



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://cpbis.gatech.edu/>

Vol. V, No. 7

October 6, 2005

The Benefits of Sponsorship

by Tom McDonough, Director Emeritus

Readers of this newsletter probably already know that CPBIS, The Center for Paper Business and Industry Studies, located at Georgia Tech, is a globally recognized academic research center dedicated to the creation and dissemination of business knowledge specific to the paper and allied forest products industries. Georgia Tech, well known for its top-ranked engineering schools, is also the home of nationally acclaimed schools of business, economics and technology-oriented liberal arts. CPBIS focuses expertise and investigative skills of Georgia Tech faculty and other researchers in these academic units on issues vital to the paper industry's future prosperity.

Establishment of the Center, in 2000, was made possible by the generosity of the Alfred P. Sloan Foundation under the auspices of the Foundation's Industry Studies Program. This program's funding of Industry Centers such as CPBIS is contingent on the particular industry demonstrating both strong interest in and financial commitment to achieving the center's goals. In our case, the industry was clearly interested and demonstrated that interest by contributing the remainder of the funds needed to establish the Center and sustain its operation throughout the three-year period of the initial Sloan grant.

The Sloan Foundation was pleased with our progress during these first three years and committed additional funds to the Center in 2003. In doing so, it adhered to its normal practice of reducing the level of funding relative to the size of the initial grant, with the expectation that, after three years, the center, though not yet self-sustaining, will have made

significant progress toward the goal of not having to depend on Sloan Foundation funding.

In accordance with this expectation, our development efforts are increasingly focused on ensuring the future sustainability of this unique source of paper industry business knowledge. These development efforts are directed toward demonstrating the value of CPBIS and drawing attention to the North American industry's need for new insight into factors that determine its competitiveness at a time when it is confronted with unprecedented challenges on a global scale.

The CPBIS value proposition comprises a variety of different but interconnected elements.

- Sponsorship affords the opportunity to become involved in the direction of the Center and its research and education programs through board and committee membership in a highly inclusive, precompetitive environment. We solicit participation by paper producers, suppliers, end-users, financial institutions, universities, associations, unions, policy makers, government agencies, and other industry stakeholders.
- By engaging members of the faculties of Georgia Tech's nationally acclaimed business, economics, liberal arts and engineering schools and reaching out to other universities for specialized needs, CPBIS has built a broad-based community of scholars that continues to develop a deep understanding of the paper and associated forest products industries. Sponsors have early access to the results of their research on issues of vital importance to these industries. Sponsors also benefit from the Center's

membership in the Sloan family of Industry Centers and the associated opportunity to learn how other industries have dealt with challenges similar to those faced by the paper industry.

- Graduate students in a variety of business, social sciences and related disciplines, by their involvement in CPBIS research projects, develop familiarity with the industry, expertise in some aspects of it and awareness of paper industry career opportunities. Sponsors are made aware of their work and can evaluate them as potential recruits. Sponsors also have preferred access to well designed, cost effective professional development opportunities, including both classroom short courses and online education and training programs. These programs have been specifically developed to address management issues important to the paper and allied forest products industries.
- Proprietary research can be tailored to a sponsoring organization's specific interests.
- Highly qualified graduate students in a variety of disciplines are available for internships in sponsoring organizations. Interns bring fresh perspectives and advanced methodologies to the firms and organizations that host them.
- Sponsors enjoy exclusive access to specialized CPBIS online resources, including unique databases, products of the CPBIS research program and leading edge online meeting technology.

In view of these benefits and the critical issues they address, we are confident that the industry will join with us to ensure the sustainability of the center and its continued contributions to the knowledge base underlying the future prosperity of this important sector of the North American economy.

September Meetings

by Colleen Walker, Assoc. Dir., Industry Liaison

2005 Forest Products TechnoBusiness Forum One hundred industry, academic, and government representatives met in Atlanta to discuss *Open Innovation and Enterprise Transformation*, the theme for this year's forum. The two-day forum kicked off with a keynote address by Joel West of San Jose State University. West described the open innovation concept, contrasted this new way of collaborative research to the more traditional closed innovation approach, and shared insights on the benefits and challenges of embracing open innovation concepts.

A second keynote was given by Bill Rouse, Executive Director of the Tennenbaum Institute at

Georgia Tech. Rouse discussed Enterprise Transformation, the theory behind it, and the ends, means, and scope of transformation. On the second day of the Forum, he demonstrated a modeling tool.

A seven-member leaders' panel was also held. Distinguished panel participants included Don Armagnac (MeadWestvaco), George Weyerhaeuser (Weyerhaeuser), Jerry Lazarski (StoraEnso), Ann Bartuska (USDA), Joel West (San Jose State Univ.) and Bill Rouse (GT). This panel addressed open innovation, collaborative relationships, and intellectual property.

Day Two of the forum was more specific, with panels addressing open innovation as applied to two new technologies for the forest products industry: nanotechnology and biorefinery. Clayton Teague (National Science & Technology Council) gave the opening keynote on the national collaborative effort in nanotechnology.

The forum closed with summary of lessons learned from the two-day focus on open innovation and collaboration. Steps for a path forward were also outlined. Meeting materials, including copies of presentations and audio sound on CD, will be sent to all participants. These materials will also be posted on the CPBIS website.

CPBIS IAB and BoE The CPBIS Industry Advisory Board (IAB) met on September 22 to discuss the Center's research program. Ongoing projects were reviewed, and IAB members provided comments to better focus these projects on relevant industry issues. IAB members also suggested topics for future research projects.

The CPBIS Board of Executives (BoE) is the main oversight board of the Center and provides strategic guidance. At this second meeting, the BoE provided input on the scope of the Center vision and mission, and suggested revising the five core thematic areas of focus for the Center. Look for additional details in the coming months.

Upcoming Events

PIMA-CPBIS Webcast Series, "Implementing and Maintaining the Five-S Visual Workplace." Sessions at biweekly intervals. All sessions at 11a.m.-12:30p.m. Eastern time. For details, see <http://www.pimaweb.org/training/fall05seminar.html>

CPBIS Management Development Course. Oct. 24-28, Global Learning and Conference Center, Georgia Tech. For details or to register, visit http://www.cpbis.gatech.edu/conted/management/management_main.htm or call 404-894-1488 ■