

ASPI NEWS

A Periodic Publication of the Association of Suppliers to the Paper Industry

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Savannah hosts ASPI's 2006 Fall Meeting

An excellent program—like the one currently being planned for ASPI's 2006 Fall Meeting—may be the most important part of a successful event, but it's not the only factor. The host city and conference venue also contribute to a meeting that brings real value to attendees, and can help create an atmosphere that encourages the personal networking that adds so much to the conference experience.

That is why on October 4-6, 2006, you'll want to be in Savannah, Georgia at the Westin Savannah Harbor Resort. The beautiful Westin Savannah Harbor offers premiere meeting facilities and excellent accommodations at special rates for ASPI Fall Conference attendees. The property features an 18-Hole Robert Cupp/Sam Snead Championship Golf Course, an outdoor riverfront pool, and the popular Greenbrier Spa.

In addition, the Westin Savannah Harbor is only a 90-second water ferry ride from Historic Downtown Savannah. Sometimes called "Georgia's First City," easy-to-reach Savannah is famous for its southern charm and hospitality. It

is located in the heart of the Southeast's "paper country," and provides a convenient and affordable destination for ASPI Fall Meeting attendees.

We've arranged a special room rate of \$190/night, single or double, but you must make your reservation by September 8, 2006. Contact the hotel reservations desk at 888-625-5144; make sure to **mention the ASPI Fall Meeting**. Or visit the hotel website at <http://www.westinsavannah.com/>. Also, make sure to keep checking the website at www.aspinet.org for program information and registration rates as they become available.



ASPI Fall Meeting program developing

A strong program and increasing membership attendance will be two highlights of the Fall 2006 ASPI Meeting at the Westin Savannah Harbor Resort in Savannah on October 4-6, 2006. The tentative program will include the following modules:

- **Industry Executive** – Discussing personal and corporate views on the development of the pulp and paper industry over the next ten years, and the changing role of suppliers in this future.
- **Supplier “Outsourcing” Program Manager** – Will present a multi-national company’s development of an outsourcing mill service product line and discuss ways of adapting this product to different pulp and paper industry regional markets.
- **Major Academic Leader** – Will present his view of the inter-relationship of industry, academia and government in the development of new technology to replace fossil fuels, and its potential extraordinary impact on the pulp and paper industry in the future.
- **Recognized Industry Financial Analyst** – Will present a provocative forecast on the financial future of key global pulp and paper producers and discuss the impact on key global and regional suppliers.
- **Mill Manager** – Will talk about how his mill is organizing to remove costs from its supplier evaluations and transactions, and how these efforts should result in shared benefits from a smaller group of more critical suppliers.
- **Major Paper Industry Supplier** – Will talk about how and why his company has grown extraordinarily over the past few years as the industry in North America has contracted and matured.
- **Inspirational Speaker** – Helps us understand how to apply “break-through” leadership techniques from other industries to help “wake-up” your team and particularly your customers.

All speaker presentations will be available after the meeting to member companies via a CD. In addition, the meeting schedule will allow ample opportunity for Q&A after each presentation, as well as one-on-one discussions with the program participants during the meeting.

Plan now to attend this exciting event. We are currently re-structuring the guest/spouse program. Details will be announced as soon as they are available. If you have any suggestions or comments concerning this program, please contact Lisa Hightower at lhightower@aspinet.org. ♦



Spring Annual Meeting at Amelia Island receives strong evaluations from attendees

The ASPI Spring 2006 Annual Meeting has received a resounding endorsement from attendees, thanks to its outstanding program. Executive attendees completed detailed evaluations of the meeting, and their responses continued to strongly endorse the unique quality of these meetings and particularly the formal program.

Tim Mescon, Dean of the Michael J. Coles College of Business at Kennesaw State University, received the highest rating of any ASPI meeting program speaker in ASPI's 70+ year history. An astounding 93% of attendees considered his inspirational presentation, *Creating value through your employees... Every leader's challenge*, superb. The three presentations made by customer executives—Mark Watkins, Senior VP, Mead Westvaco; Dave Fary, Resident Manager, IP Eastover; and Buddy Allen, General Manager, Domtar Ashdown—also garnered high ratings.

In addition to the program pre-



(L to R) Richard White, ITT Goulds, makes a point to Pete Evans, Jacobs Engineering and David Peschell, ITT Goulds

sentations, attendees were also complimentary about many other meeting characteristics, with more

than 50% of the attendees rating the following areas "superb":

- Program structure
- Program content
- Meeting length
- Meeting site location
- Informal information exchange
- Mix of business/social

Many of our attendees also offered specific individual com-



A well-earned break after sessions ended

ments and/or suggestions regarding this meeting and future meetings. These comments included:

Future program suggestions:

- Energy saving values from suppliers to mills
- Variable costs of craft labor and how to control
- Best practices workshop – methods to value sell

- More on collaboration between suppliers and customers
- Client perspective on supplier service
- Member profiles
- Employee healthcare trends
- Who is making global investments and where

Additional verbatim comments:

- Continued involvement from senior management of pulp and paper producers
- Good balance of seminar and networking
- Very little to suggest... the format



- and level of speakers were great
- Customer presentations (all 3) were excellent, get more
- One less speaker per session with more time for Q&A

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Spring Meeting

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- The large group of attendees made it difficult to hear speakers in the back. Need mobile microphones in the future.

Laurie Wicks, Paperchine and John Ollech, Johnson Foils relax between sessions

The ASPI Program Committee will be using this feedback to mold future meeting program content and format to the evolving and increasing expectations of our membership. ♦

Executive Committee Editorial: Trimming the sails

by Dave Peschell, ASPI President

Several years ago, when I was asked to serve on the Executive Committee of ASPI, I agreed to do so with a fair amount of trepidation. I was extremely busy because my company was adapting to a restructuring customer base. However, my biggest concern was with the multiple challenges ASPI was facing as paper industry suppliers failed, retracted and/or consolidated. Furthermore, ASPI was not alone—all industrial associations, particularly those focused on North American manufacturing and the paper industry, were under tremendous pressure.



As I enter my first year as President, I am so pleased to discover that I have been unduly concerned about ASPI. Certainly we face ongoing challenges. However, my immediate predecessors and past ASPI Presidents, Tom Vaughn and Chuck Wunner, have righted the ship and put us on a course with a strong wind at our back. Our membership is growing as we continue to attract a diverse group of industry supplier executives. Our finances are stable and we have just dramatically improved the administrative support of ASPI through our cooperation with the TAPPI

staff. Furthermore, our twice-annual meetings have reached extraordinary levels of popularity due to their program content and the unique executive networking opportunities they provide.

As I view my leadership of ASPI in the coming year, I do not consider it a custodial assignment. Quite the contrary—we can never take for granted the success of ASPI. Momentum in the paper industry can be very transient. Rather, I view my role, with the support of our very talented Executive Committee and Board of Directors, as being that of “trimming the sails.” We must continue to fine-tune and improve the benefits of ASPI to our member companies.

One of my first duties as President of ASPI was to chair a meeting of our Board of Directors and discuss ASPI’s strategic direction. It is quite simple...provide unique quantitative and qualitative benefits to our member companies and their executive leadership. We will do this by continuing to:

- Provide provocative, entertaining and meaningful meeting program content.
- Maintain and evolve meeting membership attendance that provides intimate and nurturing executive networking opportunities.
- Selectively implement Association Initiatives that level and improve the playing

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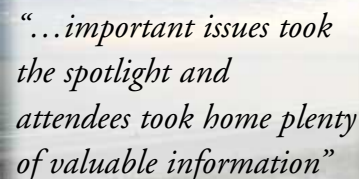
Trimming the sails

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field for our member companies to gain a competitive advantage.

I am very confident that ASPI, with your assistance and engagement, can further impact each of us and our respective companies.

Someone might soon accuse us of having more than just sails and the wind in propelling us forward. I am very excited about what ASPI has accomplished recently and about our potential for even greater achievement..... Oars out of the water! ♦



"...important issues took the spotlight and attendees took home plenty of valuable information"

ASPI Members' Forum This Month: Outsourcing

By Bob Harrison, ASPI Consultant & Member of the Board of Directors

Editor's Note: The ASPI Members' Forum is an ASPI News feature that was introduced in the August 2004 Issue. It is designed to stimulate a written dialogue openly or anonymously among ASPI members on subjects of collective interest to the industry. In each issue, ASPI staff will pose several questions on a general industrial subject. Member companies are encouraged to respond to these questions, either authored or anonymously. Likewise members are encouraged to submit topics for future ASPI Members' Forum examination.

The December 2005 issue of ASPI News featured questions regarding our membership's approach to and experience with "outsourcing". The following are responses received from the membership to these questions and other issues related to outsourcing. We are appreciative for several "authored" comments received on this subject, but have elected to treat them anonymously on an equivalent basis as the anonymous responses received.

- My company has been outsourcing several administrative support functions such as payroll services and certain facility maintenance and support services. Our experience has been good, and there is no question that we save money versus doing these functions internally with our own employees.
- We will never consider outsourcing anything that the customer sees as a delivered service or as a final product. We are very concerned about fully controlling the customer value proposition and not creating competitors.
- I am not sure whether the use of consultants in certain areas is considered outsourcing or not. However, we do use consultants for legal services, patent investigations and pursuits, and to facilitate our annual strategic planning process. We feel as though we need unique expertise in these areas, yet we do not need it full time.
- We have totally outsourced our human resource management functions and are thrilled with the results. We have approximately 200 employees, 140 of which are hourly, with the remaining being salaried administrative and/or professionals. Personally, I fought this initiative. However, I am totally a believer now. Saving money is not the sole driver for our approach; rather, we did not realize that our entire employee approach was in "the dark ages" when it came to compensation and benefit administration, regulatory compliance, hiring/training/retaining, employee communication, etc, etc. Our employees are thrilled, our management gets the credit and we save money.

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Outsourcing

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- We used to manufacture the great majority of our capital products and parts in our own captive manufacturing organizations. As such, we made a lot of money in the up-cycles when our facilities were fully loaded. However, ultimately, during the down cycles, we could not balance shop loads and eventually became high variable cost producers. We do not call it outsourcing. We call it subcontract manufacturing. Our customers do not care who makes our product. They just want to make sure who controls the design, the application and its life cycle in their plant. We now sell our products for 75% of what they sold for in constant dollars ten years ago. However, our margins are 10% better than they were ten years ago.
- We have totally outsourced logistics. Our customers have no idea that our product is shipped from an independent warehouse with the final invoice generated from an outsourced logistics company. It works beautifully and our operating assets have been proportionally reduced as our administrative and shipping costs have also contracted.
- My company is outsourcing IT services and it scares the heck out of me. We used to have our own MRP system, which was internally developed as a hybrid of a canned commercial system. We then decided to massively upgrade

across all of our plants and business units. It was a disaster. It took three years instead of six months and we ultimately became totally dependent upon a core group of system software consultants. Guess what? They are still here and our dependence upon them and their costs are not diminishing. In my opinion, outsourcing represents losing control over competence and costs. Be careful!

ASPI Questions

The Members' Forum Question for this issue of ASPI News is: ***How have you attempted to manage the costs you are incurring with employee benefits over the last few years?*** We encourage you to respond to any or all of the following questions:

- Have you changed the type and structure of your employee benefits over the last few years? If so, how and why?
- If you have not made any changes in the type and structure of your employee benefits, how much of your cost of such increased over the last few years?
- To what extent have your employee benefits changed from being a significant asset to you in the recruiting and retaining of employees?
- Are you anticipating a major change in the type and structure of your current level of employee benefits? If so, how would you describe the changes you are considering?

- Have you used outside consultants and/or experts to assist you in your assessment of employee benefits? What has been your experience?

What do you think? What experiences have you had with the questions posed above? Send your responses to ASPI Members' Forum staff contact Bob Harrison at rharrisoninc@aol.com. We welcome authored and anonymous responses, and will maintain confidentiality of anonymous responses. The editor would also like to hear from members suggesting questions and issues for future newsletters. Be sure to look for member responses on the subject of employee benefits in the next Members' Forum column. ♦

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Amelia Island Meeting Roundtable

Critical issues take the spotlight

The ASPI Spring Meeting may be over, but attendees are still talking about its resounding success. Expert speakers, the hottest topics, and the vibrant energy of a “live” event all worked together to form an outstanding meeting experience. We spoke with several ASPI members who attended the Spring Meeting (held March 15-17, 2006, at the Amelia Island Resort in Florida), and asked for their impressions. Participants in this “roundtable discussion” include the following:

- Steve Dowe—Director, Process Technology, Jacobs Engineering Group
- Otto L. Heissenberger, Jr.—President, Voith Paper Inc.
- Carl Howe—Vice President, Corporate Sales, Kadant Johnson Inc.
- Kari A. Nettamo—V.P. & General Manager, Finishing Bus. Line, Metso Paper USA Inc.
- Marcus Pillion—Director, John Crane Safematic
- Laurie Wicks—President, Paperchine Inc.

Their overwhelmingly positive reports paint a picture of an event where the important issues took the spotlight and attendees took home plenty of valuable information.

Up close and personal

With so much good information available through electronic channels, it’s easy to overlook the many benefits of “live” meeting opportunities—but that would be a mistake, according to the comments of our roundtable participants.

“Information is available electronically, but relationships are not,” said Voith Paper’s Otto Heissenberger. “Meetings are an important facet of business, and ASPI provides me with opportuni-



Dave Fary tells us how to improve execution

ty to meet both customers and suppliers.”

That chance for personal contact, either one-on-one or in a group setting, is the best benefit of live meetings, said Carl Howe. “Networking is an important part of managing an overall business strategy. Live discussions and interaction gives you immediate and more insight as to how other businesses or business leaders handle challenges, growth or business decline in a turbulent business climate.”

Live meetings give attendees the opportunity “to voice candid questions and get candid responses,” said Marcus Pillion of John Crane Safematic. “Furthermore, you hear concepts and ideas from the market’s biggest and brightest leaders on topics that are a concern to you.”

While our business lives typically offer many opportunities to communicate in ways that don’t involve face-to-face meeting, “at the end of the day, there is no substitute for that personal interaction,” noted Steve Dowe of Jacobs Engineering. “The passion and sincerity that come across in this way stick with you the longest and convey the real message.”

“Live” peer interactions and networking were not the only benefit; customer presentations were also a Spring Meeting highlight. “It is always helpful to learn what customers expect or demand from their suppliers. ASPI meetings provide a relaxed yet professional venue for meeting and spending time with your customers while gaining this valuable insight that you do not always get when visiting executives on ‘their turf,’” noted Kadant Johnson’s Howe.

Laurie Wicks, Paperchine, agreed. “It’s always helpful to understand your customers’ strategies and direction, to help you target your products,” he said.

The Spring Meeting’s personal interaction and customer panels helped attendees focus on critical content, said Dowe. “It’s hard to focus on individual issues unless

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Roundtable

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you are in this kind of setting. For instance, Mark Watkins' presentation on how his company (MeadWestvaco Corp.) is taking a new look at product development and intellectual property is a real bellwether for the rest of the industry," he noted.

Warren "Buddy" Allen, general manager of Domtar Industries' Ashdown, Arkansas, facility, provided another popular customer presentation at the Spring meeting. Titled *Just what is the supplier's role?*—a customer's perspective, Allen's presentation was rated "superb" by 71 percent of attendees responding to the Spring Meeting Evaluation survey.

According to Kari Nettamo of Metso, these presentations provide valuable insight to attendees. "We need to convey these customer messages within our own organizations," Nettamo said. "The major messages are normally related to market conditions from the customer standpoint. Also, some presentations give important information about customers' long term objectives."

Session highlights

One of the most highly-rated sessions at the Spring Meeting was titled *High Performance Future: Success Comes from Leadership and Human Capital*, given by Timothy S. Mescon from Coles College of Business at Kennesaw State University. Dr. Mescon talked about the relationship between Emotional Intelligence and great leadership. According to our roundtable participants, it's a topic of great resonance for anyone

hoping to improve their business processes. "The personal relationships discussed, as well as the insight into understanding customers, will certainly benefit my company," said Wicks.



Hamsa Thota delivers a fast-paced industry innovation presentation

"The components of emotional intelligence that Dr. Mescon talked about touched on factors essential to effectively managing a business today," said Carl Howe. "It helped attendees to 'step outside the box' and realize the importance of effective leadership/management, strategy building and cultivating/managing human capital in a rapidly changing market environment."

Metso's Nettamo added, "This presentation makes us think about some issues differently, and that is always welcomed. We all tend to do things 'our way,' not looking at them from the outside world."

Both IQ and EQ (emotional quotient) are critical factors in the hiring and leading process, noted Pillion. "Today, my hiring decisions are 80-85% based on someone's EQ. Of course, IQ horse-

power needs to be there; but the EQ side makes a profound difference in determining success."

Dr. Mescon's presentation helped strengthen his personal beliefs about the important of emotional intelligence, said Pillion. "Dr. Mescon's presentation was riveting and entertaining," said Heissenberger. "I attended an Emotional Intelligence seminar some years ago, and it taught me to recognize my 'emotional hot buttons' and, over time, how to control them. After all, leadership is not about the leader, it is about the team!"

For Wicks, the Spring Meeting delivered an update on the industry in general, which he feels is important. "Small companies particularly need a view of where the industry is going since we can not afford this capability in-house. The customer presentations, in terms of learning about our customers' direction, are also helpful," he said.

"Customer presentations are vital for our success," added Nettamo. "Also, training in management issues is important." In addition to the already-mentioned sessions by Watkins and Mescon, sessions such as *Where did all the industrial skill go?*, presented by Pete Evans of Jacobs Engineering, and *Reflections on how suppliers and their customers could improve capital project execution*, by A. Dave Fary, Jr. of International Paper, rounded out a Spring meeting program that covered all the bases for attendees. Speaker Dave Fary also garnered ASPI's Customer Executive of the Year

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Roundtable

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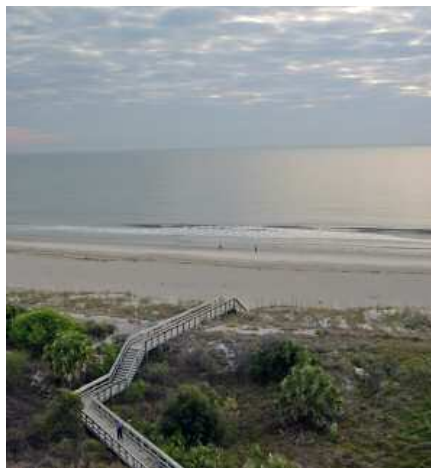
award, which was presented to him at the Spring Meeting (see related story for more details.)

Format for the future

The meeting format, which has been refined and developed over the past several years, once again proved popular with attendees. More than half of those responding to the attendee satisfaction survey ranked the meeting as “superb” in the areas of program content, length, meeting site, and information exchange. “This format keeps existing members coming back and attracts new members to attend,” noted Howe. “The mix of customer presentations and professional development, combined with commentary from the occasional industry expert, needs to continue.

“For future customer presentations, it would be interesting to

have individuals from corporate levels present their companies’ investment strategies along with their ROI expectations,” Howe added. Other attendees suggestions for future programming included “best practices” presentations, energy saving strategies, and tips to help suppliers understand how to participate in high growth markets such as Asia and Latin America.



“As always, I am looking forward to the next ASPI meeting,” said Pillion. “ASPI meetings have consistently delivered premier speakers from all aspects of the business including mill management, industry peers, financial firms and academia. Furthermore, I gain insight and perspective from other industries that have proved useful in the pulp and paper market. Not to mention that the friendships I continue to make will last a lifetime.”

Don’t miss your next opportunity to experience the valuable meeting benefits discussed here—plan now to attend ASPI’s Fall Meeting, October 4-6, 2006 at The Westin Savannah Harbor Golf Resort & Spa in Savannah, Georgia. ♦

ASPI membership continues to expand and diversify

We are very pleased to continue to expand and diversify the membership of ASPI. Seven prospective member companies attended the Spring Annual Meeting at Amelia Island; two of these companies sent multiple attendees. The prospective new members attending were sponsored by an existing ASPI member company.

Each edition of the ASPI News features some of the companies that have recently joined ASPI. This issue, we’re spotlighting two new members:

Eka Chemicals Inc.

Eka Chemicals is the pulp and paper chemicals business unit of Akzo Nobel. Akzo Nobel is a Global Fortune 500 company and is listed on both the Euronext Amsterdam and NASDAQ stock

exchanges. It is also included on the Dow Jones Sustainability Indexes and the FTSE4Good Index. Based in the Netherlands, Akzo Nobel is a multicultural organization serving customers throughout the world with human

and animal healthcare products, coatings, and chemicals. Akzo Nobel employs around 61,500 people and conducts activities in four segments - human and animal health, coatings and chemicals - subdivided into 13 business units,

ASPI membership

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with operating subsidiaries in more than 80 countries. Consolidated revenues for 2005 totaled EUR 13.0 billion. The financial results for the second quarter will be published on July 20, 2006. Visit www.akzonobel.com or www.eka.com to learn more.

Eka Chemicals is one of the leading global companies in the supply of bleaching chemicals to the pulp and paper industry. Its primary products are hydrogen peroxide and sodium chlorate. The company has the capability to take total responsibility for the full operation and maintenance of a customer's chlorine dioxide plant.

Eka Chemicals offers the papermaker a unique set of expertise covering the entire mill from pulp and paper production to coating operations and the recycle plant. Within the Paper mill, Eka Chemicals specializes in innovative performance chemicals including retention aids, deinking systems, sizing, wet and dry strength and coating additives.

Eka Chemicals, with 3,200 employees in 30 countries, is a business unit within Akzo Nobel, has its U.S. headquarters in Marietta, Georgia. The representative to ASPI is Greg Bengtson, Director of Marketing and Supply Chain Management. Greg can be reached at 770-321-7731, or by email at greg.bengtson@eka.com.

BTG Group

BTG Americas is a business unit for BTG Group, which is the key pulp and paper operating business for Spectris. Spectris is a leading supplier of precision instrumentation and controls ; it is a EUR 1 billion business that owns and operates a range of companies designing, manufacturing and supplying instrumentation and specialty consumable products and components to a wide range of global industrial markets.

The BTG organization is focused in three areas within the pulp and paper industry:

- Pulptec supplies instrumentation focused on consistency control, brightness and Kappa numbers in chemical and recycled pulp applications.

- Mutek focuses on the wet end of the paper making process, providing instruments for charge and retention control, both online and for lab

- Duroblade supplies high performance ceramic coated blades for coating and creping applications. This division has now expanded in the printing segment as well.

BTG Americas is headquartered in Norcross, Georgia with operations in USA, Canada, Brazil and Chile . The representative to ASPI is Jacques J. Marcotte, Vice President and General Manager. Jacques can be reached at 404-431-4943 or via email at Jacques.marcotte@btg.com. ♦

Dave Fary receives highest ASPI honor

In recognition of his outstanding leadership during more than 30 years in the paper industry, A. Dave Fary, Resident Manager of International Paper's Eastover, South Carolina mill, has been honored with ASPI's 2006 Customer Executive of the Year award. It is the highest honor the Association can bestow on an individual. The award is made annual-



Tom Vaughn (L) and David Peschell (R), outgoing and current ASPI Presidents, present the award to Dave Fary

ly to a paper industry executive who has demonstrated outstanding and effective efforts in working within his or her company, and with that company's suppliers, to increase the benefit to the company of supplied products and services. Incoming ASPI President David Peschell (Director of International Marketing for ITT

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Fary

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Goulds Pumps in Seneca Falls, New York) and outgoing ASPI President Tom Vaughn (Vice President-Sales and Marketing, Kadant AES, Queensbury, New York) presented the award to Fary at the 2006 ASPI Spring Meeting at Amelia Island, Florida. ASPI recognized Fary for his recent, as well as career-long efforts in advancing this profession. Among his many superior leadership traits, he was acknowledged for his intellect, his integrity in working with suppliers and mill employees, and his impeccable work ethic. “The membership and Board of

Directors of ASPI recognize that these have been very difficult times for our industry and that the future of our industry needs to be paved by professionals such as Dave,” Peschell commented. A native of Shacklefords, Virginia, Fary joined Union Camp (now International Paper) in 1974 as the Assistant Technical Director of the Franklin mill. He later served as the Project Chief Engineer for the Eastover Mill Phase I Design Team, and was promoted to Manager of Technical and Manufacturing Services. He served as the company’s mill manager for



A proud couple - Dave and Jan Fary

five years prior to being named Resident Mill Manager in 1997. ASPI was proud to recognize Dave's wife Jan, who accompanied him to the award ceremony. ♦

ASPI Board of Directors continues to endorse “Initiatives”

Member benefit is paramount for ASPI—that’s the focus of the “Initiatives” program. Following the adjournment of the Annual Meeting at Amelia Island, the ASPI Board of Directors conducted a review and planning meeting. Among other items discussed, incoming ASPI President Dave Peschell led a review of the ASPI Initiatives.

During this review, the Board continued to endorse pursuit of these initiatives with the conviction that ASPI membership benefits should include collective efforts to assist member companies in one or more of the following:

1. Revenue growth
2. Cost reductions
3. Business risk assessment and containment

The Board of Directors made the following decisions:

- Delay surveying the membership for the Industry Best Practices and Customer Characterization Initiative for

approximately 18 months, or until the survey can be modified to ensure the results will have greater statistical significance.

- Have ASPI staff re-access the Benchmarking and the Terms and Conditions Guidelines Initiatives and make a recommendation to the Board at the Spring 2007 meeting.

- Consistent with the recent Solutions article “Has safety compliance become ‘Groundhog Day?’”, ASPI staff will develop a program to proceed with a Field Safety Training Initiative that will be endorsed and sponsored partially by ASPI. ♦

ASPI partners with TAPPI for management services

Over the last several months, ASPI's Executive Committee has been evaluating the changing nature of the industry and the various support services required by the Association to address these changes. As a result, in early November, 2005, the Executive Committee recommended to the Board of Directors that ASPI accept a proposal from TAPPI to have a select group of TAPPI staff

members provide a range of association support services to ASPI. On November 21, the Board of Directors approved the recommendations of the Executive Committee.

As such, the following TAPPI personnel will be providing support services to ASPI: Eric Fletty, ASPI Staff Leader; Tim Taylor, Strategic Planning and Marketing; Mary Lynn Miller, Financial; and



ASPI staff attending the event included (L to R) Karen Van Duren, Cindy Seel and Tim Taylor

Cindy Seel, Membership; and Lisa Hightower, Operations.

The agreement with TAPPI for the administration services will keep ASPI totally autonomous and independent. TAPPI will continue as a full contributing member of ASPI.

ASMI has been serving as ASPI's association management support for more than fourteen years. The quality and integrity of their support has been exceptional. ASPI is particularly appreciative of the support it has received from the two ASMI staff members who have served as Executive Directors during this fourteen year period: Beth Armstrong and Clay Tyeryar.

Let's welcome TAPPI staff members Eric, Tim, Mary Lynn, and Cindy as members of our new support team! You can contact them at TAPPI's Norcross, Georgia headquarters by calling +1 770-209-7521 or e-mailing lhightower@aspi.net. ♦

ASPI Board of Directors
Class of 2009
(term expires 2009 Spring Meeting)

Otto Heissenberger, Jr. President Voith Paper Inc.	David Withers President Coldwater Group Inc.
David Peschell Director International Marketing, ITT Goulds Pumps Inc.	Robert D. O'Brien Vice President Sales & Marketing Deublin Company

Class of 2008
(term expires 2008 Spring Meeting)

Rod Fisher President Fisher International Inc.	Edward Ryan President Sandusky International, Inc.
Marcus Pillion Director John Crane Safematic	Thomas E. Vaughn Vice President of Sales & Marketing, Kadant AES

Class of 2007
(term expires 2007 Spring Meeting)

Robert Harrison President Rharrison, Inc.	Kari Nettamo General Manager & Vice President, Paper & Board Metso Paper
Carl Howe Vice President, Corporate Sales, Kadant Johnson	John Ollech Vice President & General Manager, Johnson Foils