

OVERCOMING FINANCIAL CHALLENGES AND STEERING TOWARD SUCCESS



Sometimes, no matter how much effort and perseverance you put in, the results just aren't meeting the expectations of shareholders. To be clear, "not satisfactory" can range from doing reasonably well but missing targets, to worrying when the bank calls. Let's look at some key areas to get your company back on track toward sustainable profitability.

This is a team sport

Turning a company around is challenging and requires a collective effort. Start with your leadership team, ensuring everyone is fully aware of the business's current status. If you have an annual planning process and regular leadership meetings, there should be no surprises. If you don't, be candid with your team. If you can't be direct with some members, they might not belong on the team. Avoid blame games; instead, foster a sense of unity and collective responsibility.

Extend this transparency to your quarterly company-wide meetings. Clearly communicate the need for everyone's help to get the business back on track. If your culture has not been to share numbers, I might not start now. Rather, use percentages of target or last year's results. And don't hesitate to solicit ideas from all parts of the organization — you might be surprised at the valuable insights you receive.

Business intelligence

Good performance data is crucial during challenging times. Don't fall for the "we just need more sales" mantra; while increased sales help, they won't solve everything overnight. Ensure sales growth isn't masking underlying inefficiencies. Your aim is to be profitable with your current sales, but don't let off the pedal for your new business initiatives.

Evaluate your staffing and efficiency. Track chargeable hours, overtime and productivity by employee and department over time. Analyze ratios and trends compared to more profitable periods. Consider if your costs are rising and when you last raised prices. Examine any additional non-value-added costs you're incurring. Leverage all available technology and software to eliminate unnecessary expenses and redundancy.

Accurate data is vital. Regularly review your key performance indicators and financial statements to diagnose issues. Understand and utilize both leading and lagging indicators appropriately.

Details matter

Correcting a business's course usually requires precision rather than drastic measures. This is where your external advisors — accountants, bankers, legal counsel, or consultants — can offer valuable guidance. Take a measured approach to ensure each action is effective. Remember, your staff will be observing every move.

Discipline: The hard part

One of the toughest aspects of a business transition is the slow pace of change. Deciding on actions is the easy part; implementing them thoughtfully and consistently is harder. Monitor progress and be prepared to adjust as needed, but remain persistent. Your situation didn't develop overnight, and it likely won't improve overnight either. Stay committed, and you'll achieve your goals.

If you have questions or want to share your experiences, please reach out to me. Good luck and let me know how you're doing.

Source: Mike Philie, www.philiegroup.com, mphilie@philiegroup.com. Mike provides strategy and insight to ambitious owners and CEOs in the Graphic Communications Industry.

**STAY COMMITTED,
AND YOU'LL ACHIEVE
YOUR GOALS**

BUSINESS MANAGEMENT

OSHA'S TOP 10 SAFETY VIOLATIONS FOR FY 2024

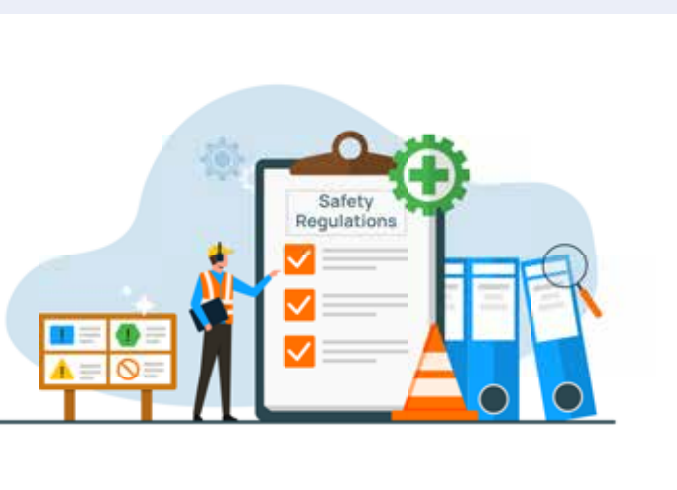
OSHA has released its list of the 10 most frequently cited workplace safety standards violations for fiscal year 2024. While this list covers all industries, not just our industry, it is a great starting place for reviewing your own safety programs.

Take a look at this list, and think about if you need to make some safety improvements in any of these areas:

- Fall Protection – General Requirements** – This is number one for the fourteenth year in a row.
- Hazard Communication** – In order to ensure chemical safety in the workplace, information about the identities and hazards of the chemicals being used in your workplace must be available and understandable to workers. OSHA's Hazard Communication Standard is meant to make this happen.
- Ladders** – Many of the regulations regarding ladders are common sense safety measures. For example, don't use the top of a stepladder as a step, don't use the ladder on an unstable surface, and don't carry an object or load that could cause you to lose your balance and fall.
- Respiratory Protection** – This moved up a few notches from 2023.
- Lockout/Tagout** – This is extremely important in the printing industry. When a piece of equipment is being serviced or repaired, you must have complete control over the energy

source that normally powers this equipment. This is where your lockout / tagout policies come into play.

- Powered Industrial Trucks** – Powered industrial lift trucks are a frequent citation in the printing industry. Be aware that there are dozens of rules that must be followed for forklift safety! Drivers must successfully complete formal classroom training covering all of these rules before they get behind the wheel.
- Fall Protection – Training Requirements** – What's notable here is that it's the training requirements that companies are being cited for as a safety violation, not actual falls.
- Scaffolding** – Of course, scaffolding violations are not common in the graphic communications industry.
- Personal Protective and Lifesaving Equipment – Eye and Face Protection** – For example, press operators need to wear safety goggles (as well as nitrile gloves) for press clean-ups, to protect against caustic chemicals.
- Machine Guarding** – Historically this has been the number one citation in the printing industry. Remember, you **MUST** guard against cutting, crushing, entanglement, shock or burn, and you must do this with total guards. Partial guards are never acceptable.



MEMBER NEWS

SURPLUS DRIVE: AN ANNUAL "TO DO" THAT BENEFITS YOUR BUSINESS

So many PIA members participated in this year's R.A.I.S.E. Surplus Drive in October that we were able to give nearly 70 pallets of paper, as well as stacks of office supplies, to representatives from 30 very grateful graphic art and printing-related schools and programs that Saturday.

Donors and recipients all benefited

While the benefits for the recipients might be obvious, not all PIA members realize that participating in the Surplus Drive has significant benefits for them, too. Here's why we say this is a win/win/win:

- Win #1: The schools really need these materials.** You'd be shocked to learn what is not covered by their budgets. To them, this paper is like gold. School representatives drove to the event in Anaheim from as far away as Scottsdale, Arizona to participate!

Because these donations truly are for a good cause, donating your surplus paper here is a much better option than recycling it (or storing it for years, hoping to eventually find a use for it).

- Win #2: You get to clear out your storage space** and make room for new paper coming in. Your managers will thank you.
- Win #3: You get a tax write-off for the value of the paper donated.** The Surplus Drive is run through the R.A.I.S.E. Foundation, which is a non-profit organization. To obtain a receipt for tax purposes, donors simply need to check their purchase records to determine the value of the paper being donated and tell us this number. Then we create a receipt for that amount in the form of a letter on R.A.I.S.E. Foundation letterhead.

This is the best thing to do with your surplus, unused paper

When you have extra paper or office supplies, please do not recycle or trash it. Instead, save it for the fall, when it can be donated to the annual Surplus Drive and put to good use.

For example, have you ever wondered what you can do with those butt roles? The schools love them! They get used for banners, sketch drawing paper, table coverings and more. How about your extra sheet fed paper? These get used for everything from newsletters, yearbook test runs and graduation announcement catalogs to fliers and notification for parents. In many school districts, paper for these seemingly basic things is not in the budget.

For more information, contact Kristy Villanueva at kristy@piasc.org or 323.728.9500 ext. 215.

STEPS TO TAKE IF THERE'S AN ACTIVE SHOOTER

In today's world, the unfortunate reality is that active shooter incidents are no longer confined to public spaces — they happen in workplaces across the country.

Often unpredictable, active shooter incidents can evolve quickly and leave little time for an organized response. The FBI recommends that if you hear shots fired in your workplace or witness an armed person threatening people, you quickly choose from three options to save your life: Run, hide or fight.

RUN: Your first and best option

The primary goal in any active shooter situation is to get away from the danger as quickly as possible. If there is a safe path, employees should:

- **Evacuate immediately:** Don't wait for others to agree. If you see a clear path to safety, take it. Encourage others to come with you, but do not let their hesitation slow you down.
- **Leave your belongings behind:** In an active shooter situation, time is of the essence. Trying to gather personal items can delay your escape and increase your risk.
- **Help others escape if possible:** If you can, assist those who need help, such as individuals with disabilities, to evacuate safely. However, your priority should be your own safety.
- **Prevent others from entering:** If you're certain that a shooter is in a specific area, try to prevent others from unknowingly walking into danger by warning them or blocking their path.
- **Keep your hands visible:** When you're fleeing, make sure to keep your hands visible to law enforcement officers who may be responding to the situation. This helps them identify you as a non-threat.
- **Call 911 when safe:** Once you're out of immediate danger, call 911 and provide as much information as possible—such as the shooter's location, the number of shooters and the type of weapons involved.

HIDE: When you can't run, find cover

If evacuation isn't possible, the next best option is to find a place to hide. However, not all hiding places are created equal.

- **Find a safe location:** Look for a place that is out of the shooter's view and provides some

protection if shots are fired in your direction, such as behind a locked door or solid object like a filing cabinet or heavy desk.

- **Lock and barricade doors:** If you're in an office or room with a door, lock it and use heavy furniture to barricade the entry. This can slow down or prevent the shooter from entering.
- **Silence your phone:** A ringing phone or any noise can give away your hiding spot. Make sure your phone is silenced and remain as quiet as possible.
- **Turn off lights and stay out of view:** Darken the room by turning off the lights and stay away from windows and doors where you could be seen. This makes it harder for the shooter to locate you.
- **Remain calm and quiet:** Panic can make you more noticeable. Focus on staying calm and controlling your breathing. Try to reassure others around you to remain quiet as well.
- **Stay put until help arrives:** Do not leave your hiding place until law enforcement has given the all-clear, even if you believe the shooter has left. It's important to remain hidden until you're sure it's safe to emerge.

FIGHT: As a last resort, defend yourself

If your life is in imminent danger and neither running nor hiding is possible, the FBI advises fighting back as a last resort. This option is about survival, and it requires a commitment to act decisively:

- **Commit to your actions:** If you choose to fight, do so with the intent to stop the shooter. Your actions should be as aggressive as possible to increase your chances of survival.
- **Use improvised weapons:** Look around for anything you can use as a weapon—fire extinguishers, chairs, scissors or heavy objects can be used to incapacitate the shooter.
- **Work as a team:** If you're with others, coordinate your actions to overwhelm the shooter. Multiple people attacking simultaneously can disorient and subdue the attacker.
- **Aim for vital areas:** Focus your efforts on areas that will incapacitate the shooter—eyes, throat or head. The goal is to stop the threat as quickly as possible.

- **Continue the assault until the threat is neutralized:** Do not stop fighting until the shooter is no longer a threat. This may mean disarming the shooter or rendering them unable to continue their attack.
- **Be prepared for law enforcement:** When law enforcement arrives, immediately drop any weapons and show your hands to avoid being mistaken for the shooter.

Training is essential

Making life-saving decisions should be practiced and understood before an incident occurs. Active shooter and workplace violence training should be a regular part of your organization's safety program. Preparedness saves lives. In the face of an active shooter, every second counts. Training employees in how to respond can significantly reduce the number of casualties and increase the chances of survival.

Ensuring the safety of your employees is paramount, and one of the most effective ways to do this is through comprehensive active shooter training. Traliant, a PIA Partner organization, offers Active Shooter Response training (see bit.ly/active-shooter-course) based on the FBI's recommended "Run, Hide, Fight" response method.

Source: Traliant, www.traliant.com



GOVERNMENT & LEGISLATIVE

ON OUR RADAR

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

- **FAQs on PAGA released** – The California Labor & Workforce Development Agency recently published Frequently Asked Questions on the Private Attorneys General Act (PAGA). To review this helpful overview of the complex PAGA law, visit bit.ly/PAGA-faqs.

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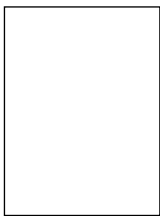
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BUSINESS MANAGEMENT: OSHA'S TOP 10 SAFETY VIOLATIONS FOR FY 2024

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MEMBER NEWS: HUMAN RESOURCES

SPOTLIGHT EVENT: STEPS TO TAKE IF THERE'S AN ACTIVE SHOOTER

PAPER MARBLING WORKSHOP
January 18 or 19, 2025
9:00AM - 3:00PM
www.primuseum.org/bookarts

OSTS FREE WEBINAR:
Properly Managing a Cal OSHA Investigation
January 20, 2025
10:00AM - 11:00AM
bit.ly/OSTS-webinar

EXECUTIVE OF THE YEAR
Nomination Deadline
Friday, January 31, 2025
Download form from "Member Resources" section at www.piasc.org

PRINT EXCELLENCE AWARDS
Call for Entries Deadline
Friday, February 21, 2025
www.piasc.org/printexcellence/

SPOTLIGHT EVENT

EXECUTIVE OF THE YEAR NOMINATION DEADLINE
Friday, January 31, 2025
Download form from "Member Resources" section at www.piasc.org

Each year the PIA Executive of the Year award honors an individual for being a long-term major contributor to the graphic arts industry in the 13 Western states that PIA serves. Know someone who fits the bill? Nominate them today!

EVENTS CALENDAR
For full list of events, please visit www.piasc.org/events