

# SIGNATURE

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## A CONVERSATION WITH OUTSTANDING FEMALE LEADERS IN OUR INDUSTRY

Printing Industries Alliance is fortunate to have a number of member companies that are headed up by outstanding women. We decided to get some of them together on a zoom call, in honor of Women's History Month, to catch up and find out more about them. Kim Tuzzo and Caroline Wawrzyniec talked with Kathie Hartmans, PIA Chair, Quality Bindery Services, PIA Board members Hallie Satz, HighRoad Press, Denise Padula, Alchar Printing and Diane Wasieczko, Compu-Mail LLC, along with Becky Almeter, Hodgins Engraving and Tracy Lach, Twenty-First Century Press. Read more about these ladies and their businesses on page 6. Here are their thoughts on some timely topics.

**Q:** Has the work culture improved during your career, as far as respect that you get as a female leader?

**KATHIE HARTMANS:** I thought that was such a weird question, because I've never felt that I didn't have respect. Maybe I thought I didn't at some point, but it never occurred to me that a man would think I couldn't do this job. I don't know why. I just don't see the world in that way. And I think in an industry like ours, you have to learn how to work with everybody, whether they be male or female, and you have to treat everybody equally.

I know there were a couple times when men would come in and they'd say, "We want your price list." And I'd say, "Well, I'm not going to give you my price list." And they thought they were the big man on campus and they thought they could boss me around, but I just stood my ground. The people in our industry are just such nice people. I have never made so many friends, more so than any other industry that I worked in.

*Continued on page 3*

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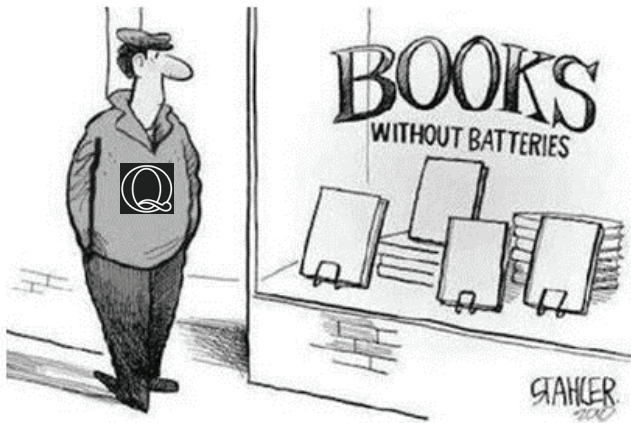
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## COVER CONTINUED

**HALLIE SATZ:** My experience is a little different. I have been in the business over 35 years. I started in my early twenties, and I grew up in a family-run printing business that had bylaws against women owning the business.

When I started full time after college, our family business [Barton Press] had 120 employees. At that time, there were 20 women, who worked mainly in the office and in the fulfillment department. There were thirteen family members in the business with cousins, spanning three generations. Barton Press had started in 1922. I was working temporarily in the business while my husband was in law school, and I had planned to go back for my Master's in Social Work or Psychology after he finished. I was working inside the company learning various jobs.

I wound up going into sales, I thought temporarily, after he finished law school. I was highly successful in sales in a short period of time. My quick success in sales changed the trajectory of the company regarding women, as the male cousins, especially those of the second generation, had no choice but to deal with a young woman in sales controlling so much business. I remember thinking about it recently when the whole #MeToo movement happened. I remember thinking to myself at that time: **I can change this. I can change what this company looks like to our employees, to our clients, to our suppliers and to the industry.** At the time, 98% of everyone I knew in print was male and white.

The women at the company were quite close and no matter what your job was, we were quite unified. We used to go out to dinner together, have parties (any excuse!), have a baby shower, wedding shower or just get together. I can remember thinking, I can change the culture of this company, but I have to be strategic. Eventually I believe I did; the bylaws changed, and I became the Executive Vice President. We then sold the company, and I became the President of the new company. Seven years after that, I opened my own business, HighRoad Press, LLC.

I believe now in the industry and in the workplace things have totally changed. But years ago, if a guy in the company was going to go coach a little league team and had to leave the office early, he would say, "Oh, I have to leave. I have to go coach my team." Everybody would say, "You are such a good father. That is great. You're going to go coach your little league team. Such a good dad."

I can remember my daughter had a fever one day and I said, "I just have to leave for an hour and take her to the doctor." And I can remember the reaction, "Are you kidding me? You're going to leave? You cannot get somebody else to take her to the doctor?" It was clearly a double standard. I can remember having to hide things like that. I learned eventually to just lie and say "Oh, I have to go see a client." And my kids would hear me lie, which was a bad message for them. It was terrible that they would grow up hearing me make up stories to the guys at the office. But that is what it was like, at the time, to rise in a company. This was of course the 80's and 90's. I have heard stories like mine over the

years from many women in other male dominated industries. We did not know what "Lean In" meant then. We were self-taught along the way. We did not have books to tell us how to rise up.

**You asked, is it any different now? Thankfully, it is. The industry is so different in a wonderful way, especially with the young people that have come into it. It is like we passed through this tunnel, and when we came out on the other side, it was different. We broke through the printer's "paper" glass ceiling, and it crumbled.** I was able, with help from a knowledgeable and generous male print partner, to own a company. And when I go to PIA meetings, and I am with the other printers, everybody is so welcoming and friendly, men and women alike. All the PIA board guys are fabulous. I just think the world of them and it is what has spurred me on to stay with the Board. And Tim, personally is a rock. He really is our Print Rock Star in every way.

At HighRoad, we are very much a family place. Bring your kids in. Whatever you must do to make it work for you is what you need to do, and I am very flexible that way. But the job must always get done. And I always say, everybody has their turn. Someone has a baby or needs personal time, let us support this person because one day it is going to be your turn, and you're going to need some support. I try hard to keep that culture going for everybody.

When women first started to really succeed in print in the late 80's, the large print dinners and events had 300 men and a ridiculously small group of women of perhaps four or five. That was typical of the times. I have many funny stories of those events but also some not so funny stories. I for one was happy to witness the transformation of the industry and it has been fascinating to be part of that transformation.

**DENISE PADULA:** I haven't found a double standard in the printing industry, but, outside of the industry in a manufacturing group, the men wouldn't talk about any struggles they had financially with me in the room. And there was only one other woman in the manufacturing group. The men used to privately talk to each other because they didn't want to basically admit their shortcomings. **I found it's a lot easier as you get older to hold your own in a room and people respect you. Just because you have "x" number of years' experience or once you get past a certain age, it seems like all of a sudden you're invited to the table a little bit more often.**

Alchar Printing was started in '68 by Alan and Charlotte, and then Jack and Tom bought it. Later on I bought them out and became a certified WBE. I think working part-time since high school with the people helps; my foreman and I have been working together since we were 16. You develop the respect because you're in it with them. And even though it's union, when there's work to be done, we're all working to get it done.

I think the peer respect that we have from working with each other has made a world of difference. We haven't had a male, female issue here as many companies might. And again, the family atmosphere helps it. You're all in it together.

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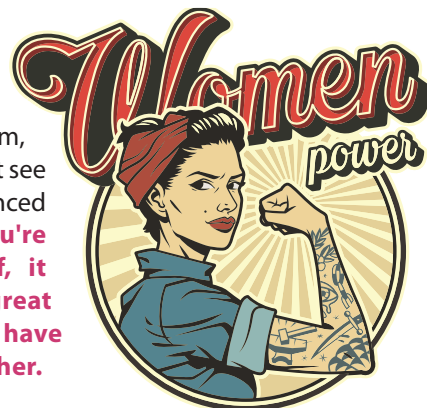
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**COVER CONTINUED**

**DIANE WASIECZKO:** I'm new to the ownership role, but I've been in executive roles in the past. And I think this issue has been generational over the years. The new, younger generation; they've grown up with females around them, working and being in leadership roles. So I don't see that in a younger generation. I've never experienced any discrimination or disrespect. **I think if you're confident in your abilities and yourself, it comes through. I am lucky to work with great partners, now, male and female, and we have mutual respect and admiration for each other.**



**TRACY LACH:** Meg Crimmen and I have worked together since 1983 and we bought the business, Twenty-First Century Press, in '98. We bought it from four men, and we came into commercial printing out of packaging, so we didn't have a real good basis in this industry. It was a little bit of a tough start, but we figured it out. And the good thing about having a business partner that's a woman is when our kids were young, and one of them had a play or a musical, we both knew that was more important than being in the office.

We've been fortunate, and we've had a great crew here since the beginning – men and women. But one of the things that I wondered about when we bought the business, people said, "Oh, well, you're women owned, you're going to be able to take advantage of this, and there'll be so much business available to you." And now, 17, 18 years later, we have finally found that we're able to take advantage of our women owned status. But I wondered how other people's experiences were with that.

**HALLIE SATZ:** I can tell you about my experience as a woman business owner. I did feel very isolated when I started my business and as a leader in the company before that. It was not until I joined Women's Business Enterprise National Council (WBENC) and I met so many incredible women business leaders that were also juggling raising families, running a business and had the same kind of challenges I was facing daily, that I realized my issues were not unique to me. WBENC and the local group WPEO-NY and WPO which I became active with also created an entire new area of business that helped me build HighRoad. That was an added benefit that was unexpected. Paying it forward became important to me and I have made many introductions when it made sense and I continue to mentor other women through the process. I always do what I can to help create contacts for business with each other. **I know what it is like to feel isolated, and I want women in business of all colors to lift each other up as much as possible. As printers, which is a difficult industry as we know, women and men need to do that all the time!**

**BECKY ALMETER:** It's very interesting to hear the different perspectives. So I'm 38. I'll be 39 in May, and I feel like I bridge the older generation with what people consider the younger generation to be now. So I'm not new to my career, but I'm also not established 20, 30 years in my career. When I was a kid, a lot of our family vacations were printing industry conferences. So I remember, in the 90's, all the dads (the men) would go to the meetings and there would be a wives' shopping trip. And at some point that changed, because more women were going to the meetings, and the spouse's trip would be a little bit more diverse.

There was disrespect sometimes from, I would say, mostly sales folks, salesmen that would come in and they think they know everything and they're going to tell you everything and they're not going to listen to a word you say. But in my opinion, that's not all salesmen. That's not all men. That's a small subset of certain salesmen because that's how they operate. I think I see less of that today. And I have a feeling they probably treated their targets the same, whether they were men or women, to some degree.

In my role here at Hodgins Engraving, I've never really felt like discrimination has been an issue. We're also very family oriented and we have mostly female employees, of all ages. A lot of the people have been here long enough to see me and my brothers grow up. So I went from this position of running around the shop when I was a kid to running the slitters, working in shipping, and finishing. I did that for a while and during that time, I worked with people that are still here.

Eventually, I worked in customer service and I did some marketing, and I slowly became more involved in the management of the company. A lot of the people that watched me grow, they were very gracious and helped me grow in those positions.

**I'm old enough where I didn't grow up having those female role models embedded, but I'm young enough to know that it's absolutely unacceptable to have any discrimination. And we have that vibe and we have that culture here at Hodgins Engraving.**

## Q: Who was a mentor for you, as you learned the business?

**BECKY ALMETER:** Absolutely, my dad was a mentor [Bob Hodgins, former PIA Board member]. But when I first started at Hodgins, I had lived in different places around the country and when I moved home, I was broke and needed a paycheck to get through the summer. And my dad told me that he wouldn't have hired me if I wasn't his daughter. He said, "Your resume is not that great. You don't have a good employment history." So fast forward 15 years later, and here I am.

My dad really helped me understand reading financial reports and how you keep track of the big picture of the business. Also, Karen Kelley was a mentor. She was my babysitter when she was 17 or 18, in the late 80's and she came to work for my dad for a two week temp job. Now Karen is one of the people that help run our company. I don't even have a title for her because she does everything. But she's a person that has been more of a personal mentor, where if something's just bothering me or I don't know how to handle a situation, I can really talk to her about anything, whereas my dad was more a mentor on the business side of things. So I'm very, very glad to have her too.

## Q: Why do you invest your time and money into Printing Industries Alliance?

**DIANE WASIECZKO:** From the Compu-Mail side, I've been in the HR part of it and the HR conferences are very, very helpful. We also benefit from the discounts we get on the printer towels and credit card processing. We also value the risk management and safety and health assistance from [PIA Insurance Partner] Gilroy Kernan & Gilroy. They're awesome to work with. But I like the HR conferences and [PIA Association Counsel] Nick Fiorenza. The conferences are very well run; a lot of good topics. It's been very beneficial for me to bring back what I learned to the company. Kim and Tim are always very helpful and a great resource of information. If they can't help you, they will point you in the right direction or find a resource who can.

**DENISE PADULA:** We have been a member of the PIA for many years. And in the Albany area, there was always a craftsman club that had events which was mostly a gentleman's group. And socially, that's how it was for the previous owners, who had done business a certain way that worked out for them. But since I took over, we had 9/11, we had a recession and COVID. It's been one thing after another.

**But I have to tell you, along with all of the resources and the benefits that the PIA offers, Nick Fiorenza is a stand-out. He's been an important partner in union negotiations. I've gotten to know Tim Freeman, as well as the board members, and it's nice to pick up the phone and have a one-on-one conversation with Tim on the entire scope of different things.** And I also appreciate PIA staff, Kim and Caroline. The other day, I called for something and you guys just jumped in like, "Okay, sure, you can talk to Tim, but you don't really need Tim," and they took care of everything.

After becoming a member of the PIA board, it was welcoming in a way that I hadn't had in the industry. As a sole owner, I think the PIA and the resources there helped me feel like I have a partner. If I reached out to [previous owners] Jack and Tom, they want to talk more about their golf game. Who can blame them ... they are retired 80-year old gentlemen.

**KATHIE HARTMANS:** I can't imagine not being involved with PIA. I don't remember what year we joined, but we started Quality Bindery in 1993 and I know it was soon after that. I just can't imagine not being involved. **It always surprises me when you talk to someone who's not a member and the obstacles they go through not to be a member.** It's very affordable for all the benefits that you get. Not just the savings, but the camaraderie and the connections and community. I don't get why they won't join.

*Continued on page 6*

## COVER CONTINUED

**TRACY LACH:** I would say Meg and I aren't really active in the PIA, but during COVID, you guys rocked it. The information that you were giving us was so helpful and so important, and we really, more than ever, appreciated our membership in the PIA, Kim. And we know how much you do with that. And it's nice to be able, as the ladies have said, to always know ... I can give you a call and you'll help us out. But you really did a great job during COVID.

**KIM TUZZO:** Thanks to all of you for participating today and to Kathie for generously inviting everyone to join in. I look forward to seeing most of you in person at one of the events coming up in the spring.

## WOMEN IN PRINT

### Our interview subjects, as they introduced themselves.

**Kathie Hartmans**, Quality Bindery Services and current Chair of the Printing Industries Association for just a few more months. We've been in business for 28 years now. And I'm looking forward to retirement. So, if anybody wants to buy a bindery, let me know. That's it.



My name is **Hallie Satz**, and I own and run a commercial printing plant in Moonachie, New Jersey. Also, I serve on the board of PIA with Kathie, Denise and Diane. I did grow up in the printing business, Barton Press, a family business, which was sold in 1997. After working for the company that bought us, I started my own company in 2004, HighRoad Press, LLC. We have 50 employees in North Jersey. I also would like to retire one day, like Kathie. Being a WBE certified company, I am not sure how easy that will be, but I am hoping for a creative solution.



Hi everybody, I'm **Becky Almeter**. My company is Hodgins Engraving. We're in Batavia, New York, up by Kim, and we are a cross between a commercial print and a specialty printing company. So, we do engraving, foil stamping, letterpress, and thermography along with the standard commercial printing. It's a family business as well, third generation. My husband works with me here, and my role is owner and president. My father was active in the company until he retired in 2017. I am not looking to retire, but we are looking for more business. So maybe we can find a few connections here.



**Diane Wasieczko** with Compu-Mail LLC. I'm new to the board of the PIA and I just became an owner in November. I started with the company called NTS Data Services in 1980, and that was bought. Michael Vitch worked for NTS, then became president of Compu-Mail, incorporated in 1997. I left the company for 10 years and came back to Compu-Mail in 2007 and worked under Michael in the sales team and gradually took over managing the office and human resources. With Michael's retirement in November of 2021, I had the opportunity with three other executives to purchase Michael's minority shares. And then we have our majority owner, Dr. Charles DeWald. Like I said, I'm just new to being an owner. It's a lot of stress, a lot of hours, but it's exciting too. A lot to learn.



I'm **Denise Padula**, owner of Alchar Printing in Troy. The company is 54, so am I, but I didn't start running the company until 2000. So for 22 years, I've been managing the company. I've owned it for 17. And sure, I would love a succession plan, but I only have one daughter and she's in NYC. She's not interested in running the business. I am also a PIA board member, and really glad to be a PIA board member because it's nice to have the comfort level to pick up the phone and call somebody. Whether you've met them in person or not, you have this automatic connection, I think, that gives you the comfort level to call somebody, ask for an opinion, a little bit of help or a referral. And I'm really glad we're doing this as a group of women, even if it's just to touch base. And Becky, nice to meet you. We do some work with Hodgins, so it's nice to put your face to the name of your company. And thanks for inviting us, Kathie.



**Tracy Lach**, Twenty-First Century Press. I am half of a fully women owned business; my business partner, Meg Crimmen is on vacation this week. Lucky her. We've owned this business for almost 23 years in downtown Buffalo. We basically are a commercial printer and mail house, and we've appreciated all the help that the PIA has given us through the years.







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Registration is now open for the 20th Annual PIA Human Resources Conference. The program will be held May 5 & 6, 2022, at the Turning Stone Resort Casino in Verona, NY. This year's conference will focus on the critical issues impacting employers of all types.

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## PAPER SOURCING

**WE'RE ALL IN THIS "PAPER SCARCITY BOAT" TOGETHER**

By Damien Bradley, Sr. Vice President – Print and Wide Format,  
Kelly Spicers

Remember the “good old days” when our main concern in the paper market was price increases? Who would have thought that we’d all be longing to turn back the clock to that situation?

I don’t have to tell you that price is the least of our problems today. The much bigger issue is the lack of product availability, which is unprecedented for our industry.

**The challenges facing our industry are set to continue for the foreseeable future**

A few months ago I wrote about the fact that all of the key products are on allocation (see October PIA *Signature*). Unfortunately, today I have to report that the allocated market, supply chain “bottle necks” and lack of inventory are all set to continue well into 2022. How bad is it? In an attempt to clear up their ever-increasing number of back orders, some mills have placed moratoriums on new orders – taking the drastic step of limiting how many new orders distributors can place!

Remember, this is a nationwide problem, and it’s likely to get even worse before it gets better. So what are we doing about it?

**It’s “all hands on deck” at the distributors**

Normally paper distributors spend all of their time selling, looking for opportunities, problem solving and collaborating with printers on key projects. Now we’ve set nearly all of these activities aside as we put all of our energy into trying to source products to keep our customers’ presses running!

**You can bet that right now your distributor is:**

- In daily communication with their mill partners, working to prioritize and expedite orders.
- Chasing down logistics companies trying to find out exactly when products are arriving from the port, and confirming when the stock will be in the distributor’s warehouse.
- Extending receiving hours to ensure they receive the maximum possible number of deliveries each day.
- Looking for alternative sources of supply outside of their normal mill partnerships.
- Communicating with and educating printers on all of the issues happening with the industry, to give them facts to use when speaking with their customers about the challenges we’re facing. Luckily, print customers realize that this problem is not just paper-centric, since supply chain problems are now mainstream news.

**In short, distributors are devoting all of their time to this issue.**

Remember, distributors are only successful if printers are successful. We understand that if you as a printer cannot get paper then you cannot print. That damages the printing industry as a whole, including all of the industry’s suppliers. We’re all in this together, and we’re all working together to find solutions.

**What can you do to navigate these rough waters?**

Stay close to your key distributor partners and provide forecasts. Remain flexible in considering alternative paper products, basis weights, sizes and finishes.

Plus, of course, it never hurts to focus on the positive! In spite of all of the challenges, there are some good things happening.

Demand is increasing as the economy is starting to grow and recover from the pandemic. The paper mills are attempting to increase productivity to increase supply (for example, Domtar is working to bring a mill back online in Q1 of 2022). Even the President has gotten involved with trying to solve the supply chain problems. Better times are bound to come!

**PAPER SHORTAGE**

As the reader is aware, a combination of the post-Covid recovery of the economy and supply chain issues centering around port congestion have created a paper shortage. As paper is our principal raw material, this is a challenge for our industry and particularly so in an election year.

While generally we advise against tying up scarce working capital in inventory, it is probably wise to expand our paper inventory if we can. We, and our customers, also need to be flexible in our choice of paper as any paper that may be available is better than none.

Since the price for the paper which is available is rapidly increasing, our prices need to reflect that reality. A by-product of this is that customer acceptance of higher prices presents an opportunity to increase margins which should be acted upon.

Fortunately, the current paper shortage will sort itself out as its cause is primarily transportation difficulties. There is also the likelihood of future domestic production increases driven by shifts away from plastic packaging.

By Bob Lindgren and Joe Polanco



## AN OPEN LETTER TO THE PAPER MANUFACTURING AND DISTRIBUTION COMMUNITY

It is no secret that our national economy is suffering due to a variety of supply chain issues. This complex problem is a major hindrance to the recovery from the Covid-19 pandemic and the long-term health of the United States economy. The auto industry is plagued by a shortage of computer chips, limiting the availability of new vehicles. Lumber shortages have dramatically increased the cost of new home construction. Other items that seem to encounter periodic shortages include pool chlorine, coins, various food items, etc.

As you know, the printing, graphic communications and mailing industry is experiencing supply chain difficulties of our own, in the form of a frustrating shortage of printing papers. Our members are concerned with the uncertainty surrounding the shortage and how it's impacting their businesses and customers. In many areas of the country, the demand for our members services is strong – but they're having to delay or turn away business due to the paper shortage.

When this all is behind us, prices for most things will stabilize and people will go back to buying cars and building homes. The looming threat for both of our industries is whether customers will further embrace electronic communications and move on from print entirely even when the supply crisis improves. The print and paper communities must quickly and effectively work together to protect against this scenario.

The regional print industry affiliates co-signing this letter are calling on our friends and business partners in the paper manufacturing and distribution community to help our members – your customers – mitigate the impact of this crisis. We acknowledge that the paper industry is challenged too and that there are many complex factors contributing to the paper shortage. **While we weather this crisis together, our members need accurate, consistent information from the paper industry to set expectations with their customers and plan accordingly for the weeks and months ahead.** We ask that the paper industry speak with a unified voice as much as possible. Please avoid speculation about timing and inventory without evidence to support your estimates. At the same time, prioritize the sharing of reliable intelligence with the print community. Feel free to do so through your nearest state or regional print industry affiliate.

For our part, we encourage our members to project and plan ahead as much as possible, while continuing to show patience, professionalism, and grace in working with their partners in the paper industry during this very challenging time.

Thank you for your ongoing efforts to solve this crisis.



**Timothy Freeman**  
Printing Industries Alliance



**Melissa Jones**  
Graphic Arts Association



**Steve Bonoff**  
Printing Industry Midwest



**Karen Fulton**  
PIA San Diego



**Ian Flynn**  
Visual Media Alliance



**Christine Hagopian**  
Printing Industries of  
New England



**Jon Krueger**  
Printing & Imaging  
Association of Georgia



**Tim Suraud**  
Print Media Association



**Teresa Campbell**  
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**Jay Goldscher**  
Printing and Graphics Association  
Mid Atlantic



**Ed Chalifoux**  
Printing Industry  
Association of the South



**Lou Caron**  
Printing Industries Association  
of Southern California



**Andrew Schall**  
Graphic Media Alliance

## PAPER SHORTAGE CAUSE/EFFECTS

## A COMMENTARY ON THE PAPER SHORTAGE

By Lou Caron, President/CEO, Printing Industries Association of Southern California (PIASC)

Over the past couple of weeks, we have been contacted by many owners looking for the latest information on the paper shortage. Calls range from looking for help searching for paper to learning what other printers are experiencing to questions of survival. Strangely, these calls are not too dissimilar from those that we received during the early days of COVID when we were all faced with closing down nonessential operations. The common thread is how to deal with the unknown.

In my personal reality, I am a consumer of print and, other than through work related calls, etc., the effects have been relatively unnoticed. Sunday, March 13, the effects were more noticeable. I am Catholic and there are a couple of things that are fundamental to the Catholic church: (1) there will almost always be a collection and (2) every Sunday there will be a printed bulletin at the end of mass. Last Sunday was the first time in my life that there was no bulletin because the printer could not find paper. While not the greatest example of the current crisis, the reality is that the paper shortage is beginning to impact everyday life.

After talking with members from all facets of the industry and some investigating of my own, I offer the following for consideration:

**A.** The current problems really had their start many months and years before. If you recall, a few years ago some North American paper mills closed, in part, because they could not compete due to aging equipment, rising labor costs and restrictive environmental regulations which made doing business a losing proposition. During these same years, some of the more efficient and profitable North American paper mills converted to board stock in support of the growing packaging industry. The result was a reduction in capacity ... occurring before the pandemic. This shortage was largely filled by overseas mills.

**B.** Even before (A) occurred, best practices for production called for "just in time" concepts to create more efficient and cost-effective production. Over the years, most printers decreased the amount of inventory held and relied on the paper merchants to warehouse and deliver paper within days and hours of need. JIT works when all segments of the supply chain are functioning, but one kink throws the entire chain into disarray. Unfortunately, it appears that there are several kinks in the supply chain which are creating the current issues.

**C.** Coming out of the pandemic, the supply chain problems were always in front of us. During the "cycles" of the pandemic, the focus was on reopening the economy. The reality is that we went from standstill to 100 mph overnight. We, and every other manufacturer, blew through existing inventories.

Unfortunately, the operations that provided the normal steady flow of raw materials and parts were no different than other businesses. They were also at standstill but many of their operations take much longer to ramp up to meet demand. For instance, I learned that it can take 6 months to bring a mill online. We could point a finger at our government leaders and say that they should have planned to sequentially bring business back piece by piece, but the backlash from those businesses that would have been at the end of the spectrum would have been devastating.

**D.** The ports, while improving, are still a problem. The word from Sacramento is that the legislators are seeing statistics that show the flow of goods through the ports to be improving (which is not the same as "normal") and have lost focus. I suspect many of us in Southern California look out at the harbor and do not see as many container ships as before and assume that the flow has increased rapidly. However, you may remember that in order to address the complaints of smog from the harbored container ships, the port authorities began staging ships 150 miles offshore. As such, I question the extent of improvement in the flow of goods.

**E.** The latest news is that there is now a container problem on the other side of the Pacific. Apparently, there are not enough containers (and vessels) to ship the materials being manufactured and purchased by the US markets. I was told that the Korean mills are producing at max capacity but cannot find enough containers to ship their inventory.



**F.** Logistics is clearly an issue and we need to remember that we are competing for the same container space as the likes of Walmart, Amazon and a handful of others.

**G.** There have been claims that some printers are hoarding paper. I think one would have to evaluate these claims on the basis of whether a printer is ordering inventory in advance of need (which is currently a much longer order time) or whether a printer is holding inventory and attempting to resell it at a profit.

**H.** I know it sounds preposterous, but, on the longer term, I worry about what happens when the supply chain catches up and we suddenly realize that there is an oversupply of paper. Paper prices crash. Buyers demand lower pricing. We return to the

lower margins except that now, most of us have to worry about inflation adjusted labor costs.

I do not profess to be a supply chain expert, but if you consider the above, you have to conclude that the paper shortage is not the fault of any one part of the supply chain. The current problem is global and it is not isolated to the US. It is a deficiency whose root cause is found in a collection of unique and untimely events.

I wish that there was a concrete solution that would quickly remedy the situation but I have not found one and the current global issues are only adding to the negative situation. However, the best advice is the following:

- Plan ahead and stay current on lead times.
- Communicate with your suppliers ... they are critical partners in your success.
- Remain flexible ... while easier said than done, flexibility is the nature of the times.

Clearly, for the industry to survive, every facet of the supply chain has to work in unison. In simple terms, we have to work together versus at odds with each other.

## PAPER SHORTAGE UPDATES

As the paper supply shortage issue continues, Printing Industries Alliance objectives are to help our members and our industry. We have taken several steps to do so, including:

- PIA and our 12-sister regional print industry affiliates sent a joint letter to the Paper Manufacturing and Distribution Community to express our united strength (and that includes each of you!). And calling on our friends and business partners in the paper manufacturing and distribution community to help our members mitigate the impact of the challenging paper situation.
- "Paper Supply and Supply Chain Issues" is a topic to be covered at the PIA/GAA Senior Leadership Conference, to be held on April 21, 2022 in Princeton, NJ. Plan to attend and hear what our speaker, John Cumming, Executive Director of Sales, Case Paper Co., has to say on the topic.
- PIA is working to get you as much information as possible. We've made a webpage at [PIAlliance.org/paper](http://PIAlliance.org/paper) dedicated to this issue which we will continue to update with information.

In summary, we are experiencing a severe domino effect from COVID, but also a host of other issues. It is expected things will start to improve in the third to fourth quarter of this year. In the interim, it is recommended to plan ahead, seek and use alternatives, stay in the know, and treat each other with professionalism and patience as we get through this, together.



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**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](http://www.americasprintshow22.com)

**WEBINARS**

→ **Short Attention Span Webinars**  
**Watch recordings of past SASW at**  
[piaalliance.org/pia-4-u](http://piaalliance.org/pia-4-u)

**Solving Your Top 5 Sales Challenges**  
May 12, 2022 | 11:30 am

**Summer Sales Reads**  
June 9, 2022 | 11:30 am

**The Top 10 Sales Apps**  
April 14, 2022 | 11:30 am

→ **Mailers Hub Webinars**

**USPS Rate Filing**  
April 19, 2022 | 1:00 pm

**Live from the National Postal Forum**  
May 17, 2022 | 1:00 pm

**Transportation Woes**  
June 21, 2022 | 1:00 pm

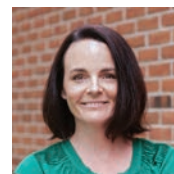
**U.S. Economy: Strongman or Weakling?**  
July 12, 2022 | 1:00 pm

Visit [PIAlliance.org/events/](http://PIAlliance.org/events/)

**KELLY'S PATH TO SUCCESS****HI, I'M KELLY MALLOZZI, NICE TO MEET YOU!**

By Kelly Mallozzi, Success in Print

This Women's History Month I am spending a lot of time researching about significant women in history and posting stories for Girls Who Print for #PrinHERStorymonth. I get a lot of inspiration and motivation from the stories of others, and it reminds me that when we share our experiences, good bad and ugly, it has the power to help so . . .



As I reflect on the {ahem} THIRTY years I've been in the graphic arts, I think back to childhood, when I used to get up in front of friends and family and make presentations on anything, from places I'd like to travel to my favorite movies.

I think my dad always expected I'd end up in politics, but everyone else knew I would end up in sales.

Spending my teen and college years in retail and graduating college during a recession, I took a management job in retail moved to Chicago and spent a couple of years working in malls and on the famous Magnificent Mile on Michigan Avenue. When I was promoted there, I thought I had made it.

And then one day a former colleague walked into Water Tower Place talking about the new job she has in "OUTSIDE SALES."

**WHAT?**

She told me I should come in and talk to them, and two months later I landed my first job at a small digital shop with a downtown territory.

I had no idea what CMYK was or Quark Xpress, but I learned quick.

I dove in headfirst and never looked back. I was a sponge those first few years, never afraid to ask questions and always willing to seek help and advice where I could. I made some lifelong friends and managed to have so many amazing mentors that I shudder to think where I would have been without them.

Several years later I moved into sales management and I know I made a lot of mistakes, but I was always looking to see the potential in people – I knew that the ability to communicate, ask questions and be curious was what would lead a person to success in sales.

It was true then and it's true today. Authenticity. The ability to be vulnerable and show people that you care about them. Asking great questions and seeking possible solutions focused on their needs, not my own. Those are the characteristics that made me a success. It would be what I would look for if I were hiring a salesperson today.

I can't imagine a life in which I was not working in the graphic arts. I may not have dreamed it as a little girl, but if any of my kids wanted to go into this industry, I would support them 1000% and you can bet I would be tapping in to my vast network of print rockstars to help them along the way.

**It's what we in this business do, isn't it?**

**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](mailto:kelly@successinprint.net) or connect with her on LinkedIn.

## EMPOWERING THE WOMEN OF PRINT

### GIRLS WHO PRINT MENTORING PROGRAM IS RE-LAUNCHED

By Deborah Corn, Intergalactic Ambassador to the Printerverse

"Women's Print HERstory Month" coincides with Women's History Month to align the telling of stories that empower and inspire the fierce fabulous females of print, as well as young women and students entering the industry or considering print as a career.



Launched in 2019, Women's Print HERstory Month returned in March 2022, and Girls Who Print is mobilizing the women in the industry. This year, to coincide with the relaunch of the free Girls Who Print mentoring program we are calling on the women of print to join in and share their best career advice through social media, using the hashtag #PrintHERstoryMonth.

"Mentorship is a crucial part of workforce and career development, and it is so much more than that," says Kelly Mallozzi, Principle at Success in Print and Girl #2 at Girls Who Print. She continues, "Mentorship builds stronger communities, stronger relationships and fosters a stronger industry. As women re-enter

and re-establish themselves in the workforce, Girls Who Print is here to guide and support, provide networking help, share industry job opportunities, and create dynamic, productive, and empowering mentor/mentee partnerships."

Deborah Corn, Girl #1 at Girls Who Print, says:

"This year we are mission driven to grow our mentoring program into a global resource for women at all stages of their careers. Helmed by Kelly, our Chief Mentor Matcher, I have no doubt our goal will be reached and exceeded. I encourage all the women reading this to visit the site, sign up, and for everyone to share the program information with their colleagues and connections."



Girls Who Print has also launched a SWAG store, visit [printmediacentr.com/shop](http://printmediacentr.com/shop).

To get involved, get a mentor or mentee, and get empowered, visit [girlswhoprint.net](http://girlswhoprint.net).

For further information please contact [deborah@printmediacentr.com](mailto:deborah@printmediacentr.com).

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## PLANNING FOR RETIREMENT

### HOW DOES ...

- LESS LIABILITY (FIDUCIARY)
- LESS RESPONSIBILITY/WORK AND
- LESS COST FOR YOUR 401(k) SOUND TO YOU?

**\*Printing Industries Alliance has a new program, the Print and Graphics Retirement Plan, a Multiple Employer 401(k) Plan or MEP.**

### What is a MEP?

A MEP is a retirement plan for businesses that typically have a common interest but are not commonly owned or affiliated (such as members of the Printing Industries Alliance). MEPs provide cost savings for employees and plan sponsors, fiduciary support, more investment choices and reduced administrative burden.



The Print and Graphics Retirement Plan MEP leverages group purchasing power to provide participating member companies with:

- ✓ No individual audit or 5500 forms (a minimum \$10,000 annual savings for companies over 100 employees)
- ✓ Minimal administrative duties
- ✓ "PIA Member" fee structure
- ✓ Fiduciary outsourcing
- ✓ Flexible plan features including safe harbor, Roth and profit sharing
- ✓ Customizable plan design

### How does it work?

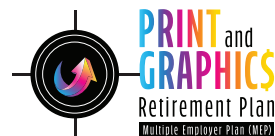
The Print and Graphics Retirement Plan from a government reporting standpoint is treated like one large plan. The end result for PIA members is a 401(k) plan with competitive investments, outstanding service, and someone else doing a majority of the plan maintenance legwork. Record keeping is provided by Transamerica.

### Strength in Numbers

Members of the Print and Graphics Retirement Plan have all the advantages and flexibility of a standalone plan sponsor, but avoid the expenses and administrative burden associated with sponsoring a single employer plan.

### Interested in learning more?

Contact either:



**Tim Freeman**  
Printing Industries Alliance  
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tfreeman@PIAlliance.org

**Ross Kraft**  
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(315) 624-2969  
rossk@gkgisk.com





## 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**

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#### TOP 300 LIST

### CONGRATULATIONS TO PIA MEMBERS WHO MADE THE TOP 300 LIST!

Each year Printing Impressions presents a list of the top 300 printing companies in the U.S. and Canada, ranked by annual sales volume. The past two years have been challenging for our industry, to say the least. But, just as every cloud has a silver lining, there are signs of optimism, and some businesses on the list have actually flourished during these uncertain times. Not surprisingly, these companies have grown via print markets beyond commercial printing, such as wide-format digital print output, labels and packaging, mailing and fulfillment, data management, and other services. We recently learned that 16 PIA members made the list for 2021! Congratulations to...

Rank	PIA Member
46	Sandy Alexander, Inc., Clifton, NJ
51	IMS Inc., Liverpool, NY
61	Duggal Visual Solutions, New York, NY
70	Mod-Pac Corp., Buffalo, NY
81	Diamond Packaging, Rochester, NY
85	Hatteras, Tinton Falls, NJ
103	Cathedral Corp., Rome, NY
171	TLF Graphics, Fairport, NY
173	Compu-Mail, Grand Island, NY
174	Design Distributors, Deer Park, NY
213	Fort Orange Press, Albany, NY
229	KM Media Group, Clifton, NJ
238	HighRoad Press, Moonachie, NJ
251	Haig Graphic Communications, Hauppauge, NY
295	Merlin Printing, Amityville, NY
296	AJ Images, Roselle Park, NJ

# Congratulations