

BoxScore



A Publication of the Association of Independent Corrugated Converters

Volume XIX, No. 6 ■ September - October 2005

Extraordinary Line-Up of Speakers Headline 2005 AICC Annual Meeting

Next month in Boston, an extraordinary line-up of speakers includes an author, a packaging industry leader, a Fortune 500 industry customer, and a former prisoner of war.

**Michael J. Lanning, Managing Director,
The DPV Group**



Michael J. Lanning

“Discovering and Delivering Winning Value Propositions”

Michael J. Lanning, Managing Director, The DPV Group will kick-off the meeting at the opening general session on Thursday, October 27, 2005 with a discussion on “Discovering and Delivering Winning Value Propositions”

Mr. Lanning will lead an interactive discussion on how independent boxmakers can profitably grow, in

the face of intensifying competitive pressures, by creatively discovering and delivering winning Value Propositions.

Lanning is a lecturer, strategy-consultant, original creator of the Value Proposition and related value-delivery concepts, and author of the definitive book on this topic, which will be provided to all meeting attendees.

Commenting on Lanning’s book, Neil Rackham, who led a well-received session at the AICC Spring 2005 Meeting, said, “Important business books are a rarity and this one is a gem. Lanning created arguably the most important concept in the history of marketing—the value proposition—and here takes his seminal ideas deeper and further” Participants will find that Lanning’s presentation strongly complements and builds on Rackham’s spring session on value-driven selling.

— 2005 AICC Annual Meeting, *continued on page 4*

**Check out the 2005
Training Schedule in
LeadEdge**

“Design to Deliver” AICC Plans Special Design Lab and Competition

For the first time, AICC will offer a special designers-only forum to be held in conjunction with the Annual Meeting in Boston, MA.

“Design to Deliver” will be both a design lab and competition that will provide designers an opportunity to learn from experts in the field about new techniques in both structural and graphic design, share their experiences with other designers, and listen as customers share opinions of how consumer trends will impact the near future requirements for corrugated packaging design and designers.

All designer attendees will be invited to compete in the Team Design Competition. Designers will be divided into two teams and given a design problem. Designers

will have access to a complete design studio sponsored by Dimensional Impressions and Esko Graphics. The studio will include fully functional CAD systems, plotter/printers and sample tables so that participants can turn their concepts into reality. The winning design will be selected by a panel of industry experts, and the winners will receive recognition by their peers and in print, and the AICC Team Design Award.

Designer registrants will be offered a special “designers only” rate of \$200 per person.

To register and for more information on the upcoming designers lab and competition, go to <http://www.aiccbox.org/meeting>. For questions, contact Cindy Guarino at (877) 836-2422 cguarino@aiccbox.org. **AICC**



CHAIRMAN'S CORNER

Deliver Value, Not Pass-Throughs

Let's Make Containerboard Price Announcements Irrelevant!

As I'm writing this, the trade press is full of announcements of containerboard price increases. The increases are due, they say, to increases in fuel, energy and other costs, and these things are increasing rapidly. My costs are skyrocketing, just as are yours, but is this the only way we as an industry can get paid more for our products? Is the value we bring to our customers dependent solely on our costs? Can we justify receiving more for our products absent any increases in linerboard, sheets, fuel, energy, inks, health care or other factors? That's a good question we can ask ourselves, and it's a question we will answer at our annual meeting this fall in Boston.

If you've registered for our annual meeting in Boston—and I sincerely hope you have—you will have received a copy of Michael Lanning's book, "Delivering Profitable Value." Read it. Or at least read the first few chapters. Lanning will be our kickoff keynoter on Thursday, October 27, and the concepts he describes build on the foundation we laid at our spring meeting in Naples. How can your sales effort identify, create, capture and sell *value*—not just sell the *pass-along* of an increase in your costs.

One of Lanning's thoughts that rings so true with me and my company is, and I quote: "A business should be defined

and managed as a *value delivery system*, rather than by the conventional model of a *product-supply system*. (Emphasis the author's)

Is your company a product-supplier? Or a value deliverer? We can all ask ourselves that difficult question, and we can find its answer at AICC's 2005 Annual Meeting, "*Design to Deliver: How to Create, Capture, Sell and Deliver Profitable Value to Your Customers.*"

Rachel and I look forward to seeing you there, for once we begin learning these principles, those various price increase announcements which take up space in our trade press will become increasingly irrelevant.

Lee Shillito

P.S.: Let me take this opportunity to commend all of those companies in our industry who have stepped forward to help our fellow citizens in the Gulf Coast in the wake of Hurricane Katrina. As you have read in the trade press and in our AICC bulletins, converters, suppliers and many individuals have reached out to help. May we continue to do so long after the waters recede and the television cameras go away, for there will be much work to be done for a long time.—ALS.

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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AICC'S 2005 ANNUAL MEETING

"Design to Deliver: How to Create, Capture, Sell and Deliver Profitable Value to Your Customers"

Register On-line Now!

AICC is now accepting online meeting registrations for the 2005 Annual Meeting—"Design to Deliver: How to Create, Capture, Sell and Deliver Profitable Value to your Customers". The Annual Meeting will be held at The Westin Copley Place Hotel in Boston, MA, October 26–29, 2005.

AICC's 2005 Annual meeting theme is "Design to Deliver: How to Create, Capture, Sell and Deliver Profitable Value to your Customers". During these three days, AICC will offer unparalleled educational opportunities. Attendees will learn the market-focused approach to delivering profitable value to customers. Attendees will find out why certain products succeed and the role that design plays in this process. Current and future trends in retail will also be discussed including global consolidation, private label and retail formats like hard discounters.

This meeting will provide invaluable educational opportunities for owners, managers, sales managers and designers.

The 12th International Corrugated Packaging Design Competition is also being held in conjunction with the AICC 2005 Annual meeting. This competition will allow attendees to view the sophistication and skill of other independent corrugator and sheet plants from around the world with their innovative, technical and artistic designs.

Attendees who register online for the meeting will be able to do so on AICC's secure website and will receive their meeting confirmations automatically by email.

To register for the meeting, learn more about the topics, presentations, and speakers, and plan your trip to Boston, MA log onto www.aiccbox.org/meeting or contact AICC toll-free at (877) 836-2422. **AICC**

Make Your Hotel Reservations Today!

The AICC 2005 Annual Meeting & 12th International Corrugated Packaging Design Competition will be held October 26-29, 2005 at The Westin Copley Place Hotel in Boston, MA.

Attendees are encouraged to make their hotel reservations as soon as possible, as the room block is filling up quickly. To make hotel reservations, call the Westin directly at (617) 262-9600 or go on-line to www.aiccbox.org/meeting.

AICC has secured a special group rate for AICC meeting attendees:

TRADITIONAL SINGLE/DOUBLE ACCOMMODATIONS \$269.00
(plus applicable taxes and fees)

The deadline for making hotel reservations at the Westin under the AICC group block is October 3, 2005. For more information, contact Cindy Guarino at (877) 836-2422 or cguarino@aiccbox.org. **AICC**

2005 AICC Annual Meeting

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In an environment where competing primarily on price is a vanishing strategic option, independents increasingly must become superior at developing and delivering solutions that impact their customers' success. Lanning will help participants see how they can use the market-focused approach of Delivering Profitable Value (DPV) in meeting this challenge. The independent boxmaker will learn and apply the creative but practical DPV methodology—deeply studying what customers actually do, rather than asking them what they want. Participants will see and be able to discuss a practical, realistic process for applying this powerful, commodity-defying approach.

Allan Boyle, Strategic Business Unit, Nestle Marketing Communications Group

“Creativity, Innovation . . . and a Little Reality”



Allan Boyle

Allan Boyle, Strategic Business Unit, Nestle Marketing Communications Group will lead the general session on Friday, October 28 with a discussion on “Creativity, Innovation . . . and a Little Reality”

Allan Boyle has spent 35 years in packaging, starting on the supplier side, where he was Product Development manager for a large UK packaging company.

Since 1983, he has held various positions within the Nestlé Marketing Communications Group in the International Headquarters in Vevey, Switzerland, and spent two years in Canada as Design Director.

He has now taken over the new role of Head of Communications for the ice cream Strategic Business Unit, which involves both a strategic counseling and project management role in all of the media communication for this global business.

His presentation will answer the following questions; Why do 9 out of 10 new products not succeed? Is there a role that design plays in this—where the communication of the new product is either missing or simply doesn't provide or reinforce the “reason to buy”? Are creativity and reality comfortable partners? More specifically, are the new generations of designers taught the many realities, both technical and commercial, that will make the difference between success and failure?

Jan Willem van der Veen, Director Marketing & Business Support, Kappa Packaging

“Retail Trends in Corrugated Packaging”



Jan Willem van der Veen

Jan Willem van der Veen, Director of Marketing & Business Support, Kappa Packaging will lead the Friday afternoon General Session with a discussion on Retail Trends in Corrugated Packaging.

Packaging companies are increasingly subject to questions and challenges driven by ever-changing retail packaging requirements. Do we understand retail-packaging needs?

Jan Willem van der Veen's presentation will cover the major trends in retail: global consolidation, private label and retail formats like hard discounters.

Brand manufacturers are facing increasing pressure on price levels and decision-making power, and have to fundamentally review their packaging strategies. Are we able to understand all dynamics in the retail chain, take out the complexity and come up with a fundamental and basic packaging approach? What is seen as good packaging and what is seen as bad? What can we learn from it?

Our industry has to challenge “yesterday's” solutions, show the way to improvements and quantify savings and the value of solutions

After graduating at Delft Technical University in 1981, Jan Willem van der Veen joined Buhrmann-Tetterode, an international trading and manufacturing company, as logistics manager. Since 1990, he has been involved in the packaging industry as a Supply Chain Manager, focusing on integrated chain logistics. He has lead the corporate Marketing and Business Support department of Kappa Packaging since 1998 focusing on European customer strategies and relations, added value solutions, innovation, packaging impact throughout the (retail) supply chain, and decision making support.

Jan Willem van der Veen has served as the Vice Chairman of the Netherlands Packaging Center, Chairman of the European Fefco RFID Impact Committee, member of the FEFCO returnable Plastic Crate Taskforce and member of the ICCA retail requirements workgroup.

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Revolutionary Design, Independent Innovation

AICC's 12th International Corrugated Packaging Design Competition

Boxmakers are sure to enjoy the recognition and pride associated with competing in the 12th International Corrugated Packaging Design Competition at AICC's Annual Meeting in Boston. Setting and raising the bar for corrugated packaging designs that have been manufactured by independent corrugators and sheet plants worldwide, the competition offers first place, second place, third place, honorable mention, and People's Choice awards along with its top honor, the coveted Judges' Choice Award.

This year's competition includes 16 categories, providing opportunities for independent boxplants to showcase their best-corrugated designs in a variety of structural- and graphics-based categories. All entries will be judged and exhibited during the AICC 2005 Annual Meeting, October 26-29, 2005 at The Westin Copley Place Hotel In Boston, MA.

Entries designed and manufactured as part of a production run between October 2003 and October 2005 are eligible for submission. Entries must be submitted (online and paper entry forms) and samples sent to the competition warehouse by Friday, October 7, 2005. Go to www.aiccbox.org/pdc and enter now.

AICC would like to send a special "thank you" and acknowledgement to Innovative Packaging, Huntington, Indiana and Wasatch Container & Utah Paperbox in North Salt Lake, Utah for their generosity in designing and producing the corrugated promotional pieces for the 12th International Corrugated Packaging Design Competition. It is a great example of the creativity, innovation, and excellence exhibited by independent boxmakers.

Innovative Packaging's design focused on the revolutionary theme of the competition "Revolutionary Design Independent Innovation". On the outside of the promo piece there were photographs that Innovative Packaging Design Manager Sean Roughley took with a 35mm camera when he was in Boston several years ago. He says he chose four-color offset printing for the promotional piece to showcase the high quality of the photographs.

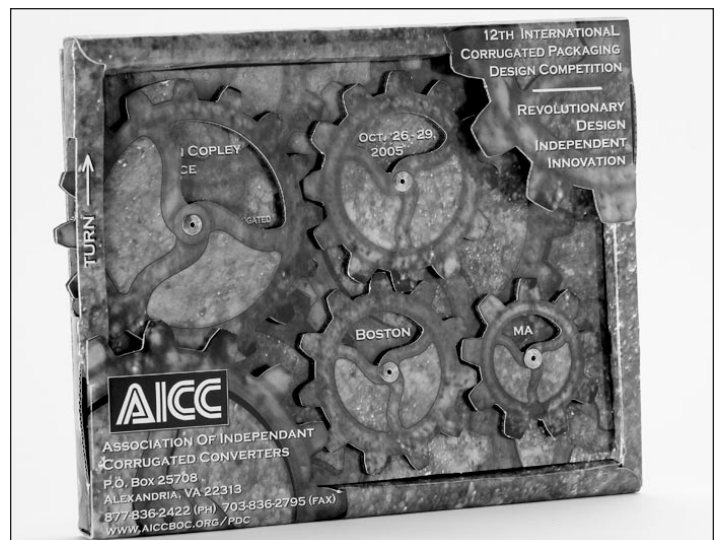
"Since we were going to do a laminated top sheet, that was the best way to go," adds Brad Albright, vice president of sales.

To create the structural design, Roughley used Dimensional Impressions' Score! CAD software. He designed two 1³/₄ x 2¹/₄-inch tabs at the bottom of the box affixed with sticky-backed Velcro circles to keep the box's top flap closed. The box was printed and laminated by an outside supplier and then diecut at Innovative Packaging on a Bobst flatbed diecutter.

Wasatch Container and Utah Paperbox Co. focused their design around the word "Revolution". Eric Gray, Structural Designer, Utah Paperbox Co., a sister company to Wasatch Container, shared his thoughts behind the design. He said he focused on the meeting's theme, the Revolution of Ages, the Industrial Revolution and actual revolving parts which the promo piece has as part of the design. The promo was constructed from Litho-Laminate E-Flute; with the new back pocket being a .024 weight SBS. The gears inside the frame portion are also laminated E-Flute with a second layer laminated perpendicular to the first. The printing and assembly was done cooperatively between both Wasatch Container and Utah Paperbox Co.

AICC would like to once again thank both companies for their generosity, time and support of the competition.

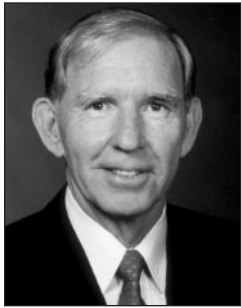
For more information or to enter in the AICC 12th International Package Design Competition please go to www.aiccbox.org/pdc. If you have questions regarding the competition please contact Cindy Guarino at cguarino@aiccbox.org or (877) 836-2422. On behalf of the AICC Board of Directors, members and staff, we want to thank the following contributing sponsors of the 2005 Annual Meeting. Their generous support contributes to the success of this event. **AICC**



2005 AICC Annual Meeting

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Captain Gerald Coffee



Captain Gerald Coffee

Captain Coffee is a returned Prisoner of War from Vietnam and the author of *Beyond Survival: Building on Hard Times*. Captain Gerald Coffee's message focuses not on the horrors of his seven year incarceration, but upon the positive lessons learned by himself and other Americans held captive. His faith—in himself, his fellow man, his country, and his God—was the key to his survival, and can be for

all—each day, today and tomorrow. In using his incredible experiences as a vehicle, Captain Coffee leads his audience through laughter and through tears, and ultimately to the affirmation that we are all so much stronger and more capable than we give ourselves credit for, and we each have the potential to survive any ordeal, overcome any obstacle, achieve any goal. His style is genuine, warm, and witty; his message unforgettable.

Captain Gerald Coffee is a native Californian, who graduated from U.C.L.A. in 1957. He was commissioned as a Naval Officer in 1958 and received his Navy wings in 1959.

His early operational flying was primarily in tactical reconnaissance, flying advanced Navy jets from the decks of several aircraft carriers in the Atlantic, Mediterranean, Caribbean, and Pacific Oceans.

In early 1966, while flying combat missions from the USS Kitty Hawk in the Tonkin Gulf, Captain Coffee's aircraft was downed by enemy fire over North Vietnam. He parachuted safely, but was captured immediately. For the next seven years, he served as a prisoner of War in the various prisons of Hanoi. He was repatriated with the first group of POW's on February 12, 1973.

Since his return, Captain Coffee has earned a Masters Degree in Political Science from U.C. Berkeley, graduated from the National War College in Washington D.C., and commanded his own squadron at Naval Air Station Barbers Point, Hawaii. He currently serves as a Public Affairs officer on the staff of the Commander in Chief, U.S. Pacific Fleet.

To register for the meeting, learn more about the topics, presentations, and speakers, and plan your trip to Boston, MA log onto www.aiccbox.org/meeting or contact Cindy Guarino at AICC toll-free at (877) 836-2422. **AICC**

**On behalf of the AICC
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“Si Mangia Bene”

North End Market Tour & Luncheon

Thursday, October 27, 2005 ■ 11:00 am – 5:00 pm

This October, at AICC's annual meeting, experience Boston's "Little Italy" like a native and tour the Markets of the North End. As recently profiled in "The Washington Post", "Si Mangia Bene" is a tour that includes a brief history of an old style Boston neighborhood and a description of the evolving restaurant scene. A total of 8 stores are visited including a pastry shop, confection store, coffee/spice shop, fishmonger, greengrocer, salumeria, and liquor store. Little tastes are provided on route as well as secrets on where to find, buy, and prepare authentic ingredients. Handouts describing the stores will be given to all tour participants. The tour includes a full lunch and there will also be opportunities for participants to shop and explore the North End on their own. "Si Mangia Bene" takes place from 11:00am – 5:00pm on Thursday, October 27 in Boston. To sign up, go to www.aiccbox.org/meeting.

If you have questions or need any additional information, please contact Cindy Guarino at (877) 836-2422 or cguarino@aiccbox.org. **AICC**

The Successful Hybrid Designer

By Mark Giles
Design Manager, Englander Container & Display

Over the past fourteen years of my career, the role of a graphic designer has slowly evolved into a much more involved position within a sheet plant. Before we transitioned into high-end graphics flexo print in the early 90's, the average sheet plant employed only one or two structural designers. Their responsibility was mainly to provide spec sheets and samples to sales. However, as we entered into the new decade, there became a need for an in-house graphic designer. The graphic designer quickly took on the responsibilities of mocking up graphics on structural samples and maintaining pre-press requirements, which previously had been the under the umbrella of plate suppliers responsibilities. As we have been thrust into this new millennium of high-speed internet, cell phones, and in-car GPS systems, the need for faster turn around times coupled with new digital technologies has created a need for a new hybrid designer.

This successful new breed of designers must understand both the graphic and structural ends of design, as well as have good working knowledge of pre-press, production,

and sales. However, this is not to suggest that in order to be a good designer in this day and age that one must master all of these aspects. Nor is that to say that a great knowledgeable designer can make or break how a company functions and excels. As we all know, the entire sheet plant team makes that happen. From the designers position alone though, understanding all of the requirements and limitations of the equipment, such as printing plates and cutting dies, at both your own and your suppliers plant is priceless.

A good designer must have the ability to know how to position multiple items for cutting dies, how the outs will stack off the conveyor, how the print will affect the die layout and lead edge, how colors trap, and how ink performs on various substrates such as kraft, oyster white, and high-hold out paper. A design staff that knows all the maximums and minimums for film-plotting, plate material, substrates, as well as printing and cutting capabilities will inevitably increase productivity and profitably by avoiding potential problems and setting a stage in which working designs can be created and approved quickly.

A company's increased sales depends on successful design however, successful design truly begins with a knowledgeable salesperson. In our fast paced digital time, a customer's needs and wants are relayed directly to design via e-mail or FTP sites. Before the commonality of e-mail, a salesperson would personally communicate this information to production and design teams. This 'new and improved' type of communication has its drawbacks though. In the typical sheet plant now, a salesperson, for good or ill, has little to no contact with the production floor. This situation can create major communication gap, a costly one at that, between what a company is trying to sell and what they can actually manufacture.

In today's plant the graphic designer often bridges this gap. In addition to more direct contact between the designer and customer, faster turnaround times have made it common for a salesperson to make a call with a member of design. It has been my experience that a designer on a sales call who can evaluate what a customer wants with the salesperson, then apply their knowledge of film, plate, cutting dies, and machine limitations to create an on the spot presentation of how the customers needs can be met will help secure the sale.

— The Successful Hybrid Designer,
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The Do's and Don'ts of Graphic Design

By Donald McCaughey, Mark/Trece, Inc.

The demand for bright consumer oriented graphics printed directly on corrugated board creates a challenge to the graphic designer. An awareness and realization is needed to establish that good creative design is achievable only in direct relationship to your knowledge of the corrugated printing medium and the corrugated printing process. Communication among customer, corrugated converter and graphic designer is so important because of the many variables and the wide variation of printing capabilities from converter to converter. A corrugated converter with a press with 140 line screen anilox rolls will simply not be able to produce a graphic design

Good creative design is achievable only in direct relationship to your knowledge of the corrugated printing medium and the corrugated printing process.

successfully, should you want a 65 art line screen design. In offset and gravure printing processes, printing standards are widely recognized and used. This not the case in corrugated printing and may never happen because of the vast range of printing requirements. Also, due to the wide range of printing abilities from converter to converter, the do's and don'ts may not hold true for many of the more advanced corrugated printers. The graphic designer should inquire if in doubt. Ask the converter for fingerprinting analysis of his presses and his graphic standards manual.

Registration

You should design very loosely for registration unless you have a fingerprint analysis of the press from the

corrugated converter telling you exactly the registration tolerances of each of his presses or specific instructions from the customer. Keep all colors one-quarter inch away from each other and all colors 1/2 inch away from scores on RSC, die-cuts, and displays. This advice is applicable whether you are designing on a computer or by conventional means.

Holding Lines for Registration

A holding line around two or more colors is an effective technique to use to ensure that misregistration will not affect the visual impact of your design. Recommended for three and four color process and modified process designs. The holding line should be in the darkest (opaque) color and the thickness should be based on the registration capabilities of the press.

Wet Trapping

When one ink prints over another ink. Communication is a must with the converter regarding his ability to overprint one color over another to avoid picking. The selection of ink, compatible press and anilox rolls is critical, especially if the corrugated board is clay coated. If you do not know, you should avoid printing one color over another when designing for corrugated.

Color Trapping

Whether working conventionally or with a computer, trapping, referred to as chokes and spreads, will be based on the accuracy of the printing press. Sometimes referred to as "bleed" in the corrugated field, the graphic designer should design away from complicated color trapping in corrugated design. One-eighth inch traps are generally accepted minimums, while three-eighths inch bleed off box is recommended for overall coverage. Higher graphic

printing presses are capable of 1/64-inch traps and 1/16 inch bleeds. Be aware that a third color can be created where colors overlap if the overtrap color is not opaque enough.

Printing Overall Solids

It is not advisable to design overall solids in the same color as small type. If the box or display is scored before printing it is suggested that the design not be carried over scores; back off one-half inch because of the compression of the board near the score. If the box or display is a diecut, a full solid is an attractive visual effect but a one-eighth inch bleed is recommended around the edge of the die art. You may have to consider overall coverage because of the change in brightness of corrugated board from roll to roll, an important consideration for products that are displayed next to each other on the shelf.

Printing to Scores on Regular Slotted Containers (RSC)

For printing on regular slotted containers (RSC) never design to print over the scores and creases, because of the compression made by scoring and creasing knives. It is impossible to get ink down into these low spots without squeezing the print of the rest of the design. It is advisable to stay one-half inch off scores and creases in your design.

Printing on Diecut Cartons

Designing for a box or display that is die cut allows for more creative expression. Because the corrugated sheet is printed flat and not pre-scored like RSC's the designer can enjoy the freedom of designing the blank as one piece and not as a

— The Do's and Don'ts
of Graphic Design
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Student Winners Announced in AICC's 6th Annual Student Packaging Design Competition

AICC is pleased to announce the winners of the 6th Annual Student Packaging Design Competition. Twenty entries were received this year from the following schools: Clemson University, Mohawk College, University of Florida, Cal Poly University and Humber College.

Students of all class years were encouraged to submit their packaging designs into the following design categories:

CATEGORY 1: Design to Fit A Problem: Students design a structure that accomplishes a given task while accounting for converting challenges.

CATEGORY 2: Open Design: Students design any structure in which they design the die line and graphics and print the job.

CATEGORY 3: Corrugated As Art: Students design a one-of-a-kind, non-production run, corrugated structure.

All of the winners in each category received a plaque and a monetary award. The first place winners in each category also receive an all expense paid trip to the AICC 2005 Annual Meeting in Boston, MA

This year's winners were as follows:

Category One—Design to a Problem



**First Place Winners—
Gusset Closure Container**

**First Place Winners—
“Gusset Closure Container”**

Sean Gilroy, Darrin Fess—
Mohawk College

**Second Place Winners—
“Lipton’s NoGlue”**

Eddie Crockett, Alicia Meldrum,
Mark Roberts—Mohawk College

**Third Place Winners—
“Team Clemson”**

Stacy Brogan, Bryan Wilson,
Mark Rivera, John Pettus—
Clemson University



**Second Place Winners—
Lipton’s NoGlue**



**Third Place Winners—
Team Clemson**

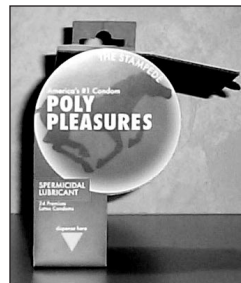
Category Two—Open Design



**First Place Winners—The Pathway Thru
Printing Game**

**First Place Winners—
“The Pathway Thru
Printing Game”**

Blair Hunnicutt,
Michelle Whitten,
Robert Povelones,
Lindsay Limbaugh &
Briann Wade—
Clemson University



**Second Place Winners—
Poly Pleasures**

**Second Place Winners—
“Poly Pleasures”**

Kyle Lederer, Ellington Cheung,
Ryan Hill, Claudia Razo—Cal Poly

Category Three— Corrugated as Art

**First Place Winners—
“Cal Poly Foosball Table”**

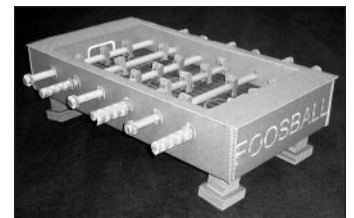
Matt Sprecher, Candace Mar, Dave
Ziarcone & Derek Roedel—Cal Poly

**Second Place Winners—
“3 Layer Happy Cake 2000”**

John Mcrae, Conner Wolff &
Caitlin Rowlands—Cal Poly

**Third Place Winners—
“A Super Nintendo”**

Frank Wallace, Jeremy
Schnyder, James Manley &
Johnny Fisher—Cal Poly



**First Place Winners—
Cal Poly Foosball Table**

The winning designs will be on display at the 12th International Corrugated Packaging Design Competition, held in conjunction with the Annual Meeting, October 26–29, 2005 at the Westin Copley Place Hotel in Boston, MA.



**Second Place Winners—
3 Layer Happy Cake 2000**

For more information on the 6th Annual Student Packaging Design Competition please contact Cindy Guarino at (877) 836-2422 or cguarino@aiccbox.org.

www.aiccbox.org. **AICC**



Third Place Winners—A Super Nintendo



AICC's 2005 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 2005

- 27:** **Audio/Web Conference,**
1:30–3:00 p.m.
- 27:** **Region 1 & 2 Meeting,**
The Venetian, Las Vegas, NV
Info: Taryn Pyle at (877) 836-2422
or tpyle@aiccbox.org
- 28:** **FBA Technical Committee Meeting, Caesar's Palace, Las Vegas, NV**
Info: Rich Soderberg at (847) 364-9600

October 2005

- 3:** **Region 6 Golf Outing, Flossmoor Country Club, Flossmoor, IL**
Info: Sharon Spindler at (630) 879-2100 or sharons@bcibox.com
- 5-6:** **Renewing Your Sales Force—Advanced Level, Four Points by Sheraton Philadelphia Airport, Philadelphia, PA**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org
- 17-20:** **Fundamentals of Improved Flexo Printing & Rotary Die Cutting, Appleton, WI**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org
- 26-29:** **AICC 2005 Annual Meeting & 12th International Corrugated Packaging Design Competition, Westin Copley Place, Boston, MA**
Info: Cindy Guarino at (877) 836-2422 or cguarino@aiccbox.org

- 26-28:** **"Design to Deliver" Design Lab & Competition, in conjunction with AICC's Annual Meeting, Westin Copley Place, Boston, MA**
Info: Taryn Pyle at (877) 836-2422 or tpyle@aiccbox.org
- 26:** **21st Century Customer Service On-Line begins (new session)**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org

November 2005

- 2-3:** **Lean Quick Start for Production, Sheraton Grand DFW Airport, Irving, TX**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org
- 3-4:** **Lean Quick Start for Administration/Sales, Sheraton Grand DFW Airport, Irving, TX**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org
- 8-9:** **Advanced Production Supervisor Training, Rogers, AR**
- 10-11:** **Basic Supervisory & Leadership Training, Pico Rivera, CA**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org
- 14-17:** **Foundational Elements of Flexographic Printing on Rotary Die Cutters, Clemson, SC**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org
- 15-16:** **Advanced Production Supervisor Training, Kalamazoo, MI**
- 17:** **FBA Environmental Committee Meeting, Rolling Meadows, IL**
Info: Brian O'Banion at (847) 364-9600 or bobanion@fibrex.org

December 2005

- 12-15:** **Overview of Post Printing on Corrugated Board, Clemson, SC**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org

January 2006

- 23-26:** **Fundamentals of Improved Flexo Printing and Rotary Die Cutting, Appleton, WI**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org

February 2006

- 16-18:** **Customer Service Managers' Forum, Doubletree Castle Hotel, Orlando, FL**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org

March 2006

- 23-24:** **Renewing Your Sales Force—Intermediate Level, Hyatt Regency, Phoenix, AZ**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org

April 2006

- 4-5:** **Renewing Your Sales Force—Advanced Level, Westin Casuarina Hotel, Las Vegas, NV**
Info: Dave Core at (877) 836-2422 or dcore@aiccbox.org
- 5-8:** **AICC Spring 2006 Meeting, Bellagio Hotel, Las Vegas, NV**
Info: Cindy Guarino at (877) 836-2422 or cguarino@aiccbox.org

- 30 – May 2:** **FBA Annual Meeting, Four Seasons Hotel, Miami, FL**
Info: Heather Marshall at (847) 364-9600 or hmarshall@fibrex.org

LeadEdge

Leadership and Performance
through Education & Training

Issue III • Vol. 1 ■ September - October 2005

Reserve Your Spots for New Sales Training

To train corrugated industry and supplier company sales people to uncover customer needs and provide solutions that customers value, AICC offers its newest sales training program developed by Huthwaite Inc. (the sales training firm founded by Neil Rackham): Renewing Your Sales Force: Advanced Level, October 5-6, 2005, Philadelphia. This new training is for sales people with at least 5 years experience who desire to enhance their selling skills and improve their sales success. To allow for maximum interaction and focused learning this class is limited to 20. This training will not be offered again on the East coast for another 12 months.

The objective of the training is to strengthen the skills of sales people in providing packaging solutions their

customers cannot refuse. This will be done through instruction in Huthwaite's selling models and strategies combined with in-class skills practice.

Renewing Your Sales Force: Advanced Level is for salespeople with at least 5 years of experience. Participants will learn how to:

- Develop skills and strategies for the different stages of the customer buying cycle,
- Uncover explicit customer needs by asking the right questions,
- Create effective entry strategies,
- Better demonstrate capability and create value,
- Apply strategies to influence customer perceptions,
- Learn how to coach newer sales representatives, and

- Better match benefits to overcome customer objections.

All participants will be expected to complete an action plan with the assistance of their managers to apply what they will have learned. If sales people interested in this training live within easy travel distance to Philadelphia, this is an excellent opportunity for them to improve selling skills without having to travel far.

The registration fee is \$1,095 for the full two-day Advanced Level program, if the registration is received by September 20. For more information or to register, go online to www.aiccbox.org or contact David Core at AICC at 1-877-836-2422 or at dcore@aiccbox.org. **AICC**

Next Audio/Web Conference To Focus on Cycle Time

On Tuesday, September 27, AICC will present its third audio/web conference called "Cycle Time and Team Cooperation", presented by industry trainer and production management expert Dean Mitchell of The Mitchell Group, Denver, Colorado. Reducing cycle time enables companies to meet the customers' requirements for a quality product delivered on time at a competitive price and the companies' goals of maximum efficiency and minimum waste while returning profits. "Cycle time" is defined as measuring the time from the beginning of a process to its end and everything in between. It may include order entry, design, scheduling materials and machine time, machine set-up, the actual converting and shipping of the customers' products, and billing. This conference will focus exclusively on scheduling materials

and machine time (board, inks, printing plates, design, cutting dies, labels, and all information that goes with the order). It will also include a process for reviewing new items with interdepartmental teams. In fact, interdepartmental cooperation is instrumental in reducing and maintaining cycle time.

This conference is for corrugated and folding carton industry production, sales and customer service managers and schedulers and their respective teams who would like to reduce lead times, e.g. turning a repeat order within 24-48 hours and delivering a new order within five days from the time the plant receives the customer

— Next Audio/Web Conference To Focus on Cycle Time,
continued on page 13

Brief Course Descriptions

(September - December 2005)
Full Course Descriptions
on Website,
www.aiccbox.org

Fall 2005 Calendar of Training Events

SEPTEMBER 2005

27: Audio/Web Conference,
1:30-3:00 p.m.

OCTOBER 2005

5-6: Renewing Your Sales Force:
Advanced Level, Philadelphia
26: 21st Century Customer Service
online, begins again

NOVEMBER 2005

2-3: Lean QuickStart for Production,
Irving, Texas
3-4: Lean QuickStart for
Administration/Sales, Irving, Texas
8-9: Advanced Production
Supervisor Training, Rogers,
Arkansas
10-11: Basic Supervisory and
Leadership Training, Pico Rivera,
California
15-16: Advanced Production
Supervisor Training, Kalamazoo,
Michigan

DECEMBER 2005

12-15: Overview of Post Printing on
Corrugated Board, Clemson, S.C.

JANUARY 2006

23-26: Fundamentals of Improved
Flexo Printing and Rotary Die
Cutting, Appleton, Wisconsin

Renewing Your Sales Force (Intermediate and Advanced Level)

AICC's Renewing Your Sales Force is so much more than a training course. It's the first step to real sales performance change. During this course, you will learn Huthwaite's own training models developed after years of sales research AND you will acquire hands-on practice of those skills. There will be group interaction, a hallmark of AICC training, and development of post-training action plans. In addition, participants will be able to use the reinforcement tools Huthwaite offers through its website. This training is also priced 35% less than generic industry sales programs.

Space is limited to 20 participants.

Benefits:

- Plan for a successful sales call that moves the sale forward.
- Ask the right questions.
- Avoid objections by offering true needs-based solutions.
- Develop real customer needs that motivate your customers to buy, and much more.

Program Agendas:

Intermediate Level—

Our two-day Intermediate Level Program is designed for sales people and their sales managers from the corrugated and related packaging industries. Intermediate Sales people will have 18 months to 5 years experience.

This program will include:

- An Overview of the Corrugated and Related Packaging Industries
- 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
- Handling Objections
- Prospecting Trends in the Marketplace
- Developing and Using Effective Prospecting Messages to Communicate Value
- Segmenting the Market to Manage Focus and Maximize Efforts
- Identifying Segments for Effective Buyer-Focused Prospecting
- Developing an Action Plan to Identify Priority Behaviors
- Several Group Exercises

Advanced Level—

Our two-day Advanced Level Program is designed for sales people and their sales managers from the corrugated and related packaging industries. Advanced Sales people

will have over 5 years experience. This program will include:

- Developing Skills and Strategies for the Buying Cycle Stages
- Developing Customer Needs and Practicing SPIN[®], a Process for Uncovering and Presenting Value to Customers
- Using Call-Planning Tools to Enhance Call Outcomes and Obtain Commitment
- Creating Effective Entry Strategies and Leveraging Customer Roles to Achieve Advances
- Handling Competitive Opportunities
- Learning to Demonstrate Capability and Creating Value
- Applying Strategies to Influence Customer Perceptions
- Resolving Concerns in the Buying Process
- Learning How to Coach
- Developing an Action Plan to Identify Priority Behaviors
- Several Group Exercises

Length of Program: 2 days each

Audience: Intermediate: Sales representatives with 18 months to 5 years of experience. Advanced: Sales reps with more than 5 years experience.

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. Based on their own training needs, students have the opportunity to enroll in individual modules, the first or second seven modules, or all 14 modules. Each module should take less than 20 minutes to complete.

Benefits:

- Learn on your own time at your own pace and without having to travel, thereby saving hundreds of dollars in travel costs, not to mention the time.
- Select the modules you want, allowing total learning flexibility
- Set your own action plans based on what you learn, making the learning practical and immediately useful
- Study with other members of your team, if you wish, helping each other to succeed

Topics:

Module #1 Packaging Industry Overview
Module #2 Define Your Business
Module #3 Evaluate Your Competition
Module #4 Communication & Listening Skills
Module #5 Establishing Credibility
Module #6 Value Added Customer Service
Module #7 Team Building
Module #8 Profile Your Target Customer
Module #9 People Styles At Work
Module #10 Conflict Resolution
Module #11 When Things Go Wrong
Module #12 Time Management
Module #13 Stress Management
Module #14 Personal Goal Setting

Length of Modules: Each module will be open for 10 days, pre-class assignments are due before you take the online modules, test required for completion

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

Lean QuickStart for Production

AICC and P² (P-Squared) have joined forces to offer this new training program specifically for production and plant managers/supervisors and general managers in the corrugated and paperboard industries:

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:

Section One — Overview.

- **Production related overview:** An overview of Lean Manufacturing using the Lean Compass and focusing primarily on the internal plant measures.
- **Overall Equipment Effectiveness Baseline and Justification for Improvement.** A more detailed look at OEE for baseline measurement and the calculation of dollars saved for each percentage of improvement.
- **Lean Manufacturing Simulation.** This manufacturing simulation demonstrates the dividends of inventory reduction and of production at the speed of demand.

Section Two — Visual Workplace.

- **Visual Workplace.** Participants will learn the methods that have allowed companies to make 7S a lasting part of the way they do business.
- **“Real” Implementation.** Each participant will be assigned a role relating to a Box Plant Machine Center that has been targeted for improvement. Each of the players in a typical plant would be represented (supervisor, operator, sales person, etc). The participants would then build a Workplace Plan.
- **The Workplace Plan.** This section will demonstrate the steps to building the Workplace Plan: Spaghetti Diagrams, Cultural Force Field, Task Lists, Future State.

Section Three — How to hold a Kaizen event.

- **Outline Steps of the 3-5 Day plan for rapid process improvement using cross-functional teams.**
- **Case Studies.**
- **Mini Kaizen Event.** Participants will work in groups to demonstrate their learning by improving performance on the manufacturing simulation from day one.

Objective of Program: To give managers and supervisors useful tools to Reduce Waste and Improve Profit in their particular departments.

Audience: Production and plant managers/supervisors, general managers

Lean QuickStart for Administration/Sales

A ICC and P² (P-Squared) have joined forces to offer this new training program specifically for customer service managers, administrative managers, sales managers and general managers in the corrugated and paperboard industries:

This 1½-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:

Section One — Overview.

- **Sales/Marketing related overview.** An overview of Lean Manufacturing using the Lean Compass and focusing primarily on market forces.
- **Area of Concentration:** how to streamline the sales process, cus-

tomers service process, supply chain management, and other operations.

- **Lean Manufacturing Simulation.** This office simulation demonstrates the dividends of streamlining procedures and paper work.

Section Two — How to hold an Office Kaizen event.

- **Outline Steps of the 3-5 Day plan for rapid process improvement using cross-functional teams.**
- **Case Studies.** Case examples are shared for faster customer service process, order entry form mistake proofing, inventory reduction, and use of “cells” in administration.
- **Mini Kaizen Event.** Participants would work in groups to demonstrate their learning by improving performance on the simulation from the previous section.

Section Three; Lean Sales and supply relationships

- **Case studies depicting the benefits of Lean in packaging using:**
 - Kanban releases to customers (reducing inventories to strengthen customer relationships).
 - Lean Consumption: streamlining the process for customers to buy from you.
 - Resource for customer. Once companies are on the Lean journey they are usually ahead of their customers. Personnel can provide resources to customers for reducing costs. “No, Mr. Customer, I cannot reduce my price by 20% but I can show you how to take 20% out of your costs.”

Objective of Program: To give managers and supervisors useful tools to Reduce Waste and Improve Profit in their particular departments.

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

Advanced Production Supervisor Training

This full 2-day class is geared towards experienced first line production supervisors, superintendents and production managers from the corrugated industry—sheet plants, corrugator plants and suppliers. This dynamic course is designed to develop their skills in the areas of communication, leadership, team building, problem solving techniques, production measurement tools, goal setting and the ability to frame and implement action plans necessary to achieve production goals.

Agenda:

We focus on advanced management principles and skills built around the eight responsibilities of the supervisor:

- Profit and the Eight Responsibilities
- Communication
- Leadership
- Action Planning
- Goal Setting, Measurement and Accountability
- Learning Principles and Training Tools
- Change Implementation
- Analytical Skills and Decision Making
- Facilitation and Team Building

The four areas of responsibility we focus in depth on are:

- Waste
- Productivity
- Quality
- Housekeeping

Length of Program: 2 days

Audience: Experienced corrugator and sheet plant production supervisors

Basic Supervisory and Leadership Training

Revised in 2004, Basic Supervisor Training is a production management training program developed exclusively for the corrugated box industry and draws on the experience of successful corrugated box plant managers, owners, production managers, line supervisors and machine crews. Basic Supervisor Training will help you develop and sharpen your communication, leadership, and supervisory skills, motivate yourself and your team, cope with technological changes in the plant, communicate effectively with top management, find the enriching qualities in your job, and interact with industry peers.

Benefits:

- Participants will have the opportunity to interact with peers that have had similar problems and solutions.
- Participants will be coached on motivational skills, problem solving techniques, and management skills that many junior production supervisors lack.
- With the help of AICC’s Facilitator and their supervisor, participants will walk away with specific goals, and a path to achieve those goals.

Agenda:

- Overview of the Corrugated Industry
- Role of Supervisor vs. Role of Operator
- Instructing Employees to Act
- Coaching and Counseling
- Motivation
- Handling People Problems while Preserving Trust

- Communicating Non-Defensively
- Conducting Informal and Effective Talks with Your Crew
- Hiring and Firing
- Training Your Team
- Getting Management Buy-In
- Goal Setting

Length of Program: 1½ days

Audience: New production or line supervisors, production managers

Overview of Post Printing on Corrugated Board

Since February 1997, AICC members have benefited from this hands-on training where participants function as a press crew. The course has been established to encourage 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.

Topics:

- Intro to flexo: platemaking, doctor blade chambers vs two roll systems, plate mounting, mounting tapes, print friendly designs, and dot gain
- How to select, clean and maintain the correct anilox roll
- Color theory: subtractive and additive (how to apply on press, not just theory).
- Proper set up sequence on press that saves time and the life of your plates.
- How to register any job, no matter how poorly it is mounted.
- The purpose of a proof and why you should have them at press.
- Why you should treat your ink like a chemical instead of colored water.
- 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.
- Students mount plates, check pH and viscosity of inks, set up the paper feeder, adjust impression settings, register difficult designs, and at the end of the day get to clean up the press.
- Densitometer work (everyone measures a dot gain curve in class).
- Control targets and how to use them.
- Documentation for repeatability

Length of Program: 4 days, Monday, 8:30 a.m. – Thursday, 5:30 p.m.

Audience: Press operators, press supervisors, sales people

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.)

■ 21st Century Customer Service Online, begins again October 26, 2005

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
 on/before 3/15/05:\$235
 After 3/15/05:\$285
 14 modules member payment
 on/before 3/15/05:\$470
 After 3/15/05:\$520
 Nonmember Registration for any or all
 modules: call AICC for information.

■ Lean QuickStart for Production, November 2-3, 2005, Dallas

AICC member payment on/
 before 10/12/05:\$845
 After 10/12/05:\$945
 2nd or 3rd Registration: deduct \$100
 Nonmember Registration:\$1,145

■ Lean QuickStart for Administration/ Sales, November 3-4, 2005, Dallas

AICC member payment on/
 before 10/12/05:\$845
 After 10/12/05:\$945
 2nd or 3rd Registration: deduct \$100
 Nonmember Registration:\$1,145

■ Basic Supervisory and Leadership Training

_____ November 10-11, 2005, Pico Rivera, CA

AICC member payment on/before
 three weeks before the course:\$695
 Within three weeks:\$745
 Nonmember Registration:\$895

■ Overview of Post Printing on Corrugated Board, Clemson, SC

_____ December 12-15, 2005

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

_____ January 23-26, 2006

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/\$1,495
 Within three weeks:\$1,495
 Nondonor Registration:\$1,495

■ Renewing Your Sales Force: Intermediate Level

_____ September 20-21, 2005, Charlotte, NC

_____ March 23-24, 2006, Phoenix, AZ

AICC member payment on/before
 three weeks before the course:\$895
 Within three weeks:\$995
 Nonmember Registration:\$1,195

■ Renewing Your Sales Force: Advanced Level

_____ October 5-6, 2005, Philadelphia, PA

_____ April 4-5, 2006, Las Vegas, NV

AICC member payment on/before
 three weeks before the course:\$1,095
 Within three weeks:\$1,195
 Nonmember Registration:\$1,395

■ Audio/Web Conference, September 27, 2005, 1:30–3:00 p.m. Eastern

AICC member payment per site:\$195
 Nonmember:\$295

■ Advanced Production Supervisor Training

_____ November 8-9, 2005, Rogers, Arkansas

_____ November 15-16, 2005, Kalamazoo, MI

AICC member payment on/before
 three weeks before the course:\$995
 Within three weeks:\$1,095
 Nonmember Registration:\$1,295

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

— MEMBER TESTIMONIAL —

Employee Aptitude Test: My Story

Elaine Fontana, CEO, Michigan Box, Detroit, Michigan

“Recently we were looking for two people: a designer and a sales representative. We don’t do a lot of hiring because we don’t have a lot of turnover and we weren’t quite sure how best to proceed. After all, how many of us have made bad hiring decisions? You just can’t afford these days to hire the wrong employee; I mean think of the cost to train, the benefits, lost productivity and even the opportunity cost of not having a better fitting employee.

“So we had heard that AICC offered its Employee Aptitude Test—a test of a job applicant’s basic math, language, spatial skills, interests and honesty. The results are matched against a benchmark of a “successful employee” in that position.

“We tested first the applicant for designer and the results showed that he’d likely be a successful employee because of the matching of his test results with the benchmark. After

an interview with him, we hired him based significantly on the test results. And he’s working wonderfully; I’m so pleased.

“We also recently interviewed an applicant for a sales position and had him take the aptitude test. He didn’t score as well. Before seeing the results some wanted to hire him because of his experience. But the test results showed he didn’t have the right aptitudes, so we didn’t hire him. And I’m glad we didn’t; it probably saved us thousands of dollars.

“We are pleased with the AICC Employee Aptitude Test and will use it for every job candidate we interview. It’s a cost-effective, simple way to help us hire the right people.”

To order your online Employee Aptitude Test, please go to www.aiccbox.org or contact Maria Frustaci at mfrustaci@aiccbox.org or 1.877.836.2422.

If you would like to contact the author of this article, please email efontana@michiganbox.com. **AICC**



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The Do's and Don'ts of Graphic Design

continued from page 8:

series of panels. All the variables regarding registration, color trapping, and print capabilities are the same and are dependent on the printing press and operator skill. Be careful that your design lines up when the piece is folded and of registration problems that arise in the diecutting operation.

Printing of Displays

The graphic designer should treat the technical applications of his design exactly the same as he would a corrugated box design. All the variables of the corrugated printing process are the same. Because small displays are often printed two or four out, your design

should take into account potential diecutting registration problems which are different than printing registration problems.

Type Styles

All type fonts from the sans serif family are recommend for corrugated printing; 12-point medium or higher for positive type and 18-point bold or higher for reverse. This is a good rule despite the fact that many corrugated converters are successfully printing six and eight point type as well as italics and serif faces. Again, ask the converter for his specifications regarding type sizes and styles.

Thick, Thin and Reverse

If the graphic designer is knowledgeable regarding the printing capabilities of the corrugated converter, he can create visual design effects using thick, thin and reverse typography. With the introduction of color there is no end to this creative potential. The computer is ideal for use in the conceptual stage because of its amazing versatility.

Interested in learning more? Attend AICC's Designer's Lab & Competition held in conjunction with AICC's Fall Meeting in Boston, October 26-29, 2005. For more information, go to www.aiccbox.org/meeting or contact Taryn Pyle at (877) 836-2422 or tpyle@aiccbox.org. **AICC**

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Member NASD and SIPC

New Audio / Web Conference To Focus on Cycle Time

continued from LeadEdge pg 1:

specs. If a company has trouble with downtime related to not having the information, material and machine ready for an order or would like a process for dealing with rush orders, then this training will be valuable.

Specifically, the topics to be covered are:

1. What is "Cycle Time"?
2. What are some of the important components of cycle time?
Focus on the scheduling process
3. What are some of the "Best Practices" of successful companies?
4. Establishing goals for cycle time components.
5. Measuring the components of cycle time.
6. Discussion and questions.

Each component of cycle time provides an opportunity for improvement that will increase profitability and provide greater customer satisfaction.

Cost is \$195 for AICC and NPA members and 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. To register, please go to www.aiccbox.org or contact David Core at dcore@aiccbox.org or 1.877.836.2422. **AICC**

Upcoming Regional Training

AICC is holding two regional training events:

- Region 4: Advanced Production Supervisor Training, Rogers, Arkansas, November 8-9.
- Region 7: Advanced Production Supervisor Training, Kalamazoo, Michigan, November 15-16.

In addition AICC is holding discussions with these regions:

- Region 10: Corrugated Industry Finance for Non-Financial Executives
- Region 12: Lean QuickStart for Production (in French)

Members in those regions will be able to take advantage of these corrugated-specific training programs without having to travel long distances and if AICC covers all its costs for these training programs, the regions receive 10% of what is left that they can use to cover costs for their own regional meetings. Members, the regions and AICC all benefit.

If you would like to hold a training program in your region, please contact your regional director or David Core at dcore@aiccbox.org or 1.877.836.2422. **AICC**

The Successful Hybrid Designer

continued from page 7:

Any salesperson will tell you there is nothing more devastating to their relationship with a potentially new customer than having to go back and explain why their approved mock-up must now be changed in order to be run in production. Any Flexo print specialists will tell you that the only law that applies to every Flexo job equally is Murphy's Law, and that their primary job responsibility is finding solutions to problems in an effort to produce exactly what the customer wants with the tools they have been given.

This reality causes motivated salespeople to be viewed by production and design as optimistic, and adversely a good production team will be viewed by sales as pessimistic. As a result, any good designer will approach a project with a "glass is half full" attitude, but will ask "half full of what?" In order to be a successful designer, each new job must be examined from the viewpoint of what can go wrong, but then a designer must apply their knowledge and experience to determine the ways in which those potential problems can be

avoided and build the solutions into the tooling. This approach, although sometimes painful, will save time, money and potential headaches on any first time run.

It is the mark of a good design staff that can provide their sales force with the tools and knowledge they need to sell in a way that can be manufactured, as well as the ability to turn a sales order request into a form that will both meet the customers needs and will allow production to run with maximum efficiency. **AICC**

Bringing Value to Your Business—Your AICC Membership Dollars at Work

Did You Know . . . ?

- That some AICC members are saving hundreds of dollars a month by taking advantage of the on-line services of Freightquote.com? AICC has partnered with Freightquote.com to provide shipping solutions with significant savings to AICC members. For more information, go to www.freightquote4members.com and enter Access Code: 310901C01 and Password: 10242002.
- That AICC has negotiated with Affiliated Power Purchasers International (APPI) to offer AICC member companies the opportunity to save thousands of dollars on their energy bills. This is a special offer only for AICC members to provide savings on electricity, energy audits, review of competitive price and contract offers, and education on the energy deregulation process. Members currently enrolled are saving thousands of dollars. One member who recently joined is projecting savings of \$47,500 over the next four years. For more information, contact Kathy Kiernan at 800-520-6685 or kkiernan@appienergy.com.
- That AICC offers a full range of products for your HR Resource Department including: 2005 Sales Compensation Survey, 2004 Salary, Hourly, Wage & Benefit Survey, Justifacts Credential Verification Service, HR Management Guide, Job Descriptions for the Corrugated Industry, and Employee Aptitude Testing Services. For more information, contact Maria Frustaci at 877-836-2422 or mfrustaci@aiccbox.org.
- That AICC has added a new value added resource for members to find answers to business related questions. It's the AICC ListServ. Latest topics discussed on the ListServ: Solutions to pinholing in water based inks, lean manufacturing implementation issues, safety standards, liner combinations that make 40 ECT board, certification providers for packaging testing laboratories. Sign up today to get answers to your questions. Sign up today by going to www.aiccbox.org and clicking on "Join the Listserv". **AICC**

AICC Welcomes Five New Members

AICC is proud to welcome the following new members to the AICC family. They are:

SHEET PLANT

Carlson Corrugated Solutions
4245 West 31st Street South
Wichita, KS 37215
Contact: Robert Puryear, Plant Manager
Phone: (316) 942-1392
Fax: (316) 942-1638
www.csystems.com

ASSOCIATE MEMBER

Osiris Innovations Group
117 S. Washington
Oxford, MI 48371
Contact: David Saroli, CEO
Phone: (248) 236-0644
Fax: (248) 236-0645
www.osirisinnovations.com

SHEET PLANT

Découpage M.P.S. Inc.
600 Hodge
St-Laurent, Québec H4N 2A4
Canada
Contact: Yvon Dagenais
Phone: (514) 744-8291
Fax: (514) 744-7390

SHEET PLANT

VeriCorr Packaging, LLC
16740 Birkdale Commons Parkway
Suite 206
Huntersville, NC 28078
Contact: Janet Simpson, COO/CFO
Phone: (704) 895-7737
Fax: (704) 895-8773
www.vericorr.com

SHEET PLANT

Western Corrugated Design
8731 S. Pioneer Blvd.
Santa Fe Springs, CA 90670
Contact: John Brendlinger,
President/CEO
Phone: (562) 695-9295
Fax: (562) 695-9983

Using a Background Screening Process Helps Protect Your Company

How Not to Earn Your Company's Fifteen Minutes of Fame

By Carrie Berg and Rena Fisher, Justifacts Credential Verification, Inc.

The Settlement: \$5,000,000 to each of the victims' families.

The Verdict: Company found liable in negligent hiring lawsuit.

The Occurrence: Five dead in workplace slaying.

The Job: Machine Operators wanted. Flexible hours and competitive pay & benefits. Apply in person. EOE.

The Applicant: John Doe. 123 Anywhere Street, Your Town, USA. Extensive criminal history including violent offenses. Served time on seven occasions and was just released on parole. Gaps in employment history hidden by exaggerations on application.

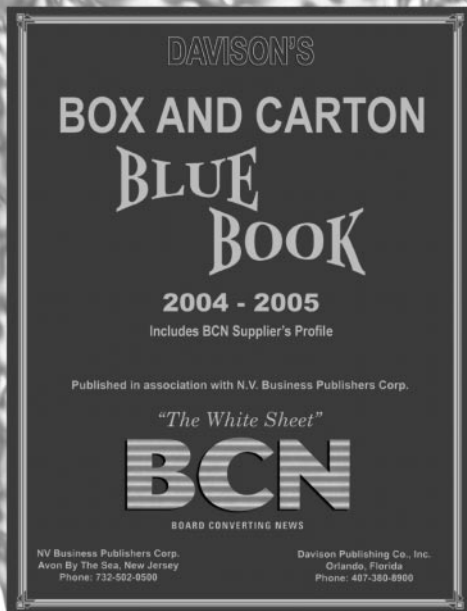
Cost of Prevention: \$75.00 per applicant.

The average cost of a comprehensive background search is approximately \$75.00, a minimal fee that could have kept

this company's name out of the headlines, avoiding their fifteen minutes of negative publicity. Whether in-house or through a vendor such as Justifacts Credential Verification, background screenings have become an imperative part of every company's hiring process. With easy to implement services, third party verification companies, such as Justifacts, help keep your company Fair Credit Reporting Act compliant and allow your HR department to effectively screen applicants in order to make an informed hiring decision. A \$75.00 prevention fee is definitely wiser than a \$5,000,000 cure.

Note: For more information and to learn what searches are right for your company, please visit Justifacts' website at www.justifacts.com or contact Carrie Berg at cberg@justifacts.com or Christopher Bibey at cbibey@justifacts.com. AICC members are provided with special discounted rates. **AICC**

HOT OFF THE PRESS!!



The 2004-2005 Box and Carton Blue Book, published in association with N.V. Publishers Corp. (Board Converting News) is now available!! This extensive directory contains profiles of virtually all box and carton manufacturing plants in North America as well as the companies who supply them. Profiles are broken into sections including alphabetical, geographical, and by product listing. Come visit us at www.boxandcartonbluebook.com to find out more about this great tool for your business and how to order the 2004-2005 edition.



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Summer Regional Meetings

AICC Region 5 Meets in Amelia Island, FL

Seventy AICC members and spouses gathered in August at the Amelia Island Plantation Resort in Amelia Island, FL for a Region 5 Meeting. The business meeting took place on Friday morning, August 5, and opened with a presentation by AICC's Board Chairman, **Lee Shillito**, from Triad Packaging of TN. The topic of his presentation was "Creating, Capturing, & Selling Value," and included a case study from his business. **Ed Gargiulo**, Equipment Finance Corp., followed up with a discussion on "Acquisition Financing Options". He covered the pros and cons of leasing versus purchasing arrangements with regards to property and equipment. The meeting concluded with a presentation by **Mitch Klingher**, from M.S. Ackerman & Company. His discussion covered aspects of "Industry Finance for

Non-Financial Managers," and included a report on the state of the industry, projected trends, ten steps to profitability, and valuation indicators in the packaging industry. **Jim Williamson**, of Pinnacle Corrugated and Region 5 Director, hosted the region meeting which, in addition to the business meeting, included an opening and closing night reception and a Friday afternoon golf outing. Members of the Region 5 planning committee included: **Jim Williamson**, Pinnacle Corrugated; **Alisa Hoskins**, Central Florida Box; **Chuck Fienning**, Sumter Packaging; and **Jim Johnson Jr.**, Progress Container & Display. **Tom Phillips**, Bobst Group USA and **Pat Szany**, American Corrugated Machine Corp planned the Friday afternoon golf outing.



From Left: **Lee Shillito**, Triad Packaging of TN; **Jim Williamson** (Region 5 Director), Pinnacle Corrugated; and **Mitch Klingher**, M.S. Ackerman & Co

For more information, please contact Zell Murphy at zmurphy@aiccbox.org or toll free at 877-836-2422. **AICC**

AICC Region 7 Meets in Massillon, OH

AICC members from Region Seven—the states of Michigan, Indiana, Ohio and Kentucky—met in Massillon, Ohio, Thursday, September 8, for the Region's annual meeting and plant tours. **Tony Mooter**, Treasurer of Universal Container and Regional Director for AICC Region Seven, welcomed the group and introduced the day's program, which featured tours of Greif's Massillon, Ohio, medium mill and Ohio Packaging sheet feeder. AICC Chairman **Lee Shillito**, President of Triad Packaging of Tennessee, opened the formal part of the meeting with his presentation on Creating, Capturing and

Selling Value. Mooter also introduced **Elaine Fontana**, Chief Executive Officer of Michigan Box in Detroit and the incoming Region Director. **Chip Shew**, the mill manager for Greif's mill, gave an overview of what the meeting attendees would see, and **Geoff Jollay**, CEO of CorrChoice, previewed the sheet feeder tour that followed. More than 50 people attended the meeting, which was held at Kozmo's Restaurant in downtown Massillon.

For more information, contact Taryn Pyle, AICC's Director of Meetings and Membership, at 877-836-2422, or tpyle@aiccbox.org. **AICC**



At Greif's containerboard mill, **Jamie Cutcher**, Human Resources and Safety Manager, briefs one of the AICC tour groups, from left: **John Pierce**, Hartford City Paper; **Chuck Wilson**, Hartford City paper; **Francois Assein**, Kruger; **Lee Shillito**, Triad Packaging of TN; **Dirk Pastoor**, Kiwiplan; and **Jackie Schultz**, Corrugated Today.

Regions 8 and 9 Combine Forces For Regional Meeting in Philly Area

AICC members from the Mid-Atlantic area met in Conshohocken, PA, July 14-15, for a plant tour, meeting and golf tournament. The 56 members and suppliers from AICC Regions 8 and 9 toured Weber Display and Packaging on the afternoon of Thursday, July 14. **Jim Doherty**, President of Weber Display and Packaging, welcomed the group to the 113-year-old company, and relayed the history of the David Weber Company and its growth in the Philadelphia market. “We’re one of—if not the—oldest independent box companies in the country,” he said.

The meeting program began on the morning of Friday, July 15, with **Mark Williams**, President of Richmond Corrugated in Richmond, Va., and Regional Director for AICC Region 8. He introduced AICC Chairman **Lee Shillito**, President and CEO of Triad Packaging of Tennessee, to deliver his case study on “Creating, Capturing and Selling Value.” AICC President Steve Young followed, updating members on upcoming AICC programs.

Bob Cohen, President of Acme Corrugated in Hatboro, Pa., introduced the panel of industry speakers which his committee had assembled for the meeting. First up was Greg Rudder, Editor of Pulp & Paper Week, who discussed industry containerboard pricing dynamics and his publications coverage of price movements. Following Rudder, members heard from William Hornell, managing director of Mesirow Financial, one of the leading merger and acquisition firms in the packaging industry. Hornell discussed recent acquisitions and company valuations in the corrugated industry. **John Bolender**, Vice President,

Containerboard and Combining, for Jamestown Container Companies, and Regional Director for AICC Region 9, picked up the program after that. He introduced **Scott Merves**, industry analyst from Bear Stearns Asset Management, gave an analysis of the containerboard sector and the market forces affecting corrugated demand. Closing the program, **Tim Campbell**, President of Jackson Paper, Silva, N.C., discussed the dynamics of independent mill operations.

Members of the Region 8-9 Meeting Steering Committee are: **John Bolender**, Jamestown Container Companies; **Bob Cohen**, Acme Corrugated; **Nick Dottino**, Southern Container Corp.; **Dick Emerick**, Jamestown Container Companies; **Syd Tenenbaum**, Empire State Container and **Mark Williams**, Richmond Corrugated. **AICC**

UPDATE YOUR INFORMATION!

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.

Our member records are out of date! 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’d prefer, you can email your updated information to mjolley@aiccbox.org.



Lee Shillito (left) Triad Packaging of TN, with **Mark Williams**, Richmond Corrugated; **Jim Doherty**, Weber Display & Packaging; and **John Bolender**, Jamestown Container Companies

ICPF . . . IS ON THE MOVE!

Three Reasons ICPF is Going to Boston

- #1 ICPF's New Weapon in the "War for Talent" Released
- #2 Distinguished Leaders of the Corrugated Industry Honored
- #3 ICPF's Architecture Student Corrugated Designers Honored

#1 ICPF's New Weapon in the "War for Talent" Released in Boston

ICPF's 20th anniversary gift to the North American corrugated packaging industry is a DVD to promote the industry and its career opportunities to students and talented employees in other industries. Every box plant in the U.S. and Canada will receive a complimentary copy with ICPF's top contributors, its CorrAlliance Partners, receiving the DVD three months in advance of everyone else.

"Tour of a Box Plant" which is a section on the DVD was shown to AICC members at the last meeting in Naples. Many plants called after seeing it to get a copy. The tour concludes with a series of testimonials from box plant employees who are passionate about their jobs and the exciting variety of challenges they confront on a daily basis. This one section alone dramatically counters the "boxes are boring" perception some students, faculty and others have about the corrugated packaging industry. Other sections of the DVD include a promotional video which will help box plants "sell" the industry and what it does. Another section deals with careers, enabling students to click on a specific career such as structural designer and learn about it directly from box plant employees in that career field. Further, a written career guide will accompany the DVD package and box plants will be able to add their own company literature for distribution to local schools.

As the "War for Talent" heats up and companies and entire industries vie for a shrinking talent pool, it is imperative that independents connect with local schools to attract talent into their ranks.

Don't miss ICPF Chairman John Kelley's remarks on Friday, October 28, at the General Session.

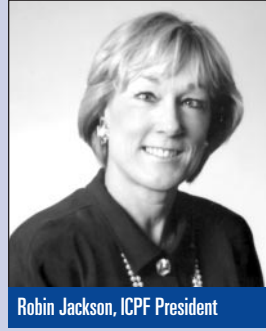
#2 Distinguished Leaders of the Corrugated Packaging Industry to be Honored

The first group to be inducted into "*The Circle of Distinguished Leaders of the Corrugated Packaging Industry*" will take place in Boston.

You know them. Every industry and profession has some. They are the exceptional few whose vision, energy and creative and technical talents have combined to move that industry or profession forward into a new dimension of accomplishment. They are generous with their time and talent in helping their companies and colleagues achieve excellence to the benefit of the entire industry.

The global corrugated packaging industry is no different. In fact, it is this very select group of leaders who, since the early days of the industry, have ensured its vibrancy by contributing their own personal best to their profession, to their companies, to their peers and to the industry at large.

It is in this spirit, that the International Corrugated Packaging Foundation has established a mechanism called "*The Circle of Distinguished Leaders*" for family, friends, business colleagues, corporations and allied organizations to recognize and honor these exceptional leaders while also contributing to the industry's



Robin Jackson, ICPF President

"ICPF's 20th Anniversary gift to the Industry is the DVD to promote corrugated careers to students and talented employees in other Industries."

future and the next generation of corrugated packaging talent through ICPF. Each of these distinguished leaders is recognized as one of *the* major forces whose own career demonstrates extraordinary commitment to the current and future success of the global corrugated packaging industry.

#3 2005 Architecture Student Winners in ICPF's Chair Affair Honored

Now in its second year, ICPF's "Chair Affair" corrugated design competition for architecture students, conducted in association with the American Institute of Architecture Students (AIAS), has produced outstanding corrugated designs. Architecture students across the country were again challenged to build a functional chair, defined as anything that elevates a person off the ground for extended periods, using only corrugated board and glue. Last year's first place winner, Terry Chang, who is now working as a structural designer for an ICPF CorrAlliance Partner, thanks to ICPF, served as a judge in this year's competition. ICPF will honor the 2005 Chair Affair architecture students at the AICC meeting in Boston. They will be involved in ICPF's "Student Awards Dinner" honoring all student winners and faculty in Boston and will also join the ICPF Board of Directors at its luncheon where they will be introduced.

This year's winners are:

- | | |
|--------------------|---|
| First Place Team: | Jennifer Nicholson, Zach Downey, Amrit Singh, Virginia Tech, Blacksburg, VA |
| Second Place Team: | Matt Johnson, Jared Williamson, Lindsay Williamson, University of Louisiana at Lafayette |
| Third Place: | Patrice McKnight, Ranken Technical College, St. Louis, MO |
| Honorable Mention: | David Elzer, Cooper Union, New York, NY; Sarah O'Brien, University of Louisiana at Lafayette; Brian Sommerfeld, North Dakota State University |

Again this year, the first and second place winning chairs were on display at the National Building Museum in Washington, D. C. More than 250 student leaders attended the kick-off reception at the Museum and leadership conference which also involved ICPF officials. A gold mine of outstanding student talent!

See you in Boston!

ROBIN JACKSON, ICPF PRESIDENT



Steve Young

Notes from the President

THE FINAL SCORE

A Report in Boston

Value's the Driver in our Long-Range Plan

A couple of issues back you read about work being done on AICC's Long-Range Plan. The work on this plan was done in April and May by a group of 25 volunteer members from across the continent and across the spectrum of the membership—companies small, medium and large, and representing both our regular and associate members.

Last fall Chairman **Lee Shillito** asked **Cindy Baker**, Vice President of Scope Packaging and First Vice Chairman, to head up this effort. In Boston Cindy will report on the major objectives and underlying action plans to accomplish them, as well as address some of the opportunities which AICC has in the coming years. Keep in mind that these objectives were developed in response to your comments and input on our member needs assessment—they build on what you told us was important to you.

Here are the major objectives:

- 1. Increase AICC's value to members:** Membership in AICC should bring measurable value to companies in the corrugated packaging business. If we are not bringing value through the programs we offer, we are not serving the membership.
- 2. Increase the number of independents who belong to AICC—our "market share:"** While AICC has a majority of independents as members, there are still many independents out there who are not members.
- 3. Maintain our high-level of member retention (currently 95% for regular members):** Members who do belong renew consistently. Our current retention rate is high, and it is a key objective to maintain this consistency in our annual membership renewals.

- 4. Maintain relevance of our industry training and increase attendance:** Challenges to the industry mean a continual evaluation of the effectiveness of our industry training so that we are offering the right skills training to the right people in order to improve job performance.
- 5. Improve our national meetings and improve attendance:** You, the members, have consistently told us that the national meetings are one of the key benefits of membership. Continuous improvement of these meetings will bring greater take-home value, improve attendance and keep our national meetings an important destination annually for owners and their senior managers.
- 6. Maintain long-term financial viability of the Association:** The Association's financial viability rests on a three-legged stool of membership dues, national meetings/trade shows and education and training programs. Affirming these and expanding to other areas is a key component of the Association's long-range plan.

Each of these objectives is really an "umbrella" under which will fall a number of initiatives to achieve them. We will explore each of these in the pages of *BoxScore* throughout the coming year, so that you know how we will be directing our resources as an organization. With you, the members; with our volunteer leadership; and with our professional staff, we will assemble a working partnership to create measurable value for your company and the entire corrugated packaging industry.

Steve Young

The Complete Package



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samplmaking system.



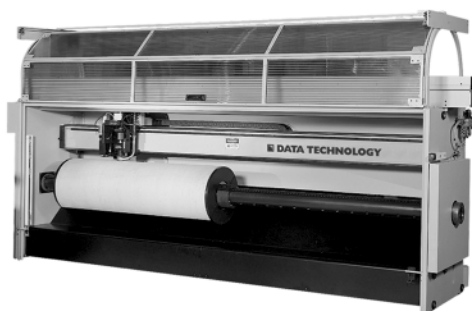
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