

ASPI NEWS

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Boise Hosts ASPI's 2013 Fall Customer Alignment Meeting

Meet Boise Inc.'s senior executive team and mill managers at the ASPI 2013 Fall Customer Alignment Meeting hosted by Boise Inc., October 14-16, 2013 in Boise, Idaho. Don't miss this opportunity to hear what Boise expects from its suppliers, and meet the key decision makers at Boise. ASPI's Customer Alignment Meetings are the only venue that enable executives from paper industry suppliers to meet and network with their customer's executive team.

Why Attend?

Boise Inc. has made some key strategic investments over the last few years, shifting toward products driven by packaging demands. Boise has also made some tough decisions on balancing production with demand and has increased vertical integration. What lies ahead? How can your company support Boise's growth?

Boise's top executives, from President and CEO Alexander Toeldte, Executive Vice President and Chief

Operating Officer Judy Lassa to Boise's Director of Procurement Jack Price, will share Boise's success to date and how the supplier community can support Boise's future growth. This is a one-of-a-kind opportunity to meet Boise's senior executive team, and hear about what your company can do.

ASPI's Customer Alignment Meetings offer unique opportunities to hear from industry manufacturers on how the supplier community can help meet their strategic goals. All ASPI activities are conducted in accordance with ASPI's strict anti-trust guidelines. With unsurpassed networking opportunities for sup-



Alexander Toeldte,
President and
CEO, Boise Inc.

"Our suppliers are important partners to help us deliver excellent service. We look forward to hosting the ASPI 2013 Fall Customer Alignment Meeting and sharing more about Boise and our expectations of suppliers."

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Boise Hosts ASPI's 2013 Fall Customer Alignment Meeting

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plier executives, this is one meeting you don't want to miss.

In a recent survey of ASPI members, **88%** felt that their company was better able to market to the host customer after having attended a Customer Alignment Meeting. Join your supplier executive peers to learn more about Boise Inc. – directly from the executive team.

The Program

The ASPI 2013 Fall Customer Alignment Meeting convenes with a welcome reception for all attendees on Monday evening, October 14th, and is immediately followed by dinner. Make sure you arrive in time to attend this key event. This is a great opportunity to meet many of Boise's executives, plus other supplier executives.

On Tuesday, October 15th, the program begins with more networking time at the continental breakfast. Boise executives will then take the podium beginning at 8:00 AM, and will continue throughout the day. Two breaks and a lunch will give attendees additional time to meet Boise speak-

ers and ask follow-up questions. Boise will also be hosting a Mill Manager Roundtable. You don't want to miss the opportunity to meet all four Boise Mill Managers at one time, and get to hear how suppliers can help their mills.

A visit to Boise, Idaho is not complete without a visit to the world famous Blue Turf of Bronco Stadium. Whether you are a football fan or not, this special networking activity will be a great end to the day. Buses will take attendees from The Grove Hotel to the Stueckle Sky Center, which overlooks the Bronco Stadium. Attendees will receive a tour of the facility, followed by a reception and dinner.

Wednesday, October 16th begins with a continental breakfast at 7:00 AM followed by sessions from 8:00 AM to 11:00 AM, with the meeting adjourning before lunch. The first presentation will

ASPI 2013 Fall Customer Alignment Meeting Preliminary Program

Monday, October 14, 2013

3:30 – 5:30 PM ASPI Board Meeting

6:30 – 9:30 PM Welcome Dinner and Reception

Tuesday, October 15, 2013

7:00 – 8:00 AM Continental Breakfast

8:00 – 12:00 AM Morning Presentations by Boise

12:00 – 1:30 PM Lunch

1:30 – 5:00 PM Afternoon Presentations by Boise

6:30 – 9:30 PM Dinner and Reception

Wednesday, October 16, 2013

7:00 – 8:00 AM Continental Breakfast

8:00 – 9:00 AM Mark Connelly, CLSA

9:00 – 10:00 AM Rob Tracy, CliftonLarsonAllen

10:00 – 10:30 AM Break

10:30 – 11:00 AM ASPI Business Meeting

11:00 AM Meeting Adjourns

11:00 – 12:00 PM ASPI Board Meeting

be given by Mark Connelly, Managing Director at CLSA, a global independent stock research firm. Mark heads a stock research team focused on basic materials, including forest products and paper.

Robert Tracy, Principal, Manufacturing and Distribution with CliftonLarsonAllen will then take the podium to share with suppliers how a Value Triangle can be used to ensure business health. Rob will provide insights on how suppliers can respond to some of the expectations set up by Boise on Tuesday. ♦

Boise Speakers include:

Alexander Toeldte, *President & CEO*

Judy Lassa, *EVP & COO*

Sam Cotterell, *SVP & CFO*

Bob Streng, *SVP, Technology*

Dave Kunz, *CVP, Packaging*

Mark Haser, *CVP, Manufacturing*

Virginia Aulin, *CVP, HR & Corporate Affairs*

Matt Saxe, *Director of Safety*

Kevin Rucker, *Director of Shared Technical Services*

Colin Miller, *Director of Engineering*

Jack Price, *Director of Procurement*



Keith Kemp, Vice President – Regional Business Leader, AstenJohnson

"We are constantly working with our customers to improve their performance and to do that you have to be in synch, knowing their goals and objectives. The ASPI Customer Alignment Meeting is a unique opportunity to do just that, hearing from every senior level of one customer's organization, which has helped us to focus on those identified areas that would most positively impact our customers results."

Boise Inc. – Focused on Strategic Growth

Headquartered in Boise, Idaho, Boise Inc. (NYSE: BZ) is a diverse manufacturer and seller of packaging and paper products (Figure 1). Launched in February 2008, Boise Inc. formed when Boise Cascade Company (BCC) sold its Paper, Packaging & Newsprint and Transportation businesses.

With approximately 5,200 employees and \$2.5 billion in sales, Boise is a leading packaging and paper provider and currently, the third largest player in the UFS market. (Figure 2).

Boise's range of packaging products includes linerboard and corrugating medium, corrugated containers and sheets, and protective packaging products. 2012 sales were \$1.1 billion. During 2012, Boise's corrugated container and sheet feeder plants consumed 84% of Boise's containerboard production. This was accomplished through direct consumption, plus trades with other containerboard producers.

Boise's paper products include imaging papers for the office and home, printing and converting papers, and papers used in packaging, such as label and release papers. Boise's 2012 paper sales were at \$1.5 billion.

Second Quarter Financials

Reporting results on August 1, 2013, Boise Inc. reported a net loss of \$2.2 million or \$(0.02) per diluted share. Second quarter results included \$15.3 million of pretax costs related primarily to Boise's plan to shut down two paper machines at its mill in International Falls, MN. Sales in the packag-

ing segment at \$300.6 million, were up 6% compared to second quarter 2012. Sales in the paper segment at \$334.8 million, were down 8% compared to second quarter 2012. President and CEO Alexander Toeldte noted that "we grew both sales and margins in our Packaging business during second quarter. However, prices declined during the quarter in Paper."

Toeldte also noted that Boise's two large strategic projects that were announced in May were both proceeding as planned. "At our mill in DeRidder, LA, the conversion of an idled newsprint machine to lightweight linerboard and medium is on schedule and budget," noted Toeldte in the August 1, 2013 news release. "Likewise, the closure of the machines in International Falls is progressing smoothly and on schedule for completion in early fourth quarter 2013. We continue to believe both these projects will enhance not only the competitiveness of these mills but also the competitiveness of the company overall."

Boise Paper and Market Pulp Production

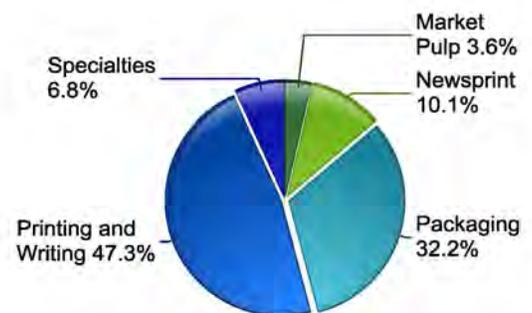


Figure 1. Boise Paper and Market Pulp Production
(Source: Fisher International)

Boise's Approach To Suppliers

At the ASPI 2013 Spring Meeting earlier this year, Alexander Toeldte gave an overview of Boise, sharing company successes, investments for continued growth, and industry initiatives the company supported. See the ASPI May 2013 Newsletter for the full story.

During his presentation, Toeldte shared that Boise's approach to suppliers focused on transparency in cost reduction efforts, and a scorecard for evaluating safety, sustainability, risk management and lean manufacturing.

Toeldte's expectations of Boise's supplier partners focus around to-

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Boise Inc. – Focused on Strategic Growth

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tal cost of ownership (TCO). Toeldte said that Boise looks to suppliers to help reduce fiber and energy usage, reduce costs, offer advice about optimizing the company’s processes, and provide repeatable, sustainable and affordable products and services.

“We have doubled our productivity this past year but we look to you for process optimization advice,” Toeldte told the suppliers attending the ASPI 2013 Spring Meeting last February.

3rd largest Uncoated Freesheet Producer in North America

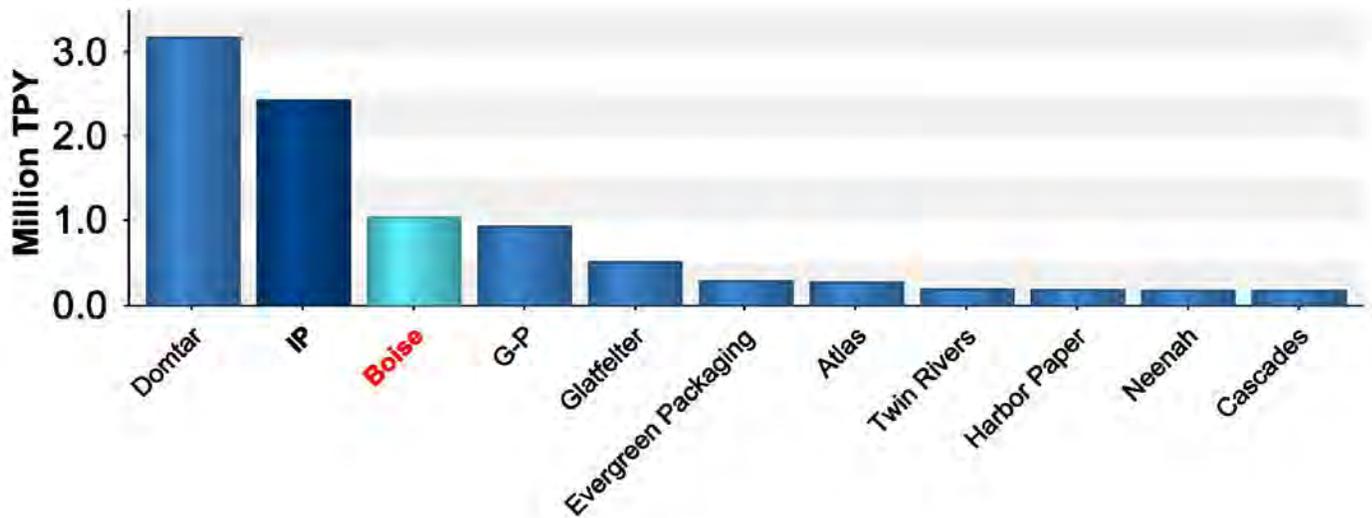


Figure 2. Boise is the 3rd largest Uncoated Freesheet Producer in North America. (Source: Fisher International)

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Boise Inc. – Focused on Strategic Growth

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Boise’s Mills

International Falls, Minnesota

Machines:

- 4 paper machines
 - 1 off-machine and 1 on-machine coater
 - 4 Will and 1 Lenox sheeters
- (NOTE: Boise has announced the closure of two paper machines and an off machine coater, 115,000 tpy, by early 4th Qtr 2013.)



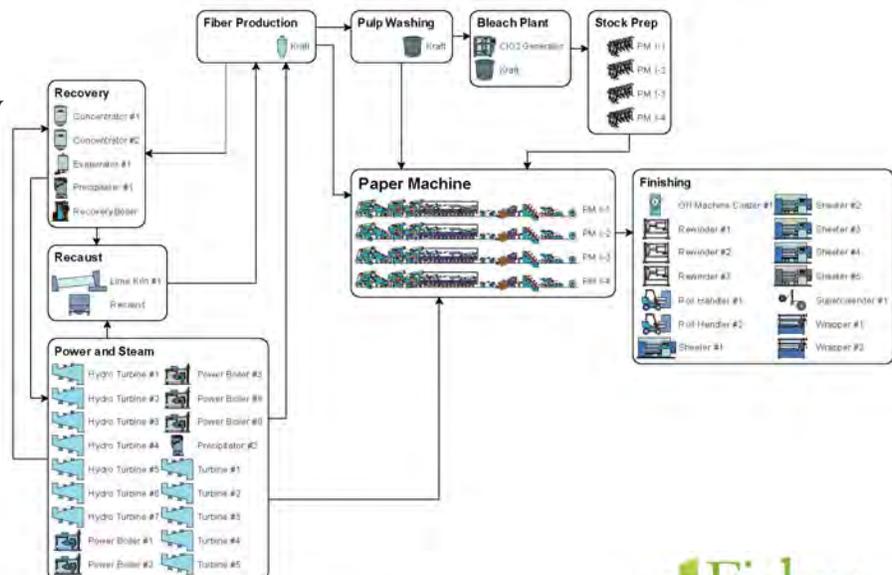
Capacity:

- 533,000 tpy UFS
- Includes 390,000 tpy cut-size office paper converting capability

Pulp, Power, Utilities

- 390,000 tpy kraft pulp and bleaching operation
- 5 steam turbines and a hydroelectric facility, 32 MW capacity
- Hog fuel / bark burning capability

Flowsheet of Boise, International Falls



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Boise Inc. – Focused on Strategic Growth

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Jackson, Alabama

Machines:

- 2 paper machines
- 4 Will sheeters

Capacity:

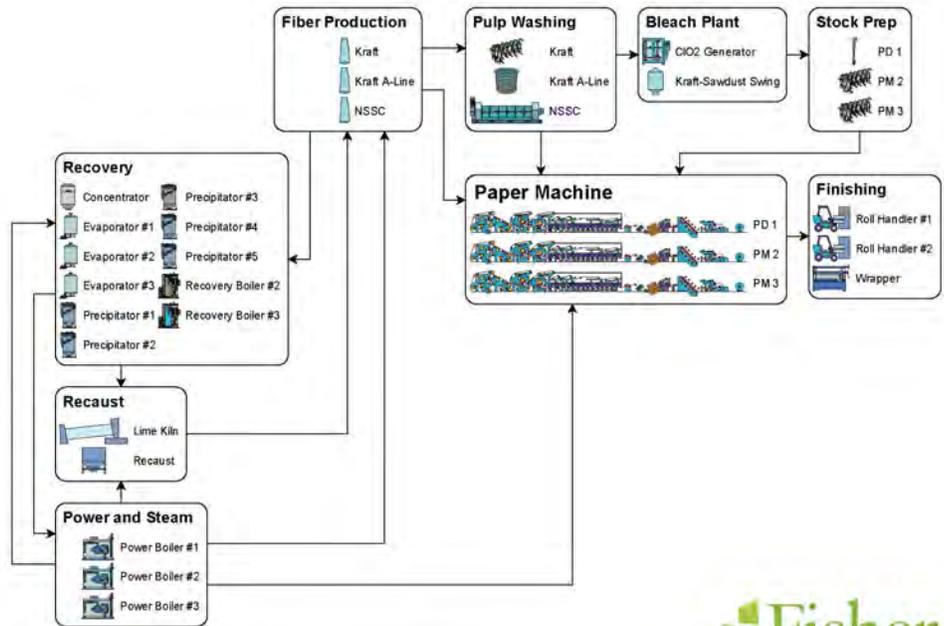
- 495,000 tpy UFS
- Includes 480,000 tpy cut-size of-fice paper converting capability

Pulp, Power, Utilities

- 290,000 tpy kraft pulp and bleaching operation
- 85,000 tpy de-ink pulp plant
- 15 MW back-pressure turbine
- Hog fuel boiler



Flowsheet of Boise, Jackson



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Boise Inc. – Focused on Strategic Growth

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Wallula, Washington

Machines:

- 2 paper machines – 1 white paper, 1 medium
- 1 pulp machine

Capacity:

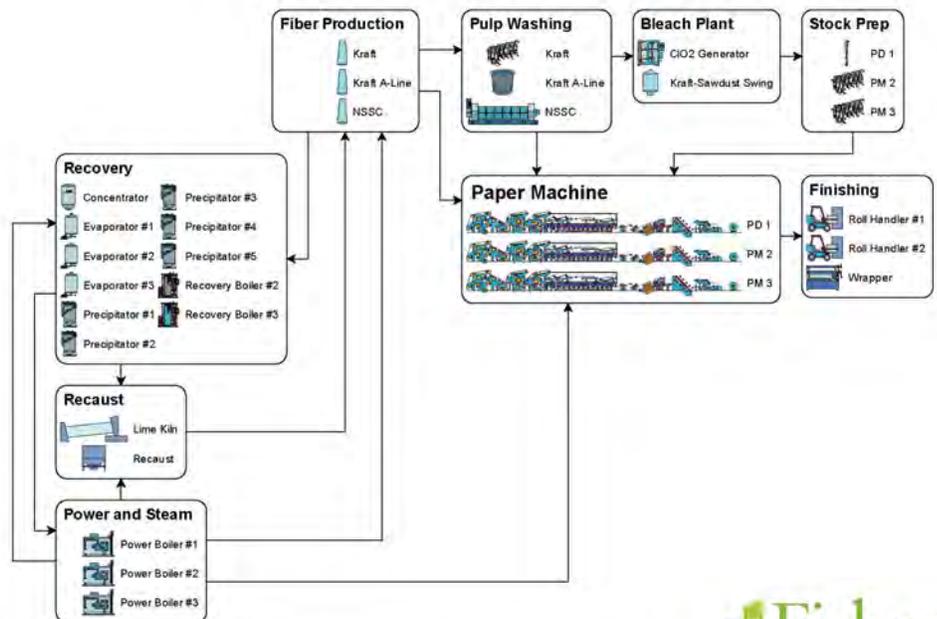
- 191,000 tpy white paper
- Converted in 2007 to label and release technical specialties
- 153,000 tpy market pulp
- 132,000 tpy containerboard

Pulp, Power, Utilities

- 278,000 tpy kraft mill and bleach plant support white paper and pulp
- 58,000 tpy semi-chemical NSCC digester support medium
- Hog fuel/bark burning capacity



Flowsheet of Boise, Wallula



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Boise Inc. – Focused on Strategic Growth

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DeRidder, Louisiana

Machines:

- 3 paper machines
- 1 linerboard
- 2 newsprint (1 idled)*

Capacity:

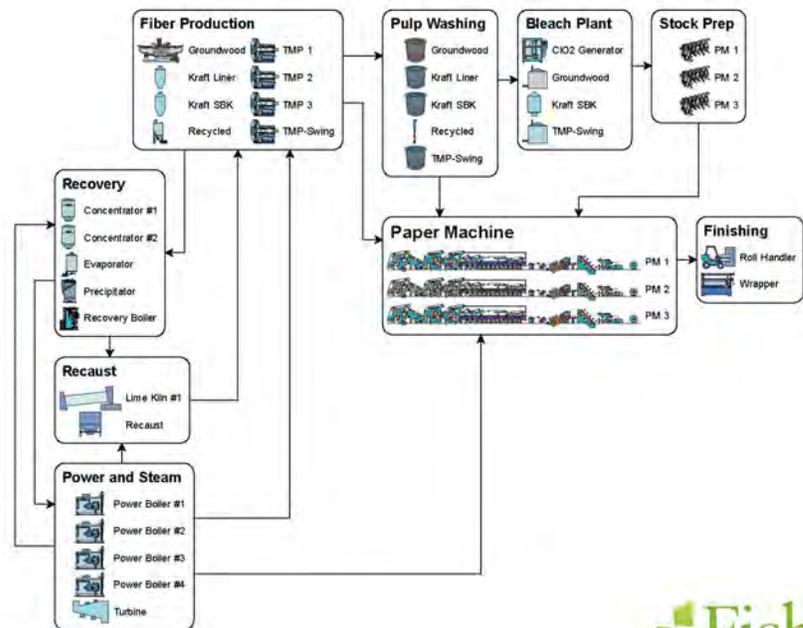
- 608,000 tpy linerboard
- 235,000 tpy newsprint

Pulp, Power, Utilities

- 580,000 tpy kraft pulp capacity for linerboard
- 50,000 tpy recycled DLK for linerboard
- 120,000 tpy bleached kraft pulp for newsprint
- 230,000 tpy TMP pulp for newsprint
- Hog fuel bark burning capability
- 60 MW turbine generator



Flowsheet of Boise, DeRidder



Source: FisherSolve™. © 2013 Fisher International, Inc.



*Boise has announced the conversion of its idled newsprint machine to produce linerboard and medium. Additionally they will add an OCC pulp facility to supplement the fiber supply at the mill. The investment of \$110-120 million adds approximately 300,000 tons of containerboard capacity and is expected to be completed in mid-2014.

About FisherSolve™:

Graphs and mill flowsheets were provided by FisherSolve™ an analysis tool created by Fisher International to support data-driven decision making in the pulp and paper industry. The tool contains a database that describes every pulp and paper mill in the world (making 50+ TPD) with information about each mill's production, raw materials, people, operations, assets and asset quality, cost-of-production, competitiveness, market shares, etc. ♦

Boise Inc. – Focused on Strategic Growth

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Boise teams with Battell and Praxair for CO2 Storage

At Boise's Wallula, Washington mill site, a team of Battelle researchers are gathering to inject 1,000 tons of CO2 one-half mile underground to evaluate the potential of permanent and safe storage.

What's so special about Wallula? Wallula is located on the top of dozens of volcanic lava flows that extend 8,000 feet into the ground. Long ago, lava flows repeatedly flowed and cooled to develop a unique geological layer similar to a stack of pancakes. These ancient lava flows – or basalt – quickly react with CO2 to form carbonate minerals or solid rock.

The U.S. Department of Energy is funding a project led by Montana State and consortium of industrial partners. This project, the Big Sky Carbon Sequestration Partnership, is aimed at finding safe and economical ways to permanently store the nation's greenhouse gas emissions.

Boise is pleased to have worked with Battelle in recent years and to be a partner for this research that advances the science of geologic carbon sequestration," says Rich Garber, Boise environmental director. "At Boise Inc. we believe wisely using energy and resources is good for business and for our environment. Through various other means, we've reduced our greenhouse gas emissions 27 percent since 2004 at our manufacturing facilities. This collaborative effort with Battelle is an additional opportunity for us to build on that progress and demonstrate our commitment toward continuous environmental improvement."

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Martin and Papa to Speak at ASPI 2014 Spring Meeting

Two leading industry CEO's will speak at the ASPI 2014 Spring Meeting this February 26-28, 2014 in Sarasota, Florida. George F. Martin, President and CEO of NewPage, and Frank Papa, President and CEO of Newark Recycled Paperboard Products will present updates on their companies and how the supplier community can support their strategic growth.



*George F. Martin,
President and CEO of
NewPage*

Appointed by the corporation's Board of Directors in 2010, Martin is responsible for the direction and leadership of the company and its recent emergence from Chapter 11 bankruptcy. With over 29 years of leadership and operations experience in the paper industry, Martin is responsible for the achievement of NewPage's strategy and mission, annual goals, and yearly revenue and profitability targets.



*Frank Papa, President
and CEO of Newark
Recycled Paperboard
Products*

Frank Papa was appointed as President and CEO of Newark in 2011. Prior to joining Newark, he worked in the private equity sector for 12 years as CEO of Aftermarket Technologies, CEO of Specialized Vehicles and CEO of Signature Aluminum. The July/August 2013 issue

of TAPPI's Paper360 magazine features an interview with Frank Papa. Papa directed implementation of operational excellence, product development, and cost improvement programs to drive significant changes at Newark. Papa's future plans for Newark are to continue to drive top-line growth.

The program will also include senior executives from other major paper suppliers, plus speakers on market trends and management practices for executives. Ample networking opportunities are offered through the two receptions and dinners, plus Thursday afternoon activities.

ASPI's high-impact meetings allow attendees to meet paper industry executives in an informal, relaxed setting. Network with

your supplier executive peers to strengthen and build the relationships you need and value.

ASPI's 2014 Spring Meeting also includes a well-attended spouse program. Spouses and guests enjoy tours, shopping, activities, and unique options to explore Sarasota. Take this opportunity to meet these industry CEOs plus other speakers, and extend your stay over the weekend to enjoy the venue. Visit www.aspinet.org for more details. ♦



"Capital projects are most successful when owners, equipment suppliers and EIC's work in harmony as a team to achieve common goals. Good communications and understanding of each other's needs are critical. ASPI is the best forum in the paper industry to build and strengthen relationships and develop this understanding through interaction on both a social and business level. ASPI helps OUR paper industry thrive."

Ray Edmondson, Business Development Manager, YATES

The War for Talent in the Global Paper and Packaging Industries

By Daniel W. Dieck

The term, coined by Steve Hankin of McKinsey and Company in 1997, refers to an increasingly competitive landscape for recruiting and retaining talented employees.



Daniel W. Dieck

Over the last 10 to 15 years in the paper and packaging industry, there have been varying degrees on the war for talent. Lean manufacturing, Six Sigma, Kaizen, and 5S, have been hot areas, as all paper and packaging manufacturing companies have looked at taking out cost and improving efficiencies in every area.

A transformation within the sales and marketing arena is taking place as well. The days of the total relationship-oriented salesperson has evolved from an entertaining and relationship style to a solution-consulting methodology. Because of the competitive nature of today's global paper environment, key buyers, purchasing managers, and global supply chain leaders don't want to tie business into a ball game or play a round of golf. They desire from their paper and packaging industry suppliers a partner with the technical solution skills to assist them with a value-added approach. Whether it's to

reduce cost, develop new products, or enhance existing products and services, key leaders in the paper industry want solutions and they want a partner.

CEO's and senior leadership typically have a scorecard mentality and have their fingers on the pulse of their industry sector and each functional area within their company. Branding has also evolved as the culture and brand is hopefully understood by every single individual in the organization.

Many people under age 35 see the steel, paper, printing, and textiles industries in North America and Europe as mundane, dying, consolidating, or just plain unattractive. At Paper 2013 in Chicago this spring, we met with 15 CEO's from North American, European, Asian and South American paper, packaging and supplier companies. Common pain points we heard were the aging workforce, the difficulty in attracting top leadership talent with the work ethic of previous generations, finding the right attitude, along with commitment to the company.

The war for talent will be more and more challenging as time goes on and leaders will need a multi-faceted strategy to win. You must

have an environment that attracts and keeps great people because the job market for skilled people will only get hotter. You must have a strategy of attracting, developing and retaining highly qualified leaders. To win in the evolving and competitive paper and packaging landscape, companies must focus on human capital by attracting and retaining top talent at all levels within their organization.

In the paper, packaging and suppliers companies, you must hire the "A" players, develop the "B" players, and act decisively on removing the "C" players. Following these guidelines, you will strengthen your organization and build a culture where your competitive advantage comes from having superior talent at all functional areas and at all levels. Everyone talks about raising the bar, managing by data, having support systems and technology, etc. The question is this: "How are we going to win the war for talent? What is your strategy to attract top talent?" Ultimately, you are as good as the team you assemble. ♦

From Wood to Wing: Northwest Advanced Renewables Alliance

The forest products industry has been evaluating forest biorefineries and the production of energy, fuels, and chemicals from biomass for many years. Using bio-based wood materials instead of fossil fuels for aviation fuel and valuable co-products seems like a great idea, but there has been limited commercial success.



Northwest Advanced Renewables Alliance

The Northwest Advanced Renewables Alliance (NARA), initiated in 2011, is an example of a new approach. NARA is a public-private partnership targeted to establish sustainable production of bioenergy and bioproducts in the Pacific Northwest.

NARA is one of six regional bioenergy Coordinated Agricultural Projects (CAPs) within the Sustainable Bioenergy challenge area funded by the USDA National Institute of Food and Agriculture (NIFA) in its Agriculture and Food Research Initiative (AFRI) program. CAPs in Sustainable Bioenergy are charged to:

facilitate the establishment of regional systems for the sustainable production of bioenergy and bio-based products that contribute significantly to reducing the National dependence on foreign oil; have net positive social, environmental,

and rural economic impacts; and are integrated with existing agricultural systems (USDA NIFA 2010).

This charge is being addressed by NARA through collaborative research, education and workforce development, as well as technology transfer through outreach. NARA's goal is to integrate research-based findings, knowledge of regional resources, and direction provided by regional partners and stakeholders in ways that a sustainable biofuels industry can germinate, take root, become established, and flourish in the Pacific Northwest.

NARA's primary challenge is to envision and facilitate an environmentally, economically, and socially sustainable wood-based biofuels and co-products industry in the Pacific Northwest. NARA's basic task is to develop a viable integrated pathway for commercially producing a bio-based aviation fuel

(biojet). Towards this end, NARA's five specific goals include:

- Creating sustainable biojet from forest residuals;
- Producing value-added polymer and carbon products from lignin to aid in the economic viability of a biorefinery;
- Developing regional supply chain coalitions to facilitate biorefinery infrastructure;
- Promoting rural economic development; and
- Enhancing bioenergy literacy for citizens and professionals.

NARA Structure and Outputs

NARA is an alliance led by Washington State University and includes industrial (Weyerhaeuser, Gevo, Catchlight), academic, non-profit and governmental members. As of March 2013, NARA has funded work by over 200 researchers and students throughout the US.

To accomplish its goals, NARA is organized into five teams. The NARA **Feedstock Team** is divided into two efforts: feedstock logistics and feedstock development. Feedstock logistics efforts develop

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From Wood to Wing: Northwest Advanced Renewables Alliance

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models to provide the most cost-efficient collection and transportation scenarios of woody biomass. Feedstock development efforts focus on identifying softwood tree characteristics beneficial to a wood residue to fuel industry and developing long-term strategies to breed softwoods that combine these characteristics while maintaining traits valued by current wood-based industries.

The **Conversion Team** conducts research to optimize the conversion of wood residual biomass into biojet fuel and create commercially valuable co-products such as lignin based structural materials from the waste stream. Their most recent estimates, based upon the conversion technologies currently employed, suggest that one bone dry ton of wood yields approximately 59 gallons of isobutanol, which can be converted into 42.7 gallons of biojet fuel, and 1400 lbs. of residual solids for co-product development.

The **Sustainability Measurements Team** evaluates the environmental, social, and economic viability of the overall biojet fuel

supply chain. They have developed preliminary life cycle and techno-economic analyses and have established study sites used to determine the environmental effects of wood residual harvest.

The **Education Team** is preparing a workforce for an emerging bio-energy economy and provides hands-on educational opportunities for high school, undergraduate, and graduate students, plus tools and training to K-12 educators, industry professionals and the public.

The **Outreach Team** facilitates communication and disseminates information among the NARA team members and to stakeholders and the general public.

Many Partners Working Together

NARA relies upon regional stakeholders (landowners, government agencies, policy makers, NGOs, and business leaders) to implement the wood to fuel industry and provide input during the planning process. Regional stakeholders play an important role in NARA's efforts to envi-

sion and analyze regional supply chains. In particular, stakeholder understanding of local assets can highlight unique opportunities that will make financing attractive, as well as offset capital and operating costs. These assets include transportation networks (rail and road), existing or idle industrial sites, workforce skills, financial incentives and policies, and existing markets for co-products.

The challenge of establishing regional supply chains is to assess strategies that consider regional assets and the gaps to be filled that aid supply chain efficiencies and result in significant cost reductions. These assets include regions with high biomass production possessing strategically located industrial facilities that could host biomass depots, pretreatment processes, fermentation, or alcohol-to-jet refining. These assets could host either a large central biorefinery or specific components of a distributed production model. In the distributed production approach, existing facilities could produce intermediate products (i.e. refined

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From Wood to Wing: Northwest Advanced Renewables Alliance

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and sorted biomass, wood-based sugar-rich liquids, isobutanol) that would be concentrated in centralized bio-refineries. These distributed operations could help maintain economic scale for other core processes, such as fermentation and conversion of alcohol to biojet fuel. Permitting and related costs might also be reduced if bio-refineries are located on previously industrialized sites.

To establish supply chain coalitions, NARA initially focused on supply chain development in the western Montana corridor and the Clearwater Basin in Idaho. In coordination with numerous

stakeholders, regional assets were identified, mapped and strategic depot and conversion sites were recommended. Ongoing work continues in these regions while NARA now turns its focus to mapping supply chain assets in western Oregon and Washington.

For those who would like more information about NARA or would like to become directly involved, there exist a number of communication options:

To sign up as a potential stakeholder and receive meeting and event notices, visit our webpage at <http://nararenewables.org/con->

[tent/article/47](http://nararenewables.org/content/article/47)

General information can be obtained at our website (<http://nararenewables.org/>), newsletter (<http://goo.gl/mR5cgR>) or blog (<http://nararenewables.org/blog/>)

Our next annual meeting will be held September 10 through 13th in Corvallis Oregon and is open to the public. To register for the event, visit <http://nararenewables.org/content/article/83>. Additional information covering this event will be posted to our website soon. ♦

ASPI Welcomes New Members

A SPI is pleased to announce that BVG and Technidyne Corporation have received Board of Director approval to join ASPI.

Mike Stiteler, General Manager, BVG will be the primary contact. Bob Libby, Technical Manager and Jochen Bauer, President are alternate contacts for BVG. **Tom Crawford**, VP Sales & Marketing, Technidyne will be the primary contact for Technidyne. Todd Popson, President and CEO and Rodger Segelstrom, Sales Manager will be alternate contacts for Technidyne.



About BVG

At BVG, our primary goal is to provide reliable, innovative solutions to papermakers that improve quality and reduce cost. With over 25 years of experience, we produce a wide range of quality products, from on-site starch modification systems to the largest continuous coating kitchen in the world.



About Technidyne

Technidyne is the leading manufacturer of pulp and paper testing equipment in North America.

Technidyne specializes in laboratory, automated and process control testing. Whether in the lab or on the production floor, Technidyne products and services lead the way in supporting today's paper industry. Designing, building and supporting quality testing instrumentation right here in the United States, Technidyne is positioned to be your partner for testing controls.. ♦

ASPI Launches New Website

Earlier this summer, ASPI launched its new website. With an updated look and feel, ASPI members can log in, update their personal profile, and have immediate access to all presentations from ASPI meetings. Members can also access the most recent version of the ASPI Performance Benchmarking Survey.

Visitors can register for meetings and read the latest newsletter, all in one convenient place. Please take a moment and tour the new website.

Please send any comments to Elise Hitchcock, ASPI Association Management Coordinator at ehitchcock@aspinet.org or 770-209-7214. ♦



ASPI – 80 Years Strong

ASPI dates back to 1933 when a group of process machinery manufacturers decided to meet every year to discuss non-competitive issues of interest to support the success of their customers. The association has gone through several transformations since then, but the focus has consistently remained on advancing issues to support the overall competitiveness of the industry.

In 2007, ASPI launched the Customer Alignment Initiative to specifically provide an opportunity for paper and packaging manufacturers to share their strategic goals with the supplier community. The focus of this initiative was to hold meetings with paper manufacturers at their headquarters and engage their senior executive team in sharing corporate strategic objectives and how the supplier community can support those objectives.

ASPI's Customer Alignment Initiative has proven to be highly valuable to the supplier community, and has contributed to the suc-

cess and growth of ASPI. Under the guidance of a dedicated Board of Directors, ASPI has grown to provide great value to its members.

ASPI also worked closely with TAPPI to support TAPPISAFE, an integrated, comprehensive safety orientation and verification program for contractors and suppliers. Launched in 2012, TAPPISAFE has been implemented in over seven mills, with the list growing daily. Visit www.tappisafe.org to learn more.

The ASPI Board of Directors reaffirmed their mission in 2012

to be the forum to connect industry leaders, and ensure that ASPI members and their customers gain unique knowledge and networking to improve industry performance. ASPI continues to provide strict antitrust compliance for all activities, and is dedicated to continuously increasing value for members, providing unparalleled customer engagement, offer unique and valuable knowledge, with the overall goal to improve industry performance.

Not a member? Learn more at www.aspinet.org. ♦

ASPI Board of Directors

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