

SIGNATURE

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PRINT ACROSS AMERICA UNITES THE INDUSTRY

On October 25th, printers across the country opened their doors to students, the community, customers and employee families to show off their facilities, staff and their awesome print capabilities. The concept of Print Across America, the brainchild of Deborah Corn of the Print Media Centre, was a one-day united celebration of print with the goal of raising awareness of the industry as a great career opportunity and demonstrating amazing print technology.



Kim Tuzzo, Marketing/Programs Director, PGCA, spoke to Deborah Corn to get her reaction to the day's events.



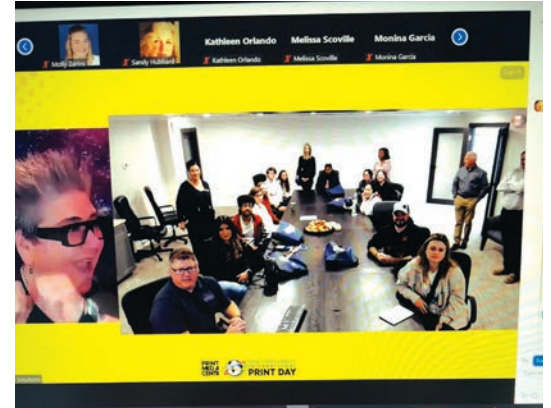
Kim Tuzzo: We are still getting feedback from our members, but they are sending me pictures showing the students and customers that were there, and it seems like Print Across America went extremely well. What's your impression?

Deborah Corn: It went even better than I expected! Besides the printers who listed their events on the 'Find an Open House' directory on the site, there were a ton of printers who didn't register and had successful events. I am hearing from printers who had over 100 attendees show up and some that were having career fairs with a mechanism to submit resumes. I was focused on getting printers to sign up so we could connect them with students from Graphic Communication Programs and Technical Schools. The printers initiated the outreach to their customers, prospects and community, and they did a great job!

Kim Tuzzo: When I found out you had Marilee Hutton Clark from Inkwell Collaborative, one by one, connecting print shops who had registered on the Print Across America with schools in their area, I was really impressed with how much you were supporting them.

Deborah Corn: Marilee was indispensable in this part of the mission. I created a form for educators to fill out and let us know what the students were studying, what the educators wanted them to see and experience at the open house, and what jobs would they be looking for after they graduate. Marilee then matched students with print shops within a reasonable driving distance and reviewed the forms with our open house contact. We wanted to make sure the visits were meaningful for everyone, and they were!

The educators, students and printers we connected have received feedback forms, and the response return has been fantastic. We are getting amazing feedback including some things we can improve upon. I'm thrilled to report that every single printer and educator respondent to date has said they will participate next year, and all the students said the event was worthwhile and more schools and students should participate next year.



(Above) Deborah Corn talks to Jamie McLennan, DMR Graphics/Innvoke, during the International Print Day Virtual Conference.

(Left) Zenger Group's Open House in Tonawanda, NY



November 2023 / In this issue

Cover Continued	3, 6
Start the Conversation	4-5
Printing Around the Nation	6-7
Mark Your Calendar	8
Overtime Webinar/HR Academy	8
PGCA's Sustainable Green Print Services Programs	10
Prosper in 2023!	11
Sales Strategies	12
Printer Towel Compliance	13
PGCA Board of Directors	14
Planning for Retirement	14
quoins2pixels	16

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COVER CONTINUED

Two cool things I learned from post-event survey responses is that many of the open house hosting companies are continuing their relationships with the schools, educators and students that visited, and DMR Graphics (a member of your org!) is starting an internship program at the request of visiting students.



DMR Graphics: DMR Graphics, West Conshohocken, PA, hosted customers and students from Cabrini University.

The industry likes to talk and talk and talk about workforce development and how are we going to get workers in the future. It's just talk. And scholarship drives, lots of those. Scholarships for programs that get little to no local support and have a dwindling number of students register year over year. Print Across America proved that opening your doors and inviting students to see everything that print offers from a career and creativity standpoint is a viable path to keeping them interested and in the industry once they graduate.

Kim Tuzzo: The International Print Day conference was held the same day, and you organized ten hours of live, free online programming with 45 different industry speakers, across 27 different sessions on topics ranging from technology innovations to marketing, to a VIP tour of the Museum of Printing, let by Frank Romano. Congratulations on it all running smoothly!

Deborah Corn: Thank you! I was a bit of an overachiever with the agenda, but it flowed nicely, and we stayed on schedule most of the day. I had professional support for the broadcast from Virtual Approval. They were largely responsible for the smooth part.

Kim Tuzzo: On behalf of the industry, thank you for all your work on Print Across America and International Print Day. We are excited to see what's coming next! You mentioned during the IPD conference putting together a media kit.

Deborah Corn: YES! Next year I am creating a media kit for print to send to High School guidance counselors, GC and Technical and Trade Programs, and University Career Centers to share the amazing career opportunities found within the entire graphic communications chain. We have the goods; we just need better PR!



DMR Graphics: Students checking out screen printing.



Zenger Group: Steve Zenger hosting Open House Tour.

The kit will also contain local/state/national/global printing industry demographics, relevant directory of print businesses, OEMs and vendors who support them, contact information for job applicants, cool print samples and more housed in a creative kit.

The kit will also be the bridge to a digital platform where a growing library of video content will be accessible. I am calling the project #PrintLife! It focuses on what life is like in the printing industry shared by those in it - all the career opportunities, all the cool things we can create, the technology, research, marketing. We really have it all!

Continued on page 6

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START THE CONVERSATION

TOOLBOX TALKS – 5 MINUTES THAT CAN CHANGE A LIFE

By Stephen Stankavage, PGCA, Director of Environmental Safety & Health

Greetings Safety Fans!

I've been fielding a lot of questions from managers about employee safety involvement and training time requirements, so I'd thought I'd devote this article to one tool that's available for all managers in your workplace – the toolbox talk.

A safety toolbox talk is nothing special really. It doesn't take a large block of time out of the day, nor does it require any special preparedness to hold. It's a simple five-to-ten-minute talk any member of your management team can have with any amount of employees. The topic can be anything relevant to the safety of your employees. Yet this simple tool can be one of the most powerful safety methods in a manager's arsenal. Why? Because it can be unexpected, and expected all at once, especially if you're trying to change your safety culture.



Here are some tips on implementation.

WHEN: Doesn't matter. Any time can be the right time. The meeting shouldn't take longer than 10 minutes. Many companies like to hold them at the beginning of their worker's shifts. This snaps the employee into a safe-working mindset right after they walk through the door. Some companies hold them after lunch which is also a great time because it again prepares the worker to return to his work area with safe work practices in their mind while trying to "ramp back up" to working speed. Another option is "on the fly" - this is exceptionally powerful when done by a higher level manager who the employees know is a busy person. One: it keeps you in contact with your employees. Two: it's unexpected from someone they respect. It can have a very powerful impact.

10 Min.
Meetings ... "on the fly" - this is exceptionally powerful when done by a higher level manager who the employees know is a busy person. One: it keeps you in contact with your employees. Two: it's unexpected from someone they respect. It can have a very powerful impact.

WHAT: Again, doesn't matter as long as it's relevant to their work environment. Seriously, it can be anything from chemical safety to food handling safety and microwave use. The important part is it's about safety – THEIR safety and you took the time to show that their safety is important to you. Keep the topic "on topic" but don't be afraid to let it wander. You will be surprised sometimes what it can turn into. Ask them if they've had any "near-misses" lately, then evolve that into your topic. Hey guys, did you see that fire on the news last night? What would you do if we had a fire here in the plant? Are you guys comfortable with our fire prevention system? What do you think should happen in the event of a fire?

Another interesting method is; try throwing out a “wrong” safety practice and see if they’ll challenge it. This does two things: it tests their knowledge of the company safety practices and it allows them to talk to you. Ask them what’s wrong with it and allow them to “educate” you. Let them guide the meeting while you moderate by keeping them on the topic.

WHO: See those three employees standing over there? Perfect! Have a group coming back from a 10-minute break? Jump right in the middle! That’s the beauty of this method – no formalities! No formal setup time and no strict rosters – it’s just you and your employees talking. It builds a bond, which becomes a topic, which can become a habit.

HOW: This requires a little bit of preparation but not a lot. Do some research on the topic first, but don’t use cue cards or try to read something to them and don’t try to B.S. them. That will destroy everything you’re trying to accomplish. It could be something as simple as reading one of my past articles and then going out and talking to your employees about it. You saved every one of my articles right? Just kidding.

Take one of your written safety programs and pick a section of it. Read it to yourself, then go out and ask them how it applies to them and where they can find more information about it.

I promise you, if you institute a safety toolbox talk habit with your employees you will see benefits simply because their safety is important to them. If you show them that safety, specifically their safety, is important to you, it sets a precedent. Eventually they will come to expect it and if you add enough strength to it, they’ll do it for you and voila; you have another step to “buy-in” from your employees.

As always, friends, keep them, and yourselves, safe.

About the Author: Steve Stankavage has 25 years’ experience in Environmental, Safety and Health with 16 years’ experience in the printing industry. Steve came to GAA (now PGCA) from the defense contracting industry but also has EHS experience in heavy construction, wind energy, waste management and academia. Contact Steve with your safety questions and concerns at ssankavage@printcommunications.org or call (570) 579-6497.



Ask Questions:
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Cover continued from page 3



DMR's big bag of swag.



Zenger Group included custom puzzles in their swag bag.

So, it's going to take a village but I'm extremely optimistic. I know it's incredibly needed. It moves the conversation from repeatedly saying, "We've got a real workforce development problem" to "Here is a solution to our PR problem that is causing our workforce development problem."

Thank you, Deborah Corn, for creating Print Across America and International Print Day, and bringing the industry together for one special day. Here's what Frank Romano had to say from his **WhatTheyThink** video:

Frank Romano: "Print Across America united us. Deborah Corn did more in one day to promote the printing industry than others have done in decades. Printers, suppliers, and others opened their doors and invited the public in. And they came! With online presentations and open houses, it was a great day. It brought the industry, and the public together. Congratulations Deborah Corn!"

Visit internationalprintday.org to access the digital conference replays, part of the interactive conference magazine.

PRINTING AROUND THE NATION

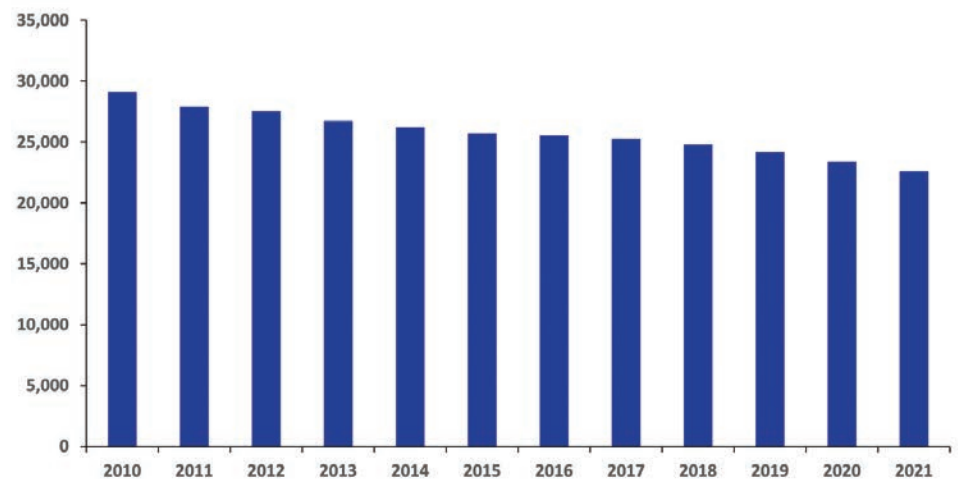
HOW MANY PRINTERS ARE IN THE UNITED STATES?

It seems like a pretty simple question: How many print service providers (PSPs) are there in the United States? The truth is that nobody really knows. The best anyone can do is take an educated guess based on a variety of data sources.

What Does the U.S. Government Say?

The U.S. government puts the number of PSPs somewhere between 22,000 and 23,000 as of 2021. This is based on recently released County Business Patterns data from the U.S. Census Bureau. The data confirms what most of us already know—there are fewer and fewer PSPs. According to the latest available data, the number of print industry establishments in the government's Printing and Related Support Activities segment (North American Industry Classification System code 323) declined from 29,118 in 2010 to 22,580 in 2021. That's a loss of 6,538 establishments, which represents a decline of over 20% compared to what existed in 2010. NAICS code 323 includes the subcategories of Commercial Printing, Screen Printing, Book Printing, and Support Activities for Printing.

Figure 1: Number of U.S. Printing Establishments – 2010-2021



Source: U.S. Census Bureau, County Business Patterns, 2021

The problem with these figures is that they do not paint a full picture of the printing that is happening around the nation.

What's Missing?

A few broad categories are not included in NAICS code 323 for Printing and Related Support Activities. Some are counted by the government in whole or in part, but others slip through the cracks. These include:

- **In-plants:** In-plant print centers are part of many companies and organizations. One big category is in colleges and universities. The government's category for that segment is NAICS 6113 (Colleges, Universities, and Professional Schools). According to the NAICS data, there are more than 4,000 of these sites, many of which are likely to have an in-plant facility for printing, copying, and mailing. In addition, this category doesn't include the 22,000+ U.S. elementary and secondary school systems (NAICS 6111), the larger of which are likely to have their own printing and copying facilities. Education is just one example of an industry where in-plants may reside. In short, there are possibly as many as 8,000 to 10,000 in-plant print facilities (educational and corporate) in the United States. Some of these are run by facilities management (FM)

organizations that take over the daily operation of the sites and handle their logistics.

- **Data centers:** There are more than 17,000 establishments in NAICS 5182 (Data Processing, Hosting, and Related Services). At least some of these sites are printing bills, invoices, and statements using high-speed digital printers.
- **Package printers:** NAICS 56191 (Packaging and Labeling Services) lists 1,681 sites providing these services.
- **Companies whose business includes printing, but whose NAICS category is something else:** Although there are others, two examples of this include FedEx Office and Staples. Whether the main company definition is in packaging and shipping or as a retail store, there are thousands of sites like these providing printing services in the U.S., often to individuals and small businesses.
- **Design services:** There are more than 15,000 establishments in NAICS 54143 (Graphic Design Services). Some of these will certainly offer their own printing capabilities. There are also firms operating exclusively online, like Moo, that consider their offerings more akin to design services than to printing. Even so, they do provide print services.
- **Printing on something other than paper:** Of course, not everything is printed on paper. The NAICS 313310 segment (Textile and Fabric Finishing Mills) accounts for more than 600 U.S. sites. This segment also does not include printing that takes place on wood, glass, metal, plastic, or other non-paper substrates. Those land in other manufacturing categories.

There are certainly other examples, but these uncounted (or partially counted) categories have the potential to add tens of thousands of sites to what might more accurately be described as the U.S. printing industry.

The Bottom Line

While it is true that the U.S. printing industry is much bigger than the ~22,500 establishments cited by the government within NAICS 323 (Commercial Printing, Screen Printing, Book Printing, and Support Activities for Printing), it is also clear that establishment declines in that sector are not fully balanced by gains in others. Industry consolidation is a given as electronic delivery of information continues to impact traditional print methods. That consolidation contributes to increased competition from unexpected places. A recent example of this is in the wide-format printing market, where traditional sign printers are seeing competition from commercial printers and in-plants that have added wide-format capabilities.

The PSPs that remain can no longer operate on old business models, which is why many are expanding the range of print services that they offer and are also branching out into adjacent service areas to meet their customers' needs. As an example in the book printing market, savvy

and digitally-minded PSPs are integrating their print-on-demand services with additional capabilities like warehousing and fulfillment that help them to integrate into publishers' distribution channels. Their customers benefit from being able to leverage their content more effectively. Although I can't tell you how many printers there are in the United States, I can say this—the PSPs that remain face a very different competitive environment. This new environment requires fresh ways of thinking about the value that each provider delivers to its customers.

About the Author: Jim Hamilton of Green Harbor Publications is an industry analyst, market researcher, writer, and public speaker. For many years, he was Group Director in charge of Keypoint Intelligence's (formerly InfoTrends) Production Digital Printing & Publishing consulting services. He has a BA in German from Amherst College and a Master's in Printing Technology from the Rochester Institute of Technology.



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- **PGCA HR Conference**
May 2 & 3, 2024
Turning Stone, Verona, NY
- **Americas Print Show**
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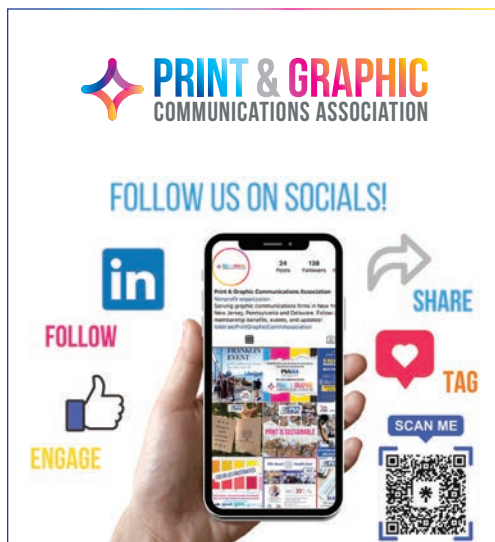
WEBINARS

- **No More Postal Paperwork**
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- **HR Academy
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Six Monthly webinars
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Did you miss this? Watch Overtime Webinar Recording

Print & Graphic Communications Association presented a webinar on "Avoiding the Most Common Overtime Classification Mistakes" in November. This webinar was presented by Mike Dodd, attorney at PGCA counsel, Ferrara Fiorenza PC.

This video can be viewed at www.printcommunications.org under the Member Resources tab, then Print University (Human Resources section).

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The program's goals are to teach managers and supervisors effective human resource management skills which minimize the risk of employment related litigation.

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HR Academy Schedule:



Session 1	DECEMBER 6, 2023 — 1:00 pm (rebroadcast date) Keeping Supervisors on the Right Side of Workplace Law
Session 2	JANUARY 9, 2024 — 10:30 am How to be an Effective Leader in Your Company
Session 3	FEBRUARY 15, 2024 — 10:30 am Employment Documentation (Finally) Done Right!
Session 4	MARCH 7, 2024 — 10:30 am What You Need to Know about Managing Disability Related Absences
Session 5	APRIL 11, 2024 — 10:30 am Eliminating the Root Causes of Employment Discrimination and Harassment
Session 6	APRIL 25, 2024 — 10:30 am Turning Around the Non-Performing Employee (or Turning Them Loose)

SALES COMPENSATION

ORGANIZATIONAL LEADERSHIP: PAYING FOR SALES YOU ALREADY HAVE

By Joe Truncale, Founder & Principal, Alexander Joseph & Associates, LLC



If there is one topic that will send many printing company CEOs around the bend it is sales compensation. Their frustration with how and how much sales representatives are paid is a constant. Why the discord?

Most salespeople (with some exceptions) are paid on commission. While there may be a small salary, a draw against future commissions, a bonus structure, and an added incentive to direct their sales efforts to certain accounts, verticals or products, commissions are the constant. The rationale for this is simple. The more salespeople sell, the more money they earn. And since they want to earn a lot, they will sell a lot. Experience tells a far different story.

Turns out that the majority of salespeople do not want to earn a lot, they want to earn enough and when they get to enough, they modulate their prospecting efforts (a polite way of saying they stop). And they define what is enough, driven by the kind of lifestyle they want. In effect, they move to an account management role, making sure the customer is well satisfied and remains a customer. No argument there, except that the company probably employs customer service representatives to help customers with what

they need and, the expectation that CEO's have of salespeople is that they will continue to prospect and sell to new accounts. Something's got to give.

It is a considerable paradox that while CEOs are not enamored of their sales compensation plans, many are reluctant to attempt to change them, lest they ignite a palace revolt. What to do?

Convening a strategic session can reveal some interesting insights and a path forward. First, what type of compensation scheme best serves the business? What is the corporate strategy for account development and retention and what is the potential average LTV (Lifetime Value) of the kind of accounts the business will target? This exercise will naturally lead to a determination of the MAC (Maximum Acquisition Cost), that is, what the business can afford to invest in attracting the key accounts that fit its well-defined strategy. Finally, determining what percentage of the MAC is shared with the business development specialist (i.e., salesperson) can be calculated with key data which provides context for establishment of a compensation plan that works for the rep and for the business.

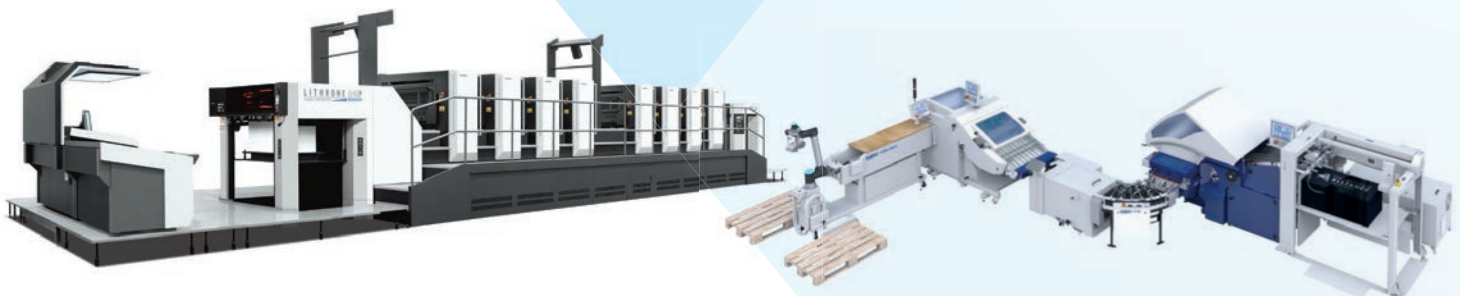
While no compensation plan is perfect, constructing the plan from the ground up, using corporate strategy and some data analytics can go a long way toward creating a process that is grounded in sound thinking and logic.

For more information on ways to better organize your company's sales growth strategy, contact Joe at joe@ajstrategy.com

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— **Glenn Schuster**, President, DataGraphic, Commack, NY

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— **Tom Quartier**, President, QMC Group, Syracuse, NY

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PROSPER IN 2023!

MERCURY PRINT PRODUCTIONS INSTALLS THE FIRST KODAK PROSPER 7000 TURBO PRESS

Kodak is proud to announce Mercury Print Productions as its first customer for the KODAK PROSPER 7000 Turbo Press. Mercury, based in Rochester, NY, has chosen the fastest inkjet web press currently available on the market to significantly expand its high-volume digital printing capacity.

Mercury has been a user of KODAK PROSPER Technology Solutions since 2011, printing up to 10 million pages per day. The renowned print service provider will use the new PROSPER 7000 Turbo Press for a wide range of print jobs, including educational, trade and children's books, personalized direct mail, marketing collateral, transactional documents as well as short to medium-run packaging requiring variable print.

Commenting on the company's decision to add the PROSPER 7000 Turbo Press, John Place, CEO of Mercury Print Productions, explained: "Our primary goal with this investment is to enhance our production capabilities, improve efficiency, and offer our customers a broader range of printing options. We aim to provide faster turnaround times, greater substrate flexibility and capabilities, and consistent print quality across various substrates. We needed another press as we have experienced a significant increase in demand for digitally printed products as our customers continue to look for solutions that offer offset quality while allowing for the flexibility that inkjet provides. It enables our customers to order what they need, when they need it."

Christian Schamberger, President, Mercury Print Productions, explained Mercury's renewed decision in favor of Kodak. "The PROSPER 7000 Turbo Press stood out for its exceptional speed, high-resolution capabilities, and versatile substrate compatibility. It aligns perfectly with our commitment to providing our customers with the best possible print quality and options. What's more, Kodak's commitment to continuous improvement and investment in inkjet technology aligns with our long-term growth strategy."

With its exceptional speed and productivity, the PROSPER 7000 Turbo Press will increase Mercury's inkjet capacity by approximately 40-50%.



(Left to right), John Place, CEO, Doug Beck, Director of Operations, Mike Sturgis, Digital Print Production Manager, and Jon Rivera, Digital Print Production Supervisor of Mercury Print Productions.



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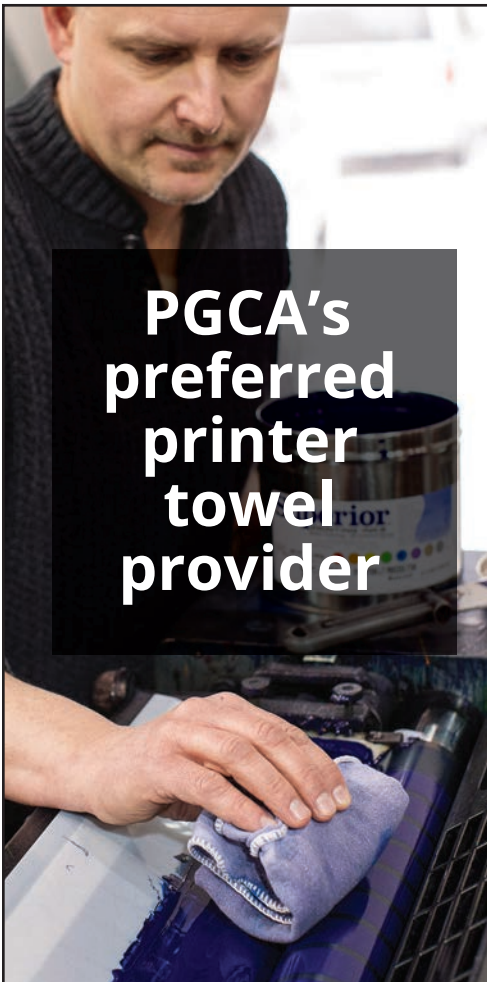
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SALES STRATEGIES

THE BIGGEST FACTOR TO A NEW REP'S SUCCESS

By Bill Farquharson, Sales Vault

To someone who is just starting their career in sales, I have this to say: Work hard ... really, really, really hard.

The single biggest factor in your success comes down to the amount of effort you put into the job. In fact, this is true for all sales reps no matter where they are in their career, but new most of all.

Not everyone is a natural born salesperson. Not everyone walks into the office and is handed a book of business because a legacy sales rep just retired. And no one finds immediate success. That means you will need to get there through hard work, diligence, curiosity, and drive.

The cool thing is, others will offer to help because they see you putting in the time. Effort is always rewarded. Plus, I guarantee you can't fail.

How can I guarantee?

Because it's failure only if you don't try your hardest.

As a new sales rep, take advantage of the endless number of suggestions found via YouTube videos and written content from guys like me. It's free, and each clip or article is a piece of the puzzle. Sit with an existing sales rep and ask for advice. Find out what your franchise or trade association has available for training. And read books on sales, business, and human interactions (i.e., non-business books, too).

Finally, when you are ready to hit the phones, emails, and streets, hit them hard. While you can learn a lot from the resources in that last paragraph, actual sales activity will be your best teacher.

See, here's the thing: There is no such thing as a natural born salesperson. All of us need to earn our success. No matter your personality type, a market awaits you.

It's up to you to find it. Get started.

Short Attention Span Recordings Available Online

Watch the recordings of the past year's Short Attention Span Webinars in the Member Resources section at printcommunications.org. These are quick, to the point webinars on the following topics:

- Building Trust**
- Where to Find New Business**
- She Sells**
- Time Management**
- Negotiation**
- Motivation**
- New to Sales**
- How to Make Every Client Feel Like Your Top Account**
- Sales Fatigue, Burnout and Reset**
- Get That Appointment**

Need more in-depth sales training? Check out the Sales Vault, a virtual encyclopedia of weekly sales webinars, templates, live discussions - everything you need to succeed. PGCA members receive a discount on the monthly subscription. Check it out at salesvault.com/partners.

PRINTER TOWEL COMPLIANCE

RECORDING AVAILABLE ON ENVIRONMENTAL HAZARDS OF PRINTER TOWELS

The EPA Solvent-Contaminated Wipes Rule conditionally excludes wipes that are contaminated with solvents from certain hazardous waste requirements. Specifically, the rule modifies regulations under the Resource Conservation and Recovery Act (RCRA) for solvent-contaminated wipes that are cleaned and reused at the industrial laundries or dry cleaners and for wipes sent for disposal to a municipal solid waste landfill or solid waste combustor.

However — non-compliance with this rule can cost your company thousands and unnecessary time wasted improperly handling, storing, and disposing of wipes.

PGCA recently hosted a webinar with Steve Stankavage, PGCA’s Director of EHS and PGCA Partner ITU AbsorbTech staff, reviewing the regulations that apply to printer towels and how you can make sure your handling procedures are compliant with the appropriate regulatory requirements.

Visit printcommunications.org/ehs-solutions/ to watch this brief video. PGCA members with questions on this or any safety topic can contact Steve at (570) 579-6497 or email sstankavage@printcommunications.org.

Check out PGCA Partner ITU AbsorbTech for Economical and EPA Compliant Printer Towels

ITU AbsorbTech has partnered with PGCA as our preferred provider for printer towels, floor mats, mops, garments, first aid and more. Take a look at this program and see how ITU can improve your towel handling procedures and keep you in compliance. Perks of the program for PGCA member include:

- Towel use tracking and inventory management
- Recovered solvent and solid waste reduction reporting
- Compliance support
- New customers receive a complimentary week of service on Ultra Printer Towels and other rentals services.
- New customers earn a 3% rebate to spend on ITUdirect.com in their first year. Current customers earn a 1.5% rebate of their annual rental program spend.
- Customers save 15% on ITUdirect and some ITU AbsorbTech First Aid Products (some exclusions apply).

Under contract with your current vendor? Take a look at ITU anyway, to see if it makes sense to switch when your contract is up.

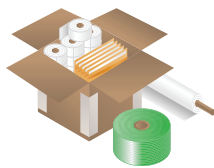
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PLANNING FOR RETIREMENT

HOW DOES ...

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

Take a look at Print & Graphic Communications Association's 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 PGCA). 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
- ✓ "PGCA 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 PGCA 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:



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DIVERSIFICATION

Producing the same products for the same customers is not a strategy for long-time survival. Searching for new customers is crucial, but diversification is a proven path. Over the past decade print providers have successfully added point-of-purchase signage, mail services, fulfillment, mail list management, as well as ancillary marketing services. So, what's the next potential area? How about asking your customer? As a proven provider, you might be surprised at what opportunities you might discover.



ROAD MAP TO PROFITABILITY

One of the often-overlooked business controls is a company's chart of accounts. It needs to be structured in a manner which provides information management can use effectively. The key area is structuring Costs of Goods Sold (COGS). Given print is a custom manufacturing business, COGS should track all variable costs, i.e., paper, outside purchases, materials, "click/maintenance" charges, direct labor (production) and its associated costs, as well as work-in-process. When this information is coupled with utilization/capacity, overtime hours, and spoilage reporting, management has an effective tool to make the necessary adjustments in pricing and cost controls to create a road map to profitability.



The Signature is published monthly by Print & Graphic Communications Association. Contact Kim Tuzzo for ad rates at (716) 691-3211.

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