



## Seminar Topics

### **NEW: A Creative Approach to Selling Your Business: Capitalizing on the Latest M&A Trends**

Are you thinking about selling your printing, packaging or display graphics company? As M&A experts in the printing, packaging and display graphics industries, Peter Schaefer and Jim Russell of New Direction Partners will be discussing the steps potential sellers need to be taking as they plan for a sale. With many years of experience in this area and having facilitated more than 300 industry mergers and acquisitions, New Direction Partners has its finger on the pulse of the latest trends, opportunities and barriers in what is arguably one of the most dynamic M&A environments we have seen in many years.

In this session, you will learn:

- The steps potential sellers should be taking to prepare their companies for sale;
- The different types of buyers who are active in M&A in the printing, packaging and display graphics industries;
- The types of deals we are seeing and how they are structured; and
- How best to translate all of this to your decision-making process.

Even if you don't see a sale on your immediate horizon, this session will provide you with valuable information and insight about the best ways to position your company so you are better prepared if and when that time comes.

#### **PRESENTERS**

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Tom Williams



# **NEW: 8 Mega Trends Driving Success in the Printing Industry**

## **WHO SHOULD ATTEND?**

CEO's, owners, presidents, business development, marketing, sales and finance managers who are instrumental in developing and implementing the firm's growth strategy.

## **SEMINAR BRIEF**

In a highly competitive industry, printers must focus on two things to succeed: efficiency and growth. The first delivers a better bottom line; the second produces a more robust top line. In this session, New Direction Partners experts share what they have found to be the 8 mega trends driving success for printing companies, providing insight to owners and managers about how they can ensure enduring success in their own businesses. This includes:

- Operating as efficiently as possible.
- Investing in technology.
- Maintaining a healthy balance sheet.
- The role of mergers and acquisitions
- ... and more

Don't miss this important session. The future of your business may depend on it.

## **PRESENTERS**

Paul Reilly  
Peter Schaefer  
Jim Russell  
Tom Williams

## **NEW: M&A in a Post-Pandemic World...What's Changed and What Hasn't**

As we begin to exit the pandemic and return to a more normal social and economic environment, we expect to see pent up demand for both buying and selling print and packaging businesses. There are numerous considerations here for both parties, including how valuation is determined and what tax implications might be in an evolving regulatory environment. The bottom line is that while much has changed as a result of the pandemic, many things in the M&A environment have not, including continued consolidation of a fragmented industry.

In this session you will learn about:

- The latest M&A trends in the printing and packaging industry
- How the proposed legislative and regulatory changes are likely to affect overall mergers & acquisitions in the printing and packaging industry
- What printing and packaging businesses should think about when considering a sale
- The perspective of potential buyers in this environment

### **PRESENTERS**

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Tom Williams



## **NEW: 2021/2022: The Best Time in Over a Decade to Sell Your Company?**

The combination of a robust economic recovery out of Covid and pending capital gain tax rate increases, coupled with rising interest rates, makes 2021 and into 2022 the best time in many years to evaluate the sale of your business. Peter Schaefer and Paul Reilly of New Direction Partners, two of the most experienced investment bankers in the printing and packaging industries, will guide you through the complexities of today's M&A world. They will explain how pending capital gains tax increases can wipe away any improvements that might be achieved by waiting for your profits to increase, as well as how rising interest rates will impact the ability of buyers to complete acquisitions.

In this session you will learn about:

- The latest M&A trends in the printing and packaging industry
- How the proposed legislative and regulatory changes are likely to affect overall mergers & acquisitions in the printing and packaging industry
- What printing and packaging businesses should think about when considering a sale
- The perspective of potential buyers in this environment

### **PRESENTERS**

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Tom Williams



## **Reimagining M&A Trends in These Unprecedented Times**

In this educational session, New Direction Partners experts will present an update on current printing and packaging industry trends, and how the M&A market is shifting due to the impact of the COVID-19 pandemic.

A key result is an expectation that we will see more tuck-ins as we come out of this crisis, which has placed significant stress on many businesses in our industry. For many of these businesses, finding a buyer who is willing to do a tuck-in is much preferable to simply closing their doors.

During this session, you will:

- Learn about the tuck-in process and various ways of configuring tuck-ins
- Gain a general overview of the M&A environment in what is likely to be our new normal
- Better understand if COVID-19 will impact your company valuation

### **PRESENTERS**

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Tom Williams

## **Are You a Buyer or a Seller?**

In today's print market, organic growth is hard to come by. In an industry that is still contracting, and with buyers and marketers who have less time to meet with new vendors (your sales people), organic growth is a serious challenge for most printing companies and their sales teams. For the last few years, the team at New Direction Partners has been advising that printers who are struggling with organic growth should be either a buyer or a seller ... And that is still the case today.

Which one should you be? Is your company positioned properly to effectively manage a "tuck in" of new business and grow through acquisition, or should you be considering the sale of your company to another firm better positioned to help you grow your revenue? And if so, how do you determine your company's value?

In this session you will:

- Identify the key traits and characteristics of businesses that should be buying other companies,
- Learn which types of businesses might be better suited to merging with or selling to a friendly competitor,
- Find out how values are determined in those transactions, and
- End with a few guidelines for ensuring your business has the best value.

### **PRESENTERS**

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Al Reijmer

## **Exploring Compensation Methodology**

### **WHO SHOULD ATTEND?**

CEOs, Owners, Sales Managers, and CFOs

### **SEMINAR BRIEF**

Sales are the life blood of any organization, and it's no different for print providers who compete in the dynamic ever-changing world of communication. The 21<sup>st</sup> century sales rep must understand the broad range of solutions offered by today's print/marketing provider and how those solutions help a client's business. Just as important is management creating a sales compensation plan which creates the right incentives for growth and balances it with the company's profitability.

In this presentation, we explore the various compensation methods used in the industry and discuss the strengths and weaknesses. Commission, salary-based plans, value added, and hybrid plans will be covered in this quick moving session along with key points in creating the "Perfect Plan."

#### What You Will Learn:

- Which Plans are commonly used in the industry – and are successful.
- Changing compensation strategies reflecting changing product mix.
- Balancing incentives with profitability
- Why matching individuals with right plan is more crucial than ever.

Who Should Attend: CEOs, Owners, Sales Managers, and CFOs.

### **PRESENTER**

- Joe Polanco

## Managing Customer Concentration in Today's Printing and Packaging Environment

### WHO SHOULD ATTEND?

CEO's, owners, presidents, sales, marketing and finance managers who are instrumental in determining the firm's strategy.

### SEMINAR BRIEF

Customer concentration is occurring more frequently today, especially in family-owned firms between \$5 million and \$75 million in sales. This is the result of the successful outcome of a customer focus/solution selling sales strategy. While too much customer concentration can be risky, there are also advantages to embracing your strategic success. Our experts provide insight into how to manage customer concentration risks for profitable growth. (Flexible length – 45 – 90 minutes).

The program will focus on:

- Managing customer departure risks
- Leveraging customer concentration for business growth
- Customer concentration considerations in mergers & acquisitions
- ... and more.

### PRESENTERS

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Thomas Williams
- Al Reijmer
- Frank Steenburgh
- Jim Tepper
- Joe Polanco
- Randy Camp



## **Calculating Ownership Costs and ROI**

### **WHO SHOULD ATTEND:**

Executives and production managers from printing companies considering a technology investment.

### **SEMINAR BRIEF:**

Printing companies today must keep their technology investments up to date. But with so many new technologies entering the market and with the rapid rate of change in customer requirements, how can companies make the best use of investment dollars? And once they make those investments, how do they ensure they receive the most possible benefit? Drawing on years of experience in advising on and making investments, as well as in helping companies establish and grow the value of their businesses, presenters will share sage advice and actionable ideas on making the most of technology investments.

The program will focus on how to:

- Compute the benefits of a technology investment
- Compute the adequacy of a return on investment
- Keep the benefits in terms of improved profitability

### **PRESENTERS**

- Paul Reilly
- Tom Williams

## **Calculating Production Inkjet Ownership Costs and ROI**

### **WHO SHOULD ATTEND:**

Executives and production managers from printing companies considering a production inkjet investment.

### **SEMINAR BRIEF:**

As a follow-on to the higher-level Calculating Ownership Costs and ROI for Technology Investments, New Direction Partners presenters will drill down specifically into production inkjet, an area of opportunity for many print businesses. When it comes to calculating ROI, especially when moving into the arena of production inkjet where cost dynamics are quite different from either offset/flexo or toner-based digital, there are the obvious costs (equipment, consumables, etc.) – but what about those pesky hidden costs? During this session, we will present the analysis required to determine the financial viability of an inkjet investment and discuss the underlying costs that you may have not considered.

The program will focus on:

- Do ink costs really matter?
- What are the hidden costs of inkjet technology?
- Developing the right pricing strategy to maximize ROI.
- Why Inkjet's "uptime" is critical in your decision.
- How does an inkjet investment affect company valuation?

### **PRESENTERS**

- Joe Polanco

## **What Your Mama Didn't Tell You About BHRs**

### **WHO SHOULD ATTEND:**

This program is specifically designed for CEO's, CFO's, Sales Managers and everyone involved with costing/pricing decisions.

### **SEMINAR BRIEF:**

During the 20<sup>th</sup> century, using budgeted hourly rates (BHRs) to develop pricing was the defacto methodology -- as it had been in the 19<sup>th</sup> century. 21<sup>st</sup> century MIS applications continue to use this cost accounting approach. Yet, because today's print provider competes in an ever-changing marketplace and continues to add new products, it's time for a fresh look at budgeted hourly rates.

In this session, our presenters will challenge our industry's focus on using "costs" to develop prices. Upon the completion of the webinar, the participant will have a better understanding of Budgeted Hourly Rates and how to utilize them in improving market share as well as profitability. Key topics are:

- Understanding how overhead allocations can lead to understating or overstating costs;
- Obtain a better understanding of why direct costing approaches are more effective;
- Review various tools which can help management better understand cost/price relationships; and
- Why relying on job costing can be detrimental to your business.

Plan on joining us for a program that will challenge the status quo and why Mama (or Dad) never told you the full truth of Budgeted Hourly Rates.

### **PRESENTERS**

- Joe Polanco



## **NEW: 10 Attributes of High-Growth Companies**

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents, business development, marketing, sales and finance managers who are instrumental in developing and implementing the firm's growth strategy.

### **SEMINAR BRIEF**

In a highly competitive industry, printers must focus on two things to succeed: efficiency and growth. The first delivers a better bottom line; the second produces a more robust top line. In this session, New Direction Partners experts share what they have found to be the 10 attributes of high growth printing companies, providing insight to owners and managers about how they can ensure high growth in their own businesses. This includes:

- Ensuring the right sales and sales management strategies.
- Putting in the time and effort to create and execute on actionable business plans.
- Ensuring accountability within the organization for achievement of strategic and tactical goals.
- The role of mergers and acquisitions
- ... and more

Don't miss this important session. The future of your business may depend on it.

### **PRESENTERS**

Paul Reilly  
Frank Steenburgh  
Joe Polanco  
Peter Schaefer

## **M&A Trends in Today's Print Environment**

Updated 1 August 2018

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents, sales, marketing and finance managers who are instrumental in determining the firm's strategy.

### **SEMINAR BRIEF**

Learn what is happening in today's M&A market. Today's transaction structures are different from just a few years ago in response to a restructuring industry. Participants will learn why an acquisition strategy has never been more important and what types of transactions are occurring. They will learn the details of these various types of transactions in order to make better decisions for their own businesses. The experts from New Direction Partners will also talk about the current M&A market, why now is a good time for these transactions, and how long the market might remain strong. They will also share real life examples of things gone right, and a few that have gone wrong, from the many transactions they seen over time. The presenters will also outline EBITDA ranges that affect the value of businesses being sold and how to enhance that value.

The program will focus on:

- Why M&A makes sense as a strategy
- Discussion of "Tuck-ins".
- Discussion of "Cashless Mergers".
- Hot Markets and what drives higher Valuations

### **PRESENTERS**

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Thomas Williams
- Al Reijmer
- Frank Steenburgh
- Jim Tepper
- Joe Polanco
- Randy Camp



## **Managing Costs in Today's Economic Environment**

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents, manufacturing, HR and finance managers who drive decisions on how to make your firm more profitable

### **SEMINAR BRIEF**

These metrics can be understood by all company personnel and predict over 80% of profitability. These metrics use Value Added and payroll cost to identify where improvement can be made. Unlike ratio studies, these tools identify action improvements based on only your firm's historical performance. (Flexible length – 45 – 90 minutes).

The program will focus on:

- Actions to be taken to improve profitability
- How to compute these metrics.
- How to set targets and drive improved results.

### **PRESENTERS**

- Paul Reilly
- James Russell
- Joe Polanco

## **Solution Selling**

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents, sales, marketing and finance managers who influence sales and strategy decisions.

### **SEMINAR BRIEF**

In this seminar attendees will identify what solution selling is and how it differs from typical transaction selling.

More importantly, a review of required skills to succeed in solution selling will be discussed. Participants will learn that most printing sales execs do not possess these skills. This is a must seminar for firms that have attempted solution selling with less than successful results or any firm considering solution selling. (Flexible length – 45 – 90 minutes).

The program will focus on:

- Required sales exec skills
- Where do you find the best solution sales execs?
- How your current sales force can be best used to succeed in the solution selling.

### **PRESENTERS**

- Paul Reilly
- Frank Steenburgh
- Joe Polanco
- Peter Schaefer

## **Competing with the Majors**

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents and all senior sales, marketing, manufacturing, HR and finance executives who influence strategy decisions.

### **SEMINAR BRIEF**

There are two unassailable facts within the printing industry: 1) larger firms do not enjoy higher margins than smaller firms; and 2) national and international printing firms, so called Majors continue to struggle in bringing the benefits of being big to their customers. Paul Reilly, a former CEO of, Cenveo, one of these Majors, will share his insights as to why independent firms and Majors have battled to a draw in competing for the loyalty of North American print buyers. In this session, learn what has worked and not worked for the Majors in competing against the more flexible independents as well as what has worked and not worked for the independent firms as they compete with the Majors.

(Flexible length – 45 – 90 minutes).

The program will focus on:

- Who are the majors?
- What are their strengths and their weaknesses?
- How best to compete.

### **PRESENTERS**

- Paul Reilly
- James Russell
- Joe Polanco
- Peter Schaefer



## **Succession Planning**

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents and finance executives who influence strategy decisions.

### **SEMINAR BRIEF**

One of the most often overlooked aspects of strategic planning is succession planning. When you are looking for an exit strategy, area ready to hand off the business to other family members and head for the beach, or face unforeseen circumstances, having a strong succession plan in place is critical. And it can take several years to execute on that succession plan. In this session, participants will learn about the key elements of the plan to successfully transfer leadership and ownership of a printing and packaging firm, typical timelines, and strategies for ensuring optimum valuation. (Flexible length – 45 – 90 minutes).

The program will focus on:

- Key elements of a succession plan.
- Exit strategy timelines.
- Leadership and Ownership changes.
- Ensuring bench strength.
- Valuation methods.

### **PRESENTERS**

- Paul Reilly
- James Russell
- Peter Schaefer
- Joe Polanco
- Randy Camp

## **Emerging Technologies - Differentiation is Returning**

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents and all senior sales, marketing, manufacturing, HR and finance executives who influence strategy decisions.

### **SEMINAR BRIEF**

This seminar describes the newest technology being employed by forward leading printing firms that allow them to grow and increase the “stickiness” of major accounts. (Flexible length – 45 – 90 minutes).

The program will focus on:

- Technology attributes.
- Application examples.
- How to start down this road.

### **PRESENTERS**

- Paul Reilly
- Joe Polanco

## **Best in Class: The Power of the Multiple and How You Can Increase Value In Your Printing Company**

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents and all senior sales, marketing, manufacturing, HR and finance executives who influence strategy decisions.

### **SEMINAR BRIEF**

Is your business performing at peak value? How is value computed today and what can you do right away to increase value? How do you properly compare valuation and EBIDTA performance to best-in-class businesses and determine if changes are needed to improve the valuation your company? Attend this session and learn the importance of timing and what actions can increase value and decrease value. Whether you are a buyer, a seller or neither, this is a critical exercise in order to be prepared for whatever the future may bring! (Flexible length – 45 – 90 minutes).

The program will focus on:

- What are the valuation methodologies used today?
- How do best-in-class businesses perform?
- What actions increase value?
- What actions decrease value?

### **PRESENTERS**

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Thomas Williams
- Al Reijmer
- Frank Steenburgh
- Jim Tepper
- Joe Polanco
- Randy Camp

## **Making the M&A Decision**

### **WHO SHOULD ATTEND?**

CEO's, owners, presidents and all senior sales, marketing, manufacturing, HR and finance executives who influence strategy decisions.

### **SEMINAR BRIEF**

In the current economy, M&A activity has been picking up. But is a sale or acquisition the right choice for your business? Join us for this important session to learn from M&A experts New Direction Partners who are focused on the print, packaging, sign and display markets. They'll share basic information about M&A trends as well as experiences of businesses that have successfully used this strategy. Learn how to discover and take advantage of adjacencies to expand your product portfolio and grow revenues. And benefit from the experiences of your peers along with expert advice to begin the process of mapping next steps.

### **PRESENTERS**

- Paul Reilly
- Peter Schaefer
- Jim Russell
- Thomas Williams
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- Frank Steenburgh
- Jim Tepper
- Joe Polanco
- Randy Camp