



**CPBIS**

Center for Paper Business and Industry Studies  
a Sloan Foundation Industry Center

## **CPBIS Industry Advisory Board [IAB] Meeting Agenda**

**Date & Time:** Friday, September 24, 2004 – From 8:00 AM to – 2:30 PM

**Place:** Atlanta -- IPST Seminar Room – First Floor

**Meeting Purpose:** Primarily To:

- 1) Update IAB on new organizational changes and Key CPBIS Issues
- 2) Secure IAB feedback/guidance on the CPBIS Research Program

### **Meeting Schedule:**

**08:00 – 08:10 Introductions, Meeting Agenda/Purpose & Antitrust Notice** (Jim McNutt)

- New IAB Leadership Structure
  - ⇒ Ray Heuchling – Irving Forest Products, IAB Chairman
  - ⇒ Phil Jones – Imerys, IAB Vice-Chairman

**08:10 – 08:30 Key Center Issues** (Pat McCarthy)

- Establishment of Board of Executives, 2004-2006 Sponsorship Campaign. Annual Joint IPST/CPBIS October meeting
- Fall 2004 Continuing Education/Webcast Offerings ([see attachment](#))
- Sloan Annual Report
- IAB Survey – Final Report
- Discussion/Questions

**08:30 – 09:00 Update on CPBIS Research Projects And Resources** (Steve Usselman)

- Update on two newly funded projects ([see attachment](#))
- Pre-proposals and Fall RFP
- Databases and Tools ([see attachment](#))

**09:00 – 11:00 CPBIS Research Program – Issues and Concerns** (Steve Usselman)

- Project Topics/Selection: What topics important to industry? Need to improve observation-based aspect of research projects
- Data Collection – How get better access to company data and people?
- Knowledge Transfer – Process for translation of academic research results for industry? How does industry want to hear about research results?

**11:00 – 11:20 Demonstration of Website Resources** (Emmanuel Lafond)

**11:20 – 12:00 Lunch**

**12:00 – 14:00 The Research Program Going Forward** (Ray Heuchling/Phil Jones)

- Open discussion on actions needed to address key issues and concerns from morning session
- Generation of goals, task lists and assignments

**14:00 – 14:25 Overview & Wrap-up Session** (Ray Heuchling/Steve Usselman)

- Summary of targeted research program goals and actions

**14:25 – 14:30 Next Meeting** (Ray Heuchling)

- January 20, 2005 – Focus Area: *State of the Center*



## **Fall 2004 Continuing Education/Webcast Offerings**

***Management Development for Enhanced Performance***, Oct. 25-29, Atlanta, GA – an in-classroom course designed to provide a meaningful growth opportunity for managers and leaders at all levels and in all functions of the pulp & paper industry. <http://www.cpbis.gatech.edu/mgtdev>

***Six Sigma Series*** – Six Webcast sessions held every-other Wednesday from September 8 to November 17<sup>th</sup>. This interactive workshop will provide an overview of Six Sigma Methodology, highlight the importance of customer focus, review DMAIC methodology, review a process for finding good target projects, the importance of focused deployment, and finally recap by using case studies. <http://www.pimaweb.org/training/fall04seminar2.html>

## **Newly Funded 2004 CPBIS Research Projects**

***Price Volatility, Inventory and Industry Consolidation***, led by Prof. Haizheng Li, School of Economics, Georgia Institute of Technology. The objective of this project is to study price volatility, the impact of inventory on price changes, and the effect of industry consolidation on price volatility and profitability, and vertical integration decision. Started in Spring of 2004, planned duration is 20 months over 2004 and 2005. For more details on this project, use the following link to the CPBIS website: [http://www.cpbis.gatech.edu/research/projects/price\\_volatility/price\\_volatility.htm](http://www.cpbis.gatech.edu/research/projects/price_volatility/price_volatility.htm)

***The Role and Value of Innovation in the Pulp and Paper Industry***, led by co-investigators Prof. Vivek Ghosal and Prof. Usha Nair-Reichert both from the School of Economics at Georgia Tech. The objective of this project is to identify some key components of innovation in the pulp and paper industry, broad facilitators and hindrances to innovation, and the impact of innovation on productivity. This project began in Spring 2004 and is planned to take two years. For more information on this project, use the following link to the CPBIS website:

<http://www.cpbis.gatech.edu/research/projects/innovation/innovation.htm>

## **CPBIS Databases and Tools**

***These products have resulted directly from CPBIS-sponsored research***

**Mills On-Line Database of U.S. Pulp and Paper Mills** – database of over 650 U.S. mills listing mill location, type of mill, mill owner, operating status in 2004, tonnage, type of products, recovery boiler information and various county statistical parameters:

<http://www.cpbis.gatech.edu/millsonline>

**Price Forecasting Tool** – This tool can be used for short-term forecasting needs such as predicting sales and inventories. This tool is easy to use and secure – data input to the tool are not seen by the research team nor are saved on any servers. Price charts of different paper grades and wood pulps are also available and regularly updated. Access at:

<http://www.cpbis.gatech.edu/research/projects/price/webtool/index.htm>



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**ATTACHMENT**

***Resources developed and made available to the research and industry communities***

**Import/Export Trade Database of Pulp, Paper, and Wood Commodities** – an on-line database of imports and exports of pulp, paper and wood commodities from 1991 to 2004. This information comes from the U.S. Bureau of Census, covers many countries, and is updated monthly through an agreement with ForestWeb. This database is available at no cost to CPBIS researchers and Industry Advisory Board Members. Access limited to CPBIS Researchers and Sponsoring Organizations. IAB member login: <http://www.cpbis.gatech.edu/secure/quest> (**NOTE:** To get your user ID and password, please e-mail: [emmanuel.lafond@cpbis.gatech.edu](mailto:emmanuel.lafond@cpbis.gatech.edu).)

**Research Bibliographic Database** – Searchable database of literature references used by CPBIS-sponsored researchers. This resource allows researchers to access references specific to the paper industry that have been determined useful by CPBIS-funded research teams. Web tool under construction.



**CPBIS Industry Advisory Board (IAB)**  
**-- Revised 2004-2006 Meeting Schedule --**

| <b>YEAR</b> | <b>MEETING</b>             | <b>FOCUS AREA</b>                             | <b>MONTH</b>     | <b>DATE</b> | <b>TIME [EST]</b>   |
|-------------|----------------------------|---|------------------|-------------|---------------------|
| 2004        | IAB Meeting/Atlanta        | State of the Center & Connectivity            | January          | 22          | 9 AM to 3 PM        |
| <b>2004</b> | <b>IAB Meeting/Atlanta</b> | <b>Education</b>                              | <b>April</b>     | <b>22</b>   | <b>9 AM to 3 PM</b> |
| 2004        | IAB Meeting/Atlanta        | Research                                      | September        | 24          | 8 AM to 2 PM        |
|             |                            |   |                  |             |                     |
| <b>2005</b> | <b>IAB Meeting/Atlanta</b> | <b>State of the Center &amp; Connectivity</b> | <b>January</b>   | <b>20</b>   | <b>9 AM to 3 PM</b> |
| 2005        | IAB Meeting/Atlanta        | Education                                     | May              | 19          | 9 AM to 3 PM        |
| <b>2005</b> | <b>IAB Meeting/Atlanta</b> | <b>Research</b>                               | <b>September</b> | <b>22</b>   | <b>9 AM to 3 PM</b> |
|             |                            |   |                  |             |                     |
| 2006        | IAB Meeting/Atlanta        | State of the Center & Connectivity            | January          | 19          | 9 AM to 3 PM        |
| <b>2006</b> | <b>IAB Meeting/Atlanta</b> | <b>Education</b>                              | <b>May</b>       | <b>18</b>   | <b>9 AM to 3 PM</b> |
| 2006        | IAB Meeting/Atlanta        | Research                                      | September        | 21          | 9 AM to 3 PM        |