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- Customer experience & the skills gap
 - Tax debate 2020
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- Becoming an industry advocate
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Operations Forecast 2020 | Volume 12, Issue 1

The Magazine—ISSN: 1947-4164

Editor: Ellen Lewis / Assistant Editor: Sam Shea
Design: Dan Mauro / Publisher: Jenn Strang

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Printing Industries of America: The Magazine is published by Printing Industries of America, a member-supported, nonprofit, scientific, technical, and educational organization dedicated to the advancement of the graphic communications industries worldwide. A subscription to the magazine is included with every affiliate membership. Nonmember subscriptions are \$200 per year for subscribers in the U.S. and \$300 for those outside the U.S. Single copies are \$15 except for the Forecast issues, which are \$99 for members and \$199 for nonmembers. **To subscribe, order single copies, or order the Forecast, call 800-910-4283, fax 412-741-2311, or visit www.printing.org/store. For complete membership information, please email membership@printing.org.**

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Please send news and articles for potential publication to magazine@printing.org.

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Closing the Skills Gap to Improve Customer Experience

Joseph Marin

Vice President, Education & Training
Printing Industries of America

For almost four years, I worked for a major industry supplier of digital presses as a solutions analyst. In the role, I saw myself as serving two different customers: internal sales staff and external clients. To help my internal sales staff drive business with external customers, I had to delight them with outstanding customer service, support, and information. I pushed myself—and leveraged corporate learning resources and experts I worked with closely—to continually strengthen my skill set.

Our industry isn't different from many of the other manufacturing industries in that a skills gap exists with our employees. As a manufacturer, when you hear "skills gap," probably the first thing that comes to mind is the impact that it has on job production. But it's bigger than that; the skills gap has a direct impact on employee engagement. When employee engagement falls off, it impacts interaction and customer service.

When employees don't feel like they are being developed—which eventually leads to not having the skills they need to get the job done—employee engagement suffers. This impacts both your internal and external customer experience. Equally troubling, employees who don't have the skills that they need will leave, which further exacerbates the problem.

According to a 2019 business outlook study by the Brandon Hall Group, the top business priority for most organizations is to improve customer experience. But what about those companies who already have high customer satisfaction rates—what do they have in common? It's how they approach learning. Companies with the highest customer satisfaction scores:

- Give their employees the ability to search, explore, and discover learning opportunities. Examples are access to elearning options like LinkedIn Learning and Printing Industries of America's iLearning Center, industry conferences and trade shows, and local learning events.
- Are more likely to provide their employees with the goals and outcomes of learning programs. Often, training is assigned to employees without first explaining why it's important to the business, the process, and so on. Giving some context as to why the employee must complete an elearning course or attend a conference is critical to buy-in and engagement.
- Understand the importance of linking learning with personal objectives. This ties into the previous point but is customized for each employee. How will this training further develop employee skill sets and help them do their job better, faster, more easily, etc.?
- Offer a personalized learning plan. Not all employees need the same skills training. The development plan must include identifying individual employee skills gaps and providing a roadmap and timeline for achieving goals.

To quote Richard Branson, founder of the Virgin Group and successful business entrepreneur, "Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients." At the time that he said this, it was revolutionary because what was accepted for decades is that the customer is always right. In order to better serve your customers, you need to first equip your employees to do so. Solid advice.



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Mixed Signals: Print's Operating Environment in 2020

Dr. Ronnie H. Davis

Senior Vice President & Chief Economist
Printing Industries of America

The economic and print market crystal balls are extremely cloudy for 2020. The complex crosscurrents of economics, politics, technology, global trends, and other issues add up to much uncertainty. That said, we provide our outlook for print's operating environment next year.

The Economy: Up, Down, or Sideways?

There are seven driving forces that could keep the upward trajectory of the economy intact over the next 12–24 months:

- **Internal momentum**—The U.S. economy has a built-in bias for growth, typically growing over 90 percent of the time.
- **Logistical smoothing of inventory cycle**—One internal dynamic that can destabilize a growing economy has historically been the inventory cycle. However, modern logistics and just-in-time inventory has nearly eliminated the inventory cycle.
- **Services domination over goods**—Today's modern economy produces more services relative to goods than yesterday's economy.
- **Size and scope dynamics**—The U.S. economy produces around \$22 trillion in GDP per year, almost one-fourth of global GDP. As such, it has enough size and scope to almost (but not quite) go its own way and push through global headwinds.
- **Federal Reserve accommodations**—Over the last few decades, the Federal Reserve has been biased against too much growth. A new perspective recognizes that growth itself, in terms of more goods and services, is a restraint on inflation allowing the Fed more accommodating postures.

- **Labor force dynamics**—The U.S. labor force has proven more dynamic and elastic than predicted a few years ago. As the demand for labor increases with the expansion, the labor force has grown as many older workers have not retired or have returned to the labor force.
- **Energy self-sufficiency**—A final upward force is the increasing domestic supply of energy driven by increased investment and innovation in producing oil and natural gas.

However, as always, there are counter forces and risks driving the economy downward that could override the upward forces and knock us off the growth trajectory. Seven of the most likely include:

- **Global headwinds**—Global economic headwinds abound. Germany's economy, the world's fourth largest, shrank in the second quarter. China's industrial output is growing at the slowest pace in 17 years. The list goes on.
- **Traditional external shocks**—Traditional external shocks that have usually knocked the economy off course include geopolitical tensions in the Middle East and North Korea that could disrupt normal trade flows and the global economy.
- **Escalating trade frictions**—This could be included in the first downward force, but it has become a separate force with the U.S.-China trade war.
- **Rekindling inflation**—Although inflation is generally in check, there has been a recent uptick. This could result in the Federal Reserve forcing up interest rates.

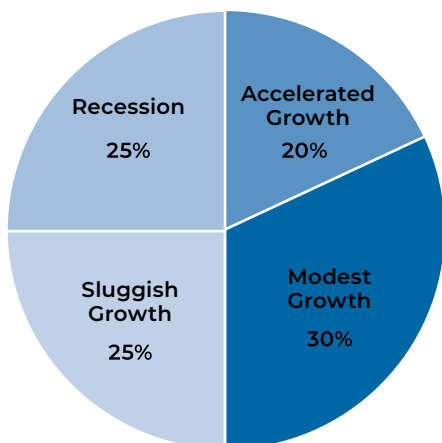
PERFORMANCE RATIOS

- **Federal Reserve miscalculations**—Although monetary policy is not very effective at juicing up the economy, it is super effective in slowing it down or even pushing it into recession.
- **Political and public-policy errors**—Included in this litany of errors could be new, overburdensome business regulations and excess minimum-wage regulations at the federal or state levels in the short run and longer-run structural budget deficits and entitlements.
- **Longer-term slowing**—Over the longer term (since the 1950s), the growth rate of the U.S. economy has been slowing. The average annual growth rate of inflation-adjusted GDP has generally slowed by decade since the 1950s.

Given these countervailing forces, there are four distinct trajectories that the economy might take in 2020:

- Accelerated growth of 2.5 percent or more with a slight uptick in growth over this year
- Modest growth with a return to the growth rates of 2017 (around 2 percent)
- Sluggish growth with a significant decline in growth, but no recession (around 1 percent)
- A 2020 recession beginning in the early part of the year and running through most of the year (a decline of around 1–1.5 percent)

2020 Economic Scenarios



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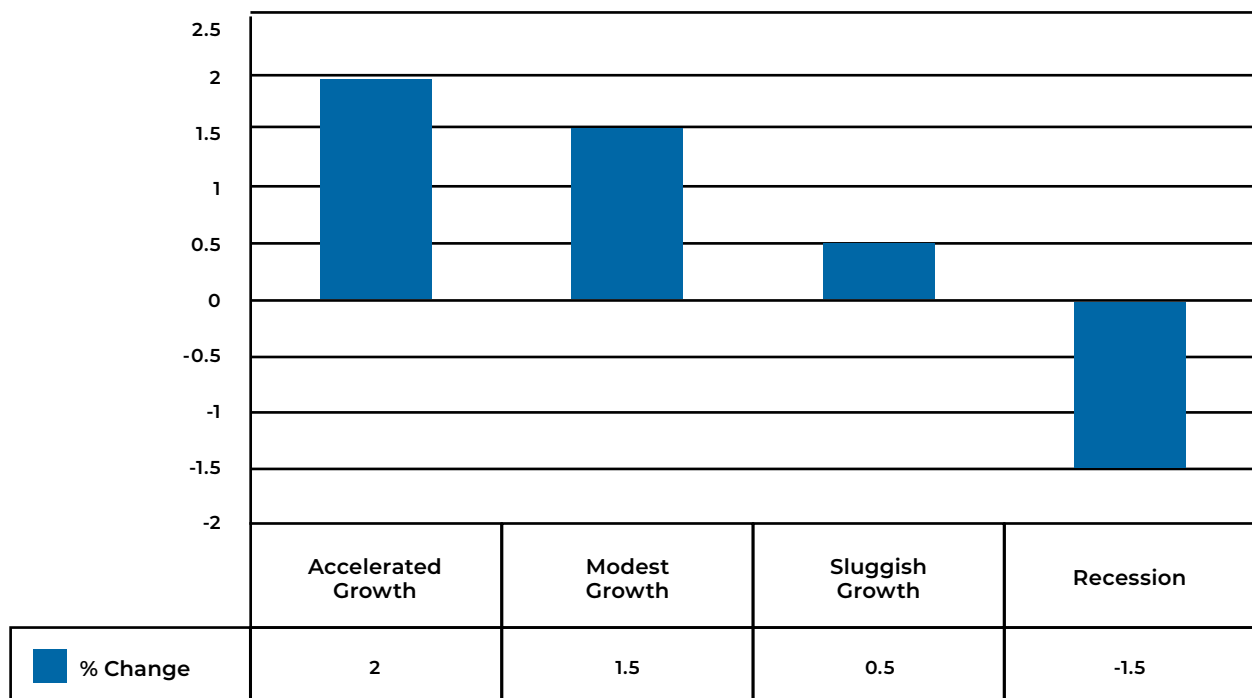
Print's 2020 Operating Environment

Print's operating environment over the next year depends on the path of the economy.

- **Accelerated growth**—If the 2020 economy grows at an accelerated pace of 3 percent or more, printing shipments will increase by around 2 percent or more with almost \$3.5 billion in additional printing services in 2020.
- **Modest growth**—If the 2020 economy grows at a modest pace of around 2 percent, print will grow by approximately 1.5 percent or almost \$1.7 to \$2.6 billion in additional printing in 2020.
- **Sluggish growth**—If the 2020 economy grows at a sluggish pace of only 1 percent, printing shipments will edge up only around .5 percent or almost \$900 million in additional printing.
- **Recession**—If the 2020 economy slides into recession, print will slide faster and further, likely falling by around 1.5 percent or more with a loss of close to \$2.5 billion or more in printing shipments.



2020 Print Markets and Economic Scenarios



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David Wilaj • Economist, Printing Industries of America



As we head into a new decade, there remains some uncertainty as far as the state of the economy is concerned. Although we anticipate our record-breaking expansion to continue at a modest pace, it is important to know how profits could be affected by any scenario that may materialize.

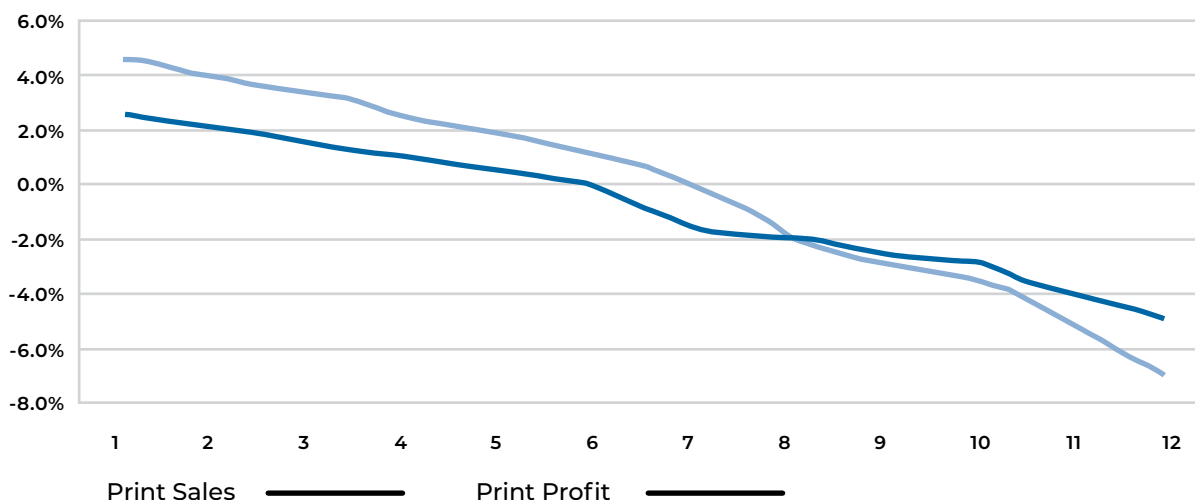
2020 Printer Profits

Based off of past ratios and economic trends, we can anticipate what profit margins should look like for the average printer, profit leaders, and profit challengers in a variety of future scenarios. The graph below shows margins for each of these groups using the economic scenarios illustrated by Dr. Davis. Based on data collected for PIA's *Performance Ratios* program, we expect to see the average printer with profit margins around 2.8% if our projection for modest growth is correct. Challengers would still see profits (0.7%) and leaders would reap profits over 8.5%. All of these would jump up even higher if the economy catapulted forward greater than anticipated. Typically, profit leaders are able to persevere through the hard times and create a profit even in the midst of recessions, although a decrease in percentage points can mean millions of dollars lost. Those who are not industry leaders are the ones who are most adversely affected during difficult times as they typically struggle to break even and often even manage to lose money during tumultuous times.

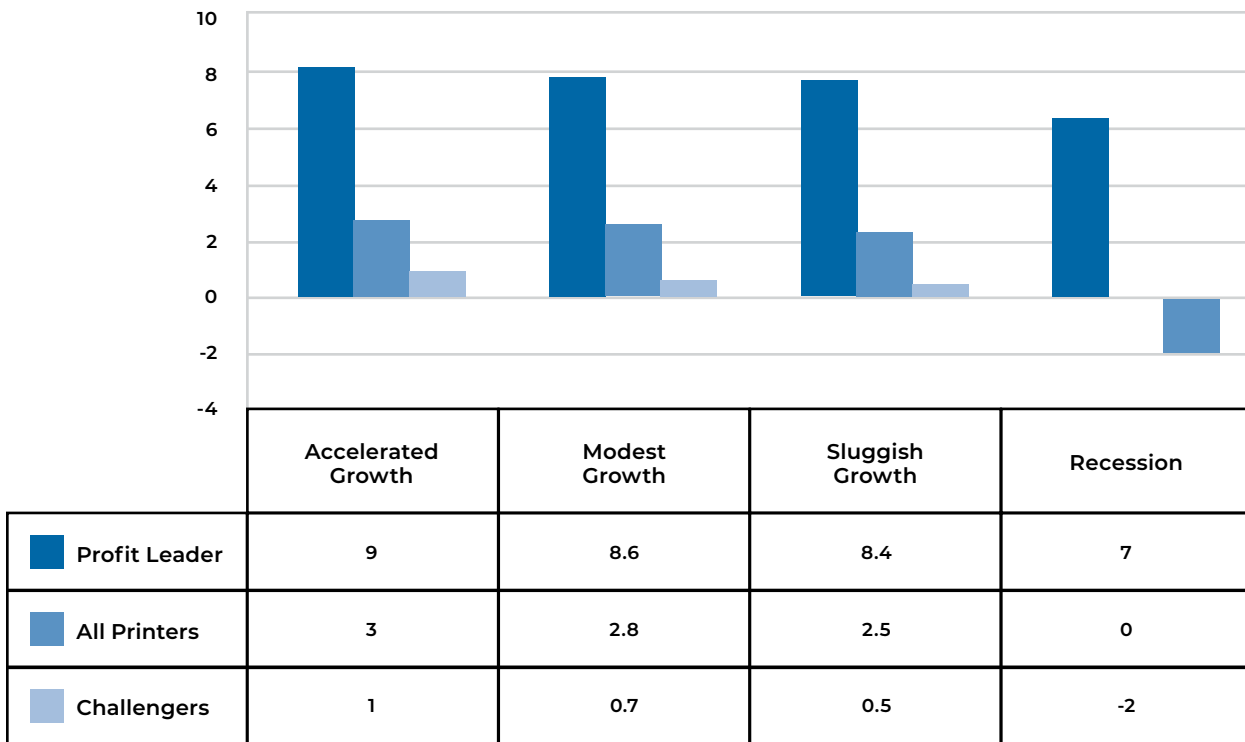
Relationship between Sales and Profit

As discussed by Dr. Ron Davis in this issue of *The Magazine*, printer sales typically move in tandem with macroeconomic trends. As these sales ebb and flow, so do profit margins. The graph below illustrates the relationship between growth in print sales and printer profits. It is easy to see that as sales grow at a higher rate, profits are increased. Even with little to no sales growth, profits continue to remain positive for the average printer. Once sales begin to contract, though, the average printer's bottom line typically can't handle the swing and money is lost.

Print Sales and Printers' Profit



2020 Printer Profits (% of Sales)



Hot Processes and Market Segments in 2020

Those who produce hot products and/or use efficient processes will obviously be some of the higher earning firms in any of the growth scenarios. In many cases, presence in the right segments can yield solid returns even in times of slow growth or recession.

In every 2020 scenario the current trends concerning print processes will continue. Of course, if there is a recession, all processes will take a hit although the hot processes will still perform better than others. Print processes that will grow relatively fast over the next one to two years include:

- Inkjet—both wide-format and production
- Wide-format—particularly digital and inkjet
- Digital toner-based

In every scenario, the current trends for specific print market segments will also likely carry over for 2020. While all sectors will cool in a recession, the relative rankings will remain. These print market segments will likely grow at a relatively higher rate than other sectors:

- Packaging and specialty packaging
- Labels and wrappers
- Signage
- Direct mail
- Point-of-purchase

As we keep our eyes fixed on 2020, it is essential that we understand the implications of each of the economic scenarios. While it is important to have a plan of action in case of recession, we think that 2020 will be kind to printers who are built to thrive in any growth scenario!

MEMBER SPOTLIGHT

Watkins Lithographic, Inc.

Sarah Sudar

Copywriter,
Printing Industries of America

Watkins Lithographic, Inc. is looking to expand. With its home office in Kansas City, Missouri, the company is looking to take both the East Coast and West Coast by storm in the next few years. It's an impressive and aggressive expansion plan that is something beyond what the company's founder and president, Eddy Watkins, thought about when he started the company in his basement in 1978.



Watkins says, “I believe in order to grow, you are going to have to be in different markets.”

After returning home from the Vietnam War in 1969, Watkins started working in the print industry, a skill he learned while in high school. Almost 10 years later, he opened Watkins Lithographic in his basement, selling by day and running the presses at night. He did both jobs for a few years before hiring employees. The company has grown to be one of the top printers in Kansas City and one of the top 400 printers in the United States.

“There aren’t a lot of people who are able to accomplish what he has,” says Jason Watkins, vice president of Watkins Lithographic and Watkins’ son. “As tough as it was back then, going out selling and running the press at night, not many people are going to have that drive.”

Watkins adds, “Neither did I, but I like to eat!”

One of the biggest changes Watkins has seen over his career in the printing industry is turnaround time. When he first started in the 1970s, every job had two weeks; now the wait time has shortened to two days.

“We live in an on-demand society and everyone wants it now,” says Jason Watkins. “It’s now to a point where when someone gives you a job, they needed it last week.”

To adapt to this quick turnaround time, Watkins has a reputation for producing high quality products quickly. It has made itself competitive in the marketplace by adding some equipment (like two 8-color perfectors with double UV coaters) that very few companies have, which allows them to turn a job much more quickly. And prepress proofing has almost gone completely digital. The company also has set up their shop as a true one-stop-shop for printing to make it easier for clients. Jason Watkins says that if it prints, it can be done in house.

Not only has investing in equipment improved the company’s turnaround time, but also its people.

“Employees have bought into our philosophy and vision, and if you don’t have the equipment and employees putting their best foot forward every day, you are not going to turn jobs around as quickly as the customer needs them,” says Jason Watkins.

Watkins strives to hire individuals who believe in what the company is doing, are a good fit, and are hard workers, which Jason Watkins honestly admits has been hard to find over the years. But, the company is happy to report that they are striving to hire a younger demographic of the workforce, with most of the company’s press operators being in the mid-to-late 30s.

The company also rewards its employees for the hard work they do each and every day. It’s not uncommon for the entire company to shut down and go see a movie or go bowling together. And if the year has been really good, they reciprocate that to employees by taking them on trips or offering bonuses.





Jason Watkins never found himself wanting to be a part of his father's company, though he spent summers working in the bindery and running some small presses. He actually wanted nothing to do with the industry, lining up a job for AT&T 25 years ago. It was a company-wide strike by AT&T that had him back working at Watkins in estimating and customer service when he really discovered that printing is truly in his blood. He fell in love with the business and has been there ever since.

Jason Watkins has taken a more active role in running the company in recent years. Watkins will be in good hands for the future, but for now, they are focused on expansion. They are currently searching for the right opportunities on the East and West Coast with the right potential.

"You have to constantly figure out how to grow," says Eddy Watkins. "You cannot stay stagnant; there's no way!"



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Managing the Business When You ARE the Business

Mike Philie, The Philie Group

Whether you are new to the industry, part of a family legacy, or just new to the owner's seat, you quickly find out that there are many moving parts to leading a successful printing business. Between equipment and technology, staff and supervision, knowing your numbers, and of course customers and cash, it can be difficult to determine the best way for you to lead the organization and where to focus next. Your team needs a steadfast leader at the top of the food chain, and that is you. Your day is filled with highlights and heartache. You need to be adept at charting the course, attracting and retaining the right people, and on some days, making the unpopular decision or just being that trusted sounding board. So how can you focus on just doing the right things?

Like to Do vs. Have to Do

Make time to work on your business by taking the activities

out of your schedule that others should be doing or really don't need to be done at all. Dissect this further by doing a study of where you spend your time for 30 days. And if working on the business is important to you, you'll quickly be able to determine where you can get additional time by delegating to others on your team. If you find that you have no one to delegate to, that should be addressed by carefully reviewing your team, the positions they are in, and how well are they suited for their role and taking action as needed.

Your Plan, Your Vision

Strategy planning remains an important part of integrating that new initiative into your existing offering. It's important to have a plan that you can actually execute. Take the steps to make your plan more executable by trying to convey your message onto one or two pages, or even down to a

note card. The message on that note card will be much easier to convey, and you'll get more people on board with the plan.

Summary

It's hard. It's difficult to carve out a certain amount of time to allot to a project, email, or business development. The alternative is that you bounce around all day, kicking the can and working at keeping the plates spinning. It's your time and it's the projects or assignments that you said are important to your success. There are no silver bullets to making this better or easier. Start by making a list of the things that are important for you to accomplish each day—along with how much time you'll allow to get them done—and enter it into your schedule. It may be helpful to share your schedule with your team or peers so that they know how and when to reach out to you. If that's all you do, you'll be ahead of the

pack. Whatever your role is in your organization, unless you are the help desk, you need to have a plan to accomplish your goals every day. Otherwise, you'll be in react mode and play the role of the fireman. Just make sure that you're not also playing the role of the arsonist.

Outlook for 2020

The leadership role will continue to get more complex with technology and automation, business development, and staffing issues leading the way. Those that focus on employee engagement, reducing touches on projects, and making their customers loyal fans will continue to separate themselves from their competitors.

ABOUT THE AUTHOR

Changing the trajectory of a business is difficult to do while simultaneously managing your core competencies. Mike Philie provides strategy and insight to owners and CEOs in the graphic communications industry by providing direct and realistic assessments, not being afraid to voice the unpopular opinion, and helping leaders navigate change through a common sense and practical approach. He provides no-nonsense tools for organizational change, performance management, and strategic sales growth.

Reach Mike at: mphilie@philiigroup.com | philiigroup.com.



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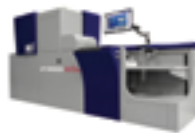
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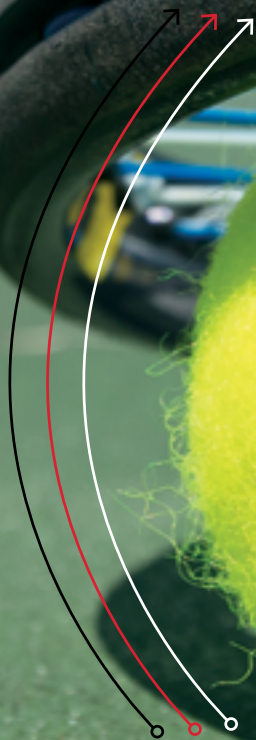
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How to Become an Industry Advocate in Less Than Two Minutes

Stephanie A. Buka

Advocacy Program Specialist,
Printing Industries of America

The ultimate goal of advocacy is to influence the course of legislation and government policy. Member-driven advocacy is a powerful and important facilitator for the print and packaging industry, but with so many interests competing for congressional attention, how can we rise above the chatter?

In order to be heard, widespread membership involvement is necessary. Success is directly proportional to the number of people involved. If you don't lend your voice to the conversation, all of the attention and resources will be directed toward other causes while our message is lost. So what can you do?



Educate Your Lawmakers

Lawmakers may not fully understand how the decisions they make in Washington, D.C. could impact your bottom line and the trajectory of the entire industry. But you can make a tremendous impact on the legislative process. You understand the key issues affecting the print and packaging industry as a whole—the strengths, challenges, and opportunities. Who can tell the impressive story of print better than you? As a voting business constituent and subject matter expert, you're an ideal advocate for the industry.

Tell Your Story

Sharing your personal story is an effective way to gain commitment from lawmakers. Lawmakers are often faced with difficult decisions about what issues to support and what actions to take. One way to stand out from the crowd is through storytelling. By explaining the real-world business climate, you can help lawmakers think through the policy implications of their work. You have the opportunity to influence how a legislator feels about an issue, and you can motivate them to take actions that are favorable to our industry.



Take Action

You have a story to tell. Now take the time to let them hear it. Powered by VoterVoice, the Print Powers America Action Center serves as your gateway to get involved. In less than two minutes, you can deliver messages to your representatives through the center. The advocacy campaigns contain pre-written messages that you can customize by adding your personal story.

As a founder and leading member of the Coalition for a 21st Century Postal Service (C21), Printing Industries of America urges you to visit the Print Powers America Action Center to take immediate action on our current spotlight campaign, urging Congress to support the United States Postal Service (USPS) Fairness Act. H.R. 2382, and companion bill S. 2965, which would repeal the requirement that the USPS annually prepay future retirement health benefits. If enacted, it would significantly improve the financial situation of the postal system and bring certainty to countless Americans that depend on the service to connect with businesses, friends, and family. All supporters are encouraged to lend their voice to this important piece of bipartisan legislation.

Getting involved in advocacy presents a meaningful opportunity to impact the future of your business and your industry. We can drive change through strength in numbers and a collective voice. Widespread member support will increase awareness of critical issues, influence decision-makers, and improve outcomes for the print and packaging industry. Together, we can power print into the future.

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Industry Input: Advice in the Printing Industry

Managing your own business is difficult, but it can be even more difficult to take over an existing business. We asked industry professionals from across the country to tell us one piece of advice they'd pass on to someone entering the printing industry either by acquiring an existing business or taking over the family business. The answers, though different, all had the same theme: put the customer first.



Jack Stoughton
Stoughton Printing Co.
City of Industry, CA

“Today’s printing world is very complex and always changing—computer technology, digital print, finishing techniques, and an ever-growing landscape of equipment solutions. What is right for the new owner or operator of a business? In my opinion, it’s being true to oneself. Assuming that the company reached its success in a certain niche or segment of the business, you must be the best possible version of that core business before you venture too far astray of that. Take stock in what you do and how you do it, and do it in the most efficient manner you can.”



Michael Peluso
Shawmut
Communications Group
Danvers, MA

“If I had to give advice to someone buying or getting into the family business, I’d tell them to focus on technology and having a fully developed sales process to acquire new clients. I would also encourage them to develop a customer-centric team that can nurture existing clients and bring in new ones. Those are the three elements you really need to focus on to be successful.”



Ralph Williams
Middle Tennessee
State University
Rockvale, TN

“Given the dynamic nature of our industry and the plethora of products/services printing companies can provide, strategic planning is vital, possibly more vital than ever. Determine your target and decide what products or services you should provide. Talk to potential customers in your target market and involve your team in this discussion. Don’t try to do everything; do what your target market needs, and do it very well. Let your target market pull you to the products or services you will provide. Too many printing companies are trying to do everything.”



Charlene Sims
The Master’s Press
Dallas, TX

“The thing that really stands out to me that I hear from customers is that when they call, they want to talk to somebody. My advice would be to not let technology override taking care of personal customer service. The biggest frustration customers run into right now is not being able to talk to someone that can help them and having to ‘talk’ to a computer instead.”

Compiled by:
Maggie Aupperlee
Copywriter,
Printing Industries of America

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SUSTAINABLE MANUFACTURING FOR THE PRINT INDUSTRY

Vegetable-based inks consists of 51% sustainable materials, and unlike their petrol counterparts, which release high amounts of VOCs, vegetable-based inks only contribute between 2-15%.

51% **2-15%**

Sustainable manufacturing for the printing industry embodies three principal concepts:



PRODUCT



PROCESS



ENVELOPE

Product—The design, input materials used to make it, and the ultimate fate of the finished goods

Process—The actual manufacturing process involving prepress, press, and postpress

Envelope—The support activities that occur at a printing operation such as the building, grounds, maintenance, transportation, and employees

Over the past 25 years, the annual recycling rate has doubled.

In 2018, paper recovery and recycling were estimated at a record high of 68.1%.

Print also does its part as a renewable resource; once a product has served its purpose, it continues its life cycle as material for a new product.

Print inks are continuously evolving into more environmentally-responsible materials with an increase in plant-based inputs, such as soy and linseed oil.

The U.S. paper industry encourages forest land owners to engage in well-managed, sustainable forestry practices. Forest ecosystems remove nearly one-third of human produced carbon dioxide emissions from the atmosphere.

Modern commercial printing employs more sustainable practices.

From recycling to energy usage, commercial printers are making great strides in reducing their environmental footprint by implementing such practices as:

- Gaining third-party certification credentials
- Reducing the impact of chemicals by using vegetable-based inks, eco-friendly soy inks, alcohol-free chemistry, and aqueous coatings
- Purchasing products, materials, and services from individuals and organizations that demonstrate a commitment to sustainability
- Educating employees on environmental information, recycling procedures, and certification training
- Equipping presses with ink monitoring devices to reduce waste
- Recycling printing plates, soda cans, cell phones, batteries, fluorescent light bulbs, old computer equipment, tin, glass, and plastics

According to the EPA, only 33.3% of steel, 26.4% of glass, 18.5% of aluminum, and 9.1% of plastics consumed were recovered from municipal waste streams for recycling in 2015, compared to **66.6% of paper.**

According to Nielsen's 2015 Global Corporate Sustainability Report, **66% of consumers would spend more** on a product if it came from a sustainable brand. Up to **73%** of surveyed millennials had a similar view.

4 SIGNIFICANT GREEN PRACTICES ADOPTED BY PRINTERS:

1. Responsible paper sourcing—Green printers take the initiative in making sure that their paper and other raw materials come from environmentally sound sources.
2. Using soy and vegetable-based inks—vegetable-based inks, usually made with soy, are more sustainable and release no VOCs. They make recycling easier, as they make de-inking easier.
3. Overall energy efficiency—Using the most energy-efficient machines and appliances available, from printing machines to office refrigerators.
4. Eliminating wasteful production practices—By embracing technologies like on-demand printing and variable-data printing, print companies have radically reduced the impact of wasteful overprinting.

PepsiCo plans to design **100% of its packaging** to be recoverable or recyclable by 2025, while partnering to increase packaging recovery and recycling rates.

The Coca-Cola Company's sustainable packaging goal is to help collect and recycle a bottle or can for every one sold by 2030.



Hot Tax Debate of 2020: **Wealth Tax**

Lisbeth Lyons

Vice President, Government & External Affairs
Printing Industries of America

Welcome to 2020: a presidential election year, where top-tier candidates will introduce various plans on topics ranging from education to foreign affairs to health care to tax policy. While these plans tend to be more like outlines (giving fodder for opponents to demand more meat on the bone and to ask the age-old question, “How would you pay for x, y, or z?”), they do serve as important ideology markers and spark important debates prior to Election Day. And if history is our guide, once a big idea is unveiled by one leading candidate, others in the pack will respond with their own iteration for or against. It also trickles down ballot to Senate and House campaigns. Such is the case for 2020 and the so-called “wealth tax.”

The purpose of a wealth tax is a relatively easy one to market and sell to voters: to tax the richest Americans at a higher rate in order to force them to pay a “fair share” in proportion to taxpayers of other income strata. (Using a very high threshold, like \$50 million or \$32 million for married couples, as proposed by Elizabeth Warren and Bernie Sanders, respectively, makes it even more politically palatable. It’s easy for “regular” Americans to tune out after hearing those figures.)

The utilization of this theoretical increased government revenue would differ slightly among top candidates, particularly Elizabeth Warren and Bernie Sanders. For Warren, a wealth tax would serve as a revenue in/revenue out means to finance new government programs to the tune of \$275–\$375 billion per year. Sanders’ goal with the wealth tax adds a layer beyond increased government spending by attempting to use a wealth tax to break up large concentrations of wealth that he believes leads to long-term societal ills. Warren and Sanders have been the two most outspoken Democratic presidential candidates, but expect the concept to gain steam or linger by summer depending on who clinches the Democratic nomination in Milwaukee this July.

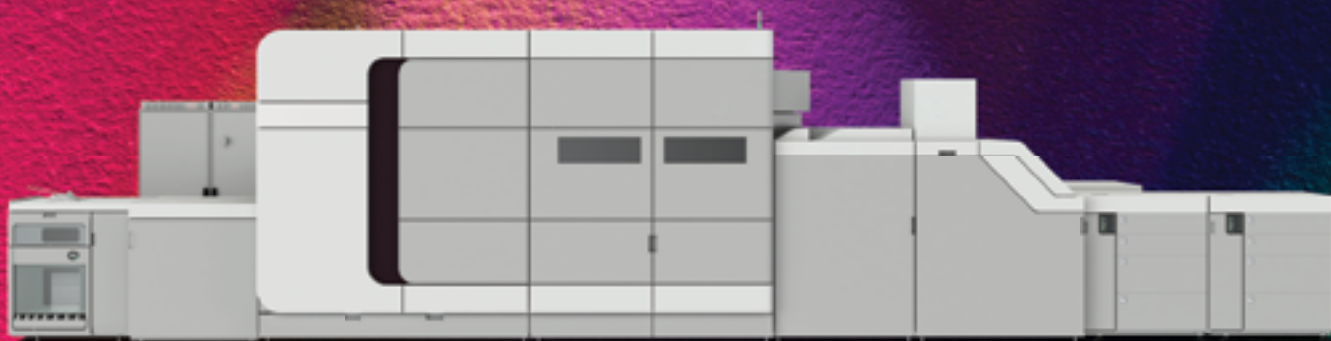
What would be the consequences of an imposed wealth tax? Tax policy experts diving deep into the weeds on the proposals have identified constitutional concerns (an unapportioned direct wealth tax has been held by past courts as unconstitutional, though its supporters have suggested workarounds) and the compliance burdens on the IRS (and whether the agency could realistically calculate and administer such a tax even on a small

percentage of taxpayers) are two such concerns. Another big “What if?” with wealth tax proposals is the uncertainty surrounding estimates of the actual amount of revenue that would be derived from such a tax. This is due not only to lack of specificity of campaign proposals as noted above, but also because estate planning, investment vehicles, and other revenue data skew the measurement of the amount of money the government would actually generate. In terms of business and entrepreneurship, questions abound concerning valuation of closely-held businesses, tax treatment of wealth held in trust, and a significant increase in overall tax planning when considering a wealth tax. The IRS already struggles with valuation of assets for estate tax purposes.

And what of the Republicans on this topic? President Trump has decried the proposals and voiced opposition in recent speeches and rallies. But it’s worth noting that in the late 1990s, a businessman flirting with politics once proposed a one-time 14.5-percent tax rate on wealth starting at \$10 million as a means to reduce national debt. That businessman? Donald J. Trump.

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Integration of Human Relations and Environmental, Health, and Safety

Adriane Harrison

Vice President, Human Relations
Printing Industries of America

In the printing industry, most managers wear more than one hat. It comes from a hardworking, can-do attitude; juggling roles as family-owners; and tight budgets. Many companies do not have a human resources professional but instead an owner or senior manager who will perform the role. That same person might also be in charge of environmental, health, and safety issues. While this arrangement might seem less than ideal, in reality, HR and EHS should collaborate on much of what happens within the company. If a company is fortunate enough to have someone in both roles, having HR and EHS work together to create policies and procedures will reap many benefits.

From the first day on the job, HR and safety goals overlap about how an employee should be dressed. Personal protective equipment and dress code policies should

align to keep people safe, be respectful of culture, and not offend. For instance, dangling and loose clothing, hair, and jewelry should never be worn around printing equipment. Nevertheless, those rules may be in conflict with the typical apparel worn in various cultures. Finding the way to be respectful of cultural norms to avoid discrimination claims while still abiding by safety requirements is the perfect example of the integration of EHS and HR.

One of the most important integrations of HR and EHS is the management of prescription and recreational drugs in the workplace. Whether legal or illegal, many drugs represent potential hazards in a printing facility that could result in serious harm or even death. Managing these issues to minimize safety hazards and to accommodate employees with serious medical conditions requires collaboration between HR and EHS.

Creating an emergency action plan is another opportunity for HR and EHS integration. Emergency action plans should include options for different kinds of emergencies including fire, weather, and active shooter. These plans should also include accommodations for employees who are differently abled. For instance, a system that incorporates lighting signals would be an accommodation for those who are hearing impaired.



Sometimes the HR and EHS integration usefulness comes down to efficiency. Training schedules are examples of how knowledge of the HR and EHS training requirements can avoid staffing issues and production delays resulting from poor scheduling. For instance, safety training related to powered industrial trucks and lock out/tag out needs to be coordinated with anti-harassment and anti-discrimination training. Use scheduling software or a spreadsheet that includes each type of training and take advantage of HR's knowledge of employee shift schedules.

Collaboration between HR and EHS will create integrated, comprehensive policies that address HR and EHS issues and will help companies manage risk, reduce injury, avoid discrimination, and stay compliant with state and federal regulations.



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