



# *Looking Ahead*

Paths to Success in Today's Printing Industry

PrintForum 2019

 Hemlock

# presentation agenda

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## **1. about Hemlock**

some stats, our story, roots of our success, challenges, future strategies

## **2. trends & opportunities**

adapting and succeeding in a changing industry

## **3. leadership & industry collaboration**

a call to action for current and future industry leaders





Hemlock's Burnaby Head Office & Main Production Facility

# Hemlock, by the numbers

50

years in business

225

staff

43

mm \$ sales in 2018

80%

offset



20%



digital

wide format

mailing

distribution

fulfillment

online

65%

Canada

35%

USA

1400

customers in 2018

3

facilities

1. offset & head office
2. digital / display
3. mailing / fulfillment

2

sales offices

1. Seattle
2. San Fransisco

250

active store fronts

35

customer integrations

18

BCIT, Ryerson, Cal Poly,  
SFU. Emily Carr hires in  
past 5 years

110,000 online orders in 12 months





# Hemlock, our story



Dick and John Kouwenhoven, 1981



# “the roots” of our success

...learning lessons from our past and a checklist for the future...

## spirit of entrepreneurship



- ☐ systems thinking (applied)
- ☐ organized manufacturing environment
- ☐ smart technology investments
- ☐ strong community (including leadership)
- ☐ quality-focussed culture
- ☐ strong sales ‘engine’
- ☐ strong customer & supplier relationships



*constant change,  
improvement,  
& renewal*



## some challenges (and how dealt with them)

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2008 recession



managing with an aging MIS system



heightened customer expectations



diversifying our offering



succession



effective strategic planning



developing online services (w2p)



integrating and developing support teams



# looking ahead, key strategies

## implement new MIS and IT tools



- Dynamic reporting
- Process analysis
- Workflow integration
- Collaboration tools

## staff recruitment & development



- “Next Gen” production staff
- Performance Management
- Onboarding Process

## customer support



- Enterprise team
- Combine prepress/planning
- Efficient communication

## sustainability



- Carbon neutral products
- Supplier partnerships
- Paper reporting
- Paper sourcing





## trends & opportunities

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**Be process  
& data obsessed**

**Add value and  
diversify**

**Make smart  
investments in  
technology**

**Establish your  
market position**

**Embed  
sustainability**

**Recruit  
& empower  
new hires**



# Leadership & Industry Collaboration

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**The time is ripe for entrepreneurship and innovation in our industry**

*Foster this throughout your organization*

**Craft a bold vision with your team and share it widely**

*Be obsessive about executing on that vision, don't let the day-to-day get in the way*

**Suppliers, go beyond your traditional product or service**

*Focus on ways you can help your customers be more efficient and productive*

**Collaborate, share and learn with industry peers**



*A connected and collaborative industry helps our industry stay healthy and vibrant for the long term.*



Thank you!

