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FEBRUARY 2015



RACE TO THE BOTTOM

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are bad for business

Print's role in the
digital marketing age

.....

Prospecting the right way



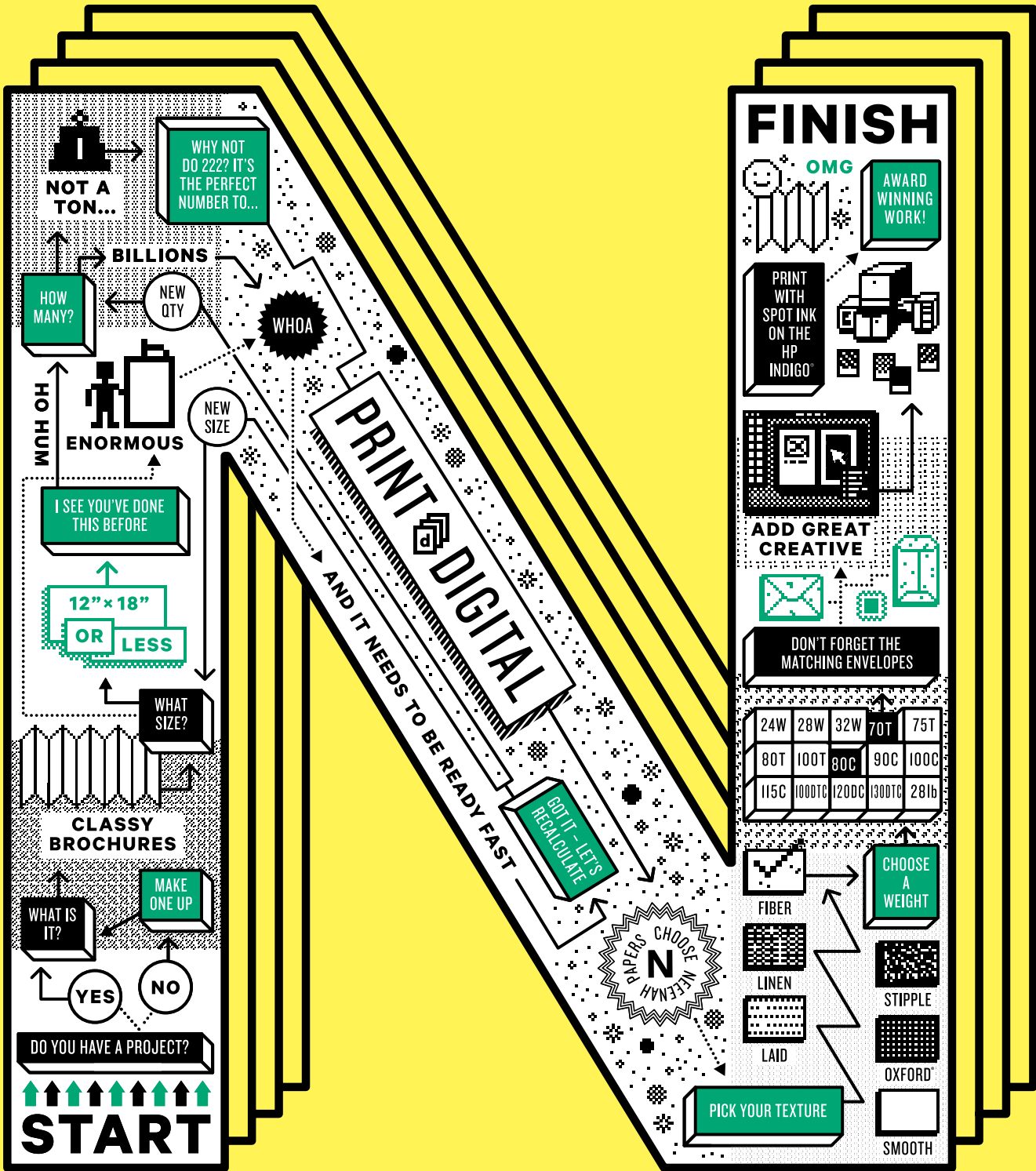
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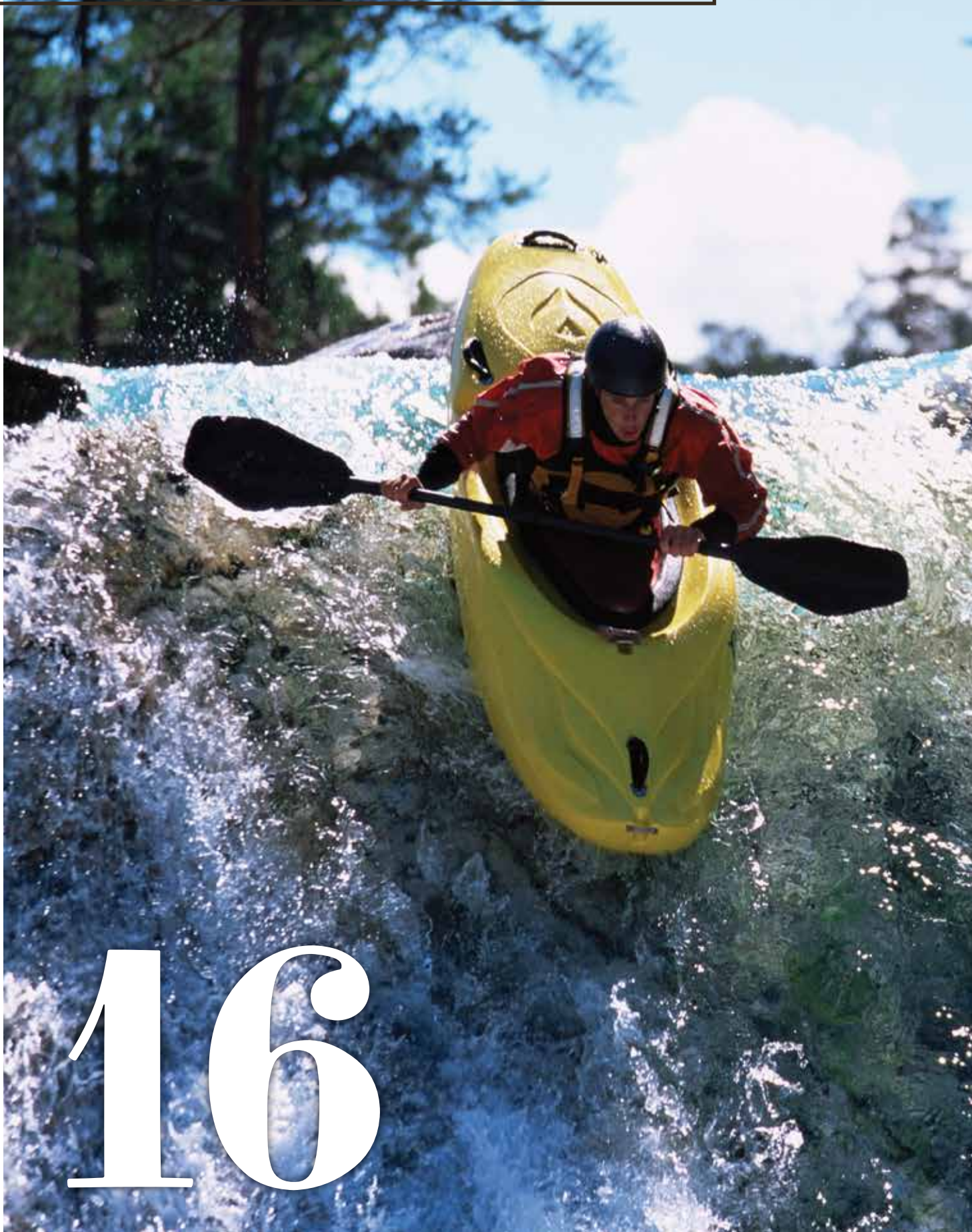
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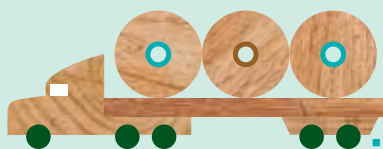
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& Ricoh 7100**

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WHEN WE WERE GREAT



I'm a big believer that anything I've ever accomplished comes from a significant investment in time, energy and emotion. In fact, I'm hard pressed to find a time where I prospered without any kind of sacrifice.

I don't recall walking into my college and asking for my diploma. I don't remember graduating from college and landing a CEO position. And, unless I'm wrong, I didn't propose to my wife (and get a yes) on our first date. Heck, kids even take nine months to bake and, trust me, as the father of two under the age of 11, they take a long time to ripen.

The point is that the things we hold closest to us simply take more effort. Unfortunately, it seems we're all waiting for that "love at first sight" type of success. In turn, the idea of a quick fix or short-term gratification is a futile race. When everyone is doing the same thing and we're simply pushing the same agenda we've pushed for the past several years, we're demonstrating a remarkable resistance to what made us successful in the first place.

Let's step back and remember what made us great. Reflect on a time when

you struggled. Remember the pain and effort you put forth in order to accomplish anything, and you'll start to rediscover the mindset that enables success.

A growth mindset comes from an internal desire to accomplish something. And, in many of our cases, that desire has been stronger at different times in our lives. Therein lies the riddle. How do we capture the mindset that propelled us before?

My suggestion is to be better than you were yesterday. Think better. Be nicer and more vulnerable. The world may seem odd to many of us in this industry, but it has afforded us a chance to recapture the imagination and drive that has made us great throughout our lives.

It is simply time to do it again.

Speaking of great, our cover story, "The Race to the Bottom," is an awesome piece on how the industrial mindset is challenging today's printers. It gets to the essence of how industrialist thinking should have died a long time ago and how it is curtailing our ability to adapt. It truly is a must read.

In our second feature, "The Bridge," we explore how digital marketing has become part of the marketing playbook. More brands are using this method because of its ability to reach target markets and produce valuable ROI. But what role will print play in the mix? Check out what we think.

Enthusiastically yours,

Mark Potter, Publisher

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PUBLISHED BY CONDUIT, INC.

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“At the end of the day, highly relevant content, even at low volumes, is what drives brand awareness, conversation and, ultimately, loyalty.”

- Sylvia Jensen,
director of EMEA marketing at Oracle
Marketing Cloud, on whether
quality or quantity is more important
in a content marketing strategy

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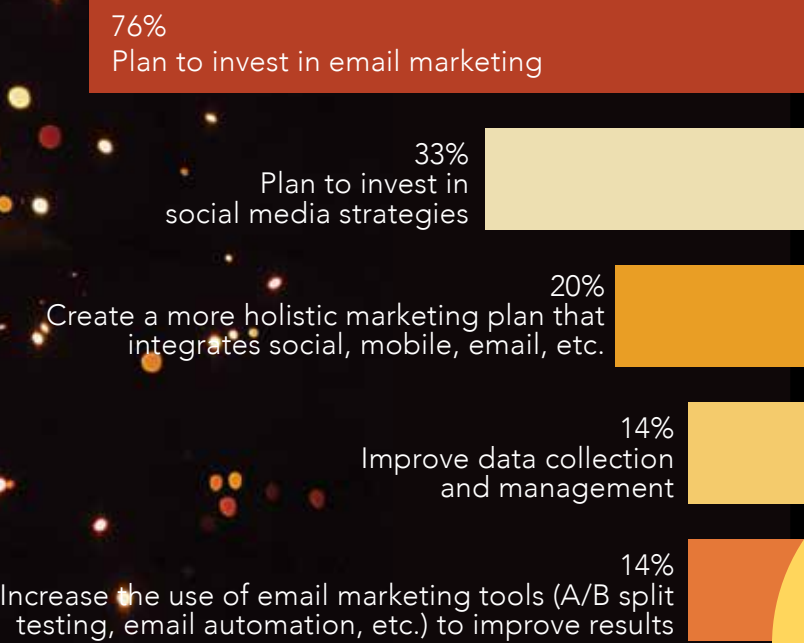
The percent of brands that report they are receiving a positive return on their data-related investment, according to research by Infogroup Media Solutions. In addition, 64 percent expect their data-driven marketing budgets to increase in 2015, with 15 percent citing they will invest more in these types of initiatives this year.

**AND YOUR
NEW YEAR'S
RESOLUTION IS...**

(NO) GOING MOBILE

When it comes to mobile marketing strategies, marketers seem to be far from prepared. According to the CMO Council's "Getting in Sync with Mobile Customers" study, only 17 percent say their mobile strategies are fully integrated and aligned with their overall marketing strategies. In addition, 31 percent admit they either have no strategy or simply view mobile as a campaign and not a business strategy, while 24 percent admit mobile is too confusing.

What's a new year without resolutions? According to Campaigner's "Market Trends Survey," 53 percent of email marketers are putting an emphasis on higher click-throughs and interaction rates on their lists. The resolutions are justified, according to the report, as email marketing was the best digital channel for 2014 marketing ROI, with over 60 percent ranking it as the top ROI generator. Here's a look at what other resolutions made their lists for 2015:

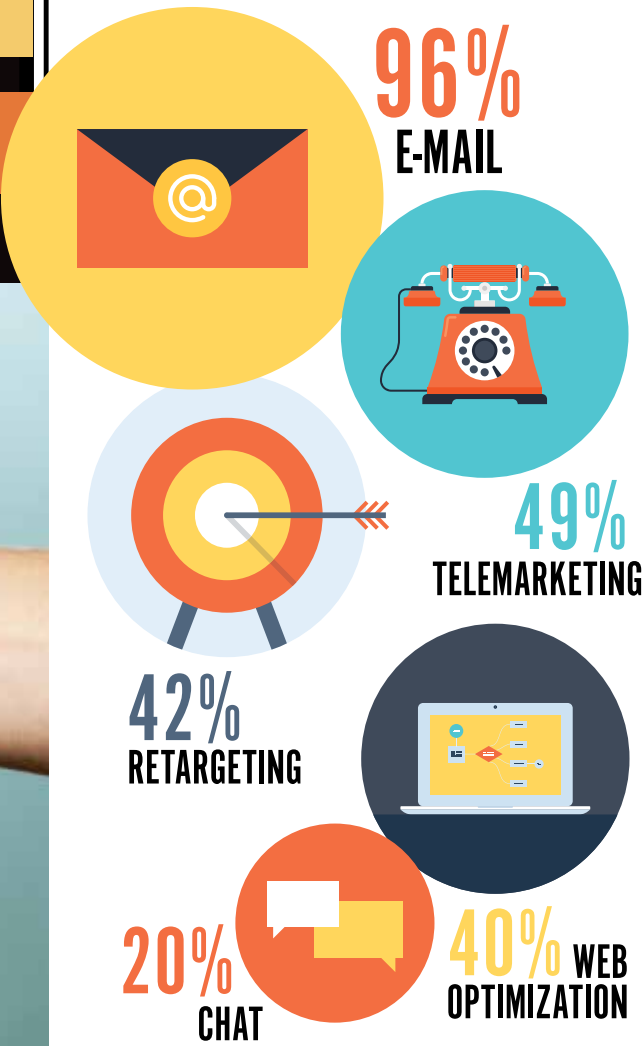


NURTURE MUCH?

Study shows what campaigns marketers use

When it comes to channels used, marketers are sticking to traditional outreach for lead nurture campaigns. According to the "2014 Lead Nurturing Benchmarking Study" by Demand Gen, email is the preferred campaign choice with 96 percent.

Here's a look at what marketers are using:



The 'My Customers Don't Use Social Media' myth

I heard it again recently. "We don't need to use social media; our customers/prospects are over 40 and don't use things like that." But here are the facts: It's 2015; your prospects and customers are using social media; and inbound marketing is a reality.

If you're not marketing and selling to this new reality, you're already losing. To note, the adjustment to this new reality will be more difficult the longer you wait.

Lets start with some facts: Do B2B buyers' use/participate in social media? Overwhelmingly, the answer is yes. And here are some facts you must take a look at if you are a "nonbeliever":

- According to a recent "Social Technographics" report from Forrester Research, 81 percent of U.S. adults with an internet connection use social media in some form or function. Furthermore, another Forrester study of B2B technology buyers found that these buyers use social media nearly twice as much as U.S. adults overall
- 81 percent of B2B companies have accounts on social media sites, compared to 67 percent of B2C
- 93 percent of all business buyers believe all companies should be on social media platforms

As you know, B2B purchases often are highly researched, making reviews/recommendations/content/search more important. Social media positively impacts all of these. It's just basic common sense. In short, social media can be more transformative for a B2B company than a B2C company. This is because B2B has a smaller potential customer base, a higher average price point and a customer decision funnel that's more influenced by word-of-mouth and reputation. It's all about relationships, and today, those relationships are being created digitally.

At the top of the funnel of what's being promoted through social media is having the right content – blogs, ebooks, webinars, white papers, videos (YouTube), etc. As a matter of fact, 87 percent of B2B buyers say a vendor's content has an impact on their purchases. Now, if you create the content, and you don't promote the content, you can build it, but they will not come.

As I like to say, placing a great "widget" in a storefront in Davenport, Iowa, (apologies to Davenport) doesn't mean anyone is going to drive buy the store and buy it. You must promote it. And in today's B2B marketing world, that doesn't happen by traditional outbound methods (email blasts, for example) alone. People don't rely exclusively on "megaphones" along side their announcements anymore. This is not 1992.

Now, you still may say that despite all of this evidence your business is different

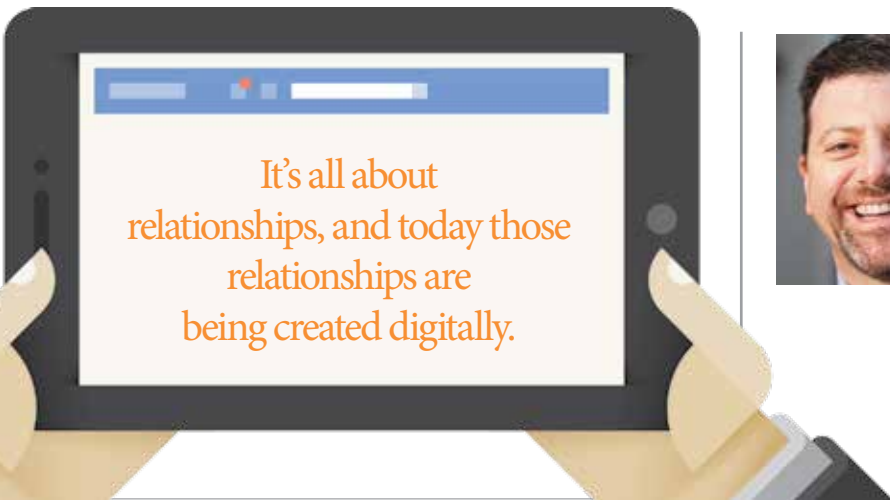
or your market isn't like other B2B markets. This is classic denial. If you don't believe me, check out the free Hubspot marketing grader (www.marketing.grader.com) for your website. And then check out your competitors. You may be surprised by your score.

Back in 2006, I was working for a cybersecurity company that wanted to create a blog by the chief technical officer. But the CEO said, "Our customers don't read blogs." That was only eight years ago. Can you think of a company in cybersecurity that doesn't have a blog today? There is even a Top 100 blog site rating for the cybersecurity market.

There is a new sales playbook today. As the Corporate Executive Board published, 57 percent of typical purchase decisions are made before a customer even talks to a supplier. It wasn't too long ago that the number was 15 percent. Today, B2B buyers are doing their own research and making their own decisions about buyers. And they are waiting longer (even if you don't believe the 57 percent) to contact salespeople. If you're not in this game you're losing.

For those of you who remember the old sales rule of not being "column fodder" in replying to Requests for Proposals (RFPs), it's the same thing in a virtual world. If you haven't influenced the prospect before he has created the criteria for purchasing, you're going to lose. In today's world, marketing does "lead nurturing" instead of sales.

B2B inbound marketing is a reality – so don't be in denial. Accept and embrace it. And use your skills to make a difference in your business.



It's all about
relationships, and today those
relationships are
being created digitally.



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 establishing 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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The leadership secrets you can't ignore

I always talk about core leadership secrets in my executive coaching, speaking and writing. But if someone asked me to name the one that can make an immediate impact, I'd pick behaviors, which is ideal in countering setbacks.

All of us have had (and will continue to have) professional setbacks – prospects breaking off at the last moment after a seemingly agreeable interaction, clients refusing to renew, etc. While these examples are very specific to my situation, we all frequently face “setbacks” as we strive to achieve our transformational goals. Be it personal or professional, setbacks and obstacles always will be with us.

So, how does an effective leader react and respond to setbacks? While I can't say I'm totally immune to the vagaries of rejection and setbacks, here are five simple and quick daily practices that can help set you straight:

No. 1 – Budget discrete time for disappointment

While I believe in positive psychology, I don't believe in ignoring reality. I acknowledge the sinking feeling I get in my stomach when negative events occur. I know they will discourage and disappoint me. What I continue to teach myself is to stop ruminating over the event after that arbitrary limit. Where you set that limit is up to you. The sooner the better, obviously. But you'll get better as you practice this behavior.

The best way to **rebuild your core** is based on **achievement and credibility**.



Vinay Nadig is the author of “Leadership IS for Everyone: 20 Leadership Secrets for Exceptional Outcomes and Fulfillment at Work.” He has had a 20-plus year career as a consultant, entrepreneur and business unit leader in the manufacturing, healthcare, retail, technology and airline sectors. For more information, visit, www.vinay-nadig.com and www.leadershipdharma.com.

No. 2 – Revert to your personal mission statement

The personal mission statement is one of my centering tools – one I like to revert when I have setbacks. Do the “whys” still hold true? Am I doing what I'm doing for the right reasons? Do they align with my personal and professional themes? This exercise serves to firm up my spine and point me back in the direction I should head. Make sure you define your personal mission statement.



No. 3 – Rapidly accelerate

I shift up my “MPHs” – that “magnificent performance horsepower” – to a different gear and focus intensely on my activity plans. I've found that nothing accelerates outcomes better than positive action. The time after a setback is the second best time to accelerate (the best is when you succeed), so focus on action more than ever before. While it is common to have doubts after a setback, it is important to have a framework for action. I prefer to practice a weekly leadership ritual that gives me a discrete foundation for action.

No. 4 – Find and finish

I pick an outcome in a space that I have influence over – a current project, personal project or my personal life – and finish it. It is important to me to gain a feeling of achievement and credibility by successfully reaching a notable outcome. This also is the time to go after that one activity you've been procrastinating about. The best way to rebuild your core is based on achievement and credibility.

No. 5 – Finally surround yourself with the right people

This is exactly the wrong time to hang around people who don't understand your goals and vision. Unfortunately, people you may consider close fall into this category. It is simply best not to solicit any feedback from those who say things like, “Well, it was always going to be tough to do that,” or “This is why I didn't try to do that,” or the best one of them all, “I told you so.” Remember: You don't have to react to this unsolicited feedback. Practice the art of selective hearing. It is very important to seek support from a group of people who are positively inclined and are striving toward transformation just as you are. ■



MAKE ‘EM CARE

Study shows many B2B sites lack customer focus

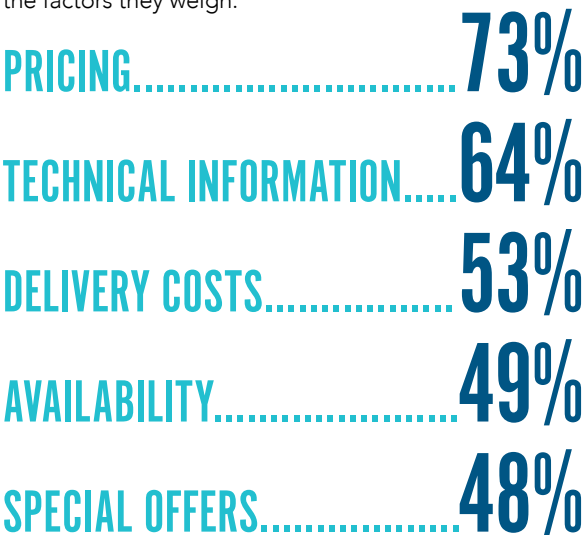
What if you found out your customers just weren't that interested in what you had to say? Pretty harsh, huh? Well, according to Forrester Research, the majority of B2B sites fail to engage users with content. The report, "B-to-B Content Fails the Customer Engagement Test," identified 10 criteria for engaging content, ranging from a customer-centric home page to innovative use of video. With a perfect score being 30 and a passing score 20, the average score was just 12.8. Only four companies had a passing grade (Forrester wouldn't say which ones). The highest average score was achieved by the services industry (17.2), following by investing (14.6), and technology (12). So, how would your company fare?



WHAT B2B BUYERS WANT

Survey says buyers expect good customer experience

If you think consumers are the only ones looking for a good deal, think again. According to "The Rise of the Empowered B2B End User" survey by Forrester Consulting and Intershop, pricing is the key (73 percent) when businesses make a purchasing decision. Here's a look at the factors they weigh:



BOOK REC

Crazy Is a Compliment: The Power of Zigging When Everyone Else Zags

By Linda Rottenberg

"If people aren't calling you crazy, you aren't thinking big enough."

You might want to use that for your mantra in 2015. At least that's what cofounder and CEO of Endeavor, Linda Rottenberg believes. In her book, *Crazy Is a Compliment*, Rottenberg says that taking chances these days is for more than just college dropouts in hoodies – everybody needs to think and act like an entrepreneur.

The key is to be nimble, adaptive and daring, or as Rottenberg writes, even a little crazy. With a 20-year track record of helping innovators think bold and execute smart, Rottenberg shows how to overcome fears and to create a road map for getting started and going bigger.

Crazy Is a Compliment brings to life iconic entrepreneurs such as Walt Disney and Estée Lauder, and reveals how companies like MTV and GE found their best successes by breaking the corporate mold and embracing the entrepreneur mind-set.

As you set your strategies for 2015, maybe it's time to incorporate a little (controlled) crazy strategy into your approach.



Noteworthy



Conduit, Inc and CANVAS are proud to announce that the second annual thinkMSP Summit will take place on May 11-13th, 2015 at the Emory Conference Center in Atlanta, Georgia. The attendees of this exclusive event are high-level printing executives that are committed to standing out through their respective marketing strategies. As a follow up to last year's breakthrough summit, Conduit, Inc has assembled a lineup of storytellers and discussion topics that are unrivaled in the industry.

Over the course of the summit, attendees will hear from distinguished marketers from places like Chik-Fil-A, Brand Fever, and the Business Romantic. They will receive insight from thought-leading authors and academics. In addition, attendees will find themselves in an intimate networking environment with non-competing and like-minded peers.

According to President Mark Potter, "The thinkMSP Summit has a vibe like no other event in the industry. We have a lot of fun, and all of our guests leave inspired and energized." Focused on helping printers create long term sustainability, thinkMSP proves that relevant content is critical and that it must be delivered in a sincere style. "We believe that content in any form must be created and delivered intimately. That is why print is so important today, and that is why our event delivers real value," says Potter.

This event is invite-only in order to provide an intimate and exclusive experience, so register now to reserve your space! The registration cost includes accommodations for the duration of the event, all meals including snacks and drinks, souvenirs and giveaways as well as materials from the speakers, and ground transportation to and from the airport.

For information visit <http://www.thinkmsp2015.com>

Mohawk President and CFO Jack Haren has been honored by Irish America Magazine for the Annual Business 100 list. Irish America is the leading national magazine of Irish interest in North America. The publication's Annual Business 100 list honors the best and the brightest Irish-American and Irish-born leaders representing innovative and influential global corporations. Haren also was recognized as 2014 CFO of the Year by The Albany Business Review.

R. R. Donnelley & Sons' Global Outsourcing Services offering has been recognized for the fourth consecutive year in "The Global Outsourcing 100." The list is compiled annually by the International Association of Outsourcing Professionals (IAOP), a global organization dedicated to the development of standards within the outsourcing industry.

In addition to placing on "The Global Outsourcing" list, RR Donnelley was recognized on five sublists, including being ranked among the Best 5 Companies for Industry-Focused Services in supporting real estate companies and among the Best 5 Companies in delivering Legal Support Services. RR Donnelley also listed as one of the Best 10 providers of Document Management Services and is recognized as one of the Best 20 Companies by service area for providing Financial Management Services and as one of the Best 20 Companies by Industry Focus in supporting Financial Services (insurance).

Sonoco, one of the largest diversified packaging companies, has named the company's Waco, Texas, flexible facility a gold "Sonoco Sustainability Star Award" recipient for the plant's successful efforts to achieve landfill free status. Waco is the first flexibles facility to achieve this award, which marks a milestone in landfill-free efforts that have been underway since 2013. Since then, Waco has diverted 90-100 tons per month away from the landfill in the forms of printed OPP, printed PET, LDPE, mPET, PET and fiber cores. Half (50 percent) of that waste is recycled and converted to energy.

Domtar Corp.'s Board of Directors has approved a \$160 million capital project to convert a paper machine at the Ashdown, Ark. mill to a high quality fluff pulp line used in absorbent applications such as baby diapers, feminine hygiene and adult incontinence products. The planned conversion, expected to come online by the third quarter 2016, will allow for the production of up to 516,000 metric tons of fluff pulp per year once the machine is in full operation. The project also will result in the permanent reduction of 364,000 short tons of annual uncoated freesheet production capacity in the second quarter of 2016.

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or your team

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Mergers & Acquisitions

Ricoh Company has acquired PTI Marketing Technologies (PTI), a premiere SaaS (software-as-a-service) marketing asset management and marketing solutions provider. The acquisition ensures that Ricoh and PTI will continue to develop marketing collateral management tools that help enterprises and commercial printers improve control of their marketing assets and workflow.

Under the continued leadership of PTI president and CEO Coleman Kane, the PTI team will fully leverage Ricoh to bring new technologies, software and services to market, enabling companies to drive relevant, multichannel marketing campaigns at the global, regional and local levels. PTI will continue to operate under its current name, management team and structure, at its Solana Beach, Calif. headquarters and Chicago office.

The PTI acquisition follows Ricoh's investment in PTI in August 2012 and its 2013 strategic investment in Avanti Computer Systems Limited, which complements Ricoh's portfolio by enabling customers to streamline operations to help improve their bottom line with Avanti's award-winning print MIS (management information system).

Personnel Moves

Velocity Print Solutions has made some key additions and promotions to its production and manufacturing team. New staffers include Crystal Jacquard, quality service/ISO coordinator, and Toni Dybas, customer service fulfillment. In addition, Tracy Tompson was promoted to key account customer service representative, while Kim Lee was named first pressman for large Litho. Other additions include Dave Berg and Mike Quick, prepress/graphics; Eric Brenenstuhl, Keith Radcliff, Phil Bulger, Jeffrey Gardner and March Chincola, litho production; Thomas Polak and Mark Rochester, shipping; Bruno Pinheiro, digital B&W, and Pedro Paonessa and Greg Vanier in the automation department.

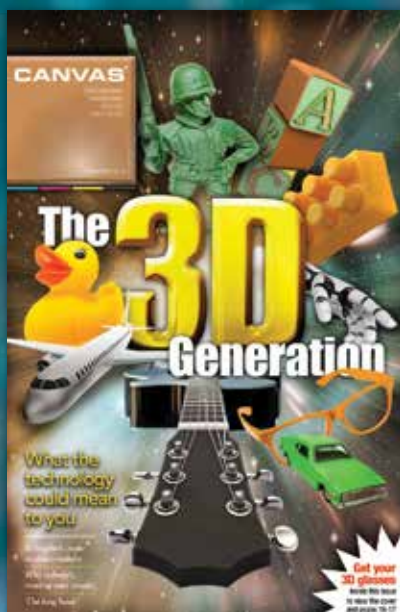
Martin J. Maloney was named executive VP of the Printing Industries Alliance (PIA), the trade organization dedicated to supporting the success of the New York State, northern New Jersey, and northwestern Pennsylvania graphic communications industry. A 40-year graphic communications veteran, Maloney currently is chairman of Broadford & Maloney Inc. (BMI), a full-service marketing, public relations and advertising firm dedicated to serving the needs of the graphic communications industry. Maloney will work from PIA's newly established New York City satellite office in Park Slope, Brooklyn, N.Y.

YOUR NEWS HERE >>>>

People news. New products. Trends shaping the way our industry does business. If you have a news item, CANVAS wants to hear about it. All you have to do is email us the information and a photograph, and we'll do the rest. Send your information to michael@thecanvasmag.com.

STAY IN TOUCH...

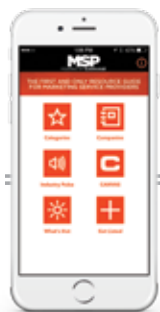
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See why Connect will give you the support your business needs – at a price your bottom line will like.

Speed merchant

Pro C7110x printer helps give MSPs a competitive edge

RICOH
imagine. change.



When it comes to printing, there is always a need for speed. Thanks to RICOH's Pro C7110X, your search may be over. The high speed, five-color production class laser printer is designed to give today's marketing service providers an edge in the increasingly competitive industry marketplace.

The Pro C7110x, which can print at speeds up to 90ppm based upon A4, has a maximum sheet size of 13x19.2, a maximum monthly volume of 240,000 based on A4 and a 700K duty cycle.

Printing at 1200 x 4800dpi, the C7110X delivers VCSEL image quality on media ranging from tree-based, to synthetics, and envelopes. It also has the ability to add either clear or white as a fifth color option. The unique ac-transfer system and elastic fusing belt highlight output on a large variety of

heavily textured media, which are fed by Ricoh's new Vacuum feed LCT with Banner Printing option. The model supports paper weights of up to 360gsm in both simplex and duplex.

Ricoh's media library allows users to adjust and associate 99 different parameters per substrate to ensure IQ and reliability, including different ICC profiles for the front and back of a sheet. Precise sheet-to-sheet and front-to-back registration based on a 12x18 sheet is achieved with mechanical registration. The Ricoh TCRU program (Trained Customer Replaceable Units) trains customers on how to replace more than a dozen key parts to help increase uptime and performance.

For more information call 1.877.646.367



PERSPECTIVE

RACE TO THE BOTTOM

Why price wars are bad for business



H ere's a test:
Airlines. Birds.
Clouds. Phones.

Which of these things doesn't belong? If you said birds, you're right. Airlines, clouds and phones represent industries that have been significantly impacted by price wars. The epic airline pricing battles of the '80s and early '90s sent airlines crashing; the fierce price wars in the wireless phone service industry, perennially pitting Verizon against AT&T, has altered the way we communicate; and now cloud storage is becoming a battleground where giants like Google and Microsoft regularly are exchanging rifle volleys that have eliminated many of the would-be contenders.



So, it's not just the print industry that's being waylaid and bloodied by aggressive pricing practices. "This is part of a familiar business cycle that affects a lot of industries when supply and demand are out of balance," says Ken Garner, president of AMSP/NAPL/NAQP. "Competing solely on the basis of price is not a strategy – it is a default position indicating the absence of a strategy and suggesting that your value proposition is not what it needs to be."

As prices continue heading down, the question of how to create a sustainable competitive advantage is keeping a lot of printers up at night. Garner expects there will be further consolidation and business failures as the industry struggles to reach a balance between supply and demand. "It's been stressful, and that has paralyzed a lot of companies. But other companies have taken a hard look at their value proposition, found opportunities, repositioned themselves and are doing well."

MSPs: Taking the Fight Outside the Box

In an industry under siege, some progressive printers have adapted by extending their expertise to other areas of marketing and evolved into marketing service providers (MSPs). Many of the companies that have innovated and are now creating and managing multi-channel campaigns are becoming very successful.

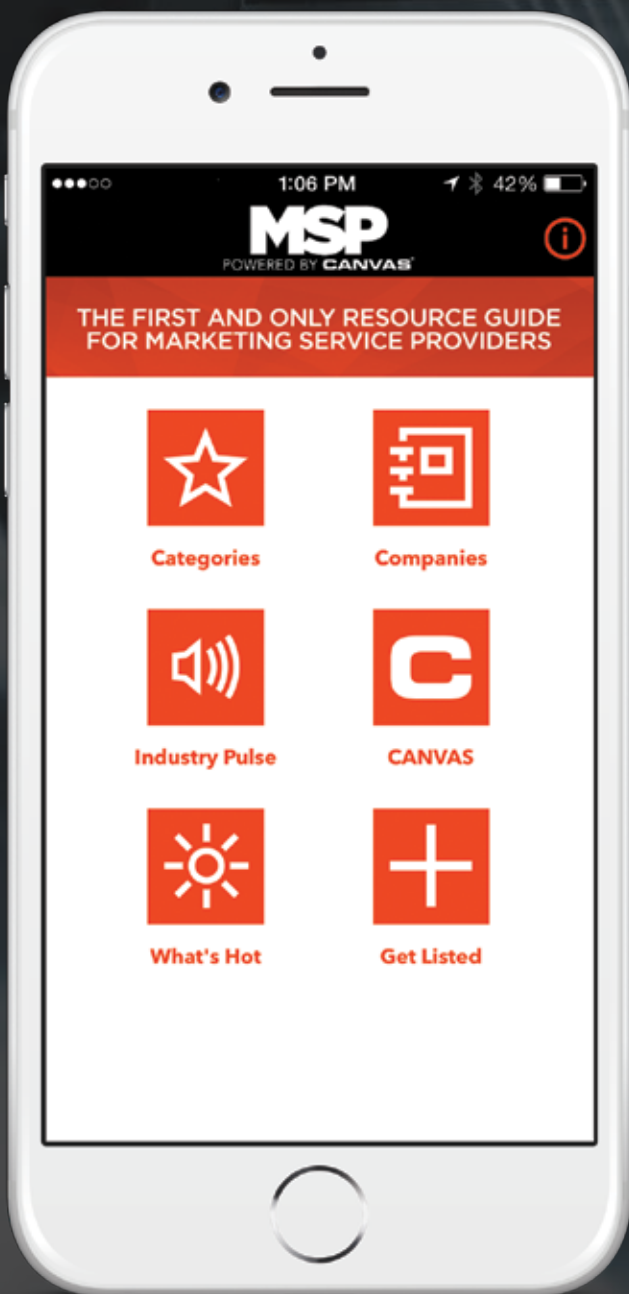
"It's a broader, more strategic relationship, and it's priced differently with greater margins, but that's not for everyone," Garner says. "The key in any market – but particularly in a hyper-competitive market – is to be constantly in touch with your customers and prospects, consider what they want, need and expect from their service provider, then think outside the box and stay a step ahead."

"The key in any market – but particularly in a hyper-competitive market – is to be constantly in touch with your customers and prospects, consider what they want, need and expect from their service provider, then think outside the box and stay a step ahead."

– Ken Garner, President,
AMSP/NAPL/NAQPCRM

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Vying for Value, Not Price

Charlene Sims, president of The Master's Press, a Dallas-based printing company, has opted to stay focused on printing. "I am not a marketing expert; I am a printing specialist," she says.

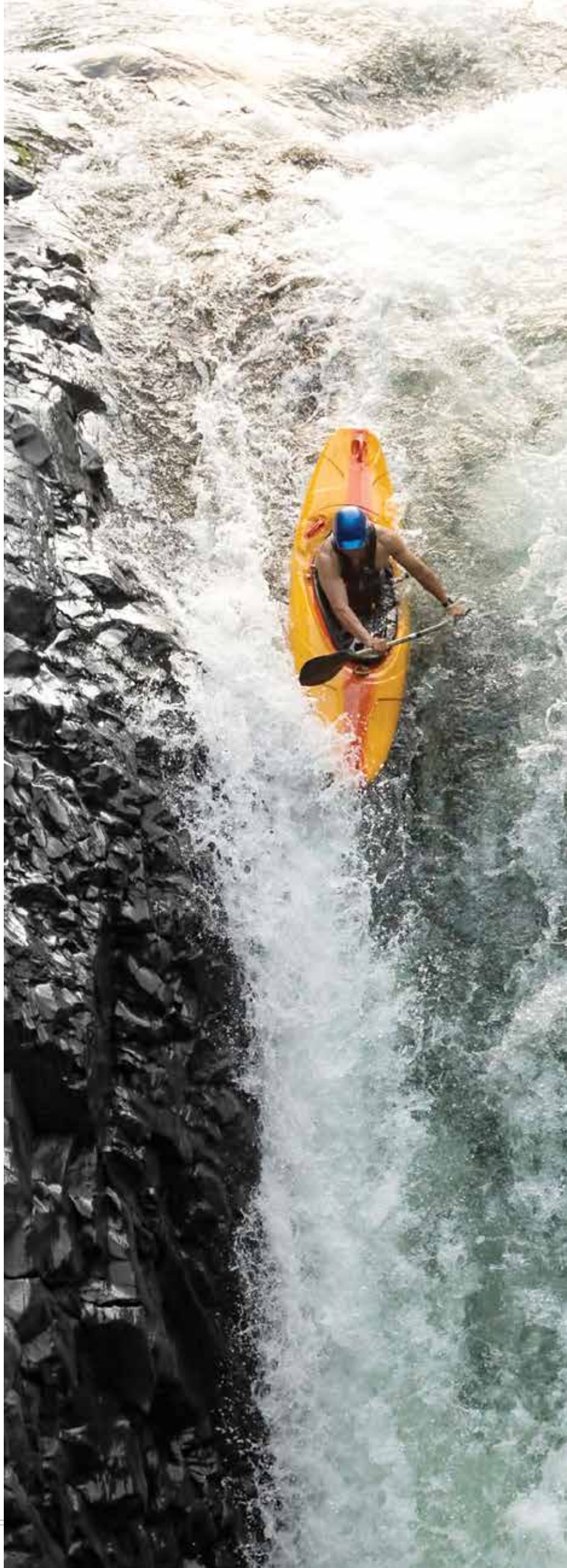
Sims established her company in 1976, when she was just 25. Over the last 38-plus years, she has guided the mid-size, full-service printer through numerous economic cycles. She has worked in every aspect of the print shop, and contends she has ink running through her veins. The last few years have admittedly been difficult. "It's been tough. I've had to lay people off and run lean and mean. Trying to compete with internet pricing has been the demise of a lot of companies. It's been difficult, but we've stuck to our guns tenaciously to avoid falling into that trap."

Sims says that while The Master's Press, AMSP/NAPL/NAQP's "2014 Printer of the Year," has lost some longtime customers, it has gained some as well by identifying its value proposition and planning accordingly. Sims outlines two things – one new and the other old – as the keys to its survival and success (the printer posted gains of 14 percent in 2014). "First of all, we kept up with the current technology and invested in equipment that would keep us competitive and enable us to offer our customers the options and quality they need," she says. "Our state-of-the-art equipment allows us to provide our clients with high-quality products on time and on budget,"

Second, The Master's Press has re-focused its efforts on building personal relationships with its customers. "We've provided them the human touch," Sims says. "We're looking for relationship-building opportunities and are becoming more than just a name on an email or invoice. We have significantly ramped up our marketing efforts. I have someone who spends all day making deliveries and calling on customers personally."

Sims says there seems to be some push-back to ecommerce and email. "People want to do business with people, they want a person to answer the phone, they want a level of personal service and quality that they aren't finding on the Internet."

But be forewarned – printers hunkering down and waiting for things to go back to the way they were prior to 2008 are likely to be disappointed. "Those days aren't likely to come back," says Sims, who has served





on the board of several national print organizations over the years. “Many printers have adapted and are doing well. We’ve had a good year, and expect to see 10 to 15 percent growth in 2015. Price will continue to be a factor, because print has become a commodity, but we are encouraged.”

“It is easy to go down that road without realizing the consequences. But engaging in a price war is an irrational, reactive, dangerous behavior with no positive outcome.”

– Stephan M. Liozu, Founder,
Value Innorruption Advisors

Arming with Pricing Power

As a pricing specialist and thought leader, Stephan Liozu says price wars are bad for companies and industries as a whole. “It is easy to go down that road without realizing the consequences. But engaging in a price war is an irrational, reactive, dangerous behavior with no positive outcome. It has taken decades for the airline industry to recover and rebuild after the years of fierce price wars. The ongoing price war in the mobile phone business has destroyed the concept of value in the customer’s mind as they are continually bombarded with low-price messaging, and it is difficult to change that mindset.”

Instead of lowering prices, Liozu, founder of Value Innorruption Advisors, advises his clients to segment their customers and find pockets of needs that they can meet through innovation to justify pricing. “Take half a day, sit down with key personnel and have a candid and mindful discussion about your value proposition. Identify what you can provide your customers that will differentiate you and give you pricing power.”

“Many printers
have adapted
and are doing well.

Price will continue
to be a factor, because
print has become a
commodity, but we
are encouraged.”

– Charlene Sims, President,
The Master’s Press

What is the fate of companies that view price as the only way to differentiate their business? They will likely become casualties. “It’s a zero-sum game, and if they follow that course, it’s a failure path,” Garner says.

“They are not likely to survive, and the industry will thus continue to right-size itself and find balance between supply and demand. The remaining companies will emerge with a stronger value proposition than they had before this cycle.”

Indeed, many contend there is no better teacher than adversity. As Walt Disney once said: “All the adversity I’ve had in my life, all my troubles and obstacles, have strengthened me...You may not realize it when it happens, but a kick in the teeth may be the best thing in the world for you.” ■



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THE BRIDGE

Defining print's role in the digital marketing age

By Michael J. Pallerino

"I think you're going to see the marketing world rediscover the value of print in 2015 for select campaigns. It will help make a difference for a brand that is trying to be different."

– Bonnie Crater, Founder & CEO, Full Circle CRM



Last year, when Full Circle CRM was looking for the perfect vehicle to explain why the compilation and analysis of data is so important in today's marketing landscape, it turned to an old friend to drive the message home – print. The "Top 10 Signs You Have a Marketing Data Problem," a 16-page booklet that was mailed to CMOs across the country, was at the center of Full Circle's campaign.

"Use of print gives marketers the opportunity to give consumers their own personal 'choose your own adventure' book."

– Jake Athey, Director of Marketing,
Widen Enterprises

For a company that provides marketers full response lifecycle management solutions in their quests to acquire accurate and defining ROI, the highly specialized print campaign hit the mark. The booklet's success – it helped Full Circle secure two leads – has performed exactly as Bonnie Crater expected it to. In a time where most, if not all, organizations are shifting their budgets toward the digital side, print is becoming a highly targeted way to make your message stand out.

"It is proof that print still is an important part of the process; it still has its place in the overall marketing toolbox," says Crater, founder and CEO of Full Circle. "Print can be a real differentiator for a brand looking to stand out. I think you're going to see the marketing world rediscover the value of print in 2015 for select campaigns. It will help make a difference for a brand that is trying to be different."

Okay, we know what we know. Digital marketing gives brands the most efficient means to reach their target market. It helps craft measurable ROI campaigns. Digital can be the most nimble part of your marketing mix, as it can be optimized in real time and budgets can be adjusted based upon needs. And let's not forget that digital is a relatively affordable and easy medium to enter with low barriers to entry and, in many cases, no minimum spend.

But before you turn the page here, listen to what Clive Sirkin, CMO for Kimberly-Clark, said about the art of marketing today. "We don't believe in digital marketing, we believe in marketing in a digital world."

The significance behind Sirkin's comments is this: Today, marketers of all shapes, sizes and budgets must have the ability to embrace many new opportunities to engage customers and drive profitable action. This is a concept Jake Athey, director of marketing for Widen Enterprises, believes everybody must embrace now. "We're not going back. Digital is here to stay. Digital is like finding a new land or new world to fully explore and build on. It has its benefits, with perhaps the most significant its ability to reach, rally and engage audiences across a number of channels at once or along the different stages of the journey."

But Athey also understands that we are in a new age of marketing and communications – one that features omni-channel customer experiences. The secret weapon is print, which he says helps engage audiences in places most competitors aren't. "While digital channels can be overwhelming to consumers and filled with distractions, print provides a channel for a more direct connection with the content, message and brand. It may not be as personal as email or other online experiences, but it can be just as relevant and moving as long as the proper research, writing and placement is involved."



Sublimation White	100% PC Cool White	Warm White	Cream White	Soft White	Natural	Sunny	Very	Very	Light Gray	Light Pink	Light Green	Yellow	Light Blue	Blue White	Bright White Fiber	Light Blue Fiber	Flax	Parliament
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A photograph of a bridge spanning a body of water at sunset. The sun is low on the left, creating a warm, golden glow that reflects on the water. The bridge has a metal railing and a few people are walking on it. Two tall streetlights are visible on the right side of the bridge. The sky is a mix of orange and blue.

And, in a time where consumers may start to feel that digital is a commodity, print can be seen as a higher-value point of content consumption and human interaction. "If it's published, it must be good," Athey says. "Printed works help marketers come across as more sophisticated and authoritative in their subject matter expertise or point of view."

All about the tool belt

The bottom line is that marketers must continue to use every tool in their tool belts. It comes down to what works best. Athey says that marketers should explore and hold "controlled experiments" to find out what works best in producing a desired – and often – profitable action. Then, they should shift budgets to what works. "If print works in engaging audiences and driving profitable customer action, use print. Even better, bridge print with digital, social and mobile to wrap customers in your brand experience."

The channel marketing approach is one of the strongest a marketing campaign can utilize. But truth be told, you have to use it properly – a fact, that while sounds simplistic, is not always taken into consideration. Ben Hordell has seen this too often. As a partner in the DXagency, he helps oversee the strategies employed for his firm's client list, which includes national and international brands such as HBO, Promotion in Motion, DIRECTV, Sears & Kmart, Viacom and Madison Square Garden.

"If print is willing
to play nice and integrate
with the digital, social
and mobile plans,
then print campaigns
will help."

– Ben Hordell, Partner, DXagency

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The tools you use depend on the goal of the business. Typically, DXAgency recommends the “fish where the fish are” approach, a strategy that can limit the number of tools deployed. “We never recommend utilizing a tactic just to say we did if it will not have a measurable effect on the campaign,” Hordell says. “Digital marketing is the most nimble, affordable and targeted medium you can add to your marketing arsenal. It helps you hone in on your target market based upon their interests, demographics, physical location, spending habits, income, among other factors. The majority of potential consumers for a business are using the internet, social media and smartphones and leaving an actionable trail of tractable data that strategic marketers can capitalize upon.”

That said, Hordell also believes that print is a viable option to the campaign mix – if used correctly. “Print campaigns still have a place, but marketers need to get out of their silos and make them play nice with digital, mobile and social. A print campaign that does not drive to a website, social media profile, prompt a mobile action (text/QR code) or deliver a trackable coupon/offer code is missing an opportunity to retain a potential con-

sumer for remarking and branding efforts. If print is willing to play nice and integrate with the digital, social and mobile plans, then print campaigns will help.”

Heading into 2015, the consensus is clear – marketing campaigns that immerse audiences in a memorable experience will be the winners. That said, there is room for a lot of channels, including print.

“Print can and should be one to consider if you can identify large enough relevant audiences that follow a print publication where it can benefit you to share your point of view,” Athey says. “It may not be profitable outright, but it can lead to profitable action if used in conjunction with other areas to engage. Print should include a bridge to other channels or destinations where the consumer can continue their journey. Use of print gives marketers the opportunity to give consumers their own personal ‘choose your own adventure’ book.” ■

Forbes

50 INFLUENTIAL CMOS ON SOCIAL MEDIA

13	Jon Iwata	IBM	@coastw
14	Kathy Savitt	Yahoo	@ksavitt
15	John Foley	Grow Socially	@johnfoleyjr
16	Kieran Hannon	Belkin	@kieranhannon
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**Prospecting with
focused attention**

By Linda Bishop



Todd plopped down in the chair across from Lisa, who was sitting at her desk. She looked up from her computer and smiled. "I want to give you a big congratulations on closing the deal with MegaCorp.," Todd said. "Everyone on the sales team is talking about it. Everyone has taken a shot at selling them and everyone but you has failed."

Converting a prospect
into a customer requires
attention in two forms –
time and attention.

"Thanks," Linda said. "I've been working on that for nine months. It wasn't easy, but I'm proud of myself for making it happen."

"How did you make it happen?" Todd asked. "In the last year, you've closed more big deals than anyone else here. We've known each other for a long time. I know you're not closing these deals because you're lucky. It's because you're good."

Todd's compliment was sincere. They both worked at BigPrintCo for more than a decade. As two of the top-performing salespeople, they both sold a significant volume of business.



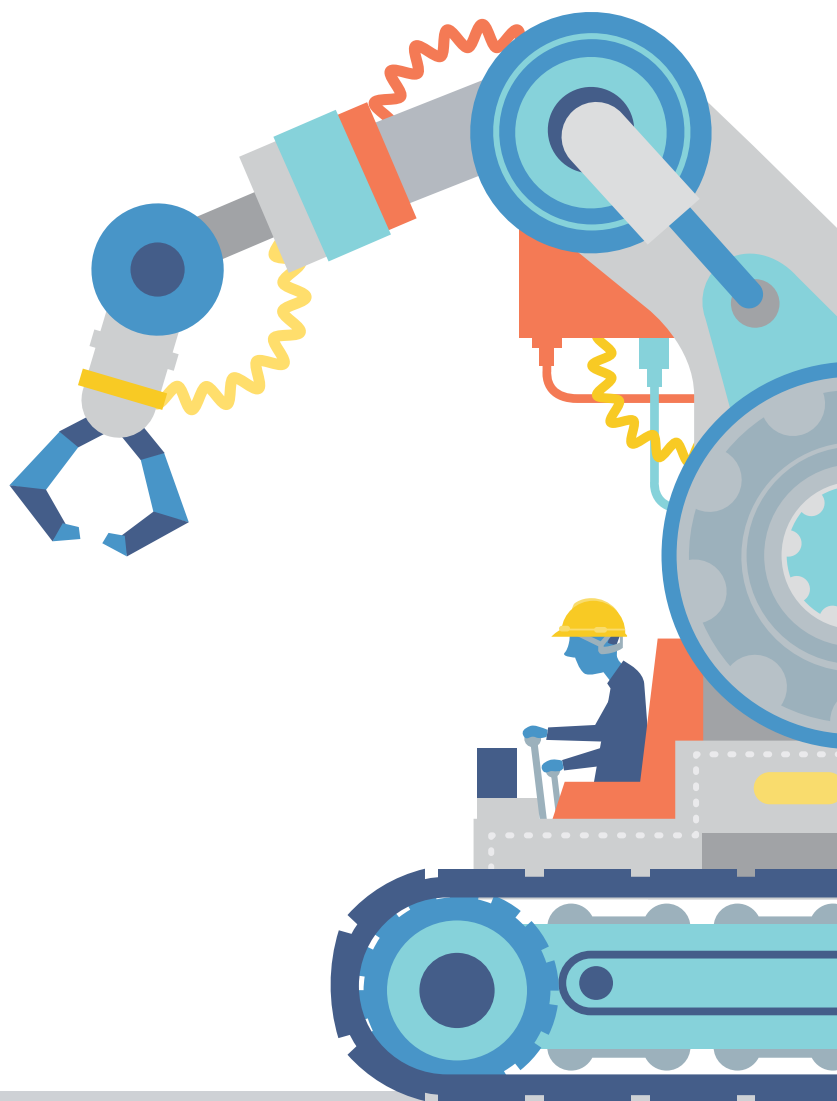
"We both work hard, but in the past year, I figured out a way to work smarter by focusing on a Top 10 list of my best prospects," Linda said. "It channels my energy into opportunities with a big payoff. Using this list has taught me that focused attention is the real secret to big success in sales."

A common complaint among salespeople is that there's not enough time to sell. Some grumble about the time it takes to service activities. Others chastise themselves for their poor use of time.

Salespeople also are worrying about the challenges of selling in 2015. Prospects are difficult to reach. They ignore phone calls and emails. Even after an initial meeting, where they demonstrate strong interest for your offering, prospects may shy away from scheduling a follow-up meeting.

Few salespeople have a good plan to cope with the dual challenges of managing both time and extended sales cycles. As a result, prospects don't receive enough time or attention. Without an investment of time and the right kind of attention, prospects don't convert into customers – unless you get lucky.

Since it's hard to build long-term success on luck, smart sales professionals seek the strategies and skill sets it takes to be good at selling today.



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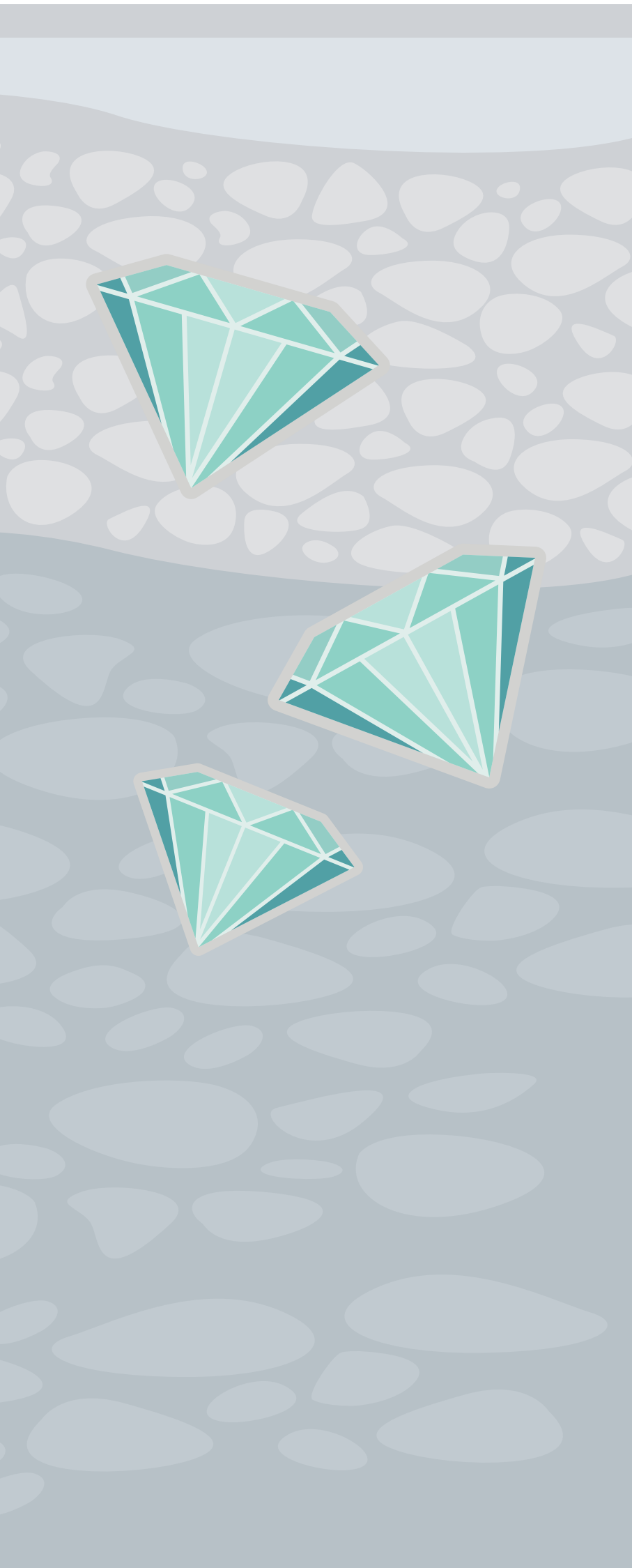
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The Power of Focused Attention

Our minds wander – a lot. We start to do something related to selling new prospects. For a few minutes, we concentrate, do research, make phone calls or write an email. Then, a random thought jumps into our heads. All too often, we allow our attention to follow this intruder. We chase the thought as it leads us away from the pursuit of our goal. Before we know it, we've wasted 10 minutes doing something that's totally unrelated to prospecting.

Many feel guilty or discouraged. At this point, we have two choices. We could re-focus on prospecting or we can give up. Many give up. Why? It's that sense of failure. To eradicate that, some salespeople pour through routine tasks like checking email and responding to requests – tasks that provide a sense of accomplishment.

If this sounds like you, stop. The key is to understand how your brain works. Every day you must engage in these two types of processing activities:

- **Bottom-up processing** is triggered by environmental stimuli. This default thinking is habit-based. We automatically do something, but we don't give real thought as to why.
- **Top-down processing** is hard work. It requires us to make active choices about what we think about and is heavily dependent on information we retrieve and manipulate in the working memory section of the brain.

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Research has shown that a wandering mind is a common human experience. But here's how two different salespeople handle it:

Francine and Fred both decided they should prospect for an hour today. They pull out their lead list and look it over. They have met with two of their accounts, so they call them. No one answers the phone, so they need to decide what's next. Send a follow-up email or call cold leads? But when they cannot come up with the perfect answer, their minds begin to wander.

An automated email notification from Facebook pops up on both computer screens. Francine immediately stops what she's doing to check it out. It's nothing more than a Candy Crush Soda Saga request from a friend. She deletes it, but decides to spend a few minutes on Facebook. Twenty-two minutes later, her conscience sternly says, "You're supposed to be prospecting."

Hastily, she closes the window. Feeling guilty and more than a little ashamed about her lack of focus, she examines her prospect list again. Another email notification pops up on her screen. This one is from a client. They need a quote. She stops what she's doing again, but now she's filled with a sense of purpose.

When Fred gets his Facebook notice, he's also distracted. Unlike Francine, Fred knows exactly what to do to stay on task. The instant his attention wanders, he orders it to STOP. Ruthlessly, he drags his attention back to the task at hand and gives himself a pep talk.

- Fred restates the goal. "I am prospecting for an hour today."
- He reminds himself why that's important. "I need to find new customers if I want to reach my sales goals this year. I must work on this today."
- Next, he spells out the next action (or actions) he must take. "I will send a follow-up email to the two people I called. Then, I will start at the top of my prospecting list and make phone calls."

Fred didn't waste a moment on guilt. He had a smart strategy and the mental maturity to stay on track. Over the year, this combination will help him open more doors than Francine, and sell more, too.

Without an
investment of time and
the right kind of attention,
prospects don't convert
into customers – unless
you get lucky.





Your Top 10 List: A Smart Plan for Focused Attention

How many prospects do you have? 10? 20? 50 or more? How much attention do they get from you? Have you created a plan to call them on a weekly basis or do they hear from you once a month?

I've looked at lots of prospecting lists. Many salespeople have extensive lists with names that remain for years. Most prospects on these lists have received zero calls over the months, which means there's a 0.0 percent chance of success for conversion into a customer.

Converting a prospect into a customer requires two things – time and attention. Communicate by phone, email and mail frequently enough that they fully understand:

- Who you are
- What you do
- How you can help them

Quantity of attention serves another important role. When you shower a prospect with attention, you're sending a subconscious message saying they're important to you. This is important, because we all want to feel like we matter to people we buy from.

Quality of attention is important to prospects, too. Your goal is to send messages that are relevant, either by communicating information that helps a prospect solve a problem or improve their current situation.

By giving focused attention to a "Top 10" list, you ensure your best prospects get the right kind of quantity and quality of attention on a consistent basis.

To keep from engaging in lost causes and fruitless endeavors, set milestones. If 90 days of concentrated effort passes without results, assess the situation. Should you pursue this prospect or find another option? If you're going to continue to pursue them, what must you change to motivate them to meet with you?

Every salesperson gets the same amount of hours in a day, and the majority have the talent to succeed. When it comes to converting prospects into customers, the difference between average and great isn't time or talent – it's focus. We all know what it takes to win the race, but some salespeople lack the discipline to stay on track until they reach the finish line.

How can you do a better job of giving your prospects enough focused attention to convince them they should buy from you? The next time you find your attention wandering, how can you stay on task and grab it before it's gone?

Who do you want to sell like – Fred or Francine? The choice is yours. ■

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.

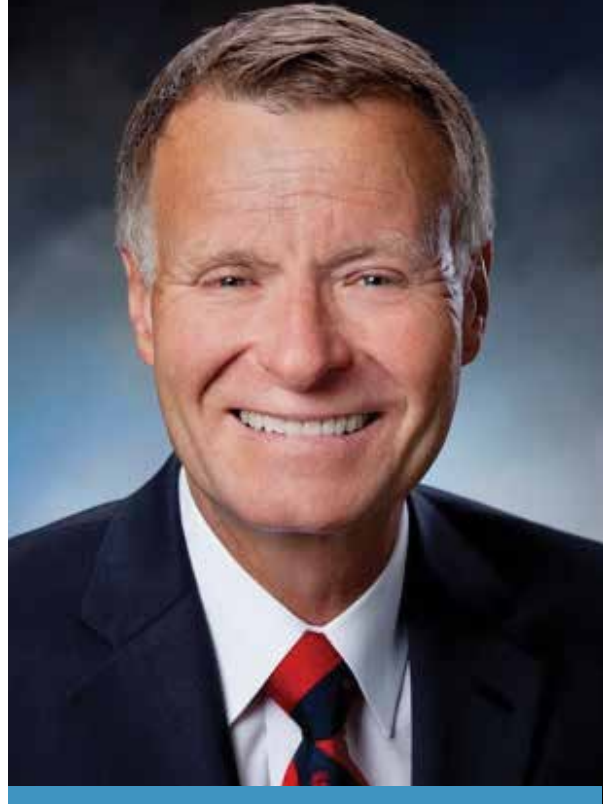
On point with...

STEVE BLUE

Business transformation expert Steve Blue on creating change in 2015

To Steve Blue, too many companies have the formula upside down. Your culture shouldn't be created by default, it should be fashioned by design. There are a lot of executives who depend on the insights from this nationally recognized expert in business transformation. Blue's musings can be found in media and industry outlets such as FOX, *BusinessWeek*, *Forbes*, *The Huffington Post*, *Entrepreneur Magazine*, *The Wall Street Journal*, and more. In addition, Blue is president and CEO of Miller Ingenuity, a global supplier of mission critical solutions in the transportation industry, and the author of several books, including "Burnarounds: Unlocking the Double Digit Profit Code." His upcoming book, "American Manufacturing 2.0: What Went Wrong and How to Make It Right," is set to be published in 2016.

> Business transformation expert Steve Blue



What does it take to survive and thrive today?

Every leader must have the ability to imagine a future without the pillars of his business intact. It is not enough to do "what-if" scenarios, you must have the courage to act on what you think could happen. Obsolete your products before somebody else does. You have to assume the business of the past will not equal the business of the future.

Why is it so important to recognize and embrace change?

Change is coming whether you like it or not. The key is to scan the business horizon to see which ones might be coming into your markets and prepare for them. The business world is full of companies that went belly-up because they either didn't see change coming or refused to accept them and adapt.

Any tips on where to start?

We use Trendhunter.com and gizmag.com to get out ahead of technological changes. It's also a good idea to monitor social media to see what may affect your business. More people are becoming socially conscious about where the products they buy come from. More people are refusing to buy products that are not environmentally sustainable and are not morally right from a human rights point of view.

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the future.

What's the best way to change your company's culture?

It has to start from the top. As a leader, you have to recognize the need for change and make it an absolute mandate. That means if your direct reports are not on board with what needs to be done, you have to replace them. We have what we call a "culture by design – not default." We created our culture and everything we do, from hiring practices to compensation systems, support and nurture it.

Can an innovation strategy work for every company?

No, because too many companies don't make it a priority. Innovation has to be at the top of your list. That means you have to support the effort with money, people and physical resources. A few years ago, I recognized innovation was slowing at our company, so I declared that we were going to make it a priority. Then I backed it up. I hired the ex-chief creativity officer at the QVC network to teach the entire company the principles and practices of innovation. I created a cash award for the most innovative idea. We also created the "Creation Station" – a 1,200-square-foot high technology "Google-like" campus. Today, our employees use this whenever they want to work on problem solving and innovation. ■

SAPPI
NORTH AMERICA

— PRINTER —
OF THE YEAR
AWARD

Some people play the game. Others change it.

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Send us your most powerful printed pieces from 2014. The ones that showcase your unique vision and stunning technique. Your passion and dedication to craftsmanship. The ones that show us what the future of printing looks like. The winner receives a \$20,000 prize, up to 5,000 lbs. of Sappi paper and PR support.

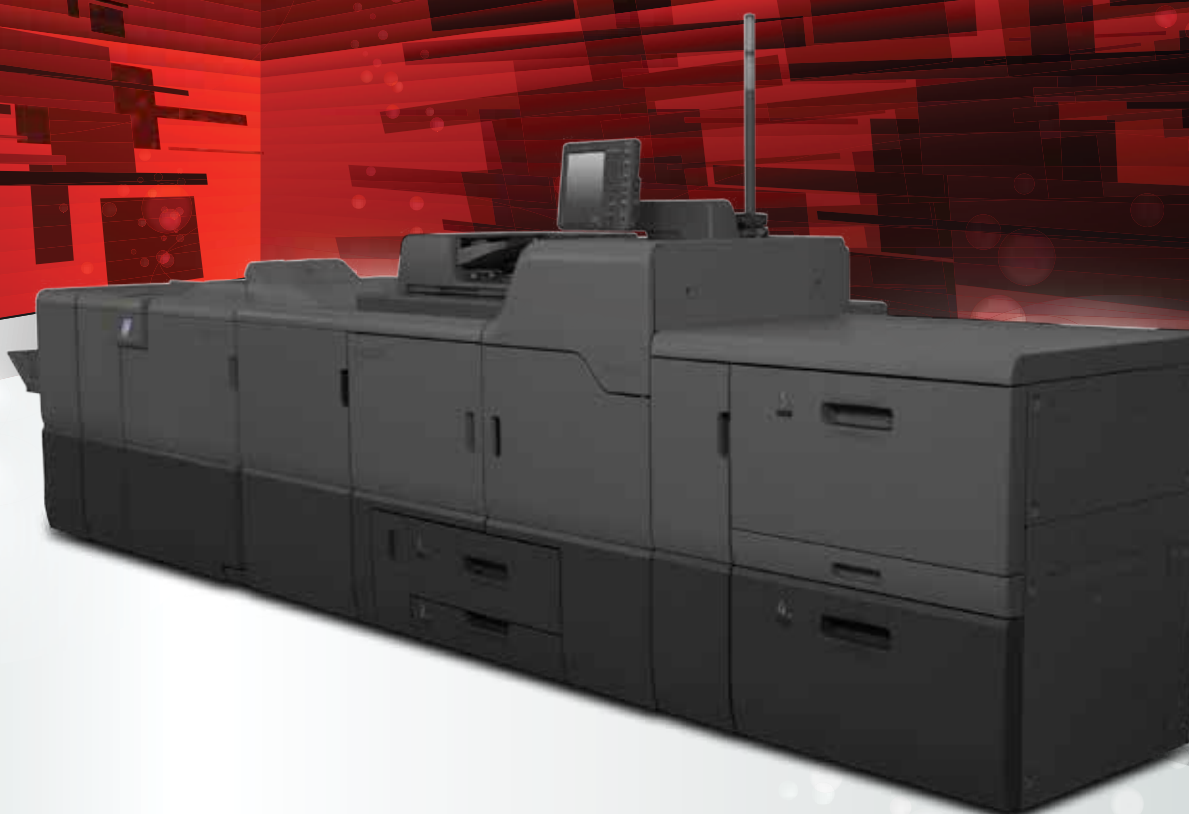
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