



# Center for Paper Business and Industry Studies

---

*Newsletter of the Center for Paper Business and Industry Studies*

A Sloan Foundation Industry Center ♦500 Tenth Street ♦Atlanta, GA 30332 ♦<http://www.cpbis.gatech.edu/>

---

Vol. VI, No. 3

June 15, 2006

## ***Innovation: A New Strategic Theme for CPBIS***

***By Colleen Walker***

As we told you last month, a key element of our efforts to ensure the long-term sustainability of CPBIS has been the development and subsequent endorsement by the Center's Board of Executives (BoE) of the Sustainability Plan, an overarching document that lays out strategies for ensuring that we remain an industry-valued, academic center of high quality.

A BoE subcommittee formed to help guide the development of the Sustainability Plan began its work by reviewing the Center's vision statement, as explained in detail in last month's issue of this newsletter. The subcommittee then turned its attention to the Center's core strategic themes. Upon its establishment, and in close collaboration with the industry, the Center sought to identify thematic categories that would encompass all of the critical business issues facing the industry. These would then be used to guide the selection and conduct of its research, education and connectivity programs. Five were chosen: Globalization, Enterprise Effectiveness, Workplace Transformation, Commercialization, and Community.

In its re-examination of these themes to ensure that they were still appropriate and relevant, the BoE subcommittee concluded that the *Commercialization* theme was somewhat too narrow in scope. As originally envisioned, it encompassed issues relating to the harnessing of scientific and technical knowledge for the benefit of the industry. This definition failed to acknowledge the importance of creating and deploying new knowledge in all of its

aspects, from purchasing to new product development, supply chain management, and so on. The fundamental need is for *Innovation* across organizations in all aspects of their business processes as well as their technical ones. Accordingly, the subcommittee recommended *Innovation* as a replacement for the *Commercialization* theme. After minor review, the BoE endorsed innovation as a new CPBIS core strategic theme. The five themes, together with their descriptions, are now as follows:

- **INNOVATION** Identifying opportunities to stimulate new thinking and to increase the understanding of the impact of business processes, new technologies and products to enable industry value creation.
- **GLOBALIZATION** Identifying and analyzing international forces that affect the worldwide competitive environment of the global industry sector.
- **ENTERPRISE EFFECTIVENESS** Exploring and assessing critical factors that affect company competitiveness in a global environment.
- **WORKPLACE TRANSFORMATION** Identifying and evaluating organizational and human resource factors that can positively impact workplace efficiency.
- **COMMUNITY** Identifying and investigating key social and cultural issues that exist between the industry and the communities in which it operates, providing insights and solutions to solve complex challenges.

## ***Innovation: Progress & Challenges***

The appropriateness of innovation as one focus of CPBIS study was underscored at the recent TAPPI Papermaker's Conference. Delegates there saw it as being of sufficient importance to warrant a "hot topics" session devoted to it. Participants highlighted many approaches that the industry is

taking to encourage greater innovation, including tighter relationships with universities, new ideation processes, and increased emphasis on alternative new product development. However, these efforts were found to be challenged by intellectual property constraints, the need for near-term returns rather than a future pipeline, production incentives that emphasize productivity over trial runs of new products, and a lack of capabilities for innovation on the shop floor.

## ***Board of Executives to Convene in Canadian Venue***

***By Colleen Walker***

The CPBIS Board of Executives (BoE) will meet on Tuesday, June 20, in a new location. The Forest Products Association of Canada (FPAC) has kindly offered to host the meeting at its offices in Ottawa.

As readers of this newsletter know, the BoE is composed of senior executives within the industry, as well as academic leaders, and provides strategic input and guidance on the Center's various programs. The BoE meets three times per year; its inaugural meeting was held in June, 2005, in Nashville, Tennessee.

During the upcoming meeting, the BoE will review, and likely endorse, the Center's Development Campaign. (Look for more information on this in future newsletters.) The BoE will also re-evaluate its composition, and discuss adding representatives of other industry stakeholder groups, such as customers and other end-users.

The BoE will continue to examine and discuss key business issues facing the industry that would benefit from in-depth, academic research. At the February meeting, the group generated a substantial list, and the Center has been working through this list to scope out potential research projects. This effort will be reviewed, and discussion to identify new topics will be encouraged.

The agenda for the meeting may be viewed at [http://www.cpbis.gatech.edu/news/060607\\_boe\\_meeting\\_agenda.pdf](http://www.cpbis.gatech.edu/news/060607_boe_meeting_agenda.pdf) If you would like to find out more about the meeting, or about becoming a CPBIS sponsor, please contact Dr. Colleen Walker, Associate Director, Industry Liaison, at 404-894-5756 or [Colleen.Walker@CPBIS.gatech.edu](mailto:Colleen.Walker@CPBIS.gatech.edu).

## ***MillsOnline Update***

MillsOnline is a CPBIS database that allows the user to determine which pulp and paper mills are in

operation today and where they are located, together with mill-specific information. This includes mill owner, status (operating or not), product type, tonnage, recovery boiler characteristics, whether an operation makes both pulp and paper at the site, and mill location. To facilitate transportation, labor or cross-industry studies, plant information is linked directly to US Census 2000 information on the community where a pulp or paper mill now operates, its people, and its economy.

Among recent updates to the database are the following mill closures:

- Groveton Paper Board Inc., Groveton, NH. The mill's annual capacity was 137,000 short tons of corrugating medium.
- Fraser Papers Inc., Berlin, NH. Annual capacity was 264,000 short tons of market pulp.
- SMART Papers LLC, Park Falls, WI. Annual capacity was 140,000 short tons of uncoated free sheet

In addition, the Irving Tissue Inc. mill in Fort Edward, NY, has reduced its annual capacity following the shut down of one paper machine. The mill is still operating but with a capacity of 19,000 short tons of tissue per year, down from 51,000 tons/year.

To access MillsOnline, just click on the map at <http://www.cpbis.gatech.edu/millsonline>. Locations of mills in that state will appear, with quick links to information about the mill and the community in which the mill operates. The data cover a total of 655 mills in the U.S.

## ***Paper Goes Digital***

Last year, CPBIS funded a proposal put forth by researchers from the Rochester Institute of Technology (RIT) and IPST at Georgia Tech to identify constraints and potential solutions for improved performance and quality of digitally printed papers. The first results of this project are reported in a paper by Mary Anne Evans and Bernice A. LeMaire of RIT and David White of IPST, presented at the recent TAPPI Papermaker's Conference. Watch upcoming issues of this newsletter for articles describing this rapidly growing industry sector and some of the researchers' findings.

## ***Upcoming Events***

**CPBIS Board of Executives (BoE) Meeting** June 20, Forest Products Association of Canada, Ottawa. See article above. ■