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the product-centric model

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The scientific secret that leads to
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AUGUST 2015



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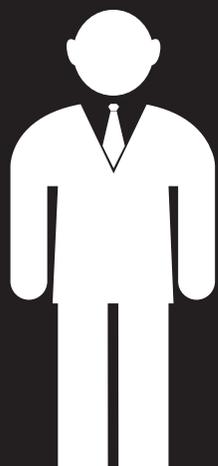
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THE BACKLASH

There is a backlash coming. In fact, it may have already started. You see, I submit to all of you that burying our heads in our mobile devices and DVRing our way through our days is starving us from some of our most basic human needs.

In Sappi's wonderful piece, *A Communicator's Guide to the Neuro-Science of Touch*, Dr. David Eagleman states, "Human touch represents a powerful form of non-verbal communication. Our sense of touch plays a fundamental role in daily life, from learning about objects to communicating with other people."

Our lack of touch is desensitizing us to a point where we simply don't want to interact with anyone outside of our circle of influence. We have been cocooned to such a degree that we are being deprived of another level of ourselves.

When we engage with others and listen to what they have to say and how they feel, we gain perspective.

When we engage with others and listen to what they have to say and how they feel, we gain perspective. In other words, our exploration does not have to end with the black and white answers that exist within Google search.

We all need the kind of stimulation that only human beings can provide. The anti-septic nature of technology is draining and the backlash is inevitable. Relying less on the robots and more on our own hearts and minds is a wonderful new trend. Heck, it is downright cathartic.

The beauty of our industry is that we are all about touch and feel. We have no issue with embracing technology, but we, as a group, have always known that giving a part of ourselves to each other is where the real stuff exists. So, count me in on the backlash and the magic of touch.

Enjoy the issue. Our cover story, "Less is More," details how to build a team through the magic of being yourself. Specifically, hiring people to be almost-as-good-as-you isn't going to lead to more of what we seek. And in our second feature, "Reverse Engineering," we look at how brands are tackling the "customer-centric versus product-centric" mindset.

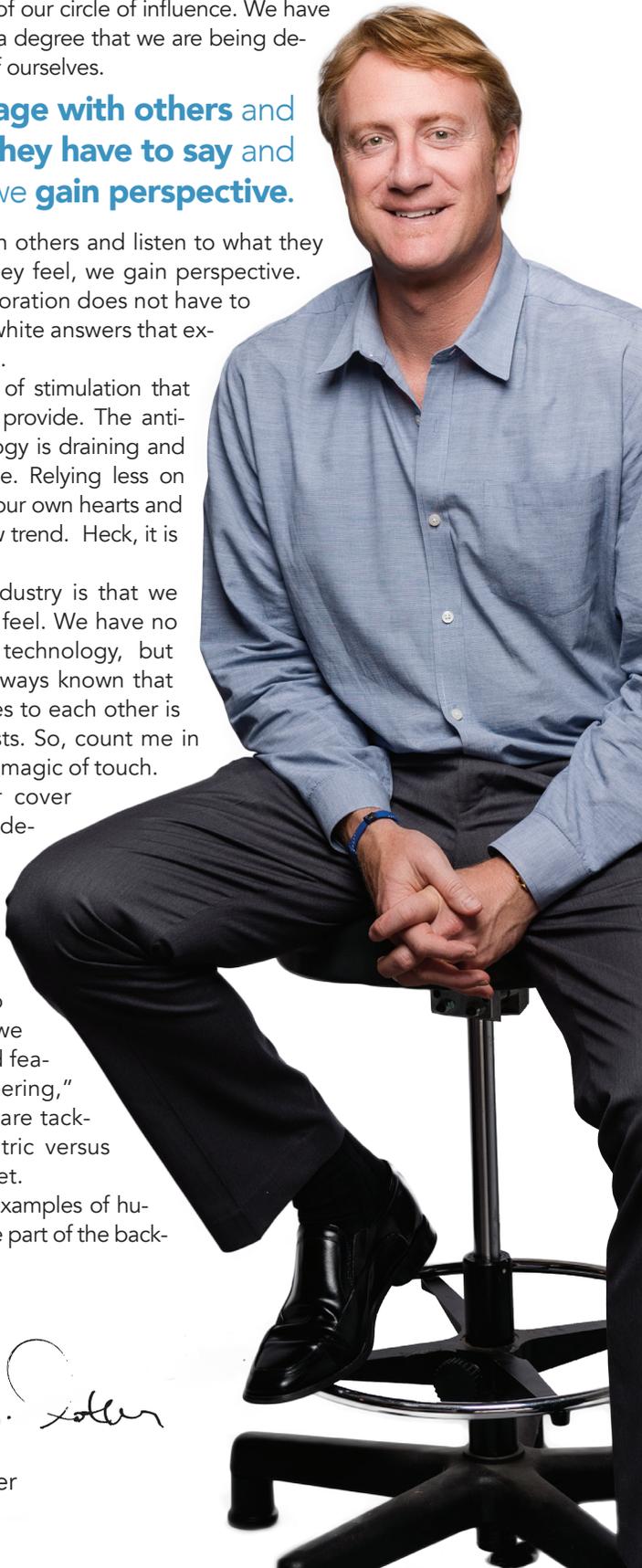
Both articles provide examples of human-like qualities that are part of the backlash. It is coming.

Warmest regards,



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 @MarkRicePotter



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MY GOAL IS...

Survey shows objective of inbound marketing campaigns

As any marketer will tell you, establishing a meaningful, two-way conversation requires insight into who your buyers are, what defines them and what actions they will take in response to your offers. So, when it comes to inbound marketing campaigns, what is your goal? According to an "Inbound Marketing B2B" survey by NetProspex and Ascend2 of more than 270 marketing and sales professionals across the country, here are the most important marketing takeaways:

IMPROVING LEAD QUALITY



INCREASING SALES REVENUE



INCREASING CONVERSION RATES



INCREASING LEAD QUALITY



“**B2B marketing must become more humanly relevant. As the digital tsunami of information continues to grow larger, business decision-makers are increasingly becoming numb. That’s why messages that leverage emotion - that make them feel something - will only become more vital.**”

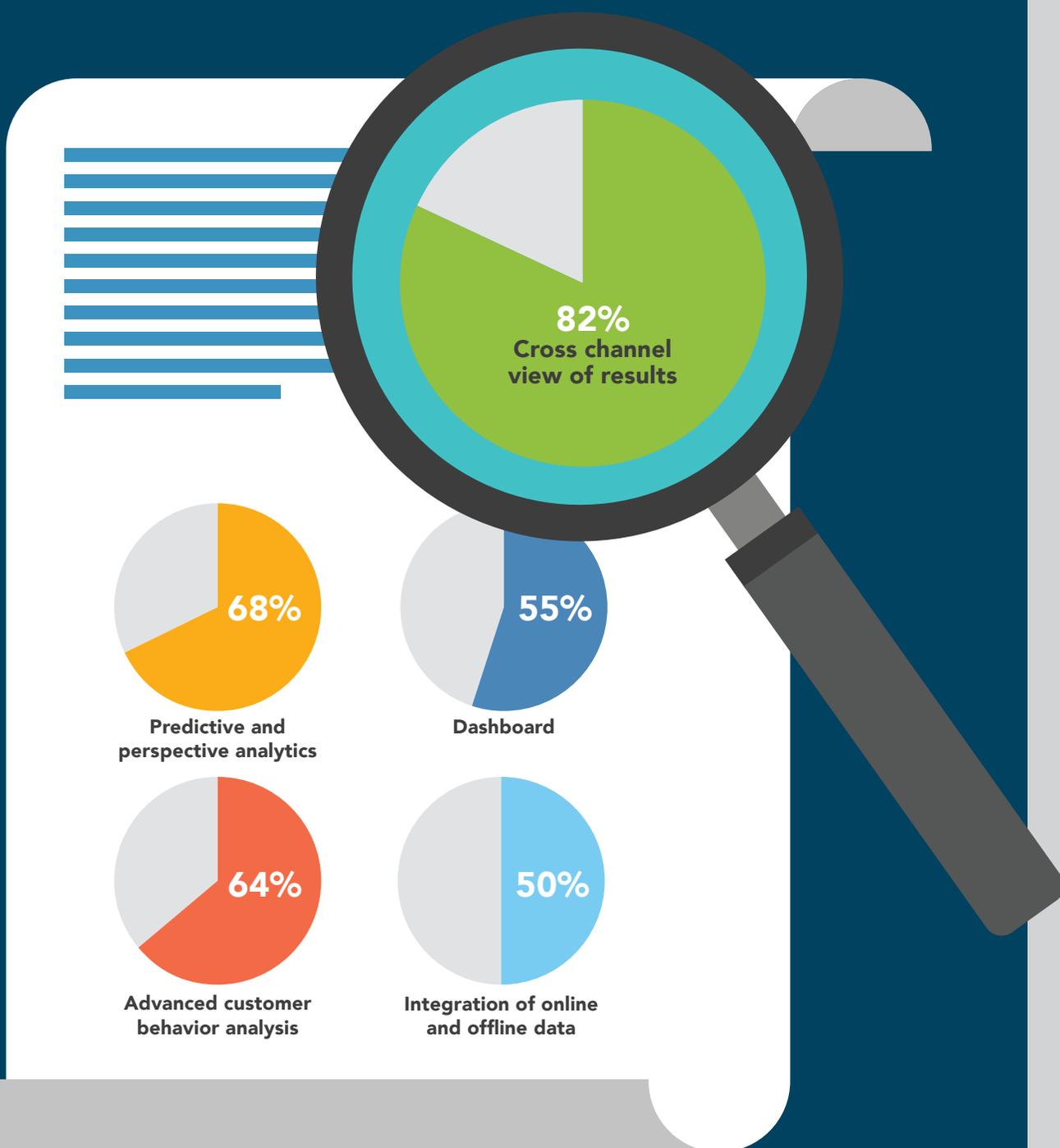
– Christoph Becker, CEO and chief creative officer at B2B agency Gyro, on why there needs to be more emotion and less data in marketing today

74

The percent of B2B buyers who say they research half or more of their work purchases online before buying, leaving sellers with less of an opportunity to directly communicate their brand message to customers, according to Forrester Research’s “B2B Marketers Must Step Up to Message Management” report. Today, it is more important than ever for companies to come at customers with a unified brand message across multiple channels, the report found.

THE ANALYTICS FACTOR

Let's face it – when it comes to proving the success of your marketing campaign, analytics are everything. That's the story, and today's B2B marketers are sticking to it. According to Regalix's "State of B2B Marketing Metrics and Analytics 2015" study, 86 percent viewed analytics as the most important factor in determining success. Here's a look at the most important capabilities when evaluating tools and technologies:



Why value proposition creation is difficult

“Why of course what we have to sell has value. I talked to a lot of people and everyone really wants this. They can’t wait.”

I heard it again the other day from a young entrepreneur ready to embark on her startup journey.

And then, I opened *The Wall Street Journal*. The headline in the Tech section read, “What Exactly Is an Apple Watch For?” It went on to say that Apple executives were struggling to define the purpose of the smartwatch and wrestling with why a consumer would need or want such a device. Their answer, for now, is a little bit of everything.

I don’t know if the Apple watch will be successful. Time will tell (no pun intended). But if the article is correct, I am betting “no” right now. I hope I’m wrong.

And the Apple Watch wouldn’t be alone. We all know spectacular new technologies and products that fail. In recent memory is the Ginger. Do you remember “Code Named Ginger?” That was 2001.

A truly great researcher and inventor, Dean Kamen, invented a new transportation technology so revolutionary that Apple’s Steve Jobs said it would be as big as the PC. Jeff Bezos, CEO and founder of Amazon, said the product was so revolutionary that Kamen would have no problem selling it. And legendary venture Kleiner Perkins capitalist John Doerr said Ginger would be more important than the internet.

Guess what Ginger is today – the Segway. Yes, the transportation vehicle that Mall Cops and city tour guides use. Kamen expected to sell 10,000 units a week by the end of 2002 – that’s half a million a year. But over the next six years, Segway sold just 30,000 units, according to *Forbes*. Why did this happen? Because value proposition creation is difficult. There are three major reasons why:

- 1. Technology-centric** – This probably is the most common cause of failure. We think technology is valuable because we created it and we think everybody should see it. In short, we fall in love with our technology/product. We become defensive about it. We rationalize that it will be successful. After all, people bought pet rocks, right?
- 2. Test, test, test** – So, why do we fail? Often it’s because we don’t test our assumptions. We don’t ask our soon to be customers if they really want what we’re bringing to market. It’s that simple. A lot of new methodologies to deliver technologies, like Agile or Lean, is all about reducing the risks by using the “Build, Measure, Learn.” cycle.
- 3. Value was not enough to change** – Sometimes we are lucky – and sometimes we are good. Sometimes we are both. If you have successfully created a value, ask, “Is it enough for the prospects to change their current behavior or form their current solution?” The current solution doesn’t have to be a direct competitor; it can be indirect. Or it can be “apathy.” The value and the requirement to change also is based on the level of pain/gain relative to where else they can spend their time or money, or both.

We think technology is valuable because we created it and we think everybody should see it. In short, we fall in love with our technology/product.

There are many other reasons, too, but these tend to be the most common. If you want to get your value proposition, you’d better spend some time reading the book, “Value Proposition Design: How to Create Products and Services Customers Want,” by Alexander Osterwalder and Yves Pigneur. It’s the latest, and perhaps, the best thinking to date on creating compelling value.

The last thing to remember is that value propositions are not simply communications vehicles. You can’t shine junk. If you have built the value proposition correctly, the marketing communications value will fall out from it. But it doesn’t work the other way, though many try. ■



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.

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Why developing a loyal workforce means keeping your people engaged

Disengagement at work is at an all-time high. So, what are you going to do? You could add a latte bar, a juice bar, table tennis or video games. You could provide health benefits, childcare, allow employees to bring their dogs to work or myriad other perks. But guess what? That's not what keeps people loyal.

Developing genuine loyalty in your workforce may be a lot simpler than you've imagined, even though you seem to have missed the mark on making it happen. According to The U.S. Department of Labor, the average tenure of a worker between the ages of 25-35 – those Millennials – is only three years. And many of them are walking away at around 1.2 years.

In a blog titled, "Millions of Bad Managers Are Killing America's Growth," Gallup CEO Jim Clifton wrote, "The problem is, employee engagement in America isn't budging. Of the country's roughly 100 million full-time employees, an alarming 70 million (70 percent) are either not engaged at work or, are worse, actively disengaged."

That number has remained stagnant since Gallup began tracking the U.S. working population's engagement levels in 2000. Talk about a lost decade.

Developing genuine loyalty in your workforce may be a lot simpler than you've imagined, even though you seem to have missed the mark on making it happen.

The latest research from Gallup shows that "managers from hell," as Gallup calls them, are creating active disengagement of employees and costing the United States, and Canada to a lesser degree, an estimated \$450 billion to \$550 billion annually.

Put simply, just because your employees smile pleasantly as you pass them, doesn't mean they don't think you're a manager from hell. Let's face it – the last person who's ever going to find they're seen as a manager from hell is the manager from hell.

Despite what you may have been told about executing your business plan, using the right strategy, deploying the latest marketing launch or even mastering killer sales techniques, the real bottom-line of your organization is rooted in the quality of the relationship of the people who work with and for you.

As Gallup points out, the No. 1 predictor of success is the quality of one's relationships.

As Clifton wrote, "when leaders in the United States of America – or any country for that matter – wake up one morning and say collectively, 'Let's get rid of managers from hell, double the number of great managers and engaged employees, and have those managers lead based on what actually matters,' everything will change. The country's employees will be twice as effective, they'll create far more customers, companies will grow, spiraling healthcare costs will decrease and desperately needed GDP will boom like never before."

The simplicity of it is that your employees will be engaged when they feel a strong connection to the organization and what it stands for. Moreover, they will be fully engaged when they feel a genuine connection to their peers and, of course, those who lead them.

There is no loyalty without engagement, and there is no engagement without an emotional connection to the people you work with.

Clearly, the No. 1 strategy for developing a fiercely loyal workforce is to have your people stay engaged. But to stay engaged, they will have to care. To care, they must know that their employer, boss, manager and leader actually cares about them.

If you truly want to develop a corporate culture of people who are fiercely loyal, closely examine how your team does relationships and, for that matter, if the whole organization is supporting or destroying them.



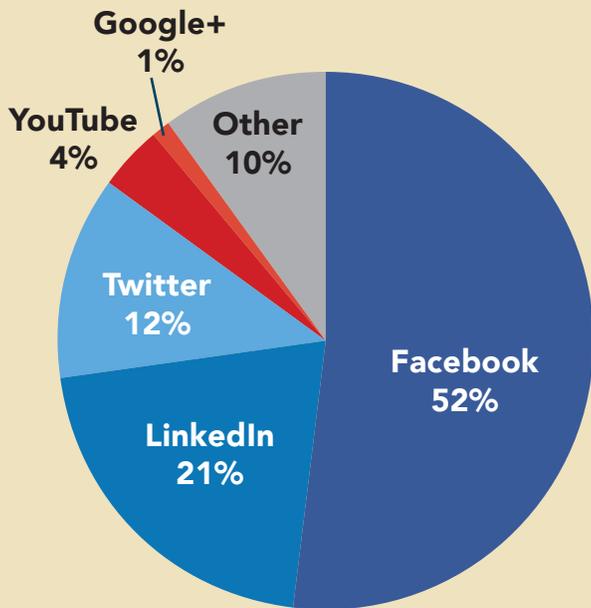
Dov Baron was named by Inc. magazine as one of the "Top 100 Leadership Speakers for Your Next Conference." A leading authority on Authentic Leadership, Baron is a bestselling

author of several books, including "Fiercely Loyal: How High Performing Companies Develop and Retain Top Talent." His current podcast, "Leadership & Loyalty Tips for Executives," is the No. 1 podcast for Fortune 500 executives.



HOW DO YOU SOCIAL

Quick, name the most important social network your company uses. Well, if you said Facebook, you're not alone. According to the "2015 Social Media Marketing Industry Report" by Social Media Examiner, 52 percent of marketers gave that answer. The survey says that 61 percent use social media to attract consumers (B2C), while 39 percent use it to target businesses (B2B). Here's a look at how marketers are doing the social thing:



Now hiring you

Study shows how companies are reaching Millennial workers

You think your company is the hippest brand around? Everybody wants in on the excitement, right? So, when it comes to attracting new employees, what are you offering? According to the CMO Council's "Making the Workplace a Brand-Defining Space" survey, 62 percent of companies say they have a formal brand platform that defines shared values, ethics and collective buy-in to a singular value proposition. Here's what some companies are doing to attract the Millennial workforce:

33% Providing informal dress codes and work styles

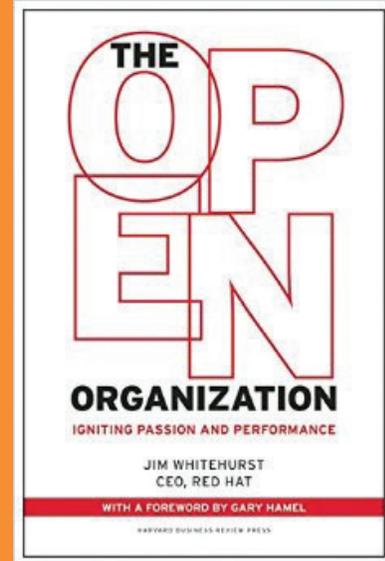
32% Evidencing a corporate social responsibility agenda

31% Redesigning the work environment

29% Providing flexible work hours

28% Providing more open and collegial communications

BOOK REC



The Open Organization: Igniting Passion and Performance

By **Mason Currey**

Speed and agility. Those are the keys for any company today. So, why is it that so many leaders are frustrated that their organizations can't move fast enough to stay competitive? There are myriad reasons – the typical chain of command is too slow; internal resources are too limited; people already are executing beyond normal expectations.

The key is to inspire your people's energy and creativity. In his book, *The Open Organization*, Jim Whitehurst, CEO of Red Hat, one of the world's most revolutionary companies, shows how open principles of management—based on transparency, participation, and community—reinvent the organization for the fast-paced connected era.

Whitehurst provides an insider's look into how an open and innovative organizational model works. Learn how to leverage this model to build community, respond quickly to opportunities, harness resources and talent both inside and outside the organization, and inspire, motivate, and empower people at all levels to act with accountability.

In today's fast-paced, technology driven world, *The Open Organization* is a must-read for leaders struggling to adapt their management practices to the values of the digital and social age.

Awards & Recognition

R. R. Donnelley & Sons Co. has been named the "2015 Services Quality Supplier of the Year" by FCA US LLC. As FCA's print management supplier, RR Donnelley provides complete premedia, sourcing, project management, mail logistics and production services for all print projects across the FCA organization, the seventh-largest automaker in the world based on total annual vehicle sales. Now in its fifth year, the award recognizes suppliers that have shown extraordinary commitment to quality, customer service, continuous improvement, and demonstrate strong corporate values with leadership in areas such as diversity, innovation and sustainability. RR Donnelley is one of only 17 suppliers honored with an award this year.

sappi

Sappi North America named its "North American Printer of the Year" and 10 Gold Award winners during its "18th North American Printer of the Year" contest. The "2015 Printer of the Year" went to **ColorDynamics Inc.**, a full service printer based in Allen, Texas. The printer was cited for its brochure of Big Thought/Creative Solutions' "Portrait of Potential", highlighting their work with adjudicated teens. ColorDynamics will receive \$20,000 to support brand and marketing initiatives, as well as up to 5,000 pounds of Sappi paper and the opportunity to print a Sappi job. The Gold Award winners, which will receive 5,000 pounds of paper and a spot on the list of preferred Sappi printers, included: (Books) **Blanchette Press**, Richmond, B.C. Canada; (Brochures) ColorDynamics; (Catalogs) **AGS Custom Graphics**, an RR Donnelley Co., Macedonia, Ohio; (Catalogs) **Hickory Printing Solutions**, an RR Donnelley Co., Conover, N.C.; (Cross-Channel) **EPI Marketing Services**, Livonia, Mich.; (Digital) **Colour Innovations Inc.**, Toronto; (Direct Mail) **The Hennegan Co.**, an RR Donnelly Co., Florence, Ky.; (General) **Blanchette Press**, Richmond, B.C. Canada; (Magazines-sheet) **Craftmaster Printers Inc.**, Auburn, Ala.; (Magazines-web) **Quad/Graphics**, Sussex, Wis.; and (Printers own promotion) Dreamworks **Graphic Communications**, Glenview, Ill.



CANON SOLUTIONS AMERICA

Canon Solutions America Inc. was voted the No. 1 "Company to Watch" by attendees of the Inkjet Summit 2015 held in April. The highly regarded industry award was presented to Canon Solutions America's Production Print Solutions division, which received the same honor during the inaugural Inkjet Summit in 2013. Voted on by attendees, the Inkjet Summit's most prestigious accolade is given to a single organization each year during the awards dinner on the final night of the event. Now in its

third year, the invitation-only Inkjet Summit hosted senior leaders and business executives looking to gain a deeper understanding of inkjet technology, software and solutions, and how they will impact future business and investment decisions. During the three-day event, guests had the opportunity to hear from industry experts and leaders in digital printing through a series of keynotes, panel discussions, and case studies centered around new and emerging inkjet technologies. Canon Solutions America is a wholly owned subsidiary of **Canon U.S.A. Inc.**

The Printing Industry of New England (PINE) has named **J.S. McCarthy Printers** of Augusta, Maine, an award winner in the Association's New England regional "Awards of Excellence Competition." J.S. McCarthy won 10 Pinnacle Awards (Best of Category) and three Awards of Recognition and two Awards of Merit.

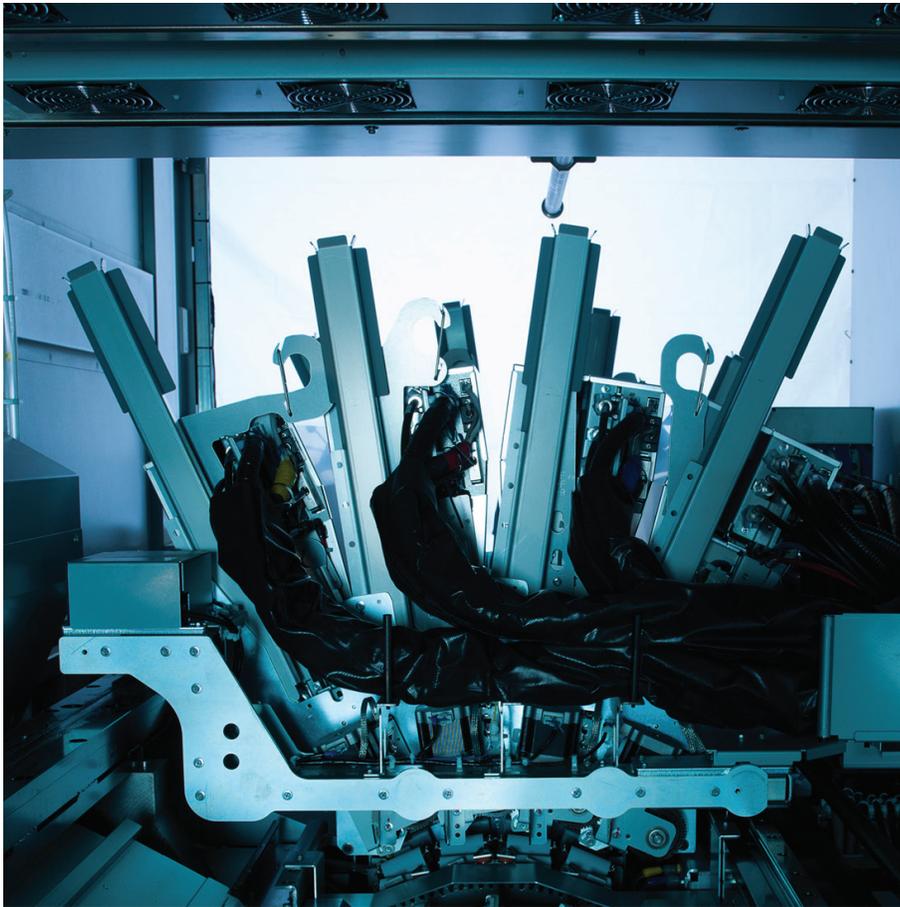
Around the industry

Further building on its 10-year relationship, **GFI Innovations** and **FUJIFILM North America Corp.**, Graphic Systems Division are continuing their preferred dealer agreement. The agreement furthers their strategic relationship featuring offset inks in the United States and Canada, while reinforcing GFI's commitment to its dealer network.

Mohawk and **Arjowiggins Creative Papers** are partaking in a unique and exclusive alliance. Effective May 12, the companies will share best-in-class manufacturing capabilities, facilities, technologies, and sales and marketing resources and expertise. Under the terms of the agreement, Mohawk will have exclusive rights to manufacture Arjowiggins Creative Papers' luxury packaging products, Delos and Butterfly, as well as rights to license, market and distribute these and other select Arjowiggins Creative Papers luxury packaging products to design, packaging and print professionals in North America. In addition, Arjowiggins will have exclusive rights to manufacture Mohawk Superfine withiTone, as well as rights to license, market and distribute the product through selected merchants.

The Solutions Support Center for **Canon Solutions America Inc.** has achieved HDI Support Center Certification. HD, a part of UBM Tech, a division of UBM LLC, is the global professional association for technical service and support professionals. To achieve the accreditation, Canon Solutions successfully underwent a thorough on-site audit. The certification program is designed to improve the effectiveness of the technical support services industry and support organizations by providing a worldwide industry standard and accompanying certification program. In addition, Canon Solutions has opened a new sales and service office in Washington, D.C. The office, located at 3190 Fairview Park Drive in Falls Church, Va., will feature the company's Enterprise Services and Solutions business offerings. Canon Solutions America is a wholly owned subsidiary of **Canon U.S.A. Inc.**

In other **Canon U.S.A. Inc.** news, the Canon Experience Center, located in Costa Mesa, Calif., has been awarded LEED Gold certification by the U.S. Green Building Council. Officially opened in November 2014, the Center offers service and support to customers, clients and partners – ranging from repair operations, on-site educational programs and a nearly 5,000 square-foot state-of-the-art showroom. The 38,000 square-foot facility was renovated with environmentally conscious elements aimed to help secure the certification.



Ready to Deliver Brand on Demand

When we asked offset printers in 2007 to describe the perfect short run press solution, they didn't mince words. The print quality needs to be as good as offset litho. Use standard coated and uncoated stocks, and load-up and off-load of sheets shouldn't require an owners manual to figure out. The prints should be smooth, without any pile-height issues, and look and feel like an offset sheet. Prints need to be durable too, especially when using finishing equipment. And please. . .no more click charges.

Fujifilm's **J Press 720S** technology delivers these benefits and J Press installations have produced millions of brand on demand impressions where it counts most - in the field. So why wait on the promises of new technology, when proven Fujifilm innovation can help you dominate the high-quality, short-run market today.

Seeing is believing. Visit fujifilminkjet.com today.



The J Press 720S provides offset quality inkjet printing for short run work that will pass the eye test of even the most discerning brand manager. Fujifilm proprietary technologies, combined with the presses' superb registration accuracy, provide extraordinary fine text and line detail, stunning vibrant colors, and superb skin tones, resulting in a smooth high quality finish with the durability and finishing characteristics of an offset print.

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Tom Moe has been named president of **Daily Printing**, Plymouth, Minn. Former president and CEO R. Peter Jacobson will continue to serve as CEO, while Moe oversees the company's day-to-day operations. Under Moe's leadership, Daily will continue

to expand its client offerings and generate new revenue streams. Moe, who also sits on the editorial advisory board of CANVAS, joined Daily Printing in 2006 after a career that included management positions in sales and marketing for Unisource Worldwide and Potlatch Corp.



Fineline Printing Group has hired Beth Coleman Valdetaro as director of sales and client services. Valdetaro, who has more than 30 years of experience, will manage sales and services professionals, and serve as the strategic advisor for client programs. She previously held leadership roles in companies such as **Burkhart Marketing** and **The Hennegan Co.**

Graphco has named Tom Paprocki an account manager. A recognized industry veteran with nearly 30 years of experience, Paprocki will work out of Graphco's Midwest office in Schaumburg, Ill. In addition, Graphco promoted Monica Rizzo to account manager. She has been with the Graphco team since 2013.

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The 'Workhorse'

GPA Product Information Video Series focuses on Styrene synthetic substrate

**EDUCATIONAL
MATERIALS**



If you're looking for a way to take the mystery out of printing on different synthetic substrates, the "GPA Product Information Video Series" of technical product overviews offers just that. Featuring GPA's Director of Technical Products, Greg Kestler, this first video reviews the advantages and profitable uses for Styrene.

The short, user-friendly manner helps makes them relatable for individuals from all levels of the graphic arts and printing industries.

In this video, Kestler educates viewers about the features of the "workhorse" synthetic substrate by addressing Styrene's advantages and limitations, while showcasing real-life examples and sharing tips for creating successful applications. GPA created the series to help educate

viewers about the different substrates available to them, and illustrate how GPA's customers confidently can use them to create profitable applications in a variety of markets.

GPA offers Styrene for sheet fed offset and HP Indigo presses in gauges ranging from 10 through 30 mil. It is available in a variety of opacities, from translucent for uses such as illuminated signage to double opaque for graphics that call for no show-through.

>> For more information on GPA, visit www.askgpa.com or contact GPA Customer Support at 800-395-9000.

LESS IS MORE

Why leveraging yourself is better than replicating yourself

By Michael J. Pallerino



If you don't do it, it won't get done. How many times have you found yourself saying this? Or, better yet, if you don't do it, it just won't get done correctly. What's the sense of having somebody do something over and over again when you can just do it yourself in one shot?



These are some of the things that many leaders find themselves muttering under their breath about over and over again. These are the things that drive even the most positive, inspirational managers crazy. It's okay to admit it. There was a time when that old saying – surround yourself with those who can do what you cannot – meant something.

But things have changed today. In a time when companies have learned to do more with less, the natural arc of leadership has followed suit. Today, we are in the age of personal branding – a path that even the best leaders are taking. In fact, leadership experts like Terry Barber say that personal brand identification and brand building has become the true differentiator for leaders today.

"Becoming disciplined in uncovering your unique brand helps an organization know exactly where and how to utilize you," says Barber, CEO of Performance Inspired and the executive chairman of JUBI Inc. "Do not get caught in the trap of being the 'utility' player. Be specific about your brand and build on it. The example of some personal brands today include innovator, connector, problem-solver and coach."

Barber, who travels the country spreading the gospel on creating inspiring workplace culture, is the architect for the research on America's Most Inspiring Companies, which is published annually by Forbes. His workshop on the "Science of Inspiration" for igniting customer and employee engagement has been experienced by thousands of participants around the world.

"Leaders are not afraid to leverage their failures," says Barber, who also is the author of "Kulture Klash: An Allegory, Changing the Culture in the Corporate Workplace." "It is not enough to simply throw up your hands with, 'Nobody is perfect.' Be open about sharing how you've learned from your mistakes and are better, smarter for it. The notion that subordinates will be turned off by your shortcomings is a sign of insecurity. It is better to rent a 'thinker' and to hire a doer. Be careful thinking that you are more valuable as a perceived expert. [Companies] don't want 'experts.' They want people who can execute with excellence."

"In the past we have hired people from within our respective industries, from competitors, etc., believing they would bring a book of business with them that would get them off to a fast start. I'm not sure that works anymore."

– Bill Blair, Division Manager, Athens Paper



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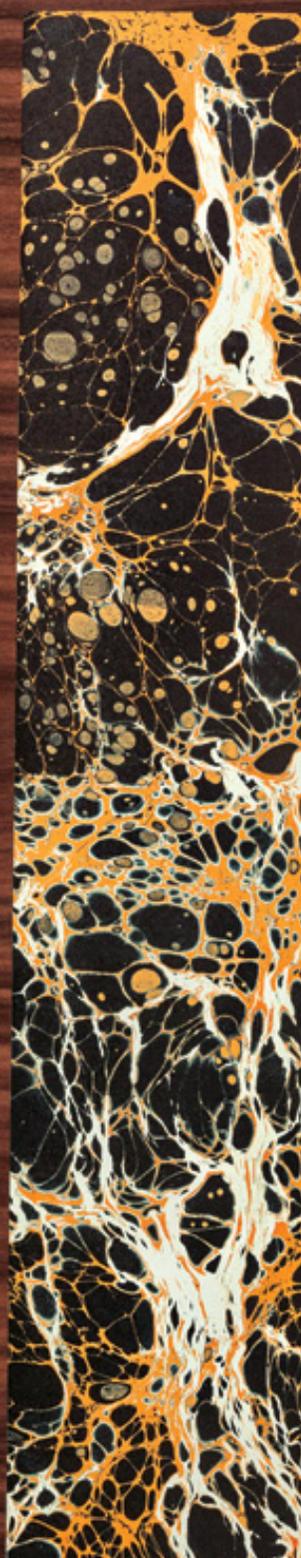




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To leadership experts like Barber, everyone's branding story should begin with that moment in time when he is able to finally connect the "what" of his job to the "why" of his work. Barber remembers asking a CEO he was coaching what kind of things she received a high degree of satisfaction from.

Her response began a journey to redefining her personal brand. The CEO said she liked to help people see everything that is possible, stating she enjoyed encountering and helping to solve big problems. "I have a gift for seeing right through the problem to the opportunity at hand," she told Barber.

Barber asked if her title should be Chief Possibilities Officer versus a CEO. The next day, the CEO incorporated the title into her signature. "Over time, it became an affectionate title that she took pride in and made it a part of her introductions when she met customers or made speeches," Barber says. "As with the personal brand in all of us, she simply needed someone to call it out in her."

DEFINING YOUR BRAND

With all the talk of personal branding being bantered around today, David Waits believes that every leader should remember that, first and foremost, your brand is a promise of consistent quality. There is nothing more paramount in today's workplace.

As the senior principal of Waits Consulting, he travels the world helping create organizational environments that facilitate rapid growth, innovative development and on-going profitability. His impressive client list includes the U.S.

Department of the Interior, Wal-Mart, Lexus, University of Notre Dame, Major League Baseball, Walt Disney World and Quest Diagnostics, among numerous others.

In every situation, the globally recognized thought leader in leadership development and strategy implementation tells his clients this: When someone has a challenge, problem or opportunity that fits the value and skill set you provide, you want that person to think of you first. "A strong personal brand equates to high top-of-the-mind awareness and gives you the advantage of quickly cutting through the competitive challenges and moving to the top. If you don't know your own brand, you have to immediately set out on a discovery journey."

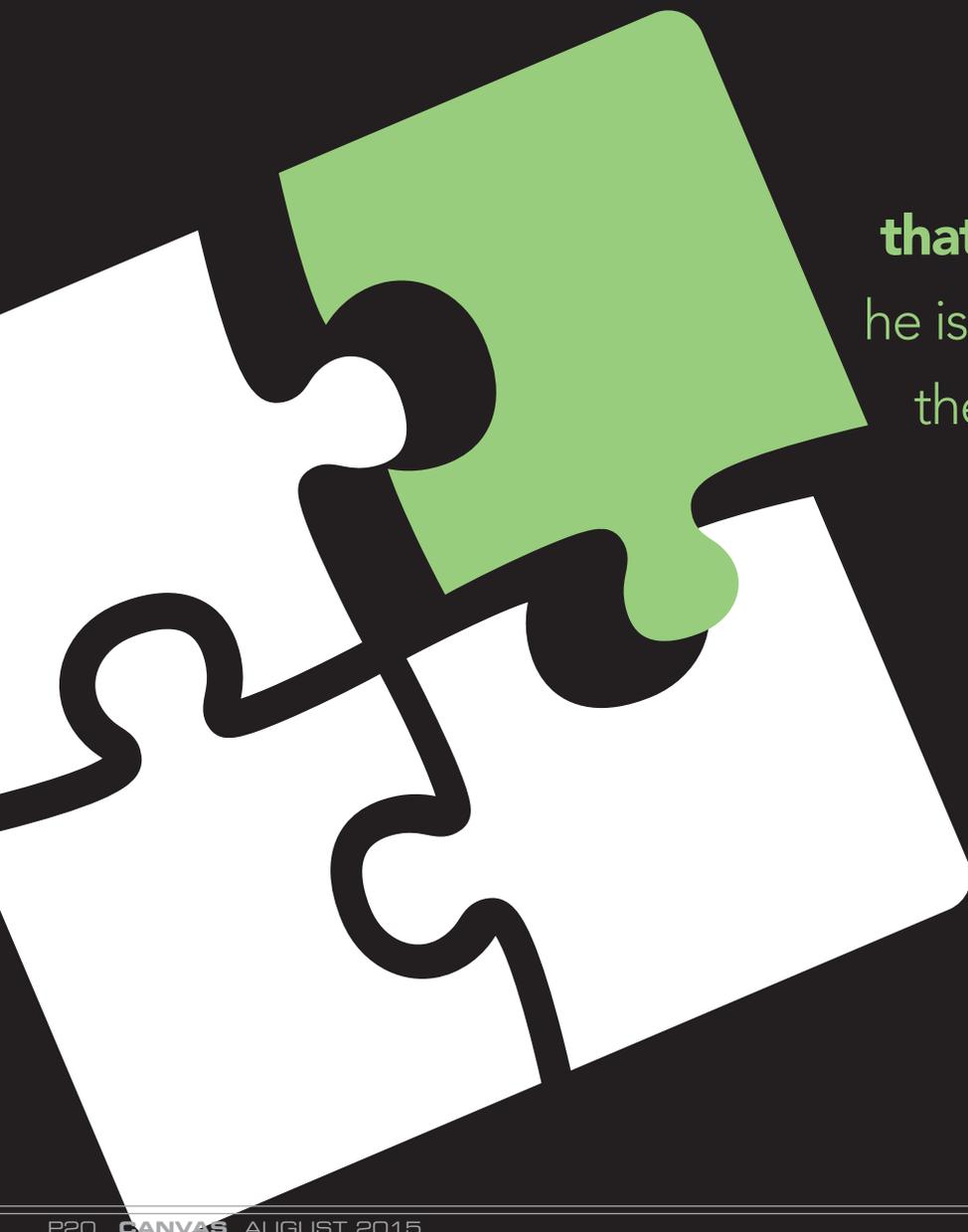
Waits recommends asking your team two questions:

- How have you benefited from the work I do?
- When that is accomplished, how does that help you?

Once you receive their feedback, probe their answers with follow-up questions that allow you to dig deeper. Armed with this input, you can create clear messaging that accurately and succinctly articulates the value and consistency you bring. "Don't be afraid to professionally toot your own horn," Waits says. "People are drawn to the bugle that is well played."

"Gnothi seauton." That is the ancient Greek aphorism, which translated means, "Know thyself." Knowing what you are not good at helps you know what you are good at.

Everyone's branding story should begin with **that moment** in time when he is able to **finally connect** the 'what' of his job to the 'why' of his work.





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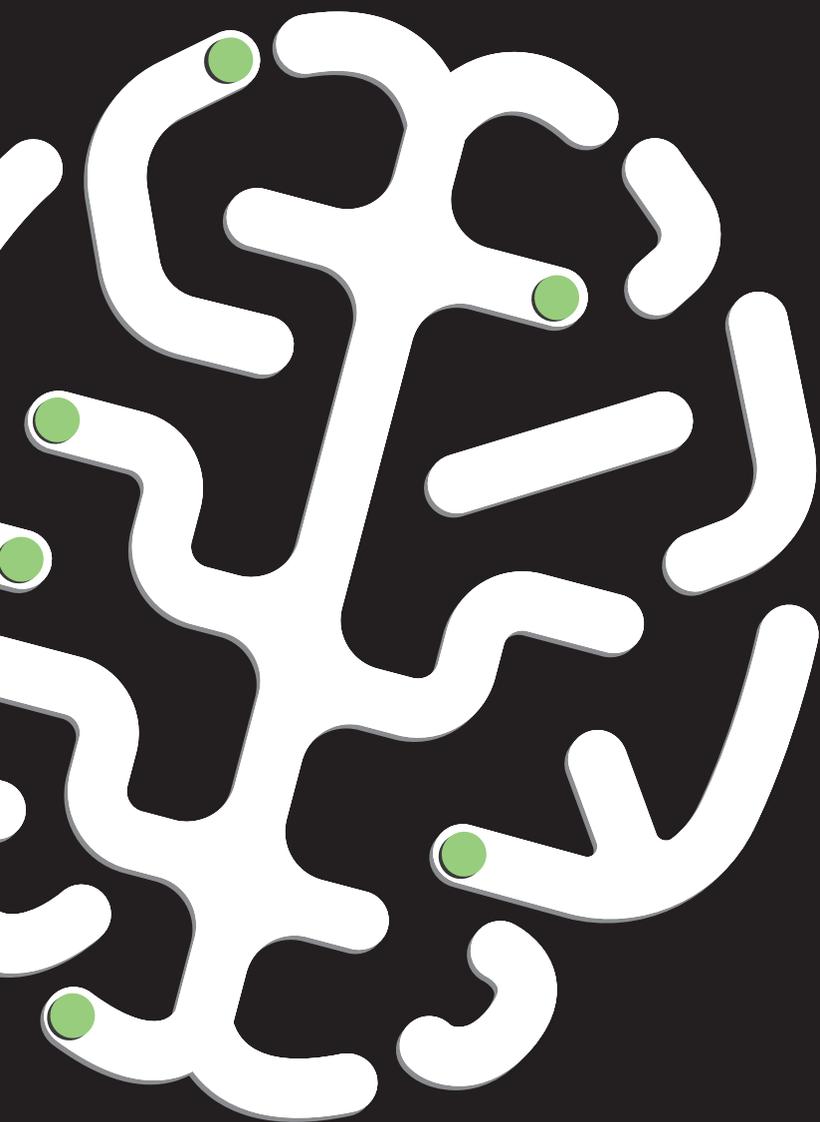
Knowing what you aren't good at frees you up from wasting energy trying to be good at something that doesn't come naturally.

New brain research indicates that skills are experience-based and tied directly to emotional reaction. Waits says this new research shows that marginally developed skills may be extremely difficult to be proficient in because of the negative subconscious emotional baggage we unknowingly carry concerning our perceived inability in these skill areas. The research indicates that skills for which we have little or no previous experience might be easier to develop than those in which we already harbor self-doubt.

"Constantly refining and developing our strengths, and then adding brand new areas that we can develop enhances our value," Waits says.

Waits says there are three important ingredients for success: Passion, skill and market need. Operate in the areas that you are passionate about, while diligently developing the skill necessary to be successful in those areas.

"Make sure there is a market need that will allow you to monetize your passion and skills and success will follow," Waits says. "The key is to always be open to the new things that you didn't even know about yesterday." ■



5 WAYS YOU CAN LEVERAGE YOURSELF TODAY

- 1** Know your strengths and maximize them. We enjoy doing what we are good at doing.
- 2** Be genuinely enthusiastic about the value you bring to your employer and the customer/clients you serve.
- 3** Stay focused on the outcomes and results your strengths contribute. Be able to clearly define and articulate the benefits of your contributions.
- 4** Don't be afraid of failure. Fail forward fast.
- 5** Say "yes" to every opportunity that fits your skill set. Carpe diem.

Source: David Waits, Senior Principal, Waits Consulting Group

"Becoming **disciplined** in uncovering your unique brand helps an organization know exactly where and how to **utilize** you."

- Terry Barber, CEO, Performance Inspired



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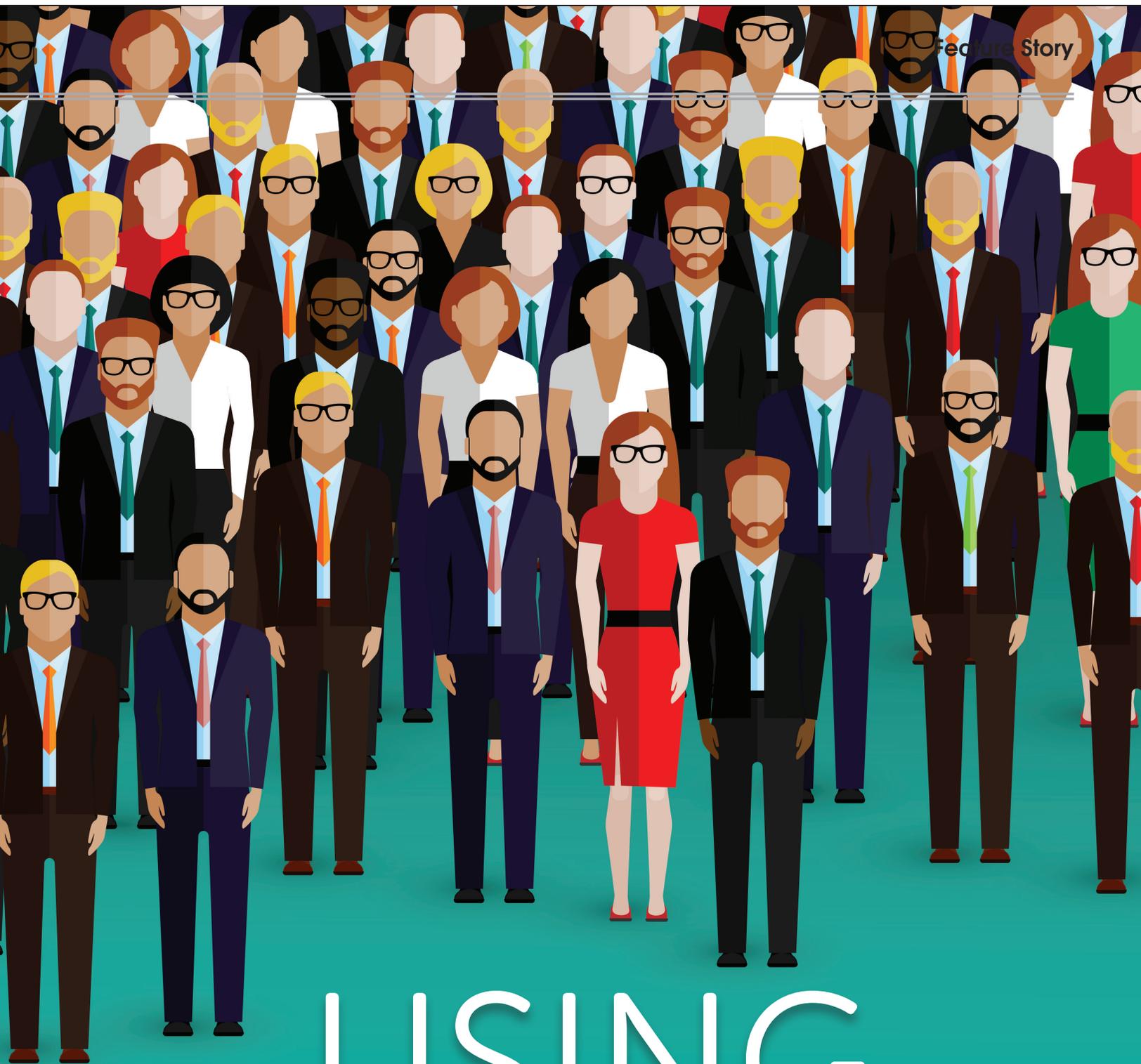
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Feature Story

USING THE GROUP

How your customers can
help accelerate innovation

By Charles Lunan



When IWCO Direct of Chanhassen, Minn., flipped the switch in late June on the country's first Océ VarioPrint i300 installation, it not only marked a win for Canon Solutions America, but for a dozen of its customers whose input over the last five years helped improve the system's design.

The Océ VarioPrint i300 is Canon Solutions America's first sheet-fed inkjet press for production printing. With a capacity of 294 letter images per minute and up to 3,800 duplexed B3 sheets per hour, the unit can crank out 1-to-10 million letter images a month. InfoTrends says the press is poised to displace many legacy offset and toner-based systems that are ill-suited to the growing demand for just-in-time, variable printing; just as continuous feed inkjet printers have in higher volume transactional, direct mail, and book printing markets.

While the Océ VarioPrint i300 is one of many innovations spawned by Canon Solutions America in recent years, executives in the Production Print Solutions Division (PPS) share credit for positive reviews with the select group of customers that have recently united to launch their own user group dubbed thINK, which is a play on the acronym for "Inkjet Networking and Knowledge."

Officially launched this past February, thINK will host its first conference September 8-10 in New York City to coincide with Canon Expo, a quadrennial event where the Japanese technology company debuts innovations from across its vast technology portfolio. The thINK 2015 Customer Conference, like thINK itself, will provide Canon Solutions America production customers, solution partners, and print industry experts a forum where they can learn what best practices to pursue and pitfalls to avoid as they adapt to the unfolding inkjet revolution.

"It will be attended by 300 customers, making it one of the largest, if not the largest, inkjet specific event in the world in its first year," says Eric Hawkinson, director of marketing for Canon Solutions America. "And this is just the beginning. We have scratched the surface in terms of what we think this will become."

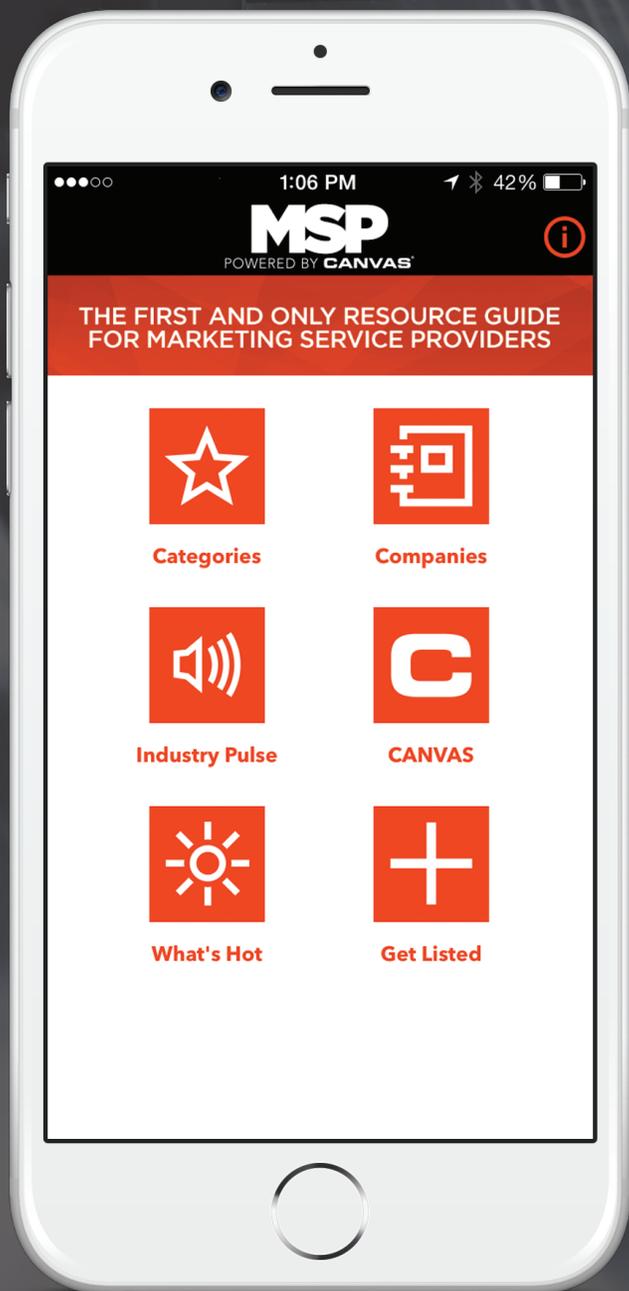
"To be a collective voice, you have to be representative of the OEM's entire customer base. If you're not, your relevance decreases."

– Victor Bohnert, Executive Director, thINK

InfoTrends estimates production color inkjet accounted for 36.6 percent of total production digital color volume in 2013, up from virtually nothing in 2008. It expects penetration to reach 59.1 percent in 2018 as cutsheet inkjet solutions come online. Total inkjet pages are expected to grow to 200 billion pages in 2018, or at a compound annual growth rate of 28 percent, according to InfoTrends' forecast.

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TAPPING THE KNOWLEDGE SOURCE

Canon Solutions America has been working for years to tap the knowledge of its customers to grow and sustain its dominant share of the market. The effort started in 2010 when former Hewlett-Packard executive Francis A. McMahon joined Canon Solutions America as Vice President of Marketing after nearly nine years at Hewlett-Packard's graphics solution business, where he worked closely with Dscoop, an independent community of HP graphic arts customers.

In 2011, Canon Solutions America appointed a dozen customers, including IWCO Direct Senior Vice President of Operations Dave Johannes, to a Transactional Printers Advisory Council that went on to play a key role in the development of new premium pigment ink technology as well as a media program.

"Our customers represent some of the most diverse and innovative companies in the world," says Hawkinson, who joined Canon Solutions America in 2013 after eight years as executive director for Dscoop. "In many ways, they showed us where production inkjet is going. That has helped propel Canon to the No. 1 market share worldwide."

IWCO Direct's Johannes, for example, contributed to "The Designers Guide to Inkjet," which was published by Canon Solutions America as a comprehensive resource for agency and in-house designers. Along the way, advisory councils also provided valuable input that was incorporated into the design of the Océ ImageStream 3500 continuous feed and the Océ VarioPrint i300 cut sheet printers Canon Solutions America began shipping this summer.

In late 2014, council members asked Canon Solutions America to create a neutral forum where printers, their vendors, and technical experts could explore the challenges and opportunities created by inkjet technology. The group formed the user group thINK, and appointed Johannes and five other voting members to its board.

Unlike technical advisory councils, a user group's primary focus is to foment peer-to-peer networking and collective intelligence that can speed up innovation throughout the supply chain, says Victor Bohnert, who was hired as thINK executive director in December 2014 after years of helping technology companies work with user groups.

"Being independent and autonomous is a fundamental aspect of thINK," Bohnert says. "It ensures Canon Solutions America is getting feedback from the real world environment and not just lab settings. That gives them a competitive edge. In return, thINK has the ability to host the industry's largest event in its first year out of the gate. You can't do that if you are controlled by a vendor."

While Canon Solutions America is providing thINK with financial and in-kind support, it holds just two, non-voting seats on its eight-member board. Those seats now are held by McMahon and Hawkinson. The bulk of the content and financial support for thINK's inaugural conference this fall is coming from suppliers eager to establish a foothold in the rapidly growing inkjet market. Several companies have agreed to pay \$10,000 a piece to sponsor the event and take part in the production inkjet conversation.

ThINK also is attracting interest from companies in Europe and South America eager to get a leg up as disruption from inkjet technology accelerates. "This will absolutely be a global organization," says Bohnert, who has more than a decade of experience helping technology companies foster user groups. "To be a collective voice, you have to be representative of the OEM's (Original Equipment Manufacturer's) entire customer base. If you're not, your relevance decreases." ■

"[The think 2015 Customer Conference] will be attended by 300 customers, making it the largest inkjet specific event in the world in its first year. And this is just the beginning. We have scratched the surface in terms of what we think this will become.

—Eric Hawkinson, Director of Marketing, Canon Solutions America

While user groups are hardly novel, an amazing number of companies continue to overlook how they can accelerate innovation. In his 2014 book, "The Soft Edge: Where Great Companies Find Lasting Success," former Forbes magazine publisher Rich Karlgaard dedicates an entire section to how an independent user group created by owners and pilots of Cirrus Aircraft played a vital role in building the company's brand – sometimes in spite of corporate management. Sometimes, Karlgaard says "your customers tell a better story than you can."



REVERSE ENGINEERING

Why being customer centric trumps the product-centric model

By Lorrie Bryan

The customer is always right – right? This often repeated maxim, popularized by the esteemed Marshall Field's department store in the early 20th century, was a novel idea in that buyer-beware era, and it has since become a cornerstone of great customer service.

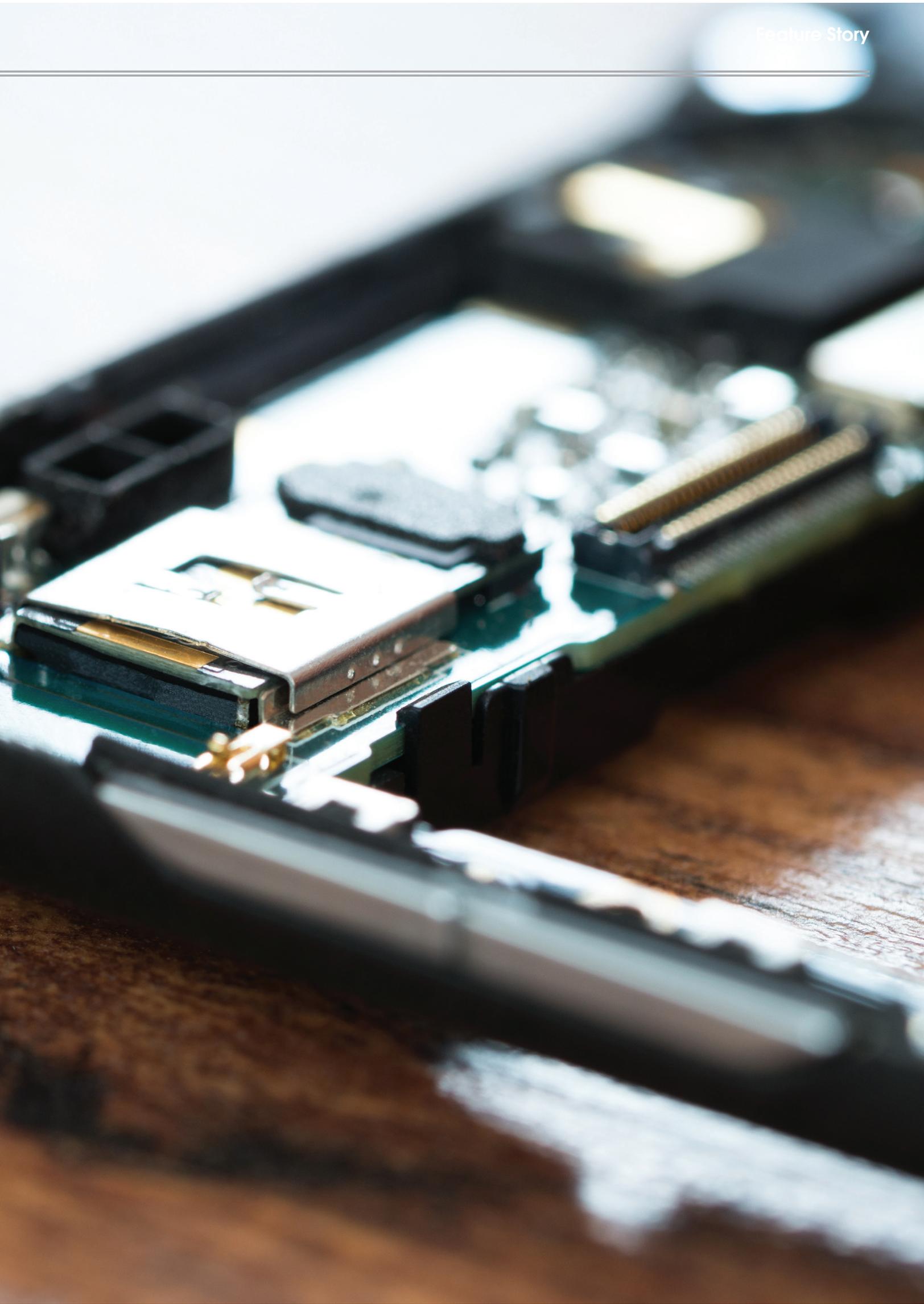
In this age of transparency, real-time tweets and the coveted five-star reviews, customers are more informed and more empowered than ever before, and businesses are scrambling to up their customer service game.

So, right or wrong, the customer is the boss.

Consequently, businesses today are shifting their focus to their customers, rather than the products or services they provide. "It's not about you, your brand, your products, your services, your story; it's about the consumer, their wants, their preferences, their needs, their story," says Glen Gilmore, a strategic consultant ranked as a Forbes Top 20 Social Media Influencer two years in a row. "It has always been and will always be about the customer. Social helps amplify this point by letting consumers share their experiences in very loud and transparent ways."

Gilmore, who often provides social media marketing strategy and training to Fortune 500 members, sees the rise of social media and digital as an opportunity for companies to enrich and enhance their customer relationships.

"Consumers have a staggering number of choices at their fingertips – literally, at their fingertips," says Gilmore, who also is an instructor of Digital Marketing, Emerging Technology, Crisis Communications and Social Media Law at the Rutgers School of Business. "Digital and social give companies, big and small, a unique opportunity to differentiate themselves in ways that enhance the consumer experiences, deepening brand awareness and customer loyalty. Customer retention and development require a customer-centric approach – one that delivers the experiences, products and services the way the customer wants it, where they want and when they want it."



Customer retention and development are worthy goals – right?

Even though businesses are becoming more customer-focused, most of them still are fundamentally product centric, as opposed to customer centric, says Peter Fader, Wharton marketing professor and co-director of The Wharton Customer Analytics Initiative at the University of Pennsylvania.

Fader says that a product-centric company focuses on a product and tries to sell that individual product to as many people as possible, while a true customer-centric company focuses solely on top customers and tries to sell them as many services as it can. So, while all customers should be treated fairly, top customers are given preferential treatment. Only select customers always are right, and developing and retaining mediocre customers actually is not something to aspire to.

In his book, “Customer Concentricity: Focus on the Right Customer,” Fader endorses this fundamentally different business model. “It’s not a matter of offering everyone super-duper customer service. You have to be able to recognize the differences among your customers and treat them differently. Most of your customers end up not being very profitable, so building a business around them doesn’t make much sense. Instead, focus on your top value customers to drive profit.

Providing solutions for top customers is a worthy goal – right?

Why should your company try to adopt this new customer-centric business model? Fader says that the standard product-centric business model doesn’t work as well as it once did because product life cycles are shorter and customers are smarter.

“A product-centric business will see a boom of profit for that first stretch while their product is still hot, but once that fire burns out, they will need to come up with another great product,” Fader says. “A customer-centric company may start out slower, but overall they will be more profitable, because they can adjust and provide needed products and services to their customers. Companies have to realize that instead of just putting products out there, they really need to be providing solutions for their top customers and collaborating with them.”

This business model allows companies to use data and analytics to do what many small businesses do inherently; build stronger relationships with their best customers by better understanding their behaviors and anticipating their needs. But as Fader points out, they don’t keep the doors open late for everyone.

Customer demographics are the key to identifying your customers’ value – right?

Wrong. Knowing someone’s gender, age, address, income and education isn’t necessarily going to help you determine their value to your company. Everyone in the 90210 zip code doesn’t automatically get an invitation to your party.

Fader, whose extensive research is based on analysis of behavioral data to understand and forecast customer purchasing activities, says it’s important to collect and mine the right data, and with the data and analytics available today, it’s not that hard.

“In the old days, the basis of segmentation used to be simple observable things like demographics or geography, easily identifiable characteristics,” Fader says. “But with today’s ability to obtain better data and the computing technology to



You can't just hang a banner on the lunchroom wall that declares you are now a customer-centric company. It's not that easy.

“It has always been and will always be about the customer. Social helps amplify this point by letting consumers share their experiences in very loud and transparent ways.”

– Glen Gilmore, Instructor,
Rutgers School of Business

process that data, combined with an increased understanding of analytics, we can gain a greater understanding of customers than ever before.”

The key is to cull your customers – segment them based on their predictable customer lifetime value. “You need to sort customers based on what they will be worth to your company in the future and build your business around them and people who are like them,” Fader says.

Companies must mine the data, identify the common characteristics of top customers and allocate resources toward acquiring similar customers, rather than trying to transform current average customers into valuable customers.

Just do it! A-huh – right?

Adoption of this new customer-centric business model can be a challenge. As Fader says, “You can’t just hang a banner on the lunch-room wall that declares you are now a customer-centric company. It’s not that easy. This model requires the company to be willing and able to change its organizational design, performance metrics and incentive structures to focus on this long-run value creation and delivery process.”

He cites IBM, one of the world’s largest firms, as an example of an established traditional company that successfully has made this transition. “They used to be über product centric, but that quit working as well for them, as their hardware and software products became increasingly commoditized. After years of disappointing financial results, IBM transformed itself into a consulting company more focused on customer collaboration and partnerships than ever before. And they are making more money than ever before.” ■

IS YOUR COMPANY CUSTOMER CENTRIC?

1. Do you focus on retaining all your customers?
 2. Do you strive to anticipate and meet the needs of your average customer?
 3. Do you devote more resources to customer development than to customer acquisition?
- If you answered “yes” to any of these questions, then the answer is “no.” You are not actually a customer-centric company, says Peter Fader, Wharton marketing professor and co-director of The Wharton Customer Analytics Initiative at the University of Pennsylvania.
1. Customer-centric companies focus on retaining their most valuable customers, rather than all their customers. Data consistently indicates that most customers actually are not that valuable, so why devote resources to keeping all of them?
 2. Customer-centric companies strive to anticipate and meet the needs of their most valued customers, rather than their average customers.
 3. Customer-centric companies devote resources to acquiring more customers that are similar to their most valued customers, rather than developing mediocre customers.

SALES



JORDAN ESQUE

**The scientific secret that leads
to superstar-like success**

By Linda Bishop

Get ready, because we're going to hand you the keys to becoming one of the best salespeople in your company – and your market. This secret helps to explain why Michael Jordan is one of the greatest basketball players who ever lived, and Yo-Yo Ma out-performs all other musicians. This secret helped Diane Nyad, at 64, live her dream of swimming from Cuba to Florida, after four previous failed attempts.

All of these great performers have one thing in common. They adopted the principals of deliberate practice and achieved mastery of skills as a result.

Deliberate practice means you practice to be perfect, which is a much different activity than simply going through the motions and repeating a task multiple times. K. Anders Ericsson, a professor and researcher at Florida State University, has studied expert performance and how deliberate practice contributes to it. His research shows talent is less important than conscious practice to improve performance in areas where you want to increase your expertise.

For every sales professional, including you, this is good news. This scientific evidence shows you can chart a course for success through more intelligent practice. Ericsson says there are four components of deliberate practice:

- Motivation to pay attention to the task is required, so you exert effort to improve performance
- Pre-existing knowledge comes into play, because you must know how to perform a task before practicing it
- Immediate feedback is required, either from yourself or from another person
- Tasks should be performed regularly so you get plenty of repetition

When it comes to managing new business pipelines, there are plenty of areas where deliberate practice will pay off. Start your training program by considering these questions:

- What is the optimal number of leads to manage?
- Do the leads in your pipeline represent quality prospects?
- Do you get enough first meetings with new prospects?
- Do you have and execute an effective follow-up strategy?
- Do you get enough of the right kind of opportunities to expand your base of business?
- Do you close enough sales?

Look for areas where a higher level of task-mastery would increase your sales.

MANAGING LEADS

Every sales professional has heard the old saying, "Sales is a numbers game." This is true in the sense that on any given list of prospects, a smaller percentage than the total will be ready, willing and able to consider you today. To reach them, you must call or email them.

The majority of seasoned sales professionals do not call prospects on a regular basis. If that describes you, increase your call capacity by adopting one of these strategies:

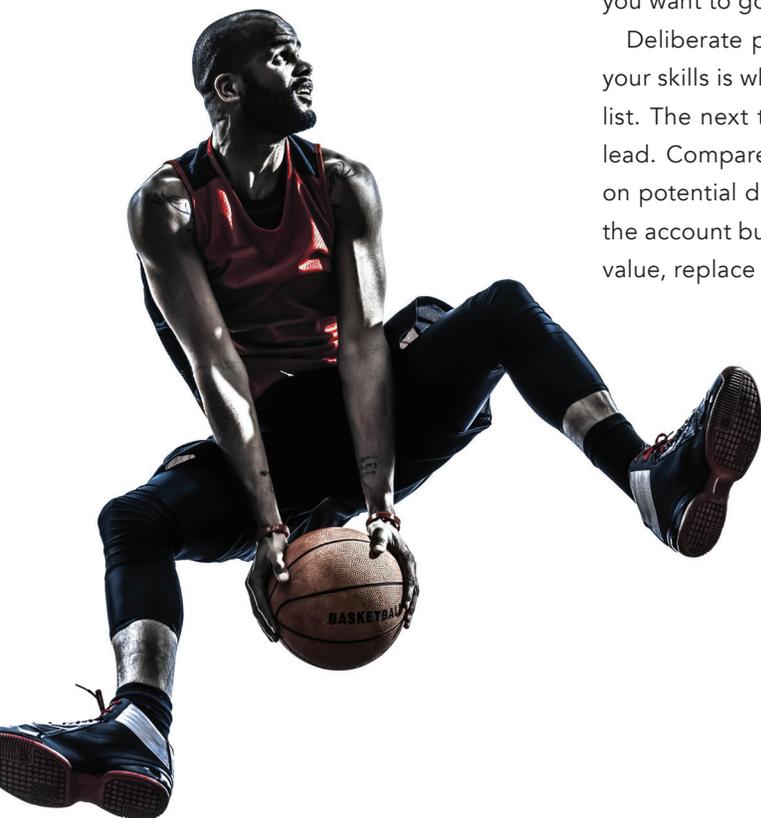
- Call 10 people before 10 a.m. every morning
- Start the day by calling at least three people beginning at 8 a.m.
- End the day by calling at least one prospect right before 5 p.m.

Calling 10 people takes about 30 minutes. Calling three people at 8 a.m. takes 10 minutes. Calling one person at the end of the day requires you to summon willpower and energy, but it pays off. Calling every day and continually improving will make you a fearsome competitor in your market, arming you with superior phone skills when you do reach sales-ready buyers.

Examine your list of leads. What do you think about the quality of your list? Why did you select them? Are your leads good enough to help you get where you want to go?

Deliberate practice helps you analyze leads. The perfect time for practicing your skills is while you're driving. The concept is simple. Select a lead from your list. The next time you get in the car, spend a few minutes thinking about the lead. Compare the account to your best customers. Make an educated guess on potential dollar volume. List the types of products and services you believe the account buys. If your drive-time analysis makes you suspect the lead has low value, replace it with a better prospect.

Change is tough, and habits are hard to break. Mediocre salespeople quickly lose interest in improvement when it requires work. That's not you.



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SKILLS THAT GET MEETINGS

Even when customers aren't ready to buy, it's critical to master the outbound selling skills that get meetings. In these early meetings, you build relationships, and inform and educate. When you're with the customer at the starting gate, you're far more likely to win the race when it ends.

In the area of sales messages, there are many opportunities to use deliberate practice to improve content or delivery. One smart, but simple way to practice messaging skills is to call yourself every morning and leave a message. Later in the day, listen to your message and critique it. What did you do well? How can you improve? Adopting this daily feedback loop will help you get better quickly.

Follow-up is another critical selling skill set. To practice deliberately, the first step is developing a set of follow-up best practices.

- After a first meeting, if the client makes no specific request about the timing of your follow-up, how long should you wait before giving him another call?
- How many times during a single week can you call or email to request a follow-up meeting?
- If a client won't respond to requests for a follow-up meeting, what's your strategy?

Once you've determined your guidelines, write down what you plan to improve. During the next 30 days, schedule time for follow-up activities. Follow your best practices, continually striving to do the best you can with each repeated action. At the end of 30 days, assess improvement, tweak your plan and repeat the cycle.

Change is tough, and habits are hard to break. Mediocre salespeople quickly lose interest in improvement when it requires work. That's not you. You have the mental toughness it takes to stick with something and succeed, and to be the great performer at your company.

GETTING OPPORTUNITIES AND CLOSING THEM

When I sold, my closing skills were very weak. No one ever taught me to close. I never had a boss who worked with me on what to say and when to say it. This wasn't an area where I practiced or challenged myself to continually improve. Why? Because hearing customers say, "No, I don't want to buy," was uncomfortable, so I avoided that discussion.

Fortunately, I liked having selling conversations. Learning about buyers and their business interested me, and fit naturally with my sense of curiosity and desire to learn. Because I enjoyed that part of selling, I found it effortless to work on improvement. As a result, I continually made strides. Over time, I excelled at uncovering opportunities.

When I started Thought Transformation 11 years ago, I began to train other salespeople on closing skills, bringing me face-to-face with my own shortcomings and fears. At that point, I had two choices. Either, I could be one of those people who could teach, but could not do – or I could suck it up and practice until I learned to close and get good at it, too.

I decided to get good at closing. To do that, I spent a lot of time having imaginary conversations with invisible customers. I practiced opening closing conversations, negotiation skills, and overcoming price objections. Because I practiced, I got good at closing.

If I would have practiced those skills during my 17 years in printing sales, I would have sold a lot more.

SALES TIPS FROM MICHAEL JORDAN

On the NBA website, Michael Jordan's biography states, "By acclamation, Michael Jordan is the greatest basketball player of all time."

While he had plenty of talent, Jordan's work ethic was legendary. He said, "Everyone has talent, but ability takes hard work." Thinking like that explains why Jordan regularly practiced at his house before going to team practice. He continually worked to get better. Look where he ended up.

Like Michael Jordan, you have greatness inside. Make the effort to practice deliberately. Bring out the best in yourself, and become a sales superstar. ■

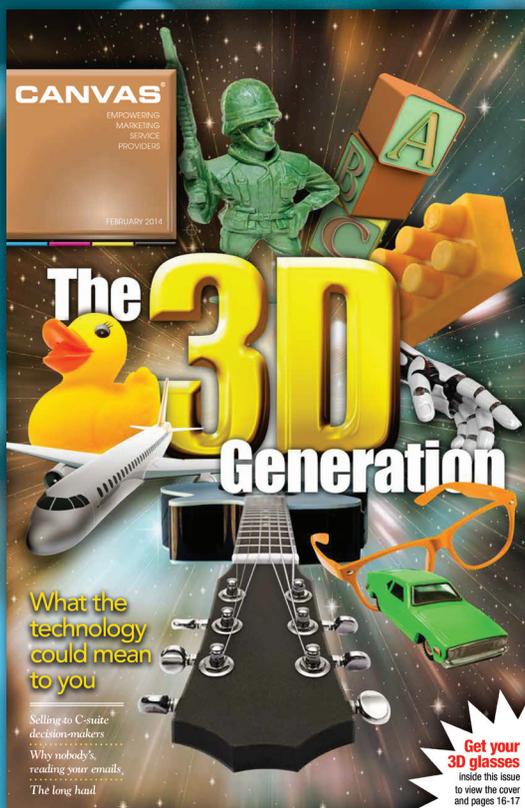
Deliberate practice means you practice to be perfect, which is a much different activity than simply going through the motions and repeating a task multiple times.

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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On point with...

JESSICA CROSS

Sales and marketing expert Jessica Cross on the art of marketing today

It's all about closing sales. That's the truth Jessica Cross stares at every day. Cross is director of marketing for Fliptop, a leading predictive lead scoring platform for B2B marketers. Fliptop's applications use data science to help companies close more sales, which is an important ally in the quest to win marketshare. Here are Cross' insights on where marketing stands in today's ever-increasing technology age.



Define marketing today.

It is shifting from an art to a science. Where it once was a function more focused on branding than the bottom line, modern marketers are evolving to be closely tied to business metrics. In doing so, they're moving beyond simply focusing on hitting their demand gen numbers and throwing leads over the fence to sales. The days of the "he-said, she-said" sales-marketing rivalry are on their way out. Today, modern CMOs are a true partner with both the vice president of sales and the CEO. They are coming together to agree on common organizational objectives and working together to achieve revenue goals.

Is the science of marketing trumping the true art of marketing today?

The art of marketing will always be critical, but smart marketers are leveraging data, analytics and predictive technologies to gain significant advantage over their competitors. The companies that don't follow suit – continuing to rely on gut feeling when making big marketing bets – are going to waste money and fall behind. The science of marketing, in many ways, will help marketers get back to the art of it. Through technology, marketers can now automatically identify inefficiencies, make smarter, data-backed decisions quickly and focus on what they're uniquely suited to do.

Are marketers today over-strategizing or under-strategizing?

Generally, under-strategizing. It takes a lot of time to plan, so make sure those plans are aligned with company goals, and ensure that marketing, sales and customer success are working in lockstep to achieve them. Technologies like predictive analytics can help marketers increase conversion rates and see where they should focus their efforts, but they have to put the insights to use and know what they want to achieve. Otherwise, as the Cheshire Cat told Alice, who wasn't concerned with where she was going, "It doesn't matter which way you go."

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What will the continued quest for Big Data look like?

Measurement is hard. While many marketers are aware of the opportunity that lies in their data, that data is spread across any number of disparate platforms (web analytics, marketing automation, social engagement, etc.). Merging data to derive insights is no small feat. Many marketers are afraid that more sophisticated measurement will reveal they're not succeeding and, instead, they opt to report on the tried-and-true vanity metrics that have kept them afloat.

Define the never-ending battle between sales and marketing.

Marketing and sales need to work together to develop a common customer view and a shared understanding of what an ideal prospect looks like. There must be alignment on what constitutes a qualified lead, so that marketing can develop programming that caters to this audience and only serves sales to the prospects that have been nurtured and are most likely to convert. To support this alignment, marketing should be measured in a way that supports sales and overall company goals, and held accountable via revenue-centric metrics. ■

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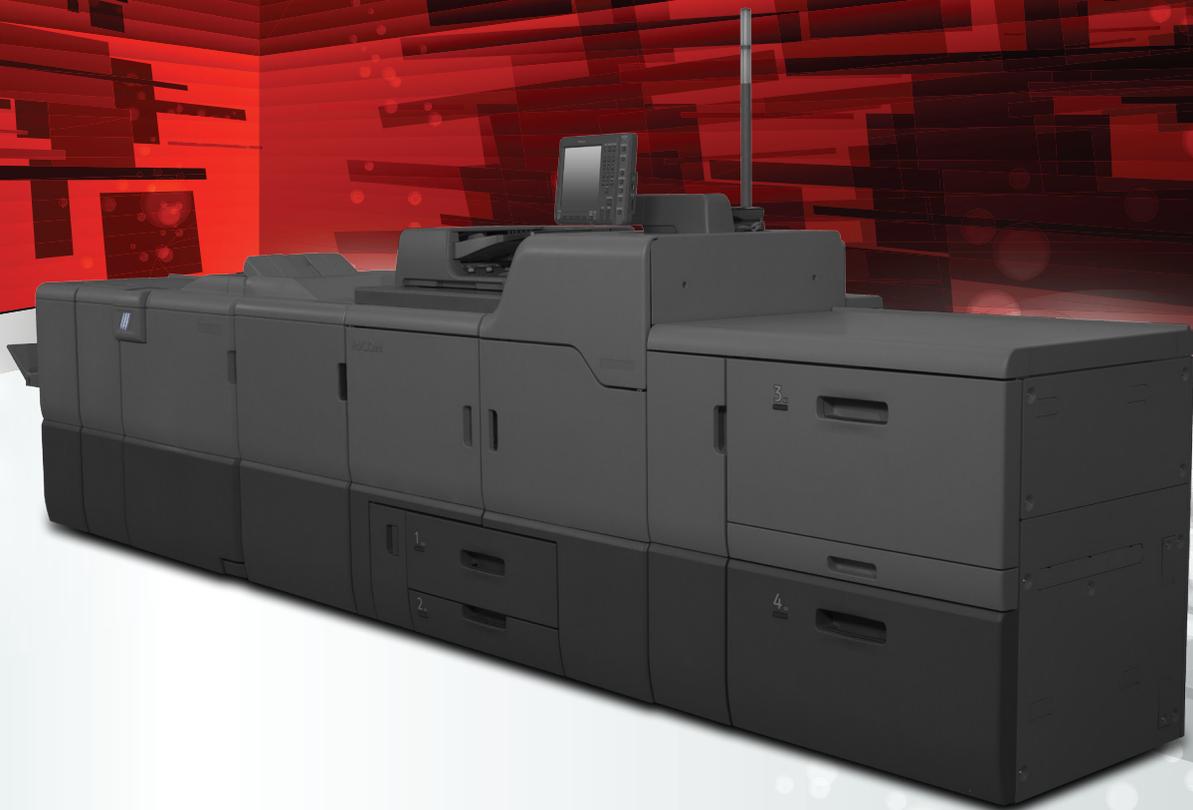
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