



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 NW ♦Atlanta, GA 30332 ♦<http://www.cpbis.gatech.edu/>

Vol. VII, No. 11

February 21, 2007

Save the Date for a Landmark Event

What exactly is Enterprise Transformation and why is it crucial now? How has it impacted executives and enterprises within and beyond the Paper Industry? What is current “Best Practice” in Enterprise Transformation? What key business forces will drive Enterprise Transformation? How well prepared are you to benefit from Enterprise Transformation now?

Get the answers at the 2008 Forest Products TechnoBusiness Forum on **May 20 and 21** at the Georgia Tech Hotel and Conference Center on Tech’s Atlanta campus. The Forum will be co-hosted by CPBIS, North Carolina State University’s College of Forest Resources, the State University of New York College of Environmental Science and Forestry, the University of Maine Pulp and Paper Foundation and Ecole Polytechnique’s NSERC Environmental Design Chair. It will also be sponsored by TAPPI, PIMA and others to be announced.

As you have surmised by now, the Forum’s theme is Enterprise Transformation or, more formally, “Market Dominance through Enterprise Transformation.” Ever-increasing turbulence – economic, social and political – has reduced or eliminated the effectiveness of once powerful enterprise improvement programs. Continuous improvement and streamlining of operations remain necessary but are far from sufficient to ensure the sustained success or even the survival of your firm. Enterprise Transformation is rapidly replacing approaches focused on incremental change with more aggressive and company-wide initiatives designed to impact the strategies, structures and human systems of the corporation.

Attendees will interact with senior executives and with leaders from the nation’s leading Enterprise Transformation center – Enterprise 2020. They will be

joined by members of the Sinclair Group and other renowned leaders. Both strategy and execution will be addressed by three executive panels and three key issues sessions in this uniquely powerful and potentially very rewarding two-day program.

For more detailed information on the forum, and to register, click on the following link:

<http://www.cpbis.gatech.edu/connect/forumslectures/technobus08/index.htm>

Management Development Program Schedule Finalized

Program details have just been announced for the 2008 offering of the CPBIS-PIMA short course, *Management Development for Enhanced Performance*. The five-day course begins June 4 at Georgia Tech’s Global Learning Center in Atlanta. It is taught in a paper industry context and is built around eight major program elements. The schedule:

Monday, June 2

8:30 to 12:00 – The Art of Leadership – How to get the most out of yourself and your people. (Luis Martins, Associate Professor of Management, Georgia Tech)

1:00 to 4:30 – Successful Bargaining and Negotiation – A methodical and insightful look at relevant components and techniques. (Christina Shalley, Professor of Organizational Behavior and Human Resource Management, Georgia Tech)

Tuesday, June 3

8:30 to 12:00 – Leveraging People Resources for Improved Performance – Valuable people-related strategies to energize your work force and improve organizational performance. (Charles Parsons, Professor of Organizational Behavior, Georgia Tech)

1:00 to 4:30 (and evening) – Capital Effectiveness – How to ensure effective spending through evaluation of paper industry technologies, markets and economic models; adoption of best practices. (Robert Kinstrey, Director, Process Technology, Jacobs Engineering.)

Wednesday, June 4

8:30 to 12:00 – Customer Relations – A framework and set of tools for profitable management of customer relationships. (Nicholas Lurie, Assistant Professor of Management, Georgia Tech)

1:00 to 4:30 – Effectively Managing Change – How to address the broad organizational context in which changes are embedded in concert with the specifics of the changes themselves. (Luis Martins)

Thursday, June 5

8:30 to 4:30 – Strategic Decision Making under Uncertainty. A powerful approach to strategic decision-making, taught by extensive use of a case study. (Dan Cenatempo, Executive Director, FairValue Advisors™)

Evening – The State of the Industry (with Jacqueline McNutt, Executive Director, CPBIS). Up-to-the-minute data and analysis of the current condition of the pulp and paper industry.

Friday, June 6

7:30 to 3:30 – Effectively Managing High-Performance Teams – How to ensure that teams generate desirable outcomes and avoid unproductive conflict. (Dennis Nagao, Associate Professor of Management, Georgia Tech)

For more program details and how to register, see:

http://www.cpbis.gatech.edu/education/educationprof/mgt_dev.htm

Metso Fellowship Program Now a Reality

In the November newsletter we described a joint Metso-CPBIS initiative, then in the planning stages, to establish a program that will bring technically-trained undergraduates to Georgia Tech to pursue a master's degree, with a focus on business issues that are relevant to the pulp and paper industry. That program is now in place. Metso Paper North America will be offering a fellowship to a qualified recipient to pursue a Master's Degree in a business-related discipline at Georgia Tech. Metso recognizes that today's competitive environment requires new employees to have strong business acumen paired with excellent technical skills. Metso has joined

with CPBIS to offer undergraduate engineering students a unique opportunity to pursue post-graduate education in business-related disciplines. Metso will provide financial support for one or more students to pursue a Master's Degree at Georgia Tech in one of several available academic programs. Supported students will be asked to select a thesis in an area approved by Metso. Often, these programs will also include part-time or seasonal internships.

Interested applicants must apply to a Georgia Tech Master's program in Economics, Business Administration, International Affairs, Public Policy, or History & Sociology of Technology & Science and must also submit a prescribed-format letter of intent to CPBIS. **All application materials for the Metso Fellowship must be submitted by March 31, 2008.** Recipients will be notified by May 15, 2008.

For details of the application process, see:

<http://www.cpbis.gatech.edu/education/oppstudents/index.htm> .

Upcoming Events

CPBIS Board of Executives Meeting, Institute of Paper Science and Technology at Georgia Tech, Friday Feb. 29, 10:00 a.m. – 3:00 p.m.

CPBIS-IPST Technobusiness Forum, “Market Dominance through Enterprise Transformation,” Georgia Tech, May 20-21. (See article above.)

CPBIS-PIMA Management Development Program, “Management Development for Enhanced Performance,” Global Learning Center, Georgia Tech, June 2-6. (See article above.)■

