



President's Prerogative Skills Result in 'Value Add'



Your company mission statement may state, "People are our most important asset" or something along these lines. Whether it is a cliché or not, it is probably a reality in most organisations.

We then ask ourselves, if this resource is so valuable, how do we keep it? Keeping the good people in a highly competitive environment where there is a war for talent that is getting more expensive month after month is not easy.

One of the solutions is to adopt training as a core activity within your company. Non-stop training, a relentless expectation of continued improvement will provide unexpected returns.

What 'value add' can a professionally trained member of staff bring to your company? And secondly how do you continue to get optimum performance from this new generation of young talent?

Firstly, planning is essential. A well-articulated training plan, which ties into your company's total strategy needs to be

designed. Just as you would design and prepare the area of your factory before you install that new multi-colour press from Europe or Japan. The same amount of detail, forward planning, expectations of longevity of career needs to be applied when dealing with a new recruit.

Training is no longer a 'nice to have'; it is an essential part of the company's strategic conversation.

The 'new recruit' needs to be equipped with some fundamental skills. Gone are the days when you could recruit off the street and expect a 'skills return' in a fortnight. The risk is too high and the skills base far too shallow. And the latest equipment is too complex, and too expensive, to allow unskilled staff to operate it.

Pifsa took a strategic decision more than 12 years ago to assist our industry in getting the required foundational skills into the workplace through a substantial investment at the Cross Media Training Centre. This industry can select people not only with these foundation skills, but who also have the correct profile. This will assist you with your BBEE and EE

policy implementation.

By selecting individuals from the Cross Media Training Centre or alternatively sending existing staff to one of our centres you will achieve a number of outcomes.

You will secure more efficiency resulting in less waste. Achieve an accelerated learning programme. Implement a career path for entry-level staff thereby increasing the longevity of their employment and also retaining their skills. Obtain high point scoring on your BEE Scorecard (at present training accounts for a weighting of 20% of your total Scorecard). Utilise your own skills levers to your own advantage. Find out more about implementing a learnership programme by taking on students from the Cross Media Training Centre. You will minimise the risk during the early days of the incumbents' development. And above all else, the 'new generation' of skills bring with them new and creative ideas. People who are hungry for success can provide your company with a new ethos of development and success.

Plan for it! Use it! This is an opportunity to create a new skills base within your own organisation. **You cannot afford not to.**

Power Of Print Transportable

I wonder if you have ever been on a bus or a tube in London or New York or Paris or Madrid or Copenhagen. Of course all of these are cities with huge transport needs especially during the rush hours. On the tube or bus there you will see virtually all the people reading. Newspapers mostly in the form of the Metro phenomenon. Magazines. Books. Just sitting there reading. On your journey you will pass hundreds of posters advertising a vast variety of products and services.

I was in London recently and it struck me very clearly that print is so very transportable. We popped into a small outlet offering 'Genuine SA Biltong'. It was wrapped in a special packaging. Inside the store were a number of other familiar faces...Mrs Ball Blatjang; Chappies; Anchoviette; Nederberg wines; Rooi Rose and so on. All beautifully packaged here in SA. All transported to the UK.

Yes, like the transport systems that are so vital to the heartbeat of those big cities we talked about at the outset of this article, so too are all the vital elements of print. Whether it is in packaging or media, print has a vital role to play in the lives of all.

The print is 'in your face' all day every day. Taken for granted by all of us yet so vital to our lives. We play a massive role in the economy of the world. United by print. No matter where we are print is there and it comes from somewhere else for our lives and the lives of billions of the global village community to be enhanced.

So whether it is a product to be transported, or us on transport whilst we are being transported elsewhere ourselves...print is the transportable commodity.

Print is the first and last word in information technology. Print is really Powerful now and forever.



CEO Corner Profit and Service



I have just returned from chairing a meeting of the World Print and Communication Forum which was held in Chicago during Print '05. During the meeting, each of the various geographic

regions of the world gave presentations on the state of the printing and packaging industry from their perspective. It once again became very clear that South Africa, Australia, Europe and North America are facing very different challenges from those which are being faced by China, Malaysia and India.

In countries like ours, there is an ongoing focus on the reduction of labour, raw material and working capital costs in order to remain competitive, whilst these are not issues in the rapidly growing economies of China and India. Labour costs there are unbelievably low,

and there appears to be no need to reduce labour costs. Volumes are huge and the growth rate of the printing and packaging industry is almost double that of the rest of their economies. It is these countries that pose the greatest threat to the printing industries of countries like our own, particularly in non time-sensitive products.

In addition, advances in technology have led to dramatic changes in the kinds of skills that are needed in our industry and I believe that we are now more in need of a "service industry" attitude amongst our employees. We have moved from craft to production to service. Our clients need us to solve problems for them – and this is why they often resort to the use of brokers or agents to act on their behalf. As an industry, we need to show that we have the skills, knowledge and attitude our customers need.

In Rochester, New York, I recently saw a

digital print shop that specializes in books. The average print run length is 1.7 books! This is not a typo – one point seven books. They are however producing over 40,000 books a month. Orders come in on the internet and are dispatched on time every time. Many are photo albums and other books that are created on a proprietary template on the printer's web site, submitted electronically, printed and dispatched – all without any major intervention on the part of the printer. Three operators run two machines (in this case Xerox Igen 3s) and the shop runs a three shift system five days a week.

Who would have thought something like this possible five years ago?

By the way, the Rochester printer is looking for worldwide partners and if you would like to make contact with him, please let me know.

We need to think differently about our businesses – because if we don't, someone else will.

International Printing for Profit

This is the edited version of a recent article which was published on the GAIN website.

Dr. Ron Davis has been chief economist of PIA/GATF since 1988 and has responsibility for PIA/GATF's Ratios benchmarking program. He has also taught economics and management at various universities. **Mike Moffitt** has served as an executive at several printing firms including serving as president of Century Graphics Corporation of New Orleans.

GAIN: What do you think are the most difficult challenges facing printers today in their quest for profitability?

Mike: I think the most difficult challenge is the dynamic marketplace environment with consolidation of customers and competitors. This consolidation is destabilising long term customer relationships. Additionally, pressures from "corporate cost cutters" and management consultants have wreaked havoc on many long established printer-customer relationships. Almost overnight a valued relationship between printers and their customers can disappear as a result of a merger or acquisition.

Ron: I certainly agree with Mike that the dynamic market place is putting extreme pressure on printers and their customers. The bottom-line impact is the need to reduce costs and improve efficiency and at the same time increase service. These are often conflicting options.

GAIN: What are the one or two key metrics that printing company executives need to

focus on in order to manage their firms better and to improve profits?

Mike: I think printers need to rethink how they judge profitability. First, I think printing firms need to calculate "profitability by customer" by grouping all of a customer's jobs together and look at the total profitability from that customer. In too many cases printers are looking at a customer's value too narrowly. A metric on the total profitability by customer can reveal which customers are the most valuable and which ones are costing you money. Secondly, another key metric is "the cost of quality." By this I mean a better tracking of cost pressure points in the print production process including the cost of various value-added ancillary services.

Ron: Mike is right on target. Our most recent PIA/GATF Ratios indicates that the average printing firm gets over 8% of its sales from ancillary services and this figure is growing. Printers need to focus much more on a full set of metrics to evaluate and enhance their financial performance.

GAIN: What are the major differences between successful printers and those that are back in the pack?

Mike: I think today it is more and more of a service orientation. The best printers are focused on targeted just in time production and distribution. This not only improves their customer service but at the same time also reduces cost.

Ron: Let me offer a definition of successful printers and those that are back in the pack. Profit leaders are defined as printers in the top 25% of profitability. Profit challengers are the remaining 75%.

The difference in financial performance between these two groups is tremendous. Over the last ten years, profit leaders typically earned 8-12% before-tax profit on sales. Profit challengers basically broke even over this same period of time.

GAIN: What market forces are out there today that printers need to be most aware of?

Mike: I think the key market forces is the consolidation taking place among printers' customers and competitors and the changing role of the printer to a provider of a broad array of ancillary value-added services. Printers are not just printers any more.

Ron: The print marketplace of today is extremely dynamic. There is a lot of good news. Print markets are growing at the fastest pace in over five years. Printer's profits, while not at the levels they were in the mid 1990s are improving. I think Mike's point about printers not just being printers anymore is a key point.

For the complete article PIFSA members (who, through their Pifsa membership, automatically have access to GAIN) should go to the GAIN website www.gain.net



Techno Chat

Drying Problems with uncoated papers – back to basics

Our training taught us that different substrates require different handling and precautions; different ink formulations, different ink/water balance, different saturation/ ink film thickness/ densities, different ink transfer, -absorption and -oxidation rates, sometimes even different drying methods. Today's technology and materials are, however, of such an advanced nature that these considerations seldom need individual attention when changing from one substrate to another, unless when problems arise. Usually these are detected too late.

The reasons for these problems are quite simple: the above mentioned basics have been forgotten. In our hasty, just-in-time methodology, productivity is

boss and undue attention to the basics is time consuming and counter-productive. What we need to consider is that uncoated papers usually have a higher absorption rate than coated papers and that faster absorption could cause the ink surface to dry too fast, with slower through-drying, causing set-off, scuffing, mottling or chalking.

When inks dry too slowly, for example when the relative humidity is too high (after rain) or when the ink-water balance is incorrect, emulsification of the ink could retard drying. High acidity of fountain solutions, although seldom encountered if well known brands are used, can also retard drying and static electricity, apart from causing feeding problems, can also cause set-off.

Paper storage can also cause problems; particularly when premises are not humidified; as there is seldom time to acclimatise paper for several days to balance the humidity and moisture content. Low temperatures and high humidity are the main culprits. Optimum pressroom temperatures are 20-22°C and a relative humidity of 45-55%. Many set off problems are caused by handling materials prior to the ink having dried sufficiently.

It is not advisable for printers to change ink viscosity by adding driers, varnishes, reducers, anti-oxidants without checking on the advised amounts to be used first and measuring these out accurately. When regularly printing on both coated and uncoated substrates, it is advisable to keep different ranges of ink, especially formulated for the purpose, in order to minimise the risk of expensive problems.

A typical example indicating set off caused by improper handling of wet printed materials prior to the ink having dried sufficiently.

For further information please contact Erich Kühl Director Commercial and Technical Services (011) 699 3000



"FACTINATION... READ SLOWLY-- THESE ARE RATHER CLEVER!

- **ARBITRATOR:** A cook that leaves Arby's to work at McDonalds.
- **AVOIDABLE:** What a bullfighter tries to do.
- **BERNADETTE:** The act of torching a mortgage.
- **BURGLARIZE:** What a crook sees with.
- **CONTROL:** A short, ugly inmate.
- **COUNTERFEITERS:** Workers who put together kitchen cabinets.
- **ECLIPSE:** What a Cockney barber does for a living.
- **EYEDROPPER:** A clumsy ophthalmologist.
- **HEROES:** What a guy in a boat does.
- **LEFTBANK:** What the robber did when his bag was full of money.
- **MISTY:** Why golfers create divots.
- **PARADOX:** Two physicians.
- **PARASITES:** What you see from the top of the Eiffel Tower.
- **PHARMACIST:** A helper on the farm.
- **POLARIZE:** What penguins see with.
- **PRIMATE:** Removing your spouse from in front of the TV.
- **RELIEF:** What trees do in the Spring.
- **RUBBERNECK:** What you do to relax your wife.
- **SELFISH:** What the owner of a seafood store does.
- **SUDAFED:** Brought litigation against a government official.

Legal Matters: Attention!

Increase of the maximum income threshold of the Unemployment Insurance Fund

The Minister of Labour, Mr Mdladlana has amended the rate of earnings to the following with effect from 1 October 2005.

	Threshold as from 1 October 2005		Threshold up to 30 September 2005
Per Annum	R 131 592.00	One hundred and thirty one thousand five hundred and ninety two rand	R 106 032.00
Per Month	R 10 966.00	Ten thousand nine hundred and sixty six rand	
Per Week	R 2 530.62	Two thousand five hundred and thirty rand and sixty two cents	

Reference: Notice 850, Government Gazette 27946, 2 September 2005



Central Chamber News

Young Management Printers

On Thursday 1st September, 2005 (Spring Day in Johannesburg) the Young Management Printers of the Central Chamber of PIFSA arranged a breakfast, sponsored by Sappi Fine Papers to celebrate the occasion of the first day of Spring. The event, attended by approximately 100 persons, was held at the Country Club, Johannesburg in Auckland Park.

The event was well-attended and Lady Spring was in her finest to help with the celebrations. Not only was the breakfast superb and the company beyond comparison, but both the Young Management Printers Executive Committee and the management of Sappi used the occasion well to spread their respective message.

The YMP took the opportunity to explain to the gathered through the aims and objectives of that organisation, particularly emphasising the benefits of introducing junior and middle management employees within the industry to new technologies (which they would not under normal circumstances have the benefit of seeing) as well as

networking. The breakfast itself proved to be a prime example of the latter benefit and membership of the YMP now exceeds 100.

Mr Simon Grose of Sappi presented an excellent case for the use of print as an accompaniment to any other kind of advertising, particularly electronic advertising, in order to boost awareness and revenues of the advertisers. The information he shared with those present was the result of a considerable amount of research conducted internationally, including in South Africa and anyone who has not seen this presentation would benefit by contacting Mr Grose at their earliest convenience.

Labour Law Principles

Perusal of the Law Reports for June 2005, reveals the following nuggets of information:

Employers have a common law duty to take care of the safety of employees and this is not confined to an obligation to take reasonable steps to protect them from physical harm only but also includes a duty to protect them from psychological harm.

An internal investigation and disciplinary action against an employee is totally divorced and separate from any police or criminal investigation and the two must be

handled separately and according to different criteria.

If a portion of the business is outsourced, there is a legal obligation on the outsourcing employer to ensure that the employees who perform that task are transferred to the outsourced company. Should that outsourcing contract subsequently be awarded to another company, the legal effect is that those employees are returned to the original employer and must then be transferred to the new outsourced company.

Telephonic conciliation by the CCMA is perfectly acceptable and regarded as having been duly attempted.

The unilateral withdrawal of employee benefits (in this case, travel vouchers) and replacement by a financial incentive, without consultation with employees is an unfair labour practice.

Where employees lie, whether under oath or otherwise, at a disciplinary hearing, the employer is entitled to take disciplinary steps against those employees.

Should an employee refuse to commit his/her verbal resignation to writing, it is acceptable for the employer to accept that verbal resignation in writing and have such acceptance signed by an independent witness.



The YMP Breakfast, sponsored by Sappi Fine Paper, which held at the Johannesburg Country Club on the 1st September to celebrate the occasion of the first day of Spring.



Kwa-Zulu Natal Chamber News

SA Institute of Printing Annual Dinner

The KwaZulu Natal Chapter of the Institute recently held its Annual Dinner at the Durban Country Club. This was a special occasion, where close to 60 people enjoyed an evening of great company, good food and special entertainment.

The evening was very special as it saw the introduction of five new members to the Institute. These were Ted Reade of National Starch and Chemical, Rob Dicks of IpeX Machinery, Carl von der Decken and Ron Oborn of Trade Laminators, and Matthew Ambross of Printability.

Music for the evening was courtesy of Lauren Laing of Pop Idols fame.

The next official function by the Institute will be a full Council meeting which will be held during November 2005.



Council members: Geoff Warren, Ted Reade, Rob Dicks, Carl von der Decken, Matthew Ambross and Ron Oborn Front left Geoff Peters Newman and SAIP President Andrea Penetti



Left to right: Matthew and Sandy Ambross, Philip and Diana O'Flattery, Mike Atkinson and Nirmala Ramdhani.



Profile Lorna Mosca



After matriculating in 1986 and a two-month holiday, reality stepped in and I had to make a decision as to what I was going to do with my life. My father suggested I visit an old college friend of his who at that time was a director at Beith Digital. I contacted him, made an appointment to see him, and to cut a long story short I commenced my apprenticeship as a colour photolithographer in January 1987 with Beith Process and Phototype and completed my apprenticeship and qualified as an artisan in 1989.

In 1991 I joined Kiley Baker (Pty) Ltd, a Flexographic repro and design company. I was privileged to be part of a selected team to start the DTP department within the company and spent ten years in this sector of our industry during which time I learned and gained an enormous amount of

experience in Flexographic design and layout, which has led me to having developed a passion for Flexographic and Packaging design.

I decided to leave the production environment to pursue a career in training and development and joined Cross Media Training Centre as an Electronic Origination lecturer. One of my first goals after joining Cross Media was for me to upgrade my Photolithography qualification to that of Electronic Origination National Craft Diploma via the industry RPL route, which I successfully achieved in 2002.

Training and development has proven to be a unique challenge. It is a different ball game to that of the production environment, and can be frustrating, but most of the time it is very rewarding. After being in the printing industry for most of my adult life, I am glad that I am in a position to contribute back to the industry by training and developing the young entrants to our industry.

I recently completed the EDTP certified Outcomes-Based Assessment Unit Standard and I plan to further my career path in the field of Education, Training and Development Practices.

I am currently busy with a two year part-time Progressive Management Certificate through the Cross Media Business School.

On a personal note, I have a wonderful and very active little girl of seven years old. Celine started grade 1 this year and keeps everybody on their toe's.

My hobby is digital photography, I love taking photographs of children (mostly of my daughter, a total of 1800 photographs from the day she was born until now).

My next venture is scrapbooking and if it's worth mentioning, I am a beginner golfer and enjoy going to the driving range on the occasional Sunday.



Cross Media Training Centre Is still the centre of excellence.

2005 is drawing to a close with regard to full time training in the trades of Electronic Origination, Litho machine minding, Rotary machine minding, Continuous stationery and Flexographic Machine minding. In 2005 Cross Media returned to a one-year training programme for all the trades. The result of which will be beneficial to the printing industry when they take on the students as learners at their companies.

By changing to a one year programme the students receive eight-months of practical training opposed to three as they had in the six-month programme. They also complete the technical theoretical blocks. This means that the product, being our student will be able to be productive in a printing company with much more experience than ever before.

Employing a learner at a company is

beneficial not only to the learner but also to the company as a tax rebate can be claimed from the Receiver of Revenue on the onset and completion of training by the company.

The learner enters into an agreement between the MAPPP Seta, the company and himself or herself for the duration of the learnership period. Once the learner has qualified, the contract is then ended and the employer and the now qualified artisan can then renegotiate employment terms.

Cross Media offers loans to students who have achieved a "C" symbol or higher on their matric reports. Students receive R3000,00 per "C" symbol or higher up to a maximum of R12 000,00.

On successful completion of the course this loan is then converted into a bursary, thereby attracting hard working students to the printing industry.

Visit our website www.crossmedia.co.za or contact Lungi for more information with regard to employing a student or enrolling as a full time student.

"FACTINATION...

As Heritage Day was celebrated on the 24th September herewith some interesting facts on South Africa.

- Total geographic area 1,225,815 sq km
- Arable as % total of land 12%
- Population 42.1 million
- Population per square kilometre is 34 people per square kilometre
- Population under 15 makes up 34.0% of total.
- Population over 65 makes up 5.7% of total.
- No of men per 100 women is 96.5
- GDP R796 Billion



Océ South Africa Continues to support CMTC



*Peter Enslin of
Océ South
Africa*

The Cross Media Training Centre is the proud recipient of a VarioPrint 2105 scan, print and copy production system, courtesy of Océ South Africa.

For some six years, Océ South Africa has been supporting the Cross Media Training Centre by providing it with an Océ printer on which to train students. This year, Océ has renewed its sponsorship of the college with the donation of a VarioPrint 2105 scan, print and copy production system. "The machine will be used to train students on the operation of a digital press now that the college's curriculum is placing more focus on digital printing than previously," says Peter Enslin, marketing manager for Océ South Africa.

He says, "The print room, or central repro department, is facing increasing pressure to digitise, plus demands for faster

turnarounds, peak equipment productivity and manageability. The VarioPrint 2105 is ideally equipped to meet these challenges. Students being trained on this piece of equipment will enter the marketplace familiar with digital – and Océ – technology."

In addition to being used the train students, the VP2105 will be utilised by the college for its everyday printing, scanning and copying requirements.

Nick Delport, Managing Director of Cross Media Training Centre says, "this new installation will go a long way to meeting the needs of both our in-house production requirements, as well as the training of Digital Printing competencies to both industry and our students alike." He also expressed his thanks to Océ for their continued investment and commitment to training.

Cross Media Training Centre IMPORTANT REMINDER! TT Block dates in 2006

An important reminder that Cross Media Training Centre shall be offering two sets of Technical Theoretical Blocks per level at our Johannesburg and Cape Town centres during the 2006 training year. Learner registrations for TT blocks can be completed via Cross Media Training Centre. For further information and registrations please contact Renel van Rooyen at (011) 699-3000 CMTC Johannesburg or Patrick Pederson/Carmelita Sauls at (021) 552-4013 CMTC Cape Town.

Cross Media Training Centre Johannesburg TT Block Timetable 2006

First Semester

TT3 Special Block 9 January - 3 February

Exams (30 January, 1 February and 3 February)

TT1 Block 20 February - 17 March

Exams (13 March, 15 March and 17 March)

TT2 Block 8 May- 2 June

Exams (29 May, 31 May and 2 June)

TT3 Block 5 June - 30 June

Exams (26 June, 28 June and 30 June)

Second Semester

TT1 Block 17 July - 11 August

Exams 7 August, 8 August and 10 August

TT2 Block 9 October - 3 November

Exams (30 October, 1 November and 3 November)

TT3 Block 6 November - 1 December

Exams (27 November, 29 November and 1 December)

Cross Media Training Centre Cape Town TT Block Timetable 2006

First Semester

TT1 Block 20 February - 17 March

Exams (13 March, 15 March and 17 March)

TT2 Block 20 March - 14 April

Exams (10 April, 12 April and 13 April)

TT3 Block 14 August - 8 September

Exams (4 September, 6 September and 8 September)

Second Semester

TT1 Block 11 September - 6 October

Exams 2 October, 4 October and 6 October

TT2 Block 9 October - 3 November

Exams (30 October, 1 November and 3 November)

TT3 Block 6 November - 1 December

Exams (27 November, 29 November and 1 December)

Cross Media Training Centre has decided to keep the cost of Technical Theoretical training as affordable as possible to industry. Companies will pay the training centre and will be able to claim back on the prerequisite that this training appears on the work place skills plan of the organisation. Claims can then be made to the Mappp Seta for completed training. The rates for Technical Theoretical Modules are as follows: Day student R3 876.00 VAT Included Resident student R8 151.00 VAT Included.



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