



# PIASC WEEKLY UPDATE

Printing Industries Association, Inc. of *Southern California*

March 14, 2016

## Paying Sales Reps

The unique (and terrible) part of the sales rep's job is that they (and we) can easily see and measure what they do. The rep is out there on the high wire every day. They and everyone else knows when they fall off. This is a situation where pay for performance is the right way. If the rep gets a salary, they get a raise (or let go) based on performance—a delayed action commission. Recognizing this, commission compensation is almost universal usually with a periodic draw against the amounts earned. The object should be to get the rep and the firm on the same path, so a straight percentage of sales is a common solution. This is a start, but it fails to recognize that all jobs are not created equal—pricing is different and/or there might be a lot of buy-out dollars. Firms have implemented complicated solutions to this problem, but they frequently lead to unintended consequences or to sales reps who think that the system is designed to rip them off. For a number of reasons, the best all-around solution seems to be a commission on value added. Value added is defined as gross sales minus materials and buy-outs at cost. The advantage of this is that it's simple and understandable. The sales rep knows what the job billed for and can understand that checks were written to the paper merchant and the binder. Because of the importance of meeting all of the client's needs, it continues to compensate the rep for jobs that are mostly buy-outs, but at a rate that won't hurt the firm. More importantly, the rate on value added will be higher than the rate on gross sales because it's on a smaller base. For example, if the commission of gross sales were 10%, the equivalent commission on value added would be around 14% thus giving the rep a better incentive to ask for a few more dollars. Changing commission systems can be very traumatic. A practical approach is to explain to the reps that their commission would be figured both with the old way and the new one for a phase in period (six or nine months) and that they would receive the higher of the two amounts during that period. They will usually find that they will earn more with a properly structured value added approach since they will get the benefit of selling more buy-outs and share in better pricing

## Listen First

Help your employees serve customers better by teaching them to practice "naive listening." Listening naively means paying attention to what they say without

Celebrate Paper & Ink

graphics

FRIDAY,  
APRIL 8<sup>TH</sup>- 5:30 PM

PACIFIC PALMS RESORT

THE BEN FRANKLIN AWARD

PRINT EXCELLENCE AWARDS

SEE PAGE 3 FOR DETAILS



making judgments—like a child listening to a fairy tale. Children don't say, "But there's no such thing as magic." They listen patiently because they want to get to the point of the story. Similarly, don't interrupt a customer who's making a complaint. Wait until they are finished before asking questions and offering suggestions. Employees who can truly listen to what the customer is saying (and not saying) will be better able to help them solve problems.

## "I've Got To Get My Cost"

It's second nature to us to think in terms of the cost of doing the work. When we talk to a client we always talk "cost" because we want them to understand that we have all of that expensive machinery and software, the big building, etc. that are necessary to produce what they want. We have estimating software packages that express this by using \$500 per hour for the six color press with a two person crew earning \$60 per hour between them. Talking "cost" to the client is a good strategy, but not necessarily a good one when talking to ourselves. If we come to believe that the \$500 per hour number is true, we can overlook the possibility that the value of the project to the client is such that \$600 would be even truer. We can also be blinded to times when \$400 was on the table and would fill up hours that the press would be idle.

## Thought for the Week

*The miracle is this: the more we share, the more we have.*

<b>Upcoming National Events Calendar 2016</b>	3/20-3/23	TAGA 2016	Sheraton Downtown, Memphis, TN	Mark Bohan	412-259-1782	mbohan@printing.org
	4/10-4/14	Continuous Improvement Conference	Hilton Milwaukee City Center, Milwaukee, WI	Jim Workman	412-2591782	jworkman@printing.org
	5/30-6/10	DRUPA	Dusseldorf, Germany	Tim Freeman	716-691-3211	tfreeman@pialliance.org
	6/7-6/8	Print's Voice 16	Washington, DC	Lisbeth Lyons	202-627-6925	llyons@printing.org
	9/25-9/28	Graph Expo 16	Orlando's Orange County Convention Center	Chris Price	703-264-7200	cprice@printing.org
	10/19	Franklin Luminaiere Awards	Chelsea Piers, New York, NY	Kim Tuzzo	716-691-3211	ktuzzo@pialliance.org
	12/3-12/6	Color Conference	The Point Hilton Sqaw Peak Resort, Phoenix, AZ	Julie Shaffer	412-259-1730	jshaffer@printing.org

For more information on any of the following events, go to [www.piasc.org](http://www.piasc.org).

**PIASC March-April Activities**

<p><b>Mar.</b> <b>22</b></p> <p><small>Register at right</small></p>	<p><small>Event Number-</small> <b>BWB</b></p> <p><b>7:30 a.m.</b></p> <p>Cost: \$5</p> <p><b>Location:</b> <small>see locations at right</small></p>	<p><b>BREAKFAST WITH BOB</b> Contact: <b>Emily Holguin, Ext. 262, <a href="mailto:emilyholguin@piasc.org">emilyholguin@piasc.org</a></b></p> <p><b>YOUR DIGITAL FUTURE IS...</b></p> <p>It's hard to find a firm that doesn't have digital output capability. It's also hard to find one who's digital business isn't growing, although usually still smaller than offset. It's clear that in most cases digital has a role, frequently a key one, in the future of the firm.</p> <p>This month we'll share experiences to date—toner or ink jet, VDP or short run, page units or large format, banners, posters and everything else.</p> <p>What are the problems? Which manufacturers do we like? What about supplies and service? Are we buying or leasing and where do click charges fit in?</p> <p><i>Check the box(es) below to register for any of these additional upcoming Breakfast Meetings:</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Mar. 22nd</b> – <i>Mimis Café • 10909 Foothill Blvd. • Rancho Cucamonga 91730</i></li> <li><input type="checkbox"/> <b>Mar. 23rd</b> – <i>Green Street Restaurant • 146 Shoppers Lane • Pasadena 91101</i></li> <li><input type="checkbox"/> <b>Mar. 24th</b> – <i>Brent's Deli • 19565 Parthenia Street • Northridge 91324</i></li> <li><input type="checkbox"/> <b>Mar. 29th</b> – <i>Mimi's Cafe • 17231 E. 17th St. • Tustin 92780</i></li> <li><input type="checkbox"/> <b>Mar. 30th</b> – <i>Lenny's Deli (formerly Junior's) • 2379 Westwood Boulevard (at Pico) • Los Angeles</i></li> <li><input type="checkbox"/> <b>Mar. 31st</b> – <i>The Breakfast Club of Long Beach • 3900 Atlantic Ave. • Long Beach 90807</i></li> </ul>
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<p><b>Mar.</b> <b>19</b></p> <p><small>Check here to REGISTER</small></p>	<p><small>Event Number</small> <b>KIDS</b></p> <p><b>10:00 a.m.</b></p> <p>Cost: \$10 students/seniors, \$12 general admission</p> <p><b>Location:</b> <small>In'tl Printing Museum 315 W. Torrance Blvd. Carson, CA 90745</small></p>	<p><b>KIDS KRAZY KRAFTS DAY</b> <i>at the International Printing Museum</i> Contact: <b>Mark Barbour, (310) 515-7166, <a href="mailto:mail@printmuseum.org">mail@printmuseum.org</a></b></p> <p>Demonstrations throughout the Museum for kids of all ages and sizes! Including:</p> <ul style="list-style-type: none"> <li>• Papermaking make your own paper from wet, mushy pulp</li> <li>• Learn about Paper Marbeling!</li> <li>• Watch paper made into sculptures from scratch</li> <li>• See cartoons come to life and learn how to do it yourself from resident cartoonist Phil Soinski</li> <li>• Calligraphy lettering demonstrated as you watch</li> <li>• Use the Museum's own antique printing presses to print your own cards</li> <li>• Watch demonstrations of the Linotype and Ludlow typesetting machines in all their glory</li> <li>• Silkscreen your own t-shirt . . . just be sure to bring a nice clean one to print on</li> </ul>
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<p><b>Mar.</b> <b>20</b> <i>thru</i> <b>23</b></p> <p><small>Check here to REGISTER</small></p>	<p><small>Event Number</small> <b>TAGA</b></p> <p>Cost: <b>\$645/TAGA member</b> <b>\$895/non-member</b></p> <p><b>Location:</b> <small>Sheraton Memphis Downtown Memphis, TN</small></p>	<p><b>2016 TAGA ANNUAL TECHNICAL CONFERENCE</b> Contact: <b>Mike Packard, 1-800-910-4283 extension 704, <a href="mailto:mpackard@printing.org">mpackard@printing.org</a></b></p> <p>Please join us March 20–23 at the Technical Association of the Graphic Arts 2016 Annual Technical Conference in Memphis, Tennessee. The conference has been building momentum, and this year's conference will continue that trend. For four days, Memphis will house some of the best and the brightest minds in the world of graphic arts technology. The Technical Papers Committee has again done an outstanding job of putting our technical program together. We will have a number of groundbreaking research papers and knowledgeable keynote speakers from leading industries and academia to open the conference. One of the best aspects of TAGA is the ability to interact with speakers, challenge their conclusions if you think appropriate, and in the end, benefit from a deeper understanding of the technology. Learn more at <a href="http://www.printing.org/taga">www.printing.org/taga</a>.</p>
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**Quick Registration**

- Mark your choices from listings above
- Fill out the form at the right
- FAX page(s) to (323) 724-2327

Company \_\_\_\_\_ Phone ( \_\_\_\_\_ ) \_\_\_\_\_

Attendees: \_\_\_\_\_

Bill Company  Credit Card # \_\_\_\_\_

All No Shows and Cancellations Less Than 48 Hours Prior to Meeting Will Be Billed.

<p><b>Save the Date for these upcoming events</b></p>	3/23	AAF-OC 2016 Addys	Bowers Museum, Santa Ana	Lisa Delaney	<a href="http://www.aafoc.org">www.aafoc.org</a>
	6/4	Essential to Success Conference	Fullerton College, Fullerton	Kristy Villanueva	<a href="http://www.piasc.org">www.piasc.org</a>
	6/11	Boy Scouts Merit Badge Day	International Printing Museum, Torrance	Mark Barbour	<a href="http://www.printmuseum.org">www.printmuseum.org</a>
	7/2	Independence Day Celebration	International Printing Museum, Torrance	Mark Barbour	<a href="http://www.printmuseum.org">www.printmuseum.org</a>
	8/13	Boy Scouts Merit Badge Day	International Printing Museum, Torrance	Mark Barbour	<a href="http://www.printmuseum.org">www.printmuseum.org</a>
	10/1	L.A. Printers Fair	International Printing Museum, Torrance	Mark Barbour	<a href="http://www.printmuseum.org">www.printmuseum.org</a>
	11/19	Boy Scouts Merit Badge Day	International Printing Museum, Torrance	Mark Barbour	<a href="http://www.printmuseum.org">www.printmuseum.org</a>

**Apr.**  
**8**

Check here to REGISTER

Event Number  
**GN**

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**5:30 p.m.**

*Cost: \$100 ticket  
\$1000/table of 10  
\$800/table of 8*

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**Location:**  
*Pacific Palms Resort  
One Industry Hills Parkway  
Industry Hills, CA 91744*

**2016 GRAPHICS NIGHT**  
*Celebrating Paper and Ink*  
Contact: **Maribel Campos, Ext. 210, [maribel@piasc.org](mailto:maribel@piasc.org)**

Let's celebrate paper and ink! Join us for an evening celebrating paper and ink—an evening where we'll salute print on paper as the number one communication media, recognize the PIASC Executive of the Year, and crown the winners of the 2016 Print Excellence Awards Competition.

Overnight Accommodations: 1.800.524.4557  
Room Reservation Code: PIASC  
Spa: 626.810.4455 • Golf: 626.854.2351

For all details visit [www.piasc.org/GraphicsNight](http://www.piasc.org/GraphicsNight). Sponsorships are still available!

**Apr.**  
**10**  
*thru*  
**13**

Check here to REGISTER

Event Number  
**CIC**

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Cost:  
**\$895/member  
\$1295/non-member**

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**Location:**  
*Milwaukee Hilton City Center  
509 W. Wisconsin Ave.  
Milwaukee, WI 53203*

**2016 PIA CONTINUOUS IMPROVEMENT CONFERENCE**  
Contact: **Jim Workman, (412) 259-1782, [jworkman@printing.org](mailto:jworkman@printing.org)**

the only industry event focused on helping companies achieve operational excellence by using the concepts of Lean Manufacturing and other management and quality systems. Year after year attendees directly link reduced costs, lowered waste, and increased profit margins to ideas gained from conference presentations and networking.

Whether you're starting a structured improvement program, or are looking for ways to sustain and improve your existing efforts, the conference has content specifically designed for your knowledge level. The conference is organized around subject areas: Leadership and Culture, Process and Tools—Advanced, and Process and Tools—Fundamental. Learn more by visiting [ci.printing.org](http://ci.printing.org).

**Apr.**  
**15**

Check here to REGISTER

Event Number  
**WVPT**

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**8:00 a.m. &  
1:00 p.m.**

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**Location:**  
*PIASC Conference Ctr.  
5800 S. Eastern Ave., #400  
Los Angeles, CA 90040  
(in BOA Building)*

**WORKPLACE VIOLENCE PREVENTION TRAINING**  
Contact: **Emily Holguin, Ext. 262, [emilyholguin@piasc.org](mailto:emilyholguin@piasc.org)**

Create a safer work environment and decrease the chance of workplace violence in your organization. As more and more unfortunate events happen due to violence in the workplace or to active shooters, we as employers need to make sure our employees are knowledgeable as to what to do in case either one of these incidents occur. PIASC has joined with O.S.T.S., Inc. to offer members 3 hours of training to help manage disruptive and aggressive behavior in the workplace. For details visit [www.piasc.org/violenceprevention](http://www.piasc.org/violenceprevention).

**Quick Registration**

- Mark your choices from listings above
- Fill out the form at the right
- FAX page(s) to (323) 724-2327

Company \_\_\_\_\_ Phone ( \_\_\_\_\_ ) \_\_\_\_\_

Attendees: \_\_\_\_\_

Bill Company       Credit Card # \_\_\_\_\_

All No Shows and Cancellations Less Than 48 Hours Prior to Meeting Will Be Billed.

**What's Going On?**

In many organizations, managers gather their employees for a weekly meeting to report on the status of their work and projects. One by one, employees update the managers on the progress of their work. This ritual can be a waste of time if nothing else happens. Try a better option: Ask workers to provide in advance a brief written account of exactly where their assigned responsibilities stand. Then use the meeting to address possible snags. You won't waste time on status reports that basically say, "Everything's fine," and you'll be better able to deal with problems before they become crises.

**Before They Start**

When you delegate an assignment to an employee who hasn't handled the task before, take a few minutes to ask how he or she plans to tackle the job. This will give you the opportunity to provide instructions if the person feels insecure about asking for help. Fill in gaps in the employee's knowledge and plans as you recognize them, but don't offer information that doesn't directly apply to the task. Save additional background and data until you're confident the employee has mastered the activity.

**Avoid Nastygrams**

Miscommunication in emails occurs because we often read them quickly and dash off a response without thinking. To avoid provoking a nasty email exchange, follow these guidelines:


- **Don't type in anger.** If an email makes you angry, don't respond immediately. Walk away from your desk for a few minutes to cool off. Read it again, and then try to craft a reasonable reply.
- **Step away.** If a flame war has already begun, be the bigger person and stop the exchange. A break in the action gives everyone a chance to think more clearly.
- **Change venues.** People often type things they would never say directly to you. Pick up the phone or visit the writer in person. A face-to-face encounter can cool down the rhetoric.

**For Sale**

Like New Mailing Folder and Inserter. Hasler PS-200. 4 fold and insert stations, 1 versafeeder for stapled booklets, catalogs, prefolded material, etc. Insert into A9 up to 10" x 13" booklet envelopes. Rated at 4800 pieces per hour. Less than a year old and under Neopost service contract. Conveyor and cabinet stand included. New these sell for over \$100,000. We lost our client that was doing the bulk of the work on this machine and can let it go for \$47,500. Also available, Secap 26K Inkjet Address Printer with conveyor and heater to print on coated stock. This is an affordable, workhorse inkjet. We recently merged and added another Secap so have this one available. Address on envelopes, postcards, folded brochures, newsletters, etc. 2.5" print area. Perfect for getting into the mailing business, or as an additional printer. \$2900. Call Bob Meyer at (818) 386-8667 or email [bob@colortrend.net](mailto:bob@colortrend.net) to set up a demo.

HP Indigo supplies for sale. Sold our machine and we have leftover consumables. Inks, Blankets, Impression Film, Bobbin Wire kits and MORE! Contact Gary at (323) 890-1000 or [gary@towerlee.net](mailto:gary@towerlee.net) for availability and pricing.

See our e-Classifieds section on the web at [www.piasc.org](http://www.piasc.org).



**MARCH**  
Buying Power  
of the Month

**First 10 Enrollments will receive the Managerial Packet for FREE!**

**PIASC members receive a 20% off when screening new hires!**


Did you know that a negligent hiring claim can cost a company upwards of \$500,000! Failure to conduct a background check on applicants/new hires can pose serious and unnecessary threats to your organization.

Why Employers Choice Online?

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To enroll contact Cody Farzad at (562) 319-0413, [cfarzad@ecoinc.us](mailto:cfarzad@ecoinc.us).

For more information or to join go to: [www.piasc.org](http://www.piasc.org)



**Printing Industries Association of Southern California**

Affiliated with Printing Industries of America, Inc.



**Address:**  
5800 South Eastern Avenue, #400  
P.O. Box 910936  
Los Angeles, CA 90091-0936

**Telephone Number:** (323) 728-9500  
or 808.9990 for area codes: 213, 310, 619, 714, 818, & 951

**Web Site:** <http://www.piasc.org>

**Print Access:**  
<http://www.printaccess.com>

**Choose Print:**  
<http://www.chooseprint.org>

**Fax numbers:**

<b>Association</b>	<b>(323) 724-2327</b>
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<b>Credit Union</b>	<b>(323) 722-8927</b>
<b>Benefit Trust</b>	<b>(323) 500-0614</b>



