

A SPECIAL PUBLICATION OF UNISOURCE CANADA, INC. / ISSUE 2 / 2011

# SOLUTIONS

THE YUPO CHALLENGE

WE KNOW YOU'RE DYING TO TEAR IT.  
SO, GO AHEAD, GIVE IT A TRY.

← TEAR HERE

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# There's no shortage of wise words about the wisdom of change.

It can make your organization stronger, more adaptable and put you ahead of the pack. Implementing and managing change is often the challenge, but new technologies and products can help make both evolution and revolution a reality in your business.



THE ART &  
SCIENCE OF  
CHANGE

CREATIVE DESTRUCTION is what some call it. Quite often, innovation springs from it. “It” is change and, for many forward-thinking organizations, it’s just another word for growth. While change can be daunting and is frequently resisted, there are proven methods and tools to help make it happen. And this is a critical time for leaders to have change upper-most in their minds. In today’s business environment, you don’t have the option to be static. For many organizations, customers’ needs are changing on an ongoing basis and they’re also finding they have to take into account the needs of the customer’s customer. That’s what’s happening at Unisource Canada and it means constantly focusing on refining operations and continuous improvement.

## CHANGING MARKETS

In recent years, many Canadian businesses and other organizations have managed to survive and thrive in volatile economic times, so change is no stranger. What changes, then, should your organization be contemplating now?

One big area of ongoing change worth thinking about is your marketplace itself. For example, demographic changes alone, as they relate to the makeup of the Canadian population, are significant. Immigration has prompted a demand for new products in many of Canada's largest markets, ranging from printing and design capabilities for different languages to multi-lingual packaging and marketing materials.

The job pool is also being affected by changing Canadian demographics. At Unisource, for instance, they're finding that new and future employees look at their careers differently. So-called Gen Y workers entering the labour market are less likely to respond to the traditional command-and-control management style. They grew up questioning parents and bring that "speak your mind" attitude to the office. They want to work, but also don't want work to become their life. That said, they thrive on change and multi-tasking, which could be helpful to innovation-driven businesses.

“Every organization has to prepare for the abandonment of everything it does.”

Management Guru Peter Drucker

Another area of contemplation for most organizations is planning for the recovering economy. It is a significantly altered marketplace out there now. This means re-thinking everything from sales management and compensation to your overall strategic direction. Most important is understanding clearly what has changed for your customers and their markets. "How can I help?" is often a great way to start this conversation.

## TECHNOLOGICAL CHANGE

The biggest driver of modern change, though, has to be the Internet and the products and services growing around it. Few businesses have been left untouched by its impact, whether it's new competition or new markets on the Web or simply gaining efficiencies from email, social media and other tools.

That said, new technology also can support change. When solving a problem using new technology, for instance, you often end up putting yourself on a more competitive footing in the marketplace. At Unisource, for instance, the addition of e-commerce and Web-based online ordering capabilities brought about many beneficial changes for the company and customers. Technological change has also proven valuable for operations. A good example is Unisource's initiative to outfit warehouses with new logistical management systems and its delivery trucks with GPS systems. These changes have brought more value to our customers and helped streamline costs.

## CHANGE WISELY

So, change is good for an organization, but that doesn't mean wholesale abandonment of everything that works. The Internet is a prime example of a seismic market change that can supplement or even dominate existing plans, but should not entirely replace tried-and-true approaches.

In marketing, for example, the Internet is now a critical tool in many campaigns



but research shows traditional marketing media still have strength. Looking at response rates, one U.S. study found telemarketing (6.16%)<sup>1</sup> still ranks highest, followed by catalogues (4.92%)<sup>1</sup>, postcards (3.99%)<sup>1</sup> and email (1.73%)<sup>1</sup>. Many studies support the idea that no business should rely solely on the newest technology. Half of email marketing, for instance, is said to be deleted in under two seconds, and 47%<sup>2</sup> of small businesses say they still rely on direct mail to find new customers.

The smart marketer realizes the secret lies in finding the right mix that leverages new and old tools. For example, over three-quarters of consumers turn to the Web as one of the two or more channels they use to shop for and purchase goods. Yet, paradoxically, 90% of magazine subscribers say, given the choice, they prefer a physical printed product over an online version.

#### HOW TO CHANGE

Ultimately, solid planning and understanding the need for change is key. At Unisource, employee teams take a disciplined and structured approach to implementing changes; however, the management team also stays flexible enough to make mid-stream adjustments. Recent projects have

demonstrated that it is also important to measure results as you go and make sure you're getting the benefits expected.

Most important, though, is engaging team members in all aspects of the changes, and this includes customers. To engage customers, Unisource has learned it must understand their needs. That's an approach echoed by U.S. business guru John Kotter, who identifies a variety of reasons why change often fails, including complacency, lack of consensus, no clear vision, declaring victory too soon and poor communication.

So what drives success? Kotter notes that it is key to establish a sense of urgency and consensus, develop and share a clear vision, empower people to clear obstacles, identify short-term wins, keep moving and then "anchor the change."

For those who become adept at implementing and managing change, the process can spawn many benefits, including making your organization more flexible, more resistant to cyclical or unseen dips in business and creating a work environment where new and potentially profitable ideas are actively encouraged.

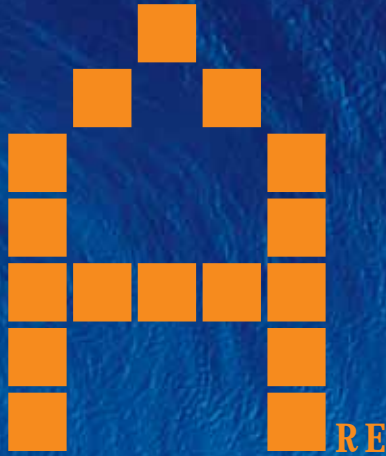
<sup>1</sup> DMA, 2010 Response Rate Trend Report

<sup>2</sup> Constant Contact, 2010 U.S. Small Business Attitudinal Survey

An aerial photograph of a massive ocean wave, showing the crest and the turbulent water below. The water is a deep blue, and the sky is a pale, hazy blue. The wave is breaking from the top right towards the bottom left. The title 'CHANNEL SURFING' is written vertically in the center of the image, with each letter in a different color: C (orange), H (orange), A (orange), N (orange), N (orange), E (orange), L (orange), S (orange), U (orange), R (orange), F (orange), I (orange), N (orange), G (orange).

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WAVES OF CHANGE FOR TRADITIONAL  
FORMS OF COMMUNICATION



BlackBerries, iPhones, Twitter, Facebook, LinkedIn and other Web destinations slowly killing the printing business? No way, but these and other channels are bringing waves of change for traditional forms of communication. Today, it's all about understanding how to best leverage each channel and cross-market your way to success.

# More than ever, the Web is social,

## MARKETING MIXOLOGY

The stats tell it all. Marketers and communicators must understand there is no single channel of communication that will win the day. Media mix and cross-marketing are more important than ever. Over three-quarters of consumers say they use two or more channels to shop for products and services. Just over half (52%)<sup>1</sup> go online to read about a product after receiving a printed insert and 93%<sup>2</sup> over the age of 40 say they have read about a Web site in print and then visit the site online. Yes, the Web has impact, but print also has a significant role to play.

“Businesses are struggling so much with understanding this new-media landscape,” says Mitch Joel, a new-media guru and president of Twist Image in Montreal/Toronto. “I believe there are fundamental changes arising from this technology that are affecting businesses today and can’t be ignored.”

On the one hand, he says, many “new” channels are actually very traditional forms of marketing. Email is like direct marketing, banner ads are like billboards and online video is like TV. The mistake many businesses make, he says, is thinking they can use new media channels in the same way as the older forms. For example, Joel notes

there has been a 50% drop in banner ad clicks recently because marketers are using them no differently than billboards.

“I want businesses to re-boot. Ctrl-alt-del,” he says. “Re-think how you communicate.” Paired with print and other traditional channels, new media can help create a highly interactive sales and marketing experience for the consumer. For example, printing a QR or Quick Response Code in a print publication can take the user’s cell phone to a Web site with a special promotional offer. Since most cell phones are location-aware, the site can tell the user what nearby stores have the product. On the spot, a customer can write a review or pass along other feedback.

“The future is not marketing and sales,” he says. “The future is creating sincere value for consumers.”

## SOCIAL MEDIA DO’S AND DON’T’S

Apart from the fact there are more middle-aged and older users on Facebook than teenagers (37.6% vs 8.9% as of 04/2011)<sup>3</sup>, social media is a prime example of how the Web has changed and why businesses need to pay attention.

Consider how your own Web usage may have changed. On the “old” Web, you surfed



# interactive and highly customizable

or searched topics, clicked to get results, read results, printed them and sent an email. With the “new” Web, it searches you out with Tweets, LinkedIn updates, etc., you listen and watch on the Web, share it with others, engage in and observe conversations, seek out custom content and search results, and network on the Web.

More than ever, the Web is interactive, customizable and social. For businesses, what has changed, versus a year or two ago, is the acceptance among decision-makers to use the Web for network-based dialogue, information sharing, professional networking and as a key factor in purchase decisions. McKinsey & Company recently reported a “broad, active interest... rapidly forming in the offices of many companies’ CIOs, CTOs and other executives” in using the Web for generating “collective intelligence.”

Proof? A 2010 SAS/Leger Marketing survey of 1,000 Canadian executives found 90% of executives personally now use some form of social media to network, monitor customer feedback or engage the public.

So, how can you leverage the power of social media and also avoid the pitfalls?

1 <http://bit.ly/cBlh11>  
2 <http://bit.ly/cffnuv>  
3 [www.istrategylabs.com](http://www.istrategylabs.com)

## DO

**Target Wisely:** Use social media platforms that make sense for your business and customers. Twitter, Facebook, LinkedIn, YouTube and others may have buzz, but not all may be in your audience’s sightlines.

**Create Strategy:** Talk to customers and find out what they read. Check to see if their business is active on social media. figure out where you need to be and why.

**Measure:** Facebook, for example, sends a weekly status report detailing active users, those who “Like” you and the number of visits. Also, leverage software tools that allow you to manage all your social media tools via one dashboard (e.g., IceRocket, Social Mention, HootSuite, etc.).

## DON'T

**Censor:** Accept that social media is about conversations with customers. People will say awkward things at times.

**Sell:** Create value. Look at the most successful businesses using social media. They don’t “sell.” They talk with their customers, offer special deals, provide information and invite feedback.

**Go Slow:** Almost every tool is free. Sign up and just experiment.





DIRECT  
MARKETING...  
DEAD  
OR ALIVE?

It's a provocative question these days for marketers and the print industry, but direct marketing's death is greatly exaggerated.



DESPITE RISING POSTAGE COSTS AND THE ALLURE of “free” email, well-executed and tightly targeted direct marketing (DM) campaigns are still generating strong returns on investment (ROI) and plenty of opportunities for the printing sector.

According to Target Marketing’s 2011 Annual Media Usage Forecast, business-to-consumer (B2C) marketers surveyed report that DM delivers an average 32% ROI in customer retention campaigns and 33% in acquisition initiatives – tops in the survey and well above second-place email’s 26% ROI. And, despite the plethora of “junk mail” people claim to receive, a survey for the 2010 DMA Statistical Fact Book found 79% of households still either read or skim DM sent to their home.

“Our business has benefited greatly from direct marketing,” says Rich Pauptit, President of Toronto-based printer Flash Reproductions, who nonetheless sees DM changing with the times. “The scatter-shot type of DM doesn’t seem to have the same effect it used to,” he says. “It’s only successful now when it’s extremely focused.”

For example, a recent project for a major bank involved printing a quantity of just 700 pieces. “They were gorgeous,” he says. “Spot UVs, expensive stock, PMS colours... these were beautiful books with a ‘boutique’

quality and targeting its very best clients.”

And, blue-chip customers aren’t the only ones still using DM. It is still the marketing tool of choice for many local and small businesses, such as real estate agents, auto dealers and retailers.

Thanks to recent printing advances, DM clients of all sizes can achieve cost-effective small runs on high-end and digital presses. Key, suggests Pauptit, is using DM to bring something different to the market that can’t be delivered by other methods, such as email, adding: “there’s not a lot of room for ‘me too’s’ right now.”

If a DM piece is well designed and speaks to its recipient, “you can send it to, say 300 people, and get a 25% response – well above what DM used to generate,” says Pauptit. The quality of both the print medium and the message will help ensure that level of success, he suggests.

“If it’s worth printing, it’s worth printing well. When you send someone an ‘object’ in the mail, addressed directly to them, they’re going to open it.”



## Turning Green How successful companies do it



WHERE DO YOU BEGIN MAKING YOUR OPERATIONS SUSTAINABLY “green”? How do you convince your supply chain to provide sustainable products? How do you set priorities among the many environmental projects you could undertake? These were some of the questions put to industry-leading panelists recently at an event in Mississauga, Ontario examining the “Logistics of Sustainability: Turning Green into Bottom-Line Results in the Transportation Sector,” hosted jointly by Partners in Project Green (PPG) and the Supply Chain and Logistics Association Canada (SCL). As SCL President, Bob Armstrong, noted, the logistics sector has a large impact on the environment with many opportunities to turn green, ranging from “reducing use of fossil fuels through innovative technologies and practices in our fleets” to “implementing energy and resource reductions in the warehousing and administrative areas.” While the opportunities are great, “it can sometimes be a challenge to navigate the sustainability path.” To that end, panelists from three companies leading in sustainability, including Unisource Canada’s Corporate Sustainability Manager, Andrew Gustyn, shared their experiences and advice. →

# In sourcing

greener product offerings, Unisource believed it was important for suppliers to be transparent in any green claims, with third-party certifications where possible and a vendor review process.

In describing how to begin operating in a more sustainable manner, Gustyn explained that Unisource Canada, Inc. approached its move to greener operations by grouping projects under three “pillars”: reducing the impact of its own operations; sourcing greener products to offer customers; and employee engagement. Some of the changes weren’t “rocket science,” he noted, but had a big impact, such as outfitting delivery fleet vehicles with monitoring systems and routing software to reduce gas consumption and idling. Other changes include greener lighting choices for warehouses and other facilities, which lowered electricity consumption significantly.

In sourcing greener product offerings, Unisource believed it was important for suppliers to be transparent in any green claims, with third-party certifications where possible and a vendor review process. For employee engagement, Unisource “tasked our employees with changing the corporate culture and getting them to be part of the solution” using so-called “SWAT teams” to focus on solving challenges, such as waste diversion.

Another panelist, Robert Boutin, Senior Advisor, Corporate Social Responsibility for Canada Post, told attendees about major changes already underway in his organization to create a more efficient and sustainable mail carrier network, ranging from improved sorting machinery to LEED buildings to fuel-efficient delivery vehicles. “None of this is possible without a clear vision and forward-thinking at

the top,” he said, adding that it is key to any sustainability initiative to have a top-level “willingness to do things the right way.” Another key element is allocating the resources to make it happen, noting that Canada Post has 150-200 people directly focused on these initiatives.

The audience also heard from Brad Chittick, Associate Vice President of Supply Chain Facilities & Maintenance for Canadian Tire Retail, which has set three major goals – “grow the business without increasing the net carbon footprint of the economy; eliminate unnecessary packaging while sending zero waste to landfills; and, provide innovative products and services... without compromising future generations.” By Q3 of 2010, the retailer had already completed over 200 sustainability projects for the year.

To succeed, he said, it is important to “really understand the value that is derived from the projects you are undertaking” and define what form that “value” will take. For example, sustainability value may be financial savings, but can also include enhanced knowledge or experience from the innovation process. Value can even arise from re-thinking the life cycle of products, he adds, such as Canadian Tire’s idea to recycle old tires into car floor mats rather than send them to landfill.

What is most important when engaging in any sustainability initiative, he suggested and other speakers echoed, is thinking broadly about the potential benefits and even being alert to new business opportunities from turning green.



I N N O V A T I V E  
S O L U T I O N S

# Renewable, Reusable & Environmentally Sustainable Media

Neschen is dedicated to reducing its environmental impact by bringing environmentally sustainable products to market. While many other printable products offer some level of biodegradability, Neschen is pleased to partner with conVerd to present a comprehensive media portfolio that is renewable, reusable and environmentally sustainable.

All conVerd products are recyclable where facilities exist, and the conVerd line also includes options that incorporate up to 10% Post Consumer Waste (PCW) fibre. conVerd products can be recycled through the same recycling processes that are currently used for standard paper products. Product options include:

#### conVerd Enviroboard™

MR: Offering moisture resistance, this is a multi-ply water- and curl-resistant alternative to traditional

foam board and corrugated plastic board. It's printable on two sides for use in hanging indoor Point of Purchase displays, and is suitable for flatbed UV printing.

#### conVerd Blox-Lite™:

This 100% opaque, two-sided paperboard banner media alternative is available in 10 and 14 mil thicknesses. It is compatible with latex and UV-cure printers, and its block-out properties allow it to be double-side printed with no image show-through. Blox-Lite is suitable as an environmentally-conscious replacement for indoor PVC banners, and can be stitched, grommeted and taped.

#### conVerd GreenLight™ Plus! – DPI:

The most popular TSA back-lit poster paper in North America, this product is compatible with latex and UV-cure printers. Its bright white finish and ultra-uniform fibre distribution provide maximum color pop when used in either back-lit or front-lit applications.

For more information, please contact your Unisource or Mondrian-Hall Sales Professional.

## New Inflatable Cushioning System for Packaging

Sealed Air's NewAir I.B. Express Inflatable Cushioning System. With its tiny footprint yet enormous production capability, the NewAir I.B.® Express from Sealed Air quickly produces inflatable cushioning in 12" and 24" film widths at speeds of up to 55 linear feet per minute. That's fast enough to keep up with the most demanding packaging operations.

The small footprint and variety of batching, delivery and converting options make the NewAir I.B. Express system the perfect fit in almost any packaging environment. With this system, you can also customize the cushioning output – choosing between two different film widths (12" and 24"), and a variety of regular and premium film strength options.

The NewAir I.B. Express has a compact footprint of less than 6 sq. ft., which works well in cellular packaging environments. Its compact design fits comfortably on a tabletop or it can be mounted on a table-side stand. A single film roll can equal 5,000 sq. ft. of ½ inch Barrier Bubble material, creating on-demand packaging that saves storage space and handling.

The system is supported by a large array of accessories, making it flexible enough to be used in any and every packaging operation, including:

### System Stand and Roll Winder

With the optional Roll Winder attachment, the system can create a 36" roll of material in under three minutes for decentralized packaging environments.

### Instasheeter™ Converting System

At the touch of a footswitch, the Instasheeter Converting System cuts custom sheets of NewAir I.B. material that provide excellent cushioning or blocking and bracing.

### Jetstream™ Delivery System

The JetStream Overhead Delivery System allows one NewAir I.B. system to feed packaging stations using a patented air-driven process. It is ideal for high-volume, high-throughput environments.

### Foot pedal

An optional foot pedal allows the operator to easily control the flow of material.

# Fast enough to keep up with the most demanding packaging operations.

PRECISE PERFORMANCE...DROP AFTER DROP

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Simply set this compact system on the sink divider and, with every single use, it dispenses the optimal mixture and amount of detergent or sanitizer. Optifill requires no installation or service and has no chance of system failure – allowing you to cost-effectively meet your cleaning needs time and time again.

### Maintenance-Free

Optifill has an innovative self-contained design, built to remove the hassles associated with traditional systems.

### Accurate Dosing and Dispensing

The consistent, controlled dispensing and accurate dilution rate deliver just the right amount of detergent and sanitizer for superior cleaning results every time you wash.

### Easy to Use

Its simplicity allows you to keep staff training to a minimum.

### Safe to Handle

Optifill has an ergonomic and lightweight design, making it safe and easy to handle. Its sealed system eliminates the risk of spillage.

### Reduces Waste

The Optifill formula is concentrated to reduce packaging and the bottle empties completely – minimizing product waste and providing a resource-efficient solution.

### Minimizes Kitchen Clutter

It is a portable device that needs no water hook up, so you can free up valuable surface workspace, and keep a tidy and clutter-free kitchen environment.

For more information, please contact your Unisource Sales Professional.

# Optimum efficiency breakthrough

## A NOVEL APPROACH TO REDUCING COSTS

WHEN THE ECONOMY TIGHTENS, SALES GROWTH AND PROFITABILITY GENERALLY GET SQUEEZED TOO. COMPANIES THEN LOOK FOR WAYS TO REDUCE COSTS BY CUTTING STAFF, MARKETING SPENDING, ADVERTISING, R&D, ETC.

"There is plenty of evidence available that proves this is probably not the best way to manage a business," says Brian K. Fraser, National Sales Manager for Sigma Stretch Film of Canada. "But there is a foolproof way to reduce costs for manufacturers, retailers, distribution centres and anyone who moves products to be sold in the marketplace, that is, by reducing the amount of damage in their distribution cycle."

According to a recent study published by Deloitte, the Grocery Manufacturer's Association and the Food Marketing Institute, it is estimated unsaleables (any product produced

but cannot be sold to a final consumer) represent \$15-billion annually and almost half of that is due to damage in the distribution cycle.

"That's \$7.2-billion of product, over 1% of gross sales, that cannot be sold to consumers due to damage in the distribution channel," says Fraser, adding: "not only is the cost of unsaleables high, the amount of garbage generated is enormous. There is no better sustainability opportunity than reducing the amount of damage during the movement of goods."

So, he asks, why do people focus on saving a few pennies on stretch wrap? It could be the cost of

wrap is a big number for companies or the true value of this product is not fully appreciated. Fraser says it is time for packaging experts to show customers how to properly unitize their loads for the best possible package, at the lowest possible cost, "that gets their product to its destination in AS MADE CONDITION."

There is no greater cost savings opportunity than the significant reduction of damage within our customers' distribution channel, he concludes. The potential savings on damage is far greater than the annual cost of stretch film.

We travelled the four corners of the world in search of  
the perfect paper. We found Lenza.

lenza


PC100

This uncoated 100% post-consumer waste paper offers a brightness of 92, high opacity and is available from Unisource in basis weights, ranging from 50 lb. text to 130 lb. cover. Lenza PC100 is FSC®-certified (Forest Stewardship Council®) and perfect for the entire range of printing applications, including stationery and envelopes, direct mail, reports, brochures, books, forms, and other communications and advertising. Visit [UnisourceDesign.ca](http://UnisourceDesign.ca)



For more information and samples, contact your Unisource Sales Professional. Use the QR code to check out Lenza PC100 paper specs.

All Product information including, but not limited to, environmental attributes and claims that products meet identifiable industry standards are those of the manufacturer.



RUBBERMAID

## RE-INVENTING THE MOPPING SYSTEM

Rubbermaid has introduced a new mopping system that promises to dramatically change the way office buildings, schools, restaurants, health care facilities and other high-traffic properties clean floors.

The HYGEN™ Clean Water System changes everything from the mop itself to the wringer and bucket.

First, the system helps to ensure staff members work with cleaner mops. The mop handle features a quick-connect system that works in concert with a double-sided microfibre pad. The system uses a mop frame that allows for a double-sided pad. Various pad configurations are available for wet, dry, scrubbing and high-absorbency applications. There are also pads with a different material on each side to maximize productivity. The pad itself

attaches and detaches from the handle using a clever touch-free process – meaning the user's hands never have to come into contact with a dirty pad.

The filter bucket has even more innovations. When the mop is inserted into the bucket, built-in scrubbers first loosen and remove debris. The mop then passes between twin wringers, which can be manually adjusted for desired mop moisture levels.

Not only is the mop thoroughly cleaned each time, the user can also use the bucket to periodically clean the water itself. With this system, Rubbermaid introduces the industry's first integrated water filter. When dirty water is tipped into a separate spill-free chamber of the

bucket, it passes through the filter and, within minutes, clean water moves back into the main chamber.

The result is healthier and safer environments, greater productivity and increased value. Rubbermaid says this system is designed to clean twice the area of other mop systems and it offers training and support to help deliver optimal results. The system can be seen in action at [www.rubbermaidhygen.com](http://www.rubbermaidhygen.com) and is available through Unisource Canada.

Healthier and safer environments, greater productivity and increased value.

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# “There is a saying in football... If you stand still, you go backwards.”

Scottish Footballer George Graham

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##### Yupo, 144 lb cover

Did you know that YUPO® is:

- 100% tree-free synthetic paper
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#### Text printed on:

##### Lenza PC100, 70 lb cover

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- 92 Bright. Clean and vivid.
- Available in wide selection of basis weights exclusively through Unisource Canada, Inc.

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We'd love to hear your feedback on this issue of Solutions.

Please send comments, questions or suggestions to [marketing@unisource.ca](mailto:marketing@unisource.ca) or via mail to the address below. Thank you!

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