



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.Paperstudies.org>

Vol. III, No. 2

August 28, 2003

Plan Now to Attend CPBIS Course

Last June's offering of the CPBIS/PIMA/TAPPI continuing education course, "Management Development for Enhanced Performance," received enthusiastic reviews from those who attended. A sampling:

"The training was great ... Taking theoretical training and turning it into fact-based conversation among the group is where we gained the most value."

"The class was a great networking opportunity as well as a great learning environment. The academic portions were very polished and understandable and the industry instructors provided great insight into capital management and decision processes."

"As a vendor, I was glad I attended from two perspectives – how I operate in my own company and how my customer's make decisions that will help when developing selling strategies."

Encouraged by the reviews and armed with the experience afforded by the June offering, the course development team has fine-tuned the program and will present it again in February (Feb. 9-13, 2004) in Atlanta. Participants will learn about paper industry challenges and opportunities, the art of leadership, change management, negotiating skills, managing teams, leveraging people resources, improving capital effectiveness, managing processes, and customer relationship management. The faculty includes five highly regarded business experts who are Professors at Georgia Tech's DuPree College of Management (Challagalla, Herold, Nagao, Parsons and Shalley) and three consultants with extensive paper and forest products background (Cenatempo, Kinstrey and McNutt). DuPree Professor Vinod Singhal, who is

also the CPBIS Associate Director, Education, leads the course development team.

Attendance will be limited; don't miss this opportunity to acquire vital skills in a learning environment that combines academic rigor, industry experience, and face-to-face peer interaction. To register, call Ms. Charley Burney at 404-894-1488 or send an e-mail to charley.burney@ipst.edu.

On-Line Learning Opportunity

PIMA and CPBIS, beginning September 10, will offer a key business-building Webcast series, "Enhancing Leadership and Supervisory Skills." Six 90-minute sessions will be Webcast at two-week intervals. The series is designed to help managers, supervisors, operators, engineers and team members improve their leadership skills. It will provide in-depth information about change management, conflict resolution, communication skills, personal accountability and group dynamics.

Special benefits include access by an unlimited number of attendees at any given site for one price, and access to the recorded session for 60 days. For more information on registration and system requirements, visit www.cpbis.org or www.pimaweb.org or call PIMA Headquarters at 847-375-6860.

The IAB Sets New Directions

The CPBIS Industry Advisory Board (IAB), made up of representatives of companies and other organizations that sponsor CPBIS, is a critically important part of the Center's organizational structure. The IAB convened in Atlanta on Thursday July 24 to offer advice on a multitude of

issues, including the Center's strategic path forward, its next research solicitation, industry connectivity issues, and continuing education programs.

Discussions at the meeting were aimed at identifying possible pathways for continuous improvement of CPBIS and its programs. Among those identified were:

- New research on important industry drivers, such as product innovation, global capacity, alternative business models, analysis by sector, customer focus, and the success of the industry in northern Europe.
- Additional modes of communicating the progress and value of CPBIS research projects, including periodic "Research Updates," project-by-project summaries of objectives, value propositions, key questions, results to date, anticipated future results, implications for industry, industry involvement, and publications.
- Formation of an IAB Subcommittee to develop a marketing plan for CPBIS outputs.
- Increased levels of communication with the IAB, sponsoring organizations, the industry and the community at large.

Work has already begun on implementing these recommendations. For example, Research Updates have been drafted for all projects and the drafts are currently under review. A marketing subcommittee has been formed, new research on industry drivers is being targeted in a just-issued solicitation (see below), and new lines of communication are being actively pursued,

A New RFP

Just last week, Professor Steve Usselman, CPBIS Associate Director, Research, issued a request for proposals (RFP) inviting submissions for a third round of research funding. In accordance with recommendations of the IAB and the Research Operations Committee (ROC), the RFP targets the following research areas:

- Product innovation and strategic competition
- International comparative analysis of firm-level strategy and performance
- Product management, branding, and customer relations
- Fundamental factors driving industry structure and capital investment

The RFP, which contains information on proposal evaluation criteria and instructions for preparing and submitting proposals, may be found at http://www.paperstudies.org/secure/protocols/gener-al/docs/030822_RFP_CPBIS_2003_2004.doc The deadline for submissions is October 1, 2003.

Funding Renewal Bid On Track

CPBIS receives major funding from the Alfred P. Sloan Foundation, substantially augmented by funds contributed by industry sponsors and other sponsoring organizations. The initial Sloan grant of \$2 million was for the three-year period ending in Fall, 2003. A draft proposal for Sloan funding of a second three-year cycle of CPBIS operation is now under review, and we expect to submit the final version in the very near future. The Sloan Board will consider the proposal at one of their two fall meetings (Oct. 14 or Dec. 9). We anticipate a favorable response, though the funding level may be expected to be less than that received for the first three years. This is in keeping with Sloan's intention that Industry Centers become self-sustaining within no more than nine years of their establishment. Correspondingly, it is incumbent on CPBIS to justify increased levels of industry funding and to generate additional revenue streams.

Upcoming Conference Event

CPBIS and TAPPI will co-sponsor two sessions at TAPPI's Fall Technical Conference in Chicago on October 27. The first of the two sessions is entitled "Revitalizing the Paper Business. I. Understanding the Industry." It will feature status reports on three CPBIS research projects. The speakers will be Hannes Toivanen (School of History, Technology and Society), Patty Swafford (University of Texas at Arlington), and Carol Carmichael (Manufacturing Research Center). The second session, "Revitalizing the Paper Business. II. Charting a Path Forward," will feature presentations by Dan Cenatempo (Value Resolution Group), Jim McNutt (CPBIS), Richard Phillips (International Paper) and Robert Eamer (Target Forest). Both sessions promise to be landmark events. For registration information, visit www.tappi.org

CPBIS to Host Sloan Conference

CPBIS and the Trucking Industry Center will play host to the 2004 Industry Centers Conference in Atlanta, April 19-21, 2004. This is a significant opportunity for interaction among experts in the industries represented by the 19 Sloan Industry Centers. The event will take place in DuPree's new state-of-the-art conference facility. ■