



President's Prerogative Strategic planning



It seems very topical to be discussing the difference between strategy and tactics. Given the global village we seem to be living in our members need to apply their minds to some strategic thinking.

For example, many printers are feeling the pinch of low cost offshore producers offering their printed products locally at ultra competitive prices. This was in fact the topic of last month's editorial.

This brutal form of competition, whether from India, China, Mauritius, Egypt or Singapore will force members to make strategic decisions. And these decisions will often impact on other printers in an indirect fashion.

Let us consider an imaginary dedicated book

printer by way of example. Publishers are being quoted prices from abroad often below his direct manufacturing cost. He needs to reinvest in equipment, but cannot justify investing in equipment for book production.

After due consideration and deliberation our friend may well come to the conclusion that he wants to, or indeed needs to, change to another business model to survive. This requires a long hard and clinical look at your current business model. This may be a company that has specialised in book printing for many years. He may decide to change the focus to general colour printing and to add high-end colour print on demand so that offshore competitors cannot compete in the same field. All internal and external factors need to be taken into account to come to such a conclusion. A lack of factual support will ultimately ensure that an element of uncertainty and risk remains.

The change to the business model will probably mean that some of the equipment can be utilised, but at least some new equipment has to be acquired. Some of the people in the business may be surplus to the needs, whilst others offering a specific skills set may have to be employed. This requires boldness and a very clear strategic plan. Will the new venture bring about enough demand; will the pricing be attractive enough to ensure a profit margin, now and into the future? The choice of technology employed in the new equipment may be a critical strategic element. Another current buzzword, sustainability, comes into play here. It is easy enough to start a new business, or to restructure and refocus an existing business, but to ensure that it has legs is very much more difficult. Strategic planning always implies longer-term thinking.

This type of scenario is very common in our industry right now. Ensure that you start your strategic planning process in time, before your business is marginalised beyond repair. Careful strategic planning followed by meticulous implementation is the key to success.

Part One

Strategic planning for ongoing success

Much of what you do is embodied in the strategic planning of your business and its future. Now what is this often misused business term "Strategic Planning"? The Collins dictionary contains the following definitions:

Strategic: characteristic of strategy (the art or science of planning and conduct of war)

Planning: detailed scheme or method for attaining an objective: a proposal for doing something.

So what does this mean to us in our business? Firstly it gives us direction. The "plan of attack" to use the war analogy. It also indicates our possible limitations and our opportunities. Above all, it increases our probability of success if the process has been thorough.

Strategic Planning is a very time consuming task, but in a well built house the foundation is critical, and has to be solid. It has to be well cured. Or again, using the war analogy, it has to take into account the opposition, the terrain, the environment, the weapons we have and the personnel at our disposal. And it has to have a desired objective as well as a retreat or fallback strategy.

So how do we go about this? Well to date you will have done a lot of the initial work assessing why you are in business, and what business you are in. In addition you will also by now have a pretty good idea of where you are positioned within that business category and sector. This is your foundation so to speak. So now we need to examine the future - to plan our war strategy or route map to success. To do this, you need to:

1. IDENTIFY YOUR BUSINESS TYPE

Put on paper the business you are in; the sector, and your positioning therein.

2. ESTABLISH THE MARKET FACTS

Now put down the factual detail on the size of this market sector, preferably stating in units because value can be very misleading. State your current unit sales within that so you can calculate your market share.

3. IDENTIFY WHERE YOU ARE IN THE LEAGUE

Follow this with an exercise to determine what your competition is doing in units so you can identify your respective "shares of the cake". It was Dr. Larry Light, a well known marketing professor from Canada, who coined the phrase "One is wonderful, two is terrific, three is threatened, and four is fatal".

Why did he say that...well in every market the market leader inevitably is in the strongest position and will stay there IF it keeps up with product progress and ensures service delivery. Their biggest concern should be complacency. Being near the market leader as number two will give you the edge, because there will be a constant drive to be number one. Plan your tactics carefully. When Hertz car hire were number one, Avis used the slogan "We try harder" which was an "all-in" message to users and to staff, as well as to suppliers. Brilliant! They became No1. So, keep up with industry progress, try to be innovative and be first with relevant new developments...providing more than what is expected. Respond quicker. Talk louder. Be like a terrier at their heels.

And so to number three: in this position you are certainly not the customer's alternate supplier or even an automatic choice. You probably don't have the resources to attack numbers one or two in the conventional sense so you might have to revert to guerrilla tactics and snipe at them in a controlled but annoying way. Sort of Jack Russell style. Full of speed and energy with no resting on your laurels. Number four is fatal because this is where competition often is only on the basis of price. Your product is simply a commodity to your customers. All I can suggest is that you re-examine the work you have done to date. Why you are in business and what business you are in. Is this where you really have to be? What are your options?

For further information on What your options are, see the second part of Strategic planning for ongoing success in the July edition of Printalk.



CEO Corner

Strategic decisions



In this month's issue there are several articles on strategy written by Graham Langmead, our editor. Strategy is sometimes confused with tactics and is often something that we think about infrequently.

It is a fact however, that companies and individuals with a specific vision of what they want to achieve, and how they plan to get there, are far more likely to be successful than those without a plan. At WPC 8 a great deal of attention was paid to the strategic choices facing the industry globally, and similar choices are faced by most of our members.

I have often quoted something said to me many years ago when we were considering our future involvement with the National Industrial Council

– change is the price of survival.

The challenge is that today so many things are changing simultaneously, and the magnitude of the change is so great, that one can feel like a rabbit fixated by the headlights of an oncoming vehicle, and do nothing. The result is disaster for the rabbit!

At PIFSA we are working hard to assist our members through the process of change and to try to shape the future where possible. The price of doing business in South Africa in future will be the price of meeting the objectives of the Broadbased Black Economic Empowerment Act and its Balanced Scorecard. Together with BEE2Business we will be assisting many of our members to identify the gap between where they currently are, and where they would like to be. This will then result in an action plan to address the "gaps" in their Balanced Scorecard. The government has also made it clear that Skills

Levy refunds will in future be tied to the achievement of Employment Equity targets, and not simply Workplace Skills Plans. This is another aspect of the business environment which will be addressed in the forthcoming BEE workshops.

We strongly believe that BBBEE should not be implemented in an inequitable manner and that customers sourcing print or packaging offshore should be penalized in terms of their Scorecards. We also believe that BBBEE is a critically important national objective which ought to benefit our industry if implemented equitably.

One of PIFSA's main strategic objectives is to assist our members to grow and prosper. The BBBEE workshops form a vital part of that strategy.

Chris Sykes
Chief Executive Officer of PIFSA

Power Of Print

Consider the impact of Print on society

Just think about your everyday life. Think about the impact this industry of ours has on the society we live in and the way we live our lives.

Consider a world without print. Not only would you be doing something else...but you would not be educated, you would have little or no news, you would not have any monetary notes to shop till you drop, no books or magazines, newspapers or books to read and so on and so forth.

Of course if you recall the article a couple of months ago, that is how about 826 million adults in the world live. Those we called the illiterates.

But we are the privileged ones who not only are literate, but we are the ones who create the stuff for people to read. It is all around us. So let's talk about some more of the values of what we produce.

Print is.....

Intrusive / Passionate / Lasting / Timeless / Transportable / Demonstrative / Living / Tactile / Aggressive / Sexy / Sensuous / Tasty.....

In fact print can be anything you want it to be handled by the best creative people.

Over the next months we will examine these virtues one by one. Intrusive! It is in your face all day

every day. You cannot move without it being there. It is an integral part of the everyday day life of every citizen in South Africa. Literates, illiterates and A-literates. It is there. Posters, billboards and packaging alone just cannot be missed. We as an industry contribute to the everyday lives of all.

As I said last month, our industry is at the cutting edge of information technology that is core to life today. Even the IT addicts can't get away from us...they print it out to read it, to pass it on to others, to store it for later referral. Sometimes they even tear it into sections for the same reasons. And that is not only the

case with digital printing.

Same goes for newspapers, magazines, books. And we identify the products we need in the retail environment by reading. We get to know all about what to choose and where to get it from reading about it. It's all in the printed word.

Do we take it for granted? Yes we do because it is our job! Face it...We are an integral part of life and will remain so until the end of time!

We are as ever the information technology. Be proud of it we contribute to all of society all day everyday!

Creating an indelible impression. Part 2

Last month we talked about the basics of a brand. During the month I was thinking of the importance of our tasks on behalf of 3rd parties who are Brand owners. We are in fact joint custodians with them of their valuable Brands. They entrust to us their Brand's projection in the form of the printing; the image; of their Brands.

Every time we handle a pack or an advert or a leaflet or a piece of promotional literature we are in fact being entrusted with that Brand's very existence. And so we have to take care that we consider this important role as one in which we have been temporarily entrusted to make sure that it is correctly portrayed in every way.

For years Nedbank and Old Mutual were insistent that when advertisements were run in newspapers and magazines or on outdoor signage, if the medium could not match the correct corporate ID green for the trichromatic colours used by the print medium, then the ad agency was instructed to pay for the running of the pantone green. If it was not the specific green then quite

rightly, the advertiser refused to pay for the insertion. This is **BRAND MANAGEMENT** to perfection.

A Brand, well and properly managed, is an extremely valuable asset to a company. Why? Remember what I told you last month...David Ogilvy, the advertising "guru" described a Brand as 'an indelible imprint on a consumers mind'. If your Brand doesn't make this impression, then this is an important exercise for you because it could add to the value of your company 10-fold and could ensure your sales success well into the future.

Making it identifiable. Keeping it apart from the others. There is not an area in life where brands are irrelevant or superfluous. Not even humans. YOU are a brand yourself. Yes, think about it carefully. You have a particular style and look about you. There are certain clearly identifiable things about you that set you apart. You have certain looks, values, preferences, likes and dislikes. And you have a name! You often hear people say 'I took an instant dislike to that person' or we

"immediately gelled". Well, that is all to do with the Brand you are.

And it is no different with products and services (including printing companies). When they grow up they take on a personality. In fact one of the exercises we do when researching Brands, is to do what we call a Personification. The research respondents are asked to think deeply and to convert the Brand we are discussing into a person. To visualise that Brand as a person. Age, sex, marital status, where they live, style of home and furnishings, where children go to school. Sort of clothes they wear. Interests, likes and dislikes, people they associate with and places they go to shop, holiday etc. What car do they drive? Perfume or aftershave preferences. You build up a set of similarities for products and it is really remarkable how Brands cluster in their similarities.

That's what a Brand is all about. More next month on Brands and your Brand.



Techno Chat

Outside competition- a major threat to our existence

By now, the "Oriental Threat" to our South African economy has become common knowledge. Thousands of jobs are being lost in South Africa as a result of "cheap" imports from the Far East. Recently our textile and clothing industry was forced to downsize significantly because of increased global competition and our own printing, publishing and packaging sectors have seriously felt the impact of a steady reduction in locally produced products such as cosmetics, pharmaceuticals, confectionery, foodstuffs, clothing, electronics, toys, scholastic materials, stationery and books. We are, however, not alone in the world. The global infiltration of competitive products from the East has made many developed countries take a serious look at their own productivity and global competitiveness. For example, the UK government is re-considering export subsidies for their publishing sector and the printing industry in USA is exploring other markets to utilise their capacity.

In terms of international agreements, we cannot rely on tariff protection to rescue our industry – the only avenue we still have available is anti-dumping measures, but we can't rely on this and it is difficult to prove. Thus we have to look seriously at becoming more productive and globally competitive. This requires solid strategies and well considered business plans.

With our local policies of Employment Equity, job creation and BEE being almost counter-productive in the short term, we find it difficult to reconcile these with our own business decisions. The need for good quality trade and management training to international standards has now also become a priority, but PIFSA and Cross Media Training Centre have been proactive and can satisfy this need.

We need to look closely at the reasons for our international competitors' successes. Even with the inclusion of shipping costs they are often 20 – 40% cheaper than locally produced products. One reason is the structure of their businesses – they are leaner and meaner than us with greatly reduced overheads. Government incentives have assisted in making them economically viable and globally competitive. Some of our competitors are less mechanised than our own businesses and they often utilise cheap labour to perform manual; instead of mechanised; functions at a considerably reduced cost – an advantage which we cannot match. In many cases their labour and material costs are far below ours, but their quality is not necessarily on par with ours. Customers are, however, often prepared to compromise this in favour of a price/ increased profit advantage and the general public's perception of "good enough" has made this acceptable. The general public

does not necessarily benefit from these compromises, as these cost savings are more than often used to increase profits instead of reducing prices.

The enforcement of BEE scorecards will ensure that this advantage is reduced considerably in SA, but we still need to sharpen our pencils and maximise our productivity to remain competitive. The capital equipment we use is very expensive and needs to be fully utilised. In Europe it is common practice for printing presses to work 24 hours a day. In South Africa we have spare capacity and many presses only work about 12 hours per day. This is half the capacity of the equipment. We often use 2-3 times as many employees as our European counterparts to perform an operation – particularly in finishing, which should be a profit centre and not a service. The European trend is automation and robotics instead of manual labour. Machines don't get tired, sick, have headaches, take leave, demand increases, complain or strike when properly maintained. At PIFSA we can assist our members in reviewing their businesses and becoming more competitive, so please make use of our services for your own good.

For further information please contact Erich Kuhl (011) 699 3000 or on ekuhl@pifsa.org

Northern Chamber Profile Durrant & Viljoen



Perfecting the art of ink onto paper

History

Durrant & Viljoen was established in 1963 and has been a major force in the printing industry in South Africa ever since. For over 42 years we have supplied outstanding quality and renowned service to many happy clients that range from government departments, parastatals and corporations to attorneys, doctors and schools. Durrant & Viljoen has consistently been the printer of choice for a vast number of organisations and has a proven track record as a world-class printer.

Personnel

Brett Durrant, the Managing Director and owner currently serves as the Vice Chairperson of the Northern Chamber of the Printing Industries Federation of South Africa. The staff at Durrant

& Viljoen has on average been working for the company for over 13 years, collectively providing our clients with over 500 years of experience in the printing industry. We believe that good people make a good company and that's the recipe for our ongoing success. Our staff are highly trained and qualified in their fields of expertise thus ensuring consistent quality and unsurpassed service.

Accolades

With six prizes out of seven categories together with the title of "Overall Winner" in the 2004 PIFSA Northern Chamber printing competition and as the finalist in the Sappi African Printer of the Year for 2005 to be announced on the 14th of June 2005 Durrant & Viljoen are truly an award - winning printer.

For further information on the activities of the Northern Chamber please contact Lana Human on (012) 804 2764 or at:

northern-chamber@pifsa.org

Cape Chamber News

Long membership certificate awards.

During the 93rd AGM of the PIFSA Cape Chamber held on 13th April 2005 Honorary Membership Certificates were presented for Membership exceeding 50 years. The following Members were awarded.

Companies not present at the meeting:

ABC Press	-	58 years
Albion Press (Pty) Ltd	-	72 years
Bremridge Hall & Co (Pty) Ltd	-	57 years
J Ryan cc	-	69 years
Premier Stationery Manufacturers	-	63 years
SA Litho Co Ltd	-	80 years
A L De Jong Drukkers (Edms) Bpk	-	52 years

Companies present at the meeting:

Associated Printing (Pty) Ltd	-	54 years
Colourtone Press	-	51 years
Creda Communications (Pty) Ltd	-	52 years
Die Nootgedacht Pers cc	-	68 years
Laughton & Co (Pty) Ltd	-	70 years
Pegasus Litho (Pty) Ltd	-	57 years
Handy Printing Works cc	-	68 years



*Frank Smithdorff of Laughton & Co
John Thornton of Pegasus Litho
Ian Shepherd of Associated Printing
(Vice-Chairman of the PIFSA Cape Chamber)
Edmund Ronne of Die Nootgedacht Pers
(Chairman of the PIFSA Cape Chamber)
John Bywater of Colourtone Press
(Executive Committee Member)
Ngobile Damane of Creda Communications
Dave Lock of Handy Printing Works*



Central Chamber News

PIFSA FINANCE

Almost on a weekly basis there are good news stories arising from the joint venture between PIFSA and ABSA Bank - PIFSA Finance. Recently, a member required urgent financing for a delivery vehicle and contact was made with the PIFSA Finance representative in Johannesburg, based at the Central Chamber offices, on a Friday afternoon. The approval for the financing of the delivery vehicle was received by the member on the following Monday afternoon (one working day later) and the deal went through immediately.

As a result of this satisfactory handling of affairs, the member in question had no difficulty approaching the same PIFSA Finance representative several months later, requiring capital finance for a piece of equipment valued in excess of R3 million. The second deal was approved in the same efficient fashion and the member now eagerly awaits delivery of this imported piece of equipment.

Members are again urged to seriously consider using the services of PIFSA Finance for all their capital financing needs, as the staff involved in this Joint Venture are improving and extending their experience on a daily basis. Likewise, the internal efficiencies of the dedicated staff who deal only with the financing of Printing capital equipment improves exponentially.

MEMBERSHIP INCREASES

Recently, Telkom published the requirements for a National Tender, stating that one of the requirements was that all companies which tender

were required to be PIFSA members. This has led to the Central Chamber increasing its membership by six companies in a one month period.

The Executive Committee is of the opinion that this trend will continue as membership of a Professional or Trade Association is increasingly being seen by government, quasi- government bodies and big business as being a basic requirement for recognition of Good Governance and professional management. This is because all applications for membership are carefully vetted by the Executive Committee concerned, prior to admission and several applicants in the past had been refused admission to PIFSA membership due to concerns over a variety of issues.

Furthermore, a member of the Central Chamber was expelled some 30 months ago - due to non-payment of subscriptions. That member has recently and urgently required technical assistance with regard to a legal dispute with a client and the only source of that assistance has been the staff of PIFSA.

In order to be able access that assistance, the ex-member has willingly and urgently repaid the previous debt plus the subscriptions unpaid for 30 months, in order to bring them into good standing. It has often been stated that PIFSA membership is very similar to an insurance policy - sometimes not needed for many years but, when needed, there is no substitute.

Enquiries may be directed to Ms Nicky Pottow on (011) 699 3044 or email nicky@pifsa.org

Kwa-Zulu Natal Chamber News



Geoff Warren
Director Kwa-Zulu Natal Chamber

Are your employees getting themselves into debt with microlenders?

Employers in KZN have raised the matter of how many of their employees have landed themselves in debt with Micro Lenders of various description. So much so, that some employees find that they have unwittingly entered a loan agreement where the terms of the loan are not clearly indicated, only to find themselves in financial difficulty – having little take-home pay at month-end.

Regulation of the Micro Lender Industry

The Micro Lender Industry is regulated by the Micro Finance Regulatory Council. The MFRC covers microfinance of R10 000 or less repaid over a period of no more than 36 months (including banks, retailers, pawnbrokers). The MFRC was created as a section 21 company in June 1999 in terms of the Usury Exemption Act

and regulates registered Micro Lenders.

Over Indebted Employees

The MFRC deals with over indebtedness by providing counseling over the phone, assessment of income and expenses and the rescheduling of debt. The Council will act as the “middleman” and negotiate with creditors for a debt to be rescheduled over a longer period. It is the responsibility of the Micro Lender to establish if their client can afford a loan. Their failure to consult the National Loans Register can result in a fine.

Consumer Protection Measures

The loan agreement must record the loan amount in both numbers and words, the total amount of the loan must be detailed together with the annual interest rate/amount, frequency of installment. Other information that must be included is insurance and administrative charges and other fees (e.g. club fees).

Collection methods

A Micro Lender can ask their client for the last three months' bank statements, banking details or for a stop order. A bankcard, pin number, pensioner's card or ID document belonging to the client may not be kept by the Micro Lender.

Legal collection methods include an acknowledgement of debt and an attachment/garnishee order. Garnishee orders must be issued by the Sheriff of the Court, and the court should always be contacted to check

that the case number and the ID number correspond to that of the employee. Only an original Garnishee order (not a faxed copy) should be accepted by an employer.

An employer can make an application to the court if the employee is over-indebted. Should the employee leave the employ of the employer, then the employer must inform the court. The above cover loans from registered Micro Lenders. Those that are not registered – well now that's another story!

The MFRC offers awareness training for employees, as well as advice on debt rescheduling and consolidation. Call them toll free on 0860-100406 for further information and advice.

For further information on the activities of the Kwa-Zulu Natal Chamber please contact Geoff Warren on (031) 705-8744 or at:

kzn-chamber@pifsa.org or www.printkzn.co.za

Solutions
When, where was the first newspaper published?
(400 years ago in Germany)
What is SA's longest publishing newspaper?
(Grahamston Gazette)
What was the first book ever to be printed?
(Bible)
Who printed the first book? (Johan Gutenberg)
When, where was the first book printed? (1395 in Germany)

"All you need to know is at www.pifsa.org"



Profile

Helga Weiland



Helga Weiland Skills Broker for Cross Media Training Centre

Pleased to meet you – my name is Helga Weiland

I was born in South Africa. My parents, Hans and Hilda Weiland are both German. We grew up in Linmeyer, south of Johannesburg. My father is a tool and die maker and my mother a nursing sister. I have one sister who is a corporate benefits specialist for Liberty Life. I matriculated at the Hill High School in 1982.

I certainly had no burning desire to get into the printing industry, like most of the people in print, it happens quite by chance. One of my mother's friends was a typesetter at Beith. I thought that earning money whilst I was

qualifying as a "stripper" was a great idea. I started my apprenticeship at Beith Digital in January 1983. I qualified as a photolithographer in 1985 and left Beith in 1990. I then worked at Kiley Baker Rubbers for 2 years. I probably learned as much in the 2 years there as I did during my apprenticeship since flexography was so different to Litho make up.

In January 1993 I was employed at the Southern African Printing College as a photolithography lecturer. I was re-trained to lecture Photoshop and was senior lecturer in the trade of Electronic Origination until January 2003 when the Cross Media Business School was launched.

Nick Delpont appointed me as the Skills Broker, I was to service the printing industry and provide the solutions for all the training needs. Within no time I was running the business school and all the bits and pieces that go along with it. I visit schools to encourage young adults to consider this industry as a future. I do most of the marketing for the Cross Media Training Centre. I make a lot of noise to the industry and about the industry. I probably have the most diverse job in the organization. I love it. It's not hard work; it's just a lot of work.

I am married to Kevin Woodiwiss, he is also in the Printing Industry, a sales consultant for Alex White Holdings. I have two children, Sean 15

and Tracey 13, who are both a source of endless joy and pride to me. I have a very busy sporting family, my children are both very active in sport, and my husband participates in duathlons and triathlons. I have run four Comrades marathons. My time away from work is normally spent in a whirlwind of tennis, running, hockey, netball, cycling and whichever sport is being played for that season.

I have had some very good opportunities in my working career and I have not let them slip by. I enjoy being at the beginning of a project and seeing it though to a successful end. I live my career; you have to when you deal with people. They know fake and they also can't be switched off and packed away at knock off time. This is why I enjoyed lecturing so much. It is a position of privilege, because it allows you to make a difference in the lives of people. When the opportunity presented itself to make a go of the business school I grabbed it with both hands and once again I am able to tackle a project from the beginning to wherever it takes me.

I love life and appreciate the opportunities I have and also believe that we create many of those opportunities for ourselves. I am one of the original staff members at the college and 13 years at the same company is a long time. Why did I not change jobs? My job keeps changing and it has also changed me.

Cross Media Business School General information

Launch of the new website

www.crossmedia.co.za

The Cross Media Training Centre has launched the new website. Please visit it. This website offers a new page on which we will be able to place the details of our students who are looking for employment. This website is only available to South African students who are ex- college graduates. We will only place unemployed persons onto this website. If you require a student you can select the trade and choose students with the suitable characteristics. Submit your request on line and we will put you in touch with the students on your list. We will remove all students from the list on a monthly basis and only reload new ones on the request of the student. If you are an ex-college student looking for employment, get your details to Lungis or Helga.

Progressive Courses

The 2005 intake of Progressive Management students and Progressive Supervisor students has almost completed the first phase of their training. They will be starting the second Phase in August. The Group of Progressive Managers who started the course last year is now midway through their third phase. They have covered exciting aspects such as Finance for non-financial managers, branding and are looking forward to doing project management and costing and estimating.

We have identified a need for Sales training within the Printing Industry. We therefore would like to start a Progressive Sales course based on the same type of elective and modular training as our management course. We acknowledge that your sales staff needs to be on the road servicing your clients and not in our classrooms. We would like to run this course on a Saturday morning over a 4 or 5 month period. Or even consider the occasional Friday to Saturday session, staying on our campus. (Visit the website to view the accommodation.) We have a basic course outline but would appreciate feedback from you as to the needs of your staff. I have attached a second document with the proposed course outline. Please send me a return email with your suggestions.

Training in General:

We are able to train all the courses with exception of the progressive courses on your premises. First Aid (Level 1 - 2 days), Fire Fighting (1/2 day) are essential courses and can be presented to a group of between 1 - 10 people for R5 100,00 and R3 700,00 Excl VAT for the whole group respectively.

For further information about training and how to fill in a Workplace Skills Plan please contact Helga at 011 699-3000 or email- helgaw@pifsa.org or visit our newly designed website at: www.crossmedia.co.za

"FACTINATION... bet you don't know this?"

When, where was the first newspaper published?
What is SA's longest publishing newspaper?
What was the first book ever to be printed?
Who printed the first book?
When, where was the first book printed?
(Solutions on page 4)

A Wintery Tale

In the heyday of sailing ships, all war ships and many freighters carried iron cannons. Those cannons fired round iron cannon balls. It was necessary to keep a good supply near the cannon, but how to prevent them from rolling about the deck? The best storage method devised was a square based pyramid with one ball on top, resting on four resting on nine, which rested on sixteen. Thus, a supply of 30 cannon balls could be stacked in a small area right next to the cannon. There was only one problem...how to prevent the bottom layer from sliding or rolling from under the others. The solution was a metal plate called a "Monkey" with 16 round indentations. But, if this plate were made of iron, the iron balls would quickly rust to it.

The solution to the rusting problem was to make "Brass Monkeys." Few landlubbers realize that brass contracts much more and much faster than iron when chilled. Consequently, when the temperature dropped too far, the brass indentations would shrink so much that the iron cannon balls would come right off the monkey. Thus, it was quite literally, "Cold enough to freeze the balls off a brass monkey". (And all this time, you thought that was an improper expression, didn't you?)



Cross Media Training Centre We need you!



The Cross Media Training Centre is seeking the services of qualified and experienced subject matter experts in the fields of Lithography Offset Machine Minding, Rotary Web offset Machine Minding, Flexographic Machine Minding, Packaging, Electronic Origination and Mechanised Book Binding.

These part time appointments will focus on upgrading existing course material in alignment with the new Unit Standards as well as the offering of Skills Programmes at the Cross Media Training Centre campuses as well as within the workplace of PIFSA members.

Ideally candidates should be available for ad-hoc training interventions at various locations. Should you wish to make yourself available please contact Christopher Mason on Tel: 011 699 3000 or by email at cmason@pifsa.org



The picturesque entrance of Cross Media Training Centre

Important College Dates

The Art of Media Selling	(4 Days)	5 – 26 July Every Tuesday
Project Management	(2 Days)	21 & 22 July
Supervisors Course	(3 Days)	3-5 August
Front Office / Telephone Skills Workshop	(1 Day)	11 August
Health & Safety	(1 Day)	24 August
Progressive Management for new managers		
Intermediate (2)	(3 Days)	17 – 19 August
Management 3	(5 Days)	11 – 12 August Part 2
Disciplinary and Grievance Code Procedure		
Workshop	(1 Day)	2 September
Public Speaking & Presentation Skills	(1 Day)	7 September
Labour Relations Course	(3 Days)	21 - 23 September
First Aid Level 1	(2 Days)	29 & 30 September

A Passion for Brands



Progressive Management students present their branded products to a panel "of investors" during the Passion for Brands course run from the 23- 24 May and 6 -7June.

For information on the Progressive Management courses please contact Helga at 011 699-3000 or email helgaw@pifsa.org



Legal Matters: Attention! Unfair Business Practices

Between February and April 2005 two Unfair Business Practices were published by the Department of Trade and Industry which will affect advertisers, marketers, mail order entities and printers.

1) You have won a prize!
(Unfair practice as from 1 May 2005).

The practice used by mail order entities of informing consumers or potential customers that they have won a sum of money or any other prize: where this is not the case; where the prize is subject to suspensive conditions which are not printed immediately after the announcement of the prize in the same letter type and size as the announcement; or where consumers are required to send any money in order to claim the prize, except for payment of goods offered by the company and ordered by the client.

Government Gazette 27311, 21 February 2005.

2) Inertia Selling (Unfair practice as from 21 February 2005)

Inertia selling whereby goods and services are supplied to consumers without their unequivocal authorization and the supplier subsequently demands or effects payment. Government Gazette 27312, 21 February 2005.

Promotion of Access to Information Act 2/2000 Compilation of Manuals - Exemption given until 31 August 2005 for private companies. A reminder to all companies that the deadline of 31 August 2005 for submission of the manual for private companies has not been rescinded or extended.

For more information on this please call Louise Moralee at (011) 699 3000



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