

Strategic Planning in the Time of COVID

By Lou Caron

The impact of COVID-19 on the workforce and the work environment was unknown when the pandemic began. We soon learned that the disruption from the disease would be severe. Once the vaccines rolled out, it seemed our life would return to normal. Then the Delta variant hit, and we realized that our dreams of returning to normal would be delayed. Once we saw the impact of the vaccines on the Delta variant, things started to look up again. Many experts even suggested that the United States, Canada and the European Union could start the transition to normal “as early as the fourth quarter of 2021.” They keep using the word “normal,” but I don’t think it means what they think it means.

The technological and societal changes that have occurred during the pandemic have created a “new normal.” Society will never be the same. It’s important to understand that the impact of the pandemic will persist long after the health crisis has subsided. With



this in mind, now is an excellent time to evaluate your current strategic plan and perhaps create a new one to prepare for this “new normal.”

The COVID-19 health care crisis

It’s essential to understand what you’re up against when planning a path for your company. Let’s see how a disease manifested itself during a pandemic. On January 9, 2020, the World Health Organization announced the existence

of a mysterious Coronavirus-Related Pneumonia in Wuhan, China. We spent most of 2020 trying to mitigate the effects of that disease with masks, lockdowns and social distancing. By the end of the year, deaths from the virus peaked, vaccines became available and the death rate began to drop. Then, as people started to feel some hope, the Delta variant hit, and by the end of July 2021, it was the cause of more than 80% of new U.S. COVID-19 cases, according

to CDC estimates. This ebb and flow of the disease should not be surprising.

The Spanish Flu pandemic of 1918 came in three different waves. The first was in the spring of 1918. A second wave hit in the fall of 1918. A third wave started in the winter of 1918 and ran through the spring of 1919. In many countries, the pandemic continued until the end of 1920. Understanding the constant fluctuations of the disease will help you define what recovery means for your company.

When planning for the future, remember that COVID-19 was not the first global pandemic. In addition to the Spanish Flu, the world experienced a cholera pandemic in 1910-1911, the Asian Flu in 1956-1958 and the Hong Kong Flu in 1968-1969. As recently as 2009 a pandemic, not as fatal as COVID-19, was declared. Tens of thousands of people were infected by a descendent of the 1918 virus. It should not come as a surprise, then, that another variant of

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BUSINESS MANAGEMENT

Why You Need Cyber Insurance

The work world has changed tremendously in the past decade or so, and the pandemic has accelerated the pace of change. The reality is that digital technology is changing how we work. For example, cloud-based software and data storage has transformed many workers from being stuck at their desks to being able to access the files and programs they need from wherever they happen to be.

The dark side of this greater reliance on digital technology has been an explosion in cyberattacks, many of which can be truly disabling for a business. Consequently, cyber insurance is rapidly becoming a must.

To help us understand the need for cyber insurance, PIASC recently hosted a webinar on “Who Needs Cyber Insurance? You!” If you missed this excellent presentation featuring Jacque Jaeger from Coalition, a leading-edge cyber insurance provider, a replay is available at <https://bit.ly/CyberInsurance21>. In addition, the following provides the highlights of Jacque’s talk.

Businesses are facing new kinds of risks

Digital technology has revolutionized how we run our businesses. But it has also introduced new types of risks. For example, what would happen if...

- Your outside salesperson lost a laptop with sensitive data on it
- Your press supervisor accidentally clicked on a phishing email



- Your website went down in the middle of your busiest month of the year
- A cloud-based software platform that you depend on went down, making it impossible for you to access your files, customer contacts, mail and more
- You got hit by a ransomware attack that froze your entire IT system

Would your general liability policy cover all of your associated losses from these situations? Probably not. But cyber insurance can protect your business from all kinds of digital risks.

Cyber criminals are looking for your weak points

Think of the bad actors as being like burglars standing outside your house looking for easy ways to get in. Did you leave a door unlocked? Is there a window open?

Today the typical weak points include unsecured remote access points created by employees who are working from home, and realistic-looking emails that trick people into doing something they should not (i.e., “phishing” and “social engineering” attacks). Only 3% of today’s attacks are done by “brute force.” Instead, phishing, remote access and social engineering account for 89% of attack techniques. And remember, that person who is working from home might work at your facility from 8:00 to 5:00 and then unknowingly “open the door” for the cyber criminals when they log in to your system from their kitchen table after dinner to check on the status of an important project.

Ransomware is a serious threat

One of the biggest cybersecurity risks your business faces is that you’ll be hit by a ransomware attack. In a ransomware

attack some or all of your files become inaccessible, and the cybercriminal demands a ransom to restore access. Often the criminals will leak or sell sensitive portions of your data if the ransom is not immediately paid.

Jacque shared that the average ransom demand made against Coalition’s policyholders in 2021 has been \$1.2 million. Do you have this type of money? Would your business survive if it was attacked and then it took weeks or months to recover?

It’s not just ransomware that you need to worry about

Another big risk that takes a lot of businesses by surprise is funds transfer fraud, usually due to a social engineering attack. Here’s how this often works: First someone obtains your email address. Then they use this address to send a plausible-looking email “from you” to someone within your company, such as your accounting manager, directing them to pay a fraudulent invoice or make a fraudulent funds transfer of some type.

What can you do to protect your business?

Jacque’s suggestions include:

- Implement multi-factor authentication (MFA) on your email network as well as on any third party platforms that you use (such as Dropbox or Salesforce).
- Increase your email security.

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HUMAN RESOURCES

Employers Beware! 1 in 3 Americans Admit They Lied on Their Resumes

A recent ResumeBuilder survey (see <https://bit.ly/lying-resume21>) found that 32% of Americans admit to lying on their resume. In the current highly active labor market, with 65% of employees searching for a new job according to the PwC US Pulse Survey, employers should carefully review incoming resumes.

Interestingly, the ResumeBuilder survey found: (1) Resume lies are most frequent among higher earners and (2) the most common lies surround years of experience and education. Other key survey findings include:

- 80% of workers who lied were hired by the employer to which they lied, but almost half had the job offer rescinded after the new employer caught the lie
- Lying on resumes is most prevalent in the technology and finance sectors
- Men lie on resumes twice as often as women
- The most common reason for lying on resumes was to improve chances of getting hired (72%); lacking the necessary qualifications for the job (44%); and covering up parting on bad terms from a previous employer (41%).



Employers should review their hiring practices to ensure they are vetting resumes—whether through checking references, utilizing appropriate skills tests, behavioral or probing interview questions to expose resume dishonesty, formal background checks, internet and social media searches, and/or internal or external verification services.

Source: Tony Oncidi, Partner | Co-Chair, Labor and Employment Department, Proskauer Rose LLP, www.proskauer.com

INDUSTRY NEWS

Member Spotlight: EPI-HAB

You might say that Phoenix-based EPI-HAB specializes in a niche within a niche. Niche number one: EPI-HAB is a go-to resource for mailing and fulfillment services that require labor-intensive handwork. This includes hand assembly, pick and pack, folding, inserting, gluing and more. They also have an in-house print shop, so that whatever materials need to go into a customer’s packaging or kit can be produced on-site.

Customers across the country appreciate EPI-HAB’s ability to tackle even the trickiest hand work projects, “no project is too big or too small” attitude, 65,000 square feet of warehouse space and very competitive fees.

Niche number two: The company’s mission is to provide meaningful employment for people with disabilities. In fact, 70% of EPI-HAB’s approximately 50 employees are disabled. “We have people who are deaf, blind, have neuro issues such as autism or Downs Syndrome, have epilepsy, diabetes, prosthetics, you name it,” says Tony Barlow, who was hired as the company’s President in April 2021. “And now we are in the process of also becoming a vocational rehab training facility. We’ll be teaching people with disabilities the printing industry and how to operate equipment, so we can feed employees into other print shops.”

To learn more visit <https://epihab.org>.



If you wish to be included in the “Member Spotlight” section of this newsletter, please contact Wendy Ferruz, 323-728-9500, Ext. 262, wendy@piasc.org.

FEATURE ARTICLE

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COVID-19 may manifest. Eventually, though, we'll get to the point where COVID-19 can be managed like other diseases. Thus, it's essential to consider how a pandemic, epidemic or severe flu season will impact your company. At the same time, it's important to understand the technological and societal changes that happen due to these events.

The technological and societal changes resulting from COVID-19

Several technological advances occurred during the past year and a half. These developments in technology have caused a shift in the way society acts. For example, the Zoom call. Who, in 2019, would have imagined talking with a key client on video over a computer? We all know that, especially with key clients, you want a face-to-face meeting where you can shake hands and look each other in the eye. Once COVID-19 hit, face-to-face meetings were impossible, and remote working became commonplace.

It's incredible how quickly companies responded to the concept of remote working. When asked about how long it took to adopt new technology before and after the crisis, respondents to a recent survey said, concerning remote working, "their companies moved 40 times more quickly than they thought possible before the pandemic."

All indications are that remote working is here to stay. Personally, I'd rather meet with current and potential members in person. Still, if I have the option between sitting in my car in L.A. traffic or hopping on a Zoom call, I will most likely choose the Zoom call.

This societal change in favor of technology means that some changes need to be made as a company. In the past, your sales rep would drop off a box of donuts to

your best customer when they were "in the neighborhood." With remote working becoming the norm, how will your sales team adapt?

According to Upwork's Future Workforce Report released before the pandemic, remote work will become the norm within the next ten years. Understandably, remote work may not apply to your press operators and bindery workers. Still, it will apply to your current and prospective clients.

Fighting technology with technology

For a company to remain competitive, this technological change—remote working—has to be met with a technological answer. For example, are your sales reps using the camera that came with their laptop to attend video conferences? When meeting a client in person, you put your best foot forward. You should do the same when online. Investing in a quality camera, microphone and some basic lighting can change your entire online presence. If you don't believe me, take a look at any successful YouTuber. You'll find they have a quality camera, sound and lighting setup. And, thanks to technology and YouTube, you can find just the right equipment you will need to improve your online image.

Another way to meet technology with technology is through your online presence. According to a study cited in Forbes, global online content consumption doubled in 2020. The time spent on social media, news sites, streaming services, T.V. and games saw an average increase of over 45% compared to 2019. "Overall, YouTube has seen the greatest increased interest, with 43% of consumers spending more time on the platform," says DoubleVerify, the company behind the study.

Read more at <https://bit.ly/Planning-blog>.

CLASSIFIEDS

Equipment for Sale, \$2,500/each:

BIZHUB 1250p #1 (03-2014)

- Serial #: A4EX011000384
- Konica ID #: 9463 0507
- CREO RIPS
- *Total Meter Count: 8,291,847*

BIZHUB 1250p #2 (08-2015)

- Serial #: A4EX011040116
- Konica ID #: 9469 4843

- CREO RIPS
 - *Total Meter Count: 7,337,503*
- Contact John at 909.392.2334 for more information.

For Sale – 2005 Heidelberg with no laser and no mother board. Asking for \$1,500. For more information, contact Mike Firman at 760.360.8341 or Julie Baucom at 760.345.5571.

Letterpress! – Equipment, hand set type, type banks, steel rule die making equipment, composing supplies, ink and paper are available. Several "bundles" or packages are available for sale. Ideal for setting up a new shop. See letterpressshopforsale.com for more information.

Want to place a classified ad? Contact Wendy Ferruz, 323.728.9500, Ext. 262, wendy@piasc.org

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BUSINESS MANAGEMENT

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- Back up your data to locations that are not tied to your network.
- Enable secure remote access.
- Keep your software up-to-date.
- Use a password manager program so that you can use a unique password for each account.
- Scan your system for malicious software.
- Encrypt your data.
- Implement a security awareness training program.
- Purchase cyber insurance.

Be aware that not all cyber insurance is created equal

Here are some of the things that Jacque recommends you look for in a cyber insurance provider:

- **Active risk management** tools and services that reduce the likelihood of loss.
- **24/7 operational and technical support** during incidents. This includes negotiating with the cyber attacker on your behalf, paying the ransom in whatever crypto currency the attacker is requiring and helping you get your data restored from your backups.
- **Financial recovery** from attacks.
- **Coverage for emerging digital risk exposures**, including reputation repair, crypto jacking (i.e., malware that infects your computers and then uses them to mine cryptocurrencies without your knowledge) and more.

PIASC Insurance Services can help you get all of the coverages you need

Access to the experts at PIASC Insurance Services is one of the many benefits of your PIASC membership. For cyber insurance we recommend Coalition, because they truly are at the forefront of the field. Plus, when we request a quote for you from Coalition, they take a look at your system the way a hacker would and provide a free, no-obligation Threat Assessment Report. So just by asking for a quote you get an incredibly valuable report that shows where your "weak points" are and what your business looks like from a bad actor's point of view.

For more information contact Christopher Bruinsslot at Christopher@piascins.com or 323.400.6705 ext.248.

PIASC Events Calendar

JAN
20-21

34th Annual Surplus Drive
Thursday & Friday, January 20 & 21
Advantage, Inc., Anaheim, CA
www.piasc.org/events

AUG
17-19

America's Print Show 2022
Wednesday-Friday, August 17-19
Columbus, OH
www.americasprintshow22.com

For full list of workshops and virtual classes, please visit www.piasc.org/events

PIASC • HOLIDAY CLOSURES
CHRISTMAS EVE: 12/24 • NEW YEAR'S EVE: 12/31