

# mag THE MAGAZINE

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## WHAT'S INSIDE?

## CHAIRMAN SPOTLIGHT

Paul Cousineau

(page 10)

## A Message from the CEO

(page 2)

## MEMBER SPOTLIGHT

Strategic Factory

(page 12)

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## TABLE OF CONTENTS

02

### A MESSAGE FROM THE CEO

Michael Makin  
Printing Industries of America

04

### EIGHT KEY STEPS TOWARD PREVENTING A DAMAGING DATA BREACH

Philip Gordon & Andrew Gray  
Littler Mendelson Affairs

08

### THE NEW PERFORMANCE RATIOS ONLINE TOOL IS AN INDUSTRY GAME CHANGER

Craig Press, Profectus Inc. &  
David Wilaj, Printing Industries of America

10

### CHAIRMAN SPOTLIGHT: PAUL COUSINEAU

Sarah Sudar  
Printing Industries of America

12

### MEMBER SPOTLIGHT: STRATEGIC FACTORY

Sarah Sudar  
Printing Industries of America

16

### INFOGRAPHIC: PRINT INDUSTRY 2020

Printing Industries of America

18

### THE STRATEGIC PLANNING CYCLE

Brian Van de Water  
SPL Consulting, LLC

22

### BEN FRANKLIN HONOR SOCIETY: PROPOSED CLASS OF 2019



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PIA



# A Message from the CEO

**Michael Makin**  
President & CEO  
Printing Industries of America

**Dear Friends and Colleagues,**

It is hard to believe that not only is another year quickly coming to a close but on January 1, we'll pass the threshold into a new decade as well. Many exciting things lie ahead on the horizon for the printing industry, and Printing Industries of America is proud to be a part of them.

Our industry is growing and changing, and so is the way we do business. Our world is the most diverse it has ever been. Five generations are currently operating in today's workforce. Technology is rapidly developing, allowing us to do business faster and more efficiently. More importantly, these changes bring with them potential for growth and development. Printing Industries of America is proud to serve its members by helping business owners tackle new challenges and maximize opportunities.

In these pages, you will have a chance to get to know our newest Board Chairman, Paul Cousineau. He brings a wealth of experience and business acumen in

continuous improvement and print management from his phenomenal work with Dow Jones. Paul and I will be working side-by-side throughout the year ahead on exciting new ventures that will open the doors to many new opportunities for our association and its membership.

On behalf of the Board and the staff at Printing Industries of America, I want to wish you a very Happy New Year! We look forward to continuing to work with you to grow and evolve the printing industry in the year to come.

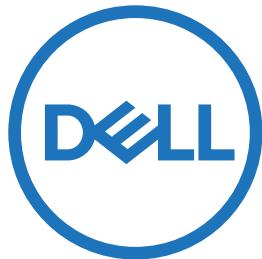
Best regards,

**Michael Makin**  
President & CEO  
Printing Industries of America





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# Eight Key Steps toward Preventing a Damaging Data Breach

**Philip Gordon and Andrew Gray**

Privacy and Background Checks Practice Group, Littler Mendelson Affairs



The rash of high-profile mega-breaches in the past two years, such as those involving Capital One and Equifax, have highlighted the critical importance for businesses to secure personal information. These mega-breaches resulted in substantial negative publicity, material drops in stock prices, administrative enforcement actions, and class action litigation. Even smaller security breaches can be very costly. According to one recent study, the average security breach costs businesses \$8.19 million or \$242 per compromised record.

While Congress has been unable to pass federal privacy legislation, state legislators have been acting. As of March 2018, all fifty states have enacted a data breach notification law. These generally require notification to affected individuals when sensitive personal information (such as Social Security numbers or credit or debit card numbers) is compromised.

The risk associated with a security breach will increase dramatically as of January 1, 2020, the effective date of the California Consumer Privacy Act (CCPA). Under the CCPA, any California resident who receives a security breach notification will have the right to recover between \$100 and \$750 in statutory damages (i.e., damages that are recoverable without proof of actual harm), on an individual or class-wide basis, subject to proof that the compromised business failed to implement reasonable safeguards for sensitive personal information.

These recent developments highlight the importance for every business to develop, implement, and maintain a comprehensive written information security program to protect the sensitive personal information of employees, customers, applicants, and contractors. While up-to-date technology is an important element of such programs, robust policies, procedures, and practices designed to thwart malicious insiders and to prevent employee negligence are equally important given that workforce members are the primary cause of data breaches. These measures can include, for example, the following:

1. **Designate an employee to oversee the information security program.** This security official should serve as the point of contact for issues involving the program and oversee the company's data breach response in consultation with legal counsel.
2. **Conduct pre-employment background screening.** Effective background screening can help to identify job applicants who pose a danger to the personal information maintained by the business. Employees responsible for evaluating background reports should be looking for prior convictions indicating a propensity to misuse the personal information of others, such identity theft, fraud, and forgery.
3. **Require employees to sign robust confidentiality agreements.** At least for employees with regular access to personal information, the confidentiality agreement should (a) identify specific steps the signatory is required to take to safeguard the organization's personal information, (b) impose broad obligations to return the organization's equipment, and (c) confer on the organization broad remedies in the event the employee fails to comply with the agreement.
4. **Control access to personal information.** Restricting access to information, particularly sensitive customer, employee, and business information, on a need-to-know basis is a fundamental principle of information security.

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5. **Secure portable devices.** Organizations should push security controls to all mobile devices—whether company-owned or personal—that are used for work. These controls should include encryption, password protection, and automatic logout after a short period of inactivity as well as automatic lock out after a small number of unsuccessful login attempts and remote wipe capability.

6. **Secure paper records.** Require employees to lock up paper documents in secure areas, follow a clean desk policy, and maintain paper documents containing sensitive personal information on the organization's premises unless there is a pressing business need to remove them.

7. **Mandate and facilitate secure disposal of personal information.** More than 20 states have enacted laws requiring secure disposal of at least some categories of personal information. Employees should be required to

(a) shred or discard in locked barrels for shredding paper records containing sensitive personal information and (b) provide IT with any computer equipment used to store sensitive personal information so that information can be rendered irrecoverable.

8. **Conduct training and other awareness-building efforts.** Information security training should include at least a general overview of privacy and information security laws, how to prevent unauthorized use and disclosure of personal information, proper access from remote locations, how to identify potential security incidents (especially phishing e-mails), and how to report them.

By implementing these measures, among others, organization should be able to reduce the risk of a data breach and be better able to respond not if, but when one occurs.



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## ABOUT THE AUTHORS

Philip Gordon chairs the Privacy and Background Checks Practice Group of Littler Mendelson, the nation's largest law firm representing only management in employment law matters. Mr. Gordon recently taught privacy law as an adjunct professor at the University of Colorado School of Law. He also serves on the advisory board of Georgetown University Law Center's Cybersecurity Law Institute. Mr. Gordon has been listed in Best Lawyers in America since 2014 and has been named a Colorado Super Lawyer since 2006. He received his undergraduate degree from Princeton University and his law degree from the New York University School of Law. He served as a judicial clerk on the United States Court of Appeals for the Tenth Circuit.

Andrew Gray represents and advises businesses of all sizes on data rights and security, internet law, and privacy issues. In addition, he represents employers in all areas of labor and employment law, including involving discrimination, retaliation, and wage and hour issues. Andrew joined Littler directly out of law school, where he was managing editor of the *American Journal of Criminal Law*. In addition, he was an intern for the Hon. David Newell, Texas Court of Criminal Appeals, and the Hon. Harvey Brown, Texas First Court of Appeals. Andrew Gray is an associate in Littler's Austin office and a member of Littler's Privacy and Background Checks Practice Group.

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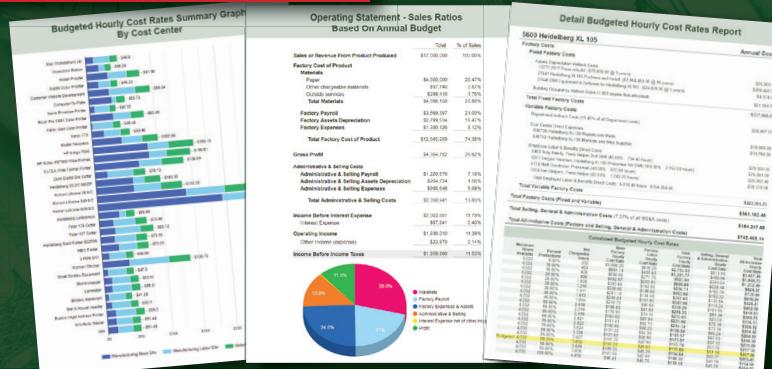
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# The New *Performance Ratios* Online Tool Is an Industry Game Changer

**Craig Press** • President, Profectus Inc.  
**David Wilaj** • Economist, Printing Industries of America



For decades, Printing Industries of America's *Ratios* program has been a staple of the industry. With data from hundreds of printing and related graphic arts firms, the program has always proven to be a trustworthy asset to firms across the country as they attempt to raise their bottom line and find inefficiencies in their operations. As the industry continues to evolve, so must the *Ratios*. PIA, in partnership with Profectus Inc., has recently launched the ratios studies as a new fully-redesigned online tool called the *Performance Ratios*, which can be accessed by visiting [www.PerformanceRatios.com](http://www.PerformanceRatios.com).

## What's different about the new *Performance Ratios*?

The whole structure of the program has been overhauled in order to provide a truly dynamic experience. [PerformanceRatios.com](http://www.PerformanceRatios.com) guides the

user through the process of entering their financial and other information with interactive, intuitive forms.

Once the data is entered, the system instantaneously generates a detailed individual company Performance Analysis Report (PAR), which benchmarks the company's data against hundreds of other companies and industry profit leaders using crucial performance metrics.

The PAR report provides a score and bar chart for each metric indicating how well the firm is doing compared to their peers and profit leaders, a description of what the metric means to their business, and how they can improve metrics that may be substandard. The reports and graphs are formatted to be viewed on screen or printed and get updated dynamically as new data becomes available.



## Three Different Options

The *Performance Ratios* has three different levels, so customers have the flexibility to choose the option that best fits their needs and budget. PIA members can sign up for the basic edition free of charge for one year, which includes 48 key financial performance ratios.

The premium edition includes a more detailed PAR that uses over 150 ratios including sales, value-added, profitability, cash flow, assets, liquidity, activities, payroll, employee profiles, inventory, and many more key metrics.

The professional edition also includes over 150 performance ratios. It gives users the capability to view reports that are more specific to their operations based on geographic location, sales volume, printing processes (digital, sheetfed,



web offset, etc.), product specialty, and other criteria. Professional edition customers will be able to compare their prior yearly ratios and create trends as they accumulate more years of financial and operational data.

### Industry Game Changer

The *Performance Ratios* is an invaluable tool that will help companies understand if they are on the right track for success and where to focus attention so that they can be more efficient, productive, cost effective, and profitable.

### ABOUT THE AUTHOR

Craig L. Press is the President of Profectus Inc., a consultancy that helps printing and packaging organizations reduce costs and improve profitability by implementing industry best practices and leveraging technology. He has over 40 years of experience in estimating, customer service, operations, production, costing, inventory, IT, and accounting. Craig is also the creator of CostRatesAdvisor.com, the industry's foremost software for calculating budgeted hourly cost rates.

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# CHAIRMAN SPOTLIGHT

## Paul Cousineau

### Sarah Sudar

Copywriter,  
Printing Industries of America

**Article photography credit:** Yareb Rojas, Dow Jones

Paul Cousineau started in the print industry very young. At the age of 14, his mother enrolled in adult night school to learn about the graphic arts and she asked him if he wanted to go with her. He did. He's spent his entire career working in print, almost exclusively for Dow Jones, and has been newly appointed as PIA's Chairman of the Board after serving as the First Vice Chairman and Chairman of the Research Committee.

After Cousineau was introduced to the graphic arts by attending night school, he took a job in a small print shop sweeping floors, which led to learning how to run an envelope press. He continued working at print shops throughout high school and college while enrolled in the University of California, Irvine for applied physics. Here, he learned the ins and outs of the newspaper industry by serving as production manager for the *New University*—UC Irvine's newspaper. After a couple of years in Irvine, he enjoyed working in print so much that he decided to switch colleges and degrees, enrolling in the graphic communication and print management program at California Polytechnic State University in San Luis Obispo.

In 1984, the year before Cousineau graduated college, he worked as a production intern for Dow Jones in Dallas, Texas and was hired full-time after graduation. He's since spent his entire 35-year career with Dow Jones, moving through positions, departments, and locations across the U.S. He's served as a production manager at various facilities as well as director of national production, director of innovation and continuous improvement, and currently is vice president of prepress, continuous improvement, and IT operations. In his current role, he is responsible for a shared service group including all prepress functions: advertising services and operations, layout, classified booking, continuous improvement,



IT support, and operations for *The Wall Street Journal*, *Barron's*, *New York Post*, and other newspaper and magazine publications.

While at Dow Jones, he's been heavily involved in the advancement of the company's products and printing capabilities, especially with press improvements over the years, including upgrades to color capacity and better controls. In the 1990s, he helped consolidate the way *The Wall Street Journal* was produced and he's invented several technologies that are implemented on presses, such as a closed-loop inking system that improves quality and helps make the presses run more effectively with minimal waste.

Cousineau isn't spending as much time in plants these days; he's more focused on managing people and processes.

"When it comes to product quality, if the quality is not in the people, it's not in the product on a day-to-day basis," says Cousineau.

He adds that the times when he can work side-by-side with production staff in the plants are when he really feels the most alive: helping them solve a problem, project, or the daily work.

Outside of the office, he's very involved in supporting education in print and the graphic arts industry through TAGA, The Technical Association of Graphic Arts. While at Cal Poly, he helped start the first student chapter of the organization, reconnecting with the organization as a professional almost 20 years ago. In 2010, Dow Jones approved Cousineau to publish a technical white paper on the details of how his closed-loop inking system is designed, and the paper appeared in that year's *Proceedings*. He also serves on the advisory boards for the graphic communication and journalism departments at Cal Poly.

"Young adults are coming into the industry and it's exciting to see them learning the skills they need to get started, contribute, and keep it going," says Cousineau.

The industry is continuously contracting and growing, and there are a lot of different directions young adults coming into the industry can go. Throughout his career, Cousineau has seen a lot of change in the newspaper industry, but he says if you look at other segments, like packaging and its related fields, it's booming. And, he says that's going to continue to be the case. There are

many related areas that allow companies to get into printing, and they might not even realize they are in the field, such as printing fabric for apparel or printing a display or on a physical device.

"There's definitely a future in printing because it's such a flexible and economical medium that we use to communicate," says Cousineau. "It's everywhere you look, from the wrap-around on a bus to the wood grain on a desk—someone had to print those products."

Cousineau adds that we have a bright horizon ahead and he is very excited about the future of the print, its related manufacturing and support industries, and Printing Industries of America. In 2020, it is his privilege to work with the Board, PIA staff, affiliates, and the membership to secure the future of PIA for the long term by leveraging:

- Unmatched member value proposition with delivery of programming and benefits from local affiliates.
- The services and vast suite of PIA national capabilities delivering world-class conferences, human relations and environmental/health/safety programming and consulting, technical support, training including the iLearning Center, industry market research, government advocacy, National Buying Program, and many other services and benefits.



Paul Cousineau poses with a statue of Bernard (Barney) Kilgore, managing editor of *The Wall Street Journal* from 1941 to 1965. Kilgore was credited with creating the modern *Journal*, making it more accessible to the average consumer, providing lively in-depth journalism.

# MEMBER SPOTLIGHT

## Strategic Factory

### **Sarah Sudar**

Copywriter,  
Printing Industries of America

Keith Miller, CEO of Strategic Factory in Baltimore, Maryland, is living proof that the American Dream is alive and well. He moved to the United States in December of 1999 with limited resources, took a chance in the quick print industry, and has transformed his company from a small print operation to a marketing service provider dedicated to being a single-point provider for all things marketing, branding, and communication. With a “can do, will do, happy to” mindset, Miller has always had growth in mind by focusing on customers and continually diversifying product offerings.

In 1991, Miller started Jammin Audio in South Africa initially as a hobby, where he sold car stereos, security, and cellular systems for cars, until he grew the company into a full-fledged business with four locations. At the age of 26, he realized that if he wanted to have a viable future (including a family) it wasn’t going to be in South Africa due to unsafe living conditions.

To get out and explore his possible next steps, Miller took three months off from work and booked a trip around the world, visiting places where he knew someone. He told his Jammin Audio business partners to find a way to buy him out of his share of the company, and he worked his way across Australia and eventually ended up in Baltimore on the final leg of his trip. It was a chance meeting with a woman (who would end up becoming his wife) at a dinner party in Baltimore that would start the next chapter.

Miller made the official move to Baltimore in 1999. Once in the United States, the challenge was to find something to do in a country where he knew only a handful of people. Miller decided to get into the franchise business,





because it was a proven business model and having a silent partner who could show him how America worked was attractive. Miller researched different franchise businesses, but it was his aunt in South Africa who persuaded him to get into printing. His aunt was selling print franchises and introduced him to a representative in the United States.

When he moved, Miller had minimal financial resources so he purchased a distressed Minuteman Press franchise because he couldn't afford a new one. While working to turn the business around, he had to replace a copier, and a salesperson recommended a digital copier since it was the latest and greatest in technology at the time. He found it beneficial to lease the equipment, which turned out to be a wonderful idea, because every three to five years the equipment would be replaced with the latest and greatest technology available at that time. He's followed that model ever since. Miller will purchase tried and trusted equipment, but anything new or unknown in this fast-changing environment, he prefers to lease.

Over time, Miller grew his business from a single location to being one of the largest franchises of Minuteman Press through hard work, strategically purchasing other franchises in the market, and always marketing. With a “Yes! Yes!! Yes!!!” mindset, the company had always told its customers that it could print more than just business cards, but for some reason, they weren’t thinking of them for other jobs. So, Miller decided to change that.

In 2015, the company moved into a 40,000-square-foot building and changed its name from Miller’s Minuteman Press to Strategic Factory. In addition to printing, Strategic Factory now offers marketing, branding, and communications services such as creative design, interior and exterior signage, digital marketing and web services, along with promotional products and branded apparel.

“You’re either moving forward or you’re moving backward,” says Miller. “As the printing industry grows and changes, you need to be diversified enough so that you can face whatever challenge comes your way.”

Growth is essential and it’s not negotiable. It’s something every business in every industry needs to embrace and figure out how to innovate and grow. He says that no

business can remain relevant and current if they do nothing. There are the pressures of rising costs, instant gratification, and customers who want things done cheaper. The hardest part is figuring out how to do it wisely and strategically.

Customers and technology are important, but it's the people and culture a company creates that foster growth. Miller says that they can teach people how to do their jobs—the “can do!”—but the “will do” and the “happy to” are not negotiable; you can't drive change and forward momentum without it.

With the growth and expansion of Strategic Factory, Miller is now focusing on the strategic part of the business. He says the company has dipped its toe in a lot of synergistic business segments and figured out the verticals they want to play in. Now, it's time to focus on productivity and throughput to deliver a better holistic customer experience.

“Think of us like the Amazon model,” says Miller. “No matter what type of product a customer is trying to customize with a message, we should be the answer for that.”

If he won the lottery, he wouldn't consider selling the business. He loves what he does, he loves being busy, and loves the building and expanding the business. And, quite frankly, he doesn't know what he would do with his time otherwise.



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# Print Industry 2020

Industry growth is primed to continue into the next decade.



**\$821  
Billion**

Print is expected to top \$821 billion globally by 2022.

**\$7  
Billion**

U.S. printing shipments are expected to top \$7 billion in a month for the first time since 2012.

**\$80  
Billion**

In 2020, U.S. printing shipments are expected to top \$80 billion (yearly) for the first time since 2016.

**93%**

Optimism remains high: 93% of printers believe that expansion is occurring in the industry.



## The economy & print

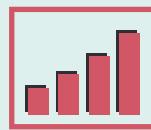
Historically, there has been a positive relationship between the U.S. GDP and print when it comes to expansion or contraction. When the U.S. economy is growing, we could expect print to grow as well, albeit to a lesser degree. On the other side of the coin, print struggles and contracts during economic downturns. Heading into 2020 there are many positive indicators that suggest this expansion will continue at a modest pace.

**125**

125 straight months of economic expansion heading into 2020



Near record low unemployment looks to continue into 2020 (currently 3.6%)



With modest economic growth, print is expected to grow by \$1.7 to \$2.6 billion in 2020 domestically

## Areas of high growth



Industry growth will be driven by digital print, labels and packaging, and value-added services because of higher demand from the advertising and consumer goods sectors.

10.9%

Digital print for packaging is expected to grow more than 10.9% per year over the next five years.

4.1%

The global print label market is expected to grow over 4.1% annually between now and 2024.



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# The Strategic Planning Cycle

**Brian Van de Water**  
CEO · SPL Consulting, LLC

You often hear about the topic of strategic planning, but what is it? Strategic planning is a leadership activity used to set high-level overarching priorities or objectives, focus time and resources, strengthen performance, and ensure the team has direction and is working toward common goals. It is more than budgeting. It should cover key areas such as team development, implementing a Lean and team-based culture, and identifying new markets to penetrate. These initiatives should focus on capitalizing upon your strengths and improving areas where you are underperforming.

Sounds easy right? If it were easy, the statistics would be stronger. Many companies create some form of a strategic plan. Depending on which studies you review, as few as 5% up to at most about 30% of companies say they successfully implement and achieve their strategic plans. Even more staggering is the fact that fewer than 50 percent of companies actually take the time to create a strategic plan.

You can avoid adding to the statistic of failure through a disciplined approach to creating a plan and holding each other accountable to execute it. It starts with being clear

and honest about your mission, vision, and principles. As companies grow, they often change or drift away from the original dream or culture they intended and don't realize it. You need to be open to the possibility that you aren't perfect, and what you did yesterday may not be the way it should be done going forward. Stated another way, you need to seek out not only what you do well but also what needs a fresh approach. Looking objectively at what is working and what is not working, using both internal feedback and external data, can help you uncover these opportunities.

I have used the following strategic planning cycle throughout most of my career, developing a track record of leading teams to successfully execute 90–95% of all strategic planning initiatives, on time, year over year. These results were generated in industries varying from printing to microbiology to robotics.

Upon completion of this process, the strategic plan must become a living document—it must be taken seriously and your team must hold



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each other accountable to take time to work the plan above nearly all else. Why? Without attention and commitment to execute and sustain, the time spent developing the plan will become time wasted. In creating the strategic plan, you together identified the most important actions needed to ensure success. By definition, it must take priority over most other tasks. You must develop the discipline to routinely review progress, measure results, and course correct if necessary.

As you contemplate this process, you should also consider how you will transition to the next generation of leadership. This is often overlooked until it is too late to properly



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prepare. This can and likely should be part of your long-term strategic planning efforts to set performance requirements, provide appropriate business exposure, and prepare new leaders to seamlessly take the reins. Both public and private companies face similar challenges with succession planning. Ensuring the entire leadership team is prepared and capable of taking on the significant responsibilities that come with being in charge is the key. The successors need to be considered for senior roles based upon performance and leadership strengths, not solely because they are personal friends or have the same last name. Companies that allow individuals to become the

CEO or president based upon that criteria are likely doomed to stall or, worst case, fail completely.

Do you want to achieve double-digit growth year over year? Do you want to foster a high-performance team-based culture that consistently achieves world class results and outperforms the competition? If so, you may want to consider engaging a robust strategic planning process to create the roadmap to guide your team to success. SPL Consulting, LLC would welcome the opportunity to partner with you to explore how our proven process can help you achieve great success well into the future.

## ABOUT THE AUTHOR

Brian Van de Water has over 30 years of industry experience and specializes in strategic planning, Lean implementation, and leadership development. He has been a C-level executive since 1996 and has successfully achieved higher levels of operational performance while working in the label and package converting industries with companies like WS Packaging, REXAM Medical Packaging, and James River Corporation. He has diverse experience in other industries including microbiological testing, robotics, and co-extruded films.

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