Innovation: A New Strategic Theme for CPBIS
By Colleen Walker

As we told you last month, a key element of our efforts to ensure the long-term sustainability of CPBIS has been the development and subsequent endorsement by the Center’s Board of Executives (BoE) of the 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 its work by reviewing the Center’s vision statement, as explained in detail in last month’s issue of this newsletter. The subcommittee then turned its attention to the Center’s core strategic themes. Upon its establishment, and in close collaboration with the industry, the Center sought to identify thematic categories that would encompass all of the critical business issues facing the industry. These would then be used to guide the selection and conduct of its research, education and connectivity programs. Five were chosen: Globalization, Enterprise Effectiveness, Workplace Transformation, Commercialization, and Community.

In its re-examination of these themes to ensure that they were still appropriate and relevant, the BoE subcommittee concluded that the Commercialization theme was somewhat too narrow in scope. As originally envisioned, it encompassed issues relating to the harnessing of scientific and technical knowledge for the benefit of the industry. This definition failed to acknowledge the importance of creating and deploying new knowledge in all of its aspects, from purchasing to new product development, supply chain management, and so on. The fundamental need is for Innovation across organizations in all aspects of their business processes as well as their technical ones. Accordingly, the subcommittee recommended Innovation as a replacement for the Commercialization theme. After minor review, the BoE endorsed innovation as a new CPBIS core strategic theme. The five themes, together with their descriptions, are now as follows:

- **INNOVATION** Identifying opportunities to stimulate new thinking and to increase the understanding of the impact of business processes, new technologies and products to enable industry value creation.
- **GLOBALIZATION** Identifying and analyzing international forces that affect the worldwide competitive environment of the global industry sector.
- **ENTERPRISE EFFECTIVENESS** Exploring and assessing critical factors that affect company competitiveness in a global environment.
- **WORKPLACE TRANSFORMATION** Identifying and evaluating organizational and human resource factors that can positively impact workplace efficiency.
- **COMMUNITY** Identifying and investigating key social and cultural issues that exist between the industry and the communities in which it operates, providing insights and solutions to solve complex challenges.

**Innovation: Progress & Challenges**

The appropriateness of innovation as one focus of CPBIS study was underscored at the recent TAPPI Papermaker’s Conference. Delegates there saw it as being of sufficient importance to warrant a “hot topics” session devoted to it. Participants highlighted many approaches that the industry is...
taking to encourage greater innovation, including
tighter relationships with universities, new ideation
processes, and increased emphasis on alternative new
product development. However, these efforts were
found to be challenged by intellectual property
constraints, the need for near-term returns rather than
a future pipeline, production incentives that
emphasize productivity over trial runs of new
products, and a lack of capabilities for innovation on
the shop floor.

Board of Executives to Convene in
Canadian Venue
By Colleen Walker

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

As readers of this newsletter know, the BoE is
composed of senior executives within the industry, as
well as academic leaders, and provides strategic input
and guidance on the Center’s various programs. The
BoE meets three times per year; its inaugural meeting
was held in June, 2005, in Nashville, Tennessee.

During the upcoming meeting, the BoE will review,
and likely endorse, the Center’s Development
Campaign. (Look for more information on this in
future newsletters.) The BoE will also re-evaluate its
composition, and discuss adding representatives of
other industry stakeholder groups, such as customers
and other end-users.

The BoE will continue to examine and discuss key
business issues facing the industry that would benefit
from in-depth, academic research. At the February
meeting, the group generated a substantial list, and
the Center has been working through this list to scope
out potential research projects. This effort will be
reviewed, and discussion to identify new topics will
be encouraged.

The agenda for the meeting may be viewed at
http://www.cpbis.gatech.edu/news/060607_boe_meet
ing_agenda.pdf If you would like to find out more
about the meeting, or about becoming a CPBIS
sponsor, please contact Dr. Colleen Walker,
Associate Director, Industry Liaison, at 404-894-
5756 or Colleen.Walker@CPBIS.gatech.edu.

MillsOnline Update

MillsOnline is a CPBIS database that allows the user
to determine which pulp and paper mills are in
operation today and where they are located,
together with mill-specific information. This
includes mill owner, status (operating or not),
product type, tonnage, recovery boiler
characteristics, whether an operation makes both
pulp and paper at the site, and mill location. To
facilitate transportation, labor or cross-industry
studies, plant information is linked directly to US
Census 2000 information on the community where
a pulp or paper mill now operates, its people, and its
economy.

Among recent updates to the database are the
following mill closures:

- Groveton Paper Board Inc., Groveton, NH. The
  mill’s annual capacity was 137,000 short tons of
corrugating medium.
- Fraser Papers Inc., Berlin, NH. Annual capacity
  was 264,000 short tons of market pulp.
- SMART Papers LLC, Park Falls, WI. Annual
capacity was 140,000 short tons of uncoated free
  sheet

In addition, the Irving Tissue Inc. mill in Fort
Edward, NY, has reduced its annual capacity
following the shut down of one paper machine. The
mill is still operating but with a capacity of 19,000
short tons of tissue per year, down from 51,000
tons/year.

To access MillsOnline, just click on the map at
http://www.cpbis.gatech.edu/millsonline. Locations
of mills in that state will appear, with quick links to
information about the mill and the community in
which the mill operates. The data cover a total of
655 mills in the U.S.

Paper Goes Digital

Last year, CPBIS funded a proposal put forth by
researchers from the Rochester Institute of
Technology (RIT) and IPST at Georgia Tech to
identify constraints and potential solutions for
improved performance and quality of digitally
printed papers. The first results of this project are
reported in a paper by Mary Anne Evans and
Bernice A. LeMaire of RIT and David White of
IPST, presented at the recent TAPPI Papermaker’s
Conference. Watch upcoming issues of this
newsletter for articles describing this rapidly
growing industry sector and some of the
researchers’ findings.

Upcoming Events

CPBIS Board of Executives (BoE) Meeting June
20, Forest Products Association of Canada, Ottawa.
See article above.