let go of who you think you should be and just be yourself. You will gain their trust and respect in the process.

3. Freedom

Self-direction is the key to performance, creativity and engagement. The real you only shows up when you feel free. Employees are far more loyal and productive in workplace environments that respect their freedom and encourage their self-expression. To ensure your staff feels a sense of autonomy, remind them that everything they do is a choice. Choice is power, and when your employees believe they have a choice, they'll become more engaged.

Align their choices with their values, not their fears. When we choose from fear, our actions lack power. When we choose from our values, our actions have more power, more meaning and more energy. Give your employees more flexibility to accommodate their schedules. Decentralize whatever authority you can to give them more decision-making power. This will empower them and make your company much more efficient.

4. Growth

If your staff feels they're not making progress in their own personal development, they'll become disconnected and seek opportunities elsewhere. Ensure that each employee constantly is challenged so that they can grow. The greater a person's belief in their own power to influence an outcome, the more likely

they will succeed with a new challenge. To help them grow, try building confidence. Challenge any belief they might have that is limiting their performance.

Another way to promote growth is modeling. Have inexperienced employees watch other colleagues with similar skills perform more advanced tasks. Seeing others with similar abilities succeed at a task will help them develop positive, "can-do" beliefs. Recognition and positive feedback is key to helping your employees feel more competent, motivated and open to growth. Negative feedback can devastate those with low self-esteem. Finally, optimize the environment. Create a vibrant, energetic, stress-free workplace that encourages your employees to succeed.

5. Fun

If work isn't fun, your employees eventually might burnout. Companies such as Apple and Google have taken the lead in turning their organizations into work places that encourage freedom and fun. Making your workplace fun will raise morale and energy, and is the key to stimulating creativity and innovation. It also will help decrease stress and turnover, as well as strengthen the relationships of all your employees. Try gathering your team together for a 30-minute brainstorming session, and then vote and implement three to four fun ideas.

The world's most successful CEOs unleash the energy and creative power of their employees by honoring those key needs: connection, contribution, freedom, growth and fun. They know that what motivates people – once their basic financial needs have been met – is their desire to grow and develop, connect and collaborate with others, contribute something to a worthy cause and have fun while doing so. You can inspire your employees to reach their full potential by making your company a place where these needs are met.

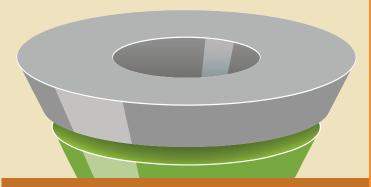


Ascanio Pignatelli is an award winning speaker, seminar leader, coach and author of the book, "Lead from Need." He also is the founder of ApexCEO, an executive coaching and

leadership development group that helps C-level executives develop their leadership and communication skills to create more engaging workplaces. For more information, you can reach him at 310-913-2313 or visit http://www.apexceo.com/.

ALL ABOUT THE LEADS

When it comes to the habits of today's sales and marketing teams, the mission is clear – strategy and communication are paramount. According to the "2016 B2B Benchmarks, Budgets and Trends" report from Content Marketing Institute and Marketing Profs, the two most important goals for all content marketing strategies are lead generation (85 percent) and sales (84 percent). While web traffic historically has been the go-to metric for measuring content marketing success, lead quality, sales and higher conversion rates topped the list. More than 80 percent of B2B marketers ranked these metrics as most important to their organization. The survey was conducted from 3,714 recipients from around the globe representing a full range of industries, functional areas and company sizes.



ON THE MONEY

Survey helps define today's sales path

How does your sales content stack up? According to LinkedIn's "Rethink the B2B Buyer's Journey," 35 percent of B2B buyers say information about product features and functions is the content they value most from vendors, while just 24 percent of marketers say this is the most important content type. The report, which surveyed more than 6,000 B2B buyers, marketers and salespeople from around the world, examined how the buyer's journey has changed and how it has affected the relationships between all three groups. Following are some of the more popular reasons buyers give for vendor relationships getting stronger:

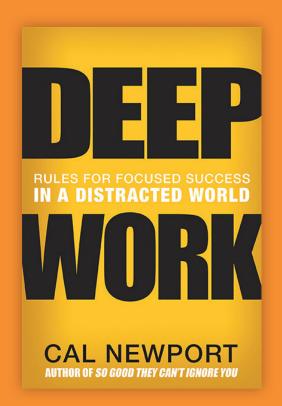
5% Personal Relationships

45% Responsiveness

3% Quality Improvements

38% Value for the money

BOOK REC



Deep Work

By Cal Newport

The definition of Deep Work is pretty straight forward: It's the ability to focus without distraction on a cognitively demanding task. It's a skill that allows you to quickly master complicated information and produce better results in less time. Deep Work, some say, is a super power – one that will make you better at what you do and provide the sense of true fulfillment that comes from craftsmanship.

Interestingly enough, in today's frantic world of email and social media, and the like, most people have lost the ability to go deep in their work days. In Deep Work, author and professor Cal Newport flips the narrative on impact in a connected age. Instead of arguing distraction is bad, he celebrates the power of its opposite.

The book is divided into two parts. The first makes the case that in almost any profession, cultivating a deep work ethic will produce massive benefits. The second presents a rigorous training regimen, presented as a series of four "rules" for transforming your mind and habits to support this skill.

In today's hectic from-dawn-to-dusk-days, Deep Work just might be your indispensable guide to finding focused success in a distracted world. We think the read is time well spent.

Attention all graphic artists

PIA accepting nominations for 2016 Lifetime Achievement Award

Printing Industries of America (PIA) is accepting nominations for the "2016 Lewis Memorial Lifetime Achievement Award" until June 13. The award, established in 1950, is recognized as the highest honor awarded to an individual in the graphic arts industry.

Eligible candidates must be widely recognized as having made a major impact on the graphic arts industry and have a record of participating in both local and national professional activities. Candidates also must have been active in many facets of the industry over an extended period of time.

While candidates do not have to be PIA members, they cannot be previous winners or employees of graphic arts associations. The award will be presented at PIA's Fall Administrative Meetings on Nov. 18-20 in Kansas City.

For more information, contact Kayleigh Smith at ksmith@pritning.org.

Awards & Recognition

Michael Peluso, president of Shawmut Communications Group, has received Printing Industries of America's "2016 Managing for Improvement Award." The award is bestowed each year on a printing industry manager who demonstrates the ability to create real and lasting improvement for his or her company. Peluso was credited with leading a transformation in the service offerings, culture and performance of Shawmut through adherence to a forward thinking, continuous improvement mentality. After 16 years on the sales and management team, Peluso was appointed president in early 2014 of the Danvers, Mass., company, which develops custom print solutions and integrated marketing campaigns for clients across New England.

Seymour Liebman, executive VP, chief administrative officer and general counsel of Canon U.S.A., Inc., was named No. 5 on Long Island Press' "50 Most Influential Leaders" list. It was the fifth consecutive year Liebman made the list. Liebman, serves as senior executive officer of Canon Inc., and is vice chairman of Canon Solutions America Inc.. Along with his Canon-related responsibilities, Liebman serves as a board member for various local councils and associations, including the Touro Law Center, where he is on the Board of Governors, the Long Island Association Board of Directors, the Information Technology Industry Council and the Council of Overseers for the Tilles Center.

News & Notable



Fineline Printing Group's new expansion plan will create up to 25 new jobs by 2019. The certified minority-owned business will invest \$3.79 million to expand its 53,000-square-foot manufacturing facility on Indianapolis' northwest side. As part

of its expansion, Fineline will add an additional 18,000 square feet to its facility and install new printing equipment. Along with adding management, administrative and production positions, the printer is working with the Indiana-based nonprofit computer programming school, Eleven Fifty Academy, to hire information technology associates to write code that will automate data handling and streamline production processes from order entry to product fulfillment.

Phoenix-based O'Neil Printing will open its newest facility. The 10,000-square-foot building will house its growing wide format and ful-



fillment operations. The existing Downtown Phoenix campus will continue to house O'Neil's administration offices, the bindery and pressroom departments. In addition to the new facility, the printer is adding "Farmstead," a showroom that will enable its clients to experience its capabilities.

Canon Solutions America Inc., a wholly owned subsidiary of Canon U.S.A. Inc., will con-CANON SOLUTIONS AMERICA tinue its support of the environ-

ment through its existing partnership with Trees for the Future, a Maryland-based non-profit organization that has helped thousands of communities worldwide improve their livelihoods and environment by planting more than 127 million trees and remove approximately two million tons of CO2 from the atmosphere each year. The partnership was formed by Canon Solutions America's Production Print Solutions division, which donated 214,350 trees in 2015. Since the launch of its Eco Start Program, Canon Solutions America has planted over a million trees on behalf of its customers.



GPA has relocated its Western Regional Headquarters from Santa Fe Springs, Calif., to a larger facility in Cerritos, Calif. The new facility, only minutes away from its previous one, will enable GPA to meet the rising demand for specialty substrates on the West Coast. All other contact information, including

phone numbers, email addresses and the payment remittance address, will remain the same.

Mergers & Acquisitions

EFI has acquired Rialco Limited, one of Europe's leading suppliers of dye powders and color products for digital print and industrial manufacturing industries. Based in Bradford, UK, Rialco now will operate as part of EFI's industrial inkjet business, where it will continue to work closely with and support its existing clients as well as expand and grow its capabilities with new products and new customers.

Partnerships

Canon Solutions America Inc. (CSA), a wholly owned subsidiary of Canon U.S.A. Inc., has partnered with Colex Industries – the U.S. distributor for Fotoba International S.R.L. Colex is a leading manufacturer of automatic X/Y Cutters. Under the terms of the agreement, Canon Solutions America will begin offering the Fotoba brand of large format X/Y Cutters. CSA's new offerings include cutting devices that feature a unique patented system that aligns automatically to the image side for both the X and Y axes. Specifically, the Fotoba cutters can manage a wide range of media types, both roll and sheet, up to 40 mm thick, to achieve full trimming bleeds output or cut down multiple tiles along the X and Y axes. These cutters complement the Océ ColorWave and Océ Arizona print portfolio to eliminate workflow bottlenecks and improve reliability, productivity, accuracy and safety.

Fujifilm Europe has entered into a partnership with **Aleyant**, an innovative leader in providing software services to the graphic communications industry, involving its Aleyant Pressero web-to-print solution. The partnership evolved out of the results Fujifilm North America Corp. has achieved since introducing Pressero. Both Aleyant and Fujifilm Europe are working to replicate those results. Along with helping implement web-to-print services, Aleyant has created a special web-to-print integration for Fujifilm's XMF Workflow. The powerful integration enables automated transmission of job data from a web storefront directly into the XMF Workflow, enabling automated production and job submission, including the selection of an appropriate imposition template, for improved operational efficiency, reduced errors and faster time to market.

Personnel Moves

Chris Luettgen, Professor of the Practice and Associate Director of the Renewable Bioproducts Institute at Georgia Tech, will continue to serve as chairman of TAPPI (Technical Association of the Pulp and Paper Industry), the professional organization dedicated to the pulp and paper industries. In addition, Paul Durocher, director of Coated Paper Development at Sappi Fine Paper North America, will vice chair. In addition, Richard Berry, VP and chief technology officer, CelluForce; James R. Haeffelel, director of Technology Tissue, Americas, SCA Americas; and Tony Lyons, Technical director at Imerys began serving three-year terms. Other board members include: Peter R. Augustine, Fabio Perini North America; Medwick V. Byrd, North Carolina State University; Anitra Collins, International Paper; Kirt J. Cuevas, International Paper; Marko Hakovirta, Stora Enso AB; Christopher A. Krumm, CorrChoice, Division of Greif LLC, and Larry N. Montague, TAPPI.



Quad/Graphics's QVR viewer provides new access to SI swimsuit issue





When the highly coveted 2016 Sports Illustrated swimsuit issue hit newsstands recently, it featured a little added touch from Quad/Graphics. Selected copies of the issue included a Quad Virtual Reality (QVR) Viewer that provides an all-access viewing experience of the magazine's first virtual reality videos. The QVR Viewer appeared in about 500,000 special newsstand versions of the swimsuit issue.

Quad's versatile foldable headset is much less expensive, lighter, thinner and more flexible than more widely known units such as Google Cardboard. Advertisers are able to brand and print four-color process on the unit's outer shell for greater consumer recall and recognition. The viewers can be bound or stitched into magazines or catalogs, inserted into paper or polywrap, placed in a carton or distributed as a stand-alone piece.

The VR experience features behind-the-scenes content and what the magazine calls "intimate access" with five featured models. For the best visual experience, readers are able to download the SI Swim 2016 app, place their smartphones into the QVR Viewer and launch the app.



Products and resources just a tap away

Design made easy

PACKAGING

Neenah's new Folding Board offers 58 coated and uncoated items



It just got easier to design unique packaging, thanks to Neenah Folding Board portfolio. If you're ready to dive into your next packaging project, you'll want to grab a copy.

With 58 coated and uncoated available items – including 24 new colors and 13 new finishes – the Neenah Folding Board has the solution you need for any folding carton and box wrap project.

The Neenah Folding Board has the solution you need for any folding carton and box wrap project.

And, guess what? The items in the swatchbook are just the beginning. You can use them as a starting point to create exactly what a brand needs to extend its identity to the shelf. Get your hands on the swatchbook, and you will have the opportunity to perfectly, and consistently, match any color or colors you need to meet pre-existing brand identity requirements.

The Neenah Folding Board WHAT'S INSIDE

- Beautiful new iridescent colors, including KINETIC, GAMMA and TURQUOISE
- Strikingly realistic metal colors and finishes, including ROSE GOLD in Brush finish, and AGED COPPER in Hammered finish
- New Vellum Digital finish for those short run folding carton projects
- The new Croco finish

Revisiting the value of print

By Michael J. Pallerino

wronged barber escapes from prison and returns to his native London to exact revenge on the corrupt judge who unjustly imprisoned him, and stole his wife and child. When he joins forces with the lonely pie maker, Mrs. Lovett, he sets into motion a tale of lust, murder and revenge. When Sweeney Todd hit Broadway, Stephen Sondheim's electrifying masterpiece was a runaway smash, winning eight Tony Awards, including Best Musical and Best Score. The movie version featured Johnny Depp as Todd, Helena Bonham Carter and the late Alan Rickman.

Fast-forward to every playhouse in America that proudly enlists its masses of local talent to put forth such works. They also will tell you that the energy and strategies needed to generate a "must attend" buzz is half the fun. So says Alex Scollon and Kristen Gwock Silton, the managing director and marketing manager, respectively, at the Actor's Express in Atlanta. The brain trusts behind the theatre's sophisti-

cated promotional campaigns take special care in marketing each and every performance.

Scollon has spent his career garnering a first-hand look at what theatergoers expect from their experiences. The Carnegie Mellon graduate has spent time leading small theaters and multidisciplinary arts organizations to transform them into important cultural centers in their communities. He has maximized revenue, developed strong boards of directors, and created partnerships with local government and community organizations.

That's why every touch the Actor's Express has with the commu-

nity must be striking. One of the most important tools in its promotional arsenal is the printed pieces that serve as reminders for upcoming productions. The Actor's Express team conducts a postcard mailing for every show two to

three weeks before opening night, typically mailing to around 5,000 households from its database, and an additional 2,000-3,000 households that it receives from other theaters based on related thematic content.

In addition, Actor's Express mails a season brochure with artwork for every show in the season to promote subscription sales each summer. The brochures and postcards usu-

ing to tell a visual story that is as colorful as the play itself.

"We use impactful images on our mailers that portray the

ally feature publicity images for the show. "We usually split our mailing, adding a promotional code for a discount offer to the postcards going to the households we receive from other theaters," Gwock Silton says. "In the case of Sweeney Todd, we wanted our audience to know that our production was going to be modern, edgy and exciting. We also distributed 100 posters around Atlanta. We're always eager for postcards to hit the mailboxes because we know that's the true start of the sales

window for the show." The power of the print piece in myriad forms stands at the core of the Actor's Express' promotional campaign, help-

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essence of what audiences should expect from our productions," Scollon says. "Many of them have seen the artwork for the show, so the PR images give them the next taste of what to expect."

Just recently, an ad Actor's Express placed on a MARTA bus in Atlanta went viral after a young man snapped a picture and shared his exuberance over the theater's diversity casting of Sweeney Todd. "It is important to note that the image that went viral online did not come from an online add, it was a physical print advertisement that the patron could interact with," Scollon says.

These kinds of stories are music to Bill Gillespie's ears. The VP of sales at Bennett Graphics says that every story of how print continues to make a difference in an increasingly digital world matters.

"We see increased pressure for printing to work in measurable ways," says Gillespie, whose company offers a wide range of printing options, including POP and office wall graphics, dimensional mailers and sales kits, glass graphics and labels and flexible packaging, among other services.

Printers like Bennett Graphics understand that print still has credibility over digital media – a caché that creates a special kind of relationship with the recipient. "If a brand sends you a printed communication, they think highly of their product/service and your likelihood to benefit from it," Gillespie says.

"A great printed piece is one you want to spend time with. It has more value and permanence."

- Stephen Brown, Chief Innovation Officer, Cookerly Public Relations

Bennett clients are putting more thought into the emotional impact a tactile, printed piece might have when a person picks it up. Its design discussions with each client are thorough – paper, dimension, activity, etc. The experience of opening and handling the piece is considered and made to support the message, Gillespie says.

What makes print work is that every piece tells a story. Mail. Catalogs. Brochures. POP. Dimensional communications. "Touch matters," Gillespie says. "It's emotional. Every inch of the human body has the sense of touch. Printing has power no other media has when all senses are considered. It's more powerful than what you see,

smell or hear. Print can stimulate the emotions and prompt an immediate response. Printed advertising (mail, catalogs, etc.) can motivate you to head to the web and make your purchase or commitment. It can make you follow up with an email or text message to say thanks. It's powerful stuff and keeps you connected to your audience."

THE EYES HAVE IT

Stephen Brown believes that while social media and online content continues to be the "in" way to drive a brand's message home, the strategy of the printed piece will always have its place in the communications process.

"There's an art to knowing how your eyes move on a printed page and the beauty of photography on paper can put great content in brilliant context," says Brown, chief innovation officer for Cookerly Public Relations, a member of the Worldcom Public Relations Group, which has offices all over the world. "A great printed piece is one you want to spend time with. It has more value and permanence. Passing along to others is a sure sign that the content is quality."

Brown says that one of the staples of Cookerly's public relations strategies is the postcard. For events, it still is a great way to cut through the clutter. "The temporal reminder nature of this genre of direct mail is very helpful when timeliness is a factor. I've seen some imaginative die-cuts that pop up and pop out into new dimensions. Great photography or graphics are key."

The notions of frequency and reach still are equally important, and marketers must connect with people where they work, live and play. "Seeing something online, on your mobile phone or elsewhere, plus seeing and touching it in print can make an entire integrated campaign pop." Brown says.

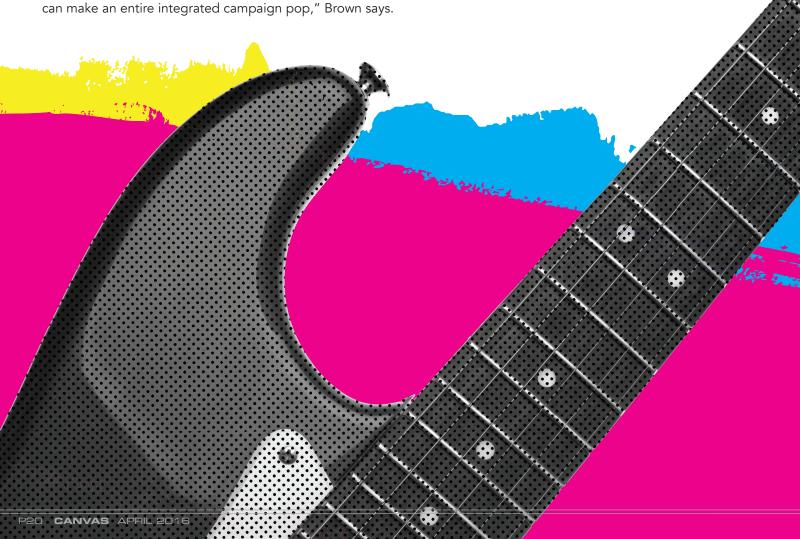


To find the true power of what printers can do with their clients, you don't have to look any further than the story of a Bennett Graphic's client that was looking for an interesting way to promote its consumer research related to sweeteners. The agency approached Bennett to design a desktop item that could deliver survey results – an item that was so enticing that the recipient could not throw it away.

The agency asked Gillespie if Bennett could cut cork so that they could do coasters for the client. After hearing what the business was, Gillespie asked if they wanted the coasters in the shape of bread. So Gillespie called his wife and asked her to measure a slice of bread. When he went home, he traced it, which became the dieline.

Bennett ended up making a set of eight coasters, bagged them in a bread bag, and shipped them in a corrugated breadbox. The kit, shipped via UPS, was an instant hit.

"While it is always a personal preference, from my perspective, and from what I see every day, dimension, texture, photography and interactivity are all keys in grabbing someone's attention," Gillespie says. "Copy and imagery that walks you through the message and gives you a planned experience. Print connotes a relationship."







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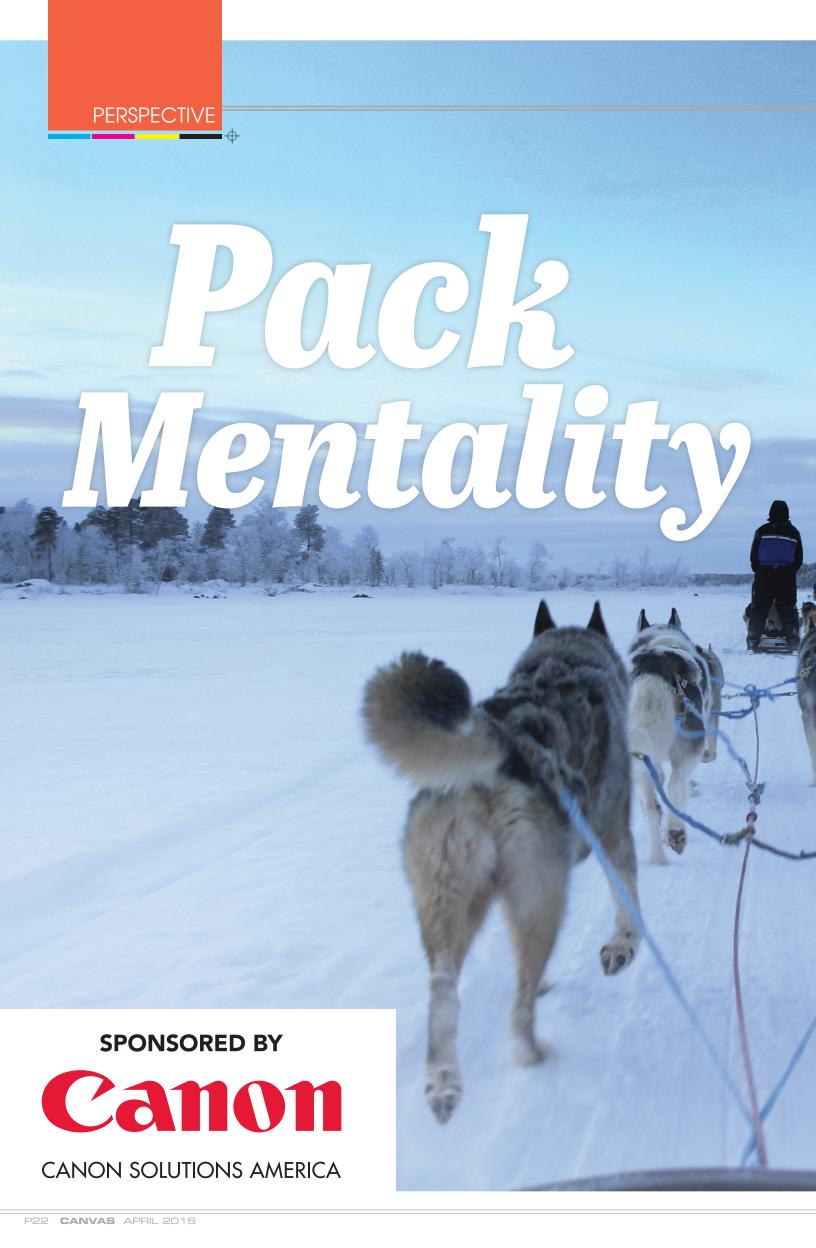












By Michael J. Pallerino

arry Vaughn remembers the moment well. He was participating in a group discussion with nine other industry colleagues, when the topic centered on best practices. As the conversation moved around the circle, one particular person was quite adamant about not sharing anything his competition could hear.



"I'm just not sure I want to say anything about our business or what we may have, or may not have done with my competitors in the room," the participant said.

But while Vaughn saw his point, the long-time industry veteran had some particularly poignant thoughts of his own. "Think of it this way," Vaughn told him. "You are sharing one particular example of something your company did, and you're getting nine back."

At that point, you could feel the epiphany moment. "It was something to see," says Vaughn, who recently was named sales manager at Thomas Printworks after it acquired his company, Seebridge Media. "You could see by the look on their faces that they got it. You could see they understood that there was power in numbers. Yes, we are competitors, but you have to have competitors to be able to survive and compete."

As for the once apprehensive participant, "He sang like a canary," Vaughn says. "He had no problem discussing any issues or successes his company had moving forward."

So, when you ask industry vets like Larry Vaughn if there is strength in numbers in the never-ending quest to succeed in today's competitive print game, his answer is an emphatic yes. Vaughn is a founding member of thINK, a production inkjet specific forum launched in early 2015 by Canon Solutions America. The group gives production customers, solution partners and print industry experts an educational forum to share best practices in today's growing inkjet landscape.

"One cannot do it on his own," says Vaughn. "It's as simple as that. There are so many avenues, so many products, so many substrates and software that are in today's print market. There is just no way that a business owner can keep up with everything. He just doesn't have enough manpower or resources to do it alone."

Vaughn says there are enough common issues and situations that pop up in the day-to-day aspect of running a print business that having somebody to talk to about it makes things easier to handle. "In the old days, you were pretty much on your own. There may have been a chat group or some technical assistance you could get, but being able to get real world information from an end user is worlds better."

A source's source

In an industry where technology seemingly changes daily, user groups, like the one Victor Bohnert heads for Canon Solutions America, are giving print executives across the industry the forum they need to navigate the ever-changing waters.

It is in these "real world" labs that the real work gets done. "The power of the group is applicable in any industry," says Bohnert, who was named thINK's executive director in 2014. "The idea of being able to leverage collective experience and collective intelligence is very appealing. It's what gives companies a competitive edge."

These types of insights can be done in a couple of different ways. First, companies can leverage the ability to learn from the mistakes that others may have had, which can make the steps they take more efficient and effective. Second, members of a group can learn all of the intricacies of how a product works in a real world setting, not just in the lab.

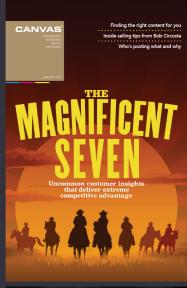
Just being able to share things where others have already fallen and skinned their knee is important. It's always better when you can avoid that crack in the future."

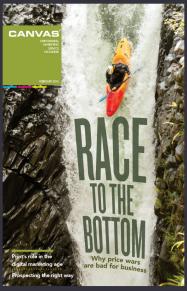
— Mark DeBoer, Director of Customer Experience, Darwill Inc.

"One of the main advantages that we have seen, working within an OEM (Original Equipment Manufacturer) group like Canon Solutions America, is that it really enables you to gain the collective voice of the customer," Bohnert says. "This gives you the ability to influence and advocate yourself with more effectiveness, rather than trying to do something or figure out something on your own. It allows you to improve product effectiveness and product awareness. And it's not just a voice out, but a voice in as well."

One of the most compelling aspects of a user group, which can be seen in ones that work, is the non-threatening, non-competitive way it inspires discussion.





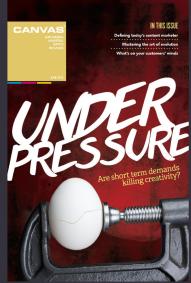


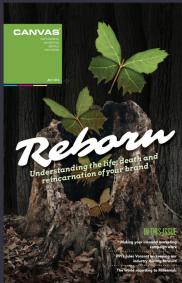






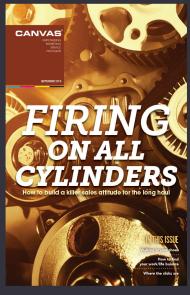




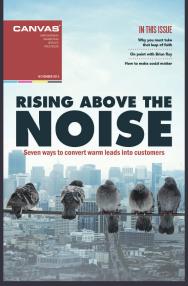














3 ways you can use Canon Solutions America's thINK forum

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thINK Connection

Monthly communications keep you up-to-date on what's happening in production inkjet and the changing digital print landscape.

This is where groups can succeed the most, says Bohnert, who has spent his career helping companies navigate through such ventures.

"You're going to have those who sit and listen, don't talk much," he says. "You see it in every group. But that doesn't mean they are not getting what they want or need out of it. Most people are eager to share and get the most they can from their participation."

The power of the group is applicable in any industry. The idea of being able to leverage collective experience and collective intelligence is very appealing. It's what gives companies a competitive edge."

— Victor Bohnert, Executive Director, Canon Solutions America

But when it comes to the printing industry, using the power of a group to continue to strengthen a company's strategy can be an invaluable asset. "Listen, there are no secrets here, this is a relentlessly competitive industry," Bohnert says. "People are always looking for an edge, strategic or otherwise. They want to get the most they can from print while driving their costs down. And that's why being a part of a group, a place where you can gain a competitive edge, is essential."

Mark DeBoer believes that industry leaders will continue to strengthen their strategic and business acumens by being able to consult with others who have already walked a path they are treading down.

"Too many people think that they are having to go in and give away company trade secrets," says DeBoer, director of customer experience at Darwill Inc., and president of the thINK board. "But what you find through these exercises is that the industry only gets stronger when a bunch of printers can get together and talk about the things that are and are not working. These become sounding boards that manufacturers can use. The information that comes out of these meetings is not biased. It comes from the people who are doing it everyday."

In the end, if failure is our greatest teacher, DeBoer says user groups can help give you a leg up. "Just being able to share things where others have already fallen and skinned their knee is important. It's always better when you can avoid that crack in the future."



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FAMILY MATTERS

An inside look at why family-owned businesses remain so vital

By Charles Lunan

ook at the timeline the Peluso family put together recently to celebrate 65 years of doing business at Shawmut Communications Group, and you cannot help but notice a pattern. When the economy goes south, the Pelusos keep investing.

In 1981, as the national unemployment rate headed toward double digits, the family expanded their printing plant in Chelsea, Mass. They did it again in the 1991 recession. In 2005, as technological disruption was triggering a wave of consolidation in the industry, the Pelusos relocated to a much larger building in Danvers, Mass. In 2008 and 2009 they moved forward with plans to add a machine in the pressroom in the midst of the worst recession since World War II.

"This decision was difficult with the economy having such a downturn, but we knew we would see positive results with the right tools," recalls Michael Peluso, president of Shawmut, grandson of founder Ted Peluso, Sr., and one of four Pelusos from two generations now leading the company. "From 2006 to today, we've quadrupled. We expanded two years ago and we are full again."

The boldness displayed by Shawmut – and other family businesses that help define the landscape of today's commercial print landscape – is no aberration, says John L. Ward, co-director of Kellogg's Center for Family Enterprises and co-author of many books on family-owned businesses. Over the course of his career, Ward has found family businesses are more inclined to take advantage of negative economic conditions, because of their propensity to take a longer-term view than employee managers.

"The printing business was inherently family-owned for years, and now the culture has changed and only the smaller shops are family-owned and the bigger ones are all publicly-owned."

- Michael Peluso, President, Shawmut

"Family firms, because they are committed to the long-term future of their enterprise, realize that they can follow unconventional and particular strategies," Ward says. "One example of that is to sustain investments in down economic times – be it R&D or new product development, or building company competences. Some buy struggling competitors in down markets or hire talent when others aren't hiring. Family businesses typically have little debt and operate conservatively to make such moves in down times possible.

Ann M. Dugan believes that family businesses make long-term decisions because they have to think not only about the generation of family involved today, but also the generations to come. "This long-term view precludes short-term decisions from being made that may bolster profits or other financial indicators temporarily, but in the long run, investment for growth should be a priority," says Dugan, a managing director at the private consulting firm Headwaters SC, LP.

A long-term view allows customer relationships built on trust, quality, dependability and performance to unfold and become truly a deep relationship, says Dugan, whose work creating and running the Institute for Entrepreneurial Excellence at the University of Pittsburgh is widely credited with helping thousands of small businesses revitalize the Western Pennsylvania area.

"Stability, loyalty and trust that the family will do the right things are in the fabric of great family owners, and the employees understand and value the culture that is created."

- Ann M. Dugan, Managing Director, Headwaters SC, LP

LUNCH WITH GRANDMA PELUSO

That's certainly the culture Michael Peluso's grandfather, Teddy Sr., and father, Teddy Jr., left him. Michael Peluso remembers one summer when a customer spent an entire week at the family's plant in Chelsea reviewing proofs of his catalog. Each day at noon, Teddy Sr. would walk the customer up the street to his home, where his wife served them lunch. Years after she passed, the client still talked about how much he cherished those visits.

"He'd always comment that he felt he was part of something special," Peluso says. "I think being family-owned does resonate with clients for that simple fact. The printing business was inherently family-owned for years, and now the culture has changed, and only the smaller shops are family-owned and the bigger ones are all publicly-owned."

Dugan says research has shown family-owned firms tend to have lower employee turnover than non-family-owned businesses for the same reason. "Stability, loyalty and trust that the family will do the right things are in the fabric of great family owners, and the employees understand and value the culture that is created," she says.





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AN EXTENDED SENSE OF FAMILY

Shawmut learned the importance of treating employees like family in 1991, when Michael's mother, who prepared job estimates and billings, succumbed to a heart attack at the age of 49.

"From our perspective, that was a pretty huge tragedy," Peluso says. "In the months afterward, our employees really stepped up and kept our business going. We look back on that as a pivotal moment for the company."

In the years since, employee loyalty has played a key role in sustaining Shawmut through lean times. "In periods of recession, we have had employees take pay cuts to keep their co-workers employed," Peluso says. "That goes back to having a sense of family. It's not just a co-worker who stands to lose their job. It's someone who has a family."

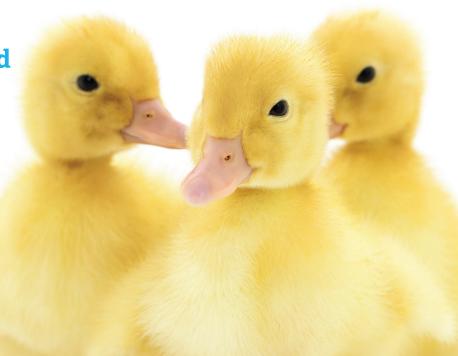
While that may sound sentimental to some, Peluso says it goes to the heart of why Shawmut has endured for three generations. Shawmut had a lot to celebrate at its Christmas party last year, but for Peluso the highlight was how employees responded when a co-worker's husband was diagnosed with cancer.

"The employees came to the ownership group and said they figured she would need two months off to get him through treatments," Peluso recalls. "They wanted to donate time for her and we said we will double whatever time you donate."

Most of Shawmut's 70 employees ended up donating four hours, but one donated an entire week of their vacation time. "That," Peluso says, "was the highlight of 2015 for me." ■

"Family business capitalism sees the world differently. Families see capital as limited, but also embrace the long-term view."

- John Ward, Co-director, Kellogg's Center for **Family Enterprises**



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How to meet your monthly sales goal

By Linda Bishop



ales and goals go together like, well, peanut butter and jelly. This natural combination represents a critical business metric that is necessary to help companies stay on track for profitability. Enterprises establish goals in several ways. At some companies, management determines the target – a number the sales team must hit to succeed. In other organizations, salespeople determine their own goals, analyzing the past year and combining that assessment with their individual forecast for expected growth.

Once your sales goals are established, the fun begins. Let's be honest here – you either make a number or you don't. Goals are yes or no – those that did or didn't measure up to success. In the end, monthly, quarterly and annual numbers are hard cold facts, and they don't lie.

Your goals provide a snapshot of where you are at a specific point in time. It's up to you to determine how you arrived at the destination, and what changes to make going forward. When you miss a monthly goal, diagnose the problem. Start that process by thinking about the proportionate size of the miss (See sidebar, "Swing and a Miss – and What to do Now").

CLOSING IN ON NEAR-MISSES OF MONTHLY TARGETS

When you miss your goal by 5 percent or less in a month, start by assessing your opportunity pipeline. What did you quote? Sift through to eliminate everything that wasn't an opportunity for real revenue. Weed out budget quotes and long-term selling opportunities.

What's left? How real were these opportunities? Why didn't you get them? What could you have done differently to have closed these deals?

While it's the job and sacred responsibility of every sales professional to continually hunt for new business, the bucket containing your goal fills faster when you can close as many immediate revenue opportunities as you can. To accomplish this, consider these strategies:

- Do you follow up on quotes above a certain dollar threshold?
- On big-dollar quotes, do you close in person?
- Prior to quoting, did you asked enough questions to understand what's important to the customer and how he will make his decision to buy?

- When sending out a quote, do you remind customers about the benefits of choosing you one more time?
- Do you ask customers for specific pricing information prior to quoting?
- When a customer says, "Your price is too high," do you have a polished response ready?

Keep in mind that closing is not a single event. It is something you work on from start to finish in your quest to land a sale for a specific project. In every sale, how you price the project matters.

For a quick refresher on dealing with pricing issues, read, "Get Smart: How Having the Right Information Will Take Your Pricing Skills to the Next Level," in the June 2015 issue of *CANVAS*, available online now at www.thecanvasmag.com.

UPSIDE ANALYSIS

Sales professionals have a book of business. Within that book, there are some accounts who love you. These wonderful clients buy everything they can from you and find value in your price. Other clients buy from both you and your competitors. There's love in these partnerships, but you're not in an exclusive relationship.

When you miss your goal by 6 percent or more, take a hard look at your current client base. Are you quoting a lot, but getting little? When that happens, it's time for a heart-to-heart talk over lunch with your customer to remind him that you love working with him. Ask him what you can do to get more business. A better understanding of a specific situation within a specific account helps you formulate a plan to get more business.

What should you do if you know that one of your accounts has plenty of additional work that fits you well, but

your competition is preferred? The answer: Think through a strategy to build a better relationship with your customer and bring more value.

When you're the No. 2 or No. 3 vendor, find ways to increase your visibility. Bring donuts. Do a lunch-and-learn on an interesting topic. Invite people to lunch more often. Drop personal notes in the mail to thank your customers for the work they give you. Ask your boss to make a call with you to show how important they are to your company.

Simply showing up more often at your customer's office increases top-of-mind awareness and helps you get remembered when he is ready to buy.

Simply showing up more often at your customer's office increases top-of-mind awareness and helps you get remembered when he is ready to buy. If spending two additional hours per month in front of a specific customer increased revenues by 25 percent or more, is the time worth it? It depends. If two additional hours invested means \$50,000 in additional revenue, the answer is a resounding yes. If the two-hour investment means you get \$10,000 more annually, use the time to look for a new customer who can buy more.

Here are two other factors to consider when hunting for incremental business: What barriers are in place? Can you overcome them? The tips in the sidebar, "Reasonable Obstacles You Can Overcome Chart" will help you evaluate reasonable versus unreasonable barriers to new revenues in current accounts.

Swing and a miss - and what to do now

• • • • • • • • • • • • • • • •

Missed

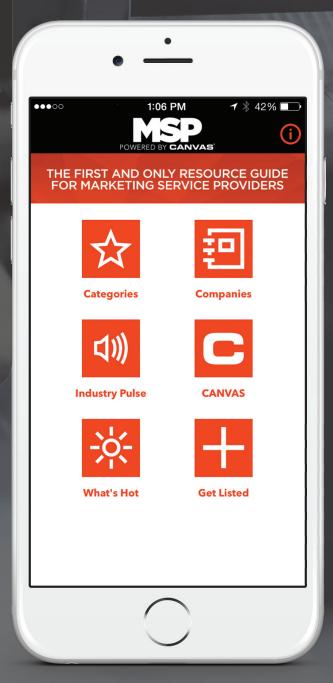
- 5% or less
- 6% to 15%
- Above 15%
- Above 50%

What to consider

- Did you have enough opportunities? If the answer is yes, what could you have done to close them?
- Do you have enough opportunities for additional revenue in your current book of business to cover the spread? If the answer is yes, how do you penetrate these accounts to sell current customers more every month?
- You need more customers who give you more opportunities to quote. The number of customers you need is determined by the average value of a customer.
- You need many more customers to reach your goal, and a significant increase in outbound selling activities.



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YOU NEED MORE CUSTOMERS

If you missed your goal by 15 percent or more, you need more customers. Multiple factors determine the number of customers needed, including:

- Average revenue from a new customer
- Average order size
- Customer buying patterns

Of course, everyone's favorite customer buys a lot and buys often. For a refresher on pursuing leads with high pay-offs, check out "Create a World Class Prospect List," from the December 2011 issue of *CANVAS*, which is available now online.

Write down your goals and post them in a spot where you constantly see them. On a daily basis, evaluate progress toward your goals. If you're not on track, diagnose and act immediately. Don't permit yourself to fall back on old excuses like, "I'm busy," or "There's not enough time."

Thomas Jefferson once said, "Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude."

To reach a goal takes effort, tenacity, discipline and grit. If you don't have those qualities, sales is not the right career for you. If you do, you can train yourself to reach sales goals.

While it's the job and sacred responsibility of every sales professional to continually hunt for new business, the bucket containing your goal fills faster when you can close as many immediate revenue opportunities as you can.

Reasonable obstacles you can overcome

- 1. The client is not fully aware that you could be providing them with an additional product or service.
- 2. You once priced a large project. Your price was higher than the incumbent at the time, so your competitor kept the business.
- 3. In order to be considered for additional work you need to know higher-level people, or buyers in other departments.
- 4. While you have occasionally mentioned other categories of products or services you could sell to the buyer, you really haven't focused on qualifying any opportunities or making a specific type of sale.
- 5. In order to make a change and buy from you, you will have to build consensus among a large group of people.

Barriers that will be hard to get past

- 1. The client buys from a family member either their own, or someone who is related to top management.
- 2. There is a contract in place. It is ironclad and the customer is happy with the current vendor's performance.
- 3. You are competing against the cheapest competitor within your market, and the customer is completely happy with the product and service they receive.
- 4. The buyer really doesn't like you and the truth is you don't like them much either. Since people buy from people, lack of rapport is extremely difficult to overcome when penetrating an account.
- 5. The customer embraces the, "If it's not broke, don't fix it," philosophy, and no one sees the current situation as broken.

Linda Bishop, a longtime veteran of the commercial printing industry, is the founder of Thought Transformation Inc. (www. thoughttransformation.com), which trains and consults companies and sales professionals on how to sell more and reach their full potential. You can reach her at lindabishop@thoughttransformation.com.

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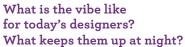


Art director

Ian Friedel

on what keeps today's artists up at night

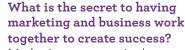
In June of last year, Ian Friedel sat down with Shweiki Media Printing Co. founder and CEO Gal Shweiki to discuss the concept of a company that could complement the work Shweiki Media Printing was doing in the San Antonio market. Friedel and Shweiki wanted to create an atmosphere where its customers could come into a studio, sit down and define their brand identity – whether through a magazine, logo, website, or photography. The discussions resulted in Shweiki Design & Marketing, which serves as the perfect complement to its printing division. Friedel gives small businesses the chance to succeed and compete in what can be a highly competitive marketplace by helping them creatively tell their stories. You can review some of his work at http://design.shweiki.com/portfolio/.



Speed is king, but knowing how to stay precise with your design is fundamentally important. It can be easy to look at a designer's work on sites such as Pinterest or Behance, and to immerse yourself in the other designer's creations, therefore, I regularly draw outside of work to keep innovating to find my own direction in this field.

Why are printed pieces (direct mail, brochures, flyers, etc.) still an important part of today's marketing and branding mix?

When you can fake anything on the internet, having something physical is legitimacy to a brand. Digital branding provides accessibility, but there is power in holding a piece of a company with your audience. Print establishes an emotional presence to gain loyalty to a brand.

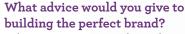


Marketing strategy is the research behind starting a business. Understanding your customer by asking what to say, how to say it, when to say it and who to say it to will make the most out of your company's sales. Without marketing you are just begging for money on the side of the street, and your company has no authority in the market.

Creating a brand
is making the
audience trust you
without seeing you.
A brand is an
emotional connection
between the product
and the customer.

Why is design so important to crafting a brand's overall message and voice?

Creating a brand is making the audience trust you without seeing you. A brand is an emotional connection between the product and the customer. Branding is the adequate determination for paying a premium for a service or product. Branding is proving the quality of a product by promoting the company behind it.

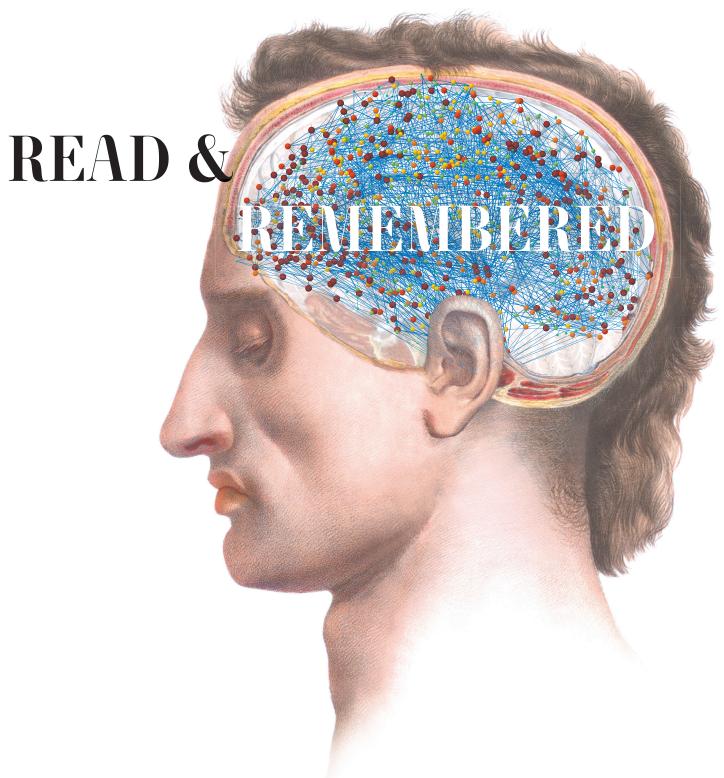


When you start to brand your company, remember that it will take time and a great deal of effort to get to the root of your company, but it will pay off in the end. To get started always ask these four questions. What is your company's mission? What are the benefits and features of your product/service? What do your customers already think of your company? What qualities do you want them to associate with your company?





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