Economic Stimulus Package Provides Huge Investment Incentives

EARLY ACTION CRITICAL TO PRINTERS AND SUPPLIERS

The economic stimulus package passed by Congress and signed into law by President Bush in February provides huge investment incentives for printing, publishing and converting equipment sold and installed before 2009. But, as NPES President Ralph J. Nappi advises, “early action will be critical to take advantage of the tax savings on the sales of large systems that require engineering lead time and installation.”

Enhanced IRC Section 179 expensing and 50 percent bonus depreciation are the business provisions of the economic stimulus package, H.R. 5140, Economic Stimulus Act of 2008. They give companies 50 percent bonus depreciation on investment in new equipment purchased after December 31, 2007 and installed before January 1, 2009. In addition, they also nearly double the limit on capital investment in 2008 that can be expensed, raising it to $250,000 from $128,000 for companies that purchase less than $800,000 of capital assets in the year. Some smaller businesses may be able to use both provisions to their advantage.

Earlier in the decade similar incentives proved very effective for stimulating capital investment, and are measures that are strongly supported by NPES, not only as a short term economic stimulus, but also as permanent tax policy that recognizes the true cost of capital. According to Ulrik Nygaard, President and CEO, Baumfolder Corporation and Chairman of the NPES Government Affairs Committee, “bonus depreciation and the increase of the expensing allowance for investment in capital goods have been a key stimulus for equipment sales for our company and many other Association members.”

The “placed-in-service” date for qualifying equipment purchases is critical to the effectiveness of these tax incentives. Large capital equipment systems typically require more lead time for engineering and installation than is necessary for smaller acquisitions. Therefore, it is very important to note that the enhanced expensing and bonus depreciation in the legislation will only be available for equipment purchased and placed-in-service in calendar year 2008. Even with the relatively short placed-in-service window, these investment incentives still offer...
chairman’s perspective

Hank A. Brandtjen, III
NPES Chairman
President, Brandtjen & Kluge, Inc.

Proactive Inclusion: The Cure for “Spin”

Have you been paying attention to the election primary process? It’s hard not to! What amazes me is the ‘spin doctoring’ applied to every sentence uttered. I know I’m getting older (which definitely beats the alternative, but that’s a separate subject), but the use of the word ‘doctor’ in the context of politics is truly an oxymoron. A doctor is supposed to examine you, tell you what’s wrong and then take steps to heal (i.e., mend, make well, restore to health, cure) you. Conversely, a spin doctor takes whatever is said or done and flips it 180 degrees the other way, as if nothing was wrong in the first place! Without going off on another tangent, this subject got me thinking about the state of our industry today, and where we go from here.

My company, which has been in business since 1919, was struggling in 1933; the depression was hurting everyone. While those in our industry knew that action was needed, determining exactly what to do was unclear. That year my great grandfather met with industry representatives from 25 other companies and the upshot was the formation of the NPEA (National Printing Equipment Association) — a trade association — a forum for people to convene and discuss the problems of the day that offered solutions.

In 2008, the value and strength of this association, now known as NPES (the acronym doesn’t exactly match the current name of our association, but that’s a separate subject), endures and is proudly celebrating its 75th Anniversary. Today, our association is over 400 members strong and my company is still involved.

While the economy today is certainly not comparable to 1933, I do believe there are economic pressures at play for us all that are, or will impact our companies’ performance. In short, I am not too proud to admit it — I need help to separate the ‘spin’ from the facts! Fortunately, just like my great grandfather back in 1933, I’ve got a forum for exchanging information, insights and guidance — NPES!

NPES Leadership Forums

NPES Leadership Forums, our association’s newest member resource, are comprised of eight to 10 top-level executives from NPES member companies. Each Forum group meets three times a year, serving as a ‘surrogate board of directors’ for its participants. Guided by a facilitator, participants delve into each member’s specific situations and/or challenges. Then together, Forum members formulate positive, action oriented ‘take-home’ solutions. The bond between Forum members is strong because each member’s connection to the group is based upon a foundation of candor, confidentiality, commitment and a willingness to share their expertise.

NPES 2008 Industry Summit

If you attend only one industry update event this year — this should be it — the NPES 2008 Industry Summit, March 31-April 3 in New York. (Visit www.npes.org for complete program and registration information.) This three and a half-day event brings together PRINT OUTLOOK 08 with three other key sessions: the PRIMIR Spring Meeting, NPES Market Data Committee Meeting and the NPES Board of Directors Meeting. The co-location of these events provides an unsurpassed venue in which to enhance your industry knowledge and maximize your networking opportunities while minimizing your time away from the office.

NPES Annual Conference

It’s not too soon to mark your calendar for the NPES Annual Conference, November 15-17 at the Don CeSar Beach Resort in St. Pete Beach, Florida.

Suppliers on the leading edge know the future of print is changing. Industry consolidation, surging international markets, converging cross-media technologies, and many other forces are paving a road for change at the speed of thought. How will these changes impact your bottom line? Here, you will participate in the strategic conversation with industry leaders and peers who are driving a new path toward the new model of print. With provocative tutorials from industry leaders and world-class level networking, you’ll return home with new insights and tactics — and better poised to move your business forward.

The Doctor is In

NPES has all the ‘diagnostic tools’ we need to boost the ‘health’ of our companies so that they continue to be nimble, resilient and successful. As for me, I’m looking forward to my regular company ‘check-up’ as I lean on my peers for their expertise and guidance in my Leadership Forum group. No, wait… I just heard the economy is doing really well! Proactive Inclusion… the cure for ‘spin.’

STIMULUS continued from page 1

a powerful sales incentive for NPES members to present to their potential customers, and a huge tax savings for printers who invest this year.

Here are several examples of how the new investment incentives work for suppliers and their customers:

EXAMPLE #1 – Computer to Plate System

(Total equipment purchases in 2008 do not exceed $800,000)

► Example Price –
Without Tax Cut: $200,000
New Small Business Expensing Provision = $250,000/year (up to $800,000 of investment)
Total First-Year Depreciation = $200,000
(100% of new asset)
Tax Savings = $80,000
(assuming 40% effective tax rate)

► New Effective Price –
With Tax Cut = $120,000 – a 40% Savings!

continued on page 3
Looking for answers about today’s economy and current marketplace trends? Don’t miss the popular NPES 2008 INDUSTRY SUMMIT, a three and a half-day mega-event that brings together PRINT OUTLOOK 08 with three other key sessions – the PRIMIR Spring Meeting, NPES Market Data Committee Meeting and NPES Board of Directors Meeting. The co-location of these events at a single venue enables members to enhance their industry knowledge and maximize their networking opportunities while minimizing their time away from the office.

PRINT OUTLOOK 08, slated for April 1-2, is the ideal educational and networking experience for industry executives and managers with a stake in marketing, sales finance, research, manufacturing and operation. Here, attendees will get answers they need about the state of the economy, pivotal trends in the marketplace and information on business prospects for the future.

Previewing the powerhouse of confirmed speakers are:
- Barbara Pellow, Infotrends on "The Role of Marketing in the Future of Print";
- Andrew Paparozzi, NAPL Chief Economist on "The Outlook for Commercial Printing";
- Ronnie Davis, PIA/GATF Chief Economist on "The Outlook for Ancillary Non-Print Revenues";
- Bruce Biegel, The Winterberry Group on "The Role of Direct Mail in Direct Marketing";
- Roman Hohol, Director of Marketing, AMEC on "The Outlook for Newspapers and Magazines";
- Suzanne Morgan, President, Print Buyers On-Line, will host a Print Buyer Panel to explore "Print's Role in the Modern Media Mix" with:
  - Brenda Barozzi, Vice President, Director of Print Production, DRAFT FCB
  - Ed Burgoyne, Director Print Production, TAXI INC
  - Pam McGuire, Print Production Manager, Mohawk Fine Papers
  - Vivian Mojica, VP, Print Program Manager, Global Procurement, Bear Stearns
- Gary Jones, Director, Environmental, Health & Safety Affairs for PIA/GATF, with a special presentation and workshop on "Sustaining Print in a Dynamic Marketplace"
- Dr. Sung Won Sohn, President and Chief Executive Officer of Hanmi Financial Corporation, on "The Outlook for the US Economy Pre & Post Election"

Members can further hone their competitive edge by participating in the PRIMIR Spring Meeting, April 2-3, immediately following PRINT OUTLOOK. Each year, PRIMIR conducts several of the industry’s most comprehensive research studies on topics of critical strategy concern to manufacturers, suppliers and printers. Be there at the Spring Meeting for an insider’s view of the newest PRIMIR studies:
- Trends and Future for Financial and Transactional Printing
- Mega Printers’ Impact on the North American Print Market

GET PROGRAM DETAILS AND REGISTER NOW VISIT: WWW.NPES.ORG/CONFERENCES/INDEX.HTML
Michael Aumann is President and CEO of Buhrs Americas, Inc. Over the last 20 years he has held various positions in sales, marketing and senior management with leading companies in the printing, mailing and packaging industries, utilizing his expertise in mailing, fulfillment and post-press finishing equipment.

In addition to NPES, Mr. Aumann has been actively involved with several industry trade associations and has also served on the Executive Committee for PRIMIR (the Print Industries Market Information and Research organization). He has been a frequent speaker at association and industry events on various subjects related to post-press technology.

Q. This year, as Buhrs celebrates its 100th anniversary of manufacturing, it’s a natural time to reflect upon how our industry has, and will continue to change and evolve. For instance, how has or will today’s migration from analog to digital impact your company’s mix of products?

Aumann: Buhrs having had to address this change has, in fact, made some significant progress in response to the analog-to-digital transition. One example would be the integration of servo technology into all of our systems, which has enabled our customers to begin implementing our intelligent collation technology in the publications, direct mail and transpromotional mail sectors. And, looking ahead the ongoing migration from analog to digital technologies means that to effectively compete with other media, publishers and mailers must move toward one-to-one and personalized communications. Buhrs has great interest in providing solutions to address the continuing changes and is committed to developing intelligent solutions that will help our customers take maximum advantage of postal discounts. As digital printing has created some challenges in post press workflow, some of which Buhrs has already resolved, our organization will continue to be tasked to proactively assess and address new challenges as new printing technologies are integrated in the marketplace.

Q. Relative to your involvement with PRIMIR (the Print Industries Market Information and Research organization), how effective has it been in serving as an ‘early warning signal’ about trends that will ultimately influence your customers’ businesses?

Aumann: PRIMIR has provided valuable perspective which has definitely influenced Buhrs strategy development. In just the last year, studies such as “Magazine Printing and Publishing in the U.S. 2006-2011” and “The Effect of Postal Reform on the Demand for Print 2007-2010” have been particularly important to our business. And, the relationships I have personally developed as a PRIMIR member in the past continue to serve me well and help me to understand how the issues faced by other suppliers influence how Buhrs must respond in the marketplace.

Q. Economists predict that the print industry will grow between 1.5% and 2.5% in 2008, with slightly greater growth in 2009. Based on today’s economy, the trends you are currently seeing, and the feedback you are receiving from your customers, how do these predictions relate to your company’s projections?

Aumann: Like all companies in our industry, we look forward to overall industry growth. That said, at Buhrs we are most concerned about growth in the segments of the printing market we serve. Our strengths in direct mail and personalization are two areas in which we expect to see double digit growth in the near future. We also expect to see continued growth in co-mailing of catalogues and publications.

Q. Beyond current general U.S. economic issues, more directly from your company’s perspective, what’s the biggest challenge facing your organization today?

Aumann: As an importer of equipment manufactured in Europe, on a daily basis Buhrs must deal with the impact of the interplay between the U.S. dollar and the Euro. To date we’ve had success, but our ongoing challenge will be to demonstrate to customers that our equipment provides sufficient productivity and reliability to justify the currency premium. The other key issue for our organization (as likely for much of our industry) is the uncertainty surrounding postal reform and future postal rate increases, which will continue to create challenges in the years ahead.
Benchmark Your Market Share

Have you ever wondered where the concentration of book printers is in North America? What about how large the market is for blankets in the Northeast? How about how much ink is consumed by the newspaper printer? These and numerous other queries are answered in the

The major output from this study is a complex user-modifiable model developed in Microsoft Access where an NPES or PRIMIR member can personalize and update the model for their own purposes and keep it fresh as time moves on to reflect changes in the marketplace.

The model contains a wealth of information on the number of sites, presses/printers, and the consumables they use by market segment for a variety of geographic breakdowns. This data can be used to support multiple requirements – planning, staffing, resource allocation, sales territory development and more. A user with Microsoft Access skills will be able to:
- increase or decrease the number of sites;
- change the penetration of an equipment category;
- change the average number of units/total units;
- change the consumption per site amounts;
- run ad hoc queries to export data to Excel for custom analysis; and,
- group U.S. 3-digit zip, U.S. MSA, state or province, into larger groups to estimate potential.

There were approximately 57,000 sites in the U.S. and Canada in the market segments covered by this study at the end of 2006. Commercial printers with fewer than 20 employees and in-plant printers/CDRs (central reproduction departments) are the segments with the largest number of sites.

This report provides estimates of 38 consumables categories for 19 market segments in the 57,000 sites in the U.S. and Canada. It also provides an estimate of the total number of sites in the market segments covered, the number of sites with equipment in one of the six categories of equipment covered by this study, and cites how many of each of these presses or printers are installed.

The Benchmarking 2006 North American Printers & Consumables study is a statistical model, not a one-to-one representation of specific company locations. Users will need to apply their own insider knowledge to make it more precise. For example, if you know you sell more of a particular consumable than is represented in a particular 3-digit zip, increase the amount shown. State Street Consultants worked with a knowledgeable team of PRIMIR members to apply a sanity check to gross consumption totals prior to finalizing the report and model.

Members can also use mapping software to depict concentration of a particular market segment or to view consumption concentration as shown in the example below for book printers.

An Executive Synopsis detailing the key findings of this study has been distributed for PRIMIR members. If you wish to receive a copy of the complete report along with the CD that contains the spreadsheets and Access model, contact Rekha Ratnam at NPES at phone: 703-264-7200 or e-mail: rratnam@npes.org.

### Sampling of Estimates Developed by 3-Digit Zip, MSA, State and Province

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sites in the state-province-MSA or market segment</td>
<td>Percent of the market segment in the state, province, MSA</td>
</tr>
<tr>
<td>Tons of sheetfed offset press and duplicator UCFS paper</td>
<td>Pounds of sheetfed offset press and duplicator ink</td>
</tr>
<tr>
<td>Square feet of sheetfed offset press and duplicator coating blankets</td>
<td>Pounds of heatset web ink</td>
</tr>
<tr>
<td>Number of coldset web presses</td>
<td>Tons of coldset web newsprint paper</td>
</tr>
<tr>
<td>Number of sites with wide format inkjet printer 36 plus inch</td>
<td>Tons of heatset web SC paper</td>
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<tr>
<td>Milliliters of wide format inkjet printer 36 plus inch ink</td>
<td>Square feet of wide format inkjet printer 36 plus inch glossy paper</td>
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<td>Pounds of color production digital press 50 plus ppm toner</td>
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<td>Pounds of BW production digital press 90 plus ppm toner</td>
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<tr>
<td>Tons of BW production digital press 90 plus ppm uncoated paper</td>
<td>Square feet of heatset web blankets</td>
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newest PRIMIR study. Completed by State Street Consultants for PRIMIR, the newly released Benchmarking 2006 North American Printers & Consumables study provides volumes of statistics about all size printers in a variety of markets and geographic regions.

Principally, the study benchmarked the 2006 consumption of paper, ink, blankets, toner and plates for the U.S. and Canada by geographic region (country, state/province, U.S. Metropolitan Statistical Area [MSA], and U.S. 3-digit zip) and by market segment. Sites using printing presses, digital production presses, and/or wide format printers were evaluated and grouped into various market segments, including commercial printers, in-plant printers, newspaper printers, catalog printers, book printers, directory printers and digital imaging services.

If you are involved in strategic planning, new market development, sales and marketing management, or territory, financial or resource planning, these statistics will be of immense value for all sorts of cross analysis.
Economic growth and the rapid rate of China's modernization have not only changed the country but reshaped the landscape of the entire world economy. In fact, China has accounted for one-third of the world's economic growth. Stocks have made investors MEGA rich, for example: China Mobile (CHL) from $8 to $101, China Unicom (CHU) from $5 to $22, and China Netcom (CN) from $24 to $61. And, because China still has room to grow, this continued growth means increased business potential and opportunity for NPES members.

Today's demand potential for print media in China is high as evidenced by the per capita annual consumer spending on print products: $10 per capita in China, and $400 per capita in Western Europe. From 2002 to 2010, Chinese middle class households are projected to grow from 50 million to 100 million, and annual income to increase from $9,068 to $18,137. Assets will nearly double from $37,485 to $74,969.

According to Chinese printing industry statistics, there are 97,391 printing service establishments, 182,717 copy and prepress services, 9,500 magazines published, 2,600,000 websites with the “cn” domain name. China's print media, digital and print, has accounted for one-third of the economic growth and the rapid rate of China's modernization have not only changed the country but reshaped the landscape of the entire world economy. In fact, China has accounted for one-third of the world's economic growth. Stocks have made investors MEGA rich, for example: China Mobile (CHL) from $8 to $101, China Unicom (CHU) from $5 to $22, and China Netcom (CN) from $24 to $61. And, because China still has room to grow, this continued growth means increased business potential and opportunity for NPES members.

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According to Chinese printing industry statistics, there are 97,391 printing service establishments, 182,717 copy and prepress services, 9,500 magazines published, 2,600,000 websites with the “cn” domain name. China's printing market in 2006 had a total output of $55.34 billion: $50.67 billion of printed matter, $2 billion of equipment manufacture and $2.67 billion of supplies production.

Chinese printing industry manufacturers, both potential competitors and partners for NPES member companies, number 650 companies in the following sectors:

### Prepress
- 6 companies of CTP Computer-To-Paper, Computer-To-Plate, Computer-To-Press

### Pressroom
- 23 manufacturers of color sheetfed presses
- 9 of offset web presses (newspaper, commercial, publications)
- 70 of gravure web and sheetfed (paper and plastic packaging) presses, flexo presses (satellite, tower and units) and letter press

### Post press
- More than 400 manufacturers of perfect book binding lines, saddle-stitchers, collators, glue-binding, slicers, paper cutters, folder/gluters, automatic sawing machines, commercial folders, auto die-cutters and foil stampers, adhesive labeling machines, etc.

From 2001 to 2006 the annual output of the Chinese printing industry grew from $24 to $55 billion, at an annual average growth rate of 15.5% per year. In 2006, Chinese imports of printing industry equipment and supplies were at $2 billion, with $1.5 billion of 45,375 equipment units, $400 million of supplies, $7 million of PS plates, $25 million of CTP plates, and $66 million of film.

As for Chinese import tariffs, they were eliminated for several types of printing equipment in 2007, and on selected digital printing equipment in 2008 as detailed herein. The lower import tariffs and growing Chinese market create new opportunities for NPES member companies to establish representation in China. In addition, the growing number and capability of Chinese manufacturers offer the chance for interested members to pursue partnerships in China to manufacture and sell locally.

With its considerable business and marketing resources in China, NPES strives to assist its member companies achieve their business objectives in the market, whether representation or local manufacture. For complete information on how NPES members can obtain personalized business development services in China, contact Mike Hurley at phone: 703-264-7212 or e-mail: mhurley@npes.org.
2008 Planning: Thoughts, Guidelines, Questions

D. Bruce Merrifield, Jr. is an industry supply chain specialist who began his practice in 1980, after eight years working for a growth-by-acquisition chain of distribution companies with 300 employees. Then, he rose through the ranks, quarterbacking turnarounds for four acquisitions; during his last two years with the company he served as chief operating officer. In 1983, Merrifield bought Clark Security Products, a San Diego distributor with $7M in sales, which he turned around by creating a high-performance culture. Today, Clark has 350 employees and over $150M in sales.

No book can give us a recipe for the best strategic path forward for our particular business within its own unique and shifting context. Unlike sports — where the rules, tools and boundaries don’t change — good businesses are always innovating to change the rules to win. In the longer view, products require different categories of innovation as they move through their respective life cycles. And, eventually, even the processes and technologies that underlie industries also change (i.e., horse to car), which wipes out most traditional competitors. In every firm’s competitive context there is a cumulative amount of innovation that is always going on which must not only be reacted to, but proactively seized to continuously create unique, rewarding value. As environmental change rates increase, the average winning streaks for “great firms” continue to shorten.

Businesses Are Like Sports: Teamwork Counts

Sports teams are a lot like service businesses in the sense that the collective performance of the people is the business; there usually aren’t huge, capital-asset or patented-technology barriers to entry. Getting a team of people to consistently work together at an outstanding level without getting arrogant and starting to slack off is difficult. If our firm has made great money for the past few years, because of the effects of the global credit bubble, how do we turn around corporate hubris? I saw an estimate that Wall Street bonuses will total about $34B for 2007 while the shareholders have seen a loss of $75B and climbing for the year. The forward-looking stock market obviously doesn’t think that the next six months will be as good as backward-looking incentive payouts may be leading employees to think.

Service firm managers must continuously work on trying to get reinforcing success (virtuous) cycles going while nipping losing (vicious) cycles before they really become visible. There are no status quo, steady-as-she-goes personnel performance graphs; human systems are always in a dynamic flux of proactively improving and innovating or relaxing and falling behind, especially when industry conditions have been floating all players to several years of record profits, until the tide turns.

Tigers: Your MVPs (Most Valuable Players)

In many firms, only about 10% of the employees are the real game changers for today and tomorrow. Top management should have individual cultivation programs going on for these key employees to: 1) keep them; 2) keep them motivated; and 3) remove any hurdles on their respective performance/growth paths. One client estimates that they get a 20-to-1 annual ROI on the out-of-pocket expenditures for their “tiger plans.” At the other extreme, token Christmas-party gifts for all may feel good, but will not affect 2008 results. What are your “tiger plans” for 2008? Ask the tigers what they need and want; write it down; review, revise and revive it monthly in about 30 minutes per tiger.

Past Achievements Don’t Count

If a planning team gets quickly supportive of an idea for 2008 implementation, it will yield insignificant results. If everyone already has the words and categorical concepts in their heads for understanding a “new” idea — then likely its the same old industry/groupthink stuff, perhaps in a new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress. Trying harder at the past is nice, but it won’t deliver compelling new value to best target customers in the right, best niche for a particular profit center. How do we get more of those kinds of new dress.
**NPES CALENDAR**

March 2008
TC130 Working Group 5
March 3-7 • Phoenix, Arizona
Joint CGATS SC3, CGATS SC4, USTAG TC 130 WG3/WF4
March 26-28 • Mesa, Arizona

NPES Industry Summit
March 31-April 3 • New York, New York

NPES News and Notes
March 31-April 3 • New York, New York

May 2008
NPES Industry Summit
May 18-23 • Dallas/Ft. Worth, Texas

July 2008
NPES Industry Summit
July 14-16 • Minneapolis, Minnesota

September 2008
NPES Industry Summit
September 22-27 • The Netherlands

**NPES CALENDAR (continued)**

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March 26-28 • Mesa, Arizona

NPES Industry Summit
March 31 • New York, New York

NPES Industry Summit
Market Data Meeting
March 31 • New York, New York

April 2008

NPES Industry Summit
PRINT OUTLOOK 08
April 1-2 • New York, New York

NPES Industry Summit
PRIMIR Spring Meeting
April 2-3 • New York, New York

ISO TC 130 Working Groups 1-4
April 14-19 • Paris, France

June 2008

ICC Meetings
June 24-27 • Tokyo, Japan

July 2008

Joint CGATS SC3, CGATS SC4, USTAG TC 130 WG3/WF4
July 14-16 • Minneapolis, Minnesota

September 2008

TC130 Working Groups and Plenary
September 22-27 • The Netherlands

October 2008

GRAPH EXPO®
October 26-28 • Chicago, Illinois

November 2008

ICC Meetings
November 6-8 • Portland, Oregon

ICC DevCon ’08
November 10 • Portland, Oregon

NPES Annual Conference
November 15-17
Don CeSar Beach Resort
St. Pete Beach, Florida

May 2009

TC130 Working Groups 1-4
May 18-23 • Dallas/Ft. Worth, Texas

September 2009

PRINT®
September 11-16 • Chicago, Illinois

**HURLEY’S TRADEWISE**

**DO TELL. INTEL**

**SHIFT IN GLOBAL ECONOMIC POWER—**

**FOREIGN DIRECT INVESTMENT**

**INCREASINGLY TARGETS DEVELOPING NATIONS**

Despite credit market turmoil, corporate foreign direct investment plans stay constant. China and India remain the top FDI destinations as emerging markets take half of the top 10 spots in an A.T. Kearney Study. The study confirms the shift in global economic power as corporate investment increasingly targets developing nations.

Troubles in the credit markets are not dampening corporate plans for new foreign direct investments. The assessment of senior executive sentiment at the world’s largest companies found corporate investors optimistic about the prospects for developing nations, increasingly targeting them for more corporate investment in the years ahead.

China and India remain the top two countries in the 2007 Index—China number one for the fifth consecutive year. Both developed and developing country investors cite China as their most preferred destination. India retains second place in the Index, a position it has held since displacing the United States in 2005. India continues to attract investors in the high value-added services industries, particularly financial services and information technology.

While China and India remain the top destinations for first-time investments overall, developing country investors are more bullish about new markets such as Vietnam, Brazil and South Africa. Fifteen of the most attractive 25 FDI destinations are developing markets. Brazil, the United Arab Emirates and Russia all rank among the top 10, while Vietnam, Malaysia and Indonesia are returning to the Index’s top 25 most attractive destinations. Emerging markets also have registered the strongest investor optimism, with India, China, Brazil, the UAE and Vietnam experiencing the most positive change in investment outlook during the last year.

Among developed countries, the U.S. again placed third overall in the 2007 Index. The world’s economic center of power continues its perceptible shift from developed to developing markets. Developed countries are competing with developing countries for investment capital, and developing countries are increasingly winning out.

Corporate investors across all regions are concerned about the sustainability of the global economic order. Sixty-six percent of executives cite global competition for scarce energy resources as the largest challenge to global sustainability over the next 20 years. Climate change follows closely behind, cited by 55 percent of respondents. Other top concerns include global competition for non-energy natural resources (47 percent), increasing pollution from developing countries (44 percent), and wealth and income asymmetries between the developed and developing worlds (38 percent).

**Looking for a Few Good Men and Women?**

**Hire a PrintED® Grad!**

Are you like most business owners — confronted with today’s workforce shortage and the challenge of hiring, training and retaining qualified employees? Small and mid-sized employers are especially unlikely to have the resources to properly address these issues. Is there an answer? Yes — hire a PrintED graduate!

PrintED is a national industry-based accreditation and certification program, administered by the Graphic Arts Education and Research Foundation (GAERF®), for graphic communications coursework at the secondary and post-secondary levels. PrintED graduates are a tremendous resource if you are looking to hire knowledgeable, trained, skilled and credentialed employees.

Nearly 700 students nationwide have earned their PrintED certification by achieving passing scores on standardized examinations in Introduction to Graphic Communications, Press Operations and/or Digital File Preparation. You can connect with these students today, online at: www.gaerf.org/printed/printed_certifications.htm, or phone, toll free: (866) 381-9839 for more information.

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