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2 Strategic Planning for Small and Medium-Size Printers

14 OSHA Walking-Working Surfaces Rule

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www.printing.org/bwa



New this year, earn the **Safety Shield** designation.



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MAG THE MAGAZINE

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The Staib family has owned DWS Industries for five generations. Pictured are the fourth generation, Andy Staib, Kathy Staib, and Tom Staib (back row); and the third generation, the late Allen Staib and Edie Staib (front row), at their Sesquicentennial Anniversary party in October 2015. Learn more about the company on page 6.

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Strategic Planning

For Small and Medium-Size Printers

Tai McNaughton, Economist; and Andrew Skubisz, Market Research Intern,
Center for Print Economics and Management, Printing Industries of America

A sizable portion of the printing industry is made up of small businesses. According to the latest data from the United States Census Bureau's County Business Patterns Database, 96.7 percent of U.S. printing establishments consist of fewer than 100 employees, and 49.9 percent of establishments are comprised of one to four employees.

For small business managers, it is not uncommon to spend days going from one "fire" to the next. As a result, business planning and market positioning is ignored, often until it is too late.

Companies that stay informed and are aware of their position in the market are more likely to maximize performance or profits. So...where do you start?

Assess Your Situation

There are a multitude of internal and external factors that can impact your organization. Some internal factors that affect your business position include product offerings, pricing, promotional efforts, financial situation, operations, organizational culture, and branding. Some external factors that impact your organization include the state of the economy, industry trends, technological developments, competition, and laws and regulations.

You can assess each of these factors and how they impact your business through a SWOT (strengths, weaknesses, opportunities, threats) analysis. Identify positive internal aspects of your business as strengths and negative aspects as weaknesses. Favorable external factors are opportunities, while unfavorable external factors are threats. Through this process you can gain a greater understanding of your business's position and improve your strategy moving forward.

Take Time to Plan

Though it can be tempting to focus primarily on short-term tasks that need to be completed, it is necessary to



devote time to long-term planning. This ensures that smaller, short-term tasks are in line with and contributing toward the overall goals and objectives of your business.

By developing a written strategic plan, you can use your SWOT analysis to develop goals and actions that will help you to maintain strengths, improve weaknesses, capitalize on opportunities, and deal with threats. Print companies that are most profitable tend to view threats as challenges. Set goals that make sense for your company and can be measured. Plan actions and make decisions that will help you meet objectives.

Creating a written strategic plan does more than serve as a road map toward your company's future. It also allows you to communicate goals, establish accountability, and create a sense of purpose among your employees.

Evaluate and Adjust

When you put your plan in action, be prepared to objectively evaluate your performance. Through regular

evaluation, you can discover which elements of your plan are not working and insert new elements that will be more efficient in reaching your goals. Like your goals, the effectiveness of your actions should be measured. If something prevents you from achieving your objective, adjust it. Ultimately, your actions and decisions should serve your goals, so be adaptable and adjust when necessary.

Use Your Resources

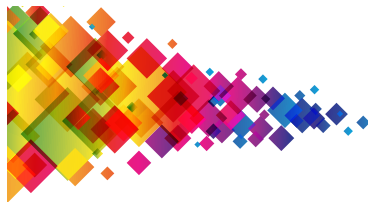
You are not alone when it comes to assessing your situation. Printing Industries of America offers many great resources that can help you to understand your position and the printing industry as a whole. Its services, events, and publications can facilitate your awareness and planning. The Center for Print Economics and Management can provide you with information on your local print market through special reports that are free to members. Our

Dynamic Ratios reports allow purchasers to compare themselves with appropriate peer groups. Our Financial Performance Assessments are a low-cost option that provide an analysis and custom action plan for success with potentially huge returns on investment if plan recommendations are carried out. We also can assess your local market with our Competitive Market Analysis.

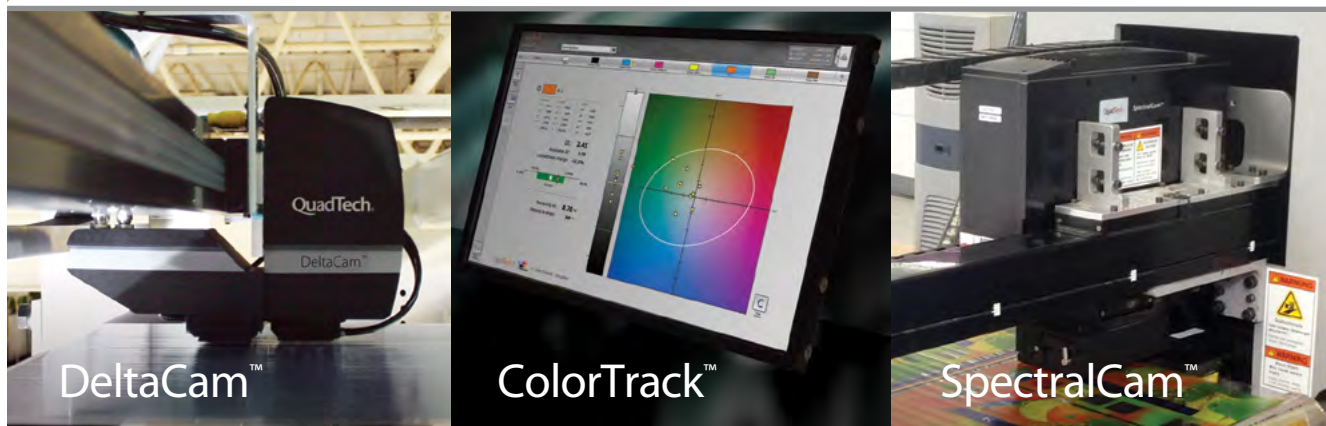
Though it may seem like a colossal task to plan for your company's future on top of performing more immediate, day-to-day tasks, you do not have to do it alone.

LEARN MORE

Visit printing.org/programs/print-economics-management to access these resources and more. To become a member of PIA, visit printing.org/about/become-a-member.



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USPS Issues New Stamp

Eclipse Stamp First to Use Thermochromic Ink

WHAT'S HOT

In June, the U.S. Postal Service released the Total Eclipse of the Sun Forever, a first-of-its-kind stamp that changes when touched, commemorating the August 21 eclipse.

The stamp image is a photograph taken by astrophysicist Fred Espenak of Portal, Arizona, which shows a total solar eclipse seen from Jalu, Libya, on March 29, 2006.

In the first U.S. stamp application of thermochromic ink, the Total Eclipse of the Sun Forever stamps reveal a second image. Using the body heat of a thumb or fingers and rubbing the eclipse image will reveal an underlying image of the moon (Espenak also took the photograph of the full moon). The image reverts back to the eclipse once it cools. The stamps were printed in four-color process, achieving richer blacks.

The heat of a touch is usually enough to activate the thermochromic ink, but the effect could be influenced by lower body temperature, cooler extremities, or room temperatures. In an overly warm room, the stamps may need to be cooled for the effect to work. Thermochromic inks are vulnerable to UV light and must be kept out of direct sunlight for extended periods of time. Excessive exposure to UV light could affect the changeability of the ink, which would result in a permanent clearing of the ink to reveal the moon.

Graphic designer and owner of Studio A. Antonio Alcalá designed the special-edition postage, and Journey Group, a design firm that works regularly with the Postal Service, led the design of an illustrated accordion-fold booklet companion piece. The back of the stamp pane provided a map of the August 21 eclipse path and appearance times in some locations.

LEARN MORE

To purchase the Eclipse stamps, visit usps.com/shop.



Total Eclipse of the Sun stamp. Applying body heat to the stamp's thermochromic ink reveals the second image, the full moon (below).



The Magazine

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NEW Financial Performance Assessment

A quick and affordable way for printers to determine their strengths, find their weaknesses, and get a customized template for success.

"PIA's financial assessment provided us with very useful information and recommendations to improve our bottom line."

— John Hajostek, Vice President of Finance/CFO, Forum Communications Company

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For more information visit www.printing.org/fpa.

Member Spotlight:

DWS Printing Associates, Inc.

Sarah Sudar, *Printing Industries of America*

SPOTLIGHT

Founded in 1865, DWS Printing Associates, Inc. prides itself on its longevity with 152 years in the industry; Abraham Lincoln was president of the United States of America and the lithographic company was at full speed, printing away.

This Long Island-based company was originally called David Weil's Sons' Lithographic Company (with Charles Staib as a principal managing partner) when it was founded in New York City. Though the name was changed in the 1970s as part of rebranding, the Staib family has remained at the helm.

Today, DWS is in its fifth generation of ownership. Charles' great-grandson, Tom Staib, serves as president of the company, while his other great-grandson, Andy Staib, is vice president. Kathy Staib, Tom and Andy's sister, is the senior director of sales, and Tom's son, TJ, joined the family business full-time earlier this year and is now the fifth generation Staib at DWS. TJ is working closely with Tom to manage operations and focus on initiatives

to improve efficiencies and create new and innovative opportunities for the company.

"The day after I graduated Villanova University in 1987, I went to work at DWS," said Tom. "I enjoyed working with my father, Allen, who was president of the company at the time, and we were doing really great work for companies such as Coca-Cola, Snapple, and Yoo-hoo."

And Andy did the same.

"Our dad never gave us pressure to join the company or stay," said Andy. "I followed Tom and haven't looked back."

Since the company's inception in the 1800s, the focus has always been on printing food and beverage labels. Back then, wine and spirits, pickles and canned veggies, and even labels for food crates and miscellaneous textiles were turned out by DWS. And, during World War II, the company also printed maps for the United States government.

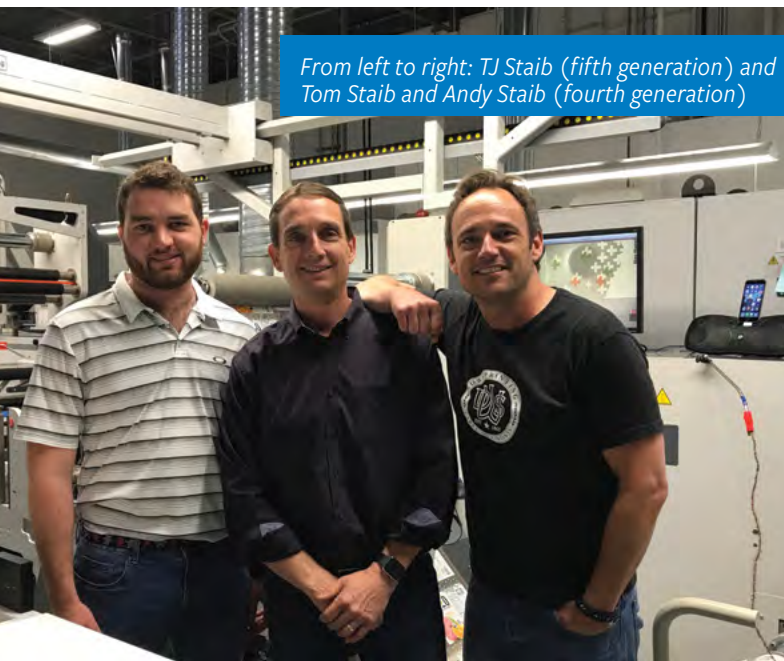
When Tom, Andy, and Kathy's dad, Allen, joined the company in the 1960s, the beverage industry really became a primary focus of work. Beer labels were a significant part of the work back then and they are even bigger today, with breweries big and small on the client roster.

Now, DWS's portfolio of several hundred clients includes producers of jarred sauces and condiments as well craft beer, kombucha, fruit juices, and New Age carbonated beverages. Brands range from Brooklyn Brewery and Apple & Eve to Chameleon Cold-Brew and Gold's Horseradish.

"We have a lot of our labels in our refrigerators and cabinets," said Tom. "It drives our wives crazy but whenever we go food shopping we look at the labels of the brands we work with and brands we want to go after."



From left to right: TJ Staib (fifth generation) and Tom Staib and Andy Staib (fourth generation)



The Magazine

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10.2017



Labels from the DWS archives

DWS's mission is to help clients tell their stories. Behind the scenes, the company is an industry leader through their continuous investment in new technology. With such a vast history, DWS has had to adapt to changes in technology and invest in the best equipment and resources throughout its existence. Andy and Tom say that the most important lesson that they have learned is to not only keep up with technology but to lead with technology. The company has recently invested in state-of-the-art printing equipment, including a first-of-its-kind, eight-color Heidelberg press and also a 10-color full UV flexo press specifically designed for the shrink sleeve and unsupported film market.

"Technology is key to survival and reinvesting in the business has been paramount to the success we enjoy today," said Tom.

Andy adds that DWS's craft since day one has been to put quality ink on paper even though it's expensive to keep up with technology and equipment. He said, "At the end of the day you've got to do what you've got to do to compete."

DWS is a full-service packaging partner for companies in the food and beverage industries. In addition to label printing, other services include graphic design, full-service prepress, and proofing/mock-ups. DWS can design almost anything packaging related and even if the company doesn't print it in-house, like corrugated boxes or six-pack carriers, they have partners in the industry who can help out.

Apple & Eve has been a client of DWS for more than 15 years. When Jeff Damiano became the director of marketing and senior director of creative development, the juice company was looking for ways to improve the quality of their labels. Andy and Tom paid a visit to Apple & Eve and in this serendipitous moment, a long client history was born.

Damiano said at the start he gave DWS a complicated and intricate label to improve upon and he was blown away with the work. And, the best part of their working relationship is that they constantly challenge each other to do even better work.

"I'm hesitant to call DWS a vendor; they are more like a creative partner that always comes to the table with solutions," adds Damiano.

As current leaders of the company, Andy and Tom have a legacy to uphold, which they take very seriously. They are always thinking about technological improvements and will have digital printing taking the floor later this year. Tom and TJ are even working on a new venture in the beverage industry that they couldn't elaborate on but are very excited to announce when the time is right.

LEARN MORE

Find out more about DWS Printing Associates, Inc. at dwsprinting.com

PRINT 17 Recap

Jenn Strang, Director of Marketing, Printing Industries of America

The show floor was buzzing with excitement at PRINT 17 in Chicago, IL, and the Printing Industries of America (PIA) team was there in the heart of the action to witness it all.

PIA's Vice President of Education and Training Joe Marin and Vice President of Technology and Research Jim Workman kicked off the festivities by organizing and presenting the 2017 Educator Experience Forum early Sunday morning. This event provided over 50 industry educators with an opportunity to learn about current printing industry trends, see the latest equipment and technology, and network with other instructional professionals.

Later that evening, PIA hosted the 2017 Premier Print Awards and InterTech™ Technology Awards Gala at the Chicago Marriott. The big winner that night was Leo Paper for their Best-in-Show, 360-degree Beauty and the Beast diecut marvel. *(below)*



Many members and honored guests stopped by the PIA booth to talk with staff members and receive a special gift—a metal loupe bearing the Printing Industries of America logo. PRINT 17 also had an international flair with visitors from the Printing Industries of the Philippines, Federation of Nepal Printers' Association, Print China, and many more. *(opposite top left)*



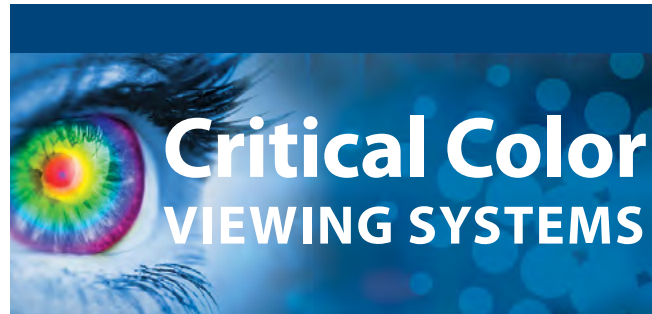


The PIA booth also hosted a speaker series titled “Meet the Experts in the PIA Education Corner,” which featured industry experts speaking on topics including government regulation, financial benchmarking, augmented reality, human resources, graphic communications, and safety. *(left)*

If you were on the lookout for them, there were many InterTech™ Technology Awards to be seen on display in manufacturers’ booths. CGS Publishing Technologies had a whopping seven awards on display. *(above)*

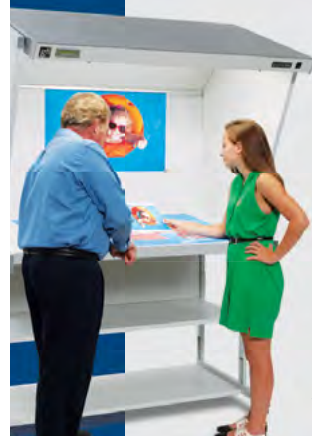
Finally, special thanks go out to Konica Minolta for generously producing fresh copies of the Summer Forecast issue of *The Magazine* on their presses to share with PRINT 17 attendees and to Sappi Fine Papers for their donation of paper.

All in all, PRINT 17 was a fine success, and we look forward to seeing you again next year in Chicago for Graph Expo, September 28–30, 2018. www.graphexpo.com



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Building a Culture of Innovation

Developing a Change-Forward Company

Ricardo Roman, Director of Association Management, Caliper Corporation



Technological advances have forced businesses to adapt on the fly in recent years, but it's fair to say the printing industry has been impacted more than any other. Continual reinvention is not an option in this field; it's a necessity.

Being adaptable and open to change are essential aspects of a printing company's

culture nowadays. However, that's not enough. Business leaders must foster a culture of innovation to drive real success. In other words, you need to lead change instead of chasing it.

But how do you get there? Anyone can say, "We're innovative," but those are empty words if you don't have the people on your team to realize the promise of innovation and creativity. The answer is performance competencies, which compare an individual's intrinsic motivations to the behaviors that equate to strong job performance.

By exploring the competencies of your existing team, you can both identify hidden potential and uncover the talent gaps holding your organization back.

These are the key performance competencies that point to leadership in innovation:

Analytical Thinking: The capability to identify and synthesize information from diverse sources by looking for patterns in data, making connections between seemingly unrelated events, and understanding how different parts of a system are interdependent.

Creativity and Innovation: Showing divergent thinking and the propensity to question existing practices; challenge commonly held assumptions; originate new or radical alternatives to traditional methods, processes, and products; and build on others' ideas.

Information Seeking: Displaying an underlying curiosity and desire to know more about things, people, or issues; people strong in this competency go beyond routine questions and dig for exact information to understand the dynamics at play in a business situation.

Initiating Action: This competency suggests the drive to take a leading role in improving or enhancing a product or service while developing entrepreneurial opportunities and avoiding problems. Those who initiate action often demonstrate a positive attitude toward getting things done and seek additional responsibilities beyond the scope of their formal job description.

Learning Agility: The capacity to discern patterns in data, recognize relationships between concepts, and apply learning from one context to solve analogous problems in other contexts.

Strategic Thinking: The capability to develop and help drive a shared understanding of a long-term vision that describes how the organization needs to operate now and in the future.

These scientifically validated competencies are based upon years of research into—and data analysis of—intrinsic personality traits as they relate to job



performance. Ultimately, people who demonstrate these competencies are much more likely to be innovators than those who do not show them. If you truly want your company to be a creative leader in the industry, you have to examine your organizational “bench strength” and start filling in the gaps with those capable of innovating.

Changing a company culture is not something you can accomplish with words alone. It takes time and effort to move the needle, and the best place to start is by measuring people’s performance competencies.

ABOUT THE AUTHOR

Ricardo Roman is the director of association management with Caliper, an employee assessment and development firm located in Princeton, N.J. See Caliper’s advertisement on page 16 for more information about the company.

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PACKAGING

TRENDS

SUSTAINABILITY
Consumer Trends

67%

59%

73%

Grocery shoppers said recyclable packaging is an extremely or very important quality for healthy beverage packaging.

Grocery shoppers said packaging made with renewable materials is extremely or very important.¹

Millennials said they try to buy products in packaging that is recyclable.

Material
Advancements

Sustainable Aqueous Barrier Coatings

Improve fiber products and present alternatives to laminated structures that cannot be recycled.

Molded Fiber Printing

Enables high-resolution four-color graphics to be applied directly on the surface of molded fiber packaging, reducing the need for additional outer packaging.²

Personalization
and
Differentiation

Advances in embossing, laser-etching, molded patterns, specialty materials, and tactile coatings have made it cheaper and quicker to prototype novel packaging designs that convey tactile qualities associated with feelings of "luxury," "quality," "freshness," and more.³

52%

U.S. food shoppers report being drawn to packaging with unusual or eye-catching designs.⁴



Usage & Engagement: More ← → Less

Using relationships built through social media, brands are taking an ever-increasing consumer-centric approach to address customer pain points.

61%

U.S. customers feel more positive about a brand when marketing messages are *personalized*.⁵

Visual
Design



The Dieline in conjunction with HP identified **five prominent visual design trends for 2017.**⁶

Natural Elements: shapes, lines, and color palettes that speak to an idealized version of the outdoors

Retro Recall: pull ornate details, hand-crafted aesthetics, or ruggedness to the forefront to drive home nostalgia

Minimalism: the new take on minimalism combines clean design with a promise of luxury

Innocence: whimsical designs and bright colors that harken back to childhood

Identity: the use of simple shapes and color to drive home brand identity in its purest form



Technological
Integration

Near-Field Communication (NFC) has the potential to reinvent packaging as a fully interactive customer engagement tool by providing useful information in real-time.⁷

U.S. consumers are interested in **scanning food packaging to learn more about the provenance of fresh produce.**



Sources:

¹ <http://evergreenpackaging.com/fresh-news/four-key-beverage-industry-trends-for-2017-are-changing-what-consumers-buy/>

² <http://www.packagingdigest.com/packaging-design/5-exciting-emerging-sustainable-packaging-materials-to-watch-in-2016-2016-02-24>

³ <http://www.packagingdigest.com/food-packaging/4-fast-moving-trends-in-food-and-beverage-packaging-2016-05-23>

⁴ "Global Packaging Trends 2017," Mintel <http://www.mintel.com/global-packaging-trends>

⁵ <https://www.forbes.com/sites/steveolenski/2013/07/25/what-jaws-brand-managers-and-consumers-have-in-common/#161ea7fb7b44>

⁶ <http://www.thedieline.com/blog/2017/1/30/13-emerging-package-design-consumer-shopping-trends-of-2017>

⁷ <http://www.packagingdigest.com/smart-packaging/4-areas-where-smart-packaging-excels-2017-06-28>

⁸ <http://www.pewinternet.org/2016/11/11/social-media-update-2016/>

Walking-Working Surfaces Rule

OSHA Updates Rules after Two Decades

Kaitlin Rundle, EHS Associate; and Dilki Kandanarachchi, EHS Intern, Printing Industries of America

After two decades, the Occupational Safety & Health Administration (OSHA) updated its walking and working surfaces rule with an aim to prevent workplace slips, trips, and falls. The rule, which took effect on January 17, covers all work areas, including ground-level and elevated surfaces, parking lots, sidewalks, steps, ladders, loading docks, and roofs.

The rule clarifies previous, unclear standards while improving requirements for personal fall protection systems. One key change allows employers more flexibility in selecting a fall protection system, where necessary, for specific employee activity.

Some requirements must be met immediately, while others are phased in over time, including employee training requirements. Many of the rule changes were made to revise existing requirements, update others, and add training and inspection requirements, which were not previously required.

General Requirements

The most significant change is a new requirement for employers to inspect walking-working surfaces “regularly and as necessary” and to ensure that they are maintained in a safe condition. “Regularly and as necessary” is not defined, but a best practice would suggest inspections should occur about once a month, at a minimum. There may be instances where inspections should occur more frequently, such as during the winter season, to ensure that sidewalks, entrance ways, parking lots, and loading docks are free from snow and ice hazards. The employer must define the frequency based on the working surface hazards.

If hazardous conditions are found on a walking-working surface, they must be corrected or repaired before use. If this cannot occur immediately, the hazardous condition must be guarded. A qualified person must either perform or

supervise the correction or repair if it involves the structural integrity of the surface. It is also important to understand that the requirements of the rule include outdoor surfaces, including sidewalks, steps, parking lots, etc.

OSHA did not require that the inspections be documented, but it is a best practice to institute a system by which this information is being recorded. It could be as simple as completing a checklist that identifies whether or not areas are presenting a hazard, including what corrective action was taken if a hazard was found. Electronic records, such as emails, can serve as well. Any supporting documentation when corrective actions are taken would show that the workplace is being regularly inspected and identified problems are being corrected.

Ladders

According to OSHA, about 20 percent of all fatalities and lost work-day injuries are due to falls from ladders. This rule covers all fixed and portable ladders. It requires that



Credit: elenathewise / 123RF Stock Photo

they be inspected for defects that could cause employee injury before initial use in each work shift. The only exemptions are for those used in emergency operations or that are designed into a piece of equipment, such as a printing press or other production equipment.

Again, OSHA did not require that ladder inspections be documented. It is a best practice to institute a system to do so. Any ladder found to be in an unsafe condition needs to be tagged and taken out of service until it is repaired or discarded. Any supporting documentation when corrective actions are taken would show that ladders are being regularly inspected and repaired.

The rule clarifies the requirements for portable ladders to ensure employers and workers can clearly understand and follow the proper safety requirements. These include ensuring rungs and steps are slip resistant, top steps and caps of stepladders are not used as steps, portable ladders are secured and stabilized on slippery surfaces, and ladders/ladder sections are not fastened together to provide additional length. It also addresses how employees are to ascend and descend ladders and how to prevent falls from them.

The new rule phases out the use of cages or wells for fall protection by requiring that new fixed ladders greater than 24 feet installed on or after November 19, 2018 are equipped with a personal fall arrest system or ladder safety system. In addition, all existing fixed ladders greater than 24 feet must have their cages or wells retrofitted with a personal fall arrest system or ladder safety system by November 18, 2036.

Scaffolds and Rope Descent Systems

The new rule requires that scaffolds comply with construction standards (in 29 CFR part 1926 subpart L). These standards set performance-oriented criteria to protect employees from scaffold-related hazards such as falls, falling objects, structural instability, electrocution, or overloading.

The updated regulations prohibit the use of a rope descent system for heights greater than 300 feet above grade, unless the employer demonstrates that it is not feasible to access such heights by any other means or that those

means pose a greater threat. Prior to any use of a rope descent system, the building owner must inform the employer, in writing, that they have identified, tested, certified, and maintained each anchorage, and each is capable of supporting at least 5,000 pounds.

Personal Fall Protection Systems

Personal fall protection for industrial operations, such as personal fall arrest systems, travel restraint systems, and positioning systems, are now consistent with existing construction regulations. Body belts are not allowed as part of a personal fall arrest system. The final rule adds requirements on performance, inspection, usage, and maintenance of these systems.

Fall Protection

Fall protection is required for any elevated work surface that is greater than 4 feet above the next adjacent surface. These include hoist areas, holes, loading docks, openings, stairways, runways and similar walkways, equipment

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such as press platforms, etc. The new rule allows employers to choose from a range of fall protection systems when employees are on an elevated surface, including guardrails, safety net systems, travel restraints, or personal fall protection systems. The previous rule, requiring the use of guardrails as the primary fall protection method, no longer stands.

OSHA also clarified when fall protection is required for employees working on low sloped roofs. Employees, within six feet of the roof edge, must be provided fall protection. Work 15 feet or greater from the edge can be performed without fall protection if work rules are established. However, the work must be both infrequent and temporary.

Training

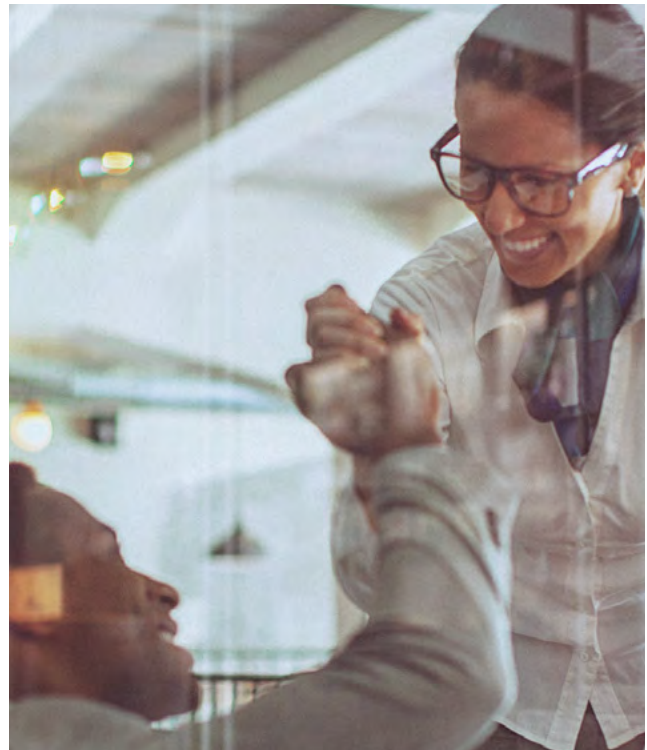
The final rule adds requirements that each employee who uses personal fall protection systems must be trained by a qualified person in a manner that the employee understands and must include the following topics:

- Fall hazards and procedures to minimize them
- Procedures for installing, inspecting, operating, maintaining, and disassembling personal fall protection systems
- Correct use of personal fall protection systems and equipment, and proper care, inspection, storage, and use of equipment
- Proper placement and securement of dock boards
- Proper rigging and use of rope descent system and equipment
- Proper set-up and use of designated areas

In addition, retraining must be provided if there is a reason to believe the employee does not have the understanding and skill to properly and safely use equipment. Changes in the workplace and/or changes in the types of fall protection systems or equipment also trigger retraining.

LEARN MORE

For more information about the new rule, contact our EHS Affairs Department at EHS@printing.org or 800-910-4283, ext. 794.



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