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## **P**RESIDENT SPEAKS... **Negotiating the Curves**

Change is upon us. In this election year, politicians on all sides are challenging the conventional and are proposing new and better ways to manage everything from immigration to gas taxes. With so much economic uncertainty shaking the market place, many of us are wondering what steps we can take to ensure the growth and health of our businesses. The good thing about going a little slower is that we will be at a safer speed to negotiate the sharp curves that are coming up along this road. Plan to attend the 2008 CRA Convention and Tradeshow and you'll come away with information about the future of our industry, and how you can prepare for the changes now. Your Board of Directors is planning an outstanding program that you won't want to miss. Don't worry; there won't be any last minute pitches by politicians! Here are some of the highlights:

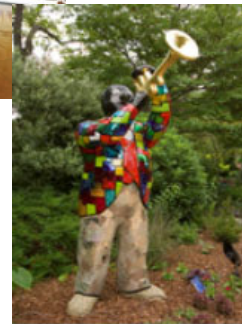
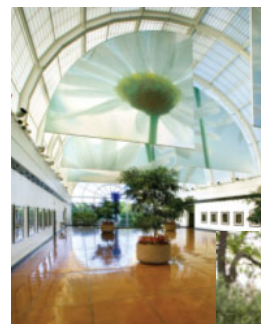
### **Golf:**



Do you like playing golf, enjoy the outdoors or just enjoy spending time with your fellow CRA members? This year's CRA golf scramble is something you do not want to miss. We will be at the Annbriar Golf Course ([www.annbriar.com](http://www.annbriar.com)) and is rated by Golf Digest as one of America's Top 500 "Places to Play". With their precision-placed tee boxes, rolling fairways and lush greens, Annbriar is the perfect golf getaway for any golfer. There is plenty of time before September to get a few lessons, hit some range balls or get in some practice rounds. We look forward to seeing you on the links!

### **Wednesday Night Networking Dinner:**

Our kick-off dinner will be held at the Missouri Botanical Gardens' Monsanto Hall and Spoehrer Plaza ([www.mobot.org](http://www.mobot.org)). World renowned for its beautiful and lush gardens and botanical research; the Botanical Garden offers CRA members a spectacular location for the opening night event. The 79 acres of magnificent sculptures, gardens, greenhouses, fountains and fun will be open for exploring. While strolling through the beautiful gardens and looking at the exhibits and sculptures, you will have time to chat with old friends and catch up on all the latest news. Of special interest will be the "Niki in the Garden" Mosaic Sculpture displays. Niki De Saint Phalle, ([www.nikidesaintphalle.org](http://www.nikidesaintphalle.org)) was a prolific self-taught artist, who sculptured her playful, larger than life creations from fiberglass, stones, glass, mirrors and semi-precious materials.



Louis Armstrong, 1999

### **Educational Sessions & Tradeshow Exhibits:**

At the heart of the CRA convention is the opportunity to learn about our industry and how to be best prepared for new developments. Join us Thursday and Friday for educational sessions that build on our convention theme: *Negotiating the Curves*. This year we are doing a "deep dive" into the intricacies of our core A/E/C business, best practices for color operations and other important topics relating to sustainability and HR. Our keynote speaker, Steve Manlove is an architect who has been chairman of the AIA's Large Practice Round Table and is a nationally recognized expert on implementing BIM. We are also excited to have David King ([www.themarketking.com](http://www.themarketking.com)), a well respected consultant and speaker on making money in large and grand format digital output. And don't forget to visit Thursday's tradeshow to see everything from equipment to paper, software to supplies. This year's exhibitors list is the most varied to-date and they will help keep your business on track and running smoothly and profitably.

## Charity Auction:



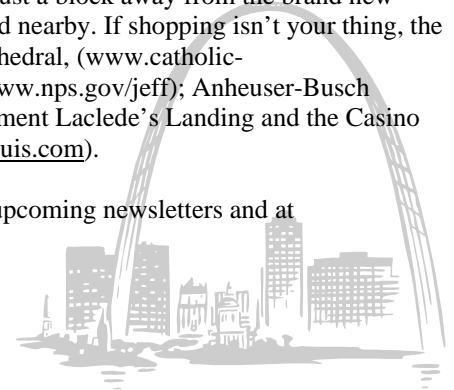
100% of this year's Charity Auction proceeds will benefit ChildServe ([www.childserve.org](http://www.childserve.org)), which helps provide life-long care and accommodation for children with severe disabilities. For each of the past few years, generous CRA members have broken the previous year's record, raising thousands of dollars to benefit charity, and we hope that you will be able to contribute again this year. Join in the fun by donating items for the auction and outbidding your friendly competitors!

## Explore St. Louis!

Plan to stay over the weekend and enjoy the many attractions in this beautiful city. The Millennium Hotel is located within walking distance of the famous Gateway Arch & Museum of Westward Expansion and just a block away from the brand new home of the World Champion Cardinals. Fine dining and upscale shopping are all located nearby. If shopping isn't your thing, the area has world-class cultural activities, including St. Louis's earliest church, the Old Cathedral, ([www.catholic-forum.com/churches/140\\_stlouis](http://www.catholic-forum.com/churches/140_stlouis)); the Old Court House, scene of the Dred Scott trial, ([www.nps.gov/jeff](http://www.nps.gov/jeff)); Anheuser-Busch Brewery, free tours daily ([www.budweisertours.com](http://www.budweisertours.com)), and for a little late night entertainment Laclede's Landing and the Casino Queen are nearby and there's much more to see and do in St. Louis. ([www.ExploreStLouis.com](http://www.ExploreStLouis.com)).

Additional details about the 2008 CRA Convention and Tradeshow will be available in upcoming newsletters and at [www.cra1.org](http://www.cra1.org). I look forward to seeing you in St. Louis.

Steven Strooh  
CRA President



## 2008 TENTATIVE CONVENTION SCHEDULE

### WEDNESDAY 9/10/08

6:30 AM Golf Outing  
1:00 PM Registration  
2:00 PM Exhibit Set Up  
6:00 PM Kick Off Dinner at MO Botanical Gardens

### THURSDAY 9/11/08

7:00 AM Exhibit Set Up  
8:00 AM Breakfast and Opening Keynote Address by Steve Manlove  
9:40 AM Educational Sessions  
12:00 PM Lunch in Exhibit Hall  
12:00 PM Exhibits Open  
5:00 PM Exhibits Close  
6:00 PM Cocktail Reception  
7:15 PM Dinner and Charity Auction

### FRIDAY 9/12/08

8:00 AM Breakfast and Closing Keynote Address by David King  
9:15 AM Educational Sessions  
12:00 PM Convention Closing

## MILLENNIUM HOTEL

**The CRA has reserved a block of rooms at the special rate of \$129. Make your room reservations now for the 2008 Convention.**

Call the reservation department at **1-800-325-7353** or **314-241-9500** and mention that you will be attending the CRA Convention.

To make reservations on line just copy and paste the following on your internet browser.  
<http://reservations.synxis.com/LBE/rez.aspx?Hotel=11544&Chain=5303&lang=1&group=CRA&arrive=9/9/2008&depart=9/13/2008>

More information on web site  
[www.cra1.org](http://www.cra1.org)

**Stop by the CRA booth at the IRgA in Las Vegas, May 13-15, 2008**

# What are you waiting for?

The CRA Winter Board meeting was held here in Albuquerque at the site of the 2009 CRA Convention, the Sandia Resort & Casino. During our meetings, a great deal of time was spent discussing membership.

*How do we encourage our membership to stay engaged?  
How do we recruit new members?  
What's in it for them?*

The answer came down to one simple word; **Value**. Does being a member of the CRA bring value to you and your company?

If you take a moment to think about it you would realize that it brings a great deal of value. Relationships, individual attention from some of the nation's most respected companies, access to the latest technology, and a comfortable environment to really talk openly with your peers.

If you have forgotten to send in your membership or you are waiting to decide when you will, please send it in now. During times like these, the support and value of being a member of the CRA lasts much longer, gets better mileage, and feels so much better than spending the same amount of money on a couple of tanks of gas.

You may call Shirley with your information and she will be more than happy to take your information over the telephone. Also, you can email, fax or mail the membership form with your credit card information (Visa, MC, or AE) or attach your check for \$130 to:

Central Reprographic Association, Attn: Shirley Zawoyski  
1601 South Indian Hill Drive, Roselle, IL 60172  
Phone: 630-351-2202, Fax 630-351-9824, Email: [shirley@cra1.org](mailto:shirley@cra1.org)

Thank you!

*Kevin O'Hea*  
Vice President, Membership

## 2008 Membership Application

Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_ Phone \_\_\_\_\_  
Primary contact person: \_\_\_\_\_ Title \_\_\_\_\_  
FAX \_\_\_\_\_ E-Mail \_\_\_\_\_  
Spouse's name \_\_\_\_\_  
Web site \_\_\_\_\_  
Additional Company contacts with e mail addresses:  
\_\_\_\_\_  
\_\_\_\_\_

Return this form with your payment. Make checks payable to **CRA** and mail to the above address.

## 2008 Convention and Trade Show September 11-12, 2008

Millennium Hotel  
200 South Fourth Street  
St. Louis, MO

### Negotiating the Curves

- 2 Keynote Speakers
- 4 Educational Sessions
- Exhibits
- Golf
- Networking
- Dinner and Charity Auction

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## Exhibitor's Corner

### *CRA in St Louis "Archway to Opportunity"*

Vendor response to the 2008 Tradeshow has been so overwhelming that the CRA Board has added 10 additional booths to our upcoming event. St Louis is a wonderful city, conveniently located and easily accessible to all CRA members and vendors, that is why past CRA conventions in St. Louis have proven to be successful.

**New this year!** Lunch will be on the exhibit floor, thus providing additional exposure time for the exhibits as well as additional time for networking with potential customers.

If you have not yet signed up for your booth space, please don't wait. There are a limited number of these added booths still available, many with premium high traffic locations. Booth registration forms are available under Exhibits at [www.cra1.org](http://www.cra1.org).

With your booth space, you will receive a 4"x 5" black and white ad space in the CRA Tradeshow Planner. The Show Planner is sent out to the membership with important information regarding the upcoming convention. It is a great place to introduce your products, promote your show specials and invite your customers to visit your booth. Be sure to take advantage of this marketing tool. The deadline to submit ads is May 23<sup>rd</sup>, for details contact [Warren.Doherty@oce.com](mailto:Warren.Doherty@oce.com)

Sponsorships are available and are a great way to show appreciation to your existing customers. More importantly, it gets your company's name in front of and on the minds of prospects. Sponsors will be recognized during the convention events. Call Shirley at 630-351-2202 to find out more on sponsorship availability.

Don't forget to sign your team up for the educational and social events; it is additional time with reprographers. Sometimes it's not "*what you know*" but "*who you know*" and these events allow you to really get to know your customers in a relaxed environment. .

If you have any questions, visit the CRA website at [www.cra1.org](http://www.cra1.org) or please feel free to contact us. In any economy, participation in the CRA is a small price to pay for a lifetime of industry customers and friends.

Vendor Directors:

*Don Andreason*, 972-567-6016, [dandreason@kipamerica.com](mailto:dandreason@kipamerica.com),

*Frank Loughan*, 703-703-8915, [frank.loughan@plp.com](mailto:frank.loughan@plp.com)

### *MARKET & PROMOTE YOUR COMPANY...*

*Want your company more visible in St. Louis? Want more exposure beyond just the exhibits? Want more "return on your investment"? If you have answered yes to any of these questions, then be a 2008 CRA Convention Sponsor. Benefits of convention sponsorship are many, and include:*

- company's name and logo on signage at the convention,
- on the CRA web site, your company logo will be linked to your web site,
- prime location advertising space in the convention program book, and much more...

There are several great opportunities still available for sponsorship. Call Shirley at 630-351-2202 or [shirley@cra1.org](mailto:shirley@cra1.org) to find out how to maximize your 2008 convention exposure.

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**The latest 2008 Convention information is posted on [www.cra1.org](http://www.cra1.org)**

# EDUCATIONAL FOLLOW UP

*As a service to our members, here is a follow up to the educational sessions that Rick Farrell of Tangent Knowledge Systems presented at the 2007 Convention, "Selling Has Nothing to do with Selling" and "Developing a Strategic Sales Force".*

## Are you Hiring the Right Salespeople?

Having an effective salesperson is probably one of the most difficult hiring tasks in corporate America. Most managers err on talking too much about the company and not asking the tough questions to determine if a candidate can sell and more importantly, will he sell. Since salespeople are usually charming and persuasive, they frequently do their best selling at the interview and it goes down from there.

In today's marketplace the classic selling skills that the majority of companies use in selecting salespeople are grossly obsolete and ineffective. Skills like being upbeat and optimistic, a warm and personable personality, dogged determination and persistence, a friendly and a talkative disposition, eager to please and serve are characteristics that no longer ensure success and quite often are characteristics that will predict mediocrity in the field.

One thing that definitely hasn't changed in determining the fate of a candidate is that they still must have a passion for success and it greatly helps to be money motivated. They must be goal oriented, have a strong self-concept, feel good about themselves and their company, and have a commitment to do whatever it takes to be successful.

Today's market demands a totally different type of salesperson. Characteristics like low need for approval, decisive decision making, advanced questioning and listening skills, and a high money threshold are the skill sets that will predict success.

The leading success indicators are rarely examined or closely exposed. They will be instrumental in predicting a fast ramp up time, an ability to walk away from unrealistic opportunities, healthy closing ratios, holding margins and effectively translating value, understanding the compelling reasons that would motivate someone to change or not, shorter selling cycles and the ability to build relationships and understanding.

The five key characteristics and predictors of performance are buy cycle, need for approval, controlling emotions, money concept and sales beliefs.

### Buy cycle

The way you buy is the way you'll sell. If you diligently do your research before an important major purchase, where you methodically take your time, patiently explore all of your options, you gather volumes of information, you wait until the last moment to commit, you will always be vulnerable to prospects who buy the same way. Like attracts like, and this protracted style of buying can prove detrimental to a salesperson's ability to be productive. Long sales cycles can contribute to countless months of faithful follow-up on unqualified prospects who have no intent to buy. Salespeople with long buy cycles tend to have an over evolved need for information. Hence when they are in a selling situation, they will tend to overwhelm and over educate prospects with product information as opposed to relying on refined questioned and listening skills. They become vulnerable to becoming unpaid consultants.

Because salespeople who have long buy orders tend to overly "think things over" in their own personal purchasing patterns, they will attract prospects who are also undecisive in their decision making. This promotes excepting pull-backs, put-offs and procrastination and will have a direct impact on poor closing ratios. To expose these negative characteristics, ask candidates about their last major purchase and what the buying process was.

### Need for Approval

The classic portrayal of a salesperson that companies look for is someone who is very enthusiastic and friendly, wants people to like them, persuasive and talkative, intelligent and persistent. The problem is most salespeople have taken this art form to an extreme. They aren't willing to challenge prospects and risk losing approval. They avoid asking tough questions that will get them the truth. They shy away from healthy confrontation and getting their own needs met as opposed to getting the more important need of making the sale. They are more concerned for clients to like them rather than to respect them. These types are constantly used by their prospects for their expertise and solutions. We suggest that you ask sales candidates how they challenge prospects, how they ask tough questions, how they determine the viability of their opportunities and how they determine if they are wasting their time.

## Controls Emotions

Salespeople who effectively control their emotions sell like a change agent. They take a non-selling posture, ask questions that are unbiased and neutral, aren't afraid to hear no (they actually encourage it in some cases), and are in the moment where they can listen intently for what is being said and more importantly, what isn't being said. They sell from a position of a business strategist who gathers information to build a business case as opposed to building a product case. They have a quiet confidence instead of an excitable overly emotional posture, they are more concerned with understanding than convincing, and they allow the prospect to self-discover their own conclusions without pushing their own agenda. They aren't emotionally involved in the outcome so they minimize all the typical static of self-talk – "I wonder when he'll make-up his mind, what if I don't make this sale, what am I going to spend my commission check on, and what am I going to do if he wants to think it over." Find out from sales candidates what their sales strategy is when they go into a sales call. More than likely, if they don't have a systematic sales methodology, they will tend to be needy, salesy, and emotionally involved and out of control.

## Money Concept

Birds of a feather flock to together. Sales people who are price shoppers and comparison shoppers in their personal buying patterns will attract like-minded clients. Moreover, one's personal concept of money and their comfort about talking about it openly will dramatically impact their ability to ask questions of their prospects about budgets and how they intend to fund their purchase. If a salesperson grew up in a household where the topic money was taboo and the discussion of how much the neighbors paid for their new starter mansion was considered in bad taste more likely this will have a negative impact on that salesperson to have an open dialogue with their clients about their ability and their means to pay for their services. The irony is that the characteristics that make for a good neighbor are the same beliefs that could prove disastrous to a sales career.

Be aware of how the sales candidate handles the salary negotiation and if holds his ground. Ask him how he determines budgets with his clients. Find out what is his personal concept of value when he shops. If he is a bottom feeder and you sell a service that is a premium, than this could be a real red flag with this candidate's ability to hold margins.

## Compiled Sales Beliefs

These the general sales beliefs that salespeople have that can negatively affect their performance on the job. The following are more of some of the more negative beliefs:

- It is important to educate my prospects.
- Prospects are honest.
- A good salesperson never gives up.
- It's ok if my prospect thinks it over; they will eventually buy from me.
- It's ok if my prospect shops around.
- A good salesperson does what the prospect tells him to do.
- Sending product information can forward the sale.
- All I need to do is to understand my prospect's requirements and specifications to make the sale.
- Any lack of results is due to the marketplace and the economy.
- I have to call on purchasing agents before I can call on decision makers.
- I don't need a sales process to be successful.
- Prospecting is a necessary evil.
- A good presentation is what makes the sale.

Make sure you ask sales candidate's questions that will make them describe their sales process step by step. Ask behavioral question that will expose their weakness in asking questions and prematurely giving out information that makes them lose control in the sales process.

In summery, the hiring process should be a stringent questions and trying to expose sales weaknesses that will ultimately cause salespeople to be non-productive and ineffective. To avoid costly hiring problems we always advise our clients to hire slow and fire fast. Many companies use the interview predominantly to measure, chemistry, likeability, general sales experience, suitability of past experience and company and cultural fit. They so often fail in really determining can this candidate sell and more importantly, will he sell. Does he have commitment, desire, and passion? Does he have what it takes to maintain margins, establish strong relationships that are built on trust and business strategy, will he have healthy sales cycle, can he translate value instead of price, and can the candidate qualify and disqualify opportunities without wasting time. Since these skill sets are difficult to determine, we recommend hiring managers use sales assessment tools to supplement their own findings from the interview process.