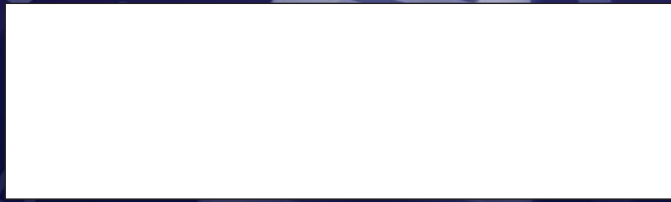# REPRO REPORT

INTERNATIONAL REPROGRAPHIC ASSOCIATION

Enjoy the Convention in Las Vegas!

The Future of AEC
Trends and Topics at the Technology for Construction Show

Losing the "Blues"

Managing Employee Cell Phone Use

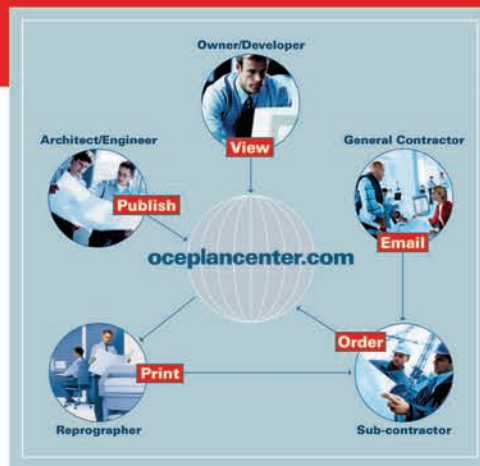# Online Plan Room technology– The gateway to business growth

BY JOYCE VIRNICH
VP Marketing, Océ North America, Inc.

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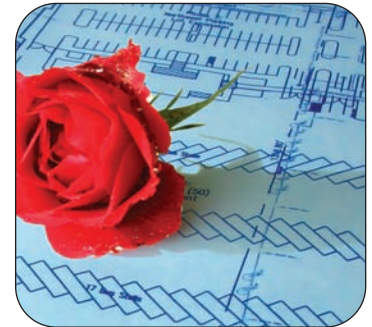
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PLP DIGITAL SYSTEMS

Competition–Embrace It

By Chuck Gremillion

Chuck Gremillion
President
2004-05

Without a doubt, my experience as president of the IRgA has been one of the most rewarding and enjoyable experiences of my business career. I have had the privilege of meeting many wonderful people in this dynamic, exciting industry while representing this association at all four of the regional reprographic association conventions, at different affinity group meetings, at our annual convention and in print through this column. As one might expect, I have learned a lot, made many new friends and drawn several observations:

• As part of its long-term vision, the IRgA must rally the support of its members to launch a campaign to brand the reprographic industry. It will be expensive but there is nothing, in my opinion, that can generate a greater return for our members. This will not be a one-time expense but a long-term investment in all reprographers' futures. We no longer should be a well-kept secret.

• In my interactions with fellow reprographers over the past several months, it has concerned me to hear so many complain about their competitors. I may strike a nerve with some of my peers, but I believe the best way to compete is to provide service so good, and at such a value, that one's customers do not concern themselves with "the competition."

I sense that for some reprographers it is easier to complain about the competitor than to focus on the value that one's service provides. From an industry perspective, that troubles me. Without strong competition any business and industry runs the risk of becoming stale, thereby opening the door for new competition to enter the marketplace.

– When was the last time that we gave a critical look at the service value that each of us provides?

– Are we doing anything differently that provides additional value than we were doing three years ago? One year ago?

– Have we invested in additional training for our employees that gives them a competitive advantage over their peers at competing firms?

– How are we marketing our firms? What are we doing from a public relations perspective to get our company's name and brand in front of our target markets in a positive light?

In other words, what are we doing to differentiate ourselves and provide better value? A great example of a company that has had tremendous success differentiating itself from its competitors while selling a commodity product is Starbucks. I believe that it is no coincidence that Starbucks also has a very strong brand as well.

• My experiences have taught me that in markets where the competition is most savage (i.e., where prices are the lowest), the competitors typically do not know each other, or if they do, they do not speak to each other, or it has become easiest to sell on price alone as opposed to value, service and quality. It is easy to think the worst about a competitor when one does not know them. However, when one does get to know that competitor, one finds out that they, like most people in this industry, are almost always good folks who face the same issues that all of us face.

• This is a perfect segue way to the importance of organizations such as the regional reprographics associations and the IRgA. Each provides reprographers a neutral

setting to communicate with peers and competitors, to get to know one another and share ideas.

For my company, the most important reason that we belong to the IRgA and CRA is the opportunity to meet and learn from our peers and competitors. One of the most important things that we have learned is that all of our competitors are genuine people. By getting to know them we have eliminated some false pretenses and barriers to communication.

Does that mean that we share competitive ideas with our direct competitors? Of course not! We still want to kick their butt in the marketplace, and they want to kick ours. That is what healthy competition is all about. However, I do have respect for them and know that if either one of us has a concern such as a customer who may be reprographer hopping because they do not pay their bills, we can pick up the phone and discuss it. Similarly, I believe that it is also no coincidence that the great majority of the most successful companies in the reprographic industry are active in the IRgA and the regional reprographic associations.

We all recognize the need for and seek a vibrant reprographic industry. I think the best way for us to achieve that end is through vigorous competition that elevates the value of our service offerings in the eyes of our customers. A key element in educating the customers in our marketplaces as to the value that reprographers provide is a campaign to create a strong brand for the reprographic industry. Fulfilling both of these goals is where a healthy IRgA plays a major role. ●

Chuck Gremillion is president of A&E – The Graphics Complex, Houston, Texas. He may be reached at 713/621-0022 or cgremillion@aecomplex.com.

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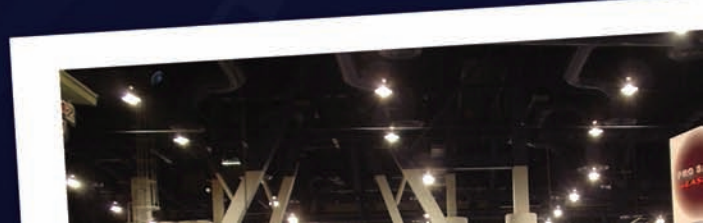**Visit us at the IRgA show in booth #721, May 11-13 in Las Vegas.**

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The Future of AEC

Trends and Topics at the Technology for Construction Show

By Navina Waterman

What concerns face our AEC clients and how do those concerns overlap with our own? At the Technology for Construction show in Las Vegas in January, participants were buzzing about productivity, 4D, interoperability, wireless connectivity, project management, imaging and security.

The common theme throughout is data—quality, quantity and availability. Our AEC customers are coming to grips with handling the massive amounts of digital data needed to complete projects. There are many areas where our knowledge and expertise can clearly help them with this task.

One major trend in AEC is an increasing "owner" control of projects. Owners want more certainty—less risk and errors. They are facing tremendous pressure to reduce capital cost as business becomes more competitive. Timeframes are also more compressed—the demand is to build more advanced facilities in less time. Thomas Groves of the GSA says that the key concepts for satisfying owners are coming in "on time" and "in budget."

Dan Gonzales of Rogers Quinn Construction states, "Owners expect a better deal on everything. This is the Wal-Mart and eBay mentality." His company is looking at every process—how to complete it, quicker and with fewer errors. They are undertaking continuous process improvement and innovation and are also very aware of the importance of customer service. Gonzales sees true collaboration and design-build as the inevitable result.

Francois Brobler of the Army Corps of Engineers says that the traditional building lifecycle, with separate and relatively disconnected compartments for concept, detail, bid, construction and commissioned building is on its way out. Integrating these functions is seen as a way to increase productivity. This is one of the key concepts touted in design-build and will directly affect the bid process with which reprographers have long been an integral part.

Owners are increasingly concerned about the operation and maintenance phase of a building project. This is particularly true of owners who are not selling the building as soon as it is built. It is estimated that 60-85% of total lifetime building costs accumulate during this phase. Various studies have shown that buildings put into service after 1990 actually have higher maintenance costs and use more energy than those from prior decades, in spite of improvements in materials and other components. This is a valid cause for concern among owners.

Owners also understand the value of data. Diane Davis, representing the Coast Guard, stated, "We live in an information world. Information about an asset can be more important than the asset itself!"

Brobler sees a need for "a central repository for all information." He continues, "Owners are increasingly thinking value first, not cost." He goes on to define value as "benefit divided by cost." In other words, cheap does not necessarily reflect value. This, coming from a government organization, is definitely indicative of change.

The Construction Users Roundtable (CURT) is a relatively new owners group that is becoming a significant force in the industry. The members of CURT represent about $95 billion in annual construction projects. Two priorities of CURT are eliminating work disruptions and increasing productivity.

Productivity

According to Rick Huijbregts, executive director of the Harvard Design School, the US building industry, with more than 1.2 million construction companies, accounts for more than 8% of GDP and employs 6.4% of the workforce. He believes the opportunity for improvement in this industry is immense because:

- Labor is used at only 40-60% of potential efficiency

- Workers have access to 70% of the information needed at a particular point in time

- 30% of construction spending is the result of failure/mistakes

- At least 10% of materials are wasted

- Accidents account for 3 – 6 % of construction costs

- Theft accounts for 75-80% of total loss.

Huijbregts claims that the judicious use of technology could reduce mistakes and associated costs by as much as 65%. Some key aspects of his solution include online project management, mobile connectivity, and enterprise interoperability systems.

The traditional building lifecycle, with separate and relatively disconnected compartments for concept, detail, bid, construction and commissioned building is on its way out.

Bob Prieto, a senior VP of Fluor Corporation, presented some outstanding insights into productivity within his company. At Fluor, productivity is measured as input per output. Comparing projects of similar size and scope, they use one as a standard control and try out different methodologies or techniques on the second. The differences in costs and time are then compared to determine the effectiveness of changes.

Prieto claims that two thirds of the cost of change is the disruption effect and that this cost can be even greater the farther into the project the changes occur, so Fluor is making a concerted effort to reduce change once a project begins. They advocate a

comprehensive execution plan, heavily weighted with up-front planning and virtual walk-throughs. He emphasizes the need for quick decision making in the field, "Taking time to make a decision may cost more than the result of the decision itself." To this end, information must be available wherever and whenever it is needed.

Logistics are also comprehensively addressed—with an increasing use of JIT (just in time) to avoid storage and handling issues. Fluor has created a strategic supplier chain rather than repeatedly putting materials out to bid. This allows them to pre-negotiate pricing and reduces scheduling uncertainty and costs associated with delays. Their suppliers are given significant bonuses for on-time delivery. Because these suppliers are already familiar with Fluor's quality parameters, there is less variance and less rejection of materials.

In tracking productivity, Prieto says multiple studies show that a worker is engaged in productive work only about 1/3 of the time. The number one way Fluor has found to improve this number: use of preplanning to minimize moving people and materials around, improve communications, reduce material handling and reduce wait times.

4D and Interoperability

While 4D may be viewed as primarily a design issue, it's actually much more than that. The term 4D has been around for a while but the technology to support it is just now becoming available. In addition to 3D modeling, it adds time as an element, incorporating the relationships among design, schedule, labor, cost and material data. The keyword here from our perspective is data. The AEC world is incredibly dependent on reliable, timely data. Everyone in that industry is increasingly aware of how much Time equals Money.

4D allows participants to virtually go through a building process with all participants to foresee where potential problems or disconnects may occur, and to look at alternatives as well, long before construction actually begins. Reprographers have an

incredible amount of expertise and knowledge both in handling data, and in the importance of performing quality work in a timely manner, so it is a natural fit to integrate your expertise with your customer's needs.

At the conference, an oft-quoted report from the National Institute of Standards (NIST) says that $14.8 billion is lost in the US annually from lack of interoperability. Many claim this is actually a conservative estimate. Interoperability in its simplest form is the ability for all the different business software programs to talk to each other as seamlessly as possible: for our customers this might be design, estimating, project management, operations, and accounting systems.

Intuitively it is clear that information once input should be available everywhere and that this would lead to time savings and increase in productivity—but in reality total integration is rarely the case. Design and construction firms are struggling with ways to make it happen. The results are that many companies have partial integrations of some systems but still some residual stand-alones. This is bound to change in the reasonably near future and is an important consideration both for AEC and reprographics companies in evaluating new software and systems.

Wireless Connectivity

Wireless is one of the hottest topics in the construction business these days. Technology changes are bringing increased bandwidth and speed. For instance, Ev-DO, a relatively new wireless service from Verizon has quoted average speeds of 300 to 500 Kbps, but the technology can theoretically reach speeds of 2.4 Mbps, according to PC Magazine, which recently gave Ev-DO it's "editor's choice" among wireless products.

In construction, wireless product improvements are probably most important for providing instant communication and access to data. RFIs and other communications that used to take days or even weeks are now almost instantaneous.

Proponents say wireless has already changed the industry and, as innovations are made and more applications become available, it will totally revolutionize methods of doing business. One impact already seen is in the increasing use of RFID technology to track materials, tools, and even people—to help JIT delivery and decrease theft.

While reprographics use of wireless will be different, it will nonetheless become increasingly important to us, especially in maintaining relationships with our customers. In all this instantaneous data exchange, availability, and access, we must remain on top of the technology in order to remain "in the loop."

Imaging

In the AEC world, imaging means getting and keeping all data in digital format—in other words, scanning, indexing, managing and archiving information. According to the Gartner Group, it costs $7.50 every time a document is handled, and 40-60% of an office worker's time is spent handling paper. An average of nine copies are made from each original. According to *The Economist*, "A typical $100 million building project generates 160,000 separate documents: drawings, contracts, purchase orders, RFIs and schedules."

The reprographer has long been involved in the reproduction and distribution of paper documents. Now AEC companies are increasingly seeking solutions to manage all their documents and information digitally. While paper will continue to be an important aspect of most businesses in the foreseeable future, we must acknowledge the inexorable movement to digital. Overheard at the Technology show: "Everybody's going to use imaging someday. Those who get there first will have a competitive advantage."

Project Management

The AEC community is definitely interested in options for project management, and in particular, ways to make it more efficient. There is ongoing discussion regarding whether the online aspect of it is best accomplished in-house or through an ASP.

Kristine Fallon, who implemented a system for the Chicago Transit Authority (CTA), believes an ASP model is the best for most organizations. She states that a company would need to be huge to be able to justify all the internal resources for an in-house solution. Using an ASP reduces implementation time, hardware and software costs, reduces staffing requirements, and allows for scalability. But she also warns that being dependent on an outside vendor means that their continued viability is critical.

Her reasons for using a Web-based system include saving money by reducing costs associated with shipping documents, and reducing

"If you're doing the exact same steps online that you used to do manually, where is the time savings?"

both travel and administrative costs. She claims that it improves quality, communication, gives faster access to current, more accurate information and results in less re-work. It also increases accountability through an audit trail which tracks who has accessed which document and when they were accessed.

From Fallon's perspective, a requirement for it to work well is that the owner demand universal compliance and usage of the system. She found in the CTA project that it was critical to involve users early on in order to incorporate ideas and increase buy-in. Later in the process, training was crucial. She suggests that training users on a need-to-know basis works best—train an individual only on the part and functions that they will actually use instead of every bell and whistle available. This reduces confusion and increases the speed and efficiency of training. They also successfully implemented an online, self-paced training.

Another important thought from Fallon: "If you're doing the exact same steps online that you used to do manually, where is the time savings?" Look to automate multi-step processes and think about how you do business. Is there a better way to do it?

Security

Michelle Kantor, a deputy commissioner in Chicago's Building Department who was previously a construction litigation lawyer, gave some interesting suggestions about protecting documents. Most construction and reprographics firms have insurance against all kinds of losses, but not for technology loss. She suggests you look carefully at your policy and talk to your insurance provider. Technology losses can include physical computer, data, lost profit, data corruption and copyright infringement.

Some of Kantor's suggestions were very specific to AEC firms but some were definitely transferable to other industries. She advises looking carefully at software warranties. She used the example of a construction firm that underestimated a hospital project by $1.2 million because of a glitch in their estimating software. They sued the estimating software company, but were unsuccessful in their suit because of the warranty exclusion.

One thing about copyright that you may not know: In the US you're entitled to claim a design or idea as copyright as soon as it is put into "tangible" form. Kantor suggests inserting legal notice language into transmission documents (such as e-mails), including re-use prohibition and disclaimer of liability if the prohibition is ignored.

One very important suggestion is creating a trading partner agreement before doing business with any other entity. In it, specify facts such as whether e-mail or faxes be legally enforceable and specifically who is authorized to make changes or place orders.

Kantor remarked that, barring an otherwise enforceable agreement, courts sometimes view electronic signatures as legal, depending on if they believe it was intended to be a signature. As a result, sometimes in an e-mail, a disclaimer is included, such as, "This is for information only. This is not my signature!" Another disclaimer is often included as a lifecycle clause – such as "this document is not valid beyond 60 days."

Better use of technology will not necessarily make a bad manager into a good manager. But better use of technology can make a good manager into a better manager. One presentation at this Technology Show summed it up: "Knowledge, consisting of reliable, real-time, relevant information, really is power." And "Time really is money." As reprographers, if you can help your customers obtain control of their data, and save them time, your place as their partners will remain secure. ●

Navina Waterman managed a reprographic shop for several years in the 1980s, held various technology and marketing positions with ReproCAD for 10 years and has been an independent reprographics consultant for the past four years. She can be reached at navina@earthlink.net

Losing the Blues

Many blueprinters are changing their shop names to fit the changing times. How can you update your image and preserve your history?

By Ed Avis

Maryland Blueprint stopped doing blueline work in the early 1990s. And four of the firm's nine locations were in Virginia, not Maryland. So it was no surprise when Bill Berg, the firms' president, decided in the late 1990s that the name had to be changed.

"With our locations in Virginia it was awkward to say 'Maryland,' and I wasn't doing any blueprinting," Berg explains. The firm changed its name to MBC Precision Imaging.

Changing a company name, especially one imbued with 25 years of history like Maryland Blueprint, is no simple task. Berg's experience with changing his firm name is similar to that experienced by scores of reprographics shops in the past decades.

Blueprinters perhaps have experienced more pressure to change names than any other industry—after all, nobody makes true blueprints anymore, and even blueline work is significantly diminished. And many blueprint firms do much more than engineering drawing reproduction—they're into large-format color, mounting and laminating, color copying, signage, etc.

"We had diversified our services and wanted to sell outside our traditional markets," says Sol Magid, president of NRI in New York. Magid's firm has undergone two name changes in recent history, first from National Blueprint to National Reprographics in 1978, and then to NRI in the 1990s. "The name National Blueprint got in the way when we were trying to sell our services to an ad agency or a marketing company."

Other blue printers who have moved into color services echo that feeling. "When we walked into a corporate marketing department and said Waukegan Blueprint, they said, 'We're the marketing department, you need the engineering department,'" remembers Mike Tackett, president of FXWB Reprographics in Waukegan, Illinois, which changed its name five years ago.

"We did not think the ad agencies and corporate marketing departments would come to a blueprint shop to have their color work done," says Len Ainsworth, president of Beeline & Blue in Des Moines. The firm, originally called Des Moines Blueprint, began large-format color work in 1994, but opened a separate storefront next door called Beeline Color Center in order to attract customers to that kind of work.

Once a company decides to change its name, experts and shop owners who have done it suggest a three-step process:

1. Decide what you want your new name to convey

2. Come up with several options, and get input from people inside and outside your company before making a decision.

3. Once the decision is made, promote the heck out of it.

What Should We Be Called?

Most blueprinters seeking a name change have a lot of history and recognition in their current name. Don't waste that, experts say.

"It's important that you build on the brand and don't just leave that goodwill that you've built up over the decades," says Stephen Fairley,

president of Today's Leadership Coaching, a business coaching firm in Chicago that has helped dozens of companies change names. "You have to pay tribute to that in some essence."

For some blueprinters, that means keeping some key initials as part of their name. "We were Maryland Blueprint for 25 years, and I was concerned that we'd lose all those years of identification," Berg says. "So we kept the MBC as part of our name."

Magid chose his firm's new name, NRI, for the same reasons. "You want to just alter your identification enough to get your foot in the door with potential new clients without losing your identification with your traditional customers," he explains.

> **"When we walked into a corporate marketing department and said Waukegan Blueprint, they said, 'We're the marketing department, you need the engineering department.'"**
> — Mike Tackett, FXWB Reprographics

The reprographers interviewed for this article had different methods for finding new possible names. Some hired professional marketing people, and others did it entirely internally.

Whether you use a professional or not, Fairley says the first step is to sit down with people important to the firm and brainstorm ideas. "Talk about the values of the company, what you stand for," Fairley says. "And from there talk about the words and phrases that most represent those values."

Once you identify those words—for example, "fast," "high quality," "customer-driven"—then discuss words that pertain to your work. A name that says "This is what we do" is sometimes the best thing, Fairley says. Such words, for a blueprinter, might include "imaging," "copying," "A/E/C reproduction," "color," etc.

"Then start putting the words in different orders. It's really important in the early stages not to make any judgment calls," Fairly says. "Come up with at least five you really like."

Ainsworth went through this process twice. First, in 1994, when his firm opened a color center next door, he and two other executives combed through a list of 150 possible names. They settled on Beeline Color Center on the advice of an advertising professional who pointed out the many marketing opportunities connected to bees.

They brought the name to their spouses, but none of them liked it. "We figured if the spouses didn't like, it must be good," Ainsworth says. Their decision was affirmed about five years later when a company in Florida called and offered them $50,000 for the name. "So then we went back to our spouses and said, 'You said it was a bad name!'"

They took the money, but then needed another name. They also were forced to move around that time because their building was torn down to make room for a new development.

They decided to reunite the color center with the blueprint shop in a single storefront, so they needed one new name that encompassed both businesses. They had only months to move the business, so they quickly settled on DMB Imaging.

"That was done hastily," Ainsworth says. He didn't really like the new name, so he conferred with one of his customers who ran an ad agency. "We went through the whole scenario with her and told her who we wanted to attract to the business. There was lots of discussion."

In the end they opted for a combination of both names: Beeline & Blue.

Lynn Imaging in Lexington, Ky., previously Lynn Blueprint, also chose its new name with outside help.

"Our marketing director was working with an ad company and they kept coming up with different names and logos and presenting them to our executive committee," says J.L. Lynn, the firm's president. "We probably looked at 25 names."

The four-person executive committee settled on Lynn Imaging because it honored the original name, but united the firm's diverse services, which include engineering drawing reproduction, quick copies, and color.

Tackett tried a different method with Waukegan Blueprint. "We ran a contest among the employees, and someone came up with FX from the name of a movie that was out at the time," he explains. The techno sound of FX was a winner; they combined it with WB in order to keep a link to the original name.

What Do Our Clients Think?

After making a preliminary decision on a new name, Fairley recommends getting feedback from clients. Show them the name, and see what their "gut reaction" is, he says.

If the client reaction doesn't clear up your decision, consider going to a local networking event, such as a chamber of commerce meeting, and using your potential new name there. "Try out the name, and see how it sounds when you tell people where you're from," Fairley says. If the response seems positive, you've got a winner.

How Do We Promote the New Name?

Once you've chosen the new name, the real work begins. Experts advise promoting the name broadly to ensure that current clients realize that you're changing your name (rather than going out of business), and so that new potential clients pay attention.

"We had a massive ad campaign—radio, TV, direct mail, signage, envelope stuffers," Lynn says. "And all eight locations had new signs put up…It all cost over $100,000."

Ainsworth also promoted his firm's name change heavily. He ran a radio ad campaign and sent direct mail. The theme of the campaign was a marriage between the Beeline Color Center and Des Moines Blueprint, resulting in Beeline & Blue.

"If you're going to change your name you have to promote it, so people know you're still the same people," Ainsworth says.

Some firms haven't promoted the change as much. Magid says NRI's name change was promoted gradually, with new business cards that featured the new name above the old. The company doesn't have storefronts, so signage wasn't an issue.

Tackett says Waukegan Blueprint announced its new name by sending out postcards and stuffing a notice in with invoices. But Tackett says he's not sure if he should have done more. "After this many years we're going to do a billboard that subtly references Waukegan Blueprint [to show the connection]," he says.

Was it Worth it?

A new name will elicit many reactions, some positive and some negative.

"Our customers reacted both ways," says Lynn. "We had people who told us they love the name, but said, 'What does "imaging" mean?' Others said, 'We'll always call you Lynn Blueprint.' I said, 'As long as you call us, you can call us anything.'"

Berg says the change at his firm caused no problems. "Some people said when they called us [the first time after the name change], 'Is this Maryland Blueprint?' But they only did that once."

At some firms, though, the old name lives on.

> *"We had people who told us they love the name, but said, 'What does "imaging" mean?' Others said, 'We'll always call you Lynn Blueprint.' I said, 'As long as you call us, you can call us anything.'"*
> **—J.L. Lynn, Lynn Imaging**

"The people who knew us for a long time still call us Des Moines Blueprint," Ainsworth says. "The newer people know us as Beeline & Blue."

Even at NRI, which dropped its original name in 1978 and changed its second name 20 years later, old habits die hard. "Some customers still call us National Blueprint," Magid says. ●

Ed Avis is a freelance writer and editor in Oak Park, Illinois.

Online Plan Rooms Are Not Products

By Doug Hoek

Doug Hoek

"A man can not serve two masters. Either he will love the one and hate the other; or he will be devoted to the one and despise the other." Matthew 6:24

You can put lipstick on a pig, but it is still a pig.

That old Texas proverb could be massaged a bit with the reprographic industry in mind: "You can give a reprographic company an online plan room, but it is still a reprographic company."

Over the past few years there have been numerous seminars and business meetings within the reprographic community discussing, evaluating, and rating different online plan rooms. There have been shootouts, product information forums and vendor-sponsored seminars. There is no lack of interest in online plan rooms, and certainly every reprographic shop interested in purchasing an OPR wants to make sure they select the best one.

But online plan rooms are not products. OPRs should not be compared feature for feature, or benefit to benefit to determine a cost-per-benefit ratio or some hazy ROI number. To make such a comparison is to trivialize the significance, impact and importance of OPRs.

Online plan rooms represent a whole new world, a whole new industry. Better yet, we might think of them as a gateway between industries, a gateway between two worlds. On the one side is the old reprographic world based on analog information, analog machines, analog processes, and the print-for-pay revenue model. On the other side lies the new world—a world based on digital information, digital machines, digital processes and a new and evolving revenue model that recognizes that information is king, not paper with information printed on it.

In our old culture we were blueprinters, and construction documents and the need for copies of those documents generated our life's blood. We thought

the print-for-pay model was undying because we confidently believed that people—our customers—would always need prints by the truck load.

In the new culture, in the new world, we must reexamine our boast: Will people always need prints? Undoubtedly, but they probably will not need them by the truck load.

By way of analogy consider the village smithy. It was about 100 years ago the "International Blacksmith Association" boasted confidently that horses would always need horseshoes. And, therefore, their specialty industry was impervious, or at least resistant, to the global changes taking place around them.

Of course, the IBsA was correct; horses would always need horseshoes. However, they did not recognize that their customers would not always need horses.

The New Culture

Thus, as reprographers we begin to recognize the significance, impact and importance of OPRs. OPRs may be the single most important element causing the disintegration of the old reprographic culture. At the same time OPRs are the most important element leading to the new culture where information is king.

Many reprographers tend to view OPRs as a product, or mechanism, which can prolong the life of our old culture. Our

hope has been that once construction information is online more people will access it, and then more people will order more pieces of paper with construction information printed on them.

But experience has proven otherwise. OPRs do not generate greater demand for information printed on paper. However, it is critically important to understand that OPRs do generate greater demand for information because that demand forms the very foundation, the core, of our new culture.

The Axis of Change

Along with OPRs there are two other noteworthy technologies we should examine to understand what is taking place. Together the three form a reprographic "axis of change" that is irresistible: online plan rooms, digital downloads and onscreen take-off software.

The easiest way to examine the impact of this axis of change is to review the chart below.

The chart illustrates the possible effects these technologies might have on the existing reprographic culture; it attempts to depict the transforming power of the reprographic axis. The three technologies are listed along the top of the chart. Right below them is an estimated timeline for those technologies stating their years of significance. Below the timeline is a row describing the impact

IMPACT OF OPRS, DIGITAL DOWNLOADS, AND ON SCREEN TAKE OFF

THE ANALOG AGE	INTRO OF OPRS	DIGITAL DOWNLOADS	OS TAKE-OFFS
1900	2000	2005	2007 2008
100 FOR 100 = 10,000 PRINTS	100 FOR 50 = 5,000 PRINTS	50 FOR 25 = 1,250 PRINTS	20 FOR 25 = 500 PRINTS
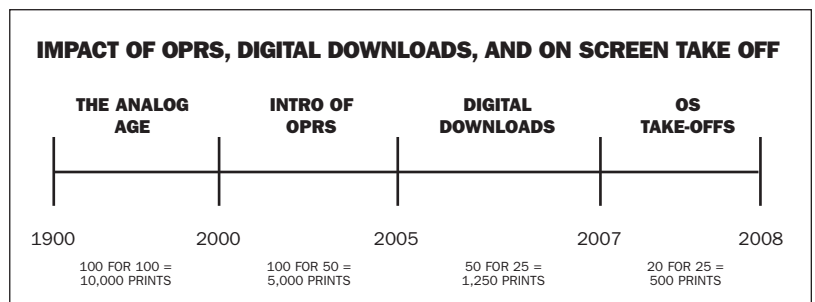
each technology might have on a typical print job of 100 originals for 100 sets… the quintessential job in the blueprint culture.

OPRs

Of the three technologies, OPRs are having the greatest effect by reducing the demand for prints by up to 50% on some projects (from 10,000 to 5,000 on the 100 for 100 jobs). In the old culture sets were printed for every sub; depicted in the chart by 100 sets being printed, or 10,000 prints. But, when subs review construction documents online then only the subs that actually intend to bid will order sets. On many projects only about half of the subs submit bids.

Of course, it must be understood that the numbers illustrated in the chart assume 100% of the sub community is Web-enabled and capable of going online. That obviously is not true today. Therefore, the chart suggests maximum numbers (i.e., if every sub on an invitation list were Web-enabled and went online then the number of prints ordered would likely drop by 50%). Today the percentage of subs that go online varies by region. However, in the future most subs will go online.

Digital Downloads

When digital downloads become commonplace, the demand for prints will continue to decrease; subs that previously received complete sets of paper prints will request printable files so they can make the copies themselves. And they will not request a complete set of files, only the files that relate to their discipline. This emphasizes an opportunity for growth.

The chart shows that when digital downloads are commonplace (which they are already in many regions: for example, the local Builders Exchange in Grand Rapids, Mich., thrives on their subscribers downloading digital files from the BX online plan room for a fee), the orders for prints will further dwindle because some subs, perhaps 25 of the remaining 50, will request printable files, thus ordering no paper prints at all. Also, as digital downloads become standard operating procedure the old practice of "complete sets" will dissolve.

Take-off Software

When subs do their take-offs onscreen they will not need construction information printed on paper. What just a few years ago we hoped would expand the demand for prints— OPRs—is actually reducing it. The chart also suggests that we have reached the high-water mark in demand for conventional construction printing.

Perhaps a fitting conclusion for this article is a list of some of the global and local changes each of us will encounter on our journey through the gateway (see sidebar). ●

Doug Hoek is the president of Veenstra Reproductions in Grand Rapids, Mich.

The Old Culture	The New Culture
The old world was analog	The new world is digital
Everything was about documents	Everything is about communication
Prints were king	Information is king.
Most, if not all, construction information was distributed on paper	More and more construction information will be viewed online, downloaded or distributed electronically.
Printing was the primary source of revenue.	Collecting, managing, maintaining and communicating construction information will be a primary source of revenue.
2-3 days to print and distribute a job of 100 originals for 100 sets was fast	Information can be distributed in 2-3 hours to thousands of people
Architects and engineers were our primary customers	Sub-contractors are our primary customers because subs are the consumers of construction information
Océ, Xerox, Dietzgen, K&E, Michlin, and Klingler were our vendors	Architects and engineers are our vendors
Print and distribute	Distribute, then print-on-demand
"Burn rate" and volume— the more prints per hour the better.	"Front end"—scanning management, file maintenance, file retrieval, and document layout.
We purchased equipment based on total number of clicks divided by purchase cost.	We purchase equipment based on access time to stored documents, file storage methodology, and software which supports on-demand production and timely retrieval.
Our major production expenses were toner, paper, machine costs and maintenance.	Our major production expenses are bandwidth, software, hardware, databases, infrastructure, storage space, retrieval time.
Our major competitors were other blueprinters.	Our competitors are defined by their interest in construction information; for many of them prints are immaterial or irrelevant.

Give Your Dead Computers a Proper Burial

By John Marquardt

Recently I was walking through the PC graveyard for an international marketing firm. Now, I've had pretty big PC graveyards myself as the IT muckety-muck for a Midwest reprographics firm, but this was…impressive. I estimated almost 1000 computers—mostly Dells and Macs—with a few hundred monitors (generally over 19") and about 100 laptops as well. They filled almost the entire floor of a skyscraper in downtown Minneapolis.

If you've ever seen elephants handling, touching and smelling the bones in an elephant graveyard, you have a good impression of my experience. I think I touched just about every one, gently caressing each with a wave of my hand, shaking my head at the senseless loss of what was once the state-of-the-art. Probably like the elephants vaguely comprehending their own mortality, I had a realization that my beloved ThinkPad X40 would one day be here—aging…rotting…virtually decomposing as each day stripped away any value like worms to carrion.

I know that's overly dramatic, but as a technophile (go ahead, say it—"geek") I feel a strong connection to hardware. I know they are just objects, commodities that we use up. Except they aren't used up—they have the same capacity to perform that they did the day they came off the line. There is nothing inherently wrong with them; they are just not as good as the current state-of-the-art. I know many, many of you have your own computer graveyards. Maybe they came about because as a machine was replaced, there was no hand-me-down path for old PCs, or maybe you just didn't want to deal with the headache of disposal. Maybe you thought they would still be of use some day.

Given my previous statements, I hope you can believe me when I say it pains me to advise this, but *destroy them*!

Oh, sure, you can sell them, but then you have to scrub the hard disks of any corporate data and the cost of that in time is prohibitive given what you could charge for those machines. Even then, deleted data and even reformatted disks can be made to give up their secrets—yes even with an NSA-style wipe seven times with random data. Plus that's just too time-consuming. Throwing them away is illegal these days, and even if you pay to have them picked up when the local municipality has a "throw it all away" day, you still run the risk of your data being exposed.

Even giving them away to employees is a bad idea; you still have the issue of dealing with data (scrubbing or removing hard disks), but they are by definition outdated and slow and likely to be just tossed out, and individuals won't take the same care in disposing of PCs as a company might. This is important as it's estimated that in 2004, 314 million computers were thrown away—that's 1.2 billion (with a B) pounds of lead, 2 million pounds of cadmium, 1.2 million pounds of hexavalent chromium, and 400,000 pounds of mercury (Source: Utah Department of Environmental Quality). With about 1/3rd of the weight of a CRT being lead, even monitors are hazardous waste. As the lawyers take over the country, you can also expect that improperly disposed-of hardware could come back to haunt you as the serial numbers can be ultimately tracked to the company that purchased them—think of Superfund.

As much as it hurts me to say this, your best option is to find a reputable vendor for proper destruction and disposal. It's easier and cheaper than you might think.

Jim Barron, sales manager for Shred Right, a leading Midwest information destruction company, describes the process: "We physically destroy the computer hard drive, computer backup tapes, diskettes, and anything we can't destroy we recycle." It's also affordable, considering the cost of alternatives. "Rates vary from 35 cents to 85 cents per pound for disposal of hardware and from $2 to $5 for removal and destruction of hard disks depending on how hard they are to remove." Shred Right also provides some oversight for the customer. "We provide a certificate of destruction stating that all data is rendered indecipherable and non-negotiable. Customers also get a statement of recycling."

Like Shred Right, Barron explains that most information destruction companies will also be concerned about the security of your data as it's on-deck for destruction, "We have a shredding vault, a secure area where we hold the material until it is destroyed, which is in a video monitored and pass-card secured facility."

They put the hard disks through a giant shredding machine with a 200-horsepower engine that turns hard disks and backup tapes into so much metal and plastic confetti—anything less than two inches thick is no problem.

His advice for anyone considering information destruction to deal with aging computer hardware is pretty basic. "The most common problem we run into with clients is what they think they have versus what they actually have. Having a good inventory of how many you have and exactly what it is will get you the best price and service. If it's a large enough volume we will come out and take an inventory for you."

It's a hard message for me to convey—I really love computers…even old, crusty, out-dated ones—but your graveyard is only going to grow, and each day you wait is an exposure to hassles you don't need.

For information destruction services near you, contact the National Association for Information Destruction (www.naidonline.org) which has a certification program for companies that do data destruction. ●

Formerly the I.T. manager for Engineering Repro Systems in Minneapolis, John Marquardt is an industry speaker and educator. You can reach him at john@offblue.com.

Upcoming Reprographic Conventions

IRgA Annual Convention & Trade Show

May 11-13, 2005
Caesars Palace
Las Vegas, Nev.
Contact: 800/833-4742
www.irga.com

Central Reprographic Association

September 29 - October 1, 2005
Marriott Lincolnshire
Lincolnshire, Ill.
Contact: Shirley Zawoyski
shirleyzawoyski@sbcglobal.net

Western Reprographic Association

October 5-11, 2005
Sheraton Maui Kaanapali Beach
Maui, Hawaii
Contact: Monica Estrada
monica@piasc.org

Eastern Regional Reprographic Association

October 6-9, 2005
Hyatt Harborside
Boston, Mass.
Contact: Kim Clements
kjc@johnsonimagingsystems.com

Southeastern Reprographic Association

November 3-5, 2005
The Grove Park Inn Resort & Spa
Asheville, S.C.
Contact: Forrest Kenley II
forrestjr@aerepro.com

New Members

Associate

Graphic Enterprises Inc., A Visual Edge
Technology Company
North Canton, OH

The 2005 Mounting & Laminating Seminar Schedule:

May 19-20	Drytac \ Chicago, Ill.
May 26-27	Drytac \ Toronto, Canada
July 14-15	Drytac \ Los Angeles
August 11-12	GBC \ De Forest, Wisc.
August 18-19	Drytac \ Seattle, Wash.
October 13-14	Drytac \ Dallas, Texas
November 10-11	GBC \ De Forest, Wisc.

CRA in Texas for 2006

Mark your calendars! The Central Reprographics Association will be holding its 2006 convention September 27-30 at the Marriott at the Capitol hotel in Austin, Texas.

Screen Printing, Wide-Format Inkjet Will Continue to Co-Exist

According to a new report from InfoTrends/CAP Ventures, wide-format digital inkjet production and screen printing technologies will continue to co-exist, though the gap between them is closing.

The paper, "Digital Production and Screen Printing—There's Plenty of Room for Both," states that inkjet will not replace screen printing because the latter still offers benefits the former can't provide. Screen printing is still more versatile, allowing printing on a wider variety of substrates with stronger color depth and flexibility and few limitations on size, thickness or shape. But inkjet excels for short-run jobs, one-offs and prints with variable data.

"It is the printer's responsibility to make the end-users and print buyers aware of the unique selling points that are offered by both types of processes," says Sophie Matthews-Paul, a consulting associate for InfoTrends/CAP Ventures.

"Digital Production and Screen Printing—There's Plenty of Room for Both" provides a complete review of screen printing and inkjet technologies, including market development and changes, applications, inks and materials. For more information, contact Alison Hipp at 781/616-2100, ext. 126 or alison_hipp@capv.com.

Plan Express Expands with RSA Partnership

The Reprographic Services Association (RSA) and Plan Express, Inc., have formed a unique partnership designed to complement each organization's strengths and benefit their customers.

Under the arrangement Plan Express will offer same-day pick-up and delivery service at RSA's 170 locations nationwide. In addition, RSA member organizations can offer late night logistical services through the Plan Express facility in Memphis, Tenn., and satellite production facilities located near many FedEx facilities. The agreement with Plan Express enables the RSA membership to offer their clients the ability to reach any city in the country with a connection to the late night logistics offered by Plan Express.

Plan Express provides logistical services for its own customers and the subscribers of Dodge-McGraw Hill Construction, CMD Reed Construction, iSqFt and The Blue Book. Primavera, Meridian Project Systems, WinEST and Quest users can integrate their software with Plan Express' automated service.

Plan Express CEO DeWayne Adamson says, "We see it as a win-win for both of our organizations, each company's strengths complement the other to provide a total solution. People are seeking maximum efficiencies in their business…needing to deliver better productivity and lower costs, all the while having total accountability."

To learn more, visit www.planexpress.net or call 901/843-2142.

Reprographics Work Qualifies for Tax Deduction

The March/April 2005 REPRO REPORT included an article on how the new tax laws affect reprographers. Frank McGee, CFO of Thomas Reprographics, Inc., did some additional research on the topic, and his comments are excerpted below:

On October 11, 2004 Congress passed the American Jobs Creation Act of 2004. What began as a deduction for exporters turned into a more extensive deduction for all US manufacturers. The deduction begins for taxable years beginning after December 31, 2004, and is phased in over six years: 3% for 2005 and 2006, 6% for 2007, 2008 and 2009, and 9% beginning in 2010.

Congress granted the deduction to not only manufacturers, but to producers of tangible personal property. Construction is included as a defined manufacturing activity and includes residential and commercial construction and infrastructure projects such as roads, power lines, water systems and communication facilities. Architectural and engineering services related to the construction of real property also qualify.

In an informal telephone conversation with the IRS Office of Associate Chief Counsel, they indicated that the reprographics industry would qualify for this deduction. The IRS did indicate, however, that only production revenue would qualify, and that equipment service revenue and document storage revenue probably would not qualify. Current guidance concerning this new tax law is available in Bulletin 2005-14. The IRS hopes to release additional guidance in the form of Regulations by mid-summer.

IRgA members should consult with their tax advisors regarding the applicability of this deduction to their businesses.

Read McGee's full opinion at www.irga.com/news_digest/2005/Manuf acturingDeduction.pdf.

Adobe and HP Join Forces to Help AEC Professionals

Adobe Systems Inc. and HP are targeting architects, engineers and construction (AEC) professionals with new projects designed to improve collaboration and efficiency and reduce costs.

The companies are bundling Adobe Acrobat 7.0 Professional software with HP Designjet large-format printers in Europe, the Middle East and Africa (EMEA), which will allow technical professionals to reliably share all the components of a design project, both electronically by PDF and through large-format prints.

The Acrobat 7.0 Professional and HP Designjet combo is available in EMEA in a variety of language versions, including English, French, German, Spanish, Italian and Portuguese.

ERRA Sets Boston Convention

The Eastern Regional Reprographics Association will hold its 57th Annual Convention and Trade Show October 7-9 at the Hyatt Harborside in Boston.

Attendees will find networking, educational opportunities, a trade show and a chance to sample Boston's many attractions, such as Faneuil Hall, Quincy Market, The New England Aquarium and the Freedom Trail. Convention details will be available in upcoming issues of the ERRA Newsletter and at erra.org.

NEWS BITS

InteliCoat Promotes McCarron

Ed McCarron has been promoted to the newly created position of marketing manager, digital imaging, at InteliCoat Technologies. He has been with InteliCoat for more than 19 years and has served as a product manager for the company's display graphics business since 1999.

McCarron speaks frequently at industry conferences, trade shows and has published many articles in various trade publications.

O'Rourke Promoted at Avery Dennison

Avery Dennison Graphics Division North America has promoted Timothy O'Rourke to Northwest sales representative for the Northwest region's distribution channel, including the Washington, Oregon, Idaho, Montana, Wyoming, Alaska, and Western Canada territories.

O'Rourke joined Avery Graphics Division in January 2003 as a "Delta Force" representative. In his new position, he will be responsible for generating new sales leads for all Avery Graphics brand materials, including signage, digital and screen printable products.

New CEO for Plan Express

Antony Francis has joined Plan Express as the company's new president and chief operating officer.

Francis previously led NewRoads, Inc., a provider of outsourced catalog and e-commerce order management and fulfillment. He has also held executive positions at MRM Fulfillment in Raleigh, N.C. as interim CEO/COO and at Perkin Elmer, Inc., as vice president, Global Customer Operations.

Francis spent 12 years at FedEx, working as European controller in Paris, then as managing director in the finance division in Memphis, Tenn., before returning to Europe as vice president of FedEx's e-Commerce and Logistics business in Europe, the Middle East and Africa.

Onyx Graphics Picks Baker, Noot

Onyx Graphics has named Neil Baker to the newly created position of vice president of worldwide sales. Baker will be responsible for sales of the company's line of workflow solutions products through direct channels, distributors and dealers around the world.

Baker previously served with Digital Selling Solutions where he was responsible for the development, implementation and execution of strategic business plans for products targeted at the digital printing market.

Onyx has also chosen Walter Noot to serve as general manager. Noot will be responsible for leading the company's continued growth. He previously served as president of Aniden Interactive, a graphics services company specializing in content development, technical illustration, and interactive training.

Oracal Hires Midwest Sales Manager

Oracal USA has appointed Samuel Featherston as its Midwest territory sales manager. He will be based in San Antonio, Texas, and his territory will include Texas, Louisiana, Oklahoma, Kansas, Colorado, New Mexico, Nebraska, Wyoming, Montana, North Dakota and South Dakota.

Mr. Featherston comes to Oracal with nine years of sales, product marketing and customer service experience in the digital printing segment of the commercial sign industry.

Workplace Technology Policies

By Debra Thompson

Although it's only been widely used for a little more than a decade, it's hard to imagine working without the Internet. Increasingly, reprographers rely on the Internet for receiving orders, handling customer files, sending proofs, billing and other facets of the business. The outcome of this evolution is that we expect our employees to understand and use these tools and to be able to keep up with this rapidly changing technology. The Internet provides instant access to information and is a vehicle for employee communication, so it has become an instrument for productivity gains. Much of the productivity gain in the United States is attributed to computer technology, including the Internet.

But every valuable tool can be abused. Internet, e-mail and instant messaging have become so pervasive that we need new rules for the staff to cover proper use. While the Internet offers e-commerce tools, it also creates opportunities for employee distraction, ranging from the innocent—entertainment and shopping—to the offensive, such as gambling and pornography. The Society for Human Resources Management reports the following unsettling trends:

- 30 to 40% of employee Internet activity is non-work-related, according to IDC Research.

- Workplace Internet misuse costs U.S. businesses $63 billion in lost productivity annually, according to Websense Inc.

- 70% of all Internet porn traffic occurs during the 9-to-5 workday, according to SexTracker.

- 28% of individuals making gift purchases do so from their offices or cubicles, according to Pew Internet and American Life Project.

To protect your shop from liability and maintain productivity, it is vital to establish company policies that govern the use of the Internet and e-mail. This includes specifics on whether personal access is allowed and, if so, under what conditions. The consequences for violations of the company policy need to be spelled out clearly and can include termination.

If your company chooses to allow limited personal use of the Internet, the employee must be reminded that use of company property is primarily for business purposes—any personal use of the Internet should be on the employee's own time and must not interfere with job responsibilities. Your policy should state that your company has the right to examine e-mail, personal file directories and other information stored on company computers because they are company property.

Make sure that your policy prohibits accessing the Internet for any unethical purposes, such as pornography, violence, gambling, racism, harassment or any illegal activity. Forbid the use of profanity or vulgarity when posting e-mail either on the company intranet or via the Internet. Clearly prohibit unauthorized release or disclosure of any company trade secrets or confidential information. And certainly the employee should be told not to operate any other business over the company Internet/intranet.

Downloading software and music has become commonplace. Make your employees aware that such downloading must be done in accordance with all copyright rules. Failure to control such activity by employees can create major liabilities for your company. You could be subject to legal proceedings and fines.

Another facet of personal communication technology that must be managed is the use of cell phones and, in particular, camera phones in the workplace. To put this in perspective, Samsung, a major manufacturer of camera phones, has forbidden their employees to bring them into the workplace. The company was concerned about inadvertent or intentional photography of company secrets and technology being transmitted to competitors. But other companies have become concerned because the cameras can invade privacy, catch other employees in embarrassing situations or could be construed as harassment. Cell phones have become a mainstay and permission for their use in the workplace must be documented in company policy (see the article on page 26). Your policy must clearly spell out the circumstances for the use of cell phones and must prohibit or severely limit the use of camera phones to preclude company liability for invasion of privacy or harassment.

Technology can be great. But the modern business must deal with cell phones, PDAs and computers as clearly as it dealt with the use of company telephones for personal calls. Be aware that improper actions by employees using any of these devices can create a liability for the company and a personal liability for you, the owner or manager. Establish clear policies, explain them and their rationale, obtain written acknowledgement from the employee that they have been read and understood. Then enforce them fairly and consistently. ●

Debra Thompson is president of TG & Associates, a consulting firm specializing in Human Resources for the Graphics Industry. You can reach her at 877-842-7762 or debra@tgassociates.com.

Managing Employee Cell Phone Use

By Wayne Cramer

Cell phones have become a fixture in peoples' lives around the globe. They are an indispensable tool for conducting business and, if managed properly, can increase productivity, customer satisfaction and profit. They can also easily be abused.

> *To date, over 100 pieces of legislation to regulate cell phone use while driving have been introduced in the United States.*

As with any business expense, cell phone costs can quickly add up if you don't have a system in place to regulate their use. Too often, employees see cell phones as a cool perk or status symbol instead of a tool for doing their jobs. Also, individual cell phones can overlap with company land lines, creating additional telephone numbers for customers to track, not to mention additional expense.

How are reprographers managing cell phone use among their employees? *REPRO REPORT* talked to several reprographers and found a variety of practices. Peter Morin, president of Rhode Island Blueprint in Cranston, R.I., incorporates his company's cell phone policy into his employee handbook. The policy clearly covers usage as well as safety concerns.

Other reprographers include information about rates and reimbursement for cell phone minutes, ranging from providing a small allowance to cover some business calls made on a single-user phone account, to unlimited usage on the latest Web-enabled hardware, managed through a multiple-user account, configured around a pooled-minutes plan.

One surprising finding in this survey is that most reprographers do not have a written cell phone use policy, a must in this day and age to let your employees know what's expected of them—and to protect your bottom line.

What Should Your Policy Cover?

Some topics to consider when crafting your cell phone policy:

Ownership of the Phone and the Phone Number

Of the few shops we spoke with that had cell phone policies, two rules were constant:

1. The reprographer owns and retains the cell phone account and number

2. The reprographer retrieves the cell phone when the employee leaves the company.

Rather than let an employee use his or her own cell phone to conduct business, issue a company-owned phone with its own number. That way, if your salesperson leaves, he doesn't take that number to his new job—a situation one reprographer likened to giving your customers your competitor's phone number. Owning the phone means you'll also be able to control the cost and usage, monitor calls and respond to any calls made to that number after an employee leaves your firm.

Call Use Limitations

As any cell phone user knows, calls get expensive if you don't stick to your minutes plan. Todd Taylor, vice president of sales for eBlueprint in Aurora, Colo., uses a pooled-minutes program. In this type of plan, the company purchases a block of phone usage minutes which are applied to all phones covered.

MobilSense (www.mobilsense.com) maintains that 20% to 40% of companies overspend on cell phone use. Companies like MobilSense and Telesoft (www.telesoft.com) market themselves as "automated wireless cost managers" that can help you manage the efficiency of your shop's cell phone use. They can set and track usage policy; differentiate between business and personal use by phone; streamline rate change approvals; and automatically check for common invoice errors. If your organization has

more than a couple dozen cell phones, it may make good business sense to check into services provided by firms such as these.

Other ways to keep costs down include restrictions on using company cell phones for personal calls. Ron Babich, president of Telesoft, states that the IRS has started to delve into tax deductions made by companies for cell phone use. Babich says three of his largest clients have been audited and penalized for taking cell phone expense tax deductions where the companies had allowed personal use of cell phones. IRS spokesperson John Lipold states that there have been no policy or tax code changes regarding this issue.

Proper Phone Etiquette

We've all been annoyed by the guy yapping loudly on a cell phone in a restaurant. If that guy's wearing one of your logo shirts, it may reflect badly on your shop. Another etiquette gaffe: Taking a phone call while meeting with a client or vendor. Even if your salesperson politely excuses herself to take the call, it sends the wrong message. Make sure your policy includes a section on when and where it's appropriate to take calls.

Also spell out that all communications (both verbal and text) made via cell phone are covered by other company policies including Internet use and e-mail policies (see page 24 for more information). Although technological advancements seem to make communication more informal, your employees should still uphold your company's standards for professionalism when using cell phones.

Cell Phone Safety

Cell phone use while driving is a hot-button topic. A 1997 University of Toronto study published in the New England Journal of Medicine found that drivers using cell phones quadrupled their risk of collision—an increase equivalent to the collision risk of legally intoxicated drivers. Many companies have faced lawsuits when their employees have caused accidents—sometimes fatal—while talking and driving.

To date, over 100 pieces of legislation to regulate cell phone use while driving have been introduced in the United States. So far, New York is the only state to pass such a bill—similar attempts have failed in California, Nevada and Utah. However, there have been ordinances passed limiting cell phone use in localized areas (such as Dade County, Fla., and Brook Park, Ohio,). Furthermore, Australia, Austria, Germany, Greece, Ireland, Italy, Japan, Russia and Switzerland have all placed restrictions on cell phone use by drivers. Concern over cell phone safety will only intensify as the devices become more commonplace.

Some repro shops strictly forbid using cell phones while driving; others allow limited cell phone use under certain circumstances (such as with hands-free headsets). Taylor says eBlueprint communicates with its drivers primarily through text messaging units with voice capability. He says that the messengers preferred the text communication more than voice use, and found text to be far more efficient. He adds that eBlueprint trains and strongly encourages messengers not to use the units while driving.

Your company policy should be explicit on this issue. Check with your local police department to determine what, if any, restrictions are imposed on cell phone use while driving in your areas of operation.

Some policies also address concern for radiation emission by cell phones. You may or may not take this one seriously (if you have doubts, type "cell phone radiation" into your search engine and note the results). Current wisdom seems to be that a hands-free headset will allay any radiation threat.

Conventional wisdom on cell phone use policy is to be as conservative as possible. Many companies are taking a fairly firm line such as not allowing calls while driving and prohibiting all personal calls. However, as with any employee policy, it makes sense to balance requirements between employee safety, limiting liability and cost, and facilitating use. ●

Wayne Cramer maintains a consulting practice focusing on human resource management and business planning issues for small and mid-sized businesses. He welcomes all questions and comments and can be reached at wcramerhr@yahoo.com.

The Economics of Succession Planning

By Brett Scully

One of the hardest parts of owning a family business is succession planning. A lot of time, the planning is done later rather than sooner. However, with a little proactive thinking, this process can become a lot easier to grapple with.

First of all, an owner has to categorize the situation specific to the firm. For instance, some owners never want to relinquish the helm, whereas other only dream about what fishing holes are left to conquer. Also, the helmsman must also look at the next generation and figure the different possibilities of how the reins could or should be relinquished.

> *If an owner is very hands-on, with a son or daughter who is "under management" at the company, the idea of trying to "sell" the business to the next generation may not be as attractive to selling to a third party.*

If an owner is very hands-on, with a son or daughter who is "under management" at the company, the idea of trying to "sell" the business to the next generation may not be as attractive to selling to a third party. Consequently, if an owner is eager to retire and has a son or daughter already running the firm, it may only be the structure and mechanics of a sale to design and implement.

If a situation exists that is ripe for a sale to a son or daughter, proper estate planning would go hand-in-hand with a sale. A sale to the next generation also helps "value" the business and assists in estate plans that may exist with other family members who may not be in the business. For example, if an owner had a son active in the business, but also two daughters not in the company, the proper sale to the son would also define the value of the business for estate purposes.

With a note in exchange for the value of the company, an owner can now equally divide an estate for planning purposes, without having to do something like give away business "shares" to those not actively involved in the business.

Once a value of the company is established, then the "flows" must be structured to be able to pay off the note while giving the owner a good lifestyle that does not hurt the future growth or solvency of the firm from the cash outflows put into play.

The cash flows to the owner can also be geared to favorable tax treatment to both the owner and the firm. These types of flows can come in form of note payments as described above or consultancy contracts, if the owner still wants to be involved, as well as rents if the firm owns property. Different scenarios can be modeled to find the right allocation of the above-mentioned cash flow relative to tax consequences.

Let's look at an example: Albert, who has one daughter in the business and a son who is a doctor in another town, owns ABC COMPANY. Albert is pretty tired of work, and sees his daughter as a good manager and quite able to helm the ship.

ABC did about $2 million in revenue in last year, with about $200,000 in operating earnings and no debt, which might value the firm at about $800k or so. Right now, Albert pulls about $100,000 per year from the firm, even though he only shows up about 20 hours per week. From here, some tweaking could effectively start a sale that can cause no disruption to cash flow, while effectively producing a good estate-planning base.

If agreeable, a note exchanged for the shares of the company for $800,000 would work out an amortization schedule costing the firm about $8,000 per month on a fifteen-year basis to pay off. This is comparable to the $8,000 or so that is already being paid to Albert in salary on a monthly basis.

Switching the salary to note payments also has a favorable tax treatment of return of basis and capital gains versus the ordinary income scenario of a salary. The tax difference in this case may be substantial, making the sale that much more imperative to implement versus deferring.

This type of arrangement also helps non-financial aspects of estate planning. Let's say that instead of a sale to his daughter, Albert had 50% of his company shares go to his daughter and 50% to his son, the doctor. This type of arrangement can only cause discord in the future. If however, a note is swapped for the company shares with the daughter, then Albert can give 50% of estate to both kids equally, where the daughter is responsible for paying off the note to the estate, while not worrying if the control of the company would be in jeopardy.

There are myriad details that still must be worked out to effectively sell the business to a son or daughter. But the effort is worth it. If Albert had no estate planning or succession ideas for the business, and a bus hits him tomorrow, the outcome could be disastrous. The topic is not easily or routinely discussed, but succession must be effectively planned or chaos will be sure to ensue. ●

Brett Scully is CEO of eBlueprint Holdings of Cleveland, Ohio. You can reach Scully at bscully@eblueprint.com.

PRODUCTINNOVATIONS

Titan Polyester Fabric

Creative Banner Assemblies has added two polyester fabric substrates to its Titan Ink Jet media line. Titan 7-mil, 3.7 ounce polyester is designed for banners, window displays, backlit applications and tradeshow graphics. Titan 11-mil, 5.7 ounce polyester is suitable for printing digital flags and other long-term applications. Both media work with solvent and water-based printing environments.

Information and catalogs available at www.creativebanner.com.

Store Files Online with IDEAL PlanRoom

Users of IDEAL/Contex scanners can now store and access their large-format scanned files online with IDEAL PlanRoom. This new service, at www.idealplanroom.com, allows organizations of all sizes to have the data storage, viewing and sharing of a secure online plan room.

IDEAL PlanRoom users can access the plan room and upload files with a secure log-on. Using a Web browser, members can share and view files without downloading. Each scanner comes with a certificate that allows free storage for 100 large format scanned raster files. Additional storage may be purchased in increments of 1000 drawings.

Three Vinyl Media Racks

ImageOne Impact's new racks can help your shop organize and protect your vinyl media. Three heavy-duty racks are available: the FR-44, a floor rack that holds up to 44 rolls, 36" x 150' with 14" brackets; WR-20 wall racks that can hold 20 rolls of vinyl, 30 inches in length; and the MR-20, a mobile floor rack that fits 20 rolls with 3" core up to 60", and will support up to 1200 lbs.

The racks all feature a powder-coated silver finish. More information is available at www.image1impact.com.

Oracal's New Inkjet Media

Oracal USA recently expanded its inkjet media selection. The company recently released its ORACAL 352 Metallized Polyester in a Brushed Chrome version.

ORACAL 352 is a 1-mil metallized polyester film designed for screen and offset printing, laser printing and computer-aided sign making (CAS) equipment. The media is ideal for weather-resistant decorative labels, name and technical plates, decorations, moldings and lettering. ORACAL 352 Brushed Chrome features two-year outdoor durability. It is available in 15", 24", 30" and 48" widths, in 10- and 50-yard lengths.

The company also has a new offering for window graphics. ORAJET 3620 Transparent Window Graphics Inkjet Media is non-perforated, transparent inkjet media designed for decals, POP displays and window graphics. The media works for indoor or outdoor flat applications where you want the printed image to "float," or to let the background color show.

ORAJET 3620 is a 3-mil, 4-year solvent-based film available in both gloss and matte finishes. It comes in rolls of 30", 54", 60" and 80" widths and 50m lengths. Oracal recommends pairing the media with ORAGUARD 200 or 210 laminating films.

For more information, contact Oracal USA at 800/672-2251 or visit www.oracal.com.

Colorado Software Upgrade

SCP has released a new version of its large-format color copy software.

Colorado 7.1 offers simplified scanning, copying and printing workflow for Vidar and Contex scanner, as well as the Colortrac "Enhanced" series and Smart-LF 4080M, 4080C and 4080E scanners.

Colorado's new driver prints into its DaylightRIP software, which manages all print jobs. Other new printer drivers include HP DesignJet 4000, Seiko IP-6600, ColorPainter 64S, Xerox 8142/60 and Kyocera Mita KM-4850/P4850/P4845

The upgrade allows manual adjustment of the printer's gray balance, printer calibration in the RIP and a choice of expert or simplified mode for printer configuration. The software's editor features gradual despeckling, hole-filling and unlimited zooming and lets the user import and edit vector data and save them into raster formats. The upgrade is chargeable and requires a new keycode. Download a demo version of Colorado 7.1 at http://update.scp.de/co.

PressVu Prints White

VUTEk Inc.'s new PressVu UV 200/600 W+ is a 600-dpi, four-color plus white, UV-curing flatbed printer.

The PressVu UV 200/600 W+ prints white in line, eliminating the need for re-feeding. The printer can also post-print white over process colors to diffuse transparent media for backlit signs. The PressVu UV 200/600 W+ lets users print white graphics and text directly on sheet-fed or roll-to-roll media and colored stock up to 1.75" thick, as well as substrates such as wood and glass. Users can also print white fill as a base on clear and

colored media. Users of existing PressVu UV 200/600 models can upgrade their machines to print white. More information is available at www.vutek.com.

For more information, visit www.ideal.com.

Vivera Inks for Wide-Format

HP recently made its Vivera inks available for wide-format printers. The inks were previously only available for consumer printers.

Vivera Inks are designed to deliver vivid, lifelike colors and crisp black text. The inks reduce printhead clogging and create fade-resistant graphics.

HP's new Designjet 90 Printer series is the first to use the new inks. Using the Vivera Inks with select HP papers on the HP Designjet 90 Printers creates photos that can last up to 82 years, according to the company. For more information, see www.hp.com.

Seal White-on-Black Foam Board

Seal Graphics Americas has added a new mounting board to its products. Seal White on Black Foam Board features an 11-point, clay-coated white paper sandwiching a black foam core.

The white surface allows true-color reproduction for thin digital printing media while still providing the black core desired for professional-looking mounted graphics. The rigid board can also be used with digital flatbed printers.

Seal White on Black Foam Board comes in 40" x 60" or 48" x 96" sheets at 3/16" thick. For more information, visit www.sealgraphics.com.

Ideal Bundles Network Viewer with ScanDEX Pro Plus

For a limited time, Ideal will be including its ScanDEX-IX Network Viewer with its ScanDEX Pro Plus software. ScanDEX Pro Plus allows users to perform large-format batch processing, clean-up and archive

scanning and indexing. ScanDEX-IX Network Viewer is a thin-client technology that eliminates client-installed software and lets users find and view documents through standard Web browsers.

More information available at www.ideal.com.

Sepialine Supports AutoCAD 2006

Sepialine recently announced that its cost-recovery platform will be compatible with Autodesk's AutoCAD 2006 design software.

Sepialine's Argos Cost Recovery Platform allows users to capture, analyze and report costs—including printing, copying, scanning, faxing and more—across the enterprise.

For more information, visit www.sepialine.com.

GEI SmartLF Scanner

The SmartLF Scanner from Graphic Enterprises, Inc., uses contact image sensors (CIS) normally found in small-format flatbed desktop scanners. The scanner provides 2400-dpi input with fine image details from originals up to 40" wide, in 24-bit color or black & white. The SmartLF also features automatic color calibration, no sensor alignment and low power consumption.

The scanner is available in three models—the 4080m, 4080c and 4080e—and can be upgraded from monochrome to color. For more information visit www.colortrac.com.

Seal PrintShield Laminate

Seal Graphics Americas' PrintShield Polycarbonate is the company's most durable laminating film. PrintShield features a polycarbonate base film with a permanent pressure-sensitive solvent acrylic adhesive. It resists scratches, tears, fingerprints, extensive handling and moisture and comes with UV protection, making it appropriate for both indoor and outdoor jobs.

The film is available in a non-glare velvet/luster finish in 5-, 10- or 15-mil thickness. Rolls are currently available at 38" x 150', 51" x 150' and 60" x 150'. For more information call 800/257-7325 ext. 3, or visit www.sealgraphics.com.

Printable Inkjet Canvas from Drytac

Drytac Corporation has added two inkjet canvas products for the wide-format, fine arts, photography and framing markets. Both 18-mil substrates are compatible with most standard water-based printers from Epson, Hewlett-Packard and Roland using both dye and pigment formulations.

901WR Water-Resistant Matte Inkjet Canvas is an 11-oz. Polyflax/cotton canvas with water-resistant inkjet coating. The matte finish is characterized by the "soft" look considered ideal for fine art reproduction. Users can apply Texture Gel and aqueous acrylic paints directly to the image after printing.

901 Glossy Inkjet Canvas is an 11-oz. Polyflax/cotton canvas designed for photos, signage and fine art reproduction. The topcoat was developed for pigmented inks but can also be used with dye-based inks.

The media are available in 40' rolls ranging from 24" to 50" wide.

Drytac now offers online shopping at www.drytac.com for most of its products, including laminates, mounting adhesives, dry mounting tissue, framing products and media.

More Magic for Inkjet and Solvent

InteliCoat Technologies has added two new Magic products for wide-format, water-based inkjet printers.

Magic DMPSV-G is a glossy vinyl substrate with a pressure-sensitive adhesive coating and release liner for use in wide-format, water-based printers with either dye or UV inks, with a caliper of 11.5 mils (5 mils

without release liner). Applications include board-mounted graphics and point-of-purchase displays.

POLY-PRO glossy polypropylene features a coating that offers a high degree of whiteness and color gamut, as well as a smooth surface for high photographic resolution. This universal 7.5 mil product may be used on water-based wide-format printers with either dye or pigment inks. Indoor use is recommended, and applications include short-term promotional graphics, trade show graphics and point-of-purchase advertising.

InteliCoat has also introduced Magic products for solvent inkjet printers manufactured by Raster Arizona, Mimaki, Mutoh, Seiko, VUTEk and Nur.

Magic GFPOLY, like the POLY-PRO, is a glossy polypropylene with a specialized coating that offers a high degree of whiteness and color gamut, as well as a smooth surface for high photographic resolution. GFPOLY is designed for high-end P.O.P. banners, roll-up displays and trade show graphics

GFMP140, GFMP212 and GFMPTRP, InteliCoat's new line of matte latex papers, are all available in 72" widths. These products are manufactured with the same base and have the same performance properties as the current Magic solvent outdoor papers. The key differences are the matte finish and wider rolls. All three papers work for printing posters, low-cost backlit graphics, window signage and wall murals.

More product information on all Magic-brand Media can be found at www.magicinkjet.com.

Océ Printshop in a Box Program

The Océ Printshop in a Box program is targeted to helping users of the Océ CS6060 printer accelerate their productivity and profitability.

The program includes: Océ CS6060 Business and Application Guide, with instructions, tips and techniques for creating and marketing indoor and outdoor prints with the Océ CS6060 printer; the Onyx PosterShop 6.0 RIP Software Quick Set CD; the Océ Media Starter Kit from Avery Graphics, with four Avery media selections including cast and calendared vinyl and two weights of scrim banner vinyl; Océ CS6060 Applications Workshop Presented by Graphic Intelligence Agency (GIA), a comprehensive two-day training workshop covering all aspects of running a print-for-pay business with the Océ CS6060 printer; and telephone support from GIA.

Océ Printshop in a Box is available now for $2,995 and can be ordered with the purchase of an Océ CS6060 printer from Océ North America. See www.oceusa.com for details.

Onyx RIPCenter for Mutoh Toucan Inkjet

Onyx Graphics has created Onyx RIPCenter Mutoh Edition software for use in the Mutoh Toucan LT inkjet printer. This specially designed software package will be available through Mutoh authorized resellers with the purchase of a Mutoh Toucan LT printer.

Onyx RIPCenter Mutoh Edition software includes a PostScript, PDF and raster RIP; support for one active printer with multiple hot folders; automatic tiling; Onyx Quick Sets to customize workflow for various media types; and Onyx CUT-Server contour cutting support. It also includes support for additional Mutoh Toucan and Mutoh Falcon inkjet printers as well as the Mutoh Ultima series cutting plotters.

Mutoh Toucan LT large format color printers are available in 64" and 87" widths and can print at speeds up to 800 square feet per hour with print resolutions up to 360 x 720 dpi. Toucan models use solvent, eco-solvent or mild-solvent inks for printing on a wide variety of uncoated media.

For more information, visit Onyx Graphics at www.onyxgfx.com.

Rose Debuts New Finishing Options

Rose Displays, Ltd.'s new AnoGrip holder combines the elegance of aluminum with Rose Displays' Anti-Gravity sign-hanging technology. The rounded aluminum profile matches other products in the company's Ano line of products. AnoGrip also uses the same clip rail as Rose Displays' other products, making it compatible with most of the company's hanging options. AnoGrip can accommodate rigid or semi-rigid substrates, comes in black or clear anodized aluminum, with black or silver end caps respectively.

Rose Displays' new Butterfly Clips feature secure, easy-on/easy-off ceiling anchors that attach to standard grid ceilings by simply squeezing the "wings" together and affixing the clip to the grid. Butterfly Clips come in three versions:

- Clip with ring, compatible with regular hooks, Invisible Hooks, double-sided clear locking hooks, double-sided clear non-locking hooks, S-hooks, jet wires, and any other hook that can go through a 1/2" opening ring

- Clip with hole, compatible with single-sided clear non-locking hooks, cord and barb, or monofilament and barb

- Clip for cable and chain, compatible with cable with saucer end, and ball chain

For additional information call 800/631-9707 or visit www.rosedisplays.com. ●

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For less than a cup of coffee a day, you and other member employees can enjoy all the information, services and discounts that the IRgA provides.

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florida fresh

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May 17-19, 2006 | Gaylord Palms Resort and Convention Center, Orlando, Florida

- Acquire and share critical information with industry experts to help **energize** your business

- Take a **fresh** look at the latest technical innovations first-hand

- **Juice up** your professional development in the industry of wide- and small-format imaging

An opportunity to connect with reprographers and industry suppliers from around the globe and **brighten** your business structure – now that's an event you can't afford to miss.

Mark your 2006 calendar now to attend!
For more information as it becomes available, visit www.irga.com

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Classified advertising in REPRO REPORT is provided as an exchange service to members and non-members of the International Reprographic Association. Listings are $.50 per word for members and $1.50 per word for non-members. Please e-mail your classified ad to Erin Beekhuis at ebeekhuis@irga.com.

- **Minimum/maximum word count** – Final word count will be determined by the editor.
- **Box numbers** – For position-wanted ads, advertisers may request a blind box service at an extra $25 per ad.
- **Payment** – Full payment must accompany each ad.
- **Acceptance** – *REPRO REPORT* reserves the right to accept or reject ads at the editor's discretion. Ads are accepted in the following categories: positions available, position wanted, equipment wanted, business opportunities and services/equipment for sale (ie. Merchandise Mart).
- **Number of ads** – Acceptance of ads will be on a first-come, first-served basis.

Merchandise Mart

Océ 9476 plotter/ copier in "scan to print and plot" configuration. Large quantity, available for immediate delivery. Good meters. Coming off Océ service, each unit has Océ "service letter." These are great machines for sale to end-users or expansion of FM operations. Call Tom McNew at DIGITAL ES 800/749-1138 or mcnew@digital-es.com.

Digital ES has the industry's largest inventory of used wide-format copiers, printers and plotters. All major manufacturers' machines in stock. Available as full refurbs or "as is where is," from our dock or delivered and installed, 20 years plus in the business. We speak your language. Call us 800/749-1138 or mcnew@digital-es.com.

Engineering parts for the complete line of Xerox, Kip and Océ systems. OEM parts at a quarter of the price of the manufacturer. We have been supplying the large-format industry for over 10 years and carry over 1,000 parts and supplies. Call Reprographic Technology today for a competitive quote on your engineering parts. Call 888/746-1802 or visit www.reprographic-intl.com.

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We repair **Skrebba staplers**. (factory authorized service agency) Model 23, 117 and all current models. Contact Zack & Associates Inc., 847/462-1460 or FAX 847/462-1580.

Engineering Copier Parts & Supplies for use in Calcomp, C-4, Dietzgen, K+E, Kip, JDL, JRL Systems, Mita, Océ, Regma, Ricoh, Visual Edge & Xerox. Image Products of California carries toners, developers, photoreceptors, cleaning blades, fuser rollers, pressure rollers, fuser webs & much more. IPC carries both OEM as well as IPC (our own private label) brand products. Make IPC your one-stop-shop and call us at 800/221-8831, 714/282-5678 or fax us at 714/282-5680, or visit www.imageproductsca.com.

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Opportunities

Midwest blueprint firm interested in **acquisitions or investments** from 50% to 100% in blueprint and related companies with sales of $3 million to $6 million. Looking for mostly financial and strategic planning involvement in ventures. Will pay cash/annuity for operationally strong firms in any financial condition. Contact Brett Scully, Lakeside Blueprint, at 216/281-1234; e-mail: bscully@eblueprint.com.

Large Format Dealer Opportunities with Mark Bric Display: (www.markbric.com/usa) **Preferred Dealer opportunities** still exist in several cities and metro areas throughout the United States. Our world-class display hardware includes Mark Bric BannerUp®, SnapUp®, Flexiframe®, and more. Our high levels of product quality, brand recognition and customer service make us the only display products partner you'll ever need for your large format color output—from inkjet posters & banners to Lambda photo-quality trade show graphics to rigid sign boards on your new flatbed printer—our hardware covers all your needs. For immediate consideration, please contact Anita Clarke (aclarke@markbric.com) at Mark Bric Display—800-742-6275.

National Reprographics Inc. is looking for **acquisitions** within the reprographic and digital color industries. Interested in well-managed firms of any size located in larger metropolitan markets. Contact Doug Magid at doug@nrinet.com or (212) 366-7063.

For Sale – Long established Southern California based Reprographics Company. Sales are over $2 million with two locations. Qualified buyers only please respond to Doug Souders (Financial Consultant) at soudersinc@msn.com (480) 460-3829.

Positions Available

Georgia Blue Imaging, a 94-year-old Reprographics company with 5 metro Atlanta locations is looking for **sales professionals** to call on existing and new accounts. We are a full service company and specialize in plan room services. Your experience in the Reprographics Industry is a must. Please e-mail your resume to bholfels@gablue.com.

NGI, a fast growing provider of reprographic & digital imaging solutions, is seeking **Sales Executives** for our Atlanta and Washington DC markets. Successful candidates will build customer relationships, assist with proposal development, close sales and gain market share. Must have a proven sales record, strong self-initiative & exc communications skills. Base salary + commission. Benefits include health/dental/life insurance, 401k, paid vacation and more. Email resume to NGIresume@tampabay.rr.com.

Leading Midwest Reprographics firm is seeking a highly skilled **Sales Manager** to lead an existing reprographics sales team in the A/E/C market, and to assist in the expansion of sales in the large format color market; for its operations in the Kansas City area. A proven track record in the industry will yield an attractive salary plus incentive based compensation. Full compliment of benefits and relocation costs may be included. If interested, please send your resume to: IRgA Box PA, 401 N. Michigan Ave. Suite 2200, Chicago, IL 60611 or email info@irga.com with subject: Positions Available - Box PA.

C.T.I/Valueline is looking for 1 **outside sales pro** for the desirable Orange County sales area. We are the largest pure distributor of A & E media in California (no equipment and no repro). Just media and supplies to the end user. Base plus commission plus medical. Opportunity for 6 figure income for the right sales professional. Confidential replies to cdavis6730@aol.com

V.P. of Sales & Marketing—for aggressive, rapidly growing, multi-city, multi-state, reprographics & imaging organization, based in southeastern U.S. Successful candidate must have the energy, drive and passion to continue and accelerate growth well into the future. A thorough knowledge of the A/E/C reprographics & imaging services industry and market, superior sales management skills, outstanding customer-relationship-building skills, and a history of demonstrated success is required. Candidate must be highly organized, results oriented and perform as a true team player. Extraordinary compensation and benefits package, including plan for equity participation, medical, dental, life, short/long term disability, and 401k. For the right person, this may be a once-in-a-lifetime opportunity. Respond in confidence to NGIresume@tampabay.rr.com.

Be Like George

Steve Bova, CAE
Executive
Director

As a native Chicagoan, I can remember a time when every kid that played basketball would take off from the free throw line and try to "demonstrate some serious hang time" like their idol, Michael Jordan. In fact, Jordan set the bar for all NBA players that followed him.

So did George Bukovsky, not in basketball, but in reprographics. George epitomized the ideals of our proud industry. While serving our industry for more than 30 years, he made countless contributions to the field, serving as a champion for the IRgA and actively promoting the industry. Moreover, he served as a friend and mentor to countless people. His spirit and enthusiasm were an inspiration to those with whom he worked and served.

George passed away in 1990, and the Bukovsky Award was established in his honor to be presented to others who have similarly made a lasting impact on the reprographics industry. I never had the privilege of meeting George Bukovsky, so I asked a few people who had.

Bukovsky Award Recipients

2004	Doug Hoek, Bill Remick
2003	John & Cyndi Deermount
2002	William C. Cavert, William M. Cavert
2001	Huey Shelton, Bill Thomas, Sol Magid
2000	None
1999	Cathleen Cushing Duff
1998	None
1997	Paul Koze, John W. Dunn
1996	Herbert Mathias Jr.
1995	Donald & Marilyn Morrison
1994	Stanley Goodall
1993	Richard Condon
1992	Norman Michlin
1991	Jack Wally, Peter Maggi, Ray Good, Jr.

"When I think of George Bukovsky, words like creative, warm, energetic, dedicated, real and high energy immediately come to mind. George was a great asset to the IRgA. He was totally dedicated to the industry, simultaneously supporting multiple initiatives of the IRgA. As our ambassador to his employer, DuPont, he consistently brought back the human, financial and technical resources needed to ensure the success of the IRgA."
-Sol Magid

"Although George did not drink, he was always in the Convention bar until closing time listening to what was important to the members as they exchanged stories. The next morning he would be in the meeting room an hour before the meetings began to help in any way he could. He always was offering to work on special projects to help the IRgA. His dedication was unlimited. The true test was after he was transferred in DuPont from our industry to Remington and the gun industry, he still maintained contact and continued to be concerned about our industry and the members of the IRgA. A unique individual that I still miss today, I still have his picture on the wall in my office."
-Bill Thomas

"George was a very unique person who left a lasting impression on everyone who was fortunate to know him. Sue and I have fond memories of George visiting us numerous times on Key Biscayne as well as climbing the pyramids together outside of Mexico City. I still have the 1990 personalized DuPont-Remington wall calendar that I received from George & Joyce for Christmas in '89."
-Rusty James

"My fondest memory of George would certainly be his smile—he always communicated the sense that he was doing something that he loved and was sharing that with those he worked with."
-Cathie Cushing Duff

It is these qualities that the Past Presidents Advisory Council seeks when reviewing nominations for the Bukovsky Award. Representing the council this year are Bob Margolis (Chair), Peter Morin, Mike Tackett and Bill Thomas.

Under Bob's leadership the committee has spent multiple hours reviewing the history of the Bukovsky Award, refining the criteria to meet the original intention of the award and reviewing numerous highly qualified and deserving candidates.

Nominees must be living, a current or former IRgA member, and have made significant, long-term contributions to the reprographics industry. Current IRgA Board members and officers are not eligible to receive the award, nor are members serving on the Past Presidents Advisory Council.

This year, three reprographers will receive the George K. Bukovsky Award at the IRgA's 79th Annual Convention and Trade Show, being held at Caesars Palace in Las Vegas, May 11-13. The award will be presented from the main stage during the closing luncheon on Friday, May 13, prior to our closing session.

The Bukovsky Award is the highest honor one can receive in the reprographics industry. In fact, it is currently the only award the IRgA bestows. Those who have received the award are giants in our industry— people who have unselfishly helped our industry to grow over the years.

Our industry and the IRgA are richer because of the people within it. At the end of the day, it's not about the equipment, it's not about the competition, and it's not about the pricing structure. It's about the great people who comprise our industry. ●

Steve Bova, CAE, is executive director of the International Reprographic Association. He may be reached at 800/833-4742 or sbova@irga.com