



PIASC WEEKLY UPDATE

Printing Industries Association, Inc. of *Southern California*

October 2, 2017

Isn't Margin Important?

Not really—contribution to overhead is. The fundamental reality is that we pay the bills with dollars and not percents. The usual printing pricing process begins with an estimate based on the mechanics of doing the job using rates that are reasonably representative of the market which we refer to as “costs.” Thus the 4/c 40” has a rate of \$300/hour even though the crew only earns about \$50/hour. We naturally think that a positive margin above these “costs” is good while a negative is bad and is generally avoided. Regardless of what our estimating system thinks, the reality is that the key number is the difference between what we will literally spend (materials, buy-outs, factory wages and commissions) and what the client will pay us. If we understand that our objective is to get as much as the client is willing to pay but also to get the order, there will be situations where the “margin” is strongly positive and others where the “margin” is strongly negative, but in all cases, there will be a positive contribution to overhead. Our mission, if we wish to be profit maximizers, is to get every order for the most that the client will pay. Where does this process stop? When we have used up our 24/5 or 24/6 capacity. Of course, we would prefer jobs with the highest contribution rate, but it's unlikely that we can get to full capacity with only those. Since idle hours in the plant are missed opportunities that cannot be reclaimed, we need to take every opportunity to capture contribution dollars.

How Do I Get My Estimating System On Board?

The objective is to turn it away from the mechanical process of printing and toward project value and client relationship. Step one is to reset the rates to your best guess as to the prevailing numbers in your market and away from an exercise in cost accounting. You might also try to streamline the process by eliminating fussy details like cost of ink, plates and purchase mark-ups which should be rolled into the overall rates. Step two (this one is key), is to think about client relationships. Some folks think of you as their sole source and others buy strictly on price. Attach an overall mark-up to the first and an overall mark-down to the latter (and, of course, there's a gray scale in between). Step three is applied to projects of significant size or significance. On these, we need to think specifically about their importance to the client and the likely positioning of our competitors on the account.



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Finally, every month we should analyze the largest 10% to 20% of our encounters with the market to validate or modify our assumptions. If we got the order, how much did we leave on the table? If we lost the order, how much did we miss it buy? Call Bob at Ext. 214 (email: bob@piasc.org) for help on this.

Writing The Sales Letter

You're writing to a prospect hoping to get them as a client. Avoid the temptation to talk about your new, state-of-the-art press or your complete, efficient plant. Concentrate instead on their business and how your work can help them increase sales and profits. Of course, there's not much that you can do about this until you learn about them. Fortunately, the internet is a fabulous tool for doing this; not only because firms like to have websites extolling their glories, but because you can use Google search to learn more about the things that they say they do. If you can describe a successful project that you've completed for a parallel business, so much the better. Needless to say, have someone else read your draft to see if it's clear and to the point for them.

Help Them Get Moving

Motivation is frequently a matter of paying attention to the basics. Remember these key tactics for getting the most out of your team:

- **Incentives.** You don't have to spend a lot of money, but offer rewards for excellent work.
- **Culture.** Create a culture that supports teamwork, camaraderie, and results.
- **Encouragement.** Coach employees to do their best work, and show that you believe in them.

Thought for the Week

*Even if you're on the right track,
you'll get run over if you just sit there.*

Upcoming National Events Calendar 2017	10/11-10/12 OSHA Compliance for Printing 2018	PIA Headquarters, Warrendale, PA	Gary Jones	412-259-1794	gjones@printing.org
	1/13-1/16 Color Conference	San Diego, CA	Jenn Strang	412-259-1810	jstrang@printing.org
	2/22-2/24 Graphics of the Americas	Ft. Lauderdale, FL	Gabe Hernandez	407-240-8009	gabe@flprint.org
	3/4-3/6 Presidents Conference	Hyatt Regency San Antonio, San Antonio, TX	Adriane Harrison	412-259-1707	aharrison@printing.org
	3/18-3/21 TAGA Annual Technical Conference	Sheraton Inner Harbor Hotel, Baltimore, MD	John Bodnar	412-259-1706	jbodnar@printing.org

For more information on any of the following events, go to www.piasc.org.

PIASC October-December Activities

<p style="font-size: 2em; font-weight: bold;">Oct. 11 <i>thru</i> 12</p> <p style="font-size: 0.8em;">REGISTER AT: http://bit.ly/2017OSHACompliance</p>	<p style="font-size: 0.8em;">Event Number</p> <p style="font-size: 1.2em; font-weight: bold;">OSHA</p> <hr/> <p style="font-size: 1.2em; font-weight: bold;">8 a.m.</p> <p style="font-size: 0.8em;">Cost: \$395/ members \$550/non-members</p> <hr/> <p style="font-size: 0.8em;">Location: Printing Industries of America Headquarters 301 Brush Creek Road Warrendale, PA 15086</p>	<p style="font-weight: bold;">2017 OSHA COMPLIANCE FOR PRINTING WORKSHOP</p> <p>Contact: Gary Jones, (412) 259-1794, gjones@printing.org</p> <p>OSHA regulations seem difficult to understand and daunting to execute. Let Printing Industries of America's EHS Team take the confusion out of compliance. Join us for our OSHA Compliance for Printing Workshop: a hands-on comprehensive OSHA compliance program.</p> <p>During the workshop, participants will gain an understanding of key OSHA regulations, compliance strategies, elements of required written programs, and how to respond to an OSHA inspection. Participants will receive an OSHA compliance information package complete with written program templates, PIA's OSHA Primer, and other valuable resources.</p>
<p style="font-size: 2em; font-weight: bold;">Oct. 14</p> <p style="font-size: 0.8em;">Purchase tickets at: bit.ly/2017PrintersFair</p>	<p style="font-size: 0.8em;">Event Number</p> <p style="font-size: 1.2em; font-weight: bold;">IPMLAPF</p> <hr/> <p style="font-size: 1.2em; font-weight: bold;">10 a.m.-5 p.m.</p> <p style="font-size: 0.8em;">Cost: \$10 / adults \$5 / kids under 12</p> <hr/> <p style="font-size: 0.8em;">Location: Int'l Printing Museum 315 W. Torrance Blvd. Carson, CA 90745</p>	<p style="font-weight: bold;">INTERNATIONAL PRINTING MUSEUM PRESENTS</p> <p><i>The 2017 Los Angeles Printers Fair!</i></p> <p>Contact: Mark Barbour, (310) 515-7166, mail@printingmuseum.org</p> <p>This year's Printers Fair will feature a special exhibit, <i>Printing on the Silver Screen</i>, featuring printing presses and artifacts that the Printing Museum has rented to Hollywood over the last 75 years. These presses have been featured in many movies and Westerns, including <i>The Man Who Shot Liberty Valance</i> (1962), <i>Have Gun Will Travel</i> (1957), even John Boy's Press on <i>The Waltons</i> (1971). More modern rentals include TV's <i>Gilmore Girls</i> (2004), <i>NCIS</i> (2010), <i>Seven Pounds</i> (2008), and the critically acclaimed film <i>Inception</i> (2010). Guests will have a chance to print a special "Newsies Banner" keepsake on the actual press rented for the cult hit <i>Newsies</i> (1992).</p> <p>The Fair is suitable for all ages. General admission is \$10 for adults and \$5 for kids under 12 years of age. Students, educators, enthusiasts, collectors, typophiles, bibliophiles, graphic designers, artists, and professionals will enjoy the varied demonstrations and array of vendors. Children are welcome but need to be accompanied by an adult at all times.</p> <p>The Los Angeles Printers Fair is sponsored by PIASC. Tickets can be purchased online by visiting: http://bit.ly/2017PrintersFair.</p>
<p style="font-size: 2em; font-weight: bold;">Oct. 19</p> <p style="font-size: 0.8em;">Check here to REGISTER</p>	<p style="font-size: 0.8em;">Event Number</p> <p style="font-size: 1.2em; font-weight: bold;">BGR</p> <hr/> <p style="font-size: 1.2em; font-weight: bold;">10:00 a.m.</p> <p style="font-size: 0.8em;">Cost: FREE / member \$25/ non-member</p> <hr/> <p style="font-size: 0.8em;">Location: on your computer</p>	<p style="font-weight: bold;">WEBINAR: BUILD GREAT RELATIONSHIPS WITH YOUR CUSTOMERS VIA NURTURE MARKETING</p> <p><i>Presenters: Brian Iinuma, Manish Bhardia and Eric Klauss</i></p> <p>Contact: Emily Holguin, Ext. 262, emily@piasc.org</p> <p>Learn how to use these methods of direct marketing to acquire and retain customers through repetitive marketing actions.</p> <p>You will learn how nurture marketing leverages an e-mail automation tool to send out targeted messages on a periodic basis. Social media marketing calls for the regular posting of relevant content on social media networks, perhaps pointing back blogs, articles, and other information on the website.</p> <p>For more information and to sign up online visit: http://bit.ly/BuildGreatRelationships</p>

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.

Other Industry Events	10/3	AIGAOC Community Meeting	FLDWRK, Costa Mesa	Orangecounty.aiga.org	
	10/7	AIGAOC WORKSHOP: Adobe XD	FLDWRK, Costa Mesa	Orangecounty.aiga.org	
	10/14	Los Angeles Printers Fair	International Printing Museum, Carson	mail@printmuseum.org	(310) 515-7166
	11/2	AIGAOC 2017 OC Design Awards	[seven-degrees], Laguna Beach	Orangecounty.aiga.org	
	11/5	Book Arts Patch Day for Girls	International Printing Museum, Carson	mail@printmuseum.org	(310) 515-7166
	12/9-12/10	Dicken Holiday Celebration	International Printing Museum, Carson	mail@printmuseum.org	(310) 515-7166

<p>Oct. 24</p> <p><small>Register at right</small></p>	<p><small>Event Number</small> PABIM</p> <hr/> <p><i>breakfast</i> 8:15 a.m.</p> <p><i>meetings</i> 9:00 a.m.</p> <p>Cost: FREE</p> <hr/> <p>Location: <small>see locations at right</small></p>	<p>PIBT'S ANNUAL BENEFITS INTRODUCTION MEETINGS Contact: Joanne Cadenas, Ext. 256, joanne@piasc.org</p> <p>PIBT offers the best possible cost containment programs plus our personalized customer service to benefit employers as well as employees. Attending any of the following events will better assist you in selecting the most convenient plans to offer your employees in 2018. Please mark your calendars early and be sure to join us.</p> <p><i>Check the box(es) below to register for any of these upcoming Meetings:</i></p> <p><input type="checkbox"/> Oct. 24th - Hilton Los Angeles North/Glendale, 100 W. Glenoaks Blvd., Glendale, CA 91202</p> <p><input type="checkbox"/> Oct. 25th - Embassy Suites Brea - North O.C., 900 East Birch Street, Brea, CA 92821</p>
<p>Oct. 25</p> <p><small>Purchase tickets at: bit.ly/2017PrintersFair</small></p>	<p><small>Event Number</small> KONICA</p> <hr/> <p>9 a.m.-4 p.m.</p> <p>Cost: FREE!</p> <hr/> <p>Location: <small>1900 S State College Blvd., Suite 600 Anaheim, CA 92806</small></p>	<p>PIASC AND KONICA MINOLTA PRESENT <i>Create Impact: Bringing Life to digital print, label and packaging</i> Contact: Dave McCormac, Ext. 299, dave@piasc.org</p> <p>Join us to preview the revolution of digital print. See how our innovative technologies help you increase clients, revenue and profit. Discussions about business solutions and print workflows that you have never seen before ... Embellishment has gone digital!</p> <p>The first 100 individuals that register before October 15th will receive a free bottle of wine.</p> <p>A Day Filled with:</p> <ul style="list-style-type: none"> - Product Demonstrations - Informative Presentations - and Refreshments
<p>Dec. 9</p> <p><small>Purchase tickets at: bit.ly/2017DickensHoliday</small></p>	<p><small>Event Number</small> IPMDHC</p> <hr/> <p>10 a.m.-4 p.m.</p> <p>Cost: \$25 <i>group of 4: \$80</i></p> <hr/> <p>Location: <small>Int'l Printing Museum 315 W. Torrance Blvd. Carson, CA 90745</small></p>	<p>INTERNATIONAL PRINTING MUSEUM PRESENTS <i>The Dickens Holiday Celebration!</i> Contact: Mark Barbour, (310) 515-7166, mail@printingmuseum.org</p> <p>Your transportation back in time will cause the Museum's galleries to be transformed into Fezziwig's Warehouse with special presentations, tours, carolers, music, and the chance to print your own Victorian cards on antique presses from the 1850's. You will have the chance to meet characters from various Dickens novels including the nefarious Fagin, the mad Miss Havisham and the dreamer Mr. Micawber, as well as enjoy the vintage holiday music from "Captain Jack" and his 1895 Concert Roller Organ.</p> <p>The highlight of your visit will be with Mr. Charles Dickens himself entertaining guests in the Museum's Heritage Theater; he will retell his most famous story, A Christmas Carol, becoming Scrooge and randomly using his audience as cast members.</p> <p>It is important that you make your reservations early as this event sells out quickly each year. You may purchase your tickets by calling the Printing Museum at (310) 515-7166, or tickets can be purchased online by visiting: http://bit.ly/2017DickensHoliday.</p>

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Attendees: _____

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Employee Handbooks Should...

Whether you're writing an employee handbook for your organization or creating a separate one just for your team, getting the details correct is important.

Before you begin, ask these questions:

- How does the employee handbook differ from the policy manual? Policy manuals are written for managers. They are the manager's guide to state and federal employment laws, detailing the organization's standards regarding pay, compensation, benefits, leave, overtime, attendance, safety, recruiting, conduct, performance measures, termination, and so on. Some of this information may be repeated in the employee handbook, but it should be presented with employees—rather than supervisors—in mind. Handbooks are the employee's guide to the organization and its culture.
- What topics should you address? Use your discretion when deciding what to include in your handbook. If it's being targeted to your organization's handbook. All handbooks should include a brief introduction explaining the book's purpose, information about relevant products and services, the organization's (or department's) mission statement, and rules of conduct. Organization-wide handbooks may also include your organization's history, policies on equal employment, ethics, discipline, compensation, benefits, corporate travel, retirement plans, time off/leaves of absence, and so forth, as well as emergency procedures.
- What disclaimers should you include? Make clear that the handbook is for information purposes only and may be revised at management's discretion. Explicitly state that the

handbook does not imply any sort of contractual agreement and does not negate the at-will employment relationship. Organizational handbooks should instruct employees to consult their individual plan documents for a complete summary of benefits. Department-specific handbooks should note that in the case of any perceived conflict with the organization's handbook, the organizational handbook takes precedence.

The File Prints Differently

What I see when I open a file in Adobe Acrobat isn't always what I get when I print it. What causes this to happen?

While PDF files, generally speaking, are a WYSIWYG format, there are many situations in prepress that can cause inconsistent output. The key is to make sure that Adobe Acrobat is set up to properly preview the output. When work is created in InDesign or Illustrator, elements in the design can be set to overprint. Acrobat DC, by default, does not display these overprinting objects properly. To set Adobe Acrobat DC (or even the free Adobe Reader application) to preview objects that overprint accurately, go to *Adobe Acrobat DC > Preferences > Page Display*. Under the *Page Content and Information* section, set *Use Overprint Preview* to *Always*. Moving forward, any objects that contain overprint attributes will now be displayed properly. Call Dillon Moloney, the PIA technical expert, at (412) 259-1786 for help on this.

See our e-Classifieds section on the web at www.piasc.org.

cardconnect.

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of the Month

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