

# ASPI NEWS

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

Volume 8 Number 1  
April 2011

## Inside This Issue

- Shew Receives 2011 Excellence in Leadership Award .....1
- ASPI Spring 2011 Meeting Speakers Focused on Changes .....2
- Additional Speakers announced for ASPI Fall 2011 Customer Alignment Meeting .....3
- Benefits of Membership – ASPI Performance Benchmarking Survey . . . .3
- Have You Earned the Right to Lead? . . .4
- Cai Lun and the Ancient Chinese Invention of Paper: Lessons for Modern Innovators .....6
- ASPI Welcomes New Members . .8
- ASPI Board of Directors Updates . .10

### Association of Suppliers to the Paper Industry Headquarters

15 Technology Parkway South,  
Atlanta, GA 30092

Phone: +1 770-209-7521  
Fax: +1 770-209-7581

Email: [info@aspinet.org](mailto:info@aspinet.org)  
Web site: [www.aspinet.org](http://www.aspinet.org)

## Shew Receives 2011 Excellence in Leadership Award

**W**illiam M. “Chip” Shew, Mill Manager – Paper, Packaging & Services, Greif Inc., was honored for outstanding leadership, at ASPI’s Spring 2011 meeting in Manalapan, Florida, February 16-18. He was nominated for this award by ASPI members, who cited his passion for his mill and people, his sound judgment and coolness under fire, and his personal relationships with each of the startup crew and vendors during the recent successful rebuild of PM1 at Greif Packaging’s Massillon, Ohio mill.

“Commitment of the team,” is the way Shew explains the success. “We have 93 employees here, with each just as important as the next. I was impressed with my team and how they worked together.”



*William M. “Chip” Shew (center) receives the award for leadership excellence from ASPI President Bob Gallo (left), President, Voith Paper North America, and ASPI Member Chuck Wunner (right), President, CVN Vooner Paper Machinery, at ASPI’s Spring meeting.*

Shew is proud to be a fourth generation papermaker. His father built Chipboard Inc. in 1966, and his nickname was derived from the first type of paper produced – 21# Chip. The company became part of Greif Brothers in 1972.

Shew began working at the Massillon mill in 1977 and over the past 30+ years has coordinated and supervised the modernization of the stock preparation process, the installation of a co-generation unit, and has been instrumental in integrating computers into nearly every aspect of the mill’s process. But according to Shew, the highlight of his career thus far has been the design and installation of a complete paper machine in 2010. “This was a poignant moment as the new machine replaced the original

*(continued on page 2)*

## Leadership Award

(continued from page 1)



"Chip" Shew

machine on site when my father built Chipboard in 1966," he says.

"We have found a system that has worked, and we will keep

it," said Shew as he addressed the ASPI audience. Shew also shared his team's guidelines on supplier commitment: excellent communication, strong process knowledge, support through the layers of a supplier's organization, a strong history of reliability, "out of the box" thinking on new technology, and an understanding and respect for the mill's engrained culture.

Shew's leadership has brought the Massillon mill from one producing an average product to being the #1 chosen supplier. Congratulations to Chip Shew for receiving ASPI's 2011 Excellence in Leadership Award.

## ASPI Spring 2011 Meeting Speakers Focused on Changes

Change—both underway and still needed—was a common theme at ASPI's Spring 2011 Meeting. *Tom Stigers*, Senior Vice President- Coated Mill Operations for RockTenn, provided a history and overview of RockTenn (prior to the announced merger with Smurfit-Stone). Stigers highlighted RockTenn's core principles and how these have enabled the management team to focus on the changes needed to continue to grow their business.

*Rod Young*, Chief Economic Advisor for RISI, presented prospects for the industry in 2011-2012. RISI predicts no growth in paper and board demand, and continued declines in demand for newsprint and printing and writing papers. Packaging grades and tissue will post modest growth, he said.

*Jim Lane*, editor and publisher of *Biofuels Digest*, commented on the changes coming in the huge and evolving biofuels and biobased chemicals sectors. Lane commented on the policy and market drivers affecting the staggering \$8.3 trillion addressable markets of biobased products.

Finally, *Christer Idhammer*, Founder and CEO of IDCON, commented on the growing importance of equipment reliability as operations become more automated and include more electronic equipment. Idhammer emphasized that much of the reliability and maintenance processes are still the same, but the key to success lies with the people involved. ♦



Rod Young



Jim Lane, editor and publisher, *Biofuels Digest*

## Additional Speakers announced for ASPI Fall 2011 Customer Alignment Meeting

The ASPI Fall 2011 Customer Alignment Meeting is set for October 2-4, 2011 in Austin, Texas. Temple-Inland, a leading producer of corrugated packaging and building products, will host this meeting, providing attendees a chance to hear from Temple-Inland's executive team on how the supplier community can contribute to Temple-Inland's strategic objectives.



*Deli Yang, Ph.D.,  
Richard Burr & Donald  
Clark Professor of  
International Business,  
Business Administration,  
at Trinity University.*

Also presenting at this meeting will be *Deli Yang, Ph.D.*, Richard Burr & Donald Clark Professor of International Business, Business Administration, at Trinity University. Professor Yang is a lead consultant for the United Nations World Intellectual Property Organization on benchmarking intellectual property, and is frequently invited to speak at the UN on IP issues in international business. Dr. Yang will be specifically addressing IP issues in China.



*Kimberly Kayler,  
CPSM, CIS, President  
of Constructive  
Communications Inc.*

*Kimberly Kayler, CPSM, CSI*, President of Constructive Communication, Inc. will also be participating in the fall program. CCI specializes in marketing and public relations for professional service and technical firms in the B2B marketplace. Kayler has extensive experience in social media, public and community relations, crisis communications and strategic planning. Kayler will explore where social media is a fit for B2B, as well as where it is not.

Mark your calendars now to attend ASPI's Fall Meeting. The program will begin with dinner Sunday evening, October 2, with presentations from Temple-Inland taking place all day Monday, October 3. Kayler and Yang will speak on Tuesday, October 4. The ASPI Business Meeting will also be on Tuesday. ♦

# Temple-Inland

## Benefits of Membership – ASPI Performance Benchmarking Survey

Benchmarking is the process of determining who is the very best, who sets the standard, and what that standard is. Twice a year ASPI surveys its member companies to help provide a tool for members to benchmark their business performance against their peers.

The ASPI Performance Benchmarking Survey assesses trends in bookings and Net Contribution Margin. Net Contribution Margin (NCM) is a general term to indicate the profitability of a product line. Members are asked to compare data on bookings and NCM within the last six months as well as compared to last year, for North American markets as well as global markets.

Survey results are only available to ASPI Member companies and all survey responses are strictly confidential. Individual surveys are not shared, and only aggregate data is available to members. Please visit the ASPI website [www.aspinet.org](http://www.aspinet.org) to learn more. ♦

# Have You Earned the Right to Lead?

by John Hamm

There are people in every organization whose titles indicate they are leaders. Often, and unfortunately, their employees beg to differ. They don't say it directly, but rather with ho-hum performance, games of avoidance, and a dearth of enthusiasm.

When times are good, not-so-great leaders can get by, their sins cushioned by a surplus of cash and the thrill of top-line growth. But when the cloak of prosperity falls away, mediocrity is exposed.

In the heat of the day-to-day battle, leaders sometimes lose their grip on the basic principles of leadership. In other cases, they never learned or mastered these fundamentals earlier in their career. And finally, sad to say, some people just aren't cut out to lead.

Here are some basic mistakes that leaders make:

*“Role playing” authenticity rather than living it.* Authenticity is about owning your failures and shortcomings. It's about allowing

others to really know you, vulnerabilities, warts, and all. It's about having the guts to seek feedback from others in a sincere and genuine fashion. And it's about being able to maintain your authentic self in a situation of meaningful consequence—where your decisions affect others, sometimes on a grand scale and sometimes in very personal or dramatic ways.

*Underestimating the impact of small acts of dishonesty.* A young, inexperienced, but talented associate had what he thought was a plan for a powerful new marketing initiative. So he asked the CMO to broker a meeting with the CEO to make a presentation on the subject. The CMO agreed, and the meeting took place.

During the presentation the CEO was polite, if noncommittal. He gave the presenter a sort of passively accepting feedback—“Nice point,” “Interesting,” and so on—and wrapped up the meeting quickly, thanking the presenter for his initiative. But the CMO could sense duplicity in the CEO's behavior and attitude. Then, ten minutes after the meeting, the CEO called the CMO into his office and said, in essence, “That presentation was absolutely terrible. That guy's an idiot. I want you to fire him, today.”

The story of the firing spread (as it always does) throughout the company, morale slipped, and the CMO never completely trusted his boss again. The CEO's reputation for trustworthiness had been wounded forever. The wreckage from one seemingly small act of dishonesty was strewn all over the company and could never be completely cleaned up.

*Being two-faced (and assuming others won't notice).* A CEO had one executive on his team whom he really trusted and in whom he could confide. One day, a couple of other members of that company's executive team made a presentation at a board meeting that didn't go so well. Later, the CEO turned to his trusted executive and said, “We



(continued on page 5)

## the Right to Lead

(continued from page 4)

need to get rid of those guys. They were a disaster at the board meeting—they embarrassed me.”

But then nothing happened. Life at the company went on as before, and the targeted executives remained in their jobs. As the trusted executive watched this, he asked himself: Did the boss mean what he said? Does he ever mean what he says? Did he change his mind—and when did that happen? Or is he too gutless to follow through with his plans? And if he’s willing to stab those guys in the back and then pretend to be their trusting partner, how do I know he hasn’t been doing the same thing with me?

Such are the dangers of shooting from the hip without realizing that such a communication does not qualify as a ‘casual’ comment—once said, it must be resolved, and if it is not, it lingers until it is fixed.

***Squelching the flow of bad news.*** If you shoot the messenger when he/she brings you bad news, you can be certain that future messengers will be reluctant to bring you the information you need. That’s why in most organizations good news zooms to the top, while bad news flows uphill like molasses in January.

Good leaders understand this reality and combat it by building a primary and insatiable demand for the unvarnished facts, the raw data, the actual measurements, the honest feedback. Very few efforts will instill more confidence and trust than demonstrating that the organization values the facts, the truth, and the speed of delivery.

***Punishing “good failures.”*** Great organizations encourage risk-taking, because innovation requires it. But if your employees take a risk and fail, and you come down on them like a hammer, they’ll never risk anything again.

Good leaders deliberately create high-risk, low-cost environments—a.k.a. cultures of trust—where people don’t live in fear of the consequences of failure. A digital camera is the perfect analogy to the kind of culture you want to create. There is no expense associated with a flawed digital photograph. You just hit the ‘delete’ button. Because we know failure is free, we take chances, and in that effort we often get that one amazing picture that we wouldn’t have if we were paying for all the mistakes.



***Letting employee enthusiasm fizzle.*** A big part of a leader’s job is to be compelling. That means you must recruit “A Players” through a big vision of the future and a personal commitment to a mission.

But it’s not enough to recruit once and then move on. Never assume “once enrolled, always enrolled.” Even the best followers need to be reminded again and again how fun, rewarding, and meaningful their work is.

Enthusiasm is a renewable resource. Remind your team often why you come to the office every day, and let them reflect on the reason they do the same.

***Refusing to deal with your “weakest links.”*** Chronic underperformers spoil things for everyone else. They create resentment among employees who are giving it their all, and they drag down productivity. Leaders must have a plan for getting these problem children off the playground—and they must act on that plan without procrastination.

The worst scenario of all is to have a plan for dealing with underperformers, and then not pull the trigger on the announced consequences, for reasons of sentimentality, weakness, or favoritism—or worst of all, an attempt to preserve leadership popularity.

Nothing can be more damaging to the morale and esprit de corps of a team. It destroys your authenticity, your trustworthiness, and your ability to compel others to act. It is the end of you as a leader. It is better to have no weakest-link plan at all than one with obvious liabilities.

***Allowing people to “fail elegantly.”*** There are two basic operating modes for organizations under high-stakes execution pressure.

(continued on page 6)

## the Right to Lead

(continued from page 5)

One is the mentality of winning, which we know about. The other, less obvious, is failing elegantly, a very sophisticated and veiled set of coping behaviors by individuals, the purpose of which is to avoid the oncoming embarrassment when the cover comes off the lousy results that we'd prefer no one ever sees.

Essentially, when people stop believing they can win, some devote their energy to how best to lose. This often manifests as excuse-making, blaming, tolerating cut corners, and manipulating and editorializing data. Good leaders know how to recognize these symptoms and intervene with urgency and strength of conviction to get everyone on the high road to winning.

*Delaying decisions until it's too late.* Not making a decision is

almost always worse than making a bad decision. Not making a decision at all, although it may seem the safe choice, actually strips your organization of its momentum.

Good leaders don't just make decisions—they pursue them. Because the speed of the organization is often its destiny—and because that speed directly correlates with the speed with which its decisions are made or not made—these leaders are haunted by the fear that somewhere in the organization a critical decision is being left orphaned and unmade.

*Underestimating the weight your words—and your moods.* Every conversation with, and every communication from, a leader carries added weight because of the authority of the position behind it. Have a bad day and snap at one of your subordinates, and that person

may go back to a cramped cubicle and start updating his résumé, or go out and get drunk, or miss a night's sleep. Your momentary bad day could be his nightmare, and something he will remember forever. Your mood matters; don't make it your employees' problem. ♦

*John Hamm is one of the top leadership experts in Silicon Valley and has also been a CEO or board member at over thirty companies. He currently teaches leadership at the Leavey School of Business at Santa Clara University.*



## Cai Lun and the Ancient Chinese Invention of Paper: Lessons for Modern Innovators

*Jeff Lindsay, Innovationedge, Neenah, WI*

**A**mong the many inventions that came from ancient China, four in particular have been given attention for their impact on the modern world. Known today as the “Four Great Inventions” (“si da fa ming”), they are (1) the compass, (2) gunpowder, (3) papermaking, and (4) printing. Who can overestimate the profound impact of the last two intertwined inventions on our world today?

As we look to our ancient roots in recalling the Chinese innovation of paper and remember the work of its ancient champions, perhaps we can learn something about our future, a future that depends on continued innovation.

As Dard Hunter wrote in his classic book on the history of paper (*Papermaking: The History and Technique of an Ancient Craft*, New York: Alfred A Knopf, 1943), the development of most crafts, including papermaking, are

enshrouded in mystery. Nevertheless, the best information we have points to a servant of the Chinese imperial court, a eunuch named Cai Lun (sometimes spelled Ts'ai Lun), as the man who should be or at least can be credit-

(continued on page 7)

## Cai Lun

*(continued from page 6)*

ed with the innovation of paper in 105 A.D. This was during the height of the Han Dynasty (202 BC-AD 220, more specifically the Eastern Han Dynasty, AD 25-220), one of several golden eras of Chinese history.

I choose my words carefully when I speak of the innovation and not necessarily the invention of paper. The invention—the original creation of a web made from macerated, individual fibers laid down in a slurry on a porous support such as a wire or cloth—may have been by someone else. There is archaeological evidence of paper made from hemp decades earlier, and there is the probability that in Cai Lun's day, others working for him devised or improved the papermaking process that has long been associated with his name. But Cai Lun took paper beyond being a technical invention and helped drive its widespread adoption such that it became a successful innovation, one that would stick and change the world for centuries to come.

The history of innovation teaches us that a single inventor is rarely responsible for a noteworthy invention, especially one that dramatically changes the world for good. A long list of people may have contributed knowledge and advances to the creation of paper in Cai Lun's day, with many thousands having done the same since his time to give us the brilliant spectrum of products and processes we now know.

In the fifth century, the Chinese scholar Fan Ye credited Cai Lun with the discovery of paper in his official history of the

Han Dynasty. He writes that Cai Lun, a highly regarded eunuch in the Imperial Court, applied his talents to solve the problem of making writing more convenient. Writing and inscriptions were done on bamboo or silk strips, but these were not convenient materials to work with and silk was costly. Fan Ye credits Cai Lun with having “conceived the idea of making paper from the bark of trees, hemp waste, old rags, and fish nets.” Perhaps he was the originator, the one who conceived of and invented paper, or rather, reinvented or improved what others had tried earlier. Perhaps he had a vision for improving a prototype material and the method of making it, and gave directions to his staff for the trials to run to obtain breakthrough improvement. In any case, Fan Ye indicates that he and his crew conducted research on this topic, made significant advances, and then, importantly, made a report to the Emperor that was highly regarded and gained support.

The China Internet Information Center (China.Org.Cn) reports that when Cai Lun presented his first batch of paper to the Han emperor, the emperor was so delighted that he named the material “Marquis Cai's paper.” In 1974, archaeologists found Eastern Han Dynasty paper found in Wuwei, China, from Cai Lun's era with written words that were still clearly decipherable. With a smooth finish and fine texture, this paper is said to be the most refined and oldest paper discovered to date—not counting some

even older but fairly crude specimens. It is possible that others made versions of paper before him, but failed to carry it forward to become successful innovation. Resources for technical development may have been an important part of the recipe for success.

In addition to Cai Lun's technical advances, his report to the Emperor may also have been a crucial step in driving the social adoption of paper, resulting in its widespread use. According to Fan Ye, after he submitted his work to the Emperor, he “received praise for his ability. From this time, paper has been in use everywhere and is universally called ‘the paper of Marquis Cai.’” Paper was about to become more than a rare find in future archaeological digs, but a universally used medium that would change the world for centuries, even millennia to come.

Many inventions wither away into obscurity and fail to become lasting innovations until the right person with the right vision, means, and connections comes along and breathes life and fullness into the concept. Cai Lun, with access to the Emperor, with a vision of the potential of the invention, and with the credibility and track record to make a report that would gain imperial attention and support, was such a man. It is Cai Lun whom we can properly credit for successfully driving the innovation of paper into ancient Chinese and ultimately world history, regardless of how much of the actual inventing was done by him.

*(continued on page 6)*

## Cai Lun

(continued from page 6)



Cai Lun was born in Guiyang (modern day Leiyang). He served as a court eunuch since AD 75, was then promoted several during the time of Emperor He of the

Han Dynasty. Around AD 97, he would distinguish himself and his men through his highly skilled work in producing swords and other weapons that served as models for future weapons production.

Looking to the future, there are many with vision and great ideas. Some may be in the United States, others in China or elsewhere. Ideas alone do little. They must be transformed and aided with many hands to become something that can change the way people work and live, an innovation that sticks, at least for a while. That success will depend upon relationships

and access to resources as much as it depends on the genius and vision of any one person. Innovation is a fragile plant that demands much nourishment and patience for it to take root. May we encourage the inventors and prospective innovators in our midst and clear out the barriers to innovation success in their way while nurturing the opportunity. Let us learn from our ancient roots and help bring forward the innovation of the future that our industry and world needs. ♦

## ASPI Welcomes New Members

ASPI is pleased to announce that four new members have received Board of Director approval to join ASPI: MAJIQ, Nalco, Pearce Corrugated Consulting, and Xerium Technologies.

MAJIQ is a *global leader in enterprise software and services for the pulp and paper industry*. The Company's Elixir product is best-of-breed software, providing integrated Sales Order Processing (SOP) and Manufacturing Execution Systems (MES). Elixir sets the standard for mill-wide operations management.

MAJIQ was founded in 1981 and was an early innovator in the market, with our first pulp and paper customer installation for a

Georgia-Pacific mill in 1986. Over the succeeding 25 years, MAJIQ has added and retained prominent customers across all major sectors of the industry. The Company has retained its focus on the pulp and paper market through cyclical industry swings and enjoys a *sterling reputation with systems installed at 6 of the top 10 global producers* and many other leading manufacturers.

MAJIQ enjoys unrivaled customer loyalty and retention from producers across all genres of the industry, including containerboard, boxboard, tissue, newsprint, and specialty papers. With a vibrant product roadmap

pointing toward continued development, and superior reliability and sustainability, MAJIQ continues to win major new accounts and service project work for new and existing customers.

Headquartered in Redmond, Washington, USA, and with an office in Gibsons, British Columbia, Canada, MAJIQ employs a strong staff of experts who bring great industry experience and knowledge to the business, combined with a talented software development team that has stayed together through multiple product development cycles. Our staff is committed to our cus-

(continued on page 9)

## New Members

(continued from page 8)

tomers and the pulp and paper industry.

*Steve Latham*, President, will serve as the primary contact for MAJIQ. *Pete Litka*, Vice President, Sales & Marketing and *John Bullinger*, Vice President Operations, will serve as alternate contacts.



Nalco is the world's largest sustainability services company focused on industrial water, energy and air applications; delivering significant environmental, social and economic performance benefits to its customers. Nalco help its customers reduce energy, water and other natural resource consumption, enhance air quality, minimize environmental releases and improve productivity and end products while boosting the bottom line. Together Nalco's comprehensive solutions contribute to the sustainable development of customer operations. Nalco is a member of the Dow Jones Sustainability World and North America Indexes. More than 12,000 Nalco employees operate in 150 countries supported by a comprehensive network of manufacturing facilities, sales offices and research centers to serve a broad range of end markets. In 2010, Nalco achieved sales of \$4.25 billion. For more information visit [www.nalco.com](http://www.nalco.com). *Ken McCormick*, Strategic Account

Manager will serve as Nalco's primary ASPI contact. *Scott Singletary*, Key Account Manager, will serve as alternate contact.



Pearce Corrugated Consulting provides a multitude of services to the corrugated packaging industry. Some of the services offered are Plant Design, turnaround situations, mentoring, "proven path" improvement packages, and much more. Pearce Corrugated Consulting also brings years of experience and proven business and manufacturing methodologies to every consulting job. *Tom Pearce*, President, will be the primary ASPI contact.



*Xerium Technologies, Inc.* is a leading global manufacturer and supplier of specially engineered consumable products used primarily in the production of paper, paperboard, and specific industrial applications. Xerium products are focused in two key product classifications; woven machine fabrics and felts, and roll covers. Xerium products play key technical roles in the process by which raw mate-

rials are converted into finished paper, paperboard, and related industrial products.

Xerium employs a broad portfolio of patented and proprietary product and manufacturing technologies, as well as extensive industry experience, to provide customers with tailored solutions designed to optimize the performance of their equipment and reduce the costs of their operations. Xerium products are integral to our customers' product quality and manufacturing efficiency and are specifically designed to add value to the overall process. These custom product solutions are the result of a substantial investment in research and development and highly sophisticated manufacturing processes.

Xerium has an extensive global footprint of 31 manufacturing facilities in 13 countries, strategically located in the major paper, paperboard, and industrial products producing regions of North America, Europe, South America and Asia-Pacific, and have over 3,370 employees worldwide. We market our products primarily using our direct sales-service force to the industry's leading producers.

*Joel Farmer*, Vice President – Business Development & Corporate Accounts will serve as the primary ASPI contact. *Scott Bowman*, Senior Vice President Sales, will serve as alternate contact for Xerium.

Welcome to our new member organizations! ♦

## ASPI Welcomes New Board Member and BOD Class of 2014

**A**SPI welcomes Rod Young, Chief Economic Advisor for RISI to the ASPI Board of Directors, Class of 2014. Rod joins returning Board members Marcus Pillion, President, EagleBurgmann and Robert Quarles, Director of Corporate Sales, Buckman USA. ASPI thanks Tom Vaughn, VP-Marketing with Kadant Solutions and Rod Fisher, President, Fisher International, who are stepping down from the board, for their service to ASPI. ♦

### @ ASPI



*Tony Fandetti, VP – Sales for Sulzer Process Pumps, stops by ASPI Headquarters in Norcross, Georgia. Sulzer Pumps is one of the world's leading pump manufacturers, recognized for excellent product quality, performance reliability and technical innovation. Sulzer Pumps provides a full line of pumps, equipment and related technologies to the Oil and Gas, Hydrocarbon Processing, Power Generation and Pulp and Paper industries. With a global network of 13 product orientated factories and service centers and sales offices in more than 150 countries, Sulzer Pumps is a truly global company, close to customers acting locally through regional teams with local market understanding and expertise.*

### ASPI Staff Key Contacts

**Eric Fletty**

ASPI Executive Director  
+1 770-209-7535  
efletty@aspinet.org

**Colleen Walker**

Director of Member Relations  
+1 770 209-7349  
cwalker@aspinet.org

**Main Number**

+1 770-209-7521

**Fax**

+1 770-209-7581

## ASPI Board of Directors

### *Class of 2014*

**Rod Young**

Chief Economic Advisor  
RISI  
ryoung@risi.com

**Marcus Pillion**

President  
EagleBurgmann  
marcus.pillion@us.eagleburgmann.com

**Robert Quarles**

Director of Corporate Sales  
Buckman USA  
rpquarles@buckman.com

### *Class of 2013*

**Laurie Wicks**

President  
Paperchine  
lwicks@paperchine.com

**Mike Gray**

Vice President, Sales  
Metso Paper, USA, Inc.  
mike.gray@metso.com

**Greg Bengtson**

ASPI Treasurer  
Vice President Sales, North America  
Eka Chemicals Inc.  
greg.bengtson@akzonobel.com

**Carl Howe**

ASPI Vice President  
Vice President, Sales  
Kadant Paperline Group  
carl.howe@kadant.com

### *Class of 2012*

**Bob Gallo**

ASPI President  
President  
Voith Paper - North America  
bob.gallo@Voith.com

**Peter Collins**

Vice President  
Andritz Inc.  
peter.collins@andritz.com

**David Withers**

ASPI Past President  
President  
Coldwater Group Inc.  
d.withers@coldwatergroup.com

**Ray Edmondson**

Business Development Manager  
KBR  
ray.edmondson@kbr.com

**Bob Harrison**

Emeritus Director  
Principal  
Rharrison, Inc.  
Rharrisoninc@aol.com

