

The Amazing Frank Romano

Industry pundit Frank Romano turned 80 last year, but he shows no signs of slowing down. He’s just completed his 89th book, which is incredible... that’s more than one book for each year of his life! Many of you know Frank from the weekly videos he does for WhatTheyThink, but his connections to the industry go back much further.

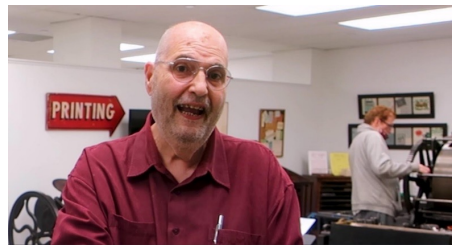


Figure 1: Frank Romano in One of His Many WhatTheyThink Videos

Frank has spent more than 60 years in the printing industry, starting right out of high school at the Mergenthaler Linotype Company in Brooklyn, New York. He founded the publication known as TypeWorld, and has been the editor for many editions of an indispensable industry tool that readers of this blog

are certainly familiar with: Pocket Pal: The Handy Book of Graphic Arts Production.

Over the years, Frank has reached thousands of people through his consulting, writing and speeches. His students will remember his years as a professor at Rochester Institute of Technology (RIT) and California Polytechnic State University (Cal Poly). Frank is the author of many books on topics related to the printing industry, including his trilogy: History of the Linotype Company, History of the Phototypesetting Era and History of Desktop Publishing.

Frank’s writing is important for us today, but artists, graphic designers, illustrators, typographers, letterpress printers and historians of the future will be forever grateful for Frank’s work as an author, as well as a guiding light of the Museum of Printing in Haverhill, Massachusetts.

The History of the Ludlow Typograph

Frank’s latest book, *The History of the Ludlow Typograph*, has just been published. It covers the remarkable tale of a device that is still in use by letterpress printers around the world today. Born at the beginning of the 20th century, the active production lifespan of the Ludlow Typograph lasted just over 80 years, but its impact has continued.

In the last decade of the 20th century as typography evolved from metal to film to digital, many of the fonts in use were based on hot metal libraries. One of the major trendsetters for typographers was the Ludlow Typograph. Frank writes about the people, the company, the machine and the type library that established typographic tastes. At 535 pages and with over 400 illustrations, this book digs deeper into the history of the Ludlow Typograph than any previous book. For details, see <https://museumofprinting.org/news-and-events/>.

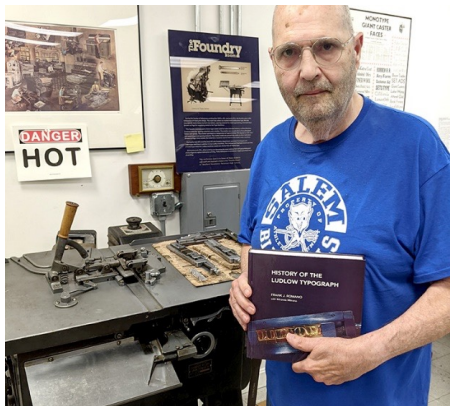


Figure 2: Frank Romano in Front of a Ludlow Typograph

Machine Writing and Typesetting

One of my favorite Frank Romano books was published in 1986. It’s called *Machine Writing and Typesetting: The Story of Sholes and Mergenthaler and the Invention of the Typewriter and the Linotype*. Though the title is long, the book itself is short by Frank’s typical standards (only 122 pages) and well worth the time to read. Frank’s astute assessment of the development of the

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BUSINESS MANAGEMENT

Five Factors to Help Your Printing Business Perform Under Stress

Performing under stress doesn’t mean it’s always a bad situation, it’s just a stressful situation. How well you are prepared will help determine how well you lead your business during stressful times.

The graphic communication industry is undergoing yet another structural transformation. Challenges to supply chains, employment and wage issues, and market behaviors are unpredictable. The pressure to perform has never been more important. For many, generating revenue has not been a problem — making the money they deserve can be another issue.

Communicate, communicate, communicate

During these times, your ability to communicate with your staff and stakeholders about what’s going on is critical. There may not always be a clear path forward, but that does not excuse the need to effectively speak to and listen to your teams. Imagine a staff member is asked by their spouse at the dinner table, “How’s it going at your company?” You don’t want your employee to respond, “I don’t know, management has gone silent.” Regardless of reality, if you go silent, they will think the worst. It’s just human nature.

Take advantage of business opportunities

Busy times may not be the time to let up on the gas pedal. As busy as many of the



shops are, most are still way below their full capacity. And while they are being challenged with lean staffs, they should find every opportunity to capture the business that comes your way. Be creative with scheduling, and be creative in your departmental staffing and workflow to minimize any bottlenecks and allow the work to accelerate through your shop.

Make decisions based on a tested process

Your decision making process will also be challenged under stress. It’s not uncommon, and the key thing is to be aware that it could happen. This is a good time to re-examine how you make critical decisions, who you make them with, and the timeliness of your actions. Learn from history. Get your team together, review past stressful times and learn what worked well and what didn’t.

Remember to keep delegating

Another challenge for many entrepreneurs is to fight off the “hero

syndrome.” What I mean by that is thinking that you are the only one who can solve the problem, the only one with the answer. Any form of delegating typically goes out the window under stress and you end up bearing the brunt of the headaches while your able team members stand aside. Delegating is hard to begin with, even harder when the pressure is on. Work to improve on it every day.

Be sure to take care of yourself

If you don’t remain healthy, both physically and mentally, then the company will suffer. Practicing good communication techniques, surrounding yourself with a good team, and delegating to them will go a long way and allow you to sleep well at night. Like the flight attendants say during the preflight speech, should you need one, an oxygen mask will fall from the ceiling. Make sure to apply your mask first before you help others. Make sure to take care of yourself!

Transformative shifts in the business can cause stress and an un-balanced feeling. Practice effective communication, take advantage of business opportunities that come your way, and make decisions based on a tested process—you can’t afford to make bad decisions during these times. Surround yourself with a good team and delegate, delegate, delegate! Make sure that people are doing what they are uniquely qualified to do. And finally, taking care of yourself will help ensure that your business and your stakeholders will continue to prosper regardless of the times.

A focus on these five factors won’t guarantee your success, but ignoring them will not lead to a good ending.

Source: Mike Philie, *The Philie Group, LLC*. Mike Philie can help validate what’s working and what may need to change in your business. Changing the trajectory of a business is difficult to do while simultaneously operating the core competencies. Mike provides strategy and insight to owners and CEOs in the graphic communications industry by providing direct and realistic assessments, not being afraid to voice the unpopular opinion and helping leaders navigate change through a common sense and practical approach. Learn more at www.philiigroup.com, [LinkedIn](#) or email at mphilie@philiigroup.com.

Bill’s Short Attention Span Sales Tips

Learn the story behind the printed piece

This is one of the very first lessons I learned in my initial print sales training class. Most salespeople only consider the specs of the job. The real money to be saved (and the best way to create a profitable sale opportunity) is to examine how the piece is used. That is, what’s the story behind the specs? By asking questions and learning everything that happens from the moment it arrives in Receiving to the moment it ships out (or gets thrown out) you might be able to come up with a better print solution.

The motto of my first company was, “Solve the problem. Earn the order.” If you want to sell on price, keep quoting. If you want to sell an idea, start asking.

We live in an Amazon world

40 years ago this month I started my sales career. Delivery times for the business forms I sold (computer paper, continuous invoices, etc.) were four to six weeks. A rush job was 10 days. FedEx changed that when they told us we could absolutely, positively have it the next day. Skip forward a few decades and with a couple of swipes, goods arrive at our door – sometimes within just a few hours.

Until the recent supply chain shortages, this has been our new

expectation. As such, we need to meet those client expectations with the same Amazon-level communication and ease of ordering. In addition, we need to seek positive reviews and client testimonials. To do otherwise is to open the door to competitors. Amazon upped the game. Up yours!

What the client said when a rep called five times

Let me end this week’s sales tips with a story about diligence and a shocking surprise one sales rep received when a big prospect called him back...

I first heard the story on a conference call many years ago. One participant, a sales rep, said he had tried over and over again to reach this very important buyer. Following one such attempt, he went into a sales meeting but was interrupted by his CSR who said, “That guy you’ve been trying to reach has called back. Pick up line one.” In his words: “I ran to the phone and sure enough, the buyer had called me back, saying, ‘I don’t want you to think I’ve been ignoring your messages. My company has a policy whereby we only return the phone call from new vendors if they’ve left five messages. This morning was your fifth. Do you have your calendar in front of you to set up an appointment?’”

Source: Bill Farquharson, *The Sales Vault*, <https://SalesVault.Pro>

GOVERNMENT & LEGISLATIVE

On Our Radar

Proposed regulations and other issues that we’re following:

- **Proposed workplace violence prevention standard** – Cal/OSHA has proposed that the workplace violence prevention standard that currently only applies to the health care industry also be applied to general industry, with limited exceptions. If approved, employers would need to create and implement a Workplace Violence Prevention Program, similar to the current requirements for an Injury Illness Prevention Program. For more information, download the latest “revised discussion draft” at <https://bit.ly/workplaceviolenceprevention>.

Approved regulations and other issues that we’ve been following:

- **The IRS increased the mileage reimbursement rate as of July 1, 2022** – Normally the IRS only changes the business travel mileage reimbursement rate once a year, in January. However, in response to increases in gasoline prices, a special adjustment has been made for the final six months

- of 2022. The new rate is 62.5 cents per mile, up four cents per mile from the 58.5 cents per mile rate that was in effect January 1 through June 30.
- **Good news on the PAGA front** – On June 15 the US Supreme Court ruled that if an employee has entered into a valid arbitration agreement in which they have agreed to forgo a PAGA (California’s Private Attorneys General Act) action and arbitrate instead, that employee can be required to arbitrate their individual PAGA claim instead of going to court.
- **The Workplace Flexibility Act of 2022 is dead** – AB 1761, which would have allowed individual nonexempt employees to request employee-selected flexible work schedules, is dead.

FEATURE

Continued from front

typewriter and Ottmar Mergenthaler’s Linotype takes the reader on a journey through an important era of printing history.

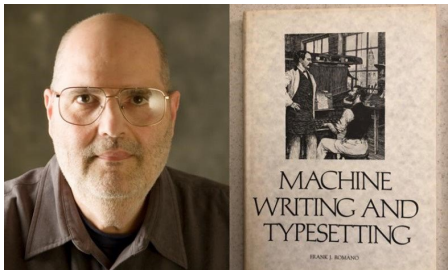


Figure 3: A Younger Frank Romano and His Book, Machine Writing and Typesetting

It should be noted that copies of several of Frank’s books, including Machine Writing and Typesetting, can be found via Oak Knoll Books (www.oakknoll.com).

The Museum of Printing in Haverhill, MA

Not one to rest on his laurels, Frank is also President of the Museum of Printing in Haverhill, Massachusetts. The museum is dedicated to preserving the rich history of graphic arts, printing and typesetting technology, and printing craftsmanship. In addition to many special collections and small exhibits, the museum contains hundreds

of antique printing, typesetting and bindery machines, as well as a library of books and printing-related documents. The museum’s Romano Library contains over 6,000 books and thousands of ephemera samples donated by Frank. An audiovisual room stores archival slides and electronic media with vintage projectors and converters. The museum also houses the largest collection of material from the Mergenthaler Linotype Company and maintains an archive of material from the phototypesetting and desktop publishing eras.



Figure 4: Frank Romano and the Entrance to the Museum of Printing

The bottom line

As you can see, Frank’s contributions to the printing industry are innumerable. Here are some things you can do to benefit from his wisdom:

- **Read:** Read one of Frank’s books, or take in one of the many books he produced with students in classes at RIT or Cal Poly.
- **Watch:** Watch his weekly videos on WhatTheyThink (you can find recordings of past videos at <https://whattheythink.com/articles/author/35/>) and check out his videos at the Museum of Printing’s YouTube page, <https://bit.ly/MuseumofPrinting>.
- **Visit:** Visit the Museum of Printing in person in Haverhill, Massachusetts or check out its website at <https://museumofprinting.org/>. If you are so inclined, consider becoming a member and supporting the work of the museum!
- **Follow:** Follow the Museum of Printing on social media on Facebook (The-Museum-of-Printing), Instagram (museumofprinting), and Twitter (@MOPrinting).

Source: Jim Hamilton, Consultant Emeritus at Keypoint Intelligence

UPCOMING WEBINAR



DATE: October 18, 19 and 20, 2022

TIME: 10:00 am - 11:30 am PT on October 18 and 19; 10:30 am to 12:45 pm PT on October 20

The Mailpiece Design Consultant (MDC) Certification virtual workshop provides certification in understanding and designing mail for automation. It is essential for mailers to get their mail accepted, receive U.S. Postal discounts, speed mail delivery for themselves and their customers and avoid USPS penalties.

The cost for the three-day program is \$135.00 per person. This includes the MSMA MDC online exam fee, the Study Guide/Review Questions and over five hours of Zoom-based instruction presented by Mailers Hub. The daily video presentations will be made available for any attendee requesting it.

The session on October 20 will also include a “Postal Update” presentation by Leo Raymond of Mailers Hub starting at noon PT.

Register at <https://bit.ly/MailDesign>.

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HUMAN RESOURCES

Staying Compliant with California’s Sexual Harassment Training Requirement

According to California law, if your employees completed sexual harassment training in 2020, they are due for refresher training in 2022.

This time around, give employees training they don’t just watch, they experience—with award-winning Preventing Discrimination & Harassment training from PIASC partner Traliant. The course is fully compliant with California’s sexual harassment prevention training regulations. And by creating a new season each year, Traliant ensures your employees will never watch reruns.

Traliant’s Preventing Discrimination & Harassment course is available in seven industry editions, including office and manufacturing/industrial options. Bite-sized episodes, interactive videos and fun and engaging challenges and quizzes keep training fresh, relevant and anything but boring.

Plus, don’t forget that new hires need sexual harassment training within the first six months of coming onboard. These training programs help you meet this requirement, too.

Mobile optimized to accommodate the busy schedules of employees and managers, the training’s behavior-based design maximizes learning and retention and allows individuals to choose from English and Spanish versions at the start of the course.

Don’t wait any longer to meet California’s 2022 compliance deadline. Start training today at <https://bit.ly/22SHTraining>. You can also get instant access to a full course trial at <https://bit.ly/PIASCTraliant>.

CLASSIFIEDS

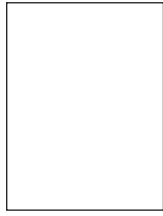
SELLING: 7 boxes Reincarnation 100 Matte Blue White 120# Cover, 300 sheets per box, 26.00 x 40.00, 100% recycled paper; US Paper Counters Bantam-1 with tabber, 2004 model in good condition; Mini Max Oval Strapping machine in good condition. Pictures are available upon request. Call Lane at Wilcox Foil in Portland, Oregon, 503-239-4443.

SELLING: 37-inch Cutter Challenger, Baum Folder, Heidelberg Windmill Press Original Classic. Call Eric at 310-649-5855.

SELLING: Vutek HS100 Digital Press Email Vaz at vkharhayan@justmanpackaging.com.

SELLING: Presstek 34 DI 4-Color Offset Press, Direct Press 5634 DI. Call Cari at 310-787-7774.

Want to place a classified ad? Contact Kristy Villanueva at 323.728.9500, Ext. 215, Kristy@piasc.org.



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PIASC Events Calendar

<div><div>AUG17-19</div><div>Americas Print Show 2022 Wednesday-Friday, August 17-19 Columbus, OH www.americasprintshow22.com</div></div>	<div><div>SEP13-15</div><div>Labelexpo Americas 2022 Tuesday-Thursday, September 13-15 Chicago, IL www.labelexpo-americas.com</div></div>	<div><div>OCT18-20</div><div>Mail Design Certification Tuesday-Thursday October 18-20 Online Webinar https://bit.ly/MailDesign</div></div>	<div><div>OCT19-21</div><div>PRINTING United Expo Wednesday-Friday, October 19-21 Las Vegas, NV https://www.printingunited.com/</div></div>	<div><div>OCT22-23</div><div>LA Printers Fair Saturday-Sunday, October 22-23 Carson, CA www.printmuseum.org/los-angeles-printers-fair</div></div>
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For full list of events, please visit www.piasc.org/events

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Five Factors to Help Your
Printing Business Perform
Under Stress

On Our Radar

Staying Compliant with
California's Sexual Harassment
Training Requirement

Feature
Article

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Government
& Legislative

Human
Resources