

Opportunities for Women-Owned Firms

Women-owned small businesses are eligible to participate in a new federal contracting program: the Women-Owned Small Business (WOSB) Federal Contract Program. The program will be fully implemented over the next several months, with the first contracts expected to be awarded by the fourth quarter of fiscal year 2011. SBA has posted instructions on how to participate in the program, as well as launch the secure, online data repository for WOSBs to upload required documents, on its website: sba.gov/wosb.

Email Wars

At one time or another, we all find ourselves in the middle of a dispute. There's a problem with payment or with a job. There's an issue about something that has been said. There's a question about work performance. No matter what the issue, at the onset, there are two people with differing views of the same subject. The wrong place to begin a discussion between them is an email exchange and it gets worse if the exchange continues. Emails do not communicate nuance and subtle feeling but they do a great job with verbal brickbats (which are a great temptation while sitting alone at the keyboard). On top of this, emails never die and remain as evidence of the author's ill temper. The best way to deal with a problem is always face-to-face coupled with a greater willingness to listen than talk. If time

does not permit this, then a telephone call is far better than an email war that degenerates into an exercise of one-upmanship.

Protect Yourself

Equipment purchases of any significant size are usually funded by third party leases. Before you sign the multitude of documents – read them, ask questions, demand changes if wanted, and seek outside advice when you need it. Don't forget that if a problem comes up later with the equipment (it's a lemon) the lessor is still entitled to get paid as their money was good and they will demand it. Be sure that the purchase documents give you the right to fully test the equipment on your floor for an adequate time before acceptance and give you the right of cancellation if acceptance is properly refused. For big ticket items, include third party inspection and testing (PIA for example) as part of the conditions of acceptance.

Email Scammers

The latest in a long line of folks with phony email pitches is a "seriously injured U.S. serviceman" who just happens to have come upon a large sum of money in Afghanistan and needs your help to get out of the county so he can help his family. We suspect that this sort of thing is a by-product of the power of the internet to deliver millions of messages at minimal cost in the hope of sweeping up a sucker or two. At least with print, cost constraints limit the reach of these folks.



10193 Maple Leaf Court | Ashland, VA 23005 | ph. 804.550.7500 | fax: 804.550.4610

Perspectives - Newsletter for Management Team

PRINTING INDUSTRIES OF VIRGINIA



PIVA Newsletter Third Quarter 2011

Change Your Words...Change Your World

Printed words have so much power, and they can be compellingly positive or negative. Have you ever watch Jay Leno's headlines segment? He pokes fun at poor word usage, something that happens all too frequently.

Everything we print – brochures, banners, business cards, and more – conveys a message that may or may not be what the writer intended. We see mis-steps almost every day – either in a client's file or in something we find in our mailbox: could that really be what the person meant to say?

What is our role as print professionals when it comes to helping our clients with their message? Should we even have one? We obviously can try to improve the look and feel of printed pieces, but we tread on dangerous ground when we make suggestions about copy. I believe we owe it to clients to comment when we feel their content may have missed the mark, especially given the fact that results are so important and every marketing dollar counts.

Suggesting the use of a copywriter or editor can sometimes be the best way to help clients ensure their message gets across as intended. I've done this a few times, explaining how much it's benefited me. Because words are so important, enlisting assistance from a "word professional" is typically worth the consultation fee many times over.

Our clients' success is our success...and sometimes it's not just about printing.

Colleen Ruis Jackson, Account Manager, SOS Printing

CONTENTS

- So You Have All the Answers
- Change Your Words...Change Your World
- Food for Thought
- A Message from the Chairman
- Your for the Using
- Cut Waste, Grow Profits
- Welcome New PIVA Board Members
- 2011-2012 PIVA Board Members
- 5 Steps to Simplify Your Budget
- Checking References
- Opportunities for Women-Owned Firm
- Email Wars
- Protect Yourself
- Email Scammers

10193 Maple Leaf Court
Ashland, VA 23005
Toll Free: 866 550-7502
ph. 804 550-7500
fax: 804 550-4610
www.piva.com

So You Have All the Answers

As the CEO of a business, you are known as the one who has all the answers. But even if you DO have all the answers, don't share them all – at least not right away.

Here's why:

- Managers are intimidating. Like it or not, when you're in the dominant role, giving your opinion will alter the remainder of the discussion.
- Your employees need development. If you always give the answer, no matter if you're right or not, then you'll always be the only one thinking. Train your employees to think independently.
- You need to delegate. The only way to grow yourself, as well as the business, is by not allowing your employees to burden you with the responsibility of solving every issue.
- You need to understand your people. When others speak, you get to learn how they think and express themselves, and you can gauge their potential for growing into higher levels of authority and responsibility.
- You should always ask questions first. It's common for people to hear a question and think they instantly know the answer, and sometimes prematurely answer the question before knowing all the facts. So first just listen, suspend judgment, then ask questions to clarify and unearth more perspectives.

Food for Thought

"The past is to be respected and acknowledged, but not to be worshipped. It is our future in which we will find our greatness." - Pierre Trudeau

Calendar of Events

Webinar - Why Aren't You Selling More?

September 21 - 12pm

Jim Fannon Memorial Golf Classic

Hunting Hawk Golf Course

September 22 - 1pm

Webinar - Why Print is GOOD for the Environment!

September 29 - 2pm

Webinar - Six Senseless Sins of Salespeople

October 5 - 12pm

Webinar - Augmented Reality: Extending VOP -

sponsored by Ricoh
October 27 - 2pm

Women In Print Luncheon -

Featuring Barb Fellow

Northern VA
November 16 - 12pm

Color Management Conference

Phoenix, AZ
December 4-6

A Message from the Chairman



Bob Leveque
RR Donnelley, Lynchburg

Assuming the Chair position of the PIVA Board of Directors during the most challenging economic times most of us have experienced in our careers is something I take very seriously. When you couple the sluggish economy with the fact our industry is going

through a technological transformation we begin to understand the magnitude of the challenges we are all facing. We cannot operate "business as usual".

There is an old Chinese proverb, which states "every crisis is an opportunity". This is our opportunity to transform PIVA, our association, into an "asset" each and every one of us values. In each of our businesses we are always looking for a strong "return on investment" (ROI). My job, along with other members of your Board, is to quantify the excellent ROI PIVA provides its membership.

To assist all of us in navigating the technological transformation during these challenging economic times PIVA will be focusing on three primary "benefits" for its members:

- **Education & Training**
- **Group Purchasing Power**
- **Advocacy**

We are focusing on these three areas because we've been listening to what you, our members have said you need help with.

We believe focusing intensely on three major benefits is better than a "shotgun" approach, which dilutes our resources.

PIVA's focus on Education and Training is critical as we try to figure out how we should be positioning our businesses not only for today, but for tomorrow. PIVA's focus on Group Purchasing Power will provide you the opportunity to save money on key expenses, such as insurance, energy, shipping, and supplies. I've been shocked to learn how few of our members take advantage of our purchasing power. Have you checked to see how much money you could save? Our Advocacy efforts through Print PAC and PIA are one of our best kept secrets. We need to do a much better job of informing you of how PIVA is taking on regulatory issues that increase our costs. We are also advocating on your behalf on key labor and HR related issues.

Going forward we will be sharing "success stories" of fellow members. While it's natural for our businesses to compete for work on occasion, it makes perfect sense to band together where we can. A stronger and more informed membership will result in a stronger industry, which benefits all of us.

The key to our success is making our members successful. Quite simply PIVA is here for its members. We need to know what challenges you're facing in order to help your business and our industry be successful.

Please contact me at bob.leveque@rrd.com with your questions, comments, or concerns.

Let's work together and seize the "opportunity" to transform our companies during this unique and challenging time for our industry and country.

Bob Leveque
PIVA Chairman

Yours for the Using

Your firm is a member of the world's largest graphic arts association, Printing Industries of America. Its resources are a mouse click away any time that you need them. Take a look at the PIA Listservs & Newsletters on www.printing.org. The listservs are a particularly good opportunity for you to pose questions and get answers from other firms across the county – check them out.

Cut Waste, Grow Profits

Operational excellence requires an elimination of waste. If you can cut the costs of activities that consume resources, but do not add actual value to your processes, your bottom line will undoubtedly start to grow. There is plenty of waste in our industry; however, it can often be hard to spot because people have grown accustomed to it. Printing Industries of America can help you see your wasteful activities and implement strategies to decrease it. We offer on-site help and facilitation through:

- Lean and Productivity Assessments
- Value-Stream Mapping and Lean Consulting
- Quick-Response Makeready Program (QRM)
- Total Production Maintenance Program (TPM)

Striving for operational excellence and greater profits means not tolerating waste. If you are ready to start eliminating waste in your facility, call Karen Keller at PIA in Pittsburg today (412) 259-1711 (email: kkeller@printing.org).

Welcome New PIVA Board Members



Robin Allen
Dogwood
Graphics
South Hill



Randy Shannon
Muller Martini
Richmond



Julie Mouganis
Hewlett Packard,
Indigo Division
Nokesville

2011-2012 PIVA Board Members

Bob Leveque, PIVA Chairman - RR Donnelley, Lynchburg

Meredith Mayes, 1st Vice Chair - Colorcraft of VA, Sterling

Daniel Fannon, 2nd Vice Chair - Fannon Fine Printing, Alexandria

Pat Patterson, Treasurer - Graphics Innovations, Richmond

Mike Fornadel, Executive-At-Large - Good Printers, Bridgewater

Mike Meredith, Executive-At-Large - The Printing Express, Harrisonburg

Susan Higgins, Immediate Past Chairman - Worth Higgins & Associates, Richmond

Jim Mayes, PIA Director - Colorcraft of VA, Sterling

Cal Sutphin Sr, Associate Director - Braden Sutphin Inks

Clay Oliff, Associate Director - manroland

Kitty Fallows, Associate Director - HP

Tony O'Connor, Associate Director - Coyne Textile Services

Julie Mouganis, Associate Director - HP

Randy Shannon, Associate Director - Muller Martini

Lee Biedrycki, Associate Director - VADA

Pete Whittier, Mailing Services of VA, Charlottesville

Robin Allen, Dogwood Graphics, South Hill

5 Steps to Simplify Your Budget

Many companies are looking for ways to reduce the stress, frustration and time involved with developing and managing a budget. Here are five steps that can help:

1. Calculate spending based on actual patterns. The Finance department needs a budget spread by month, but too often finance managers create a budget from total available funds, then "divide by 12." A better solution is to anticipate spending based on the previous year, which will automatically reflect seasonal fluctuations.
2. Use baselines & earmarks. In world class organizations, the Finance department will create baseline budgets. This doesn't have to be very complicated. For example, a baseline budget may simply assume 3% salary increases and 1% reduction in discretionary spending from the prior year. Then it's up to the department heads to earmark spending above that threshold.
3. Create a budget checklist. Managers aren't accountants, and sometimes they forget to put a number in a budget, even if there is a line item staring them in the face. Consider having

your Finance Dept. create a visible checklist so that as different areas get budgeted for, the manager can check it off.

4. Automate calculations. A recent survey found that 87% of budgeting is simple equations (totaling sums, calculating percentage increases, calculating rates for travel, etc.), yet the same survey revealed it is these calculations which account for most budget errors. The best way to prevent human error is to automate these calculations so users select them rather than write them.

5. Get multi-level budget approval. Before a budget is sent for Executive approval, the Finance Dept. should have department heads review and approve their individual components. It might sound like micro management, but it actually saves time because each level of review is attesting to the fact that the budget under them was checked for completeness and reasonableness.

The payoff of implementing these tips is that the time required to produce a budget is greatly reduced. This is because a lot of mechanics, error checking, error correction, and miscommunication have been minimized.

Checking References

Jim Kyger, Vice President of Human Relations, Printing Industries of America says that it's essential to check the references potential new hires using questions like there to do the job over the telephone. I understand [Prospective Employee's Name] worked for you from [date] until [date]. Is that correct?

1. What was their title? What were their responsibilities?
2. What was the employee's last salary? Did they always receive merit increases?
3. Did their salary include bonuses, incentives, or overtime?
4. Is the employee honest in your opinion?
5. Was it easy to replace them?
6. Since they were such a good employee [if, in fact, that is the reference], why didn't your company try to keep them from leaving?
7. Given that none of us are perfect, what would you say their shortcomings were?
8. Did the employee get along with all of their coworkers? If not, what factors led up to the conflict?
9. How did the employee come to be employed by your organization?
10. Can I take a moment to read you the part of the employee's resume that describes his or her job with you? [After reading the section] Is that a correct description?
11. Is this person eligible for re-hire?
12. Does this person have disciplinary memos in their file? Can you disclose the topic? Did the employee correct the issue to the company's satisfaction?