ASPI is pleased to announce that Domtar, the largest integrated manufacturer and marketer of uncoated free-sheet paper in North America, has agreed to host the 2012 Customer Alignment Meeting on September 10-12 in beautiful Charlotte, North Carolina.

ASPI’s Customer Alignment Meetings are designed to provide a forum for meaningful communication between the top executives of the Paper Industry and their suppliers.

Domtar’s top executives will spend a full day sharing how suppliers can support Domtar’s corporate strategic directions.

Jim Thomas, V.P. of Purchasing and Materials Management at Domtar, is a graduate of Winthrop University with a BS in Business Administration. He has 32 years of purchasing experience; all within the Pulp and Paper Industry.

Thomas has extended mill experience, which has led to the development of Domtar Procurement Model that depends on a technically competent, center led, field driven, credible approach to produce measurable results in all facets of spend management.

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Fall 2012 Meeting Program
(continued from page 1)

The additional Domtar speakers include Michael Fagan, President & CEO, Attends Healthcare Products; Martin Lorrim V.P. of Manufacturing Region 1; Roger Brear Sr., V.P. of Operations Support; Bill MacPherson, Director, Central Engineering; Bruno Marcoccia, Director, Research & Development; Jack Bray V.P. of Manufacturing Region 2; Bill Edwards, V.P. Mill Manager, Marlboro; and Dennis Askew, V.P. Mill Manager, Plymouth.

In September 2010, Domtar launched its PAPERbecause campaign, an initiative designed to highlight the key role paper plays in our lives and the reasons why it’s an environmentally sound choice. To learn more about “Paperbecause,” visit www.paperbecause.com. To learn more about Domtar, visit www.domtar.com.

For additional information about the Customer Alignment Meeting, visit www.aspinet.org.

Announcing the Spring 2013 Meeting

Save the Date
ASPI 2013 Spring Meeting
Don CeSar Hotel
St. Pete Beach, Florida
February 27 – March 1.

Customer Speaker:
Mark Watkins, Senior V.P., Technology MeadWestvaco

Five years ago, MeadWestvaco hosted the first ASPI Customer Alignment Meeting. Mark will provide an update on MWV and how MWV has benefited.

www.aspinet.org
Industry Calls for Suppliers to Support Innovation and Growth
ASPI Spring 2012 Meeting Summary
Colleen Walker, ASPI

A number of senior paper industry executives, financial experts and a marketing guru brought their experience and expertise to bear at ASPI’s 2012 Spring Meeting in Naples, Florida in February.

“We need the help of the supplier community to succeed in our transformation from a traditional pulp and paper maker to an innovative fiber-based business,” noted John D. Williams, CEO and Chairman of Domtar, in his address to attendees at the ASPI 2012 Spring Meeting. Williams shared where Domtar began, where it was heading, and how suppliers “could align their business growth path with Domtar’s in a mutually supporting and beneficial relationship.”

After describing how Domtar has evolved to the market-leader it is today, Williams shared Domtar’s three “unwavering” business priorities: to grow, to reduce volatility, and to create value over time. These priorities reflect Domtar’s commitment to become less vulnerable to the secular decline of the uncoated Free Sheet business, increase the visibility and predictability of their earnings, and ensure that capital generates returns in excess of its cost.

Williams highlighted Domtar’s focus on sustainability and emphasized how the PAPERbeauce campaign (www.paperbecause.com) was designed to communicate the responsible use of paper. Innovation is a key element in Domtar’s sustainability portfolio, and Williams commented on the recent “ribbon cutting” for the joint venture in nanocellulose at the Windsor, Quebec, paper mill as an excellent example of current innovation efforts. He also briefly noted several other innovative projects—an integrated biorefinery concept, lignin isolation with LignoBoost at the Plymouth pulp mill, and fast pyrolysis of biomass with partial upgrading of bio-oil.

Domtar, a fiber procuring and processing company, is the largest integrated manufacturer and marketer of uncoated freesheet in North America and the second largest in the world. Excess pulp is sold for production of paper, specialty and fluff pulps, making Domtar one of the largest market pulp producers in North America. Domtar began in the 1860s, and currently operates 13 pulp and paper mills, dozens of converting and distribution operations, and employs 8,700 people globally.

James A. Rubright, Chairman and CEO of RockTenn, shared the companies operating business principles. Knowing he would be speaking to supplier executives, Rubright asked his business leaders to rank the importance of partnering, quality, service, and costs and reported that partnering was named most important.

With regards to partnering, Rubright said RockTenn was looking for excellent communication with honesty and candor upfront.

“If you see a problem coming,” he said, “tell me.”

To him, quality means consistency with high performance, and costs means more than price—it means the total cost of the item over its life. Superior service requires immediate access to supplies and spare parts, reliability, optimizing, and even training.

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“It’s about being better together,” said Tom Lawson, V.P. Operations for Sonoco’s Primary Materials Group. “Today Sonoco is looking for supplier engagement from day one; assist our growth efforts as we introduce new products and enhance our current products and efficiency.”


“To Sonoco, contribution margins mean a continued focus on productivity and unit cost to produce,” Lawson said. “For our vendors and partners, this means we expect to see a similar focus within your organization, and help for us to improve our processes.”

Lawson stated that Sonoco expected the best value for their money with every purchase - not just the best price.

Lawson shared Sonoco’s expectations for creative service and partnering models saying that the company seeks partners who are focused on continuous improvement and cost reduction in both their processes as well as Sonoco’s. He further stated that Sonoco was also seeking consistent products that improve processes and drive out costs or improve margins.

“Sonoco will pay more to get more value—longer life, higher productivity,” Lawson stated. “We are looking for supplier engagement from day one.”

FINANCIAL PERSPECTIVES

“Suppliers need to develop mutually beneficial relationships with their forest products customers,” noted Pete Frandina, Partner and Lead for the North American Forest Products Practice at Accenture as he addressed ASPI Spring Meeting attendees.

Frandina suggested suppliers take a two-prong approach—cost focused and customer focused.

“Encourage your people to be proactive,” Frandina emphasized to help suppliers focus on customer cost issues. “Offer creative pricing structures, maybe include performance incentives. Offset your client fixed costs.”

With regard to customer-focused activities, Frandina suggested suppliers could help provide end-use and end customer intelligence, support product and service innovation, and help promote their customers’ sustainability agendas

“Demand lost will not come back, and China is reawakening,” Frandina noted as he reviewed industry growth trends.

He also reviewed regional trends across the globe, and noted the importance for the industry to stay close to the customer.

“Asia will begin to secure pulp from wherever they can get it, and forest certification is a growing game changer with regard to fiber supply,” Frandina said.

Frandina reviewed the results of his company’s Industry Pulse Survey of industry executives which addressed planning windows, confidence in the overall business climate, current business strategies, and the top three major actions industry executives plan for the year.

Stephen Atkinson, Managing Director, BMO Capital Markets reviewed several financial indicators as he covered the recent outlook for forest and paper products companies. Atkinson noted that all of the traditional indicators are negative—PMI for Europe and China, waste-paper prices, pulp prices, demand for paper and packaging, U.S. housing starts, Case-Shiller Index, and the Baltic Index.

DRIVING CHANGE IN YOUR ORGANIZATION

“You can’t believe that your best days are behind you,” Jeffrey Hayzlett told ASPI members during his kickoff presentation at the Spring Meeting.

Hayzlett, most recently with Kodak as Chief Marketing Officer, talked about what is needed to implement change within organizations.

“When you change the questions, you will change the outcome,” Hayzlett emphasized during his comments on the importance of mood as one of the critical rules to remember in implementing change. Another rule is to “make it better in the new place.”

Hayzlett also shared the five reasons why people and companies fail to drive change—fear, tension, radical transparency, risk and promises, and how to overcome

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Entrepreneurs and Small Businesses
Preparing for Battle

By Jeffery Hayzlett

Jeffery Hayzlett was one of the speakers at the ASPI 2012 Spring Conference. Mr. Hayzlett is a global business celebrity and former Fortune 100 c-suite executive. From small business to international corporations, he has put his creativity and extraordinary entrepreneurial skills into play, launching ventures blending his leadership perspectives, insights into professional development, mass marketing prowess and affinity for social media. He is the author of the bestselling book, The Mirror Test.

Battle is the most magnificent competition in which a human being can indulge. It brings out all that is best; it removes all that is base. I strongly believe this to be true for all businesses, no matter how many zeros there are on your bottom line. For small businesses and entrepreneurs especially, you must know your competition. If you don’t have an enemy, get one, get to know them, and race as fast as possible to get ahead of them.

Entrepreneurs know full well that great businesses don’t just come from great ideas. Sure, you need the idea to get the business going, but to play in this game, you need to launch an attack and compete, and to compete, you need some form of support. Where is your army? Who is in it? Will they be there on the frontline with you as you prepare to engage in battle?

Here’s a hard truth: no decree in business ever aligns everyone around it. Prepare yourself for the nay-sayers and obstructionists, the people who think your way or your idea is the wrong one, even if they don’t have an alternative way or idea. It’s great to have input from some people some of the time. But in the end, someone has to make a decision, and that decision is best supported from the top.

You cannot hope to succeed if your team is not with you and ready. As a small business owner myself, I needed to draw out a field map to ready my elite team to go to battle. Understanding the key fundamentals ahead of engaging in battle is vital, and initiating them is just as important. As I wrote in my recent bestseller, Running the Gauntlet, remember to approach your horses from the front. It’s about education and leadership. Investing in them in the beginning, being honest and open about your conditions of satisfaction, and reinforcing your trust in them will bring out their best during battle.

Now you’re on the frontline, you have your army behind you, you’re preparing yourself for battle… Who are you fighting against? And do they know they’re going into battle with you? In other words, know who your competition is. In my first best-

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Entrepreneurs and Small Businesses Preparing for Battle

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seller, *The Mirror Test*, I use Snow White as an example; she was more likeable, had a more loyal community, and made her prince happy. The only thing she lacked to make herself “appleproof” was awareness. She had no idea who the Queen really was. You must. I’ve heard business owners say, “I don’t worry about the competition.” That’s nice for you. But as Mark Twain said, “Let us be thankful for the fools. But for them the rest of us could not succeed.” A vital weapon in your arsenal to run the business gauntlet, is knowing and understanding your competition.

So how do start-ups win the race? Finding your feet and gaining traction in your field will always help you drive the momentum that you need to face the gauntlet. Here is my formula for winning the R.A.C.E: Research, Action, Communicate, Evaluate. Being in business is always going to be a battle, but better to battle the competition than your customers and yourself by thinking you know it all. This rule applies beyond crafts and trades: “Measure twice, cut once.” Take the time to measure what you truly know with questions. It makes no difference if you work for a multibillion-dollar company or a shoestring start-up, or anything in between, taking the time in the beginning will prevent you from kicking yourself down the track when you say, “Why didn’t we think of that?”

As George S. Patton said, no one should “fight a battle if you don’t gain anything by winning.” The best and only way to win in business is to have a strong tactical approach. Any leader has got to see that military tactics are the same as business tactics: “The employment of units in combat,” and armoring your team with a strong tactical approach will empower them and drive home your success. Easier said than done, like all things in change.

If we build it, will they come?

Defining and understanding your Unique Selling Proposition (USP) will help you differentiate yourself from your competitors. What sets you apart and makes you stand out? What makes you a better or more reputable or valuable business to the customer? Focus on what you’re good at; don’t place too many bets across the board hoping that one will work. Know where you can make your money and do it well. Now understand what your customers’ connection is to your USP and how you sell it to them.

It does not matter what industry you’re in. If your quality is good, your message will stick - so stick to your guns. Then you’re on your way to winning before you begin.

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Paper Industry Suppliers Play an Important Role in Helping Promote the Sustainability of Print and Paper

Two Sides, the fast-growing non-profit organization established to promote the responsible production, use and sustainability of print and paper, is up and running in the U.S. and has recently launched its website, www.twosides.us. The site, filled with facts from well-known credible sources, provides an easily accessible resource for anyone who wants trustworthy information about the environmental impacts of paper-based communication.
Suppliers can play a big role in Two Sides’ mission. By becoming a commercial member, suppliers are given the opportunity to disseminate information about Two Sides and its activities. Suppliers will have access to Two Sides’ extensive resources to better educate their internal and external stakeholders about the facts and myths surrounding paper. Commercial members will have the opportunity to join the Two Sides Sustainability and Marketing Groups which focus on defining and developing the various Two Sides initiatives.

“The best way for a supplier to participate is to become a Commercial Member of Two Sides and start engaging with us,” said Phil Riebel, Two Sides President and COO. “This expands our network and provides needed resources to spread the positive message regarding the sustainability of print and paper.”

As a supplier, becoming a Commercial Member means your company can enhance its credibility, increase visibility to a world-wide audience, access the extensive resources Two Sides provides, and participate in webinars, training sessions and presentations.

Started in Europe in 2008, Two Sides is now active in 12 countries, with links to similar efforts in Japan. The organization has more than 1,000 members that span the entire print and paper supply chain, including pulp and paper producers, paper distributors, ink and chemical manufacturers, printers, equipment manufacturers and publishers. In Europe, key suppliers to the print and paper sectors have joined the initiative.

To date, Two Sides has more than 55 U.S. member organizations, including trade associations, industry groups and academic institutions. Eight paper producers currently support Two Sides U.S.

“We wholeheartedly support Two Sides here in the U.S. as we have in Europe,” said Thomas D. O’Connor, Jr., Mohawk Fine Papers Chairman and CEO. “Its objective, fact-based approach is 100 percent in line with our philosophy to provide customers with clear, easily understood information on this issue, enabling them to make well-informed decisions about the sustainability of paper and print.”

In addition to a “Myths and Facts” section, the Two Sides website offers a host of resources, including reports, case studies and news on the sustainability of print and paper, a question and answer page where website visitors can submit relevant questions, and links to networking opportunities like the Two Sides blog and social network pages. The site also provides information on how to join Two Sides and offers additional members-only benefits.

“Now we’re engaging leading paper industry suppliers in the U.S. because we believe they play an important role in helping spread the word that print and paper have a great environmental story to tell,” Riebel said. “All too often that story gets lost among misleading claims, misconceptions and one-sided communications. Paper industry suppliers can take advantage of Two Sides’ many benefits and resources to help dispel the myths and help people better understand the true sustainability of print and paper.”
The Safety Training Game is About to Change…Big Time!
The new TAPPISAFE program offers a way to obtain certified safety training—before even arriving at the site.

By Eric Fletty and Simona Marcellus

The weather isn’t the only thing that everyone talks about but nobody ever does anything about. Add to the list, standardized safety compliance training.

In a 2006 article in Solutions magazine, editor Alan Rooks referred to the protracted and costly need to sit through lengthy—and repetitive—safety training sessions at every mill, as “Groundhog Day,” referring to the movie in which the main character relived the same day over and over again. In that same article, David Withers, president, Coldwater Group, estimated that his sales people spend approximately 40 hours each year attending safety training, and said “we have some salesmen who have to attend eight-hour contractor training session, just to walk by the machine.”

The pulp and paper industry has always valued safety and has made tremendous strides towards improving its safety record. But until now, most of this effort has been undertaken individually by each company and in some cases, by each mill. With the launch of TAPPISAFE the game is about to change—big time.

WORKING TO IMPROVE SAFETY

In 2006, TAPPI and ASPI (Association of Suppliers to the Paper Industry), started exploring ways to bring employees home from work safe, and hopefully a little smarter, at the end of the day.

After speaking to numerous companies at all levels, the consensus was that while there has been improvement in safety awareness, more needed to be done. One common concern was the frustration that mill contractors and visitors experienced by having to sit through OSHA-required awareness training at every mill. The idea to standardize contractor training started to gain traction, and TAPPI, with its long history in establishing standards, became the logical choice to bring the industry together to tackle this problem.

The work began by gaining consensus for the project, creating a vision of the opportunity, and researching possible solutions. After an exhaustive search, TAPPI chose to work with the Alliance Safety Council which for the past 20 years has standardized programs for other industries and has, in just the last five years, administered more than 1.2 million training units. Armed with a possible solution—a model program—it was time to bring the industry together.

FOR AND BY THE INDUSTRY

TAPPISAFE was developed for the industry and by the industry with input from an Advisory Committee. This expert consortium chose not to focus on what companies could do individually but rather on what the industry could accomplish—facilitated by TAPPI—with all companies working together.


Amazing things began to happen. The team quickly became excited about the potential opportunities for the program. Finch volunteered to be the beta site and roll out TAPPISAFE during their spring outage in April. TAP-
PISAFE—both online and on-site—provided the Finch contractors with information sessions to get them quickly transitioned to the new program.

“The program reduced the amount of time we spend administering and tracking safety training,” commented Catherine Schwennker, Industrial Hygiene/Environmental Engineer from Finch. In addition, Sandra Lebaron, Director of Environmental, Health & Safety from Finch, said “TAPPISAFE helped the mill better manage contractor access to the site regarding safety compliance and helped improve the overall quality of our contractor safety program.”

Since then, additional mills have signed on and the program is off and running with the end objective of signing on as many mills in the U.S. as possible.

WHAT IS TAPPISAFE?

TAPPISAFE is an integrated comprehensive safety orientation and verification program for contractors and suppliers, that allows individuals to arrive at the mill, ready to go to work. It is also a record management and gate access tool for pulp and paper mills, their contractors, and their suppliers. It consists of a Basic Orientation module, as well as a Site-Specific module.

Basic Orientation applies to all (yes we said all) mills in the program. The Site-Specific module addresses unique safety awareness items at each mill. There is no duplication of content from module to module and both modules include a test to further ensure that the information is understood.

This two pronged approach provides a better safety program while simultaneously saving time for both contractors/suppliers and the mills. The best part is that as more mills elect to participate, the stronger the program becomes.

However, standardizing the program is only the beginning. TAPPISAFE is poised to make a strong impact on our industry through:

Increased confidence in training process
- Helps reduce redundant and potentially costly safety training through standardized testing.
- Provides the most up-to-date OSHA compliance training

Reduced risk for OSHA non-compliance
- Provides a complete audit trail
- Allows for instant verification process
- Provides universal records management
- Results in training that is “transportable” as it follows individual contractors

Training cost reductions
- Web based training and a TAPPISAFE card allow you to arrive at the mill ready to work
- Eliminates duplicate training

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The Safety Training Game is About to Change

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Contributes to reduced costs due to injuries
• Promotes safety throughout the organization
• Has reduced accident incidents in other industries

Frees up mill resources to work on other opportunities to improve safety

The future looks bright for TAPPISAFE. The Advisory Team is already looking to: translate the training into multiple languages, offer insurance verification, coordinate with programs from other segments of TAPPI (nonwovens, packaging, etc), utilize TAPPI’s Standards and Technical Information Papers (TIPS) processes to develop increased shared content, develop other modules to cover specific training needs, and much more.

We’re changing the game for safety in the paper industry. Will you be part of the movement? Learn more at www.tappisafe.org.

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ASPI Performance Benchmarking Survey

The ASPI Performance Benchmarking Survey assesses trends in Bookings and Net Contribution Margin, where Net Contribution Margin (NCM) is a general term to indicate the profitability of a product line. Data is included for both North America and global businesses, for six different sectors: Capital Equipment, Chemicals, Consulting and Field Services, Consumables, Engineering and Construction Services, and Spare Parts.

This survey is conducted every six months by supplier executives. Respondents are primarily in Management (48%) and Sales and Marketing (45%), providing a very high level assessment of industry trends.

All survey responses are strictly confidential. Individual surveys are not shared, and only aggregate data is available to members. Survey results for the January – May 2012 period are available, but only to ASPI Member companies. Please contact Colleen Walker at cwalker@aspinet.org if your company is a member and you would like a copy.

The primary job function area of ASPI member respondents are Management and Sales & Marketing.

ASPI Announces the 2011 and 2012 Customer Executives of the Year

The Association of Suppliers to the Paper Industry recognized two outstanding industry leaders at the ASPI Spring Meeting in February. John D. Williams, President and CEO of Domtar, received the ASPI 2011 Customer Executive of the Year Award and James A. Rubright, Chairman and CEO of RockTenn, received the ASPI 2012 Customer Executive of the Year Award.

The Customer Executive of the Year Award is an annual award presented to an industry executive who has demonstrated extraordinary effectiveness in working with a range of suppliers to enhance productivity, efficiency and effectiveness of his or her company using a wide spectrum of supplied products and services.

“ASPI was very pleased to honor these two outstanding leaders in the pulp and paper industry,” said former ASPI President, Bob Gallo. “Both John Williams and Jim Rubright have demonstrated success in leading their companies, as well as working to engage the supplier community. ASPI was extremely honored to have both Mr. Williams and Mr. Rubright participate in the ASPI Spring Meeting.”

John D. Williams has been President and CEO of Domtar Corporation since January 2009, and is a member of the Domtar Board of Directors. Williams has more than 30 years of experience in both the consumer products and packaging industry. He has worked for Sweetheart International, a major food packaging and food service business, Huhtamaki, and SCA Packaging. In 2010, he was named

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Customer Executives of the Year
(continued from page 11)

North American CEO of the Year as well as Global CEO of the Year by RISI, the leading information provider for the global forest products industry.

James A. Rubright is Chairman and CEO of RockTenn, one of North America’s leading manufacturers of containerboard, paperboard and corrugated and consumer packaging. During the first 10 years of Rubright’s leadership, RockTenn underwent a transformation and became the most profitable company in the industry measured by return on sales. In 2011, RockTenn tripled in size to approximately $10 billion in revenues and 26,000 employees. Rubright has previously worked for Sonat Inc and the law firm of King & Spalding. In 2008 and again in 2011, RISI named him North American CEO of the Year.

To nominate someone, please contact an ASPI Board or staff member. ♦

From left to right, Carl Howe, ASPI Past President, James A. Rubright, Chairman and CEO of RockTenn, Bob Gallo, ASPI Past President.

From left to right, Carl Howe, ASPI President, John D. Williams, President and CEO of Domtar Corporations, Bob Gallo, ASPI Past President.

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ASPI Opens 2013 Award Nominations

The new ASPI Excellence in Leadership Award is open for nominations. The award was created in 2010 and first awarded to William M. “Chip” Shew of Greif Inc. Shew serves as Mill Manager-Paper, Packaging and Services for the Massillon, Ohio mill. Shew was nominated for this award by ASPI members who cited his passion for his mill and people, and his personal relationships with each of the startup crew and vendors during the recent successful rebuild of Paper Machine #1 at Greif’s Massillon, Ohio Mill.

Nominations are open for the ASPI 2013 Customer Executive of the Year Award. This is the highest honor ASPI can bestow on an individual, who has demonstrated extraordinary effectiveness in working with a range of suppliers to enhance productivity, efficiency, and effectiveness of his or her company.

Past recipients include: John D. Williams, President and CEO of Domtar Corporation; James A. Rubright, Chairman and CEO of RockTenn; and J. Patrick (Pat) Maley III, President and COO, Temple-Inland.

Applications for nominating individuals for both awards can be found on the ASPI website at www.aspinet.org.

ASPI Treasurer Part of the 40 Under 40

ASPI would like to congratulate Marcus Pillion, President and CEO of EagleBurgmann USA and ASPI Treasurer, on being part of the 40 Under 40 Class of 2012. The 40 Under 40 honors are presented to Houston business people who contribute to their industries and community in an impressive way. There are more than 200 applicants each year for this honor.

EagleBurgmann is a family-owned, German-based manufacturing company. Pillion helped the company grow from $30 million to $45 million in two years.

To learn more about 40 Under 40 visit www.bizjournals.com/houston. To learn more about EagleBurgmann, visit www.eagleburgmann.us.

BUILD RELATIONSHIPS AT ASPI

The Association of Suppliers to the Paper Industry is the forum to connect industry leaders. Our members and their customers gain unique knowledge and networking to improve industry performance.

The ASPI meetings provide its member companies with a unique networking environment that goes beyond the exchange of business cards. In a world where we are very connected electronically – over-connected according to some – substantive personal relationships still remain the key to personal and professional success.

“Today ASPI represents executives from a diverse group of dedicated suppliers to the Pulp and Paper Industry. There is significant potential for continuously improving operating efficiency and/or reducing fiber and energy consumption, and very often with relatively low to moderate investments. The key is accepting that we must work together understanding our customer’s needs, focused only on their targets, and work within their boundaries.”

Bob Gallo, former ASPI President, President, Voith Paper – North America
If you would like to join ASPI, please contact Colleen Walker at 770-209-7349 or cwalker@aspinet.org.
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