



The ENDPAPER

Newsletter of the Library Binding Institute – MAY 2005

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TUCSON ROCKS: LBI 70th Anniversary Annual Meeting Coverage



View from JW Marriott Starr Pass Resort

From May 6 – 9, sixty-five LBI members and guests convened in the majestic Tucson mountains for four days of relaxation and renewal. Longtime friends connected, new friendships were formed, and there was much to celebrate and learn throughout the weekend.

The meeting began on Friday, May 6, with a welcome reception. On the stunning Meecha Lawn at the JW Marriott Starr Pass Resort, LBI members and guests greeted one another amidst the backdrop of the Sonoran desert sunset. It didn't take long for the festivities to begin as Werner Rebsman was presented with birthday cake and song, in recognition of his recent 70th birthday. After the reception, many gathered for dinner and post-dinner festivities. The outdoor living room

atmosphere of the JW Marriott Starr Pass Resort lent itself to socializing and was a favorite spot throughout the weekend.

Saturday morning, May 7, began bright and early with opening remarks from Jay Fairfield, LBI Vice-President, who welcomed everyone to the meeting. After discussing the decision to change LBI management and updating the group on the transition progress to date, he introduced new LBI executive director Debbie Nolan, remarking "Let's hope her batteries are rechargeable!!"

After a few words about her background, Nolan shared her desire to have a better understanding of LBI member individual and collective priorities. She was hopeful that one outcome of the meeting would be a shared vision of LBI's future. Nolan concluded with a quote by Susan Scott, author of *Fierce Conversations: Achieving Success at Work and in Life One Conversation At A Time*: "A compelling vision, including shared values, is not just an idea. It is rather a force in people's hearts, a force of impressive power. It may be inspired by an idea but once it goes further, if it is compelling enough to acquire the support of more than one person, then it is no longer an abstraction. It is palpable. People begin to see it as if it exists. Few, if any, forces in human affairs are as powerful as a shared vision."

Nolan then introduced the weekend's facilitator, Lisa Johnson, of Johnson Marketing Communications. Johnson expertly guided the weekend's discussion on markets and messages. Her extensive

background in marketing and communications proved to be an asset as she led the group in various discussions and interactive exercises, and got to know folks outside of the meeting room as well. Johnson revealed some of the certified library binder survey results which can be found starting on page 6. A full report will be sent to the LBI membership in June. If anyone would like a copy of Lisa's PowerPoint presentation, please contact Debbie Nolan at dnolan@lbibinders.org.

On Saturday morning, the group was also fortunate to have Fritz James, from LBS, lead a conversation on "Sales, Marketing, and Building Customer Relationships." James reiterated Johnson's earlier message about the importance of solving customer problems and incorporating customer satisfaction measures into your marketing plan. He also referred to the on-demand binding market opportunities and discussed ways that LBI members and LBI could further position themselves in this market.

Following Johnson and James, supplier presentations took place. These informative remarks gave folks the opportunity to learn more about new products and services. Table top exhibits, located in the meeting room, provided another opportunity for learning and updates.

A special 70th anniversary exhibit was on display throughout the meeting. Many thanks to Suzanne Wiersma for organizing the exhibit which featured historic photographs and documents reflecting LBI's first 70 years.

Saturday morning's session concluded just before noon, giving those with scheduled afternoon activities time to prepare.

Saturday evening, LBI members and guests were treated to a Mexican Fiesta sponsored by LBI member suppliers. Complete with Mariachi band and specialty margaritas, the fiesta featured traditional Mexican dishes with a contemporary flair. The Tucson



Group Session

Mountains served as the backdrop once again for this outdoor reception held on the JW Marriott Tash Lawn. Many thanks to LBI's fantastic suppliers for this wonderful event.

Sunday, May 8, began with the LBI board of directors meeting. President John Salistean arrived the night before following his son's graduation from the University of Nebraska. Highlights of the board meeting included approval of the FY2005 annual budget and election of Dave Robbins, Ecological Fibers, onto the board. Robbins replaces Bill Waldron and will serve the remainder of his term, 2005 – 2007.

The annual membership meeting, which followed the board of director's meeting, featured an update on the ANSI/NISO/LBI standard and a lively discussion on suggested revisions to the LBI Bylaws, as proposed by the Bylaws Committee, represented by Suzanne Wiersma. The absence of a quorum caused the issue to be tabled.

The following slate of officers and directors was presented by the Nominating Committee and the new LBI board of directors was approved by the membership.

Officers

President, Jay Fairfield, 2005 - 2007
Vice-President, Gerrit Dykhouse, 2005 - 2007
Treasurer, Mark Hancock, 2005 - 2007

Directors

Jack Tolbert, 2003 - 2006

Bruce Jacobsen, 2005 – 2006 (will serve remainder of Mark Hancock's term)

Jim Orr, 2005 - 2007

Dave Robbins, 2005 - 2007 (voted by the board to replace Bill Waldron)

Jim Heckman, 2005 – 2008

Mark Lovekamp, 2005 - 2008

Gib Davis then presented the Site Selection Committee report and recommended two hotels in Florida for the spring 2006 meeting. He presented the possibility of LBI returning to Whitefish, Montana in the fall of 2006.

Former LBI president Jack Fairfield concluded the morning session with his thoughtful comments on the "traveling whirlwind of change." Fairfield reminded everyone about the core value of LBI membership and that which brings everyone together.

Sunday afternoon offered more time for relaxation and renewal.



Mountain Bikers Prepare to Take Off

LBI would like to thank its supplier members for their generosity throughout the weekend, especially Fritz James, for providing the commemorative 70th anniversary 3-ring binders and Jack Bendror for the commemorative 70th anniversary LBI t-shirts. Thanks to Ryan York and Scott Harris, also, for organizing Saturday afternoon's golf outing.

Sunday evening offered an opportunity to further celebrate LBI's 70th anniversary and a chance to recognize outgoing LBI president John Salistean. After the group photo was taken on the ANIA terrace, a cocktail reception and dinner followed. John Salistean was recognized for his service as LBI president. Suzanne Wiersma then shared a stunning 70th anniversary presentation which featured a look at LBI presidents, executive directors, the work of LBI, and LBI conferences over the last 70 years. Wiersma remarked that, "70 Years is a long time and cause for celebration!". Suzanne was also recognized for contributing her time and energy to LBI.



Suzanne Wiersma and John Salistean

Monday morning began with remarks and a technical update from Werner Rebsamen. You can see Werner's remarks on turning 70, along with LBI, on page ten. Following Werner's technical update, Lisa Johnson led the group in a series of interactive discussions on LBI markets and messages. A summary of some of the meeting outcomes can be found starting on page four. The meeting ended on time at 11:00 am. Folks said their good-byes and many prepared to travel home that day.

LBI Markets and Messages Outcomes (From Monday, May 9, discussions.)

I. Agreed Upon LBI Strengths, Weaknesses, Opportunities, and Threats

Strengths

-
- Strengths
 - Traditional/70 years of history
 - Longstanding memberships/loyalty of members
 - Institutional memory
 - Recognized by ALA as authority on library binding
 - Strong Reserves
 - proven durability of member product
 - reputation
 - LBI meetings offer good communications opportunities between binders and suppliers. Associate members have a clearer understanding of binder needs and can develop solutions accordingly
-

Weaknesses

-
- Lack of new members/fewer new ideas
 - Limited opportunities for younger members to get involved
 - Institutional memory
 - Reserves
 - Pessimism
 - Internal conflict
 - Inability to move forward
 - Issues don't get resolved quickly
 - Perception that market is limited
 - Not addressing the on demand market
 - Unwillingness to share ideas among competition/members
 - Declining Membership
-

Opportunities

-
- Expanded membership opportunities
 - On-demand printing growth
 - Digitization/Technology
 - More books are being printed
 - School library market
-

Threats

-
- Shrinking library budgets
 - Technology reducing demand
 - Members are competitors
 - Market for membership is shrinking as binderies merge
 - Members are business owners who have limited time
-

II. Markets/Messages Identified

Primary Markets

A. Libraries

- academic (69%)
- public (12%)
- school

B. Printers

C. Publishers



Monday Morning Group Presentations

Attendees divided into four groups to discuss the following about each of the primary markets:

Product/Service Messages

Where/How They Are Reached
Collateral Materials
Budget Implications

Four Markets Identified: Public Libraries, Academic Libraries, Printers and Publishers

A. Public Libraries

Product/Service – 1. rebinding/paperback conversion; 2. rebinding/book buying of prebound titles

Messages – 1. collections maintenance, maximizing investment; 2. lengthen circulation life of book

Where/How to Reach – 1. direct sales, Public Library Association, print/electronic marketing; 2. Print/catalogs, the Internet

Collateral Materials – focus on educational content, advertising, Internet, print media

Budget – Advertising \$\$\$, Electronic \$

LBI's Role – To educate and remind.

B. Printers

Product/Service – Hard Cover Binding (case bound binders, ring binders, boxes)

Key Messages – “Nobody does it better.” “Binders offer a high quality, reliable, long experience, high technology product that no one else can for any size book, any material, any quantity, any turnaround time.” “You Print, We Bind.” “We are the ultra, short-run, custom binders with facilities all over the world.” “We are the custom binding experts”. “We do it better and faster.”

Target for Membership – “Join LBI. We can help you sell more machines.”

Where and How – BookTech Shows, QuickPrint magazines. Go to print companies that build the print engines (Xerox, Kodak, Kinko's, etc.). The message is “You Print, We Bind”.

Budget – Minimal with promotion on LBI web site, Internet, create useful PDF's

LBI's Role - Educate

C. Publishers

Product/Service – Edition binding, short run, high quality materials, special handwork materials

Key Messages – High quality, short run, fast turnaround

Where To Reach – Trade associations/conferences like AAP, AEP, BEA, Book Tech; trade publications, at their offices

How to Reach – Advertising, Direct Mail, Web Site, Survey

Collateral Materials – brochures, press releases to trade publications, ad slicks, media kits, contributing articles to trade publications, web site

Budget Implications – press releases, articles, \$; media kit, ads \$\$\$; trade shows \$\$\$; brochures \$\$; direct mail \$\$

D. College and University Libraries

Product/Service – Rebinding, Prebinding, Conservation Services

Key Messages – Quality, cost savings, service

Where to Reach – ACRL, RLG, GWLA, Individual libraries

How to Reach – Sales, Internet

Collateral Materials – E. brochures; journals

Budget Implications – E. brochure \$

III. LBI Web Site Discussion

Everyone agreed LBI's web site should be a resource for members and nonmembers.

For members the web site should contain meeting information, membership information, password protected documents and a publications archives for *The New Library Scene* and the *Endpaper*.

Nonmembers should find LBI site if they are looking for information on library binding, on demand binding, hardcover binding, conservation, preservation, prebinding/rebinding

Suggestion: Do not spell out LBI on home page. Establish links for each target audience. Provide PDF's with educational material.

Searchable Member Listing – Alpha vs. geography, index by alphabet rather than listing other ways; should contain product and service descriptions as well as member links

IV. Discussion on *The New Library Scene*

- recommendation that every CLB is listed in every issue with categories and symbols of services provided
- one article promoting library binding each month
- there is a challenge getting articles written
- suggestion that associate members be called on to contribute articles
- info on testing – what is being done
- how to bind, what to bind
- promote library conferences, have post conference write-ups
- advertising
- push out to the whole audience of libraries
- electronically – send as a PDF
- consider reformat and name change to reach more audiences. Possible new names "The New Hardcover Binder's Scene", "The New Binder's Scene", "BookBinding Today", "Bookbinding for the Future".



Tucson Group Photo

Certified Library Binder Survey Highlights

(The complete survey report will be sent to all members via email in June.)

Which of the following best describes how your organization currently handles the marketing function?

- Marketing is the responsibility of the sales manager or sales force (37.5%)
- It is a defined part of someone's role (18.8%)
- The CEO handles marketing (18.8%)
- We have a dedicated marketing professional (12.5%)
- We don't have a specific marketing function (6.2%)
- Marketing is a team effort (6.2%)

Do you have a Mission Statement

- Yes – 26.7%
- No – 73.3%

How does your organization measure success?

- Profit/Bottom Line/ROI (9)
- Customer Satisfaction (7)
- Employee Satisfaction/Retention (4)
- Market Share (2)
- Delivering a high quality product (2)
- Low error rate
- Profit after investing in equipment

What percent of your organization's business came from library binding:

- Last year – 62.07%
- Five years ago – 72.79%
- Ten years ago – 82.36%

■Traditional Library Binding is expected to make up an average of 39.13% of LBI members' business five years from now.

Which do you see as LBI's role:

- Ensure that the standards for certified library binders are met (73.3%)
- Provide marketing support to LBI members (73.3%)
- Develop/distribute collateral materials to promote library binding services (60%)
- Serve as a resource to the clients of LBI member organizations (40%)
- Develop/distribute collateral materials to promote other services offered by LBI members (33.3%)
- Promote use of the standards in the industry. Provide industry testing for white papers on library binding
- Excellent membership meetings twice per year
- I think that the role of LBI is outdated
- LBI's executive director needs to rebrand our trade association so that it is seen as an association of ultra-short run binders using high-technology and years of experience to produce beautiful books to customer specifications

If LBI could do just one thing to add value to your membership, what would it be?:

- Exposure and identity within the Canadian Library Market
- Lower dues
- Provide industry testing for developing white papers on library binding and our products
- Provide marketing support
- Effectively promote the value of library binding
- Hold meetings

- Promote the LBI standard to school librarians
- Increase membership-add more binders
- Help binders see themselves as part of a dynamic industry with huge growth potential; a commitment to earn honest profits on every job, a commitment to pay competitive wages to all staff, and a commitment to behave strategically for the benefit of the long run rewards of their shareholders.



Gerrit Dykhouse, Deb Nolan, and Ted Greene

Knowing and Doing

By Debra Mills Nolan, CAE

In their book, *The Knowing-Doing Gap: How Smart Companies Turn Knowledge Into Action*, authors Jeffrey Pfeffer and Robert I. Sutton set out to explore what they call the "knowing-doing problem – the challenge of turning knowledge about how to enhance organizational performance into actions consistent with that knowledge." After exploring the dynamics of organizations that effectively move from strategic planning to implementation, the authors identify eight guidelines for action which include:

1. Why Before How: Philosophy is Important
Be clear about why the action is taking place and why it is important.

2. Knowing Comes from Doing and Teaching Others How. Success breeds success.
3. Action Counts More than Elegant Plans or Procedures. Don't mistake planning for doing.
4. There Is No Doing Without Mistakes. Don't be afraid to take risks.
5. Fear Fosters Knowing-Doing Gaps Don't let fear stall forward motion.
6. Beware of False Analogies: Fight the Competition and Not Each Other. Know when you are on the same side.
7. Measure What Matters and What Can Help. Turn Knowledge Into Action. Evaluate your successes and build on them.
8. What Leaders Do, How They Spend Their Time, and How They Allocate Resources Matters. Make every second count.

I am pleased with the results of our time together in Tucson. It was a tremendous opportunity for me to learn more about your priorities and it gave members a chance to discuss the challenges and opportunities facing library binders and LBI. Many thanks to everyone for your participation and for the healthy exchange of heartfelt ideas. I am looking forward to working with you on transforming the ideas of the weekend into a decided plan of action. Onward and upward!



Werner Rebsamen Presents to the Group

Technical Director's Report

By Werner Rebsamen

Looking into the Future

It has been 30 years since I attended the very first LBI meeting in New Orleans. During that meeting my task was to discuss with the audience an ideal plant layout and subsequent workflow patterns. To prepare for such a task, the LBI executive director, Dudley A. Weiss, arranged a visit to a relatively new library bindery that wanted to expand. As I had considerable experiences in this regard, the presentation went well. At the same meeting, Jack Bendror introduced us to a new generation of hot stamping with the slogan "Get out the Lead" which was the start of a new generation of library binding equipment and systems.

How times have changed! Although the main thrust of the May meeting in Tucson was marketing and how we connect with all the new business that is out there, I had a chance to cover some technology items, which will impact library binding in the near future. The reason for the intense marketing discussions was the fact that very few of those who publish and distribute books seem to know who we are and what we are capable of doing.

In the past, there were repeated suggestions that LBI should change its name to On-Demand Binders and many others. This topic required an in-depth discussion which found its highlights on Monday morning. Personally, I left Tucson very satisfied. Lisa Johnson of Johnson Marketing Communications did an excellent job of facilitating the discussions. From various groups, which included major library binding establishments, Johnson managed to extract the group's needs and requirements to prepare for a successful future. As we have so many different talents and library binding itself is declining, this was no easy task at all. But I believe we found the key – it will be a cleverly designed LBI web site! We intend to maintain our prestigious LBI logo and give potential customers a menu to

choose from: Library binding / Pre-binding / On-Demand Hardcover binding / Re-casing etc.. The promotion and letterhead could read "**LBI –a most versatile group of hard cover binders.**" It is important that we stress our services as hard cover binders, from one to several hundred. Nobody has the equipment we have invested millions of dollars in, nobody has the skills, the know how as we library binders. Our reputation for high quality work is like no other. We are capable of producing certified library bindings and virtually anything else that has to do with hard cover bindings. Finally, we seem to have developed an idea for a successful marketing tool. Thanks Lisa!

RFID tags and ALA

In past issues of this publication we have discussed new and upcoming technology issues. One such issue we will have to cope with in the future will be Radio Frequency Identification tags inserted into hardcover bindings. For the Tucson meeting, I managed to acquire some actual examples of RFID tags inserted into the cover boards. They are called "Smart Guard" which is a patented process developed by BindTech of Nashville.

What is so different from the magnetic strips we insert into the present bindings? An RFID tag is capable of remotely storing and retrieving data. This is very different from bar codes which must be scanned into a device. Soon you will experience such technology at Walmart and other retailers, but it is also an excellent tool for publishers, libraries and others. You can remotely track a book from a warehouse to a store buyer. For the time being, RFID tags must be programmed and furnished by suppliers in quantities, with all of them having the same code or identification. This of course is not suitable for library binders who must deal with individual books.

What are the disadvantages? Price is one. As of now, it would add at least 50 cents to each book. But the industry is working on economical solutions. We should take a "wait and see" approach and look what

the airline industry is doing. They want RFID tags instead of bar-code luggage tags. The price has to come down to approx. 5 cents. How? By printing circuit tags, some are already down to 10 cents. What about individual tags?

Well, remember when they introduced CDs? They told us we cannot program them for our individual needs! For sure, RFID's will change as well. RFID tags imbedded into cover boards is a patented process. It is done on a case making machine. "Smart Guard" RFID technology is the property of BindTech, Inc. in Nashville.

ALA is very much interested in this technology and they are already talking to BindTech who will also participate in the upcoming Chicago ALA event. Look up www.BindTechInc.com or call Dennis E. DeHainaut, V.P. Sales, 615-834-0404.

New generation of PUR

Another topic briefly covered during the Tucson meeting was PUR. This new adhesive holds on to virtually anything, offers great flexibility, and lay-flat qualities, has the ability to withstand temperature extremes and best of all, has one of the best aging characteristics, approximately 500 years.

Why are we not using it in library binding? A polyurethane reactive PUR adhesive is toxic and difficult to handle. It is an expensive adhesive, approximately \$4.50 a pound. You cannot leave it in the glue pot and re-heat it. Most have only a 3-hour pot life, thereafter you have to discard the rest. MDI isocyanate fumes require certain precautions, safety clothing, masks when handling glue pots etc. A closed PUR system still runs a minimum of approximately \$100,000. There is good news on the horizon. In a German Bookbinding trade magazine, I read an interview with Henkel Adhesive. They have developed a new **Micro Emission PUR** which emits only 1/10th of the dangerous toxic fumes as the present PUR's. In addition, in combination with a UV light, PUR cures in a mere 3 minutes. We hope

that one day, one of our machinery suppliers will build a single clamp adhesive binder capable of using PUR. This must be a precision machine with spine preparation as a thin, controlled application is most critical. We will keep you posted.

(Following are Werner Rebsamen's introductory remarks from his May 9 presentation in Tucson.)

Werner Rebsamen and LBI's 70th Birthday

The other day, a young person asked me how I felt about being "old." I was taken back a bit, as I do not think of myself as old.

Upon seeing my reaction, that person was immediately embarrassed, but I explained that it was an interesting question, and I would explain to her why.

Old age is a gift. I'm now, probably for the first time in my life, the person I always wanted to be. Oh, not my body, that is not what it used to be – yet I would never trade my amazing friends, my wonderful life for less gray hair or a flatter belly.

As I have aged, I've become kinder to myself, and less critical. Unfortunately, I have also seen too many friends leave this world too soon, that is well before they understood the great freedom that comes with aging.

I love my retirement and being older. Whose business is it if I read into the night and sleep longer in the morning. I can dance to the tunes of the 50's, walk the beaches, dive into the waves and yet still, I'm able and enjoy to glance at some bikinis, knowing they too will get old!

I'm so blessed to have lived long enough to have my hair turn gray and to have my youthful laughs etched forever deep into the grooves of my face. So many have never laughed and so many have died before their hair could turn silver.

As you get older, it is easier to be positive. You care less about what other people think. I don't question myself anymore. And I have earned the right to be sometimes wrong.

Finally, I like being old. It has set me free! I like the person I have become. I know I'm not going to live forever, but while I'm still here, I will not waste time lamenting what could have been, or worrying about what will be. I still remember our religious teacher's advice: "Live in such a way – that you can die anytime!" Yes, so far, I had a full life and best of all, the most full-filled times are still to come.

LBI was born in 1935 as well. It went through periods of adjustments, as did my life. Wish you could see some of the very first Library binding specifications Frank Barnard and Laurence Siebert drafted in the 1920's and 1930's. The next *New Library Scene* will feature a major article on that subject. I joined LBI in the fall of 1975. Looking back, there are so many fond memories, I could fill an entire hour. There were emotional sessions as well, when we argued what is acceptable and what is not. All of that is behind us. I'm proud how LBI did grow up, did get older and like me, has become less critical of itself. Best of all, the members of LBI now are able to look forward to a good future. The very positive endeavors since the beginning of this year are very encouraging.

Being 70 seems to be a new start. Congratulations, now I cannot wait to celebrate our 75th down the road.

A Message from Jack Bendror, Mekatronics, Inc.



Fruiting Prickly Pear Cactus

As you can see, cacti are beautiful plants, especially when in bloom but they are not beautiful to fall on. The Hebrew name for the prickly pear cactus is "Sabra" which is also the name of anyone born in Israel.

Thanks to all of you for showing concern about my well being. I am glad to have you all as friends first, and business colleagues second. (Jack had a bit of a tumble while mountain bike riding in Tucson. Jack, we hope that you are healing at a steady pace. Please keep us posted on your progress.)

Something to Think About...

"Transformational leaders must have a vision of how their organization will proceed through the period of change. If you are at the top, you must help people see the combination of initiatives that can create, focus, and harmonize the energy they collectively need to take charge of change. Creating energy is straightforward; anything that unfreezes people creates energy." – Douglas K. Smith, *Taking Charge of Change: Ten Principles for Managing People and Performance*.
