



Center for Paper Business and Industry Studies

Newsletter of the Center for Paper Business and Industry Studies
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Thank You, Buckman Labs and Sinclair Group

By Colleen Walker

On behalf of everyone in the CPBIS Community, I would like to thank both Buckman Laboratories and the Sinclair Group for their support of the Center. Buckman Laboratories, globally headquartered in Memphis, Tennessee, has been a strong supporter of CPBIS for many years. Kathy Buckman Gibson, Chairman of Bulab Holdings, has served as the Vice-Chair of the CPBIS Board of Executives since its founding in 2005. Buckman Laboratories has generously contributed \$15,000 in 2007, and has pledged to contribute at this level or higher over the next two years. To learn more about Buckman Labs, go to www.buckman.com.

The Sinclair Group has headquarters in The Woodlands, Texas, and serves clients globally. The Sinclair Group is an operations management consulting company that delivers profit improvement services to manufacturing clients across a wide spectrum of industries. CPBIS has already benefited from the Sinclair Group's insight and knowledge of both the pulp and paper and other industries. Hank Sinclair, CEO, serves on the CPBIS Board of Executives. The Sinclair Group has graciously contributed \$13,000 to CPBIS in 2007, with a pledge to continue support over the next three to five years. To learn more about the Sinclair Group, visit www.sinclairgroup.com.

The Center has built and continues to develop a community of scholars who understand the Industry. With continued industry financial support, CPBIS can continue to devote resources to research, education, and dissemination programs, bringing new tools, insights and perspectives to the industry. Ongoing, substantive interaction between the industry and this community enhances the industry knowledge base while

simultaneously facilitating the transfer of new research findings to the industry.

Thank you, Buckman Labs and Sinclair Group, for your support!

Market Dominance Through Enterprise Transformation

Please join us September 25-26, 2007 in Atlanta, Georgia for the 2007 TechnoBusiness Forum. CPBIS and IPST have worked closely with leaders from the nation's only two Enterprise Transformation Centers – Enterprise 2020 (University of Texas, Dallas) and the Tennenbaum Institute (Georgia Tech) to design this unique program – the first of its kind to be presented within the paper industry.

Enterprise Transformation is an opportunity to create new organizational competencies, markets, behaviors and accelerated customer value creation, together with increased employee value. When successful, a transformation leads to sustained influence in chosen markets, ultimately leading to sustainability, with the opportunity to influence the enterprise's own destiny. However, Enterprise Transformation is a process primarily driven by external factors, such as "burning" platforms and crises. Few transformations are driven by a clear vision and a compelling opportunity.

Among questions the Forum will address are:

- 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?
- How well are you prepared and how can you benefit from it now?

The first day of this two-day program will begin with a keynote address by Dr. Michael Oliff, Director of Enterprise 2020 and UT Dallas on “Leadership Challenges in Achieving Market Dominance”. This will be followed by two consecutive sessions addressing the management and systems perspectives of Enterprise Transformation. These two sessions will include panel discussions to elaborate on and further develop the concepts presented earlier. The final session on Day 1 will address the “Work Place Culture: A Critical Element of Enterprise Transformation.” This session will be led by Dr. Michael Herbert, Principal and Senior Vice President of the Sinclair Group.

Day 2 of the Forum will include two CEO/Senior Executive Panels. The first panel, “Creating New Markets and Products Outside the Paper Industry,” will provide practical business insights regarding market dominance and enterprise transformation today, and discuss obstacles, opportunities and breakthroughs faced by their firms. The second panel “Transforming Paper and Forest Products Firms” will focus specifically on firms and issues in the paper industry.

For more information, and to register, go to www.cpbis.gatech.edu/technobusiness

New Research on Energy Policy Underway

Working with the Center’s Board of Executives, several key research areas have been identified over the last few months. One of these areas is policies likely to affect energy supply and production and how these policies might alter strategic investment opportunities in the global and North American forest products industries.

Steve Usselman, CPBIS Associate Director of Research, has enlisted the help of Professor Marilyn Brown of Georgia Tech’s School of Public Policy to examine questions relating to energy policy and its impact on the industry. Dr. Brown joined Georgia Tech in 2006 following a distinguished career at the U.S. Department of Energy’s Oak Ridge National Laboratory (ORNL) where she was Director of the Energy Efficiency and Renewable Energy Program. At ORNL, she held various leadership positions and led several major energy technology and policy scenario studies. In recognition of her stature as a national leader in the analysis and

interpretation of energy futures in the United States, Dr. Brown remains affiliated with ORNL as a Visiting Distinguished Scientist. We at CPBIS are excited to have such an accomplished researcher join our team.

Dr. Brown has begun work on a white paper addressing energy policy issues and the paper industry. This study is expected to be completed by the end of the year, with interim reports available periodically. Watch for results in upcoming newsletters and on the CPBIS Web site.

CPBIS at TAPPI EPE Conference

CPBIS will be hosting two sessions at TAPPI’s Engineering, Pulping and Environmental Conference, which will be held in Jacksonville, Florida, October 21-24, 2007. On Monday morning, October 22, CPBIS will present its “State of the Industry” address. This has become a regular session at TAPPI conferences, featuring an up-to-the minute snapshot of the industry’s current, recent and projected performance, all in the context of a rapidly changing environment.

The second CPBIS session will showcase three papers focusing on financial tools and evaluations of corporate and industry competitiveness. Look for more details on this session next month. It is scheduled for Tuesday morning, October 23 at 8:30 a.m. For more conference details and to register, go to www.tappi.org.

Upcoming Events

2007 CPBIS/IPST Forest Products Techno-Business Forum, “Market Dominance Through Enterprise Transformation,” September 25-26, Georgia Tech Hotel & Conference Center, Atlanta, Georgia.

CPBIS Board of Executives Meeting, Sept 27, Atlanta,

CPBIS-PIMA Management Development Program, “Management Development for Enhanced Performance,” Global Learning Center, Georgia Tech, Oct. 8-12, 2007.

TAPPI EPE Conference, Jacksonville, FL, October 21-24 ■