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## BOLGER VISION BEYOND PRINT

## SALES & MARKETING

From left to right:

Front Row: *Paul Pyzdrowski, VP of Print Production;*  
*Ray Christo, VP of Finance; Monica Smith, Director of Customer Experience;*

Back Row: *Adam Gertz, VP Information Technology;*  
*Erik Norman, SVP Sales & Marketing; dik Bolger, CEO*

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- 2 Sales Is All About Price, Right?
- 8 Why Your Reps Aren't Selling More

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# Sales Is All About Price, Right?

By Ryan T. Sauers, President, Sauers Consulting Strategies

WHAT'S HOT



You see this article title and know it's true. Many of you have told me this (and your frustrations about sales) in my travels across the country. So maybe you're right. In today's world the sales process is simple. It all comes down to who has the lowest price. If you get

your pricing tight and right, then you have a chance of winning and earning some business, right? If you can't do this, then buyers won't consider you. Simply said, it is all about price these days.

Are you feeling better about your sales now?

## Not so Fast

There's something else I need to mention. The goal was to get your attention as we have the attention span of a goldfish—and this attention span is about six seconds. Friends, this "ALL about price" statement is absolutely and unequivocally false. If you are selling on price, and this is the main thing that separates you from your competition, you should be quite concerned! You must immediately learn how to differentiate yourself.

Yes, sales are somewhat about price, but they're primarily about value. What is value?

**Value = your price + your services + YOU**

You see, price is just one part of the equation. And, yes, you play a huge part in it. If you don't add something to this equation, then you are just another price. Value means creating a special experience. It means going beyond the norm. This is discussed at length in my recent book, *Would You Buy from You?*

*Your Brand Makes the Difference.* In short, you must wow someone. They must see you as too unique and valuable not to do business with.

## Price versus Experience

So does price play a role in sales? You bet. However, it is just part of the value equation. Starbucks simply makes coffee, right? And, after all, coffee is coffee. Or is it? Why do my friends shell out the extra money to buy from them while calling them "Fourbucks"? Starbucks and its teams provide value and an amazing experience. This experience is one their customers desire to be a part of and one which makes them feel special. In turn, their customers gladly pay more for it.

It is quite simple. Some trusted salesperson has the respect and the ear of your prospect or client. This trusted person will help guide the buyer to their final decision. Are you that person? Someone is telling them your price is too high, so you will go away and be out of the picture.

## Side by Side versus Across the Table

It's true. In some cases, a buyer is only concerned about bottom-line price and nothing more. I strongly recommend moving on from such prospects and customers. You must add real value and go deeper. You want a side-by-side and ongoing partnership, not an across-the-table and transactional relationship.

There are many companies (in print and related industries) who are making money and many who are not. The ones making money are not selling on price. In contrast, those who are trying to stay afloat often use their low pricing as a sales plan. This is not a good strategy. In fact, the word strategy is done a disservice by linking its name to companies that think this way.

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As an example, a company in this situation might say, "We need to find a 'seasoned' salesperson with a book of business." Old School News Flash: there is no silver bullet plan that may have worked in another century. That ship has long since sailed.

### Why Would You Buy from You?

My challenge is simple. Please take off your price hat and put on your value hat. So, let me ask you this. Why should someone buy from you over the competition? Would you buy from you? Can you list four or five compelling reasons why they should buy from you—beyond price or quality? Ask yourself:

- So what?
- Why you?
- Who cares?

This will help define your brand and differentiation strategy. And don't forget, you need to be able to clearly articulate this in seventeen seconds or less.

Why wait? The time is now. Create value in all that you do so that price becomes a factor, not the factor in your sales strategy. Someone is selling value. Is it

## LEARN MORE

Ryan Sauers has authored two books about sales. You can find his first book, *Everyone Is in Sales*, in the Printing Industries of America Bookstore:

<http://prnt.in/EIIS>

*Would You Buy From You*, is available on Amazon. Visit:

<http://prnt.in/WYBFY>

you? For free insight on how to sell value instead of price, contact me and we can set a complimentary consultation. Finally, I guess it is fair to say—sales is *not* all about price, right?

*Ryan T. Sauers spent over 15 years leading printing and related companies before founding his independent firm, Sauers Consulting Strategies, in 2010. Ryan consults with printing, graphics, promo, and related organizations across the United States. Key focus areas include: sales growth, brand positioning, organizational strategy, strategic marketing, and leadership development. Learn more at [www.RyanSauers.com](http://www.RyanSauers.com). You can reach Ryan via email at [Ryan@RyanSauers.com](mailto:Ryan@RyanSauers.com) and by phone at 678-825-2049. Or you can follow him on Twitter: @RyanSauers.*

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\*InfoTrends, "U.S. Production Printing & Copying Market Forecast" 2016 "Global Production Printing & Copying Market Forecast: 2015–2020," 2016

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# Bolger Vision Beyond Print

## A Vision of Partnership and Sustainability

By Kayleigh Cray, Marketing Production Manager, Printing Industries of America

SPOTLIGHT



**Bolger Vision Beyond Print**  
CEO—dik Bolger

Since the Great Recession, there has been a big push for the print industry to adapt to a changing marketplace. While print is most certainly still a force to be reckoned with in this decade, the graphic communications clients of today seem to be searching for something more than just someone who can put ink on paper. One

company out of Minneapolis, MN figured this out, and their powerhouse of print and marketing services keeps customers coming back again and again.

Bolger Vision Beyond Print, now captained by CEO dik Bolger, started as a family business 85 years ago. Even then, the plant was always the place to go not only for straightforward printing projects, but also for a plethora of other marketing services. Since its beginning, the company's main goal has been to provide customers with the tools needed to reach their own business goals. Now, as digital and print mold together in the modern age, Bolger Vision Beyond Print "helps connect the beauty of print with the importance of digital for effective one-to-one communications," says Bolger.

The company tagline, "Vision Beyond Print," sums up their offerings. From litho to digital and variable to wide-format—whatever the client's vision entails—Bolger Vision Beyond Print is certain to make the dream a reality. On the traditional print services side, the team knows print is still the most ideal communication and marketing tool. Recently,

Bolger's company acquired a new six-color KBA press that will expand their UV capacity. The company was named a top 10 sheetfed printer in the Minneapolis area and ranked in the Printing Top 100 nationally. Bolger Vision Beyond Print's website says it best: "[Print] is durable, portable, universal, credible, beautiful, and it works."

### Not Just a Printer, but a Business Partner

The scope of marketing has grown and shifted drastically in recent years. The Bolger team's success and love for traditional print mediums hasn't stopped them from venturing into other marketing services. Currently, Bolger employs 11 application developers who write custom programs for over 300 corporations. Their company publication, *BEYOND PRINT*,



The Spring 2017 edition of Bolger Vision Beyond Print's custom publication

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delivers insight and ideas in the areas of print, direct mail, social, mobile, and digital marketing. Not to mention, Bolger Vision Beyond Print's customized digital marketing platform SmartQ® puts the power of print, variable direct marketing, fulfillment, email marketing, and reporting metrics right into the hands of their clients. "We help our clients communicate through the right mix of printed and digital mediums. From the cost-conscious clients to the very highest expectation client, we offer several different levels of quality services to meet everyone's needs," says Bolger.

### **A Move Toward Sustainability**

In the fashion of following his clients' lead, Bolger also isn't afraid to chart into somewhat unfamiliar territory. This past February, the Sustainable Green Printing Partnership (SGP) named Bolger Vision Beyond Print its newest certified printing facility. To earn SGP certification, the company underwent an independent, third-party certification audit aligned with published SGP criteria. All certified facilities must pass environmental, health, safety, and energy audits in addition to conducting indoor air quality tests. Bolger Vision Beyond Print Director of Compliance Rick Kline said the facility decided to pursue an SGP certification "to bolster its current environmental, health, and safety program and to provide customers the assurance that Bolger is a responsible company that practices what it preaches with its sustainable management system."

Although skeptical at first, Bolger's conversation with the SGP executive director and his passion for leaving the earth better than he found it convinced him that the program was a viable sustainability initiative. He mentioned that while the Forest Stewardship Council was geared more toward paper makers in his mind, SGP is great for distributors and printers alike. Now,



*The Bolger Vision Beyond Print pressroom*

as only the sixty-eighth U.S. printer to receive the certification, Bolger noted, "Environmental stewardship is simply good business. If all things are equal—price, service, quality—but we have passion and can show measurements of sustainability, clients will choose Bolger over the competition. Large customers have told me that directly." As time moves on, Bolger Vision Beyond Print plans to highlight the certification on their new website and on marketing collateral distributed to potential clients.

While some of the print industry is hesitant to change, Bolger Vision Beyond Print has found that there is freedom in flexibility. By following his gut and listening to his clients, Bolger has been able to hold on to 85 years of strong name recognition in the Minneapolis community. "We pay attention to our customers and go above and beyond to make sure their needs are met," says Bolger. Moving forward, Bolger and his team plan on continuing to invest in the digital, mailing, and large-format segments with a constant focus on how to best improve the alignment of goals and purpose throughout the company while remaining open to new possibilities.

*As a solutions-based company, Bolger Vision Beyond Print has been delivering results for its clients for over 85 years through industry-leading innovation and technological excellence. For more information, visit their website at [www.bolger.com](http://www.bolger.com).*

# Today's Business Landscape

## Five Critical Success Factors

By Dharminder Biharie, Business Development Manager GCO, Xerox Corporation



Helicopters are slow, clunky, and resource-intensive. In today's business landscape, where a premium is placed on speed, those qualities don't stack up. Instead, you need to be lean, fast, and agile. Like a drone. If you're not, your competitors will pass you by.

Taking a drone view of your business and surroundings requires that you make good on five critical factors. The most successful printers have mastered the areas of proposition, sales, marketing, IT, and social selling.

### Proposition

- Know what your company is and is not. Be clear in what you can execute. Don't try too hard to say yes to everything the customer asks when you know you can't offer it. People respect honesty, even if that means saying no.
- What will your company be in the next two to five years? Will you still provide specific services, or do you need to adjust your direction? In the old world, a business plan could last five to eight years. Nowadays a sudden disruptive technology can alter or end it in as little as two years.
- Don't try to be something you're not. If you've spent the last seventy-five years selling traditional print, it would be difficult to successfully start selling marketing services overnight. Be sure to flesh out all facets of your business plan!
- Actively solicit customer feedback. The only way to improve your business is to understand where

you are falling short and work to develop in those areas. Ask what your customers think about your company. There are hundreds of tools that can help you receive this feedback (Google Forms, Survey Monkey, etc.).

- Match your offline presence with your online story. Flashy websites and LinkedIn profiles are nice, but if the company or person is the opposite in real life, it will result in a dishonest gut feeling. This gut feeling is intuition in rush mode.

### Sales

- Do you know your customers' customers? Not knowing this is one of the reasons many businesses fail. Your customer has promised something to someone else. If you know what that promise is, you can service them even better.
- Do you know the revenue-per-customer or per-vertical-market? You'll find sometimes the clients with the highest energy consumption of your organization contribute the lowest revenue and gross margin. Replace this type of customer by offering two choices: either you separate, or the customer pays 15% more. Everything you do should give you energy, not suck the energy out of you. If you part ways, you'll find you have more time to focus on what matters. Remember—only replace a client when you have substituted the revenue. Essentially, you are separating the positive from the negative.
- Know the 80/20 rule. Is 80% of your revenue generated by 20% of your customers? Try to fix this. If your company's well-being relies on a few customers, you're putting the life of your business in their hands.



- No hocus pocus, but focus. Drumming up sales doesn't just magically happen. Keep the plan simple and measure together.
- Educate your staff. It's one of the oldest jokes in business. Two managers are talking about training their employees. The first one asks, "Yeah, but what if we train them, and they leave?" The second responds, "What if we don't train them, and they stay?"

## Marketing

- Practice what you preach. Preach often. If you are a book printer, publish books. If you are a direct mail house, send quarterly mail that puts a smile on your customers' faces. If you're good at branding, your brand should be uber cool!
- Make a plan and write it down. If it's on paper, you have a better chance of executing. It is not the plan; it is the will to execute. Remember to KISS (Keep It Simple, Stupid)—and measure. If you don't measure, you can't improve.
- Ask for help. The web is full of information. Look at how other businesses apply marketing. It is not a shame to copy an idea. Turn to peers in your network and look to your suppliers for business development help.
- Look inside for ideas. Your employees, even the ones not directly involved in marketing initiatives, are full of ideas. Identify the best ideas in your company and communicate them in a proper, efficient way.
- Don't walk behind the cattle, otherwise you'll be walking in you-know-what. Don't be afraid to be a leader. As a leader, you determine the path your company takes. If you simply follow the cattle blindly, then prepare yourself for what you might be walking in.

## IT

- Use your existing software better. We only use around 30% of the functionality of Microsoft Excel. It turns out that the features we always complain about are the remaining 70% we don't know much about.

- Automate if you can. Automate your business administration (MIS/ERP). Automate your prepress, production, and postpress processes. Remember, for every \$1 spent producing print, another \$3 is spent on workflow processes—mostly due to inefficiencies. Production tools such as Xerox FreeFlow Core, IntegratedPLUS Finishing, and Color Management can help. JDF and JMF were not invented for NASA—they were made for our industry. Use them!
- Look for life and business hacks. There are many affordable tools to make your life easier and more streamlined. One of my favorites is IFTTT, which allows you to create rule-based conditional statements that, when triggered, automate specific tasks from email to news-gathering.
- Don't lose sight of IT's importance. Successful graphic arts, MSP, or communication companies have almost 30% of their staff dedicated to IT.

## Social Selling

- A website is not enough. The world has changed; however, don't reinvent the wheel. The web is full of examples and affordable templates.
- Make your website mobile-responsive. About 70% of business starts online. Last year, more searches took place on mobile devices than on desktop. We have now reached Mobilegeddon. If your site is not optimized for mobile, it will negatively impact your search result.
- Don't fear the internet and social media. Some may glance at it and view these tools as overwhelming enemies, but once you learn how to use them, you'll have new best friends.
- Avoid the commodity trap on social media. If you are active on social media, don't trigger customers with a discount. Trigger them with the best-in-class service.

Hang this in your office. Look at it for five minutes and tell yourself that you are going to conquer the business.

And don't forget to have fun!

# I Know Why Your Sales Reps Aren't Selling More

By Bill Farquharson, Partner, Ideadvisors, Idealliance



That was the title of a presentation that I gave at the PIA President's Conference in Boca Raton, Florida a few years back. It stands out in my mind because I vividly recall going back to my hotel room afterward and saying to my wife, "It was like talking to a room full

of bobble heads." Every participant nodded enthusiastically as I went over my bullet points, and afterward I heard comments like, "You totally described my situation. It's as if you've been sitting in my sales meetings and overheard the conversations that I have with my salespeople."

What did I tell them that generated this reaction?

Although it was a few years ago now, the fundamentals of sales never change. There are four keys to sales success. Whether you are a sales manager, company president, VP of sales, or a sales rep yourself, the culprit for sales under-achievement lies in one or more of the following four notions.

## 1. You Are "Selling Print"

The best book on sales has nothing to do with sales but everything to do with human behavior and human nature: Dale Carnegie's *How to Win Friends and Influence People*. The premise of the book is simple and fundamental (there's that word again). You can get what you want when you figure out what the other person wants and help him or her to get it. What could be more basic than that? If that's true, then a sales pitch that consists of, "My name is Bill and I'd like to speak to the person who buys your print" can

only fail. Even if you score an appointment and you succeed in getting something to quote on, unless you are the lowest price, you've blown your chance.

Instead, learn to examine prospects' business needs, not their print needs. That's what they care about. For example, learning from their website that they are planning to participate in a trade show in a few months and applying Dale Carnegie's thinking would result in a different sales call. "My name is Bill, and I understand that you've just written a big check for a trade show in Chicago later this year. The purpose of my call is to talk to you about how I can help you to maximize that return on investment." An approach such as this gets you in at a different level (a decision-maker), results in a different conversation (solutions rather than price), and is more likely to generate profitable sales (and loyal customers). Make no mistake about it—this is the single most important skill that a print sales rep can have and the most likely culprit for poor sales results.

## 2. You Are Calling on the Wrong Target Market

Even if you master the art of pre-call research and you are making high-quality sales calls, if you don't know who best to call on, you are speaking perfect English to a Martian. Defining a target market can be done on the basis of geography, company size, vertical market, gender, age group, and personality type, among other categories. There can also be one target market for the sales rep and another for the company they work for. What's more, it changes over time. Other than that, it's easy.

Ideally, you find industries and vertical markets that are in growth mode and work with people who value the service you provide. The best of the best call

upon opportunities that they have identified from their own lives. Perhaps they received something in the mail. Or maybe it's a life experience that they understand personally. I, for example, have gone through the college admissions process with each of my three daughters. Calling on the education vertical, then, would draw from my own knowledge and would therefore be an easier call to make.

### 3. You Lack a Process

Recently, over 400 salespeople responded to a survey I conducted in which I asked them to rate themselves on a variety of sales skills and characteristics. One of my takeaways was that over 90% had no prospecting process whatsoever. They simply dial for dollars whenever things get slow. As a sales coach, I completely understand the thinking. It's the middle of the month and the phones are quiet. So, the average salesperson decides to make some calls and drum up some business. Day one goes pretty well and day two follows similarly. But by day three, a shiny object (usually a call from an existing account) sparkles, the prospecting stops, and all momentum is lost.

The good news is there is no surefire, step-by-step, week-by-week process. You just need to string together a combination of calls, emails, visits, and whatever else you can think of. Any combination will do! You see, the process is not the secret sauce. Your problem isn't your plan. If you have a process to follow, the more likely culprit is that...

### 4. You Aren't Making Enough Calls

When I ask a successful sales rep what they would tell someone just starting out, 100% of the time the answer comes back, "Make the calls. Make the calls. Make the calls." If the most important skill is the research that comes prior to making that first call, the most important characteristic a sales rep can have is pleasant persistency,

pure and simple. I have never met nor coached nor heard of a diligent failure.

Effort can mask a lot of other problems. Your salesperson could will himself, through sheer sales activity, to success. Presenting to live audiences, I ask owners and managers in the room, "What percentage of the time when a vendor calls on you do they leave one voice mail message and never call again?" The answer always comes back in the 90s. Think about that. Nine out of ten times your salespeople make one call and then never follow up. Simply by making a second attempt, they differentiate themselves from 90% of their competition.

### In Summary

If I had to rank them in order of likelihood for failure, my guess as to why your sales reps aren't selling more would be 1, 4, 3, and then 2. It's been my experience that a high-quality, well-researched sales call made to the right target market, applying a prospecting process with diligence and pleasant persistence, results in sales growth 100% of the time. It's not complicated, so don't over-think it. If your salespeople are not meeting your expectations, look first to these four keys to sales success.

*Bill Farquharson is a partner with Ideadvisors. He can be reached at 781-934-7036 or [bfarquharson@idealliance.org](mailto:bfarquharson@idealliance.org).*



# Think Beyond Little League: Community Relations and the Small Business

By Jenn Strang, Senior Marketing Manager, Printing Industries of America



When it comes to your business's community relations efforts, it may be time to start thinking more strategically.

An effective community relations program fosters goodwill between your business and the community in which it operates.

But it goes beyond just making an occasional donation to your favorite cause. Community relations is a valuable resource to help your business gain exposure and build brand loyalty. Here are a few ways to maximize your community relations efforts in your area.

## Become Involved

Writing a check to support your local Little League team is easy, but it doesn't give the same exposure and face or name recognition for your business as volunteering or serving time on a board. Find a cause that you would like to support and ask what help they might need. Often nonprofits are in desperate need for volunteer leadership—particularly talented individuals who have industry-specific experience. Board members are often your fellow business leaders, and the experience you share can lead to future sales.

## Include Your Staff

Neighborhood cleanups, playground makeovers, community garden plantings, and other team-based activities are a great way to support a cause while building staff camaraderie. If possible, be sure to wear a team color or branding T-shirt and take a photo of the group

in action to post to social media or send to your local newspaper or neighborhood bulletin.

## Set Criteria for Giving

You may get a lot of requests for donations or pro-bono services, but it is good practice to set parameters for what types of organizations you support and what you are willing to give. Having a set policy also allows you to gently say “no” to an organization that does not meet your saving criteria.

- Identify two or three types of causes that you would like to support (e.g., education and the environment).
- Avoid any causes that may seem overtly political or culturally charged. A neutral approach is best.
- Set an annual budget for giving.
- Create a donation request form and post it along with your giving criteria on your website.
- Ask to be recognized in print, online, and through social media.

## Talk about It

It is perfectly acceptable to toot your own horn, so to speak, when it comes to supporting a cause.

- Create a page on your website with examples of how your organization supports the community.
- Post your endeavors to social media.
- Don't be afraid to ask an organization to give you a “shout out” to their constituency as well.
- Never miss a photo op!

## Conclusion

Community relations efforts have the potential to pay off in a big way by building loyalty and expanding your potential customer base. The best course of action is to have a plan—and don't forget to smile!

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# Social Media

## Why It's So Important

By Jules Van Sant, Executive Director, Pacific Printing Industries Association



**Social media.** *Essentially a category of online media where people are talking, participating, sharing, networking, and bookmarking online.*

I get it, I hear it. It's for kids. It's for millennials. It's not for B2B. #wrong

Let's talk money—look at the opportunities for

increasing your sales. If you were to pull your customer list, what percentage have you engaged with in the past year and, better yet, sold to? Are you happy with that? Are your sales reps reaching out to everyone on their customer list? Are buyers aware of all you do? Do they know your brand...a.k.a., your WHY?

It seems the only constant today is change. You feel it, and your customers and prospects do too. How we keep up and inform others is vital to success. A website is OK, but unless you have an active blog, many times it's more of a brochure and is quickly dated.

LinkedIn seems to be the go-to site for a business to potentially see who the buyers are and contact them. My experience is that very little current intel can be mined from a company's or individual's LinkedIn profile page. The other major channels—Facebook, Twitter, Instagram, etc.—may well be a better place to begin to understand your customers, their company culture, and what you might be missing!

BTW, your customers are doing the same thing—checking out your website and your social media presence to understand your offerings, relevance, and brand. Take a moment to look at what your customers see. Does it reflect the experience they'll have when dealing with you? Are you present? Do your posts feel authentic?

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## SOCIAL MEDIA EXPLAINED

### Picture Your Social WHY?

**LinkedIn:** We are legit in the print industry.

**Instagram:** Look how amazing our print is!

**Facebook:** We like our print, customers, and people.

**Twitter:** Yes we can #print #printing #paper #printrocks

**YouTube:** Watch us print.

**Yelp:** This is where we print.

**Pinterest:** Great ideas for what you can create in print.

**Google+:** I want to show up in print searches on Google.

**SnapChat:** This is what we're printing NOW!

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Was your last post three years ago? Do you even know your passwords?

You can't escape the influence of social media conversations on buying decisions, company branding, and relevance to buyers. We have a "tweeter-in-chief;" watch viral videos on YouTube; and check out Yelp, Foursquare, or OpenTable when considering a restaurant. Yet, the producers of print, the second largest manufacturing industry in the U.S., have been slow to see the value of a solid social strategy. Heck, we have a bad reputation industry-wide of not marketing ourselves. So this should be no surprise.

Let's be honest. There are sales being left on the table, new business to be mined, relationships to create, and important intel to gain. To be effective, the voice, direction, and ongoing support need to come from the top down. Be a game changer—capitalize on the opportunity. Showing how print and digital communications can coexist is a great launching point to show your firm's relevancy and start conversations. Most of your peers aren't here yet. Your business will benefit the more we all share the awesome sauce print brings to marketing and brands!

Follow Jules on Twitter:

@julesolive, @ppiassociation, and #printrocks

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# Becoming a Power Seller

By Leslie Groene, Groene Consulting

Q&A



*Printing Industries of America offers an opportunity for all graphic communications salespeople to further hone their skills and drive more business. We partnered with well-respected sales expert Leslie Groene to deliver the Power Selling Program through our iLearning Center. Among the key objectives of the course is moving from a transactional sales approach*

*to a consultative approach—a transition that leads to a more stable book of business in the long run. In addition to an eight-week turnkey online course, participants will be able to spend one-on-one time with Groene each week to further explore their craft. Here, Groene offers some additional insights on sales and what to expect from the Power Selling Program.*

**PIA: Goal setting is a vital element in any sales process. While quantifiable goals are easy to identify and measure, are there any less obvious goals salespeople should consider? And if so, how would they keep track of their progress?**

**L.G.:** I think goals are harder to set than most people think, because they need to have a plan attached to them. A goal that isn't specific enough doesn't allow

you to create a plan that supports that goal. Salespeople and management need to work together to set realistic goals based on the sales rep's past revenue and add on new prospects while attaching revenue goals for the new business. Then you have a decent goal to try and reach.

**PIA: What are some of the most common mistakes you see salespeople make when it comes to prospecting?**

**L.G.:** That they *stop* prospecting! They build a decent book of business and then decide that they are all set and forget about attrition and that clients go away. One of the mistakes that salespeople make when prospecting is that they don't have an actual prospecting plan with actionable steps and a timeline. They are too transactional and not strategic. They don't consider a "commitment objective" when reaching out to prospects, so they don't learn anything about the account. They often quit too soon because they gain no traction, don't have a plan, and are inconsistent. So, make a plan, be consistent, and stick it out!

**PIA: In your experience, how difficult is it to get "transactional" salespeople to transition to a "consultative" approach? What are some of the key behavior changes they need to embrace?**

**L.G.:** The best approach is to have reps focus on a couple of accounts to use as a starting point to become comfortable with this newer approach. The first thing to do is strategize on how we can better support the clients' objectives with respect to their marketing initiatives. But you have to speak with the client to see what they are currently doing to discover how you might be of help. The process of becoming more of a "consultative" sales rep instead of an "order taker" is not difficult, but it takes gumption and

**Dream!**

- Visions and Goals
  - What do you want?
  - Why do you want it?
  - Will it make you happy?
  - Is it realistic?

*Taken from the Goal Setting and Planning module of Leslie Groene's Power Selling Program.*

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consistency to make the leap. Management needs to make sure they provide all of the necessary tools to make that leap successful.

**PIA:** It's always wonderful to close, but time is precious. Are there ever instances where pursuing a sale is a lost cause? If so, what are some of the common warning signs?

**L.G.:** I tell my clients that the first goal is to get the prospects to "engage" with them so they can learn where the client stands, how to move forward, and what next steps might be effective in building a relationship. If you can't ever get anyone to take your call or respond to an email, then you learn nothing and there is no engagement. I don't have a fast rule, but after a few months and many attempts, I'd move on to other opportunities. By many attempts, I mean a prospecting plan that includes various methods to connect and see if you can get a bite, and then you can move forward from there.

**PIA:** What should participants expect from one of your one-on-one coaching sessions? Should they come armed with questions, specific examples of dilemmas, or productivity metrics? How can they get the most out of these opportunities?

**L.G.:** I anchor the sessions to the participant's most important current opportunities. We build their disciplines, skill sets, and knowledge in whatever sequence will have the greatest impact for that individual. I equip each individual with the skills to deal with complex environments, demanding customers, and high-value opportunities. The sessions are very fluid and can be customized to the sales rep's needs and current situations.

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## LEARN MORE

Find out more about the Power Selling Program at:  
[powerselling.printing.org](http://powerselling.printing.org)

Explore additional online learning opportunities at Printing Industries of America's iLearning Center. Visit:  
[ilearn.printing.org](http://ilearn.printing.org)

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# OSHA

## COMPLIANCE FOR PRINTERS

### WHAT TO EXPECT:

A two-day, hands-on, comprehensive program at the Printing Industries of America headquarters in Warrendale, PA aimed at helping business owners, safety professionals, and HR specialists in the printing industry learn key OSHA requirements and keep their companies OSHA compliant.

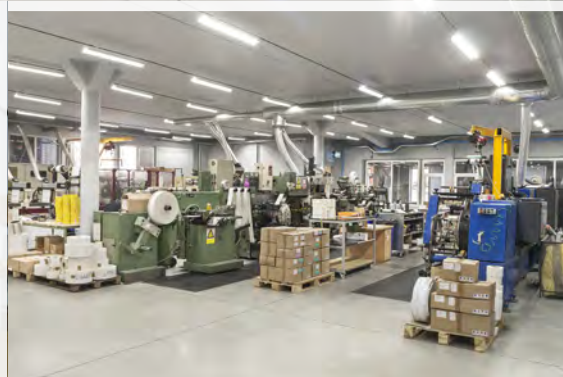
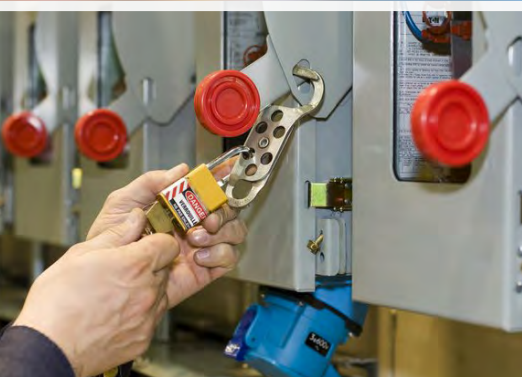
Those who attend will receive an OSHA compliance information package complete with written program templates, PIA's popular *OSHA Primer* publication, and other valuable resources.

**Space is limited! Only the first 20 people to register will be accepted to the program!**

**October 11** 8:00 a.m.–4:15 p.m.  
**October 12** 8:00 a.m.–2:45 p.m.  
**Warrendale, PA**

Member Price: **\$397.00**  
Non-Member Price: **\$550.00**

- Speak one-on-one with PIA's industry experts from the Environmental, Health, and Safety department.
- Gain an understanding of key OSHA regulations.
- Learn the required elements of written programs.
- Dig deep into compliance strategies.
- Discover insight on how to respond to an OSHA inspection.



Learn more at [www.printing.org/OSHAWorkshop](http://www.printing.org/OSHAWorkshop).





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