

Meetings: the sport of conversation — follow the action to photograph the players

Photographing meetings is a lot like shooting sports events — you need to anticipate the action

“You look for the person who’s talking,” says photographer Gary Sigman. Photographing meetings, says Sigman, is a lot like shooting a sporting event. “You follow the action. You follow conversations closely and anticipate which direction the flow is going to go.”

Sigman regularly receives the assignment to shoot CEO Roundtables for *Chief Executive* magazine (233 Park Ave. So., New York, NY 10003). Sigman stresses the importance of pre-production planning. He visits the site before the day of the shoot to see what the meeting room may demand in extraordinary equipment. For example, one meeting was held in a long, narrow room. To light the length of the room evenly, he brought in some brackets to mount lights. He clamped the lights onto the framework of the suspended ceiling and draped the cords out of the way. His array of sophisticated equipment achieves diffused lighting. “Not only does the light look better in the photos,” says Sigman, “but that type of lighting creates an environment that does not interfere with the meeting. There are no annoying, blinding lights.” Sigman notes that even when light stands are placed as inconspicuously as possible, it’s a challenge to shoot so no equipment appears in the image.



The tenor of a meeting can be portrayed by showing the spontaneous reactions of participants like those above. Even the hand in the foreground suggests the attitude of this participant cropped out of view.

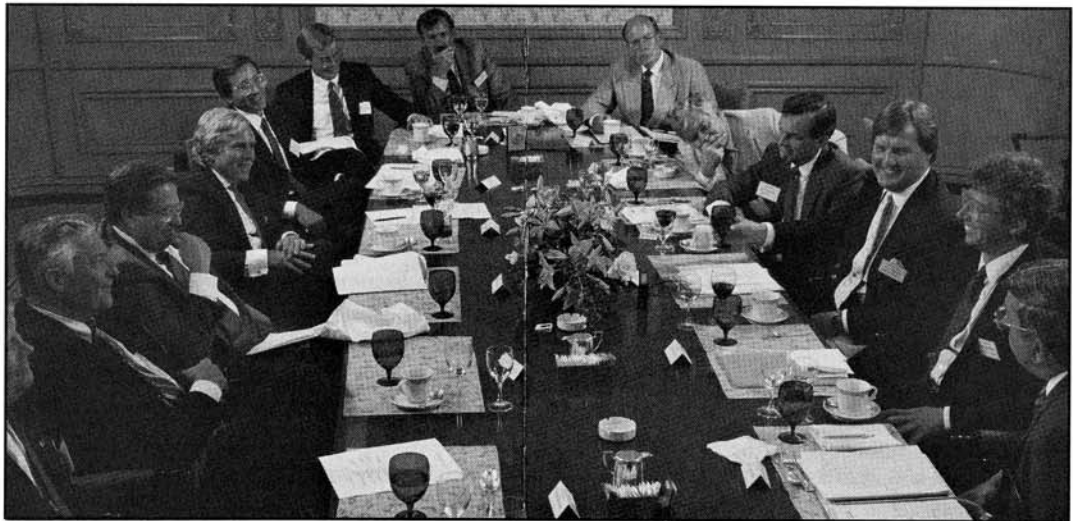


Chief Executive Art Director Alma Phipps requires the photographer to capture an overall group shot, as in the above photos, of the meeting’s participants as they introduce themselves in the first minute-and-a-half of the meeting. It may also be the only time the photographer has to catch the more quiet attendees speaking.



Photographer Gary Sigman moves in to capture one participant’s gesture as he speaks and includes the expressive listener at his left. Meetings challenge the photographer to show a variety of interactions.

"CE Roundtable," a regular feature in *Chief Executive*, reports on a discussion about a particular topic among CEOs gathered from across the country by the magazine's editors. Photographer Gary Sigman finds the meeting room itself the greatest obstacle to shooting the event, so he visits the site in advance to plan unusual equipment needs.



Broadway Printing's Richard Johnson.

Exchange National Bank of Chicago's John Rau.



Bell Federal Savings's Edmund Shannon.

into a special evaluation system, so when they get that motorcycle they check it for noise, etc. and they feed that information back to us. This is over and above the standard form that goes out with every product that the dealer is supposed to fill out. It's a multi-page form that he gets paid to fill out. One month after we receive the warranty card, a letter goes from the president of the motorcycle division to that customer, asking about his level of satisfaction. We just started this a year ago. Twelve months later another one goes out. We're going to try and cross-tabulate that information. We also use face-to-face customer contact. We have a Harley-owners group, which has 105,000 members. When you buy a new Harley Davidson, you automatically become a member. We hold four rallies, regionally, and one nationally, every year. Executives of our company must attend rallies. They walk around with signs on that identify them as the guys from the factory. Any customer that has anything to say can go up and grab them. We also conduct random dealer visits.

Buonarroti: Unannounced?

Teerflik: Unannounced. Unfortunately, I have too much visibility now. When I first started I used to pose as a customer; it was an interesting process to see how salespeople reacted. The chairman used to get specially prepared motorcycles, we would bring them in because he thought the quality was fantastic. It's significant when the chairman of the board has a motorcycle that blows off onto his pants.

We encourage competitive riders to ride our motorcycles. In fact, Rick's magazine had a rally in Richmond, Ky., three weeks ago that I attended. I was the only executive from any motorcycle company there. The ridership of Harley Davidsons at that rally was less than 10 percent. I went on guided tours with the riders, and I found out what people don't like. Customer satisfaction is not only with those who are buying, how do we get in touch with those who aren't buying?

Frey: You started out as a financial man. What convinced you?

Teerflik: In the early '60s I worked for a company run by a crazy old manufacturing guy. It had the best return on sales in the whole industry. I saw all sorts of opportunities with him to improve manufacturing. He said, "Rich, that's stupid, because the ROI and return on sales are the only things I measure and what you're asking me to do is risk, and I might fail."

He said, "They don't measure customer happiness, they don't measure quality." About 12 months later he called me on the



From left to right: Howarth's Richard Howarth, Stead's Jerry Stead, and Northwestern's Don Frey.



Dolan Associates' Harry Dolan.

Harley-Davidson's Richard Teerflik.

Hands seem to be the unifying visual thread in the choice of photos for the above layout. Art Director Alma Phipps creates a layout that effectively moves the article toward the magazine's goal of including a photo of each CEO who participated in the meeting. Reprinted with permission from *Chief Executive*, Chief Executive Publishing, 233 Park Avenue South, New York, NY 10003. All rights reserved.

The designer of the brochure at right asked Sigman to shoot groups of meeting attendants so the figures could be silhouetted. To do that, Sigman watched so the contours of figures would create distinct groupings and not have errant overlaps of incomplete figures.

Annual Meeting Highlights

Stockholders received an overview of ITW's strong performance in 1988 and first quarter 1989 at the company's May 5 annual meeting in Chicago.

Chairman and chief executive officer John D. Nichols said 1988 and first quarter 1989 performance reflects ITW's continued momentum both in the U.S. and abroad. He added that ITW had made good progress during the 1990s in achieving the broad strength in the core businesses, geographical spread and increased product development capabilities that characterize ITW today.

"The continuing challenge for the company is to maintain the ability to sustain and improve long-term growth in an increasingly demanding global environment through more flexibility and innovation," Mr. Nichols said.

Harold Bryon Smith, Jr., chairman of the executive committee, reviewed 1988. He noted that the company's strong performance reflected "significant investment in productivity improvements as well as added capacity in the U.S. and abroad." He added that the company's two

business segments, Engineered Components and Industrial Systems and Consumables, both contributed significantly to ITW's increased earnings.

Mr. Smith also said that ITW's breakdown of operating revenues by markets served showed minor changes in 1988 as compared to 1987. Construction remains the largest market, 25 percent, followed by general industrial, automotive and truck, and beverage and food.

The acquisition of Ransburg Corporation was discussed by Mr. Nichols, who commented that Ransburg operations provide a natural fit with ITW businesses that serve the appliance, automotive and other metals markets.

Mr. Nichols mentioned the success of ITW's Trade Fair, held in February, at which guests were able to visit product displays and learn more about the diversity of the company's product lines. He added that ITW will hold a similar trade fair in Düsseldorf, West Germany, for European operations in early September.

In closing, Mr. Nichols said that ITW had made much progress in the 1990s in improving manufacturing efficiencies and quality while simultaneously reducing costs. "There is still much to do, but we are optimistic about the opportunities ahead," he concluded.

Steve A. Nichols, executive vice president, industrial companies, packaging systems and consumables division (top left), and

W. James Farrell, executive vice president, specialty mechanical products (far right) talk with stockholders John D. Nichols, chairman and chief executive

officer (center right) together with Harold Bryon Smith, Jr., chairman of the executive committee.



Photo: Fred Zwickler for CE • 1988 Round Table Photo Booth • Chicago, IL (April 29, 1989) • Engleberg 312-391-1000

- Business Segments
- Engineered Components and Consumables
 - Industrial Systems and Appliances
 - Construction
 - Automotive
 - Truck
 - Food and Beverage
 - Beverage and Food
 - Pharmaceutical
 - Printing and Publishing
 - Other
 - Text and related systems for those major markets
 - Machine Tools
 - Automobile and Truck
 - General Industrial
 - Specialty Mechanical Products for those major markets
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Report on the Annual Meeting and First Quarter 1989

