


Ben Franklin

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HONOR SOCIETY

SUPPLEMENT
2020

BOOK OF WISDOM

A small, circular portrait of Benjamin Franklin is integrated into the letter 'O' of the word 'WISDOM' in the title.

A Collection of
Success Stories from
Leaders of
Graphic
Communication

Harvey R. Levenson, Ph. D., Editor,
Professor Emeritus, Cal Poly

BFHS Book of Wisdom
Graphic Communication Success Stories of the
Ben Franklin Honor Society

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Edited by
Harvey R. Levenson, Ph. D.
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DEDICATION

This book supplement is dedicated to all of the men and women, past, present, and future who have, and will have, practiced, dedication, commitment, and wisdom in furthering the printing and graphic communication industries, in all facets and segments, as the most meaningful, pervasive, detailed, and informative form of mass communication that ever existed.

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PREFACE

Welcome to the *BFHS Book of Wisdom – Supplement 2020*
In a year unlike any other that we have experienced, wisdom
is welcome indeed!

The four essays we received are like *Chicken Soup for the
Printer's Soul*. Our members have written essays that are
encouraging and joyful. They speak of dignity, character,
learning, teaching, and honoring others. They are essays about
perseverance and constantly evolving. They are written by
industry icons who are themselves living lessons.

We thank our essayists Sid Chadwick, Jack W. Stoughton, Jr.,
Larry Wilson, and Frank Woods for their wonderful
contributions. This supplement would not be possible without
the tireless work of our editor, Harvey Levenson and the
support of June Crespo.

To our members, we extend a warm thank you for your
encouragement. We look forward to a time when we can all
meet together again.

Best wishes,

Daneise Archer
Chair
Ben Franklin Honor Society

INTRODUCTION

Our intention was to produce a second full volume of the *BFHS Book of Wisdom* highlighting the success stories of another group of Ben Franklin Honor Society inductees. Indeed, many who did not participate in the first book expressed interest in participating in the second volume for launching at the previously planned Society annual meeting in November 2020.

And then something happened in February of this year reminiscent of the title of the 1951 movie. *The Day the Earth Stood Still*. Everything stopped for nearly everyone: Staying at home, business closings, school closings, shortages of food and basic daily necessities, cancellations of business and social gatherings, termination of sporting events, closing of houses of religion...on and on and on!

Priorities changed to basic necessities for everyday living and surviving financially, focusing on healthcare, childcare, eldercare, and so on. Nonessential and extraneous activities ceased. The COVID-19 virus became the daily focus of attention over and above everything else that previously was part of daily life. Every institution of society was impacted. Societies, clubs, and related organizations were no exceptions. Meetings, seminars, workshops, conferences, and expositions were cancelled. For the most part, travel ended due to the mandate of *social distancing* that was initially impossible at airports and on planes, buses, and trains. Yes, *the Earth stood still*.

As a result of all of this, industries that were for the most part fledgling, skyrocketed rapidly—the online and virtual communication industries are two examples. Distance learning, telemedicine, social distancing, and food delivery services, for example, became household terms.

What did all this mean for the Ben Franklin Honor Society?

Many of those who expressed interest in writing an essay for the second volume of the *BFHS Book of Wisdom* had to shift their priorities; only four essays were received. Additionally, due to the ongoing spreading of COVID-19,

the November 2020 annual meeting of the Society was cancelled, as it is anticipated that a vaccine would not be developed and administered by then.

Not all was lost, however. In due respect for those who did submit *BFHS Book of Wisdom* essays, we felt obligated to publish their work as a supplement to the original book in the form of a downloadable and printable PDF. We did this because the wisdom provided by these four industry icons is invaluable, and should be in the hands of the industry as soon as possible in whatever form possible.

Please read the essays in this supplement. They are unique in providing wisdom and lessons for success from prominent members of our industry, past and present: Sid Chadwick, Jack W. Stoughton, Jr., Larry Wilson, and Frank Woods.

Harvey R. Levenson, Ph. D.
Editor
Professor Emeritus, Cal Poly

Sid Chadwick

My Overarching Journey In Graphic Communication

Almost all, but not all of my professional career has been in graphic communication. As I reflect, there's been an overarching pattern of how each stage of that journey contributed to all subsequent stages.

I grew-up in a family where both parents were “depression babies from humble, rural backgrounds.” Both worked their way through college, to become professional educators (math majors). Mom was a practical math and civics teacher for 44 years (with a heavy Irish and French background). Dad was a theoretical mathematician and school administrator whose family lived in the salt-water marshes of North Carolina (Chadwick originally from Wales, England). There were three of us kids. I was the oldest. We learned several lessons early. “Math” to us was like breathing pure oxygen, and if you made good grades your “privileges” included freedom to roam.

I learned early on that I had a talent for sales, and creativity. I was in scouting for about five years as a teenager, with three ex-marines as great scout leaders. None of our families had extra money. To earn equipment and uniforms, we had about two fundraising drives each year: selling cans of peanuts, bars of chocolate, or tickets to a BBQ Supper. I was always first, sometimes selling as much as everyone else in the troop, combined to earn equipment and the uniforms I wanted.

Academics were part of our family culture. My “test scores” in mechanical and abstract reasoning were near perfect. However, I thought I didn't want to be an engineer, not recognizing where my journey would lead. Also unknown to me at the time was communications, and writing in particular would one day be central to my work. An article in the school newspaper about “systemic ills” from smoking raised



Sid Chadwick

eyebrows. Imagine the feedback living in Winston Salem at the time, the cigarette capitol of the world.

Dad was unusually ambitious. I worked weekly for two of his three companies (which he had on the side from school administration) from age 10 along with a full academic load, and year-round sports. He went bankrupt, and he and Mom divorced when I was 17. It was then that the seeds and focus of my career became grounded: "Business Development and Economic Prosperity."

At the University of North Carolina, Chapel Hill, I earned a four-year B. S. degree in three years, while having a family. Grades in my major were good-to-excellent. Yet, there was little time for anything other than classes, studying at the library, working 20 to 30 hours a week at a great, independent local grocery store, and sleep. (My memory is that I left Chapel Hill, having drunk two beers, both of them given to me. Money was tight, and I had a central focus.)

I was first hired by an international packaging company, Continental Can Company, with headquarters in New York City. During "a job interview" at Chapel Hill, early in my last semester, I was asked by their Recruiting Director at the end of my Interview to write a letter to him answering, "*Why should we hire you?*" Though I had another job offer waiting, I wanted that job. Industrial sales in packaging, for a famous international packaging company, seemed exciting. So after several letter drafts, that I subsequently trashed, I wrote him a non-traditional response: "In answer to your question, of why you should hire me, I can only answer, 'I never quit.' Sincerely, Sid Chadwick." I figured, with my academic record, including four academic years in three years, and a family, that had to count for something. (I was later told that letter went all the way to their Chairman's desk.)

Four years at Continental Can allowed me, in my third year there, to become the youngest million-dollar Sales Rep they'd ever had, starting in a "scratch territory," in a 26-plant division. (This was in the *early 1970's*, when a million dollars of sales was about four times what it would be today.) I "maxed" their bonus commission plan, every year. There was much I wanted to provide my family. I really didn't bring much to them that I remember other than a fierce work ethic. Part of the truth is that the company

Production Team adopted me. They loved my work ethic. And they recognized early that I would take instruction. These were lessons that I've taken with me everywhere I subsequently have gone. *"When your Production Team adopts you, you cannot fail."*

While at Continental Can, I earned a MSBA degree from the University of North Carolina-Greensboro, carrying about nine hours per semester in night classes. My favorite professor was Dr. Arthur Svenson (whose specialization was "Systems Theory"). He earned his doctorate under Peter Drucker. He repeatedly encouraged me to write for publication. (I kept in touch with him, after he retired to Tampa, Florida.) I also wrote my graduating class's "Best Comprehensive Exam."

One of my favorite customers, Douglas Battery Mfg., located in my hometown, Winston Salem, hired me away as their Director of Sales & Marketing. My packaging competitor's plant was 150 yards from Douglas' plant and offices. My home plant at Continental Can Company was 65 miles away in Martinsville, Virginia.

I was 24 and the move represented what I called a "jump-shift" with new technologies, new customer markets, new organization, and significantly new responsibilities. Their revenues, after 51 years in business, when I started were just under \$9 million. Over the next 11.5 years, we drove revenues to just over \$67.5 million a year, and never borrowed money during that growth period. (We also developed excellent engineering; it was a team effort.) One innovation I initiated was of a "financial model for larger customers" that radically spurred our automotive after-market growth. When I left in 1984, there was no debt, and their pre-tax profitability was over 22 percent of revenues. In the interim, I'd tripled their distribution centers, and supported significant expansion of our product line, including OEM manufacturers (to increase the value of our aftermarket products), "industrial batteries for fork-lift trucks," and "underground mining batteries" with some weighing over 6,000 pounds. I can personally testify that "you haven't really lived until you've gone 7.5 miles underground in a low-coal coal mine (42" from floor to ceiling for the entire 7.5 miles!) in East Kentucky, all the way to the mine's facing (which takes 1.5 hours each way), where miners were "pulling timbers."

You quickly learn to tell yourself, “Stay focused, and don’t think about what might happen; these men do this every day.”

Training miners on proper maintenance of expensive underground mining batteries was a minor part of my job. Several takeaway lessons learned at Douglas Battery: (a) always make time to be with and to listen deeply to your personnel and your customers, (b) proper frontline supervision is possibly the most difficult job in a company, (c) pay attention to what scares you; there’s probably a treasure there, (d) implemented trade show attendance, making them highly profitable through significant preparation, implementation, and relentless follow-up. (When I left in ’84, there was a \$57,000 trade show booth under construction), (e) small steps in a proper, strategic direction can develop results that far exceed one’s initial vision, (f) do what is needed that’s honorable, to support your staff, and to succeed, (g) take good care of yourself; to lose “balance from excessive work” causes one to unknowingly lose important judgment, and (h) repeatedly raising prices forces great service and quality. Do it.

Importantly, I also demonstrated how to develop a successful sales team in far-away locations, seeing them personally only maybe twice a year. Perhaps most importantly, I took away a life-long friendship having developed an agent in Southwestern Virginia to whom I believe I’m closer to than a brother. We’ve talked to each other, weekly, since I left Douglas Battery in 1984. He and his brother sold about \$2 million a year in underground mining batteries for us.

Nearby, Allie Hutchison, Sr. of Hutchison-Allgood Printing Company, a 50-year local commercial printer, had watched what was happening at Douglas Battery. He initially asked me to serve on a newly formed Board of Directors, that lead after two years to his asking me what it would take for me to come to Hutchison-Allgood. We developed an employment contract (that included ownership) through our two attorneys, and I began sometime in late 1984. I say “sometime in late 1984” because I was told by Douglas’s HR director, that I should give a four-month notice, considering my position, influence, and responsibilities. I gave a four-month notice, and they took the entire four-months. So, I worked my “day shift” at Douglas Battery,

and worked a “night shift” in the Bindery and Prepress departments at Hutchison-Allgood (a.k.a. H-A) --- for four months.

In 1984, H-A was about the No. 3 commercial printer in Winston Salem with regard to size. Allie gave me lots of latitude, as long as I wasn’t spending serious money, which was proper, given what I needed to learn. They had lots of youth and energy in their workforce, and one person in particular, Terry Preston, Pressroom Manager (who recently passed away), was to me the “spiritual leader” in production. He personally pulled me out of numerous difficult situations with customers’ projects. I was there for about 3.5 years, and we more than doubled our revenues.

Accomplishments and takeaways included: (a) introduction to Dick Gorelick (who was startled at our innovations, including my relentless education and training of the Business Development Team that purposefully included our Production Management), (b) development of our industry’s first “Die-Cut Catalog” that lead to improvements in new customers, revenues, and value-added margins, (c) provided me terrific grounding in “high-end print technologies,” (d) opportunity to put-together and grow a commercially viable Self-Promotion Publication for other commercial printers, (e) the priceless value of integrating key production talent with customers, (f) the value of putting key production talent and difficult customers “on a pedestal” and keeping them there so that they “wanted more recognition,” (g) to “lead from the front” as too many sales managers stay in their offices. A top Business Development Director must force him or herself to be authentic and to personally make things happen by example and, (h) a quote from Allie that I consider priceless: *“If you don’t think you can afford ongoing education and training of your personnel, you probably don’t realize you’re already paying for it.”*

I joined Gorelick & Associates in late 1988, after Allie at H-A came to me and said, “I want to slow this train down. We’ve accomplished twice as much, in half the time, as I thought humanly possible.” I went into a depression, updated my resume, and sent it to Dick Gorelick, asking him to drop it off wherever he thought it proper, as I’d come to understand that most organizations might say

they wanted someone like me. But really, they didn't know what they were getting.

To my surprise, about 60 days later, Dick sent me an offer to join Gorelick & Associates. It took me about two minutes to decide, without a job description. "*Dick provided me an education that money couldn't buy.*" He provided me opportunities to write for publications, and projects that generally required, after my first six months with him, travel (most weeks) of 3,000 to 5,000 miles a week, working 60 to 70+ hours a week, and introduction to several top organizations.

Dick introduced me to numerous industry associations, several of whom would ultimately be clients of Chadwick Consulting. Dick also introduced me to his invaluable "Customer Survey" system that I took a step or two (or three) further. He learned to be selective in whom he introduced me to. There was no commercial print company still in business that I would not go to work developing to become profitable. (Being fearless and strategic is not always proper.) I deeply admired Dick's intellect, his power of observation, his writing skills, his near photographic memory, and his work ethic. He could write and speak four languages: Yiddish, Russian, Arabic, and English. And, he was a personal advisor to three Republican presidents. After leaving Gorelick & Associates, I learned that Peter Drucker once wrote that a consultancy could focus on developing an organization, or developing concepts, but not both. Dick worked at "both" to his constant frustration.

I started my own consulting practice in 1995-1996, which I don't believe Dick ever forgave me for doing. Since 1995-1996, I've had the honor at Chadwick Consulting of developing several innovations and performance improvement systems, and serving many treasured clients. They include, but are not limited to: (a) workshops for "Developing An Inside Business Development Team," (b) what I believe to be the best "Customer Survey System" (for generating follow-up, actionable results) in our great industry, (c) detailed "Press Justification Studies" that create sales of major presses through detailed research and number crunching for leasing and bank support, while radically improving a company's financial performance, (c) "collaborative peer groups" with owners, business

development directors, plant managers, wide-format managers, and (d) development of a “Pressroom Performance Improvement Workshop Model” delivered in collaboration with our departed the late Mr. Ray Prince for improving, even radically improving pressroom performance.

More recently, I wrote the “Academic Database Case Study Curriculum” for a top graphic communications university, that to their credit has become one of their top attended classes (five classes a year, and now going “online”), and which elevates the value of their students for hiring organizations, both in and outside of our industry.

My mission has changed little since 1995-1996: “To improve the organization and personal performance of clients, through research, education, publishing, and consulting, and providing clients with options for improved performance.”

My two natural children and three stepchildren, and wife, Tina, have occasionally asked, *“How long do you plan to do what you do?”* My response: *“I intend to work for as long as someone asks for my services.”*

There are well over 600 published industry articles at www.chadwickconsulting.com.

I am most grateful to Andy and Julie Plata, publishers of *American Printer*, for allowing me to write for their publications every week, and for their support of columns from Debbie Nicholson, of Think-to-Ink.

ADVICE FROM SID CHADWICK

- Be aware that your company is a “Learning Laboratory.” Every client I ever served, as I “dug into their capabilities,” could produce products and services that neither their sales team nor their customers, and many of their production personnel, knew about, nor how to present and promote.
- Customer education has been neglected in our great industry, and continues to represent an important differentiation. “Employee education and training needs

to precede customer education and training” (Source: Dick Gorelick).

- Make industry publications available to your key personnel. Most organizations don't; an expensive omission. Personnel need to know, “where are we going, what is this industry about, and what's our contribution to civilization?”
- Every department should have a written list of, “what to improve, and by when?”
- When you put it in writing, it becomes important.
- Constantly work on your “Communication Skills,” especially your “listening skills.” (There's probably a Toastmasters Club or two within 5 to 10 miles of your plant.)
- Your production team is critical. Honor and brag about them at every opportunity, especially in front of customers, and they'll seek additional opportunities from you for more recognition.
- With preparation, take key production personnel on sales calls to meet important customers. Payback tends to be multiple and significant.
- Measure what needs to be improved and post results, usually weekly. Our DNA in this great country won't accept continuous mediocrity. (“If you don't measure and post results, you're just another manager with an opinion.” Source: Julia Craig, Consultant.)
- Relentless education and training is a key to developing a competitive edge. A one percent improvement a month is hard to measure, but over a year or two small improvements can outdistance most competitors. Customers can tell there's a difference.
- Generally, small organizations in our great industry represent and are the heartbeat of innovation.
- Look at your top performers, and those who are not supporting them as they could. When you keep mediocrity in your organization, it pulls everyone down.
- Our great industry's “sales compensation programs” are a legacy to when conditions were radically

different. Those policies and practices are counter-productive, today. “Inside business development teams” are a big part of an organization’s future in any industry.

- Raise your prices more often than your competitors. That will force you to be better at almost everything.
- Conduct an “in-depth performance analysis” at least quarterly. Learn what’s changing, should change, and why.
- Neglecting written employee performance reviews, at least every six months, is an expensive omission. Once I’d developed a respectful and purposeful model, significant progress followed.
- Estimating “Hit Ratio” analyses are a gold mine for understanding what could be improved, and reveal additional opportunities for improved revenues, and margins.
- “Long-term agreements” with customers increase the value of your company on multiple levels. Many customers prefer them.
- Most suppliers have resources and capabilities that you don’t know about but could use immediately.
- “All packages get opened.” (Source: Sid Chadwick uncovered while at H-A; this is something that direct marketing has not yet recognized.)
- Most organizations don’t realize how multiple production capabilities tend to feed each others revenue streams. Most customers have multiple needs, and tend to prefer to reduce the number of suppliers they use. For instance, Packaging can “feed” Digital, Wide-Format, and Storage and Fulfillment departments.
- “Strategy” is critical, and should almost always keep your Customers as a central focus. Too many organizations don’t have a strategy beyond “sell more.”
- “Focused financial models” to the exclusion of customer focus are typically not successful. Customers quickly recognize this. (Take a close look at the history and trail of the RR Donnelly’s of our great industry.)

- Mergers and Acquisitions too often are not successful unless the “new organization” receives your best attention and time. Two years after a merger, key employees and customers too often tend to be gone.
- Be alert to other companies and cultures that are successful. They probably have something to teach us that’s important. (Look at Japan, and Germany, post WWII.)
- “It’s amazing what you can accomplish in about two hours a week.” (Source: Mr. Ray Prince)
- Pay attention to sources that you read and should read. Biographies and memoirs of great leaders tend to be worth your time. The “reading list” from the Marine Corp., published by Gen. Jim Mattis in *Call Sign Chaos*, is breathtaking.
- *The Wall Street Journal* is the best newspaper in the world.
- The *Harvard Business Review* is much more readable and actionable than two or three decades earlier.
- “Find charitable organizations with great missions, and more importantly with great leadership” and get involved. (Source: Scott Rempe) Rewards can exceed your imagination.
- “Talent” is a key to your organization’s future, and impacts which organizations succeed. What does your “Talent We Need” list look like? What’s your plan? (Note: Many talented professionals prefer multiple part-time positions.)
- Conduct a customer survey with an experienced, top-notch research organization about every three to four years, but only if you’re willing to follow-up on the hundreds of opportunities that are uncovered. Note: Customers expectations are elevated when you survey them.
- Our industry’s associations should be constantly reporting new research on “why and when print is a more valuable investment!” (Their omission of this

ongoing activity for our great industry is something that I do not understand.)

- Start early, have a written plan, and keep updating your plan. Share your plan with those who can support your success.
- Look at your world through your owner's eyes, your employees' eyes, your family's eyes, and your customers' eyes. They'll all give you information that's important as you go forward.
- It's when we "rest," e.g., get away to a different environment, that we gain important perspectives.
- Be aware that your spiritual life is more important than we tend to recognize or acknowledge. Most great religions are all "climbing the same mountain."
- Most CEO's know to conduct "periodic business reviews" (a.k.a. PBR's) with at least their top 10 customers, but don't. The legacy of that activity with those few CEO's who do is that it's invaluable for what they learn.
- "Test" key personnel you want to hire for their interest in "Learning." There's no need to hire folks who are limited in what they can contribute. Few key employees are doing today what they were doing three years ago.
- Be aware that two disciplines when "integrated" tend to create a third discipline of greater value.

***Sid Chadwick** was born in the salt-water marshes of North Carolina. Sid spent his entire professional life in business-to-Business engagements: raising revenues, improving margins, creating unrecognized but needed differentiation, and improving the effectiveness of organizations' development of customers.*

Jack W. Stoughton, Jr.

How to Succeed by Servicing a Dead Industry and Lessons Learned Along the Way

I suppose that I was always meant to be a printer. My father made some life choices in 1945 (I was born in 1952) that shaped what I was to become. In July, my father re-upped in the Navy for six more years, and proposed to my Mom; they were married July 25th in a simple ceremony in Los Angeles, then Dad shipped back off to Kwajalein Atoll in the South Pacific. Dad had spent his Navy career as a Naval Ordnance man, mainly aboard the *USS Princeton*. He participated in “Operations Crossroads” (the above ground Nuclear Tests in the Marshall Islands) and when he returned stateside, the Navy shipped him out to Julian, California to fight a brush fire.

After 30 days on the fire line, and back on base in San Diego, my father, Jack W. Stoughton, Sr. told his Captain that he was not cut out to be a fireman. The Captain said there was only one other job he could do, but he would have to test into it. Soon, the Navy was training Dad to be a Linotype Operator, and he took a job working for a Navy Contractor.

Mom always wanted to return to Los Angeles where her family was, and that my dad to Kellaway-Ide as the Shop Steward of the Composing Room, one of Los Angeles’ largest Commercial Letterpress companies. With a couple of sisters, then me, and later my brother, the Stoughton’s were a family. I have fond memories of the smell of molten lead and pulling galley proofs on the Vandercook presses. Then on to Bert-Co Press where Dad made a name servicing the vinyl record industry with record labels (the center label in the vinyl).

Fast forward to 1964, Dad was fired (under the rumor he was starting his own business), and he founded our company, his legacy. And I, a 12-year-old, left-handed first baseman and outfielder, gave up my budding baseball career to go to work for Dad.



Jack W. Stoughton, Jr.

That was my introduction to the company, and I learned as the company grew. I operated all types of equipment from letterpress, to Chief 15 duplicators, to Little Giants, to Webendorfer 25's, to KORD's and SORMZ's, and on to more modern equipment.

Lesson One Learned – work hard, play harder.

That seemed to be the way of life for Dad. He worked his butt off, but always carved out some time for us kids and our family. Long hours, weekends, never say you could not do it was the rule. The motto back then was, "Large Enough to Serve you, Small Enough to Know you." We are still that way today.

Lesson Two Learned – make every move with the next three or four moves in mind. Let that sink in for a moment.

Early on, Dad could see that to grow the company where he wanted to go, he would need to enter the 40" press market. But, that was a ways off. However, it did not stop him from when he needed a new paper cutter, from purchasing a 45" cutter, or a new process camera with a 50" bed, or new light tables that were 60", and so on; all ready for the jump from 29" to 40" presses.

Lesson Three Learned – technology is the key.

When the company could only afford to purchase used presses, we got what we could and hoped it ran long enough to make enough money to buy another, newer one. But when we reached that point to purchase new equipment, we became a risk taker, making our plans and executing, executing, executing. And when things did not go according to plans, we had to be flexible enough to "shift gears" but stay ahead on technology. What we learned will reward you.

Lesson Four Learned – be humble. Never be boastful about what you do, nor how you do it.

Dad dragged us along for the ultimate "boondoggle," the PIA President's Conferences (usually) in Hawaii. When he would meet someone and they would ask what he did, he would say, "I own the largest instant print shop in the City of Industry," which I always thought was a peculiar answer since I knew what we did.

Dad worked hard and long hours for many years before retiring in 1990 when my brother and I bought him out, and Mom and Dad got the retirement they deserved, spending their Golden Years at home in Maui.

The vinyl record industry was dead; CD's had replaced them. The company had grown its equipment to print and manufacture the 12" record jacket. And now we were printing ghastly little 5" squares that were mainly scanned from printed jackets. Anybody could do it, and many were.

Lesson One Taught – remain confident and committed.

We had a tremendous machine to produce 12" jackets, and no one to sell them to. We retrenched and retooled, and fought in the same commercial space as everyone else, discounting prices just to get the job, to keep the "cylinders turning." This was a huge mistake.

Parallel to us being a "me too" printer, a new industry was emerging that I had read about; the LaserDisc industry. Imagine a Blu-Ray or DVD on steroids, having a 12" diameter, and they needed packaging that we could do. We were out of the strictly commercial market and back to being a specialty printer. We were doing what others could not provide, and we were part of our client's team, from the types of packaging to the way they were manufactured.

But, alas, that was short lived. The record industry was just sputtering along with mostly DJ's and generic jackets, but there was a new opportunity emerging; the reissue records market.

Lesson Two Taught – convince those around you, by your actions and not by your words, that you know what the hell it is that you are doing.

As the new vinyl record industry was growing, we saw a trend emerging. The major labels had previously licensed their products to others to produce. Suddenly, they were recalling their artwork and reproducing that for themselves. I went back to Lesson Two Learned from my father; make your move with your next three or four moves in mind. We committed our company to occupy a "space" that no other company was in, high-end packaging. We branded a package and we pushed the brand. We made moves to ultimately purchase a box company in Chicago to acquire its equipment to boost the production of our "Old Style"® brand.

Lesson Three Taught – be active in your association and serve on its board.

There is a tremendous amount of knowledge you can cull from being around other printers and industry experts. Emulate as much of the behavior of successful organizations or people that you can. Industry leaders are in your Association. Network with them, recognize their talents, and always remain true to your focus.

I have been lucky along the way to meet some of the most interesting and wonderful people along my journey in this industry. I was blessed by several VIP (Very Important Printers) and with trips to Germany with our “partner” in equipment, Heidelberg. One such individual was Klaus Haverkamp who had a very successful food label printing business in Northern Germany. His plant was like a production-line factory, and ultra clean and organized. He had incorporated three of the lessons I had learned from my father in his everyday life and in his company. From Klaus, I learned a lesson as well. If you ever stepped into our plant, you would see some of what I learned from him.

Lesson Four Taught – maintain and retain talent with the best workplace, persistence, reachable goals and objectives, and most of all, trust in your people. Encourage them to push their boundaries and let them grow. You will grow with them.

I am blessed to be in an industry that I am passionate about beyond words. I am also passionate about is another industry, music. We grew up with music in our home. Mom and Dad were always “spinning” Glenn Miller, Tommy Dorsey or Louie Prima and Keely Smith on the “Hi-Fi.” My sisters had their 45’s (and lots of Beatle music). Music was part of everyday, and a day didn’t go by that I don’t recall some of that. It brings so much emotion to this human condition called “life,” and the fact that we all are called to some sort of rhythm in life is just part of life we cannot escape.

Lesson Five Taught – treat people with dignity, with respect, with humility, and deal with them as your equal. Empower them. Make as many teaching and learning moments that you can (you learn as you teach).

My path in this industry has had many turns, left and right, up and down. However, through hard work, wonderfully gifted teachers along the way, and a never-ending commitment to be the best version of myself that I can be, we have grown and succeeded.

And I wouldn't change a thing.

ADVICE FROM JACK W. STOUGHTON, JR.

- Work hard, play harder.
- Make every move with the next three or four moves in mind.
- Technology is the key.
- Be humble. Never be boastful about what you do nor how you do it.
- Remain confident and committed.
- Convince those around you, by your actions and not by your words, that you know what you are doing.
- Be active in your Association and it's Boards.
- Maintain and retain talent with the best workplace, persistence, reachable goals and objectives, and trust in your people.
- Encourage your staff to push their boundaries and let them grow, you will grow with them.
- Treat people with dignity, with respect, with humility, deal with them as your equal. Empower them.
- Make as many moments that you can, teaching and learning moments (you learn as you teach).

Jack W. Stoughton, Jr. was born and raised a second-generation printer in Southern California. After college, he began his career in printing sales before joining the family firm in 1978. Married to Deborah Long in 1981, they have two sons, Dr. Will and Dr. Thomas (both married to PhD's as well) and three Granddaughters.

Larry Wilson

My Pathway to Career Success and Job Satisfaction

With June Crespo's request to contribute my story for the *BFHS Book of Wisdom* I decided to write about my pathway to a successful career and work enjoyment. The journey started with my entering Rochester Institute of Technology (RIT) in 1950, and earning a Chemical Engineering Associate Degree. I served two years in the Army, returned to RIT knowing Chemical Engineering was not for me, enrolled in the School of Printing, and graduated with a BS Degree.

In 1957, I was hired by the W.B. Saunders Medical Publishing Company to transition their printing plant from letterpress to offset lithography. The transition involved replacing existing sheetfed letterpresses with sheetfed offset presses, developing a training program for manufacturing while meeting production requirements, creating a darkroom and platemaking capabilities. I also worked with the company's editors and sales managers helping them understand and appreciate the capabilities and quality of offset printing along with the expected increase in production.

I finished the transition in 1963 and was hired by the S. D. Warren Paper Company as Manager of its Print Research Department. I was charged with the task of creating tests and procedures for quality control. We worked with publishers, printers, ink companies, and other essential suppliers. Together we ran trials on RIT's Webendorfer web press and on various printers' web and sheetfed presses.

In 1978, I became chair of GCA's Print Properties Committee. We updated the *Specifications for Web Offset Publication* (SWOP) as well as all phases of the printing process that affected image production and quality. Our committee had the backing and support of advertising agencies, web printers, ink manufacturers, as well as paper companies.



Larry Wilson

RIT gave me an excellent background in offset theory and production, while my ability and success working with printers, suppliers, and advertising agencies made my thirty eight year journey successful with job satisfaction. My success was also being at the right place at the right time.

I happened to enter the graphic arts field when the industry was making the change from letterpress to offset. I retired from S. D. Warren in 1994 and started a consulting business, wrote a major revision for GATF's 3rd edition of *What a Printer Should Know About Paper*, and authored a booklet entitled *Paper Buying Primer*.

ADVICE FROM LARRY WILSON

- Value formal education along with experience.
- Build a career that gives enjoyment and job satisfaction.
- Develop positive people skills.
- Recognize and evaluate opportunities, and take advantage of them.
- Be aware of major changes and prepare to use them to your advantage.
- Have a working knowledge of business and technology outside your chosen field.

Larry Wilson is a graduate of Rochester Institute of Technology (RIT) with degrees in Chemical Engineering and Printing. After serving in the Army, Larry joined the W.B. Saunders Medical Publishing Company, and then the S. D. Warren Paper Company as Manager of the Print Research Department. Larry also chaired the GCA's Print Properties Committee. After a 38-year career, Larry retired from S. D. Warren in 1994 and started a consulting business. Today, Larry has been happily retired for 26 years.

Frank Woods

Because of a High School Printing Teacher...

The son of a minister . . . I was born into the family of a minister in a small Iowa “Mayberry-like” town. Growing up was filled with school, learning from my parents the value of hard work and family, hunting, fishing, and music. My intended direction was definitely music. Instrumental and vocal technique were both a solid part of my daily routines.

In 1959, my Father retired from the small Iowa church that he had started many years earlier and the family moved to Phoenix, Arizona. I enrolled, as a junior, at Phoenix Christian High School. Many more exciting music possibilities existed in the “big city,” I was on my way to a career in music and a degree in Music Education. But along the way my destiny was changed.

I met a printer . . .

Because my father was more a man of principals and beliefs than of means, I knew that if I was going to fulfill my education goals and develop the tools I would need in my future career opportunities, I would have to pay my own way.

Phoenix Christian had a large industrial arts program among which was a printing curriculum and print shop headed by a wonderful teacher and human by the name of Bob Quay. Mr. Quay was committed to his students learning and to instilling in them the opportunities available in this industry called “printing.” He became my first mentor in the industry. My career began in his high school graphic arts department, and I never looked back.

After two years of Bob Quay’s patience and teaching, it was clear that printing was the tool that would provide a path for earning and realizing my music goals and dreams. I was headed for a degree in Music Education, but along the way



Frank Woods

printing became my passion and my new direction was to be a printer.

Mr. Quay had a friend by the name of Doyle Bigelow, who owned a small Phoenix print shop named Allied Printers. Each year, Doyle would call Mr. Quay and ask the same question: Do you have anyone graduating this year that you think might have potential for me to add to my shop. Mr. Quay said, yes, there is this young man Frank Woods who seems eager to learn, I think he is your guy... (Thank You Mr. Quay!) Doyle became my second mentor in the printing industry.

My new job as an operator of a small press started two months before I graduated from High School. I was on my way to college with a tool to earn money for my tuition. That first year in the industry was filled with learning and discovery about printing. Towards the end of my first year in college, Doyle sold his print shop to an up-and-coming young printer named Aaron Berkowitz. Aaron became my third developmental mentor... (Thank You Doyle!).

Soon after Aaron bought Allied, he called me into his office one day and told me he would like me change directions and become a salesman, saying that he would teach me all I needed to know! My initial response was "NO!" My view of a life in sales was not favorable...always struggling, and never enough money to buy shoes and food for the family, etc. However, after a weekend of reflection and discussion with family and friends, my conclusion was that I should give it a try. If I failed or disliked it greatly, I could always go back to my place beside the press, and once again wield the ink knife.

My first year was a smashing success. Business rolled in, client friends developed and I was on my way to learning the most intricate job in the world, sales, and oh, by the way, I also got married to my soul mate for life, also a preacher's kid, Barbara. And, also, as I became more and more involved in the printing process, it was clear that my musical future was being pushed to the "back burner," and history was to be made in the printing industry.

During the next few years, I continued to grow and learn both as a printer and as a sales person. I was soon

recruited to join a larger and more ably equipped Arizona printing company, and my learning potential continued to expand. Along the way I met so many awesome people in the industry, and had many opportunities to study and gain printing and business knowledge, and information from them.

In 1969 at age 26, with a solid base of great clients, I started a new printing company named Ambet Litho. In the next three or four years Ambet experienced nearly vertical growth. Sales rolled in, equipment expanded, craftspeople were hired and life was good. Then, I ran out of capital. I knew how to sell, but I did not have a sound understanding of how to build a successful business base. So, after a few months of struggle, and because the company had heavy sales and sales potential, I struck a deal with my former mentor, Aaron Berkowitz, and Ambet was merged into Allied, and I became Sales Manager for the resulting organization. (Thank You Aaron for even bigger opportunities for learning and personal growth.). But, my appetite for building a business was honed. Lessons learned had been many and I was anxious to continue my life as a business owner and leader.

In 1978, I, and my beautiful wife, Barbara, founded Woods Lithographics with two used presses (a single-color very used Harris and an AB Dick 360). It wasn't long before we recognized that major success hinged on finding the proper niche. We felt we had to develop a product or process that would open doors, and produce exceptional printing.

In 1984, Woods Lithographics introduced the UltraDot® Printing System which became the firm's flagship product, launching the company to national prominence. At first, the proprietary printing system used 300 and 500 line processes to create the superior quality of the UltraDot products. In the spring of 1992, the company introduced the UltraDot® 600 Printing System which was instantly accepted, and replaced the original 500-line version. Two years later, the newly developed UltraRaster® Printing System was presented to the marketplace, and in 1996 Woods Lithographics introduced the QueueTone™ Color System which brought an exciting new dimension to the company's exclusive repertoire.

Woods Lithographics employed approximately 100 craftspeople, and listed as clients many of the America's most prestigious corporations and design firms. That clientele and the company's superior quality products led to many national awards, including top honors in the Gold Ink Awards, the PIA Premier Awards, the New York Art Directors Club, AR 100, SAPPI Printer of the Year competitions, the San Francisco Creative Alliance competition, and others. The plant had grown to house a great amount of technology, beautiful equipment and resources in about 50,000 feet of space. One of my fondest memories from this time is inviting my first mentor and teacher, Mr. Quay, to the plant and to watch him walk through and marvel at things he had never seen before.

We are a part of the greatest industry on Earth, the Printing Industry. It has been a joy to be a part of many young peoples lives and watch them become excited about our industry and all it has to offer. An even greater joy has been to see so many of those individuals invest in and contribute to others and to observe their development as skilled technicians and business owners/managers.

Valuing people and their growth is always at the core of success in business and business development. Usually a business failure can be traced to leaders taking their eye off of this basic fundamental. No matter how successful or visible a person or company becomes, it is always due to those who invested in the people in leadership, and how they have invested in the asset of the people in their care.

The greatest asset in my life today is the opportunity to observe and support the success of my mentored "kids" throughout the industry and other industries of their choosing. I am eternally grateful for the many talented individuals I have had the pleasure and privilege to coach and mentor. I have learned just as much or more from them as they may have learned from my storytelling and mentoring.

Currently, I am happily involved with executive coaching opportunities within and outside the printing industry, as well as with management of print-related projects on request. It is my intent to continue this activity as long as I can put

reasonably intelligent sentences together...and to enjoy the successes of those whom I have had the privilege and pleasure to coach and mentor.

Main Lesson Learned: Nothing is as important as the people around you. Hire character, teach and train excellence...enjoy the results!

ADVICE FROM FRANK WOODS

- Tirelessly preach the fact that our industry is the greatest industry on Earth and religiously demonstrate your commitment to its future.
- Never stop teaching – the more you teach, the more you learn.
- Teach by example – be willing to openly share your experiences – good and bad.
- Be a storyteller - share experiences from the past with those in the present, making them teaching illustrations.
- Be a willing mentor to all who will receive – be a reflection of mentors who invested in you.
- Be relentless in your efforts to bring young people into our industry.
- Hire character first – everything else can be taught.
- Allow people around you to make mistakes – then help them apply the learning experience from those occurrences to their future.
- Be slow to give up on people when they don't develop as fast as you think they should or let you down in some way – be forgiving – be encouraging – praise their good decisions.
- Don't be afraid to re-hire past employees – people do change, grow, and evolve.

- Be unique – develop a niche – offer something no one else can or will.
- Never compromise your commitment to quality.
- Learn from your customers – they often know things you haven't figured out.
- Make your vendors your partners – they are as valuable as your clients.
- Honor, invest in and listen to your employees – they will in turn invest in you.
- Never waver from what is right and honest – even if it's painful.

Frank Woods is the Founder and President of Woods Lithographics, Phoenix, Arizona. Frank and his wife, Barbara, started Woods Lithographics in 1978. Frank was personally responsible for the development and introduction of the proprietary UltraDot® Printing System. Frank has been active in PIA, GATF and NAPL, and served on the Board of NAPL as well as the Executive Committee of PIA/GATF. Frank has been the recipient of the following industry honors: Printing Impressions/RIT 1996 Hall of Fame; 1995 GATF/NAPL Sheetfed Executive of the Year; induction into the prestigious Walter E. Soderstrom Society; Arizona State University Printer of the Year; The International Association of Printing House Craftsmen Industry Person of the Year; Z. A. Prust Award, and induction into the Ben Franklin Honor Society. Through the years, Frank has demonstrated his civic responsibility through active involvement in community activities, charities, religious and professional organizations.

Ben Franklin Honor Society History

June Crespo

Director, Affiliate Relations

PRINTING United Alliance

The Ben Franklin Honor Society was created in November 2005 and encompasses The Ash Khan Society of Printing Industries of America (1950-2005), The Society of Fellows of the Graphic Arts Technical Foundation (1969-2005), and The Order of the Black Leaf (early 1970s – November 2011).

The Ben Franklin Honor Society (BFHS) recognizes and honors individuals who have made significant contributions to the advancement and the betterment of the printing and graphic communication industry through meritorious service (paid and unpaid). These individuals may come from Printing Industries of America (PIA), now merged with PRINTING United Alliance (PrUA), its affiliates, other industry associations, printers, and all other segments of the industry.

BFHS members are a reservoir of past and present industry knowledge. BFHS encourages its members to share their experience and knowledge with younger individuals in the industry through mentoring, speaking engagements, and/or other methods.

Ash Khan Society Scholarship

Established in 1999, this scholarship is presented to promising young students pursuing careers in graphic communications. Ash Khan Members endowed this scholarship with \$50,000 pledged over five years. Since then, through additional contributions and investment growth, the balance is more than \$58,500 as of December 31, 2018. The current recipient, Gabrielle Haring, is a freshman attending York College of Pennsylvania majoring in graphic design. (\$3,400 award).

Ben Franklin Society Scholarship

Established in 2006, this scholarship has reached the Senefelder endowed level. Through additional contributions and investment growth, as of December 31, 2018, the

balance is more than \$66,300. The current recipient is Daniil Gerasimov a junior attending Washington University – St. Louis majoring in communication design. (\$3,900 award).

Society of Fellows Scholarship

Established in 1986, this scholarship is awarded to promising young students pursuing careers in graphic communications. GATF President John A. Burgess started the fund with \$5,000 and the intent to grow it into an endowed scholarship. Through additional contributions and investment growth, it has reached the Senefelder level. As of December 31, 2018, the balance is more than \$59,500. Marielle Bender a senior attending Ferris State University majoring in graphic media management is the current recipient (\$3,300 award).

Order of the Black Leaf Society

Established in 2004, this scholarship is awarded to students studying graphic arts management and printing technologies. The scholarship was established with \$36,000. Through additional contributions and investment growth, as of December 31, 2018, the balance is more than \$48,000. The current recipient is Joshua Evans a freshman attending Millersville University of Pennsylvania majoring in inter active and graphic design. (\$2,800 award).