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A General Reference Guide for Sales Managers in the Printing Industry to Aid in the Training and Development of New and Current Sales Personnel

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A GENERAL REFERENCE GUIDE FOR SALES MANAGERS IN
THE PRINTING INDUSTRY TO AID IN THE TRAINING AND
DEVELOPMENT OF NEW AND CURRENT SALES PERSONNEL

David E. Adam, B.S.

An Abstract Presented to the Faculty of the
Graduate School of Lindenwood College in Partial
Fulfillment of the Requirements for the
Degree of Master of Business Administration

1996



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ABSTRACT

This thesis will focus on the study of general management in the printing industry and the need for a sales management level training program.

A reference manual was developed to help management understand the skills needed to be effective in today's highly competitive printing market/industry. This manual is also a reference to assist management in evaluating their skills, the skills of those they manage, and give them needed information to increase and develop these skills.

Many mid-size printing companies don't have rigid training programs for the white collar side of their business. Many times new hires are hired based on previous printing experience even if it doesn't relate to the kind of work the company does. Other times people are hired because management feels that they may be a quick learner or get along well with others. Currently, this is not the best way to handle the situation and based on the rapid technological change as well as the intense competition all companies are facing, it is imperative that all employees, including new hires and management, are able to perform the needed tasks to get the job done in the most efficient manner possible.

The purpose of this study is to not only show that proper

training, leadership, communication, problem solving, and consistent interaction between management and sales are necessary to help a company grow, but that it is vital to survive and adapt to the ever changing printing industry.

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Graduate School of Lindenwood College in Partial
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Chapter I
INTRODUCTION

Print Background

In the last four hundred years, many people have been responsible for the evolution of the printing industry. Some of the people who were very influential in the development of printing during this time include: John Day, who is believed to have been the first English designer of a Roman type face; Aldus Manutius, the developer of the italic face; Ben Franklin, a printer who was very active in promoting the industry; John Baskerville, considered by many to be the father of fine printing in England; and Johannes Gutenberg, who invented the printing press (International Paper Company 10-11).

Since Gutenberg's idea of the printing press, the general appearance of type, its casting, and the procedures used to put it together have not changed dramatically. However, transferring the impression to paper using printing presses have seen radical changes. Old wooden presses of the early 1800s were capable of producing 300-500 sheets in a day, while today this

number of impressions can be achieved in just a few seconds (16).

William Bullock developed the first web press (a press that prints on rolls of paper) in 1856 which was capable of printing 15,000 pages per hour, printed on both sides (18).

In 1906 Ira A. Rubel took the web press design a step further when he invented a press that transferred an image from the press cylinder onto a rubber blanket and then the blanket laid the impression on the paper. This type of press was called an offset press, because the image was transferred or "offset" rather than imprinted directly on the paper (18).

There have been numerous improvements made in the printing industry since Johannes Gutenberg invented a press to apply ink to paper in 1440. Since that time the printing industry has seen major technological changes. Printing presses that were only capable of printing in one color at speeds of less than 20,000 impressions per hour just fifty years ago, are now able to print in four colors at speeds in excess of 160,000 per hour. In situations where type was set by hand, computers now enable everyone with a desktop publishing program to design, layout, and make changes effortlessly. Many other manual tasks such as

plate and roll changes were once done by stopping the press and loading them on, but are now done electronically using lasers and computer programs (20).

The Printing Industry Today

The printing industry today is comprised of seven major areas: commercial printing, business forms, book printing, book binding, prepress services, quick printing, blankbooks and binders. The largest category of printing is the commercial market which includes books, catalogs, magazines, direct mail, promotional items, annual reports and other printed matter. Many of these printed items are resold by businesses for consumer use, while others are used internally by businesses. Examples of these include paperback books, textbooks, catalogs, newsletters, pamphlets, and People magazine (Sixth Annual Report to Congress 4-5).

These types of printers are further identified according to the amount of revenue they generate:

- * Small printers - firms with revenues under two million.
- * Medium size printers - those with annual revenues between two million and ten million.
- * Large printers - firms with revenues of ten million to fifty million annually.

- * Very large printers - firms with annual revenues in excess of fifty million (Business Management 4).

When looking at the size of the printing industry, it is interesting to note that, compared to other manufacturing industries, printing employs more people in the United States than the motor vehicles and parts industry. Printing also employs more people than all of the airline, aircraft, and computer and peripheral industries combined (Sixth Annual Report to Congress 4-5):

While the printing industry is the largest employer in the United States, the printing labor force is growing at a slow pace Sixth Annual Report to Congress 5). The demand is increasing, however, for younger workers with industry and information technology skills. This is due to the fact that many aspects of the printing process today have become more automated and computerized. Most printing companies achieve sales of less than ten million, thus it is imperative in this industry to find and keep good employees. According to the 1993-94 Market Outlook for Heatset and Non-Heatset Web printers, many employers consider the lack of qualified personnel to be a major problem facing the printing industry. This is linked to four

major factors:

- * Skilled, trained personnel are difficult to find.
- * Intense competition makes it harder to keep existing skilled employees.
- * Since the industry is changing more rapidly than in the past, many employees are difficult to retrain.
- * Workers frequently exhibit strong resistance to required industry (technological) changes (145-146).

It is believed that with the increasing technological breakthroughs and the large number of printing companies, it will be tough to survive the next decade without shifting their focus from not just providing printing, but consulting services, suggestions for improvement, distribution, and the like. This can only be done through employee training and broader management skills (Printing 2000 Executive Summary A-21).

The Importance of Training

A majority of training and teaching that is done today is informal and on the job. These are daily occurrences where questions are raised, or as a result of an event, someone has to guide, teach, explain or help someone learn new tasks. Many companies are in strong favor of training and as a result have rigid mandatory training programs for both new employees and

existing ones. Other companies do not have training programs either because they feel they are unnecessary, cannot afford it, or are too small to integrate "formal training" (Filipczak 30).

In a survey conducted by Training in 1993, of various size industries, the following was determined about the many formalized training programs available:

- * The types of employees likely to get the greatest amount of formal training are in the professional field, while office/administrative employees get the least amount of formal training.
- * Total dollars budgeted for formal training in 1993 was up seven percent to forty-eight billion.
- * Budget predictions for 1994 from the sample group indicated that thirty-eight percent predict higher budgets for formal training in 1994.
- * Seventy percent of money spent on training in the U.S. goes to managers and professionals who account for only ten percent of the work force.
- * Companies with 100 or more employees had the largest projected budget for companies with 100 or more employees.
- * The manufacturing, transportation, communication, and utilities industries spent the most amount of money on training their employees in 1992 (Training Budgets Boom 38-42).

Printing industry leaders agree that training requires spending time and money. However, just how much to spend and how often to train is frequently debated. In an American Printer survey taken in November 1994, over two-thirds of the respondents budget for training while the remainder devote

company dollars to training although it is not budgeted ("The Truths of Training" 88).

In terms of dollars spent on training in the printing industry, half of the respondents spend less than \$250 annually per employee. Nearly thirty-one percent spend \$251 to \$750 per employee per year, and eighteen percent spend more than \$751. This indicates that although money is budgeted for training, managers do not give it much thought or consideration (88).

Respondents also differ on the amount of time to devote to training. The majority (almost forty-four percent) provide, on average, less than one week of training for employees per year. Nearly thirty-two percent provide one full week of training annually, while nine percent provide two weeks and sixteen percent offer more than two weeks (88).

In terms of who printers use to do the training, the survey indicated that thirty-two percent use outside vendors, twenty-seven percent use consultants, nineteen percent rely on educational institutions and twenty-two percent utilize in-house personnel (88).

Many companies continue to spend money because they think that training newly hired employees is something that is vital

to the success of a company for a number of reasons (Wexley and Latham 111).

First, training initiates a person into the do's and don'ts of the company's policies and procedures. This avoids the need for corrective actions later on and helps a trainee become a little more comfortable with his/her surroundings (112).

Second, training helps everyone learn faster which in turn reduces the amount of productivity lost from the trainer as well as the trainee (112).

Third, effective training programs will also reduce turnover. Many people get discouraged, feel hopeless, or even overwhelmed by the workload when first starting. Helping one realize this and breaking down the tasks to be done can only benefit the company (114).

Fourth, training cuts down on mistakes and errors that could and often times results in lost earnings. Because many times what one learns while being trained is not forgotten, a trainer can cover many situations the employee may face. If training programs are well developed, they can help avoid many costly mistakes (115).

Types of Training

There are many different types of training used throughout the business world to help facilitate the learning process for both new hires and employees. Some of the more popular types include one-on-one training, group/classroom training, off-the-job training, multimedia or computer assisted training, and mentoring.

One-on-one training is a form of training where the manager or trainer teaches either a new employee or an existing one how to do the tasks required to do the job. The only people involved in this setting are either an experienced employee or trainer and the employee to be taught (Nilson 23).

One-on-one training does have some advantages because scheduling the training time can be altered so that it does not adversely affect work output. This type of training is also one of the least formal and inexpensive types of training.

Distractions from other workers or trainers are also eliminated allowing the trainee to learn at his or her own pace (23).

On the other hand, problems can arise when the trainer is not qualified to teach. Often times on-the-job trainers are regular workers themselves and lack the knowledge to teach and

train others. This is because they either do not have the education or the employer has not invested in any type of training program. This leads to excessive learning times which can reduce productivity (Kim 102).

A second method of training, called group or classroom training, is another way for people to learn. This procedure is similar to that used by college instructors who teach in a classroom setting and is often used when training groups of people at one time. An unsuccessful example of this method would be if it were used to train people how to operate machinery. However, it is an excellent method to use when teaching a large group of people about company policies and procedures. Experts agree that if an employee needs to learn about a subject, then the classroom setting works best. The number of trainees involved, the amount of time allowed for the training, and the amount of information to be given all impact the decision of whether or not to use group training (Brief and Tomilson 28).

Of growing importance in the training field is the great variety of off-the-job programs. The broadest type of off the job training are seminars, workshops, and conferences (Mayo 67). Many of these programs can be conducted totally in house by

training specialists within the company or by consultants or other outside sources. More and more consultants in the training area are able to provide additional materials in the form of videotapes, workbooks, cassettes, and other prepackaged programs (Gordon 51).

Off-the-job programs have their advantages. First, the group settings of most programs allow for an exchange of views and helps lead people toward the achievement of specified objectives (Mayo 77).

Second, off-the-job training is often conducted by professionals and specialists in the field of training and development who know the subject they are teaching (Lusterman 7).

Using a "scattershot approach" or training employees in subjects which have little or no relationship to a company's goals is a major disadvantage of off-the-job training. Therefore, it is important to be selective in the methods and programs that are used so company time and money are not wasted (Bernhard and Ingols 40-42).

A third type of training in which interactive computer programs and multimedia displays are used to train new employees

is a new concept that is becoming increasingly popular. This type of training enables real work situations to be acted out without leaving the computer terminal. This is accomplished by allowing new hires to practice using the actual systems they will use on the job. Often times role playing software is developed to give trainees the opportunity to face real work situations without real life consequences. This method eliminates interruptions, reduces the number of trainers involved, reduces the amount of costly mistakes, and helps the trainee learn at his or her own pace (Wallace 62).

For example, the Holiday Inn Hotel chain uses multimedia computer software to train new employees how to react to emergency situations along with new computer systems before they have to face those situations on the job (62).

Another popular form of training is called mentoring. In this case a mentor acts as a coach, teacher, guide, role model, counselor, and sponsor for another person who is less experienced. The purpose of this kind of training is for the mentor to serve as a trusted, wiser, more knowledgeable person who takes an ongoing interest in fostering and supporting the often times younger person's career development (Reich 1).

One benefit of mentoring is the increased self confidence the less experienced person gains. Through the guidance that is received, many additional abilities are developed, as well as weaknesses exposed. This enables employees and supervisors to determine what parts of the job they excel at and need work on (2).

However, mentors can be resentful of having to "look out" for another person, while the person trained may feel that they are being kept from better jobs, receiving too much protection, or being shielded from the results of their mistakes (3-4).

Of the many types of training, the printing industry mainly uses on-the-job and one-on-one training to teach newly hired staff. Most of the time, only printing companies identified as large or very large are able to afford both the time and money to send trainees to seminars and workshops for training or to school. Instead, printing companies rely on one-on-one training to teach new hires. These current workers hold a similar position as the new trainee but in some cases, may not have been trained to do the teaching nor know the best way to train someone.

Statement of Purpose

The purpose of this thesis is to show that training programs for sales personnel are necessary if printing companies are to remain competitive in this industry. To help with this endeavor, many types of training programs used both inside and outside the printing industry will be evaluated. A reference manual will be developed to help give managers tools to aid in the implementation of their training programs.

Chapter II

LITERATURE REVIEW

The role of a salesperson is a job that requires numerous skills to be effective. Some of these include organization, reading and writing skills, communication and technical skills, common sense, and the ability to solve problems (Sasser 113).

As a representative of the company, a salesperson should be able to think and act in ways that match the company's main goals and objectives. These include defining and assigning priorities, planning and organizing, programming and coordinating the operating tasks of a department so that the goals of both the department and the company are achieved. Good sales personnel must excel in interpersonal skills. If they are not good at communicating with the potential customer about their goals and needs, often the customer is never satisfied (113).

In order to meet these ever changing needs of the customer and to keep them satisfied, salespeople must also be well educated in the field they are serving. This requires an on-going training commitment from both the sales staff and from management. Therefore, training programs must be set up not only to teach new hires, but also to keep the existing sales staff up-to-date with their industry. However, this doesn't always happen. In fact one manager said "the company expects me to explain policies,

regulations, rules and procedures to my workers, but they haven't been explained to me" (Towler 56,57).

Quite often salespeople will fall back on personal experiences for guidance because they have had very little training. Once on the job, they are given very little feedback regarding their performance. Therefore, the on-the-job learning process is not effective (Hogan 76).

If sales personnel are to perform effectively, they need the knowledge and skills to do so. They must also have the ability to learn and apply what they have learned to their work situation. The ability to learn requires more than just basic intelligence; a person has to have the desire to learn and the opportunity to apply what they have learned. The supervisors and upper management must work together to insure that these factors will exist (29).

Today's jobs demand an employee to have a strong foundation of the basic skills that will enable them to learn on the job. Problem solving, listening, negotiating and knowing how to learn are what employers are looking for. Without these skills, the work force will have difficulty adapting to change (Solomon: "Creativity Training" 69).

A salesperson's job is also very demanding. With the ever changing business world many personnel lack the preparation needed to handle the task at hand, yet are expected to sell at very high level. This makes the role of the trainer all the more important (Crandall 26).

From Fortune 500 companies to the military, employers across the nation are aggressively developing new basic skills in their workers. Many of these skills, such as teamwork would not have been considered necessary a few years ago. The days are gone when a command of the three "R's" is enough to get and keep a job. Today there is a whole range of new skills that employers want their people to possess (Carnavale: "Skills Employers Want" 22).

Since 1981, IBM has used a systems approach to teach new hires and keep current employees on the cutting edge of technology. These steps are:

- 1) Business Requirements - the specific action programs needed to be implemented to achieve goals and strategies.
- 2) Performance Requirements - those specific subjects individuals have to know to do their jobs if the business requirements are to be met.
- 3) Education Requirements - This means determining what levels of training are required for specific jobs.
- 4) Course Development - the actual classes are designed to fit the needs of the job description.
- 5) Delivery System - the classes and instructions are given to the student.
- 6) Measurements - tests or some form of feedback are built into the courses so progress can be tracked and determined (Bowsher 109-111).

By following these steps, IBM has been able to determine

needs, set up programs to fill these needs, and then measure the training to make sure the classes are useful (111).

The framework of the systems approach can be useful to the printing industry because it may help managers to determine the skills needed for all jobs within the company and help eliminate the guess work that is often used when training someone.

E.I. DuPont de Nemours and Co., Inc. started a study in 1985 to look at innovation and creativity. DuPont began to focus on these areas and what was discovered was that creative people and companies are more competitive and profitable. When people are allowed to exercise their creative talents, they are happier, have higher self-esteem and are more productive (Solomon: "Creativity Training" 69).

DuPont found that they have a very large number of "technical" people resources and that it could use its resources more effectively. Several committees, comprised of people from different areas of knowledge and backgrounds used these committees for brainstorming ideas to help solve problems. They found that it was very effective to share knowledge between various groups. This type of interaction between people of various jobs allows them to share similar problems and solutions. Because most problems are not unique it is often that someone has tackled a similar challenge or knows of a resource (70).

DuPont believes that in the future, a lot of industries will be using the concept of brainstorming to solve problems. According

to Janet Rodgers, Research and Development, it is unbelievable, the efficiency, the reduction in time to accomplish tasks and the amount of money you can save by pooling resources (69) ... In the past, the problem was assigned to a small group of people who tried to solve it. The solution depended on each person's field of knowledge. (70)

By opening up the problem to a more diverse group, all members discovered state-of-the-art options that are open to them. This greater input generates more ideas than if they were trying to solve it alone (70).

In 1981 Frito-Lay's sales had been leveling off. Instead of using budget cuts to solve the problem, the company asked Min Basacker, a creative thinking consultant, for help. Frito-Lay saved more than \$500 million during the first six years with the help of the training that she provided. Dave Morrison, Frito-Lay's group manager feels that there is a direct connection between employee learning and using creative problem solving and profits (Solomon: "Creativity Training" 69). Morrison goes on to say,

Particularly in the U.S., competition on every level is increasing. Every function in a company is going to have to be more creative to stay competitive and if management doesn't give employees more say in the business, it may be hard to retain good employees. (68)

Morrison feels that any type of training, creativity included, is a way to get employees thinking. It also sends

signals that the employees are a valuable part of the whole company. Morrison believes that while the work force is shrinking, American companies should push employees to the highest level of problem solving and creativity (69).

Douglas Workman, Director, Training Programs for the Graphic Arts Technical Foundation, thinks that managers often fail to realize the potential that is available within the organization. This happens because no one is asked of their opinions or ideas on how to solve common problems. Managers view management problems as just that and don't involve others who may be affected by the decision or may have workable solutions. In order to attract and maintain a strong group of sales professionals suggests that all members be allowed to participate in company problem-solving (Interview).

A two year project conducted in 1988 and 1989 by the American Society for Training and Development and the United States Department of Labor researched the area of skills that will be needed for the future. Besides the basic academic skills, employees needed a foundation for building more specific job skills.

These additional skills are: learning to learn, oral communication, listening, problem solving, creative thinking, self esteem, motivation, goal setting, personal and career development, interpersonal skills, teamwork, negotiation, organization effectiveness and leadership (Carnevale: "Workplace Basics" 21).

From a sample of 250 Fortune 500 companies, it was determined that the content of most training programs were: communication, planning, organizing, team building, motivating, training, production control, and performance evaluations. Through research it was recognized that linkage and information gathering skills are needed to be successful. However, two-thirds of the program creators emphasized technical skills over conceptual or interactive skills in training. The training literature indicated that there is a need for training both upward and horizontally to improve the relationships within the company. But no training programs with these elements could be found (Keys 210).

In 1984, New York Telephone conducted a study to determine the skills needed by all managers to help them become competitive and keep the company strong. They used a two page questionnaire that contained thirty skills they felt were important. The questionnaires were sent to all levels of management. Each skill was explained and the respondents were asked to rate the importance of each skill using a one to five scale (one being low and five being high). Approximately 3,500 questionnaires were sent out randomly to all departments. 1,947 replies were received and the results showed that communication, leadership, listening, decision making and coaching, were ranked consistently as the most important needed skills for effective management (McQuigg - Martinetz 69).

New York telephone developed their new training program

around these results and applied them from entry level management on up by making it mandatory to attend training classes and seminars on these skills (70).

Many companies fail to realize that the easiest way to determine the needs of the sales force is to ask them either through a questionnaire or some other form of communication. Following the methods of New York telephone would help get a company pointed in the right direction (71).

The Need for Education and Training

In 1987, the National Alliance of Business issued a report that gave valid reasons why the demand for job training is increasing and will continue to rise. First, workers will change jobs five to six times during their normal work lives. Second, twenty to forty percent of those not working are functionally illiterate. Third, a total of 1.5 million workers are permanently displaced each year and will require assistance to reenter the workforce. Fourth, over one-fourth of all dislocated workers lack a high school education. Finally, by the year 2000, an estimated 5 to 15 million manufacturing jobs will require different skills from today's jobs, while an equal number of service jobs will become out of date (Bowsler 17).

Education and training are important to the productivity and competitive advantage of companies. Learning in school and on the job are by far the most important factors behind economic growth

and productivity in this century (Wangel 14-15).

The content of training reflects an employee's culture. This includes the extent to which employees are to be involved in decision making and the methods used to maintain a productive, informed and satisfied workplace. Most companies emphasize traditional management skills in training. Employer sponsored courses cover topics from basic communication and leadership to company policies and how to conduct a sales meeting (Education Beyond School, Report to the Department of Education, 1980).

In the past few years, two changes have come about in the business environment. First, service-based companies are having severe problems recruiting, hiring and keeping employees. Poorly skilled employees give inferior service, which upsets the customer and, if it continues, leads to the dismissal of the employee. At this point the employer has to start all over again. Employee turnover is expensive and makes good training less affordable (Georges 41).

The turnover costs when an employee quits can be quite high. The American Hotel and Motel Association says the average cost of replacing an employee is \$2,500. The Journal of Accountancy says the most valued employee in its 1992 study was the engineer, whose replacement cost was \$4,900. Other estimates are considerably higher: According to the Harvard Business Review, Merck and Co., the cost of employee turnover is 1.5 times an employee's annual salary (Hequet 85).

Good skills don't just happen. Companies known for their excellence such as Disney, Nordstrom, and Hewlett Packard, work at it by training their employees to act and react in certain ways. In addition to providing good service, companies like these realize that good training is less expensive than high turnover, lost customers or bankruptcy (Georges 41).

Many industries, such as manufacturing and high-tech companies are not experiencing the same recruiting problems due to downsizing. "Downsizing is the process of restructuring a company to accommodate fewer employees" (42).

A consequence of this downsizing is that there are less managers and supervisors per employee. The result is that more employees are having to act as self-managers. More and more the individual employee needs humanistic skills to handle his or her job. This need to communicate more creates an even bigger problem for existing supervisors, because they also need to learn to improve humanistic skills, but they have to do so quickly (43).

Humanistic or "soft" skills training has risen in significance and are called this because it is difficult to see tangible changes in behavior. This type of training builds employees' interpersonal skills, including communication, listening, problem solving, negotiating, human relations, decision making and customer service. These are people skills and organizations are realizing that individuals, not technology make things happen. Successfully influencing other people makes

organizations prosper, increases productivity, and helps create long term relationships. However, just offering humanistic skills instruction is not necessarily good training. Many managers say they don't see any return on their investment from humanistic skills training because the results are usually vague and rarely become on-the-job behaviors. Even worse is the fact that the way the skills are taught rarely produces true skills (41).

If managers only teach humanistic skills to their employees, they may build good communicators, but they won't have been taught the needed skills to do the specific job they were hired to do (42).

The link between skills and opportunity for individuals is powerful. A person's skills influence lifestyles, the type of work a person does, where the work is done, and what a person learns. About half of the increase in what a person learns throughout their career will be determined by learning in school and on the job. The other half is a mix of opportunity, chosen career, location and chance. A person with a high level of skills can trade knowledge for location, employer or occupation. However, a person without training or education will have fewer choices and potential for low earnings (Carnevale: "Learning Enterprise" 28).

Education is a particularly good investment in high-tech industries because it prepares the employee for the highly skilled jobs these industries generate. Education produces adaptable employees who can cope with rapid change. It also improves

leverage for future learning on the job. College graduates have a fifty percent chance of training on the job over high school graduates. If a person has education beyond four years of college, he or she has a thirty percent chance for getting on the job training over college graduates (Carnevale 28).

In 1983, a study on employee training in America conducted by Prentice Hall Publishing and the American Society for Personnel Administration found that middle and upper managers received 85.5 percent more training than other employees. Another study by Knowledge Industries, Inc., found that the average price tag for the training exceeded \$2.2 billion annually (Lee 82).

Researchers Olmstead and Galloway set out to determine what employees were getting from training programs in return for their time and effort. They found that the training programs were set up to provide,

- 1) Increased knowledge, awareness, and sensitivity to the human element in work situations.
- 2) Changes in attitudes.
- 3) Improved problem solving
- 4) Interpersonal skills (82).

This research also determined that most training programs have little effect on the on-the-job performance of employees. They also believed that the programs were only as good as the support given by upper management and that without it, training programs would likely fail (82).

Jack Zinger, President of Zinger-Miller, Inc. believes the way training is done today should be done away with. During the 1990's employers will have to drastically change their training by emphasizing additional training, continual retraining and relearning skills for everybody. Of most important to Zinger was interpersonal skills because if people cannot communicate with each other, they cannot serve their customers very well (Wangel 14).

Gordan P. Rabey, a management consultant in Wellington, New Zealand, has a few problems with the training programs he sees. This is because too many programs are known for their total failure to produce meaningful results for the companies that use them and that most managers are sent to training without really knowing why (Gordon 82).

Rabey suggests that managers ask themselves a few questions. For example, what skills or attitudes need the most attention? What are their company's expectations of the employee and of itself? What type of commitment are you willing to make to follow-up activities? If these questions can be answered, then training will have a greater impact, but many training courses use the same pattern and achieve very little (82).

Many companies invest considerable resources into training programs, but most employees do not use the training when they get back to the job. Two main reasons for this are (1) lack of follow-up training, and (2) lack of support from upper management (Ramser

19).

Humanistic skills training is a hit-or-miss proposition, especially when subjects like management, leadership, interpersonal communication, and problem solving are the focus. In most training, it is a success if twenty percent of the people use the techniques they were taught. While the remaining eighty percent might try their new skills a few times, they usually return to their old habits. Most people won't stay with any skill that makes them feel fake (Georges 43).

Therefore, continually updating, retraining, and repeating important information to current and new employees is necessary to have successful training programs. It is also important to get the message across how important these factors are to be competitive.

Trainers are less effective at teaching people skills because they are presenting information on a certain behavior instead. Knowing how something is done or describing the steps used to complete a task is not a skill. It is not what a person does but how well he or she does something that determines the skill. Instead of teaching, skillful performance trainees are taught to gain performance through on-the-job practice. Unfortunately, this is the last place a person wants to look awkward or incompetent (43).

Real skills training involved knowing what trainees need to accomplish. At that point the trainee can present the appropriate

skills and what to do with them. Effective training uses simple words, and as few as possible (44).

When talking about training and training methods, Walt Disney Co., is recognized as having one of the best training programs in the world. This has been accomplished by creating an in house university to do their training with one main focus: that managers should treat employees the same way they would treat a customer. Walt Disney once said, "You can dream, create, design and build the most wonderful place in the world, but it requires people to make that dream a reality." The Disney trainers continually train and reinforce the needed skills for better performance and assess the skill levels of employees and base additional training on what they find. This is done through consistent communication at every level of the company. They also evaluate their training and make changes when needed (Solomon: "How Does Disney Do It" 52,57).

Disney identifies four key ingredients to keeping customers happy: safety, courtesy, show and efficiency. By continually training employees about these four items Disney has earned the recognition as having one of the best training programs with strong corporate vision (52).

In order to have a good training program like Disney, companies must develop job descriptions for all positions. There are three good reasons why companies should write job descriptions for their sales force. First, a job description establishes a priority for

who they should hire, which helps a manager make a clear decision on who would be possible candidates for a particular job. Second, a good job description sets up a criteria or standards for success. Job requirements, for example, that only show sales figures do not give a new person enough information to be able to do the job. Thirdly, accurate job descriptions can help determine how success traits vary from one job to another. The qualities desired in a salesperson will certainly differ from that of a receptionist and the differences should be noted so in the future the right person can be selected for each job ("Creating Job Descriptions").

Accurate job descriptions may also help hire the right people and reduce turnover since the skills described are really required to get the job done. For example, Florida Power Corp. found that electrical line workers were turning over at a rate of 48.5 percent per year. They determined that employees were hired based mostly on their performance on a written test that were not accurately determining one's skills (Hequet 85).

The trainers went to line management and asked what new workers really needed to be able to do an effective job. Management listed 118 skills and then narrowed that list to twelve key functions. The results were a performance based hiring test in which job applicants first receive some instruction in each of the twelve skills, then were asked to demonstrate them. Two years later, turnover in the line department dropped to nine percent (85).

Problems Training Salespeople in the Printing Industry

There are a number of reasons why newly hired salespersons in the printing industry fail to receive enough, if any, training. First, the majority of printing companies are small in size making it difficult to have any type of structured training programs. Second, training requires time and money, which can slow down productivity that many managers do not want to sacrifice. Third, many managers do not have the expertise in training to be able to set up any kind of training procedures. This is because often times managers were previously craftsmen in this field and did not necessarily have any business experience. Fourth, with changing technology it is becoming increasingly difficult to teach people without having to alter certain parts of the training more often. This requires managers to stay on top of the latest trends and to revamp any existing programs to meet the change in technology and in the type of business they are in (Workman).

Training Methods in the Printing Industry

Many people in the printing industry have differing opinions about how to train and retrain new and current employees. Tom Feder, a manager for over twenty years at Corley Printing Company, feels that the printing industry is too diverse to say that there is any one best way to train new salespersonnel. This is because each printing company has such a wide range of equipment and focuses on such different types of printing, that each kind

requires several different types of training (Personal interview).

However, Feder believes that a great place to start to train someone is to have the new person learn the job of an estimator. The role of the estimator is to determine the cost of a particular job based on the company's current costs for materials, labor, and what machines the job would run on. This job is very important to the livelihood of the company, because, if costs are estimated too high, too many potential or existing customers could be lost. On the other hand, if the estimated figures are lower than actual rates, the more work the company may get, but also the more money that will be lost. Feder feels,

The estimator's job is a good one to start with because it will help a new person learn what the main type of work the company focuses on, the type of equipment the company has, and how it is used and when it is used.
(Personal interview)

After teaching the role of the estimator, Feder recommends training the newly hired salesperson in handling the company's house accounts. These are accounts such as the printing of in-house items as time cards, job tickets, and the Christmas calendar that is given away as gifts. This experience gives the new person the chance to learn who they will deal with in the production department (Personal interview).

Because many printing companies are smaller in size, often times they rely on the buddy system to train new people. In this case, a new hire follows a current and experienced employee throughout the day in order to get exposure to the daily job

responsibilities. This method of training, however, does have its disadvantages. First, it slows down the productivity of the experienced salesperson to sell or take care of customers. Second, if the experienced salesperson is not educated in how to train, the new hire may not learn as much or quickly as he/she could under a knowledgeable trainer. Third, if the trainer doesn't have enough experience at the job they are training, they will not be able to teach all aspects of the job to the trainee. Fourth, this type of training doesn't allow the trainee to learn at their own pace because they are at the mercy of the salesperson who is trying to get their work done as well as train someone (Personal interview).

John Santoro, a former teacher, and now the sales manager for Consolidated Press in Elk Grove, Illinois, has written his own training program for his twenty-one and growing sales staff. The first part of his program is called Sales Communication-Company Responsibilities. This is for new hires and trainees in the sales department. The seven main points covered in the orientation include:

- 1) Review job description.
- 2) Mutually establish performance objective and review dates.
- 3) Explain benefits and when and how the company pays.
- 4) Become familiar with their individual goals and interests.
- 5) Provide proper training and once again, let them know what is expected of them.

- 6) Review all company directives and their application and interpretation to sales.
- 7) Make them accountable daily (Interview).

These main items are designed to not only guide the newly hired sales staff, but to give them clear-cut goals, skills, and lets them know what is expected from upper management.

Another main section in Santoro's training program includes what he calls a Sales Success Model. The three areas of importance are: 1. comprehensive product knowledge which includes what business the company focuses on, the competition, benefits verses features, the global marketplace, and unique solutions. 2. technical selling skills such as planning, organizing, targeting, prospecting, identifying customer needs, listening skills, resolving concerns, objections, gaining commitment and follow-up after the sale. 3. personal management skills, including instilling a positive mental attitude, self confidence, self esteem, honesty, enthusiasm, clear goals and a commitment to the job; time management, teamwork, and determination (Interview).

The third section of Santoro's training program covers the difference between a simple sale and professional selling. This is called Professional Selling: Steps of the Sale. These steps include:

SECURE INFORMATION

- 1) Precall planning
- 2) Targeting and prospecting

- 3) Qualifying and approaching
- 4) Asking questions
- 5) Listening
- 6) Identifying problems and intensifying needs

GIVE INFORMATION

- 1) Communicating
- 2) Presenting solutions
- 3) Overcoming objections
- 4) Resolving concerns

GAIN COMMITMENT

- 1) Advancing the sale
- 2) Follow-up and implementation

Santoro also tape records his salespeople on the phone as well as assists them on face to face visits with potential customers in order to give feedback more accurately. All of these points help newly hired people at Consolidated Press learn more quickly, efficiently, and lets employees know what is expected of them (Interview).

Ed Sondker, president of Color Dot Graphics, feels that one drawback the printing industry faces is that there are no special training courses available that cover all aspects of the printing process from the salesperson's perspective. Since many printing companies are very specialized, often a new salesperson has not had the experience in that particular type of printing that they are required to sell. Therefore, Sondker believes that the best

way to train sales people is on the job where they can learn firsthand about the kind of work the company does. The salespeople at Color Dot are asked to spend sometime each day at various stages in the plant to learn the equipment and get to know those who produce the products they provide. According to Sondker,

an advantage to this type of training is that the new person gets hands on training about the work we do, rather than reading books or taking classes. ... However, on the job training takes time to learn and can be disruptive for those who are trying to be productive... But I wouldn't make any changes to the way we train our salespeople, because the way we do things around here cannot be taught in the classroom. (Interview)

Sondker further believes that some kind of written guideline could prove helpful in teaching all aspects of a job, as long as it is tied into that particular company's type of business and is done by someone within the company that has experience in that job.

Others in the printing industry disagree with Sondker. Ann Carol Yoho of Bonura Training systems, says, "Many printing companies idea of training is to send a new salesperson out on sales calls with an experienced salesperson." She maintains that, "Often times this occurs without knowing just how much the experienced person knows or if they will even teach the new person anything" (Interview). This method of teaching is not very effective and the results are often less than what can be expected from other methods.

Yoho indicates that before any company can develop a training program, a lot of questions need to be answered. For example, how

is the company niched in the industry? How experienced are our salespeople? What criteria do we have in looking for a salesperson and what skills do they need to be successful? Are there any issues in the company and the industry that we should be aware of? Do our existing salespeople have any objections or input that might help in selecting and hiring the right person for the job? Answering these questions will help get a company started on the right track towards developing a training program for it's sales force (Interview).

The best way to answer these questions is for management to look within the company for the answers. Classifying all existing customers will help a company get an idea about what industries they are strong and weak in and keeping open communication between management and its salespeople will aid in determining both the niche and needs of their salespeople.

As an expert in training salespeople in the printing industry exclusively, and an author of several books on professional selling with over thirty years of experience in graphic arts, Doug Wyman, President of Sales Directors, Incorporated, has developed numerous training programs for printing companies that previously didn't have any formalized training. Wyman states that,

only two percent of printing companies have any type of full blown training program that include a mission statement, orientation, follow-up and a mapped out system for success. Instead, they hire experts to aid in the development and implementation of their training programs. (Interview)

Many of these companies are considered among the largest companies in the industry and may even have their own in-house training departments. These few printing companies have strict orientation and training programs for all new employees to go through. The topics covered may range from the kind of work that the company specializes in, who that person is to report to, what their daily responsibilities are, and ideas on how to sell the company's services. Some feel that only the larger sized printing companies can afford to have these kind of programs or to have training departments at all (Interview).

Wyman states that another eight percent of all printing companies have only a small form of training in which salespeople are sent to training seminars, programs or classes offered by the likes of Printing Industries of America, the Graphic Arts Foundation, National Association of Printers and Lithographers, Master Printers of America, and Dale Carnegie (Interview).

Otherwise, these employees receive no additional training. This leaves the remaining ninety percent of printing companies having no type of formal training programs for their salespeople. Wyman feels that training programs are necessary because they help companies determine what skills they require in an effective salesperson. Training also reduces the wasted time a salesperson may spend trying to figure out what they are supposed to be doing (Interview).

Conclusions of Research

Research has concluded that of the types of training used by the printing industry, on the job training is most conducive to the intricacies that makes each company different from one another. Experts have indicated that ninety percent of printing companies have no formal training for their sales staff and because of this, many are not getting the full sales potential from their sales force. Therefore, it has been determined that for the following reasons, a training manual should be developed for printing companies to train their salespeople.

- 1) Training programs reduce employee turnover and the amount of time it takes to train.
- 2) Training gives a new salesperson the specific skills required and desired by management.
- 3) An estimated ninety percent of printing companies currently do not have any kind of training programs for their sales personnel. This results in many companies not getting the most out of their sales force.

These issues along with increased competition and changing technology are pushing printing companies into having to train, maintain, and continually update new and current salespeople on new technology, and on sharpening their sales skills to remain competitive.

A training manual will be developed to aid in the training of new sales personnel in the printing industry. This manual will help

printing companies develop the basic framework necessary to implement a training program for salespeople.

However, since no two printing companies are exactly alike this manual will not attempt to cover all aspects of a printing salesperson's job. Instead, it will prompt sales managers to develop a training manual that fits their company's needs by "filling in the blanks."

Chapter III
METHODS AND EVALUATION

Materials

The reference manual (Appendix A) provides Sales Manager's with a guide to develop training programs to train their salespeople. It consists of six main parts that include; orientation, printing basics, company niche, job responsibilities, selling techniques, and follow-up.

The first section, Orientation, takes approximately four ours to complete. During this time the Sales Manager initiates the salesperson into all aspects of the company. This includes getting the new hire settled in his/her office, filling out the necessary identification forms, learning about the various internal rules, a tour of the entire facility, and, depending on the size of the company, a personal introduction.

The second section is titled Printing Basics. This section can last for various amounts of time depending on the background of the salesperson. Obviously, the more experience a salesperson has, the less time that is needed to teach this section. The various aspects of what goes into the main printing processes, including various binding methods, major equipment, and various digital publishing software that is relevant in the printing

industry should all be covered while teaching this section. However, it should be approached from a basics point of view to give the new hire a solid foundation.

The next section is labeled Company Niche. In this segment the new hire is taught in-depth about what kind of work fits the company's equipment and the major industries with which they do business. This section is meant to teach a salesperson the kind of work to look for in a potential customer and what quotes will not fit the company's plant and equipment.

The fourth section covers all aspects of the salesperson's job responsibilities at the company. This is the most extensive of the training one will receive. During this stage, the new employee will be taught how to write the specifications of a quote, learn how to estimate the basic costs of a job, fill out a job order, write job assemblies, bindery assemblies, shipping instructions, check customer credit ratings, and invoice orders among other necessary responsibilities.

The fifth section covers some basic selling techniques, but first the Sales Manager consults the current sales force and determines the selling style the company uses. This selling style will vary depending on company size, organizational structure, and market niche. This style may vary from telephone solicitation, with leads generated from referrals, to those who travel a great deal and meet customers face to face. Determining the selling

style will enable the Sales Manager to form a selling guideline for new hires to follow, some organization tips and how to follow up on leads.

The final section is called Follow-up. This is important because the new employees' progress must be reviewed in order for the manager to determine how well the employee is doing. There should be some preset criteria by the manager so the salesperson can be evaluated correctly and fairly. The goals that were set during the initial training are reviewed, and it is recommended that the review process take place after two weeks, one month, two months, and every six months thereafter.

Subjects

The two evaluators of the training manual were contacted in person and were asked to participate in the evaluation of the manual because of their knowledge and experience in the printing industry, particularly in the Sales Manager's role.

Richard Niewald was asked to participate in the evaluation of the reference manual because of his experience in the Printing Industry. Niewald has a Master's degree of Business Administration from the Olin Business School at Washington University in St. Louis, Missouri. During his twenty years of experience in the Industry, he has held various positions including, Estimator, Supervisor of Estimating, Vice-President -

Marketing, Vice-President - Information Systems, and Vice-President - Operations. Since then, Niewald has joined Corley Printing Company as Assistant to the President, and Sales Manager. He has had extensive experience training and managing salespeople.

Ed Sondker has worked in the printing industry for over thirty-one years in several different capacities. After graduating from Ranken Technical School, he worked for many St. Louis based printing companies such as Color Associates, Williams Printing Company, and West Graphics. His main responsibilities included a prepress page stripper and Dot Etcher. Sondker was promoted into a sales position and worked both in the Prepress area and as a Sales Representative. Eventually, Sondker became Vice-President of Colorific Litho in St. Louis where he managed the sales staff as well as continued to sell. In 1989, he started Color Dot Graphics, Inc. in Maryland Heights, Missouri where he is currently part owner and Sales Manager. He manages all training and updating of the sales staff, as well as other managerial and ownership duties.

Instrument

The instrument (Appendix B) used to evaluate the manual was a self-designed questionnaire which consisted of five questions. The questions were designed to determine if the plan covered all aspects of a salesperson's job, was flexible enough to adapt to various kinds of printing companies, and would actually aid Sales

Managers in developing their own training program.

The evaluators were instructed to answer the first four questions by circling the accurate rank of one to five, with one being the lowest and five the highest. An area for the evaluators' comments was left after each question. The final question was meant to give the evaluators the chance to make overall suggestions for improvement to the manual.

Procedure

Each subject was contacted by phone or in person and the training manual was explained. Each evaluator was personally handed a cover letter(Appendix C),, an outline of the manual, the manual itself, and a questionnaire. The evaluators were given two weeks to read the manual, answer all questions and then return the questionnaire either via certified mail or returned personally.

Once the manual and questionnaire were returned, a brief interview was arranged with each evaluator to gain a better understanding of his thoughts, ideas, and recommendations to help Sales Managers develop their own reference manual.

Chapter IV

RESULTS

The two experts in the printing industry that were asked to evaluate the Sales Manager's reference guide were sent a questionnaire to fill out. The questionnaire contained four questions which they were instructed to answer by circling the accurate rank of one to five, with one representing "not good at all", and five representing "excellent." A final question was added so the evaluators could include any comments they felt were necessary.

The first question asked the evaluators how they would rate the ability of the manual to help a Sales Manager develop a training program for salespeople in the printing industry. Both evaluators rated this question a four. The responses for the first question were as follows:

- The material is mostly general, but comprehensive.
- The manual addresses the obvious but important issues which should be incorporated into a training program.
- Many times Sales Managers focus on certain details and neglect the obvious topics that should be covered.
- The examples given for certain topics were very good and appropriately rationalized. Obviously, each company has its own specific policy regarding the topics you have outlined,

but the important point is that a policy needs to exist for these issues and it needs to be communicated to the employee.

- The sales manager should spend more time with the trainee on sales calls. The trainee should also spend time working in each department of the plant.
- I think most questions a salesperson would have are touched upon.

The second question asked how the evaluators would rate the order of the six major sections in the manual based upon the table of contents. One evaluator rated this question a four and the other a five. Their reasons for these ratings were as follows.

- Parts Two and Three should be switched because it would be better to teach the company's policies and then the company's niche before the general printing process. This will allow for a better flow from what the company's rules to what the company's niche is.
- The sequence of events are presented in a logical structure and well organized.
- The outline was excellent and could be used as a guideline for developing a customized program.
- All the important topics are itemized in a rational and sequential manner, whereas one has to just insert the appropriate language for each topic.

- In "Part IV: Your Job," a list of responsibilities is presented. I would suggest that a written job description containing these responsibilities be presented during the orientation period in Part One. This will provide employees with the obvious expectations and goals to be achieved through the training period. I would also review the job description with the employee on a periodic basis.

- I think your outline was logical and well organized.

The third question asks for the evaluators to rate the overall accuracy of the information in the manual. One evaluator gave an rating of three and the other a five. According to evaluator one:

- The only reason I would rate this question a three is because each company in the real world has it's own set of overall rules and procedures and the one used in the manual is fictitious.

The fourth question asked the evaluators to rate the format of the manual. One evaluator rated this question a five, while the other answered with a four. An explanation follows:

- Overall the format of the manual is very good. The presentation follows the outline and is not too technical or difficult to follow.

- I would add a sample checklist of topics which corresponds with your outline. This is a management tool to insure that



all topics have been reviewed.

- I would suggest including some sample forms for such areas as customer profiles and customer surveys.
- I would include a table summarizing the capabilities of the organization at the end of Part II.
- Overall you have a very good plan and itinerary for training new employees in the Print Industry.

The fifth and final question asked the evaluators to list any improvements they would make to the manual to help a Sales Manager put together his/her own reference manual:

- Include sample forms as an aid to implementing a training program. Many times when a program is conceptualized and executed, it starts with the use of something that is already in existence and then modified with experience. Sample forms that include the basic types of information would be helpful and useful.
- Include checklists to monitor certain milestones and insure that nothing has been overlooked. You may want to consider a checklist for each, the manager and the employee.
- Include some sample illustrations or diagrams to demonstrate a particular concept.
- Include a basic list of terms unique to the industry. There is a basic set of nomenclature which needs to be understood in order for one to communicate effectively with their

customer and the production personnel.

- Keep in mind the trainees perspective when writing this manual. Also view the training with the company philosophy in mind.
- The timing of the reviews scheduled in Part VI are probably too ambitious and optimistic. During the first few days or weeks of employment, there is normally a considerable amount of interaction with the new employee. This usually provides frequent and ample opportunity to evaluate the progress of the trainee on an informal basis. I would suggest the first review occur after one month instead of two weeks.

Subsequent reviews should be scheduled at two months, three months, and six months, with normally scheduled (company policy) reviews thereafter.
- A new employee's first day on the job is usually overwhelming, when they are exposed to a large volume of information and paperwork during their orientation. I would suggest that a second half day be given to review the orientation material which was presented initially. This will eliminate some confusion and help clarify the company's policies, procedures, and operating philosophy to the new employee.
- Giving the trainee a plant tour and introducing them to other people in the organization on the first day is an

excellent idea. I would also suggest, though, that this be repeated on subsequent days for the first week. This will help the new employee to rapidly develop some familiarity with the plan layout and expedite interactions with other personnel.

- You have suggested that the trainee spend time with various department heads to learn more about the various departments and their operations. I agree, but would take this step further in some cases. When it is feasible, I would arrange for the trainee to physically work in the department for a short period of time. There is no better way to learn than by doing. This will help them develop a better understanding of the various processes as well as develop an appreciation for the efforts of others. Experience is a great teacher.
- I would also consider sending the trainee to appropriate classes offered by GAF or RIT. This would be offered during the latter stages of the training period, after the trainee has demonstrated sufficient knowledge of the company's operations.
- It is important to educate the trainee about the products and services offered by the company. I feel it is equally important that an employee know about products and services which are not offered, but are offered by the competition. This will help one to better understand the company's niche,

recognize threats to that niche, and possibly identify some opportunities as well.

- In the printing industry, it is not possible to provide for every service internally. However, there are many services that are provided by outside suppliers. It is important that the trainee have a thorough understanding of the services that are offered by these external sources. A certain amount of training time should be dedicated to the services offered by subcontractors.
- I think it should be stressed that every piece of knowledge about customers and competitors alike is invaluable. This information needs to be communicated and shared with others in the organization. I have seen, too many times, an individual withhold key pieces of information (not intentionally) about an organization that at the time was not considered important. Had this information been known to the proper people, the successful outcome of certain bids and proposals would have been enhanced. Therefore, this message needs to be communicated to the new employee.

Chapter V
DISCUSSION

Summary

The information received from the evaluators as stated in the previous chapter indicates that the Reference manual will more than adequately provide guidance for Managers to produce training programs for its salespeople.

Overall, the evaluators felt that the manual was excellent. Besides minor alterations involving the amount of time expected to complete parts one and four, the major issues that a new employee must know to do his/her job were included. The evaluators felt the examples given were very good and appropriately rationalized. It was also suggested that the content of the manual was very comprehensive and not too technical or difficult to follow.

Based on the evaluations, the manual was adjusted according to the following comments that were made. The second question asked how the evaluators would rate the order of the six main sections as based on the table of contents. One response was to switch around sections two and three. It has been decided though, that a trainee would have a tougher time learning the company's niche if they don't know what the different kinds of print production were available. Therefore, these sections were not

changed.

It was also mentioned that the written job description from section four could also be presented in the orientation period of section one. However, this was not changed because there is already too much information for the trainee to take in and understand. Besides, the new salesperson probably has a fairly good idea of why they were hired in the first place.

The fifth and final question asked the evaluators to list any improvements they would make to the Manual. It was suggested that a checklist be included at the end of each chapter. This was changed to reflect the outline at the front of the manual and was added after each chapter so that no topics were missed.

One evaluator suggested that sample diagrams and forms be added to aid in the comprehension of the information in the Manual. This was not added because as noted in part four, two of the recommended readings are the Pocket Pal and The Lithographer's Manual. Both of these books give detailed diagrams for all aspects of the printing process. These publications are included as part of the training so it can supplement the training Manual and are not meant to replace it.

Another evaluator felt the amount of time given to learn the first section was not long enough given the amount of information they must learn. Therefore, it was suggested that the new employee be given an additional day to review the orientation material. This time was also added to eliminate any confusion the new

employee might have and clarify the company's policies, procedures, and operating philosophy.

The fifth question also prompted one evaluator to suggest actually having the new employee physically work in each department for a short period of time. This has been included to help them develop a better understanding of the various processes as well as an appreciation for the efforts of others.

Sales Managers often wonder why their company has high turnover, it takes longer for new employees to learn their position, and why more mistakes happen. Research indicates that only ten percent of all printing companies have any kind of formalized training programs for their sales force. Research also shows that Sales Managers feel that there is more than one way to train someone. This manual will solve these major problems printing companies face today because it gives the Sales Manager the main items to focus on when training new salespeople. This manual eliminates that overwhelming feeling that Sales Managers face when undertaking the process of building a training program. This is because it takes the guess work out of determining the areas that need to be covered. Therefore, a new employee learns exactly what they need to be successful. Also, progress can be tracked and problem areas discovered, by going over each of the main sections of the manual. For the Manual to be developed, the Sales Manager needs to "fill in the blanks" in each of the major sections indicated in the manual that pertain to their company.

This manual makes the Sales Manager's job easier and it helps new employees learn more. The manual also helps reduce the amount of time it takes to learn and increases a new employee's chance of becoming successful. Because of these reasons, there is a greater chance that a company may want to go ahead and produce this manual to give to their new salespeople.

Limitations

There are some limitations to consider when evaluating this manual. First, the number of evaluators involved in reviewing this manual was very small in relation to the number of potential evaluators that may have been used. Therefore, valuable feedback that could have been received from other evaluators might have been missed. This additional information could have effected the alterations that might make this manual a better training tool. Secondly, if the questionnaire was longer, more feedback might have been received.

Suggestions for Future Research

It is recommended that the following suggestions be followed for future research on this topic. First, include several more evaluators than the two that were used for this study. Since this manual should be adaptable to all kinds of printing companies, perhaps selecting evaluators from different sizes, locations in the country, and more types would give more insight to the ability

of this manual. Second, lengthening the questionnaire might provide additional feedback.

APPENDIX A

**A GENERAL REFERENCE GUIDE FOR SALES MANAGERS IN
THE PRINTING INDUSTRY TO AID IN THE TRAINING AND
DEVELOPMENT OF NEW AND CURRENT SALES PERSONNEL**

David E. Adam, B.S.

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Part I

ORIENTATION

Before offering a copy of the reference manual, the Sales Manager should:

1. Inform all employees that a new person has been hired, why they were hired, and when they will start.
2. Have the new employee's office ready with supplies, a computer, or anything else required to do the job.
3. Greet them at the door, warmly, when they arrive the first day.
4. Extend common business courtesies such as introductions, coffee, and the like.
5. Assist the employee with the necessary new employment paper work.
6. Offer them a copy of the manual and allow sufficient time to read it a section at a time.
7. Allow sufficient time for questions/discussions before proceeding.

Welcome

The first page of section one will begin with a brief letter welcoming the new person. This letter is usually written by the President of the company. An example to follow is shown below.

Welcome to Alpha International ...

It's my pleasure to welcome you to our staff, and wish you success in your new job.

Your position with us, no matter what it is, is important or we wouldn't have asked you to fill it. We believe Alpha International is a leader in the industry because of teamwork, cooperation, and the service we provide our customers. You need to understand these points in order for us to continue being successful.

This manual is prepared to help make you aware of what to expect from the company, and in turn, what the company will expect of you. It is not meant to cover everything in detail, so if you have questions or need clarification on anything, please ask.

Again, welcome. We are glad you are here and part of our team.

Sincerely,

J.D. Smith, Jr.

President

This page should state the purpose of the manual and why it is needed. A disclaimer about making changes without prior notice should be included. Listed below is an example.

Purpose of this Manual

This manual is meant to ease your transition into this new position with our company and to speed up your learning process. However, this manual does not intend to cover every aspect of your employment. If there is any subject or area that you have questions, please do not hesitate to contact your supervisor.

The contents of this manual are presented as information only. This information, policies, and benefits described are reviewed from time to time and may be revised or changed without prior notice.

Some of the items mentioned in this manual are in abbreviated form and are drawn from detailed documents (insurance coverage, for example). Questions should be referred to your supervisor or manager, who will direct you to the proper source.

This section should give a background of your company, how and when it was formed, and what it is doing to survive. If there are any future plans, these also can be listed briefly. A sample introduction is shown below.

About Alpha International

Since you are now part of the team, it will be helpful for you to know a little bit about where we came from, what we are and where we are going. The following will help you get to know us better.

History

Alpha International began in 1979, and has been satisfying our customers with quality printed material ever since. For the first ten years of business we manufactured only Four-color magazines on one heat set web press. During this time most of our work was coming from marketing and design firms.

In 1989, the company shifted focus to include a complete digital prepress department that specializes in converting digital files to plate-ready film. Our company was one of the first to provide this beneficial service. Not only have we streamlined our internal plant operation, but we have also gained market share and additional revenue from other printing companies who have used our prepress services.

This page should discuss where the company is today and mention briefly the company niche markets. Include with this a list of major industries and major customers. For example,

Today

We are a full service provider, and always seek work that utilizes our equipment and skills. We have a complete digital infrastructure, a small conventional litho prep department, three heat set web presses, complete bindery services, and shipping and mailing services.

Productwise, our main specialty includes four color magazines, directories, brochures, training and computer manuals and the like. We utilize our equipment for high run, medium page count

publications. Our prepress department converts digital data from various forms of disk media, modem, and through our on-line web site on the Internet.

Our customers fall in several broad categories, including automotive, computer, parts manufacturers, directory publishers, and other printing companies. Our customer base is in excess of eighty-five throughout the country. We are currently listed in the Printing Impressions Industry 500.

In this section, the company's Operating Philosophies should be stated in succinct, bullet-point statements so they stand out and can be read easily. If your company has not determined its reason for being in business, now it should be done. The sample company's Philosophy is shown below as an example.

Operating Philosophy

Alpha International Company believes that if we don't take care of the customer, someone else will. And to take that a step further, if we don't maintain a satisfied customer, we won't be in business for very long. Therefore, we have determined the four rules by which we operate our business.

1. We will get to know our customers business and their needs so we will be better able to serve them. We will only be as successful as our customers are.
2. Our product is of high quality, and we stand behind it. We display national awards to back this up.
3. We excel by providing excellent attention to detail and

outstanding service.

4. We are aware of the rapid changes occurring in the graphics industry and will be poised to adjust with the industry and exist for a long time.

The next several sections are meant to layout the company policies and procedures for all office employees. This is broken-down into six subsections. For example,

Time, Duties, Pay

Working Hours

All full-time employees will work 8 hours per day, 5 days per week, for 40 hours per week. The company's normal business week is Monday through Friday, 8:00 a.m. to 5:00 p.m. with an unpaid one hour lunch break.

Work Presence

In order to properly plan and carry out our work, we must count on your regular and prompt attendance. You should be at work by your established starting time (8:00 a.m.) and prepared to work.

When you can't report to work because of illness or other reasons, it is your responsibility to call your supervisor as early as possible before your starting time. If your supervisor is unavailable, leave a message with the Sales Manager, or the receptionist.

Previous permission from your supervisor is required for absence from work for personal reasons.

Tardiness of a few minutes does not require a call in.

However, if you anticipate a delay of 30 minutes or more, call your supervisor.

Payroll

Each Friday you are paid for work completed by the previous Saturday. Your check will include deductions and pay information for that period. It is recommended that the stub be kept for tax purposes.

If payday falls on a holiday, you will be paid the day before. If you will be on vacation for a week or longer, you may request for advance payment through your supervisor.

Pay Rates and Reviews

Alpha International Company periodically reviews overall pay rates internally and externally to try and maintain a competitive pay scale for our employees. This usually occurs twice a year, at the start of our fiscal calendar on January 1, and at the midpoint of July 1.

For new employees, a performance review will be given at three weeks, six weeks, three months and every six months thereafter.

Overtime

All full-time employees will not be paid for work over 40 hours per week.

In the next section, cover those areas that you may forget to mention such as personal phone call rules, personal mail being sent to work, the company policy on visitors, and complaint procedures and rules about company property.

Personal Items

Any personal items which you bring to work are brought at your own risk. The company will not be responsible for any loss, breakage, or theft.

Personal Mail and Telephone Calls

The handling of personal mail is not a company responsibility. Should mail specifically addressed to an employee be received, it will be directed to the employee. However, since it is often difficult to distinguish personal from business mail, the company reserves the right to open all mail received. The company will not assume any responsibility for the contents of personal mail.

The telephone system is maintained for company business purposes, not for personal use. The pay phones in the lunchroom may be used for personal calls during non-working times. Please advise anyone who may be inclined to call you during work to do so only when necessary.

Visitors

Visitors are not allowed in the plant without prior approval from management. All visitors are to enter through the front door and lobby. No one who is not an employee of the company is to enter through any of the back doors except drivers involved in delivery and pick up.

Complaint Procedures

Alpha International Company has what we consider an open door policy. You should feel free to talk to your immediate supervisor at

any time. At that time, your supervisor can either help solve the problem or direct you to someone who can. If you feel it is inappropriate to deal with your supervisor or if you feel your complaint has not been resolved, you should then seek an appointment with your department manager.

If your complaint is still not resolved, arrange an appointment through your department manager to deal with the chief executive of the company.

Company Property

Materials used at work, found in the supply room, or given to you to use at work, including motor vehicles are for use by authorized personnel only unless you have been given specific permission. Failure to follow these rules or the carrying of unauthorized passengers, will result in disciplinary action.

The following section should include detailed items about complaint procedures and much of the legal information regarding harassment, discrimination, drugs and alcohol, testing, rehabilitation and substance abuse assistance. Talk this section over with your Human Resource Manager and/or legal counsel for proper wording of these delicate subjects. One example is shown here.

Harassment

ABC Printing Company does not tolerate harassment of our employees or customers. Any form of harassment related to an employee's race, color, sex, religion, national origin, age,

citizenship status, or handicap is a violation of this policy and will be treated as a disciplinary matter. For these purposes, the term harassment includes, but is not limited to slurs, jokes, other verbal graphic, or physical conduct relating to an individual's race, color, sex, religion, national origin, age, citizenship status, or handicap. Harassment also includes sexual advances, requests for sexual favors and other verbal, graphic, or physical conduct of a sexual nature.

If you feel that you are being harassed by another employee based on the items mentioned above, you should at once make your feelings known to your immediate supervisor. The matter will be investigated, and where appropriate, disciplinary action taken. If you are not satisfied with the way your report was handled, arrange for a conference with President.

The next major group within part one should be titled Benefits. This group should list all insurance programs available, profit sharing, or 401k plans the company has to offer. This information can also be obtained from your Human Resource Manager and any questions should be directed to that person. It is not meant to cover all aspects of the benefits the company provides, but mainly mention those items that will be offered to the employee. Here are some examples:

Benefits

Life Insurance

Each employee is provided basic group life insurance and

accidental death and dismemberment insurance, good whether on proof the job.

Medical Benefits

Costs such as physician and surgery fees, hospital bills, tests, and prescriptions are covered, at reasonable levels. Most of these require you to pay a once-a-year deductible. After that you pay a portion of medical costs.

Dental Benefits

After a deductible, a portion of reasonable and customary preventive and corrective care costs are covered. Should your employment at Alpha International Company cease, your coverage and that of your dependents will end as of the last day of work.

Social Security

As required by law, a fixed percentage of your income is deducted from your gross pay each week and deposited with the Social Security Administration. In addition, Alpha International Company contributes a like amount to your account. You are entitled to certain benefits in the event that you become disabled before age 65, you die before age 65, or you elect to retire. Full information, and status of your account, is available from a local Social Security Administration office.

Retirement Income (401K Plan)

Alpha International Company has established a Company wide profit sharing plan to aid in supplementing your social security and other investments toward your retirement income.

The next major section to include are some miscellaneous company policies like vacations, holidays, funeral leave, sick leave, and jury duty. A few examples are shown below.

Vacations

Full-time employees earn vacation on a calendar year basis:

Service	Vacation
1 full calendar year	10 working days
5 full calendar years	15 working days
10 full calendar years	20 working days

Vacations will be scheduled according to your choice to the extent possible. However, the company reserves the right of final decision on the requested vacation time to assure that your business responsibilities can and will be covered.

Holidays

The following eight paid holidays are observed here at Alpha International Company:

New Year's Day
Memorial Day
Independence Day
Labor Day
Thanksgiving Thursday
Thanksgiving Friday
Christmas Eve
Christmas Day

It is also recommended that the on the next page(s) the Sales Manager determine different levels of offenses when it comes to rules of conduct. This includes a list of do's and don'ts and the results of the actions. Don't be vague in this section otherwise the sales manager can be called on a technicality if an offense happens. Here is a sample.

Rules and Regulations

Rules of Conduct

If any company rules are violated, actions taken by the company will fall into one of two broad categories:

1. Immediate Discharge: Certain offenses call for an end to our relationship. When a situation occurs, the involved employee will immediately be suspended with pay. The matter will be reviewed by a company officer, and if the grounds are substantiated, the employee discharged. The matter will be brought to a conclusion within one week.
2. Progressive Discipline: Corrective discipline will be applied on a progressive basis, according to nature and frequency of offense. There are four levels:
 1. Correction: Oral warning and instruction, with a report filed.
 2. Reprimand: Written warning, with a copy filed.
 3. Punishment: Suspension, without pay.
 4. Discharge: For certain offenses, and/or for

accumulation of offenses.

The following rules are grouped according to the seriousness of the action. These lists are not meant to be all inclusive and actions not listed may also result in disciplinary action.

Group A - Maximum Offenses

Discharge will normally result if the company determines the employee violated any of the following rules:

1. Engaging in unlawful conduct on or off company premises which affects the employee's relationship to his/her job or fellow employees or adversely affects the company.
2. Falsifying work or attendance records; falsifying employment applications, or falsely claiming to be ill.
3. Theft from the company, employees, or customers.
4. Possession, use or sale of illegal drugs, including marijuana, on company premises at any time, or testing positive for the presence of any such illegal drug in the employee's system.

Group B - Major Offenses

Violation of these rules will normally result in a two day suspension.

1. Entering premises outside of working hours without permission. The mere possession of a key does not constitute prior permission.

2. Reporting to work under the influence of alcohol or illegal drugs, or testing positive for the presence of alcohol or illegal drugs in the employee's system.
3. Harassment, as described in this manual.
4. Misuse, destruction, or damaging any company property, equipment or the property of any employee or customer.

Group C - Minor Offenses

Violation of these rules will follow a step procedure:

Initial Report: Oral correction and note for the personnel file.

Second Report (for same or other matter): Written reprimand, with copy to personnel file. Third Report (for same or other matter):

suspension without pay for two days and written report to personnel file. Fourth Report (for same or other matter):

Discharge.

1. Unsatisfactory work, carelessness, job mistakes, or failure to maintain required standards of production.
2. Exceeding specified time for lunch or any other break in work.

Facilities

The Sales Manager should also have a group titled facilities in which a map of three items consisting of the plant floor plan, the parking lot, and the nearby premises including hospitals, eating establishments, and shopping. This will help the new hire to find his/her way around easier. Since printing companies involve machinery that can be dangerous, it is important that the

Sales Manager go over the plant floor plan before any type of tour is taken so that the employee can be forewarned about any potential dangers.

Safety

Another part of Section one should be titled Safety. This should have an explanation of company safety practices as well as what to do in case of an emergency, fire, tornado, or plant injuries. Consulting the Safety and OSHA associations will help in determining the best plans in emergency cases.

After the new salesperson has read section one, allow time for a question and answer period. If there are any questions that you cannot answer, let them know you will find out for them by writing them down and ask that person who deals with that subject. For example, if they have questions regarding payroll, ask your Accounting Administrator.

Organizational Chart

Next, the Sales Manager should develop an organizational chart outlining the levels of the organization including department heads in the plant. This will help the trainee learn what people he/she will need to get to know and work with day to day. The Sales Manager should get this information from the Human Resource Manager.

Employee Introductions

The next step to take in a salesperson's first day is to take the trainee around to meet everyone. Proper introduction is important in developing a good beginning and establishing positive feelings. Allow each current employee the opportunity to welcome the trainee and explain their role with the company. After a review of the plant layout, and organizational chart, there should now be a tour of the building and plant, so the new salesperson can learn where everything is, get an idea of how the plant looks, how work flows through the plant, etc.

All of the information in Part one has now been reviewed with the new employee. This whole process should have lasted about two days. If not, allow the trainee time on the second day to review all of the information that has been covered. Include a question and answer period at some point to clear up any questions he/she might have.

PART II

THE PRINTING PROCESS

Now that all of the work place basics have been covered, the new employee has found out about what time they are expected to come to work, filled out all the necessary employment forms, met everyone, and so on, it is now time to learn about the printing process. This is necessary because if a person is going to sell printing, they better know what printing is all about.

The main purpose of section two of a salesperson's training is to give the individual some basic knowledge about the printing process. Granted, the advertisement for the job may have mentioned whether any printing experience was needed and during the interview process this subject probably was discussed, but the Sales Manager needs to find out just how much the trainee knows. This part of the training may last just a short time if the trainee already has experience in the printing industry.

The second section should cover general information about the printing industry, various methods of printing, and binding. It is important for a salesperson to be aware of some of the more popular methods of the printing process so they have a strong background of the industry and can communicate effectively with customers. This section is not meant to cover every single method of the printing process because it is not important for the salesperson to know about all of the obscure ways to print.

Recommended Readings

The first thing a Sales Manager should do is purchase three supplemental books that will aid in teaching this section of the training and should be given to each and every new sales employee. The first book titled Pocket Pal is considered to be the best at giving an explanation of the printing process from an overall broad view. The second book, The Lithographers Manual, is a detailed look at specifically how the various processes work in the prepress area. The third book, The Pocket Guide to Digital Prepress, covers all aspects of digital prepress which is a subject that will continue to become more and more important. All three of these books are available through paper suppliers or the Graphic Arts Technical Foundation.

The Sales Manager, Production Manager, and Plant Superintendent should be instrumental in teaching this section. The new trainee will not be able to grasp this section by merely reading a book about the printing process. Instead, the process should be broken down into several parts that will make the learning easier. If it is possible each section should be taught by the particular department supervisor. For example, the bindery leader (or similar title) could aid in teaching the bindery section.

However, many well-skilled craftsman may not be good teachers. Put together an outline of the major points to be covered in each section of the printing process and review each

with the plant superintendent and the various department heads. Try to get their opinion about setting aside time to teach new hires about the particular part of the printing process they are involved in. In this second section the Sales Manager could cover the following printing basics with the new employee.

Customer Provided Artwork

In the first step of the printing process, a customer will supply one of the following:

1. camera copy (paper, art boards)
2. single page film
3. computer disk
4. plate ready film

If artboards, copy, or paper is supplied, this information must be photographed by a graphic arts camera to produce film. The cameras used in the printing industry are large and either in a vertical or horizontal position. Various printing processes require the film to be produced as negatives so that when printed on paper the result is a positive image. When negative film is produced the light portions of the film is actually heavy deposits of silver, and the dark portion of the copy are light or transparent (International Paper Company 72-73).

Platemaking

There are various ways plates can be made including mechanical, photomechanical and electro mechanical among others. The photomechanical method is the most universally used method in

platemaking. The image from film is produced photographically and processed according to the requirements of the printing method. The plate is an integral part of transferring the image to the press (112).

MAJOR PRINTING PROCESSES

Offset Lithography

The most popular of the printing processes, Offset lithography is based primarily on two principles:

1. That grease and water do not mix.
2. Ink is offset first from the plate to a rubber blanket, and then from the blanket to the paper.

When the printing plate is made, the actual image is made water repellent and grease receptive, while the non-printing areas are water receptive and ink repellent. Once the plate is mounted on the plate cylinder, it rotates and comes in contact with rollers that are wet by a dampening solution and other rollers wet by ink. The dampening solution wets the non-printing areas of the plant and prevents the ink from wetting these areas while the ink wets the image areas. The image on the plate is then transferred to a rubber blanket cylinder which comes in contact with paper as it passes between the blanket cylinder and the impression cylinder. Remember, the plate does not touch the paper (28).

There are two main presses used to produce offset printing. First, sheet-fed presses are presses when sheets of paper are

manually fed into the back of a machine that contains between one and eight printing units. These presses can only print one color per unit. For example, a two unit sheet-fed press can print two colors on one side at a time. There are sheet-fed perfecting presses however, that turns the sheets over between printing units to allow for printing on both sides. Sheet-fed presses can handle various sheet sizes and are mainly used for greeting cards, posters, and packaging (133).

The second major kind of press used in offset printing is called the web offset press which uses roll stock of paper that is loaded and fed through several printing units. Both sides of the paper is printed at the same time as the paper rolls through the press using the offset method. Most web presses have in-line folders that can take large the paper and fold it down into signatures. Other in-line operations include paste binding and perforating. Web offset presses are used for newspapers, magazines, mail order catalogs, books, and commercial printing. The offset method is the most popular of the four main printing processes (132).

Gravure

The Gravure printing process uses a depressed surface for the image that is etched into a copper cylinder. The plate cylinder rotates in a bath of ink and the excess is wiped off the surface by a steel blade. The ink remaining in the thousands of recessed cells forms the image by directly transferring the image

to the paper as it passes between the plate cylinder and the impression cylinder (27).

Gravure presses, like letterpress, are used to print on either sheets or rolls of paper. Some examples of Gravure include Sunday newspaper supplements, color preprints for newspapers, wallpaper, and stamps. The cost of platemaking is high limiting its use to longer runs. Gravure is the second most common method in printing today (137).

Screen

Screen printing uses a porous screen of silk, Nylon, or Dacron mounted on a frame. A stencil is produced on the screen in which the non-printing areas are protected by the stencil. Printing is done by applying ink with a paint-like consistency to the screen, spreading and forcing it through the fine mesh openings with a rubber squeegee.

Screen printing is versatile because any surface can be printed including wood, glass, metal, plastic, or fabric in any shape or design in any size or thickness. This method is most commonly used for banners, decals, advertising, counter displays, and wallpapers. It is time consuming because of the amount of time it takes for the ink to dry (138-139).

Letterpress

The oldest and most versatile method of printing is letterpress. The process is done from cast metal type or plates on which the image areas are raised above the non-printing areas. Ink

rollers only touch the top surface of the raised areas and the recessed area does not receive ink.

The letterpress method takes a considerable amount of time in makeready to get the correct impression. This is caused by the variable pressure exerted by different size images in printing. Makeready is needed to even out the impression so that highlights print correctly and do not puncture the paper and the solids print even and dense. However, it is useful for jobs that reprint often with little or few changes. The most common kind of printing include legal work, advertising, packaging envelopes, and letterheads. The convenience of typesetting via the computer is rapidly reducing the letterpress method and currently is the least used of the four types mentioned above (24-25).

Types of Binding

Folding

Paper is usually folded on a buckle type folding machine by carrying the sheet on conveyor belts from an automatic feeder, where rollers force the sheet into a fold plate that is adjustable to the length of the fold. The sheet stops in the fold plate, buckles, and is carried between two other rollers which fold the sheet. There are two kinds of folds: parallel and right angle. A parallel fold requires two folds parallel to one another. An example would be a letter which requires two parallel folds for mailing. A right angle fold is two or more folds, with each fold at right angles to the preceding one. Most formal invitations is

an example of a right angle fold. Many presses have folding machines in-line to fold down paper into signatures (147).

Collating

Once the printed signature is folded, the next step is to gather or collate the signatures in a predetermined order. Collating signatures is often done in-line with many binding machine operations.

Saddle-Stitch

Once the signatures are gathered, they can be stitched together by placing the book on a saddle beneath a mechanical stitching head, and staples are forced through the backbone of the book. This method is the simplest and least expensive of the more popular kinds of binding. Time magazine is an example of the saddle-stitching process (150).

Case Binding

After the signatures are folded, four-page end leaves are pasted on the outside of the first and last signatures. The signatures are then gathered by machine and sewn together by special sewing machines. After being sewn, the books are trimmed top, front and bottom, and the sewn edges are coated with glue. Each book is passed through a rounding machine which rolls the backbone to allow the cover to open and close properly. Next, a strip of gauze is glued to the backbone in such a manner that the cloth extends outward from both sides of the backbone. The cloth covers are then added on a casing-in machine which applies paste

to the end leaves and fits the cover in place. The finished books are then dried in special hydraulic presses and wrapped in printed paper jackets. Other than the expense, case binding is widely used for textbooks and encyclopedias (151).

Perfect Binding

The perfect binding method was developed reduce costs and avoid the need for special sewing and case binding machines. The perfect binding method holds collated sets of signatures together by a flexible adhesive. This is done by grinding off the back of the gathered signatures and applying adhesive on the backbone. The cover is then glued into place. The adhesive is strong and will last a long time. The Yellow Pages and paperback books are examples of perfect binding (152).

Mechanical Binding

For books that must open flat, mechanical binding is used. The sheets are punched with a series of round or slotted holes on the binding edge and wire, plastic coils, or rings are inserted through the holes. Looseleaf books and notebooks are examples of mechanical binding. Many people in the printing industry refer to this method as spiral binding (152).

Finishing Options

Trimming

Once signatures are folded, gathered, and bound, they are not in a finished, even form and they require a final trimming. This is usually done in-line with the binder or on a separate

machine. This machine trims the three sides not bound shut and gives a smooth finish and enables books to be trimmed to various sizes.

Drilling

For many industries, it is necessary to drill holes near the binding edge of the book so they can be inserted into binders or sales racks. Most drilling equipment can drill various size holes at different spaces apart. This equipment is often in line with the binding and trimming operation.

Miscellaneous Additional Options

There are various options at a printers disposal that include shrink wrapping, thumb edge printing, and several finishes for covers such as varnish, film lamination, and aqueous coating. There are others, and it is up to the Sales Manager as to how in depth this needs to be covered depending on the kind of work the company does.

PART III

COMPANY NICHE

The purpose of part three is to take the trainee a step beyond knowing the basics of printing by teaching them in-depth about how the company thrives and what type of work it specializes in. This section is important because in order for someone to sell effectively, they need to know what they are selling. At this time a Sales Manager should take the new salesperson on additional trips through the plant so they can learn to match the equipment with the type of work the company does. For example, if Alpha International Company specializes in four color process work on coated paper stocks, it would be a waste of time for a salesperson to try and sell print jobs that consisted of black ink on uncoated papers. To avoid this, salespeople need to be taught exactly the kind of printing they will be selling.

The Sales Manager should take a long hard look at their customer base and first gather information about the existing customers served and the industries they reside. The following information can be gathered by reviewing the company customer list, identifying the industry they are in, and more specifically, the main characteristics of the work the company does as a whole.

Current Customer Profile

1. Who are my customers?
2. What industries are they in?

3. What are the main characteristics of their print jobs?
 - A. Total number of jobs produced for each main customer
 - B. Average page count
 - C. Average run quantity
 - D. Most common types of text paper
 - E. Most common types of cover stock
 - F. Average turnaround time
 - G. Average sales per job
4. What months are busiest for each industry?
5. What months are busiest for each customer?
6. What months are busiest for our company?

Most Common Copy Provided

Next, the Sales Manager should review the manner in which customers provide artwork. This will help determine the most common method of supplying information being used by your customers. This section will also help determine if all prepress equipment is being fully utilized. The answers to these questions will also aid the new salesperson to probe a potential customer for relevant answers to what kind of artwork the company can expect so quotes can be estimated correctly.

1. What form do our customer's provide artwork in?
 - A. Digital file
 1. What platform was the publication produced on? (PC, Macintosh, Unix)

2. What program was the publication created on? (QuarkXPress, for example)
 3. What version is the software used? (version 3.1, for example)
 4. What media is the information stored on?
(Bernoulli, Syquest, 3 1/2 floppy, Optical, Dat, Zipp)
- B. Laser copy
 - C. Single page film
 - D. Digitally imposed negatives in plate-ready form
 - E. Printed sample (worst case)
2. What does the artwork consist of?
- A. Ink (black, spot color, four color process)
 - B. All line art (type, line illustrations, etc.)
 - C. Some screens, solids
 - D. Halftones, heavy screen densities

Equipment List

In the company niche section, the Sales Manager should also take a physical inventory of the entire plant. Once this is done, a meeting with all department heads should be arranged giving some advance notice. In this meeting a complete understanding of all equipment capabilities and limitations should be determined. Feedback should also be gathered about ways to improve existing processes. All of this information should help the Sales Manger determine not only if the company is maximizing the organization's

equipment capabilities, but analyze future potential markets that may fit. A master list can then be put together for the salesperson to refer to. This equipment list will enable the salesperson to match potential customer's needs with the capabilities of the company and get an understanding of what each piece of equipment is used for.

Next, the Sales Manager needs to determine what direction the company is heading in. Maybe the company has aging equipment in certain areas of the plant and a new installation is in the works. If this is the case, all sales people need to be aware when the installation will take place and what are the advantages and disadvantages of the equipment. When meeting with a potential customer, the sales force needs to be provided with plenty of ammunition that will allow them to sell the service the company provides, so supply them with the necessary information that shows the customer exactly what the company has to offer.

Service Mission

Next, the company must determine exactly what it does better than the competition in order to differentiate itself in the marketplace. A brief survey of your existing customers on a 5 x 7 postcard with return postage may help find out why they prefer dealing with you and not the competition. Three simple questions that could help gather this information include:

1. Why does your company do business with us?
2. What do you feel are the qualities we possess that

separates our company from the rest?

3. If your company could choose three items to improve the relationship between us, what would it be?
4. What direction in terms of equipment and service would you like to see our company turn to?

PART IV

YOUR RESPONSIBILITIES

After covering the first three sections, the new employee should now have a clear understanding of company policies, a background of the printing industry, and a grasp of the company's specialty. Now they need to be taught those skills that are needed to do the job.

In order to do this, all aspects of the salesperson's job needs to be looked at. Just what does the salesperson do all day besides sell? Do they have forms to fill out, people to deal with, sales appointments to meet, phone calls to make, estimating problems to solve, costing and sales figures to worry about? To determine these answers and any others when it comes to sales within your organization, the Sales Manager should look no further than the company's existing sales force. The Sales Manager should have several talks with the sales department to determine the level of skill that is needed and just what they have to do and deal with on a daily basis. The Sales Manager should also observe and be aware of most occurrences in the sales department, that way a list can be formed from the meetings. The following is a sample list of specific responsibilities for salespeople. This is needed so the new hire will know what is expected.

1. Seek, qualify, and develop new accounts.
2. Communicate with both prospects and customers, and correlate their needs and requests with our manufacturing

capabilities.

3. Learn the print related needs of prospective as well as existing accounts.
4. Suggest, recommend, and offer ideas to facilitate the needs of the customer.
5. Make on-site visits to buyers and deliver formal presentations, when appropriate, to potential and existing accounts.
6. Insure that customers are fully informed about the company's capabilities, products and services on an ongoing basis.
7. Document accurate and complete specifications for customer requests.
8. When appropriate, check original artwork for accuracy, conformity to quoted specifications.
9. Present bid proposals, review proofs and artwork.
10. Inform customers of special charges, schedule adjustments, and other circumstances that may change customer expectations.
11. Keep the company informed of significant marketplace developments.
12. File timely and complete sales call, expense, and other required reports to the Sales Manager.
13. Assist in the collection of overdue accounts receivable, but only upon request by management.

14. Represent the company in accordance with company policy.
15. Attend all sales meeting as determined by the Sales Manager.
16. Arrange for and attend buyer plant tours and press approvals.
17. Keep abreast of technical developments and educate Buyer.
18. Keep customer service representatives informed of non-routine customer needs, problems and concerns.
19. Maintain sales and profit budget while operating within the expense budget.
20. Perform other relevant duties as directed by the Sales Manager.

Necessary Paperwork

Part four should also cover several other topics pertinent to the salesperson's daily job. This includes all necessary paperwork such as call tally sheets, credit applications, quote forms, job tickets, job assemblies, bindery assemblies, invoice forms, and shipping instructions. The Sales Manager should start by taking a previously completed job that best represents the average job done at the company and gathering all pertinent information and forms together. Next, arrange the forms in the order that they are filled out. Note: It is up to the Sales Manager to determine the proper order of these items and to include additional forms or remove from those listed below. The

order to review could be as follows:

1. Call Tally sheet - Used to track number of sales calls and appointments made daily.
2. Quote sheet - Used to record the specifications of a print job.
3. Credit form - Used to determine credit terms as set by Accounting.
4. Assembly sheet - Used to identify what every page of a live job will consist of.
5. Job ticket - Used to give all specifications of a live print job. (number of pages, type of paper used, trim size, etc.)
6. Bindery sheet - Identifies all items that will make the finished product (customer furnished inserts, cover, postcards, etc.)
7. Invoice form - Used to record all charges associated with the print job.

The next step for the Sales Manager to take is to review each form by taking the trainee through these three steps for each form the company uses.

1. Review a blank form explaining each section and its purpose.
2. Review a completed form explaining each answer that was filled in.
3. While giving answers, have the trainee fill out a blank

form to test their ability to understand what are possible answers.

Estimating

It is very important that the Salesperson be able to estimate the basics of most print jobs, as well as read a estimate to double check it for accuracy and to make sure it matches a request for quote proposal. Therefore, the salesperson should spend a considerable amount of time with the estimating department learning how to estimate. Since most printing companies have various labor rates for several departments and the equipment used has very different characteristics and speeds, many companies may be using either a manual or computerized estimating program. No matter which way a company may estimate, the salesperson should understand the basics and the costs for both labor and materials. Using the updated equipment list the lead estimator should take the salesperson through a completed quote and explain the formulas for each labor process and equipment as well as how to determine the materials needed for the job. The basics of the job should be divided into three parts with labor and materials being subsections of all three. An example is shown for Alpha International Company below.

1. Prepress
 - A. Labor
 - B. Materials (film, plates, etc.)
2. Press

A. Labor

B. Materials (paper, ink)

3. Bindery / Shipping

A. Labor

B. Materials (cartons, pallets, misc. shipping supplies)

PART V

SELLING

The salesperson also needs to be able to sell the product once they have learned about it. Section five is meant to aid in selling and maintaining accounts. There are several books available that will help, but looking within the organization at the existing sales staff for input is often a good place to start. There is a possibility some sales people may have some bad habits, so it may be necessary to exclude some of their traits as the information is being gathered, but this will help in developing a do's and don'ts list as well as determine any trouble spots that don't allow the sales department to spend enough time selling. The following are some probing questions to help the Sales Manager determine the selling style the company has.

Company Selling Style

1. How long has our sales force been working at this company?
2. How do the sales people get their leads?
3. What method do our salespeople communicate with our customers?
4. How much time do the salespeople spend out of the office seeing customers?
5. How much money does my company allow for its sales people to travel to see current customers and prospective customers?

6. Where are most of our customers located?
7. What markets or territories do the salespeople already maintain?
8. What are the average yearly sales per salesperson?
9. How many customers do the salespeople have and what percentage does their largest customer have of their total sales dollar?
10. Does the sales staff have enough support to allow them to sell rather than put out daily fires?
11. What contact software is the sales staff using? (or how is the staff organized?)
12. Is there anything that the sales staff should or should not be doing? Do they know this?

The answers to these questions will allow the Sales Manager to build a set of sales criteria for the sales department and now should be able to determine exactly what role any new sales staff will have. This includes quotas for lead generation, setting sales goals, budgets for travel, and a better idea of how the sales department is using its time.

PART VI

FOLLOW-UP

For new employees there can be enough stress just trying to absorb the overwhelming amount of information that is thrown at them in a short period of time. Therefore, it is important in the previous section to set up some short-term goals and allowing time to review them. It is recommended that at set time intervals the sales manager check-in with the new salesperson to review their performance, answer questions, and give feedback. Set aside time to spend with the trainee after two weeks, four weeks, two months, and every six months after that. Some of the items to be reviewed should be mutually agreeable goals set between the salesperson and the Sales Manager. This might include number of sales calls made per week, number of jobs sold, and sales dollar goals. The following shows some example goals and review points to go over at each of the review times.

Two Weeks

After two weeks the salesperson should have an understanding of the following:

1. What company rules are regarding starting and quitting time, lunches, breaks, etc.
2. The basics of the printing process
3. The kind of work Alpha International Company specializes in
4. How to compute formulas in building a quote

Four Weeks

After four weeks the salesperson should have a strong understanding of the following:

1. How to estimate all basic quotes received.
2. Understand how the chain of command flows and who the major players in the company are.
3. What equipment the company has and its capabilities and limitations.

Two Months

1. Have a complete understanding of the selling style the company has.
2. Have made the minimum number of sales calls each day for the last three weeks as determined by the Sales Manager.
3. An evaluation of the Salesperson's presentation skills should be critiqued by reviewing these major points:
 - A. Appearance
 - B. Organizational skills
 - C. Follow-up with prospects

Six Months

1. Has the salesperson maintained the minimum number of sales prospects sales calls per week? If not, determine, why or why not.
 2. Has the salesperson generated the required number of new accounts or prospects as determined by the Sales Manager?
- Many items should be reviewed at each successive evaluation

meeting after six months. This could include such things as sales dollars, sales forecasting, and setting goals to attract new accounts.

Appendix B

INSTRUMENT

Please answer each of the following questions by circling the accurate rank of one to five, with one representing not good at all , and five representing "excellent". In the space provided after each question, explain your answer as completely as possible.

1. How would you rate the ability of this manual to help a Sales Manager develop a training program for salespeople in the printing industry?

Not good at all	Poor	Fair	Good	Excellent
1	2	3	4	5

Give three reasons for your rating:

1.

2.

3.

2. How would you rate the order of the six major sections in the manual based upon the Table of Contents?

Not good at all	Poor	Fair	Good	Excellent
1	2	3	4	5

Give three suggestions to improve the order of these sections.

1.

2.

3.

3. How would you rate the overall accuracy of the information contained in the manual?

Not good at all	Poor	Fair	Good	Excellent
1	2	3	4	5

List the areas that are inaccurate and explain.

1.

2.

3.

How would you rate the format of the manual?

Not good at all	Poor	Fair	Good	Excellent
1	2	3	4	5

What suggestions do you have for improving the format of this manual. Explain.

1.

2.

3.

5. What improvements would you make to the manual to help a Sales Manager put together his/her own Reference Manual?

List and explain the rationale for these improvements.

Appendix C
COVER LETTER

July 8, 1996

1728 Goldenhorn Court
Maryland Heights, Missouri 63043

Dear

Thank you for participating in the evaluation of the Sales Manager Reference Manual designed to aid in developing a training program for salespeople in the printing industry. As per our telephone conversation, enclosed is an outline of the manual, the Reference Manual itself, and a questionnaire.

The manual itself consists of six main parts. The first part is developed to get the new salesperson acquainted with the company, its background, and basic workplace rules. The second phase is meant to teach the new salesperson about printing basics and what the printing industry is all about. The third section deals specifically with the company's niche and the kind of work it specializes in. The fourth part is designed to teach the salesperson how to do the various internal tasks required of the job. The fifth part covers several selling techniques to be applied on the job. Finally, the sixth section consists of follow-up and an evaluation of the salesperson's progress after two weeks, four weeks, two months, and six months on the job.

The first section should take two days of training. The second

section will vary depending on the amount of experience the new person has in the printing industry. The third section should last one half a day. The fourth section will be an ongoing segment that may last up to three weeks depending on how quickly the new salesperson learns the job responsibilities. The fifth section will also be an ongoing process as the new salesperson becomes accustomed to the environment, and gains experience prospecting. The final section will consist of approximately half hour segments at each review point.

Please read the outline/manual and take a few minutes to fill out the questionnaire. Your answers are important to the success of this manual, because your input will be used in revising and improving the manual. Please answer truthfully and completely.

If it is possible, please return all items with your comments and answers to me at your convenience. Should you have any questions or problems, please contact me at (314)576-2188 or at (314)739-3777 during daytime hours.

Again, thank you for taking the time out to review and critique the manual. Your assistance is greatly appreciated.

Sincerely,

David E. Adam

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