



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.cpbis.gatech.edu/>

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Board of Executives Endorses Revised Center Vision and Mission

By Colleen Walker

As mentioned in last month's issue of this newsletter, we have been working diligently with the CPBIS Board of Executives (BoE), the CPBIS Industry Advisory Board, and the Georgia Tech administration to develop and implement vehicles and programs to ensure the long-term sustainability of the center. A key element in this process has been the development and subsequent endorsement by the BoE of the center's Sustainability Plan, an overarching document that lays out strategies for ensuring that we remain an industry-valued, academic center of high quality.

A BoE subcommittee formed to help guide the development of the Sustainability Plan began by reviewing the center's vision statement. The original vision statement, while appropriate when it was formulated, emphasized paper production, and was somewhat lengthy: "The Center for Paper Business and Industry Studies is a globally recognized and industry-valued academic center, creating knowledge and tools that support paper industry decision-makers, and producing interdisciplinary graduates who contribute to the long-term success of the paper industry."

For the Center's vision statement, the subcommittee considered the term "paper industry" to be overly restrictive. Many traditional paper companies have transformed themselves into, for example, packaging or consumer products companies. After much debate, the term "forest products industry" was chosen to encompass pulp, paper and the broader set of related firms and organizations upon which are the subjects

of the center's activities. Another key point made by the subcommittee was that the Industry is indeed global, a circumstance that makes it appropriate to reach beyond the borders of the U.S. or North America. Our original vision statement did not explicitly articulate this important aspect.

In view of these newly recognized circumstances, the subcommittee recommended the following vision statement, subsequently approved by the BoE, the Sloan Foundation, and Georgia Tech:

"CPBIS is an internationally recognized academic research center providing business knowledge of relevance to the global forest products industry."

The subcommittee also tackled the center's mission statement – a statement that describes how it will act in terms of the primary principles and goals that guide it toward its newly stated vision. The revised statement presented to the BoE for endorsement included several new elements, to highlight where the center will focus its activities. Within the context of the new vision, our research will address developments in the global forest products industry, with a core focus on pulp, paper, and packaging issues of the North American industry sector and a commitment to disseminate research findings to the industry.

The new mission statement, as approved by the BoE, now reads as follows:

"The overall mission of the Center is to become the preeminent business studies research and education enterprise dedicated to business, management, and social science issues. Its purpose encompasses several important elements:

- *Focus on research, education, and outreach issues in the pulp, paper, packaging and, more*

generally, the forest products industry (collectively, the Industry);

- *Identify, develop, and support research on business, management, and social science issues that are of critical interest to Industry stakeholders;*
- *Conduct research that studies the Industry by direct observation, providing research results that are of high, practical value to the Industry;*
- *Create an academic community that, together with stakeholders, understands the Industry;*
- *Disseminate and communicate research findings to the Industry in order to facilitate better decision-making in an increasingly competitive environment;*
- *Provide programs and forums to build management and analytical capacity within the Industry;*
- *Produce skilled, Industry-oriented Ph.D. and M.S. graduates in a variety of disciplines.”*

These new vision and mission statements have positioned us to move forward with a more clearly articulated set of goals and objectives.

New Web Site Goes Live **By Emmanuel Lafond**

On Tuesday of this week, when its new Web site was released to the public, CPBIS reached the end of a journey started several months ago. Our management team, together with the Board of Executives (BoE), decided it was time for a new site that would reflect the CPBIS branding image more closely than the previous one, which had been in use since early 2002. The web site address remains the same as before: <http://www.cpbis.gatech.edu>

The design of the new site involved changes not only in its visual aspect, to obtain a more contemporary feel, but also in its structure. (The CPBIS of 2006 is significantly different from the CPBIS of 2001.) Structural change was also needed to make the site more easily navigable, and to allow information to be found more quickly. A major change is the creation of a “Resources” category, which allows one-stop retrieval of industry statistical data, Jim McNutt’s “State of the Industry” postings, online paper industry Web tools, other articles of interest, and connections to CPBIS research findings.

Since switching to a new site can be a source of confusion, we have tried to minimize the inconvenience to users and smooth out the learning curve by using automatic forwarding links in key places where pages are often visited, such as the

CPBIS newsletter, the Management Development course, the three web tools, etc.

Each of the main categories (About CPBIS, Research, Education, Connectivity, Resources, Sponsors, Sloan) has its own header, to facilitate visual recognition. Under this header, the clickable “bread crumb” links allow the user to always know which category and subcategory he or she is currently browsing. The top banner is clickable and will take the user back to the CPBIS home page. The expandable menu on the left allows the user to rapidly browse the content of any given category.

As always, we continue to be open to input and suggestions for improving the new site. Minor changes are likely to occur in the next few weeks or months following input from users and the BoE.

For comments and suggestions on the web site please e-mail : emmanuel.lafond@cpbis.gatech.edu

Wanted: Knowledge-Based Innovation

By Colleen Walker

Georgia’s pulp and paper industry is now hearing both good and bad news in the form of the results of a CPBIS-funded project. The first results from an extensive survey sent to pulp and paper firms and other manufacturers in Georgia were presented at last month’s TAPPI Papermaker’s Conference in Atlanta. The authors, Jan Youtie, Philip Shapira, John Slanina, and Erin Lamos are associated with the program in Science, Technology, and Innovation Policy (STIP) and Georgia Tech.

They found that pulp and paper manufacturers were more likely than other Georgia manufacturers to innovate through supply chains or business processes than through approaches based on intellectual property. They concluded that these innovations had enabled pulp and paper manufacturers to compete in the short run, but that long-run competitiveness may require a different, knowledge-based innovation structure. The paper, “[Dimensions of Innovation in the Pulp and Paper Manufacturing Industry: Insights from the 2005 Georgia Manufacturing Survey](#),” may be viewed on the CPBIS Web site.

Upcoming Events

CPBIS Board of Executives (BoE) Meeting The CPBIS BoE will be having their next meeting on Tuesday, June 20, 2006 in a new location. The Forest Products Association of Canada (FPAC) has kindly offered to host the June BoE meeting at its offices in Ottawa. ■