

BoxScore

AICC

A Publication of the Association of Independent Corrugated Converters

Volume XX, No. 5 ■ September - October 2006

CEO2CEO

Check out the
2006 Training Schedule
in LeadEdge

In each issue of BoxScore, AICC asks a group of box plant CEOs a question about a significant issue facing boxplant's today. In this issue we ask ...

What changes have you implemented recently to achieve significant savings in you non-material costs?



Joseph Fontata, CEO of Michigan Box Company

Joseph Fontata, CEO of Michigan Box Company says . . .

One thing that we have focused on is our internal safety programs and machine training techniques which have reduced our annual insurance cost by approximately 29%. We also have initiated a Gain Sharing program, where we categorize and measure potential areas of savings (scrap, waste, inventories, non-conformities etc.),

and then reward employees for accomplishing these goals. We are also looking at new ways to

further automate our manufacturing (by replacing or adding machinery where needed) and our information systems.

What about making all our salespersons drive Hybrids?



Jim Sewell, Chairman/CEO of Sunrise Manufacturing Company

Jim Sewell, Chairman/CEO, of Sunrise Manufacturing Company says . . .

We moved into this building just over four years ago and it is lit by old metal halide fixtures. Well, our electric bill runs about \$2500 a month. Our power company came to us with the idea to replace these fixtures with fluorescent-type cluster lighting and they said they'd pay

— CEO2CEO, continued on page 9

Improve the Benefits of Continuous Process Improvement

by Bob Cicerone, Richard Sassaman, and John Swinney

In recent years it has become a common practice for companies to use continuous process improvement methods to improve internal work processes involved in the delivery of services or the manufacture of products. While improving work processes is important, these efforts are typically guided by a vantage point that is both limited and limiting. Limited because the only focus is on what exists within a company; a company is viewed as if it operates in a vacuum. Limiting because the vantage point cannot help a management team to ensure that their company is kept in close alignment with critical elements of its environment.

Every company operates in relationship to an environment that surrounds it. A company both acts upon its environment and is acted upon by its environment. For this reason, the effort to improve a company's internal processes should be guided by a vantage point that reflects the reciprocal relationship between a company and its environment.

The appropriate vantage point is a systems approach. That is, to look at a company as one part of a larger, multi-part, continuously interacting system. This larger system is the

— Improving the Benefits of Continuous Process Improvement, continued on page 12



CHAIRMAN'S CORNER

A Tribute to Leadership, a Call to Service

'Serving AICC is more than just an Honor'

I cannot believe it's been nearly a year since you, the members, elected me as your Chairman last fall in Boston. This has been an incredibly busy, though rewarding, year for me and I want to take this opportunity to share with you some observations about what it means to serve in AICC's leadership ranks.

Some of you may remember Larry Falstein, who was president of Tri-Pak in Chicago for many years, a founding member of AICC, a past president of the Association, a Hall of Fame winner and just a plain nice guy. When he served as Vice President for AICC's Region 6 in Chicago, he wrote a letter to the members entitled "Serving AICC is More than Just an Honor." In it he outlined the responsibilities, the work and the commitment needed to be effective as a volunteer leader in this Association.

Larry was right on those first points: there are many responsibilities, much work and it takes dedicated commitment. My colleagues on AICC's board of directors – who serve voluntarily, without compensation for time or expenses – are exemplary in their dedication to AICC's mission. Their work has made it possible for my year to be finished so smoothly and with so much accomplished. To them I want to say a very heartfelt and public "thanks."

What Larry missed in his original letter, though, deserves telling. Larry did not outline the great benefits we all derive in serving the organization. Many of you know this already through your participation in Rotary Clubs, Chambers of Commerce, churches or synagogues, your kids' soccer or volleyball leagues, coaching, parent-teacher organizations

and on and on. Serving voluntarily, giving of ever-more-precious time, pays back in ways we never realize. So it is with this Association.

It is in this spirit that I issue a challenge to you who are reading this newsletter to step forward to serve. I know that business today is demanding; it's been a challenging few years for most of us. But I also know that the success of this Association has not come about by people sitting on the sidelines watching the game. It takes people willing to step forward, get on the team and play in the game. That's you!

You may think you can't spare the time, and perhaps you can't. But I challenge you to challenge that thinking. You may find that the time, expense and effort you put into an organization like AICC will come back to you tenfold. It certainly did for me.

I come from a family tradition of serving the Association: many of you knew my dad, Bill Flinn and know my mom Judy and brother Mike. We have all derived great benefit for our company and for ourselves personally in giving back to the Association and to our industry. Think about. Serving AICC is more than just an Honor: it is a rewarding, enriching experience for which I am very grateful.

Cindy Baker
Vice President, Scope Packaging
Chairman, AICC

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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EDITOR

Megan Jolley, mjolley@aiccbox.org
Office Administrator

CONTRIBUTORS

A. Steven Young, President	syoung@aiccbox.org
Zell Murphy, Vice President	zmurphy@aiccbox.org
David Core, Director of Education & Training	dcore@aiccbox.org
Taryn Pyle, Director of Member Services	tpyle@aiccbox.org
Cindy Guarino, Director of Meetings	cguarino@aiccbox.org
Maria Frustaci, Special Projects Manager	mfrustaci@aiccbox.org
Terry van Brakle, ICPF Program Manager	terry@icpfbox.org

SEND NEWS/LETTERS TO:

AICC • PO Box 25708 • Alexandria, VA 22313
Phone (703) 836-2422 • Toll-Free (877) 836-2422
Fax (703) 836-2795 • Email: zmurphy@aiccbox.org
Website: <http://www.aiccbox.org>

ICPF ... Is On The Move!

Initiatives that ICPF is pursuing on behalf of our industry

Funding Requests – ICPF issued a Request for Proposals (RFP) and received 12 replies from major colleges and universities across the country. Our Executive Committee reviewed this group and asked five universities to provide full, detailed proposals no later than August 31st. During September, CorrAlliance members will have an opportunity to review these proposals (electronically) and make recommendations to the Board about those that should be accepted and funded. ICPF's Board has the fiduciary responsibility and will make the final funding decision at its October Board meeting.

Funding Commitment – The Executive Committee has accepted the request from the University of Florida – Gainesville for ICPF to fund the purchase and placement of a CAD table – arrangements are underway for its delivery.

"Chair Affair" – As you know, ICPF sponsors the "Chair Affair" competition for the American Institute of Architecture Students. The finalists have been selected and will be ICPF guests at the October 2006 AICC Annual Meeting in Chicago.

Careers in Corrugated – Requests for the Packet / DVD are still coming in. Feedback has been very positive and many expressed how educational and impressive the materials are. Weyerhaeuser recently requested an additional 50 copies and I quote, "We have utilized these marketing materials in our recruiting efforts with entry level candidates to help build their awareness around all the fantastic opportunities that exist within corrugated."

ICPF Leadership – We anticipate that ICPF will have a new President in place by November 1st.

For more information on ICPF, visit www.icpfbox.org or contact Terry van Brakle, ICPF Program Manager, at 703-549-8580 or terry@icpfbox.org. **AICC**

Just Announced:

The Garvey Group to host tour of Chicago facility

The Garvey Group welcomes AICC Annual Meeting attendees to tour its large format packaging/POP print facility located 20 minutes from downtown Chicago in Niles, IL. Attendees will be able to tour the facility and see why The Garvey Group is one of America's fastest growing print companies. In the Niles, IL facility, attendees will see three new large format sheet fed presses, the latest addition being the largest sheet fed printing press produced which prints a maximum sheet size of 59 7/16 X 80 11/16".

The Garvey Group tour will take place on Friday, October 13, 2006 from 2:00 pm – 5:00 pm. Transportation will be provided but you attendees must be registered in advance and space is limited.

To register for The Garvey Group Tour and the AICC 2006 Annual meeting go to www.aiccbox.org/meeting or contact Cindy Guarino at cguarino@aiccbox.org **AICC**

Cooler Corrugating

By Herb Kohler, Kohler Coating, Uniontown, Ohio

What's Wrong with Conventional Hot Corrugating?

Conventional corrugating practices violate some very well known principles of moisture application and drying that are commonly used in the papermaking and web coating industries. These poor practices result in excessive starch consumption, permanent damage to board properties and consumption of more than twice as much energy than is actually required.

How is the Cooler Corrugating Process Changed from the Conventional?

Thirty to fifty per cent less starch is applied using the glue machine with Thin Film Metering (TFM) technology. This results in doublebacker steam pressures reductions of 50-95%. The liner and singleface temperatures are held lower so that liner moisture contents stay at safe levels to avoid damage to paper properties. This allows both water evaporation and heat transfer rates to be maintained much higher than with standard operating practices. Some changes to the corrugator steam system are usually necessary and preheater wrap controls must often be modernized.

The Effect of Cooler Corrugating on Board Properties

PIN numbers are on average 5-10% higher than values generated by hotter corrugating. When the moisture entering the doublebacker is reduced using cooler corrugating principles, for every 1% moisture reduction, ECT and FCT values increase approximately 8-9%. Caliper is increased by as much as 4-8% on singlewall and up to 16% on doublewall. The potential for both washboarding and warp are greatly reduced. Two Sigma variations are typically cut in half.

Basis weight reductions that result in major cost savings are possible on most grades.

How Much Glue Is Actually Required to Make a Bond With the Glue Machine and Cooler Corrugating?

We have demonstrated that as little as 2 gsm is all that is required for bonding even heavy papers. It may be possible to go as low as 1.5 gsm using TFM.

Better Water Management Using TFM on the Liner Will Lead to Even Lower Glue Weights and Eliminate Warp.

The majority of the moisture required is applied as a continuous film to the entire liner. Applying most of the moisture to the outside of the liner keeps it completely away from the flute tips. This allows the moisture of the liner to be adjusted for speed independently of starch application. Starch is an expensive and inefficient way to do moisture control. Warp control is easier and more effective by decoupling the starch application from moisture addition.

Why Hasn't Someone Made Cooler Corrugating Work Before?

The conventional glue technology cannot apply film thicknesses as low as the 25-75 microns film thicknesses required by cooler corrugating. Even at 100 micron film thicknesses, conventional technology has a variation of more than plus or minus 50%.

With Thin Film Metering (TFM) technology, film thickness variations of less than plus or minus 1.5% for any film thickness can be achieved.

Herb Kohler is President of Kohler Coating and can be reached at (330) 499-1407 or herbkohler@kohlercoating.com. **AICC**

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Overcoming a Customer's Feeling of Trust Violation

By Mark Neely



Mark Neely

From a negotiating point of view, it is not uncommon for a customer to try to keep his supplier nervous and defensive, even fearful, that if you don't do what the customer expects, he'll drop you and go to your competitor. And sometimes they do just that. Often, though, there is a significant motivating root that is negotiation focused and, while you may never

hear it at the time a complaint is made, it may be that your customer appreciates your value more than you realize. It would be futile, though to try to get such a validation at the time of the complaint. It would be equally difficult to find out if the customer is really mad or just pretending for the purpose of getting another 3% off the price of your box.

So, rather than negotiating for a confession of a buyer's tactics, it is much wiser to take the expressed anger and complaints at face value and deal with them head on. Besides, real problems and genuine justification for complaint do come up. Everyone has had to deal with customer complaints such as a missed delivery or rescheduled deliveries at the last minute, off-spec product, a delay or mismatching of what the sales person promised and what your company quoted, taking too much time to get an answer from sales with special requests, **and perhaps the winner for this past year, one (or three) too many price increases.**

To fear losing business is normal. Yet, customers are not looking for a supplier who can make the changes go away. They are looking for suppliers who can react to the changes that occur and can quickly correct problems when they arise.

For example, customers often follow linerboard prices closely and know as well as you do how much they have changed and that no supplier can promise price consistency in this year's volatile environment and deliver on that promise. Therefore, your customers are more likely to appreciate you when you demonstrate a genuine commitment to finding efficiencies and cost savings outside of price than they will be to condemn you because you can't avoid passing on increases justified by linerboard fluctuations.

So, stay focused on what you can control. This means that, with existing customers, it is essential to deal with perceived trust violations immediately, with sincerity and with a dedication to fixing the problem – even when you were not the cause of the problem in the first place.

Following is a short model for addressing a trust violation:

- **Do not get defensive.** If they need to vent, allow them to vent. Others in their organization may be holding them responsible for this problem. Your contact may pass some of that back onto you. Listen to what they have to say, and don't take it personally.
- **Avoid interrupting.** This is not the time to begin "explaining" your position. Allow their emotion to run its course. They need to see that you understand their point of view.
- **Take responsibility** for the problem, even if it is someone else's fault. The person you are dealing with doesn't really care whose fault it is. They just want you to take responsibility for dealing with (fixing!) the problem.
- **Address one point at a time.** Explain to the other party how you are going to deal with the situation.
- **Fix the problem as quickly as you can!** Don't get into blame wars inside the plant about who caused the problem. Lead the team to a solution.
- **Do not train the customer to complain in order to get more money.** Talk about financial restitution only if they bring it up and even then be careful about raising their expectations that whenever something goes wrong you will pay them in order to keep them happy.

In the end, remember that the customer craves predictability, respect and a professional approach from you. In the long run, you will not be judged if problems occur. Rather, you will be judged by what you do about problems when they occur (so long as problems are not the most consistent aspect of your relationship with the customer). When you are able to work through a problem quickly and effectively, your customer will be more likely to trust that when problems come up in the future, you can be counted on to correct them.

Save the date!

Mark Neely will be giving a 90-minute audio/web conference on negotiation on January 23, 2007.

Forgiveness doesn't come with time. It comes from action. Loyalty still exists so long as you prove yourself to be trustworthy and that takes time, commitment and the skills of a leader.

Mark Neely is a professional negotiation, sales and customer service trainer and has been offering corrugated-specific negotiation training since 1998. Mark now conducts negotiation programs for individual members. If you wish to know more about Mark and his negotiation training for AICC members, please look at his website: www.markneelyseminars.com, or contact him at (310) 346-5476 or neelysem@comcast.net. **AICC**



Safety Check ✓

Sound Safety Programs Developed by Independent Corrugated Converters

Effective this issue of BoxScore, AICC is incorporating its quarterly e-newsletter, Safety Check, as a bi-monthly column. If you have ideas for or wish to write an article on safety in the corrugated industry, please email Dave Core at dcore@aiccbox.org.

HOW WELL DO YOU KNOW SAFETY

We decided to start this column with a safety quiz. So you think you and your company have safety down pat? Test your general safety knowledge:

- 1) The main reason to work safely is that it's required by law. **T F**
- 2) It is sometimes necessary to fix machine jam-ups by shutting off the machine without doing complete Lockout-Tagout. **T F**
- 3) The Number One most frequently cited violation of OSHA standards for the corrugated industry is:
 - a. Machines, General Requirements b. Powered Industrial Trucks
 - c. Mechanical Power-Transmission Apparatus d. The Control of Hazardous Energy, Lockout/Tagout
- 4) Do most box plants have a formal system for recording and responding to near-misses? **Y N**
- 5) At what point is noise considered hazardous over an 8-hour period?
 - a. 80 dB b. 140 dB c. 90 dB d. 75 dB
- 6) When working in a confined space such as a starch tank you need to use an air-supplying respirator? **T F**
- 7) Should you wear an air-purifying respirator when recharging a lift truck battery? **Y N**
- 8) The safest way to lift heavy objects is to use:
 - a. Bend your back and lift with arms. b. Squat and lift with legs. Keep back in normal position.
 - c. Squat and lift with legs. Keep back slightly bent. d. Push the load arms length from body and lift using safe lifting practices.
- 9) MSD injuries can be caused by all of the following except:
 - a. Eating a sandwich in the lunch room.
 - b. Computer keyboard typing.
 - c. Hitting sheets into place on a stacker with the palm of your hand.
 - d. Playing weekend football.
- 10) Steel-toed shoes are required in sheet plants? **Y N**

AICC SAFETY COMMITTEE

AICC Safety Committee chairman, Bill Stribling, Stribling Packaging, is working with his Committee and AICC staff to develop new safety products for AICC members. If you have ideas for safety products that could help your company, please contact David Core, Director of Education & Training, at dcore@aiccbox.org.

Answers

- 1) F. The main reason is to protect the health and safety of employees.
- 2) F. Many machines have stored energy that must be isolated.
- 3) D. According to September 2005 OSHA statistics.

- 4) N
- 5) C. If its oxygen level is less than 19.5%.
- 6) T. But you should wear hand and eye protection.
- 7) N. Pull the load close to your body first.
- 8) B.

- 9) A. Unless you fall out of your chair and sprain your back.
- 10) N. But they do provide greater foot protection from falling paper rolls or stacks of sheets.

New Technology in Continuous Run Preprint

By Chip Schiffenhaus, Southern Container

As many of you are aware, Schiffenhaus Packaging Corporation was sold earlier this year to Southern Container. This not only included the two box plants in the New York/New Jersey metro area, but also their interests in three preprint operations in North America. The preprint business was Schiffenhaus' niche in the industry and it was this end of the business that I have been most involved in since joining the company in 1978, which also coincided with the installation of our first press in 1979.

Upon the sale of Schiffenhaus Packaging Corporation to Southern Container, I joined their GraFix Division. My responsibilities involve the sales and marketing of their GraFix product line, namely flexographic preprinted liners and Asitrade laminated products to both the industry trade and select end user accounts.

The objective of this article is to introduce you to the newest technology in flexo preprint, namely, Continuous Run Preprint or CRP. I will show you where the process fits within the various methods of applying graphics to corrugated. I will also show you what your typical customers look like as well as point out the opportunities for box makers to utilize this technology in meeting customer graphic packaging demands.

Although the percentage of the box market with high graphics continues to increase, the size of the individual orders are decreasing for several reasons. Chief among these reasons are shorter product life cycles and our customers desires to run their businesses lean. They just are not holding the inventory due to the inherent costs, as well as a reduction in the possibility of packaging obsolescence.

Therefore, our customers are requiring cost effective production of high end graphics in short runs – and the emphasis is on cost effective and short runs as compared to what the industry has been use to. So I am pleased to introduce you to the next generation of printing for the corrugated industry, namely, Continuous Run Preprint with Belt Technology. I propose that this technology will help packaged goods companies lower the cost of their graphic packaging and displays and increase brand awareness because where it was not once possible to cost effectively execute graphic packaging in small to medium volume applications - it is now!

Let's step back for a moment and examine the evolution of graphics on corrugated over the last 25 years. First, let's look at the 5 main methods of applying to graphics on corrugated:

- Offset is usually characterized as the highest of print quality and the highest of cost. There are size and structural limitations with this process as well as slower

speeds in the production of higher volume work compared to the competitive processes.

- Digital is a new and developing technology but is usually applicable to very small quantities. The quality varies widely depending on the technology used but this sector should continue to grow.
- Post Print has developed rapidly where the very best printers utilizing this technology are rivaling the best of flexo preprint and offset printers. The issue is that print quality is very inconsistent across the industry as it depends on perfectly flat board, good press technology, and high end printing techniques. The big issue with this technology is that it is not readily accessible to all box makers because of its' very high capital requirements.
- There are now 2 methods of preprinting linerboard available to our industry today. The predominant method is what's known as central or common impression (CI) preprint. This method is characterized as high quality/high volume with high productivity.
- The newest method of manufacturing preprint is Continuous Run Preprint utilizing belt technology. This has all the characteristics of CI preprint except it can now accommodate small and medium volume applications because of the significant reduction in set up times and in some cases – the elimination of downtime due to set up tasks entirely.

The 3 main print processes during the 1980's and early 90's were post print, preprint, and offset lamination. As you moved up the cost quality curve you went from post print with low cost and low quality to preprint and then to litho lam with the highest cost and highest quality.

As we moved into the late 1990's these processes began to blend and overlap because of improvements in the respective technologies and the advancement of flexo in general. In the last few years with the introduction of Conprinta (or CRP) preprint – the applicable size of customer preprint markets have increased because the technology has opened up small volume markets to the printer/box maker.

The Conprinta preprint press is an inline press that is modular in design. The 2 North American installations are both 10 color presses. These presses weren't configured with 10 color stations to print 10 color jobs, but to allow the printer to set up other jobs as the press is running. – thus the name Continuous Run Preprint – and the ability to cost effectively produce low volume jobs. The heart of the press is the belt, which is a non-stretchable film that the plates are mounted on – there are no heavy, cumbersome to move, plate cylinders.

— New Technology in Continuous Run Project,
continued on page 9



AICC's 2006 industry calendar features the dates and locations for national and regional meetings, core training and executive education programs, and other industry meetings. For the most up-to-date and detailed information about the following events, log onto www.aiccbox.org and head for AICC's meetings & training calendars!

September 2006

- 26:** **Audio/Web Conference—Production**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.
- 28:** **FBA Sustainability Committee Meeting, Crowne Plaza, St. Paul, MN**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.

October 2006

- 2-3:** **UK Sheet Plant Association 63rd Conference, Holiday Inn Runcorn, England**
Info: Sally Glen at npc@natpack.org.uk
- 3-4:** **Renewing Your Sales Force—Advanced Level, Cincinnati, OH**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.
- 11-13:** **AICC 2006 Annual Meeting and Tabletop Trade Fair, The Sheraton Chicago, Chicago, IL**
Info: Cindy Guarino at (877) 836-2422 or cguarino@aiccbox.org.
- 16-19:** **Foundational Elements of Flexographic Printing on Rotary Die Cutters, Clemson, SC**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.
- 25:** **21st Century Customer Service Online begins again**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.
- 31:** **Audio/Web Conference—Customer Service**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.

November 2006

- 7-8:** **Lean Quickstart for Production, Charlotte, NC**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.
- 9-10:** **Lean Quickstart for Administration/Sales, Charlotte, NC**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.
- 16:** **FBA Environmental Committee Meeting, Elk Grove Village, IL**
Info: Brian O'Banion at (847) 364-9600 or bobanion@fibrex.org.

December 2006

- 4-7:** **Overview of Post Printing on Corrugated Board, Clemson, SC**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org.

March 2007

- 14-18:** **Global Corrugated/Containerboard Summit, Four Seasons Hotel, Sydney, Australia.**
Info: (847) 364-9600

April 2007

- 18-21:** **AICC 2007 Spring Meeting, Marriott Grande Lakes Resort, Orlando, FL**
Info: Cindy Guarino at (877) 836-2422 or cguarino@aiccbox.org.
- 18:** **AF&PA Containerboard Executive Committee Meeting, Marriot Grande Lakes Resort, Orlando, FL.**
Info: Dana McCurry at dana_mccurry@afandpa.org.
- 18:** **Corrugated Packaging Alliance, Marriot Grande Lakes Resort, Orlando, FL**
Info: Dwight Schmidt at (847) 364-9600 or dschmidt@fibrex.org.

October 2007

- 10-12:** **AICC Annual Meeting and 13th International Corrugated Packaging Design Competition, Hilton Minneapolis, Minneapolis, MN**
Info: Cindy Guarino at (877) 836-2422 or cguarino@aiccbox.org.

LeadEdge

Leadership and Performance
through Education & Training

Issue IV • Vol. 6 ■ September - October 2006

LEAN PROGRAMS COME TO CHARLOTTE

AICC's two programs for production/plant managers and for sales/customer service managers on how to implement Lean Manufacturing practices into your production and front-office operations next take place November 7-8 and November 9-10, respectively, at Poteet Printing Systems, Charlotte, North Carolina. Taught by lean experts, PSquared, **Lean QuickStart for Production and Lean QuickStart for Administration/Sales** train participants in uncovering and minimizing waste to keep box plant costs down and to improve box plant efficiency.

Participants will go through a lean simulation, see examples of where lean has been implemented in box plants, map process flows to uncover wasteful activities and delays, learn

how to conduct continuous improvement events, and systematize the processes developed. In addition participants will also tour Poteet Printing Systems lean operations.

"This program will work for you – guaranteed! Why am I so sure? I was one of the fortunate participants and our company hosted the workshop," said Amy Gelia, Sales/Marketing, Jamestown Container Companies, Buffalo, New York, who participated in the last Lean QuickStart in June 2006.

For more information or to register, check this issue of *BoxScore's LeadEdge* or go to www.aiccbox.org/education. You may also contact Dave Core at 1.877.836.2422 or dcore@aiccbox.org. **AICC**

Dr. Crouch Conducts Class for Canadian Sheet Plant

Dr. Page Crouch, Professor Emeritus from Clemson University and well-regarded AICC graphics trainer, held an eight-hour training program on improving the selling of corrugated graphics for 17 sales people and managers at Royal Containers Ltd., Brampton, Ontario, on August 30, 2006. Developed for members of AICC, the training was based on the existing 12-hour program called Selling to Print Capability and addresses the technical requirement in selling graphics that corrugated sales people need to have today. Thirty years of graphics experience are encapsulated in Dr. Crouch's training. Kim Nelson of Royal Containers was very pleased with the training. "I would recommend this to anyone for an in-house training program. We are going to develop a plan of action with regards to implementing some of the ideas presented and I think we will include Page again in those plans."

The topics in this training included: options to achieving graphics objectives, print terminology, using color combinations to add colors, graphics for post print corrugated, critical elements of your print system, inspecting your quality, how to be creative, and planning for success.

Dr. Crouch arrived the day before to meet with the management team of Royal and to review current production and design processes. He then incorporated his expert advice into his presentation using specific Royal Containers graphics examples.

For more information on bringing this graphics sales training program to your plant, contact David Core, AICC Director of Education and Training, at 1.877.836.2422 or dcore@aiccbox.org. **AICC**

Brief Course Descriptions

(July - December 2006)
Full Course Descriptions
on Website,
www.aiccbox.org

Fall 2006/Winter 07 Calendar of Training Events

OCTOBER 2006

Throughout the year: Renewing Your Sales Force; Beginner Level

3-4: Renewing Your Sales Force—Advanced Level Training, Cincinnati, Ohio

12: Improving Plant Operations, Chicago

16-19: Foundational Elements of Flexographic Printing on Rotary Die Cutters, Clemson, SC

25: 21st Century Customer Service begins again

31: Audio/Web Conference, Topic: Customer Service, 1:30–3:00 p.m. Eastern

NOVEMBER 2006

7-8: Lean QuickStart for Production, Charlotte, North Carolina

9-10: Lean QuickStart for Administration/Sales, Charlotte, North Carolina

DECEMBER 2006

4-7: Overview of Post Printing on Corrugated Board, Clemson, South Carolina

JANUARY 2007

23: Audio/Web Conference: Topic: Negotiation, 1:30 – 3:00 p.m. Eastern

FEBRUARY 2007

5-8: Fundamentals of Improved Flexo Printing and Rotary Die Cutting, Appleton, Wisconsin

28-March 1: Renewing Your Sales Force – Advanced Level Training, Newport Beach, California

MARCH 2007

21-22: Renewing Your Sales Force – Intermediate Level Training, Chicago

Renewing Your Sales Force

Atending one of AICC's new Renewing Your Sales Force workshops will help you close more accounts NOW. You'll develop the specific skills and strategies you need to shorten your sales cycle, strengthen your customer relationships, and deliver real, measurable value to your customer.

Renewing Your Sales Force - Beginner Level

Our 4 2-hour Beginner Intermediate Level Program, based on Huthwaite's "Creating Client Value" is designed for new sales people from the corrugated and related packaging industries with less than 18 months experience.

Partial Agenda:

- Value Creation and the Customer's Buying Cycle
- Awareness and Recognition of Needs (SPIN)
- Evaluation of Options—Customer Decision Criteria
- Resolution of Concerns—Handling Objections, Minimizing Risks
- Achievement of Results—Continuing the Discussion AFTER the Sale

Audience: New sales representatives with little or no experience in selling in a business-to-business or manufacturing environment.

Renewing Your Sales Force – Intermediate Level

Our two-day Intermediate Level Program introduces sales people to the concept of SPIN selling – Situation, Problem, Implication, Need Payoff – a systematic process for uncovering customer needs developed after years of researching successful sales calls.

Partial Agenda:

- Developing a Buyer Focus
- Understanding and Practicing SPIN® Selling, a Process for Uncovering and Presenting Value to Customers
- Using Call-Planning Tools to Enhance Call Outcomes and Obtain Commitment
- Developing and Using Effective Prospecting Messages to Communicate Value
- Identifying Segments for Effective Buyer-Focused Prospecting

Audience: Sales people with 18 months to 5 years of experience.

Renewing Your Sales Force – Advanced Level

Our two-day Advanced Level Program focuses on the strategic customer development skills necessary for senior sales people with an overview of SPIN Selling.

Partial Agenda:

- Developing Skills and Strategies for the Buying Cycle Stages
- Developing Customer Needs and Practicing SPIN®, a Process for Uncovering and Presenting Value to Customers
- Creating Effective Entry Strategies and Leveraging Customer Roles to Achieve Advances
- Learning to Demonstrate Capability and Creating Value
- Applying Strategies to Influence Customer Perceptions
- Learning How to Coach

Audience: Sales people with more than 5 years of experience.

Fundamentals of Improved Flexo Printing and Rotary Die Cutting

This course provides an intensive four - days of hands-on, skill-building training on the WORKHORSE three-color Flexo Rotary Die Cutter. Specifically designed to enhance employees' knowledge, expertise and performance back at the plant, the course combines hands-on press work in printing and die cutting two- and three-color jobs with interactive classroom analysis and discussion.

Partial Agenda:

- Basics of Flexography
- Corrugated Mounting and Proofing
- Press Run of a Two-Color Job
- Die Cutting Process
- 3-Color Press Runs

Audience: New or seasoned flexo operators; press supervisors; production coordinators; sales people; technicians; designers; and sales service personnel.

21st Century Customer Service

In 21st Century Customer Service, participants learn and practice how customer service can take a greater role in the success of the corrugated plant. This training is completely interactive and depends on participants to complete assignments related to the customer service function, improve skills, and change behavior in a positive way. This is

all done through 14 web-based training modules scheduled on average every two weeks.

Partial Agenda:

- Evaluate Your Competition
- Communication & Listening Skills
- Value Added Customer Service
- Team Building
- Conflict Resolution
- Time Management

Audience: Customer/Sales Service Representatives, Customer Service Managers, Employees with significant customer contact.

Audio/Web Conference

These 90-minute teleconferences with online presentations allow groups from individual companies to participate with their peers and to hear from experts in the fields of sales, customer service and production on a variety of "hot" topics specifically for the industry. Pricing is by location rather than by individual.

Overview of Post Printing on Corrugated Board

This course encourages participants to think about, observe, question and analyze the printing process with the emphasis on quality. Combining press work with classroom discussion, the "Flexo" course allows participants to work on a 4-color Bobst 140 press, set up the press, discuss various theories on printing enhanced graphics, and experiment with the various inks and substrates available.

Partial Agenda:

- Intro to flexo: not just theory).
- Proper set up sequence on press
- The importance of pH and viscosity.
- How to fingerprint a press and avoid the pitfalls.
- Hands on set up of 5 to 6 screen and process jobs with a lot of trouble shooting exercises.

Audience: Press operators, press supervisors, sales people

Foundational Elements of Flexographic Printing on Rotary Die Cutters

This course gives industry employees a comprehensive, hands-on approach to quality printing and die cutting fundamentals. Classes are hosted in a professional atmosphere that promotes teamwork to further the learning process. The high ratio of on press time ensures all attendees are learning by doing. This course is also of tremendous value to

What Can You Expect For 2007?

supervisors and managers and those who need a refresher course.

Partial Agenda:

- Introduction to flexo and rotary die cutting theories and basics
- Press runs: Anilox-to-plate, plate-to-substrate, DC impression
- Troubleshooting on press
- Print to board registration
- Bolting dies

Audience: Press operators, press supervisors, sales people; die cutter operators.

Lean QuickStart for Production

This 1 1/2-day program is designed for those who desire to get started in implementation of Lean and need guidance on where and how to begin. It will teach participants how to apply the Value Stream Mapping process and the Visual Workplace at machine centers and how to hold Kaizen events. Participants will practice what they learn in simulations of a real-world production environment.

Course Agenda:

- Overview of Lean Manufacturing.
- Visual Workplace. How to spot waste.
- How to hold a Kaizen event (continuous improvement).

Audience: Production and plant managers/supervisors, general managers

Lean QuickStart for Administration/Sales

This 1 1/2-day program is designed for those who desire to get started in implementation of Lean and need guidance on where and how to begin. It will teach participants how to apply the Value Stream Mapping process and the Visual Workplace in the front office and how to hold Kaizen events. Participants will practice what they learn in simulations of real-world production and office environments.

Course Agenda:

- Overview of Lean Manufacturing in Office Environment.
- How to hold an Office Kaizen event.
- Lean Sales and supply relationships

Audience: Customer service managers, administrative managers, sales managers and general managers.

AICC

The AICC Educational Development Subcommittee, chaired by Warren Pearce, PearceWellwood, Brampton, Ontario, will be discussing new or revised training programs for 2007 at the October 11 meeting of the committee. These are the items to be considered:

- Executive Training Program – 2-3 day program for CEOs and General Managers on key aspects of running box plants
- Revise Customer Service Training – add more box-specific components to 21st Century Customer Service online and consider other delivery methods.
- Operator Certification Training – explore with packaging schools how to add skills-based training beyond flexography for press and rotary die cutter operators.
- New Advanced Flexography Program for press operators, supervisors.
- Taking the current hands-on press training at Clemson and at Fox Valley “on the road”

Later this Fall AICC will hold a meeting of its trainers to discuss ways to improve retention of knowledge and changing of behavior of participants so that training breeds results.

In addition, as a result of a recent survey to members on topics for regional training programs and audio/web conferences, AICC is speaking to experts about offering training in these areas:

- Additional Topics in Lean Manufacturing
- Negotiating Difficult Provisions with Customers
- Using Customer Service as a Sales Force

Lastly, the AICC Education Department will also revamp or upgrade the following training programs for 2007:

- The Sales Managers Forum – to include a separate track for sales representatives who accompany the sales manager.
- Basic Supervisor Training – to include more technical modules for supervisors.
- Production Managers Forum – to address pressing issues for today’s managers.
- New Custom Training Option – to allow members to select particular modules from all of our training programs to be conducted as in-house audio/web programs.

The needs of this industry are rapidly changing. AICC Training is keeping up with these changes. **AICC**

Use Your Coupons!

Every AICC member gets a training coupon worth \$50 when you renew your membership in AICC. In addition, members may also receive special coupons worth \$100 and up. Don't put these in the desk drawer and forget them! Let your key managers know you have them and are available for employee training. Using these coupons can significantly reduce the cost of training for you.

AICC Training Course Registration Form

Fax Registration: (703) 836-2795
 Online Registration: www.aiccbox.org
 Mail registration: AICC, P.O. Box 25708,
 Alexandria, VA 22313

(NOTE: FBA and NPA members receive AICC member rate.) All prices in U.S. Dollars.
 (Full payment must be included with the registration.)

■ Renewing Your Sales Force— Beginner Level, computer-based training, offered throughout the year

Member payment:\$495
 Nonmember:\$595

■ Renewing Your Sales Force – Advanced Level Training

_____ **October 3-4, 2006, Cincinnati, Ohio**
 _____ **February 28 – March 1, 2007,
 Newport Beach, California**

Member payment three weeks
 before the course:\$1,095
 Within three weeks:\$1,195
 Nonmember Registration:\$1,295

■ Foundational Elements of Flexographic Printing on Rotary Die Cutters, Clemson, SC

_____ **October 16-19, 2006**

Registration includes all fees to Clemson University
 (base fee, waste removal fee, cost of shipping back
 samples). ICPF donors receive special rate.

ICPF Donor payment three weeks
 before the course:\$1,395
 Within three weeks:\$1,495
 Nondonor Registration:\$1,495

■ 21st Century Customer Service Online begins again July 19, 2006

Single module member payment
 three weeks prior to module:\$65
 Single module member payment within
 three weeks of module:\$85
 Select module(s): _____
 Select session date(s), if advertised: _____

Seven modules member payment:\$195
 14 modules member payment:\$395
 Nonmember Registration: call AICC for information.

■ Audio/Web Conferences

_____ **October 31, 2006 (Customer Service)**
 _____ **January 23, 2007 (Negotiation)**

Member payment on/before
 date of program:\$195
 Nonmember Registration:\$295

■ Lean QuickStart for Production, Charlotte, N.C. November 7-8, 2006

Member payment on/before 10/16/06:\$845
 After 10/16/06:\$945
 2nd or 3rd registrants deduct \$100 each.
 Nonmember Registration:\$1,145

■ Lean QuickStart for Administration/Sales, Charlotte, N.C. November 9-10, 2006

Member payment on/before 10/18/06:\$845
 After 10/18/06:\$945
 2nd or 3rd registrants deduct \$100 each.
 Nonmember Registration:\$1,145

■ Overview of Post Printing on Corrugated Board, Clemson, S.C. _____ **December 4-7, 2006**

Registration includes all fees to Clemson University
 (base fee, waste removal fee, cost of shipping back
 samples). ICPF donors receive special rate.

ICPF Donor payment three weeks
 before the course:\$1,395
 Within three weeks:\$1,495
 Nondonor Registration:\$1,495

■ Fundamentals of Improved Flexo Printing and Rotary Die Cutting, Appleton, WI

_____ **February 5-8, 2007**
 _____ **April 23-26, 2007**

Registration includes all fees to Fox Valley Technical
 College (base fee and administration fee). ICPF donors
 receive special rate.

ICPF Donor payment three weeks
 before the course:\$1,395
 Within three weeks:\$1,495
 Nondonor Registration:\$1,495

■ Renewing Your Sales Force— Intermediate Level Training, Chicago March 21-22, 2007

Member payment on/before 8/28/06:\$895
 After 8/28/06:\$995
 Nonmember Registration:\$1,095

Cancellation Policy: All course cancellations must be made in writing and sent to AICC, P.O. Box 25708, Alexandria, VA 22313, faxed to (703) 836-2795 or emailed to education@aiccbox.org. Registrants who cancel more than three weeks prior to the program date are entitled to a full refund of the registration fee; three weeks or less, but more than one week, a cancellation penalty of 50% of the registration fee will be assessed; within one week and no shows, no refund. AICC does not offer refunds for those who cancel within three weeks of the program date and wish to reschedule their participation to another program or to the same program on a later date. However, substitutions are allowed and strongly encouraged and can be made from the same company for the same course date. If AICC cancels any program, a full refund will be provided. AICC may cancel programs if attendance does not meet required levels. Be sure to phone AICC to confirm a course is being held before making non-refundable airline tickets. Travel fares and hotel deposits cannot be reimbursed.

 Name/Title

 Company

 Street Address

 City State ZIP/Postal Code

 Email Phone Fax

Method of Payment:

Check enclosed (payable to AICC) Amount: _____

Credit Card: AMEX VISA MasterCard

 Card Number: Exp. Date: _____

 Name on card

 Signature

CEO2CEO

continued from page 1:

for the cost of furnishing the lighting. This should save us about \$400 per month on our electric bill and it didn't cost us anything to install. I would encourage my peers to check with their utility company to see if they provide such money-saving options.

Larry Grimaldi, CEO of Tyoga Container Company says:

We are currently working with our insurance carrier thru the state of Pennsylvania to set up a Safety Program throughout the plant. Once this Safety Program is in place for 6 months, the state will issue us a 5% rebate on our workers compensation rates.

One other thing we've done is replace our flat bed die cutter (which we feed one sheet at a time) with an automatic flat bed die cutter. This has allowed us to increase our productivity from 250 pieces per hour to 1500 pieces per hour.



Mick Legene, CEO and Chairman of Alma Container Corporation

Mick Legene, CEO and Chairman of Alma Container Corporation says:

- A. Insurance, which consists of:
1. Fleet
 2. Workers comp
 3. Building and property
 4. Contents
 5. "Get out of bed" with your agent and send them ALL out for bid.

B. Energy

We went to 10 hour days Monday—Thursday with no production on Fridays and energy consumption dropped. We are small and can do this. Not everyone can.

C. Discounts

Arm wrestle your non-paper vendors for discounts if paid within a time limit. Some will say yes...some will say no. For example, a diesel fuel vendor.

D. Intense labor items

Raise the price or get rid of them. They will eat you up if you are not paying attention to how long it takes to produce. **AICC**

New Technology in Continuous Run Preprint

continued from page 7:

Within the inking system plates are mounted to Mylar belts that can vary in size from 46" to 178" in increments of 1/2" of an inch. You vary the size of this belt by the movement of a tension roller. The size of this belt is what is commonly known as the repeat length (or corrugator cut length).

Therefore, the value the technology brings to the industry is the following:

1. Lower costs and short runs and therefore:
2. Less preprint obsolescence and,
3. New markets for high-end graphics because of the large format size.

The 1st North American installation was in Toronto in July 2004. The primary design consideration for this press was for short run applications. The second installation is in the Cincinnati market and this press is a mirror of what was installed in Toronto. It is also a certified minority business enterprise, which has significant appeal to the large consumer product companies since the majority of them all

have diversity purchasing initiatives.

Typical end user profiles are as follows:

1. Club store merchandisers
2. Large corrugated display users
3. Companies that make large products
4. Pallet wrap users, and
5. Bulk Bin Users

In summary, the benefits to box makers using Conprinta Continuous Run Preprint with belt technology are:

1. Short run capability
2. Large formats
3. Low cost preprint source without major capital investment, and a
4. Greater MBE spend for you and/or your customers.

For more information Chip Schiffenhaus can be reached at 973-610-3277 or by e-mail at chip.schiffenhaus@so-container.com. **AICC**

Disciplined Path for Bottom-Line Improvement & Sustainability

By Baskar Kotte

Members of AICC have attempted in the past to improve bottom-line results by focusing on internal operations. Unfortunately, in many cases the realized benefits through these attempts could not be sustained. My experiences with members of AICC indicate a disciplined path is essential to improve and sustain bottom-line gains.

A proactive planning in the following areas will place you ahead of your competition:

1. Focus on Implementation after Training

When the focus is on training without implementation of new concepts, we do not receive the benefits of the training. Top managers go to training and return with a book and a bag; middle managers attend the same and also return with another set of book and a bag. Later on bags are being used the books are gone. Thousands of dollars are spent on training with inadequate returns on investment. The punch-line: It should not be 80/20—training to implementation. The ratio needs to be reversed.

2. Do Not Just Focus on Manufacturing, Focus on All Processes

Just thinking that all waste is generated from manufacturing areas is not quite true. Non-manufacturing processes in many instances generate more waste. We do not believe this because we do not document waste with a discipline. Waste reduction should be focused on all processes, not just manufacturing processes alone.

3. Focus on the Bottom Line

Top managers push customer-related problem solving while failing to disseminate the bottom-line focus. Many employees do not understand the bottom-line connection to problems. Top management fails to help all employees to make this connection. Select and work on problems that have the greatest potential to impact the bottom-line in order to achieve the maximum "bang for the buck".

4. Do Not Blame Others

We still blame others for our problems. This approach does not solve problems; it basically hides problems. Why the "blame game"? They blame others in the absence of disciplined methods/tools to solve problems. The responsible department managers, supervisors and other process improvement managers all know that they have to identify the root causes. But going after those root causes systematically and effectively is the major issue. Many problem solvers repeatedly conclude "human error" is the root cause for all problems. This conclusion can only solve less than 10% of all identified problems.

5. Disciplined Path for Problem Solving

Many problem solvers believe that there are several variables influencing the problem and it is difficult to attack all of them at once. By attacking one at a time, the problem solvers fail to recognize the interaction among these variables.

A systematic approach to problem solving is essential. That systematic path is Statistical Problem Solving (SPS) which combines simple statistics and employee involvement to achieve desired results. Here's the path:

- Define the problem.
- List suspect variables.
- Prioritize selected variables using a subjective rating system.
- Evaluate critical variables.
- Optimize critical variables which impact the solution.
- Monitor and measure results.
- Reward/recognize team members.

6. Select and Apply Right Tools

We must use the proper prescriptions to cure a given disease. In the same manner, apply the right tools and techniques to achieve the desired results. Many facilities use lean manufacturing tools without knowing their precise application. Tools can only be effective if applied accurately and combined appropriately. Some use SMED (Single Minute Exchange of Dies) without effectively applying 5S to establish an orderly workplace. Wrong tools lead to wrong results.

7. Establish Baselines for Monitoring

Improvement cannot be measured without establishing baselines. The baseline should be established once you have set the goals/objectives for improving selected areas. The improvement should not be less than 15 percent, and should have a direct link to the bottom-line.

8. Provide Adequate Time to Measure Results

Top management frequently pressures problem solvers to obtain quick results. To fully solve multivariable/complex problems, which repeat periodically, it takes a minimum of six months to sustain the positive results and optimization.

9. Inadequate/Ineffective Resources

Top management does not have a problem to commit resources. Maintaining the same level of resources for extended periods of time under daily customer demands is a problem. Facilities are always "fighting fires". There is nothing wrong in taking care of customers. But to improve bottom-line results and to sustain the improvements, we have to provide adequate and effective resources to concentrate on selected improvement areas.

— Disciplined Path for Bottom-Line Improvement & Sustainability,
continued on page 15

AICC 2006 SUPERCORR® TRADE FAIR

Thursday, October 12, 2006 ■ The Sheraton Chicago Hotel & Towers in Chicago, IL

You've got products and services to sell to the corrugated industry, and the AICC 2006 SUPERCORR® Trade Fair is the best place to do it. The 2006 SUPERCORR® Trade Fair is being held in conjunction with the AICC 2006 Annual Meeting this Fall in Chicago.

The audience you're looking to sell to will be in Chicago for the trade fair and AICC 2006 Annual meeting and, more than 85 % percent of our box maker attendees have the "final say" in their company's purchasing decisions.

On behalf of the AICC Board of Directors, members and staff, we want to thank the following contributing sponsors of the AICC 2006 Annual Meeting for their generous support that contributes to the success of this event. Sponsors Listing (as of September 6, 2006):

Amtech
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AICC Region 6
Bay Cities Container Group
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The AICC 2006 SUPERCORR® Trade Fair is the corrugated industry's must-attend event! Whether you're looking to showcase a new product or service, or learn what your competitors are doing, the AICC 2006 SUPERCORR® Trade Fair provides a professional, prestigious and educational environment to reach the key decision makers from independent box plants across the U.S. and Canada!

Why Exhibit at the AICC 2006 SUPERCORR® Trade Fair?

- **Your Target Audience is Here!** More and better qualified decision makers than any other industry show.
- **Easy Exhibiting** . . . and Inexpensive Too!
- **The Hottest Products**
Over 100 exhibitors, including your competitors, will be showcasing the latest and greatest industry products and services.
- **Marketing Support**
Promo materials, media outreach, mailing lists, and more to help you market your products and services.

Hurry! Limited Space Still Available—Reserve Today!

Many booth spaces are already reserved but there are still some great ones left! Don't miss out on this opportunity!

For more information, to sign up, see available booth space and to see who else is exhibiting at the AICC 2006 SUPERCORR® Trade Fair please go to www.aiccbox.org/meeting/2006_Trade_Fair.

If you have any questions please contact Cindy Guarino, Director of Meetings toll-free at (877) 836-2422 or cguarino@aiccbox.org. **AICC**

Improve the Benefits of Continuous Process Improvement

continued from page 1:

business environment within which a company exists and functions. A company's business environment consists of at least five elements: the company itself, customers, non-customers, suppliers, and regulatory organizations. Its business environment provides various inputs to a company and also receives the company's outputs.

Examples of a company's inputs include payments of its invoices, orders or executed contracts, requests for information about its products or services, requests for its proposals or quotes, invoices for products and services sold to the company, regulatory requirements, and various resources such as utilities, office supplies, and the materials used to produce products and/or deliver services.

The systems vantage point asks these questions for each input.

1. What standards must this input meet for quality, quantity, timeliness and cost?
2. Ideally, what should the internal process for this input look like when it is flow-charted to ensure that this input consistently meets its standards?
3. When the currently existing internal process for this input is flow-charted, does it look like the ideal flow chart created in answer to Question 2?
4. Does the currently existing internal process result in this input consistently meeting its standards?
5. If the answer to Question 3 and/or 4 is 'No', what changes must be made to the currently existing process so it looks and functions like the process that was flow-charted in answer to Question 2?

Examples of a company's outputs include its products, services, information about its products or services, proposals and quotes, invoices (accounts receivable), payments for purchases made by the company, and evidence of regulatory compliance.

The systems vantage point asks these questions for each output.

1. What standards must this output meet for quality, quantity, timeliness and cost?
2. Ideally, what should the internal process for this output look like when it is flow-charted to ensure that this output consistently meets its standards?
3. When the currently existing internal process for this output is flow-charted, does it look like the ideal flow chart created in answer to Question 2?
4. Does the currently existing internal process result in this

output consistently meeting its standards?

5. If the answer to Question 3 and/or 4 is 'No', what changes must be made to the currently existing process so it looks and functions like the process that was flow-charted in answer to Question 2?

There are several significant advantages of using a systems approach to guide process improvement efforts.

By identifying inputs required for a company to succeed and the standards these inputs must meet, the systems vantage point helps a company's management team to develop and maintain internal processes that ensure the required inputs are consistently available in appropriate quantity and quality when they are needed at a cost acceptable to the company.

Because the systems approach identifies the outputs the business environment receives from a company and the standards these outputs must meet, the systems vantage point helps a company's management team to develop and maintain internal processes that ensure the outputs the business environment receives from their company are consistently produced in appropriate quantity and quality when they are needed at a cost acceptable to the market.

The systems vantage point offers a way of ensuring that a company's internal processes consistently result in the availability of those inputs that are critical to the company's continued growth and competitive success while also consistently producing outcomes that are valued by customers and prospects.

About The Authors

Bob Cicerone is Director of Customer Loyalty Services of ETC Institute in Olathe, KS. The firm's market research services provide information that helps organizations to make better decisions. Bob can be reached at 913-829-1215 and by email (rcicerone@etcinstitute.com). Richard Sassaman is an Independent Performance Improvement Consultant. He helps client organizations improve the measured performance of individuals through the systematic application of Human Performance Technology. He can be reached at 610-767-8107 and by email (Richard.Sassaman@juno.com). John Swinney uses processes such as the one described in this article to help client businesses improve results for individuals, work processes, and organizations. He may be reached at jmswinney1@macblink.com. **AICC**

The Bottom Line: Are Computers an Asset or a Liability to Your Business?

By Mark Schwartz, President, Corrugated Networking Services

Over the years AICC has presented ideas to help box makers reduce operating costs to be more competitive. Ideas of lean manufacturing, training, and revitalizing the sales force have widely permeated the industry and have made much needed changes to the way business is done today.

The best way to reduce costs is to thoroughly search your business for opportunities to increase efficiency. One way to improve your business was presented at the AICC Controller's School this past June – managing your investment in computers or Information Technology (“IT”).

This article will present three ways to better manage your IT. First, review your recurring costs on an annual basis. Second, develop a cohesive plan to keep your investment doing its job and keeping employees and machines running smoothly. Finally, keep your skills and IT sharp so you can outpace foreign and domestic competition.

It's important to carefully review recurring costs every year. A quick list of such costs includes telephone and data lines, maintenance contracts, roll stock labels, and even toner. Are the printers you're using new and efficient or are you paying four times as much per page thinking that you are saving money by using old printers? For a sheet feeder that prints a lot of load tags the difference could be over \$1,000/mo.

Most plants have invested as much in computers as they have in a major piece of manufacturing equipment. The care given to a plant's IT can be as important as any other machine center. If the server running your manufacturing software stopped working, how long would it take to get it running again? If the answer is “too long,” what can you do to mitigate that potential downtime? How about the computers on the plant floor? Are they backed up? Are spares available? Answering these questions could lead to spending a modest amount of money to prevent costly downtime. Neglecting these systems creates unnecessary liability to your business.

Computers become an asset when they are managed. They can allow your business to accomplish more with fewer people. They can give management information about what is happening on the plant floor, and allow for better decisions to be made. But unmanaged they can cause the business to slow down, when “the system” keeps workers from doing business efficiently. Today's challenge for businesses is to manage computer systems as well as machine centers to deliver excellent results. Just as maintenance of production equipment mitigates the risk of lost business, proper IT management accomplishes the same goal.

Finally, while most independent box makers want a personal touch rather than a computerized one, using the

latest technology tools (such as websites, electronic order transfers, and handheld ‘PDAs’) to complement your personal touch prepares the way to adopt new changes as they become available. Just as some innovative owners are purchasing newer high graphics presses to offer the market place what others can not, so too, having information in the hands of customer service, sales, and your customers in a more timely and efficient manner can improve your business. Market demands of shorter runs make this truth more evident— customers want product and information faster. Newer technology, manufacturing equipment and IT, is what makes that demand possible to meet.

Changing your business with lean methods, training, sales, or IT, requires commitment and incremental changes. Improving IT is like education, it isn't a “once and done” thing. The savviest businesses work on it each year, and improve the entire organization, balanced with other improvements to the business. Take a fresh look at your computers and consider them part of tools that make your business grow. **AICC**



**PEOPLE YOU CAN BANK
ON AND A COMPANY
YOU CAN TRUST.**

Bank on the professionals at People's Capital to know as much about your equipment as they do about how to finance it. As veterans of the packaging industry and members of AICC and TAPPI, we bring a level of expertise and professionalism that is second to none.

Trust People's Capital and Leasing Corporation to respond to your needs with urgency, purpose and integrity. People's Capital and Leasing is a subsidiary of People's Bank, which has over \$13 billion in managed assets. We have the resources to provide solutions for success.

Contact Kevin Hartney at 203-754-9000
or jkhartn@peoples.com

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AICC 2006 Annual Meeting ■ “The Discipline of Execution”

October 11-13, 2006 • The Sheraton Chicago Hotel & Towers • Chicago, IL

The Association of Independent Corrugated Converters (AICC) 2006 Annual Meeting will be held at The Sheraton Chicago Hotel & Towers in Chicago, IL from October 11-13, 2006. AICC introduces its new annual meeting format this fall and will feature a two-day series of eye openers, open forum discussions, general sessions, networking events, and plant tours. In Chicago, we will be delivering the knowledge leading companies use to successfully take an idea to execution.

Additionally, AICC's 2006 SuperCorr™ Table-Top Trade Fair will be held on the afternoon of Thursday, October 12 from 12:00 pm - 5:00 pm at The Sheraton Chicago Hotel & Towers. Over 100 industry supplier companies will be in attendance showcasing their latest products and services.

Annual Meeting Speaker Line-up

Over the two-day period, attendees will hear from experts, industry leaders and customers who will discuss “The Discipline of Execution”. Experts in the field of execution will provide knowledge on taking an “Idea to Execution” and exactly what it takes to build a breakthrough business while sustaining excellence in an existing one. Attendees will learn the “Flawless Execution Model” which is a road map for leading companies to execute mission critical business objectives. Attendees will also hear success stories from industry leaders who have implemented efficient and effective strategic and marketing plans into their business and also how they execute business plans in the changing and competitive corrugated industry. Member customers will also be on hand to talk about what they value and their expectations for the future.

On Thursday morning the opening general session kicks off with “Afterburners”, a high-energy team of Air Force fighter pilots that will teach the “Flawless Execution Model” in a fervent and entertaining presentation. The “Flawless Execution Model” (Plan, Brief, Execute, Debrief to WIN) is a road map for leading companies to execute mission critical business objectives.

Linda Timmons, CEO/President of Bates Container will then share the Bates story and provide insight to how the company has developed and maintained the discipline to

flawlessly execute corporate strategies through planning, accountability, communication and fostering a team spirit.

On Friday morning, Chris Trimble will lead the general session in an interactive discussion on how to take an “Idea to Execution”. Companies often depend on strategic experiments that target untested markets, but few companies understand how to implement them successfully. Often someone will think a great idea is enough to get them from business plan to profitability, but somewhere in the middle of the innovation process, most organizations stumble. Mr. Trimble will reveal where firms go wrong on their journey from idea to execution—and walk everyone through exactly what it takes to build a breakthrough business while sustaining excellence in an existing one.

Finally, Dan Sanchez discusses current and future trends in food packaging markets, how these trends may present new opportunities for packaging suppliers and what flawless execution means to his organization.

“Improving Your Plant Operations”

Special training for production supervisors and managers that will take place on Thursday, October 12, 2006 from 7:30 am – 12:00 pm. The training focuses on waste, quality, housekeeping, productivity, “best practices”, and delivering quantifiable improvement.

AICC will also welcome attendees of the **Flexo Pre-Press Platemakers Association (FPPA)** Management Workshop that will be held at The Sheraton Chicago Hotel & Towers from October 11-12, 2006. AICC and FPPA will also hold a joint interactive panel discussion of platemakers and converters on Thursday, October 12, 2006 preceding the opening general session.

The AICC 2006 Annual Meeting will leave attendees excited and energized with the knowledge to take new ideas and execute them flawlessly within their companies.

For more information on the upcoming AICC 2006 Annual Meeting & SuperCorr™ Table-Top Trade Fair please contact Cindy Guarino, cguarino@aiccbox.org or toll-free at (877) 836-2422. **AICC**

WHO'S WHO IN CORRUGATED

It is with great pleasure we announce the new AICC 2006 Membership Directory. The AICC Membership Directory is a valuable resource for regular members and associates providing up to date and accurate information on member box makers, suppliers to box makers, press, consultants, accountants, and so much more! This directory represents over 2,700 industry contacts in 679 box making plants and 372 suppliers to the corrugated industry.

That is not all: it is your FirstPak resource. We have identified those companies who wish to participate in FirstPak and the market areas they serve. This marketing tool allows you to expand your services nationwide and continues to grow internationally with more international companies participating. You can now service all customer locations through the FirstPak program enabling you to compete with the big guys and still provide the service your customer is looking for.

And there's more—the 2006 Membership Directory is now online at www.aiccbox.org and it can be searched for current information. And if that weren't enough, soon you will be able to update your information electronically, keeping your industry peers informed of key employees, change of location, new product additions and contact information. This new service will be available at the beginning of the year so watch the mail for instructions on how to access your record any time you need to update your information.

This directory, the web site and so many other value-added services AICC provides just wouldn't be possible without the support of our industry suppliers. Take some time to look at the advertisements in this year's Membership Directory. We received impressive support and we appreciate their business. **AICC**

Disciplined Path for Bottom-Line Improvement & Sustainability

continued from page 10:

10. Disciplined Path for Improving Bottom-Line

To get traction with a bottom-line program, you need to follow a path that comes off the problem-solving path. These are the steps that will take you the rest of the way along your company's journey:

- Select top five areas having the greatest impact on the bottom line.
- Establish baseline results and performance metrics.
- Train on problem-solving concepts.
- Apply problem-solving tools to reduce waste.
- Develop disciplined methods/controlling tools for effective implementation.
- Measure and monitor success.
- Optimize.
- Monitor for sustainability.
- Develop procedures for sustainability.
- Review, recognize and reward.

So, precisely, many bottom-line implementers do not have the disciplined methods/tools to solve manufacturing and non-manufacturing problems. One simple methodology to systematically solve problems for the corrugated industry and others is Statistical Problem Solving. This methodology uses simple statistics and employee involvement to achieve desired results. With this disciplined approach to reducing waste, AICC members can experience greater returns on their investment in processes to enhance the bottom line.

Baskar Kotte is president of Quality Systems Enhancement, a quality consulting and training firm in Atlanta. He is a certified auditor with specialties in ISO, Lean Enterprise and Six Sigma programs. He is developing a disciplined process improvement program for AICC Members that will be offered as a four-hour regional training program. He can be reached at 866-577-4476, or email info@enhancequality.com. **AICC**

AICC's 2006 SuperCorr™ Table-Top Trade Fair

AICC's 2006 SuperCorr™ Table-Top Trade Fair will be held on the afternoon of Thursday, October 12 from 12:00 pm - 5:00 pm at The Sheraton Chicago Hotel & Towers in conjunction with the AICC 2006 Annual Meeting. Lunch will be served in the trade fair from 12:00 pm - 1:30 pm. Cash bars will be set-up in trade fair from 3:00 pm - 5:00 pm.

Over 100 industry supplier companies will be in attendance showcasing their latest products and services. The AICC 2006 SUPERCORR Trade Fair provides a professional, prestigious and educational environment to meet and visit with your suppliers.

Make your plans to visit the following companies during the AICC 2006 SuperCorr™ Table-Top Trade Fair.

Exhibitor Listing (as of September 6, 2006):

Booth	Company	Booth	Company
203	Automated Conveyor Systems, Inc.	404	Harper Machinery Corp.
100	Advanced Software	418	Harper/Love Adhesives
416	Adhesive Mixing Equipment, LLC	508	Hycorr Machine Corp.
108	Alliance Machine Systems International, LLC	701	Hyperware
602	Alliance Technical Services Inc.	415	Independent Corrugator
503-505	Amtech	519	Insurance & Benefit Advocates, Inc.
517	AUTOBOX NA	115	Inverness Industries, Inc.
603	Automatan Inc.	518	Isowa America Inc.
516	Automation & Control Inc.	106-P	IVEX Packaging LLC
102	Balemaster	605	J.M. Fry
507	Board Converting News/Corrugated Today	400-P	JB Machinery
501-P	Bobst Group USA Inc.	403-P	KBA North America
708	Brause Group	105	Kiwiplan Inc.
616	C&M Conveyor, Inc.	110-P	Kohler Coating
513	C.L. International	609	MacDermid Printing Solutions
409-411	Color Resolutions International LLC	315-317	MarquipWardUnited
811	Cook Paper Recycling Corporation	406	Mitsubishi Heavy Industries
104	Copar Corporation	215	Nalco
320	Corn Products	614	National Adhesives
608	Corrugated Gear & Services Inc.	310	National Corrugated Machinery
103	Corrugated Networking Services, Inc	302	OXY-DRY Corporation
114	Corrugated Services Inc.	303	Pamarco Global Graphics
509	Corrugated Technologies Inc. (CTI)	514	Paperboard Packaging/Official Board Markets
604-P	Cristini Corrugator Belts	504	People's Capital & Leasing Corp.
703	Curioni U.S.A. Inc.	710	Poteet Printing Systems LLC
511	Diamond Machinery Company	506	PRI Technologies
112-P	Dicar Inc.	414	Seemi America
204	Dimensional Impressions/Data Technology	515	Signature Design Packaging LLC
214	Donahue & Associates	205	Signode Industry Packaging Systems
807	DuPont Imaging Technologies	802	Southern Graphic Systems
309	Durst Image Technology U.S. LCC	417	Southern States Packaging Company
615	EAM-MOSCA Corp.	300	Standard Paper Box Machine Co. Inc.
305	EMBA Machinery Inc.	500-502	Sun Automation Group
610	Erhardt & Leimer	702-704	The Haire Group
311	Esko-Graphics	402	Tri-ad Graphic Communications Ltd.
510	Flexo Concepts	308	US Corrugated Machinery LLC
304	Fosber America Inc.	801	Valco Cinninati, Inc.
601-P	Geo M. Martin Company	202	VantagePoint Systems Inc.
306	Global Equipment USA, Ltd	512	World-B Enterprises L.L.C.
405	Graphic Packaging International		

Technology - Expense or Asset?

In today's ever changing and competitive market, we must find ways to not only earn new business but also keep our existing customers. Finding a competitive edge in the past might have included niche markets, specialized machinery and unique offerings to your customers. Many of today's customers seem less knowledgeable about the box and more concerned about the price and personalized service. It seems ironic that most of the customers want and need more service but also are looking harder at price. Vendor loyalty seems to be slipping by the wayside and we must concentrate on new ways to set ourselves apart. What can we offer that others do not?

One of the ways to set your business apart from the rest is to take advantage of the many technological advances available today. All of us have some type of computer system that we use to some degree in our business. Whether you have three employees or a thousand, computers are part of your business. The problem is that most box companies see technology as an expense rather than an asset. "Computers don't make boxes" is a common statement among owners and managers, but don't they? If computers and technology are not helping make boxes, your company is missing out on a powerful tool.

As the experienced staff becomes closer to retirement age, more dependence will be placed on your computer system because their replacements will not have the ability to do the work by hand.

The first step to turning your technology into an asset is to keep it current. Technology changes constantly, and to keep current you need to develop an IT plan and stick to it. Begin with a detailed infrastructure review to document everything you currently have in place. This is the starting point for your planning and budgeting. The next step is to decide how often you plan to replace components. Servers, desktops, software and peripherals are common categories to establish replacement timelines. The length of service of each of these items can be different, but should be realistic. An example and good rule of thumb is three years for servers, three to four years for desktops and software; peripherals should be evaluated with like

categories. Network switches, firewalls and network printers can be evaluated when replacing servers. This type of replacement cycle will allow you to break up the costs and keep them manageable.

The second step to maximizing your technology is making sure your company has an effective ERP package in place. Many choices are available and care should be taken to choose the company and package that suits your business needs and offers business advantages to your company. Make sure the ERP vendor has a long track record of successful implementations and also has a recent history of new sales.

The third step in keeping technology from just becoming an expense is utilizing your ERP package. Many of the major software packages have a multitude of modules that are often under utilized or not used at all. Take advantage of new modules and maximize your competitive edge. Areas such as ECommerce, Integrated Contact Management, Integrated OCR scanning, EDI, RFID and Integration with CAD are just a few of the areas that can make your company more efficient and set you apart from the competition.

The final step to ensure your technology is fully utilized is maintenance. Just as planned maintenance is performed on other machinery, so should be your IT systems. If you do not have an IT professional, many companies offer assistance in network management; select a company that understands your business and your software package. Monitoring should include hardware, software and the users. Keep your staff up to date on your software package with regular training and strongly consider implementation of a corporate computer use policy.

Technology is a tool that can be an invaluable asset to your business if properly used and maintained. Technology can provide a competitive edge to your company if you are committed to fully utilizing the technical advances. On the other hand, if you allow technology to become outdated or don't capitalize on software package capabilities, technology will become just another expense. **AICC**

Director of Technical Services, Amtech
Mark Grundy

AICC Welcomes New Members

AICC is proud to welcome the following members to the AICC family:

CORRUGATOR PLANT

Corrugator Plant
Louisiana Corrugated Products
Contact: Ryan Chappell
2929 Louisville Avenue
Monroe, LA 71201
Phone: (318) 239-2120
Fax: (318) 329-2121
www.kraftboard.com

ASSOCIATE

Walla Walla Environmental, Inc.
Contact: Cassie Rothstrom, CEO
4 West Rees Avenue
Walla Walla, WA 99362
Phone: (509) 522-0490
Fax: (509) 522-0351
www.wvenvironmental.com

ASSOCIATE

Central National-Gottesman
Contact: Donna Mollenhauer
3 Manhattanville Rd.
Purchase, NY 10577
Phone: (914) 696-9000
Fax: (215) 953-0555
www.cng-inc.com

ASSOCIATE

Can-Am Packaging Equipment Corporation
Contact: Bonnie L. Barraclough, President
30 Pulpit Rock Road
Pelham, NH 03076
Phone: (603) 635-1316
Fax: (603) 635-7139
www.canampackaging.com

ASSOCIATE

Durst Image Technology U.S., LLC
Contact: Christopher Howard, VP Package
& Industrial Group
50 Methodist Hill Drive, Suite 100
Rochester, NY 14623
Phone: (585) 486-0340
Fax: (585) 486-0350
www.durstus.com

SHEET PLANT

Ferguson Containers
Contact: Edward Reichard, General Manager
20 Industrial Rd.
Phillipsburg, NJ 08865
Phone: (908) 454-9755
Fax: (908) 454-7144
www.fergusoncontainers.com

ASSOCIATE

Cook Paper Recycling Corporation
Contact: Bob Cook
600 Broadway, Suite 460
Kansas City, MO 64105
Phone: (816) 471-1088
Fax: (816) 842-5322
www.cookpaper.com

SHEET PLANT

Corr-Pak Corporation
Contact: Hal Taylor
8000 West Joliet Road
McCook, IL 60525
Phone: (708) 442-7806
Fax: (708) 442-0467

ASSOCIATE

Signature Design Packaging
Contact: Kevin Shine, Co-CEO
34 Manitoba Street
Buffalo, NY 14206
Phone: (716) 826-0100
Fax: (716) 826-0118
www.signaturedesignpackaging.com

SHEET PLANT

DuraBox de Chihuahua S.A. de C.V.
Contact: Ricardo Ortega, Plant Manager
Alfonso Reyes 340
Chihuahua, Mexico 31136
Phone: +52 (614) 422-8911
Fax: +52 (614) 481-6599
www.durabox.com.mx

ASSOCIATE

Inverness Industries, Inc.
Contact: Jack McClurkin, President
1625 Colonial Parkway
Inverness, IL 60067
Phone: (847) 705-5880
Fax: (847) 705-9878
www.invernessindustries.com

Update Your Member Information

Please help us update our member records. If you've moved in the past two years, if the name or title on the information we send you is wrong, or if you've never received an email or fax from us, we need your help! Please fill out the "Update Your Information" form and mail or fax it back to us. If you would prefer, you can email your updated information to mjolley@aiccbox.org. **AICC**

Company	_____
Name	_____
Title	_____
Address	_____
City	_____
State/Province	_____
Zip/Postal Code	_____
Phone	_____
Fax	_____
Email	_____

Please fill out your new information and fax it to (703) 836-2795 or email the info to mjolley@aiccbox.org



Steve Young

New Services Highlight a Busy Summer

As you read this, AICC members will just about be gathering in Chicago for our 2006 Annual Meeting and SuperCorr Trade Fair. Our AICC national meetings are recognized by you, the members, for providing excellent content, take-home value and network building opportunities. But AICC is much more than our national meetings, and this summer we expanded the kinds of services and benefits that members can tap into every day. Reaching out to recognized industry experts, AICC has added two new benefits that will keep your competitive edge well-sharpened.

In June, AICC introduced a new technical consulting service in the person of **Ralph Young**, principal of Alternative Paper Solutions, Roswell, Georgia, and a 30-year veteran of the corrugated and containerboard industries. Ralph began his career at Champion International, worked for Great Southern and its successor Georgia-Pacific, Mead, and IP in containerboard sales, technical service and consultation. Ralph's knowledge of containerboard, performance qualities and packaging rules have already helped many members with their customers' questions about ECT, testing, lighter weight liners, and so on. His dedicated email, askralph@aiccbox.org, provides members with a fast response to questions and another measure of value in your AICC membership. If you have a question, ask Ralph!

Then in July, through a partnership with veteran industry economist **Dick Storat**, we began distributing his monthly publication, "Scoring Boxes," to all AICC members. Scoring Boxes, not to be confused with Box Score, details the monthly economic drivers of the containerboard and box business. It's a great resource for all of you who may not have all the various industry data at your fingertips. But don't take my word for it. Here's what **Mark Lindgren** of Fruit Growers Supply in Van Nuys, Calif., had to say:

For what it's worth, I really find this publication very valuable. It gives me a quick and concise view of the economic dynamics of the industry, and is a helpful tool to use when explaining the status of our industry to my customers and owners. Keep up the good work, and I hope this publication through AICC is continued.

Mark Lindgren
Vice President
Fruit Growers Supply

It's our job to provide you, our members, with value for you membership dollar. I believe our working partnerships with both Ralph Young and Dick Storat are a new level of excellence in AICC's services. Use these services to your advantage. They are part of your membership and a benefit to you as a member of AICC.

Steve Young
President

THE FINAL SCORE
Notes from the President

The Complete Package



DATA TECHNOLOGY

M3000 Series.
(Premium Line).
The industry's latest
samplemaking and digital
die cutting system.



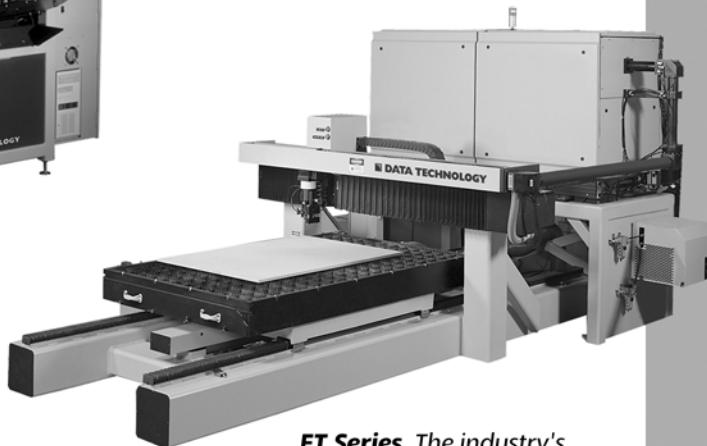
DT 3000 Series (Value Line).
The industry's most successful
samplemaking system.



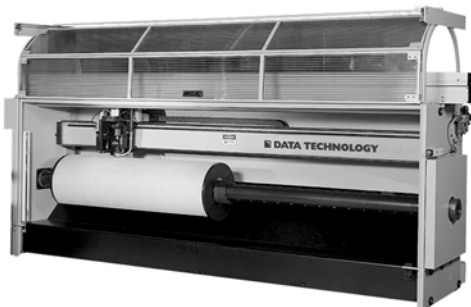
ML Series. The industry's
latest start-up/mid range
laser cutting system.



RRP. The industry's only
combination rotary and flat
rule processing system.



FT Series. The industry's
leading stand alone or
combination flat laser
cutting system.



RL Series. The industry's leading
stand alone or combination rotary
laser cutting system.

From samplemaking to laser die cutting to digital die cutting systems, Data Technology gives you the complete package.

We are the only full-line American manufacturer of automated cutting hardware for the samplemaking, die making and short-run production segments of the packaging industry.

Now with over 2000 installations around the globe, we have a track record of developing innovative and highly productive equipment, and a world-class service and support network featuring access to a dedicated technical staff 24 hours a day, seven days a week.

If you're ready to increase the productivity and flexibility of your operation, call us or visit our website today.

Data Technology, Inc.
260 J Fordham Road
Wilmington, MA 01887

TELEPHONE
978-694-0055

TOLL FREE
800-331-5797

FAX
978-657-7977

WEB
www.data-technology.com