



# Center for Paper Business and Industry Studies

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*Newsletter of the Center for Paper Business and Industry Studies*  
A Sloan Foundation Industry Center ♦500 Tenth Street ♦Atlanta, GA 30332 ♦<http://cpbis.gatech.edu/>

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## **Management Development Course Enrollment Open**

Pulp, paper and forest industry professionals are again being offered an opportunity to advance their careers by honing their management skills. The industry-specific CPBIS Professional development course, *Management Development for Enhanced Performance*, will be offered at the Global Learning and Conference Center at Technology square on the Georgia Tech campus, in Atlanta, GA, October 24-28, 2005. This course is now recognized as an important source of paper industry management and leadership skill development. It provides ample opportunity for learning through peer-to-peer contact, while at the same time allowing one-on-one interaction with members of the faculty of one of the nation's leading business schools, as well as with renowned paper industry practitioners. The faculty is well-versed in the use of a variety of teaching methods, including lectures, class discussions, case studies, and individual interactive group exercises.

The syllabus includes topics ranging from leadership and change management to managing customer relations and improving capital effectiveness, all within a paper industry context.

To learn more about this unique opportunity, visit [http://www.cpbis.gatech.edu/conted/management/management\\_main.htm](http://www.cpbis.gatech.edu/conted/management/management_main.htm). It is also possible to register for the course by visiting this Web site, or by calling Ms. Charley Burney at CPBIS, 404-894-1488.

## **2005 TechnoBusiness Forum Imminent**

The 2005 TechnoBusiness Forum, a joint effort of IPST and CPBIS, is co-sponsored by TAPPI and

eleven other organizations. Like the exceptionally successful 2004 version, it will be held in Atlanta at the [Georgia Tech Hotel and Conference Center](#). This year, it will be on Sept. 19 and 20. The goal of the meeting is to “demonstrate that innovative technology can be combined with proven business practices to pursue product development that is meaningful, profitable and transformative.”

A Forum brochure can be downloaded at <http://www.cpbis.gatech.edu/technobusiness2005>. You can register by using the form in the brochure; alternatively, you can register online by visiting [http://www.pe.gatech.edu/conted/servlet/edu.gatech.conted.course.ViewCourseDetails?COURSE\\_ID=700](http://www.pe.gatech.edu/conted/servlet/edu.gatech.conted.course.ViewCourseDetails?COURSE_ID=700)

## **Considering Lean Manufacturing Methodology?**

Whether you are new to Lean Manufacturing or you need to sharpen your practice of it, don't miss the 2005-2006 PIMA-CPBIS webcast series on Lean Manufacturing tools and techniques. Plan now to attend these essential webcasts by reserving a meeting room at your facility and inviting your colleagues to collectively explore the pros and cons of implementing this very important methodology.

Beginning on Sept. 21, 2005, PIMA and CPBIS will lay the groundwork for deploying Lean Manufacturing technologies by presenting a five-part series on “Implementing and Maintaining the Five-S Visual Workplace.” The basic tenets of Lean Manufacturing will be taught by Paul Deschene, President of Changing Paradigms, with case application insights provided by Micki Meggison and John Hoering from SAPPI. This series

describes how Lean Manufacturing techniques can improve workplace organization and efficiency.

Once implemented in various parts of the manufacturing site, Five-S methodology will result in a more efficient workplace that dramatically impacts bottom line operations, as demonstrated by increases in up-time, productivity and quality. Visit <http://www.pimaweb.org/training/fall05seminar.html> and register now.

### **CPBIS at TAPPI EPE Conference**

Two business-oriented sessions sponsored by CPBIS at the TAPPI Engineering, Pulping and Environmental Conference (Philadelphia, Aug. 28-31) attracted more than their share of the 500-plus conference delegates. The PowerPoint file that accompanied Jim McNutt's presentation, "The State of the North American Pulp and Paper Industry – The Innovation Imperative," may be viewed at [http://www.cpbis.gatech.edu/news\\_events/news/050829StateOfPandPIndustryTappiPR.htm](http://www.cpbis.gatech.edu/news_events/news/050829StateOfPandPIndustryTappiPR.htm)

### **New Research Partners**

*by Steve Usselman, Associate Director, Research*

The Center continues to broaden its network of researchers through collaborations with institutions beyond the confines of Georgia Tech. Earlier this year CPBIS joined with the Sloan Printing Industry Center, located at the Rochester Institute of Technology, in launching a two-year study of future printing industry needs. (See the April, 2005 issue of this newsletter for details.) This summer, we embarked on a similarly promising project with a second Sloan-sponsored center. Colleagues at Carnegie Mellon University's Electricity Center suspect that current trends in energy prices and proposed federal policies regarding energy and homeland security may dramatically change the business outlook for biorefinery and gasification technologies. CPBIS will assist them in conducting feasibility studies aimed at assessing this proposition.

Another exciting new collaboration takes us outside of the Sloan community and indeed outside the United States entirely. Researchers at Finland's Lappeenranta University of Technology, with support from government and the private sector, have initiated a major comparative analysis of national and global trends in the pulp and paper industries. CPBIS will serve as the U.S. node in a planned international network of researchers that will encompass Asia and South America as well. The venture kicks off with a workshop this fall and a major conference slated for next spring.

Partnerships such as these, together with our ongoing collaborations with local affiliates such as the University of Georgia and Georgia Tech's Economic Development Institute, help position CPBIS at the center of a growing nexus of researchers offering distinctive perspectives on our industry.

### **Mills Online Updated**

Mills Online, the Web-accessible CPBIS database of detailed information on U.S. pulp and paper mills, has recently been updated. Among the updates:

The Merrimac Paper Co. mill in Lawrence, MA is now closed. Its annual capacity was 36,000 short tons per year (tpy).

The Sappi Fine Paper Pulp mill in Muskegon, MI, has been idled. The paper mill is still operating.

The Otsego, MI mill of Menasha Packaging Corp. is now closed. Its capacity was 310,000 tpy (previously incorrectly reported as 291,000 tpy.)

The IP Mill in Fort Madison, IA, capacity 77,000 tpy, is now closed. Prior to April 2004 it was owned by Box USA.

Mills Online may be accessed via the link, <http://www.cpbis.gatech.edu/millsonline>

### **Upcoming Events**

**IPST/CPBIS TechnoBusiness Forum 2005.** Sept. 19-20, Georgia Tech Hotel and Conference Center, Atlanta. See article above.

**PIMA-CPBIS Webcast Series, "Implementing and Maintaining the Five-S Visual Workplace."** Session 1, "The Plan-Do-Check-Act Process & Lean Tools to Identify Waste – A Framework for a 5S Kaizen Program." Sept. 21; Session 2, "Start with an Organized 'Sort' to Eliminate the Clutter then Inspect, Clean and 'Shine' the Workstation," Oct. 5. Subsequent sessions at biweekly intervals. All sessions at 11 a.m.-12:30 p.m. Eastern time.

**CPBIS Industry Advisory Board Meeting.** Sept. 22, 10:00 a.m.-3:30 p.m., Board Room, IPST@GT, Atlanta.

**CPBIS Board of Executives Meeting.** Sept. 28, 10:00 a.m.-4:00 p.m., Board Room, IPST@GT, Atlanta.

**CPBIS Management Development Course.** Oct. 24-28, Global Learning and Conference Center, Georgia Tech, Atlanta. See article above. ■