

EMPOWERING MARKETING SERVICE PROVIDERS

IN THIS ISSUE

The secrets to sustainability in 2016

Inside the sales pros' secret to closing more deals

Why tomorrow's marketing must be smart – and romantic

FEBRUARY 2016

DISTRIBUTED

Navigating a world of shrinking attention spans



NEVER FLAT ALWAYS UNIQUE

ORDER FREE PAPER SAMPLES AT NEENAHPACKAGING.COM







22

TAKING CARE OF BUSINESS

Printers reveal the secrets to sustainability in 2016 and beyond 28

THE BEAUTY OF THINGS THAT DON'T SCALE

Why tomorrow's marketing must be smart – and romantic

36

BUILDING THE STRATEGIES IN-BETWEEN

Inside the sales pros' secret to closing more deals

BOILERPLATE

Publisher's Note:
An excellent
publisher's note

STAT PACK



CORNER OFFICE

08 Exploring good culture

How to engage your employees with elevated communication

Book rec:
The Challenger
Customer

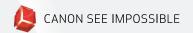
BEHIND THE CURTAIN

Awards & recognition

Around the industry

15 Moves & acquisitions







INDUSTRY-LEADING END-TO-END SOLUTIONS DESIGNED TO MANAGE YOUR WORKFLOW. When you partner with Canon Solutions America, you gain access to an incredible range of in-depth services and support, from our industry-leading portfolio of digital production presses and superior media to customized workflow and software solutions that will help you better meet your customers' demands. Plus, with our proactive approach to service and training, you'll be supported from start to finish.

LEARN MORE. DOWNLOAD THE BEYOND THE BOX BOOKLET AT:

PPS.CSA.CANON.COM/BEYONDTHEBOX



For more information, call or visit: 877-623-4969 CSA.CANON.COM

AN EXCELLENT PUBLISHER'S NOTE

Excellence is hard to put into words, but I know it when I see it. For example, Jordan Spieth embodies golfing excellence, Apple is an excellent company, and Yo Yo Ma has long been excelling with the cello.

I believe that it is not easy to define excellence for the very same reason that it is not easy to attain it. If the description rolled off our tongues without hesitation, then excellence would not be the rare commodity that we first thought. Maybe we could simply wish to be excellent and it would be so.

No such luck, though. Excellence doesn't just appear from nowhere. Spieth pounded balls at the driving range for hours upon hours, year after year. Apple stood the test of time by being audacious. And Yo Yo Ma may have been hailed as a child prodigy, but he still hones his craft 50 years later.

I believe it is not easy to define excellence for the very same reason that it is not easy to attain it.

The stark reality is that excellence is indeed a rare achievement. It takes remarkable drive and a commitment to being better each and every day. Most importantly, however, it demands that your actions are anchored to a dream and a vision of being the best version of yourself.

You cannot simply choose to excel. You must let the idea of excellence permeate every part of you. And while you may never be excellent, the mere pursuit of it will unlock opportunities you never could have imagined.

In our attempt to be excellent, we are proud to bring you a compelling cover feature, "Distracted," where we examine how to connect in a world with a short

attention span. It also examines how marketers can keep their messages relevant and intriguing enough to stay in front of their customers.

The second feature,
"Taking Care of
Business" answers the
question, "What are the
things every printer should
know in 2016 to keep them
sustainable?" The new year reminds
us that building long-term sustainable
business is a good start to excelling.
Have an excellent 2016.

Best wishes,

Mark Potter, Publisher





Tim Leberecht CMO, NBBJ





Justin Ahrens Founder & Principal Rule29

🏏 @justinahrens



Ascanio Pignatelli Founder, ApexCEO





Linda Bishop, President, Thought Transformation



🕻 @Linda_Bishop



Jamar Laster CANVAS Contributor jamarlaster@gmail.com

GET IN TOUCH WITH US

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

THE CANVAS TEAM

michael j. pallerino managing editor

brandon clark creative director

mark potter sales/marketing

EDITORIAL BOARD

lisa arsenault McArdle Solutions

gina danner NextPage

tom moe

Daily Printing

dean petrulakis Rider Dickerson

david bennett Bennett Graphics

PUBLISHED BY CONDUIT, INC.

CANVAS, Volume 10, Issue 2. copyright 2016 CANVAS, All rights reserved. CANVAS is published bi-monthly for \$39.00 per year by Conduit, Inc., 2180 Satellite Blvd., Suite 400, Duluth, GA 30097 Periodicals postage pending at Duluth, GA and additional mailings offices. Periodical Publication 25493. POSTMASTER: Send address changes to CANVAS, 2180 Satellite Blvd., Suite 400, Duluth, GA 30097. Please note: The acceptance of advertising or products mentioned by contributing authors does not constitute endorsement by the publisher. Publisher cannot accept responsibility for the correctness of an opinion expressed by contributing authors.

CANVAS magazine is dedicated to environmentally and socially responsible operations. We are proud to print this magazine on Opus® Dull Cover 80lb/216gsm and Opus Dull Text 80lb/118gsm, an industry-leading, environmentally responsible paper. Opus contains 10% post consumer waste and SFI and FSC chain of custody certification.



Promote. Engage. Profit.



and save money \$ when you and your customer's take advantage of the APPROVED 2016 **US Postal Service Promotions.**

Download this complimentary white paper with ideas and information here: www.wsel.com/usps-promotions-2016/c or call us at 888-887-6485.



Western States Envelope & Label

1-888-887-6485 • Order online @ www.wsel.com • cservice@wsel.com

















Teams that walk and talk along the same path do not necessarily create winning campaigns that deliver fresh ideas and results. You need differentiating ideas that come from teams that share a love of great work and can also share their different perspectives and experiences."

- Benjamin Spiegel, CEO of the MMI Agency, on why brands must make agency diversity a requirement

The number, in millions, of paper books that have been sold in the United States in 2015 (up from 559 million the previous year), according to Nielsen Bookscan, which collects data on roughly 85 percent of the print market.

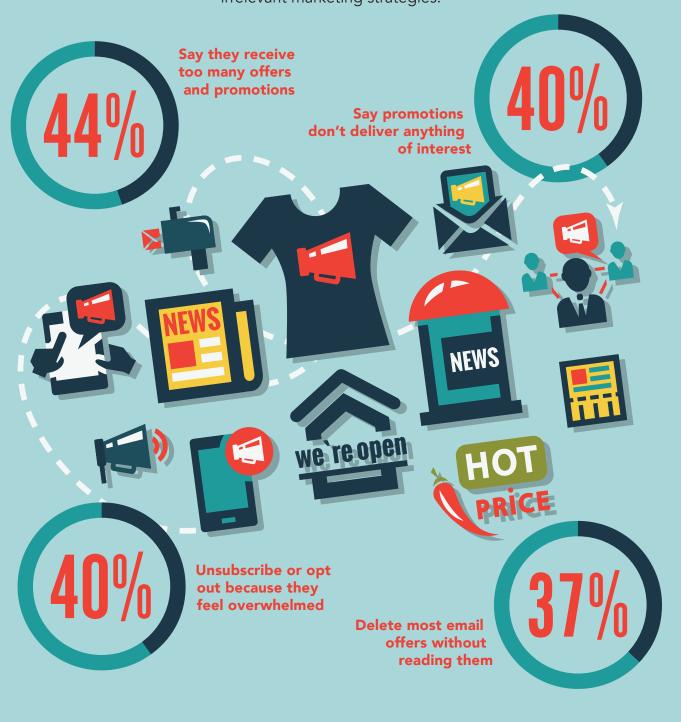
DID YOU KNOW?

The trend for mobile use in the workplace continues to grow, as the time that employees using mobile devices more than their computers is set to be over an hour a day by 2017. This is according to eMarketer's "Six B2B Mobile Marketing Trends for 2016: With a More Mobile Workplace, Budgets and Tactics Must Follow" report. In addition, the report estimates that by the end of next year, 55.8 percent of U.S. mobile phone users, or 138.8 million people, will also be Facebook users.

MAKING IT PERSONAL

Study shows why marketers will focus harder on personalization in 2016

Sit up and listen. While many marketers believe their personalization efforts across all channels are working, 91 percent plan to prioritize this initiative in 2016 to improve the customer experience, according to Forrester's "The Contextual Marketing Imperative" study. The report, which compares the perspectives of 200 marketers with those of 1,200 consumers, takes an inside look at why many consumers are overwhelmed by irrelevant marketing strategies:



BY JUSTIN AHRENS

Exploring good culture



Editor's note: This is the second in a three-part series by **CANVAS** columnist Justin Ahrens on the importance of understanding culture. Go online at thecanvasmag.com to read the first piece in our October 2015 issue

o summarize, I would like to challenge you to think about culture as something other than the physical output you see (such as a fancy, cool office or a hip group of people). Rather, I want you to consider that "culture" actually is the expression of the conscious, and sometimes, unconscious values that a company stakes themselves on.

Think of a company you would say has a very "defined" culture. Regardless if you think the culture is good or bad, chances are you have an idea of what that company's culture is because you can see it in the people who work there, the clients they work with, and the work they output.

If you really take a closer look, you will find that it's much more than that. These companies hire people who implicitly believe and abide by values that the company holds, work with clients who believe in those values, and put out work that is an expression of those values.

So, with culture defined as the collective expression of values, now I would like to examine a potentially more complicated question: What makes a "good" culture?

Defining a "Good" culture

Rob Goffee and Gareth Jones – authors of "Why Should Anyone Be Led by You?" - spent three years asking executives to describe their ideal organization. They then distilled their research into six common desirable traits for a work environment:

- 1. Authenticity Individual differences are nurtured
- 2. Transparency-Information is not suppressed or spun
- 3. Encourages growth The company adds value to its employees rather than merely extracting it from them
- 4. Belief in more than the bottom line The organization stands for something meaningful
- 5. Feeling like a part of something -The work itself is intrinsically rewarding
- 6. No room for stupid rules If the above traits exist, stupid becomes evident

The operative word across the board on this list? Trust. When employees feel that they are trusted and can trust, it seems to foster "good" culture across the board.

People simply want to belong, to be valued and to share/grow together. But distrust squelches this opportunity. As soon as someone senses they are hearing a half-truth, or theories and practice do not align, the opportunity for trust and growth wanes. In an environment that celebrates and upholds trust as a common value, good culture is born.

But how do you nurture a sense of trust in a company, while also defining and abiding by the values that you hold true? How do you foster authenticity, transparency, growth, belief in something bigger, a sense of belonging and eliminate frivolous rules? Where do you start and how do you redirect if you're headed in the wrong direction?

In the coming year, I will be sharing a way to go about doing so, and, in turn, creating a company who's culture is admirable, enviable and, ultimately, beneficial to everyone involved.



People simply want to belong, to be valued and to share/grow together. In an environment that celebrates and upholds trust as a common value, good culture is born.



Justin Ahrens is founder and principal of Rule29, an award winning suburban Chicagobased strategic creative firm. He is a frequent guest blogger, national

speaker and author of "Life Kerning: Creative Ways to Fine Tune Your Perspective on Career and Life" (Wiley). Follow him and Rule29 on Twitter - @justinahrens and @rule29.



This event is suitable only for printers and print service providers looking to expand their revenue streams.



LET'S DIE-CUT THE CRAP.

Everything you want is available in one place at one time at ISA Sign Expo, the epicenter of signs and wide format printing. Successful operators who can share resources and help you expand your visual communications and graphics business make this a must-attend event. Everywhere you look, you will find cutting-edge equipment and creative applications to grow your signage offerings.

So, let's get real. You don't need to go anywhere else to meet new partners and grow your business.

April 20–23, 2016 • Orlando, FL • Orange County Convention Center

LET'S GET DOWN TO BUSINESS. REGISTER TODAY.

signexpo.org/canvas

Use this code when registering: CANVAS

BY ASCANIO PIGNATELLI

How to engage your employees with elevated communications

n many ways, Adrian Aragon was a great CEO. He was hardworking and completely devoted to his staff and organization. But it was not until he analyzed his CEO performance review that Aragon noticed the blind-spot in his leadership – the gap between how he saw his communication and how his employees were interpreting it.

Committed to becoming a better communicator and more effective leader, Aragon met with Ivana Smith, a communications coach. After scrutinizing his report for what seemed like an eternity, Smith asked Aragon why he thought so many of his employees believed he had a negative mindset and didn't communicate effectively with them.

Aragon took a moment, and muttered, "With all the stress, it's hard to always maintain a positive and enthusiastic attitude."

Smith nodded in agreement. "That's true. Being positive when you're stressed is a real challenge, but doing so will help lower your stress, increase your energy and make you feel a lot better. It will also help set the tone for your entire company."

"I guess you're right," Aragon said, "I should probably be more positive."

"More positive yes, but the real key is to really listen to them," Smith said. "The most important part of communication is effective listening. Most of us are rather disengaged when we listen, but if you can really listen to what your employees are saying, you will be able to build more trust and rapport with them, resolve more conflict and connect in a deeper way with them."

There is a direct link between employee engagement and how much your employees feel the company values them.

Smith is right. Effective listening does two things: It ensures that the sender's communication has been received as intended, and it tells the sender that their communication has value. There's an old saying, "Listening is love." Great listeners are masters at making those they're listening to feel important and, perhaps on some deeper level, loved. To really connect with your staff and make them feel valued, you'll want to move toward empathetic listening.

Disengaged listening

Have you ever had a conversation with someone you felt just didn't get anything you said, despite his involved contribution to the conversation? You probably sensed his mind was completely focused on what he wanted to say next, and not on absorbing and processing what you were saying.

That's disengaged listening, and most of the time, although we might be hearing what's being said, our minds actually are busy thinking about what to say next. Disengaged listening isn't just responsible for corrupting the communication that's being received, it leaves the speaker feeling unimportant.

To escape the disengaged listening trap, the next time you're having a conversation with someone, try to see if you can see when your mind either starts to wander from the conversation or is thinking about what to say next. The simple act of bringing awareness to how you listen will make you a much better listener and leave those you communicate with feeling valued.

Engaged listening

Engaged listening means listening without judgment, opinions or preconceived notions. Engaged listening creates a space for others to really express what they are thinking without them feeling like they are being judged. It also ensures they are heard, and that their thoughts and feelings are important to you.

You can become a more engaged listener by asking empowering questions – ones that probe, seek clarity, focus on solutions, and put the power to solve a problem or challenge into the other person's hands. For example, "How might you accomplish that?" or "What's another way of seeing that?"

There is a direct link between employee engagement and how much your employees feel the company values them. Organizations that have created a culture that values its staff by listening to them in an engaged and nonjudgmental way will find its members reciprocating the value and respect they feel by raising their energy and level of engagement while at work.

You can become a much more engaged listener by acknowledging and validating the feelings other people express to you the same way Smith did with Aragon.

Empathetic listening

This is the highest form of listening and will build stronger ties with your employees if you master it. Empathetic listening is feeling what the other person is feeling through their communication. It includes deciphering body language, reading between the lines, listening for tonal discrepancies and looking for what's not being said as much as what's being said.

Listening at such a high level lets the person who is speaking know you've captured their emotional experience. While empathetic listening requires considerable focus, effort and concentration, with enough practice it can become routine.

Aragon worked hard at being a more positive and effective communicator. He became a lot less judgmental and shifted his focus from finding problems to finding solutions. Whenever his employees were upset about something he'd acknowledge and validate their feelings. And when they became stuck or frustrated, he'd ask them empowering questions to shift their perspective.

He developed more rapport with them and earned more of their trust, which left them feeling more valued, respected and connected to him. It didn't take long after that for their own performance and engagement to increase as well.



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

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



In a marketing world continually defined by how you use content marketing, you might be surprised to find just how proficient brands are. In the "B2B Content Marketing Benchmarks, Budgets, and Trends—North America" report, B2B marketers, 32 percent rated their organization's content marketing maturity level either sophisticated or mature.

The survey defines "sophisticated" as providing accurate measurement to the business and scaling across the organizations, while "mature" shows that marketers are finding success, yet are challenged with integration across the organization. In addition, the survey shows that 29 percent believe their efforts are "adolescent" (seeing early success and becoming more sophisticated with measurement); 27 percent are "young" (having growing pains and challenged with a creative strategy and measurement plan); and 11 percent are in first steps (doing some aspects but not begun a process).

The survey, conducted by Content Marketing Institute and MarketingProfs, queried 3,714 recipients from around the globe representing a full range of industries, functional areas and company sizes.

CONSCIOUSLY SPEAKING

.

Survey shows what socially responsible factors Millennials seek in brands

They are the "selfie generation," right? But dig a little deeper, and you will find that Millennials also are advocates of social change. The recent "Aflac Corporate Social Responsibility" study shows just how important CSR is to the younger generation, with 74 percent likely to seek out employment at a company that has been awarded publicly for its ethics. The survey tapped into 6,000 respondents (2,000 nationally representative and 400 within each of the Top 10 demographics) and 355 investment professionals. Following is a snapshot of how Millennials feel about socially responsible brands:

More likely to purchase from an ethical company

92%

Believe companies that stay true to their ethics/values outperform others in their field

82%

More likely to purchase from corporations active in philanthropic efforts year-round,

81%

Believe companies that stay true to their ethics/values outperform others in their field 79%

BOOK REC



The Challenger Customer:

Selling to the Hidden Influencer Who Can Multiply Your Results

By Brent Adamson

What does your ideal customer look like? Friendly. Eager to meet. Ready to coach you through the sale and champion your products and services across the organization. In The Challenger Customer, author Brent Adamson says that's the last person you need.

Fact: Most marketing and sales teams go after low-hanging fruit – buyers who are eager and have clearly articulated needs. That's simply human nature. It's much easier to build a relationship with someone who always makes time for you, engages with your content and listens attentively.

But according to new CEB research—based on data, the highest-performing teams focus their time on potential customers who are far more skeptical, far less interested in meeting, and ultimately agnostic as to who wins the deal. How could this be?

In The Challenger Customer, Adamson reveals that a very specific type of customer stakeholder has the credibility, persuasive skill and will to effectively challenge his colleagues to pursue anything more ambitious than the status quo. These customers get deals to the finish line far more often than friendlier stakeholders who seem receptive at first. In other words, Challenger sellers do best when they target Challenger customers.

If you're looking to boost your customer portfolio in 2016, this is your blueprint for finding them, engaging them with disruptive insight and equipping them to effectively challenge their own organization.

Awards & Recognition



The applied digital media and printing program at the **Riverside City College** in Riverside, Calif., was named the recipient of the "2015 Frederick D. Kagy Education Award of Excellence" from **Printing Industries of America (PIA)**. The program must be exemplary, have maintained a close relationship with the industry and use innovative educational techniques. The Riverside program, which offers hands-on training in numerous areas within the graphic communications industry, has produced winning students throughout the years in competitions such as those conducted by SkillsUSA and Printing Industries Association of Southern California (PIASC). It also earned the PrintED certification through the Graphic Arts Education and Research Foundation in 2013, the only such community college in California.



In addition, PIA named Michael DeAcosta, graphic communications instructor at the **Milton Hershey School** in Hershey, Pa., as the recipient of its "2015 Education Award of Excellence." DeAcosta has led the Milton Hershey program through the process of being accredited by the PrintED program, which is administered by the Graphic Arts Education

and Research Foundation. He created an exceptional curriculum and impressive facilities, including a computer design lab and a large lab area for presses, screen and finishing areas. Because of his efforts, students who have taken the national PrintED assessment tests have passed with outstanding results.

Canon

CANON SOLUTIONS AMERICA

Canon Solutions America Inc., a wholly owned subsidiary of Canon U.S.A. Inc., was included in Digital Output's 21st Annual Top 50 Readers' Choice Awards. Each year, Digital Output's readership dictates the top 50 winners and 10 honorable mentions in the wide format graphic arts market. Since its emergence as a company in 2013 following the merger of Canon Business Solutions,Inc., and Océ North America Inc., Canon Solutions America has received the prestigious honor each year.

PIA doles out Best Workplace in America Awards

When it was said and done, 32 graphic arts companies were selected as the "2015 Best Workplace in the Americas" award recipients by Printing Industries of America (PIA).

The program is designed to recognize graphic arts companies for their outstanding human relations efforts that contribute to a successful workplace. Selected by a committee of distinguished HR experts from within the industry, entries were judged on a variety of criteria, including management practices, work environment, training and development, recognition and rewards, workplace health and safety, health and wellness, financial security and work-life balance.

Here is a complete list of the 32 companies:

Best of the Best Category Small Companies (up to 100 employees)

Syracuse Label & Surround Printing, Liverpool, N.Y. Vox Printing, Inc., Oklahoma City

Medium-size Companies (101–250 employees)

Century Box Division Gooby Industries, Methuen, Mass. DISC Graphics, Inc., Hauppauge, N.Y. Hopkins Printing, Columbus, Ohio MOSAIC, Cheverly, Md. Suttle-Straus, Inc., Waunakee, Wis.

Large Companies/Multi-plants (251+ employees)

American Packaging Corporation, Rochester, N.Y. Smyth Companies, LLC, St. Paul, Minn. Weldon, Williams and Lick, Inc., Fort Smith, Ark.

Best Workplace Category Recipients Small Companies (up to 100 employees)

Elk Grove Graphics, Elk Grove Village, Ill. Lauterbach Group, Inc., Sussex, Wis. Sundance Press, Tucson, Ariz. Western Graphics, Inc., St. Paul, Minn.

Medium-size Companies (101–250 employees)

Boutwell, Owens & Co. Inc., Fitchburg, Mass.
Communicorp, Columbus, Ga.
CRW Graphics, Pennsauken, N.J.
Midland Information Resources, Davenport, Iowa
Mossberg & Company Inc., South Bend, Ind.
The Ovid Bell Press Inc., Fulton, Mo.
Robbie Flexibles, Lenexa, Kan.
Royle Printing, Sun Prairie, Wis.
Tailored Label Products, Menomonee Falls, Wis.
Tap Packaging Solutions, Cleveland
Think Patented, Miamisburg, Ohio
Thoro Packaging, Corona, Calif.

Large Companies and multi-plants (251+)

Flower City Printing Inc., Rochester, N.Y. Hammer Packaging, Rochester, N.Y. Inland, La Crosse, Wis. The John Roberts Company, Minneapolis Phototype Engraving, Cincinnati SmartPractice, Phoenix



Go Whole Hog on Inkjet in 2016

Just as the passion to ride unites Harley enthusiasts, offset printers everywhere are rallying around Fujifilm's **J Press 720S** as the highest quality and most cost-effective way to handle short run print work.

No make-readies or plates to slow you down. No wasted sheets in running up to color. Just send the PDF, print and experience standard coated and uncoated offset stocks transformed to litho-quality images ready for finishing. With spot-on color consistency first sheet to last, reprint after reprint.

Seeing is believing. Visit **fujifilminkjet.com** today to learn more and order your 2016 Fujifilm calendar, printed on the J Press 720S.





Fujifilm proprietary technologies inside the J Press 720S, combined with superb registration accuracy, provide extraordinary fine-line detail, stunning and vibrant colors, and natural skin tones. All with the durability and finishing characteristics of an offset litho print.

FUJ!FILM

Arrange a Demo

WEB Watch Videos



SGIA wants your students

Scholarship Program accepting applications through April 15

The new SGIA Scholarship Program is accepting applications from students who plan to attend a post-secondary education program in fall 2016. Supported by donations from endowment investors and industry leaders, the program will award \$2,000 to five student recipients. Scholarship winners will be carefully selected by the SGIA Education Committee.

Applicants will be reviewed based on their scholastic achievement, application essay, participation in extracurricular activities, achievements and work experience, and academic and professional recommendations. In addition, they must be a student of an active SGIA Educator Member and committed to pursuing a career within the growing imaging community. Applications must be submitted by April 15 to be considered.

For more information, contact Erin Nuss, SGIA's Associate Manager of Education, at erin@sgia.org.

Around the industry



Quad/Graphics will invest nearly \$3 million and create 45 new full-time jobs by expanding its facilities in

Kentucky in Franklin and Versailles. At its Versailles location, Quad/ Graphics will invest nearly \$2.5 million, create 20 jobs and retain 468 others. In Franklin, it will invest nearly \$480,000, create 25 jobs and retain 148 positions. The company also plans to invest in plants it views as part of its long-term plan. The company's retail-insert plant in Franklin and book production operation in Versailles are slated to receive continuing upgrades to ensure each maintains up-to-date technology, high production and efficient operations to provide customers with cost-effective service. In addition, Quad/Graphics is eligible to receive resources from the Kentucky Skills Network. Through the network, companies are eligible to receive no-cost recruitment and job placement services, reduced-cost customized training and job training incentives.

Canon Solutions America Inc., a wholly owned subsidiary of Canon U.S.A. Inc., has partnered with Media One Digital Imaging Solutions LLC – a U.S. distributor of dye-sublimation-based large format inkjet printers and textiles. Under the terms of the agreement, Canon Solutions America will begin offering the d.gen brand of large format dye-sublimation inkjet printers and textiles by a.berger as well as finishing solutions to its customer base. In addition, Media One will become an authorized reseller of the Océ Arizona series of flatbed printers. Media One, an expert in the large format soft signage market, will support Canon Solutions America's efforts with its technical knowledge and after-sales support thereby contributing a high level of expertise to the partnership. In addition, CSA now will be able to offer its customers a full soft signage solution, which will include the ability to offer financing through Canon Financial Services.



Noted printing industry expert Raymond J. Prince has donated \$2.3 million to Cal Poly's Graphic Communication Department to preserve the history and knowledge of the printing and imaging industry. The gift, the department's largest ever, will fund four areas: a named endowed scholarship honoring Cal Poly Professor Emeritus Gary Field, a highly regarded imaging scientist, professor, writer and speaker; a named endowed scholarship honoring Professor Brian Lawler for his lifelong work advocating for the importance of print as a creative and influential communication medium; a cash donation to supplement funds already raised to support the Raymond J. Prince Graphic Arts Collection; and a bequest that will perpetuate the ongoing growth and development of the library's collection and graphic communication education at Cal Poly. More than 80 named contributors have donated cash, books and related publications to the library, which is used by students and faculty for research, class assignments and literature searches. For information on making donations, contact Ken Macro at kmacro@calpoly.edu or 805-7546-2257.

Around the industry

Ricoh Americas Corporation has created the Ricoh Consulting Group, aimed to empower production print customers to reach new business goals. The team of production experts will leverage practical, real-world experiences to deliver professional services via a practice-based approach focused on specific production areas including color management, workflow automation and strategic business systems consulting. It will focus solely on uncovering new ways to improve output quality and an improved customer experience. The group will offer the following services: Strategic Business Systems Consulting; Workflow Automation; Document Composition & Multi-channel Distribution; Color Management; and Business Continuity Services and Disaster Recovery Services.

Personnel Moves



The Printing Association of Florida and the Graphics of the Americas Conference & Expo (GOA) announced that James Martin will succeed George Ryan as CEO and president of the two organizations, effective immediately. Ryan is retiring after serving as president for nine years.

Mark Bohan, Ph.D., has been added to the business consulting team at **Heidelberg USA**. Bohan, who will report directly to business consulting director Oliver Demus, had served as VP, Technology and Research at **Printing Industries of America**.



Printing Industries of America (PIA) has elected its 2016 officers and board of directors, including Bradley Thompson, II, president and CEO of Inland Press, as chairman of the board. Other officers include: Curt Kreisler, Gold Star Printers (First Vice Chairman); Bryan Hall, Graphic Visual Solutions Inc. (Second Vice Chairman); Michael Wurst, Henry Wurst Inc. (Secretary to the Board/Treasurer); and David Olberding, **Phototype** (Immediate Past Chair). Also joining the board Peter Jacobson, Daily Printing (representing Printing Industry Midwest); Timothy R. Suraud, Print Media Association (representing the affiliate managers); Adam G. Avrick, Design Distributors Inc. (representing Printing Industries Alliance); David Wigfield, Xerox (representing the vendor community); Richard Kouwenhoven, Hemlock Printers (representing BCPIA); Norm Pegram (representing Printing Industries of the Gulf Coast); Justin Pallis, DS Graphics (representing PINE); and David Potje, Twin City Dwyer Printing Co. Ltd. (representing OPIA).

Mergers & Acquisitions

Thompson Print & Mailing Solutions, a leading South Texas commercial printer, has acquired **Colour Solutions**, an integrated exhibit services company with a national presence.







Paper artist Peter Dahmen dishes on the art of style

Peter Dahmen created his first pop-up-artworks in 1989, during his communication design studies. Since then, the passion has never left him. After working for years in the paper industry, he started his own freelance design business in 2008, where he specializes in creating popup cards and all kinds of foldable structures. From his studio in Dortmund, Germany, Dahmen creates paper art for customers from all over the world. You can review some of his work at www.peterdahmen.de.

What advice do you think is critical to success in 2016?

Offer individual, tailor-made solutions for your customers. Be innovative, surprise your customers positively, always provide products and services in high quality. Then you will be successful.

What trends do you see evolving in 2016?

People yearn for products that do not look like industrial commodities, but for ones that have handmade charm with high quality appeal. The trend toward the personalization of products and packaging will become even stronger in 2016. Products that differ positively from the crowd – everything and anything, that creates positive emotions (goods in limited editions, collectibles, art, etc.) will be more successful.

What's the biggest area every designer should focus on?

It is a big misunderstanding to assume that designers are flexible enough to adapt to each new trend and flow. I don't believe that. The best thing a designer has to offer is his personality, his knowledge, his experience and his personal style. If you perfect your personal handwriting, you will stand out from the market, and become unmistakable and indispensable to your customers. Find out what your personal strengths are and aim to become the best in your field. That's when you become a leader, not a follower.

Why is it important to pay attention to every facet of the user experience?

We are all holistic beings, not just rational thinking ones. Emotionally, that can not be separated. It's not enough to know you have bought the right product. Customers want to get confirmed on an emotional level. This positive feeling is very easily destroyed if you use inferior materials or poor design for the packaging. Think of the effort we make in the private sector in the packaging of personal gifts (for Christmas or on birthdays). When you reach this positive emotional impact —even in industrial products — you will achieve a significantly higher customer loyalty. In addition, the possibility to personalize packaging will play an increasingly important role in the future.



People yearn for products that do not look like industrial commodities, but for ones that have handmade charm with high quality appeal.

What role will design (paper) continue to play in this?

I assume the percentage of plastic packagings will fall in favor of packagings that are made of paper and cardboard in the near future. Paper is available in many different grades, which differ greatly in appearance and feel, so it can be matched exactly to any purpose. It can be refined in the most varied types, e.g., by laser cutting, laser engraving, matt and glossy effects, paint, varnish, gold and silver foil, and so on. The good quality of a product can be very well communicated by a high-quality package made of cardboard.

How will design continue to evolve in the art of helping a brand create its voice?

I believe people develop an ever-greater awareness of good design. Have you noticed the hype about sneakers? Here, people wait in a queue for several days to buy a limited edition pair of shoes. This effect is achieved through the combination of good design and artificial scarcity. Would it be bad design if the limited edition aroused no interest among consumers? In the field of high quality products, customers will place a greater emphasis on good design, not only on the product design itself, but also in the design of the packaging. The packaging is the very first contact with the buyer. If you already communicate the main message of your brand well here, you will have a distinct advantage over your competition.

Highcon

A NEW DIMENSION IN FINISHING

Design Creativity Meets Production Efficiency



Highcon digital cutting and creasing removes the design limitations of conventional dies, while simultaneously enabling faster turnaround, lower costs, wider applications, shorter run lengths and reduced carbon footprint. Take control and add value to your finishing:



New business growth



Differentiation



Customer retention



Improvement



Navigating a world of shrinking attention spans

By Jamar Laster

The toothpaste aisle. Yes, you read that correctly. If you want to find a more-than-adequate representation of the influx of choices today's consumers have, journey no further than your local supermarket's toothpaste aisle.

In a world where attention spans collectively have shortened, having an abundance of choices – Crest, Colgate, Arm & Hammer, Aquafresh, Sensodyne, Pepsodent, Close-Up, or any other brand – right before our eyes, and at our fingertips, has become the norm. And there's a lot more at play here, with more far-reaching effects, than just toothpaste.

"Last summer, Microsoft Corp. conducted a study, which revealed that in less than a decade, the consumer attention span had shortened from 12 seconds to 8 seconds. "Clearly, we have been affected by the volume of content and choices available to us," says Amy Power, president and CEO of The Power Group.

The toothpaste talk aside, the digital revolution – one that includes the mobile technology that enables consumers to have one-touch access to literally everything, all in the palm of their hands – likely is at the root of increasing attention deficits.

"When you consider that the incredible growth in mobile technology, for both tablets and smart phones, is really driven by web-based apps, then it is not surprising to consider the idea that our world is certainly suffering from some technology-driven attention deficit disorder," says Pete Wiltjer, principal at Wiltjer Marketing Group. "The task of getting someone to visit a business website certainly has become more challenging, with so many channels to choose from and so many new ways to access the web."

Moreover, the convergence of shortened attention spans and more choices gives rise to a "perfect storm" of sorts for marketers. After all, they're the ones charged with not only corralling consumers' shortened attention spans, but also directing them toward products and services that hopefully leave a positive and quantifiable impression.

"If you're a small company looking to target people in your area, you can do that with a laser focus. We have more data; we've never had this much data."

Lorrie Thomas Ross,CEO, Web Marketing Therapy

Such a task may sound daunting, but the good news is that it can be done. However, success requires different ways of managing the message, which can be achieved in a newer, fresher way, as opposed to the analog methods of the past.

Managing the message

In a consumer marketplace littered with choices when it comes to products, differentiation – or lack thereof – can be a problem for consumers who are left to sift through multiple similarities before finding unique traits. It's not only the marketer's job to do this for them, but to do it concisely and directly.

"You can't beat around the bush," says Lloyd Corder, president and CEO of Pittsburgh-based CorCom Inc. and an adjunct professor of marketing at Carnegie Mellon University's Tapper School of Business. "Get right into it. Think of your products and services against your competitor in terms of points of parity and differentiation. Every product has some things that are the same and some things that are unique. The faster you can articulate this, the more in tune with your prospects you will be."

Amy Power agrees, saying that consumers can see through marketing messages very quickly and don't necessarily want to be "sold to." The solution? Engage them on a human level. "[Consumers] want experiences, stories and messages with a human touch," she says. "So marketers need to get clever and create lovable marketing that doesn't turn people away in the very short timespan they might have to create a positive impression and experience."

That last word, experience, is important as a differentiating factor when brands are competing for attention in a crowded, competitive environment. Successful companies and brands have recognized this and communicate unique experiences to their customers.

"Places like Starbucks, Apple and many hotels have found that what they offer is essentially a commodity, so the way to get value out of it is to focus on the experience, which is a key part to their brands," Corder says. "Good B2B companies have been focused on the 'experience' since their inception because it's about building meaningful relationships, not selling on price or relying on other gimmicks."

Reeling 'em in

It's one thing to have a message that conveys a unique experience, but if it's being disseminated to the wrong audience, you're missing the boat and, even worse, wasting consumers' time and losing valuable marketing dollars. Updated digital marketing technology is a tool that can help ensure you are targeting the correct consumer for your marketing message.

Analog marketing techniques of yesterday were popular among companies with dollars to burn sending messages to the masses. "The old rules were 'spray and pray," says Lorrie Thomas Ross, CEO of Web Marketing Therapy, who's also known as The Marketing Therapist.



5

WAYS YOUR BRANDS CAN STAY CONNECTED WITH TODAY'S CONSUMERS

- Whatever you offer and how you talk about it must make sense to your target audience. There can be no disconnects.
- Employ exceptional, quick, personal and enjoyable customer service.
- Targeted sales promotions based on previous buying habits can generate immediate sales traction, while reminding your customers that you're carefully listening to their needs.
- Have personality in your content. Brands must not be afraid to show their human side
- Many consumers, especially Millennials, look first and foremost to social media to connect with brands. So your brand must be aware of that and make itself accessible in this realm

"Big brands used to advertise that way. It included bill-boards, magazine advertising and TV commercials."

In today's digital age, even the smallest of companies with the most miniscule advertising budgets can find effective marketing tools to reach targeted audiences, increasing the likelihood that the right people are hearing their messages.

"If you're a small company looking to target people in your area, you can do that with a laser focus," Ross says. "You can even buy targeted ads. Everything I see these days is laser focused. It's not really fishing with a wide net versus hunting. The way we're [spreading marketing messages to consumers] is more strategic and targeted. And we have more data; we've never had this much data."

Similar to the sales mantra "Always Be Closing," cultivating prospective customers with effective and engaging content essentially means a constant fishing expedition. "You have to know where to look for customers and you must always be testing new messages to determine which ones are most effective at engaging your prospective customers, and what channels your prospective customers, and what channels your prospects actually like using to learn about your services," Wiltjer says. "Some may like social media, some may like visiting a blog or a website, and others may prefer to respond to email marketing."

The Content Marketing Advantage

Hyper connectivity and digital technology have sped up all aspects of our lives, including our exposure to marketing. Wiltjer says today's consumer prefers researching potential investments online rather than waiting to receive a newspaper, magazine or TV show.

"This is why content marketing has become so valuable in digital marketing, and why companies are finally figuring out how to leverage original content for effective inbound marketing," he says.

Amy Power predicts a continued explosion of content marketing in 2016 and beyond, so much so that her company is contemplating building out its own service to assist brands with it. But that doesn't mean that content marketing is for every brand. "Some companies target buyers who simply are not online or are not looking for information online," she says. "Content marketing might not make sense for these brands unless they can identify a secondary or tertiary target customer who is seeking information online."

According to inbound marketing platform HubSpot, content marketing in 2015 generated as much as three times as many leads as traditional outbound marketing, but cost about 62 percent less. But even if you determine that this type of marketing is a viable avenue for your brand, it's important to use it with the goal of becoming more attractive to the target market in mind. How?

"We have to educate," Ross says. "So many marketers think about marketing as a trick. The true meaning of it is maximizing relationships and exchanges. I think of it more as 'pull marketing.' The right content pulls people in. If you want your market to be attracted to you, you have to be attractive."

TAKING CARE SEBUSIALESS Printers reveal the secrets to sustainability in 2016 and

By Michael J. Pallerino

beyond



he statement is one that admittedly makes
Bob Bennitt smile every time he thinks about it.
A customer of the Los Angeles-based printer
made the comment recently after Bennitt and his team
successfully executed another job where the demands
of the client were met with ferocity and efficiency.

You could make a case that it's the simple things like this – providing superior execution and satisfaction – that makes executives like Bennitt optimistic about the future of the commercial printing industry.

And let's face it – there are so many variables that make it possible. The technology is there (with more sophisticated and user friendly equipment and software). The work is there (thanks to the rise of digital and the continued relevance in the power of print). And, with the right amount of diligence and training, the manpower is there (the industry is more focused than ever to attract the growing Millennial workforce).

But more than anything, as Bennitt will attest, it's about getting a total buy-in on the premise that the continued success of the commercial printing industry lies in its commitment to remain diligent in the pursuit of the diversifying needs of today's ever-evolving consumer.

"It has been a tough row to hoe for many people for a long time, but we have done what we needed to do to emerge," says Bennitt, principal of The Pace Group. "We get it done, day in and day out."

After years of consolidation and a culture shift on how the industry conducts business (PSPs vs. MSPs), there is a higher level of optimism in printing circles. One might even say these are exciting days to be a printer, especially in a land-scape where the concepts of print and digital and electronic media can work together.

As you might expect, there will be buzzwords to keep tabs on in 2016: automation, inkjet, print on demand, print-to-mobile, omnichannel, cross-channel marketing, orchestrated media, technology integration, creating value, ephemeral marketing, return on marketing and content marketing.

Many industry executives don't believe that the challenges the industry will face in 2016 are much different than last year. Along with keeping updated on continual technological advancements across the line, printers will continue to eye things such as overcoming pricing pressure and adding new value to customer relationships.

"It's about talent and technology. There is a chasm of a talent shortage that is rapidly creating a sink-hole that could swallow the industry."

- Jake Walker, CEO, CP Graphics

"We are definitely still in a world where the absence of value only increases pricing scrutiny," says Brian Badillo, Vice President of Sales at Quad/Graphics. "There is still a commodity mindset with regards to print though, and not all customers are ready to hear a solution-based offering from their print partner, which is a challenge in itself."

CANVAS talked to a number of industry professionals to gauge some of the areas that will continue to help printers become more and more sustainable. Here are 10 areas and issues they identified:

WORKFLOW AUTOMATION

In today's fast moving commercial printing world, the ability to output and ship transactional orders in shorter time frames with accuracy makes this one of the most critical investments for today's MSP. Data integrations and W2P-driven print are making this sophistication an absolute must to remain competitive for this type of work.

"Our tech strategy right now focuses on technologies that either improve the customer experience or create internal efficiencies," says Jake Walker, CEO of CP Graphics. "These technologies typically are software-based not hardware, which is a shift for most printers. We are more focused on workflow automation than output."

THE PRODUCTION/SALES ALIGNMENT

Among the myriad production and growth issues facing today's printers, aligning production and sales must be a clear focus. This year will see more printers concentrating on business development.

"This involves a sales focus and a commitment to marketing initiatives that support sales efforts," Quad/Graphics' Badillo says. "There are still growth opportunities for forward-thinking printers. Taking the foot off the gas would be a big mistake. Sales and production must be aligned. The sales process goes much deeper than a salesperson's activities. The production team must know each customer's expectations and meet – or even exceed – those expectations time after time."

MARKETING

In a highly transactional world, where just being known grants opportunity, staying top of mind is one of the biggest reasons to invest in marketing. As printers continue to differentiate, it's imperative to promote and demonstrate an ability to provide solutions. Recent studies show that the buying decision is nearly 60 percent complete before a salesperson ever makes contact.

"We live in a top-of-mind world, so marketing is necessary to differentiate your firm from the competition your customers see and don't see," says Jules VanSant, executive director of Pacific Printing Industries Association (PPI). "It means being active in social media, regularly updating your website, participating in awards' competitions, and direct marketing with verticals you want to engage at trade shows, events and panels. Today, you must effectively share your message."

"There are still growth opportunities for forward-thinking printers. Taking the foot off the gas would be a big mistake."

 Brian Badillo, Vice President of Sales, Quad/Graphics

THE DIGITAL REVOLUTION

Digital print will play a more strategic role in the marketing mix. Today's marketers know the importance of data in driving consumer behavior. They understand that direct mail can be a key response vehicle. If MSPs can be the first to help them figure out how to make the most of their data, they will reap the rewards of loyal relationships.

"We're starting to see marketers really embrace crosschannel marketing to engage consumers and drive response, and print will remain a strong marketing tool to connect these channels," Quad/Graphics' Badillo says. "Forward-thinking printers are already helping marketers use print in conjunction with mobile, social and web channels."





Increase your customer base with a targeted approach

Promoting your products, producing samples and keeping your marketing relevant to the latest trends are all elements of a successful business. Finding the time and identifying how, when, where and who to promote them to can be the most difficult part.

Let us ignite your marketing and sales strategy with our expansive inventory of customizable files for printed applications, library of relevant industry and market information, and team of knowledgeable product and market directors. GPA's resources can fill in the gaps to reinforce your existing message, or can offer direction on developing a targeted plan specific to your ideal audience or vertical market.

Gaining easy-to-implement tools and ideas takes the guesswork out of your marketing and promotional efforts, allowing you to focus on developing stronger relationships with your prospects and customers. With GPA's powerful marketing support and tools, you'll be recognized for more than just your capabilities.

Leadership • Commitment • Inspiration • Service



800-395-9000 • www.AskGPA.com • www.RUniverse.org

EXECUTION

One of the biggest areas of strength today's printers have is to integrate the offerings they continue to develop. Having absorbed the learning curve and made the investment, printers now are in a position to reap the benefits.

"Now is the time to think positively about our financials, and about growth in all areas of our business," The Pace Group's Bennitt says. "We've adapted and evolved, and we have become a more relevant and needed partner than ever before."

Eric Webber, president and CEO of Cohber, says that many businesses are positioning themselves to play in the "faster, better and cheaper" arena. "Business will continue to get smarter, faster, better and more demanding. It will be more fun and meaningful, because it makes sense and is the right thing to do."

COMPANY CULTURE

Printers must continue to evolve, especially based on the market's direction and client needs. Standing pat is enticing, but as printers have learned, they must keep a high level of energy for the business. This means keeping a keen focus on company culture.

"All of this change is very demanding on a company's culture," The Pace Group's Bennitt says. "It requires clear communication, patience and inspiring leadership to help everyone congregate productively and comfortably in this new tent."

EDUCATION

If printers want to distinguish themselves from their competition, they must educate everyone involved in the process – reps, employees, etc. Yesterday's customers aren't necessarily today's, so there must be an effort to make sure the entire organization understands this – from the top, down.

"Customers and their needs are rapidly evolving," Quad/Graphics' Badillo says. "New expectations may need to be set and an organizational understanding of what is important to today's customer is critical to fuel continued growth."

"Business will continue to get smarter, faster, better and more demanding. It will be more fun and meaningful, because it makes sense and is the right thing to do."

- Eric Webber, President & CEO, Cohber

HUMAN RESOURCES

With an ever-changing business landscape, the need to grow the workforce has become one of the industry's biggest areas of focus. Experts across all segments believe that investing in and building a more sophisticated sales and marketing infrastructure will allow printers to recruit and retain younger, more energetic marketers and business developers.

According to a recent study conducted by several Printing Industries of America Affiliates, the median age in the offset pressroom was over 45 years of age in nearly two-thirds of the companies surveyed. While experience is great, many of the most experienced workers are heading for retirement. In addition, 85 percent said they use on-the-job training for new employees. Ironically, those senior trainers are the very ones headed into retirement, the survey said.

"It's about talent and technology," says CP Graphics' Walker. "There is a chasm of a talent shortage that is rapidly creating a sink-hole that could swallow the industry."

OVERCOMING PRICE PRESSURE

One of the biggest things printers must face is the ability to overcome pricing pressures and learn to add new value to customer relationships – one helps minimize the other. The key is to adopt a commodity mindset with regard to print.

"Company culture must shift to support a growing crosschannel strategy," Quad/Graphics' Badillo says. "Client organizations who measure the success of marketing campaigns across all channels and on the results of the total campaign are poised to meet this challenge."

FINDING TOMORROW'S CUSTOMERS

One of the biggest questions printers should ask themselves today is, "How do I find other businesses that are optimal to target as a potential customer/partner?" says Julie Shaffer, VP, Education and Marketing Strategies at the Printing Industries of America (PIA).

Shaffer believes that investing in this type of research is critical today. "It's not a matter of hiring new salespeople to hit the streets; it's about real market research, and I don't kenough people in the printing industry approach

think enough people in the printing industry approach this kind of research the way other industries do," she says. "There are resources to hire that do this for you, but sometimes this research takes an investment in time more than money, such as sleuthing LinkedIn and other resources to find new potential clients for your specific expertise."





Don't call it an EXIT STRATEGY ait's OPPORTUNITY called OPPORTUNITY

If you are a business owner who:

- Is tired of going it alone and wants the advice of others facing the same challenges
- Wants the buying power/resources of a 270+ network of similar businesses
- Is looking to sell within 5 years (or sooner)
- Seeks a proven path to greater growth, diversification, operating efficiency and profitability
- Is in need of more time to focus on other things
- Struggles with sales and sales management

Call 800-445-5172 or visit us at allegrafranchise.com for more information













The Deatty of things that don't Scale

Why tomorrow's marketing must be smart – and romantic



ucceeding the broadcast era, the smart and hyper-connected age bore a smart model of marketing that quickly adapted to ever-changing market circumstances. Everybody strove to be the Google of their category. Think of Zara, the fashion retailer, and how it created entire apparel lines on demand. Or the rapid-response Old Spice video ads that perhaps marked the pinnacle of the "Your brand is a Conversation" paradigm that the Cluetrain Manifesto had so clairvoyantly predicted in 2000.

The marketing mix ideally had to change every day, every hour. From the reassuring consistency of their messages, marketers moved to the vibrancy of conversations, from differentiation to ubiquity, from big moments to an array of small hyper-targeted, results-driven interactions.

Smart marketing crowdsourced and democratized – it was inclusive, open, agile and conversational. It became "newsroom marketing," with community managers replacing campaign managers, and a growing cadre of journalists joining marketing teams as "content strategists" to drive and join social media-amplified stories.

A new romantic era

Now, a few years into this brave new smart world, we're slowly beginning to realize what we are losing in all that incessant chatter, with corporate conversationalists on either end. When everything that's said is recorded and exploited, when everything's explicit, rehashed and hashtagged, we lose a sense of aura, exclusivity and elation.

When everything is predictable and automated, we abandon the thrill of strangeness outside of our "filter bubbles," of unfamiliar experiences that have the potential to disrupt our daily lives and grant them an awesome shock of meaning.

This new demand for meaning has dramatic effects on the economy of attention that constitutes the marketing arena. We like convenience and comfort, but we also love brands that offer us unexpected beauty and friction. We look for rebels who punctuate our routines and offer us not just purpose and personalization, but a heavy dose of punch-drunk love.

We want experiences that are unique and precious – experiences that can't be scaled and must not be optimized either. In other words, we want romance, the ultimate insurgent in a regime of maximizers and optimizers.

We want experiences that are unique and precious – experiences that can't be scaled and must not be optimized either.

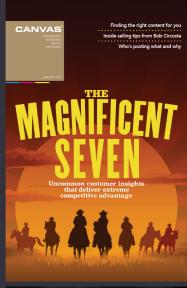
The power of the unknown

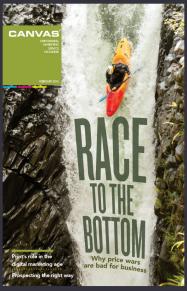
Brand consultancy Landor proclaims the new branding paradigm of "TMI" (too-much-information), but I think the opposite is true: We secretly appreciate the allure of not-enough-information. For the very moment we know too much is the end of romance.

New Yorkers recently were all buzz about a secret club dubbed the "Spring Street Social Society." The club's mission is to bring strangers together in "unexpected spaces" around a cabaret-style artistic program.

UK-based Secret Cinema operates in similar territory, showing interactive, participatory "mystery screenings" of seminal movies, from "Casablanca" to "Blade Runner" to the "Grand Budapest Hotel." Movie and locations are disclosed to viewers only on short notice.





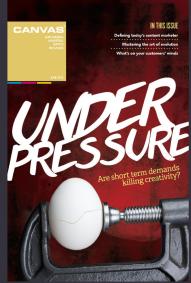


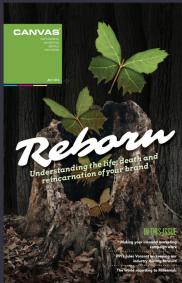






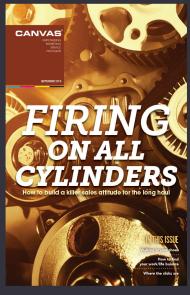




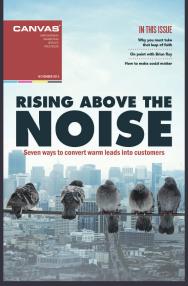














Fabien Riggall, Secret Cinema's founder and CEO, says he wants to bring the romance back to the movie going experience and provoke strong emotional reactions. He is driven by the desire "to create a spectacle, a dream, another world we can play with, how the world might be."

Both companies have taken the practice of "unboxing," known from tech products and fast becoming a critical ingredient for online retailers, and have made it the product (even leading to the trend of un-boxing videos as a new marketing format).

The unwrapping of gifts is more valuable than the gift itself. In a time when transparency is the norm, mystery attracts the utmost attention. Transparency dwindles against the thrill of the curtain-raiser – and the even greater thrill of the curtain staying closed.

In the end, it doesn't really matter which movie Secret Cinema is showing. In the smart age, the algorithm was a secret. In the romantic age, the secret is the value proposition.

We are witnessing the return to intimate experiences at human scale, to unique, singular moments that don't (need to) scale.

Intimate and beautiful

We are witnessing the return to intimate experiences at human scale, to unique, singular moments that don't (need to) scale. Take, for example, dinner series such as Death over Dinner series (no one dies, but all guests converse about the dignity of a good death), or Kitchensurfing, an online platform that connects chefs and diners for private dinner gatherings.

Or take the recent buzz about Ello, which positions itself as the anti-Facebook, as its pure, more intimate, and denser alternative that goes deep before it goes wide. Ello's manifesto – with its warm, human tone – was a big part of its appeal and initial explosive growth.

And Somewhere, a new professional online network, offers a romantic alternative to LinkedIn. Instead of linear resumes and an accumulation of credentials, it treats our work identities as stories, allowing users to present about their unique talent and personality rather than proving that they fit (in).

Romantic brands serve as idiosyncratic curators of the strange, eccentric and whimsical. Other examples include "concept shops" such as Broken Arm, which are becoming popular in Paris, with cafes, curious items, clothing and a desire to make the shopper think. Or Maria Popova's Brainpickings blog, a "human-driven machine for interestingness," as she calls it, which serves as a tastemaker recommending select books and articles to her loyal readers.

Both services resemble the good old hotel concierge and, are in essence, the anti-algorithm: collected by humans for humans. Accessible, personal and highly subjective.





WE ARE VERSO. WE ARE STERLING® PREMIUM.

Elevated. It's the level of performance the best of us pursue every day. It's head-and-shoulders-above-the-rest, stand-out-in-the-crowd achievement. It's driven by an insistence on a higher standard and a refusal to accept anything less. In fact, elevated performance is actually more than just performance. It's approach. It's attitude. It's passion. It's life itself.

Sterling® Premium from Verso. It's paper, elevated.

To see our new Sterling® Premium promotion featuring Vosges Haut-Chocolat,® please contact your Verso Representative or visit us at versoco.com and see what the taste is all about.



Verso Corporation 6775 Lenox Center Court Suite 400 Memphis, TN 38115 800-258-8852 versoco.com



Our un-quantified selves

All these brands are wrapped in an air of nostalgia, a strong desire to connect back to a true sentiment, a profound truth that we may have lost in the busy comings and goings of our hyper-connected work lives. They are a yearning for something greater than our quantified selves.

However, romantic marketing doesn't mean a backward model of marketing that is purely based on sentiments and intuition. It's not an "amour fou," as the French call it, the pipe dream of an unreasonable mind, devoid of strategy and calculus. It doesn't want to simply return to archaic predata truisms.

Rather, it will remain bipolar, yet more accentuated than before. The challenge and the opportunity ahead will be to create "smart romanticism" – using the data and intelligence at the marketer's disposal to create romantic experiences rich with emotion and meaning that honor our un-quantified selves.

The sweet spot for both consumer and enterprise brands will be to reconcile smart technology with the imagination of a romantic. Why not combine Big Data and big ideas, big science and big dreams? Why not usher in what William Gibson's cyberpunk 1984 novel "Neuromancer" projected as the marriage of cyberspace and romance, as, according to one reviewer, "a fusion of the romantic impulse with science and technology?"

Innovative marketers always have used both science and art, but the smart-romantic ones now do so not to demystify but to mystify, not to make everything explicit, but to create mystery and moments of inexplicable magic. They leave room for serendipity, because they know that if it can be

engineered, it's not a brand. They don't market just to move products; they do it to make meaning; not simply to generate impressions, but to impress themselves on the world.

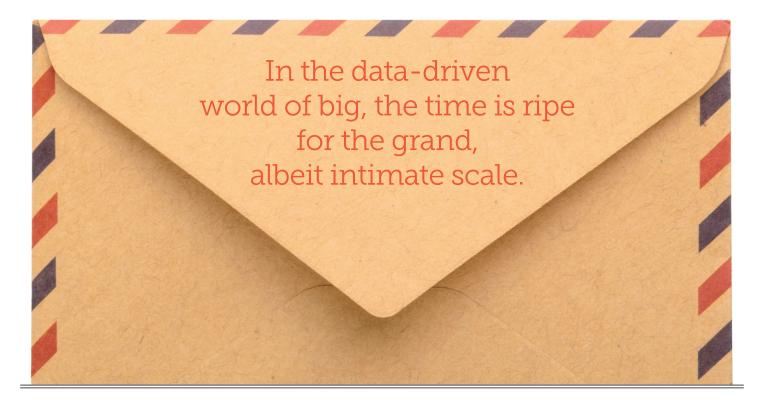
The ultimate hack

We are indeed experiencing another "great disenchantment," a term coined by the economist and sociologist Max Weber in 1919. Datafication seems to be pushing us to another trigger point for a new romantic countermovement, this time heralded by the new poets, the new meaning-makers, of our time: marketers.

Like no other discipline in business, marketing has the power and responsibility to be the great enchanter, a modern medicine man, a magician rather than a data scientist or spreadsheet bureaucrat. Marketing can again provide us with the hope (or the beautiful illusion) that another life is possible. But this time, the beautiful illusion is even more important, because data and transparency are designed to constantly disillusion us. When maximum clarity and objective truth narrow our options, creating alternate realities is a truly humanizing act.

In the data-driven world of big, the time is ripe for the grand, albeit intimate scale. Heavy sentiments in small moments, niches that offer the great escape. As a powerful escape artist, marketing can lead the way. It can be the haven for misfits, pirates, renegades, rebels, poets or mash-up artists, and cultivate mysterious sub-plots to the streamlined, algorithmic meaning-making machines.

In this new digital-romantic age, it is – to borrow a term from William Gibson – the "ultimate hack." ■



Tim Leberecht is the author of the book, "The Business Romantic: Give Everything, Quantify Nothing, And Create Something Greater Than Yourself." He also is the founder of The Business Romantic Society, a global consulting network focused on helping leaders create beautiful brands and high-performing cultures. His TED Talk "3 Ways to (Usefully) Lose Control of Your Brand" has been viewed by nearly one million people. He serves on the Values Council of the World Economic Forum. For more information, visit www.timleberecht.com





We've Got Your Back!

get started at 4over.com











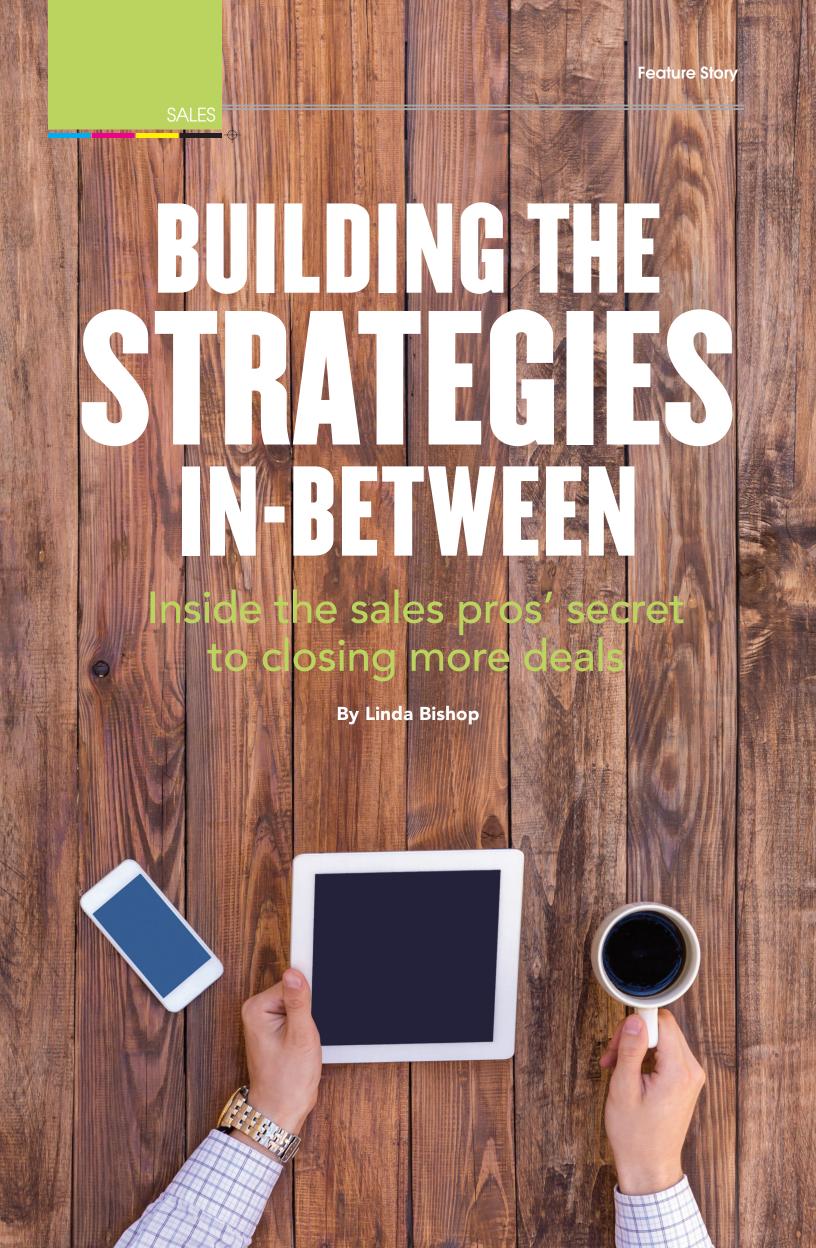












ou just finished your meeting with a prospect, a marketing VP named Bernie. The meeting goes extremely well and Bernie expresses interest in your services. Because you did an excellent job of pre-qualifying him, you know he has full purchasing authority. Better yet, Bernie confides in you that he plans to make a purchase within the next 30 days. He asks to layout the plan.

It's on. You shake hands, schedule a follow-up meeting for the following Wednesday and head to your car.

That's your perfect world.

But here's what usually happens. You meet with a prospect, a marketing VP named Bradley. The meeting goes extremely well. Bradley confides he has problems with his current vendor and expresses interest in your services. During the meeting, Bradley also says, "I feel good about you, but I want you to meet my team. Right now, everyone is involved in planning for next quarter's campaigns. Once we get past that, we'll get that meeting scheduled."

You politely push to set a date, but Bradley won't commit. At the end of the meeting, you shake hands with Bradley and head to your car, working feverishly to review the meeting in your head. The good news – Bradley isn't happy with his current vendor. The bad news – the condition for moving forward is a consensus building meeting with his team, and you don't know how much time will pass before you get that meeting scheduled.

In today's busy world, weeks – or even months – can stretch out between meetings with buyers. As time passes, memories fade. To win, you need a selling strategy for in-between meetings to stay top-of-mind and build positive perceptions.

STAY TOP-OF-MIND

Here's an exercise. Name a retail establishment where you can buy:

- A cup of coffee
- A fast-food burger
- An egg salad sandwich

For many people, Starbucks is top-of-mind for coffee and McDonald's is top-of-mind for burgers. Only a few instantly remember a place where they can buy an egg salad sandwich.

Easy-to-access information is at the top of your mind. Occupying this position in a buyer's head matters because it's how you get remembered when buyers need your services. Achieving this position depends on either luck or skill. Luck puts you in the right place at the right time. Due to happenstance, the buyer thinks of you. Skill means knowing how to take position by using repetitive touches to create memories.

Well-known brands like Coca Cola and Nike spend billions of dollars on billboards, and radio, TV and print ads to ensure consumers remember their products. The average salesperson can't afford a billboard, but there are plenty of options for a touch strategy, including:

- Quick phone messages to provide interesting snippets of information
- Mailings with samples, case studies, articles, white papers or testimonials
- Dimensional mailings including objects or small gifts
- Emails with links to online information or videos

When long periods of time pass between meetings, using all the methods is important. Over time, we all tend to pay less attention to something that is familiar. Mixing up touches adds interest and novelty, causing buyers to pay attention. In a Scientific America report, Daniela Fenker and Hartmut Schütze, wrote, "Novel stimuli tend to activate the hippocampus more than familiar stimuli do, which is why the hippocampus serves as the brain's 'novelty detector'."

Activating the hippocampus benefits you because this also is the region of the brain where memories form.

BUILDING MEMORIES TO CREATE PERCEPTION

Memories form the basis of our personal identities and shape our likes and dislikes. They construct our view of the world. That understanding is our perception of how the world works, and it helps us solve problems.

When you meet a potential buyer for the first time, you share an experience, build rapport and embark on a new relationship. Memories form, but only a small portion of the information verbally shared in a meeting is retained long enough to be converted into retrievable memories by potential customers.

Think about how you can plan better meetings to increase the odds of having important information be remembered:

- Consider who your audience is and build your meeting on the foundation of what you believe they already know
- Determine the top three pieces of information you want the buyer to remember and think how you should convey these
- Create an agenda to help you present information in a logical order to aid comprehension
- Use stories and visual elements to add interest and help create memories
- Periodically summarize information because repeating information will help the buyer remember it

Understanding how to reinforce memories and stay top-of-mind between meetings is an important skill set for sales professionals.

After a meeting ends, quickly record your thoughts and impressions. How did the meeting go? What did you learn? How did the buyer react to the information you shared? What opportunities exist? What are the next steps?

Even when the buyer is eager to meet again, it's critical to have a post-meeting strategy. For important meetings, start by preparing a formal document containing your meeting notes. Sharing notes with the buyer makes you look like a professional. And there's a bonus. When you send notes, you expose buyers to important information one more time, helping it get remembered.

When weeks or months pass between meetings, your strategy becomes even more important. Consider this. You meet with a prospect named Sue. She says her company is growing rapidly. Her current printing partner has missed several critical deadlines and she's worried they lack capacity.









imagePRESS C1000VP



The imagePRESS C10000VP Series is designed to provide "no compromise" printing. You can deliver outstanding customer output while also benefitting from impressive productivity and reliability. The imagePRESS C10000VP Series is designed to deliver the quality you demand at speeds that will delight. It features intuitive operation and can help maximize uptime with automated calibration.

The imagePRESS C10000VP Series achieves offset-like quality through advanced features like Canon's proven Gloss Optimization technology. As for productivity: it kicks out up to 100 ppm regardless of the media weight (up to 350 gsm**). The result? You can help exceed your customers' expectations.

Find out more about the imagePRESS C10000VP Series at enablingcreativity.usa.canon.com

*Compared to previous imagePRESS devices.

**Based on 8.5"x11" paper size.

creativity

Your company runs multiple shifts and has plenty of equipment. Capacity is not a problem – you emphasized this in the meeting. Sue nods and seems impressed. She agrees to meet again, but she has a vacation planned and a tradeshow to manage.

The date for the next meeting with Sue is a month away. During the next four weeks, you want to reinforce that you have plenty of capacity. Ideas for accomplishing this include:

- Take pictures or a video on your phone showing your facility and attaching them to an email
- Send an equipment list
- Mail a sample with a story or better yet mail a press sheet in a tube to create a novel experience
- Share a customer testimonial
- Mail an hourglass with note detailing how many sheets you can print in a single shift, and then call to let her know you're sending the package

With the right strategy to reinforce perceptions, you stay top-of-mind and remind her how you will solve her problems.

HOW FREQUENT SHOULD TOUCHES BE?

When time stretches out between meetings, how often should you touch prospects? Your strategy depends on the value of the opportunity.

Assessing your payoff always is the key to determining how much time to invest. If you have a big opportunity with a brand new prospect, you may want to touch the prospect on a weekly basis. If you have a big

opportunity with a current customer, you're more likely to get remembered and may be able to touch the customer less frequently between meetings.

Think about the perceptions you're working to anchor. What do you want the buyer to remember about you?

- Are you focusing on a single service your company provides or on your entire offering?
- Is it important for the buyer to remember something specific about benefits?
- Do you need be sure the buyer is aware of how you are different and better than your competitors?

If you want buyers to remember something relatively simple, three basic touches between meetings will probably do the trick. If you're trying to get the buyer to remember something that's a little more complicated, more touches are required.

Meetings with prospects and customers create memories, but they fade over time. Between meetings, you need a strategy to reinforce old memories and make new ones, because past memories influence future events and your ability to make sales.

Understanding how to reinforce memories and stay top-of-mind between meetings is an important skill set for sales professionals.

What should you do between meetings with prospects and customers? How often should you touch someone? What do you want them to know, understand and remember about you and your company?

If you want to win, work hard and work smart, and you will succeed.



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.

DOWNLOAD THE ENTRY FORM: WWW.SAPPI.COM/NA/POY

PRINTER —
OF THE YEAR

SAPPI

CALL US WITH QUESTIONS 1.800.882.4332

AWARD

AWA!

NOTHING COOKIE CUTTER ABOUT BEING A CUTT

As a printer, you have the opportunity to define what it means to be a cut above in our industry.

Many of you take that opportunity and run with it. That's why our Sappi Printer of the Year Award recognizes the boldest and most visionary printers of the last year.

Send us your most powerful printed pieces from 2015—the ones that help tell a brand's story through your stunning technique and passionate dedication to craftsmanship.

ABOVE.

You work every day to make brands matter, so show us how your work crosses the fine line from good to great. Show us what being a cut above in printing looks like.

THE WINNER RECEIVES A \$20,000 PRIZE, UP TO 5,000 LBS. OF SAPPI PAPER AND PR SUPPORT.

DEADLINE: FEBRUARY 26, 2016



THECANVASMAG.COM



The new RICOH Pro C7110X helps you take advantage of lucrative new revenue streams you never thought possible. Our new system offers users a fifth color station for clear or white applications at an unmatched price point. Paired with our new textured media technology and printing at 90ppm, the RICOH Pro C7110X breaks down the barriers to the applications – and business opportunities – that are crucial in the increasingly competitive print landscape.

©2015 Ricoh. All Rights Reserved. www.ricoh-usa.com