

SIGNATURE

ENGAGE . EXPLORE . ENERGIZE . EXCEL

HOW IS A FAMILY BUSINESS DIFFERENT FROM A NON-FAMILY BUSINESS?

By Dr. Ralph I. Williams Jr., Middle Tennessee State University

As in most American industries, a substantial proportion of printing firms are family businesses. As families and businesses vary greatly, it is tough to define a family business. In printing industry research, to include a firm as a family business we applied these criteria:

- (1) members of one family hold a majority of the firm's ownership
- (2) two or more family members are active in the business, and
- (3) the firm's leader perceives the firm as a family business.

A key word above is "and" – all three criteria are necessary for inclusion in our research as a family business.

For years, it was estimated that 60% of printing companies were family businesses. Our research found that 60.5% of printing businesses are family firms. That proportion is consistent with other industries.

Consider these points:

- Between 45% and 60% of U.S. firms are family businesses.
- 37% of Fortune 500 companies are family businesses, and about 60% of all publicly traded firms are operated under a family's influence.
- Examples of large family businesses include the following: Ford Motor Company, *The New York Times*, *The Washington Post*, Bigelow Tea, Marriott Ritz Carlton Hotels, L.L. Bean, Toyota, *The Wall Street Journal*, Levi Strauss, Walmart, and Samsung.
- Family businesses contribute about 65% to the U.S. economy's GDP.



February 2022 / In this issue

Cover Continued	3, 5
Covid Effects on Worker Health	4
Mark Your Calendar	6
Change Is Good	6-7
Board of Directors Welcome New Member	7
Management Tips	8, 10
Benefit Spending Strategy	8-9
2021 Rebates Earned	10-11
PIA Board of Directors	12
PIA Safety Training	12-13
Book: <i>I'm Not Anyone</i>	14
2021 Top OSHA Violations	14
What a Senior Leader Needs to Know About ...? Management Conference	15
New Law of Electronic Monitoring	16

Serving Graphic Communications Firms in New York State, Northern New Jersey and Northwestern Pennsylvania

The Signature is published monthly by Printing Industries Alliance. Contact Kim Tuzzo for ad rates at (716) 691-3211.

PLATINUM SPONSORS



SHIPMAN
Print Solutions

PRINTING

4 COLOR PROCESS ENVELOPES

**HALM JET EM5315 9X12 4/1-COLOR PERFECTOR
HIGH QUALITY OFFSET COLOR WITH UV DRYER**

SIZES: 3.5 X 6 TO 9 X 12

**CO-FEATURING 3 AND 4 SPOT COLOR TIGHT
REGISTRATION PRINTED ENVELOPES**

REQUEST A QUOTE TODAY

PRINTING@SHIPMANPRINT.COM | WWW.SHIPMANPRINT.COM

(800) 462-2114 | FAX (888) 274-4762

SHIPMAN PRINT SOLUTIONS

COVER CONTINUED

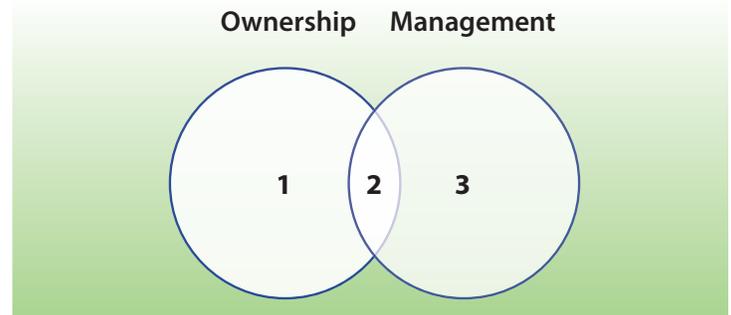
Key points that emerged about family printing businesses compiled from a survey of 127 family businesses:

- The average proportion of family ownership is 93.92%.
- The first generation leads 36% of family printing businesses, the second generation leads 43%, the third generation leads 14%, the fourth generation leads 6%, and the fifth generation or older leads 1% of family printing businesses.
- Multiple family generations own 31% of family printing business.
- On average, 57% of their management teams include family members.
- On average, family printing firms have 47 employees, and 7% of their employees are family members.
- The average family printing business generates about \$8,300,000 in revenue, and their non-family counterparts average \$11,700,000 in revenue.
- The average family printing business grows at an annual rate of 3.8%, and their non-family counterparts average 4.9% in annual growth.
- However, related to financial performance (profits and returns), family printing businesses slightly outperform their non-family counterparts.

Fundamental differences between family and non-family firms:

- The presence of the family (dah!).
- The dream (or possibility) of continuing the firm across generations.
- Participation by family members in the firm's management.
- Leadership position decisions sometimes based on nepotism rather than meritocracy.
- Non-financial goals and values may supersede financial goals and values, potentially prompting emotional, as opposed to rational, decision making.
- Longer-term perspective.
- Family members' influence on firm strategy and management.
- Concern for family relationships.

A simple way to frame a non-family business's leadership is with two subsystems: ownership and management. From the simple illustration above right, one can see the two subsystems with three groups: managers, owners, and owner-managers. These three groups may bring different business goals and personal aspirations to the firm. Although much is written about the potential misalignment between ownership and management in large publicly traded firms, small business owners are typically also managers, which potentially fosters goal alignment among the leadership subsystems.

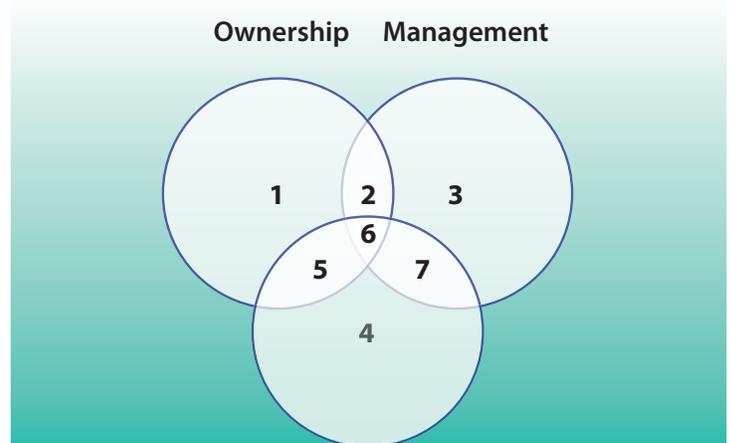


Consider the leadership paradigm when a family is added to the subsystems (see below). Relative to a non-family firm, the number of potential groups increases from three to seven. As with non-family businesses, these seven groups may bring different business goals and personal aspirations to the firm. For instance, family members who do not own equity in the firm and are not part of the management team may see the firm as potential wealth inheritance. This group may seek long-term firm sustainability and family harmony, prompting a bias toward risk aversion and decisions in line with what is best for the family.

Equity holders who are neither family members nor managers may seek short-term financial returns (dividends) and promotion decisions based on merit. This may conflict with family members' desire to build a safe inheritance and promote family members.

Managers who do not hold equity and are not family members may desire an innovative and growth-oriented business approach with promotion opportunities. This may compete with an owning family's risk aversion related to their primary asset, the firm, and their desire to reinforce the family's brand by keeping family members in key leadership positions.

Organizational leadership in family businesses is typically more complicated than in non-family firms. Therefore, family business leaders should recognize the potential of different goals and personal aspirations rising from various groups in their business, seek to identify those goals and differences, and keep those goals and differences in mind while forming their mission and strategy.



Continued on page 5



PIA HEADQUARTERS

636 North French Road, Suite 1
Amherst, NY 14228
tel: (716) 691-3211 or (800) 777-4742
fax: (716) 691-4249

KATHLEEN A. HARTMANS

Chairwoman
kathie@qualitybindery.com

TIMOTHY FREEMAN

President
tfreeman@PIAlliance.org

KIM TUZZO

Marketing/Programs Director
ktuzzo@PIAlliance.org

CAROLINE WAWRZYNIAC

Office Support Manager
cwawrzyniec@PIAlliance.org

ASSOCIATION COUNSEL

Ferrara Fiorenza PC
5010 Campuswood Drive
East Syracuse, NY 13057
tel: (315) 437-7600
www.ferrarafirm.com

NICHOLAS J. FIORENZA

Partner
njfiorenza@ferrarafirm.com

MICHAEL L. DODD

Partner
mldodd@ferrarafirm.com

INSURANCE PARTNER

Gilroy Kernan & Gilroy
210 Clinton Road
New Hartford, NY 13413

ANDY BIERNAT

VP Strategic Risk Advisor
tel: (315) 624-7819
andrewb@gkgrisk.com

ROSS KRAFT

VP Strategic Risk Advisor
tel: (315) 624-2969
rossk@gkgrisk.com

SARAH ARMSTRONG

Strategic Risk Advisor
tel: (315) 624-2964
saraha@gkgrisk.com

COVID EFFECTS ON WORKER HEALTH

COVID-19 DISRUPTIONS CONTINUE

From *2022 Employee Benefits Outlook*

The COVID-19 pandemic has shown no signs of slowing in 2022, and employers can expect disruptions to continue well into the future. The pandemic was even the catalyst for many workplace trends discussed in this section—its ripple effects have influenced practically every facet of the workplace. For instance, COVID-19 has contributed to greater health spending, significant labor shortages, increased need for mental health resources and expanded adoption of telemedicine solutions.

However, another key COVID-19 disruption stems from the very thing intended to help curb its spread: vaccinations—specifically, COVID-19 vaccination and testing policies in the workplace. Despite a concerted effort from the White House, health experts and business leaders, many eligible workers are still unvaccinated, and some actively oppose getting the shot. In 2022, this issue will only become more salient as employers try to protect their workers, avoid liability and maintain business operations. Employers will need to balance worker attitudes and well-being against operational realities, such as the costs of having sick workers when staffing levels are already limited.

The pandemic also shed light on workplace issues that have been unaddressed for years, particularly concerning behavioral health. Approximately four in ten U.S. adults have reported feelings of anxiety or symptoms of depression during the pandemic, according to the Kaiser Family Foundation. These issues should be top of mind for many employers as they witness firsthand how quickly personal health problems can bleed into the professional realm. The reality is that if an employer ignores these issues or fails to offer sufficient benefits to address such issues, they may experience reduced productivity and, potentially, a wave of turnover.

In fact, 36% of employees said they are willing to change jobs for what they consider “better benefits,” according to a Society for Human Resource Management (SHRM) survey. This is an excellent indicator that “unique” or “personalized” benefits are the future of employee benefits offerings. Gone are the days of attracting and retaining top-performing employees with a basic, one-size-fits-all benefits package. Now, savvy employers are using analytics to maximize the value of their offerings. With plan data and employee surveys, employers can better understand how employees use their benefits and which perks may provide the most value.

Amid the COVID-19 pandemic, employers must realize worker health is a major concern. That’s why a significant number of employers are looking to expand their employee benefits to include more well-being offerings—ones that directly address issues affecting employees and focus on improving overall health. Among others, these offerings include flexible scheduling, mental health resources, telemedicine access and financial wellness services. Such benefits help combat the issues COVID-19 forcibly brought to light.

Email info@PIAlliance.org to request the 2022 Employee Benefits Market Outlook. Contact GKG staff (listed at left) for help with expanding employee benefits.



COVER ARTICLE (CONTINUED FROM PAGE 3)

An owning family's desire to preserve socioemotional wealth is another potential differentiator between a family and non-family firm. Socioemotional wealth is the umbrella of all non-financial facets of the firm that meet an owning-family's emotional needs. Socioemotional wealth elements may include a family's identity with the firm, the ability to exercise family influence to control the business, and the family business dynasty's continuation. Socioemotional wealth embodies emotional facets an owning-family draws from their firm, feelings the owning-family often desires to protect and preserve. Consider these examples:

- **Transgenerational reign** – building a family dynasty by keeping family members in leadership positions through succession. The family keeps a cherished asset, the business, in the family for generations and sees leadership opportunities for children and grandchildren.
- **Family control and influence** – the family makes all strategic decisions and controls the firm. An owning-family may take emotional value from their authority over a business.
- **Benevolent social ties** – close relationships with others inside and outside the firm with whom they have “we take care of each other” relationships. These warm ties may exist among family members, non-family employees, or outsiders such as suppliers or community contacts.
- **Identity and reputation** – the family's name on the door, or the family is identified as an owning-family. An owning family may gain emotional value from their reputation or status as an owning-family. Their family is an extension of the business and vice versa.
- **Passionate attachment** – a connection to the history of the firm. The business is a vital element of their family's history and vice versa.

The socioemotional wealth concept originated from a study of family-owned olive oil mills in Spain. These family business leaders had an opportunity to join a cooperative that would provide higher profits at a reduced level of risk – a very attractive business opportunity. However, most of the family business leaders opted not to join the cooperative. Despite the potential substantial business benefits from joining the cooperative, they desired not to relinquish control of their family business – an element of socioemotional wealth.

Preservation of socioemotional wealth often drives family business decisions and strategy. Research findings indicate that family businesses whose leaders desire to preserve socioemotional wealth tend to diversify less, invest less in R&D, or resist selling their firm (possibly by overvaluing its worth because of the socioemotional wealth obtained from the business). However, it is proposed when their firm's survival is threatened and they may lose socioemotional wealth, family businesses generally take more risks (relative to non-family businesses).

So, what can a family printing business leader take away from the socioemotional wealth concept? First, recognize that socioemotional wealth is a critical difference between family and non-family businesses. A non-family business, because they do not seek to preserve as much emotional value, may act strategically different than your firm. Keeping this in mind may help in considering effective competitive actions (Why are they making moves different from ours? What can we expect?). Also, considering socioemotional wealth in other family firms may help in considering their potential strategic moves.

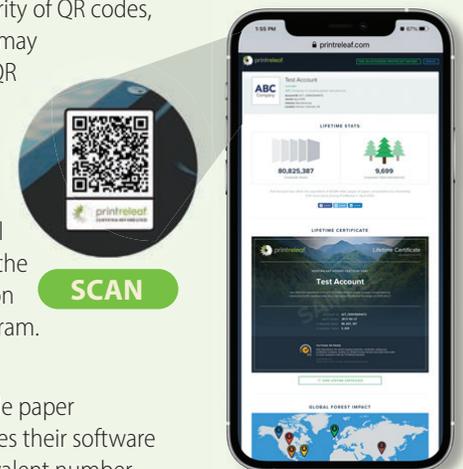
Second, there is benefit in considering, with other family members, what elements of socioemotional wealth you pull from your family firm. What non-financial, emotional values are vital to your owning family. An open discussion of what emotional elements related to the business are valuable to the owning-family may reduce future conflict and enhance harmony. Furthermore, identifying emotional value elements important to the owning-family may help guide strategy – if family leadership succession is vital to us, what steps can we take to move proactively and effectively toward that goal?

About the Author: Dr. Ralph Williams served as president of three printing companies for over 30 years and consulted in the printing industry. He earned a Doctor of Business Administration in 2015. Ralph teaches at Middle Tennessee State University and conducts printing industry research.

Discover QR codes with PrintReleaf

PrintReleaf is a patented software platform that empowers businesses to sustain and grow our global forestry system... one print job at a time with no annual audit required!

With the rising popularity of QR codes, PrintReleaf customers may now obtain a unique QR Code which will link to the customer's PrintReleaf profile page, detailing the positive environmental impact resulting from the customer's participation in the PrintReleaf program.



PrintReleaf's sustainable paper certification system uses their software data to plant the equivalent number of trees through a network of certified reforestation projects located around the world. Visit <https://printreleaf.com>, contact any PIA staff or Rylan MacVey at rmacvey@printreleaf.com.



MARK YOUR CALENDAR!

WE LOOK FORWARD TO SEEING PIA MEMBERS AT THESE EVENTS.

→ **What a Senior Leader Needs to Know About . . . ?**

One-Day Management Conference
April 21, 2022
Westin Princeton, Princeton, NJ

→ **20th Annual PIA HR Conference**

May 5 & 6, 2022
Turning Stone Resort & Casino,
Verona, NY

→ **Raymond A. Bubar Golf Classic**

July 29, 2022
Terry Hills Golf Course, Batavia, NY

→ **Americas Print Show**

August 17-19, 2022
Greater Columbus Convention Center,
Columbus, OH
www.americasprintshow22.com

WEBINARS

→ **Short Attention Span Webinars**

Recording of February webinar on "How to Use LinkedIn" available at pialliance.org/pia-4-u/

Tips & Tricks for Working/Selling from Home

March 10, 2022 | 11:30 am

The Top 10 Sales Apps

April 14, 2022 | 11:30 am

→ **Mailers Hub Webinars**

Paper Problems - The Supply Chain

March 15, 2022 | 1:00 pm

USPS Rate Filing

April 19, 2022 | 1:00 pm

Visit PIAlliance.org/events/

CHANGE IS GOOD

GET TO THE POINT: 5 IDEAS OF WHAT TO EDIT TO PRODUCE MORE SALES

By Kelly Mallozzi, Success In Print

First, there was the magic of tidying up with Marie Kondo. Then there was Norwegian Hygge. Now, we have The Home Edit. According to their website, "The Home Edit organizes every space in the home, from bedrooms and kitchens to closets and pantries. Every project receives meticulous attention to detail, carefully considered systems, and our signature stylized aesthetic." I love every word of this. Thorough. Holistic. Meticulous.



And where there is advice about how to get your home organized and operating with efficiency, there is a sales lesson, at least for me. So, let's get after it. (Who got my reference to Chip Gaines? Do I watch too much HGTV?)

When I think of editing, I think of cutting, improving, and getting to the point. Your sales practices, mindset, and communications are no exception. Here are some ideas for what to EDIT when it comes to your sales behaviors and strategies:

Emails

According to Bob Bradley, a legendary print sales guy I am a huge fan of, "I keep the message short and specific. I use bullet points. I ask a question. That's IT!" Genius, Bob. We cannot burden people with too many words, or bragging too much about our equipment, speeds, and feeds. They want to know WIIFM (What's In It For Me?). Tell them. Quickly.

Influences

Do you have a negative co-worker who always makes you feel like crap? Are you watching the news that makes you want to move to a deserted island? Stop it. You do not need ANY more negativity in your life. Seek out positive people, information, and inspiration. Meditate. Listen to music that fires you up. For my money, it's "Another One Bites the Dust" by Queen when I am preparing to make a sales call, but it's YOUR call.

Negative Thoughts

If you are allowing yourself to go down the path of being self-critical and telling yourself ugly things about yourself, remember what Bob Odenkirk said on the Smartless podcast recently. I'm paraphrasing here, but he basically said – All those negative thoughts about your inability, inadequacy, and lack of skill? YOU'RE THE ONLY ONE THAT THINKS THAT. It was a revelation to me. Your friends, your partners, your clients and your coworkers all think you're swell and know you are doing your best. So, let's work to quiet that enemy in our own minds and try to find some nice things to say about ourselves. Become a fan of YOU. Because you are awesome!

Social Media Behavior

Your mission for who you are on social media should be three-fold. You should seek to educate, engage, or entertain your community. When you chose content to share, focus on those three elements. Ask yourself, "Does this piece teach someone something relevant to the industry, does it make someone smile or does it elicit a response or comment of some kind?" If the answer is yes, post it. If it sounds spammy, trash it. If you're not sure, ask a 25-year old.

Assumptions

You know the old saying – Assuming makes an ASS of You and Me. Please stop assuming that no one wants to talk to you. Please stop assuming that a CRM is a waste of time. Please stop assuming that using social media is shouting into the abyss. Please stop assuming that the postal service and corporations are incapable of getting a piece of mail to your prospect EVEN IF they are working at home. Let it all go.

Change is good. I view my career, the content I create and deliver, and who I serve as being in constant motion. It is a journey, not a destination. The more open to change you are, the better. Edit away, my friends!

About the Author: As a sales and marketing coach and consultant at Success In Print, and Girl#2 at #GirlsWhoPrint, Kelly Mallozzi advocates for graphic arts companies to keep fighting to keep print relevant. Kelly is a regular co-host on the #GirlsWhoPrint Podcast along with Deborah Corn. She is also a mentor to several future sales stars. Contact Kelly at kelly@successinprint.net or connect with her on LinkedIn.

PIA WELCOMES DIANE WASIECZKO TO THE BOARD OF DIRECTORS

Please join us in welcoming Diane Wasieczko, General Manager and Owner at Compu-Mail, LLC, to the PIA Board of Directors. Diane has been with Compu-Mail, located on Grand Island, NY, since 2007. Over the years, she has added more job responsibilities including human resources and expanded administrative duties. Last year she became a part owner, along with three other long-time Compu-Mail executives. Diane's excellent industry skills and experience will be an asset to the PIA Board.

Diane takes over the seat held by Michael Vitich, who recently retired after 25 years as President and CEO of Compu-Mail. Mike served on the PIA Board of Directors since 2011.

The PIA Board of Directors also accepted the resignation of Mark Korzelius, who recently retired as President of Buffalo Newspress, now re-branded as BNP Empowered Print. Mark served on the PIA Board since 2014.

The PIA Board and Staff will miss the generous contribution of time, enthusiasm and dedication of both Mike Vitich and Mark Korzelius and wish them the best of luck in their retirement. Welcome to the Board Diane!



NEED QUALITY

BOOKBINDING & BOOK REPAIRS

- ✦ FAMILY BIBLE IN NEED OF REPAIR?
- ✦ WANT TO REBIND AN OLD BOOK?
- ✦ NEED YOUR THESIS BOUND?

FOIL IMPRINTING, NEW COVERS, REBINDING, RESEWING, AND MORE!

CALL (716) 883-5185

QUALITY BINDERY SERVICES

501 AMHERST ST. BUFFALO, NY 14207

WWW.QUALITYBINDERY.COM



QUALITY
BINDERY
SERVICES
INC.

MANAGEMENT TIPS

By Joe Polanco and Bob Lindgren

The Big Job

You've got an opportunity to sell a big job which is mostly paper and buyouts. Your estimating software with its built-in markups on outside purchases says that the price should be \$72,000. The only problem is that the prospect has an existing source which is quoting \$61,000—so what should we do?

Digging inside the story, the paper will cost \$15,000, outside printing \$29,000 and commission to the rep \$5,000. Thus, we will actually spend \$49,000 to deliver the job. If we can sell it for \$60,000, we will be \$11,000 better than before. Of course, before we push the button, we should be confident that we'll get paid and that our outside printing will deliver on time and right. We might also give some thought to the possibility of making some creative suggestions to the prospect to create more value and thus a better price.

But, at the end of the day, we can put \$11,000 in our pocket which is a much better story than quoting \$72,000 and getting nothing.

Knowing When to Hold Them ... and When to Fold Them

As the article above points out, there's value to take on projects which we don't produce. It runs contrary to our industry's manufacturing mentality of "if we cannot produce it in house, we avoid it."

As a print manufacturer, management must always look to find customers whose print products matches its capabilities. Yet, if we can find ways to take on additional work which provides contribution to overhead -- we can generate profits. The question becomes when should we do it, and should there be a metric to measure it.

First, we need to understand that the example used above has a PV (Profit Value = Contribution divided by Selling Price) of .15. Most firms in our industry need to operate at a PV around .35 to reach break-even. So, what makes the above job desirable? It's a function of capacity.

The job is produced without allocating internal resources. Thus, as long as we mitigate the risk (production and delivery)

Continued on page 10

BENEFIT SPENDING STRATEGY

FOUR STRATEGIES FOR REDUCING HEALTH BENEFITS COSTS IN 2022

Health care costs continue to rise each year, and 2022 will likely be no exception. In the new year, experts predict a 6.5% increase in medical expenses alone, according to PricewaterhouseCoopers. In terms of health plan premiums, employers anticipate they may rise more than 5% in 2022, a Willis Towers Watson survey reports.

With these increases in mind, employers will want to strategize methods to rein in benefits spending. This article offers four ways to help.

1. Alternative Plan Modeling

One common method for reducing benefits costs is to increase employees' share of expenses. This could be done directly through premium increases, but that might generate more problems for an employer; after all, many employees are still struggling financially and are ready to leave their jobs for better benefits options thanks to the COVID-19 pandemic.



Considering this, a more careful approach to lowering expenses may be through alternative plan modeling. Instead of a traditional health plan, employers can think about other plan designs that can still benefit employees without excessive costs. Plan modeling alternatives include:

- **Consumer driven health plan models**—High deductible health plans with savings options attached
- **Self-funding models**—Health plans funded and managed by an employer rather than a carrier
- **Reference-based pricing models**—Self-funded health plans with set spending limits on shoppable services
- **Level-funding models**—Self-funded health plans where an employer pays a set amount to a carrier for claims, the remainder of which is refunded at the end of the year if there is any leftover

Each of these plan modeling alternatives has advantages and disadvantages, depending on an organization's unique circumstances. Employers should reach out to Gilroy Kernan & Gilroy to learn more about the potential of these and other plan models.

2. Health Care Literacy

Improving health care literacy for employees has seen a significant push in recent years. The idea is that if employees better understand their health care options, they can save money and improve their overall well-being.

Even limited health literacy can go a long way toward keeping health costs down in 2022. Arming employees with questions such as "How much will this cost?" and "Can I be treated in an equally effective but less costly way?" can help them take better control over their health choices and make wiser decisions. Further, employees should also be taught basic concepts such as when to visit an emergency room versus an urgent care, the difference between coinsurance and deductibles, and how to price shop for services.

Ultimately, the more educated employees are about health care topics, the more money they can potentially save. In other words, the education employers invest in now will pay for itself later through healthier employees and reduced health expenses.

3. Telemedicine Solutions

Telemedicine allows consumers to visit their doctor over the internet. Unsurprisingly, that made it extremely popular during the height of the COVID-19 pandemic.

And that popularity isn't likely to go away in 2022. Rather, more businesses are likely to shift toward offering more telemedicine options. According to McKinsey and Company, only 11% of U.S. consumers utilized telemedicine in 2019, pre-pandemic. As of mid-2021, 46% of consumers were using telemedicine to replace the in-person health visits they had originally planned. Additionally, 76% of consumers said they were interested in using telemedicine going forward, according to a separate McKinsey and Company survey.

Employers who want to test out telemedicine capabilities can think about offering it in a limited capacity. For instance, an employee might see a doctor in person for an annual checkup, then follow up later with a virtual visit. If employees find this useful, employers can consider expanding their telemedicine offerings.

4. Prescription Drug Policy Revisions

Prescription drug offerings are great additions to health plans, but they can sometimes increase costs if not used properly. Specifically,

employees will need to be educated about their drug plan, or they might spend money needlessly.

For instance, without adequate know-ledge, an employee might opt for name-brand prescriptions each time they need one. The employee might not even know to ask their doctor about generic alternatives, which are equally effective and significantly more affordable. This can raise prices for everyone—individuals and their employers. Beyond education, employers can help control needless drug spending by revising their policies. This may include requiring employees to request generic medications first before covering more costly alternatives.

Summary

There are many approaches for controlling benefits spending, but not all will work for each organization. That's why it's important for employers to closely analyze their health plan data and assess where they spend the most. This will help inform strategy and allow employers to maximize their efforts.

This important information was provided by Gilroy Kernan & Gilroy (GKG), PIA's Insurance Partner. Reach out to GKG to discuss cost-saving strategies that will fit your unique workforce.

Ross Kraft

(315) 624-2969, rossk@gkgrisk.com

Sarah Armstrong

(315) 624-2964, saraha@gkgrisk.com

Andy Biernat

(315) 624-7819, andrewb@gkgrisk.com

Lindenmeyr Munroe

EXPERIENCE BRILLIANCE

Power, precision, and productivity.
Your source for **wide format** printing and finishing equipment.

20 Hemlock Street, Latham, NY 12110
518-471-5111

LindenmeyrMunroe.com

211 Commerce Drive, Rochester, NY 14623
800-587-6223

Continued from page 8

it's desirable. It's a model which has worked for print management companies (brokers) for years.

If we had the capabilities -- and the capacity -- to produce this job internally, it might be desirable at that low of a margin. More than likely we would turn it away since a .35 PV margin is breakeven for most print providers. Yet, it could be a project we accept if we were trying to supplement our existing capacity -- but it's a fine line we walk. Too much of this type of work (low PV) and we quickly fill up our plant with work which will never generate enough contribution to cover overhead. Yet, if we judiciously take on certain type of work at low margins, we can see those dollars flow right to the bottom line.

Here are the two metrics we need to ALWAYS use when making these decisions. Capacity and PV. First, most firms measure "utilization" in the plant, which normally means how many hours are being "charged." What we need to measure is the time that equipment is NOT running -- whether it's charged or not.

This includes maintenance, washups, and whatever else is in our company's metrics. As with any company this changes on a daily basis, but on a week-to-week; month-to-month basis, we can get a glimpse of our excess capacity -- and this is what we need to fill. Often with work we would have turned away because it didn't meet our standard pricing. It can also be a good tool to help us determine when a second or third shift makes economic sense.

Second, we must know our contribution thresholds. What's our PV to breakeven and what's our desired PV to reach our desired margins. Knowing job costs in our standard BHR models is not enough, and just measuring PV and/or contribution without measuring capacity can be fraught with danger.

Association Power Consulting

These tips were provided by PIA's Association Power Consulting staff, Joe Polanco and Bob Lindgren, long time industry consultants who are available to PIA members as a resource on management or finance issues. Reach out to Joe Polanco at (214) 336-8586, jpolanco49@gmail.com or Bob Lindgren at (818) 219-3855, bob.lindgren815@gmail.com.

2021 REBATES EARNED

PIA MEMBERS EARN \$6,232 IN REBATES FROM ITU ABSORBTECH

Printing Industries Alliance members earned \$6,232 in rebates for 2021 participation in ITU AbsorbTech's Ultra™ Printer Towel program.

Congratulations to this year's rebate recipients! Members received a rebate certificate for ITUdirect.com, which can be redeemed for a variety of name-brand apparel, first aid and safety supplies and accessories.

"The consistency of ITU AbsorbTech's service, quality of their print towels, and unique environmental reporting set ITU AbsorbTech apart from other towel service providers," says Tim Freeman, President of PIA. "If you're not using ITU AbsorbTech and your contract expires soon, I would highly encourage you to give ITU AbsorbTech a try." All PIA members that participate in ITU AbsorbTech's Ultra™ Printer Towel or other rental service programs are eligible for up to a 3% annual rebate.

PIA partner ITU AbsorbTech provides a cleaner, more absorbent Ultra™ Printer Towel with valuable service benefits, including:

- ✓ Towel usage tracking
- ✓ Inventory management
- ✓ Recovered solvent and solid waste reduction reporting
- ✓ Compliance support

ITU AbsorbTech's towel program is compliant with the EPA's Solvent-Contaminated Wipes Rule, and the towels are processed in-house at ITU AbsorbTech's ISO 14001:2015 registered facilities.

Check out three great ways to save with PIA's partnership with ITU AbsorbTech:

- ✓ Complimentary Week of Service – for first time customers on all rental services (up to a \$1,500 value).
- ✓ Annual Rebate – New customers receive a 3% rebate of their annual rental program spend in their first year; 1.5% thereafter.
- ✓ Ongoing Discounts – Enjoy 15% savings on ITUdirect and ITU First Aid.

Visit ITUAbsorbTech.com/PIA or contact PIA at info@PIAlliance.org.

2021

by the numbers for
PIA members



173,297

lbs towel waste
diverted from landfill

13,403

gallons of solvent prevented
from entering the environment

\$6,232

in rebates paid out

as a result of using
ITU AbsorbTech's
Ultra™ Printer Towel service.



How to Evaluate a Towel Service Program

Some people think “a towel is just a towel.” But that is simply not true. A towel - and the service that comes with it - can vary from one provider to the next.

Here are questions to ask your towel service provider to determine if you are getting the most out of your program:

Towel Quality –
How thick is the towel?
How absorbent?

Service –
What comes with the service? Will you monitor my inventory? Visit on a regular schedule?

Compliance – How do you comply with the EPA Wipes Rule?

Reporting – Will we receive cost history reports? Waste reduction reports? Inventory reports? Solvent recovery reports?

Towel Processing –
How effectively is the towel cleaned? Are they cleaned in-house? Laundered separately from towels that come from heavy industry?

Fees and Cost –
What do you charge for “auto-replacement” of towels? Will you notify me before changing inventory? Can I see a sample invoice? How much should I budget for the total cost of the program?

PIA has partnered with ITU AbsorbTech for a towel program that excels in all of these areas. Visit ITUAbsorbTech.com/PIA or contact Tim Freeman at (716) 691-3211 or tfreeman@PIAlliance.org.



WE ARE BOUND FOR SUCCESS

Are you with us?

Americas Print Show is a three-day national event focused on print industry collaboration and growth.

Test the latest technologies, and see the future of print. Explore products, services, and software designed to grow your business. Shape high-level conversations about the industry's direction. Connect with peers, mentors, vendors, and customers. Advance your company, clients, and career by bringing home valuable insights.



REGISTER TODAY!
americasprintshow.com

Americas Print Show
August 17, 18 & 19, 2022

Greater Columbus Convention Center
Columbus, Ohio

2021-2022 PIA BOARD OF DIRECTORS

Officers:

KATHLEEN HARTMANS, Chairwoman
Quality Bindery Services Inc., Buffalo, NY

GLEN BOEHMER, Vice Chairman
Sentinel Innovation, Hempstead, NY

GEORGE SCHARR, Treasurer
Flower City Printing, Rochester, NY

ADAM AVRICK, Secretary
Design Distributors, Deer Park, NY

NICHOLAS J. FIORENZA, Association Counsel
Ferrara Fiorenza PC, East Syracuse, NY

ERIC C. WEBBER, Immediate Past Chairman,
Canfield & Tack, Inc., Rochester, NY

Directors:

DAVID CARVER • Noso, Lockport, NY

HARRY DICKRAN • Levon Graphics Corp., Farmingdale, NY

KEN HAMPSON • O.L.P. Print Finishing, Rochester, NY

JOSHUA HELLMAN • Bristol ID Technologies, Lima, NY

TONY JACKSON • Panther Graphics, Rochester, NY

KEMPER MATT JR. • Dupli Envelope & Graphics, Syracuse, NY

CHARLIE LAUNSBACH • Lindenmeyr Munroe, Latham, NY

DENISE PADULA • Alchar Printing, Troy, NY

TOM QUARTIER • The QMC Group, Liverpool, NY

PATRICK RYAN • Modern Press, Albany, NY

RALPH SALERNO • Keller Bros. & Miller, Inc., Buffalo, NY

HALLIE SATZ • HighRoad Press LLC, Moonachie, NJ

KAREN SAWICZ • Albion-Holley Pennysaver, Albion, NY

BRANDON SEIBER • McCarty Printing, Erie, PA

DWIGHT E. VICKS III • Vicks, Yorkville, NY

DIANE WASIECZKO • Compu-Mail, LLC, Grand Island, NY

JOSEPH ZENGER • Zenger Group, Tonawanda, NY

PIA SAFETY TRAINING

LOG IN. GET TRAINED! Virtual, On Demand, OSHA Safety Training for PIA members, to keep your expertise sharp, your site in compliance, and your employees safe.

PIA Safety Training Webinars are available “on demand” on www.PIAAlliance.org and are free to Printing Industries Alliance members. The “on-demand” webinars make getting your company’s training completed more convenient.

WEBINARS ON THE MOST FREQUENTLY CITED OSHA STANDARDS

➤ **Control of Hazardous Energy (Lockout/Tagout)** (English and Spanish) – Covers the practices and procedures necessary to protect employees while performing servicing and maintenance tasks on equipment in which unexpected start-up of the equipment or release of stored energy could cause injury. Failing to lockout equipment, have a written program and conducting annual inspections of machine-specific procedures are the most common violations cited by OSHA.

➤ **Hazard Communication** (English and Spanish) – Covers the requirements employers must implement in order to effectively communicate hazard information to employees when handling and using chemicals in the workplace. Common OSHA citations include not having a written program, not having safety data sheets for all chemicals, inadequate employee training and missing secondary container labels.

➤ **Lift Truck (Powered Industrial Truck Safety)** (English and Spanish) – Covers the practices and procedures necessary to protect employees during the maintenance, training and use of powered fork trucks, lift trucks, and motorized hand trucks. Employees that operate forklifts or other industrial-powered vehicles such as pallet jacks must be initially trained, certified, and reevaluated every three years. Safety violations include improper vehicle use, lack of training and failing to recertify operators every three years.



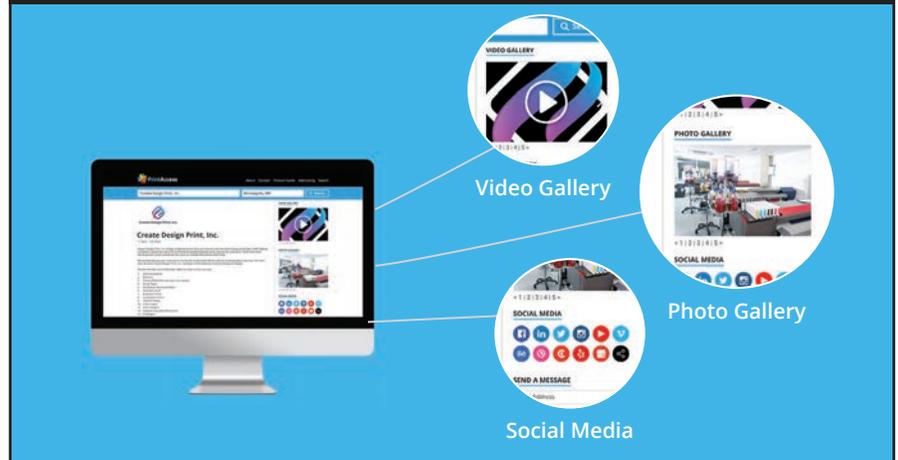
- **Emergency Action Plan (EAP) and Fire Protection** (English and Spanish) – Covers emergency action plan procedures an employer must implement as required by OSHA to ensure employee safety during evacuations caused by fires, severe weather, and other emergencies. Companies must have a written fire prevention plan listing all major fire hazards, proper handling and storage procedures for hazardous materials, potential ignition sources and their control, the type of fire protection equipment necessary to control each major hazard and employee training on these matters.



Access all 17 PIA safety training webinars from any internet connection on a desktop computer, tablet or mobile device to get the training you need, anytime, anywhere.

Visit piaalliance.org/safety-webinars to get started.

PrintAccess Enhanced Listing helps build a strong web presence



All PIA members have a free listing on PrintAccess, the “who does what” search engine. Add photos and social media links to get more views.

Update your listing at printaccess.com/printer/signin/. Need help? Contact PIA at info@PIAlliance.org.



*An Extension of
Your Image and Reputation*

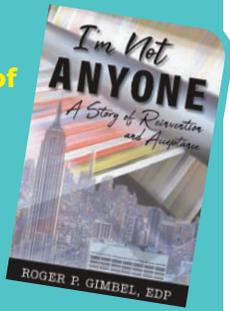


38 Saginaw Drive • Rochester, New York 14623
p 585.224.0490 • f 585.271.1579 • tt 800.767.8989
quotes@olpfinishers.com

Capabilities

- ◆ UV Coating, Spot & Flood – 14” x 20” to 28” x 40”
- ◆ One Side Laminating – 32” x 45”
- ◆ Two Side Laminating – 38” x 60” (5 laminators – various types)
- ◆ Mylar Index Tabs (High Speed Automatic)
- ◆ Mylar Edge Reinforcing
- ◆ 1 to 5-Hold Drilling (2 drills)
- ◆ Scratch Off Coatings
- ◆ Foil Stamping/Embossing – Up to 24” x 30”
- ◆ Die Cutting – Up to 28” x 40”
- ◆ Round Cornering
- ◆ Transfer Taping – Up to 30” x 42”
- ◆ Eyeletting (2 Semi-Automatic Machines)
- ◆ Shrink Wrapping – Up to 45” (Polar Programmable)
- ◆ Paper Cutting – Up to 45” (Polar Programmable)
- ◆ Automated Padding
- ◆ Easeling (Counter Cards)
- ◆ Remoistenable Glue – 14” x 20” to 28” x 40”
- ◆ Mounting - Up to 30” x 50”

I'M NOT ANYONE—
A Colorful Story of Disappointment, Endurance and Reinvention from One of Today's Top Entrepreneurs



Roger P. Gimbel, EDP is a well-known entrepreneur and business executive in the commercial print industry. He assumed management of the family business, expanded it, and had it taken from him. Over the course of his career, he's experienced many ups and downs; some of them humorous, others heart-breaking. "I'm Not Anyone," is a memoir of how Roger arrived at where he is today and what drives a person to continue moving forward. The book includes lots of stories about Roger's experiences with the people, technology, and trends of the printing business as well as anecdotes about life in the Gimbel family.

Lance Drucker, ChFC, AI said about the book, "Roger Gimbel could be the most interesting man I know... Motorcycles, drugs, clothes, clubs, yachts, and Forrest Gump-like experiences with some of the most iconic people in recent history. More than anything though, this book is about what it takes to be a successful entrepreneur — brains and, shall we say, intestinal fortitude. Roger lays out in a clear, fun, and humorous fashion his anecdotes about his life and what it takes to build, grow, and maintain a successful business in any industry."

All proceeds from the sale of this book will be donated to the Herman L. Gimbel and Audrey M. Gimbel Memorial Scholarship, administered by the Print and Graphics Scholarship Foundation. Order your copy from Amazon.

2021 TOP OSHA VIOLATIONS

OSHA'S TOP 10 SAFETY VIOLATIONS FOR FY 2021

OSHA has announced the preliminary list of its ten most frequently cited workplace safety standards violations for fiscal year 2021. While this list covers all industries, not just the printing industry, it is a great starting place for reviewing your own safety programs.

Take a look at this list, and think about if you need to make some safety improvements in any of these areas:

- 1. Fall Protection in Construction** – This is number one for the eleventh year in a row.
- 2. Respiratory Protection** – This moved up a few notches, most likely due to COVID-19-related regulations regarding face masks.
- 3. Ladders** – Many of the regulations regarding ladders are common sense safety measures. For example, don't use the top of a stepladder as a step, don't use the ladder on an unstable surface, and don't carry an object or load that could cause you to lose your balance and fall.
- 4. Scaffolding** – Of course, scaffolding violations are not common in the graphic communications industry.
- 5. Hazard Communication** – In order to ensure chemical safety in the workplace, information about the identities and hazards of the chemicals being used in your workplace must be available and understandable to workers. OSHA's Hazard Communication Standard is meant to make this happen.
- 6. Lockout/Tagout** – When a piece of equipment is being serviced or repaired, you must have complete control over the energy source that normally powers this equipment. This is where your lockout / tagout policies come into play.
- 7. Fall Protection in General Industry** – What's notable here is that fall protection has two spots on this list, and ladders and scaffolding are listed as well. It seems that any time an employee is going to be standing somewhere other than on the ground, you need to ensure that proper safety measures are followed.
- 8. Personal Protective Equipment** – Eye and Face Protection – For example, press operators need to wear safety goggles (as well as nitrile gloves) for press clean-ups, to protect against caustic chemicals.
- 9. Powered Industrial Trucks** – Powered industrial lift trucks is a frequent citation in the printing industry. Be aware that there are over 60 rules that must be followed for forklift safety! Drivers must successfully complete formal classroom training covering all of these rules before they get behind the wheel.
- 10. Machine Guarding** – Historically this has been the number one citation in the printing industry. Remember, you **MUST** guard against cutting, crushing, entanglement, shock or burn, and you must do this with total guards. Partial guards are never acceptable.

Take advantage of PIA's On Demand OSHA Safety Training and keep your workers safe and OSHA at bay! See article on page 12 for details or visit pialliance.org/safety-webinars.



What a Senior Leader Needs to Know About ...?

A One-Day Management Conference for Printing Industry

Owners, CEOs, and Senior Managers

THURSDAY

April 21, 2022

8:00 am – 3:30 pm

Join your colleagues on April 21st as Printing Industries Alliance and the Graphic Arts Association present “What a Senior Leader Needs to Know About ...?” This one-day program examines key topics that are critical for printing industry owners, CEO’s, and senior managers to understand as our industry evolves into post-COVID reality. Topics covered to include:

- **Increasing Your Company’s Value**
- **Merger & Acquisition Trends**
- **Creating a Positive Company Culture**
- **Understanding New Labor and Employment Issues**
- **Paper Supply and Supply Chain Issues**
- **Bulletproof Cyber-Security**

CONFIRMED PRESENTERS:

Paul Reilly,
Partner,
New Direction Partners

Nick Fiorenza,
Partner,
Ferrara Fiorenza PC

Larry Gilroy,
President,
Gilroy Kernan & Gilroy

John Cumming,
Executive Director of Sales,
Case Paper Co.

Peter Blau,
CEO,
ITDATA

Mohammad F. Anwar,
WSJ Best-Selling Author of
“Love as a Business Strategy”

CONFERENCE SPONSORS:

APPI
B&R Moll
Canon Solutions America
Case Paper
Constellation
FujiFilm
Gilroy Kernan & Gilroy
Good2Go
Heidelberg
ITU AbsorbTech
Kodak
Komori
Konica Minolta
Prisco
Quality Bindery Services
Shipman Print Solutions
Xeikon

QUESTIONS? CONTACT PIA OR GAA

PIA at (716) 691-3211
ktuzzo@PIAlliance.org

GAA at (215) 396-2300
mjones@gaaonline.org

CONFERENCE FACILITY:

**WESTIN PRINCETON AT
FORRESTAL VILLAGE**
201 Village Boulevard
Princeton, NJ 08540
(609) 452-7900



www.PIAAlliance.org

NEWSLETTER CREDITS

Mailing Services
Mark Roth
The Copy Store
mark@buffalocopy.com
(716) 847-6400



Paper Donation
Verso Futura Digital 80# Text
Charlie Launsbach
Lindenmeyr Munroe
claunsbach@lindenmeyr.com
(518) 471-5111 ext. 5142



PLATINUM SPONSORS



NEW LAW OF ELECTRONIC MONITORING

BE PREPARED FOR NEW LAW REQUIRING NOTICE OF ELECTRONIC MONITORING

By Michael L. Dodd, Partner, Ferrara Fiorenza PC & PIA Association Counsel

Beginning on May 7, 2022, a new New York State law will go into effect that requires private sector employers to provide written notice to their workers of their intent to monitor (or their ongoing practice of monitoring) their workers' telephone, email, and internet communications. Under this new law, all such employers located in New York State that engage in any kind of lawful electronic monitoring of their employees' communications must give prior written notice to all employees who are subject to such monitoring at the time they are hired.



While the law does not indicate that covered employers must provide this same notice to existing employees subject to monitoring, the law does require that employers post a notice of this new law in a "conspicuous place" where all employees may read it. According to the law, the posting must advise employees that all telephone communications, electronic mail or transmissions or internet access or usage may be subject to monitoring at any time and by any lawful means.

The penalties for violating this law are \$500 for the first offense, \$1000 for a second offense, and \$3000 for a third or any subsequent offense.

If you already monitor or plan to monitor your employees' communications, we strongly recommend that you work with your employment law attorney to draft an appropriate notice for new hires and posting as well as an employee handbook policy that clarifies the legal obligations in this regard.

Visit piaalliance.org/blog for updates on the Hero Act and NYS Paid Sick Leave Regulations. Contact Mike Dodd at mldodd@ferrarafirm.com or (315) 437-7600 with any questions.

Save the Date! | **20th Annual PIA HR Conference**
May 5 & 6, 2022
Turning Stone Resort Casino, Verona, NY

Visit PIAlliance.org/events for details and registration information.