

Lessons learned from the 2015 Cross Canada Road Show

From U2 to Rock Star

U₂ to Rock Star: Lessons learned from the 2015 Cross Canada Road Show on how to elevate the sign industry from ubiquitous and unknown to rock star status.

On May 28 to June 25, Sign Association of Canada members came together to discuss where the sign industry is today, examine the industry's strengths and weaknesses and to have a forward-thinking conversation regarding steps that need to be taken to ensure a healthy continuity of the sign industry.

Arguably, the sign industry is experiencing an identity crisis. Today's sign manufacturing has evolved beyond traditional electric and non – electric signs. Advancements in sign making technologies have blurred traditional sign industry boundaries. The sign making spectrum is very wide; a sign shop could be doing many things, from making electronic message centres, channel letters, backlit fascia or pylon signs, or neon signs and/or focusing solely on printing – traditional or digital.

Here are some common themes from our lively discussions across Canada. A special thank you to our fearless speakers: Perry Brooks, Advantage Signs (in all 7 regions); Justin Boudreau, Mattatall Signs (in 5 regions); Bill Kovacevic, Pattison Sign Group (2 regions); Pierre Carreau, Allanson (AQIE); Roger Sonntag, Integrity Signs (ASA); Jeff Stasiuk, EM Plastic & Electric (BCSA), Graham Wyndham-West, Wyndham-West & Associates Inc. (OSA) and Laila Haus, Phoenix Group Advertising (SSA). We have also included comments from some of our audience members who participated in the conversation.



**Rock
Star**

STRENGTHS & WEAKNESSES

INDUSTRY STRENGTHS:

Bill Kovacevic: "Greater professionalism. Technology has a lot to do with it. Sign shops are no longer bric-a-brac. They pay attention to detail, they are increasingly more equipped and are keeping up with ideas. In the last twenty years, I have definitely noticed greater professionalism."

Graham Wyndham-West: "What I see, and have seen since the early eighties, is the willingness to adopt new technologies, which has been a great strength of the industry."

Perry Brooks: "Signage is always going to be out there. What changes is the type of signage that we do. Currently, our industry is becoming more technology based, which gives us an opportunity to grow in that direction. As far as we can see, signage will be always a major part of commerce."

THREATS/WEAKNESSES:

Graham: "Barriers to entry are not high. It is relatively easy to go out there and buy a big printer and now you are a sign shop...in theory! In reality though, there is a lot more to being a sign maker than buying a printer. Part of the challenge our industry is confronted with is that **a lot of the sign makers that are out there are not particularly good at what they are doing.** Despite the level of professionalism out there, there are companies that are giving us a bad rap."

Bill: "The lack of design competence. Because of the rapid rise of technology there is a disconnect between creativity, product knowledge

and the product that is actually produced. Why? Because of expediency. Today, the need to have a good designer on staff is not seen as important. And a lot of that has to do with signs being put together using components coming off the shelf.

We see some egregious flaws in design. For instance, like using the wrong kind of lighting in channel letters. A sign maker should know what lights and components should go into the signs.

Oftentimes the fundamentals for sign design are skirted over. We seem to build these

signs based on precedent and we seem to patch and paste.

There is a disconnect between creativity and the actual sign production. Designers come up with the sign design and leave the production to the sign builders - thinking "let them figure it out."

When discussing the future of any industry, it is important to address its strengths and weaknesses. What are the sign industry's strengths and weaknesses?

TALENT

The need to attract new talent is an issue for many industries. How is the sign industry doing in this respect?

Justin Boudreau: “Here is what I see happening in Atlantic Canada. When I went to update our group benefit policy this year, my advisor said, your workforce is old, that’s why your rates are going up. We are all aware that age comes with years of experience. However, 10 to 15 years from now, half of your talent (with all those years of experience) will be walking out the door. Where did these people learn their trade? They learned it from the school of hard knocks; they learned it from the people that are going to be retiring. This is something we need to start focusing on from a longevity stand point. We need to start utilizing the knowledge that is currently available with the understanding that it will be walking out the door, be it voluntarily or involuntarily, in the next 10 to 15 years.”



I get what you are saying about the importance of investing in talent. However, there is this fear in our industry around the risk of spending time and money on investing in talent. This is especially true if you are a small sign shop – what if you invest all the time and money into an employee and they walk out the door?

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Laila Haus: If you keep asking yourself, “Why should I invest in educating my employees and developing the talent if they will eventually leave?”, then you should also consider the following question “What if you do not invest in educating and training your employees and they never leave?”

Perry: “Everyone in the sign industry, at the very least within the Sign Association of Canada, needs to realize the importance of investing in talent and do that within our own sign shops. Certainly there have to be **early adopters** with this concept. It may cost the employer in the beginning stages but in the end everyone will reap the benefits. This happened when we all had to do WHIMS training. We had to train our employees and in time, we got employees who already had the training.

Bill agreed on the importance of investing in talent, whether in-house or talent coming just out of school: “**We need the think-out-of-the-box candidates that will question how you put the sign together. And that talent development will determine whether the company moves forward, stagnates or becomes another “Me-Too” organization.**”





We've talked about the importance of investing in the talent. On the flip side, how do you retain employees, especially in the hard-to-retain position like the sign installer?

Perry: "We like to complain about our installers, but guess what, things do happen on the job. They are working in challenging environments. Your receptionist is not going to drop a drill on the hood of your truck or dent a crane because they are not out in the field. We tell them to lift heavy things really high and not to drop them and we ask them to work in all kinds of different elements. My challenge to you is how well do you treat the very position that we have such a hard time filling?"

For instance, when you have a pizza day at your shop, where are the installers? They are like the forgotten people, yet they are the ones we are so desperate and anxious to get. **There needs to be a fundamental change in how we look at that group.** And we all know the value of that position.

When you get a really good installer, the profitability of that job goes up. And on the flip side, if you have a bad installer, the profitability goes down.

So if you are having a pizza day, you need to bring breakfast to your installers. You need to be more understanding. And if things break, that is part of the job. The guys working with vinyl don't have that issue. Nor do the people in the back in the manufacturing department. We need to be cognisant that if we are trying to attract installers, let's make it an attractive position. But if we sit there and grumble about this group of people – think about it, would you like to work here, would you like to have that job?"

On the topic of developing talent, what are your thoughts on developing an apprenticeship or trade program for sign installers?



Perry: We talked to the apprenticeship board asking them what it would take to make a sign installer an apprentice. They replied that we don't even have a tenth of the number of people we need. We know this because when you think about how many sign installers you know versus how many electricians or carpenters - you can see the difference. We need to get past that. We know this is not going to become a trade today. But we can look at what other industries have done. Let's look at the scaffolding industry – and I am only speaking from an Alberta perspective here. At first they were just labourers but eventually they became a trade. It slowly grew.

COMPETITIVE ADVANTAGE

We are completely switching topics now but one of the concerns I have heard in relation to the cheapening of printing technologies is that it has lowered the barrier to entry. All of a sudden, there are a lot of businesses out there calling themselves “sign shops.” How can sign businesses deal with this new reality and stay competitive?

Perry: “We need to be more educated. We should be the experts of the industry. Let’s use digital printing as an example. Today, the lower price of the digital printer has allowed many more entrants to the sign industry. Often when you go to these shops, they will have one roll of paper and one roll of vinyl. Then the primary question a customer is asked is whether whatever they want printed needs to stick or not? If it needs to stick, they print it on vinyl, if it doesn’t need to stick, they print it on paper. **As the sign industry, we need to be better than that. The question posed to the customer should be more than whether they want something to stick. We need to find out what’s it going on, how long it needs to last, what kind of laminate it has.** We cannot be that type of company that has only one roll of vinyl and one type of laminate. **We have to be experts on the subject. So that when people come to us, they realize there is more to it than just running something through a printer. We need to be known for the fact that we know to use the right product for the job and this is what will set us apart.”**

Denis Barbeau, President of AQIE: “You have to educate your clients too. At our shop we put together a sheet that goes out with a quote. In it we explain that every sign shop needs to have a license (editor’s note: in the province of Quebec, every sign company needs a RBQ license) and which licenses it needs to have. Clients need to know also what their responsibilities are. As an industry, we need to do that a lot...and I mean A LOT. If we do it all the time, things will change.”

In addition to educating yourself and becoming known as the expert in your field, sign businesses also need to work on defining their market niche. Roger Sonntag: “Sign companies need to identify a few areas that they do best, that are their distinctive advantage and focus on that.”

On the topic of identifying your niche, Jim Collins’ book *Good To Great* was consistently referenced. **Perry Brooks:** “In his book titled *Good to Great*, Jim Collins talks about the hedgehog concept. It talks about how the hedgehog knows how to do one thing better than anyone else. It knows how to roll up in a ball. So, when the fox tries to attack him from the back, front, top it is not successful. Whenever the fox tries to attack, the hedgehog rolls up in a ball and always survives. So when it comes to business, Jim Collins asks you to identify your hedgehog concept: **What do you do better than anyone else?** That’s a tough thing to figure out. Is it price, speed, the type of sign that you make, the market you service? Maybe you become an expert at servicing schools or hospitals. Or maybe it is a geographical area? It takes time to figure that out. **Once you figure out your hedgehog concept, focus on it because that’s where you are going to get your greatest growth.”**

To be competitive, does it matter whether you are big or small?

Perry: “It doesn’t matter what kind of company you are, whether you are big or small. Let’s say you are a great big company. Your competitive advantage could be that you have a top designer, you have a design team, you have installation managers, a dedicated project manager. That could be your competitive advantage. If you are a small company and there are only three of you – well, maybe that is your competitive advantage; we are small company, you’ve got my cell number, you can phone me on Sunday and I’ll always answer my phone. **It doesn’t matter what your competitive advantage is, you just have to make sure that you live it, believe it and that it is 100% true.**”

Justin: “Once you have identified your core competencies, your hedgehog concept – let’s say that’s channel letters – make sure that you **let your clients know that.**”

Graham “**I think that for competitive advantage, probably the most important thing is to understand your customers and what they need.** If you unfortunately sell to customers who are only dealing with price, I think you have a terribly difficult battle to fight and I am not sure I want to be in that business if it is all predicated on price. You have to be adding value to your customer. Being the cheapest becomes very, very complicated when you start getting into how you produce things and process becomes terribly important because that controls how much profit you can make. In my mind, competing on price is a battle that you can never, ever win.

Another important factor to consider in keeping you competitive is to focus on process. I found that out the hard way after I sold ND Graphics and started consulting. I bought one of the clients I was consulting with – a screen printing and digital imaging company. In the first six months we doubled sales but we still lost money. And we lost money because we didn’t manage process

well. **Process is terribly important in a jobbing environment, when you are producing to order. You have to manage the process for each job and each job might be slightly different.**

The lesson I learned is that **you have to be price competitive, but you don’t have to be the cheapest.** You have to provide quality – the best quality you can do. So, in my case, when you are printing a product, the colour control issues become very important. Also, you don’t want to deal with customers who want artwork done for free. We had cases where a customer would come up wanting a 35 foot banner and expecting the artwork done for free because some of the other competitors did it for free for them. Well, I say, shame on the industry when you don’t charge a customer for producing artwork. **This is where I see a big problem that we all face – we are not prepared to sell our services to the customer properly.** And you try to get competitive advantage over another competitor... eventually the customer will come to expect it. “

Perry: “Speaking of being price competitive and being able to compete against other (especially bigger) sign companies, here is an interesting lesson we can draw analogies from: A decade ago, when a mega chain store moved into the city, a lot of small hardware stores became afraid as they did not know how to compete with the multi-national who, for example, was carrying light bulbs at a much cheaper price. For example, while the hardware store carried light bulbs for 75 cents, the big hardware store carried the light bulbs for 50 cents. How do you compete with that?

Well, here is how you compete. You compete on quality and not on price. Do not carry the same light bulbs that the mega store carries. Find a light bulb that the mega store does not carry, research why it is better and educate your customer. You cannot compete head to head with these mega chains on price, but you can compete on quality and great customer service.”

OUTSOURCING

One way to be competitive when you are small is to outsource your jobs that are beyond your capacity. But, outsourcing can be tricky. What are your thoughts on this?

Roger: “If you are operating at capacity but still have clients that you need to service, outsourcing is a very real and a very good option as long as you have a good working relationship with an outsourcing partner. A couple of the pitfalls you need to consider are: giving up margin, definition of quality and timeline.

If you outsource you will be giving up a bit of a margin. Everybody is going to need their piece of the pie as they move along. **The other consideration,** and perhaps the more important one when outsourcing, **is that you are dependent on somebody else's definition of quality and you are going to be dependent on their timeline.** Their definition of quality could be different from yours – if it's better, then that's not so bad; but that's usually not the case. And the timing - we've all had clients that say that I forgot about the sign and I need it a week from Monday and it needs to be channel letters on a pylon. Your channel letter bender is either not automatic or going fishing for a week. You need to outsource it. They can either promise it three weeks from now or worse, promise it by a certain time but miss the deadline.”

Perry: “I built my company by outsourcing. **The trick with outsourcing is that you pick your partners carefully and make sure you are on the same page with respect to details, so that when problems arise, there is no grey area.** When you are looking to partner with potential competitors, you need to discuss what that will look like. For example, what if I bring you a request for a quote and you discover it's one of your good customers?

Let's have that conversation now. What do we do then? Or what happens if I get you to do channel letters and the next thing you know you get a call from that company too and they want you to do some other type of signage. You have to have the conversation beforehand because that is what solves problems down the road. It will take time to find good partners, so take your time.”

“Another important element to note with outsourcing is that **when you sub things out, especially when it is in bigger quantities and/or when you get someone to build and install something, your role changes. Instead of sales, manufacturer, quality control and installation, now your role is job manager.** So it doesn't mean that you just send them a PO and make sure it gets done, now you have to control that job. And you have to follow up with them and make sure that things are done right...otherwise “they are going to break your heart.”

Justin:

“Outsourcing is a really easy way of going from 0 to 60, if you want to get into the game really fast. But it can come back to bite you. Pick your partners carefully.”



BUSINESS PLAN

We've discussed competitive advantage and outsourcing – both very important topics. But, did we get ahead of ourselves? Should we discuss having a business plan and the elements that need to be considered when putting one together?

Justin: “Make sure your business plan is malleable, something that can constantly change. Everything changes in our industry. For instance, just look at the US dollar and compare where we were a year and a half ago to where we are today. Every supplier pretty much is highly pegged to that US dollar. So, as a result, a lot of the inputs we deal with today are at a very different cost than they were a year ago. When the US dollar goes up, it changes your cost structure, and it makes you have difficult conversations with your clients – because no one likes to pass along costs but it is the reality of doing business. You either take it out of your margin or you pass it along to your client. **Make sure you are ready to adjust when you get hit with a curve ball because they are going to come and they are going to come often.**”

Roger: “Yes, having a business plan that is dynamic is important but **more importantly, take a step back and make sure that your company has a business plan period.** There are many companies that just go from year to year, that don't have any plan at all.

I recently read an article about people who had retired. There were about 3% of them who retired very, very wealthy; another 10 percent who retired comfortably; and, another 60% who were the “wishers.” The bottom 27% were financially dependent either on the government or other financial support for their retirement. The fundamental difference in the thought process of these different segments was that the top 3% had an actual business plan with written goals and they measured and marked their progress by these

goals. The next 10% knew what their goals were but they hadn't actually crystallized them and written them down. The 60% group didn't necessarily have goals; they just said “I want a house, a car, and a cottage at some time.” And the bottom 27% was living from paycheck to paycheck, never thinking about their future.

The lesson here is that as important as it is to have a dynamic plan, it is equally important to have a plan - period. And make sure you try to measure yourself against that plan.”

Perry: “One of the rules about business plans is that you have to have a grand plan but with a fuzzy end, because things change. The closer in you are the more solid they are. Most of the business plan books talk about 90 days. Usually people are good for 90 days but then they lose interest. So every 90 days you need to check on your business plan and measure how you are doing against it.”

REGULATION

Let's switch gears again. We've discussed talent and business strategy. Another important aspect of the sign industry is regulation. Every time you build a sign, you need a permit. We've all heard discontent from the industry about the permitting processes. What's your take on this?

Perry: "While we might not like regulation, since getting a permit can be one of the biggest challenges we have, governance helps to raise the level of the playing field. Every time something is regulated, it helps to legitimize what's taking place. It's always a balancing act. We don't want overregulation but we must bear in mind that the industry is going to grow."

Denis: "In Quebec, you need to be a licensed contractor. You need a CSA or a UL license. You also have to make complaints to the authorities. We've told our members that instead of complaining by themselves, they should go through AQIE. This way we can channel all of our complaints together. **This is the advantage of being part of an association. If you do it by yourself, one at a time, no one will follow up on that. If you go through the association, they advocate on your behalf.**"

Justin: "I think Denis is right. Quebec is further along than a lot of jurisdictions. They are doing it right in that they are channeling their voice through a central point. **So the bottom line is, when you do make your noise, make sure it is effective noise and it's going to the right channels and the right people**"

SOCIAL MEDIA

In some industries, social media has become an integral part of marketing. Justin, Mattatall Signs is very active on social media. Why have you chosen to implement it as part of your business strategy?

Justin: "We all create visually very appealing products; that is the nature of our industry. Take pictures of the signs you produce and put it up on a free Twitter account. You'd be surprised how many of your clients have Twitter accounts. Tag your clients in the photos you post. They love this stuff! It is publicity for them. As a bonus, this also attracts young talent. Social media is how they communicate now with each other. It's simple, effective."



LEADERSHIP LESSONS

Finally, what would be your top business / leadership advice for sign businesses?

Graham: “A business lesson I learned is about the importance of **timely, accurate financial information** about your business. You need it in order to manage your cash flow. If you don't manage your cash flow, you could be making a lot of profit selling an awful lot but unable to pay your bills because your customers are not paying you for example. My tip is: **make sure your financial information is comprehensive, timely** (e.g. you close month-end financials approximately six working days after the month end - not a month later because by that time it's pure history and you can't do anything about it) **and apply it right through.** “

In the manufacturing context you want to ensure that your estimates are costed. If you don't cost your estimates, you don't know if it is accurate. If you say it's going to take you two hours to do a job but it actually takes you three, you have to capture that information. This will help you understand that you are not allowing enough time for this job, or you've got some really terrible workers out there or you are screwing up somewhere. This has helped me many, many times in running my businesses.”

Perry: “**You have to work in your business and on your business.** Become good at business as well as become good at being a sign manufacturer. Malcolm Gladwell talks about the importance of working 10,000 hours on something after which you will become an expert. That's about 5 years. How much time do you work on your business? One way is to read books, come to events like this and talk to people who have experience.”

Bill: “**Plan before you actually get to the final product.** I see a lot of similarities between the movie industry and the sign industry. Individuals I

really respect from the movie industry are John Houston, James Cameron, Steven Spielberg. They have something in common with a lot of the good designers that I know: **you sketch out, you plan, you take a pencil, you destroy, you doodle, you plan before you actually get to the final product.** Steven Spielberg actually sketched out scenes. For example, the famous scenes from the Raiders of the Lost Arc where the ball is rolling after Harrison Ford, Spielberg had it all sketched out and he gave it to his staff to recreate. The same thing applies in signs; before I come up with anything, I sketch my ideas out. **We need to ensure that we have considered all of the elements to our satisfaction before we start producing.** We want to make our customers happy, so we need to ensure that we have fully mastered all of the components we are going to recommend – that is the essence of designing.”

Justin: “**Consider your cash conversion cycle.** We are in a business where the cash conversion cycle is very long. We put out the funds to purchase our inputs, go through a long fabrication process and all of a sudden, like us in the Atlantic, the winter hits and we cannot install the signs. Don't become a company that finances your clients' payables for a certain period of time. If it comes to the point where you are hung up, make sure you do a progress bill, and don't take on a line of credit that is too big for you because that allows you to become lazy.

We need to make sure we are cognisant of the fact that we have a long cash conversion cycle. **Make sure you are collecting, and don't be afraid to issue progress bills.** Our clients are used to being asked for 50% deposit up front.

They need to be told that “we can’t install this for the next six months, we have to bill you for the fabrication at this point”.

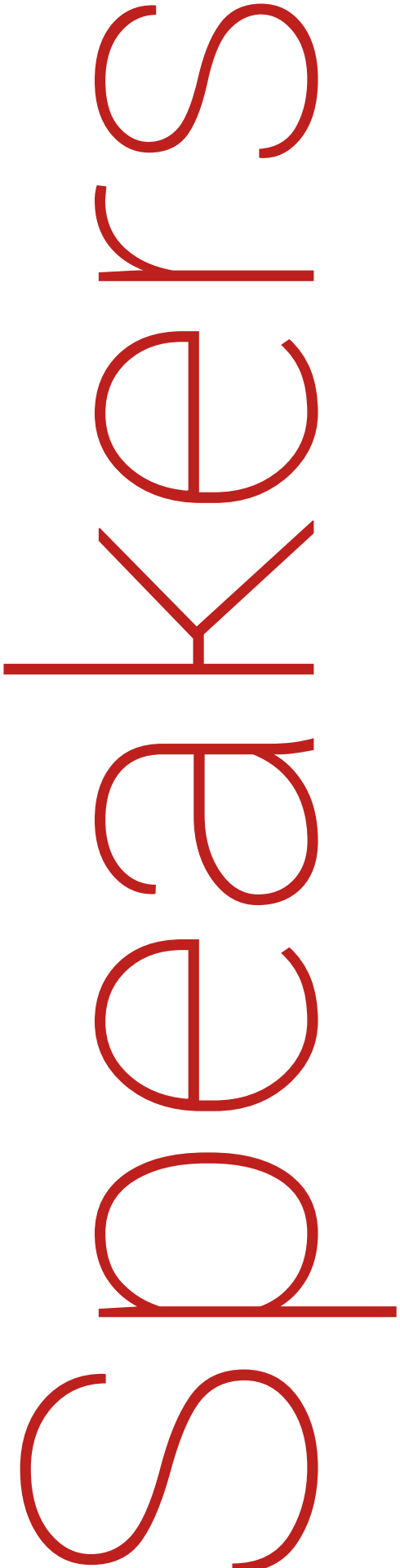
Roger: “Maintain great client relationships. I didn’t grow up in the sign industry, I came in later on in life. I walked in thinking “well I’m well educated, I have a degree, I should be able to pick this up in six months, learn the industry and kick ass.” Well, I learned a thing or two about being humble and I also learned a thing or two about business ethics they don’t teach at business school. One thing that is very important is about the **relationships you build with your existing clients. It is a lot easier to keep existing clients than to find new ones.**

Perry: “Charge properly and service the heck out of people. Figure out how much time you are putting into the project and the cost of the inputs. Then, look at that amount and figure out how much money you want to make to make a decent living. **Once you are charging properly, then you service the heck out of people. And then the money will work out itself.”**

CONCLUDING THOUGHT

Similar to the Road Show, as a parting comment we’d like to leave you with the following thought from Perry Brooks on why it’s important to continue these dialogues:

“Coming to these sessions is like looking for gold nuggets. At first you find all these flakes of gold, gold dust. Over time, all these gold flakes amount to gold nuggets and finally you get this brick of gold. When we are working on our businesses and in our lives, we pick up these flakes of gold. When we come out of these events then we can’t expect to come out with bricks...but rather we are left with flakes of gold that we apply. Eventually we gather all of these flakes, all of this information, and are left with a brick of gold.”



Justin Boudreau

Director – Finance and Administration
Mattatall Signs

Justin joined Mattatall Signs in 2010 after a career as an Analyst with two Canadian financial institutions. Justin's primary responsibilities with Mattatall Signs include the oversight of all financial matters, company strategy, capital budgeting, marketing, social media and human resources. As the Vice President of the Sign Association of Canada, Justin is active in all matters relating to the sign industry nationwide. Justin holds a Bachelor of Business Administration from Acadia University, an MBA (finance) from Dalhousie University and is a commissioner of the Supreme Court of Nova Scotia.



Perry Brooks

President
Advantage Signs Limited

Perry started his tenure in the sign industry in 1998 with partner Howard Johnson in a tiny building with 1 computer and a plotter and by the summer of 2005 was able to purchase Advantage Signs Ltd. from Howard. Today, his business is housed in a 15000 sq. ft facility, staffs over 30 personnel and produces every aspect of commercial and industrial signage. Perry has served as President of the Alberta Sign Association (ASA) and served as President of the Sign Association of Canada for 2 years. Perry is currently serving on the board of the Sign Association of Canada.



Roger Sonntag

President
Integrity Signs

Roger has a B.Com. and a BA from the University of Saskatchewan as well as a CMA accounting designation. After working his way up to Director of Financial Planning & Analysis position at TELUS, in 2003 Roger took on a completely new challenge by taking over a small vinyl shop in Calgary, which he began transforming almost immediately. Using his knowledge and experience in financial planning, Roger and his team made sizeable capital investments in the business throughout the years, adding new service and installation trucks and manufacturing equipment. Roger has been also very active with the ASA and has served on the board from 2008 to 2012.



Jeff Stasiuk

General Manager, Vancouver
EM Plastic & Electric

Jeff is the GM of EM Plastic & Electric. With an education in Engineering and Operations Management, he has experience in all facets of the sign industry. Jeff has been a supplier to this industry in BC for over 20 years, first through his own company Taca Sign Supplies, and then through Laird and EM Plastics. He has distributed, sold, and serviced cutters, CNC routers, printers and laminators, along with all supplies, and has been an integral part of the local BC scene as it's evolved from hand painters, to vinyl cutters, to digital printers.



Pierre Carreau

Senior Account Executive
Allanson

Pierre has been in the Sign Industry since 1985, having many roles, from neon tube bending to production manager and sales responsibilities. Pierre is well respected within the industry and comes highly recommended. Now at Allanson as a Senior Account Manager, Pierre speaks "Sign Language" fluently.



Laila Haus

Associate Creative Director
Phoenix Group Advertising

Laila has a Bachelor's degree in Visual Communications from the Alberta College of Art and Design and is a certified member of the Society of Graphic Designers of Canada. Laila has 15 years of experience as a professional graphic designer, art director and associate creative director in the advertising industry. She is currently Associate Creative Director/Shareholder at Phoenix Advertising Group and recently founded Lullabye Condolences, a custom greeting card business. She is mom to four beautiful daughters and wife to a stand-up guy. A kind-hearted soul, Laila brings passion and patience to everything she does.



Bill Kovacevic

Senior Technical Advisor
Pattison Sign Group

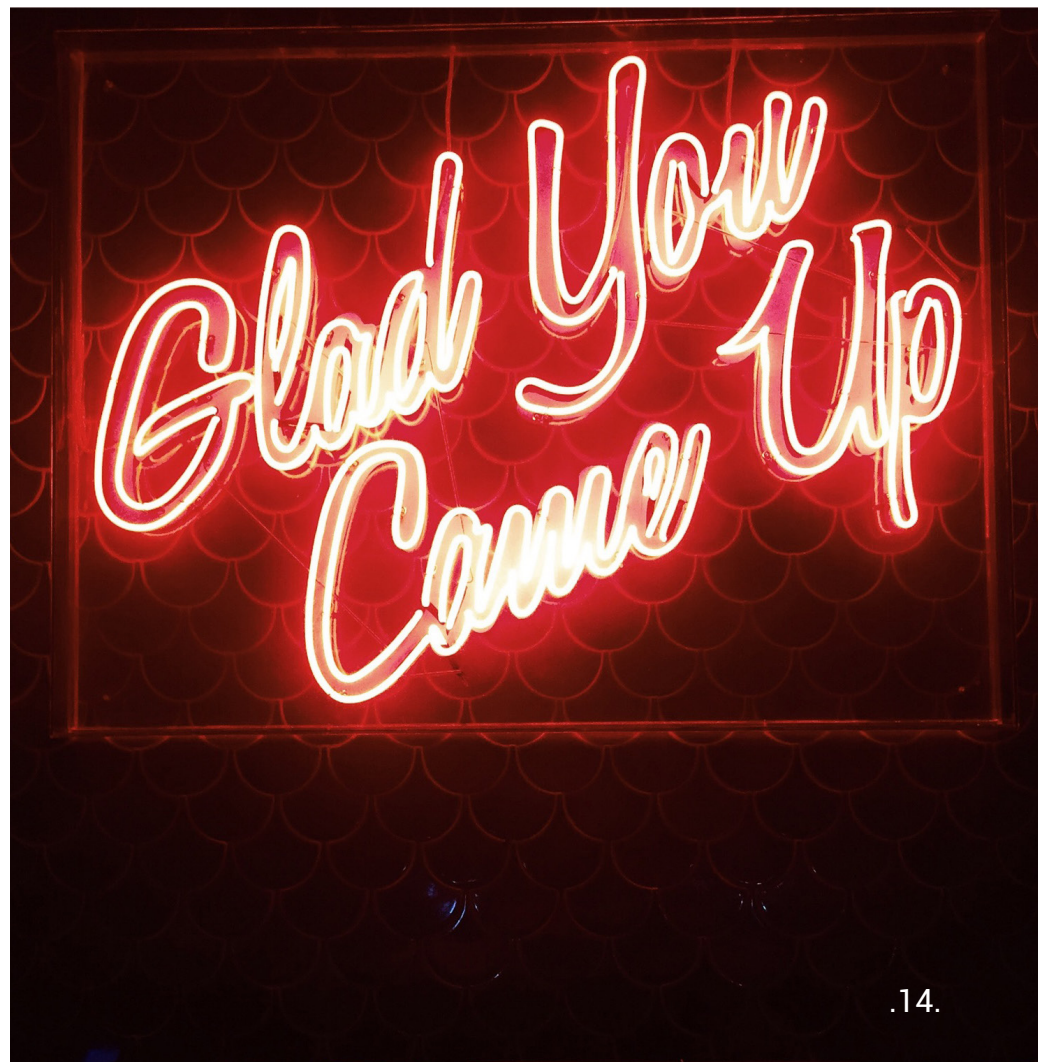
Branislav (Bill) Kovacevic has more than fifty years of sign industry experience. His career includes starting out as a commercial artist apprentice with Lunan Advertising to later becoming the Vice President of Research and Development at Transworld Signs. In July 2011, Bill joined the Pattison Sign Company as a Senior Technical Adviser. In the course of his career, Bill successfully introduced new methods and materials to the sign industry including but not limited to: Thermoforming plastic with pre-applied vinyl; SMC and CPM polymers; Polymer thermo-formed channel letters; and, Frameless-faced channel letters.



Graham Wyndham-West

President
Wyndham-West & Associates Inc.

Graham started his career working in his father's POS company in England, a manufacturer of merchandisers and shop fitting installations where he gained extensive experience in production, accounting and sales. From there he moved into domestic and international sales and marketing for several manufacturers in the printing and recording industries before emigrating to Canada. In 1981 he purchased ND Graphics, a division of NazDar Canada Ltd. During the 90's, Graham was involved with a group of SAC board members in creating national training programmes for various sign disciplines. Today, Graham continues to provide consulting services with ND Graphics.





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