

## SIGNATURE

ENGAGE . EXPLORE . ENERGIZE . EXCEL

It took awhile, but Printing Industries Alliance and the Graphic Arts Association wanted their consolidation to be right, not rapid. Now comes showtime for the formidable printing trade group they have created.

## ORIGIN STORY: FREEMAN, JONES, AND GILROY ON FORMING THE PRINT & GRAPHIC COMMUNICATIONS ASSOCIATION (PGCA)

By Patrick Henry, Liberty or Death Communications

When a momentous business event finally comes to pass, it's tempting to claim afterwards that whatever needed to happen did happen, and almost without a hitch. That's usually an exaggeration with the benefit of hindsight – but not in the case of the remarkably smooth consolidation between Printing Industries Alliance (PIA) and the Graphic Arts Association (GAA).

On January 1, 2023, the two trade associations will become one as the Print & Graphic Communications Association (PGCA), a not-for-profit organization representing 430 print and print-related businesses in four Northeastern states. How PIA and GAA achieved their union without the dissent and drama that have thwarted merger attempts between other print industry trade groups is a story of realism, shared vision, personal chemistry, and adroit professional management.

The path to unification was gradual, and the two groups' reasons for embarking upon it were practical. The first step occurred in 2017 at a leadership retreat for PIA's board of directors, where the item at the top of the agenda was the future.

"We wanted to make sure that we were viable going forward," recalls Tim Freeman, then president of PIA and now co-president of PGCA. "It was mutually agreed that based on what was going on in the industry with mergers and consolidations, this was something we should be looking at also."

**"With all the services, benefits, and talent we could bring together, we saw that we could achieve so much more with less strain on our resources than previously."**



December 2022 / In this issue

Cover Continued	3-5
Mark Your Calendar	6
Celebrating 100 Years	6
Print Is Essential Infographic	7
Surveys and Reports - Stay Informed	8
quoins2pixels	8-9
PIA Member Winners at Neographics	11-12
Risk Assessment Matrix	12-13
2022: Post Pandemic Printing Industry	14-15
FSC® Leadership Award Winners	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





## PRINTING INDUSTRIES ALLIANCE INSURANCE, BENEFITS, AND RISK MANAGEMENT SOLUTIONS

**Problem:** Insurance is complicated, costs are skyrocketing and they are consuming an ever-increasing portion of my bottom line. How can I make sure my coverages match my exposures, maximize my company's insurance investment, and obtain the savings and personal service normally offered to only the largest firms?

**Solution: PIA Insurance, Benefits, and Risk Management Solutions**

Leverage Association buying power through PIA's Insurance Partner, Gilroy Kernan & Gilroy (GKG). A leading insurance organization, GKG provides a wide variety of insurance and financial products, specifically designed for our industry. GKG provides a strategic approach to risk management for members, resulting in a total understanding of the organization's risk exposures and mitigating strategies.

### SOLUTIONS FOR MANAGERS MAKING INSURANCE DECISIONS

(OWNERS, CFO'S, CONTROLLERS, HR MANAGERS)



■ **New York State Workers' Compensation Safety Group**

■ **Employee Benefits Connection**

- Health Insurance
- Dental
- Disability
- and more

■ **401k Programs**

- Individual
- Multiple Employer 401(k) Plan (MEP)

■ **Business Owners Commercial Insurance Program**

■ **Cyber Insurance Program**

■ **Employee Benefits Benchmarking**

■ **Invitations to all GKG University Seminars/Webinars**

■ **Complimentary Risk Assessments**

■ **Complimentary Cyber Security Audit**



Contacts at PIA and GAA:

**Tim Freeman**

(716) 691-3211

[tffreeman@PIAlliance.org](mailto:tffreeman@PIAlliance.org)

**Melissa Jones**

(856) 308-2851

[mjones@gaaonline.org](mailto:mjones@gaaonline.org)

Contacts at Gilroy Kernan & Gilroy:

**Andy Biernat**

(315) 624-7819

[andrewb@gkgrisk.com](mailto:andrewb@gkgrisk.com)

**Ross Kraft**

(315) 624-2969

[rossk@gkgrisk.com](mailto:rossk@gkgrisk.com)

**Sarah Armstrong**

(315) 624-2964

[saraha@gkgrisk.com](mailto:saraha@gkgrisk.com)

**Next time you need assistance in evaluating your company's insurance programs, reviewing potential risk exposures, and determining if you are getting full value for your insurance spend, contact us and ask about our Insurance, Benefits, and Risk Management Solutions program!**

## COVER CONTINUED

### Quad-State Footprint

The decision was strategic for PIA, whose membership base lay in New York State, northern New Jersey, and northwestern Pennsylvania. “We felt that we were strong,” Freeman says. “We wanted to connect with someone else in a strong position. GAA was a natural. Geographically, it made sense.”

GAA’s region across Pennsylvania, southern New Jersey, and Delaware made it naturally adjacent to PIA’s territory in one of the world’s top markets for print and graphic services. The Philadelphia-based GAA was thinking along the same lines, according to Melissa Jones, its president and now co-president of PGCA with Freeman.

“Tim and I always have been really symbiotic working together,” she says. “We decided that we really needed to look at consolidation, because it makes sense in so many ways. With all the services, benefits, and talent we could bring together, we saw that we could achieve so much more with less strain on our resources than previously.”

If the enthusiasm for consolidation was mutual, so was the determination to make it happen in the right way. Much of the guidance the groups received came from Larry Gilroy, president of Gilroy Kernan Gilroy, a business insurance and employee benefits firm that provides services in these areas to the members of PIA and GAA.

Gilroy facilitated a strategic planning session at the PIA board retreat and later conducted the same exercise for GAA’s board. He praises the members of both groups not just for being open to consolidating, but also for understanding that they would not have a better moment to carry out the plan.

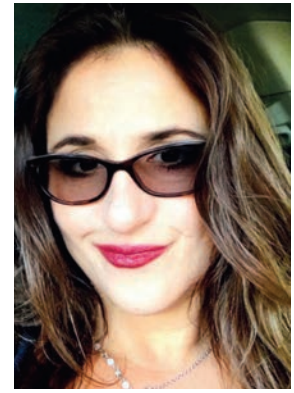
### If Not Now, When?

“I give them a lot of credit, because they were coming from a position of strength,” Gilroy says. “They were sound financially, and had strong leadership in place – but they started to look at what other options were out there. Sometimes organizations don’t do that until they’re in trouble. And that’s not the time to do it.”

With Gilroy’s help, Freeman and Jones developed a consolidation plan they could present to their boards. The boards then appointed consolidation committees that met in sessions Gilroy also was asked to facilitate.

The appeal of the proposal was plain to see. “When you do this type of thing, you can almost tell from the start that if everybody’s talking about me, it’s not going to work,” Gilroy says. “In this situation, it was more about we and about the industry.”

This was a tribute to the sincerity of the committee members, he adds, “because if you didn’t know what their ZIP code was,



you wouldn’t really know they were representing PIA or GAA. They were really looking at what was the right thing for the industry.”

Gilroy also recommended reality-checking the idea of having two presidents for one organization. “A co-CEO model is not always one that works in the long term,” he observes. “We wanted to help Tim and Melissa understand each other, but we also wanted to validate what we believed we already knew. And that was that they brought really good complementary strengths to the table.”

This was affirmed in big capital letters after the two underwent tests of their personalities and management styles by Kolbe Corp, an organization that helps businesses measure the instinctive action and problem-solving approaches of individuals.

### All the Pieces in Place

“It was like putting a perfect puzzle together,” says Freeman of the results, which revealed that he and Jones would bring distinct but harmonious talents and abilities to their new joint roles. Jones attributes the good fit to the mentee-mentor relationship she has enjoyed with Freeman ever since she became president of GAA in 2013. “It’s just really uncanny how well we work together,” she declares.

Gilroy says it’s also unusual to find such concord in a merger situation, where “you could get resistance from the administrative level because people rightfully start to worry about what’s going to happen to their jobs. Instead, you have Tim and Melissa leading that charge and saying to the boards, this is something we should look at.”

Toward the end of 2019, nearly everything was in place for finalizing the plan. But when COVID-19 struck at that point, says Jones, the priority became “making sure print stayed essential in our regions” as the industry struggled through the pandemic and the restrictions it imposed. Action on the plan resumed in 2020, and by the end of 2022, consolidation as PGCA had been approved by the boards and general memberships of both groups – with “zero no votes” on either side, Freeman observes.

*Continued on page 4*



## PIA HEADQUARTERS

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

## ADAM G. AVRICK

Chairman  
adam@designdistributors.com

## TIMOTHY FREEMAN

President  
tfreeman@PIAlliance.org

## KIM TUZZO

Marketing/Programs Director  
ktuzzo@PIAlliance.org

## CAROLINE WAWRZYNIC

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

## PIA AND GAA MERGING JANUARY 2023

**“I think the biggest thing about coming together is not what we have now, but what we're going to be able to do in the future,” comments Jones. “We have more resources now.”**

The newly formed association will operate from PIA's existing headquarters in Amherst, NY, a suburb of Buffalo. The GAA staff will work virtually, but with plenty of personal contact in the form of member visits and attendance at industry events.

In fact, according to Jones, one of her members' few major concerns about consolidating was ensuring that she would have an ongoing presence in the new organization. “That really made me feel wonderful,” she says. “It's really nice when you realize people appreciate what you're doing for the industry.”

### ‘Now We Can Do More with More’

The co-presidents say that PGCA members will now have access to a best-of-both-worlds menu of services from the predecessor groups: a broad range of support in insurance, employee benefits, and human resources management from PIA; environmental safety and health programs created by GAA. These can now be delivered with the efficiencies and economies of scale that come with a well planned and executed joining of forces.

I think the biggest thing about coming together is not what we have now, but what we're going to be able to do in the future,” comments Jones. “We have more resources now. Being not-for-profit, you always try to do more with less. But now, we actually can do more with more.”

“We've already been using each other's services where we didn't have things over the past couple of years,” Freeman adds. He says one such cooperation between the groups is GAA's Neographics competition (see pages 10-11), the leading showcase for high-quality printed products in the Northeast. “It's been very popular and very successful, and now we'll be able to offer it across our whole footprint.”

Another occasion that now goes forward under the PGCA brand is the Franklin Event, a celebration of the industry hosted by PIA and its predecessor associations since 1952. The next one, taking place on March 30, 2023 in New York City, will include the presentation of the Franklin Award for Distinguished Service to baseball legend Mariano Rivera, now a philanthropist working with PIA members to create career paths in printing for underserved young people.

### First, Be a ‘Sounding Board’

Freeman and Jones emphasize that despite everything consolidation has put on the management plate they now share, they won't forget the fundamental reasons why printing companies band together in trade associations.

“It's great to have great services, and our members do take advantage of a lot of what we do,” Freeman says. “But the most important thing is to have somebody who can come into their plant, sit down, and be a sounding board for different ideas or various industry issues. We have to bring everything to the table, but that's probably one of the most important things that people look for.”



**“In this case, that chemistry appears to be very strong, and the financial discipline is there. Culture without the finances isn't going to work, and vice versa.”**

“Our members really look to us for guidance,” Jones concurs. “They look to us for reassurance. They look to us for that sense of community where they're not on an island by themselves. Sometimes it feels very, very frustrating alone.”

Gilroy sees providing this kind of solidarity as a service that PGCA will be particularly well equipped to deliver, thanks to the underlying strengths of its soon-to-be legacy organizations.

Both come to the table with healthy balance sheets. But Gilroy adds that when business entities merge, “often the financial part of it is almost secondary to the culture. A lot of mergers fail because you think you're going to put two organizations together, but you can't. In this case, that chemistry appears to be very strong, and the financial discipline is there. Culture without the finances isn't going to work, and vice versa.”

Gilroy salutes all those he has worked with in bringing about the creation of PGCA as “really smart people” who were willing to put parochial interests aside for the sake of a greater good. “What they have in common is a passion for the industry,” he says. “It's not a passion for the geography. It's a great model.”

**About the author:** Patrick Henry, the director of Liberty or Death Communications, has covered the printing and graphic arts industry as a journalist for nearly 40 years. He holds numerous awards for his industry service and support of professional education. Contact him at [pathenry@libordeath.com](mailto:pathenry@libordeath.com).



#### PIA CORE SERVICES:

- Environmental, Health & Safety
- Human Resources and Employment Law
- Employee Benefits and Insurance
- Workforce Development
- Member Discount Programs
- Local, State and Federal Government Affairs
- Networking and Social Programs
- Major Events: Annual HR Conference, Management Conference, Neographics Print Awards, Franklin Event
- Sponsorship Opportunities

**PIA and GAA look forward to serving members in the New Year as the Print & Graphic Communications Association!**

Visit [www.printcommunications.org](http://www.printcommunications.org) after January 1st

## 69th Annual Franklin Event



### MARIANO RIVERA

Baseball great, community leader and philanthropist  
2023 Recipient, Franklin Award for Distinguished Service



**Thursday  
MARCH**

**30**

**2023  
6-10 pm**



Contact Kim Tuzzo at (716) 691-3211



[Ktuzzo@PIAlliance.org](mailto:Ktuzzo@PIAlliance.org)  
after Jan. 1st: [kim@printcommunications.org](mailto:kim@printcommunications.org)

## MARK YOUR CALENDAR!

Visit [PIAlliance.org/events/](http://PIAlliance.org/events/)→ 69<sup>th</sup> Annual Franklin Event

March 30, 2023 | 6 pm  
The Lighthouse, Pier 61,  
New York, NY

## → PIA HR Conference

May 4 & 5, 2023  
Turning Stone Resort & Casino,  
Verona, NY

## → Neographics

October 5, 2023  
Cescaphe Ballroom,  
Philadelphia, PA

## WEBINARS

## → Short Attention Span Webinars

## ○ 5 Reasons Why People Don't Buy From You

January 12, 2023 | 11:00 am

## ○ How to Make Every Client Feel Like Your Top Account

February 9, 2023 | 11:00 am

## → PIA Safety Training Webinars

Available on demand, 24/7, mobile ready training. Access from any internet connection on a desktop computer, tablet or mobile device to get the training you need, anytime, anywhere. [PIAlliance.org/safety-webinars](http://PIAlliance.org/safety-webinars)



## FOLLOW US ON SOCIALS!



## CELEBRATING 100 YEARS

## PIA CELEBRATES 100 YEARS WITH A PARTY!

On November 30th, "Friends of PIA" met at Turning Stone Resort Casino to celebrate 100 years of the Printing Industries Alliance. Yes, 100 years!

PIA staff, past Chairs, board members, and PIA partners gathered to reminisce and toast to the future of the Association and the industry. Pictured is Association Counsel Nick Fiorenza regaling the group with his PIA memories. A great time was had by all. Our grateful thanks go to Larry Gilroy of Gilroy, Kernan & Gilroy for facilitating the merger between PIA and GAA and to Katherine Gavett, Nick Fiorenza and Mike Dodd for their expert guidance and advice throughout the merger process. Here's to the future of print!



## TWO FANS OF PRINTRELEAF MEET

Glen Boehmer (on left in photo), President of Sentinel Innovation in Hempstead, NY and PIA Vice Chairman, travelled from his southern home in Knoxville, Tennessee for the Celebrate PIA party at Turning Stone. Glen, along with Kim Tuzzo and Caroline Wawrzyniec from PIA, stopped in to visit fellow board member Tom Quartier, President of the QMC Group in Liverpool, NY (on right in photo).

Glen and Tom found that they are both enthusiastic supporters of the PrintReleaf program, offered at a discount to PIA members. PrintReleaf offers commercial printers the opportunity to offset their paper consumption automatically, in certified projects around the world.

Unlike some sustainability certifications that have significant barriers to get started, PrintReleaf offers an easy-to-start and easy-to-use experience for all of its customers.



No business is too small or too big to start using PrintReleaf to offset their paper footprint. Printing Industries Alliance has offset 4,081 lbs. of paper by reforesting 49.1 trees since joining PrintReleaf in November 2020. Visit [printreleaf.com](http://printreleaf.com) for more detail or contact Caroline Wawrzyniec at [cwawrzyniec@pialliance.org](mailto:cwawrzyniec@pialliance.org) with any questions on this PIA program.

## INFOGRAPHIC AVAILABLE TO PIA and GAA MEMBERS

Contact Kim Tuzzo at  
ktuzzo@PIAlliance.org

After Jan. 1, 2023  
kim@print  
communications.org



### PUBLIC HEALTH

- Health and safety information from government
- Mass public information campaign about COVID-19
- Key information distributed to sanitation workers



### FOOD INDUSTRY

- Food and nutrition packaging components
- Grocery store signage for sales and ads
- Restaurant signage and menu cards
- Directional signage



### FINANCIAL INSTITUTIONS

- Onboarding documents for online banking
- Mailed statements for current customers
- Support documentation for financial professionals to continue work



### PHARMACEUTICALS

- Medication labeling and packaging
- Guidance for medication for medical staff and patients
- Legally mandated notices for proper treatment and side effects



### HEALTHCARE

- Support documents for hospitals
- Key information for dental practices
- Patient records for medical personnel
- CDC guidance for COVID treatment
- Inter-practice communication
- Patient discharge paperwork for post-care



### COMMUNICATIONS

- Local newspapers and magazines
- Community bulletins



### LEGAL

- Court documents and proceedings
- Important signage
- Time-sensitive information



### GOVERNMENT SUPPORT

- Election ballots and mailings
- Time and classified-sensitive materials
- Information to Medicaid and Medicare recipients
- SNAP benefit information distribution
- Important ID renewal and expiration notices
- Census forms and supporting documents

*An Extension of  
Your Image and Reputation*

  
**O.L.P.**  
Print Finishing

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"



## SURVEYS AND REPORTS TO KEEP YOU COMPETITIVE

Not being paid enough is an employee's number one complaint, according to a survey by Pew Research in July 2021. Through PIA's partnership with leading researchers, wage and benefits information to stay competitive is available at your fingertips. These reports will help you ensure you are offering appropriate compensation.

**PIPI Survey** – The Printing Industry Performance & Insights (PIPI) quarterly reports show performance and outlook of the print and graphic communications industry. Visit <https://pialliance.org/management-tools-2/> to download these reports.



**Wage + Benefits Survey** – PIA, together with other regional affiliates across the country, surveys members on an annual basis and produces a comprehensive report on wages and benefits. This year, reports are also available for packaging, in-plant and union companies. Participating members receive the report at no charge. Non-participating members can purchase the report for \$250. Email [info@pialliance.org](mailto:info@pialliance.org) to order a copy.



**Sales Compensation Survey** – Conducted in the first quarter of 2002, the purpose of the Sales Compensation survey was to document sales performance, company policies and benefits, as well as common sales compensation practices, for the purpose of benchmarking. Contact PIA at [info@pialliance.org](mailto:info@pialliance.org) to request a copy of the survey results.

**After January 1st contact:**  
**Print & Graphic**  
**Communications Association at**  
**[info@printcommunications.org](mailto:info@printcommunications.org)**



## MAKE OR BUY

The vast expansion of web-based resources for production makes it increasingly likely that all or part of a customer's order turns into a buyout rather than being internally produced. In some cases, this is an excellent solution since what is needed cannot be produced in house because we don't have the capability or the available production time.

However, when we have a choice, it's tempting to compare the internal estimate with the external buyout price. It's frequently the case that we may be led to conclude that the buyout saves us money. That's almost always a mistake. The estimate overstates the amount we will spend to do the work, as it uses BHR's that include overhead as well as markups on materials. When the work is produced in house, the only money that will be spent is the cost of the paper, other supplies, and factory wages (although one could argue that labor costs are fixed).

When we buy it out, the supplier will want a check for the full cost.

## THE REAL PATH TO PROFIT

We watched a recent webinar about calculating BHRs and their use in finding the "margin" on jobs as well as the importance of avoiding "low margin" work. On its face, this sounds reasonable, but it isn't the path to really high profits. It's the path followed by printers satisfied with single shift operations (multiple shifts seem too hard to manage and staff) and profits in the 3% to 5% range.

Printers who break out of the herd into double digit profit land have realized that the real number is "contribution," not "margin." Profits come from the dollars flowing from the difference between the invoice and the amount actually spent to produce the work (factory labor, materials, outside services, and sales commission). When these dollars are enough to pay for the overhead in any period (month, quarter, year), the business has broken even. Beyond that, those contribution dollars take it into profit land.

Given this reality, the more hours in every 168 hour week that the presses are running, the more profit dollars there are to go into the owner's pocket. Getting there means that pricing has to be driven by the maxim "get as much as the customer will pay but also get the order."

Putting this into practice means multiple pricing levels that are sensitive to the value of the job to the customer, their relationship to us, and their buying practices. It's not unreasonable to start with a simplified conventional estimate as that's likely to mirror the pricing of your competitors, but that's just the start, not the finish of the pricing decision.

**quoin2pixels** is written by Bob Lindgren and Joe Polanco. Bob and Joe have spent decades in the printing industry. As a value-added service of The Printing Industries Alliance, they are available to expand on these articles, or aid with projects. Bob can be reached at (818) 219-3855 and Joe at [jspolanco49@gmail.com](mailto:jspolanco49@gmail.com).



## SAVING CUSTOMERS MONEY

We are reading a press release from a major press manufacturer reporting on the installation of a new press with higher run speeds, shorter makereadies, etc. It quoted the printer who bought it saying, "we save money for the customers."

The capabilities of the new press would certainly be attractive if they enabled the printer to produce more work every day, if the enhanced quality of the work improved their market position or if the larger format enabled them to produce new products.

But, "save money for the customers?". We all understand that this is a fig leaf for selling printing cheaper. We also understand that it's not a bad idea to do so if you can build volume and thus contribution to overhead.

But we should also understand that is not necessary to make a seven-figure investment to do so.

## DON'T GIVE IT AWAY

In most firms, the price quotation flows directly from the estimate. This seems natural, as you're just trying to recover your costs and make a modest profit. Unfortunately this thinking has the inevitable effect of giving away every improvement to the customers.

A simple example of this, and it's not at all uncommon, is the pant that hires a new pressman who can put plates on the press and produce saleable sheets in 15 minutes less than anyone else. We congratulate him and give him a raise.

But then, the estimator walks through the plant and discovers the new pressman. The estimator believes that no one knows more about printing than he, and he prides himself on the accuracy of his estimates. Naturally, when he makes this discovery, he reduces the make ready time in his estimates by 15 minutes. Now, what happens as a result? The rate for the press is \$200/hour, so every estimate is now \$50 less per makeready and the customers save the \$50.

The new Pressman is paid \$25 an hour so the firm could save \$6.235. But it won't even save that if the pressman is just working 40 hours. The result of this is that we've taken our potential savings of \$6.25 and gave it away to the customers after marking it up to \$50.

If you think about it, one of the saving graces of estimating software packages is that they don't walk around the plant and learn things.



Bob Lindgren, (818) 219-3855 | Gerry Michael, (206) 310-1119  
[themanagementguys.com](http://themanagementguys.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

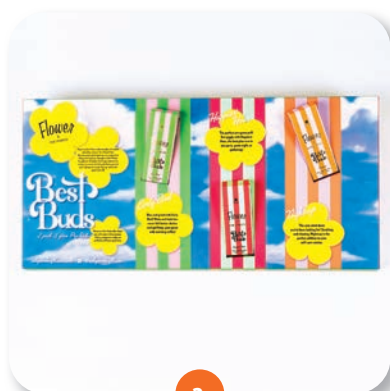
[LindenmeyrMunroe.com](http://LindenmeyrMunroe.com)

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

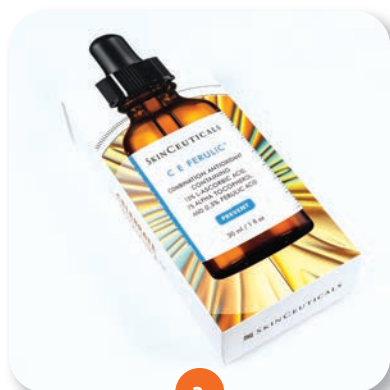
## 2022 Best of Category



**DIAMOND PACKAGING**  
Packaging - Cartonboard  
Over 20" Press  
**Eilish by Billie Eilish**



**HATTERAS**  
Point-Of-Purchase  
Over 20" Press  
**"Edie Parker Cannabis Retail Display"**



**HATTERAS**  
Packaging  
Over 20" Press  
**"L'Oreal / SkinCeuticals Influencer Kit"**

## 2022 NEOGRAPHICS BEST OF CATEGORY AWARDS

## PIA MEMBERS WIN AT NEOGRAPHICS

Over 200 members of the NY, NJ, PA and DE Print community gathered together at the Cescaphe Ballroom in Philadelphia for the Neographics Oktoberfest Awards celebration, presented by the Graphic Arts Association. Over 100 awards were presented to amazing printers for their excellence in our craft. This was the third year PIA members were invited to enter the prestigious Neographics contest.

## PIA Member Winners included:

➤ **Diamond Packaging, Rochester, NY: 2022 Best of Category Award**

(1) Packaging – Cartonboard, over 20" Press, "Eilish by Billie Eilish"

➤ **Hatteras, Tinton Falls, NJ: 2022 Best of Category Awards**

(2) Point-of-Purchase, Over 20" Press, "Edie Parker Cannabis Retail Display"

(3) Packaging, Over 20" Press, "L'Oreal/SkinCeuticals Influencer Kit"

➤ **Zenger Group, Tonawanda, NY: 2022 Best of Category Awards**

(4) Cards/Postcards, "ACV Holiday Card, Soft Touch with UV Spot Coating"

(5) Presentation Folders, (4 colors or more), "Garrett Leather Brochure"

(6) Stationery – Corporate Identity, Digital, "Burchfield Penney Branding/ Stationery"

(7) Cards – Series of Greeting Cards/Notecards, "Carolina Herrera Valentine's Day Cards and A-7 Envelope"

GAA President Melissa Jones again put together a memorable evening complete with authentic German food, music and entertainment. Keynote speaker Daniel Dejan of Dejan Associates, gave a rousing account of the trials and tribulations that Print has been through in the past several years, and how, in spite of it all, PRINT survives, thrives and continues to make an impact on the world around us. Print definitely is a resilient industry and we have a LOT to celebrate.

*Mark your calendar for Neographics 2023, scheduled for October 5, 2023 in Philadelphia!*



Event sponsors Andy Biernat and Ross Kraft of Gilroy, Kernan & Gilroy joined Tim Freeman, President of Printing Industries Alliance and Sue Kraft





L to R: Kylie Corso, Arissa Dickison, Bill Alpaugh, Savannah Scarpullia, Michael Neorr, Michele Mulvey, Parth Kadakia and Amanda Tarsia of Hatteras Press Inc.



## Save the Date

2023 Neographics Scheduled for October 5, 2023  
at the Cescaphe Ballroom, Philadelphia, PA



4

### ZENGER GROUP

Cards / Postcards  
**ACV Holiday Card, Soft Touch  
With UV Spot Coating**



Scott Cook of Heidelberg USA and Jessica Zenger of Zenger Group



GAA President Melissa Jones with Daniel Dejan, Dejan Associates



5

### ZENGER GROUP

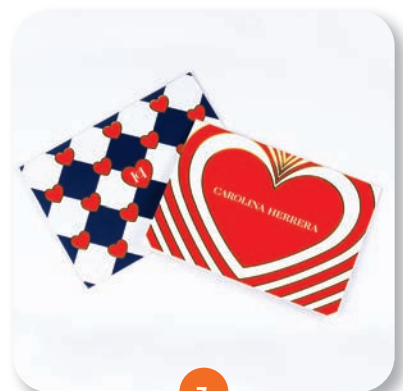
Presentation Folders  
(4 colors or more)  
**Garrett Leather Brochure**



6

### ZENGER GROUP

Stationery - Corporate Identity  
**Burchfield Penny Branding / Stationery**



7

### ZENGER GROUP

Cards - Series of Greeting Cards /  
Notecards  
**Caroline Herrera Valentines Day Cards  
and A-7 Envelope**

## HOW MUCH SAFETY DO YOU NEED?

## RISK ASSESSMENT MATRIX

By Stephen S. Stankavage, MS, Director of Environmental, Health and Safety, Graphic Arts Association

## Greetings Safety Fans!

This month I like to spend some time discussing a topic that I get asked about at least once a month, that being; Risk management / Risk Assessment - "How safe is safe enough?" and "How much safety do I need?" Before we can answer these questions we first have to understand risk itself.

Risk is a personal perception of the possibility of an event occurring and what you're willing to earn or lose dependent on that outcome. It's a gamble. What you find risky, another person may see as a sure bet. It's playing the odds based on a preconceived notion of the understanding of the elements surrounding the action.

So when is an action too dangerous to conduct or an outcome too much to risk? That's where risk assessments come in. Everyone

**"Risk Assessment is nothing more than the probability of a (negative) outcome occurring; in this case - injury."**

does one (most of the time) prior to any action they take. What are the risks in crossing the street? Do you cross at the corner or in the middle of the street? Cross with the light or against the light? What's the traffic volume and speed? Risk Assessment is nothing more than the probability of a (negative) outcome occurring; in this case - injury. If a vehicle hits you, it's pretty safe to assume you are going to be injured, probably severely. Yet, people cross the street successfully on a daily basis. The inconsistency of the outcome occurs because each person's concept of risk is different. Most of the time people guess in determining their actions based on previous experience. However, in business, guessing isn't always an acceptable option.

Therefore many safety professionals use a Risk Assessment Matrix (see below). The risk assessment matrix does two things. First, it lets

## RISK ASSESSMENT MATRIX

<b>E: Extreme risk – detailed action plan required</b> <b>H: High risk – needs senior management attention</b> <b>M: Medium risk – specify management responsibility</b> <b>L: Low risk – manage by routine procedures</b> <b>High or Extreme risks must be reported to Senior Management and require detailed treatment plans to reduce the risk to Low or Medium.</b>				Consequence			
				Minor injury or First Aid Treatment Case.	Injury requiring medical treatment leading to restrictive duty or lost days less than 2 days or multiple medical treatment cases. Fracture of small bone. Stitches.	Life threatening injury or multiple serious injuries causing hospitalization. Amputation of small bones, fracture of large bones, temporary loss of vision or mobility.	Death or life threatening injuries, loss of permanent sight, mobility or limb. Hospitalization of 3 or more employees.
				Minor	Moderate	Serious	Catastrophic
Likelihood ↑	HISTORICAL:			1	2	3	4
	Is expected to occur in most circumstances	5	Almost Certain	H	H	E	E
	Will probably occur	4	Likely	M	H	H	E
	Might occur at some time in the future	3	Possible	M	M	H	H
	Could occur but doubtful	2	Unlikely	L	M	M	H
	May occur but only in exceptional circumstances	1	Rare	L	L	M	M



you visualize and quantify your levels of risk. Second, it tightens the gap on an individual's preconceived perception of risk by giving you standardized guidelines and standardized actions that should be taken at various levels of risk. A manager or business owner can set his level of acceptable risk for all others to follow without fear of someone being too cautious or over-zealous in their risk taking. You will still have some deviation and variation but not nearly as much as guessing.

Normally, risk assessments are used to analyze a new process you will be performing for the first time. However, some organizations, like the U.S. military, use them whenever anyone will be taking a perceived action that involves a risk.

The standard maximum acceptable level of risk for most operations is Medium (M) or Lower (L) risk. Therefore all actions determined to be High (H) or Extremely High (E) should be manipulated to bring the risk level to medium or lower. This is done through the manipulation of the task itself, the use of various tools or guards, the use of personal protective equipment or by denying the action completely until a better plan can be developed.

There are some instances where a high level of risk is the lowest level achievable but the task is one of extreme, rare importance that it must be accomplished. In this instance, it is advisable to have multiple redundancies on your safety requirements. That task should be taken slowly with complete reverification at each step. A job hazard analysis is a good tool to use when completing tasks with a high risk level. A job hazard analysis will spell out each step, along with required safety checks so it can be followed and verified at each step.

Risk assessment and risk management are at the core of the safety profession. It is how safety professionals can portray risks and mediate the negative outcomes of those risks with a pretty high level of accuracy. However, it must be noted that it is impossible to remove risk perceptions entirely even with the matrix. Therefore the leadership must refine what each level of risk means. I've included some examples of some standard definitions of the risk levels but it is by no means standardized.

Risk assessment is a tool that should be used whenever a new task or changes to existing tasks are done. It can be daunting and confusing at times but always know we at GAA and PIA will be here for you if you need us.

**About the Author:** Steve Stankavage is Director of EHS for the Graphic Arts Association. He has 25 years' experience in Environmental, Health and Safety with 17 years in the printing industry. Steve came to GAA from the defense contracting industry but has EHS experience in heavy construction, wind energy, waste management and academia.



PIA and GAA members may contact Steve at (570) 579-6497 or [ssankavage@gaaonline.org](mailto:ssankavage@gaaonline.org) with your safety questions and concerns. **After January 1, 2023 contact Steve at [ssankavage@printcommunications.org](mailto:ssankavage@printcommunications.org).**

## CONSIDER LPI FOR YOUR NEXT IMPORTANT ENVELOPE CONVERTING PROJECT

LPI has been working with printers for the past 18 years. During these years, the corner stone of our relationship was based on a simple premise...

### ***"YOU PRINT AND WE CONVERT"***

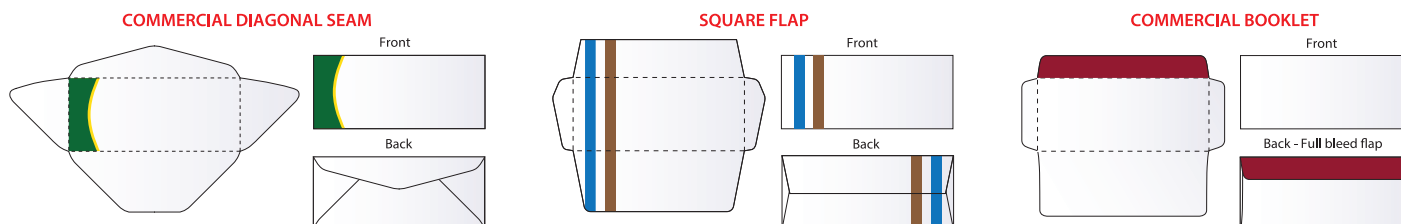
As a fellow member of the PIA, we wanted to make sure you are aware of this revenue opportunity... from our supplied electronic templates, you print flat sheets and LPI Envelope will convert your sheets into quality finished envelopes.

Our niche has, and continues to be, high-end envelopes of all shapes and sizes. We have incorporated all the die cutting methods which enables our converting to be as precise and consistent as possible.

*Here are some of the services we provide:*

- Converting of heavy stock...large envelopes up to 14 pt.
- Application of Peel & Seal, Latex Glue, Tear tape
- Shrink Wrap and Paper or Plastic Band
- Card Key, Coin and X-Ray Envelopes
- Booklet Envelopes up to 15" wide and as narrow as 3"
- Security (seed) Envelopes with Safety Seal Corners and a resealable flap.

*Some samples of our specialty die cutting and folding on envelopes with the highest degree of registration:*



**Your Customer Envelope Converter From 200 to 2,000,000 Envelopes**  
**At LPI, we work hard at providing the best in envelope manufacturing and the very best in personal service.**

1460 N. Clinton Avenue, Unit I-9,  
 Bay Shore, NY 11706  
 Phone: 631-647-2694

**LPI ENVELOPE**

[service@lpienvelope.com](mailto:service@lpienvelope.com)  
[www.lpienvelope.com](http://www.lpienvelope.com)

## MOVING FORWARD IN 2023

## 2022: A YEAR OF TEPID RESPONSE FOR THE POST-PANDEMIC PRINTING INDUSTRY

By Deborah Corn, Intergalactic Ambassador to the Printerverse, Print Media Centr

Greetings Citizens of the Printerverse! Another year for the printing industry is in the books.

It seems like it zipped by, although I can remember how slow the days and weeks felt at the beginning of the year. That is all just a blur now. So much has changed this year, and continues to change as the world reemerges, restructures, and reinvents from the pandemic.

Now that we are in December, it's the perfect time to reflect on a few topics that were prevalent across the Printerverse in 2022, and what we can learn from them moving forward.

### People

We need them. Everywhere. From graphic communication and trade programs in high school and university to industry vendors and suppliers and on the print customer end, too.

We have a tremendous workforce development problem, that is swiftly moving toward a crisis.

What are you doing about it? Yes, you... and everyone. Not just the schools and teachers and the C-Suite of corps and owners of businesses. We are all responsible.

I have been immersed in workforce and career development for the printing industry since 2013 when the Printerverse booth launched at Graph Expo. I have worked with and spoken with many print organizations and companies who are aligned with the workforce mission, but it isn't working. If it were, the schools would be turning applicants away instead of celebrating 25 students in the program, and your company would have candidates for all positions knocking on your physical and digital doors.

My perspective on how to transform this comes from my unique vantage point as your Intergalactic Ambassador. Since I don't have a vested interest to attract people to a specific program, print organization, or company, I can see the bigger picture. In this case, PRINT has a serious branding issue.

Somewhere along the way, after spending years jumping up and down and screaming that print wasn't dead, we allowed the digital marketing people to own cool. That is a significant barrier to getting people interested in looking at a career that involves print. If they are 35 or younger, it's almost impossible.

**When you do your school or company recruiting do not skip over how COOL print is!**

**When you do your school or company recruiting do not skip over how COOL print is!**

Sell the medium before you sell the program or position. Share print samples and show them cool print campaigns and marketing that are out in the world, even if you didn't produce them. We need to create fans who are excited to be part of the industry – and there is much to be excited about!

Stay tuned for #PrintLife, a Workforce Development Initiative I introduced this year, and hope to roll out in 2023 with financial support from the industry. Until then, it's up to you to transform the perception of print with everyone you meet!

### Print Customers

The landscape of print buying has transformed so much over the last three years. Remote working, lack of mentorship and/or education, and online design tools have created unique challenges and unique opportunities for print businesses. As a result, this year I made collaboration with printers the focus of Project Peacock (my print customer education program) and launched ProjectPeacock.TV.

It is imperative that print and marketing service providers make print customer convenience their number one priority and remove all barriers that stand in the way of a sale – including speaking to a human. Websites must be comprehensive and allow print customers to learn about your offerings, get a quote, purchase, upload files, review proofs and give approvals – whenever they want, from wherever they are, on any device they wish to use.

If they do want to speak to a human, HELP, don't sell. There is a big difference. Help requires listening to what they want to do and presenting the most effective and efficient options for execution. Provide pricing for good, better, and best, and let them choose which works best for them.

**Check out Project Peacock:** Print Production for some printspiration. Each episode shares the creative intention of designers and marketers, and how their printers – with support from their paper and press and technology partners, resolved the issues and delivered what the print customers wanted – even making improvements along the way (watch episodes on ProjectPeacock.TV).

### Printing Events

While I am a fan, I am also disappointed that 2022 was not a transformative year. It's like the 2019 printing event business model was put to sleep and in January 2022 it was rushed out of bed and tasked to pick up where it left off.

**There is no future for what was.**

2023 events need to bring it or the exhibitors will continue to turn their focus on bringing it themselves. This is currently being done

through user conferences, regional events, and roadshows. Shifting away from the larger events with hefty price tags also provides manufacturers the opportunity to create new partnerships and utilize new channels to engage with customers and prospects.

To that point, one of the more successful print industry trade shows has been going on for two years – virtually! Check out [printing-expo.online/](http://printing-expo.online/)

## Print Business

The most significant industry transformation took place within the digital and physical walls of print shops around the world. 2022 was the year of optimizing workflow and embracing e-commerce.

Producing for print customers with fewer people and limited supplies meant print shops needed to get nimble and gear up with printing and finishing equipment and software that enabled them to get to YES and get the work to market, faster.

Print businesses that had already invested in equipment and workflow were able to offer marketing technology add-ons and more services for their customers. Personalization and customization of materials and print customer portals were the most topical.

Check out the Podcast Conference (PodCon!) with XMPIE and guests. It's a roadmap for how to succeed with software that transforms print and packaging into an experience, and your customers into loyal fans of your business. Listen at [podcasts.printmediacentr.com/xmpie-podcast-conference-series/](http://podcasts.printmediacentr.com/xmpie-podcast-conference-series/)

## 2023?

Last year I was 100% bullish regarding my outlook for 2022. 40% or so of that enthusiasm manifested into something real, the balance reflects what hasn't transformed. That doesn't mean I think companies, printing events, and print organizations sat

back and did nothing to reestablish their businesses and offerings this year. I completely acknowledge the obstacles, some of which are mentioned above.

For 2023, I am 60% bullish and 40% bearish that we will see the transformative change which opens the industry to new blood and new ways of doing things. I will do my part to contribute to the 60%, stay tuned for some big announcements in January!

To end this post on a positive note, the first-post pandemic drupa is coming up in 2024! That means we should start seeing information about new equipment and technology launches next year and learn more about the future of the industry as the most comprehensive printing industry event in the world begins its announcements. Make sure you follow drupa, everywhere!

**Happy Holidays, Happy New Year...**

**TRANSFORM LONG AND PROSPER!**

## Print Long and Prosper!

Deborah Corn is the Intergalactic Ambassador to the Printiverse at Print Media Centr, a Print Buyerologist, international industry speaker and blogger, and the cultivator of Print Production Professionals, the #1 print group on LinkedIn. She provides printspiration and resources to print and marketing professionals through education, events, Podcasts From The Printiverse, ProjectPeacock.TV, and an array of community-lifting initiatives including Girls Who Print, Elevate Print, #PrintChat, #PrintLife and International Print Day. Deborah also helps companies create more meaningful and profitable customer relationships by utilizing more than 25 years of experience as an agency, brand, and corporate print buyer who has assessed, hired and worked with a plethora of printers and service providers.



## 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/](http://printaccess.com/printer/signin/). Need help? Contact PIA at [info@PIAlliance.org](mailto:info@PIAlliance.org).**





Printing Industries Alliance

636 North French Road, Suite 1  
Amherst, NY 14228

PRSRT STD  
US POSTAGE  
PAID  
BUFFALO NY  
PERMIT 862

[www.PIAAlliance.org](http://www.PIAAlliance.org)

#### NEWSLETTER CREDITS

##### Mailing Services

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



##### Paper Donation

Verso Blazer Digital 100# Text  
Charlie Launsbach  
Lindenmeyr Munroe  
claunsbach@lindenmeyr.com  
(518) 471-5111 ext. 5142



#### PLATINUM SPONSORS



#### FSC LEADERSHIP AWARDS

### 2022 FSC® LEADERSHIP AWARDS WINNERS ADVANCE RESPONSIBLE FOREST MANAGEMENT

Forest Stewardship Council® (FSC), the world's most trusted forest certification system, announced its 2022 FSC Leadership Awards on October 13, 2022 recognizing uncommon excellence that advances responsible forest management and forest conservation.

American Green Consulting, the auditing group for the PIA sponsored RACG program, was a winner of the 2022 FSC Leadership Award for developing innovative tools and providing customer-focused consulting to support FSC Chain-of-Custody certified businesses.

"I founded American Green on the principle that Chain of Custody should be easy, but it wasn't, and I thought that bringing some of the best experts in the industry together to make it easy was something I could do. From the kits we created in 2011, to the Chain of Custody and Controlled Wood Portals we've recently launched, I'm proud to say that we've done just what we set out to do – make CoC, and FSC CW, certification as simple as possible," said Chris Gibbons, AGC President.



"It's so inspiring to see this high level of commitment across such a diverse set of people and organizations," said Derik Frederiksen, President of FSC US. FSC Leadership Awards celebrate paper mills, forest owners, manufacturers, environmental organizations and many others who contribute to the movement toward responsible sourcing and forest management.

While complying with the various requirements to maintain certification with FSC can be challenging, members of the Regional Affiliate Certificate Group have the distinct advantage of having access to the talented team at American Green to guide them along the way.

**Congratulations to American Green Consulting on all the work you do for our RACG members!**

