

# The Frozen Quarter

*Most packaging owners can already name what is wrong with their sales. Knowing was never the hard part. This is a sixty second check on whether you are actually moving, or just telling yourself you are being careful.*

No email. No download. No one watching. Read the seven behaviors below and count how many describe you right now, this quarter, on the floor of your own building. Then read your verdict. That is the whole thing.

## THE SEVEN BEHAVIORS

Count your yeses.

- 1 You can already name what is wrong with your sales, right now, without notes.
- 2 When you raise it, the same one or two people explain why the current approach just needs more time.
- 3 The number has slid for two quarters or more while you looked into it.
- 4 You will write a check for a booth, a rep, or an ad without blinking, but a new approach gets a stopwatch and a list of objections.
- 5 New business mostly arrives by accident or referral, not because anyone is hunting.
- 6 You have asked for more data on a problem you already understand.
- 7 The people you would run the fix past are the same people whose comfort the fix threatens.

## YOUR VERDICT

### 0 TO 1 YESES

Not frozen. You see it, you move. That is rarer than you think. Keep it that way.

### 2 TO 3 YESES

The freeze is starting. It is quiet right now, which is exactly why it spreads. The next two quarters decide which direction this runs.

### 4 TO 5 YESES

You are frozen, and you knew that before you counted anything. You know what is wrong. You are letting the people who built it talk you out of fixing it. That is not a knowledge problem. It is a nerve problem.

### 6 TO 7 YESES

Deep freeze. The cost has gone invisible, which feels like safety and is the opposite. The deal you never made does not show up on the P and L. It shows up later as the whole problem.

*There is a way out of the freeze. It starts with one move almost no owner makes. That part is a conversation, not a checklist.*

If this hit a nerve, that nerve is the most valuable signal anywhere in your building right now. It means you already know. The only question left is whether you let the people who created the problem talk you out of fixing it one more time.

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