

# Welcome to ..... Chadwick Consulting's *ChatterBox*

Created to Provide Cost-Effective, Useful, Timely Information to Clients, Friends, and Interested Parties

March - May 2013

## Mission:

We provide clients with options for improved performance they didn't know they had. We accomplish this through research, peer group conferences, education and training, consulting, and publishing.



“Our industry must learn how to improve the economic well-being of customers we serve ... we have no other reason to exist.”

Sid Chadwick

Sid Chadwick has worked as a graphic arts industry consultant for most of the last twenty years - developing individual and organizational performance between suppliers, and buyers.

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“A year from now, you may wish you'd started today”.....Karen Lamb

The two attending company presidents to the 4-Day Sales Rep/Lead CSR Education and Training Program asked that we conduct another program as soon as possible --- so they could send another series of folks. It's scheduled for August 14<sup>th</sup>-17<sup>th</sup> --- again in High Point, NC. One of the presidents said to me on the afternoon of the last day, “You promised I'd never see my industry and company the same, and it's happened --- I'm overwhelmed with the opportunities I now recognize.”

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Sometimes we just know the world is a little nutso. In case you missed it, the IOC has moved to drop wrestling from the Olympics, which is a sport dating back to Greece, and predates 3,000 B.C. “About 280,000 wrestlers competed during the 2011-2012 school year, according to the National Federation of State High School Associations....wrestling is a sport at more than 70 NCAA Division I colleges”.... As no small footnote, there were no members of the IOC Executive Committee with a personal history in wrestling --- what a surprise .....*The Wall Street Journal*

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At this time, we have two major client Customer Surveys in motion, and a third we're scheduled to begin work on in early June. Information gained tends to support immediate additional business for the sponsor --- in multiple six figures --- regardless of the size of your company.

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We recently sponsored and delivered a 4-Day Sales Rep/Lead CSR Education and Training Program.....conducted at an upscale Inn in High Point, NC --- with outstanding meal service for breakfast and lunches. Rooms were about \$105 a night, and that price included a hot, cooked-to-order breakfast. Attendees included two company presidents, a top-notch Pre-press-CSR Manager, and a top Sales Rep for twelve straight years in a sales team of fourteen Sales Reps. He in particular wanted to attend --- saying he had become some combination of “bored and burned-out”. His company president, also attending, left with well over 100 items to improve at their company (34 items to work on at the end of the first morning). That top-performing Sales Rep left in a state of excitement and trepidation --- as he had begun to recognize --- after four days of intense group discussions and presentations, with homework assignments each night --- the incredible opportunities he'd been driving by for years. For instance, he found twelve companies with revenues over \$1 billion inside a two-hour drive of his plant --- he didn't previously know existed. Another attending Sales Rep, from a different part of the U.S., found five companies with revenues between \$500 million and \$5 billion --- within a 30 minute drive of his home --- that no one was calling-on from his company. One of his concerns in coming to the program was, “Do our other nine Sales Reps already have *all* the ‘good accounts’?” He was excited to get back, with a written 30-60-90 day business development plan to review with his supervisor.

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PICA, also known as Printing Industries of the Carolinas, recently sponsored a multi-day series of education programs for production and sales teams, and individuals. Industry speakers from across the U.S. were promoted heavily. Subsequently talking to PICA's executive staff, I learned they were disappointed with attendance. From our perspective, however, *time* and *patience* are required to remove the cynicism of many company owners --- who have too often developed the opinion that education and training are pointless in a market of static or decreasing demand. Why time? From what we observe, new owners and/or leadership are required for attitudes in many organization to be changed, and there are few issues more important than a positive, inquisitive attitude --- that wants to build a better future --- with customers who need their organization's capabilities. Young executives tend to have those qualities; senior citizen executives have them --- but in shorter numbers.

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Turning to your association's programming, have you ever asked yourself, *"Why would my association's board of directors, whose companies tend to be profitable, want to improve the competence and performance of a non-board member's company --- which tends to represent --- their competition?"* As an opinion, your local association needs to bring in a significantly higher number of members' suppliers --- as members of its board of directors. Your major suppliers have a more understandable, recognizable interest in growing their customers' performance and competence, which should represent you and your organization.

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Mind you we're not endorsing this fact, but why would Coach Krzyzewski of Duke University allow a personal bio on Duke's website of 11,875 words, the most of any coach, on any college website? Perhaps it's because he can.....*Sports Illustrated*

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If you don't have a copy of *The Gregg Reference Manual* in your office for Sales Reps and CSR's to use for improving customer correspondence, you might want to review the most recent, 11<sup>th</sup> Edition. It's priceless. Most folks have never seen this priceless resource. (Best price found on Amazon.com)

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*The Plant Manager's Peer Group we recently conducted contained several dramatic issues, and experienced presenters.* Dick Vann, president of PostMark in Winston Salem (336-722-2886), presented "Security Issues and Options You May Want (and Need) To Consider" --- that left attendees recording "action steps for when they returned to their plants." Dick also presented "Quality Control and Productivity Options for Your Mailing Operation" --- that again --- left attendees quiet, and making lots of notes. Dr. Tom Schildgen (480-727-1685) of Arizona State University spoke on their Internship Program --- and several profound technology-oriented opportunities that almost all commercial printers can use --- but tend to not know the cost-effective resources that ASU has available. There were long dinner discussions -- on how to improve plant and pressroom performance, and much more --- recorded in attendees "Feet-to-the-Fire Commitments" --- for when they returned to their companies.

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*We plan to start-up a second Plant Manager's Peer Group --- within the next six months.* (Drop us a note if you have an interest for your organization.)

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*We recently recommended to a client that he seriously consider hiring an "Executive Secretary" to noticeably elevate his productivity* (and his personal morale re: what he's accomplishing). This recommendation was based on two conditions we've observed. First, we're separately working with a client who generates in my estimation an unusual level of productivity --- and agendas --- every day. Yet, he successfully plows through his agendas --- much because he has a competent, cracker-jack executive administrative assistant --- that he steadily hands follow-up assignments and schedules to. Second, his day starts early, and finishes late, and in my estimation, accomplishes several times what his contemporaries are accomplishing. This "model" demonstrates "the difference between efficiency and productivity". Our industry has a culture bent towards efficiency, which can be good to a limit --- but not at the expense of reducing maximum productivity. This quality of "maximizing efficiency --- at the expense of maximizing productivity" --- is insidiously ingrained throughout our great industry's thinking, speakers, and literature.

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*"See everything, Overlook a great deal, Improve a little.".....Pope John XXIII*

Everyone needs advice and counsel. "The eighth degree of humility (from St. Benedict) tells us to attach ourselves to teachers so that we do not make the mistake of becoming our own blind guides.".....from *The Rule of Benedict*,

by Joan Chittister

About a decade or so ago, we engaged a client whose president was a member of MENSA --- an elite group of folks with reportedly unusually high I.Q.'s. His company had significant capabilities, but was being poorly managed. The president had been able to persuade his mother and father to co-sign his notes at the bank --- which included their farm, and retirement savings. Challenges continued to roll into the company, and though I believe we were diligent in our advice and counsel that, "Important issues not being addressed were not an intellectual exercise" --- the president continued to "play with ideas" --- and change little. We ultimately resigned the assignment, to learn about a year later from his then divorced wife, that the company was closed, the president's parents had lost their farm and retirement savings, and he'd exited to Alaska. The next time I heard from him was his request to use me for a reference, as he was seeking a bookkeeping position. Then word came to me from his ex-wife that he'd committed suicide. As I reflected at that moment on the project, I'll never know for sure if I was clear enough, and tough enough --- on the all but inevitable dangers of his "playing with ideas --- and doing too little to change what needed to be changed." But I can tell you that question and memory have helped me to be sure that, "when I smell or see a train wreck in motion --- I make sure the client knows what I see." On rare occasion, I've been dismissed. However, my being fired was usually the result of writing a "tough love report" --- that gave the client the unavoidable details of what they were looking at and needed to change --- quickly. It's not terribly different from working with someone with a self-destructive addiction. Only they can change what ultimately needs to be changed, and to coddle them or look the other way --- is to make you (or me) an enabler. That said, how to write a report that is acceptable --- but direct, factual, and honest --- may appear to be an impossibility. In such a scenario, I've worked to be direct, as painful as that is --- to me and the client.

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EWEEK Enterprise IT Technology News reports that, "Some 42 percent of users aged 18 to 29, and 34 percent of those aged 30 to 49 --- said that the time they spend on a typical day on Facebook has decreased over the last year; just 3 percent said they expect to spend more time on the site in the coming year."

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Non-profits represent a major opportunity for most organizations in this great industry --- though they are seldom pursued as a target customer market, or as a central element of an organization's business development strategy. With Charity for All, by Ken Stern, is an eye-opening read on how fraudulent non-profits can be. For instance, his research offers that "the IRS approves more than 99.5% of all charitable applications, creating some 50,000 new charities a year." With federal budgets as they are, it's just a matter of time before this tax loophole is closed. Do your homework through [guidestar.org](http://guidestar.org), or [charitynavigator.org](http://charitynavigator.org) --- before becoming committed to a non-profit's fundraising needs. (Note: 100's of other fundraising and non-profit websites for your self-promotion newsletter or lunch-n-learn sessions are listed in the Research Tools section of [Chadwickconsulting.com](http://Chadwickconsulting.com).)

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We recently lost "the greatest peacetime prime minister of England in the 20<sup>th</sup> century" --- Prime Minister Margaret Thatcher. She saved Britain from European style socialism, put leashes on unfettered unions, "unleashed her nation's economy", "stood with the Pope and our president against communism", and kept Britain out of the Euro mess, that Germany now has hung around its neck. She was a leader among leaders --- who found her voice, knew and used her intellect, and was generally --- fearless. "She was eloquent, stirring, and had plenty of guts." ... *The Wall Street Journal*.

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We continue to be surprised by the number and percentage of Sales Reps (and their supervisors) *who do not* regularly use research, public databases, and instructors at public libraries --- to uncover and prepare for major new account opportunities. Included in what we sometimes call "core research resources" --- that folks just don't study is: PrintInTheMix, sponsored by R.I.T., and managed by Liz Dopp.

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If you've not attended an association's print award ceremony that's MC'd by the head of PIA, I'm told you've missed an unforgettable evening. If you know someone who has, you need to call and ask them to provide you with a personal review of what they observed and experienced.

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Have you ever had an expert proofreader review a high-end book or brochure --- you've already produced --- for errors? What your proofreader would find, can be startling. There are meaningful implications, and opportunities --- wrapped around Proofreading Services, if your customer(s) have a culture with tendencies (or obsessions) for perfection.



A treasured client told us of a simple idea that had the effect of improving performance and morale at one of their health-care customers. The customer placed a sizable "sticky-board" in a central position of their company, that allowed and encouraged all employees to place a note about what someone else --- employee, supplier, or customer --- had done for them, or to serve the company, or other customers. The notes are required to be dated, and signed, and are taken-down after about 30 days. Employees and even visitors throughout each day --- "stop and read the new entries" that have been placed on the board. (Yes, it can *really* be that simple.)



In a recently published article, I asked, "What's the value of having our top performers improve their contributions by 10-15%, minimum?" We pour so much of our limited resources and time into our lowest performing resources. Shouldn't our top performers receive that "additional push? Wouldn't our investment results in people be better?"



Reject Rejection: "Remember SWSWSWSW, which means, some will, some won't, so what, someone's waiting.....remember, 144 publishers passed on "Chicken Soup for the Soul", the sensation that defied all industry norms.....from Jack Canfield's 64 rules in his best seller, "The Success Principles", .....Investors Business Daily



According to Jeff Bercovici at Forbes, "...Facebook users are telling PEW researchers they plan to spend less time interacting with the service this year, and they're backing it up with their actions, cutting down by an average of 30 minutes a day last year, according to Nielsen."



The word "impossible" is only in the mind and not in the heart.....Sri Chinmoy

"Feeling gratitude and not expressing it is like wrapping a present and not giving it.".....William Arthur Ward

Mary Redmond of Independent Lease Review, at 913-551-7779, continues to assist owners needing expert counsel re. Leasing contracts --- both those about to be signed, and those being negotiated. She's an expert at negotiations, and frequently used as a speaker for industry events.



We intend to continue writing about the demands, discipline, and values required to raise our children and grandchildren to be independent --- and successful --- ever how one would measure success --- in this challenging and changing world --- including how "excessive coddling" can ruin a child's capacity to deal with the future. "Commodore Cornelius Vanderbilt (1794-1877) amassed more than \$100 billion (in today's dollars). His early heirs went hog-wild building baronial estates like The Biltmore, a 250-room French-style chateau in North Carolina. But by 1973, according to one biographer, a reunion of *120 Vanderbilt descendents* included --- not a single millionaire..".....WSJ.MONEY



"The church known as Trinity Wall Street, located at Broadway and Wall Street in lower Manhattan, is a parish of the Episcopal Church --- the American version of the Anglican Church. Established in 1697...the church is the richest parish in the Anglican world, with assets of more than \$2 billion. And now, its prosperity has lead to a church fight .....nearly half of the 22-member vestry (church governing board) either resigned or is being pushed out following an unsuccessful attempt by several of those members to have the rector removed....the rector, Rev. James H. Cooper, is 68, has announced he plans to retire in 2015, and has an annual compensation of about \$1.3 million...".....The Wired Word



We recently received a copy of Pairings, the newest publication from Diane Brown, publisher of Heart of Ohio, and owner of Sun Printing, Mansfield, OH. Pairings appears to be pure genius --- creating a strategy that taps and pulls together the collective interests of wine lovers, restaurants, wineries, boutique food stores, and tap rooms --- in Ohio. We like Diane's executive processes and thinking --- nurturing the creative efforts of her editorial and production teams, while synthesizing what works, makes sense, and what doesn't. Both of her first two publications are a commercial success.

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How many of your target customers and target prospects would prefer to have their most valuable promotion books --- personalized? Have you asked? What if your competitors ask first?

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I believe you have to look for talent --- that knows how and when to be passionate in its striving for excellence. I happen to like the San Antonio Spurs, their coach, their players, and their distinct values as a professional sports organization. Greg Popovich, their reclusive and private-life head coach for about sixteen years, attended, graduated, and played starting guard at the Air Force Academy, among his many credentials. Speaking of the value of talent and strategy, "Oh, hell, I don't know anything about innovation....here's my innovation, I drafted Tim Duncan, Okay?...End of Story."...Greg Popovich ...longest-tenured coach in American professional sports. Popovich and Duncan, "the Auerbach and Russell of the modern NBA.... have won four NBA Championships in their sixteen seasons together..." ..... *Sports Illustrated*.

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Carl Jung's *Personality Types*, published in 1921, was a game changer for the study of "preferred personality communications". One element of his theory dealt with "Introverts" and "Extroverts". "Introverts" tend to be better listeners, to better prepare, to ask better questions, and to develop better strategies. "Extroverts" tend to set the agenda faster, overlook (and override) issues your buyer is trying to tell you, and ask fewer questions. A newly published text we're finding worth our time, and a *New York Times* Bestseller, "Quiet, The Power of Introverts in a World That Can't Stop Talking", by Susan Cain.

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How many of your customers' senior management are thinking in terms of needing world-wide distribution --- improved organization and retention of communications --- archived --- at a more effective cost? We're seeing an increasing number of commercial printers "testing" --- and promoting: (a) translation services, (b) digital asset management, and archiving of digital images, plus (c) distribution of images to foreign countries --- for re-production and distribution --- on behalf of their domestic U.S. customers' foreign operations and dealers. Customer consolidation continues --- in all markets, as organizations find they need to be part of a world-wide service and distribution network.

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"The whole day has been a learning experience....I have a lot of work to do....thanks for the push to get it done..." ....Part of the day's feedback evaluation from a participant on day two of the Plant Manager's Peer Group.

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Chadwick Consulting, Inc. is not an association, nor do we collect dues from any organization. Unlike an association, we expect to deliver meaningful service and useful information --- for every function we sponsor. We also ask for written feedback from participants --- for continuous improvement. Though we are sometimes disappointed, that tends to be the exception. We work --- some say *passionately* --- to improve the economic performance of those whom we are honored and allowed to serve.

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"Money," John Stuart Mill said, "is just a machine: a tool for doing things, like exchanging goods, that take longer without it." Milton Friedman upped the ante: "Because it is so pervasive, when it gets out of order, it throws a monkey wrench into the operation of all other machines.".....If and when interest rates in Europe increase, Italy and Spain have a higher probability than most European countries of going into a depression --- their economies are so heavily based on small organizations, that are themselves so dependent on short term loans from banks, rather than long-term bonds..... *The Economist*

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Newspapers are continuing to face the challenges around decreasing subscribers, as Millennials continue their march toward tablets and digital media --- for their primary sources of information. Publishers of all designs would do well to create digital media --- as *Content is king* --- continues to be the mantra - if - you have the right medium for your readers. Millennials are worth studying, and engaging --- as I believe we have much to learn from them, and --- "they aren't going away." "26% of Millenials in the U.S. run a laptop, a smart-phone, and a tablet. We call them Digital Omnivores." In a recent client discussion, there was profound "push-back" to my emphatic recommendation that senior management invest more personal time with their new hires --- as significant investments had been made over the previous year in new Sales Reps. Senior management was of the opinion it didn't have time for that type of activity. From what I read --- and observe, "the #1 reason Millennials quit their job is due to a poor working relationship with their boss.".....*Red Tree, Leadership & Development*



Don't put your company on the block to be sold --- yet!  
"Teens are growing tired of Facebook (FB) and YouTube (GOOG). New research shows a falling-out that has the potential to trigger a wide-ranging effect on retail, fashion, gaming, and other youth-oriented industries." Why is this such a big deal? "Teens make up an \$819 billion consumer segment, and the social media chatter about brands --- positive or negative --- is an increasingly large influence on their purchasing decisions....For teen-targeting marketers, then, keeping pace with taste-shifting teens and their social networking preferences could make or break a sales quarter....Abercrombie & Fitch and Best Buy, two retailers that, according to Piper Jaffray polling data, made teens' top 10 roundup of favorite e-commerce sites a year ago, but this year vanished from the list".....Bernhard Warner, Bloomberg Businessweek



The following charitable organization CEO's are listed by Charity Navigator as having the highest paid CEO's, and lowest performing charities. "That means these organizations are taking high salaries...including the CEO's salaries ...at the expense of spending dollars on the charity's programs."

| Charity                                        | Salary of CEO |
|------------------------------------------------|---------------|
| Am. College of Obstetricians & Gynecologists   | \$455,000     |
| Citi Performing Arts Center                    | \$431,697     |
| Catholic League for Religious and Civil Rights | \$374,500     |
| New Orleans Museum of Art                      | \$364,016     |
| Coalition to Salute American Heroes            | \$362,500     |
| YWCA USA                                       | \$357,280     |
| George Bush Presidential Library Foundation    | \$294,308     |



We are sponsoring a Publisher's Conference for Commercial Printers, in Albany, OR, October 27-29<sup>th</sup>. Anyone who wants an elevated sense of purposefulness for increasing your organization's revenues, and market value, and has "an itch" to produce great content that's commercially successful --- for a subject you hold dear --- should consider attending.



*"Patriotism is supporting your country all the time, and your government when it deserves it".....Mark Twain*

From Andy Rooney:

*"I've learned that the best classroom in the world is at the feet of an elderly person."  
 I've learned that just one person saying to me, "You've made my day," makes my day.  
 I've learned that no matter how serious your life requires you to be, everyone needs a friend to act goofy with."*



Quote Logs are not just for winning more immediate work. With analysis of what's being won, and not won, we can identify where our production and cost standards are "out of position" with competitors, and customer markets --- including where our prices are too low. What's that worth to know?



**Upcoming Scheduled Events:**

1. Business Development Director's Peer Group, July 11-13.
2. 4-Day Sales Rep/Lead CSR Education and Training Program. August 14-17.
3. Plant Manager's Peer Group, September 6-8.
4. CEO Peer Group, October 23-26.
5. Publisher's Conference for Commercial Printing Companies, October 27-29<sup>th</sup>.

**Four Programs We're Seriously Considering:**

1. Research Skills Development for Improved New Business Results. Focus is on how information is organized, databases available to you, and new applications (e.g., Trade Shows) you're not currently using. (Two Days.)
2. How to Become a Dynamic Inside Sales Person --- for ambitious CSR's who believe they can "do it." (Two Days.)
3. Services to Provide Your Publication Customers --- that make them more profitable, as you win more publications to serve. (Two Days.) (We use lab instructors from two graphic communications programs.)
4. Your Million-Dollar Opportunity: How To Improve Your Pressroom's Performance --- Beyond What You Ever Dreamed Could Be Achieved. (Two Days, plus follow-up with Participants).

(See Client Testimonials at [www.chadwickconsulting.com](http://www.chadwickconsulting.com) for references).

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