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THE MAGAZINE

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PRINT
is Essential

WHAT'S INSIDE?

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A Proud Look Back at the History of Printing Industries of America

Michael F. Makin, President & CEO,
Printing Industries of America

I hope that this final edition of *The Magazine* finds you and your families safe. These certainly are unsettling and unprecedented times where printing, packaging, and mailing services have never been more critical to the nation and its economy.

Since the onset of the COVID-19 pandemic, PIA has fought hard to have print identified as an essential service throughout the country. For that reason, it was very important that our final edition of *The Magazine* be printed and mailed.

As you no doubt are aware, on May 1, 2020, Printing Industries of America merged with the Specialty Graphic Imaging Association (SGIA), and a new chapter of our history began. As one of the principal architects of this historic consolidation, I am confident that our industry and our members will be better served with greater resources and that we will witness brighter days ahead.

Our association, one of the oldest American manufacturing assocations, was founded in 1887 when the linotype typecasting machine came into practical use. Its first assembly was an international convention of American and Canadian printers who gathered to address excessive competition within the industry and labor contracts. The convention was held in Chicago and the United Typothetae of America (UTA) was born.

UTA had no permanent headquarters for its first 15 years. The first official location was established in New York in 1902 before moving to Philadelphia in 1908 and then returning to Chicago in 1912. It remained there until 1929, when Washington, D.C. became headquarters for 75 years. During this time, UTA changed its name to Printing Industries of America in 1941.

Pittsburgh has been PIA's home since 2004 when the city became the joint headquarters following consolidation with the Graphic Arts Technical Foundation (GATF) in 1999. PIA and GATF operated separate locations until the first CEO for the merged organizations was hired in 2002.

Over its 133 years, PIA's programs have evolved to serve the needs of its membership, but education, advocacy, and research have always been at the core of its mission. The association existed to be an extension of its members' businesses—a trusted resource for human and industrial relations, economic and technical information, and best business practices. Rest assured that these services will continue with the new organization.

On a personal note, being President and CEO of PIA for almost 20 years has been the highlight of my career. I could not be more proud of PIA's history and what it has done for our industry, particularly in the recent months as we have helped members navigate the COVID-19 crisis.

I would like to extend thanks to my staff, the hardest working and most dedicated group of association professionals with whom I have had the pleasure to work with. I am indebted to the support of PIA's affiliates, who have always worked diligently to provide the greatest value existed for the membership.

Finally, I want to say what a privilege it was to serve PIA's volunteer leadership—committee members, the Board of Directors, officers, and, most importantly, the 20 chairs who led the association during my tenure as CEO: Randy Camp, Chuck Stay, Mike Marcian, Jim Herbst, John Green, Jim Mayes, Eric Delzer, Dave DeLana, Janet Green, Ken Kaufman, Bill Gibson, Michael Keene, Laura Lawton, Tim Burton, Jeff Ekstein, David Olberding, Brad Thompson, Curt Kreisler, Bryan Hall, and Paul Cousineau.

It has been a great run and I look forward to what the next chapter will bring.

The Dawn of a New Age

Paul L. Cousineau, Vice President, Prepress Operations, Continuous Improvement, IT Ops Support, *Dow Jones & Co., Inc.* and Chairman, *Printing Industries of America*

It has been my sincere pleasure to serve as the Chairman of the Board of Directors of Printing Industries of America. Though I have only been in this role for a short time, I have been involved in Printing Industries of America (PIA) and the Technical Association of the Graphic Arts (TAGA) for many years, rising through the ranks as a committee member, committee chair, and executive of the board.

During that time, I have witnessed firsthand the critical role Printing Industries of America plays in supporting the printing, packaging, and mailing industries. The sheer volume of work that the staff and volunteer leadership of PIA achieves each year is a testament to their dedication to serving its members. We have weathered many storms together but none like the challenges we are all facing today with this global health crisis. Yet, I remain committed in my optimism that better times are ahead, particularly as PIA enters this remarkable new era as a merged entity with SGIA.

The process of merging two associations has taken considerable time, hard work, and commitment. There have been many days at the table crafting the plan to create the best possible outcome for our members and ensure that PIA's core values are preserved. Once agreement on the plan was achieved, it was up our members to decide if this was the path and future which PIA should pursue.

In one of my first duties as Chairman, I had the privilege to oversee the historic membership vote regarding the merger of PIA and SGIA. In a nearly unanimous decision, it was obvious that our members were eager for this merger to happen. Thank you for your support.

For the past several years, there has been a committee assigned to explore a potential industry merger. It has been quite a journey. These volunteers diligently worked through the details, smoothing rough spots along the way and creating the structure and communications plans that ultimately brought us to the present. I extend my thanks to Bryan Hall, Michael Marcian, Roger Chamberlain, and Curt Kreisler for all their efforts as they worked through this process to ensure that we jointly developed the best solution possible for PIA and its members.

I would be remiss if I didn't thank Michael Makin for his significant contributions to the industry and the future of this association. From initial meetings with SGIA leadership to collaborating with them to develop a new platform and paradigm for the creation of a new super association, Michael then worked tirelessly to move the needle forward. Now we stand on the precipice of history with a new association that has an unparalleled leadership position for our industry and members, with the combining of the full breadth of capabilities from PIA, SGIA, and NAPCO Media.

It's a great story and one with which I'm proud to be associated.

Navigating Your Business Through the New Normal

Mike Philie, *Philie Group*

Regardless of whether your customers were deemed essential or nonessential, or what part of the country you are in, your business has taken a pause. The level of that pause has been different for each company, and it has been unprecedented. During this time, you took care of your people, kept everyone safe, and managed the checkbook. It's been difficult to think past tomorrow as each day resembles a MASH unit with constant stages of triage going on. But now it's time to think about what you can do that will make a significant impact on your business going forward. My guess is that you'll answer that based on the lens through which you view things. Also, your answer may be predicated on the answer to the question, "What do you really want your business to look like on the other side?"

As you may recall, the companies that emerged from the 2008–2009 recession the strongest were those that took the time during the pause to retool and rethink their business. They wanted to emerge as a stronger, faster, smarter, and more agile business. They tinkered with process, cross-training, and sales and marketing, and reviewed their true competitive advantages.

For many businesses, there will be several areas to consider. Perhaps the easiest way to start is by answering some of these questions. Look at the markets you are in and the customers you have. How do you get new business and how do you retain your existing customers? Is there a better or different, more effective way to do that? Where do you make money, what are you the best at, and which part of your business can you leverage to get more or to enter other areas?

Another issue that may need review is the manner in which you process work. From the time a project is an opportunity to the time you invoice and collect the money, how many steps are there, what does it look like, and would you consider your process a strategic advantage, a liability, or just OK? Some of the things that you decide to tackle are "behind the curtain" items—very important to the business but the customer doesn't see it or assign any value to it. Other areas you may select will be client facing and may be able to enhance your competitive advantage.

Many think that once we are on the "other side" of this pandemic, that it will be business as usual. I hope so. But we do run the risk that the structural change COVID-19 will have on how we live our lives and do business will be in effect for quite some time. Picking up a phrase from the 2008–2009 recession, this will become our latest "new normal." Inside the factory and in our workplace, perhaps not as much will change. But how we are able to interact with customers and prospects may take time to return to normalcy. Perhaps not in all towns and cities, but in the areas that were hit hard by the virus, the current selling and relationship building process will be challenged.

I don't know for sure what the new sales process will look like, but in many areas, access to customers and prospects and in-person meetings will most likely have a different look. The industry is rich with sales teams that have been successful and have built businesses based on their ability to personally build relationships and turn customers into friends. And while direct access to customers has already been more difficult in the last several years, that

same level of access may be harder yet going forward. Rebuilding your sales, at least in the short term, may challenge those using their same pre-virus tactics. This is one area that I would certainly recommend you work on to make sure you have a clear vision for what you think will be effective for your particular business.

There's no silver bullet or magic pill that will make your company jump right out of the blocks once the all-clear signal is given. As these are undoubtedly uncertain times, there will be opportunities for those that keep their heads up and prepare. You'll have to decide what areas of your business you want to work on. Get your team (internal and external) engaged in exploring potential scenarios. Keep in mind that during these times there are no dumb ideas; put it all out there. Also remember that in the world ahead of us, full of change and uncertainty, there is no greater risk than doing nothing.

ABOUT THE AUTHOR

Mike Philie is a Principal of Philie Group, a business management consulting organization that works with companies in the graphic communications industry. He works with business owners, senior leadership, sales managers, and sales representatives who are not satisfied with the status quo and are looking for guidance in altering the trajectory of their results.

He also leads interdisciplinary teams through the transition necessary for profitable growth within a changing, dynamic marketplace and provides senior management with insights on acquisition strategies impacting sales, profitability, and successful cultural integration.

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Advancing Graphic Communications

Staying Operational:
The Value of Business Continuity Planning

James A. Workman
Vice President, Center for Technology and Research,
Printing Industries of America

The current pandemic and its sudden and dramatic impact on companies of all types should reinforce the need for a business continuity plan. Given the questions PIA has recently received about such plans, it's likely that many operations don't have a plan and some that do probably overlooked a pandemic as an event to be considered.

We rarely get advance notice that a disaster is going to strike. Every incident is unique and unfolds in unexpected ways, which is what makes planning difficult–and essential. Without a plan, even your best employees cannot be expected to know what to do when disaster strikes. Leaving each to respond in his or her own way only adds to the confusion. A well-thought-out plan gives print manufacturers the best shot at resuming normal operations quickly after a fire, flood, attack by cybercriminals, pandemic, or other event. You don't want to be part of the estimated 25 percent of businesses that never reopen their doors following a major disaster.*

A business continuity plan outlines the potential impact of disasters, gives procedures and instructions to respond to them, and helps businesses recover quickly. It covers business processes, assets, human resources, business partners, and more. The process of preparing a plan also provides focus on what can be done to mitigate the risk of events occurring.

Insurance doesn't take the place of business continuity strategy. Proper coverage is, of course, part of the plan. Companies must have enough insurance to recover from a major event. Business interruption insurance, which compensates you for lost income if you have to close your doors when disaster strikes, adds to your protection. Insurance is unlikely, however, to fully cover companies for the peripheral damages from major disruptions.

Customers may require proof of a business continuity plan, especially for ongoing contracts with service level agreements. Even if that's not the case with your customers, pointing out the existence of your plan should give customers one more reason to feel comfortable giving you their business.

What to Plan For

There is no shortage of bad things that can occur. Your plan needs to at least cover the ones that would put your company at greatest risk. Here are threats that are often part of continuity plans:

Pandemic—No surprise that this is on the list.

Natural disaster—a warming climate makes wildfires, storms, droughts, and floods more frequent and intense. The National Oceanic and Atmospheric Administration (NOAA) reported that 2019 marked the fifth consecutive year in which 10 or more billion-dollar disaster events impacted the United States.

Man-made disaster—These include factory fires, explosions, and hazardous material spills. If a thermal oxidizer on a heatset web press blows up, for example, the press could be out of commission for days or weeks.

Utility failure—Electricity or power failures, loss of Internet, or disruption of water service have happened before and will again.

Sabotage—Disgruntled employees can be motivated to delete, reveal, or steal vital information, or damage equipment.

Cyberattack—Printing companies have dealt with ransomware attacks that brought operations to a halt. Other threats include hackers leaking private information or attacks that shut down e-commerce sites.

Steps to Developing a Plan

Developing a business continuity plan includes these five steps:

- Organize a business continuity team.
- Conduct a business impact analysis.
- Identify needed resources.

- Document recovery strategies.
- Conduct training and testing.

Form a business continuity team. Your organization's business continuity team implements and executes the plan. The makeup of your team is obviously dependent upon the size of your company but at a minimum should include senior executives and a manager from each major department.

Conduct a business impact analysis. The second step is understanding the operational, financial, and physical risks to your company should a disruption occur. The team should identify the company's core functions and determine the level of damage each would do if disrupted. The analysis must take into account the extent that a function is dependent on other processes and the supply chain, which may also be disrupted. This is the groundwork for creating recovery strategies. A list of potential threats are then prioritized based on their likelihood and the potential severity of human, business, and property impacts. The probability of an event may be so low and the impact not so grievous that time should be spent planning for other events instead.

Identify needed resources. The impact analysis is bound to reveal discrepancies between the resources you have and the resources you will need when core processes are compromised. You must locate resources and suppliers and determine how to access them when needed. Relationships with certain vendors should be formed long before they are needed. After this step is concluded, you'll be ready to explore and implement recovery strategies.

Explore and document recovery strategies. Knowing risks to your organization is important, but knowing how to react and recover is essential to bouncing back. In step four, the team identifies recovery strategies for each disaster scenario and describes how to implement them.

Conduct training and testing. The team should review the plan annually to spot opportunities for improvement. In addition, it is wise to occasionally test the plan by choosing a particular threat and walking through the plan's processes and procedures and fixing errors. Testing the ability to quickly communicate with all employees also makes sense.

A business continuity plan is never truly finished, since an organization's risks and requirements are never set in stone. While the concept is simple, the details and execution make all the difference. If your company doesn't have a plan, now's the time to develop one.

Source: Institute for Business & Home Safety

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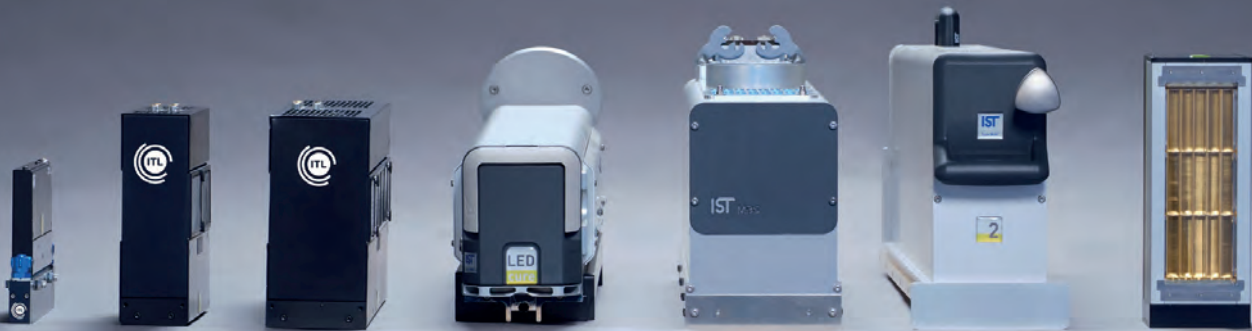**Whatever your application – we have the cure!**

Eight Ways to Stay Relevant During the COVID-19 Crisis

Linda Formichelli
Founder & Creative Director,
Hero's Journey Content

With sports cancelled, schools closed, and local businesses shuttered due to COVID-19, print shops need to rethink how they market to clients. Marketing campaigns and promotions that would have been amazing a few months ago have suddenly become irrelevant, inappropriate, or even insensitive.

Here are eight ways to use your printing and marketing capabilities to help your clients—and your business—stay relevant and weather the crisis.:

Grow your partnerships. Whether you're a mom-and-pop operation or a multi-location behemoth, you still need to process your current orders. If your location has been forced to close, look for a printer that's still operational to help fulfill your customers' jobs. This will solidify your shop's image as a business that keeps its promises and will build a network of partners that help one another through emergencies.

Go direct. Consumers' inboxes are overflowing with emails from every brand they've ever interacted with telling them how much the business cares about them during this "unprecedented time." Direct mail can help you and your clients cut through this clutter.

Your clients might send their customers magnets, window stickers, or decals with handwashing instructions or social distancing rules. Or take a tip from Ryan Spadafora, Special Projects Manager of Excelsus Solutions in Rochester, New York and send (or suggest) "survival kits" that feature a social distancing ruler or an art project for bored kids. "Look at the types of products you print and have fun with them," he says. "People will remember that you put a smile on their face during these stressful days."

To increase the impact of these campaigns, integrate direct mail with digital. "Set up your direct mail campaign to track mail delivery through the U.S. Postal Service," says Allen Hepner, Sales and Marketing Specialist at Spectrum Printing & Graphics in Rockville, Maryland. "Delivery data will let you send a follow-up email to customers you know have received the package, creating higher engagement."

Help your clients stay in business. If your clients' businesses are closed, consult with them on ways you can help them engage their customers until they're open again. Here are some examples from Spadafora:

- Restaurants can share recipes for their best-selling dishes that people can try at home.

- Hair salons might sponsor a photo contest featuring grown-out hairdos.

- Furniture stores can try messaging like, "You must be getting pretty sick of that couch by now. We'll be waiting for you!"

Clients can share and promote these initiatives through direct mail, email, social media, and signage.

Justify clients' budgets. It might be that your direct clients are on board with new print and marketing projects, but their clients or bosses are not. Develop a (print!) document with talking points your clients can use to justify their projects and budgets. Include stats on the importance of using print, the benefits of marketing during an economic downturn, and other convincing facts.

Give a gift (card). Many local communities are banding together to buy gift cards to support neighborhood restaurants and other struggling businesses. Be a local hero by offering free design services or wholesale pricing on gift card printing.

Honor your staff. It's more important now than ever to support your employees—and helping the community get to know these hard workers can foster brand loyalty.

For example, Progress Printing Plus in Lynchburg, Virginia, is running a marketing program that features each of the company's staff members. "We talk about the employees' strengths, what they do here at the plant, and what they do in their spare time," explains Print Sales Specialist Carl Danbury. "We've gotten a lot of positive feedback from clients about it." These mini-profiles are sent via mail and email, and are also available on the company website.

Entertain bored students. Although schools are closed, almost all communities are offering meal pickup to students. Help spread encouragement and joy by supplying postcards with uplifting messages, word puzzles, or coloring pages.

Embrace social media. It may seem counterproductive for a print shop to market through social media, but social can be a good additional touchpoint for engaging with clients and prospects—especially with so many people visiting social sites while self-quarantining. Participating in these online communities lets you build your online profile, identify clients' needs, and gather insights and information that can help you down the road. Deliver content that shows your brand's personality. For example, try streaming a live behind-the-scenes tour of your plant to show off the equipment, explain the printing process, or interview essential staff. Pre-recorded videos are another good way to engage your customers virtually. Excelsus Solutions took advantage of this medium by posting an entertaining video featuring foam board cut-outs of their employees.

Modeling Good Marketing

The COVID-19 situation provides print shops a chance to look deeper into what motivates people to use print, and to model ways clients can continue to market without crossing the line into irrelevance or insensitivity. The eight ideas here will help your print shop spread goodwill and positivity in a way that will inspire your community—and boost your brand's image.

ABOUT THE AUTHOR

Linda Formichelli is the founder and creative director of Hero's Journey Content in Apex, North Carolina. The studio strategizes and develops content for brands like *Publishing Executive*, *In-Plant Impressions* magazine, Domtar Paper, Intel, and GE. Contact Linda at herosjourneycontent.com.

Print Is Essential!

Following a major advocacy effort by PIA, the U.S. Department of Homeland Security's Cyber Security and Infrastructure Agency (CISA) released guidance on April 17 officially listing printers and packagers as part of the nation's essential critical infrastructure workforce. Specific mention of printed material, packaging material, specialty signage, and references to print media in relation to communications, election services, and postal/shipping services are also contained in the guidance.

Earlier versions of the CISA guidance implied printing and packaging companies were essential as part of critical manufacturing supply chains, but absent an explicit definition, PIA member companies have faced confusion or work stoppages as individual states and municipalities issued a patchwork of stay-at-home orders. In several cases, print was excluded by certain states, and the industry was forced to petition governors to amend the original order. This process has created havoc for the industry, its employees, and customers.

This hardfought victory was due in part to the help of you, our members. We asked for companies to share how they were making essential products during the pandemic and the response was overwhelming with more than 200 responses entered in the first 24 hours.

These examples helped PIA emphasize the critical needs that print, packaging, and mailing services fulfilled. These included:

- Personal protection equipment (PPE) like face masks and shields
- Directional signage for essential businesses
- Instructional inserts for valuable medical equipment
- Prescription and drug manufacturing inserts
- Crucial public health communications
- Packaging for consumer goods such as toilet paper and hand sanitizer.

Importance of the New Guidance

During the past two months, over 40 states and numerous localities have enacted stay-at-home orders, many of which direct closures of nonessential businesses.

While CISA's guidance is not law nor a binding government regulation, it serves as an important benchmark by providing a standard definition of essential workers and encourages adoption by governors, county officials, and mayors. CISA estimates that approximately 75 percent of states have adopted its guidelines to create a more harmonious approach to determining which types of businesses remain open.

This clarification will help keep print production providing support to multiple critical infrastructure sectors. Many states are extending stay-at-home orders through May or June. Localities have enacted stay-at-home orders in conflict with their own states. Additionally, President Trump has called for a gradually phased-in, state-by-state reopening. All of these moving parts makes having clear CISA guidance on essential workers even more vital. This guidance is also helpful as it sets a precedent for any future declarations by CISA in times of national emergency.

It is important to note that the CISA guidance does not supersede stay-at-home or essential business definitions issued by states and localities. If your state or locality has issued such an order that excludes printing, the updated CISA guidance will serve to support the industry's plea to revise the order to match the federal guidance. If you have questions about where printing stands under your state or locality, please contact your local PIA affiliate for information.

Help Show that #PRINTISESSENTIAL

Let's amplify CISA's guidance! PIA has heard from hundreds of companies over the past six weeks sharing stories about the essential printed products they are manufacturing during the time of pandemic. Let's continue to share that message publicly. Post pictures of essential print your company is producing to social media TODAY. Be sure to use the hashtags #printisessential and #printpowersamerica to spread the word.

America relies on print in times of national emergency, and print will proudly support our nation's infrastructure and economy as we look hopefully toward recovery.

Creating a Culture of Learning

Joe Marin
Vice President, Education & Training
Printing Industries of America

What kind of training do you provide for your employees? Most likely, it's required for organizational issues—like training for employee onboarding, safety, human resources, etc. While these are all important topics, what cannot be forgotten is how ongoing employee development relates to job function. Ongoing learning and development create employee engagement—something that is critical to an organization's relationship with its employees. Study after study shows that employees who are engaged in learning and achieve their training goals are better equipped to help their company succeed.

Technology is transforming industry jobs and skills faster than most organizations or people can adapt. The challenge is to provide up-to-date, relevant, industry-specific training in a way that is cost-effective for the company and convenient for its employees. When implemented properly, eLearning as part of a training mix addresses many of these challenges.

Printing Industries of America's iLearning Center helps companies prepare for the rapid changes and future of work in the printing industry. With 24/7 access to a collection of the industry's best technical and business eLearning courses, companies have the ability to use this tool to continually develop in-house expertise and create a culture of learning and development.

Incorporating the iLearning Center as part of your company's training mix is more than just telling your employees, "Hey, here's some online training…go ahead and take a look at it!" Remember, what we're talking about is something bigger—creating a culture of learning and development. Building the framework around this notion is the key for success.

Embrace Learning as Fundamental to Culture

Many employees overlook or disregard training because they view it as something that is unrelated to their regular duties. Building a learning culture within your organization begins with making training a part of regular business. Onboarding can be part of the learning mix—assigning coaches, mentors, or buddies on the employee's first day, or introducing them to experts in their department or specialty area. Then there's daily or weekly opportunities for learning—regular calendar activities and deadlines to complete assigned learning.

Provide Learning Tools

Professional learning can take many forms—from conferences to tradeshows to webinars to eLearning. Learning can also be presented by team members who can share knowledge about their specific area of expertise.

Give Employees Time to Learn

To encourage learning, time has to be allocated for learning. Expecting your employees to work all day, then take time after work or on weekends to complete learning may be unrealistic. The opportunity to learn outside of regular work hours is just that—an opportunity that is meant to empower and not to overburden. Incorporating learning means making time for it within a normal workday. Most eLearning courses, like those found in the iLearning Center, are delivered in short, bite-sized pieces, which allows for greater opportunity for learning throughout the workday.

Recognize and Reward

Employees will be more likely to complete their assigned learning if they are motivated. Creating motivation might be different for different people. The first thought might be to reward employees financially. However, in a culture of learning and development, staff should be inspired and want to take part—not because of money, but because of personal gain. It's important to recognize the right behaviors and successes with some type of public acknowledgement. Promotions, new roles, and new responsibilities should be rewards. Positive feedback from managers, and internal and external customers should be acknowledged and emphasized.

There are many approaches to creating a successful culture of learning and development. The most effective approach is giving team members the tools, the drive, and the confidence they need to find their own path to success. Self-learning helps us keep up with the rapid changes in our industry, adapt to the needs of customers, and bolster employee engagement and motivation—all of which are critical in a highly competitive landscape and ever-changing market.

For more information on Printing Industries of America's iLearning Center eLearning platform, visit printing.org/iLearning.

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