

SUMMER 2020

Leading PRINT

O'Neil Printing's
Anthony Narducci
believes giving back
is giving your best

THE CAUSE



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 **CANON SEE IMPOSSIBLE**



LETTER FROM THE PRESIDENT

WHY NOT US?

Uncertainty abounds and all bets on the future seem a bit risky. A world that felt full of promise just a few months ago now seems confusing at best. However, I would like to submit that we are about to embark on a new era of innovation and opportunity. Certainly, these difficult times will impact our future, but one could argue that our industry was being disrupted for years. The challenge is not disruption itself, but the idea that we have been surrendering innovation to others. If ingenuity is going to occur, it should come from you.

Thayer Long
President, Association for
PRINTTechnologies

Our collective industry finds itself managing short-term issues without much focus on the future. We are living in the moment and hoping that “things come back.” However, we must let go of the past and start building our future. Innovation starts with listening to our clients and anticipating what they need.

Although we may think that brand messaging is difficult to execute when things are uncertain, who we are and who we stand for resonates from our actions. Just like the idea that adversity shows character, your long-term brand can be set amidst this chaotic time. In turn, innovation will come from the creative class and in the form of business models. And as we embark on a new era, I promise you that innovation can only be born out of an in-depth understanding of your clients.

Innovation starts with listening to our clients and anticipating what they need.

I have thought a lot about what will happen with the economy over the next few years. I am willing to guess that I am not alone. I have met countless others looking for answers and I have come to a conclusion: The future is what we make it.

So, what will help us turn the corner? My guess is that guts and a commitment to become truly market based will play major roles. In other words, the ability to stand for others and let go of an antiquated product-based strategy will create opportunities. But, don't take my word for it. Read our cover story, "The Cause," and get an idea of what it means to stand for others as a business model.

The goal of LeadingPRINT is to support those that print by creating a new level of thinking that spurs innovation. Our industry has experienced a disruption of great significance. This kind of change is not a call for concern and worry. It is a call to innovate. It is a call to be better and think more strategically than you ever have. And strategic thinking starts with the market.

Disruption is all around us and new innovation will grow. Why shouldn't it come from us?

Enjoy the issue and be safe.

Warmest wishes,

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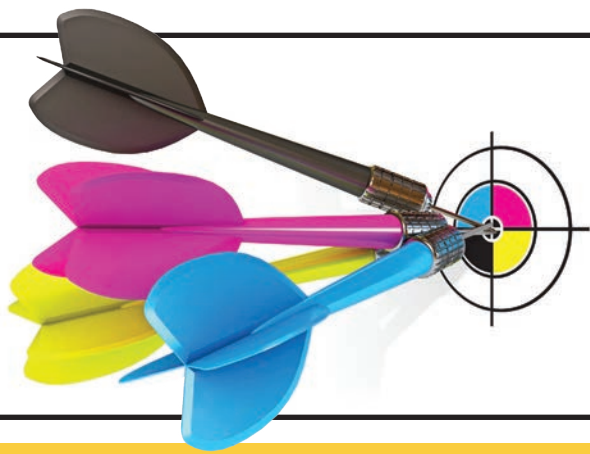
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REGISTRATION MARKS

GOING FOR THE SKILL

The most in-demand hard and soft skills of 2020

There is a growing appreciation of soft skills but the need for hard skills will never go out of style. The skill sets required to succeed in a job, however, change regularly. The technologies that were relevant a few years ago are often obsolete and there is always a demand for experienced workers. While hard skills are easier to measure, soft skills show a level of behavior that can help anyone thrive. Any good leader and employee should possess both. LinkedIn analyzed data from over 660 million professionals and 20 million jobs to identify the top in-demand soft and hard skills of 2020. Here are the findings:



TOP SOFT SKILLS

1. Creativity
2. Persuasion
3. Collaboration
4. Adaptability
5. Emotional intelligence

TOP HARD SKILLS

1. Blockchain
2. Cloud computing
3. Analytical reasoning
4. Artificial intelligence
5. UX design
6. Business analysis
7. Affiliate marketing
8. Sales
9. Scientific computing
10. Video production

"I THINK THE BEST WAY WE CAN SERVE OUR ORGANIZATIONS AND OUR PEOPLE IS TO CREATE A COMPANY CULTURE THAT TRAINS AND EQUIPS PEOPLE TO BE FLEXIBLE, SELF-RELIANT AND EMPOWERED."

— Pierre Naudé, CEO of nCino, on the importance of soft skills for the future

LEAN ON ME

7 habits of effective leaders

The past few months have brought great uncertainty for organizations, teams and employees. Constant and rapid change is the new normal and effective leadership is needed more than ever to provide a guiding light. Now is a good time to review the insights Stephan R. Covey shared in his book "The 7 Habits of Highly Effective People." His wisdom is as relevant today as when it was first published over 30 years ago.

1. BE PROACTIVE

You are responsible for your choices. Do not make rash decisions based on emotions or your current state of mind. Be proactive instead of reactive.

2. BEGIN WITH THE END IN MIND

Visualize your future. What does it look like in 10 years? 5 years? Break down your mental vision into goals, tasks and projects so you can be prepared. You must have a purpose that you are working towards.

3. PUT FIRST THINGS FIRST

Priorities. Priorities. Priorities. Get them straight and in line. Your decisions should be based on what is most important, not outside factors.

4. THINK WIN-WIN

Mutual respect and support will take you far in life. Another's win is not your loss and vice versa. Effective leaders understand the "we not me" mentality and seek mutual benefits.

5. SEEK FIRST TO UNDERSTAND, AND THEN TO BE UNDERSTOOD

Any effective leader knows that communication is important. Do not underestimate the listening portion. While it is important to get your own point across, you should first seek the thoughts and feelings of others.

6. SYNERGIZE

The whole is greater than the sum of the parts. Celebrate others' strengths and weaknesses because they make you and your company better than any one individual.


7. SHARPEN THE SAW

Your growth and development—in all facets of your life—should be constant. Highly effective people strive for continuous improvement.

THE CAUSE

O'Neil Printing's Anthony Narducci believes giving back is giving your best

By Anthony Narducci

 It was an eye-opener. My first trip to Africa was in 2008, when I accompanied my son to pick up our 10-month grandson from an orphanage in Ethiopia. The harrowing effect that extreme poverty has rendered over the area's rural countryside is not something you soon forget. With more than 4,500,000 orphans in and around the Horn of Africa, local families and communities fight a never-ending battle against poverty and famine to provide these children with the support they need. Some 44% of children suffer from stunted development due to poor nutrition, while just 40% complete primary school.

The experience moved me. On one hand, my son and daughter-in-law were giving one of these children an opportunity for a better life—one where he would not have to long for the things he needs to find his way in the world. When I came home, I started to imagine how my company, O'Neil Printing, and I could use our capabilities, our networks and our interests to help change this paradigm in tangible, lasting ways. Since that first visit in 2008, I have made three additional community development-related pilgrimages to Africa (Uganda/Congo, Ethiopia and South Africa) and one to Haiti.

Whether in far-off lands or here at home, witnessing the stark differences between the haves and the have-nots can be daunting. The impressions become seared into your consciousness—encouraging you, if you are like me, to want to make a difference. I believe finding a cause that your customers can relate to helps give shape and definition to the values and culture of your company. For us, doing so gives the O'Neil Printing family a sense of the challenges the underserved, at-risk communities face locally and abroad.

This philosophy is more than just cause or purposeful marketing. The time, effort and resources we commit to these causes help these organizations reach and expand their missions. Lending our resources is the perfect way to say, "We hear what you need and we are here for you." The more that companies understand this—especially today—the more that they can show their customers how much they value things outside of simply selling a product or service.

Cause-related marketing is important in that it is an intentional effort to help shift your brand's thinking and share a story that means something to someone. This inspiration must come from

within—from the top, down. If, as a leader, you can remove the barriers and connect your vision with one of purpose, your internal and external stature will rise. Aligning your company's purpose with your employees, interests and concerns is just as important as it is with customers.

Working for a higher purpose brings people together.

Walking the walk

My approach to all of this is more a confluence of personal and business activities. For the strategy to be meaningful and sustainable, I believe you should align your personal and business sights on what you believe in, i.e., "Walk the walk and talk the talk."

Upon returning from Ethiopia, I knew that my mindset had changed. I knew that the time and resources our company could lend to these non-profit organizations could not only expand their visions, but ours, too. Today, for example, we provide pro bono and discounted print services to select non-profits in which we invest personal time and resources—organizations like Lifewater (www.lifewater.org), Matthew's Crossing (www.matthewscrossing.org) and Wheels4Water (www.wheels4water.org).

"I believe finding a cause that your customers can relate to helps give shape and definition to the values and culture of your company."



Anthony Narducci is CEO of O'Neil Printing in Phoenix. Over the past 35-plus years, Narducci has been a leading voice in the commercial print industry.

Wheels4Water is near and dear to me personally. Over the past seven years, as a print sponsor and a co-founder/participant, we have provided all of the print and wide format materials for Wheels4Water, helping raise more than \$1 million. Since 2014, the organization has been on the front lines helping to make a difference in the fight against the global water crisis. Its tools include bicycles, a passionate community, storytelling and a general love for doing good. The countries and regions of Uganda and Ethiopia are at the heart of the Wheels4Water commitment and are a part of what shaped my commitment to causes like this.

In teaming with Wheels4Water, I was able to play logistics support and fundraising roles in the team's various fundraising events and rides. The decision even helped me keep in shape by forcing me to make changes to my overall health and fitness regimen.

Here in the States, O'Neil remains committed to supporting causes like school food service in Arizona by providing banners, which helps promote the Free Meals Program to local communities. Today, nearly 600,000 students receive free or reduced-price school meals in Arizona, including 186,000 who already receive nutrition assistance. The O'Neil Printing team helps promote the fact that households receive benefits equivalent to one free lunch and one free breakfast for each eligible child.

And there are new challenges ahead. With a pandemic scorching its way around the world, companies in every industry are fighting to find their way amid the chaos. What does that mean for us and the industry we serve? How can cause marketing fit into the new business and economic landscape that is sure to shake out? These are hard questions that demand thoughtful answers. I believe that as we move forward there will be more opportunities to do good—especially as we will have to work together to battle through the social and economic challenges.



"I believe that as we move forward there will be more opportunities to do good—especially as we will have to work together to battle through the social and economic challenges."

Our vision will remain true to our roots—to do good in our local and global communities and to continue to find ways to help organizations make an impact in the lives of the most vulnerable among us.

Someone asked me once why O'Neil Printing acts as a socially sound, responsibly focused company. How can we do the same? My answer is simple: Find something that breaks your heart. Get out of your comfort zone. Start doing something with your time and resources that can make a difference for people who do not have the same opportunities as you. If you do, you will be blessed by how it makes you feel. There is no greater act than being one who serves others.



Linking Strategy with Results

*How to get the most
out of your team*

By Joseph P. Truncale, Ph.D., CAE, Founder & Principal, Alexander Joseph & Associates

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Few subjects are more widely discussed and more misunderstood than performance management. Today, with the demand for qualified people higher than ever before, the impact of performance management has never been greater. In this article, we'll take a close look at a step-by-step approach to performance management we've developed that changes the dynamic of organizational and individual performance.

John O. Whitney, business professor at Columbia University and author of "The Economics of Trust," served as a turnaround consultant for many years. In his experience, he insisted that he could go into any organization and eliminate up to 50% of the activities being performed by employees with little or no impact on the overall performance of the enterprise (at least, the customers would never notice).

While you may wonder about this, ask yourself these questions: Are our employees working in the same direction, creating unique value for the customer? Do they understand the purpose, mission, vision and values of our organization? Do they know and appreciate how their actions and activities, day in and day out, contribute to the success of the enterprise? Put it this way: If they did, what could you accomplish?

Linking organizational and individual performance is not a new idea. While few will argue against it, so much has been written and presented on the subject that a relatively simple idea has become a complex, cumbersome and widely disliked exercise. Our aim was to develop a simple, effective method to link the two in way that will accelerate job satisfaction and organizational results.



Reflect the Strategy

To begin with, we view organizational performance around four key questions:

- 1 What do we want to accomplish? (Goals/Targets)
- 2 Why is it important? (Mission)
- 3 How do we want to go about it? (Values)
- 4 What will happen if we are successful? What will it mean to our stakeholders-employees, customers, ownership, vendors and the community? (Vision)

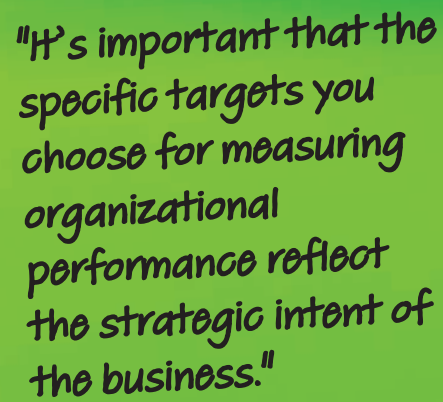
It's important that the specific targets you choose for measuring organizational performance reflect the strategic intent of the business. Ideally, these will come directly from your strategic plan and will address three distinct, yet interrelated areas:

- 1 Financial Targets
- 2 Sales & Service Targets
- 3 Strategic Targets

Financial targets are just that. Revenue, profitability, efficiency, and cost control are examples. You may also use value added, EBITDA, and gross profit percentage. It is important to keep these simple, measurable and easy to understand.

Sales and service targets are next. What do we want to sell and to whom? New products/services to existing customers? Existing products/services to new customers? Customer service goals such as on-time delivery, accounts receivable days, spoilage/unforced errors (especially those identified by the customer), client satisfaction ratings, customer lifetime value are a few. What matters most is that they are measurable and meaningful.

Strategic targets are a bit different. These are goals that are important to accomplish even though they may not yield a tangible outcome in the current planning year. These are so important to our future development that it would not make sense to ignore them when measuring organizational performance.



"It's important that the specific targets you choose for measuring organizational performance reflect the strategic intent of the business."

Examples of strategic targets may include installation and training on a new software system, launching a new marketing effort, testing new product offerings or staff training and development. Since these targets are more qualitative than quantitative, whether and to what extent they are accomplished is a bit subjective. Nevertheless, strategic targets should be included to round out this balanced approach to organizational performance management.

To A New Level

Individual performance management also consists of three parts:

- 1 Responsibilities (What are the major functions of my job?)
- 2 Goals (What is it that I need to accomplish this year?)
- 3 Work-related behaviors (How will I go about it?)

Responsibilities for major job functions takes the traditional "job description" to a new level. Since we begin with a blank form, a dialogue between the supervisor and the direct report enables us to get clear, concise agreement on what we need from the team member in order to accomplish our broader objectives. There may only be four or five of these items, or as many as 10. You may want to have the job description on hand but only as a reference point. The company's strategic plan and the department plan and budget are more useful tools for this exercise.

Once the responsibilities are written out, each is ranked in order of importance/impact with the total reaching 100 (this for the scoring part of the document). For example, you may have 9 items listed; three are ranked at 20 points each, two at 10 and four at 5 points.

The next step is to determine goals. Here again, we refer to the operating plan for guidance. If the organization is to be successful, what must that individual accomplish in a way that provides a meaningful, measurable contribution? Each goal should be discussed openly and agreed upon by the employee and his/her supervisor. It must be specific and measurable. For instance, "develop a better understanding of....." is not a measurable goal. There may be as many as ten goals and each is assigned a point value based upon its impact/importance. No matter how many goals are assigned and weighted, the total for this section will amount to 100.

The third and final step focuses on work-related behaviors. This is an important but often overlooked part of individual performance management that is rarely included as a performance metric. Yet, it is easy to see how it brings balance to the process. In short, we are measuring performance by three criteria: responsibilities and job functions; goals and accomplishments; and work-related behaviors.

The first of these, responsibilities, is why most people are hired. That is, their background and experience match the responsibilities of the job. The second, goals, are what get people promoted; they get things done. The third, work-related behaviors, are most often what lead to employees being terminated.

What are work-related behaviors? Ideally, these are derived from the values of the organization. Examples may include:

Honesty/integrity

Respect for everyone

*Courage to speak
your mind*

Servant's heart

*Commitment to personal
and professional growth*

Capture Examples

As a step toward linking work-related behaviors with organizational values, consider bringing together an ad-hoc volunteer group of employees in a facilitated discussion to capture specific examples of behaviors that support and violate the stated values (expect the second list to be a bit longer than the first!). Share these with the full staff for discussion and for ready reference. Oh, and there is no need to prioritize or rank-order the list of values that form work-related behaviors. Most likely they will all be assigned the same value and again, total 100 points.

Once the document is completed, it is signed by the employee and the supervisor. This is more than just an HR requirement. Once signed, the document takes the form of a "performance pledge," a working agreement between the employee and the supervisor.

Ideally, this document is reviewed quarterly to be sure the employee is on target, the goals are still valid and the responsibilities have not changed. If modifications are needed because there has been a shift in direction or goals are no longer valid, the document may be adjusted accordingly.

Scoring at the end of the performance period consists of two steps: dialogue and calculation. This important conversation about performance/contribution (supported by an agreed-upon document which outlines in specific and prioritized terms the most significant job responsibilities, the most important goals and the required behaviors which support our values) brings needed clarity and objectivity to the review process.

Coaching Skills

Since much of the value of this system lies in the opportunity for frequent dialogue between the supervisor and the employee, supervisory training in specific coaching skills such as active listening, empathetic questioning and understanding the difference between discussion (taking a position and arguing for a particular point of view) and dialogue (taking no position) are key.

Finally, although there are any number of changes impacting the work environment, one thing has not changed. Employees want to be recognized sincerely for doing meaningful work that contributes in a specific, measurable way to an organization whose mission and purpose they can believe in. Tying the mission, vision, values and goals of the organization back to each individual team member's responsibilities, goals and behaviors can be a positive step in that direction.

THE COMEBACK KID

HOW DIRECT MAIL WILL FIT INTO THE NEW LANDSCAPE



Summer Gould,
President, Eye/Comm Inc.



Katherine Versteegh,
Senior Vice President,
A.B. Data, Ltd.

How many emails do you get in a single day? Twenty? Fifty? One hundred? And how many do you open? According to a 2019 survey by Hubspot, the average email open rate is 20.94%. Direct mail, on the other hand, has an open rate somewhere between 80-90%, according to the “2018 DMA Response Rate Report.” The best campaigns combine print and digital for maximum effect.

We sat down with Summer Gould, president at Eye/Comm, and Katherine Versteegh, senior vice president at A.B. Data, to get their take on the future of direct mail.

How do you see direct mail fitting into the new landscape?

SUMMER GOULD: Direct mail is a great way to reach people in their homes with specific and targeted offers. Response rates are climbing. People enjoy getting mail pieces that are relevant to them.

KATHERINE VERSTEEGH: Direct mail will continue to be an important marketing and communication channel. Print is tactile, and it offers a level of legitimacy that you do not get from email, targeted ads and other forms of digital marketing alone. We touch, feel and hold direct mail. We even smell it. Direct mail uses more senses than any other marketing channel, and direct mail is a driver that can work in a campaign alone or in harmony with other digital marketing channels. It will continue to be used to increase brand awareness, drive traffic, provoke action and build loyalty for many years to come.

What don't marketers realize about direct marketing?

GOULD: That when it is targeted correctly, with personalized offers and messaging, it has a very high response rate. You can also have a lot of fun with it. Direct mail is not what it was 10 years ago—it is better.

VERSTEEGH: Several marketing channels can be used in a direct marketing campaign: email, social media, direct selling, SMS, experiential or event marketing, website landing pages...even TV, Google and other forms of print that are not direct mail. What marketers do not realize is that direct mail can outperform them all. It can outperform email by 10 to even 30 times. Alone or combined with other channels, direct mail offers the greatest ROI.

Amidst the noise of the digital world, can you talk about the power of direct marketing and how print interacts with digital?

GOULD: When you combine direct mail with digital you can boost response rates between 23-46%! The real, tangible direct mail piece is viewed as more trustworthy by consumers and is recalled better. Adding direct mail to your marketing mix is extremely effective.

VERSTEEGH: In direct marketing, there is nothing more powerful than when the right call to action is sent to the right person at the right time. More than ever before, there are huge opportunities for a beneficial symbiotic relationship between print and digital, but it is essential to have a balanced approach that includes print.

What are the critical steps to creating a direct marketing campaign?

GOULD: There are three key areas: list, design, and offer. You need to target the right people with your list that is current (old lists are not good), you need to design a piece that intrigues people to read it, and you need to provide an offer that is compelling to the recipient. When you get all three of these things right, you create an effective and profitable direct mail campaign.

VERSTEEGH: One of the most critical steps in creating a direct marketing campaign is knowing your audience—analyzing and leveraging your data, using segmentation, targeting and testing strategies to home in on the right approach. More important than that, however, is setting your goals and the objectives for the campaign. Answer the question, “What am I trying to accomplish?” Then, determine what metrics will be required to reach those goals. How will you measure results? Decide on your response vehicle and choose your direct marketing channels. Create a campaign plan that includes scheduling, copy writing, design, testing and deliverables. Execute the plan, measure the results, make the necessary adjustments, test again if necessary, and reinvest your returns.

As people and businesses socially distance, what is your take on the future?

GOULD: Now more than ever we hunger for a stronger connection to humans. Brands who are able to connect and communicate as human will benefit from more business. People like to do business with other people who care about them and their needs. The stronger you build relationships with your customers, the more loyal they are to you and refer others they know to you.

VERSTEEGH: During these times of uncertainty, businesses are forced to embrace change and leverage technology in ways they never have before. Adaptability will be our most valuable skill. Businesses must plan for the unexpected and be prepared with an operations continuity plan that includes systems of prevention and recovery, even in the face of a worldwide pandemic. Three things are required: smart people, advanced technology and strong partnerships. Without people, you cannot analyze your business needs or design an effective operations continuity solution. Without the right technology, you cannot implement it, test it or maintain it. Without business partners, you may never be able to fill every gap in your plan. Businesses that can adapt quickly and embrace change will have the brightest futures.

“DIRECT MAIL IS NOT WHAT IT WAS 10 YEARS AGO—IT IS BETTER.”

— Summer Gould, President, Eye/Comm Inc.

What other advice or inspiration can you offer for moving forward?

GOULD: Take the time to plan out direct mail campaigns. Don't be afraid to have some fun with it. Especially now, people need and want to laugh. Direct mail is not going to go away. It is changing for the better. Think about how we can now add technology to direct mail to bring it to life! You can use augmented reality, sound chips and video screens in your mail pieces. These are still kind of expensive, but they are coming down in cost. If your client is selling a high-end item, these types of pieces can be really effective in driving responses. We just need to think outside of the box to find ways to create direct mail that engages prospects and customers to drive response. When ROI is high, the higher cost of direct mail compared to digital does not matter, because in the long run they made more money even though they spent more money.

VERSTEEGH: Trust has always been a huge factor in marketing a business or nonprofit cause. Consumers are concerned that brands are not always being truthful. Today, many are worried their data is being misused. When we layer in a general feeling of consumer anxiety during these times of uncertainty, transparency and accountability become just as important. Businesses must be transparent about how we are using consumer data, but also about what we are doing to protect it. We must be forthcoming when we make a mistake and demonstrate clearly what is being done to correct things going forward. From a community standpoint, we need to operate responsibly, incorporate strategies that promote sustainability, support our communities, and treat employees with respect and equity. Now and into the future, gaining the trust of your customers will be key. When businesses are transparent and credible, consumer trust and loyalty will grow.

INDUSTRY INSIGHTS

APT TO ADAPT

How manufacturers are pivoting

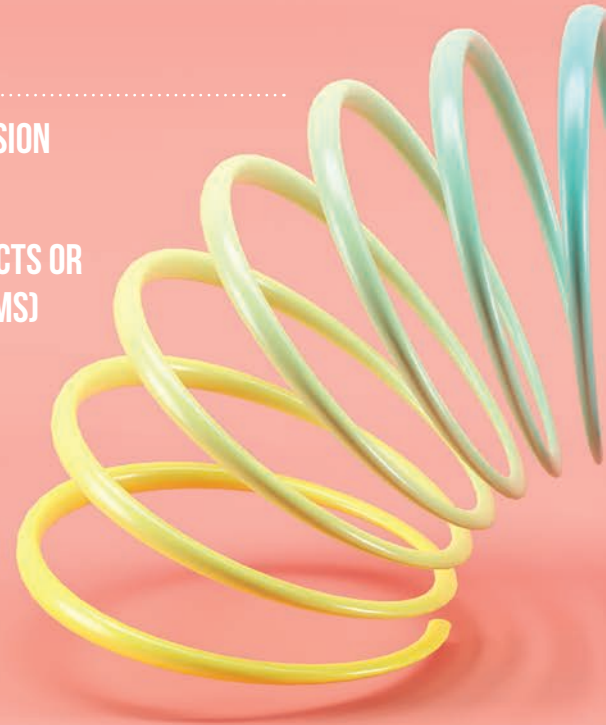
It is survival of the fittest and manufacturing has taken a hit. Despite the coronavirus pandemic, virtually all manufacturers—98.7%—have continued or only temporarily halted operations, according to the “Manufacturers’ Outlook Survey: Second Quarter 2020” by the National Association of Manufacturers (NAM). The survey included results from 14,000 large and small manufacturers and is released quarterly. To survive in the new world, manufacturers are looking at new ways to innovate. Here is how they are adapting, according to the survey:

12% REEVALUATING THE MISSION OF THE COMPANY

22% PRODUCING NEW PRODUCTS OR SERVICES (E.G., PPE ITEMS)

67% REENGINEERING THE PRODUCTION PROCESS OR OPERATIONS WITH “SOCIAL DISTANCING” IN MIND

77% REEVALUATING WHAT WORK CAN BE DONE REMOTELY, WHERE POSSIBLE



IN A WORLD OF THROW-AWAY MEDIA, DEVELOPING A PRINTED VEHICLE GIVES THE BRAND SOME LEVEL OF CONTROL ON WHAT THEY WANT TO SAY AND HOW THEY WANT TO SAY IT.”



— Joe Pulizzi, founder of the Content Marketing Institute, on the lasting power of print

AHEAD OF THE PACK

12 things packaging companies can do now

The pandemic has flipped business models upside down and the ripple effects are far from settled. To navigate the aftereffects, companies cannot sit still and wait. They need to take action. Check out these tips from McKinsey and Company for positioning for success:

- 1 Identify end-use categories that are likely to return to strong levels of demand, and assess impact from more regional supply strategies of customers.
- 2 Embrace e-commerce and build your online portfolio.
- 3 Integrate sustainability, hygiene and safety requirements.
- 4 Update your product and technology strategies in the light of new requirements and growth categories.
- 5 Reassess potential greater value chain integration (both upstream and downstream).
- 6 Scan the markets for new opportunities based on the new normal. Focus on additional product and technology requirements.
- 7 Build resilient supply chains to assure high-cost competitiveness and availability.
- 8 Utilize digital, advanced analytics and automation to manage costs and to support higher supply-chain transparency and remote operations.
- 9 Manage price volatility of raw material and other input closely. Prepare for more multiregional—not global—strategies and supply chains.
- 10 Take note of regulatory changes: single-use packaging waste, directives, extended producer responsibilities and policies, etc.
- 11 Conduct zero-based productivity reviews for packaging converting plants and their planned or expected capital expenditure.
- 12 Consider divesting underperforming or less strategic packaging assets.



LIZ HARE

Mt. Royal Printing's Liz Hare on the importance of strong leadership

COO, Mt. Royal Printing & Communications



As a fourth generation family member at Mt. Royal, Liz Hare was born into the printing industry. Fascinated with colors and how things were made from an early age, she started helping out in the family shop over the summers in high school. She took a printing job in college to get outside experience, and after graduating returned to work full-time at Mt. Royal.

Hare started in estimating and customer service, moved into accounting and then progressed naturally into the Chief Operations Officer position she holds today. She completed an MBA program in the evenings to further increase her skill set. Earning the respect of the other employees, vendors and clients was a tough task as a young female with the family name. Hare constantly looked to improve herself through reading, trade shows, talking with operators and vendors, and peer groups and learning opportunities provided by associations.

"It took years for me to finally be in a position where I am respected and people actually think that I know what I am doing," Hare says. "I have had a lot of maturing to do along the way and am grateful for the leaders around me that have been patient and taught me many tough lessons about management." As COO, she is responsible for the entire financial and accounting side of the business, and also oversees wide format, mailing, digital and HR directly. She works closely with the general manager

on the day-to-day workings of the production team, as well as her father on major decisions and initiatives for the company.

"My father and my late grandfather have been incredible teachers and have given me room to grow and take on new responsibilities," Hare says. "Under my father's direction I have matured greatly in my position as a manager and an executive in our company. I look forward to continuing to learn and help make our business relevant long into the future."

Hare sees a bright and sustainable future for Mt. Royal. She plans to follow in her father's footsteps to grow the business through M&A and aspires to have multiple plants serving a variety of markets throughout the country. She plans to move into the packaging industry as well, and sees herself running a multiple facility company.

"A LEADER IS SOMEONE WHO HAS A VISION FOR THE FUTURE AND TAKES PURPOSEFUL ACTION TO BRING THAT VISION TO LIFE. I ALSO THINK THE KEY TO GREAT LEADERSHIP IS TO BE ABLE TO KEEP YOUR EGO IN CHECK, ADMIT WHAT YOU DO NOT KNOW AND NEVER STOP TRYING TO LEARN."

Hare believes strong leadership is required to drive a company into the future, especially in a crisis. When COVID-19 hit, Mt. Royal turned to its leaders to keep employee morale up even though work slowed down and people were scared. They quickly educated themselves on how to keep employees safe and keep the business moving.

"A leader is someone who has a vision for the future and takes purposeful action to bring that vision to life," Hare says. "I also think the key to great leadership is to be able to keep your ego in check, admit what you do not know and never stop trying to learn."

"I see myself enjoying the challenge of studying what is next and trying to stay on the cutting edge of print while striving to make the most profit in the leanest way possible," Hare says. "I never want to be bored. I work best when I am under pressure and running a printing business brings with it a certain amount of pressure and I welcome that challenge."

This is the first installation in a series of profiles about up-and-coming leaders in the industry. Do you know someone that you think we should feature? Contact Julie Shaffer at jshaffer@aptech.org


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— J-Ax



STANDING UP

OUTLAW

STRATEGY

& STANDING OUT

By Michael J. Pallerino

Growing up on the farmlands of Camilla, Georgia, Tripp Morgan, MD, acquired an immense appreciation for the rich landscape of the South and the culturally significant heritage that comes with being a fifth-generation Georgian. After studying medicine at the University of Georgia College of Pharmacy and Mercer University School of Medicine, Morgan went on to become a vascular surgeon, eventually opening the Albany Vascular Specialist Center in Georgia. Several years ago, while sitting on the porch of his family's farmhouse in Albany with his father, Harris, he looked out over their 200-plus acres of organic wheat and dreamed of brewing his own beer. That vision resulted in the Pretoria Fields Collective. Pretoria Fields is a homey space in downtown Albany where locals can meet and enjoy authentic Southern beers and camaraderie.

And then came COVID-19. In its wake, Morgan's entrepreneurial venture—like every brand worldwide—was forced to answer the most daunting question a business can ask itself: What now?

Working tirelessly to navigate its way through a game that has no playbook, Pretoria's options included not only reconfiguring its efforts to survive, but to be a brand that could stand out amid the chaos.

Morgan and his team—CEO Tom Vess, and partners, Tony Singletary and Will Coley, who are compounding pharmacists—saw an opportunity to help the Southwest Georgia community by making hand sanitizer. Working expediently, they redirected their business model and implemented round-the-clock production to help keep first responders, healthcare workers, law enforcement and the public safer.

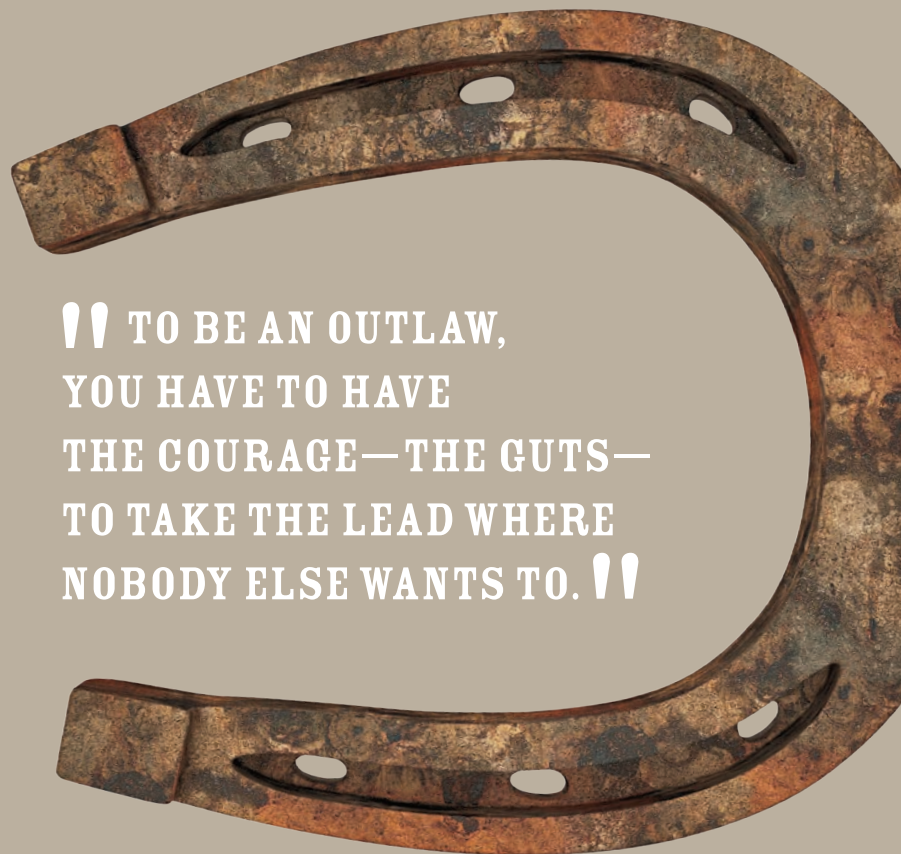
"We made a decision to get into the fight," Morgan says. "Our brewery transformed into making hand sanitizer in fewer than 72 hours. We used our fermenters to mix distilled ethanol with glycerin, hydrogen peroxide and distilled water to make a topical hand sanitizing solution. We tested the process in a small batch and then expanded it into bulk processing."

Entrepreneurial thought leader Stephen Wunker believes that a company's ability to reinvent itself, especially in times of crises, is the mark of being a true outlaw. The process, similar to how a company is formulated, starts with defining its customers' priorities, and then figuring out how all the jobs they are trying to get done relate to your competencies.

"Reinventing your business requires thinking through two to three distinct scenarios for how the world will look in the medium-term," says Wunker, managing director of New Markets Advisors. "Don't start out by anchoring on what you do or sell today—work from your customer's future backward to your present."

THE CHANGE YOU WANT TO BE

As a nationally recognized speaker, trainer and communications expert, one of Liz Uram's priorities is to make sure her clients are prepared to anticipate and solve problems. With more than 20 years of experience and four books chock-full



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of leadership strategies, Uram believes companies must be adept to adapting to change. You either are or you are not—period.

The process, Uram stresses, starts at the top. If you are looking for an example, start where most do, Blockbuster Video, where former CEO Jim Keyes famously once said: "Frankly I don't understand this fascination everyone has with Netflix. They don't really have or do anything that we don't already do ourselves."

Viewed as the outlaw trying to square up against one of the country's most beloved home entertainment vendors at the time, Netflix knew what it took to stand out. "Leaders should watch for three common signs of resistance to change," Uram says. "No. 1: People who simply ignore the changes and continue to do things the 'old way.' No. 2: People who provide half-hearted attempts at trying the 'new way' then give excuses for why it did not work. And No. 3: Their straight-out refusal to try the new way."

In these times of unprecedented change, there are scores of examples of companies that have successfully made a pivot. Restaurants are a perfect example. Some were able to pivot to providing takeout and delivery options, while others began selling their inventory as a way to generate additional revenue.

“Companies that stand out during a crisis will build long-lasting trust with their employees, their customers and the community.” Uram says. “Standing out doesn’t mean to yell the loudest. In fact, actions speak louder than words. Customers will remember the companies who helped them during this time.”

LEAD, DON’T FOLLOW

In the simplest of terms, standing out starts with the understanding you were born to stand out, not be a follower. This is what Shelley Armato, CEO of MySmartPlans, calls being a Crowd Creator. If you choose to fit in, you must also choose to adapt the belief of the leader.

Armato says reinventing yourself should be nothing new for an entrepreneur. “Change is the gift of waking up every day, challenging the status quo and being willing to observe your own behaviors to find your limiting beliefs.”

To be an outlaw, you have to have the courage—the guts—to take the lead where nobody else wants to. Think differently. Speak differently. Hold people accountable. “Company leaders must look for the outlier—the one willing to go the extra mile,” Armato says. “I like to surround myself with people who have the mindset of an eagle—knowing that when storms come you will only fly higher.”

YOUR 7-POINT PLAN FOR REINVENTION

- 1 Find the issue. Identify a process that needs improvement or create something new to fill a void.
- 2 Investigate the facts. Gather as much information as possible through reports, data, documentation and feedback.
- 3 Define the real issue. A thorough fact-finding investigation often reveals that recurring customer complaints are usually a result of a faulty process, not an ineffective customer service rep.
- 4 Be creative. Generate ideas using a variety of methods and include the right people. Too often, the people responsible for doing the work are excluded from generating ideas on how to improve their work. This can result in short-sighted solutions and a demotivated workforce.
- 5 Evaluate the ideas and select the one that will be most effective. Using a process to evaluate ideas eliminates bias and attachments to old ways that don’t always work.
- 6 Constantly assess what is working and what is not. Be flexible to change your plans, and do not over-invest in a particular vision.
- 7 Create metrics to evaluate what is working and what is not. Have a process to periodically review them and decide how to move forward.

Source: Stephen Wunker, managing director, New Markets Advisors; and Liz Uram, leadership communications expert

Q&A

RICHARD LOWE, PRESIDENT AND COO, FRANCHISE SERVICES INC.

FRANCHISE SERVICES INC.'S RICHARD LOWE ON THE FUTURE OF PRINT AND MARKETING

Richard Lowe is a “been there, done that” type of guy. As the President and COO of Franchise Services Inc., he has more than 30 years of experience managing award-winning brands. The franchise management company supports the small-to medium-sized business market, including Sir Speedy. The company’s brands and worldwide affiliates encompass more than 600 locations in thirteen countries. Over his career, Lowe served as president of Sir Speedy, director of Copies Now, vice president of franchise services and senior vice president of the print management group. LeadingPRINT sat down with Lowe to get his perspective amidst this confusing time.

In light of the craziness in our country and the pandemic, what is your message to your organization?

Over the last several weeks we have talked with more than half of our franchisees and top salespeople about their thoughts on how to get back to growing their business as the economy begins to open. We then published a “Back to Business Together” guide that is a compilation of their ideas, actions and best practices for thriving in the new economy. The sections include leadership, managing financials, managing staff, sales, marketing and opportunities. The key message is to stay positive, calm and work on what you can control. Take action with a sense of urgency. Establish a plan with clear priorities and communicate it to your team often.

What challenges do you surmise we will face once the dust settles?

The biggest challenge we see in the future is the change in buying habits of our customers and prospects. The definition of value has changed and we must listen carefully to understand what we can do to continue to provide the right products and services as times change. Managing finances and cash will be another issue to work through for the foreseeable future.

Can you give us your hypothesis on what opportunities may arise in the new landscape?

In the short term, return to business kits including PPE, social distancing signage, floor graphics, sneeze guards, etc. will be an opportunity. Long term, we will need to provide communication products that help our customers get their businesses operating and growing again. We see the trends of short run, fast turn, custom digital print integrated with online offerings being propelled forward at a faster rate. Customers will require a high ROI on their communications investments.

THE DEFINITION OF VALUE HAS CHANGED AND WE MUST LISTEN CAREFULLY TO UNDERSTAND WHAT WE CAN DO TO CONTINUE TO PROVIDE THE RIGHT PRODUCTS AND SERVICES AS TIMES CHANGE.

While the future might be a bit foggy, what do you see ahead for the print and marketing services industry?

As we get clear of the crisis, we believe the prospects for the print and marketing services industry to be excellent. Unfortunately, many in our industry will not make it out of the crisis, which reduces the competitive landscape for those that remain. We see this as a catalyst to accelerate the changes we were already making, to provide our customers with a much broader product line than just print. We believe our customers are going to want to go to one location to get all of their communication needs served and we will be that provider.

In difficult times, leadership is clearly in demand. What advice do you have for the leaders in our industry?

Our recipe for leadership through this has been, take care of your people, listen to your customer, have a bias for action and communicate often.

Finally, what are some of the things your organization is working on that really get you excited?

Several initiatives have my focus and keep me excited about our business. We are doing a comprehensive workflow automation and



optimization project to help our franchisees improve efficiency and profitability. We continue to drive signage growth. Many of our franchisees now do more than 40% of their revenue in signage. Our marketing team has had to pivot on a dime to update our marketing messages and tools, and I have never been prouder of how we represent ourselves to our customers and prospects. The thing that excites me the most is having the privilege to support our franchisees. Small businesses like our franchisees are what makes our country great.

OUR RECIPE FOR LEADERSHIP THROUGH THIS HAS BEEN, TAKE CARE OF YOUR PEOPLE, LISTEN TO YOUR CUSTOMER, HAVE A BIAS FOR ACTION AND COMMUNICATE OFTEN.

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