



Center for Paper Business and Industry Studies

Newsletter of the Center for Paper Business and Industry Studies
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Mills OnLine Milestone, Update

Mills OnLine, which had 10,000 visitors between October 26, 2004 and August 5, 2005, reached the 20,000-visitor mark on March 22. Mills OnLine 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:

- The entire Georgia Pacific (Koch Industries) mill in Old Town, ME is now closed. (The paper mill was previously closed.) The mill's annual capacity was 200,000 tons of pulp and 84,000 tons of tissue.
- The Paper Service Ltd. (formerly American Tissue Corp.) mill in Winchester, NH is now closed. It produced 18,000 tons of tissue annually.

To access Mills OnLine, 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.

Market Pulp Seminar

In February we told you about the recent publication of a unique practical resource book on market pulps,

“The World of Market Pulp.” It was a product of the CPBIS research project, “Revitalizing the US Market Pulp Business: Demonstrating Paths to Success.” Among other things, it contains entries for each of 60 pulps that include fiber species, distinctive attributes, applications, fiber morphological information, sheet properties, and electron micrographs of sheet surfaces and cross sections.

Those wishing to learn more about this material will have an opportunity to do so by attending a two-day seminar to be conducted by the authors, Dr. Hiroki Nanko, Dr. Alan Button and Mr. Dave Hillman. The seminar will be held at the Bordini Center of Fox Valley Technical College in Appleton, Wisconsin, September 26 and 27. Register through the World of Market Pulp web site: www.worldofmarketpulp.com

May 23, 2006 Cross-Industries Presidents' Panel Session

By Jim McNutt, Executive Director

On May 23 at the 2006 Annual Leadership Conference and Meeting of the Paper Industry Management Association (PIMA; May 21-24, Orlando, FL), CPBIS, relying on its connectivity to the Sloan Industry Studies Program and consistent with its efforts to help enhance performance of the forest products industry, has led the creation of an innovative two-hour cross-industries panel around the theme, “Enterprise Transformation.” The domestic forest products industry is on the verge of substantial enterprise transformation. Learning from senior leaders of firms in other industries about their experiences in their own respective

Enterprise Transformations is of paramount importance for the Forest Products Industry in terms of marshalling a broad knowledge basket to guide this essential process. Accordingly, at the May 23 conference in Orlando, the general session of senior executives from industries outside the forest products industry will be convened. This special session will seek to provide insights regarding enterprise transformation across industry sectors as a key learning experience for the PIMA Leadership Conference attendees directly and the forest products industry in general.

Key lessons to be learned include – how to think about business in a different way, key issues (problems and opportunities) faced in a major enterprise transformation, key factors/metrics to focus on and guide in a major enterprise transformation, and key factors of success (and warning signs of failure). The session will be moderated by Dr. Jim McNutt, Executive Director of CPBIS, and will include a mini-keynote from Dr. Bill Rouse, Executive Director of the Tennenbaum Institute for Enterprise Transformation at the Georgia Institute of Technology as well as remarks by senior executives from firms outside the paper and forest products industries. This special session is designed to both stimulate and allow for substantial audience interaction with the panel. In addition to Jim McNutt and Bill Rouse, this cross-industries panel will include some very notable executives from a wide array of leading North American companies: Roger Saillant, President & CEO, Plug Power; John Dixon, IBM Services Partner; Bill Kessler, VP, Lockheed Martin; Nancy Rees, SVP, Xerox; and Tyler Elm, Director, Corporate Strategy & Sustainability, Wal-Mart. For more about the PIMA Annual Conference and this special cross-industries session, please visit <http://www.pimaweb.org/>.

New CPBIS Website Debut

By Jim McNutt

The CPBIS Management Team and its Web site Manager, Dr. Emmanuel Lafond, have been working for the past several months to develop a new and much more useful CPBIS Web site that will debut in the next several weeks. The new site will provide for greatly enhanced, user-friendly menus and tools for access to and use of the knowledge products generated by CPBIS across time. Stay tuned for the formal announcement of the new CPBIS Web site debut, and please visit <http://www.cpbis.gatech.edu/> or <http://www.cpbis.org/> to capture value from your

own investment in the efforts of CPBIS and its academic and industry communities.

CPBIS Working Hard To Sustain Its Future by Jim McNutt

In concert with the stimulus provided by the Sloan Foundation's Industry Studies Program, CPBIS has been working diligently with its Board of Executives (BoE), Industry Advisory Board (IAB) and Georgia Tech senior administrators to develop and implement long range planning vehicles that are designed to help provide for the long term sustainability of CPBIS. The key work efforts here have involved the development of the CPBIS Sustainability Plan (an overarching plan to ensure that the Center remains an industry-valued, high-quality academic Center that lays the Centers' Vision, Mission and Strategic Platform) recently endorsed by the BoE and Georgia Tech, the previously mentioned CPBIS Communications Plan (which lays out the foundations for enhanced CPBIS connectivity with all of its stakeholders); the CPBIS Funding Plan (which provides the CPBIS management team with direction for budget planning and pathways for generating the needed Center Financial support, both endorsed by the BoE and Georgia Tech); a CPBIS Innovation Campaign Prospectus (which outlines the key rationale for stakeholders to help support the Center in terms of data, connectivity, research opportunities and capital support); and the CPBIS Innovation Campaign Plan (which lays out the internal CPBIS work plan for securing the resources needed to sustain the Center for the next several years – the right stakeholder engagement; the fundamental human resources, and the necessary financial foundation). In future CPBIS Newsletter issues, we will expand more on each of these key long range planning efforts in order to help ensure that you are clearly informed and keenly aware of what the Center's long range plans and needs are as we work together to advance and sustain this innovative entity.

Upcoming Events

PIMA/CPBIS Spring Webcasts. “Applying Lean Manufacturing in the Paper Industry” Biweekly on Wednesdays, Apr. 19 – May 3, 11:00 a.m. See <http://www.pimaweb.org/training/spring06seminar2.html>

CPBIS Management Development Course. May 15-19. See <http://www.cpbis.gatech.edu/mgtdev> ■