

NEWS:
BENGOLF 2019
& CLIMB OF LIFE

60 SECOND
INTERVIEW:
FRANCES STEPHEN

WHAT'S ON:
KEY INDUSTRY
EVENTS LISTED

LEADERS OF THE
FUTURE CONFERENCE:
REVIEW

NEW SINGLE USE
PACKAGING SPECIAL
INTEREST GROUP

boss today

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SPECIAL FEATURE:
SUSTAINABLE
OFFICE PAPER



SUSTAINABLE IS SENSIBLE

How the OP industry is safeguarding the future



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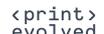
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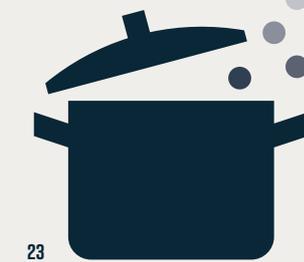
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SIGNING OFF



BOSS CEO PHIL LAWSON TAKES THE OPPORTUNITY TO SIGN OFF AND TAKE STOCK

As I write this, my last article for *BOSS Today*, before my retirement in July, I have been asked to reflect on my time in our industry. What have I learned? What are my hopes and expectations for the future?

My first hope is that by the time you read this, we shall be through the Article 50 Brexit process. Whether you are a Leaver or a Remainer, the confusion and lack of certainty has been hanging over us like a cloud — and that can't be good for business. Our industry used to be a real bellwether for the economy: when sales of sticky notes or ballpoint pens started to fall, we could see a recession coming. It's not possible to use our sales forecasts in this way any more, due to the underlying change in demand for the types of products we supply, but instinctively I feel that unless we get through this Brexit process swiftly and go back to business as normal, we are in danger of damaging our economy further.

I've seen a couple of those nasty recessions — one in the early 1990s and the even more serious one in 2008 — and they teach you to appreciate the good times, of which there have been many in my long career. Working at Dudley Stationery in the late 80s and early 90s

was a special experience, as was my time at Stat Plus in the late 90s and early noughties. I enjoyed many good years at OfficeTeam in the excellent company of Sear, Straker, Whiteway, Maynard and Moore. Most recently, this job has been brilliant — what a privilege it has been to hold this position: the next CEO will I'm sure have as much fun as I have had.

I've tried not to become a grumpy old man as I have got older, although my wife Heather might say that I've already lost that battle. I do get grumpy, though, when I see our companies, good companies, going down a self-destruct path when they deviate from their core strengths.

Luckily, most do not. We are seeing the success of some leading independent dealers who are keeping focused on what they do best — delivering outstanding and personal customer service.

Yes, they are having to branch out by selling a wider range of products to compensate for falling demand for traditional office supplies, but they are staying close to their customers and servicing their socks off.

We are also still seeing innovation from manufacturers: witness the investment by a number of them in new product development.

Wholesalers, too, are going back to

basic principles and their service levels have improved as a result. Dealer groups offer great collaborative support to their dealers and I'm always surprised — and sometimes grumpy on their behalves — when they don't get more support for their programmes from their members. Software companies are working hard to keep their offerings current and data providers have now become a key part of the mix.

I'm bright-eyed about the future, but also realistic. Our industry will continue to grow as we keep changing the definition of what we include within our product ranges. Those that stick to what they do best will do well. We may not be a bellwether any more, but we still sell to everyone, so everyone can be a customer. We are such a friendly industry and one that is hard to leave.

So, I plan to stay engaged with the friends and acquaintances I've made over the last 30 years by trying to fill the giant walking boots of Graeme Chapman MBE through Heather and my involvement with Graeme and the team of organisers at the Climb of Life. I look forward to pestering you for sponsorship and involvement and I'll have plenty more time to do so, so please watch out!

BOSS will be in great hands from July for its exciting future. Good luck everyone, and thanks to you all for all the support you have given me. Please do the same for Amy.

PHIL LAWSON, BOSS CHIEF EXECUTIVE
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BOSS ANNOUNCES ITS NEW CEO

BOSS is delighted to announce the appointment of Amy Hutchinson as its next Chief Executive Officer. Amy succeeds Philip Lawson, who is leaving after three years in the role and is taking early retirement to spend more time with his family.

Geoffrey Betts, the BOSS Chairman, comments, "Following an extensive recruitment process, I am delighted to announce Amy's appointment to this role. In her current position as Marketing Director at the British Printing Industries Federation (BPIF), she's already well known to many members, as she has brought her and her team's expertise and energy to help the successful development of BOSS, notably at the annual Awards, the Leaders of the Future Conference, and all of BOSS's main membership engagement activities.

"I'd also like to express my gratitude to Philip. During his time with us, BOSS has developed its position, widened its engagement with members and enhanced its reputation as the representative trade association for our wonderful, fast changing and forward-looking sector. Amy will build on that foundation, bringing a strong marketing, events and membership engagement perspective to the development of BOSS."

Philip added, "I've worked closely together with Amy over the last few years and she will be outstanding



as our CEO. She already has a good knowledge of our industry, as well as knowing a lot of our members through her work at BOSS events. Her previous experience helping to build both the profile of the BPIF and her own personal brand within the print sector will be a huge advantage. I've really enjoyed the job and I'm sure our wonderful industry will give Amy as much support as I've enjoyed over the last few years. There are exciting times ahead. I wish Amy, with the support of Charles Jarrold at BPIF and all of the BOSS Board, every success."

Amy commented, "I'm delighted to embark on this exciting opportunity

to develop BOSS for the future. While print and office supplies are different industries, there are many parallels in terms of the challenges and opportunities they face. I'm looking forward to meeting members and identifying how BOSS can best support them to positively contribute to a dynamic industry."

Amy will start a process of working with Philip to transfer into this role while she completes a critical rebranding project and will attend the BOSS Members' Day on Tuesday 14 May, before formally taking on the role full time after the BPIF's Members' Day on Tuesday 9 July.

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CHARTING THE SINGLES

BOSS TODAY TALKS TO MARTIN EAMES (DIRECTOR, PRODUCT PROMOTIONAL SERVICES) ABOUT BOSS'S LATEST ENVIRONMENTAL INITIATIVE.

Q: YOU RECENTLY VOLUNTEERED TO BE THE CHAIR OF BOSS'S LATEST SPECIAL INTEREST GROUP ON SINGLE USE PLASTIC PACKAGING. HOW AND WHY DID THIS GROUP START?

ME: Phil Lawson was approached by several interested parties who felt BOSS could help in this area. One of Commercial's large customers had started talks with them about how they might work together to eliminate unnecessary single use plastic from their supply chain for office products, and this triggered interest from their dealer group, wholesaler and other suppliers. We also had discussions with Tony Bellis at 3M and Graham Craik on behalf of the Writing Instruments Association, as they both felt that the 'Blue Planet' effect would have far-reaching implications on our industry.

Q: WHAT HAPPENED NEXT?

ME: The two meetings we've had so far have been encouraging: a number of people from across the industry are already involved, and we have decided that the group's terms of reference should be:

- Defining what the industry considers single use plastic packaging to be.
- Providing education on information and issues relating to this area of public concern.
- Standardisation, where possible, to allow for common data gathering and reporting and liaising with the BOSS Synergy committee on what and how to record data.
- Improving the industry's performance on this issue by encouraging compliance with agreed best practice.

- Lobbying to influence both legislation and the industry as a whole, and publicising the positive developments within the industry.

Q: WHAT DO THE MAKERS OF PLASTIC AND PACKAGING THINK ABOUT ALL OF THIS?

ME: We are not anti-plastic and part of our remit is to argue the case for where plastics are necessary to protect the product and/or lengthen their use. However, we are also interested in seeing where alternatives can be successfully introduced and are very conscious that our customers will be pushing us to find more sustainable solutions, including more recycling. Ultimately, BOSS is not the arbiter of best practice on this issue: we are just there to help facilitate and spread information and knowledge.

Q: WHAT ELSE IS BOSS DOING?

ME: We are preparing a library of relevant materials that members can access and are also highlighting government consultation processes, such as the one on plastic packaging and tax (see <https://www.gov.uk/government/consultations/plastic-packaging-tax>).

We have been asked to help with the measurement of the amount of change of use of single use plastic packaging within our industry, while the BOSS Synergy team will be including a flag within data collection and new product data sheets to identify if a product has 'single use plastic packaging'.

Q: SO, YOU HAVE A DEFINITION OF 'SINGLE USE PLASTICS'?

ME: At present we are using this definition: *Single-use plastics are plastics*

items that are intended to be used only once for a short period of time (ie a week) before they are thrown away. This includes those that can be recycled (eg petroleum-based plastics, food packaging and containers, disposable items and materials used for temporary branding and marketing use), unless there is a legal and/or health and safety issue where single-use plastics are required (eg food gloves, food preservation, etc.). Bio-plastics are derived from biomass and/or intended to biodegrade over time; this is under specific circumstances and therefore not considered as a solution.

Single-use plastics are not products that have an end of use value beyond the market recycling value (eg set-top boxes, mobiles, etc). They are not packaging and products that are designed to be used over a number of years and that can be repaired or dismantled and industrially recycled.

Q: HOW CAN PEOPLE GET INVOLVED?

ME: All BOSS members are welcome to take part in our meetings, have access to all our documents and share information about their company's plans. A number of companies are taking this issue very seriously and are planning some impactful changes.

TO GET MORE INVOLVED, EMAIL PHILIP LAWSON ON PHILIP@BOSSFEDERATION.CO.UK



Reporting on the recent events in the office supplies industry

CLIMB OF LIFE PASSES ON THE BATON

The Climb Of Life (COL) 2019 will be held on November 8th 2019 with a new leader!

After 30 plus years of leading the Climb of Life, Graeme Chapman MBE is handing over the reins to Philip Lawson, who has recently announced his retirement as CEO of the BOSS Federation, following a career spanning 32 years in the industry.

Says Chapman, "I have thought about stepping down for some time now, but as I wanted COL to continue, I couldn't leave until I had the right successor in place. Having worked with Phil for the last three years, I'm delighted that he and his wife Heather will be in charge in future. The COL team of Jason and Frances Stephen, Andrew

and Susie Stacey and Carol Houston will continue to work closely with Phil, and I will support them all for as long as I am needed. The team has been a vital part of the organisation for many years, sharing various duties to help the event run smoothly."

Chapman started this annual charity event in 1984, climbing the three highest Lakeland mountains solo in the snow in aid of Ethiopian Famine Relief, and raising £6,000 in the process. Today, around 120 trekkers take part each year, raising over £100,000 between them in each of the last five years.

Lawson commented "The Climb of Life is one of our industry's great events, and Graeme and his committee have done an amazing job over the



years, raising over £1.6 million in total for various charities, including over £1 million for the Institute of Cancer Research. Graeme's climbing boots will be big ones to fill, and I'm flattered and proud that he has asked me to try. I will now have the time to get more involved, and Heather and I are really excited to retain our close connections with so many of our friends in the trade. I'm also really pleased that Graeme will stay involved – it would never be the same without him!"

NEW TRUSTEE FOR BOSS CHARITY

Jon Morton has been appointed a Trustee of the BOSS Business Supplies Charity (BBSC).

'Morts', as he is affectionately known, is the owner and publisher of *Office Equipment News* and *Channel Info* magazines and has many years' experience in the business services and supplies industry.

BBSC chairman, Graeme Chapman MBE, said: "We are delighted to welcome Jon to our team. He has been a Charity supporter for a long time and is well known to a number of the current Trustees. I'm confident that he will be an excellent addition to the BBSC."

Jon commented: "I am delighted and honoured to take up the position of Trustee. We never know quite what life may throw at us at times, and the BOSS Business Supplies Charity has made a real difference to many people over the years who have needed help. I am looking forward to working with the current Trustees in the fantastic work that they do."

BBSC was established to assist people and their families who have worked, or who currently work, within the stationery or business supplies and services industries who may have fallen on hard times or are unable to work due



to disability or ill health. The Charity is managed by a group of Trustees who raise money via numerous fundraising events and generous donations from regional BOSS committees, The Society of Old Friends and individual donors.

TO MAKE A DONATION TO THE CHARITY, VISIT [HTTPS://BOSSFEDERATION.CHARITYCHECKOUT.CO.UK/PROFILE](https://bossfederation.charitycheckout.co.uk/profile)

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BEING AT THE HEART OF THE COMMUNITY

THE BUSINESS SUPPLIES KEEPING HEARTS BEATING CAMPAIGN.

Luke Chapman - previously a BOSS Board member and a well-known industry veteran of companies like Xerox, CE, BPG and Highlands - is a recent survivor of an out-of-hospital cardiac arrest. He is not alone, since NHS England ambulance services attempt to resuscitate over 28,000 people every year (around 1 in 2,000 of us) who suffer the same plight.

However, survival rates for out-of-hospital arrests are only around 6% in the UK, whilst in countries like Denmark, Holland and parts of the USA they are between 21% and 65%. Research has revealed that the two most significant reasons for this startling difference are the ability of bystanders to help with cardiopulmonary resuscitation (CPR) and the availability and use of automated external defibrillators (AEDs).

So Luke (now retired), along with Jade Wilson of Highlands and Paul Hicklin of Compleat Office Solutions (Mildenhall) have come up with an initiative to increase our survival rates for cardiac arrest. In April 2012, Paul's own father had suffered a cardiac arrest where there were no defibrillators nearby and sadly passed away, which just highlighted to Paul the need for more defibrillators.

The team plans to create awareness of CPR and AED access and usage on a regional and national basis by working with independent retailers and local businesses, particularly those on trading estate and high street locations. Luke approached Graeme Chapman MBE of the BOSS Business Supplies Charity, and Graeme

and his fellow Trustees embraced the idea: "Our mission is to help members of our industry" Graeme commented, "and we realised that this initiative would do just that, particularly if we funded the siting of a defibrillator near to or at St Brides, with a second mobile device being made available at all industry events. This will of course also help the wider public, as we aren't going to insist that any victim is a member of our industry before being allowed to have the use of our donated defibrillator!"

Having a mobile AED device available - and some of the charity's Trustees trained in its use and in CPR techniques - will add another element of care to BOSS events.

The team are working closely with Heart2Heart, which is a long-standing CPR and AED charity, as well as the international AED manufacturer Cardiac Science, in order to obtain the best products at the very lowest cost so as to maximise the number of lives saved. Luke says: "Each AED device has the ability to deliver over 400 shocks, so in its lifetime it could easily save hundreds of lives. If only one person is saved, the costs would be immediately justified."

The next phase of the rollout plan is for more companies in our industry to get involved, and BOSS member InControl Marketing are donating support for the project's marketing requirements. The BOSS board recently approved providing a support fund from reserves to help member companies who wish to help their local community through financing and implementing CPR training and AED

installation. If you and your company would like to be part of this initiative, please email one of the team at Jade@thinkhighlands.com or Paul@compleatofficesolutions.co.uk.

After all, we in office products have always been at the heart of the business community, so why not put something back as a life-saving service for our customers and ourselves?



Reporting on the recent events in the office supplies industry

BENGOLF REBOOTS!

THE ANNUAL BENGOLF CHARITY DAY ON 20TH JUNE 2019 IS ORGANISED THIS YEAR BY PHIL WESOLOWSKI, MD STAEDTLER UK, WHO EXPLAINS WHY THE EVENT MEANS SO MUCH TO HIM.



My first job in the office products industry was with John Dickinson Stationery (now Hamelin Brands) in 2005. On my second or third day in the job, the Managing Director, Philip Beer, told me “You are joining our BenGolf team next week!”. I had no idea what this entailed, but I was very excited to be playing golf in the second week of my new job! I immediately felt that this was a charity event to be proud of, and one that I wanted to be part of for the rest of my career in the OP industry. In fact, to this day, I have not missed one between 2005 and 2018.

BenGolf remains the second biggest revenue driver for the BOSS Business Supplies Charity, and such is its importance that when I heard that Stanley Vaughan — who has given many years of stellar service in running it - wished to step down, I felt compelled to get involved. The Charity does excellent work supporting those less fortunate

than ourselves in our industry; this is *our* charity, for us, for *our* industry — and we should support it.

So, we have looked to refresh this year’s event in order to generate even more income for the Charity while giving people an excellent experience. Having visited many venues, we have settled on Belton Woods, near Grantham (www.beltonwoods.co.uk), which has an excellent course as well as great spa and dining facilities. We are retaining many traditional elements — such as the putting competition and the ‘BenGolf Cup’, as well as the spa for non-golfers — but there will also be some new elements such as a ‘Beat The Pro’ contest, as well as an individual Stableford competition.

We’ve also made it easier for you to get there: this year’s event is on a Thursday, the start time is noon, and as soon as the golf finishes we will go straight into a hot buffet dinner. There is

a BOSS Manufacturers’ Forum meeting there the next day, so all manufacturers will have a good reason (excuse!) to stay over and enjoy a few drinks after their golf. Non-manufacturers will also enjoy staying at such a fantastic venue at the attractive room rate we’ve negotiated.

Speaking of cost, there’s a special ‘Early Bird’ discount for the event, which applies to all bookings received by 10th May 2019: BenGolf entry is priced at £400 per team of four and the BenSpa is £135 per person. Those who just want to come along to enjoy the dinner, networking and Charity auction need pay only £35.

TO BOOK, GO TO WWW.BOSSFEDERATION.COM AND CLICK ON THE ‘CHARITY’ TAB.

IF YOU WOULD LIKE ANY MORE INFORMATION, OR ARE WILLING TO DONATE RAFFLE AND AUCTION PRIZES, PLEASE CONTACT ME AT PHILIPWESOLOWSKI@STAEDTLER.COM OR ON 07943698944.



WONDROUS STORIES

THE BOSS LEADERS OF THE FUTURE CONFERENCE, HELD AT STATIONERS' HALL ON FRIDAY 8TH MARCH, REMINDED SPECIALIST OP INDUSTRY RESEARCHER MARTIN WILDE OF THE POWER OF STORYTELLING.

Once again, this year's BOSS Leaders of the Future Conference gathered together the best and the brightest of our industry's young talent within the August grandeur of Stationers' Hall, bringing a combination of both continuity and freshness that seemed exactly right for this occasion. With the stained-glass windows around us telling tales of printers through the ages and the stories that they have reproduced, the day seemed ripe for younger voices to take up the mantle and tell new stories of their own.

Emily Jones (Fellowes UK) and Scott Castle (VOW) set the tone for the day, telling the tale of the Leaders of the Future committee and its work.

Julianne Ponan "Entrepreneur Extraordinaire" kicked the day's

presentations off by taking us through her own extraordinary story. Following a near-death experience through anaphylactic shock as a child (in which her parents were told that she had four hours to live) and two years of missed schooling, Ponan told how she had turned her 'weaknesses' into opportunities by buying out allergy-free snack company Creative Nature at the age of 22. At the time, the business was making a £56,000 loss and Ponan "changed everything about it", returning it to profit within 18 months and gambling the last remaining cash of the company on a trade show stand at the ExCel, where she made a connection with what turned out to be the Tesco buyer.

Ponan then revealed how — having

secured the Tesco account - she launched with them with only one colleague at very short notice, which included pulling pallet loads of product by hand down the road to the awaiting fork lift truck. The *Creative Nature* brand is now in Sainsburys, Co-op, Asda, TK Maxx and Ocado, as well as in more than 11 countries.

Inspiring, courageous and reflective, Ponan explained that the main things that she learned during this journey were:

- Have a purpose: make sure you and your colleagues are continually on board with what your business is all about.
- Time management: how do you manage and value your time? Don't



wear too many hats: focus instead on what your strengths are and ask others to do the rest.

- Tell a story: you need a story for your brand, because while facts don't always work with customers, they will *always* remember stories.

Indeed, Ponan's story was an engrossing tale of resilience, perseverance, ingenuity and creativity, lit up by a hatful of memorable and inspiring aphorisms:

"As an entrepreneur you say 'Yes' now and work out how to do it later!"

"When you feel like giving up, think about why you started."

"However small you feel, you can still make a difference: you just have to get started."

"Even if you make mistakes, you can still learn from them."

"Tell your staff that you will take responsibility for their mistakes and it will change the way they look at you."

"Every day has 24 hours but it's what you do with that 24 hours — and what you do with your talent — that will define your success."

While the day rightly celebrated success, Frances Stephen (Springfield) took a few moments to tell a more sombre tale by reminding the delegates that not all careers always go smoothly.

However, she showed how the BOSS Business Supplies Charity can help those from our industry who have fallen on difficult times by recounting a couple of stories of how beneficiaries had been put back on their feet by the Charity and finished — not by asking for money — but by urging delegates to spread the message within their workplaces that the Charity was there for whenever help might be needed.

Adam Carnell (Bluetree Group) completed the morning session by telling his own story of 'Starting From Scratch' by setting up an instantprint business straight out of college, then merging with another printer and growing very rapidly. Carnell explained that he had learned a number of valuable lessons from this:

- Know your numbers: make sure you get and review regular data on how your business is doing.
- Your team is your business's most important asset: make sure that you recruit people with the right attitude. If you install a new machine it won't affect the other machines, but a new employee can really affect other people.
- Empower your team: make sure that they have the freedom and ability to do what is required.
- Keep your business focussed: don't try to take too much on

and end up diluting what you are good at. Follow where the growth is coming from and get everyone focused on a clear set of objectives.

- Have fun doing it: of course you can have down times, but they make the peaks feel even better!

After lunch, Charlotte Wiseman (Wellbeing People), a psychology graduate whose own career has seen periods of anxiety and stress, used her own story as a backdrop to explaining how we can look after our wellbeing at work. Making sure that the session was lively and interactive, the appropriately-named Wiseman quizzed the delegates about their current state of wellbeing, which she defined as 'functioning at our best', and explained that improving this could lengthen our lives by up to seven years.

Wiseman then gave "five ways to wellbeing" which the delegates could use on a day to day basis:

- Social connections: speaking to someone - *anyone* - face to face during each day releases chemicals into our bodies that can help to relieve stress and stop us feeling isolated.
- Active lifestyle: we should bring movement into our working day every day. This does not mean an hour of aerobics every day, but a moderate





walk, 'stretch breaks' during meetings, or using a sit/stand desk.

- **Learning:** research has shown that spending time learning something new is more stress-relieving than spending time trying to relieve stress! We should always be on the lookout for people to learn from and topics that we want to learn more about.
- **Take notice (aka mindfulness):** we should look to become more aware of 'what's going on right here, right now'. That means paying attention in particular to our senses as we do things.
- **Giving:** greater and more long-lasting contentment comes not from receiving from, but giving

to, other people. This could be money, of course, but it could also be time, compliments and emotional support. Research shows that people who give strengths-based feedback are 18 times more likely to thrive in the workplace.

To finish, the delegates broke into groups to discuss the "Industry Lifeboat Debate" and decide who amongst dealers, dealer groups, wholesalers, manufacturers, software/service providers and (yes!) BOSS/industry publications most deserved a place in the lifeboat. After a lively debate, each candidate had made such a good case for their survival, that Phil Lawson, who

was facilitating the debate, fortunately managed to find a larger lifeboat!

Phil then introduced the Future Leaders to the future leader of BOSS, his successor Amy Hutchinson, to warm and receptive applause.

At the end of the conference, Emily and Scott thanked all the sponsors for their generous support, the organisers and the delegates and their companies, and encouraged everyone to come back and attend again next year. Delegates were then invited to come and meet Amy in person and to continue to argue for their place in the lifeboat over drinks at the Coppa Club, where no doubt many old stories were repeated and new ones begun...

LOOKING TO THE MANE EVENT



SPECIALIST OP MARKET RESEARCHER MARTIN WILDE TALKS TO FRANCES STEPHEN, DIRECTOR, SPRINGFIELD BUSINESS SUPPLIES LTD.

MW: PLEASE CAN YOU GIVE ME A HISTORY OF YOUR CAREER TO DATE?

FS: I joined the stationery industry nearly 25 years ago. I was previously working within BT and I came in to help out whilst I was on maternity leave. I loved it so much I bought the company!!

MW: WHAT WILL BE THE OPPORTUNITIES FOR INDEPENDENT DEALERS IN 2019?

FS: Dealers need to be brave and embrace the changes in a changing economic landscape. Dealers have ever more access to alternative products/services that they can offer to their customers, with a myriad of ways of communicating these to them. Companies that diversify and become a more important supplier to their customers will find new ways to grow their relationships. Customers want top notch service, coupled with a more personal ordering facility, be that online or otherwise. Proving that you can save your customers time and money and take real cost out of their business is a win/win for both and is guaranteed to ensure loyalty and partnership.

MW: YOU ARE A TRUSTEE OF THE BOSS CHARITY: WHY DID YOU GET INVOLVED IN THAT?

FS: This industry has put a roof over my family's head for the past 25 years, and it's good to give something back. I became a Trustee over five years ago and have now visited a few of our beneficiaries: my first visit left me humbled,

and really appreciating what the Charity could do for someone that was life-changing for them, but actually cost only £300 to achieve. It was a formerly very successful lady who was diagnosed with a brain tumour: she lost her house and, because she wasn't able to work full time, also her job. She was then severely ill again and was hospitalised for over a year. She was referred to the Charity because she was looking for funding to help replace her teenage daughter's broken bed. We paid to replace this and bought her a new sofa as hers was threadbare: she was so grateful, it brought me to tears. She is now back in full time work and working her way back up the ladder, and really appreciates everything we have been able to do for her.

MW: WHAT DOES THE BOSS CHARITY NEED FROM THE INDUSTRY?

FS: Our biggest challenge is reaching beneficiaries. Most of our industry heads have heard of the Charity but are unlikely to ever need our services. It is the people working within our companies that are more likely to need financial help at some point, even if it is just for a one-off expense that they can't manage. So, we need the industry's help to get the message out to them that the Charity exists. We can supply posters for staff notice boards and leaflets for staff induction/exit packs so that everyone can be aware of us. Just

email charity@bossfederation.co.uk and we will send these to you!

MW: YOU HAVE RECENTLY JOINED THE BOARD OF BOSS. WHY DID YOU DECIDE TO GET INVOLVED?

FS: I hope that I can represent the smaller dealer community and use my experience to help ensure that what BOSS is offering is relevant to the wider dealer community going forward.

MW: WHAT CAN BOSS BRING TO THE INDUSTRY IN 2019?

FS: BOSS will continue to offer its services, training and networking, but with Philip Lawson retiring, we have the opportunity to bring in new ideas to build on the changes and growth that he has overseen in the last few years.

MW: PLEASE TELL ME SOMETHING ABOUT YOURSELF THAT FEW OTHERS KNOW.

FS: I am a bit of an adrenaline seeker, and not a little competitive, so I took up eventing horses a couple of years ago. After many years of driving my daughter round the countryside whilst she was competing, I took the opportunity to put all that knowledge to good use and have been competing on behalf of my local riding club, and also became affiliated to British Eventing. My horse is pretty experienced and really looks after me, so I was fortunate enough (and completely shocked) to win my first ever event, which qualified me for the National Championships, in which I finished fifth! I am hoping to build on this in 2019, so watch this space!

WE'VE GOT THE WHOLE WORLD IN OUR HANDS

OR, HOW - IN A DECLINING CUT OFFICE PAPER MARKET - THE DRIVE FOR SUSTAINABILITY MEANS THERE IS STILL OPPORTUNITY FOR INNOVATION, INCREASING SALES AND SAVING THE PLANET.

HOW THE MARKET LOOKS ON PAPER

Overall, European demand for cut office paper has been falling year on year, with Western European countries accounting for the decline, as the latest market figures from paper industry analysts EMGE show (see figure below).

Accordingly, it is no surprise that the UK has been very much part of this downward trend, as Tim Percival, Office Divisional Director at Antalis, explains: "Market intelligence indicates a year on year total cut size volume decline in the UK of around 7% to 10%. This is the unfortunate consequence of digitisation and 'read from screen'. Businesses and consumers are printing less paper

and, when they do, they are doing different things with it. For example, it's now not unusual for schools to email documents to parents that require home printing and signatures added: this is something that simply did not exist two or three years ago."

Another market dynamic during 2018 was a continuation of the inflationary process seen during 2017, caused by the significant increase in commodity pulp costs, driven by an increase in global demand for pulp.

One result of these paper price increases was a 'race to the bottom' in paper grade terms throughout 2017 and 2018, with a trading down from A

and B grade into the lower quality and price product areas. Percival explains that this was due to "a resistance from consumers to accept price increases and a general aversion to moving prices by dealers/resellers for fear of pushing consumers out to market."

Furthermore, it seems unlikely that the pressure on the paper market will be alleviated to any meaningful extent in 2019, and with paper prices higher than they were two years ago, the appetite for businesses to save on consumables costs is likely to be sustained.

FINDING THAT SILVER LINING

So where — under these rather inauspicious circumstances — is growth in sales, market share and value to be gained in selling cut office paper?

For many years there has been some emphasis on recycling as perhaps offering paper manufacturers and distributors an opportunity for differentiation and — to some extent — this has been successful. Certainly, Europe now has a leading position in paper recycling: according to the CEPI (Confederation of European Paper Industries), paper fibres are used 3.6 times on average in Europe, while the world average is 2.4 times. With a commitment to achieve a paper recycling rate of 74% in Europe by 2020, the European Paper Recycling Council is currently reporting a recycling

EUROPEAN CUTSIZE PAPER APPARENT DEMAND (000 TONNES) - OCTOBER, 2018

REGION	OCTOBER 2018	GROWTH % PA	YEAR TO DATE	GROWTH % PA
Western Europe	218	-8.6%	2,215	-6.2%
Eastern Europe*	43	1.8%	415	1.3%
Total Europe	258	-7.0%	2,630	-5.1%

* excludes Russia, Ukraine and CIS
Source: EMGE Cutsizes Monthly Monitor, November 2018; EMGE & Co Ltd (www.emge.com)



rate of as much as 72.3% — around 60 million tonnes — representing an increase of 0.8% over 2016.

However, this is now approaching maximum potential in Europe, as about 22% of paper consumption cannot be collected or recycled. Furthermore, there is some evidence to suggest that — in and of itself — recycling is now not widely regarded as the prime environmental factor for cut office paper. According to the 333 paper merchants, OEMs, OP dealers and printers interviewed in EMGE's *Cutsite Benchmarking Survey 2018*, it is 'FSC Certification' that is considered to be the most important environmental factor when choosing a brand of cut size paper, followed closely by 'PEFC Certification'. 'Green Packaging' (ie non-plastic packaging) was considered important by 50% of respondents, while 'Recycled Content' and 'Lower Grammages' were considered to be less important environmental factors.

"IT'S ABOUT SUSTAINABILITY, STUPID!"

The factor that is increasingly being regarded as important is *sustainability*, which (according to the 1987 Brundtland definition) means "meeting our own needs without compromising the ability of future generations to meet their own needs". Toby Robins, CEO of Office Club, welcomes the 'raising of the bar' represented by the demand

for sustainably-sourced pulp and, rather than seeing it as a hurdle, he sees it as a step to climb higher.

Robins, whose green roots date back to his setting up his own green office supplies company back in 1989, is now a Fellow and Strategic Council Member of the Institute of Environmental Management and Assessment. He sees opportunities for dealers from their customers specifying sustainability criteria: "It's the start of a conversation that isn't just about price and it's an opportunity that will only be seized with the appropriate preparation and product knowledge."

This involves the dealer researching a prospective customer's procurement and sustainability policies — and having the relevant product knowledge of both their own and competitors' offerings — to ensure the optimum alignment of product and customer.

IT'S A JUNGLE OUT THERE

Acquiring this knowledge allows dealers to question customers about how buying a recycled sheet from a mill that is coal-powered — or how transport emissions from a product that has been shipped thousands and thousands of miles — can possibly fit in with their company's sustainability objectives.

This expertise also helps the dealer to avoid some of the risks and pitfalls of global paper sourcing and helpfully

point out to customers that sourcing the cheapest product may have unintended consequences, because it can be a jungle out there. For example:

- Six years ago, the Institute of Wood Technology and Wood Biology found that 78% of 59 samples of Indonesian paper products contained wood that could only have been harvested illegally.
- The World Resources Institute have highlighted Indonesia and Brazil as deforestation hotspots and Robins argues that the Brazilian government's policy of putting the economy before the environment must increase the risk of contributing to environmental harm through sourcing Brazilian forest products.

All of this gives dealers the opportunity to present the benefits of sourcing paper and other products locally, and the good news is that Robins believes that Europe is a credible and well-regulated source for sustainable paper and that forest cover is actually increasing.

Indeed, Percival agrees that European forests are in general properly managed and as such have a positive impact on the environment: "Forests play an important role in mitigating climate change by absorbing carbon from the atmosphere, and Europe's forests store almost 80 billion tonnes of carbon in

their biomass. The stock of carbon in forest biomass has increased by around 3 billion tonnes since 1990, which means that forests absorb around 7% of the annual greenhouse gas emissions from the region. Between 2005 and 2015, European forests grew by 44,000 km²: that's an area bigger than Switzerland and amounts to over 1,500 football pitches every day."

WALKING THE TALK

Of course, as Percival points out, "sustainability is not something that has recently risen to the top of the agenda as far as office paper is concerned. The paper industry has been at the forefront of socially responsible solutions a long time before the relatively recent focus on this topic."

However, what is especially interesting at present is the extent to which the sustainability message is now being used by the OP industry to market cut paper products and — of course — how successful this strategy has been in building sales, share and margin against the backdrop of falling paper volumes and that value-shrinking 'race to the bottom'.

One example of this is Office Club's *Cool Earth* brand, as Robins explains: "One of the first things that we did when I arrived at Office Club was to look at our own brand range of paper, which was a premium B grade sheet. Along with the rest of the cut paper market, sales of it were in decline, so we questioned what value the *Office Club* brand was providing and saw an opportunity to source a sustainable premium B grade paper product and create an affinity marketing programme for it with the *Cool Earth* charity (see box).

It's not unusual, of course, to see this kind of charity partnership in the UK paper market — Premier Paper have their own programme with the Woodland Trust (see the section on Premier Paper below).

For Robins, the marketing message on the *Cool Earth* paper is deliberately direct: "We've designed the wrapper of the paper so that it simply says 'This Paper Saves Trees'. It grabs attention with a bold statement, so customers can

pick it up, turn it over and see that on the back there's an endorsement from Sir David Attenborough confirming it. If you've got the customer that far, the only thing left for them to do is pay!"

KNOWING THE BENEFITS

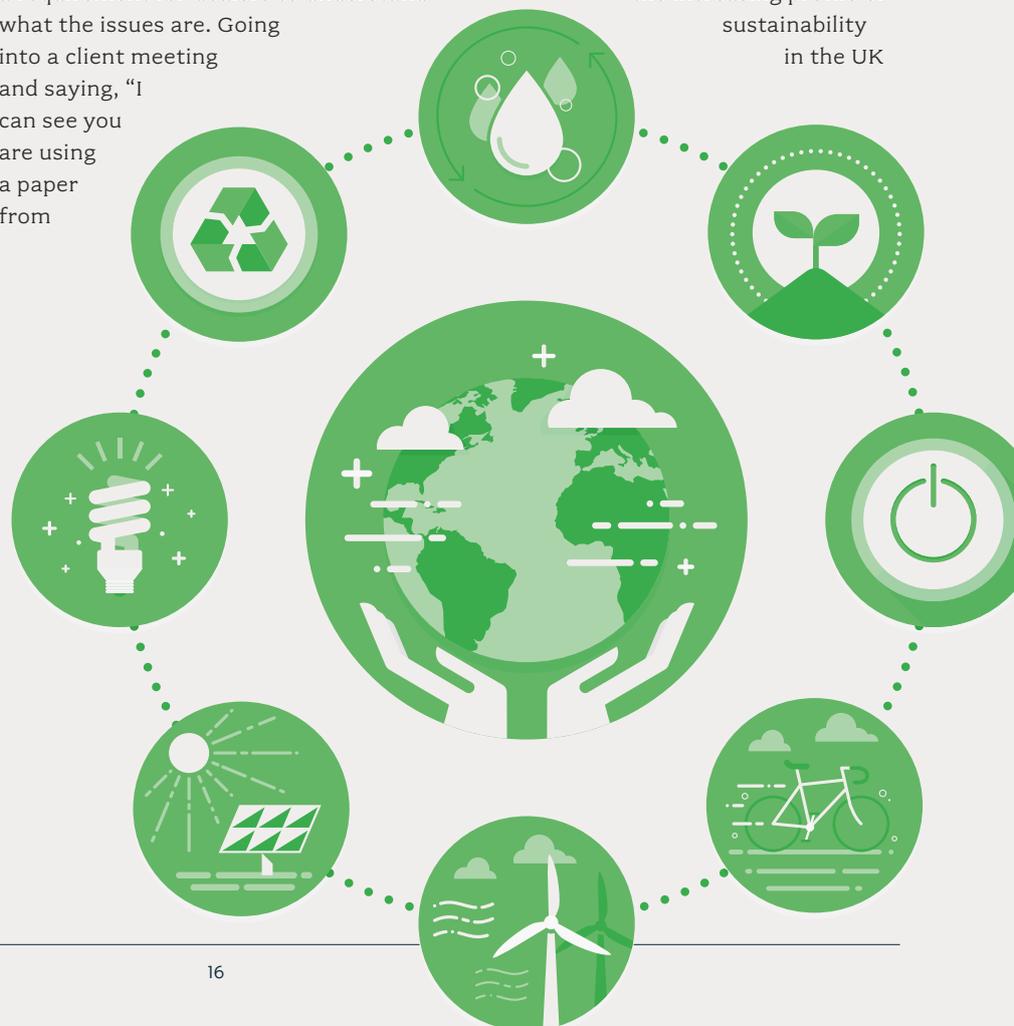
This of course could bring us on to the sensitive issue of price, but if asked about whether the *Cool Earth* product is price competitive, Robins reiterates: "*Price doesn't matter!* That's the default failing of many dealers. There will *always* be somebody cheaper. If somebody wants to buy a socially responsible or sustainable product, then the discussion should be about the *sustainable credentials of the product*, not its price."

How, then, should dealers successfully sell those credentials and that paper? Again, Robins is clear: "Dealers need to be seen as an expert and should know more about paper than any end-user is likely to. However, since an end-user might know more about sustainability than their dealer, there's definitely also a requirement for dealers to understand what the issues are. Going into a client meeting and saying, "I can see you are using a paper from

Brazil: wouldn't it be better to be using something a bit more local?" immediately puts the conversation into an area that is not focused on price, and if the customer replies, "But it's cheap!", the dealer can then say, "If you could have a more local paper at the same price, why wouldn't you?"

So, how successful have Office Club dealers been in using the sustainability argument to sell the *Cool Earth* product? Says Robins, "Since we launched it, we haven't just reversed the 8% decline but we have grown 30% year on year for two years. End-user interest in sustainability is growing faster and faster. I don't think there is anywhere that is not affected by this, and the impetus is coming from everywhere, including the reaction to last year's 'Blue Planet' TV series. Any company that has got employees is going to have some people within the organisation saying, "What are we doing about this?"

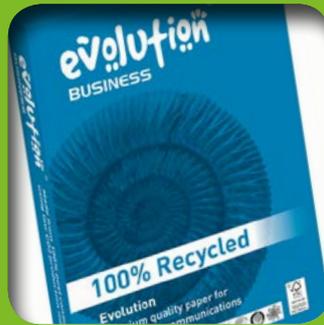
It is clear also that there is no value in dealers putting their heads in the sand on this issue because, as Robins says, "the increasing profile of sustainability in the UK



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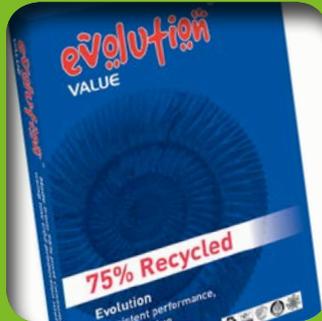
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WHAT'S COOL ABOUT COOL EARTH?

Cool Earth (www.coolearth.org) is a UK-based international NGO that protects endangered rainforests in order to combat global warming, protect ecosystems and provide employment for local people.

Toby Robins explains that "Cool Earth works with indigenous communities who are quite accustomed to being offered large amounts of money by loggers wanting their rosewood. Cool Earth pays villagers to keep their trees standing, thereby preventing the loggers from taking the trees. This provides an income stream into the village which is administered by a committee and spent on infrastructure projects to benefit the whole community socially, economically and environmentally. This inward investment means that neighbouring villages then also want to be part of the programme and hence creates a screen that prevents the loggers from going into the interior, enhancing the level of protection massively. This is why Sir David Attenborough says that supporting Cool Earth is one of the best things that you can do."



population means that even if you are ignoring it, you can be damned sure that your customers aren't!"

AND AT THE OTHER END...

While the sustainability credentials of pulp and cut office paper are an increasingly important issue at one end of the supply chain, HSM's recently-updated range of *ProfiPack* packaging machines could perhaps help at the other. *ProfiPack* machines use special hardened steel rollers and powerful motors to perforate waste cardboard and turn it into recycled, environmentally-friendly and biodegradable packaging material.

Mark Harper, Head of Sales UK & I - Office Technology at HSM (UK) believes that the environmental benefits of this are significant: "Material that would otherwise be put into waste is converted into free packaging and void fill, and there's less need to use single use plastic packaging, such as bubble wrap or air pockets. No more popping sheets of bubble wrap to get it to fit in the bin!" As a result, Harper claims that there are

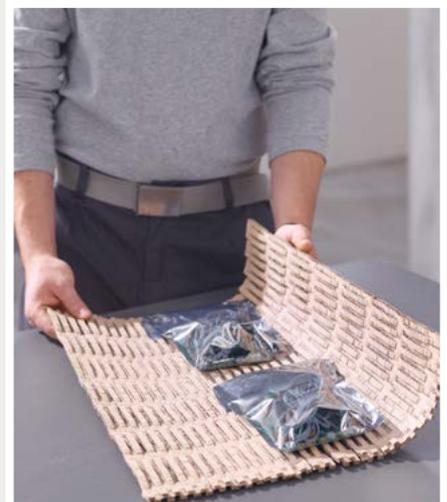


also cost benefits for end-users, who do not have to buy as much purpose-made packaging material nor pay to have waste cardboard collected for disposal and recycling: "While the capital cost of a *ProfiPack* machine is obviously higher than a one off order for conventional packaging materials, we find that in most cases the ROI of a *ProfiPack* machine can be recovered in 12 months or less because of these savings."

Harper claims that there are benefits for dealers, too: "The machine itself is a pretty simple, single use product. They are robust and reliable and, once an end-user has one, they will not want to revert to bought in packaging materials. HSM has a dedicated sales team that can educate dealers' salespeople and help them with advice, demonstrations and trials."

If we are going to save the planet, we should after all be holding it at both ends.

MARTIN WILDE - THE AUTHOR OF THIS ARTICLE - IS MANAGING DIRECTOR OF OP MARKET RESEARCH SPECIALISTS MARTIN WILDE ASSOCIATES LTD (WWW.MARTINWILDEASSOCIATES.COM).





TIM PERCIVAL, OFFICE DIVISIONAL DIRECTOR ANTALIS



Q: What does 'sustainable' mean to Antalis?

A: We have an obligation to ensure that our commercial development takes into account key economic, social and environmental concerns, so our rigorous approach to environmental management ensures that all of Antalis's suppliers are vetted and meet stringent audit criteria. In 2014, Antalis launched the **Antrak Sustainability Management Process**, which gathers information on suppliers' regulatory conformity and adherence with new FSC and PEFC standards and European Timber Regulations, so that we can evaluate the potential risks linked to certain supplier sources and take measures to mitigate them if necessary. Our Sustainable Wood Pulp and Paper Sourcing Policy also

ensures that we use timber from legal, sustainable and well-managed sources. This means that Antalis can not only provide our customers with robust CSR credentials; it also facilitates strong, transparent relationships with our suppliers.

Q: What have been the recent trends in demand for sustainable cut size office paper products?

A: With publicity ramping up around the anti-plastics movement, paper products have been under closer scrutiny, mainly for alternative packaging solutions. Nowadays, we find that consumers are better informed about, or at least have more of an appetite to better understand, the environmental aspects of the products they purchase.

Q: What have been the recent innovations in sustainable cut size office paper products?

A: Antalis lead the way in our group-wide approach to sustainability with the extensive Antrak Sustainability Management Process firmly embedded in our business for over four years now. We have seen a surge of interest in sustainability schemes such as carbon offsetting, in which Antalis partner with Forest Carbon (www.forestcarbon.co.uk).

Q: Why should OP dealers get involved in selling sustainable cut size office paper products?

A: We see an appetite from consumers for a better understanding of product sustainability, so dealers should use the support of their suppliers to feed this desire. In a heavily commoditised product area, differentiation is critical, and all of our cut size paper products have a very compelling story to share.

Q: What mistakes do OP dealers make in selling sustainable cut size office paper products?

A: Resellers seeking to differentiate should embrace the positives of paper sustainability and not default to price. This is easy to say, but a lot more difficult in practice: however, Antalis are here to help!

Q: What support can Antalis give dealers wishing to sell sustainable cut size office paper products?

A: Antalis can provide dealers with good solid information to help build the sales proposition. Our Green Star system simplifies the approach and facilitates a rating system across all of our products to help resellers and consumers make informed decisions. We can also support dealers in obtaining recognised certification relating to key sustainability accreditations with our market-leading consultancy services.



DAVE JONES, GROUP MARKETING DIRECTOR PREMIER PAPER GROUP



Q: What does 'sustainable' mean to Premier Paper?

A: All our products come from sustainable sources, but our *Woodland Trust Office Paper* is unique. Not only is it produced to the highest environmental standards, but every sheet sold contributes directly to the work of the UK's leading woodland conservation charity. It really is 'the paper that plants trees', because of a number of factors:

- **Raw materials:** the majority of its raw material comes from wood cut down as part of thinning work in forests and wood chips sourced from local sawmills, minimising the environmental impact of transportation.
- **Integrated mill:** *Woodland Trust Office Paper* is made at an integrated mill. This means that the pulp and paper are made on the same site, reducing the energy needed as the pulp does not need to be dried and transported to another location.
- **Energy:** the mill is entirely self-sufficient when it comes to heat and produces around 40% of its total electricity needs, with the rest being purchased from climate-neutral sources. Bio fuel (waste products from the production process such

as bark chips and black liquor) accounts for around 96% of the mill's fuel requirements. Surplus heat from the paper production process heats over 3,000 local homes and civic buildings.

- **Totally Chlorine Free pulp:** all of the paper pulp used in the production of *Woodland Trust Office Paper* is Totally Chlorine Free (TCF), which means that the bleaching process does not release any chlorine into the water.
- **Certifications:** The mill is ISO 14001 certified and registered with EMAS (the EU's Eco Management and Audit Schemes). The product lifecycle is endorsed by The Nordic Swan (the official eco-label of the Nordic countries) and the EU Flower. Its FSC certification confirms that its forest raw materials are from verified sustainable sources.
- **Carbon footprint:** *Woodland Trust Office Paper* emits zero carbon dioxide from fossil fuels during its manufacturing process. Any CO₂ that is generated through distribution and storage is compensated for through Premier's Carbon Capture programme, which plants trees with the Woodland Trust's Woodland Carbon Scheme.

Q: What have been the recent trends in demand for sustainable cut size office paper products?

A: Strong growth has also been a factor with the *Woodland Trust Office Paper* brand. The environmental story around the product is so strong and it continues to generate enormous interest in the market.

Q: Why should OP dealers get involved in selling sustainable cut size office paper products?

A: *Woodland Trust Office Paper* has a great environmental story to tell

and comes with all the resources to help dealers communicate that story to their customers. It is an excellent opportunity for a dealer to communicate its environmental values and also share those values with customers to help build lasting relationships.

Q: What mistakes do OP dealers make in selling sustainable cut size office paper products?

A: The inability to substantiate sustainability claims can damage company reputations and undermine customer confidence. If promoting sustainability and environmental values is important, then dealers should fully commit to products with strong environmental credentials and use those products to promote their own organisation's values.

Q: What support can Premier Paper give dealers wishing to sell sustainable cut size office paper products?

A: There is a whole environmental marketing and support programme that goes with *Woodland Trust Office Paper*, including tree planting days and website and social media content. Dealers can also choose to Carbon Capture any product that they buy from Premier Paper.



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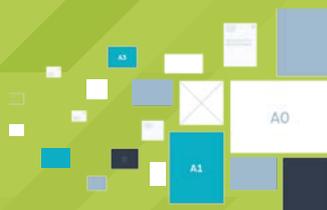
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ASHLEY MILLER, GENERAL MANAGER THE NAVIGATOR COMPANY



Q: What does 'sustainable' mean to The Navigator Company?

A: The most sustainable products are those that are made from renewable and sustainable raw materials, and that use both fewer resources and renewable energy in their manufacture. Additionally, products should be able to be recycled multiple times and into multiple products, and have a high level of biodegradability. Less sustainable products are made from fossil resources, use fossil fuels in their manufacture, are predominately single-use or have a low recycling rate, with high landfill volumes and lower biodegradability.

Q: What have been the recent trends in demand for sustainable cut

size office paper products?

A: Considering the previous answer, the large majority of paper products such as office paper are sustainable. Recent trends are for consumers to require proof of sustainability, such as Ecolabel or forest certification scheme logos, lower grammage, higher recycling ability, and higher use of renewable energy.

Q: What have been the recent innovations in sustainable cut office paper products?

A: Getting more with less is always a challenge and recent innovations have shown that this is possible in office paper. The world has modern papermaking plants powered by high rates of renewable energy and use fibres that provide papers with high opacity and thickness that optimise two sided printing and give lower paper weights the same quality as standard ones. They also use less raw material — such as wood - to make the same amount of paper, coming from renewable, planted forests. The Navigator Company is leading this process and currently co-chairs the Forest Solution Group of the World Business Council for Sustainable Development.

Q: Why should OP dealers get

involved in selling sustainable cut size office paper products?

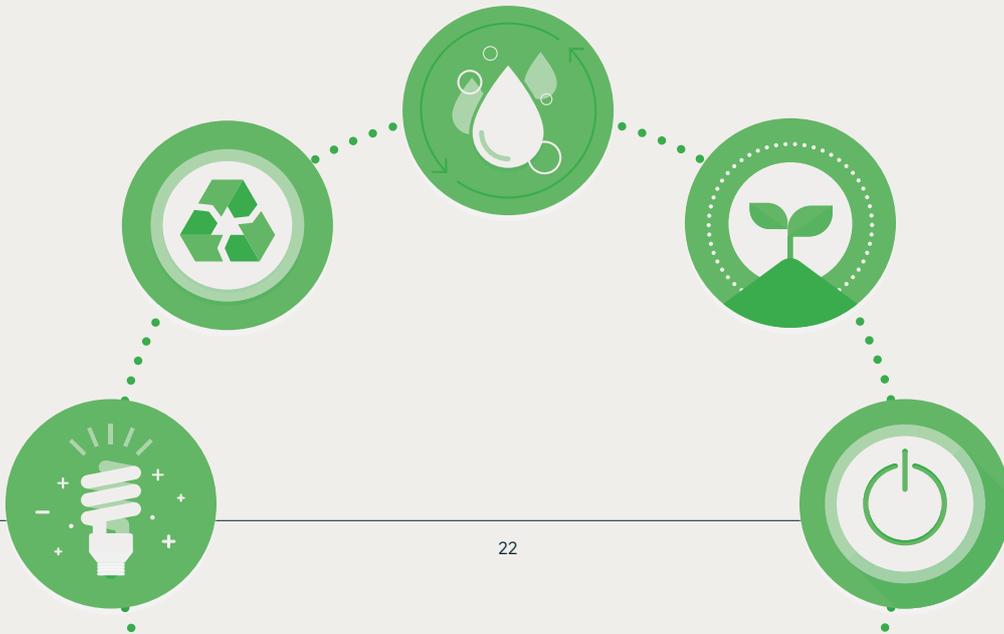
A: Consumers currently demand more sustainable products. They are better informed and know that planted forests are renewed: they know that natural fibres do not last forever and therefore recognise the importance of using virgin fibre to refresh a multiuse cascade of different paper products. They are definitely less convinced by the recycled content of products for premium uses, and search instead for innovative solutions. Take the example of lower grammage office paper: the annual growth in Europe of office paper with <80gm² was 10% in the decade 2005-2015!

Q: What mistakes do OP dealers make in selling sustainable cut size office paper products?

A: The single biggest mistake is to keep insisting on the argument that recycled content is key. Today the vast majority of office paper (more than 90%!) is fresh fibre office paper.

Q: What support can The Navigator Company give dealers wishing to sell sustainable cut size office paper products?

A: The best products!



THE TIMES THEY ARE STILL A CHANGIN'



During the last six years the needs of the office workforce have continued to change as technology and workers' behaviour have evolved further, while young staff have also entered the workplace with often very different ideas and expectations about what it means to work in an office.

That's the broad conclusions of a new research report by OPI and MWA (Martin Wilde Associates) entitled *Boiling The Frog: Revisited*. Published in January 2019, this new c200 page report repeats many of the key questions in the groundbreaking 2012 OPI/MWA *Boiling The Frog* report, which showed that young office workers can behave very differently from their older colleagues in terms of usage of office products (OP):

- Which OP items are regularly being used at work?
- Which products are being used more — and less — than in 2012?
- To what extent are product branding and eco-friendly products important?
- To what extent are documents being printed out and filed/stored?
- What methods are used for formal and informal written communication?
- What social networking sites are used for work?
- Where are hot drinks sourced from at work?
- How will the use of OP change in the next five years?

Using a similar sample of 500 office worker respondents (250 in the UK and 250 in the USA), the survey's results are analysed by country and — within each country — by age, gender and company size, ensuring that the maximum possible value is extracted from the data.

What does the new survey reveal about the UK workforce at present? Compared to the previous study, some results are the same, some are different and — because new questions have been asked in this 2019 report — some are entirely new.

WHAT'S THE SAME?

Few comparable results remain *entirely unchanged* from those recorded in the previous survey. One example is that, unsurprisingly, the main reason why respondents have *reduced* their usage of many key OP items in the last five years is still digitisation/computerisation.

WHAT'S DIFFERENT?

In general, most of the differences from the results of the last report are due to an *intensification* of previous trends. For example, although there is still a wide range of office products being used regularly (ie every week) by respondents, virtually all of the OP products investigated by this report are now being used significantly *less* widely in UK workplaces than in 2012, as the below table shows:

OP ITEMS USED REGULARLY	2019 STUDY	2012 STUDY
PENS	90%	98%
NOTEPADS/MEMO PADS	86%	83%
ENVELOPES	76%	81%
STAPLERS	72%	89%
SHREDDER	70%	72%
FILES AND BINDERS	70%	84%
BASE	250	340

Base: 250 UK respondents. Source: MWA

WHAT'S NEW?

With the workplace changing so fast, the new report includes a host of new questions designed to assess today's office workers' needs and behaviour:

- To what extent is product colour important?
- Do workers share a printer and has this affected their usage?
- Are printer cartridges sourced via MPS?
- How important is it that an employer provides a variety of worker benefits, such as 'Barista-style' coffee, sit/stand workstations, social spaces/breakout areas, natural lighting and the latest technology products?
- Do workers have the opportunity to buy products? Where from?
- Is Amazon/Amazon Business being used to source OP? If so, for which product categories?
- How do workers select OP items? Are online product reviews important?
- What aspects of a supplier's digital content and web site most engage these workers?

BOILING THE FROG: REVISITED IS ESSENTIAL READING FOR ANY COMPANY MANAGEMENT TEAM THAT IS SERIOUS ABOUT UNDERSTANDING HOW DEMAND IN THE OP MARKET IS CHANGING AND WHERE IT IS GOING IN THE FUTURE. THE REPORT IS AVAILABLE NOW FOR £2,950 FROM WWW.OPI.NET/FROGREVISITED.

ASBESTOS IS HAZARDOUS AND CAN STILL BE PRESENT IN WORKING ENVIRONMENTS

The Health and Safety Executive recently promoted its *Go Home Healthy* campaign, whose focus for 2018/19 is work-related ill health. With asbestos-related conditions being responsible for approximately 4,000 deaths a year, Occupational Lung Disease is a key priority for the campaign.

The term 'asbestos' refers to six naturally-occurring fibrous minerals which have the ability to resist heat, fire and electricity. The three most common types of asbestos used in the UK have been:

- Chrysotile (white asbestos)
- Amosite (brown asbestos)
- Crocidolite (blue asbestos)

Asbestos has been utilised for many years in a number of different commercial and industrial settings. In the workplace it can be found in:

- Ceiling tiles and sound attenuating boards
- Lagging for pipes and boilers
- Spray coatings to structural beams and ceilings
- Insulating boards and wall panels
- Cement roofs, gutters, drainpipes, boiler flues, panels, water pipes and tanks

- Textured coatings (Artex)

Asbestos was even used as an added ingredient in a brand of toothpaste – apparently due to the abrasive quality of its fibres – as well as in the filters of some cigarettes, as if smoking wasn't already dangerous enough!

Asbestos is hazardous because it is made up of microscopic fibres that can easily become airborne and inhaled and – because of their shape – asbestos particles cling to tissues in the lungs and other areas of the respiratory system. Over time, the inhalation of these tiny fibres can cause inflammation, which results in a number of health problems such as lung cancers, including mesothelioma and asbestosis.

The use of amosite and crocidolite was banned in the UK in 1985, and when the Asbestos (Prohibitions) (Amendment) Regulations came into force in 1999, the use of chrysotile was also prohibited. A UK company's duty to manage asbestos is contained in Regulation 4 of the Control of Asbestos Regulations

2012 and requires the person who has the duty (the dutyholder) to:

- Find out if asbestos is present
- Make a record of the location, type and condition of the asbestos
- Assess the risk of anyone being exposed to the asbestos
- Prepare a plan for how to manage these risks
- Put the plan into action, monitor it and keep it up to date



ASBESTOS RISK REGISTER

- Provide this information to anyone who might work on or disturb the asbestos, such as maintenance teams or contractors working on site

Undertaking an Asbestos Survey will identify the location of asbestos-containing materials in the building, the type of asbestos present, and the condition of the materials containing asbestos. Following the survey, the surveyor will produce a report

to help the dutyholder to prepare an Asbestos Risk Register, a key component of the required plan for how companies manage and monitor asbestos in their place of work. Signs or labels will identify where asbestos was identified on site.

Finally, it is important to remember that:

- Asbestos is only dangerous when disturbed, so avoid

unnecessary disturbance

- If unsure, presume that the material *does* contain asbestos
- The duty to manage does not require asbestos removal
- You don't always need to get a specialist in but, if you do, get a competent one.

FOR FURTHER INFORMATION REGARDING ASBESTOS, PLEASE CONTACT BOSS SPECIALIST SERVICES OR YOUR BOSS HSE ADVISER.

SETTLING DOWN

BREXIT DOES NOT MEAN THAT UK EMPLOYERS WILL LOSE EXISTING WORKERS FROM OTHER EU COUNTRIES

Many BOSS members will have employees from other European countries who have lived and worked in the UK for some time. Both employers and employees will have concerns about the rights of those workers to remain in the UK after Brexit.

At the time of writing, it is still unclear whether the UK will be leaving the EU with or without a deal, but the UK government has already rolled out arrangements for EU nationals to apply for Settled Status.

The UK's Settlement Scheme is available to qualifying EU citizens who have been living legally and continuously in the UK for five years. Those who have not yet met the five-year requirement are entitled to apply for pre-settled status, which they will be able to convert to settled status once they have been in the UK for five years.

The scheme will be open to individuals who arrive in the UK before 31 December 2020, should the UK leave the EU with a formal withdrawal agreement in place, or before 29 March 2019 in the event of a no deal Brexit. Individuals will be able to apply until 30 June 2021 under the withdrawal agreement, or until 31 December 2020 if there is no deal.

EU citizens granted Settled Status will

be entitled to remain in the UK, with the same access to work, education, benefits and public services that they have currently. They will also be entitled to bring close family members - defined as spouses, civil partners and durable partners, dependent children and grandchildren and dependent parents and grandparents - into the UK in future, provided that the relationship existed on 31 December 2020 should the UK exit the EU with a withdrawal agreement in place, or 29 March 2019 in the event of no deal.

The Settlement Scheme has been piloted with employees in the higher education, health and social care sectors. It moved to a public test phase from 21 January 2019, and is due to be fully operational from 30 March 2019. The UK government has stated that the application process is designed to be simple and can be done online from a smartphone by downloading an app, or in writing. It was originally planned to charge a fee of £65 to make the application, but this will be scrapped when the scheme is rolled out in full. Any early birds who have already paid the fee will be able to claim a refund.

As many as 3.8 million people are expected to apply for the new Settled Status, and the concern for employers

may be whether the Home Office has the back-office infrastructure to deal with the number of applications. However, the Settlement Scheme is a step forward in providing certainty and stability for both employers and employees, and Immigration Minister Caroline Noakes has said that the government will be "looking to grant applications, not for reasons to refuse them".

FOR FURTHER INFORMATION, PLEASE CONTACT NICOLA LANGLEY, HEAD OF LEGAL & COMMERCIAL SOLICITOR AT NICOLA.LANGLEY@BPIF.ORG.UK

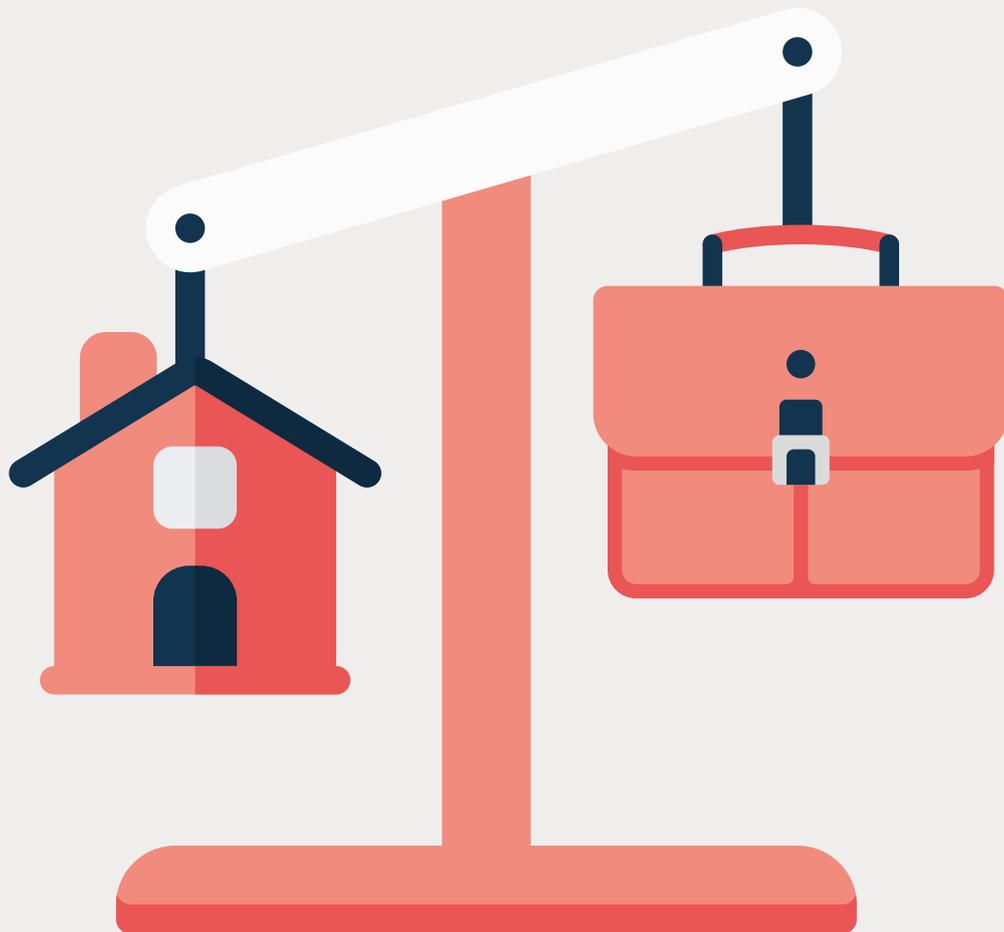
SETTLED STATUS: KEY FACTS

- Settled Status is for EU nationals who have lived in the UK for five years
- Applications open to everyone from 21 January 2019
- The scheme will be fully operational from 30 March 2019
- Applicants must have arrived in the UK before 31 December 2020 if the UK leaves the EU with a deal
- Applicants must have arrived in the UK before 29 March 2019 if the UK leaves the EU with no deal



HAPPY FAMILIES?

IN THE UK, 4.8 MILLION COMPANIES ARE FAMILY BUSINESSES



“MY DAUGHTER HAS JOINED THE BUSINESS AND NOW I DON’T KNOW WHETHER I’M A BOSS OR A PARENT!”

“WE’RE BOTH DIRECTORS, BUT MY OLDER BROTHER SHOWS ME NO RESPECT IN FRONT OF EMPLOYEES; HE SPEAKS TO ME AS IF I’M STILL SIX!”

For those who have just struggled through a family Christmas, the idea of running a business with a mother, father, sister or brother is unimaginable. Yet, in the UK, 4.8m businesses are family businesses – those owned or run by one person or members of the same family. In our industry, it’s not unusual for a dealership to be handed down to the next generation, managed by siblings or overseen by a ‘retired’ parent who likes to stay involved.

A family business is unique: on the one hand, sharing an investment, a purpose and values can often mean a level of commitment that is unrivalled by other types of organisation. On the other, living and working in each other’s pockets can lead to everyday tensions and more serious conflicts. Role confusion, succession planning, inheritance, recruitment of family, share transfer, dividend policy, sibling rivalry, and motivating the next generation are just some of the issues common to family businesses that can threaten their success.

One of the key challenges implicit in running a family business is role confusion, which is evident in the two following statements:

“My daughter has joined the business and now I don’t know whether I’m a boss or a parent!”

“We’re both directors, but my older brother shows me no respect in front of employees; he speaks to me as if I’m still six!”

Parent/child and sibling relationships and behaviour patterns are understandably deep-rooted, which means they are often very difficult to separate from the way we act in the workplace. Any parent knows that they will always be a parent first, and treating an adult son or daughter as an employee for eight hours a day can be a difficult adjustment. For example, a father might be reluctant to reprimand a son who arrives late to a business meeting that he is chairing. If he does not reprimand his son on his lateness, he could be allowing a bad punctuality habit to develop. However, if he does speak out, the son might respond in a way he never would to an ordinary boss. Similarly, we often tend to think of our siblings as they were when we were growing up and find it difficult to break out of our established roles. Perhaps your sibling was always ‘the shy one’ and you tended to talk for them?

Recognising role confusion and setting boundaries in response is vital for a family business to run successfully. It is important to foster an environment where roles can be discussed often and you may need to remind each other – with understanding and diplomacy – when confusion creeps in. For some, having a clear policy to talk business in the workplace and family at home can be a great help. This not only differentiates subject matters, it also establishes ways of communicating with each other. Having a written Family Constitution can help navigate many family business challenges, especially if you are going into business together for the first time. This can include rules and guidelines for staying in role, how you will work together, resolve conflict, share profits, manage ownership and plan for the future.

If you run a family business, let us know if you’d like us to delve more into any of the above topics, or try our book recommendation, ‘*You Can’t Fire Me, I’m Your Father! What Every Family Business Should Know*’ by Neil Koenig.

FOR MORE INFORMATION, PLEASE CONTACT YOUR BOSS HR ADVISER.



DIARY OF UPCOMING EVENTS

APRIL 2019

TUESDAY 23 APRIL

Old Friends AGM and Members' Day
RAF Club, Mayfair

TUESDAY 30 APRIL TO WEDNESDAY 1 MAY

Stationery Show London
BDC, Islington, London

MAY 2019

THURSDAY 2 MAY

BOSS Northern Region Gin Tasting Evening
Bloo 88, West Street, Sheffield

TUESDAY 14 MAY

BOSS Members' Day, AGM and Conference
Stationers' Hall, London

JUNE 2019

WEDNESDAY 5 TO FRIDAY 7 JUNE

OPI European Forum
Westin Grand, Berlin

THURSDAY 13 JUNE

BOSS Synergy Meeting
BPIF/BOSS, Meriden Office

FRIDAY 14 JUNE

Office Club Conference
Stratford upon Avon

THURSDAY 20 JUNE

BOSS Business Supplies Charity Golf and Spa Day (BenGolf & Spa)
Belton Woods, Grantham

FRIDAY 21 JUNE

BOSS Manufacturers' Forum
Belton Woods, Grantham

JUNE 2019

WEDNESDAY 26 JUNE

BOSS Northern Region Summer Sail
Manchester Ship Canal
Pier 8 Salford Quays, Manchester

FRIDAY 28 TO SATURDAY 29 JUNE

NEMO Refresh Conference
Slaley Hall Hotel, Hexham

JULY 2019

THURSDAY 4 JULY

BOSS Single Use Plastic Packaging SIG Meeting
BPIF/BOSS, Meriden Office

FRIDAY 12 TO SUNDAY 14 JULY (TBC)

RSMG Out Of Town Weekend
TBC

SEPTEMBER 2019

THURSDAY 12 SEPTEMBER

BOSS Synergy Meeting
BPIF/BOSS, Meriden Office

THURSDAY 19 SEPTEMBER

Ride Of Life
Box Hill, Surrey

OCTOBER 2019

THURSDAY 3 TO FRIDAY 4 OCTOBER

Office Friendly Conference
TBC

TUESDAY 15 OCTOBER

BOSS Single Use Plastic Packaging SIG Meeting
BPIF/BOSS, Meriden Office

THURSDAY 17 OCTOBER

BOSS Manufacturers' Forum
TBC

NOVEMBER 2019

FRIDAY 8 NOVEMBER

Climb Of Life
Swan Hotel, Grasmere

THURSDAY 14 NOVEMBER

Integra Conference
Crowne Plaza, Stratford Upon Avon

SUNDAY 17 TO TUESDAY 19 NOVEMBER

OPI Global Forum
Sofitel Chicago Magnificent Mile Hotel, Chicago

FRIDAY 22 NOVEMBER

BOSS Northern Region Dinner Dance
The Midland Hotel, Manchester

THURSDAY 28 NOVEMBER

BOSS Awards and Conference
Tower Guoman Hotel, London



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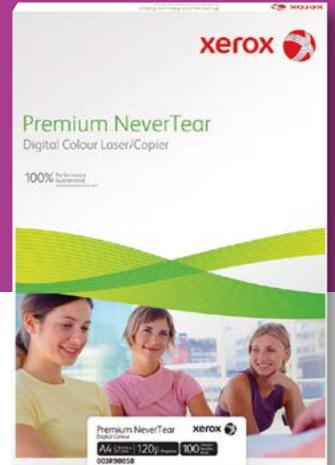
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