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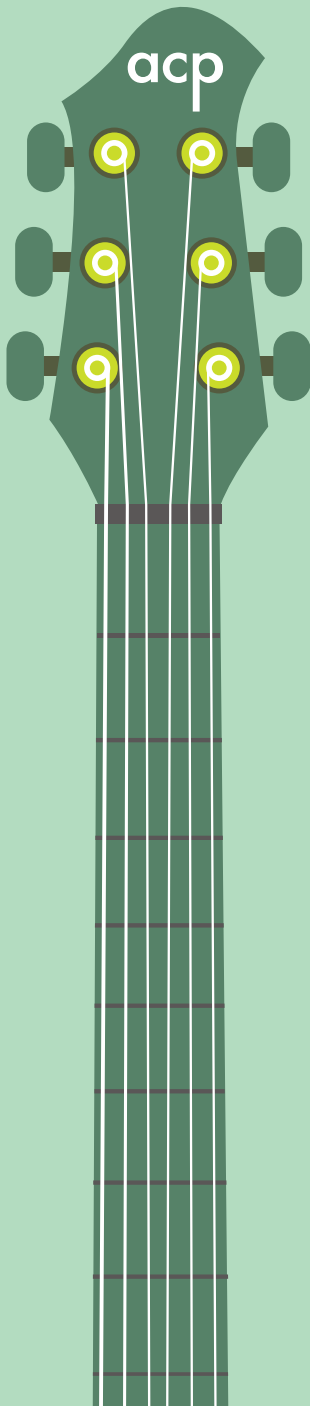
**Program Schedule:**

**Thursday, March 31, 2022**

- 3:30 – 4:25 How to manage remote workers effectively
- 4:30 – 5:25 Idea Exchange - Revenue & cost saving ideas to implement now
- 6:00 – 7:30 Welcome Reception

**Friday, April 1, 2022**

- 7:00 – 8:00 Breakfast
- 8:00 – 8:55 How to prepare your publication for sale
- 9:00 – 9:55 Why you should use a CRM program now
- 10:00 – 10:30 Coffee Break
- 10:30 – 11:25 Pros and cons of outsourcing
- 11:30 – 12:30 How to implement an employee handbook
- 12:30 – 1:30 Lunch
- 1:30 – 2:25 5 things every sales manager should measure
- 2:30 – 3:25 4 ways everyone can use FileMaker Pro to be more efficient
- 3:30 – 4:00 Coffee Break
- 4:00 – 4:55 Introducing ACP's new online sales training program
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**EXECUTIVE DIRECTOR**  
Douglas Fry

5701 E. Circle Dr. - #347  
Cicero, NY 13039-8638  
Office: 877-203-2327  
Email: [Loren@communitypublishers.com](mailto:Loren@communitypublishers.com)  
[Douglas@communitypublishers.com](mailto:Douglas@communitypublishers.com)  
[Cassey@communitypublishers.com](mailto:Cassey@communitypublishers.com)

**MARKETING REPRESENTATIVES**  
Wendy MacDonald  
Kristi Dale

3105 Camino Del Arco  
Carlsbad, CA 92009  
Office: 913-461-3721  
Email: [Wendy@plan4growth.com](mailto:Wendy@plan4growth.com)  
Email: [Kristi@plan4growth.com](mailto:Kristi@plan4growth.com)

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## COMING NEXT MONTH

The March *Publish* plan is to take a look into email marketing. from "how to" through building lists. As always, we will also cover the people, information and issues that are influencing the community publishing industry.

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 shane@dmcityview.com  
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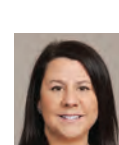
**EXECUTIVE DIRECTOR**  
**Douglas Fry**  
*ACP*  
 104 Westland Drive  
 Columbia, TN 38401  
 Douglas@communitypublishers.com  
 877-203-2327



**SECRETARY**  
**Farris Robinson**  
*Hometown News*  
 2400 S. Ridgewood Ave. #22  
 South Daytona, FL 32119  
 frobinson@hometownnewsmedia  
 group.com  
 386-322-5900



**Joe Nicastro**  
*New View Media Group*  
 5 Dancer Dr.  
 Budd Lake, NJ 07828  
 joe@mylifepublications.com  
 973-809-4784



**Cassey Recore**  
*ACP*  
 5701 E. Circle Dr. - #347  
 Cicero, NY 13039  
 Cassey@communitypublishers.com  
 877-203-2327



**TREASURER**  
**Greg Birkett**  
*Dubuque Advertiser*  
 2966 JFK Road  
 Dubuque, IA 52002  
 gbirkett@dubuqueadvertiser.com  
 563-588-0162



**Barb Perry**  
*Reminder Publishing, LLC*  
 280 North Main Street  
 East Longmeadow, MA 01028  
 bperry@reminderpublications.com  
 413-525-6661



**Loren Colburn**  
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# I'M A PEOPLE PERSON



JOHN DRAPER  
ACP PRESIDENT

If I had a dollar for every interviewee who has told me they were a ‘people person’, I’d have quite a stash of dollars. Not enough to retire on, but certainly more than enough to have some fun with.

What is a ‘people person’ anyway? Someone who can talk to anyone? That’s a good thing so long as the talk is purposeful and directed and so long as it isn’t spending valuable time around the office exchanging more pleasantries than the co-workers can tolerate.

Is a ‘people person’ by default a better salesperson, a better customer service rep, a better reporter? I think maybe better so than a wallflower, but just because one claims to be a person of the people, doesn’t make them immediately qualified to interact with my customers.

Our industry needs the ‘people persons’ who are comfortable with others, and can turn that trait into meaningful and connected conversations. We need the people who do not just talk the talk, but also walk the walk. We need the ones who walk the territory diligently every day and put their people skills to good use. When this doesn’t happen, we are simply paying people to talk. Not a good return.

The million-dollar question then becomes; how do we know which of the people persons are not just talkers, but quality representatives? If I had the exact answer to this, I surely would have enough dollars in the bank to retire. But, like most of you, I do not have a patent on this answer, so I keep trying.

Over time, I have become a bit skeptical of the ‘people person’ answer. Lord knows I’ve hired a few of these individuals and, generally, the results have been less than brilliant. I’ve gotten to the point where I

hope I don’t hear this simple answer throughout an interview process.

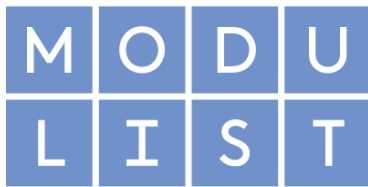
A number of years ago, I decided to pose a question back to my ‘people person’ interviewees. “Can you explain to me exactly how your people skills have helped you reach your goals?” Of course, my answers to this are varied, but at least I get a chance to have the answer explained, and also ascertain some information about their ability to set and reach goals. Another good quality necessary for any employee.

“ Our industry needs the ‘people persons’ who are comfortable with others, and can turn that trait into meaningful and connected conversations. ■

Throughout my years in the free paper industry, I’ve spoken with many publishers who have stated that finding the right people, especially sales people, is their number one frustration. I don’t expect this frustration to end anytime soon and that is unfortunate. I’ve heard of many tactics being put into play to help the situation and results have been inconsistent.

Two things, however, do remain constant: 1) our need for quality employees to sell our services, and represent all aspects of our organizations and 2) publishers will consistently be looking for ways to attract and train the best possible employees to fill our needs.

For me, it’s practice what I preach. Be the kind of ‘people person’ I aim to hire by making purposeful and meaningful connections. One of these connections may be just the person I’m looking for. ■



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BY DOUGLAS FRY

**Y**ou have been on the end of someone being late for an appointment. It can be a frustrating situation. Why do we even care if others are late or make us wait? Simply put, making someone else wait shows lack of respect. Think about when others have made you wait. You feel like they don't value your time, only their own. Aside from advertisers, doctors office visits are the most appalling examples of disregard for others time.

See if this sounds familiar to you. Years ago I had an appointment with a doctor for my annual physical exam. The appointment was set for 11:10 am. I thought that session time was overly precise but I determined to be there on time. Then they asked me to arrive 15 minutes early let them know that changed in my insurance or lifestyle. I arrived 15 minutes early, 10:55 am. I signed in and waited, then waited some more. At 11:15 I went back to the front desk and asked if they had the forms for me to fill out.

The nurse looked at me as if I were asking her to wash my car. With a large amount of disdain she flipped me a clipboard and told me to fill out the attached form. I was back in about 3 minutes with the completed form. She looked it over and told me to wait for another nurse to call me back. 45 minutes later a nurse called my name. I was escorted to a room where I began another waiting game. The demoralizing thing was that she gave me a thin paper gown and told me to remove my clothing, put on the tissue-like clothing, and wait for the doctor.

In case you haven't had the pleasure of wearing paper, it is not overly warm nor is it in any way modest. After another hour of waiting I was ready to set the gown on fire to keep warm. But my patience was rewarded with the nurse returning to take my vitals. Surprisingly my blood pressure was high, it's normally very... well normal. She told me that I was suffering from "White Coat Syndrome." She went on to tell me that people who were afraid of doctors often had elevated blood pressure. I must be one of those "fraidy cats." By then it was after 1:00 pm. I assured her that the doctor should be afraid of me because I was going to send her a bill for the two hours I had to wait. I should have charged double for hazard pay because part of my wait was spent shivering in a paper gown.

By the time the doctor arrived I was worn out. The physical took about 12 minutes. I told her about the wait I had endured with the resulting elevation in my blood pressure. She was unsympathetic and told me that she needed to spend the appropriate amount of time with each patient. I asked her if I was the only person who had to wait. If I was I completely understood. However, I asserted that all her patients that day had to wait. This waiting game revealed a complete lack of professionalism or regard for the patient.

So what does this have to do with you? If you are a doctor reading this I suggest you plan on "an appropriate amount of time with each patient" when you schedule appointments and not make everyone wait. If you aren't a doctor you can impact your professionalism by being on time to your appointments and regarding your customers time as valuable as your own. We don't like having to wait but it seems some people don't worry about making others wait. Don't be that person.

## PUNCTUALITY



If you tell someone you will meet them at a certain time you have essentially made them a promise. If you are late you have broken that promise. If you do not keep your word with something like time, can you be trusted with more important things? As a side note, no one has ever been reprimanded for being on time or early. Avoid the rush. Be on time.

If you realize you are going to be late call the person immediately and let them know you will be late. Tell them when you expect to be there. You don't have to make excuses about why you are late. That just takes extra time you don't have. Ben Franklin said, "I have generally found that the man who is good at an excuse is good for nothing else."

Being punctual also shows you are a reliable person. People trust and rely on those that manage their own time and respect that of others. However, if a person is careless about time, what else are they careless about? Here are a few other characteristics of the punctual person: they are self confident, at their best, honest (being late is a cousin of stealing), disciplined, humble, and respectful of others.

If you are looking to simplify your life, cultivating punctuality is a key ingredient in your formula for success. That success doesn't even require you to sit in a paper gown. ■

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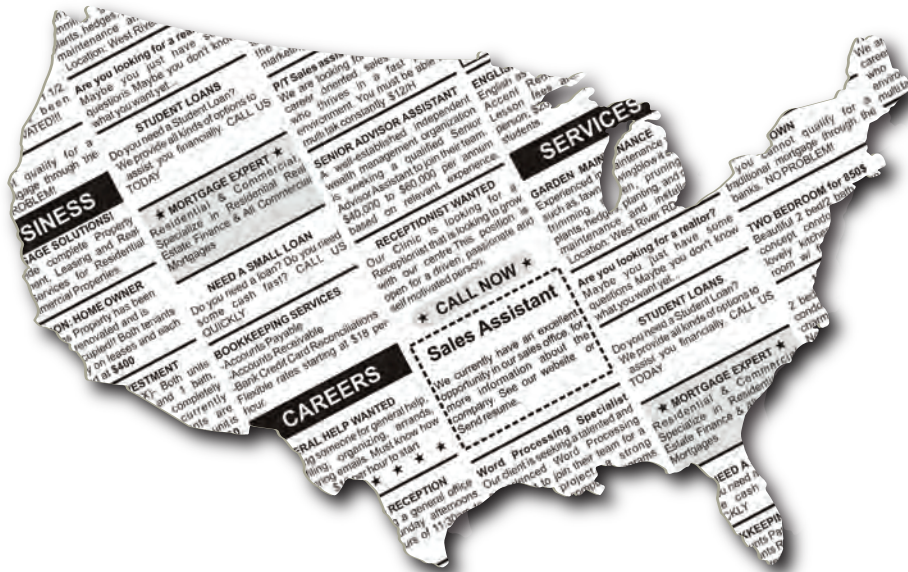
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# WHAT MAKES A SUCCESSFUL HIRE?



BY LOREN COLBURN

It's been over 40 years since I took on my first management role in a publishing business. During that time, I have hired more people than I care to count and those hires have covered an extremely broad range of positions, levels and statures. The results of those hiring decisions have bridged the entire spectrum from incredibly successful career professionals all the way to those who did not finish their first full week of employment. For the purpose of this column, I thought it would be useful to look back through those experiences and see if there were some common threads to the individuals I would rank as my most successful hires.

You often hear people talk about the IT-factor that some people have that makes them immediately seem like a great hire! I have searched for a good definition of the IT-factor to share, but really wasn't comfortable with any that I found. Many described charisma as the key component to the IT-factor. Although I think that charisma is part of IT, I don't think that is the only component. Charismatic people are defined by dictionary.com as *"people who have an outgoing, energetic, and likable personality that seems to naturally draw people to them."*

As I look back on some of my most successful hires over the years, I would say many of them were charismatic (especially sales hires) but would have to admit that a good number of them were not. I can think of one in particular who was really not outgoing or energetic in their approach at all. This person actually was very reserved, inexperienced and only stood out due to her honest confidence that if I would give her the opportunity in spite of her lack of experience, she promised that I *"would never regret the decision."* I can honestly say I did not regret it for one minute in the many years we worked together nor did the rest of the company who had to work with her.

Self-confidence is one of the universal traits that all of the people who made my top 10 list possessed. Not to be confused with "cocky" which none of them were, but they all had a solid comfort level with their ability to get the job done. They also had a confidence level that allowed them not to be afraid to look for help if they needed it. It wasn't



about seeking the approval of others, it was about getting the job done and done right.

In addition to a level of self-confidence, all of these people had a high level of optimism when the going got tough. They were able to generate a smile and a positive approach even on the most difficult days. By maintaining a proactive, task-oriented focus, they consistently emerged as leaders in crisis situations even if that was not their given role. They were the ones people gravitated to for advice, direction and wise council.

Another universal trait of the top 10 group was that they were all team players. Their service-oriented approach to team members and desire to go the extra mile earned them the respect and appreciation from those people around them. The ability to regularly put others above self is not present in all people, but it certainly was a huge strength of the people in this group. Without exception, they were all skilled at seeing things from another person's perspective and understand how that person was feeling. From sales positions to production and administrative positions, the ability to empathize with team members was a critical component of their success.

Without exception, these people were consistently the first group to roll up their sleeves and pitch in when needed, regardless of what the job required. Their energy level would inspire others around them, and they would never ask others to perform tasks they were not willing to perform themselves. With these people it was never you and them, it was we and us.

Last but certainly not least, the entire group had a strong sense of integrity in every situation. Their honesty, moral character and ethics were never a question to those around

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## PERSPECTIVE

them. The example they set for the team helped influence the group in the right direction, even at times when the less ethical/moral path might have been a much easier path to travel.

So based on this analysis, all you need to do is find people who have the following traits:

- Self-confident
- Optimistic
- Service-oriented
- Selfless
- Energetic
- Strong Sense of Integrity

I know that is much easier said than done, but it can help in the process by keeping these characteristics at the forefront of your selection process. How many times have we hired someone because they were the best candidate available, even though we were not convinced they were the right person? And how many times have we been absolutely correct in our gut feeling when the person ends up not being a good fit? If they don't check most of the boxes, you need to keep looking for someone who does. Your reference checks need to ask questions that will shed as much light on these traits as possible. Ask questions like, "On a scale of 1 to 5 with 1 being shy, 3 being self-confident and 5 being cocky, what was your impression of \_\_\_?" or "On a scale of 1 to 5 with 1 being lazy and 5 being energetic, what was your impression of \_\_\_?" My personal favorite, "If you had an opening right now, would you hire this candidate back?" These questions often allow the former employer to give clues that you would not ordinarily get if they have a no reference policy.

Hiring accuracy will never be 100% and we have all been fooled by the exceptional interview that proves to be a terrible hire. The key is always correct the situation as soon as you determine it was not a good hire and keep looking until you find the right person. That will be the only way you will consistently be able to produce a product that will convince people "If it's FREE, buy it!" and a shout out to my top 10, you should know who you are. ■

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# 8 EMPLOYEE RECRUITMENT STRATEGIES TO IMPROVE YOUR HIRING PROCESS

WRITTEN BY PAIGE GARNER

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The hiring process is an integral part of running any business. Whether you are a small business owner, an HR manager, or the CEO of a large company, you will have to recruit at some point in your career. Hiring can be tough on its own, and according to a 2021 study by Harris Poll, 52 percent of U.S. workers are considering a job change<sup>1</sup> within the year. What's more, 44 percent have actual plans in place to make the leap.

That means this is the year to step up your recruitment process to stand out among the competition. Hiring has now become all about the candidate.

## WHAT ARE THE ELEMENTS OF A SUCCESSFUL RECRUITING STRATEGY?

1. Develop a clear employer brand
2. Create job posts that reflect your company
3. Use social media
4. Invest in an applicant tracking system
5. Explore niche job boards
6. Consider college recruiting
7. Find passive candidates and let them know you want them
8. Conduct awesome interviews

Be sure that you're finding top talent with these eight employee recruitment strategies to help improve your hiring process. If you're looking for a recruiting platform, use our Product Selection Tool<sup>2</sup>. You'll get a list of recruiting tools tailored to your needs to help you find the best fit for your company. For visual learners, check out this video on the top 5 recruitment strategies:

### 1. DEVELOP A CLEAR EMPLOYER BRAND

Your employer brand is what will set you apart from other companies and show candidates why they



should work for you. It should reflect your business' mission, culture, and values.

Think about questions such as, "Why would someone want to work for this company?" and "What percentage of your employees would recommend your company as a great place to work?". From there, check that your business' about pages, social media, and advertisements align with your employer brand.

### 2. CREATE JOB POSTS THAT REFLECT YOUR COMPANY

Your job post is the first impression the candidate will have of you. You want to be sure to come off as organized and professional while still embracing your brand.

Is your company built on comedy? Make the job post funny! Strictly business? Make sure your ad is sleek and well put together. This will help you acquire more applicants and attract people who will fit in with your company culture.

### 3. USE SOCIAL MEDIA

Social recruiting is becoming increasingly popular as companies begin targeting millennials. Social recruiting is simply using social media to find talent, advertise jobs, and communicate with potential candidates.

Many brands have been successful with this technique, including Uber, Apple, and Zappos! Be sure to create a presence on social media that will align with your values and employer brand.

### 4. INVEST IN AN APPLICANT TRACKING SYSTEM

Save your company time and money by investing in an applicant tracking system. An Applicant Tracking System<sup>3</sup> (or ATS) is a software tool that automates the process of posting jobs and finding qualified talent. This often includes one-click job posting to multiple sites, applicant sorting, and interview scheduling. There are many options available, so be sure

# INDUSTRY FEATURE

to do your research and find the best applicant tracking system<sup>4</sup> for your company's budget and size.

## Top applicant tracking systems

(For easy linking to and more information about all the following applicant tracking systems, just go to: <https://technologyadvice.com/applicant-tracking-systems/>)

- **Monday.com** – monday.com is a collaborative platform that allows HR managers to manage the entire employee lifecycle in one place. Track the recruitment process of all candidates at a glance, onboard new employees with pre-made templates, plan team-building activities to engage current employees, and leverage data-driven insights with analytics built into your daily workflows. Finally, integrate monday.com with Gmail and 40+ tools you already use so the platform supplements your current workflows seamlessly.
- **VidCruiter.com** – VidCruiter brings value to most mid-to-large-sized organizations. Since our software is custom-made, we're able to tailor it to meet the needs of many different industries and all levels of government. VidCruiter makes it possible to hire great people anywhere on earth.
- **JazzHR.com** – Say Goodbye to outdated processes like spreadsheets and inbox recruiting, and Hello to powerful, user-friendly hiring tools designed to streamline your entire candidate-to-employee journey. With JazzHR you can easily post jobs, screen resumes, schedule interviews, collaborate with your team, extend offers and more from one central location. Get started today for as little as \$39/month.
- **Recruitee.com** – Recruitee is a collaborative hiring software that builds winning teams. Organize, boost, and automate your recruitment. Try for free or get a demo now!
- **ExactHire.com** – ExactHire ATS—backed by a team of SHRM certified strategists—improves hiring

outcomes by optimizing the hiring process. Our software extends the reach of job posts, simplifies the application process, and streamlines communication between applicants and employers. This increases traffic to online applications and quickly moves candidates through the hiring process. Along the way, applicant data and activity is organized into insights that are critical to making better hiring decisions.

- **Manatal.com** – Manatal Recruiting Software is the next generation of recruitment software, built with the latest technologies and designed to streamline recruitment processes from sourcing to onboarding and beyond. Hire faster and funnel your recruitment channels into an

“Your job post is the first impression the candidate will have of you. You want to be sure to come off as organized and professional while still embracing your brand.”

intuitive platform. Leverage the social media enrichment and AI features, remote-manage your team, improve collaboration, access a full reporting suite, compliance tools and much more. Transform the way you recruit with Manatal's ultimate cloud-based hiring tool.

- **BerniePortal** – BerniePortal Applicant Tracking is an Applicant Tracking System (ATS) that allows small and mid-sized employers to attract candidates, manage applicants, make offers and onboard new hires with best-in-class software. Complete with templates, integrations with top job boards, and robust reporting, BerniePortal increases your candidate pipeline while decreasing your time-to-hire. Request a demo to see how BerniePortal can streamline your recruitment process.

- **SmartRecruiters.com** – Like traditional ATS, SmartRecruiters centralizes all applicant documents and allows comment and collaboration by hiring managers. Furthermore, HR can map out the hiring workflow and delegate certain areas of responsibility to various stakeholders. Last but not least, SmartRecruiters can manage candidate assessments, interviews, and schedule callbacks. It even offers a robust set of development tools to let you integrate SmartRecruiters with your legacy HRIS or other systems.
- **Recruiterflow.com** – Recruiterflow is a purpose built ATS & CRM for fast growing recruiting businesses and executive search firms. It is built for simplicity and automation that drives team wide adoption and a massive gain in team collaboration and productivity. With 1-click sourcing extension, integrated email sequences it's super easy to source candidates and reach out to them. Their simple drag and drop style pipeline management view helps you visually track your talent pipeline.
- **Jobvite.com** – The Jobvite Platform infuses automation and intelligence into today's expanded recruiting cycle to increase the speed, quality, and cost-effectiveness of talent acquisition. Jobvite's industry leading software accelerates recruiting with an easy-to-use Applicant Tracking System (ATS) with social recruiting capabilities, mobile-optimized branded career sites, recruiting marketing solution, candidate texting solution, on-demand video screening, advanced analytics, and onboarding.
- **Greenhouse.com** – Greenhouse is a recruiting software platform that helps companies find qualified candidates, conduct interviews, and make data-driven hiring decisions. Greenhouse assists hiring representatives in planning, sourcing, interviewing, and hiring phases. Companies can utilize Greenhouse

interview kits allow prospective hires to communicate directly with HR representatives, sync schedules, review role context and expectations, and upload their resume.

- **Bullhorn.com** – Bullhorn’s applicant tracking software is a powerful way to find and manage qualified talent. Not only can recruiters use the recruitment software to accept resumes, they can monitor applicants through the entire hiring process. Keep notes on job seeker interviews, forward information to hiring managers and stay in touch with the candidates themselves. Recruiters enjoy the ability to instantly respond to job applicants while managers can track recruiter activity as it happens.
- **ADP.com** (<https://www.adp.com/what-we-offer/products/adp-workforce-now.aspx>) – Attract, captivate, and hire top talent with ADP Workforce Now® Recruitment so you can drive both your business strategy and your people strategy forward. As part of the full ADP Workforce Now HR suite, Recruitment’s easy-to-use capabilities are natively connected to your onboarding, HR and payroll data to save you time and effort. With this end-to-end recruitment solution, ADP Workforce Now helps deliver a better experience for your organization and for candidates.
- **Workday.com** – Workday Recruiting is an end-to-end talent acquisition application built to help you find, engage, and select the best internal and external candidates for your organization. Manage the entire recruiting lifecycle in one system, including workforce planning, sourcing, and advanced talent analytics. Attract top talent with an engaging candidate experience from outreach to onboarding. Streamline the recruiting process by enabling transparency and collaboration across the entire hiring team.
- **Lever.com** – Like many ATS and recruiting software systems, Lever lets recruiters create a custom careers page for their organization’s website. This includes both internal

and external job boards. Users can also create job applications using the same feature, giving candidates a clean, one-page application.

The candidate sourcing feature in Lever lets users save candidate information, including name, email address, phone number, LinkedIn profile link, and their resume.

## 5. EXPLORE NICHE JOB BOARDS

Depending on what job you are hiring for, it may be difficult to find talent on one of the many large job sites. If your company falls into a smaller, more defined category, try looking into niche job boards. These are smaller job sites that are devoted to only one type of job and often have a community of job seekers and recruiters. You can find niche job boards covering everything from the retail industry to construction.

## 6. CONSIDER COLLEGE RECRUITING

Recruiting from college campuses can help you discover upcoming talent for your industry, while also aligning your company with internship opportunities and campus connections. You can recruit from colleges in many ways, including attending career fairs, volunteering to speak at events for your industry, being featured on campus online job boards.

## 7. FIND PASSIVE CANDIDATES AND LET THEM KNOW YOU WANT THEM

Passive candidates are those who are currently employed and not actively looking for a job. These candidates will often be the most qualified and seem to be the perfect person for the job. Personally reaching out to them will show that you are truly interested in their talent and will be sure to grab their attention. Using social media and connections will help you identify these potential candidates as well as raise awareness for your company. For additional information on recruiting passive candidates, read: <https://technologyadvice.com/blog/human-resources/4-ways-recruit-passive-candidates/>

## 8. CONDUCT AWESOME INTERVIEWS

It’s important to remember that interviewing is a two-way street. While you are interviewing your candidate, they are also interviewing you. Whether you are meeting remotely or in person, be sure to make it comfortable and low-stress.

Cater the interview to the position they are applying for. Will they be working with a group? Try group interviewing. Also remember to reflect your company’s culture. For example, if you are in an office that likes to joke around a lot, incorporate that into the interview. This will ensure you find someone who is both talented and a good fit for your culture.

## GET THE BEST RECRUITING TOOL FOR YOUR HIRING PROCESS

Recruiting is complex and ever-changing, but with the right tool, you can get ahead of the game and find great candidates for your roles. If you’re wanting to streamline your hiring process and provide a positive experience for candidates, use the convenient TechnologyAdvice Product Selection Tool (<https://technologyadvice.com/recruiting-software/>) to get a shortlist of recruiting software systems. ■

*Paige Garner is the Marketing Coordinator for Proven (<https://blog.proven.com/>). When she is not tweeting, blogging, or writing, she loves spending time with her Pomeranian, Chips!*

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Original Article: <https://technologyadvice.com/blog/human-resources/recruitment-strategy/>

<sup>1</sup> <https://thebarrispoll.com/is-now-a-good-time-to-change-careers-more-workers-are-feeling-good-about-it/>

<sup>2</sup> <https://technologyadvice.com/recruiting-software/>

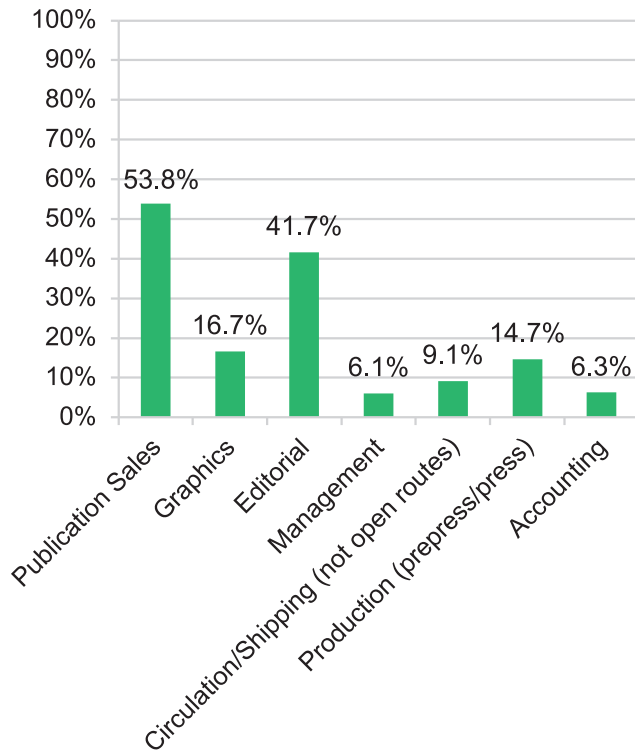
<sup>3</sup> <https://technologyadvice.com/applicant-tracking-systems/>

<sup>4</sup> <https://technologyadvice.com/applicant-tracking-systems/>

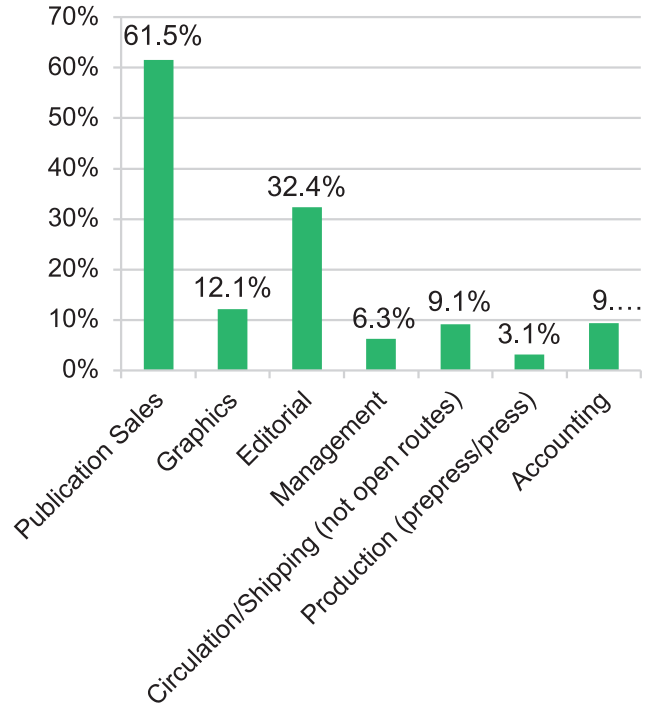
# THE SURVEY SAYS...



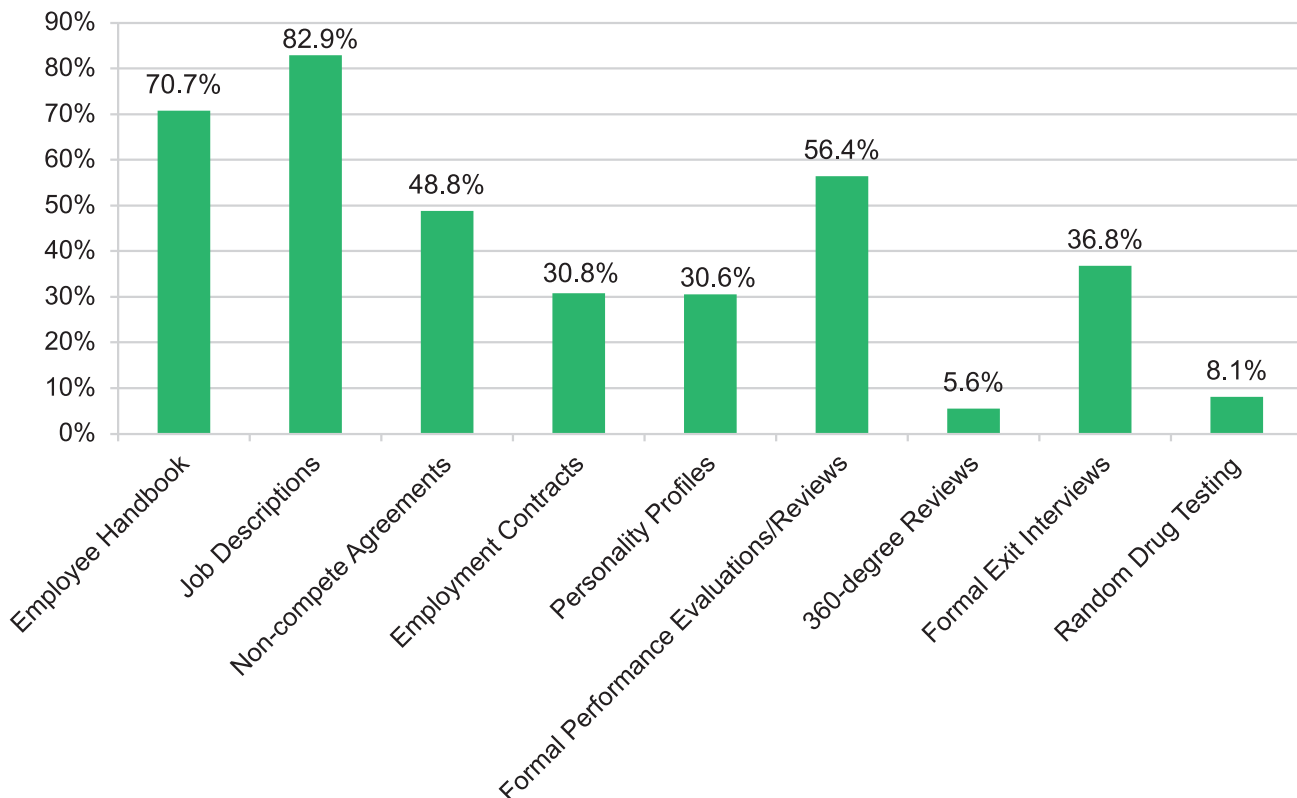
Do you currently have openings you are trying to fill in any of these departments?



Do you anticipate having new openings over the next 3 months in any of these departments?

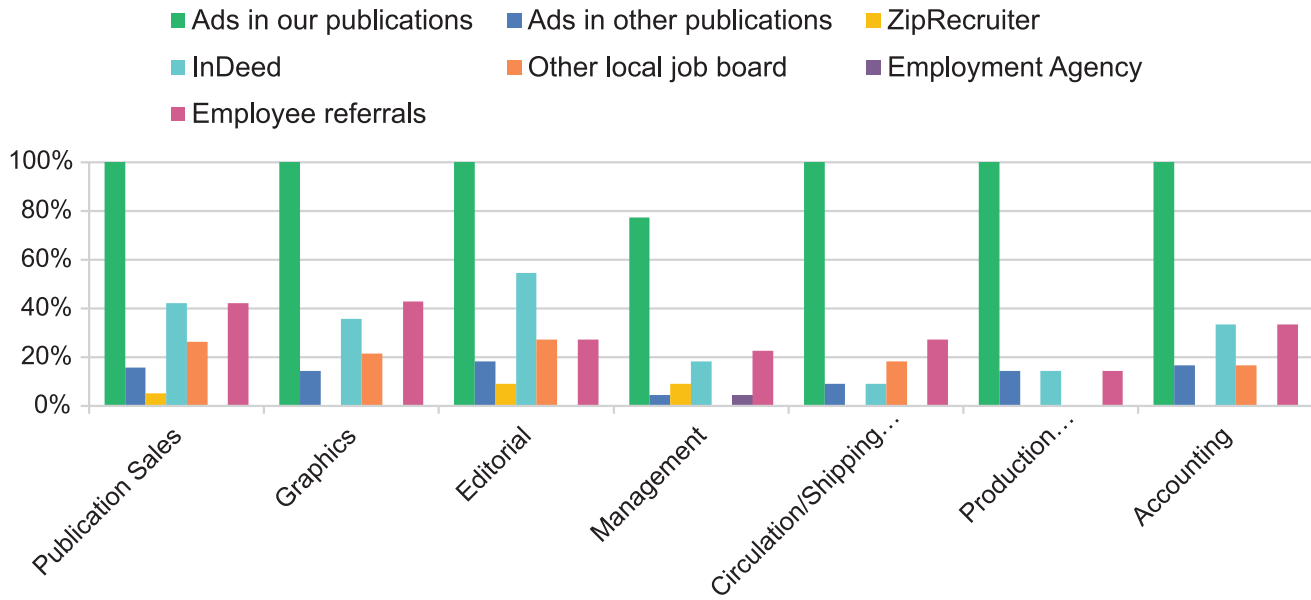


Does your publication utilize any of the following HR tools?

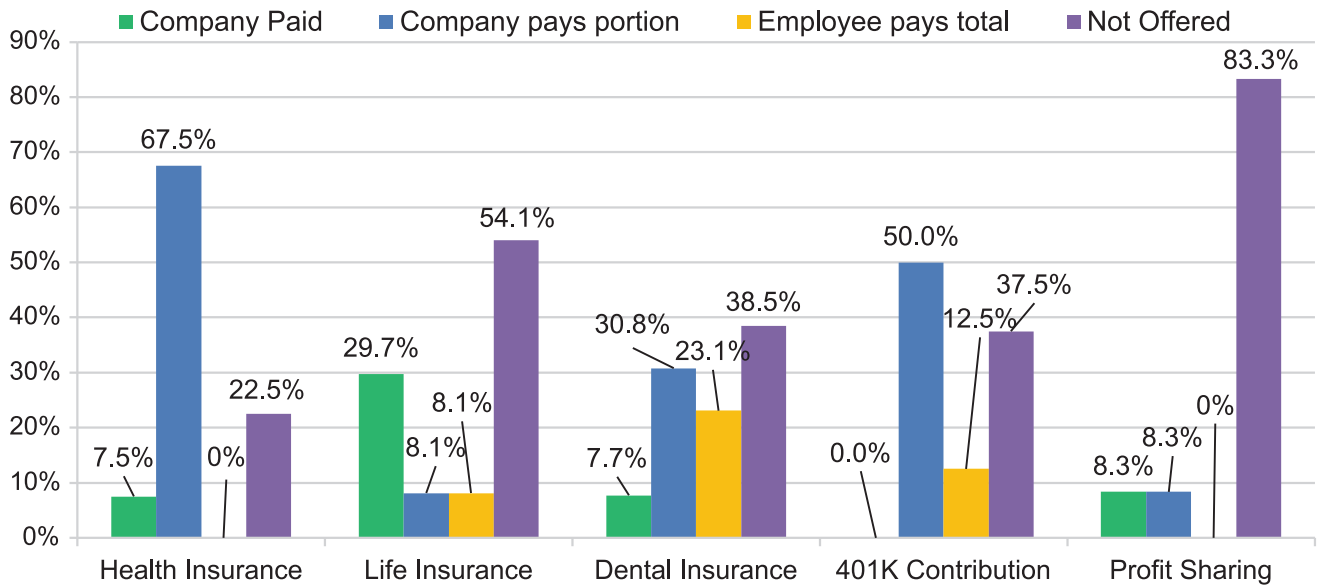




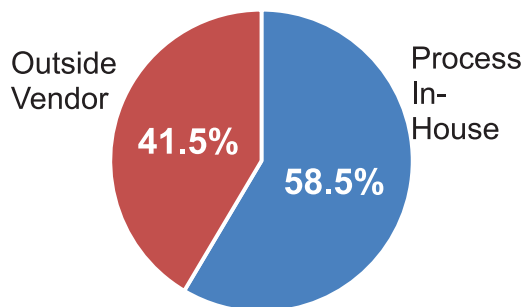
## How do you find candidates for openings in each of these of these departments?



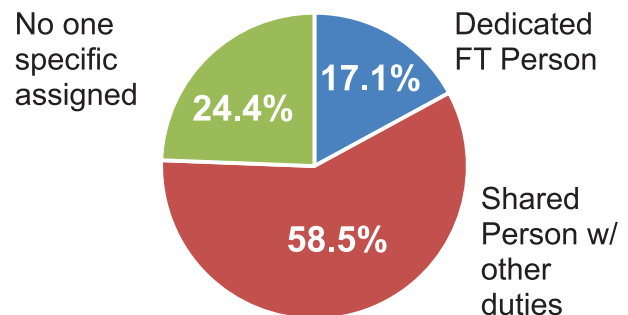
## Do you offer the following to your employees?



## How do you handle payroll processing?



## How do you handle personnel/HR?



# 5 PITFALLS TO HIRING COMMISSION-ONLY SALES REPS

### HOW EMPLOYING REPS BASED ON SALES COMMISSIONS COULD AFFECT LOYALTY AND CUSTOMER RETENTION

BY CHRISHELLE MONY

*Reprinted with permissions from CloudTask.com*

Your business is beginning to grow and you want to keep up the sales momentum but there's only so much your small team can do. You're considering hiring a couple of commission-only sales reps as it's zero investment up-front and means you can cut them loose should it not pan out.

It's easy to be tempted to jump on the "Commission only" bandwagon as only paying sales reps on what they sell seems smart. However, there are a few downsides you should consider before you do.

Here are 5 pitfalls to watch out for:

#### #1 - MISUNDERSTANDING WHAT MOTIVATES

While money is a powerful motivator, many sales professionals are motivated by more than just financial incentives – from stock options and profit distributions to more autonomy and freedom to work remotely without ever attending a meeting in person.

Commission only sales reps often do not believe in the product they are selling and are merely attracted to high value products and services, because they don't need to sell a lot to make a decent commission. In the long term, hiring someone who just wants to make a few quick sales may not bring in the desired ROI.

It is important that you figure out what really brings long term ROI – it could be as simple as giving your full time sales employee a raise and more autonomy with some milestone-based bonuses.

#### #2 - INCESSANT INCENTIVIZING

With a commission only sales rep, there is constant pressure to sufficiently incentivize them if you want to see consistent performance and sales that ultimately impact your profits. It's a



tricky balance to maintain as paying commissions too late (with longer sales cycles) means more time spent with each prospect and not on new sales opportunities. Paying too early (for leads only with you or someone from your internal team closing the sale) means less incentive for the rep to see the lead be successful (and actually convert to customer). To counter this, conversion ratios or other factors can be agreed upon and implemented to further incentivize successful outcomes. This constant effort monitoring however, is time consuming, exhausting and better spent on a more permanent internal resource.

#### #3 - LACK OF LONG TERM COMMITMENT

The lack of emotional or financial long term commitment in this kind of setup may seem mutually beneficial at first. No strings attached however doesn't bode well as these reps aren't invested in your organization's success. Independent sales agents may bring in customers and make commissions but they may not necessarily care about your product, company, customer satisfaction or retention rates.

This often results in reps that aren't successful as they don't believe in the product and prospects can and do pick up on this. High commissions alone don't generate passion or loyalty for your product or brand, and this type of agreement may end up being a waste of time all around due to the lack of long term commitment on both sides.

#### #4 - VOLATILITY AND RISK

Commission payouts can be volatile as agents may have drastic swings of under or over performance in the short term. This volatility may be hard to deal with not just for your finance team but also skew company reporting. In addition, there is also the negative Risk Perception for your Reps where having a commission-only job makes them appear as higher risk by banks or other financial institutions (say they need to refinance their mortgage or co-sign on a loan) which could in turn breed resentment. It's essential therefore for organizations and independent reps to be aware of these if they are to build a mutually beneficial relationship despite the risks involved.

### #5 - LOST SALES OPPORTUNITIES

The most important downside to consider is how expensive hiring a commissions-only reps could actually be in the long run. Not just in terms of sales missed out on but also in terms of potentially ending up with a rookie communicating with your prospects and selling to people who don't really need or want your offering. If you've got a low priced product, many commission-only agents will stay far away from such opportunities as they would have to sell a lot to make good money even if it is an easy sell.

If you've got a high value product or service on the other hand, it's even worse as there's more to lose and agents don't need to sell large volumes to make a decent commission and after a few big sales, they may take their foot off the pedal. Unprofessionalism and damage to your brand's image could mean future sales losses when this negative impression spreads by word of mouth.

### STRIKING THE RIGHT BALANCE

So maybe you're rethinking the commission-only strategy but that still leaves you contemplating what the best strategy might be. Working with fixed base salaries and throwing a bonus into the mix is one option. Another potential solution is to go the commission-only route but just for lead generation and have someone on your team close the sale. This maintains checks and balances on the quality of the lead, and ensures you nurture the right customer relationships internally. A third alternative is to hire an intern but you would need to invest a lot of time and money to groom this person and you still run the risk of leaving an important aspect of your business' sales to someone with little experience which is an expensive gamble to take.

### REMOTE SALES TEAM

If none of these seem to be sitting right, you're probably wishing for

trained, experienced sales personnel who generate quality leads but don't charge crazy commissions, work passionately and have minimal need for someone to oversee their every move.

You'll be pleased to learn that such an alternative can exist in the form of a remote, managed sales team. With the remote workforce model, you hire a team of certified sales experts, trained in HubSpot and inbound, who are guaranteed to generate quality leads without commissions. Furthermore, remote sales experts love working in a flexible and dynamic work environment in the cloud, which ensures employee loyalty that you will be hard pressed to find anywhere else. ■

*Chrishelle Mony*  
*CloudTask.com*

<https://www.cloudtask.com/blog/5-pitfalls-to-hiring-commission-only-sales-representatives>



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### **USPS Promotion Starts – Emerging and Advanced Technology**

By incentivizing the use of these technologies through discounts, the Postal Service is helping to increase the value of direct mail and ensuring its continued place in the modern communications and marketing landscape.

For more information, go to:  
<https://postalpro.usps.com/promotions/2022-emerging-tech?>

**MARCH 4, 2022**

**Midwest Free Community Papers (MFCP)**  
Spring Conference at the Gateway Hotel and Conference Center in Ames, Iowa. Go to [mfcp.org](http://mfcp.org) for program updates or contact Lee Borkowski at 888-899-6327, email: [director@mfcp.org](mailto:director@mfcp.org) for more information.

**MARCH 18-19, 2022**

### **Mid-Atlantic Community Papers Association (MACPA)**

Annual Conference – “Let’s Strike Gold with MACPA” will be held at the Comfort Suites in Carlisle, PA. Go to [macpa.net](http://macpa.net) for updates or contact Alyse Mitten at 800-450-7227, email: [info@macpa.net](mailto:info@macpa.net) for more information.

**MARCH 31 - APRIL 1, 2022**  
(No fooling)

### **Association of Community Publishers (ACP) And Southeastern Advertising Publishers Association (SAPA)**

Leadership Summit will be held in Nashville, TN. This unique format will be limited seating and focus on 10 topic driven sessions designed to inform and spark open discussions. Register now at <https://communitypublishers.com/in-person>. For more information, contact Cassey Recore, email: [cassey@communitypublishers.com](mailto:cassey@communitypublishers.com) or call 877-203-2327.

# WHAT DO YOU WANT YOUR KIDS TO BE WHEN THEY GROW UP?

BY LOREN COLBURN



**N**ot many parents are apt to answer “I want my child to grow up to be a salesperson.” We are all comfortable with a lawyer, doctor, pharmacist, even a politician, but not a salesperson! Why is that? Where did the sales profession earn this negative perception? According to the Bureau of Labor Statistics, there are 13,120,320 people employed in sales related jobs – how could a profession be so disrespected yet attract this many people?

Somewhere along the way, sales positions got equated to trying to convince people to buy something they don’t want to buy, or don’t even need. The image that all salespeople are only interested in their commissions and not how their product can benefit the buyer somehow permeated an entire profession. Not to say that is not the case with some salespeople as I am sure we have all experienced that pushy sales closer,

but it certainly is a small percentage of the over 13 million people making their living by selling.

It seems like a pretty steady drum-beat from publishers lamenting about the struggle they go through to find and hire qualified salespeople. The problem does not appear to be unique to any one publication or to any one geographic area. So let’s take a look at what some of the potential roots to the image and recruiting problem might be for our particular industry.

This is where some publishers may not like the direction this article is about to go. This industry has traditionally been very much straight commission based with regards to sales compensation plans. I understand the relationship commission plays as an incentive to sell more and I get the concept that the company only pays for successful performance. But I also appreciate that irregular income fluctuations can make budgeting in to-

day’s world a nightmare. Bank loans are much more difficult to qualify for and families are much more skeptical about the stability of a prospective new job. The need for some type of balanced compensation level may be the key to attracting sales reps who are willing to try their hand at ad sales, especially for the first year or two. Each candidate has different needs and a one method plan may be just too restrictive. As you design each individual’s plan, keep in mind that if people are selling for a commission check, they will be much more apt to fit the stereotype rather than be driven by a belief that your products can produce positive results for their clients.

As long as we are on unpopular sales compensation subjects, we should also mention the infamous “chargeback programs” and “commissions on payments rather than on sales” plans that are popular in

## INDUSTRY FEATURE

our industry. The salesperson gets permission from accounting to sell an advertiser on credit and proceeds to sell an ad. Then 90 days goes by and we want to take back the commission or refuse to pay commission as the sale is not complete. Why wouldn't the commission be deducted from the accounting person's paycheck – they made the bad judgment call? Or when the graphics department puts the wrong phone number in the ad and a credit has to be issued, we don't deduct the sale from the graphics person's compensation. When it comes to sales compensation, we historically are one tough industry.

So what is my point? I believe we each need to do a thorough review of our sales compensation plans to make sure they are fair, reasonable and rewarding for the type of professional sales effort we expect from our reps. Put all the aspects of your sales compensation plan through the “how

would you feel if one of your kids came home and said ‘do you think I should take this job’” filter. If there is part or parts of the plan that you would be skeptical about recommending for your kids, it is time to look for a way to improve the plan going forward.

It is tough to compete with medical sales positions that carry a national average base salary of \$79,102 and an average total income of \$159,102. Obviously, the medical industry works on different margins than publishers, but the reality is we need to have compensation plans that compete for sales professionals that will be driven by understanding the customer's needs and helping them build their business through effective advertising rather than a “do anything to earn commission” motive. That doesn't mean some of them won't chase one of the golden sales opportunities along the way, but your advertisers

and your publications will benefit from the solid performance of a professional sales rep in the interim. Having a sales representative build strong relationships for your publication for even 2 or 3 years is far better than having a bad sales rep for 3 months who burns enough bridges that it takes years to rebuild them all.

We all need to celebrate salespeople and their value to our publications. Talented sales professionals will not only earn an excellent paycheck over time, they are most often the people who earn promotions to management positions. After all, aren't we all selling something – lawyers sell their ability to persuade people, doctors sell solutions to your health problems and politicians sell...I better leave that one for a different article. Actually, when I really think about it, most publishers I know all started out as salespeople in their early days! ■

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BY CARMEN CAMPBELL  
2020 RISING STAR

## NEEDED!

magic answer, but I would like to make some suggestions.

I should put in the disclaimer that I am not a professional recruiter or even in a position of HR. I am a Sales Consultant of 10 years that helps place employment ads for various companies weekly. These past few months we have had a flood of ads and a lot of frustration from recruiters because there is a lack of applicants and also people are not staying once they are hired. All politics aside of why people are or aren't looking for a new career, I think it comes down to one simple feeling, being needed.

First let's stop placing "robot" hiring ads and start placing needed ads that appeal to people's emotions because the way someone feels about their situation is going to be reason if they stay or leave. Let's get out of the mindset of "anyone can do this job" to "we need YOU to do this job!"

Second no matter what the position is or title you are looking to fill it is nice to make that person feel important, needed, wanted. If your company can do that I think a lot of people would be happier and stay longer. Extra incentives such as sign on bonuses, paid time off, health insurance, etc. are always a nice way to initially grab attention but once a person starts those perks lose their luster. It's up to management to make sure that feel good feeling of *being needed* stays. The longevity of employees can save companies money so why wouldn't you want them to feel needed, safe and secure.

I looked up synonyms for the word "recruit" – some examples I was given were: engage, enlist, sign up, enroll, round up and take on. One word I would like to add to the list is *needed*. ■

**D**ale Carnegie once said "when dealing with people remember you are not dealing with creatures of logic, but creatures of emotion."

Recruitment for employment is at an all-time high. I am sure most of you have seen an advertisement this week of a company looking to hire. There are so many people looking for work but what seems to be the common issue is how you get people to apply to your company and most importantly how do you make them stay. Unfortunately, I do not have the



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**S**oCal Media Network ([www.socalmedianetwork.com](http://www.socalmedianetwork.com)), a newly formed alliance of independent community media news organizations, launched this week offering advertisers an opportunity to reach more than 1.7 million engaged readers of community newspapers, websites and social media channels. The network is comprised of five different independent publishers with 19 standalone publications, websites and social media platforms located in coastal South Orange County, North San Diego County, wine country Temecula/Fallbrook and the greater San Diego area.

The independent publishing groups in the SoCal Media Network are: Firebrand Media, Picket Fence Media, Reeder Media, Coast News Group and San Diego Community News Group.

- Orange County: Newport Beach Independent, Laguna Beach Independent, Coastal Real Estate, San Clemente Times, Dana Point Times, The Capistrano Dispatch
- North San Diego County: The Coast News, The Inland Edition
- Riverside County: Valley News (Temecula)
- San Diego County: Village News (Fallbrook), La Jolla Village News, Beach & Bay Press, The Peninsula Beacon, Uptown News, Downtown News, Mission Times Courier, Mission Valley News, La Mesa Courier, College Times Courier

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“As established, trusted, independent hyper-local media business operators, we know that audience engagement driven by original, unbiased news reporting coupled with scale across multiple platforms yields results for advertisers,” said SoCal Media Network’s Norb Garrett, who is the CEO and publisher of Picket Fence Media based in Capistrano Beach. “By creating this new network, we can offer local, regional and national advertisers a simple, one-stop, cost-effective way to reach these highly desirable audiences through our award-winning media brands across print, digital, social and video.”

Advertisers can place advertising network wide directly through any of the five member organization’s sales staffs — which can be reached through the website ([www.socalmedianetwork.com](http://www.socalmedianetwork.com)).

Additionally, the group announced the launch of “Explore SoCal,” a staycation guide (print and online) to Southern California featuring original content and distributed through all of the network’s 19 platforms including 350,000 print copies direct to current readers, newsracks and an expanded bonus distribution to key hotel operators in the markets.

“I’m thrilled to align my brands with the other award-winning media brands in this new network,” said Julie Main, owner and publisher of San Diego Community News Group, which operates nine brands in the greater San Diego area, including La Jolla, Mission Bay, Downtown San Diego and La Mesa. “Many of my advertisers have sought effective ways to reach other key marketing areas in Southern California, and our new network now provides the very best media platforms through which to reach key audiences.” ■



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# THE PAYCHECK IS JUST PART OF IT!

BY JIM BUSCH

“Do not hire a person who does your work for money, but someone who does it for the love of it.

—Henry David Thoreau

Recently I had lunch with a good friend and former colleague. Ralph and I have been retired for years but when we get together, invariably we wind up talking about some of the great sales calls we did together. We enjoy retirement but, we also loved our work. Selling advertising is either the absolute best job in the world or it is the absolute worst job in the world. The difference between these two extremes is the person doing the job. Selling advertising doesn't require an advanced degree or specialized skills and people from all walks of life have excelled in this career. It has never been an easy job but it can be lucrative and selling advertising offers a degree of freedom not found in other positions. Despite these “perks” many new advertising sales people throw in the towel within their first year on the job. They are just a poor fit for the job.

So what qualities make a person a good fit for an advertising sales position? Advertising salespeople have to be a special breed because advertising sales is not your typical sales job. In most sales positions, the salesperson opens up a catalog, points to their product and explains its merits. They then close the sale and collect their money occasionally following up to see if the client needs another one. Advertising salespeople create their products as they go along; they plan campaigns and design ads. Each week they have to repeat the process, requiring them to spend a lot more time with their clients than most salespeople. I had the opportunity to observe advertising salespeople, good and bad, for over forty years. From these observations I've been able to paint a picture of the ideal advertising salesperson. Almost all outstanding advertising sales reps are extremely curious people; they want to know more about their advertisers and their businesses. This is why they are so good at uncovering customer needs. They are also caring people—they find joy in helping their clients succeed. Coupled with good communication skills, the combination of curiosity and empathy is an unbeatable combination in an advertising salesperson. Yes, they like the paycheck, but that's far from the only reason they do what they do...and why they do it so well. ■



BY BOB BERTING,  
BERTING  
COMMUNICATIONS

**Y**ou will probably recognize these 7 types among all your customers. It is important that you spend time analyzing them to determine what type of hard to please type they are and how you will respond and react to their behavior. For each type we will give their comments and then your response as To Do action.

Here are the 7 types:

- **PIT BULLS** would like to take you apart personally. They look you in the eye and tell you “the last thing is to get on the wrong side of me.” They are intense but coherent. At times they can get out of control.  
**To Do:** Take charge and make something happen fast. Interrupt politely and say their name. Quickly reflect back on the topic at hand and say, “We are on the same side, so to help us solve the problem faster, do you mind if I ask you some questions?” Then move to a solution phase, “We’re going to do something about this, I’m going to be personally responsible.”
- **POWDER KEGS** demand attention. They like to yell which is a result of an internal explosion, They are critical of the salesperson, the newspaper office, and anything else they can think of. Sometimes they are not precise on their criticism, just random.  
**To Do:** Be sensitive to their needs. Don’t tell them to calm down or relax. Do say their name frequently. Try to reduce intensity by saying, “I care, I’m here to help you. I’m sure we can work this out.”

# SEVEN TYPES OF HARD TO PLEASE CUSTOMERS

THIRD AND FINAL INSTALLMENT OF A 3-PART SERIES

- **DEMANDERS** are a cross between a powder keg and a pit bull, They demand attention and action. Many times they are ranting and raving and out of control. Many times they will not stay in one place and they will move about and gesture wildly.  
**To Do:** Find out what is behind their demands, and what is their intent. You need to tell it like it is. Be very direct, summarize frequently: “We don’t want you to be unhappy. What can I do to solve your problem?”
- **SARCASTICS** have suppressed resentment or anger. They are asking for attention. Many times you are dealing with the tip of the iceberg. There are many more layers of suppressed resentment yet to come.  
**To Do:** Call attention to their sarcasm in a tactful way. Try to understand the significance of their problem. Sincerely try to help them. “I can’t change the past, but I can change the future. I will personally work this problem through.” Sincerity works over sarcasm.
- **KNOW-IT-ALLS.** “I know 99% of everything.” They feel they are in total control and can get anything done. They have a supreme ego and want your full attention. They think they know everything.  
**To Do:** “Of course you know this.” Use documentation and show value of knowledge. Lead indirectly using examples such as, “I was just wondering, hypothetically speaking, what do you suppose.” Turn idea over to them. “Let’s methodically go through what has happened. Let’s go through a check list together.” Validate their ego by saying “as you know...”
- **GRUMBLERS** are whiners, negative people, and no matter what you say, it’s always wrong. Constantly complaining, everything’s wrong, nothing is right. Even when some-

thing is solved, they still come up with something to complain about.

**To Do:** Interrupt when they begin to repeat themselves. Take notes (on the phone with them, tell them, you’re taking notes). Patience and persistence is required. Try exaggeration of universal statements: “Everything? Everything is wrong?” Ask them for tips and techniques for ways to prevent problems in the future.

- **NITPICKERS** spin their wheels in endless detail. The key question is: what is behind their extreme attention to detail? Are they always this way or does your publication bring out a negative reaction?

**To Do:** Appreciate their attention to detail. Show them you are a detail person by using documentation. Ask if there is something else. Help them to sort it out by saying, “Here’s a positive point, here’s a negative point. Here are things that could be changed and here are things that can’t be changed.”

## POSITIVE CHANGES— PERSONAL ACTION PLAN

Practice letting people feel understood. Always try to find ways to say yes. Clarify your values. Meet with your staff and talk about things you did with your customers this week that worked and didn’t work. Talk about your policies and discuss how your customers are reacting to them. This team analysis will do wonders for your publication customer service efforts. ■

*Bob is the author of 4 e-books for the newspaper industry, available on [www.bobberting.com](http://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](mailto:bob@bobberting.com) or 317-849-5408.*

# QUALIFY YOUR ADVERTISING PROSPECTS



BY JOHN FOUST  
RALEIGH, NC

**Y**ou may have heard the old story about the door-to-door salesman who was selling vacuum cleaners way out in the country. When a lady came to the door, he dramatically emptied a bag of dirt onto the floor and boasted, “Ma’am, if this vacuum cleaner doesn’t get rid of every speck of this dirt, I’ll eat it.” She said, “Come on in. We don’t have electricity.”

Although there’s almost no chance that this actually happened, it illustrates the importance of qualifying prospects. Ross, who manages the sales team at his paper, told me they place a lot of emphasis on qualifying the businesses they approach about advertising. “There’s no use to try to sell something to someone who is not in a position to buy,” he said. “So we do everything we can to look at our marketing products from the other person’s perspective.”

Ross sticks to the philosophy that there are two times to qualify a prospect: (1) Before the conversation and (2) During the conversation. That’s much better than getting bad news after making a presentation. Here’s a closer look:

## 1. BEFORE THE CONVERSATION

“When it comes to financial qualifying, a lot of information is available,” he said. “If the company has advertised with us before, we can easily search the files for previous budgets and invoices. And if we’ve done proposals for them in the past, we can get plenty of insights there.”

“We’ve made efforts to learn the ad rates of our competitors. Of course, it’s difficult to learn about special deals and discounts, but at least we have a general idea of their starting points. If our target prospect is advertising in other media outlets, we can

put together a pretty good profile of their expenses.”

Beyond the budget, Ross encourages his team to learn enough about their prospects to figure out what kind of marketing they need. Is this a business that traditionally advertises in print? Do their competitors have a strong online presence? Can their customers be categorized as general interest or business-to-business? Is their marketing based on brand identity or special offers? Do their competitors advertise in Ross’ paper? If so, does the sales person have access to ad response rates?

## 2. DURING THE CONVERSATION

“Through the years, I’ve heard stories about sales people who leave appointments feeling optimistic, but find out later that there was no way the person could buy an ad program,” Ross explained. “At my paper, we don’t want that to happen to our sales team.”

“No matter how much we learn in advance, there’s a lot more to discover,” he continued. “So when we have face-to-face meetings, we confirm what we’ve learned ahead of time and ask questions to fill in the blanks. We simply tell them that the more we know, the more we can help.”

Ross makes a lot of sense, doesn’t he? Without the right kind of information to qualify prospects, you might face a big, ugly pile of dirt without electricity. ■

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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. E-mail for information: john@johnfoust.com*

# Graphic Hooks

By Ellen Hanrahan

hanrahan.ln@att.net ©2022

*It's already February...* which means I have eleven months to get my font libraries in order because Type 1 postscript fonts will no longer be supported by the programs I use (Jan. 2023). I know this sounds like a long way off, but somehow it's not!

Granted I have way too many typefaces taking up space, but I also know how fast a year can go, so I need to get serious about this change. With that in mind, the December issue of *CreativePro Magazine* offered an article on where to find "Some Great Places to Find Free—and Legal! Fonts." For your own copy (\$59/year; and for \$10 discount type FRIEND) at <https://creativepro.com/become-a-member/>

## Typefaces are licensed: Adobe

Back in the day, organizations had to be wary of sending typefaces to just anyone, unless they already had purchased that font. Even today that's still a problem (google NBC, Font Bureau and lawsuit).

Legit typeface sites will spell out the usage of their fonts—and realize that every usage is different. By the way, *Font Bureau* ended its relationship with Adobe last year (about 50 fonts were removed).

I subscribe to the entire Adobe Creative Cloud Suite and with that subscription I have access to the Adobe Font Library... as a subscriber. I have had a chance to look around and the Adobe team has also put together "Packs" which makes it easier to choose the typefaces I like. I will be incorporating some of the fonts and packs into my regular usage.

The Adobe Fonts are cleared for both personal and commercial use... and lately I have purchased typefaces from a foundry called Sudtipos, so I was very excited when I found a number of fonts available to me (see below—I have a penchant for fonts that have a script feel and lots of glyphs...

Gratitude  
Sudtipos: Gratitude 28 point

Atocha  
Sudtipos: Atocha 32 point

Salamat  
Sudtipos: Salamat 32 point

LOOKING FLOWERS CAPS  
Casual Lettering Looks Pack: Looking Flowers Caps 32 point

Looking Flowers Script  
Casual Lettering Looks Pack: Looking Flowers Script 30 point

I have never looked into this in all the years I have supported this subscription... and this does have possibilities. Not everyone has a total subscription, but you may have access to Adobe Fonts with any of your CC subscriptions... good luck!

## Font Squirrel

Most of the web sites I am presenting that offer free fonts are sites that I've not visited in the past, so they are new to me as well

**Font Squirrel** offers a selection of more than 1,400 high-quality free fonts that is better than the average data base.

Downloading "free" fonts from a number of sites can be risky... I'm referring to a site that I have visited in the past, but have trust issues regarding the integrity of the fonts that I am getting... **DaFont**, which has 60,000 plus fonts available! Quality varies greatly and some of these fonts are sketchy (remember not to download Type 1 fonts!) I'm not saying not to use DaFont, but be aware of what you are getting... especially with licensing.

Back to Font Squirrel... the search function offers lists, classifications, licenses and other ways to find what you are looking for. There is also a font identifier which can be very handy.

The interface provides well-designed info that can evaluate your type professionally, including tabs to professional-grade type specimens, clear licensing information, a full display of all the glyphs in the file, and ample information about the designer.

<https://www.fontsquirrel.com>

## Other Options

Here's a few more sites for free fonts:

**Google Fonts** <https://fonts.google.com>

**Font Space** <https://www.fontspace.com>

**The League of Moveable Type:** <https://www.theleagueofmoveabletype.com>

I did not check these out because, let's face it, I am hoping to give you a nudge into trust-worthy sites without having to do a lot of research... and remember, I am busy getting rid of typefaces, not sure that I need more!

Also, the larger well-known type foundries may offer promotions and demos as a "teaser" to get you coming back.

**MyFonts:** <https://www.myfonts.com>

**Font Shop:** <https://www.fontshop.com>

**FontHaus:** <https://www.fonthaus.com>

**Pixel Surplus:** <http://pixelsurplus.com>

**Font Fabric:** <https://www.fontfabric.com>

**Fonts.com:** <http://www.fonts.com>

## Type Review: Italic or Script

An **italic typeface** refers to the slant of the character and varies with the typeface and is usually part of a larger family of typefaces.

A **script typeface** is specifically designed to look like handwriting. Apparently I have a tendency to chose script typefaces (see my selections in column one).

Script typefaces can and do stand out from the rest of the text, but they are harder to read so you must exercise the same care that you do when you use italic typefaces. Most of the time, I use them for short headings or to demonstrate the beautiful glyphs that can be combined with these typefaces.

With the **Open Type** format, many script typefaces offer a variety of glyphs to further, customize the "look" of the typeface. With these choices, use restraint, so I offer a few gentle reminders...

**USE AS DISPLAY:** Script typefaces do not readily lend themselves as a text type. The x-heights of the letters are usually smaller than regular text type and because of the free-form letters, we do not always recognize them as readily as we do standard text typefaces. I'd say that 18 point should be the minimum size used.

**BE BRIEF:** Use as an attention-getter and don't over-use them, because the impact and reason for their use will be diluted.

Headlines, pull-quotes, etc. are also a good way to incorporate scripts into your ad layout.

**USE DISCRETION:** There are a lot of script faces...by and large they fall into four categories: formal, casual, calligraphic and blackletter scripts. Italic typefaces are similar to scripts and generally range from the simple obliques to those that resemble more cursive writing, but the same guidelines apply to italic typefaces as well.

## Final thoughts...

So as I was looking on the Adobe Fonts website, I came across **Looking Flowers Deco** (from the Casual Lettering Looks Pack) and some of these glyphs are perfect for Valentines Day ads!

Be Mine  
Valentine  
Atocha and Looking Flowers Deco Various Sizes



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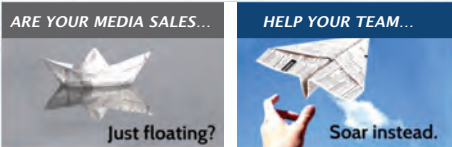


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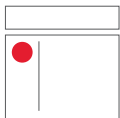
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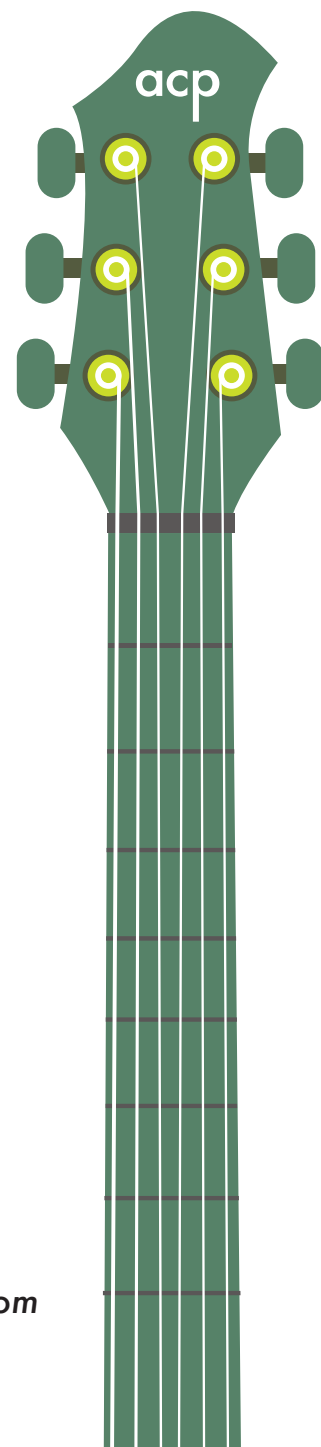
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