

MAG

THE MAGAZINE

TECHNOLOGY • SOLUTIONS • RESOURCES



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Arandell Corporation

is eager to tell everyone that print matters.

2 Enhancing Millennials' Engagement with USPS

12 Update on Postal Reform

November 2018 | vol 10 issue 7 | \$15



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2 Solutions

Enhancing Millennials' Engagement with USPS

John Althen,
Public Policy Analyst, USPS

6 Infographic

The Five Ws of Web-to-Print

Jon Hall & Ligaya Scaff,
Printing Industries of America

8 Member Spotlight

Arandell Corporation

Sarah Sudar,
Printing Industries of America

12 Spotlight

Update on Postal Reform

Lisbeth Lyons,
Printing Industries of America

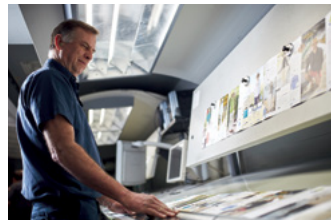
16 Q&A

with Vistaprint

Sarah Sudar,
Printing Industries of America



Brad Hoffman, President and CEO of Arandell Corporation, is eager to tell everyone that print matters.



Press operator at Arandell Corporation examines proofing sheets at the press booth.



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Enhancing Millennials' Engagement with USPS

John Althen, Public Policy Analyst, USPS

Thirty-year-old Amanda is a busy person. While shopping at the grocery store after work, she sees a card that would be perfect to send to her dad for his 60th birthday. She buys the card, but when she gets home, she realizes she doesn't have any stamps. She ponders if she should make a trip to the post office tonight or in the morning before work. The card needs to be mailed ASAP if it's going to arrive on the same day as the gift she ordered for him online! As she grabs her phone to check the post office's hours, she wishes the whole process were easier.

Whether it be e-commerce or the mail, Millennials like Amanda still rely on the Postal Service. But how could their engagement with USPS be improved? Recently, the U.S. Postal Service Office of Inspector General (OIG) conducted a study into how Millennials—young adults aged 18–34—engage with the Postal Service and how their experience could be enhanced. The study involved two national surveys and an online discussion board with Millennials.

Millennials are particularly interested in obtaining more information and control regarding parcel delivery.

We found that Millennials are largely satisfied with the Postal Service overall—around 80 percent were somewhat or very satisfied—but they would like more convenience

in their postal experience. Two of the most common ideas for how to improve the experience involve self-service and advanced knowledge and control of mail and parcel delivery.

Self-service gives customers all-hours access and alternatives to post office lines, and kiosks could be placed in more convenient locations beyond existing post offices, such as grocery stores or school campuses. Millennials are also particularly interested in obtaining more information and control regarding parcel delivery, telling the OIG that they would like a more engaging online

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Phoenix, AZ
presidentsconference.com



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March 17–20, 2019

**2019 TAGA ANNUAL
TECHNICAL CONFERENCE**
March 17–20, 2019
Minneapolis, MN
tagaatc.printing.org



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IMPROVEMENT CONFERENCE**
April 14–17, 2019
Dallas, TX
ci.printing.org

tracking platform with ways to see where deliveries are in their neighborhood on a map, as well as an on-demand service for package pickup.

In fact, the Postal Service is already making strides in these directions. USPS recently launched Informed Delivery—a service that sends customers an email every morning that details what will be arriving in their mailbox

Despite there being over 2,800 Self-Service Kiosks nationwide, 40 percent of Millennials have never seen or heard of the concept.

later that day and informs them whether they can expect any packages to arrive. Customers with a USPS account can opt in for text notifications of parcel deliveries as well. Likewise, the Postal Service is even testing a fully automated self-service post office.

But awareness of these services could be improved. Despite there being over 2,800 Self-Service Kiosks nationwide, 40 percent of Millennials have never seen or heard of the concept. Still, 71 percent said they would be interested in using one. Promoting awareness of existing services (and integrating access so that more customers are aware of all that is available) is paramount.

Millennials also had ideas for new ways they could engage with the Postal Service. Many wished that the Postal Service had some form of a loyalty rewards program through which they could earn benefits for purchasing USPS products and services. These incentive programs are common in retail, but they would be new for USPS. Sixty-three percent of Millennials said they would be interested in such a program, and they shared ideas for how the rewards could be structured: customers could earn points and redeem them for discounts, participate in games or giveaways, or could be offered unique incentives during the busy holiday season. Beyond incentivizing customers to use USPS, a rewards program would be a channel to get people engaged with their own [USPS.com](https://www.usps.com) account and introduce them to other products or services they might like, such as Informed Delivery or Package Intercept.

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When it comes to the basics of how young adults are using the mail, we found that Millennials check their mail less frequently than older generations. Unsurprisingly, they also prefer to receive and pay bills through the mail at lower rates than older generations. Yet, the findings were clear that when it is relevant, Millennials value receiving physical correspondence as a more personal mode of communication. Seventy-five percent said that personal mail from family and friends makes them feel special.

More self-service options, convenient digital platforms, and engagement via rewards programs could help address the burden of sending mail, relative to digital alternatives. The focus should be to retain and even encourage the thought and effort that makes a physical mail piece special while also reducing any unnecessary friction points for sending mail. Online platforms for designing and sending customizable cards may be an area of opportunity here as well. A majority of surveyed Millennials said they were interested in such services, although only 17 percent had actually used one.

Ultimately, how a person engages with the Postal Service is more complicated than age alone. Our research indicated that living arrangements are a major factor in how

frequently Millennials use postal products and their overall perception of USPS. Young adults living with a partner, and especially those with a child, are generally more engaged and interested in postal services than those living with their parents, alone, or with roommates. This could be critical, because Millennials are delaying getting married and having kids. Finding ways to engage with customers who are living alone or with roommates could prove valuable for USPS.

By strategically focusing product development on convenience and customization and building awareness with Millennials, at the right time, the Postal Service and the mail industry can ensure relevance with the next generation of consumers.

ABOUT THE AUTHOR

John Althen is a Public Policy Analyst at the U.S. Postal Service Office of Inspector General's Risk Analysis Research Center. He is a member of the Customer Segmentation team, which researches ways to elevate the sender and recipient experience. His body of research includes papers on parcel innovations, generational studies, neuromarketing, and Marketing Mail.

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THE 5 Ws OF WEB-TO-PRINT

Web-to-print (W2P) is typically a service that enables clients to upload a product or design to an online portal for printing.¹ A print supplier receives the purchase request online, and the product is produced and shipped to the client's business or home.

W2P MARKET TO EQUAL **\$1.3B** BY YEAR 2022²

Thinking about implementing W2P? Consider the 5 Ws!

WHERE ARE CONSUMERS USING W2P?



Mobile communication and cloud-based technology is evolving. Consumers will want to access W2P from anywhere, including their mobile devices.⁴

WHO ARE YOUR CUSTOMERS?

In choosing a W2P service, think about your target clientele and their needs. Some examples include:

B2B

- Marketing departments
- Advertising agencies
- Non-profit organizations
- Event companies
- Franchises and chains

B2C

- Gift givers
- Brides
- New parents
- Millennials
- Micro- or small-business owners

WHO

WHERE

WHY & HOW

WHY AND HOW ARE THEY USING W2P?

Clients might use W2P design and template software, or they may prefer uploading their own designs.



Ease of use
Customization⁵
Convenience
Control⁶



Test and pilot your W2P service and invite clients to provide feedback.

WHAT CAN YOU OFFER?

The list of what you can provide is endless. Common on-demand offerings:

- Letterhead
- Business cards
- Newsletters
- Postcards
- Invitations
- Apparel
- Photo products

Current ecommerce trend: **personalized products.**³

WHAT

WHEN

WHEN ARE THEY USING W2P?

W2P can generate business⁷



Promote W2P offerings—such as personalized cards and gifts—during the holiday shopping season.

Resources

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Member Spotlight: Arandell Corporation

Sarah Sudar, Copywriter, Printing Industries of America

Brad Hoffman, President and CEO of Arandell Corporation, is eager to tell everyone that print matters.

Arandell was founded in 1922 as R&L Lithography, Inc., a multigraphing and envelope addressing shop located in Milwaukee, Wisconsin. In 1949, the name was changed to Arandell, the phonetic pronunciation of R&L, as a way to preserve the historical origins of the company.



Today, Arandell is one of North America's premier catalog solutions providers and has an enviable list of customers, including some of the top brands and retailers in the country. The company has been a leader in the catalog industry since being the first to begin drop-shipping mail in 1987.

"Catalogs will always be an important tool for marketing departments because it's tried and true," says Hoffman.

Over its history, Arandell has had major industry accomplishments, including merging with the E.F. Schmidt Corporation in 1981, allowing the company to enter the four-color web offset industry; later in 1994, it installed the country's first 24-page M3000 (Sunday) web press.

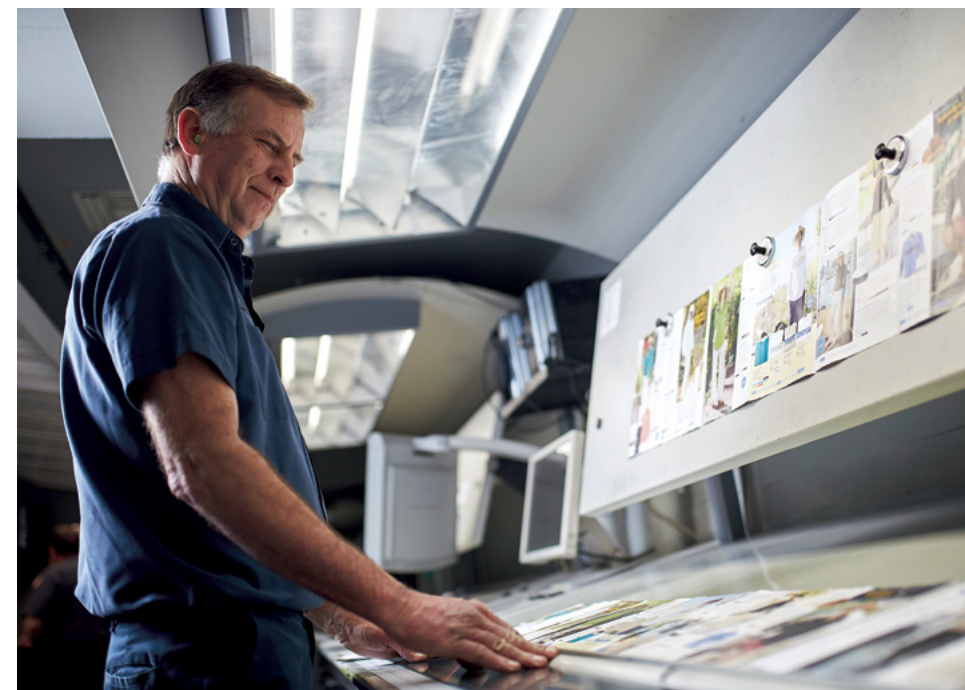
Hoffman didn't start out his career in the printing industry. He was an auditor and CPA for PricewaterhouseCoopers before leaving public accounting a few years later to work for one of his clients, the American Society for Quality. He found himself as a client of the printing industry when he accepted the position as CFO for Chicago-based Putman Media in 1989.

"I had the chance to learn the printing industry from a customer's perspective, including negotiating printing contracts, buying my own paper, and taking tours of many

facilities," says Hoffman. "Because of that experience, I have an affinity for our customers and understand what is important to them."

After Putman Media, Hoffman transitioned into the printing industry when he accepted a position as the Vice President of Finance at Perry Judd's, a Wisconsin-based magazine and catalog printer. He then joined Arandell in 2007 as Executive Vice President and CFO and was appointed President in 2013.

In 2014, ownership of the company was sold to Hoffman. Since that time Hoffman and his executive team have been investing in retooling the Wisconsin plant while expanding the capabilities and the footprint of the Arandell platform: since 2015 they have upgraded existing presses, added a third co-mailer, added a new Sunday 2000 press, and acquired a new facility in Kentucky, adding a fourth co-mailer.



Since he's been at Arandell, Hoffman is proud of the countless awards the company has received as well as the cultural changes he's been able to implement, such as creating a single break room for the production and office staff, uniting the company as one team. He has also allowed the management team to purchase shares of the company, an opportunity he has had throughout his career.

Over recent years, Hoffman has seen a trend of e-tailers discovering the value of the catalog to acquire new customers. The catalog provides a uniquely personalized tactile experience to customers that works in conjunction with the website. Companies are recognizing the value of the direct mail catalog within an omni-channel marketing approach. The direct mail catalog is a significant part of the channel in reaching customers, whether the purchase comes from in stores or online. The goal of sending the catalog has done its job—to promote a transaction.

Printing has also come a long way. Hoffman says you can do a lot with print and ink these days, and Arandell continues to experiment with the tactile feel of catalogs as they listen to their clients' dynamic needs. For instance, a handbag company might want their catalog to feel like soft leather whereas a company promoting beachwear might have a catalog cover that feels gritty like sand.

Though catalogs have been successful, the rise of postal rates has had an effect on the industry, both with printers and clients changing the way they think about mailing.



“A generation ago, major cost allocations of a job were around 40 percent paper, 35 percent postage, and 25 percent print,” says Hoffman. “Today, postage is the major expense, around 55 percent, while paper cost is 25 percent and print is 20 percent.”

This economic situation has put pressure on the printer to drive efficiencies in creating a greater return on investment for catalogers. Arandell has invested significantly in resources and equipment to help their customers achieve these goals by investing in co-processing services: co-mailing or co-binding for flats and co-mingling for letters, which Hoffman says is a topic that is at the center of conversations when attracting new business.

Clients have also become much more data-centric and direct mail has become highly targeted. A campaign’s success significantly increases by mailing to the right people at the right time. Additionally, an insertion of the latest transactional data to target customers who are most likely to purchase can improve the overall success of a campaign as well.

Hoffman says that customers have become increasingly focused on ensuring optimization for each mailing to improve their return on investment. The proper analysis of data allows marketers to accurately identify and target customers and prospects with the best products and offers that are going to drive response. The proper analysis is imperative to mail efficiently, in order to maximize available postal discounts while not compromising marketing strategies.

“We are seeing client’s complementing their high-volume, wide-reaching catalog campaigns with letter-sized mini-catalogs and postcards to a circulation audience that is strategically collected, scaled, and messaged to target specific market segments,” says Hoffman.

Postage will continue to rise, but printing and mailing catalogs will still be an effective marketing tool that builds brand awareness and drives product sales.

“A successful brand is one that has a significant direct-to-consumer relationship, and a catalog is an important tool in building that relationship,” says Hoffman.



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Update on Postal Reform

Lisbeth Lyons, Vice President, Government & External Affairs, Printing Industries of America

For many printers, the United States Postal Service (USPS) is a vital link in the print and postal supply chain. It is estimated that 60 percent of printed material enters the mail stream, making the economic viability and sustainability of USPS as a long-term delivery partner a critical business and public policy issue for PIA and its member companies. The year 2018 has seen activity on postal reform coming from a variety of decision-making bodies: Congress, the Postal Regulatory Commission (PRC), and the Trump administration have each stepped up their respective examinations of and recommendations for the future of the USPS. This article provides a road map for printers to follow as the debate unfolds, while the industry works to shape pro-print, pro-growth postal reform policy.

Presidential Executive Order on Postal Reform

In April, President Trump issued an Executive Order tasking Treasury Secretary Steve Mnuchin, Office of Personnel Management Director Jeff Pon, and Office of Management and Budget Director Mick Mulvaney with leading a Task Force

to meet with an array of postal stakeholders (including PIA), study a variety of policy solutions to shape the future of USPS, and to issue (within four months) a set of recommendations to set a course for a sustainable USPS business model. PIA engaged fully in this process, meeting face-to-face with Task Force representatives this summer and submitting written policy suggestions as part of the Coalition for a 21st Century Postal Service. The deadline for these recommendations was August 10. However, the Task Force has now indicated it will not release a summary of its work until after the mid-term Congressional election in November.

This is problematic in PIA's view, as postal policy champions in the Senate and House had paused legislative efforts through the summer as Congress awaited the Task Force's findings and had scheduled September hearings to examine the proposals before moving forward on legislative action. The hearings are now delayed indefinitely, pending release of the Task Force report. PIA responded by sending a letter to Secretary Mnuchin notifying him that the financial condition of the USPS (and business uncertainty for printers and their mail customers) continues to worsen as the Task Force delays its findings and urging the Trump administration to support passing postal reform legislation now as a means to give the entire supply chain "breathing room" in the interim. PIA notes that such action will allow all stakeholders to consider the final output by the Task Force in a more stable economic environment. At press time, a response from the administration was pending.

It is estimated that 60 percent of printed material enters the mail stream, making the economic viability and sustainability of USPS as a long-term delivery partner a critical business and public policy issue for PIA and its member companies.

FEEL COLOR

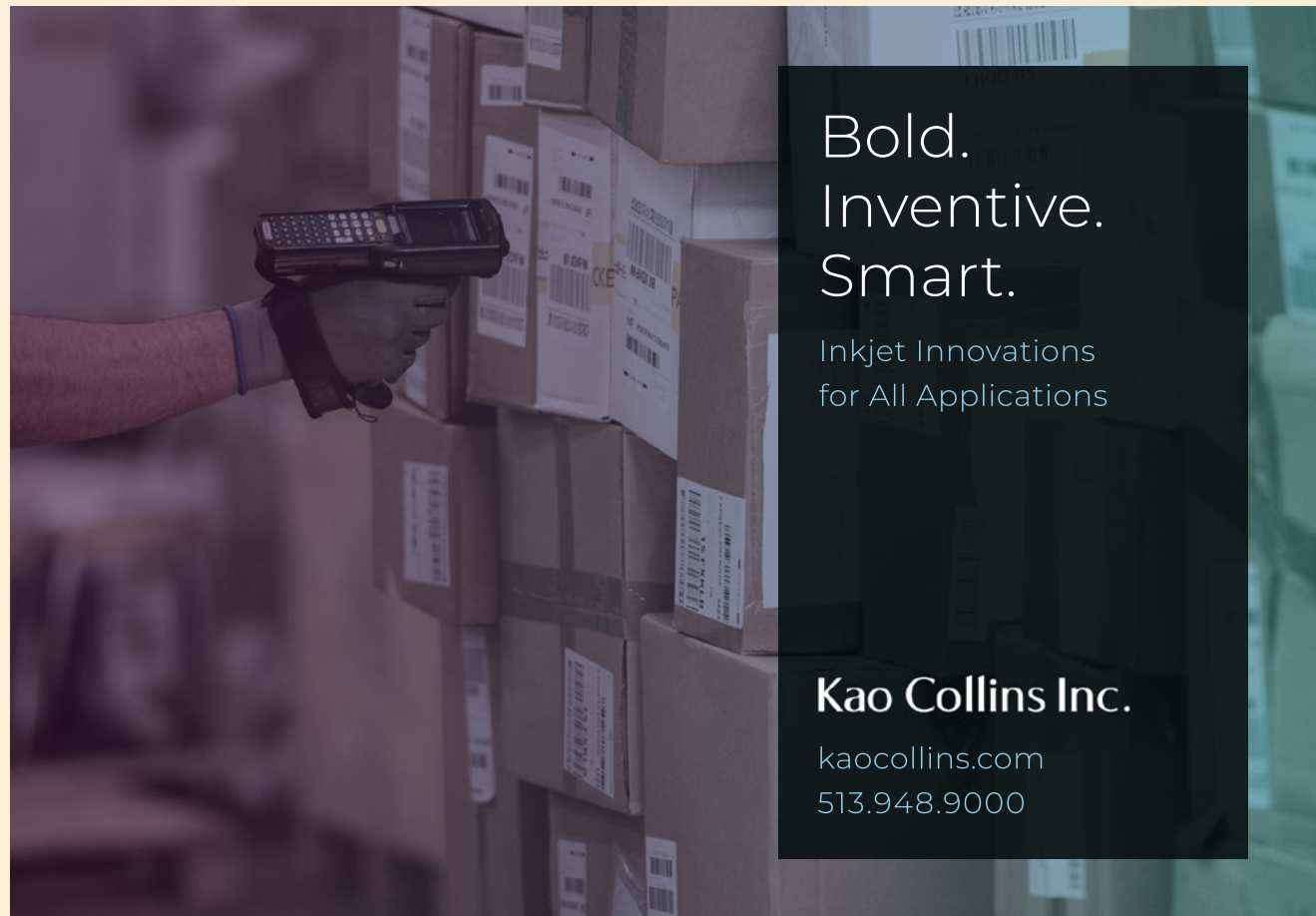
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Trump Administration Recommendation to Privatize USPS

Separate and apart from the above-described Task Force was a Trump administration report issued this summer titled *Delivering Government Solutions in the 21st Century*. The purpose of the report was to provide suggested reforms to various federal agencies and programs in order to gain more efficiencies and effective output. The USPS was examined as part of this report process, and the headline-grabbing recommendation associated with it was to “restructure the USPS to prepare it for future conversion from a government agency into a privately-held corporation.” The report used foreign posts, such as the United Kingdom’s, as models of privatization. In and of itself, the report has no binding action, and there has been no serious legislative effort to privatize the USPS. However, Congress and the mailing industry (including PIA and many postal labor unions) have been swift to act in order to blunt any potential momentum the report could have on what PIA considers to be an ill-conceived and unworkable proposal. A bipartisan group of lawmakers in the House

...“privatization would be a major challenge to universal service, undermining equal mail and shipping treatment of all Americans, with a particularly ominous threat to rural service. Even leaving aside the major differences in mail volume and geography, privatization or corporatization undertaken by foreign postal administrations should not be transposed”...

responded by introducing H.Res. 993, which expresses “the sense of the House of Representatives that Congress should take all appropriate measures to ensure that the United States Postal Service remains an independent establishment of the Federal Government and is not subject to privatization.” At press time, at least 130 U.S. Representatives had signed on

as co-sponsors. The Senate, too, reacted with an effort in the appropriations process to block any attempt to privatize the USPS. PIA and its coalition allies formally notified the Trump administration that “privatization would be a major challenge to universal service, undermining equal mail and shipping treatment of all Americans, with a particularly ominous threat to rural service. Even leaving aside the major differences in mail volume and geography, privatization or corporatization undertaken by foreign postal administrations should not be transposed” in the U.S.

Congressional Action on Postal Reform

In addition to legislative anti-privatization proposals, there are two pending bills focusing on short-term postal reform that are supported by the trifecta of mailing economy stakeholders: industry (including PIA), postal labor unions, and the USPS itself. Aligning all three of these interests is no small feat, which is reflected in the bipartisan leadership of these bills in Congress.

Senate legislation (S. 2629) and a similar House bill (HR 6076) would provide effective relief for USPS for several years at no cost to taxpayers. PIA views enactment of these bills as imperative and, importantly, as part of a two-step process. Step one is stemming the eroding finances of the USPS through narrow financial reforms, such as modernizing required pre-funding and benefits structures for USPS retirees. Step two would be a more comprehensive legislation in the next Congress to more broadly address USPS challenges and incorporate palatable solutions that may come from the aforementioned Task Force.

USPS Governance Back in Action

August brought long-awaited good news regarding USPS governance as the Senate confirmed two Postal Board of Governors whose nominations had been hanging in the air since last fall. Even better, President Trump in August announced two additional nominees for the Senate to consider. The nine-member Board of Governors includes Presidential appointees plus the Postmaster General and Deputy Postmaster General. Its mandate is similar to a corporate Board of Directors, with responsibilities for long-term strategic planning. The Board has been woefully inactive

due to a lack of a quorum. The August action will ensure that USPS governance returns to its working capacity this fall.

PIA responded earlier this year by joining more than 50 leading associations, companies, nonprofits, and other stakeholders to file legal comments in opposition to such radical rate increases.

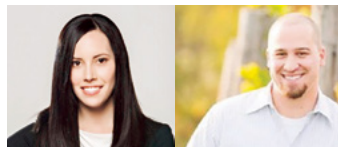
Postal Regulatory Commission Rate Review

The Postal Regulatory Commission (PRC), following the mandate of the 2006 postal reform law to review the rate-setting structure—including a postal rate cap tied to the Consumer Price Index that brought business certainty and affordability to the mailing economy—in late 2017 issued its preliminary findings. The suggested rate system is estimated by postal economists to hike rates by as much as 40 percent over five years. PIA responded earlier this year by joining more than 50 leading associations, companies, nonprofits, and other stakeholders to file legal comments in opposition to such radical rate increases. Instead, PIA is advocating as part of the American Mail Alliance for common sense approaches to setting new postal rates. A response is pending as of press time, but expect the PRC review process to conclude in some form of litigation. The connection to Congressional action on postal policy legislation is linked to the final outcome of the PRC’s deliberations; simply put, the sooner Congress acts to shore up the balance sheet of USPS through financial modernization reforms, the more likely the PRC is to factor in such economic stability as part of its final rate setting recommendations.

Clearly there are several moving parts as PIA works on behalf of its member companies to achieve pro-print, pro-business policy solutions related to USPS. PIA encourages printing company executives to stay informed and to engage in grassroots activity directed by the association throughout this process.



Q&A with Vistaprint



Christian Vaillant, Vice President of Manufacturing
Diana Culos, Windsor HR Director, Vistaprint
Adam Depelteau, Product Marketing Manager

Sarah Sudar, Copywriter, Printing Industries of America

Vistaprint is expanding into the United States and plans to open up a production facility in Dallas, expecting to hire as many as 600 employees as they reach capacity.

Christian Vaillant, Vice President of Manufacturing, along with Adam Depelteau, Product Marketing Manager, and Diana Culos, Human Resources Director in Windsor, Ontario sit down to discuss the demand for print and direct mail.

What are the top three reasons print on demand is popular, and how does Vistaprint differ from competitors?

CV: We found there are probably more than three reasons why print on demand is so popular! It is convenient as it can be done from the customer's location. This is certainly true for people in remote locations. With current technology, setup costs have significantly been reduced, which allows smaller quantities to be produced at reasonable costs. Similar to other business offerings online, speed is key to get customer orders at their doorstep.

At Vistaprint, given we are targeting micro-businesses, we understand that business image is important and marketing spend is limited. Our mass customization approach allows us to make customized material in small quantities at a

cost normally found in mass production. Also, we have significantly diversified the product portfolio, and it is now possible for our customers to get different promotional materials with their unique message in a single order.

Direct mail can be a great channel for engaging with potential customers. How does Vistaprint help its customers build a successful direct mail campaign?

AD: Vistaprint offers a wide range of postcard sizes, stocks, and thicknesses, perfect for direct mail campaigns on any budget. In addition, we continuously create design templates perfect for direct mail uses. Our seasoned designers know, for instance, that typography is a key consideration on mailer pieces as bold, easy-to-read fonts



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support the headline and allow it to stand out. Minimal font colors in combination with the use of white space create simplicity to enhance the rest of the messaging (such as the offer or call to action). We also offer mailing services on core postcard sizes; users simply have to select and design their postcard, upload or purchase a mailing list, pay for postage, and watch the leads roll in!

How has direct mail marketing evolved over the last five to ten years?

AD: From the Vistaprint perspective, it's all about the data. With the plethora of information at our fingertips, we are better able to target our customers and serve them an offer that they need, when they need it. We identify trends and purchase triggers and are able to reach those customers faster now than ever before. The same can be said for our customers: They have better information than ever before, allowing them to create savvy, targeted marketing campaigns with great ROI. We are proud to support them in those efforts with high quality, affordable products and services.

Last year, Vistaprint won a Best Workplace in the Americas (BWA) award from Printing Industries of America! Why does your workplace culture stand among the most distinguished printing industry leaders?

DC: It's simple—we value our team members and their contributions and collaboratively work together to manufacture and deliver an exceptional product to our customers. We foster employee engagement at all levels of the organization, and together we have created an environment that is positive, inclusive, and promotes working together to achieve our goals. We also offer things such as competitive and generous wages, benefits, and other perks such as paid time off and tuition assistance. However, we believe it to be our environment that really sets us apart. We provide a lot of opportunity for team members at all levels to participate in making improvements to their work environment and encourage feedback, questions, and suggestions.

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Most recently, we invited team members to attend a meeting in the quarter in which their birthday falls to enjoy cupcakes, coffee, and time with senior leadership to discuss anything on their minds—business updates, concerns in the workplace, suggestions for improvement, etc. At the end of the meeting, a team member commented that they felt their concerns and ideas were heard. The team members believe that Vistaprint does what we can to make changes that improve their environment, and when we are unable to make the desired changes, we are honest with them. These comments really solidified to us that we are headed in the right direction and have built a strong foundation. Team members are protective of the environment they have helped to build and this is an excellent reflection of our culture.

How has winning a BWA enhanced your company and why?

DC: Our workforce is essential to serving our small business customers around the world, so it's an honor to be recognized by the industry for being considered a "best of the best" workplace. It confirms that we are on the right track when it comes to investing in our team members' overall work experience. We were proud and honored as a company to receive this award, and the team has been inspired to pursue this designation again. We are currently in the process of preparing our 2019 application. We will continue on our journey to enable an exceptional team member experience that inspires and supports our team members to deliver their best work for our customers.

What mailing, print on demand, and direct mail trends does Vistaprint expect in the future? What innovations will Vistaprint implement to stay ahead of the trend?

AD: While we don't want to telegraph our future investments, Vistaprint will always keep a pulse on market shifts in products, services, design elements, and any other trend that might affect the direct mail customer. Moreover, we will strive to always have a frictionless, simple, and

delightful shopping experience. In short, we see direct mail and its uses as an integral part of our portfolio of products and services and look forward to be the preferred partner for small and midsize businesses well into the future.



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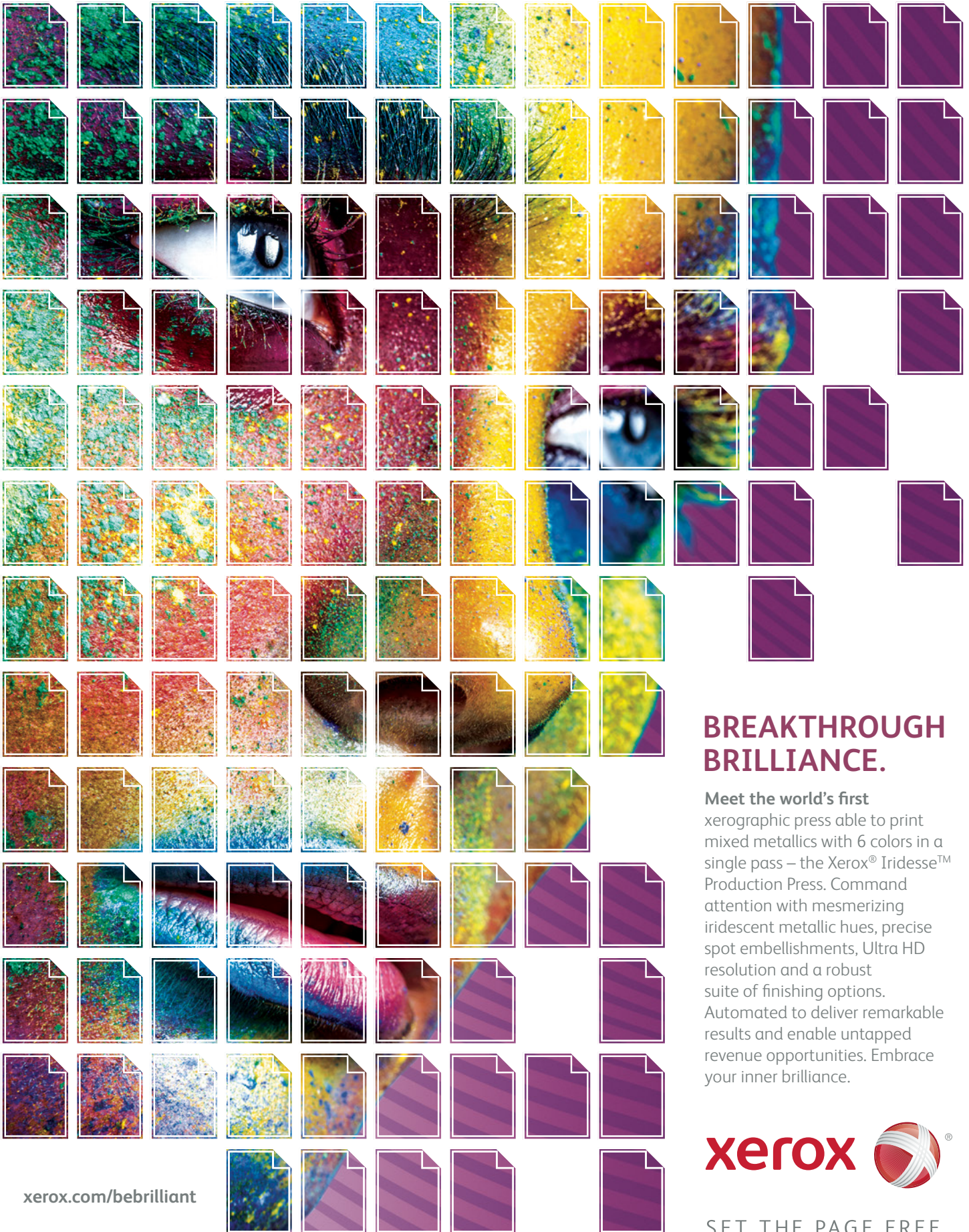
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