

# BOX SCORE

AICC

A PUBLICATION OF THE  
ASSOCIATION OF INDEPENDENT  
CORRUGATED CONVERTERS

May / June 2009  
Volume 13, No. 3

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**AICC Fall Meeting Preview . . .**  
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**Shipmaster Container  
Celebrates 50 Years!**

**Family Leave,  
EPA Action Call for  
Industry Vigilance –  
and Response**

**Congressman Phil Roe  
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# BOX SCORE

A PUBLICATION OF THE  
ASSOCIATION OF INDEPENDENT  
CORRUGATED CONVERTERS

Volume 13, No. 3  
May/June 2009

The Association of Independent Corrugated Converters is an international trade association representing a majority of independent North American manufacturers of corrugated packaging products and the suppliers to the industry. AICC has 714 boxmaking members and 359 supplier members and offers both segments a full array of membership services, programs and benefits.

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# Keep our Spirits Up; our Eye on the Ball



Jerry Frisch

It's easy being a great leader when times are good. Not so easy when times get tough.

In the January/February issue of *BoxScore* I wrote a column called "Now's the time for all of us to communicate with our employees!" In it I said that it was important to communicate to our employees the reality of the economic situation we find ourselves in today, and that everyone has to pull on the oar a little harder in these waters.

I'm focusing on this theme again in this issue, because now we're nearly half-way through the year, and while some say the economy has bottomed out, the challenging times that remain with us are still taking a psychological toll on employees that are committed to us and who come to work in our plants each and every day. In this climate morale can suffer, productivity can plummet and it can create a bad mood that can negatively effect our customers and other co workers.

Many of us have employees that are hurting financially due not to the box business but from external forces that are many times out of our control. For example do you have any employees that their spouses work in the housing / mortgage / real estate business? How about in the auto industry? Any of you employees have a variable rate mortgage on their home that is in an area of the country where housing values are declining? Do we have employees that used to have a 401K plan that is now a 201K plan? Any of us have employees who are on a commission plan or on annual bonuses. Are they feeling the pain? I can assure you that we all have employees that are hurting.

Here is where we as owners have to shine, and the presentation by Bob Chapman of Barry-Wehmiller at our 2009 Spring Meeting in Washington gave us some instructive advice. In his presentation on People-Centric Leadership, Bob talked about some guiding principles which he and his company have adopted in the Barry-Wehmiller organization. He

said the keys to leading people in times like these are: trust; communication; celebration; respect and inspiration. These are all important every day in running a business, but all the more so now.

I want to focus on three of these: trust, communication and inspiration. The first two go hand-in-hand – trust begets open communication and open communication begets trust. We have begun regular updates with all employees in our company discussing where we are, how the economy is doing and what needs to be done to sustain our company. We feel that this kind of communication lets everybody know exactly how we're doing as a company, but more importantly it helps us focus on the work that needs to be done. Good honest communication helps everyone keep focus and their eye on the ball.

The other aspect I want to underscore is inspiration: As owners of the company, we set the tone for the mood of the day. Remember when we all worked for a boss. You could tell immediately what kind of day you were going to have just by his looks when he came into the office or plant. We as leaders can walk into the plant with a smile or a scowl and the signal is broadcast immediately. So I have been determined in recent months especially to put on a good game face, and to me that means a smile, a word of encouragement, a voice of appreciation to all employees and a strong work ethic that says, "we can do this and we'll get through it together."

Let's remember as this economic drama continues to play out. We need to keep up our spirits, keep our eyes on the ball; smile and we'll get through this together.

Jerry Frisch  
*Wasatch Container Corp.*  
*North Salt Lake, Utah*  
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“

**It's easy being a great leader when times are good. Not so easy when times get tough.**

”

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# Whims, fads and fantasies never played a part in the success of Shipmaster Containers

By Taryn Pyle

## Whatever happened to TQM?

And how about all the talk of reengineering? These and all the other systems that promised all sorts of miraculous things are still taught in business schools, but today they are taught as history. What survives between the fads is exactly what has enabled Shipmaster Containers of Markham, Ontario, to go from a business that once made boxes by hand to one that just turned fifty by “plodding and deliberate work.”

That’s Neil Fyfe, Shipmaster’s president, speaking. Talk with him for more than a few minutes and you soon realize that Shipmaster’s idea of building a successful business from almost craft work to an enviably modern business is based on ideas that have been around forever. His discussion with us was peppered with phrases like, “Never do anything rash,” and “Everything here was carefully planned for slow and steady growth.” It’s not that they are unwilling to try new things, they do, but that the company is unwilling to abandon old ideas when they are producing the growth they carefully planned for. Unlike too many business leaders today, man-



Bill Sutherland (left) and George Ingram.



agement always did and still does take the long view. “We are in the business for the long haul.” “I think it’s just as important for people to learn what not to do as it is to learn what to do. It’s easy to forget about the fundamentals of good customer service when business is good. And it’s just about impossible to get back the customers you treated poorly in search of the better ones when business slows down. Sure, we are feeling the slowdown, but I bet we are better off than many of our competitors because of the base we built slowly and deliberately.” I’ll bet he’s right!

## Building a business from the inside out

It’s one thing to build a solid customer base, but it’s another to build a staff that feels the same way as you do. Marc Marsilio, Shipmaster’s sales manager, joined us and spoke about Shipmaster’s sixty-five employees. “It’s a company culture that has been built as steadily and as carefully as everything else here,” he said. “People are more than just the work they do,” he continued, “They are a knowledge base. It takes people as well as integrated systems to do what we do, and we have a team that loves to come to work every day.”

Neil added, “One way you know that you have a dedicated team is by looking at absentee records. I don’t know about other companies, but our record is really very low.” He added that when people do retire from Shipmaster it sometimes takes two new people to do the job that one person had been doing for many years.

When people look forward to coming to work every day and do more than what is expected of



Taryn Pyle

“  
**When people look forward to coming to work every day and do more than what is expected of them, you have a good team.**  
”

— continued on page 9

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## Whims, fads and fantasies never played a part in the success of Shipmaster Containers

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them, you have a good team. Good teams don't just happen. They are built as carefully and as steadily as any other part of the business, and this is just what Neil has been talking about.

### When is a supplier more than just a supplier?

It's one thing to build a good customer base, but it's another to keep it, especially when the competitors are many and active. Neil explains, "One of our customers told me that they do not consider us as suppliers, they think of us as an extension of their own company." Naturally, I wanted to know how he got to this enviable position. "Nothing new and unusual," he said. "We encourage all our customers to know and contact any and all of our employees at any time. When a customer wants to know the status of an order, he shouldn't have to call someone who doesn't know but who will

try to find out and maybe call back and maybe not. He should be able to know just where the order stands and when it will be shipped right away. Today, it's called just-in-time delivery, but it's always been just good business sense for us. If we can help a customer maintain low inventory, and still be able to schedule production based on our delivery, we're all happy."

Neil went on to explain that it takes individuals as well as a system. "When you get right down to it," he said, "it's still a people thing. Because most of our employees have been with us for many years and have learned how to work closely together, we can do things that others, some much larger than we are, can't do. Our collective personal knowledge base is incredible. Everyone knows enough about the others' jobs so that routine projects almost always runs

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## Whims, fads and fantasies never played a part in the success of Shipmaster Containers

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smoothly, but when they don't, everyone can pitch in to keep things on track. Downtime is a killer in this business, but it seldom is a problem here."

I wondered how this reliance on just good common sense was seen by his competitors and Neil said, "We have good relationships with our competitors, but you have to remember they are still competitors." Making it difficult for your competitors to take your business is a far better way to do business, especially for the long haul.

### A Company built on solid foundations

Earlier I mentioned that Shipmaster Containers got its start by making boxes by hand. This is an interesting story in itself. As Neil explained, the company was founded fifty years ago by Bill Sutherland, who made boxes on manually operated



Ed Lynch, production manager (left) and Robert Acheson, operations manager.

equipment. "At the end of the day, Bill would gather the finished work and even deliver it himself," Neil said. "It was, of course, a small quantity operation. The next step was printing, and that, too, was a slow silk screen process, but it got the company up another notch."

Some partners came and went, but by the time that George Ingram arrived on the scene, the company had a focus and that was to take on all the small projects the bigger companies wanted to avoid. George was an accountant, but from what Neil

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## Whims, fads and fantasies never played a part in the success of Shipmaster Containers

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told me he could see well past a balance sheet and the team of Ingram and Sutherland was on the move.

They started getting the bigger jobs and began adding the kind of equipment they needed to start doing more than the small orders that had launched them. A move to a 14,000 square foot plant in Toronto gave them room for a new letter press. Then they added die presses and gluers. In the early seventies they moved to a 25,000 square foot plant, which could only contain the growth for a short while. The next site was 41,000 square feet. Then with the purchase of a location in Markham they were up to 81,000 square feet and newer more modern machinery.

Under current management, the company sees 2009 as the year they focus on expanding their point-of-purchase base and on just tending to business as they always have. "Good products and good personal service, that's all it takes." You can't argue with that, especially when you see what the company has done without ever having jumped on any of the many fad bandwagons that seemed to have tempted so many others.

Happy fiftieth, Shipmaster!



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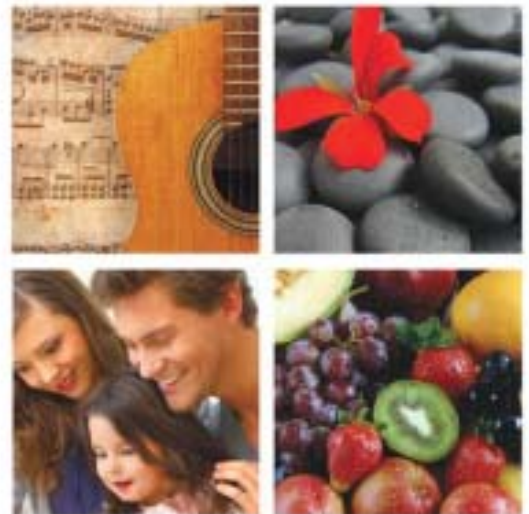
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Jim Distler

# How an Ink Supplier Can Help You – Let Us Count the Ways

By Jim Distler and Mark Neely



Mark Neely

A box company must run as cost effectively as possible while supplying the highest quality product and service to its customers. This seems like an obvious point but all too often it happens that the components that make up the overall cost of package rollout are not analyzed as carefully as they could be. This article will hopefully help to clarify some of the ways in which a quality ink supplier can help a box company to lower costs while supporting its sales process by consistently meeting the printing needs of the end use customer.

**Now is the time for all good box companies to come to the aid of their customers.**

**The same is true for ink suppliers.** The cost of printing ink has many variables. To compare the ink offered by different suppliers, it is essential to identify these variables because they affect the total job cost. The components we will look at include: Price, Press Speed, Material Waste, Lost Press Time, Formulation Properties, and Service.

The cost and quality of ink is not easily analyzed but it can and should be carefully done both by the supplier as well as the

customer in order to make sure you are selling (if you are the ink supplier) or buying (if you are the ink purchaser) the best ink with the lowest overall cost for the target application.

**How can ink reduce your cost and how can you compare one ink to another ink in order to determine the most cost efficient ink to use on the corrugated print job?**

**The Ink Formulation Process:** The Ink Formulation Process: Raw material choices, care in finding the right blend for the customer's specific needs, and quality

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## How an Ink Supplier Can Help You – Let Us Count the Ways

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control are what differentiates one ink supplier from another. Formulation is the ink chemistry that, when put together, determines the properties of the ink being used. It is all of the formulation components, dry and wet, that determine the dry rate, printing properties, and end user requirements like fade or product resistance. No two ink manufacturers formulate their products in quite the same way.

Ink is more complex and more difficult to analyze than many materials because of the nearly infinite variations in raw materials and formulations that can be used in producing a finished product. It is further complicated because the complexities of the ink formula do not show up visually on the printed surface that is being examined. It may even seem that visually, one ink looks a lot like the next when the colors are printed and viewed comparatively. However, most likely, there are significant differences in the formulations and, therefore, efficiency differences between different inks can actually be quite significant even if they can't be seen by the naked eye.

### If you can't see the difference then where should you look to find the cost savings?

**Price:** Ink is often chosen based on the price per pound. Unfortunately, while being the quickest and easiest way to compare one supplier with another, it is the most unreliable way to compare the overall value to a box manufacturer as the cost per pound of ink does not identify the true ink cost. This is because ink formulations are so complex in nature and the performance of those formulations has a significant impact on other more expensive elements within the printing process. No doubt, buying a less expensive ink may save you money. However, before acting on that assumption it would be wise to look at other factors that could affect overall cost. While you may have achieved a favorable comparison in ink price from one supplier to another, that lower priced ink may cost you far more in lost efficiencies than the savings you realized from the price difference.

**Press Speed, Material Waste and Lost Press Time:** Ink plays a critical role in determining the overall cost of production runs by its effect on crucial areas of the printing process.

- **Press Time** – Know the press operating cost; we'll assume a cost of between \$500 and \$700 per hour
- **Material Costs** – A good assumption is that the cost of ink is around 4-7% of total material cost, leaving other material costs, the corrugated board, at 93-96% of total material cost.

This shows the two most important costs to focus on are the press time and the corrugated board. Reducing board waste and maintaining optimal running speed are critical to maintaining the lowest job costs regardless of the direct ink cost.

For example:

- If high run speeds are required, choosing a formula with faster drying properties is essential. If you are using ink with an advanced chemistry, the result will be faster press speeds.
- To reduce stop-and-go on press, getting an ink formula with high resolvability will result in less plate washes, thus leading to more machine uptime.
- Getting ink that consistently matches color on press will result in less setup time and reduce board waste.

**Service:** Ink is a technical product, requiring careful consideration in formulation as well as adjustments. Inks, custom-tailored to the specific job, press, and substrate are critical. Press-side support from qualified technical experts is a key service offered by some suppliers.

For example:

- **Press-side/classroom training** to enhance operator skills. A lot of downtime occurs because of mistakes at press relating to operator management of proper pH and viscosity levels. Ongoing training by your ink supplier can build on operator skills and bring efficiency to the production process. Additionally, if needed, training in all areas of color management for achieving consistent color reproduction can lead to more sales and lower costs.
- **Offering technical press-side service** during fingerprinting can be very helpful and can reduce the number of problems during the run *before* the run has even started.

- **Inventory maintenance.** There will be considerable cost savings if your ink supplier will rework unused stock into common colors or black. Further savings can be realized if this is done on-site, thus saving you time and transportation costs.
- **Delivery and Color Matching Turn Around** – Box companies are experiencing more rush orders than ever. In today's environment, it is critical that an ink supplier provide accurate color matches and product in a timely manner.

If there are issues in your press room relating to color that are not meeting your expectations, or if part of your new marketing plan is to get to the next level of graphics or you are simply looking for any available way that might help you to lower costs, then you may consider partnering with a supplier who can offer you an alternative ink chemistry that may be better suited to your press room objectives.

If you are willing to go through a comprehensive test to see if a change might be beneficial to you, consider conducting a comparison.

**Head to Head Comparison:** The best way to determine the right ink product is to make side-by-side comparisons on your own equipment, one ink product to another.

- The two most common criteria for comparison are *quality* as it relates to your customer's needs and expectations, and *press performance* as it relates to your own needs for containing costs.
- It is useful to choose a large job for this analysis and then run one half of the job with one ink product and the other half with the other ink product. Contrary to common belief, inks vary considerably in usage even under identical anilox, viscosity and blade applications.
- When running the jobs, all down time should be thoroughly documented and categorized. Any down time associated with ink related issues should be appropriately quantified for comparison at the end of the runs.
- Press speed should be optimized for each ink product. If either product requires press speed reduction, it will result in a

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## How an Ink Supplier Can Help You – Let Us Count the Ways

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difference in total press time during comparison. The difference in press time should then be calculated into the total cost.

- It is important to track all additives, including water used to maintain printing integrity. These components must be factored into the total cost to print the job. A properly formulated ink designed for your application should use little to no additives.
- When the test is complete, calculate the total cost of press time, substrate waste due to ink issues, down time as well as overall ink costs and compare the results.

You now have all of the information necessary in order to make an accurate analysis of TOTAL cost per mfs.

Through these calculations you can determine the ink efficiency in relation to the

cost per pound of the ink. You will be able to see for yourself if the process factors outweigh the advantages you might have related to a lower price per pound of ink.

Add to your considerations the service differences between the two suppliers and you will be able to evaluate your purchasing decision more confidently and reliably.

*Jim Distler and Mark Neely are both Sales Specialists with Color Resolutions International in Fairfield, Ohio. Color Resolutions International (CRI) is an international packaging ink company focused on water-based and UV curing flexo inks for corrugated, flexible packaging, envelopes, tags and labels, and folding cartons. For more information about CRI, visit [www.colorresolutions.com](http://www.colorresolutions.com) or call toll free at (800) 346-8570.*

*Other contributors to this article include: George Sickinger, Joe Schlinkert, Carl Cecil and Moises Jimenez from CRI.*



**The cost and quality of ink is not easily analyzed but it can and should be carefully done both by the supplier as well as the customer . . .**



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## THE DOCTOR MAKES A HOUSE CALL

# Congressman Phil Roe Visits With Lee Shillito After an AICC Fly-In

By Taryn Pyle

How do you get the attention of your elected representatives without actually becoming a registered lobbyist? This is a question Lee Shillito, CEO of Triad Packaging, raised during his recent term as AICC chairman. He saw the need for closer Washington contact and made it a key point of his term.

As you probably know, Steve Young worked on Capitol Hill before he came to AICC and knew that formal lobbying brought with it more filing requirements, association limitations and financial commitments than the association could offer. But Lee sensed that somehow it was becoming increasingly important to have more direct connections in Washington and he became his own “lobbyist” for what was started first as the AICC Government Relations Committee and soon became our now very popular Washington Fly-In Program. Steve explained, “It was under Lee’s tutelage the we began the Fly-Ins that have since become a very important AICC activity.”

### Focus On Our Industry’s Concerns

Our Fly-Ins not only give attendees an opportunity to make face-to-face contact with their representatives, but they also provide the opportunity to invite them for real-time plant visits. That’s just what Lee did on our last Fly-In. He said, “I had appointments with both our senators’ staffs. Talking with staff is just as impor-



Lee Shillito, CEO of Triad Packaging, talks with Congressman Phil Roe.

tant as talking with the Senators themselves. It’s the staff that does the work. Once you have established a staff contact, you can get a word in easily.”

With a little time left in his Fly-In schedule, Lee put in a quick call to his local Congressman, Dr. Phil Roe (R-Tenn.). “Within five minutes of making the call,” Lee continued, “I had a call back and an immediate invitation to come over to his office. I went right over and Dr. Roe and his staff spent quite a bit of time with me. He’s very pro-manufacturing and was quick to accept an invitation to visit my plant on his next break. And, sure enough, when the next break came, he called to schedule a visit.”

### Phil Roe, A Pro-Manufacturing Representative

Congressman Roe is a physician who serves on three committees, and several subcommittees which are critical for our members. He’s on the Education and Labor Committee. His subcommittee responsibilities include Lifelong Learning and Competitiveness, and the Health Employment Labor and Pensions Subcommittee.

Lee told us that Congressman Roe did his homework for the visit. “His visit was not just a meet-and-greet act,” Lee said, “He came knowing a lot about the packaging business and my business in particular. But what really stood out was his real interest in the people who work for me and their concerns. He listened and had ready answers for their questions. He knows that manufacturing pays a lot better than retail and most other jobs. And he knows that it was manufacturing that created the real wealth of this country in the first place. It didn’t take long to realize that what I had hoped to pass along for his use on the Hill was already very familiar to him.”

What impressed Steve and me when we talked with Lee was that Congressman Roe didn’t use his visit to Lee as a media event. Others who have



Taryn Pyle

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**You must remember, however, that you are your own best lobbyist and the Fly-Ins put you in contact with Washington contacts you would never get to meet otherwise.**

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## Congressman Phil Roe Visits With Lee Shillito After an AICC Fly-In

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Congressman Phil Roe shakes hand of Triad Packaging employee during recent visit.

taken part in the AICC Fly-Ins have told similar stories about their representatives. Their meetings with their elected officials, both while in Washington and later as a result of the contacts they made, were helpful and productive, and not showboating exercises. Lee talked of Congressman Roe's common touch. He said, "He had no trouble at all talking with the people on the floor and they had no trouble talking with him. He's easily accessible and a down-to-earth kind of guy."

Dr. Roe told Lee that it's in the political center where you can be most productive when critical issues are involved. Dr. Roe said, "You can nudge these people one way or the other, but you can waste an awful lot of time trying to get to people whose minds are firmly made up and not likely to change no matter what you say." It's this kind of pragmatism that is going to be most productive now in Washington.

### Don't Wait For The Fly-Ins

Lee was as impressed with the first-time Fly-In participants he met on the trip as he was with the Washington contacts that had been lined up for the program. "Many told me how much they had gotten out of the meetings," Lee said. "Most said that they were planning to do the Fly-Ins on an annual basis. You must remember, however, that you are your own best lobbyist and the Fly-Ins put you in contact with Washington contacts you would never get to meet otherwise."

Don't just wait for the Fly-Ins, get started now by contacting your representative's

local office and introducing yourself by addressing issues that are important to you and other AICC members. Such topics as taxes, LIFO, and "cardcheck", the Employee Free Choice Act will get you immediate attention." And, as Steve points out, an expansion of the Family Leave Act was recently passed that impacts only Federal employees but that will surely find its way to the private sector

and is an excellent issue to open the door with a local representative. Contact us for some of the issues and let us know what you need that we can supply that will help you get started.

### It's A Responsibility As Well As A Benefit

Lee makes another good point about taking part in a Fly-In. He said, "I have a business to run and to accomplish what I was able to do in the recent Fly-In would have taken me weeks to do it alone. It's easy to be cynical and do nothing, but as a group, we have a unified voice that's hard to ignore. Being with the 80 people on the last trip was energizing. You realize that you are not alone. And besides, it's fun to do." Remember that the face of Congress

changes every two years. It's important that you not only continue to remind incumbents of the issues that are important to us, but it's important that we make sure that newly elected representatives be brought up to speed on our specific issues. Do your part by helping to elect pro-manufacturing people and by educating those who may arrive in Washington without a clear picture of what manufacturing has meant to the country. We are in a period of great change and that change can be influenced



Congressman Phil Roe speaking with Triad Packaging employees in packaging department.

by your participation whether you just write your representative or take part in a Fly-In. Lee Shillito knew what was needed when he made Washington representation a key issue of his AICC administration and he knows from first hand experience as a Fly-In participant.



Congressman Phil Roe speaking with Triad Packaging employees near design lab.

# Family Leave, EPA Action call for industry vigilance – and response

By A. Steven Young, President, AICC

Amendments to the Family and Medical Leave Act (FMLA) and the EPA's recent notice of proposed "endangerment" on carbon emissions are just two recent issues that make it imperative for AICC member companies to stay involved in the Association's legislative efforts. The recent Corrugated Industry Fly-in brought 80 members of the industry to Capitol Hill to discuss key issues such as tax policy; the Employee Free Choice Act; and energy, among others important for the health of the manufacturing sector. Since then, new issues have come up that bear watching by the corrugated industry and its supplier base.

## Family medical leave to become paid leave, under proposed bills

In April, Rep Carolyn Maloney (D-NY) introduced HR 626, The Federal Employees Paid Parental Leave Act of 2009. This legislation, which amends the Family and Medical Leave Act of 1993, provides that four of the 12 weeks of parental leave made available to Federal employees shall be paid leave. This particular legislation has attracted the attention of the business community because, if passed, this legislation provides a stepping stone to mandating the same kind of leave for employees in the private sector.

Such is the case with the Health Families Act, a carryover from the previous Congress which was introduced by Senator Ted Kennedy (D-Mass.) in May. The Healthy Families Act (HFA) would require employers with 15 or more employees to offer a one-size-fits-all paid sick leave package, mandating seven days of paid sick leave to all "full-time" employees. A paid sick leave mandate would limit an employer's flexibility in designing a benefits package that meets the needs of their unique workforce, resulting in significant costs for employers as well as a potential loss to employees who prefer other benefits rather than paid sick leave. Increased costs and reduced flexibility are serious concerns for employers, but legislation such as the HFA also raises other implementation concerns as outlined below by the National Coalition to Protect Family Leave ([www.protectfamilyleave.org](http://www.protectfamilyleave.org)).

- **Impact on Small Employers:** This legislation represents an unprecedented expansion of employment mandates on small employers, applying to those with as few as 15 employees. In the past, Congress has recognized the disproportionate impact that leave mandates have on small employers, providing an exemption to the FMLA for employers with fewer than 50 employees.

- **Effect on Existing Leave Benefits:** The HFA would "lock-in" existing employer leave programs and would limit or eliminate an employer's flexibility in making even minor adjustments in leave provisions to absorb the mandate. This would force employers to add this leave onto the existing leave they already provide their employees.

- **Employer Mandate:** The HFA's one-size-fits-all approach would force employers to reduce wages or other benefits to pay for the leave mandate and associated compliance costs.

- **Intermittent Leave:** The HFA allows employees to take leave by the hour or in the smallest increment of time available under the employer's payroll system, which for many employers is six minutes or less, without notifying their employer. Experience with this provision under the Family and Medical Leave Act (FMLA) has shown that allowing employees to take leave on an intermittent basis, without prior notice or documentation (e.g., doctor's note), invites unscheduled absences, tardiness and misuse of leave.

- **Definitions:** The Fair Labor Standards Act recognizes a full-time employee as one who works 40 hours per week, yet the HFA defines full-time employees as those working 30 or more hours per week. In addition, part-time employees working 20 hours a week would be eligible for paid leave on a pro-rata basis.

- **Coordination:** Under the HFA, it is unclear how this leave would be coordinated with other state and federal leave laws. Employers consistently report challenges in navigating the various



Steve Young



**A paid sick leave mandate would limit an employer's flexibility in designing a benefits package that meets the needs of their unique workforce, resulting in significant costs for employers as well as a potential loss to employees who prefer other benefits rather than paid sick leave.**



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## New Issues Looming: Family Leave, EPA Action call for industry vigilance – and response

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conflicting requirements of overlapping state and federal leave and disability laws, including the FMLA, the Americans with Disabilities Act, and workers' compensation laws. The HFA would only add to the already complex web of inconsistent but overlapping leave obligations under federal and state laws.

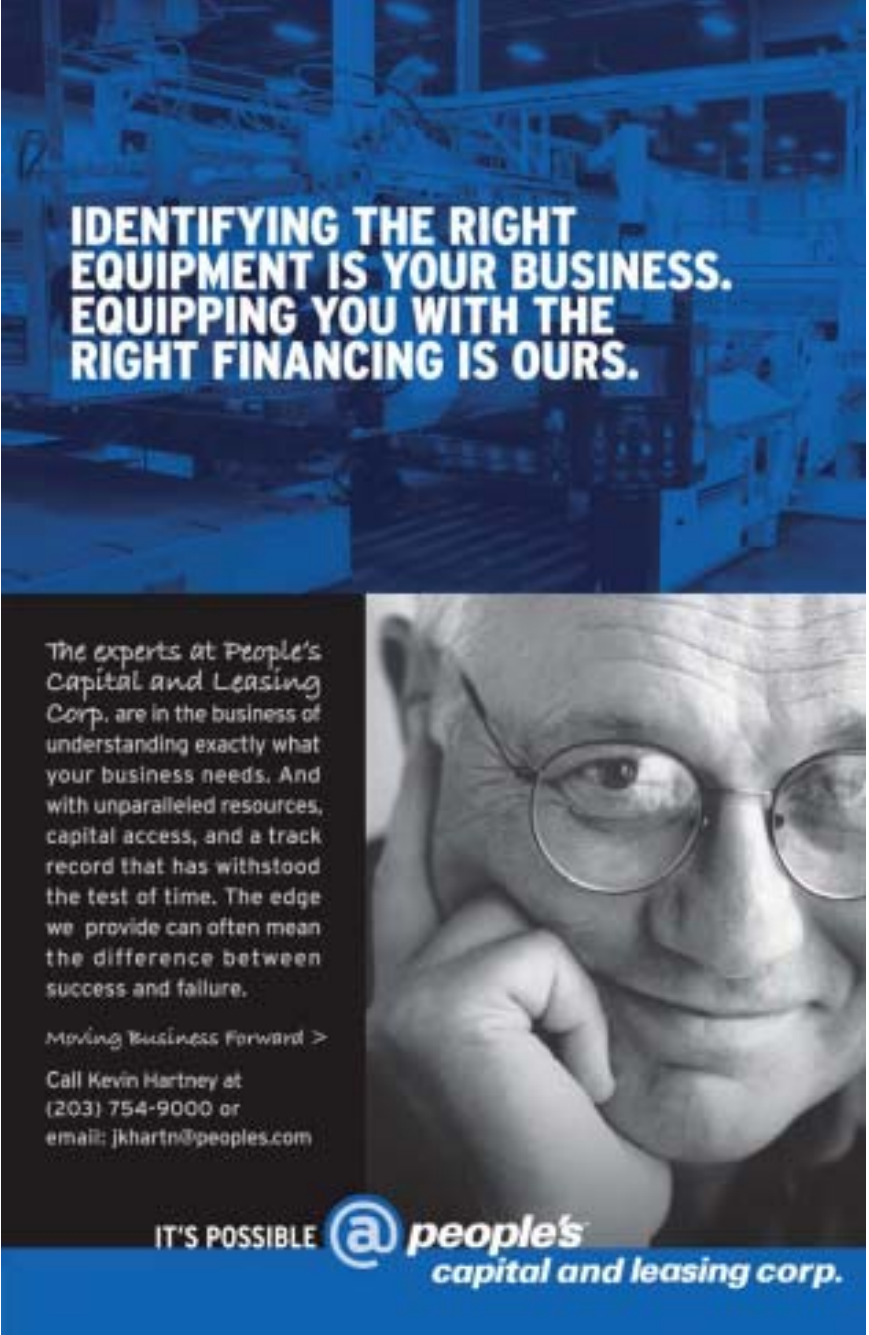
### Environmental Protection Agency issues 'Endangerment Finding' on greenhouse gases

The following is an editorial comment, but one worth noting: Was it just by chance that the Environmental Protection Agency (EPA) chose a Friday to announce its proposed "endangerment finding" that would trigger its regulation of greenhouse gas (GHG) emissions? On Friday, April 17, the EPA announced that so-called greenhouse gases such as carbon dioxide endanger public health, thus allowing it to issue regulations by its authority under the Clean Air Act and bypass Congress. Only the cynical among us would think that the Obama Administration, knowing that people don't pay a lot of attention to news on Saturdays, planned the Friday announcement so it would attract less attention to EPA's preemption of congressional debate on this very important issue. No, they certainly wouldn't do that, would they?

The National Association of Manufacturers (NAM) said EPA's move poses a "serious threat to our nation's economic recovery." If the EPA ultimately finds greenhouse gas emissions to be an "endangerment" to public health, the agency would trigger a variety of air quality programs that would regulate GHG emissions while doing little to address global climate change. This finding would not only undermine recovery, but could also prevent the most environmentally sophisticated technologies from being incorporated into a manufacturer's operation. It is, says NAM, "a threat to every business, every family and every person in America."

The EPA's finding is subject to a 60-day comment period, which started on April 24, 2009. NAM is soliciting signatures on an electronic petition to be sent to the EPA during the comment period. Go to [www.nam.org/epa](http://www.nam.org/epa) for more information.

Watch future issues of BoxScore or AICC's regular i-Bulletin for more information about these and other legislative issues affecting the corrugated industry. Contact Steve Young at [syoung@aiccbox.org](mailto:syoung@aiccbox.org), or 703-535-1381.



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# Is Your Box Quality As Good As You Think?

By Stephen Robinson, CEO, Clear Vision Technologies, Canada

In a recent poll, over 85% of corrugated box plants thought their product quality was above average. Over 95% if this group would label quality issues as “rare”. However, using 100% inspection has revealed that over half the orders that are sent out to customers contain quality issues. Most box plants are completely unaware of how many defective boxes their customers are actually receiving. So why would there be such a discontinuity between the quality customers receive and what suppliers think they are providing? The answer lies in the measurement and feedback system used to evaluate quality. There are only two ways that a box maker will learn of a quality issue.

**1. Internal Defects:** Scenario number one is that the supplier finds the defect internally before it is shipped to the customer. Problems that are found here are typically quite severe issues such as no glue or missing print on dozens or hundreds of boxes. Smaller issues such as a few bad boxes per thousand are unlikely to be found internally, unless there is a dedicated, and patient person who performs 100% visual inspection of every box. As a result, high levels of internal defects are not common in most plants.

**2. External Defects:** The less preferred way to learn about quality standards is through the cus-

tomers. This means that defective boxes have made it through the plant’s tight security and onto the end user, who has then formalized a complaint. However, like internal defects, most plants do not have high levels of external defects recorded on their P&L statements.

For these two reasons, it is understandable why most box plants believe their quality is better than it really is. If their operators are not finding the problems and the customers are not complaining, everything is OK, right....The assumption is that no news is good news.



So how can over 50% of the orders contain bad boxes, yet box plants receive formal complaints on less than 1% of their orders? Interviewing dozens of end users has shed some light on the mystery.

The answer: Most customers do not actually complain about the majority of defects they receive. They only complain when issues push them over the edge. Sometimes this could be from an above average number of defects. At other times, people are having a bad day, and what was once an acceptable defect rate has become the straw that broke the camel’s back.

This is similar to how we react to our problems with Microsoft Windows. Their product frequently crashes and freezes. We do not like the problem. It is a nuisance and costs us downtime

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Steve Robinson

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**Most box plants are completely unaware of how many defective boxes their customers are actually receiving.**  
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## Is Your Box Quality As Good As You Think?

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and money. But do we complain about every bug we find? Is there any point? We believe they are already doing their best to remedy the problem, and our comments will not change anything. Complaining, we feel, will be a poor investment of our time. Furthermore, we have become accustomed to the hick-ups, bugs and other problems that accompany the product. Only in an extreme case would we take the time from our day to launch a formal complaint. Eventually, if we become irritated enough we may switch to Apple. Our discussions with customers have revealed a similar story.

It seems that the end users have become acclimatized to the chronic slew of defects coming their way. In February, we interviewed the production manager at one of the largest packaging plants in California. In response to his corrugated supplier's quality he said "They're doing a pretty good job now. Corrugated defects are no longer a big issue. We get some bad boxes, but it's more like 1/100, which is acceptable". In November of last year, a production manager at the second largest brewery in North America explained how bad boxes are only responsible for a 1-2% loss in efficiency because of jam-ups. He said the results

were acceptable. He then qualified that it was really only acceptable in comparison to their previous supplier. It seems that box purchasers have become fairly desensitized to the level of defects they are supplied.

In other manufacturing industries such as electronics, food and beverage or automotive, the tolerance for defective products is significantly lower by several orders of magnitude. One of the largest cigarette manufacturers in the United States said that every part of their product is visually inspected: the tobacco leaves, the paper, the filters and the cigarettes themselves. The only part of the product that is not 100% inspected is the box it all goes into, and they would give all their business to any company that can prove they provide such a product.

While today most bad boxes go unreported, the people buying boxes are taking note and beginning to wake-up and realize the defect rates they are dealing with are not in line with their sustainability practices. What was once just a couple bad boxes will soon become an outdated way of doing business. Tools and technology are now available to drive this trend. Standards for box makers will continue to increase as a few forward thinking suppliers raise the bar for the rest of the industry. A number of box plants are seizing the opportunity that this trend is providing by going above and beyond "acceptable" levels of quality and wowing their customers by delivering perfect boxes on every order.



**Most customers do not actually complain about the majority of defects they receive. They only complain when issues push them over the edge.**



# Does Safety Matter to You?

By Dwayne Shrader

A paramedic friend of mine — we'll call him Mike — stopped by to see me recently and was telling me about rescue he had been on the week before. A pressman at one of the local printing companies had become caught in a press and was pulled in up to his shoulder before one of his co-workers managed to stop the machine. Mike went on in grueling detail — of which I will spare you — how he had to keep the poor guy sedated for the nearly three hours it took to free him.

What caused such an accident? According to Mike, one of the other employees told him that the operator had been having problems with the sheets “catching” (jamming) and had removed a guard from the feeder. This allowed him to reach in and “flick the bad sheets with his finger” before they could cause a jam.

## So how about your Safety Program?

Most, probably all, manufacturing plants have some form of safety program in place. However, the depth and professionalism of the programs varies widely from company to company, sometimes even between plants within the same company. Some plants choose only to provide mandated training for employees, covering such topics as MSDS (Material Data Safety Sheets), bio hazards, and so on, in a formal setting and take a far more casual approach to other safety issues. Often equipment safety training is on-the-job — training by demonstration which is handed down by the current or previous operator. Relying on this as the primary means of safety training, unfortunately, can result in the loss of important details and the all too common transfer bad habits.

Better box plants have very in-depth programs which include classroom training, computer based or other self-paced systems such as AICC's SafetyFirst DVD program. A few organizations even require employees to successfully complete specific safety training before being allowed to operate certain machines, perform certain tasks or receive promotions.

What about our example earlier from a local printing company? Yes they have a safety program in place, a pretty good one as a matter of fact. They have formal

training including classroom sessions performed by their safety officer and department supervisors. They also have strict enforcement and severe consequences for breaking the safety rules. Yet, apparently this particular employee thought, for whatever reason, that convenience or meeting his production number was more important than his own safety.

## Why does safety get bypassed?

First of all, there is no good reason for bypassing safety. Period! However, an operator may justify the risk for reasons of convenience, pressure to meet quotas or deadlines and ego/machismo.

If an operator is faced with a load of bad board and pressure to maintain a schedule, there's a pretty good chance he'll find a way to work around the issue. Often the work-around is less than safe. The same is true for faulty equipment. If a feature on a machine doesn't function as it should, the operator will, if possible, find a way to work around it. After all, he needs to get his job done. Again, this can result in an unsafe situation.

The supervisors' responsibility is not only to teach the operator the safe way to perform the task but also to ensure that operators are following the rules. Management at all levels must make sure that communication channels remain open and that operators are comfortable enough to make the safe decision when productivity versus safety becomes an issue. It's important that they know they won't be chastised or punished for missing a deadline if safety is at risk.

Often we see shops that wear their safety colors with great pride, yet place such a high importance on meeting production numbers that operators can become confused. Operators can be placed in the position where they have to make the choice between their own safety and meeting their production numbers. Granted, efficiency, productivity and meeting schedules are very important to the success of a business, but safety should never play second fiddle. Operators must never be afraid to challenge a quota when safety is in question.

Supervisors must also be sure they lead by example. I once saw an operator point out a damaged guard on a machine to his



Dwayne Shrader

supervisor. The supervisor's response was, “Just be careful around it until I can get Maintenance over to fix it.”

Subconsciously he was telling the operator that productivity was a higher priority for him than was safety. The end result is likely to be that the next time there's a safety issue the operator will ignore it until the supervisor happens by, or worse, ignore it completely. In this instance it took maintenance about twenty-minutes to make their way to the machine. Fortunately, everyone remained safe in the mean time. To the maintenance supervisor's credit, he observed that the machine in its current state was not safe to operate and had the operator put on housekeeping tasks until the repair was made.

## Dealing with Superman.

Ever have an employee that's so tough, so fast and so sure of his/her ability that they know they are in total control and therefore believe it's OK to side-step some safety rules. “Don't worry about me,” goes the old refrain. “I know when I can reach in there. I've been doing this for 20 years.”

Once in a box plant I observed one particular Superman reaching inside a piece of running equipment each time it cycled to tweak an adjustment. He had been a long time employee of the company and other than being a bit hard-headed, was a great employee. He was always on time, produced good quality and generally was someone a supervisor or co-worker could turn to in a pinch. So instead of getting the “First Time Safety Write-Up” which was required by his company's policy, he was cut a break for a foolish and dangerous action and only received a verbal warning.

His rational, in addition to “he knew what he was doing,” was that it took twice as long if he had to stop the

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## Does Safety Matter to You?

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machine, make the adjustment and restart it. True. It did. However, that was better than the lost time recovering from an accident.

We've probably all dealt with a Superman at one time or another. Unfortunately, this Superman story didn't have a happy ending. After finally being "written-up" for the same offense, he was caught teaching the trick to a junior technician. His employment with the company was ended by his supervisor that day . . . actually that moment . . . and the junior tech was immediately disciplined.

It was unfortunate for both guys. If the proper disciplinary action would have been taken in the first place, the serious nature of the infraction might have sunk in and the junior technician probably would not have ever been involved.

Often supervisors feel they should cut a long-time or faithful employee a break on a safety issue. However, we have to remember that:

- It sets a bad example for that employee and any others may see or hear of the event.

- Can present an even greater danger since junior employees often look up to, or look to these employees for their experience and advice.
- Can leave you open to legal issues if there is an incident in the future.

No matter how hard you try there are some people to whom you will just never get through. Unfortunately they're like dandelions, if one is allowed to grow, they'll spread and the situation can quickly get out of control. So, friend, faithful employee, or even owner . . . no one should be above enforcement of the safety rules.

### A lesson learned, relearned and then learned some more.

Safety starts with training, is reinforced with training and continues with training. Continual — and what may sometimes seem repetitive — training is necessary because all of us easily forget over time. We let old habits creep back in, complacency grows and the next thing you know, BANG! Someone is injured, time is lost and insurance rates go up. The smartest preventative measure therefore

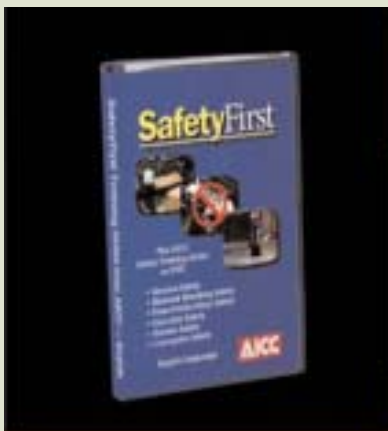
is an ongoing program of safety training which even the "old hands" are required to attend periodically.

### One last thought on training.

Does your program provide training for your front line supervisors on how to deal with safety issues and address infractions? Many times the supervisors have worked their way up through these same ranks and were at one time underlings or peers to those they now supervise. This can make it difficult for the supervisor, especially one that has been recently promoted. One of management's primary jobs therefore has to be making sure that supervisors supervise and everyone thinks about safety.

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*An industry veteran of 23 years, Dwayne Shrader authored and co-produced the recently released AICC SafetyFirst DVD video. He is Vice President of Griffin Communications where he is responsible for the creation of technical documentation and training materials in addition to advertising and public relations for the company's industry clients.*



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# Packrite's Crossover Concept Hits The Ground Running Michael Drummond Competes By Not Competing

By Taryn Pyle



Taryn Pyle

Meet the new guy on the block, Michael Drummond of Packrite LLC of High Point, North Carolina. He arrived less than a year ago and has already shown solid and steady growth where those already on the block might be wondering what has happened to some of their business.

It's not that Michael Drummond, the founder, has shown up and slaughtered the competitors; it's that he has shown up with an idea that not only benefits himself, but that is a definite benefit to the other box plants in the south east. "The secret, if it really is a secret," Michael told me, "is that we are a crossover company." He explained that he does high quality microflute top sheet as well as paperboard, and he does not do any printing."

Confused? I have to admit that I was a little, too. But when he explained that his research showed there was so much local printing capability in the area I began to see where he was headed.

We all know that getting into the box business is capital intensive. You can't do it without a lot of expensive machinery and some pretty high labor costs. But you can do it a lot better when you see and occupy a niche that can be served without a printing press, and with a few well-chosen and modern machines. And that's where Michael's crossover concept started to

make sense to me. "Then," I asked, "are you thinking of these box plants as your customers and not as competitors?" "You've got it!" he replied.

## An Idea, the Right Place and the Right Time

Although the company is new, Michael has been around the block a few times and he knows what works and what doesn't. He cut his teeth in a family owned box company and knows when to tap other sources and when to be the source that others want to tap. "I'm surrounded by a number of high quality printing companies," he said, "so it just didn't make sense to have a print shop. On the other hand, I'm in an area where other converters don't pay much attention to quality microflute production. So, my plan was to get state-of-the-art equipment that required skilled operators, but that wasn't as labor intensive as the traditional machinery. The machine that is the focus of my business is an Asitrade that is capable of running a 65 x 65-inch sheet."

He explained that while it was possible to make microflute on traditional machines, any printing must be done on a separate sheet that then must be glued to the top sheet. He said, "With the Asitrade, the top sheet of the corrugated is actually the printed sheet. You marry that in line and

it gives you all sorts of cut, score, fold and registration advantages. The cutter reads the print not the sheet edge and this guarantees a tolerance of no more than a sixty-fourth of an inch."

## There is, however, one competitive issue

Some of Michael's customers supply their own top sheets and others simply turn over the entire job to him. When he gets the entire job, he gets competitive printing bids from a number of quality print shops and goes from there. He can supply finished boxes or high quality printed microflute sheets for further conversion.

Michael's customers are mainly box plants, whether they are doing corrugated or folded paperboard boxes. But, since he also works directly with box user customers he occasionally finds himself faced with a competitive situation. An end user customer might ask for a quote for complete boxes, and a box plant quoting the same customer might ask for a quote on sheets for conversion. "I don't quote against myself," he explained. "I have to keep it fair across the board. This encourages box plants to bring me jobs quickly. If they don't and the customer comes to me first, I just may get the entire job."

— continued on page 26



## Packrite's Crossover Concept Hits The Ground Running — Michael Drummond Competes By Not Competing

— continued from page 25

Michael is very open with all his customers, both other converters and end users. He explained that if he weren't it would all be over very quickly. And that's not what he had in mind less than a year ago when he first opened the doors.

At the time of this interview, Packrite is celebrating its six month anniversary. This isn't something most people would celebrate—six years, maybe, but not six months. However, opening a capital intensive business in an economy like the one that we currently face and growing every one of those six months is something to celebrate. Michael was able to bring some customers with him when he opened the business, but without aggressively seeking business based on his crossover concept, he might not be as pleased as he seemed to be when we talked. And this brought us to the other part of the equation—his business plan.

### A Business Plan as Precise as His Products

Michael's early experience was with nail boxes, those boxes that hold either one or five pounds of nails that builders throw, cut, and drop without spilling a nail. The one pound boxes are usually folded board boxes and the five pound boxes are most often microflute. "Back then," he said referring to the family business he got his start in, "we were the only company that could produce both. It can be done on the same equipment, but it was a 'mentality' issue for most of the others."

It was this 'mentality' notion that became the core of the crossover idea that has been successful for Michael. "You can do microflute on conventional equipment," he explained, "but you still have to glue any printed material to the top sheet. The business I envisioned bypassed this step with the Asitrade and made me not only competitive, but able to offer a much higher quality microflute product. But, that was only the beginning. By not doing the printing, I greatly reduced my start-up and operating costs. By seeing my 'competitors' as potential customers I could project a much larger and more readily accessible market than I would have had if I went head to head with every other box plant in the area. As it is, I have no direct competitors in the southeastern US, and this is a very comfortable way to work."

Packrite currently has 22 employees, but Michael feels that to make maximum use of his capacity, 30 would be the optimal level. I'm sure that the next time we talk with him he will be able to report that he's hit the mark.



As a final note he added, "Since I do only microflute, I am not a threat to any of my brown box customers. If a brown box customer went to one of the big box conglomerates for microflute, that conglomerate probably does folded boxes as well and just might walk away with all the business. I don't do any brown box work, so we are not a competitive threat. And, I can supply finished microflute either as sheets or boxes. My box maker customers have all the flexibility they need, plus the high quality I can offer without a glued-on top sheet."

It's this kind of thinking that is going to be critical in the years ahead. And it's been a pleasure to talk with Michael Drummond, one of the people we know who will be on the leading edge, which ever way the world—the packaging world, that is—turns.



Employees of Packrite work hard as a team to keep customers coming back.

# Expected Values of C Flute Combined Board

By *Ralph Young, AICC Technical Advisor*



Ralph Young

In the last issue we published the top quartile strength values for many domestically produced linerboards and mediums. At the end of this series we will republish that chart with expanded values since the AF&PA has given us permission to use their Continuous Baseline Study.

Our goal in developing these four unique Expected Value charts is to help you establish benchmarking targets with your containerboard suppliers, your corrugated operation, or your sheet suppliers. Remember that these are the potential values before converting and that you will typically need to add back 15-20 percent to these values to certify that you achieve the minimum ECT you printed on the cert stamp. What is not presently in the tables is still probably available and you need only e mail me or call me for that information as this is still very much a work in process.

Continue to ask your containerboard mills and sheet suppliers for certificates of compliance. I have been very impressed by one multi-plant sheet feeding operation that sends weekly quality reports that graphically tracks 150 days worth of history for

ECT and caliper. This is fantastic and while it may fall somewhat short of reporting helpful additional strength attributes like flat crush and bending stiffness, it goes a long way towards detailing pre converting properties.

In this edition we have brought forward the range in combined board ECT, FCT, calipers, and pin adhesion targets as they exist in the domestic market for C flute boards. Values for Canada and Mexico would be lower. These predicted values are based on the important containerboard properties from the chart in the last edition of BoxScore!

I'm a great believer that the most cost effective and sustainable corrugated structure is engineered when we design the load sharing of the vertical compression 50% in the medium(s) and 50% in the liner(s). We will develop this rationale more in the last article in this series when we look at double-wall combinations. All this reminds us that we are not selling basis weights, Mullen, or ECT, but entire packaging solutions for the customers.

The values in the charts are based on average corrugating conditions. These estimates were developed over 40 years ago and since then there have been major improvements in containerboards and corrugating technology. We also know the wide difference in flute profiles and number of flutes per foot. In a future edition I will also devote an article to best practices in corrugator design and operation.

I'm not sure as an overall industry we have made much progress in "kissing" the corrugated structure as it makes its way through the converting, bundling, and logistics operations. AND it appears from the recent AICC's ECT Degradation Study that there are corrugators that achieve ECT values above those stated in this chart.

Actually, you need to establish your own set of targets! Look at the wide variation in potential levels. What are you consistently receiving? Is it worth the money you are paying? Let us hear back from you, and we can always use input at filling in the blanks.

## COMBINED BOARD EXPECTED VALUES©

This chart is built for the range of physical properties of the components that are typical for the basis weights states in each combination. Flute heights and profiles vary.

C FLUTE	FORM ECT	COMBINATIONS	CALIPER RANGES	ECT (1) RANGES	FCT - F/ft RANGES	PIN ADHESION TARGETS (L/100)
Mullen	125# only	40/20/25	na	24-26	34-37	55-57
		40/20/25	na	27-31	31-43	55-60
		41/20/25	na	30-34	34-37	55-60
		41/20/25	na	31-41	34-37	55-60
		41/20/25	103-108	31-35	36-36	55-60
		41/20/25	104-108	34-37	27-33	55-60
		40/20/25	109-111	30-36	28-33	55-60
		40/20/25	104-107	31-37	34-37	55-60
		40/20/25	110-110	31-38	36-36	55-60
		40/20/25	na	30-34	36-36	55-60
		40/20/25	na	30-39	27-40	55-60
		40/20/25	na	30-43	27-43	55-60
Node 1	125# only	40/20/25	na	24-26	34-37	55-57
		40/20/25	111-110	30-39	34-37	55-60
		40/21/25	102-103	30-39	34-37	55-60
		40/21/25	104-104	28-35	28-33	55-60
		40/21/25	104-104	28-35	28-33	55-60
		40/21/25	104-104	28-35	28-33	55-60
		40/21/25	104-104	28-35	28-33	55-60
		40/21/25	104-104	28-35	28-33	55-60
		40/21/25	104-104	28-35	28-33	55-60
		40/21/25	104-104	28-35	28-33	55-60
		40/21/25	104-104	28-35	28-33	55-60
		40/21/25	104-104	28-35	28-33	55-60
Node 2	125# only	40/20/25	na	24-26	34-37	55-57
		40/20/25	na	27-31	31-43	55-60
		40/20/25	na	30-34	34-37	55-60
		40/20/25	na	31-41	34-37	55-60
		40/20/25	104-104	31-38	36-36	55-60
		40/20/25	104-104	34-37	27-33	55-60
		40/20/25	109-111	30-36	28-33	55-60
		40/20/25	104-107	31-37	34-37	55-60
		40/20/25	110-110	31-38	36-36	55-60
		40/20/25	na	30-34	36-36	55-60
		40/20/25	na	30-39	27-40	55-60
		40/20/25	na	30-43	27-43	55-60
Node 3	125# only	40/20/25	na	24-26	34-37	55-57
		40/20/25	na	27-31	31-43	55-60
		40/20/25	na	30-34	34-37	55-60
		40/20/25	na	31-41	34-37	55-60
		40/20/25	104-104	31-38	36-36	55-60
		40/20/25	104-104	34-37	27-33	55-60
		40/20/25	109-111	30-36	28-33	55-60
		40/20/25	104-107	31-37	34-37	55-60
		40/20/25	110-110	31-38	36-36	55-60
		40/20/25	na	30-34	36-36	55-60
		40/20/25	na	30-39	27-40	55-60
		40/20/25	na	30-43	27-43	55-60
Node 4	125# only	40/20/25	na	24-26	34-37	55-57
		40/20/25	na	27-31	31-43	55-60
		40/20/25	na	30-34	34-37	55-60
		40/20/25	na	31-41	34-37	55-60
		40/20/25	104-104	31-38	36-36	55-60
		40/20/25	104-104	34-37	27-33	55-60
		40/20/25	109-111	30-36	28-33	55-60
		40/20/25	104-107	31-37	34-37	55-60
		40/20/25	110-110	31-38	36-36	55-60
		40/20/25	na	30-34	36-36	55-60
		40/20/25	na	30-39	27-40	55-60
		40/20/25	na	30-43	27-43	55-60

C FLUTE	FORM ECT	COMBINATIONS	CALIPER RANGES	ECT (1) RANGES	FCT - F/ft RANGES	PIN ADHESION TARGETS (L/100)
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		40/20/25	104-104	34-37	27-33	55-60
		40/20/25	109-111	30-36	28-33	55-60
		40/20/25	104-107	31-37	34-37	55-60
		40/20/25	110-110	31-38	36-36	55-60
		40/20/25	na	30-34	36-36	55-60
		40/20/25	na	30-39	27-40	55-60
		40/20/25	na	30-43	27-43	55-60
		40/20/25	104-104	31-38	36-36	55-60
		40/20/25	104-104	34-37	27-33	55-60
		40/20/25	109-111	30-36	28-33	55-60
Node 5	125# only	40/20/25	na	24-26	34-37	55-57
		40/20/25	na	27-31	31-43	55-60
		40/20/25	na	30-34	34-37	55-60
		40/20/25	na	31-41	34-37	55-60
		40/20/25	104-104	31-38	36-36	55-60
		40/20/25	104-104	34-37	27-33	55-60
		40/20/25	109-111	30-36	28-33	55-60
		40/20/25	104-107	31-37	34-37	55-60
		40/20/25	110-110	31-38	36-36	55-60
		40/20/25	na	30-34	36-36	55-60
		40/20/25	na	30-39	27-40	55-60
		40/20/25	na	30-43	27-43	55-60

# Bringing the Selling Process Out of The Box

By John Bacot, AICC Vice President of Operations



John Bacot

Now I don't profess to be anything other than an old salt at selling, and I've participated in the selling process now for more years than I'd like to think I have, but nonetheless, I've tried to do it well all those years. One thing I've learned over that time is that one way to be successful at "selling" is to have a process with which to approach it, manage it, and measure your success at "selling". The interesting aspect about any "selling" process is that it does not guarantee "sales".

The aspect of the process that DOES guarantee "sales" is to have the correct "prospect". The "correct" prospect is characterized by having a buyer who is willing to buy what you are selling, at the price you are selling it, when you are selling it. So, "willingness", "product", "pricing", and "timing" are the aspects of a sale that need to be perfectly aligned so as to guarantee that the sale actually does close.

Which of these aspects however, are under our control? Maybe only one, maybe two, maybe none. Product and pricing are the only ones your company can change, manage, or manipulate. "We", personally, might not be able to manipulate these, and our company might be, or might not be able to vary their characteristics either. But, for sure, "willingness" and "timing" are outside of our control. But – they are not outside our ability to be aware of. We can take action to understand what motivates a particular buyer, or company, to be "willing", and we can also question to determine when the right time for buying will occur if all the other aspects of the sale are aligned.

So I have an astrologer help me with my sales efforts. No, not actually. I'm just kidding, but it does seem sometimes that aligning these factors is like trying to align the planets. If there were just a way I could predict when everything would be in alignment, then I would know just the right time to call on the prospect, or suspect to be more appropriate. The trouble is that there is no formula to predict this like there is in astronomy. But we can take a lesson from all great astronomers and apply it to our

process. That lesson is to *constantly, and on a precise schedule, and without fail, to observe our customer*. We have to watch our "stars", "planets", celestial bodies, or whatever we want to call them. But if we don't observe them, interact with them, and question their every movement, then we will never be able to predict where they will be next.

Okay, so there are some things you can control and some things you cannot control. And it turns out that even that which you think you cannot control, you can actually control. You just have to ask the right question to know what it is you have to control. Knowing what it is will tell you how to control it.

But let's talk about the things you can't control until you first know what they are. If you remember, we talked about WHEN – which you can't control until you ask or understand "when" – WHY – which again you can only understand by asking when why will occur – HOW – which really is just another way of saying your product meets the specification or solves the problem – you might also interpret this to mean "how" is it paid for, or financed, but these are actually aspects of your product – your overall product – you have to think of your entire delivery mechanism as your product – not just the physical features and specification of the thing you sell.

And last and by no means least – "PRICE". You might think you really can't control price. But actually, of all the parts of the puzzle, it is the easiest to part to control, it's just that the control of it starts long before the sale, and we tend to think of it as a fixed entity by the time it comes to be involved in the sale. We tend to think of our "costs" as fixed and our gross profit margin as "necessary" and immutable.

**Alright then –  
New Word – "qualified."**

When all these aspects come together at the same time – that symphony of selling – we can label the suspect as a "qualified

prospect". Most of us think of a qualified prospect as someone who is likely, willing, going to, or whatever, but we're sure they are going to buy something, sometime, from someone. I mean, they are a qualified prospect, after all. But I submit to you that they are not "qualified" from your point of view until they're committed to buying, and that when they buy, they'll buy from you. Not just buy, but buy from *you*, and ONLY buy from you.

So "prospecting" for me might mean or be a little more than it does for another salesperson. For me, prospecting was all about finding the right "prospect" to spend my time with. I wanted to find the people who were going to buy from me. And I wanted to spend my time with the people who were going to buy sooner rather than later.

AICC is going to present a four part "Selling" series entitled "Bringing the Selling Process Out of The Box" over the next four months. It will consist of three one hour webinars, offered on Friday, May 29th; Friday, June 26th; Friday, July 24th; and on August 18th and 19th the series will conclude with a one and one half seminar at the Squaw Creek Hotel in California at which intensive interactive sales techniques, along with case studies from the attendees will be presented and discussed. Awards will be given for various sales efforts and use of the techniques presented in the four part series.

## REGISTER NOW!

Please join John Bacot as he presents New Business/Account Growth Sales Dynamics. Three webinars followed by an on-site seminar program will be held through the summer. For more information contact John at [jbacot@aiccbbox.org](mailto:jbacot@aiccbbox.org) or the Janeth Arrazabal at [jarrazabal@aiccbbox.org](mailto:jarrazabal@aiccbbox.org).

# Sustainability – A “Value Add” for the Independent Corrugated Sales Professional

By Drew Gilchrist, Sales Professional, Vanguard Packaging & Display, Kansas City, MO



Drew Gilchrist

During the past year, I'll wager the majority of you reading this have heard, read, or discussed the topic of “sustainability” in your business life. The AICC has done a great job keeping the independent corrugated converter informed of the movement over the past three years. By now, even those who suggested sustainability was a temporary marketing fad will likely admit it's the new-normal in our industry.

The application of the 7-R's of Sustainability help reduce our carbon footprints and reduce costs in our operations, as well as our customer's business. So how does a sales professional at an independent corrugated converter “sell” sustainability in 2009? Below I'll share a few thoughts based on my experiences working in the shadow of Walmart and SAM'S CLUB.

## Corrugated as a Packaging Option:

Realize that corrugated is a preferred packaging material. The FBA and AICC have developed excellent resources highlighting the many favorable attributes of corrugated packaging. Familiarize yourself with our industries sustainability footprint and be able to converse about it with confidence.

## Package Profiling:

The Walmart Scorecard has been out for over a year now. Buyers are educated and pressing the consumer product suppliers to deliver sustainability profiles on packaging with new products. The sales professional who proactively delivers a sustainability profile with new designs, that the customer can pass through to the Walmart buyer, will become a valued member of the customer's organization.

## Sustainability Checkups:

Walmart buyers are asking for sustainability improvements year over year on existing product packaging when they hold annual line reviews with suppliers. Consider offering a “Sustainability Checkup” audit to prospects and customers. It might just awaken that indifferent prospect, and will demonstrate value to a long time customer. Even if the packaging is well designed with sustainability in mind, a formal report can still be delivered to the Walmart buyer to demonstrate vigilance and adherence to the program. Either way you learn more about the prospect or customer's business and move toward a preferred position in the account.

## Scorecard Improvements:

Because corrugated already scores well in the Walmart Scorecard, reducing a little weight from one corrugated design to another has minimal impact on a customer's score. If you encounter that situation, communicate positive results using percentages in square feet or weight reductions from one design to another. And use the results from [papercalculator.org](http://papercalculator.org) rather than the Scorecard modeling software to present your successes.

## Staying Competitive:

Delivering sustainable packaging solutions is quickly becoming a “me-to” sales pitch. As a result, the savvy sales professional who wants to differentiate themselves from the competition has to reach deeper. That may require profiling the customers extended product and packaging supply chain to find transportation savings on top of packaging solutions. In many cases, you can show a

customer that sourcing more of their packaging in the U.S, even when products are manufactured overseas, is a more sustainable and cost effective option. Also consider profiling all the things your company is doing for sustainability. Your customers need to demonstrate that they are sourcing from “sustainable partners” in the supply chain, so your greatest impact could be in your operations rather than the packaging.

The sales team plays a critical role keeping our respective businesses afloat in these turbulent economic times. The “new normal” of sustainability places greater demands for knowledge and the application of that knowledge in the field. It's another arrow in our quivers to help grow business, and help our customers grow at those retailers with sustainability objectives.

*Drew Gilchrist is a Sales Professional with Vanguard Packaging & Display out of Kansas City, MO. He can be reached in their Bentonville office at (479) 464-0733 or at [dgilchrist@vanguardpkg.com](mailto:dgilchrist@vanguardpkg.com)*

“  
... even those who suggested sustainability was a temporary marketing fad will likely admit it's the new-normal in our industry.”

# AICC 2009 Annual Meeting

## “Survive and Thrive in Your Business”

### Keynote Speaker Lineup



**Jeffrey Gitomer** is the author of the *New York Times* best-sellers *The Sales Bible*, *The Little Red Book of Selling*, *The Little Black Book of Connections*, and *The Little Gold Book of YES! Attitude*. All of his books have been number one best sellers on Amazon.com, including *Customer Satisfaction is Worthless*, *Customer Loyalty is Priceless*, *The Patterson Principles of Selling*, *The Little Red Book of Sales Answers*, *The Little Green Book of Getting Your Way*, and his

latest best-selling book, *The Little Platinum Book of Cha-Ching*. Gitomer's books have sold millions of copies worldwide.

Mr. Gitomer's high energy and vital presentation offers immediate and implemental “take away” on increasing SALES in your business.

In 1997, Gitomer was awarded the designation of Certified Speaking Professional (CSP) by the National Speakers Association. The CSP award has been given fewer than 500 times in the past 25 years and is the association's highest earned award. In 2008, Gitomer was elected by his peers to the National Speaker Association's Speaker Hall of Fame.

**Steven Little**, Business Growth Expert and Author, is a much sought after expert on the subject of business growth and the future of opportunity. As a former president of three fast-growth companies, he now advises thousands of leaders of growing organizations and communities each year. For over ten years, Little was also a senior consultant for *Inc.* magazine. He is the author of the best-selling books *The 7 Irrefutable Rules of Small Business Growth* (Wiley, 2005) and *The Milkshake Moment: Overcoming Stupid Systems, Pointless Policies and Muddled Management to Realize Real Growth* (Wiley, 2008).



Mr. Little also regularly speaks for some of the world's leading organizations, including UPS, Microsoft, FedEx, Bank of America, SunTrust Bank, Echostar, National Association of Home Builders, Consumer Electronics Associations, National Sporting Goods Association, Million Dollar RoundTable, American Banking Association, Associated General Contractors, Retail Industries Leaders Association, and over 80 chambers of commerce. His style has been described as “real-world,” “highly credible,” and “uniquely engaging.” From 1988 through 1999, Little was president of three fast growth companies. Both FAME, Inc. and Erb Industries, Inc. achieved profitable growth rates of over 500% during his tenure.

### AICC 2009 Annual Meeting, Designers Lab & 14th International Corrugated Packaging Design Competition

#### Schedule at a Glance\*

\*NOTE: this schedule is preliminary, dates, times and locations are subject to change.

#### Monday, October 5, 2009

9:00 am – 4:00 pm

AICC 14th International Corrugated Packaging Design Competition Open (held in conjunction with PackEXPO 2009 at the Las Vegas Convention Center)

1:00 pm – 5:00 pm

AICC Designers Lab (Las Vegas Convention Center)

5:00 pm – 6:00 pm

AICC Associate Member Meeting (MGM Grand Hotel)

6:00 pm – 6:30 pm

AICC New Member & First Timer Orientation & Reception (MGM Grand Hotel)

6:30 pm – 8:00 pm

AICC Opening Night Reception (MGM Grand Hotel)

#### Tuesday, October 6, 2009

7:00 am – 9:00 am

AICC Continental Breakfast (MGM Grand Hotel)

7:00 am – 8:00 am

AICC Eye Opener Session I (MGM Grand Hotel)

8:30 am – 12:00 pm

AICC General Session I (MGM Grand Hotel)

9:00 am – 5:00 pm

AICC Designers Lab (Las Vegas Convention Center)

12:00 pm – 4:00 pm

AICC 14th International Corrugated Packaging Design Competition Open (held in conjunction with PackEXPO 2009 at the Las Vegas Convention Center)

7:00 pm – 9:00 pm

AICC Optional Evening Group Event – “KA” by Cirque du Soleil (MGM Grand Hotel)

#### Wednesday, October 7, 2009

7:00 am – 9:00 am

AICC Continental Breakfast (MGM Grand Hotel)

7:00 am – 8:00 am

AICC Eye Opener Session II (MGM Grand Hotel)

8:15 am – 12:00 pm

AICC General Session II (MGM Grand Hotel)

9:00 am – 1:00 pm

AICC Designers Lab (Las Vegas Convention Center)

12:00 pm – 4:00 pm

AICC 14th International Corrugated Packaging Design Competition Open (held in conjunction with PackEXPO 2009 at the Las Vegas Convention Center)

6:30 pm – 9:30 pm

AICC Closing Night Reception & Awards Dinner (MGM Grand Hotel)

# Annual Meeting Offers Accessible, Affordable Location and Discounted Luxury Accommodations at Signature Suite Towers in Las Vegas, NV



Luxury Signature Suite Towers at MGM Grand

The AICC 2009 Annual Meeting is being held October 5-7, 2009 at The MGM Grand Hotel & Signature Suite Towers in Las Vegas, NV. Las Vegas is one of the most affordable major U.S. conventions cities. Easily accessible by all major airlines, and less expensive overall for flights and expenses.

The luxury Signature Suite Towers is the AICC host hotel for the 2009 Annual meeting and is offering discounted rates for all AICC meeting attendees. The Signature Suite Towers offer the sanctuary of a secluded retreat and the three exclusive towers feature suite accommodations and provide guests with an unparalleled level of luxury and personal service. Guests will experience the luxury junior suite rooms (550 square feet) with most suites featuring private balconies.

The Signature Towers at MGM Grand is just steps away from the MGM Grand Conference Center where the AICC meetings and events will be held, and the MGM Grand Hotel where you can enjoy all the entertainment venues, fine dining restaurants and gaming casino. The 30 million travelers of TripAdvisor.com, the web's largest travel community, have chosen **The Signature at MGM Grand** as the No. 1 "Best Luxury Hotel in the U.S."

AICC has secured the following discounted rates at the Signature Towers at MGM Grand Hotel for all AICC meeting attendees:

#### Signature Suite Discounted Room Rates:

**\$229.00** (Friday, October 2 & Saturday, October 3, 2009) \*      **\$189.00** (Sunday, October 4 – Thursday, October 8, 2009) \*

*All rates are exclusive of current resort fees and applicable taxes.*

To make your hotel reservations call (877) 313-5757 or (702) 891-7777 (reference AICC 2009 Fall Meeting & Package Design Competition or group code – AWG999). To make online reservations directly into the group block visit: [www.aiccbbox.org](http://www.aiccbbox.org)

All attendees are encouraged to make their hotel reservations before the group cut-off date of **Friday, September 11, 2009** in order to be guaranteed availability, and to ensure they receive the group rate.

For more information on the AICC 2009 Annual Meeting & 14th International Corrugated Packaging Design Competition visit [www.aiccbbox.org](http://www.aiccbbox.org). For questions please contact Cindy Guarino at [cguarino@aiccbbox.org](mailto:cguarino@aiccbbox.org) or (877) 836-2422.

## Value in Vegas: AICC 2009 Annual Meeting & 14th International Corrugated Packaging Design Competition Co-Located with PACK EXPO 2009

The Association of Independent Corrugated Converters (AICC) is co-locating its 2009 Annual Meeting and 14th International Package Design Competition with PACK EXPO – October 5 – 7, 2009. PACK EXPO attracts over 25,000 customers and buyers from over 75 countries around the world.

Entries in AICC's 14th International Corrugated Package Design Competition will be featured near The Showcase of Packaging Innovations® at PACK EXPO. Attendees will be able to view over 200 of the best in corrugated package designs from independent corrugators and sheet plant manufacturers in 17 diverse categories and vote for their favorite entry that will receive the People's Choice award.

The 14th International Corrugated Packaging Design Competition offers a wonderful opportunity for independents to showcase "their best" in corrugated packaging design to the industry.

Taking place the same days as PACK EXPO, AICC's 2009 Annual Meeting will be held at the MGM Grand Hotel. The meeting's agenda includes a series of eye openers, general sessions and networking events built around the theme of "Survive and Thrive through Packaging Diversification."

AICC attendees will be able to visit all PACK EXPO exhibits free of charge.

"PACK EXPO has always focused on giving attendees access to the entire packaging supply chain," says Charles D. Yuska, president and CEO of PMMI, sponsor and producer of PACK EXPO. "Corrugated is the largest segment of all paperboard packaging products and contributes approximately \$25.2 billion to the U.S. and Canadian economies. Holding these two events together capitalizes on their natural synergies and gives attendees two important business reasons to make the trip to Las Vegas in October."

"We are very excited about co-locating our 2009 Annual Meeting with Pack Expo Las Vegas," said Steve Young, president of AICC. "We believe it complements our theme of packaging diversification and also allows attendees at PackExpo to see some of the very best in independent corrugated design, graphics and innovation."

To learn more about PACK EXPO Las Vegas 2009, visit [www.packexpo.com](http://www.packexpo.com) or contact PMMI's Show Department at 703-243-8555 or [expo@pmmi.org](mailto:expo@pmmi.org).

For more information about the AICC 2009 Annual Meeting and 14th International Package Design Competition, visit [www.aiccbbox.org](http://www.aiccbbox.org), or contact Cindy Guarino at 877-836-2422 or [cguarino@aiccbbox.org](mailto:cguarino@aiccbbox.org).

# AICC's 14th International Corrugated Packaging Design Competition



Held in conjunction with the  
AICC 2009 Annual Meeting & PACK EXPO 2009

October 5 - 7, 2009 • Las Vegas, NV

Each year, independent corrugator and sheet plant manufacturers from around the world continue to display an increasing sophistication and skill in the use of graphics and artistic design as well as innovative, highly technical, and environmental applications of corrugated in the marketplace. The application of corrugated is far reaching and has been used to market, promote and protect, as well as package, ship, and sell.

Since 1981, AICC has been proud to recognize, showcase and reward those independents who have met and exceeded their customers' expectations of their corrugated packaging designs and displays in its International Corrugated Packaging Design Competition. This sophistication and skill is exhibited in the overwhelming number of entries AICC receives during each competition in which independent boxplants compete for first, second, third place and honorable mention awards as well as to become the industry's People's Choice and take home the prestigious Judges' Choice Awards.

Entering your best corrugated packaging designs into the International Corrugated Packaging Design Competition is a great opportunity to:

- **Show off your company's creativity, innovation and excellence** in package design and production capabilities.
- **Recognize the people behind the scenes** who helped manufacture your best corrugated packaging designs including your employees, customers and suppliers.
- **Enhance the independent** boxplant manufacturers' level of professionalism in the corrugated industry.

**EXTRA EXPOSURE!** This year's competition is being co-located with PACK-EXPO 2009 at the Las Vegas Convention Center in Las Vegas, NV. The AICC package design competition will be located in the Containers & Materials Pavilion. The

Containers & Materials Pavilion brings machinery and materials - paperboard, glass, metal, plastic, and flexible packaging. More than 65,000 square feet of exhibit space will be dedicated to the latest innovations in materials, containers and converting machinery.

PackEXPO attracts over 25,000 customers and buyers from over 75 countries around the world. PACK EXPO attendees represent a targeted, wide range of industries end-users: food & beverage/wine; bakery & snack; cosmetics & toiletries; dairy; drugs & pharmaceutical/medical; chemical; candy & confection; raw materials; paper & textiles; electronics/parts; computer hardware/software; entertainment; soaps & detergents; and many more.

## ELIGIBILITY

The 14th International Corrugated Packaging Design Competition is open to all **independent** corrugator plants and sheet plants, AICC member or not. Competition entries designed and manufactured as part of a production run between October 2007 and October 2009 are eligible for submission. Test and sample runs are not eligible to compete. An exception to the production run rule is Category 14: Corrugated Art & Design.

## WHAT YOU CAN WIN

First Place, Second Place, Third Place or Honorable Mention Awards in each of the 17 competition categories. The People's Choice Award allows AICC Annual Meeting attendees to have their say and cast their votes for the best entry overall. The Judges' Choice Award recognizes the competition's best of show winners overall in both the structural and graphics categories. Determined by an expert panel of judges, these are the two entries in the entire competition that exemplify the many innovations in corrugated. The competition winners will be announced during the closing dinner at AICC's 2009 Annual Meeting on Wednesday, October 7, 2009.

## COMPETITION CATEGORIES

Detailed category descriptions will be available at [www.aiccbbox.org/pdc](http://www.aiccbbox.org/pdc)

## HOW TO ENTER

Competition Registration, Full Entry Requirements & Submission Information will available June, 2009 at [www.aiccbbox.org/pdc](http://www.aiccbbox.org/pdc).

## QUESTIONS

Please contact Cindy Guarino at [cguarino@aiccbbox.org](mailto:cguarino@aiccbbox.org) or Laressa Gaitan at [lgaitan@aiccbbox.org](mailto:lgaitan@aiccbbox.org) or toll-free at (877) 836-2422.

## ATTENTION DESIGNERS!

— Save the Date —

**AICC 2009 Designers Lab**  
October 5-7, 2009 • Las Vegas, NV

Co-Sponsored by  
**EskoArtwork & Gerber Innovations**

Designers will have the opportunity to learn new techniques in both structural and graphic design from experts in the field at the 2009 Designers Lab. They will also be able to share knowledge and experiences with peers in the design field. Guest speakers will discuss future trends and how retailer and consumer trends will impact the future of corrugated packaging design.

Designers will get the chance to show-off their skill, talent and receive recognition as they participate in the "real-world" design-to-problem challenge.

The winners in the "design challenge" will be recognized during the AICC closing awards dinner being held on Wednesday, October 7 at the MGM Grand Hotel. Awards will be shipped to winners following the meeting.

Registration and additional information on the 2009 Designers Lab is forthcoming and will be available at [www.aiccbbox.org](http://www.aiccbbox.org).

# The Association of Independent Corrugated Converters (AICC) and Board Converting News (BCN)

## 2009 Innovator of the Year – Boxmaker Competition

The Association of Independent Corrugated Converters (AICC) and Board Converting News (BCN) announce the release of the 2009 Innovator of the Year – Boxmaker Competition – Call for Entries. The Innovator of the Year Competition is being held in conjunction with the AICC 2009 Annual Meeting, October 5-7, 2009 in Las Vegas, NV

This year's competition seeks innovations from AICC's Boxmaker members that want to showcase innovations they have created to increase plant productivity, improve plant efficiency, and overall, serve as the solution to a specific production or management problem. The category focuses on innovations that independent corrugated converters have developed in their plants since October 2005.

Cosponsored by AICC and Board Converting News, the annual Innovator of the Year Competition provides an outlet for AICC members to showcase innovations they've developed to increase plant productivity, improve plant efficiency, and overall, serve as a solution to a specific production or management problem.

Since its inception in 1988, the competition has evolved to include AICC's Boxmaker members as well as Associate members in Machinery, Non-Machinery and Information Technology & Training categories.

Winners are selected by meeting attendees at the AICC Annual Meeting and announced during the meeting's closing General Session. The first place winner in this year's competition will be designated the 2009 Innovator of the Year and receive the coveted Innovator Bowl.

Competition entry brochure, entry form and criteria will be available on AICC's website at [www.aiccbbox.org/innovator](http://www.aiccbbox.org/innovator)

For questions or additional information, please contact Cindy Guarino at 877-836-2422 or [cguarino@aiccbbox.org](mailto:cguarino@aiccbbox.org).

### AICC's 14th International Corrugated Packaging Design Competition

The AICC 2009 Annual Meeting & 14th International Corrugated Packaging Design Competition is being held in Las Vegas – Monday, October 5 – Wednesday, October 7, 2009.

AICC recently held a "Design for the Promo" competition for member companies to design and manufacture a promotional piece for the 14th International Corrugated Packaging Design Competition – "Great Design is No Gamble."

Following the judging by AICC's Executive Committee two winning entries were selected by the following member companies: Great Lakes Packaging Corp in Germantown, WI and Packaging Technologies Inc. in Concord, Ontario.

The winning entry by Great Lakes Packaging was distributed to all spring meeting attendees at the Friday general session and the AICC 14th International Corrugated Packaging Design Competition brochure was inserted as an inclusion.

The corrugated promo piece designed by Packaging Technologies Inc., will be mailed to the membership in late Spring 2009. In addition, Allpak Trojan will be mailing out a save your samples promotional piece this month.

For questions or additional information on the AICC 2009 Spring Meeting please contact Cindy Guarino toll-free at (877) 836-2422 or [cguarino@aiccbbox.org](mailto:cguarino@aiccbbox.org).



*Great Lakes Packaging "Great Design" package design competition promotional piece*

# The AICC Washington Fly-In As Seen Through 'Green' Eyes

By John Bird, JB Machinery, Inc.



John Bird

I was privileged enough to be able to visit our Nation's Capital, Washington, D.C., as a member of the AICC Washington Fly-In in April. I am pleased to report that I was able to witness our unique democratically elected government in action. I also understand why some people can get disillusioned by the whole process. In most cases, AICC members who had spent their time and money seeking audiences with Congressmen and Senators in order to state the case of AICC members and United States citizens that put them in office met only with congressional assistants (only one Congressman and one Chief of Staff afforded us their time). More often than not, each of these assistants seemed to be more concerned with maintaining their seat of office than listening to the arguments of the citizens that got them there and who could possibly change or influence their existing opinions. Those Senators, Congressmen and aides, through their indebtedness to various special interest groups, seem to have their minds made up. Yet as frustrating as this may have seemed, I now understand that the legislative assistants in these offices are key people and are important to know.

The representatives that we met with seem to believe that business people and everything that we stand for, including our success, is to be frowned upon. It can't be because of hard work and endeavor that we succeed; our success must be at the workers' expense. Interestingly the majority of our elected representatives, being lawyers, have never experienced the working environment and/or business world, no matter their party affiliation.

Marvin & Larry Grossbard of President Container, David Urquhart of New England Wooden Ware and Paul Centenari of Atlas Container gave clear and concise technical presentations along with measured business propositions that I was fortunate enough to

observe. In each meeting it was stated that, we, as a group:

- 1) Oppose the 'Card Check Bill'.
- 2) Want to see 'R&D Tax Credit' strengthened and made permanent.
- 3) Oppose 'LIFO Repeal' legislation as a standard accounting method for inventory.
- 4) Support the 'Energy Policy' but oppose direct government subsidies that effect free market supply & demand of raw material.
- 5) Support stronger government oversight and negotiations to avoid currency manipulation.
- 6) Support enacting free trade agreements in order to open foreign markets to US exports.

I joined Marvin and Larry Grossbard in a meeting with Nathaniel Hoopes, Legislative Assistant to Joseph Lieberman, Senator of the State of Connecticut where I reside. Mr. Hoopes informed us that Senator Lieberman is in favor of 'Card Check.' Before leaving Senator Lieberman's office I made it clear that, although I am a Republican, I voted for Senator Lieberman in the last election. However, if he does not change his views, particularly on 'Card Check', he should not count on my vote for the future. We were assured that all of the points raised during our meeting would be reported back to Senator Lieberman.

I next joined David Urquhart and Steven Gore of Gerber Industries to meet with Lex Paulson, Legislative Assistant to Congressman Jim Himes of the 4th District of Connecticut where my company, JB Machinery, is based. We were then introduced to Congressman Himes to whom

David Urquhart made very strong and structured arguments, stating our case. Steven pointed out that his company employs 2,600 people worldwide and 700 in the state of Connecticut. I pointed out that my company employs four people in his district and is responsible for a further 25-30 people being employed in the state of Wisconsin. Although Congressman Himes, almost begrudgingly, acknowledged these numbers, he made it quite clear in closing that, in his opinion, we 'owners and managers' are the problem and have taken advantage of labor all these years and that now it is 'LABOR'S TURN'.

David Urquhart of New England Wooden Ware made the same arguments to Allison Caffrey, Legislative Correspondent for Congressman John Olver representing the 1st District of Massachusetts. We met briefly with Congressman Olver; he spent a short time and left. I stated to his assistant, who took copious notes, that I had started my career as a 15 year old union member and, even at that age, was able to see the follies of 'open voting' and the coercion and intimidation that went along with it. The Democratic Congress and Senate were not sympathetic to this and certainly did not acknowledge the problem even though, when we elect government, we ballot secretly to avoid coercion and intimidation at the ballot box.

Paul Centenari of Atlas Container, Steve Hipley of Fosber, Steven Gore & David Core made the same arguments again, this time to Joshua Raymond, Chief of Staff to Congressman Christopher Murphy representing the 5th District of the state of Connecticut. As a point of interest, Paul Centenari had to show a staffer where his plant in Meriden, Conn., was in the Congressman's district. The fact that manufacturing companies, for the most part, are leaving the Northeast and that, in general,

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## The AICC Washington Fly-In As Seen Through 'Green' Eyes


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nonunion workers are earning more than the union rates for our industry, that 'Card Check' in and of itself would create yet another reason for manufacturers to leave our states and look for more business friendly environments elsewhere did not seem to register with the representatives that we met with. Once again we were assured that our messages would be reported to the Congressman.

As a native "Brit," I share the view of Stuart Varney of Fox News that, "We are refugees

from a system with too much government" and if we, in the US, do not learn from Britain's example we will surely suffer the same fate. In closing, although I saw the Washington Fly-in through "green" eyes, I do feel that if we are to influence the bureaucrats and politicians that make the laws, we must continue to try to get our point of view heard. We must do our best not to allow them to affect small business in a negative way. We must stay in contact with our government representatives and we must support AICC's Fly-In to

Washington. If we are to have any influence at all and if we are to make any impact at all on our elected representatives we must communicate our point of view. We must ensure that they understand how their legislation affects our lives on a daily basis. After all, when all is said and done, they want our vote. AICC Fly-In attendance has grown every year. We must rally our members and aim for 100% membership participation in the next Washington Fly in. Our voices must be heard.

# Audio Web Series

### "New Business/Account Growth Sales Dynamics"

**Friday, May 29th at 12 Noon EDT/11 a.m. CDT  
And 12 Noon MDT/11 a.m. PDT**

**Length: 1 Hour**

AICC is going to present a four part "Selling" series entitled "New Business/Account Growth Sales Dynamics" over the next three months.

It will consist of three one hour webinars, offered on Friday, May 29th; Friday, June 26th; Friday, July 24th; and the series will conclude with a one and one half day seminar on August 18th and 19th at the Squaw Creek Hotel in California at which intensive interactive sales techniques, along with case studies from the attendees, will be presented and discussed. Awards will be given for various sales efforts and use of the techniques presented in the four part series.

The first webinar will explore the "prospecting" process and present a methodology for finding prospects and managing the prospecting process.

The second webinar will explore "developing the sale". This will include aspects of the initial or "first" call on a potential customer. How to qualify a prospect will be discussed, as well as how to develop and present an effective proposal and schedule and manage subsequent calls in the process.

The third webinar will explore "How to Close the Sale". What does it take to get the prospect to say "Yes"? The session will also discuss what to do next, now that the deal has closed.

The final session, to be held at the Squaw Creek Hotel in Squaw Valley, California will be a one and one-half day classroom seminar which will include intensive sales-buyer interaction training and discussion. Attendees will be asked to compose and bring for presentation, case studies of sales opportunities they experienced during the three month program.

*Registration is by location regardless of the number of people that will participate in the conference at each location. Each location needs to have a speaker phone, a computer with internet connection, and a monitor or projection screen viewable by all.*

Total Payment (USD): \_\_\_\_\_

Name(s): \_\_\_\_\_

Company: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_ Zip: \_\_\_\_\_

Tel.: \_\_\_\_\_

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Sign me up for "New Business Account/Growth Sales Dynamics"

Please circle your choice:

- Member \$150/Non Member \$175
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- Three webinars: Non Member \$425
- Seminar Only: Member \$995
- Seminar Only: Non Member \$1095
- Three Webinars and Seminar: Member \$1295/Non Member \$1450

**Method of Payment:**

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NEW DATES ARE JUNE 25-26 IN TLALNEPANTLA, MEXICO

# AICC Mexico Reschedules 8th Annual Meeting in Mexico City

Following the postponement due to the swine flu crisis of its meeting originally scheduled for May 21-22, AICC Mexico has announced that the meeting will now take place June 25-26, 2009, at the Crowne Plaza Hotel in Tlalnepantla, Mexico. No changes are anticipated in the two-day program which will feature specialized training in Design and Production, a trade fair, and several industry speakers.

The program begins on Thursday, June 25 with two seminars, Designers' workshop "Profitable Packaging in Lean Times" this program is designed to address key challenges and provide practical knowledge that will help you and your company generate better results and keep sales coming in and expenses down-even during economic hard times.

Production Managers' Forum "Contingency Plan for Production Performance" this forum will focus on some practical ideas that the production department can implement to help you to survive and prosper during the economic crisis. These are some of topics:

Audit the operation, joint strategies customer, sales and production, improve productivity and controls, adaptability and flexibility, contingency plan and budgeting best case worse case scenarios. Both will be held from 8:00 a.m. to 5:00 p.m. The courses will be conducted in English, with simultaneous Spanish-language translation.

A trade fair and cocktail reception will be held on the evening of Thursday, June 25 at the Crowne Plaza Tlalnepantla Hotel, where members can meet, greet friends and visit the 30 supplier-exhibitors who'll have table-top displays.

On Friday, June 26, the program continues with presentations by industry speakers such as Jim Haglund, President of Central Container and AICC Overseas Director: "Report on the Global Corrugated Industry," Andrew Pierson, President of Mid-Atlantic Packaging "How we're using Sustainability to generate sales"; Ralph Young, President of Alternative Paper Solutions and AICC's Technical Advisor "Strength Values off the Corrugator and Strength Losses Through the Converting Operations" and more to be announced.

Rounding out the meeting program we will have the keynote speaker Arturo Damm, a Mexican Economist, Philosopher, Journalist, Writer and Professor, he will speak about "Government, business and labor - What to do to face recession."

Registration fee for the meeting is \$495 for members and \$645 for nonmembers. Trade fair tabletop exhibitor \$750. For registration, trade fair or sponsorship information; contact Maria Frustaci, Latin American Director at 703-836-2422, email mfrustaci@aiccbox.org or visit [www.aiccbox.org/mexico](http://www.aiccbox.org/mexico)



- Education Workshop
- Valuable Insight
- Networking Opportunities

For more information visit:  
[www.aiccbox.org/mexico](http://www.aiccbox.org/mexico)



# AICC & FBA Members Bring a United Voice to Capitol Hill at the 2009 Corrugated Industry Fly-In



2009 Corrugated Industry Fly-In attendees pose for a group photo in front of the Capitol prior to their Hill visit.

Record attendance was established as over 80 attendees participated in the 2009 Corrugated Industry Fly-In on Wednesday, April 1, 2009 in Washington, D.C. Over 85 appointments were held split equally between the House and Senate sides. AICC & FBA members joined together as one industry, with one cause, to bring a united message and voice to Capitol Hill.



Senator Bob Corker (R-TN) addresses attendees at the briefing breakfast.

public. He also expressed grave concern that the stimulus package and other spending would add \$9.3 trillion to the national debt over 10 years, more than the previous 233 years of our nation's existence.

Immediately following the breakfast meeting attendees boarded buses for Capitol Hill to address the following issues with their representatives:

Employee Free Choice Act (EFCA), also known as the "Card Check" bill;  
Government subsidies for alternative energy, specifically biomass energy; Repeal of LIFO inventory accounting;

Permanent adoption of the R&D Tax Credit;

Fair trade and currency manipulation that puts US manufacturing at an unfair disadvantage.

A key push of this year's fly-in was to convince certain moderate Democratic senators to vote against EFCA. In some situations the staff of these Senators was quite frank about their bosses' positions on this issue. One legislative aide for Senator Claire McCaskill (D-MO) indicated that the

Senator was now in favor of the bill because of the tremendous union support she had received during her re-election. On the other hand an aide for Senator Mark Warner (D-VA) was very attentive to the reasons put forth against the bill and declared that the Senator was still undecided.

All attendees for the industry fly-in received corrugated binders sponsored and manufactured by Triad Packaging Inc. of TN, RockTenn, and Container Graphics Corp, that contained their issues briefs, congressional directories and other important information.

Englander Container & Display sponsored and manufactured the "corrugated leave behind" pieces that displayed relevant industry facts and figures for the corrugated industry. All fly-in attendees were given these pieces to "leave behind" at their respective congressional offices on their Capitol Hill visits.

For questions or additional information on the 2009 Corrugated Industry Fly-In please contact Cindy Guarino toll-free at (877) 836-2422 or [cguarino@aiccbox.org](mailto:cguarino@aiccbox.org).



Fly-In attendees enjoy the briefing breakfast at the Marriott.

Attendees met up Wednesday morning at the Marriott for a briefing breakfast meeting and had the opportunity to hear from speakers that addressed the climate of the manufacturing sector and the important message and issues to bring on their Capitol Hill visits. Speakers at the breakfast included: Senator Bob Corker (R-TN), Ryan Modlin, VP, Government Relations, National Association of Manufacturers (NAM) and Elizabeth VanDersarl, Vice President, Government Affairs, American Forest & Paper Association (AF&PA).

Senator Corker said that as a former union member he was against the EFCA because of the likelihood of one-on-one union pressuring. He also added the "cap and trade" was in effect a tax on energy and he offered an amendment that every penny earned from this "tax" would be returned to the



Attendees visit their respected congressional and senate offices on Capitol Hill.

# AICC 2009 Spring Meeting - Week in Review

The cherry blossoms were in full bloom as AICC members converged in our nation's capitol for a monumental week of events that took place in conjunction with the AICC 2009 Spring Meeting & Corrugated Industry Fly-In held April 1-3, 2009.

The AICC 2009 Spring Meeting was co-located with the Fibre Box Association (FBA) 2009 Annual Meeting (March 30 – April 1).



Attendees meet and greet one another at the AICC opening night reception and dinner.



Washington Monument at sunset. Photo by Jake McGuire.



Following dinner Ben Fiterman, Liberty Diversified Industries was inducted posthumously into the International Corrugated Packaging Foundation (ICPF) Circle of Distinguished Leaders. His son Mike Fiterman and grandson Jack Fiterman graciously accepted the award on his behalf.

The evening culminated with entertainment by the Capitol Steps, the nationally acclaimed political satire troupe. Attendees laughed their way through the evening as the Capitol Steps shed light on the humorous side of Washington's top newsmakers using musical comedy.



Association. The session was moderated by Gene Marino, President & CEO, Innerpac Inc.

The opening general session kicked off with Jerry Frisch, AICC 2008-2009 Chairman & President, Wasatch Containers welcoming the group to Washington. His positive

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## Wednesday, April 1

The AICC 2009 Spring meeting officially kicked off in a big way on Wednesday evening with a joint AICC & FBA Opening Night Reception and Dinner. The evening began with a cocktail reception followed by dinner at the J.W. Marriott Hotel.



Mike and Jack Fiterman graciously accept the ICPF Circle of Distinguished Leaders award on behalf of Ben Fiterman.

## Thursday, April 2

Thursday, April 2, began with an early morning eye opener session. The Thursday eye opener was one of a two-part series on the Current Credit Climate and took place both Thursday and Friday mornings.

Thursday panelists included: Michael P. Bagley, Senior Vice President, American Chartered Bank, Bob Seiwert, American Banking Association and Steve Verdier, Independent Community Bankers



Jerry Frisch, AICC Chairman & President, Wasatch Container welcomes the group to Washington, DC and the 2009 Spring Meeting.

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Gene Marino, President & CEO, Innerpac Inc moderates Thursday morning eye opener panel discussion.

message focused on how independents are best equipped to weather this current financial storm and emerge stronger in the future.



Senator Orrin G. Hatch (R-Utah)

Next, Senator Orrin Hatch (R-Utah) gave an inspiring keynote address on the initiatives in the economic stimulus package geared to helping the U.S. manufacturing sector and ensuring its viability now and in the future.

Senator Orrin Hatch is the ninth-most senior member of the U.S. Senate, and the fourth-most senior Republican and has represented the State of Utah in the U.S. Senate for over 30 years.

Then, Charles Feghali, Managing Director, Interstate Resources Inc., discussed the important steps independents must take to ensure growth and continuity of their businesses, especially in challenging economic

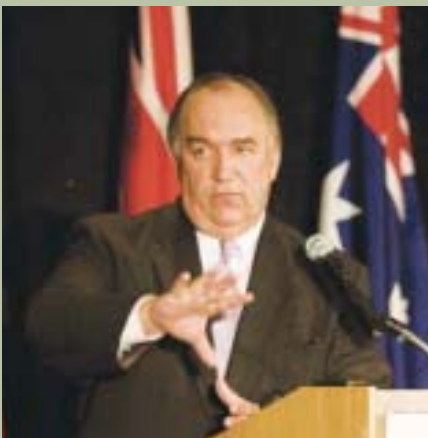
times. He also discussed the importance of diversification in making your business successful and sustainable in the future. His presentation focused on the four main areas of diversification: product development, market segments and customer groups, suppliers and innovation.



Charles Feghali, Managing Director, Interstate Resources, Inc.

Under Mr. Feghali's management, Interstate opened its first recycled paper mill, added four new operations and concluded two joint ventures.

Next, John Engler, President and CEO of the National Association of Manufacturers (NAM) and former three-term Governor of Michigan addressed the initiatives that NAM supports on behalf of manufacturers including; competitive tax policies



John Engler, President & CEO, National Association of Manufacturers

that create jobs and economic growth, establishing trade policies that expand markets for U.S. products overseas, and enacting energy policies that decrease costs and reduce dependence on foreign sources.

NAM is the largest industry trade group in America, representing small and large manufacturers in every industrial sector and in all 50 states.

Closing the morning session was an inspirational presentation by Mr. Robert Chapman, CEO of Barry-Wehmiller Companies (parent company of MarquisWardUnited).



Bob Chapman, CEO, Barry-Wehmiller Companies

Mr. Chapman's presentation focused on how diversification, people-centric leadership, continuous improvement and disciplined growth helped transform Barry-Wehmiller into a well-balanced and financially solid company with dedicated team members.

### Friday, April 3

On Friday morning – Part II of the Current Credit Crisis eye opener series took place featuring panelists, Kevin Hartney, Senior Vice President, People's Capital and Leasing Corp, Mitch Klingher, Partner, Klingher Nadler LLP.

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## AICC 2009 Spring Meeting - Week in Review

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Gene Marino, President & CEO, Innerpac Inc. moderated the session.

The Friday general session was led by Kim Nelson, AICC First Vice Chairman and Vice President, Royal Containers Ltd.



*Kim Nelson, AICC First Vice Chairman & Vice President, Royal Containers, Ltd.*

The general session began with an in-depth two hour keynote presentation by Mr. Michael Treacy, Best Selling Author, Entrepreneur & MIT Professor whose presentation focused on Growth and Diversification in Challenging Markets.

He discussed the five main sources of revenue and building growth using the following principles: Base

Retention, Share Gain, Market Positioning, Adjacent Markets, Unrelated Business.



*Michael Treacy, Best Selling Author, Entrepreneur & MIT Professor*



*Attendees listen and participate at general session*



*Jerry Frisch attempts to "take down" Rulon Gardner, Former Olympic Wrestling Champion*

Michael Treacy, brings over 30 years of experience helping companies achieve market leadership.

The meeting came to a close with an inspiring and motivational presentation by Rulon Gardner, Former Olympic Champion. Mr. Gardner's sense of determination, self-confidence, fighting spirit and the strength to stand up against seemingly unbeatable odds – inspired everyone to Never Give Up – Never Stop Trying – AND WIN!

**On behalf of the AICC Board of Directors, members and staff, we want to THANK the following contributing sponsors of the 2009 Spring Meeting & Corrugated Industry Fly-In. Their generous support contributed to the success of this event.**

### Top/Mid-Level Sponsors:

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**Richard M. Flaherty**  
ICPF President

# International Corrugated Packaging Foundation

## Fourth Annual Request for Proposals for Assets and Grant Awards

ICPF's 2009-10 Request for Proposals from U.S. colleges and universities for asset and grant awards was announced this spring. Through the annual "RFP" process, ICPF seeks to enhance corrugated packaging and display curricula, and student understanding of the industry and the special careers it offers. ICPF invites college and university faculty of packaging, graphic design, structural design, environmental science, business, engineering, and architecture classes, and other related non-profit organizations to participate.

The annual request for proposals for assets and grants is directed towards expanding or jump-starting new corrugated curriculum at colleges and universities across the country. Through this and other programs, ICPF has provided assets and funding to colleges and universities throughout the country, including 12 CAD cutting tables, diverse corrugated testing equipment, design software, presses, dryers, corrugated curricula for institutions of higher education, corrugated high school programs and curricula, and other resources.

Colleges and universities are invited to submit their one page, project proposal summaries to [rflaherty@icpfbox.org](mailto:rflaherty@icpfbox.org) by May 29, 2009. Visit [www.careersincorrugated.org](http://www.careersincorrugated.org) for more information on the 2009-10 RFP.

## Millersville University Dedication

The ICPF/Millersville University dedication of an ICPF Gerber Innovations Cad Table, 25 seats of Artios software provided by EskoArtwork, and a new partnership at Millersville University on April 9 included networking among corrugated packaging industry partners, faculty administrators and students. ICPF corrugated partners were well represented with 18 executives and managers

attending. All participating packaging and display firms have operations in the Lancaster, PA area.

The large industry presence did not go unnoticed by the University, that has a large sprawling campus of over 90 buildings within an hour or so drive of the state capital. Millersville University's new Provost & VP for Academic Affairs, Dr. Vilas Prabhu, reported that the launching of the new graphic communication program will be one of his top priorities over the next several years. In addressing the audience, Mark Snyder, director of Millersville's new graphic communication program, indicated that he already is utilizing ICPF's corrugated curriculum (available on ICPF's website), AICC's annual student design competition, ICPF's Best of the Best student competition, ICPF's annual Careers in Corrugated Teleconference, and other ICPF resources as core teaching elements.

Dedication participants included Doug Bosnik, President, Buckeye Corrugated, Inc.; Mark Husted, CFO, Buckeye Corrugated, Inc.; Jeff Gisslin, Regional Vice President, Buckeye Corrugated, Inc.; Scott Trayer, Division President, All-Size Corrugated Products, Lancaster, PA (Millersville Alumnus); Allan Hanlon, Senior Account Manager, Esko Artwork; Steven Gore, President, Gerber Innovations; Jeffrey Gore, Vice President Technical Services, Gerber Innovations; Michael Snyder, General Manager, Packaging Corporation of America, Lancaster, PA; Dale Works, Production Manager, PCA-Lancaster; John Carpenter, Design Manager, PCA-Lancaster; Bryan Forry, Designer, PCA-Lancaster; George Angstadt, Designer, PCA-Lancaster; Jeremy Bentley, Designer, PCA-Lancaster; Chuck Wolf, President, York Container, York, PA; Coni Wolf, VP Business Development, York Container; Troy Little, Design Manager, York Container; John Marino, Sales Manager, Rock-Tenn, Lancaster, PA; Richard Flaherty, President,

— continued on page 43

“  
ICPF's annual request for proposals for assets and grants is directed towards expanding or jumpstarting new corrugated curriculum at colleges and universities across the country.”



(L to R) Richard Flaherty (President, ICPF); Mark Snyder (Graphic Communication Faculty, Millersville University); Stefanie Kulezycky (President, Millersville Marauder Graphics Club); Vilas Prabhu (Provost, Millersville University); John Marino (Sales Mgr., Rock-Tenn); Steven Gore, (President, Gerber Innovations); Mr. Troy Little, (Design Mgr., York Container); Allan Hanlon, (Sr. Account Mgr., EskoArtworks); Doug Bosnik, (President, Buckeye Corrugated); Michael Snyder, (General Mgr., Packaging Corp. of America). ICPF donated Gerber Innovations CAD table painted in Millersville University yellow and black colors.



Millersville University students TJ Remaley and Seth Tucker demonstrate the ICPF donated Gerber Innovations yellow and black samplemaker.

ICPF; Dr. Vilas Prabhu, Provost & VP for Academic Affairs, Millersville University; Dr. Jane Bray, Dean College of Education, MU; Dr. Gerald Eckert, VP for University Advancement, MU; Dr. Rene Munoz, Dir of Foundation & Govt. Support, MU; Dr. Barry David, Chair, Dept. of Industry & Technology, MU; Dr. Tom Bell, Faculty, Graphic Communication, MU; and Dr. Mark Snyder, Faculty, Graphic Communication, Millersville University.

### Chair Affair Draws Students from 49 Colleges and Universities

The International Corrugated Packaging Foundation (ICPF) and the American Institute of Architecture Students (AIAS) recently announced the winners of their fifth bi-annual architecture student competition. The final selection was challenging with over 171 entries provided by 312 students from 49 colleges and universities in North America.

First Place went to Jessica Leung from Cuesta College for “Hole ‘n Hole”. Second Place was a tie that went to Sarah Clement and Michael Wallace from Louisiana State University for “A Corrugated Chair”; and to Winston Mi and Jessica Brown from the Rhode Island School of Design for “Profile and Silhouette”. Honorable Mentions included: Brad Smith from Cuesta College for “Caterpillared”; Keith Holman, Benjamin Shullaw, Neal Birchum and Sean McDow from the University of Oklahoma for “Adjustable”; and Jonathan Coop from California State University Long Beach for “Corrugated Board Chair”.

The Chair Affair is sponsored and co-managed by ICPF, in partnership with the American Institute of Architecture Students (AIAS) that administers the competition. The student competition for architecture

students was developed by ICPF and AIAS to introduce these students to structural design careers in the corrugated packaging and display industry. Colleges and universities participating in this year’s biannual event included Appalachian State University, Boston Architectural College, California State University Long Beach, Cal-Poly Pomona, Cal-Poly San Luis Obispo, Carleton University, Centro de Estudios Supiores de Diseno de Monterrey, College of San Mateo, Columbia College Chicago,

CSULB, Cuesta College, Dona Ana Community College, Indiana University, Jefferson Forest High School, Lawrence Tech University, Louisiana State University, Louisiana State University, Massachusetts College of Art and Design, Miami University (OH), Milwaukee School of Art and Design, Montgomery College, New Jersey Institute of Technology, North Dakota State University, Northeastern University, Otis College of Art and Design, Polytechnic University of Puerto Rico, Purdue University, Rhode Island School of Design, Rochester Institute of Technology, San Francisco State University, San Jose State, School of the Art Institute, The Catholic University of America, Truckee Meadows Community College, University of Bridgeport, University of California-Davis, University of Hawaii, University of Illinois at Urbana-Champaign, University of Louisiana at Lafayette, University of Maryland, University of Memphis, University of Oklahoma, University of Puerto Rico, University of South Florida, University of Texas at Austin, Virginia Commonwealth University, Virginia Polytechnic State University, Wentworth Institute of Technology, and Western Kentucky University.

Jessica Leung, Cuesta College, “Hole ‘n Hole”



Jonathan Coop, California State University Long Beach, “Corrugated Board Chair”



Sarah Clement and Michael Wallace, Louisiana State University, “A Corrugated Chair”



Brad Smith, Cuesta College, “Caterpillared”

Finalists’ chairs will be displayed at the National Building Museum in Washington, DC, July 23-26, 2009. Honorary Chair Affair Chairman and architecture graduate, Vern Yip (of TLC’s *Trading Spaces*, HGTV’s *Deserving Design* and *Design Star* fame), will be there on July 23 for the Chair Affair national press conference. His participation in the Chair Affair was enabled through support provided by ICPF and The Bobst Group North America.

First and second place winners additionally will be recognized during the annual Fall meetings of the International Corrugated Packaging Foundation and Association of Independent Corrugated Converters on October 5-7, 2009 in Las Vegas. The winning entries will be displayed on the ICPF and AIAS websites, appear in various nationally read articles published by ICPF, and in the Fall 2009 issue of Crit, Journal of the AIAS.

Keith Holman, Benjamin Shullaw, Neal Birchum and Sean McDow, University of Oklahoma, “Adjustable”



Above, Winston Mi and Jessica Brown, Rhode Island School of Design, “Profile and Silhouette”



# 2009 Education, Training and Regional Event Calendar



June 3-4	Region 2 Meeting	Cedarbrook, SeaTac, WA
June 8	Region 11 Annual Golf Tournament Kleinsburg Golf Club	Toronto, Canada
June 11-12	Region 3 Meeting Liberty Carton - 870 Louisiana Avenue South	Minneapolis, MN
June 11	Providing Sustainable Business Solutions for the Customer <b>Webinar</b> , Jeff Coleman, Interstate Container Reading LLC - 1:30 to 3:30 pm EDT	
June 18-19	Region 5 Meeting and Golf Meeting The Grove Park Inn	Asheville, NC
June 26	New Business/Account Growth Sales Dynamics, Part 2 <b>Webinar</b> - Sales - John Bacot 12:00 pm EDT/11:00 am CDT and 12:00 pm MDT/11:00 am PDT	
July 21-22	School for Financial Managers & Controllers The Dollars and Cents of the Corrugated Plant	Montreal, Quebec, Canada <i>Please note date change</i>
July 24	New Business/Account Growth Sales Dynamics, Part 3 <b>Webinar</b> - Sales - John Bacot 12:00 pm EDT/11:00 am CDT and 12:00 pm MDT/11:00 am PDT	
August 5	Productivity in the 21st Century II <b>Webinar</b> , Dean Mitchell - Presenter/Moderator - 1:30 to 3:00 pm EDT	
August 18-19	New Business/Account Growth Sales Dynamics with Case Study Competition - Seminar	Squaw Creek Resort, CA
October 5-7	<b>AICC Annual Meeting</b> Designers Workshop	Las Vegas, NV Las Vegas, NV
September 2	Exceeding Customer Expectations (Customer Service)	Boston, MA
November 11-12	Growth, Planning, Strategy for CEOs	Celebration, FL

# AICC, FBA Announce Annual Safety Awards

Winners in the 2008 Corrugated Container Industry Annual Report of Occupational Injuries and Illnesses were announced in April by the Fibre Box Association (FBA) and the Association of Independent Corrugated Converters (AICC). Since 1988 FBA and AICC have jointly sponsored the annual survey, which ranks corrugators and sheet plants according to recordable injuries and illnesses data. In 2008 660 plants in the United States and Canada were ranked, having logged a total of 143,815,249 man hours.

The following companies were winners:

## SHEET PLANTS

Hours Worked	Incidence Rate	Company	Location
Up to 50,000 Hours	0.00	Temple-Inland	Elgin, IL
50,001-70,000 Hours	0.00	Landaal Packaging Systems	Bay City, MI
70,001-100,000 Hours	0.00	US Corrugated/Mannkraft Corporation	Milwaukee, WI
100,001-150,000 Hours	0.00	Temple-Inland	Buffalo, NY
Over 150,001 Hours	0.00	Temple-Inland	Chicago, IL

## CORRUGATOR PLANTS

Hours Worked	Incidence Rate	Company	Location
Up to 150,000 Hours	0.00	Packaging Corporation of America	Windsor, CO
150,001-200,000 Hours	0.00	Packaging Corporation of America	Garland, TX
200,001-225,000 Hours	0.00	International Paper	Northlake, IL
225,001-250,000 Hours	0.00	Georgia Pacific	Sheboygan, WI
250,001-275,000 Hours	0.00	International Paper	Indianapolis, IN
275,001-300,000 Hours	0.00	Smurfit-Stone Container Corp.	Minneapolis, MN
300,001-325,000 Hours	0.00	Temple-Inland	Manson, NC
325,001-375,000 Hours	0.00	Smurfit-Stone Container Corp.	Sandston, VA
Over 375,001 Hours	0.00	Smurfit-Stone Container Corp.	Ft. Worth, TX

## SAFETY EXCELLENCE AWARDS

In addition to the overall awards, several AICC members were cited for Safety Excellence Awards. These plants achieved zero lost workdays for the year. They are: AFP Corrugated, Austin, Tex.; Amcor Sunclipse, Martime Paper; SouthCorr Packaging; Specialty Industries; Stronghaven Containers Inc.; Welch Packaging Group and SMC Packaging Group.

For more information about the Corrugated Container Industry Annual Report of Occupational Injuries and Illnesses, contact FBA at 847-364-9600 or AICC toll-free at 1-877-836-2422.

# Members in the News...

## Dicar BV Appoints Bert Beijert as New Die Making Materials Product Manager

Marcel Tigchelaar, Dicar BV's Managing Director, has announced the appointment of Bert Beijert to the position of Product Manager, Die making materials.



Bert Beijert

Bert, a 20 year veteran of Dicar BV brings many years experience as a die maker, sales representative of hardware, tooling, and die making materials, to this position. Bert has extensive experi-

ence in conducting seminars and training at customer's sites.

In addition to sales responsibility for the large die making companies in Europe, Beijert is also responsible for, and experienced in developing new products for die making.

For additional information, contact Dicar BV, P. O. Box 533, 9200 AM Drachten, Netherlands (31)-512-582-682 [www.dicar.com](http://www.dicar.com).

## Englander Acquires Sonntag

Englander Container & Display, the Waco-based corrugated box and display company, announced today that it has acquired Sonntag of Dallas, TX. The joining of these two companies, high-profile in their respective industries, has formed one of the most diverse point-of-purchase (P-O-P), display and packaging companies in Texas.

"This acquisition expands our presence in North Texas, where we recently opened our Fort Worth-based Sales and Design Center. It is the next step in finding ways to better serve our customers and greatly expands the products we offer," said Marty Englander, CEO of Englander Container & Display. "Sonntag has over a half century of experience, along with a team of talented and loyal employees who have played a significant role in building the company. Sonntag will be a great complement to our Waco-based corrugated manufacturing facility."

In 1956, Sonntag was founded as a school spirit supplies company in Dallas. Bought in 1978 by John Thomas and his three sons, it has grown from what was once a small supplier into a multimillion dollar P-O-P, visual communications, fulfillment and distribution company.

"We are delighted to be associated with such an outstanding company as Englander," said Stuart Thomas, Executive Vice President for Market Development at Sonntag. "This is the joining of two great family businesses."

With the addition of Sonntag, Englander now has manufacturing plants with flexo, litho label, digital and screen printed P-O-P covering North, Central and South Texas and employs 150 people. The company will continue to manufacture and distribute corrugated boxes, displays and other items through their Dallas, Fort Worth, San Antonio, and Waco facilities.

Englander and Sonntag employ experts in the fields of graphic and structural design, and manufacturing. Each has a long history of commitment to quality, value, and service while providing outstanding results to their customers.

Englander Container & Display is a privately held company headquartered in Waco, Texas. Louis Englander started Englander in 1967 after seeing a need for corrugated boxes in Central Texas. His leadership paved the way for Englander to become an award-winning leader in the packaging and display industry. Following the strategic vision of current CEO, Marty Englander, Englander Container & Display expanded its Texas presence with acquisitions in San Antonio in 2004 and Fort Worth in 2005. Louis Englander serves as Chairman, Marty Englander as CEO and Hal Whitaker as President and COO.

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# Tightening our belts along with yours



Steve Young, AICC President

**There's not a member I talk to these days** who hasn't taken steps to cut overhead, reduce waste and generally tighten the belt. It's a necessity for profitability and in some cases survival.

The same goes for your association. In my peer group of trade association heads here in the DC area – especially those representing manufacturing industries – the story is the same: lower membership, reduced meeting attendance and an erosion of investments. We at AICC have experienced all these this year.

What have we done about it? Recently we announced staff reassignments to reduce hours and consolidate duties. In April, Taryn Pyle, AICC's Director of Membership Services, took on the single role as Managing Editor of BoxScore, recognizing the excellent job she has been doing for our publication over the past three years. While this is not a full-time position, it does allow her to focus on continuing to make this publication the most reliable source for news about independents in our industry. She'll also continue to oversee

our special interest groups for marketing and sales, an innovation which she developed in the past year to provide a forum for member company marketing executives. These are extremely popular monthly telephone conferences, providing a valuable resource to the membership.

Effective in May, Maria Frustaci, Administrative Director and Director for Latin America, relinquished some of her administrative duties so she can focus entirely on our AICC Mexico activities and the sales of our various products and publications. Again, though Maria will not be full time, her enthusiasm will be.

We have also taken steps which many of you have this year: reducing salaries; temporarily suspending contributions to 401k plans; cutting back travel and other administrative expenses.

Our Weekly Bulletin's frequency has become bi-weekly, and so it's now known as the i-Bulletin. We cut more than \$100,000 in expenses out of our national meeting budgets and are weighing additional items that will not significantly affect the value or qual-

ity of your AICC meeting attendance.

With these cutbacks, your Board of Directors was able to approve a fiscal 2010 budget for the Association that holds the membership dues level the same as it was this past year. The Board felt it was important to you, the membership, to know that your Association was acting prudently in its financial management before having to increase our membership dues.

As you all know in your own companies, decisions such as these are not undertaken easily or lightly. However, these actions were taken to allow us to retain our dedicated staff in some kind of capacity while providing you ongoing membership services to the best of our ability.

You will soon be receiving your 2010 membership renewal notice. I hope you will give it your immediate attention and renew your best membership value in the corrugated industry.

Steve Young  
President  
AICC

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