



# Center for Paper Business and Industry Studies

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

The first formal CPBIS course is about to be offered on the Georgia Tech Campus. "Studies in American Manufacturing – Pulp and Paper" will examine the history, technology, modern development, and current business structure of the American pulp and paper industry. It will focus on major contemporary issues facing the industry and examine them in the context of modern economic development, government relations, globalization, and corporate structure. The course director is Professor August W. Giebelhaus of Georgia Tech's Ivan Allen College. (Gus is also CPBIS Associate Director for Academic Affairs.) There will be special presentations by guest speakers from the industry and from CPBIS.

## ***The IAB Is Coming***

The CPBIS Industry Advisory Board will hold its inaugural meeting at the Center on Wednesday, July 18. The IAB is made up of Sponsoring Company representatives. Its role is to provide high-level assistance in achieving the necessary collaboration between the paper industry and CPBIS. The IAB will secure and provide industry input and guidance to the Center. It will also provide assistance in generating industry awareness of CPBIS, soliciting industrial sponsors, and attracting industry funding and research projects.

Next week's meeting will be to discuss the status and current directions of the CPBIS research, academic, and continuing education programs and to benefit from the resulting feedback.

## ***Finance Forum***

CPBIS faculty member Dr. Christine P. Ries, also of Georgia Tech's School of Economics, participated in the International Finance Forum for the Pulp and Paper Industry on Managing Risk, held in Las Vegas, June 7-8, 2001. Christine chaired a panel on which each panelist was asked to report, from his perspective, on the issues that had been discussed in the conference and to raise additional issues deemed important to the industry. A quote from her trip report: "A number of speakers indicated, assumed, or attempted to prove that the volatility in paper and pulp prices was causing low stock market valuations. The two recommended solutions were industry consolidation (underway) and hedging. It is really essential for the industry, or the companies that will succeed, that this question be addressed and the senior management understand the resolution. It is very likely that the problem of low industry valuation is caused primarily by problems of low growth rates and margins, not volatility. This distinction between risk and growth is frequently missed, with real negative consequences, by practicing managers."

## ***CPBIS at PIMA***

Jim McNutt, CPBIS Executive Director, was a member of the President's Panel at PIMA's Annual International Management Conference, held in Baltimore, June 27-29, 2001. A few selected quotes excerpted from Jim's remarks:

### ***On the Need for Change:***

“Excellence is a constantly moving target, only retained by change – by being adaptable – and in this regard, change is an absolute necessity for sustaining our species – for sustained organizational success of the paper industry.”

“Change is not a simple buzz word or a single concept – change is a mixture of bold strokes, and long marches with a goal of: *coping with a new, constantly more challenging market environment -- by changing how we conduct business -- while we simultaneously continue to conduct business.*”

### ***On Marketing As It Should Be:***

“Marketing, as a term, was coined some 50 years ago to emphasize that the essential purpose and results of a business lie entirely outside that business.”

“To be successful in a global league, marketing requires an understanding of the outside – society, economics, demographics, and the customer – to bring it inside the firm.”

### ***On Technology and Innovation:***

“We consistently fail to see how the innovations of others – especially outside our industry – can alter our business negatively forever.”

“An enterprise with wonderful technology alone, but without innovation, will not engage in *Entrepreneurship* and will not survive and prosper in a global league. Note that, very importantly, *technology and innovation are not synonyms.*”

A more complete summary of Jim’s remarks can be found on the Web site.

## ***PaperStudies.org***

What Web site, you say? We thought you’d never ask! PaperStudies.org is developing nicely, with a little help from IPST’s IT department, David Bell, our Business Development Coordinator, and various CPBIS suppliers of content. Among the items you’ll find if you take a few minutes to browse it are:

Our history, vision, mission, and objectives

This newsletter and an archive of all past issues

Powerpoint files providing a complete overview of our activities

Materials for researchers new to the industry

Observations about the paper industry that are of general interest

Links to in-depth sources of paper industry information, including IPST’s Haselton Library and Knowledge Center, Reviewed Links, and the Robert C. Williams American Museum of Papermaking.■