

Publish

OCTOBER 2021

ACP Publisher of the Year



Greg Bruns

Arcadia News

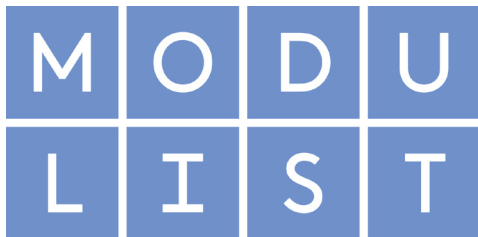
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COMING NEXT MONTH

The November *Publish* will look at business categories that are least inclined to be impacted by the online buying frenzy in order to find more stable ad clients. We will also cover the people, information and issues that are influencing the community publishing industry.

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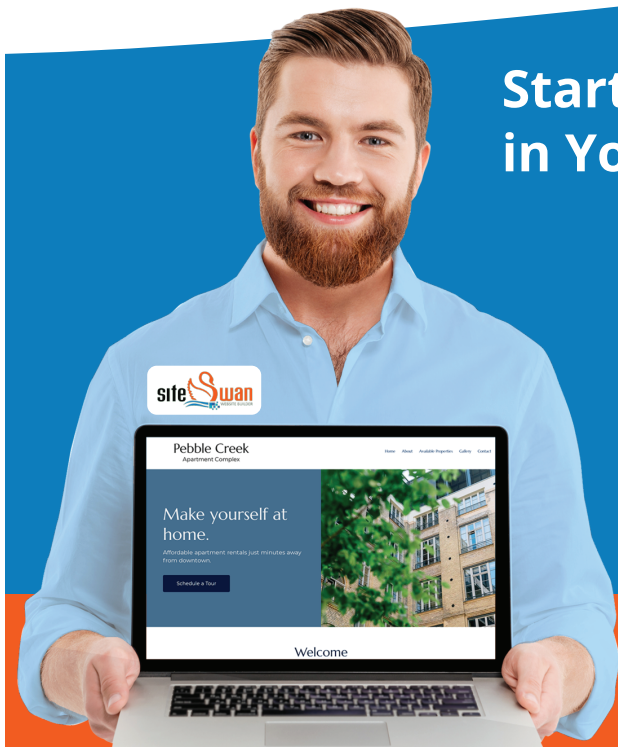
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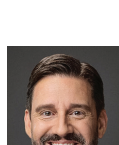
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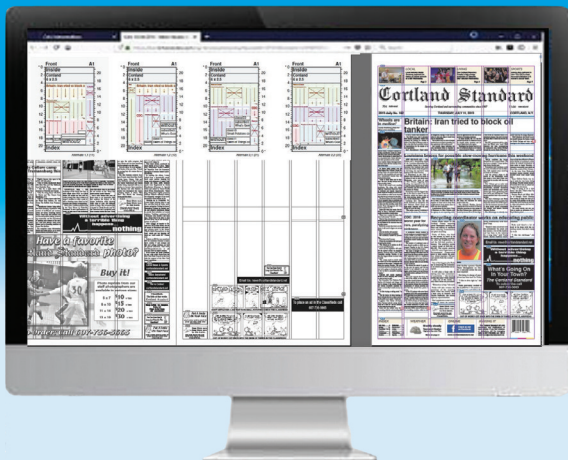
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THAT'S A WRAP.....OR IS IT?



JOHN DRAPER
ACP PRESIDENT

For those of you who made it to the ACP Annual Conference and Trade Show in Des Moines, Sept. 16-18, I trust the event provided a good blend of learning, networking, and fun. This edition of Publish highlights some of the happenings from Des Moines and puts a wrap on the 2021 event. But is it really a wrap?

Our professional development does not cease with a closing ceremony. What we learn from a speaker or roundtable has no real merit if we've forgotten it or ignore it when we get behind the desk Monday morning.

I've always been a believer that there is something to learn every day. I look for lessons from my daily interactions and from my failures and successes. These daily learning opportunities may be very small or could be grand 'ah-ha' moments. Regardless of our positions within our organizations, being aware of how our experiences can be learning moments is critical to our success.

In Des Moines I took away more than a few lessons that are actionable. I learned lessons from other publishers about email newsletters; a delivery method that I've been slowly working to implement in my market. With some new tips about what to consider and what to avoid I now have more information to move forward. In addition, I've gained a higher level of motivation based on this increased information and a higher level of confidence.

I also gained some insight into packaging various digital technologies with my print offerings. I was referred to some vendors that can help me develop and manage the technology, and I heard of publishers creating additional revenue streams through implementation. Again, lessons learned that will speed up my process and help me avoid some pitfalls.

We are all believers in the power of print and what it does for our commu-

nities and our advertisers. I was able to hear from some publishers that are re-branding some long-standing special sections to enhance value and increase sales. What a breath of fresh air. We do a variety of special editions and/or sections. Some quick lessons on simple ways to change them up can easily translate to my organization.

These three examples are just a sampling of tangible gains attained through my experiences over the course of the event. There are also some less-tangible lessons that can be

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equally important. Our keynote speaker, Holly Hoffman, spoke to being a survivor. She related her experience of a being a participant in the reality show "Survivor" to how we push through our daily lives. I heard lessons in not giving up, lessons in building valuable relationships, and lessons in how we treat one another.

We all learn something every day. What we do with this knowledge is the true measure of what we can become. Our conference event may be wrapped up, but our need to move forward and implement lessons learned is most certainly not if we are to not just survive, but thrive. ■



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OUR DATA SPEAKS VOLUMES

TREAT EVERYONE DIFFERENTLY



BY DOUGLAS FRY

The title of this “One Thing” column might sound wrong. We are taught throughout our lives that we are supposed to treat everyone the same. I’m pretty sure this means that we treat each person with equal respect, kindness, and courtesy. I agree with that wholeheartedly. Early in my career I also learned that we need to treat people differently. A personal anecdote inserted here might illustrate what I’m referring to.

I was married, had two children with a third on the way. I was working as a sales rep at the Ad-Pak while also working on my degree in management, taking classes early in the morning, after work, or during lunch hours. The publisher of the shopper in Wilmington, North Carolina had accepted a marketing job at Pinehurst Country Club, then part of the Masters Golf Tour. It was a dream job for him. He obsessed about golf, enjoyed marketing, and had a talent for making his ideas reality. On the other hand, I didn’t know anything about golf as I have never played and I had little time for anything other than work, school, and family.

The publishers impending departure caused management of the parent company, the Raleigh News and Observer, to look for a replacement

for the publisher/manager position. I had a total of 9 months experience in the industry but figured, “What do I have to lose?” so I applied for the job. Surprising everyone, including me, I got the position. The paper had lost money for seven (7) straight years. As result, the bar was set pretty low for expectations. Maybe that’s why they hired me.

As publisher I began converting several tasks to a new system using computers. One of the required courses in the Management program was a computer programming class. It was very BASIC (pun intended but I’m the only one that would get this) and opened my eyes to what these newfangled contraptions could do. One task that took many hours each week was creating a manifest for the paper. The report needed the account number, advertiser name, size of ad in width and inches, a description of the ad, cost of the ad, and whether any discounts were to be applied. Doing this by hand seems archaic now but was the way we did it— a ruler with pencil and paper. This was an opportunity ripe for the application of computer science. So, the very first program I wrote was on a Commodore 64 and it automated the manifest.

That program saved me several hours each week. So, I decided to continue selling ads during those newly uncovered hours. As “publisher” I was able to sell more aggressively and successfully than I ever did as a sales rep. I was on fire! The next task I tackled with the computer was management of personnel. There was a new type of program called a “spreadsheet.” The one I used was Multiplan by an upstart company named Microsoft. Multiplan was the grandfather of Excel which I used to create a process for working with the employees.

That spreadsheet became the vehicle that taught me a ton about human nature. I followed the tasks

and goals outlined in the spreadsheet with exact precision. Each sales rep, front office, production, graphics, and circulation person received the exact same analysis and treatment. About the same time an outside company was hired by the parent company to assess each manager. They interviewed the manager (me) and each employee then returned a lengthy report.

I received my report and a person from the outside company explained their findings. It turns out I was an average manager. Me, An Average Manager. But I had a spreadsheet! We looked at the specific findings and saw that some people thought I was a terrific manager while others found my management style average or below. I recall asking them, “How can that be? I treat them all exactly the same.” And this is where the “One Thing” comes in. That management consultant taught me that each person was different and needed a more personalized approach. Each person wanted something different from the company. My job as manager was to find out what each employee wanted and tailor my management style to help them get what they wanted and achieve through what motivated them. It seems so obvious now but was eye opening for me at that time.

I took that idea to heart and worked hard getting to really know each employee as a person. I discovered their problems, weaknesses, strengths, and trigger points. With that information I treated each person differently. The result was that after seven years of losses we finally turned a profit. But more importantly each person on the team was respected and gave more for it.

If you are looking to improve your publication make sure you treat everyone with kindness, respect, and courtesy while regarding them as individuals. You will reap personal and company rewards by doing so. ■



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Henry Ford



THE POWER OF RECOGNITION



BY LOREN COLBURN

The September ACP conference was filled with lots of highlights, none more rewarding than the personal award recognition for four of the most deserving people in our industry. Greg Bruns, Joyce Frericks, John Draper and Elaine Buckley have all given so much of their time, their talents and their knowledge to help others in our industry find opportunities. To be able to publicly acknowledge their contributions, sends each of them the incredibly important message that we recognize their efforts and we appreciate the impact they have had on all of us!

So why do we often wait until we are presenting a plaque or fancy award to acknowledge the hard work or efforts of the people around us? It's a concept that I have often struggled to understand. We all need some type of recognition for the efforts we put forward. I know some of you are thinking, "that's not true, I don't require recognition for my efforts." Let's not forget that recognition comes in all kinds of forms, not just plaques and fancy display pieces. Isn't each of our paychecks a form of recognition for the time and effort we have contributed? Or how about a simple "thanks" to acknowledge when you hold the door open for someone (or how quick we notice if they don't acknowledge the effort). The truth

is we all seek recognition for the efforts we put forward on some level, whether we want to admit it or not.

As entrepreneurs, it seems we sometimes are too quick to assume that the paycheck and the opportunity to show up again next week to perform an encore are all the recognition that is required for employees to feel appreciated. There may be a rare few people where that approach will work, but for most employees – they are much more complicated than that. They want to know that when they provide extra effort, that it is noticed, publicly acknowledged and genuinely appreciated. The minute you act even the least bit like it was expected, you have most likely done irreparable damage.



Here's where our industry provides additional confusion to the recognition situation. We surveyed members to find out what value they would have on a variety of programs the association could provide to help members. One of those programs was a National Employee of the Month and Employee of the Year program where member companies could nominate their staff members for recognition. A no cost member benefit that would provide a HUGE lift to 12 people each year within the industry, a career highlight each year for some outstanding member employee and a long lasting pat-on-the-back for those nominees who were recognized as worthy of nomination by their employer. Yet 64.2% of responding members said it would be of little or no value to them and only 3.8% said it would be of high value. This is a program we may seriously want

to revisit – it's a no cost opportunity to deliver job satisfaction!

I am a career advocate for the need to celebrate each and every employee's success story. The benefits of public recognition for worthy accomplishments can't be overstated. That being said, it does place significant emphasis on the word "worthy". There is nothing more demoralizing to your team than public recognition for insignificant or manufactured success stories. Make sure the accomplishments are real, noteworthy and attributed to the right people and you will never go wrong. When done right – organizations with recognition programs have 31% lower voluntary turnover than those without!

This year's three award recipients did not provide all their hard efforts in hope of receiving a really nice piece of hardware to display in their office. They did it because they care about their industry, their fellow publishers and the communities they serve. That does not mean they won't remember each time they look at that fancy hardware, the excitement they felt when they realized it was their name that was being announced. It's a special feeling we all enjoy and even more importantly, we all have the power to deliver to the people around us. Use that power and convey the gift of recognition at every opportunity. It has the power to reduce turnover, increase employee satisfaction and provide a foundation for loyalty and respect.

Until next month, hand out those much needed pat on the backs and make sure you tell all those media buyers, "If it's FREE, buy it!" ■

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PUBLISHER OF THE YEAR

As the recipient of AFCP's 2019 Publisher of the year, Steve Harrison was tasked with introducing the 2021 ACP Publisher of the Year. Steve welcomed the opportunity to recognize an individual who has so positively impacted a community, a publication, and the free paper industry. An individual so well-deserving of this recognition. The following is directly from the presentation.

This year's Publisher of the Year is quickly summarized in a few quotes from staff members: "Everything is done top-notch, it's not just doing something a little, but always going beyond", and "...is by far and away the best publisher I've ever worked for."

For our recipient, endeavors in the community are made a priority and are driven by a goal to have purposeful interactions with readers. The organization knows that readers are central to the success of the publication and meaningful interactions are rewarded through content development, readership, and advertiser impact.

The organization provides an annual high school scholarship program to recognize and reward achievement and publishes a regular featured called "Teachers We Love" to pay tribute to educators who are making a difference in students' lives. These teachers are nominated by readers, thus reinforcing the strong community relationship.



In addition to this focus on supporting education, the organization has partnered with various breast cancer research groups and has been recognized nationally for their efforts. Our Publisher of the Year also has a passion for mentoring through the Boy Scouts of America. He doesn't just do the fun stuff, but rolls up his sleeves for programming, fundraising, and strategy development.

The drive to always go beyond is clearly evident in every edition that hits the streets in service to the community. "We are a family-run publication offering profiles in the community that no one else is doing. Our priority is to do this very well," says advertising director Roni Mier.

As an AFCP board member, he offered insight, spoke for the best interest of the association and its members, and helped navigate the changing times we find ourselves in.

"This recognition is so well deserved," says ACP president, John Draper, "The commitment to community, to putting out a beautiful publication, and to the association is evident in everything he does."

It is with great pleasure that I present the 2021 Publisher of the Year award to Greg Bruns, of the Arcadia News.

Please join us in congratulating Greg Bruns on this well deserved award.



TOSS THE OL' PIGSKIN

High school football is underway. We spoke with area schools to see how the season is shaping up.
PAGE 51

SUMMER VACATION

Check out our annual summer vacation photo spread to see where Arcadia spent the summer!
PAGES 24-27

I WANT TO RIDE MY BICYCLE

Philip Miller trekked 450 miles across Iowa during the RAGBRAI bicycle event this summer.
PAGE 17

DISTINGUISHED SERVICE

The ACP Distinguished Service Award is presented as recognition of an individual whose lifetime commitment to the community publication industry goes well beyond the norm, exemplifies professionalism, and elevates those around them. The following is directly from this year's presentation made by Douglas Fry, ACP's Executive Director:

This person is surely an asset to our industry, bringing quality representation for our mid-size papers. This person willingly diversifies products and keeps worthy conversations alive. Steps up when tasks are needed and will provide top quality, professional work and get it done on time.

This year's DSA recipient is extremely imaginative and brings fresh ideas, the epitome of a team player. We would all benefit from being more like this recipient and in having several clones of them. This person has served on numerous boards including IFPA, MFCP, and continues to do so on the newly formed ACP.

Professionally, this year's recipient started out in 1999 as an accountant



Douglas Fry presenting award to Joyce Frericks

for a publication that traces its roots back to 1867 and found ways to improve the bottom line. After just 8 years, they became a partner in 2007.

The organization depends on this person's insightful outlook which means they continue to wear different hats every day.

This person has been married for 30 years and interestingly enough,

experienced a massive snowstorm on their wedding day. The couple ended up staying with her parents on their wedding night and left the next day on their honeymoon. That's how you adapt and thrive in a changing environment.

Beyond family and work, gardening, growing veggies, making salsa, and being mom to their 4 children, Ben, Becky, Rachel & Emily. When speaking with her husband about her family it became very apparent that she is always encouraging, and strives to help expand the horizon and life experiences of her family. She performs the same encouraging example in all that she does.

She meets monthly with the other partners of her organization for planning. She said of those meetings that she is always looking for new adventures. Working to establish a new association like the Association of Community Publishers is definitely a new adventure.

I'm proud to introduce you to this year's Distinguished Service Award recipient, Joyce Frericks. From Star Publications in Sauk Centre, Minnesota.

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ACP VOLUNTEER AWARD

Merging two national associations into one stronger entity can be a daunting challenge. Creating the Association of Community Publishers by combining the Independent Free Papers of America and the Association of Free Community Papers proved to be no different, eventually extending to become a multi-year project.

Much of the effort was completed by volunteers. From the board members who tirelessly worked to make this merger happen, to the attorneys who worked pro bono as a service to our industry. Volunteerism was revealed throughout the entire process.

The tradition of recognizing the contributions of outstanding volunteers has been a cornerstone of both IFCP and AFCP. Gladys Van Drie has been recognized as exemplifying that gift of volunteerism for AFCP and Ben Hammack represented those same qualities for IFPA. ACP was honored to have Gladys



John Draper receives award from Gladys Van Drie

Van Drie present in Des Moines to be a part of the 2021 presentation.

The 2021 recipient of the ACP Volunteer Award does not seek the spotlight but it invariably finds them. So, it was only natural that the association took

this opportunity to shine a spotlight on a person who tirelessly worked to make ACP a reality, all while leading their own publication. Tasked with leading the two organizations through the merger process required a person who could navigate a mutually acceptable path through significant diversity. John Draper was that person and was certainly up to the task. His leadership and impartial approach to the process provided the guidance to make possible what many thought was impossible.

In addition to running his company and directing the activities of the association, John has somehow found time to the champion and lead the Rising Stars Program for the past 11 years. His contributions to the association and the industry reflect all the volunteer attributes represented by both Gladys Van Drie and Ben Hammack. Please join us in congratulating John Draper, 2021 ACP Volunteer Award recipient.

LIFETIME ACHIEVEMENT AWARD

Elaine Buckley started her career 42 years ago as a sales representative for Harte Hanks in southern California. With the help of Elaine's sales acumen and leadership, the PennySaver grew to over 9 million circulation as the country's largest free community publication. During that time she held roles as Regional Sales Manager, Director of Sales and finally Vice President of sales overseeing \$50 million in annual sales.

Following her career at with the PennySaver, Elaine was attracted to Florida by Glen Fetzner at Ocean Media to oversee My Living magazines where she has been president for the last five years. Her leadership provided for double digit revenue growth for several years in a row and was instrumental in the expansion and development of the product.

Elaine has also served on the boards of the Association of Free Community Papers (AFCP) as well as President of the Southwest Association of Community Papers (SACP). During her tenure with AFCP, Elaine chaired the Member-



ship Committee for two years and lead several successful membership drives.

All those years of leading sales teams enabled Elaine to become one of the most experienced and diverse trainers in the community publication industry. As a cornerstone participant, designer and advocate for The Leadership Institute (TLI) from the very beginning 16 years ago, Elaine has written and presented numerous TLI classes

throughout that time to literally hundreds of industry sales professionals. Her enthusiasm for the industry and the free paper products it offers has made her classes some of the most well attended and professionally rewarding classes TLI has to offer.

Elaine Buckley has also conducted countless TLI training programs for members of the free paper industry around the country as well, presenting at a number of regional trade associations, including SACP, PNAWAN, FCPNY, WCP, MACPA and CPF. All of this tremendous contribution has been focused solely on improving the sales skills of free paper professionals across the country. Always willing to share her customized information for sales training programs, she has a reputation as a dramatic speaker, dedicated sales coach and the country's number one distributor of sales enthusiasm!

Elaine's impact on the industry will be felt for generations to come and will stand as a testimonial to her incredible history of lifetime achievement.



ACP and MFCP recognized this group of young professionals. Those recognized are members of ACP's Rising Stars (RS) program or MFCP's Most Valuable Professional (MVP) program. Shown (L-R) are: Amanda Hoefler (MVP), Kelsey Gingrich (RS), Cory Regnier (RS), Kari Jurrens (MVP), Nathaniel Abraham (RS), Carl Appen (RS), Carrie Fowler (MVP), Manuel Karam (RS). Not present: Ericka Winterrowd (RS), Carmen Campbell (RS).



John Draper, Dan Buendo and Paul Huntley on a walk down Memory Lane!



Loren Dalton of Principal Sponsor WhutsFREE at the opening.



Holly Hoffman and Lee Borkowski



Our fearless leader – John Draper



Michael Gartner during his luncheon keynote.



Alyssa Warren explaining WhutsFREE during the trade show.



(L-R) The Exchange crew: Amanda Davis, Kylah Strohte, Barb Powers, Jan Martin and Pat McHale



Club ACP in full swing!



Saturation Mails Coalition breakfast discussion group.



April Knutson of Principal Sponsor Modulist at the opening.



Isa Miller – MFCP President welcomes guests.



The Dean of TLI – Rob Zarrilli



Holly Hoffman during her opening keynote.



Club ACP Finish Line!



Kevin Slimp presenting during the graphics track.



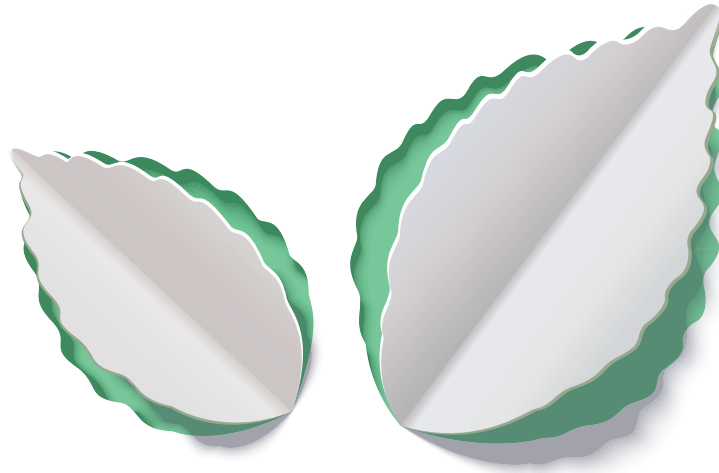
Mike Blinder during his closing keynote address.



Greg Bruns watches Carol Toomey pick the Lottery Tickets winner from Cassey Recore.



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THAT ADVICE WOULD BE...?”

CAROL TOOMEY –
53 years in the community publishing industry

Never give up. When it looks like things couldn't get worse, it gets better. I have had my share of papers who set out to put me out of business (including the Boston Globe) and just told my sales people to keep on doing the good stuff we do and ignore them.

AND

Keep your rate card. Once you break your rate card, the word spreads. And you can never get full price again. And it doesn't stop with that customer because they never keep it a secret. I would rather give my front cover away if it was unsold than cut my price. No one can expect you to keep on giving it away so they pay full price the next time.

DICK SNYDER –
48 years in the community publishing industry

For decades I primarily focused on sales, and my ego was pumped up on how many pages my papers were. Then I finally realized that for every dollar I sold, I made 10 to 15 cents. But... for every dollar I saved through expense reduction, I made a dollar. This more aggressive approach to the debit side of my P&L Statement has allowed us to continue to be profitable and survive in downturns such as the one we find us in today.

LOREN COLBURN –
44 years in the community publishing industry

It's so easy to begin to believe that the publication is all about your advertisers, but you need to always keep focused on the reality that it is all about your readers. Without their loyal support, there will be no advertisers. As your readers evolve, you need to evolve with them.

LEE BORKOWSKI –
41 years in the community publishing industry

If I could give just one piece of advice it would be to **NETWORK**. Meet as many people as you can. Talk about their business, their challenges, their successes and even their failures. You will learn so much – and, as they say, knowledge is power!

DAN ALEXANDER –
40 years in the community publishing industry

Stay focused, don't try to fix everything at once. Prioritize needs, tackle and complete one project at a time before moving on to the next task. Avoid trying to do it all at once and end up with half-done failures or accomplishing little.

SCOTT PATTERSON –
35 years in the community publishing industry

Stay ahead of what your customers want as things change. If you do not, the competition will, and your customers are not so loyal as to stay with you if they can get better results elsewhere.

BARB POWERS –
21 years in the community publishing industry

As a publisher, it's important to have a coach or a mentor that keeps you accountable. It's easy to get stuck in daily activities and current problems but a publisher needs to have a vision with a mission and goals. The goals need to be for 5 years ahead then all the way down to weekly goals that are clear. It's easy to get distracted these days so having a coach or a mentor will keep you on track and help to see if any adjustments are needed. I use a coach, free of charge, from our local college and Small Business Development Center.

GLADYS VAN DRIE –
32 years in the community publishing industry

Our business philosophy was hire good people, train them, trust them and get the heck out of their way. (Then attend your State and National meetings for continued growth.)

EMPLOYEE RECOGNITION IS IMPORTANT: HERE'S HOW TO DO IT WELL

BY KIM HARRISON

This article by Kim Harrison was originally published on Cutting Edge PR at <https://cuttungepr.com> in June, 2020

To be really effective in your job, you need to understand the psychology of praising others for their good work, to apply the principles of employee recognition yourself and to encourage others to initiate it in their working relationships.

Employee recognition is the timely, informal or formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations. To be fully successful in the workplace at any level, you need to understand the psychology of praising others for their good work, to apply the principles of employee recognition yourself and to encourage others to initiate it in their working relationships.

Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued by others. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Gallup studies show employee recognition is the key factor influencing employee engagement, and therefore organizational performance.

Employee recognition is the *principle of social proof* in action, a term pioneered by social psychology professor Robert Cialdini. He defined the principle in this way: "We view a behavior as correct in a given situation to the degree that we see others performing it." Employee recognition embodies the principle by showing to others in a tangible way that a person's efforts have been outstanding.

SEE OPPORTUNITIES AND ACT ON THEM

There are two aspects to employee recognition:

1. The first aspect is to actually see, identify or realize an opportunity to praise someone. If you are not in a receptive frame of mind you can eas-



- ily pass over many such opportunities. This happens all too frequently.
2. The other aspect is, of course, the physical act of doing something to acknowledge and praise people for their good work.

Yet, surveys by the Gallup organization¹ every year since 2000 have found that only 1 in 3 US workers strongly agree they have received recognition or praise for doing good work in the past 7 days. Gallup consultants recommend that recognition should be given weekly in broad terms to those who deserve it – and in a timely way so the employee knows the significance of their recent achievement and to reinforce company values.

VITAL COMMUNICATION ROLE IN GIVING RECOGNITION

Why should you get involved in employee recognition? Firstly, because you can use the principles to great effect in your own working relationships (and personal relationships).

Secondly, because employee recognition has a *huge* communication component. Recognizing people for their good work sends an extremely powerful message to the recipient, their work team and other employees through the

grapevine and formal communication channels. Employee recognition is therefore a potent communication technique.

Employee recognition isn't rocket science – it is an *obvious* thing to do. Despite the unquestioned benefits arising from employee recognition, one of the mysteries of the workplace is that recognition invariably is done badly, if done at all. Managers need reinforcing and coaching. They need a program, principles and procedures to help them apply recognition effectively within their area of responsibility. Employee recognition remains an undervalued management technique.

One thing you can do is to ensure there are questions on employee recognition in your organization's employee surveys. The results can be used to prove the need for greater employee recognition.

Surveys conducted by Sirota Consulting have revealed that only 51% of workers were satisfied with the recognition they received after a job well done. This figure is as conclusive as you could get – it resulted from interviewing 2.5 *million* employees in 237 private, public and not-for-profit organizations in 89 countries around the world over 10 years.

COST-BENEFIT ANALYSIS OF EMPLOYEE RECOGNITION

The cost of a recognition system is quite small and the benefits are large when implemented effectively. Meta-analysis conducted by the Gallup Organization of the results from 10,000 business units in 30 industries found [a meta-analysis is the statistical analysis of results across more than one study]. These principles are timeless; further research shows they are universally consistent:

Benefits

- Increased individual productivity – the act of recognizing desired behavior increases the repetition of the desired behavior, and therefore productivity. This is classic behavioral psychology. The reinforced behavior supports the organization’s mission and key performance indicators.
- Greater employee satisfaction and enjoyment of work – more time spent focusing on the job and less time complaining.
- Direct performance feedback for individuals and teams is provided.
- Higher loyalty and satisfaction scores from customers.
- Teamwork between employees is enhanced.
- Retention of quality employees increases – lower employee turnover.
- Better safety records and fewer accidents on the job.
- Lower negative effects such as absenteeism and stress.

Costs

- Time spent in designing and implementing the program.
- Time taken to give recognition. Dollar cost of the recognition items given
- Time and cost of teaching people how to give recognition.
- Costs of introducing a new process.

Individual Performance

➔ **Recognition ➔ Increased productivity and satisfaction ➔ Increased value to your organization**

MEASURABLE IMPROVEMENT IN PROFITABILITY

Measuring the direct impact on profitability is difficult because it is only one of many factors influencing employees in every workplace. However, case studies make a persuasive case that bottom-line benefits have been achieved through recognition schemes. The Walt Disney World Resort established an employee recognition program that resulted in a 15% increase in staff satisfaction with their day-to-day recognition by their immediate supervisors. These results correlated

highly with high guest-satisfaction scores, which showed a strong intent to return, and therefore directly flowed to increased profitability.

On the other hand, the cost of extremely negative or ‘actively disengaged’ workers comprises a massive 10% of the US Gross Domestic Product annually, including workplace injury, illness, employee turnover, absences and fraud.

HOW TO GIVE EMPLOYEE RECOGNITION

Firstly, it is important to understand the context, and to keep in mind several key organizational principles for giving employee recognition² – as explained in this article. Raphael Crawford-Marks outlines 5 broad ways to give appreciation/recognition in a 2021 Bonusly article³:

Love Language/ Language of Appreciation	Description of Language	Workplace Examples
<i>Words of Affirmation</i>	Communication of positive personal sentiments	Verbal recognition and written compliments
<i>Acts of Service</i>	Expressive actions that require planning and effort	Offering help to a coworker with their workload, clearing the lunch table, and special perks
<i>Quality Time</i>	Being with someone and giving them your undivided attention	Team building activities, group lunches, and volunteering together
<i>Gifts</i>	Something tangible that serves as a symbol of caring	Gift cards, bonuses, and coffee
<i>Physical Touch</i>	Appropriate touch perceived as appreciation	High fives, handshakes, and fist bumps (remember to ask first!)

You can be a catalyst in your organization. Initiate it in your area. You could start doing it discreetly, not even telling others about the change, but doing it and observing the results.

You can spontaneously praise people – this is highly effective. To many employees, receiving sincere thanks is more important than receiving something tangible. Employees enjoy recognition through personal, written, electronic and public praise from those they respect at work, given in a timely, specific and sincere way.

This day-to-day recognition is the most important type of recognition. Day-to-day recognition brings the benefit of immediate and powerful reinforcement of desired behavior and sets

an example to other employees of desired behavior that aligns with organizational objectives. It gives individuals and teams at all levels the opportunity to recognize good work by other employees and teams, and it also gives the opportunity for them to be recognized on the spot for their own good work.

Even if you aren’t a manager, you can be alert for opportunities to recognize others and take the initiative to do something. You can nudge your manager to do more of it and to encourage it in other departments.

THE BEST FORMULA FOR RECOGNIZING AN INDIVIDUAL

1. Thank the person by name.
2. Specifically state what they did that is being recognized. It is vital to be specific because it identifies and reinforces the desired behavior.
3. Explain how the behavior made you feel (assuming you felt some pride or respect for their accomplishment!).
4. Point out the value added to the team or organization by the behavior.
5. Thank the person again by name for their contribution.

Recognition is a key success factor even at higher levels of management. Dr Lawrence Hrebiniak, Professor of Management in the Wharton School at the University of Pennsylvania, states in his book, *Making strategy work: leading effective execution and change*: “What’s absolutely critical...is that the organization celebrates success. Those who perform must be recognized. Their behavior and its results must be reinforced...Managers have emphasized this point to me time and time again, suggesting that, as basic as it is, it is violated often enough to become an execution problem...Give positive feedback to those responsible for execution success and making strategy work.”

If you would like to know how to initiate and conduct employee recognition activities, you can find lots of ideas, and the best framework and guiding principles from Kim Harrison’s eBook, *How to create a top employee recognition program available at* <https://cuttingedgepr.com/downloads/employee-recognition-helping-you-achieve-great-team-performance/> ■

¹https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx?g_source=RECOGNITION&g_medium=topic&g_campaign=tiles

²<https://cuttingedgepr.com/key-principles-effective-employee-recognition/>

³<https://blog.bonus.ly/appreciation-at-work>

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BIG CHANGES IN MERCHANT FEES

Now more than ever, it's important to know what you're paying, and why


BY: MSG PAYMENT SYSTEMS

Have you heard the news? Visa, Mastercard, and Discover made BIG adjustments to their rates. We know, we know – it's a dry topic. However, it's important to know what this means for your business: Your bottom line could be impacted. There may be substantial changes to the fees you pay for credit card acceptance.

These updates were originally scheduled for April 2020, but were pushed back to April 2021 due to the COVID-19 pandemic. Although it's only been a few months, we already see the effects they're having on businesses. To avoid paying more than you should, there are ways to make sure you're getting the best rate possible. First, make sure your merchant account is coded properly. There are categories for each industry with different rules and fees. Second, make sure your pricing structure isn't bundled or flat rate. This can result in overpaying for some transactions.

If all of this sounds overwhelming – you're not alone. After all, your job is to grow your business, not study merchant services. That is where we step in. We take time to learn about your business, your customers, and ensure your account is set up correctly for your industry. For each of our clients, we look at all of these factors to create a custom program that helps them meet their goals. Merchant services is not a one-size fits all industry. If you are interested in an account review, contact us at 888-697-8831 or msgpay.com/quote.

The bottom line: rates and pricing structures have changed, and your company may be impacted. The payments industry evolves quickly, and what worked a year ago could be different today. Your best plan of action is to partner with a trusted payments expert to see what, if anything, should be adjusted. ■

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GETTING LUCKY AT ACP MEETINGS

If someone goes to an out-of-town conference and says they “get lucky” – you probably do not want to ask a lot of questions. But after 23 years of attending the annual conferences of AFCP and now ACP I have lots of good luck stories to share.

First, it is always about the people. If business, politics, and personal struggles are getting you down, a few hours with free paper publishers can renew your faith in people and positivity. I am lucky to know many of the people that come to these conferences, volunteer countless hours to make them a success, and celebrate their years together.

Between my busy law practice, and postal association work, there are never enough hours in the day to get the work done. But I have learned to mix business and pleasure and I have “gotten lucky” many times at the annual free paper meeting.

Your conference planners always seem to have great timing. When we attend a conference, we make an effort to see what is going on in town, and to “get lucky” with whatever local sites or events might be available for good times. Thanks to the association leaders and member

that have invited me, and my partner Jeff Albrecht, to go postal with them since 1997, here are some of our memories we have made together at your annual meetings.

Most speakers make you laugh – cry – and think. Sometimes all at once.

One of my first conferences was in Chicago – right in the middle of the Chicago Blues Festival. Post Katrina, the New Orleans conference was in the middle of the New Orleans jazz festival. Tab Benoit showed us all how to Boogie at a private performance. Publishers know how to party! (Some of them even know how to dance). Your conference planners like getting funky and provided some great music. The music under the stars in Palm Springs on an April night go head-to-head for great moments with the Buffet cover band and sunset at St. Pete’s beach.

Dancing and outdoor music has always been my jam and a source of much joy. But there has been other fun as well. Like any ‘winner’ “we got to go to Disney World.” Jeff rode in a pace car at Daytona. We saw where a war started in Savannah and got to party on an aircraft carrier in San Diego. We saw sharks and

caught an outdoor dog frisbee catching show in Atlanta. Jeff’s birthday falls on many of the April conference dates. In Louisville I made him “see fireworks” and he “got lucky” with me in Vegas.

The Des Moines conference was full of delightful surprises. Mid-West blue skies, and tropical temperatures were appropriate for the World Food Fest and International Music Festival a few blocks from the hotel. We ended Saturday night of the conference listening to the Original Wailers sing Bob Marley’s reggae classic “Don’t worry – everything is gonna be all right.”

Thanks to ACP and the people that make it possible. Borrowing a theme from the Des Moines meetings’ opening ceremonies, Iowa can be a little bit like heaven. When it comes to planning a great conference “if you build it, we will come”. Thanks! ■

*Gratefully Submitted,
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Somebody once said...

“

The difference between the almost right word and the right word is the difference between the lightning bug and the lightning.

”

Mark Twain

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THE LEADERSHIP INSTITUTE

HIGHEST POSSIBLE STANDARDS

BY JIM BUSCH

“Average leaders raise the bar on themselves; good leaders raise the bar for others; great leaders inspire others to raise their own bar.”

—Orrin Woodward

The issue of Publish is dedicated to honoring our association's 2021 Publisher of the Year. As I write this, the conference is still weeks away and I do not know who will receive this honor. I do not know whether they are male or female, young or old, or where they come from. Despite this lack of information, I can tell you a lot about the recipient of this award. I know that they are intelligent, hardworking, and ambitious. They are creative, expert time managers, and goal oriented. Our new Publisher of the Year is enthusiastic and optimistic; a real glass half full kind of guy (or gal). I am 100% certain of these statements because these are all traits of the people who excel in our industry.



I can also say with absolute certainty that our Publisher of the Year is a person who holds themselves and others to high standards. Adherence to high standards is the hallmark of exceptional leaders. Their dedication to excellence is what separates truly great leaders from merely adequate managers. Our Publisher of the Year is the kind of person who is never quite satisfied; they always want to push a little further, to, in the words of Orrin Woodward, to raise the “bar a little higher.” Two words that you will never hear them say are “good enough.” They are never deterred by setbacks. Like everyone else, they may make mistakes, and sometimes things may not go their way. Whatever happens, you will never hear them whine about their situation or try to make excuses for their failures. They have the courage to admit that they were wrong, the wisdom to learn from their experience, and the resilience to start again. The one thing that they simply cannot abide is anyone who fails to give a 100% to everything they do. They inspire great loyalty in their employees; good people enjoy working for someone who brings out the best in them. They also like working for a person who holds themselves to the same, or even higher standards than they do their people. How did our new honoree win this honor, by pushing themselves and their teams to the highest possible standards of excellence, just because that's the kind of person they are! ■

A SPOOF ABOUT BAD TIME MANAGEMENT HABITS



BY BOB BERTING,
BERTING
COMMUNICATIONS

Many salespeople are not well organized because they don't have a good personal time management system. The following is intended to be a spoof about time management.

1. THE EARLY MORNING--STRIKING THE RIGHT IMAGE:

If the salesperson is new and the starting time is 8:00 am, he will get to the office at **7:30**. The salesperson does not know why he is there at 7:30 but he wants to look eager. **Next, he will cruise the office and plant, always walking very fast so everyone will see him and recognize he has arrived early for work.** Then it's back to the sales area, time for a cup of coffee, discussion of last night's TV programs, and a phone call to the lottery hot line.

2. STARTING THE MORNING CALLS:

At around 10:00, the salesperson gets into his car and now begins his time management for the day. With 500 accounts in a 10 mile radius, the salesperson thinks "I wonder where I'll go today?" The first call on any day has to be to someone who is friendly, with a preference for someone who has coffee or very close to a coffee shop. Sunny days are good for a half hour trip to Harvey's Hardware store. Harvey is happy to see him because Harvey is lonely. The salesperson could easily spend an hour with Harvey and justify it by saying it's account development. After all, Harvey does run 10" ads occasionally and he wants to be right there when Harvey is ready to increase his ad size.

3. LUNCH TIME

At 12:00 noon the salespeople return to the office, then out to lunch together and begin "market research." The newest salesperson always has everything figured out the first week. If the paper is a broad sheet format, it should be a tabloid.

If the paper is mail-delivered, it should be carrier-delivered. They then commiserate together—the economy is weak, people are not spending, business is down, and the radio station is cutting its rates again.

4. AFTERNOON SELLING TIME

Back to the office from lunch, followed by paper shuffling and a few phone calls...and finally about 2:00, the salesperson is back out on the street for his selling activity. The salesperson knows something is wrong because the merchants are not running out of their stores and throwing advertising copy into his car. The salesperson never thinks, "Well, the publication has been in business for 20 years—maybe they're doing something right." The new salesperson cannot understand the merchants' sales resistance.

5. LATE AFTERNOON WIND DOWN

The salesperson wants to be back in the office by 4:00, to insure he can leave promptly by 5:00. He quickly submits his copy to the layout department and tells them he'll look at the finished production ads in the morning.

This pattern of wasting time means that once bad habits are formed, the salesperson will continue to waste time, day in and day out. But when a salesperson makes good sales calls on a regular basis, increased sales will result.

However to do this, he must have an effective time management system, demonstrate self-discipline, and have an organized work plan. ■

Bob is the author of 4 e-books for the newspaper industry, available on www.bobberting.com. Bob is a professional speaker, advertising sales trainer, publisher marketing consultant and columnist in many national and regional newspaper trade association publications. He can be reached at bob@bobberting.com or 317-849-5408.

HOW TO HANDLE UNSPOKEN OBJECTIONS



BY JOHN FOUST
RALEIGH, NC

Brandon is an advertising manager who wants his team to be prepared for all sales situations. “We spend a lot of time on sales strategy,” he said, “because that helps us cut down on unexpected surprises. To use a baseball comparison, we want to be able to hit the curveball.

“As any sales person will tell you, the most common curveball is an objection,” Brandon explained. “Most prospects have some kind of objection, even if they don’t say it out loud. Unspoken objections can be real sales killers. You’re sailing along thinking everything is going fine, then at the end of the conversation the prospect says, ‘I’ll think about it and let you know.’ That creates a real predicament for a sales person.

“There’s an old saying that silence is golden, but that’s not true in selling,” Brandon said. “Sometimes it’s your job to verbalize what the prospect is thinking. If you don’t, the objection that is lurking below the surface may never come to light. I disagree with the idea that you can’t answer an objection you don’t hear. An unspoken objection can sink your presentation just as fast as one that is shouted.

Brandon explained that the key is to be prepared to weave answers to objections into the presentation. The good news is that most objections are predictable. If a sales person has done his or her homework, there’s no reason to be surprised to hear a question about price, readership statistics, ad position or production.

“Take price, for example,” he said. “A prospect may be embarrassed to say,

‘I don’t think I can afford to advertise in your paper.’ You can address that by bringing up the objection yourself, then reassuring them that it’s natural to be concerned about price. I encourage our team to say something like, ‘Some advertisers wonder about the affordability of advertising in our paper.’ Or ‘People often ask how our rates compare to other media outlets.’ Or ‘You may be wondering how this could fit your ad budget.’ Then they answer the objection just like they would if the prospect brought it up.”

This is a variation of the old Feel-Felt-Found formula, which says, “I understand how you feel about price. Other advertisers have felt the same way. And they found benefits such as...” The difference here is that the sales person brings up the topic. But as Brandon cautions, don’t use the words “feel,” “felt” or “found.” That formula has been around so long – and those words have been misused by so many sales people – that they can make prospects think they are being manipulated.

“Some prospects actually seem relieved when a difficult objection is mentioned by the sales person,” he said. “I’ve seen them nod their heads and say, ‘Yeah, I was thinking about that.’ In a sense, it clears the air and makes them more receptive in the rest of the conversation.”

In other words, your prospects might not object when you mention their unspoken objections. ■

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John Foust has conducted training programs for thousands of newspaper advertising professionals. Many ad departments are using his training videos to save time and get quick results from in-house training. Email for information: john@johnfoust.com

“Brandon explained that the key is to be prepared to weave answers to objections into the presentation. The good news is that most objections are predictable.

Graphic Hooks

By Ellen Hanrahan

hanrahan.ln@att.net ©2021

Oops, back to type, again... but just as important as hiring the right salespeople, so is the need to use the right typeface. October is our once a year chance to use all those freaky, weird and definitely offbeat typefaces... it's Halloween!

We ran a lot of promotions in our papers, but the ones that we always received a great response from were the "coupon" promos. Naturally, we offered many opportunities to group the business coupons together for easy access. Most times, these coupons were grouped under a very simple heading, usually a six-column by one inch deep heading, similar to the one below. Our challenge was to convey the seasonal aspect in a very limited amount of space... usually with a simple graphic and distinctive typeface for Halloween.



Appropriate type...

The typeface we choose for *spooktacular* was not a typeface that was used everyday.

Fortunately, there are websites that offer free fonts— which is just what we needed for a once-a-year promo (we had very little call to use this in our "regular" ads).

Anyway, a couple of years ago I found that *Mighty Deals* had a group of Free Halloween Fonts; unfortunately when I checked recently, I could not find them. <https://www.mightydeals.com>

But not to worry, when I typed in the name of the first font, *Broken Glass*, it took me to a website that also had free fonts. These fonts are basically for personal use only, and they did have similar looking typefaces. Here is the link to *dafont* which offers these free typefaces, but be aware that the fonts presented on this website are their authors' property, and are either freeware, shareware, demo versions or public domain. <https://www.dafont.com>

Searching a little bit more, and typing in the *Needleteeth* font, I came across another site that offered commercial use as well.

This font also comes in regular, psycho, creepy and spooky... and as I said, you only need one. <https://www.1001fonts.com>
<https://www.1001fonts.com/halloween-fonts.html>

Another site I found was *freefontsprom*, when I typed in *Coraline's Cat*... also with commercial free usage. Just be sure to read the usage on any of the websites. <https://www.freefontsprom.com>



I've selected a few typefaces suitable for Halloween to get you started. Limit them to a couple of words, or a short headline to get the most effective impact.

I'm using my original choices, because I have enough Halloween typefaces to last for a long while.

Using these typefaces at the largest size possible also adds impact. I have also chosen to show what size was used because they vary so much in their dimensions— some at 30 points and others at 16, 19 and 23 points. One size does not fit all!

SPOOKTACULAR

Broken Glass at 30 points

Spooktacular

Cheap Fire at 30 points

Spooktacular

Coraline's Cat at 16 point

SPOOKTACULAR

Creepster at 30 points

SPOOKTACULAR

Foul Fiend at 16 points

SPOOKTACULAR

Green Fuz at 30 points

SPOOKTACULAR

Headhunter at 19 points

SPOOKTACULAR

Needleteeth at 30 points

SPOOKTACULAR

Needleteeth Spooky at 30 points

SPOOKTACULAR

Zombie at 23 points

Free specialty typefaces for Halloween or any holiday or seasonal event can be found online, but may be missing typographic integrity. Believe it or not, these Halloween fonts are not Type I fonts... so they could be around forever!

At times you have to treat the typeface as artwork, because it's distinctive, so don't try to add a lot of graphic images. Treat the typeface as the graphic and incorporate small suggestions of the season into/with the type (as shown with the "coupon heading" in the first column).

Interactive PDF...

I'm still learning about an interactive PDF. Little things to do and not to do. Please let me know if you have any trouble with them, because it's easier to send you to a website then to tell you how to get there... it's my interactive "Uber."

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Final thoughts...

For the last couple of weeks I have been seriously getting rid of some of my books. I am and always have been a "book" person and when I worked in printing, the color, texture and types of paper were always a distraction. Anyway, these books are destined for a charity book sale, but there were books that I "newly" discovered.

As a person who designs, it's a little difficult to go through the "creative" process adequately. *"Caffeine for the Creative Mind (250 exercises to wake up your brain)"* and *"The Imagineering Workout" (exercises to shape your creative muscles)* were unearthed, so to speak, in my latest endeavor to organize.

It's always a challenge to come up with an effective approach to present a service, a product or an idea in a way to garner attention and create interest. That's part of my job as a designer.

So with that in mind, I am aiming to start the New Year with a new perspective and perhaps a new approach to help add to our skill set...

Until next time...



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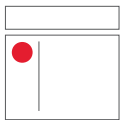
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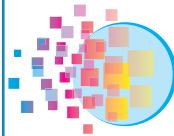


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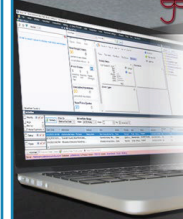


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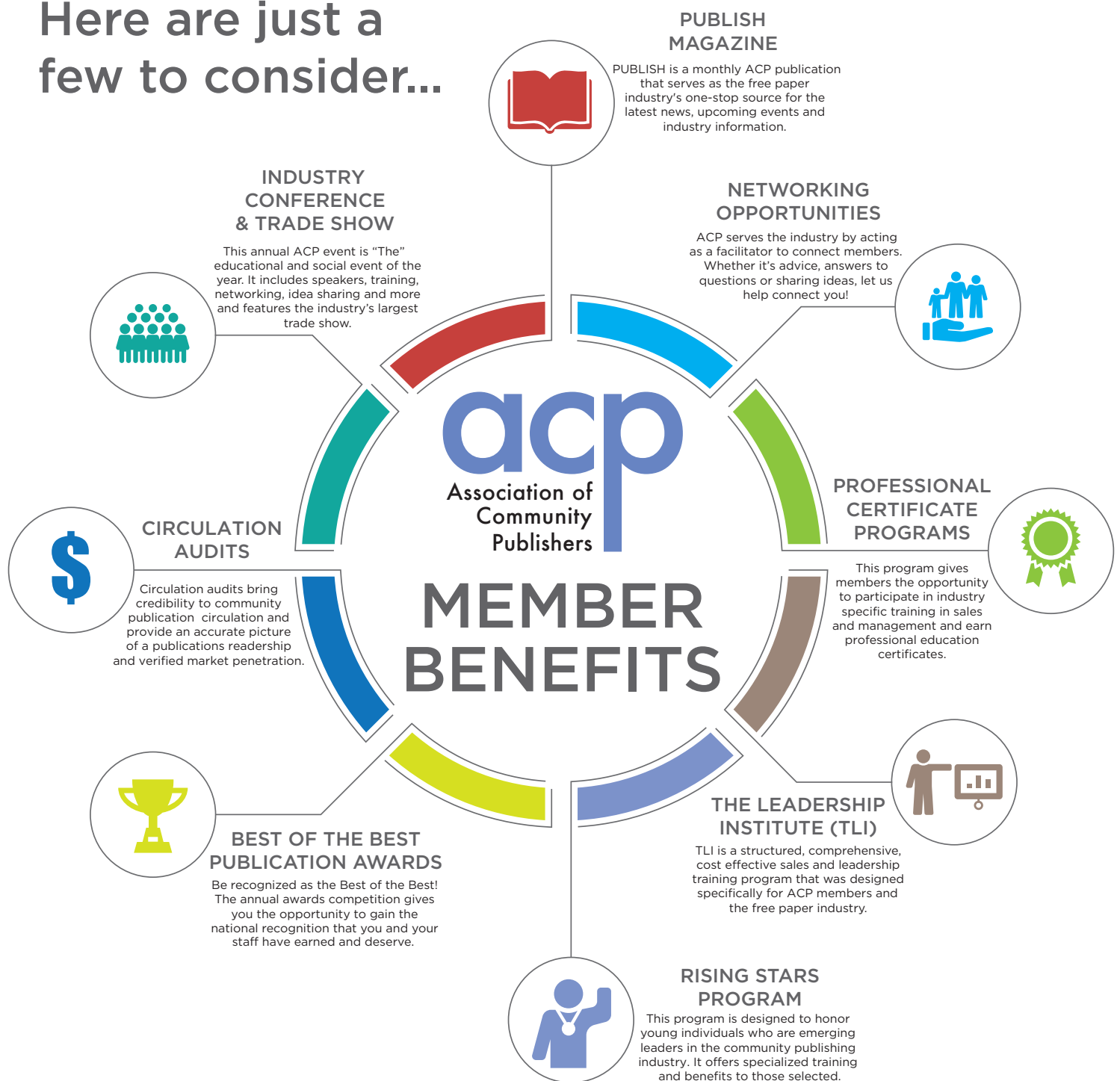
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