



BOX SCORE

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ASSOCIATION OF INDEPENDENT
CORRUGATED CONVERTERS

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Our 2013 Spring Meeting: **DYNAMIC LEADERSHIP**

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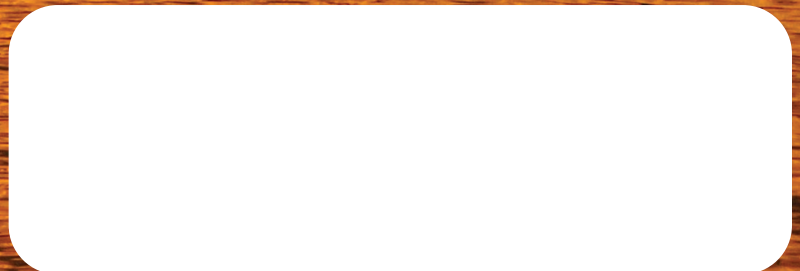
**2013 AICCC SPRING MEETING:
THINK LIKE A LEADER,
LEAD LIKE A THINKER**

**DYNAMIC SALES MANAGEMENT AND
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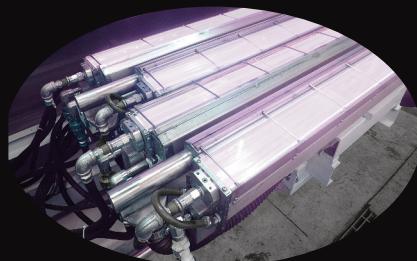
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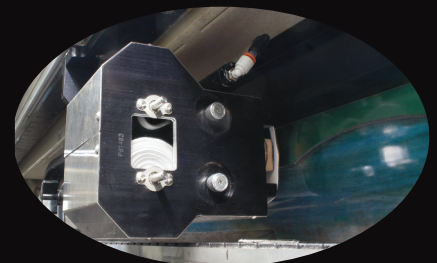
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CHAIRMAN'S MESSAGE

Good Communication is Our Key Advantage



Chuck Finning

“If the ship never leaves the harbor, you don’t need a Captain,” is one of my favorite leadership quotations. July 1984 was rough sailing for our family sheet plant, as our largest customer, one-third of our business, signed a multi-year corrugated contract with an integrated supplier. Our principal owner, my 68 year old retired dad took charge, reorganized the company, and installed me as CEO. My seven years in the business (1977-1984) had been in customer service and sales. All of a sudden, I was the 40-year old apprentice captain of an unstable ship! Dad told me, “Son, I’m available by phone any time, and I can drive up here (Sumter, SC) from Hilton Head (SC) to help you out. Just don’t call me for cash. And ... remember to COMMUNICATE!”

Dad had to lay off people, and the 30 ‘survivors’ at Sumter Packaging Corporation were nervous about the company’s future and their livelihood. Our strategic goal was simple: to survive. But how? The “word on the street” was that our fledgling company might not make it. I realized how important my dad’s last word of advice was: “COMMUNICATE!”

To me, there is no leadership skill that is more important than communication. If you can build a cohesive team that communicates well internally and externally, you will defeat the competition and thrive in the marketplace. Straight away in 1984, my main job was to communicate

concern for our 30 work associates, confidence that we could ‘make it’, supremacy of our customers’ needs, the critical importance of teamwork, and a willingness to listen to ANY idea that might help the company survive. The threat to our survival was a powerful motivator. Four managers (CEO, sales, customer service, and production) had a tactical meeting each week. Lunch hours with the managers offsite provided a time for daily coordination. I held a plant-wide meeting monthly for the first year of survival and quarterly after that. We emphasized 100% on-time delivery, 100% conforming quality, and total customer satisfaction as our goals.

What counted the most, in my opinion, were face-to-face meetings with employees, customers, and vendors. That’s the kind of leadership communication that Immediate Past Chairman Andy Pierson has emphasized. In 1984, we didn’t have digital communication, just a fax machine and land-line telephones. But our team was ‘face-to-face’ every day. Many of those 1984 warriors, including me, are still on the Sumter Packaging team.

One of my 2013 advisors, 1989-90 AICC Chairman Jim Davis of DeLine Box (and also Packaging Express), gave me a book to read titled *The Advantage* by Patrick Lencioni (Josey Bass Publishing Company, 2012). This book is about “why organizational health trumps everything else.” The author makes the point that success-

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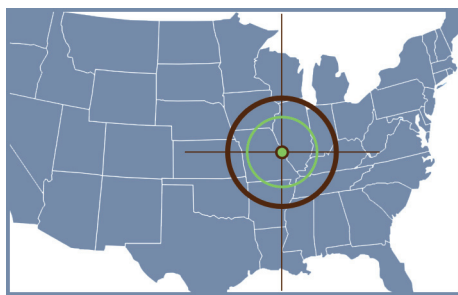
If you as a leader build a cohesive team that shares the values of your company and understands what to do, you’ll be a formidable competitor and a benefit to the whole world around you.

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Chairman's Message

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ful companies are smart and organizationally healthy. What does "organizationally healthy" look like? Lencioni states, "The signs are: minimal politics and confusion; high degrees of morale and productivity; and very low turnover of good employees." It occurs to me that successful companies in AICC exemplify the "organizationally healthy" traits described in *The Advantage*.

The big emphasis described in *The Advantage* is CLEAR COMMUNICATION. If you as a leader build a cohesive team that shares the values of your company and understands what to do, you'll be a formidable competitor and a benefit to the whole world around you. It starts at the top with a CEO that successfully communi-

cates answers to these six questions:

1. Why do we (as a company) exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important right now?
6. Who must do what (tasks)?

Friends in AICC, this is not rocket science. It's a recipe for success that works. In my study of business over the years, I have concluded that nothing trumps your conscious effort to build a healthy organization through clear, credible, concise communication with the key stakeholders of your business.

Dynamic leaders are great face-to-face communicators. Their energy and enthusiasm are contagious. They know that by building a cohesive, flexible, open-minded team of associates, they will be the 'fittest survivor' in the marketplace. Always, always, these leaders are authentic, and their values are apparent and consistent over time.

Thanks for being part of AICC. Sue and I look forward to greeting you at the spring meeting at the Hilton Bonnet Creek in Orlando, Florida April 24-26.



Chuck Fienning
2013 AICC Chairman

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AICC Elects Officers and Directors for 2012-2013 Membership Year

Members of the Association of Independent Corrugated Converters (AICC) elected the following slate of officers and directors at the Association's annual meeting held during SuperCorrExpo in Atlanta, October 1-4. The slate was approved by acclamation during the general session held Tuesday, October 2. The voting members of the Board of Directors are officers or employees of AICC's regular-member companies, and AICC's Associate (supplier) members are represented by one voting member. AICC's Officers and Directors for 2012-2013 are: (NOTE: SP=Sheet Plant; CP=Corrugator Plant SS=Sheet Supplier; RB=Rigid Box; FC=Folding Carton)

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Leader’s Guide: Your Leadership Preventative Maintenance Plan

By Scott Ellis, P-Squared USA

In most of the manufacturing plants I have visited there has been one machine that is the heartbeat. You can tell which machine by watching what people do when it stops. Meetings are interrupted, resources reassigned, and blood pressures are checked until that heartbeat is reestablished.

We react this way because we know that this machine is a key part of our ability to produce. To keep the process healthy we create a Preventative Maintenance Schedule to perform daily, weekly, monthly, and quarterly cleaning, lubrication, adjustments, and parts replacement. Some invite experts in on an annual basis to audit the machine. Some even go beyond the attitude that they are avoiding costly unscheduled downtime to develop process improvement plans that ensure the machine will continually improve on its original capabilities.

In the corner office there are equally important processes going on. It is very likely that the leader who inhabits that office has high expectations and many measures of personal performance. Standards for their own performance usually exceed those that others would impose. Performance is not the issue. Consistently maintaining the ability to perform at peak levels is the issue.

Performance capability will become the issue for most of us if we do not practice personal preventative maintenance. So as not to further belabor the machine analogy, suffice it to say that avoiding unscheduled leadership downtime is the minimum requirement. Your standards likely demand continual improvement to your leadership performance. This will require a plan.

To build your leadership PM plan you will need a trusted colleague to help keep goals achievable, measurable, and rewarding. You are probably more complex than the *heartbeat* machine in the plant so set goals

accordingly based on who you desire to become physically, mentally, emotionally, and spiritually. Note: if you believe yourself to be less complex than this follow these instructions: 1. Ask your trusted colleague to hit you in the nose. 2. When you awake describe the physical, mental, emotional, and even spiritual aspects of the experience, which will depend on how hard you were hit.

You have a significant impact on the people around you. Professionals with far less impact have certification requirements that dictate a minimum number of Continuing Education hours per year. Consider a personal, or even a management team, CE requirement to maintain the edge.

Building Your Leadership Preventative Maintenance Plan

- 1. Define Peak Performance.** What will success look like when you accomplish the desired result in each key leadership area? You are likely your own worst critic and while you certainly must perform to a minimum requirement in each area it is important to focus your goals on optimizing your strengths. A good rule of thumb is to focus on developing two areas of strength for each weak area.
- 2. Guidelines and Guardrails.** Describe any limits to stay aware of. Avoid the thoroughness that would make this sound like the ridiculous list of disclaimers you hear on a medication ad. Stick to failure paths and distractions you have faced when tackling tough goals in the past. This would be a good time to give your colleague permission to challenge you when you start down a familiar failure path.
- 3. Resources.** What additional tools, training, or coaching will you need to accomplish these goals? What allotment of

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“
Performance capability will become the issue for most of us if we do not practice personal preventative maintenance.
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Leader's Guide: Your Leadership Preventative Maintenance Plan

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time will be required? Which tasks can you delegate or even move to your "To Don't" list in order to free up the necessary time? If you would schedule downtime to improve a machine then it will be difficult to justify why you would fail to invest the same percentage of time in your leadership capability.

4. **Accountability.** How will progress be measured? Who will measure and how often? The same motivations that make it easier to be consistent about physical training when you have a work out buddy apply here. Consistency trumps perfection, your progress will be measured in small successes, less frequent derailment, and faster recovery time. In times when you need a reminder to get back on track it will be helpful if you have scripted things for your colleague, ala, "Remember when you told me . . ."

5. **Rewards and Consequences.** With successful completion of the goal what benefit will you enjoy? What will the impact be on the company or the leadership team? Most often the positive or negative consequences are built in. They may be as public as prosperity or private as a New Years resolution. One of the reasons be explicit about this is that the promises we make to ourselves are often the most impactful, and the easiest to break. In some cases it may add motivation to keep these important promises if you impose a *dire consequences* upon yourself. A light-hearted example was the CEO that promised, "If I do not lose the weight by March 1 I will stand on the shipping scale for all to see at the companywide meeting." We are talking dire consequences.

What is the work you were born to do? What talents, skills, and experience most often combine to produce your peak performance? Which of your strengths, if you were to focus for an improvement of even 10%, would have the greatest impact for you and those your lead? You can improve your effectiveness with a personal leadership PM plan.

If you would like to share your plan, along with its successes and setbacks, contact me at scottellis@psquaredusa.com. ■

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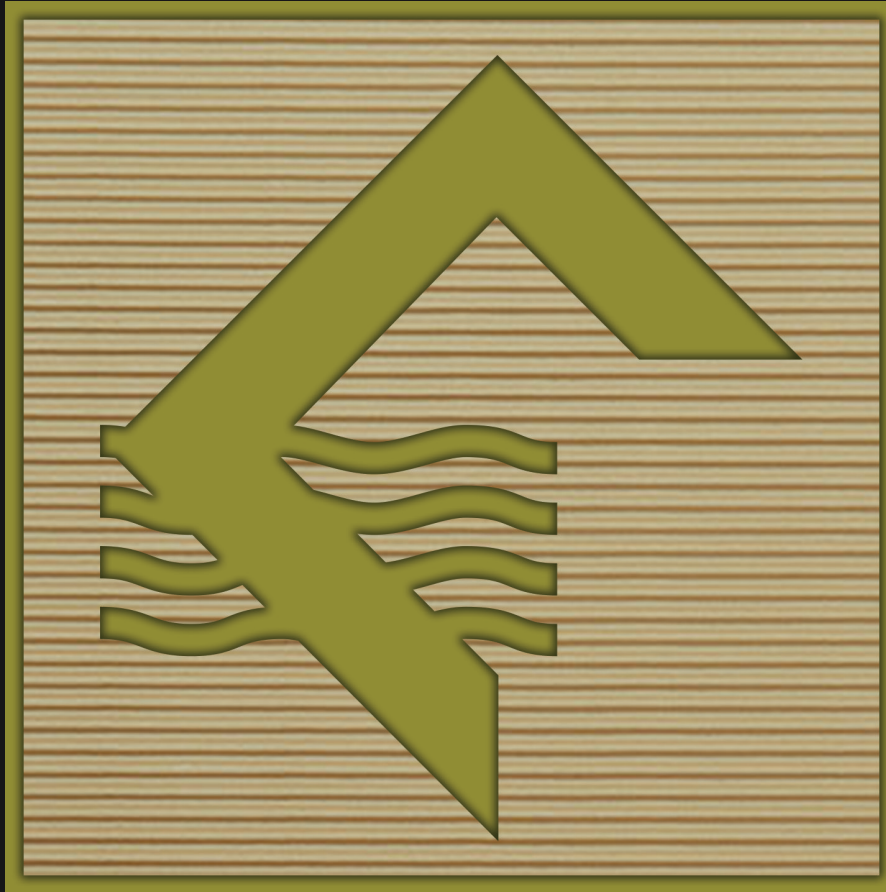
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Building a Culture of Cooperation and Shared Trust Together

By Mark Neely



Several years ago, working as a consultant, I was asked by Mike Lackey, then VP of Corrugated Sales at Weyerhaeuser, to come up with a short program focused on building greater cooperation between 8 plants located in the Midwest. GM's, Sales Managers, Production Managers, and the head of HR, Sonja Narcisse, were invited. In all, around 45 people were in attendance when I gave my talk in January of 2004. I titled the program, *Keeping a Light on the Goal; How Power, Trust and Fear Affect Motivation*. I had a solid reputation at Weyerhaeuser, having already conducted numerous programs on Negotiation and Sales for plants around the country and it was clear as people were taking their seats that they were looking forward to what I had to say. I was only given a couple hours to make my points and so I chose to start right in with what I believed (and still believe) to be the biggest management obstacle to achieving a culture of cooperation and trust within a work environment – **the perceived conflict between self-interest and company interest**.

Initially, there was an immediate, thoughtful nod of approval reflected back to me as I spoke. However, after only a short while in front of the group, a shift occurred. It occurred when I brought up the sensitive point, "It's easy to see how others are subject to this conflict yet it's very difficult to be aware of it in yourself. Don't be fooled, though. Every person you deal with – even other managers in this room - can see it in you when it occurs and it is for this reason, more than any other, that others may not be following you with any more than average enthusiasm – especially when you ask them to do something they don't want to do."

Well, just after saying this, there was a definite shift in the attitudes of the people I faced. I didn't think I had said anything all that profound or controversial. I figured everyone would agree with me. Clearly, though, they were not as happy as they had seemed to be just a few short minutes earlier when I first started my talk. In fact, in my career up to that point, with roughly 15 years of experience as a trainer and consultant under my belt, I had never experienced the feeling that hit me at that moment like a toxic pie in the face. Uniformly, they were looking at me with what appeared to be a budding hate. I had never panicked in front of an audience but I was on the verge. I remember the frightened thoughts circling in my head as I kept going, vainly searching for a way to turn my car away from the cliff over which I imagined myself soon to be tumbling. It took every bit of discipline I had not to shout out what my thoughts were silently screaming in my head, "Just tell them it was all a big mistake. Tell them they can have their money back and that you're sorry to have taken up their time. Run!!!"

Luckily, I didn't panic. I moved ahead a few pages in my program manual and got them all working on a series of questions they had to answer together in small groups. I recovered my inner composure and continued with the program to its conclusion and a warm (though not hearty) applause. On the one hand, it was a victory. I ended up getting through the program without a bloody nose - Mike even thanked me, reassuring me that all went well.

However, on the other hand, since the time I left that Management group in Chicago back in January of 2004, I have continued

“
... the biggest management obstacle to achieving a culture of cooperation and trust within a work environment – the perceived conflict between self-interest and company interest.”

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Building a Culture of Cooperation and Shared Trust Together

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to feel that I have not yet effectively figured out how to get owners and senior managers to realize that it's not *just* the people they manage who act with a bias toward self-interest at the expense of overall company interest. They too are affected by this conflict and that, because everyone who works for them sees it, *their* bias towards self-interest at the expense of company interest may be the greatest obstacle to achieving a highly motivated staff and a company culture based on trust and cooperation. In other words, if the culture is a reflection of leadership and the overall culture seems mired in individuals choosing their own, short term interests over the needs of the company then it follows that this dynamic is at least perceived to be at play at the highest levels of the company as well.

There are several people I have met in our industry who have found effective ways to address this issue and have developed strong, working organizational cultures that are built on principles of team cooperation and shared and reciprocal trust. Many other people I've spoken with, while acknowledging that they are struggling with internal conflicts and cultural dysfunction within their plants, have some very good ideas that, if shared with a larger audience, could begin to spark a drive to working through this thorny problem.

Here is a short list of examples of this dynamic conflict:

- Stemming from a need/interest to be the one in charge, when the owner micro-manages situations/ departments when what is needed for greater company efficiency is effective delegation.

- An employee who is a friend of an executive is excused for behavior that would end in disciplinary action for any other employee who is not a friend of that executive.

- Generally, a common trap is for an owner to think that, relating to himself/herself, there is no difference between self-interest and company interest. From the owner's perspective, there is logic

to this view. If there is shared ownership, however, this perception will lead to major conflict between the principles when each sees the bias in the other but not in himself. Additionally, when an owner acts on such an assumption, a great detachment occurs between the owner and everyone else in the company, deeply undermining the goal of achieving a high level of cooperation and shared trust.

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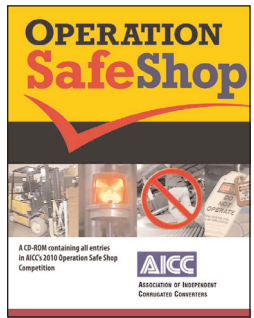
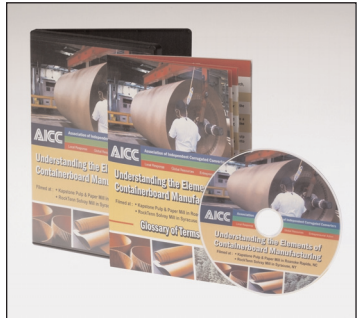
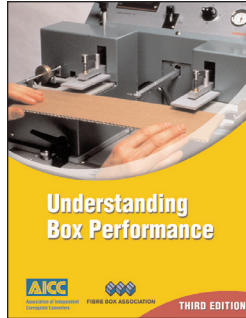
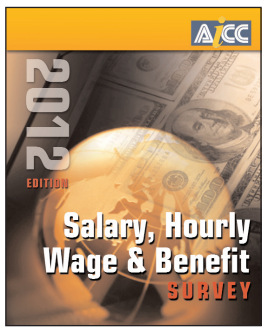
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Building a Culture of Cooperation and Shared Trust Together

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Ways for an owner to self-monitor:

When making a decision relating to your company, ask yourself, “If I were sitting with my business partners or the Production Manager, CFO and Sales Manager what would they say about my decision?” and/or, “If I were a world-class consultant, hired to help us with strategy, what would I recommend?” This approach will help you to find greater objectivity and to avoid looking for what you want to see rather than what is really there.

How to gain even greater clarity:

Actually ask your business partner and the Sales Manager, Production Manager and CFO to tell you what they think.

Stay connected to your employees. Always test the assumption that you understand what they see, mean and believe. Letting someone get away with flattering you or going along with your views to gain political favor instead of giving you contradictory, unattractive information when that is what they really believe is another example of conflict between self-interest and company interest – on both sides of the interaction!

As a leader in your company, it is crucial for you to value your employees’ true sense of how well you understand them. Just because you think you understand them does not mean that they believe you understand them. If they don’t believe you understand them, their motivation to perform at the highest level will not come through. Furthermore, they will not be completely upfront. When you need them to tell you about problems, they may be reluctant to share their views because they will suspect that it will come back unfairly on them or on someone else.

Most importantly, the people you manage depend on you to make

good decisions. If they believe that you are making decisions that benefit you at the expense of the welfare of the company, they may see this as a model to be followed and you will most likely find that your company is rooted in a culture based more on competing self-interests than on a cooperative pursuit of company goals.

If you believe you are, in fact, working in an environment that is rooted in competing self-interests, look first at yourself to find where you might be acting in a biased way that favors your self-interest at the expense of company interest before identifying the conflict in others.

It is my fervent belief that we are in an age in which the organizations that figure out how to work openly and cooperatively with their own employees are the ones who will win. Some of the net results for such companies will be greater speed of response, fewer mistakes, more opportunities pursued and an effectively higher level of motivation all around. Working together towards a deeper understanding of what it really takes to move a company culture away from competing

interests to a culture based on cooperation and shared trust is not easy but if you are willing to look at yourself and address the issue with confidence and competence, others will follow, it will be achieved and your company will be one of the winners.

This article will be the first in an ongoing page for *BoxScore*. I would like to continue to address the issue of Building a Company Culture Based on Cooperation and Shared Trust with the help of others. I will conduct interviews and welcome contributions from members and associate members that can then be posted on this page. I will reach out to those I know who I believe have great insight and leadership qualities and I also hope that those of you who I don’t know, who wish to share your thoughts on this subject, will do so as well. ■

Mark Neely has been a Management, Sales and Negotiations Trainer and Consultant for over 20 years. Currently, while continuing his independent work in these areas, he is also Sales, Customer Service and Design Manager at Leaman Container in Fort Worth, Texas.

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Think like a Leader and Lead like a Thinker

By Mark Sanborn, AICC 2013 Spring Meeting Keynote Speaker & Workshop Presenter

The point of thinking—about life and leadership—isn't just to know new things. It is, to paraphrase philosopher Jim Rohn, to behave in new ways. Reading a book won't help you lead any better than buying a treadmill will make you fit. If you don't use it, you lose the benefit. (50% of adults don't read one book a year.)

We live in an age that seems marked by attention deficit. Our lives have so many competing demands that a modern dilemma seems to be a lack of time to truly think. Yet thinking is the basis for everything that happens in our lives. It is a dangerous course to allow others to do our thinking, or to let business and activity minimize the amount of time we give to thought about our work and lives.

Leaders are always good thinkers; great leaders are great thinkers. The following suggestions will allow you to undertake better thinking and reap the benefits thinking creates.

1. Make time to think

Most days when I'm in Denver, usually mid-afternoon, I drive a couple of miles to the nearest Starbucks. I don't take my cell phone, but only a pad a paper and a pencil. My objective is to spend 15-30 minutes of uninterrupted thinking.

Feedback from my audiences tells me that this simple idea is one of the most effective and valued things I teach.

Why don't people make time to think? Perhaps it is because they confuse activity with accomplishment. Author Amy Salzman once observed that most people aren't too busy to look up from the

grindstone; they are afraid of what they might find.

We can stay incredibly busy and still accomplish little. Thinking helps us separate the mundane from the magnificent in our lives. It can clarify both our direction our purposes. It does require that we stop doing business and living life long enough to think about our businesses and our lives.

2. Find a good place to think.

Many homes have a room called a study, although how much if any study actually occurs in these rooms is questionable. A study can be an excellent place to think, especially if you design it for that purpose. Any place that provides enough calm and lack on interruption is a good place. One of my favorite thinking places is about 30 minutes outside of Denver on the side of a small mountain that overlooks the Continental divide.

The reason for having a place to think is that a purposeful place quickly enables thinking mode. When we go to a specific place or spot to do out thinking, the mind becomes conditioned to do just that.

Find a place that invigorates your thinking and go to it frequently.

3. Focus your thinking.

One of the biggest obstacles to thinking is lack of focus. At times it benefits one to let his or her mind wander. This open, spontaneous approach is not, however, the best at all times.

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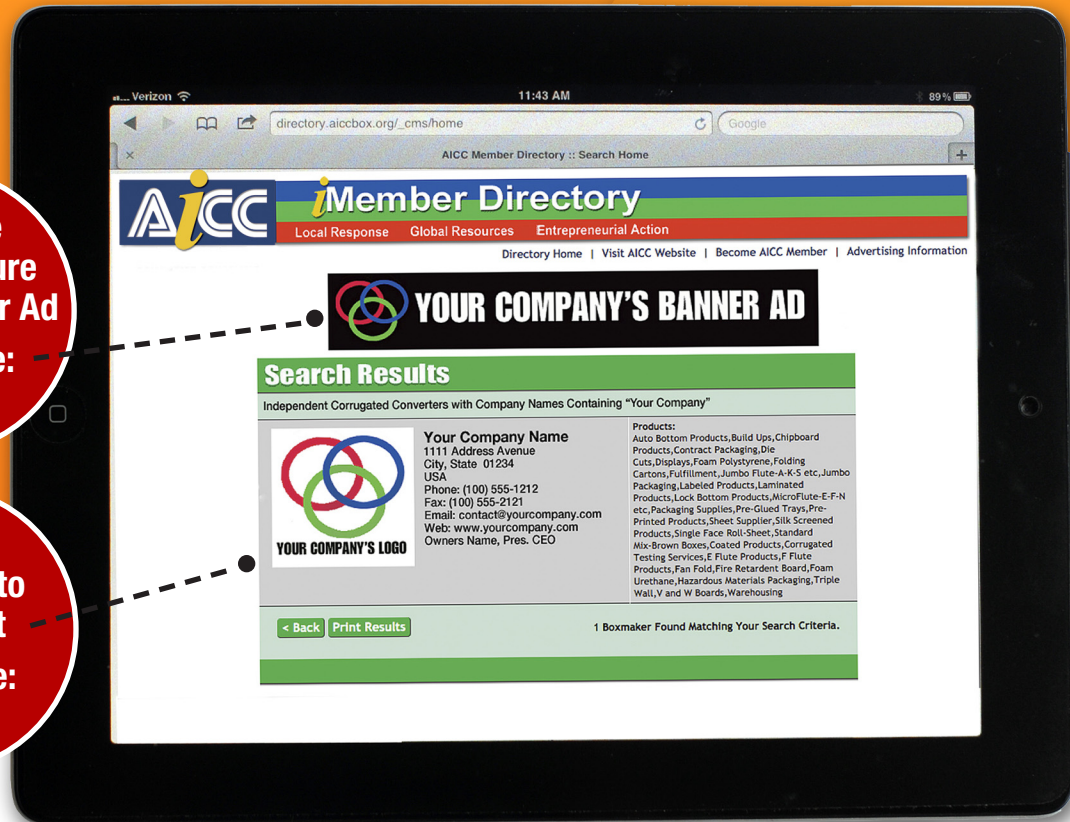
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Think like a Leader and Lead like a Thinker

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There are two basic ways to develop focus: the first is to focus on a problem to be solved or an obstacle to overcome. The second is to focus on an opportunity to be exploited or an improvement to be made.

Within those two broad categories, further focus can be given to personal or professional issues, and then human or material categories.

Keep in mind that even problem solving can become an exercise in positive thinking. Framing is what makes the difference. For example, better than thinking about how to pay your bills (survival mode) is how to increase your income (success mode).

4. Record your insights.

I've observed that most people have pretty good ideas. The problem isn't a lack of ideas but a lack of recall. Ideas are fleeting and must be captured. Some of the biggest payoffs from thinking will occur when you review notes of previous sessions and add to or modify what you came up with (the outline for this article was initially done on a piece of scrap paper in a restaurant in New York and revised later).

5. Consider how you know what you know.

Mark Twain said it wasn't what we didn't know that hurt us, but what we know that just isn't so.

Thinking should (to paraphrase Scott Peck) be the pursuit of reality. To be sound, you should consider questions like "What do I believe?", "How do I know this conclusion is true?" and "Says who?" Truly thinking can be somewhat threatening because it causes us to reexamine things that we often take for granted.

Good thinking isn't just about the new things we learn but also the inaccurate things we abandon.

6. Stimulate your brain.

Doug Hall, founder of Eureka Ranch and creativity guru, believes that coffee is the ultimate thinking elixir (and that's another reason why I often do my thinking at Starbucks). Christopher Marlow believed good conversation was as stimulating as coffee, and I believe thinking should be as well. But a cup of java to get the process started doesn't hurt.

There are other ways to stimulate your thinking. Reading outside your comfort zone is one. Whether that means reading a book or magazine that is challenging, or simply reading a publication from an unfamiliar genre, the point is to introduce new concepts and ideas into your mind. Going over the same familiar road will take you to the same familiar places. To reach an exotic destination requires a different route. ■



Dynamic Leadership | Cultivate and Develop Leaders In Your Company

Mark Sanborn, Leadership Development Expert, is slated to give a keynote presentation on Thursday, April 25 at the AICC 2013 Spring Meeting. Mark's presentation "**Dynamic Leadership**" will discuss how to develop your genuine leadership ability by understanding that true leadership is not a function of title. He will provide a blueprint for creating and developing leaders at every level in your organization. He will also reveal the secrets of extraordinary individuals who have learned how to reinvent themselves and their work to create additional value for their customers and colleagues.

Mark will also present an in-depth workshop following the general session on Thursday, April 25 on "developing new leaders" in your company as part of the emerging leaders' workshop track being offered this spring.

Mark is the president of Sanborn & Associates, Inc., an idea lab for leadership development. Leadershipgurus.net lists Mark as one of the Top 30 leadership experts in the world.

In addition to his experience leading at a local and national level, Mark has written or co-authored eight books, and is the author of more than two dozen videos and audio training programs on leadership, change, teamwork and customer service. He has presented over 2400 speeches and seminars in every state and a dozen countries.

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SFI Impact

By Veronica Salazar, Atlas Packaging & Displays

As manufacturers of

corrugated packaging, sustainability has long been part of our industry's practice. Atlas Packaging & Displays was founded with the vision of manufacturing innovative, value-added products from recycled and renewable materials. We are committed to making a positive impact on our community by conducting business in a safe and environmentally sound manner. We are constantly working to minimize waste, increase productivity, and design packaging that not only performs, but also utilizes the least amount of fiber possible. Atlas Packaging & Displays strives to deliver products that exceed customer expectations while ensuring the safety of our employees and promoting responsible stewardship.

The Sustainable Forestry Initiative (SFI) is a fully independent, nonprofit organization that manages the largest single forest certification standard in the world. The SFI program directly addresses the fact that just 10 percent of the world's forests are certified. SFI certification tells buyers a product comes from responsible and legal sources; Harvested areas are reforested promptly, biological diversity maintained, laws obeyed, and wildlife habitat maintained. SFI certified sourcing means Atlas Packaging & Displays works with suppliers to meet the increasing market demand for forest products from legal and responsible sources and helping the local community. The SFI certified sourcing label tells consumers that at least two-thirds of Atlas Packaging & Displays' fiber comes from companies certified to

the procurement requirements of the SFI 2010-2014 Standard.

The SFI program sheds light on the grave issues of illegal logging. Illegal logging is the harvesting, transporting, processing, buying or selling of timber in violation of national laws. Illegal logging degrades forests and wildlife, costs governments billions of dollars, damages communities, and impedes sustainable development. The World Bank states that the annual global market loses \$10 billion annually from illegal logging.

As part of Atlas Packaging & Displays' commitment to responsible stewardship, we support the vision and goals of the SFI program. SFI certified sourcing addresses the 90 percent of the world's forests that are not certified. Program participants must show that at least 75 percent of the raw material in their supply chain comes from legal and responsible sources. At Atlas Packaging & Displays, more than 95 percent of our raw materials come from SFI certified sources.

How has it impacted your business and customers?

Our SFI certification has been highly welcomed in our community. Many of our customers share the same responsible stewardship vision as us and are thrilled that, together, we are taking a stance and promoting sustainable forestry. We even have some customers that specifically require that we show proof of our sustainability initiatives. *"We know our customers care about how forests are managed. SFI certified sourcing tells them our products are made with fiber from responsible sources – and our procurement practices are third-party audited,"* said Atlas Packaging & Displays President Chip Meissner. By taking an environmental leadership position, we have shown our customers that we care about our community and want to raise awareness on the prevalent issues that affect us all.

Being SFI certified tells end-users that they are buying products

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Atlas Packaging & Displays warehouse.

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SFI Impact

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that come from a certified source and empowers them to make responsible environmental decisions. *“By meeting SFI certified sourcing requirements, Atlas Packaging & Displays joins a growing number of companies with an audited process that tells customers they are buying products from responsible sources,”* said SFI President and CEO Kathy Abusow.

Lessons learned

Knowing what we know now, we would have probably taken the steps to become certified much sooner. Although the process seems daunting at first, in reality it's quite straightforward and simple. The SFI program has a wonderful website with detailed explanation of the process. If you still have questions after reading all the resources provided on their website, their staff is readily available and always willing to answer any questions that you may have.

Next step

Atlas Packaging & Displays believes in supporting sustainable forestry to meet the present needs without compromising future generations. We are committed to implementing measures that help ensure our compliance with SFI Standards, rules and regulation and increasing our overall sourcing of wood from certified and responsible sources. Our goal is to continue making a positive impact in our community and raising awareness of issues that affect us all.

We focus on creating custom designed corrugated packaging that not only protects, but also has the most efficient space utilization possible and reduces “head space” within the package. Since corrugated packaging is custom designed and can be printed with high-impact graphics, a shipping container can double as a merchandising package, helping

to reduce the amount of packaging required to successfully bring goods to market. Atlas Packaging & Displays closely monitors logistics in order to ensure efficiency in our trucks and delivery schedules. We are committed to helping our customers find the ideal packaging solution for their needs while utilizing the least amount of fiber possible.

How do you suggest a company get started in this?

Becoming SFI certified is easier than you think. Depending on which type of certification you are looking to become certified in, there are different steps.

Steps for becoming SFI certified:

1. Review the appropriate requirements as listed on the SFI website (<http://www.sfiprogram.org>)
2. Contact an accredited certification body as listed on the website (www.sfiprogram.org/files/pdf/CertificationBodies.pdf)
3. The certification body will complete an on-site audit, and if operations meet the appropriate SFI requirements the company will receive a certificate from the certification body.



4. The certification body will send a completed report to SFI Inc. so the certified company can be registered and its name can be posted on the SFI website.

5. Once certified, the company can seek approval to use appropriate SFI labels from the SFI Office of Label Use and Licensing.

For more information, please visit: www.atlaspackaginginc.com. ■



Atlas Packaging & Displays President
Chip Meissner.



Atlas Packaging & Displays warehouse.



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“A View from the Floor”



Measuring Creativity

By Dean Mitchell

Social media is a beautiful gift to be enjoyed in various forms but its appreciation is very personal. The United States has a rich creative tradition of Business Innovation. However the business world has changed. American innovation and creativity now compete globally and the competition is fierce.

So, what does creativity and global innovation have to do with today's economic environment and the box business? Several years ago the head buyer from Heinz spoke at an AICC meeting and discussed their company's criteria for evaluating a supplier. He showed the Heinz pyramid that is used to evaluate a supplier and interestingly enough places innovation at the top and the most important of the six Heinz criteria.

To survive economic challenges and globalization requires a focus on innovation, creativity, and 21st century solutions for 21st century challenges. A box plant's design department provides innovation, creativity, and value opportunities for the customer and the box company. It may very well be the key component for meeting the challenges of the 21st Century. In order to manage this valuable component do we need to measure it?

I can't count how many times when discussing the design processes, performance goals and measurement with designers that I have been told, "you can't measure creativity." We are like artists; creativity is not measurable and to measure it will stifle it. Processes and performance measurement works on the production floor but not in design.

"The View From the Floor" is that the design department creates something that production now has to produce. Our performance is measured why shouldn't theirs? Design has no written processes like we have. Why the double standard, one for design and another for production.

We should not forget that creativity and innovation requires a team effort. When Victor Hugo wrote his famous novel *Les Miserable* it took two talented individuals to compose music, people to build sets, musicians to play their instruments and singer/actors to turn it into the longest playing musical in history. It takes a team. Everyone in the box plant plays a role in the creative process. It takes a team!

I would challenge the idea that measurement is not part of the creative arts. The performances of the creative arts is measured by the critics, by the number of tickets sold, the price of the ticket, the size and reputation of the venue, the number of days running, and the amount of dollars spent by sponsors or advertisers.

I would also challenge the idea that creativity does not include processes. Processes for the creative arts include: a play needs a script, a musical a score, cuisine a recipe and a painting a sketch. Since design is a creative art shouldn't we add a written process as part of the creative method.

Let's look at ways to review, measure and improve the creative process. Then you decide if measuring creativity in a

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To survive the economic challenges and globalization requires a focus on innovation, creativity, and 21st century solutions for 21st century challenges.



“A View From the Floor”: Measuring Creativity

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box plants design department is possible, necessary and beneficial.

The first method uses a questionnaire that provides a review of the capabilities and methods, performance measurement, and the process and procedure for every job performed in a box plant. It is called an “Operational Audit.” The following are examples of some of the questions from the Design Department Questionnaire.

- What are the roles and responsibilities of the design department? Describe!
- What performance measures does the design department review each day?
- Is there a design schedule? Please describe how it works.

- Is there a “New Item Review” meeting? Please describe how it works.
- Is there a set of written procedures for the design department? Briefly describe.
- What are the top opportunities for improving the design department?

Another method for measuring and improving creativity is a review of a formal written design process. Having written procedures is important so that every person in the organization knows and understands their roles, responsibilities and the daily tasks they must perform to make the company successful. A written design request procedure describes the processes that are required to provide the customer a structural or graphic project.

The final important method looks at a sample list of Key Performance Indicators (KPI) for the design department. There is a saying, “If you can’t measure it, you can’t manage it.” An partial list of design performance measurements that are important to the creative and innovative process include:

- On Time design project by percentage
 - o By total
 - o By designer
- Number of revisions by project
 - o By sales person
 - o By customer
- Order to design ratio
 - o By designer
 - o By sales person

“The View From the Floor” asks if it is important to measure the design process to make certain that it is efficient, productive and capable of

providing the customer innovation and value? Do we, managers and owners view Creativity and Innovation as tools for successfully competing in both the domestic and global markets?

In the arts, the successful opera, theatre performance and art exhibition will sellout, the patrons willing to pay the ticket price and return again and again. The successful box plant’s design department turns the design project into an order and customers that return again and again.

A few nights ago I had dinner with a retired advertising exec from a major New York agency and a recently retired art curator from the Denver Art Museum. I asked them the question “Can you measure creativity.” Their position was you cannot measure creativity but you can and should measure the results of creativity. What do you think? What will you do?

Please email Dean Mitchell at tde55@aol.com if you are interested in a copy of The Design Department Operational Audit Questionnaire, Design Request Process and List of Key Performance Indicators. ■

Dean Mitchell is a graduate of North Park College with a degree in Business and Economics and has over 40 years of experience in the corrugated industry. Corporate responsibilities included assistant to the Division Production Manager and the assistant to the Container Division Vice President. He was also a General Manager at various Boise Cascade box plants. The past 15 years Dean has provided consulting services for corrugated companies and developed training courses for the AICC and ACCGSA. Dean and his wife Joan spend time living in Bangkok, Thailand, San Miguel de Allende, Mexico and Denver, Colorado.

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Dynamic Sales Management & Sales Leadership

By George A. Moretti, President, GM Training & Consulting



The theme for the AICC 2013 Sales Managers Conference Spring Meeting is “Be the Dynamic Sales Manager and Sales Leader you NEED to be NOW!” So with that thought in mind let’s think about what happens and the end of one year and the start of a New Year for many of us.

As Sales Managers and Leaders the New Year usually bring about a fresh look at ourselves and our sales teams to see how effective we have been along with promises of improvement and change all around. We ask ourselves; how many new accounts did we sell? Did we lose any sales people? Is our margin growing or shrinking? Have we lost any big accounts? Who should I replace because they are not getting the job done? Sometimes the answers are good and sometimes the answers are not. So we commit to becoming better in this New Year and we tell ourselves that we will improve. Nothing will stop us this year! Sound familiar? And to make things worse at the last meeting with your boss these age old comments came up again:

- “Our sales people are paid too much we need to adjust our commission program because our profits have not gone up with the sales!”
- “We have too many non-performing sales reps that are not paying for themselves.”
- “We can’t find any talent in the marketplace. The only sales reps that are available are retreads, Sales Reps who have worked for most of the competitors except for us.”
- “How come we can’t seem to keep any sales people long term? It seems like we hire them, train them, and then they leave for more money!”
- “How come the new Sales Rep is not performing to where we thought they would be?”

These questions and concerns come up every year in most corrugated, folding carton and packaging supplies companies. Make no mistake; it’s not that we don’t want to improve and be more effective, it’s not that we do not know what to do most of the time. And it is not even a matter of the willingness to do whatever it takes. In order to move in this direction you will need to become a **Dynamic Sales Leader** and **Dynamic Sales Manager!** The reasons you need to change are basically the same each year.

Here are some reasons we need to change to become more **Dynamic**.

Each year in this industry as with others there are new competitors who come nipping at our heels. There are old competitors who decide this is the year **they** are making the change and will execute and implement a growth strategy to take market share of this or that new segment of our business.

Another reason is a merger or acquisition has taken place and the “new” company has a different approach to the market. (By the way I am sure the questions above were asked at the company that was acquired also.)

Progressive companies buy new equipment that needs to be filled up. They also want to expand, make more money or become more valuable to their customers putting a bigger moat around them by providing more value added services and products.

The next generations of managers and leaders have come onto the scene and want to continue the success that their parents, friends or partnerships created a long time ago.

The list of reasons why is larger than this but this should give you a good idea of why we need to constantly improve and this year is no different. Every

year seems to get a little tougher. Yet over the last 10 years in my seminars, webinars, teaching and training the same topics come up 90 % of the time for discussion.

They are:

- Sales Compensation – what is the best program?
- How do you motivate non-performing sales reps who have been with the company for a long time?
- What are some effective metrics we can use to measure our sales reps performance?
- What is the best way to recruit sales people to our company?
- How can we learn to not sell on price?

So, will this be the year **you** decide to really develop and execute the strategy you know you need to take your company to the next level? Or will this be the year you have the best intentions and really try to convince everyone you will be different but after a few weeks or months, you get busy, overwhelmed and decide change is tough so you go back to doing mostly what we always did with some minor because it is easier?

If this is not the direction you want to go then let this be the year you commit to focus on the execution of the strategy you develop and lead yourselves and your sales teams to the next level.

All of these topics and much more will be covered in the AICC 2013 Dynamic Sales Leaders’ Conference in Orlando. Hope to see you there! ■

George A. Moretti is President, GM Training & Consulting. He can be reached at gmtcg@roadrunner.com or by phone 716-909-1177.



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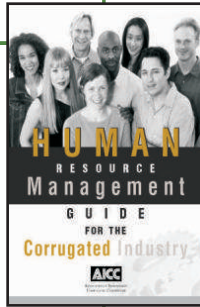
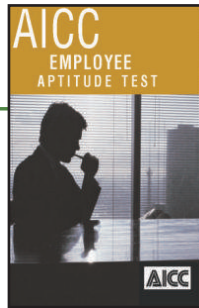
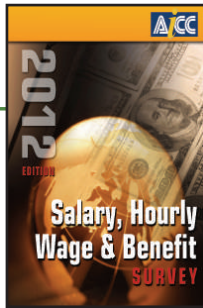
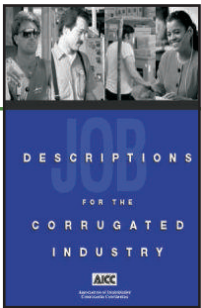
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Information service providing pre-employment screening and background investigation.

Toll free 1-800-356-6885 Mention "AICC"

Human Resource Management

Comprehensive guide that offers human resource policies and procedures for the corrugated industry.



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Facebook and Twitter and LinkedIn, oh my!

By Virginia Humphrey

Social media is now a fairly common practice for most businesses and individuals. It can be a little confusing or intimidating when you are just starting out though. There are a lot of options and “social media” can really mean just about anything—online magazines, microblogs, podcasts, picture sharing, the list goes on and on.

Should your company be engaging in social media? Probably, in some way, shape, or form.

One in six marriages starts online. If people are looking for “the one” on a computer screen you had better believe that they are looking for your product as well.

Social media has a powerful amplifying effect and more reach that I think we can actually comprehend.

You should take a thoughtful look at who you want to interact with, why they would interact with you, and create a social media strategy.

Future articles will walk through different social media platforms, but for now let’s try to get the backbone developed first.

Step 1. Create Your Goals & Write Them Down

What do you want your social media efforts to achieve? You, of course, want to build your following and increase engagement, but to what end? Do you want to increase sales? Increase brand awareness? Build your database? Drive traffic to your website? How are you going to measure success?

Step 2. Determine Your Target Market

Are you speaking to CEO’s, sales reps, plant managers? What are they interested in?

Step 3. Determine Which Social Media Outlets will Help You Reach Your Goals

Facebook and Twitter and LinkedIn, oh my. There is also Google+, Pintrist (which many people swear has business applications, though I am still at a loss to find them), Tumblr, Reddit, FourSquare, YouTube, I could go on for days. Like I mentioned earlier, I will get in to many of these and walk you through pros and cons, and maybe even some how-to’s.

Step 4. Develop a Content Calendar

How many messages do you want to send in a day/ week? (Note: You should never go more than a week without posting something somewhere.) Who is responsible for sending them out? What do you want to say?

A good rule of thumb is only promote your company or products 20% of the time and use the other 80% to give people tips, interesting facts, or updates that they need to know. That means that you need to be a thought leader in the field. You can start a blog, ask your followers for their thoughts, write white papers, re-post/ tweet industry trends, or a host of other options.

You may be surprised how fast you go through content if you are posting every day, so I recommend having your content ready a few months

ahead of time. That way you are never at a loss of what to say. Planning ahead should also, in no way, inhibit you from acting spontaneously. If you see something outstanding or a major event occurs it is ok to bump your scheduled posts a bit. This flexibility also lets you remain current, which is key, because you know how short people’s social media attention span is.

Step 5. Create a Response Plan

If your social media is successful you will get responses. People will be talking about you and at you. What are you going to do about it? Like any technology, social media, can be used for good or evil. You need to think about how you will handle constructive (and not so constructive) criticism and who is going to handle it. You also need to determine who will be monitoring the social media outlets of others to see if your company starts trending.

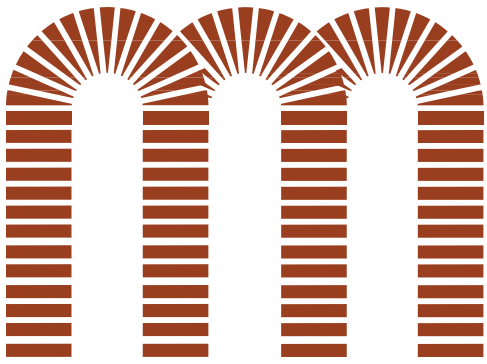
Part of the response side is also making sure that your company’s profile is actively participating on industry related social media sites and conversations- like AICC’s discussion groups on Linked-In or our AskRalph blog. This will help your company build trust on social media sites and keep your company in the loop. Follow your clients in an effort to encourage them to follow you.

Step 6. Analyze your Results

You set goals, so now that you have gone through all the other steps and executed your plan it is time to see

continued on page 33

2013



AICC México

ANNUAL MEETING

Querétaro, Mexico

May 29-31, 2013

Holiday Inn Querétaro Centro Historico

www.aiccbox.org/mexico



DYNAMIC LEADERSHIP

CULTIVATE & DEVELOP
LEADERS IN YOUR COMPANY



Featuring:
New Program Format
and Box Plant multi-discount
Group Pricing!

Hilton Bonnet Creek Resort
Orlando, Florida

April 24-26, 2013

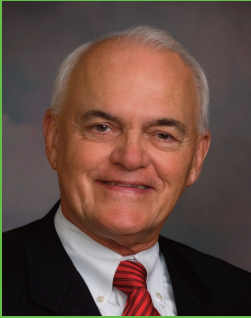


AND THE
AICC 2013
SALES LEADERS'
CONFERENCE

2013 SPRING MEETING



Chairman's Message



Chuck Fienning

The theme of the upcoming 2013 Spring Meeting is “Dynamic Leadership—Cultivate & Develop Leaders in your Company”. This spring we’ll explore the various aspects of leadership: what leadership is; how to recruit, train, motivate and retain leaders. We will also explore examples of best practices as they apply to leadership development. Some may argue that leaders are born...but we will take the opposite view... how leaders are made.

I’m pleased to report that AICC is offering new programming this spring which features sharper general sessions and in-depth “dynamic” workshops which are two days, four hours of intense learning and sharing on the following; Emerging & Developing Leaders, Customer Service Excellence and CEO & Executive Management.

I’m pleased we have some former top Disney executives, Dennis Snow and Debbie Zmoreski presenting at the meeting on Leadership and Customer Service; two areas that are important to being a leader in the industry. Our presenter Mark Sanborn, leadership development expert will give a keynote during the general session and give an in-depth workshop on developing leaders in your company.

Also, in response to the overwhelming popularity of the “box plant” group pricing at the SuperCorrExpo conference this past October, AICC is now offering a similar pricing structure for their corrugated, folding carton and rigid box members. This way you can send more of your employees and experience more of the benefits of AICC for one low price. We will also be offering our popular Sales Leaders’ Conference in conjunction with the spring meeting.

I’m looking forward to the year as your newly elected chairman and I hope you and your colleagues will join us this spring in Orlando.

Sincerely,

A handwritten signature in green ink that reads "Chuck Fienning".

Chuck Fienning
Sumter Packaging
Chairman, AICC

DYNAMIC
LEADERSHIP
CULTIVATE & DEVELOP
LEADERS IN YOUR COMPANY



MeetingSpeakers



MARK SANBORN

LEADERSHIP DEVELOPMENT
EXPERT AND BEST SELLING
AUTHOR OF, *YOU DON'T NEED
A TITLE TO BE A LEADER*

Mark Sanborn is an international bestselling author, noted authority on leadership, and is President of Sanborn & Associates, Inc., an idea studio dedicated to developing leaders in business and in life.

Mark has shared his insights on organizational excellence and extraordinary living with over 1,800 audiences in all 50 of the United States and many foreign countries around the world.

Mark's most recent book, *The Fred Factor: How Passion in Your Work and Life Can Make the Ordinary Extraordinary* is an international bestseller and continues to be on both the *Wall Street Journal* and *BusinessWeek's* bestseller lists. Other books by Mark include: *Upgrade: Proven Strategies for Dramatically Increasing Personal and Professional Success*, *TeamBuilt: Making Teamwork Work* and *Sanborn on Success*.



DENNIS SNOW

FORMER DISNEY EXECUTIVE AND LEADERSHIP
AND EMPLOYEE DEVELOPMENT EXPERT AND
AUTHOR OF *LESSONS FROM A MOUSE – APPLYING
DISNEY WORLD'S SECRETS OF SUCCESS TO YOUR
ORGANIZATION, YOUR CAREER, AND YOUR LIFE*

What can you learn from a mouse? When that mouse has been delighting and entertaining hundreds of millions of people for decades — it turns out there is plenty to learn.

Dennis Snow's customer service abilities were honed over 20 years with the Walt Disney World Company. There, he developed his passion for service excellence and the experience he brings to audiences and clients around the world.

Beginning as a front-line attractions operator, he advanced through the company where he learned and applied the skills necessary to run a world-class, service-driven organization.

Dennis launched a division of the Disney Institute responsible for consulting with some of the world's largest companies including: ExxonMobil, AT&T, General Motors and Coca Cola, and spent several years with the Disney University, teaching corporate philosophy and business practices.

Today, Dennis is a full-time speaker, trainer and consultant, and author of two books, *Unleashing Excellence: The Complete Guide to Ultimate Customer Service* and his latest, *Lessons From the Mouse: A Guide for Applying Disney World's Secrets of Success to Your Organization, Your Career, and Your Life*.



RICHARD E. STORAT

FOUNDER AND PRESIDENT OF
RICHARD STORAT & ASSOCIATES, INC.
ECONOMIC & INDUSTRY UPDATE

Richard (Dick) E. Storat is the founder and president of Richard Storat & Associates, Inc., a provider of management and economic consulting services to the forest products industry. He is President of the Paper Shipping Sack Manufacturers' Association. He also publishes *Scoring Boxes™*, a monthly newsletter on conditions in the U.S. containerboard and corrugated industry.

Prior to establishing this consulting firm, Mr. Storat was an officer of Gaylord Container Corporation, where he served as Vice President, Corporate Affairs and Chief Information Officer.

Mr. Storat previously served the American Forest & Paper Association as the forest products industry's Chief Economist. There, he also became recognized as an expert on economic factors affecting the industry and on industry statistics. He managed the industry's statistical and economic analysis programs; and spoke regularly to Wall Street, the media and business groups on industry business and economic conditions.



NEW at the AICC 2013 Spring Meeting!



DYNAMIC WORKSHOPS

INTENSE LEARNING, SHARING & 'PUT IT TO WORK'

TAKEAWAYS: 2 DAYS — 4 HOURS

Thursday, April 25th & Friday, April 26th

AICC will offer in-depth workshop track sessions during the AICC 2013 Spring Meeting. The workshop sessions will be held concurrently on both Thursday, April 25th & Friday, April 26th. Once you determine your area of "interest", plan to attend the sessions on **BOTH DAYS** for the optimal learning experience! We are offering "box plant" multi-group discounted pricing to encourage you to bring key associates within your company to take advantage of the education opportunities being offered. Workshops are for box and carton makers and supplier members too!

EMERGING & DEVELOPING LEADERS TRACK: Maximum Impact: Developing Your Emerging Leaders

Who should attend:

New Managers, Owners and/or Managers that are looking to develop employees into leadership or managerial roles

DAY ONE: Thursday, April 25th

9:45 am — 11:30 am

Best practices on what emerging leaders need to learn and how to best provide those lessons. The result will be maximum impact from your efforts and maximum impact from what these emerging leaders achieve. As part of this intense session you'll hear from a panel of AICC members who as proven leaders will share their success and leadership development stories.

Key Topics:

- 3 Ways to Identify Emerging Leaders in your Company
- Primary Leadership Development Activities
- How to Coach and Counsel
- Developing Confidence

Panel of AICC Members Share their Success Stories of Bringing up Leaders in their Companies



Workshop Presenter:
MARK SANBORN
LEADERSHIP DEVELOPMENT EXPERT
AND BEST SELLING AUTHOR OF, *YOU
DON'T NEED A TITLE TO BE A LEADER*

Mark Sanborn is a KEYNOTE SPEAKER.
(See previous page for his biography.)

DAY TWO: Friday, April 26th

8:30 am — 10:30 am

Ryan Chappell of Louisiana Corrugated Products discusses how and why, as an independent business leader, wearing many different hats, sometimes two at a time, and the ability to quickly change hats plays a key role in the success of independent businesses today.



Workshop Presenter:
RYAN CHAPPELL
LOUISIANA CORRUGATED PRODUCTS

In today's business environment packaging industry leaders have the opportunity, and often the necessity, to wear many different hats. As organizations become more lean and responsibilities grow, so too does the number of hats on our racks. Today most of us seldom get to wear a single hat for the whole day. Whether it's "Best Dad", "Coach" or "Sales Leader" the challenge for the evolving business leader is to learn how to juggle the hats, and when necessary loan them to those around you, to ensure success in business and personal life.

CUSTOMER SERVICE EXCELLENCE TRACK:

Gaining the Competitive Advantage: Customer Service Strategies to Boost Business

Who should attend:

Customer Service Representatives and Managers, Quality Service Managers, General Managers, Sales Managers or anyone responsible for exceeding customer expectations



Workshop Presenter: (both days)
DEBBIE ZMORENSKI
OWNER/CEO MOREN ENTERPRISES

Over the course of a 34-year career with the Walt Disney World Company, Debbie worked her way up in the organization, holding leadership positions in Restaurant Management, Human Resources, Training

and Development, Customer Service, Production Manufacturing, and Resort Operations. For over five years, she was a Senior Facilitator and Content Specialist with the Disney Institute, sharing Disney's best practices with organizations from around the world.

DAY ONE: Thursday, April 25th

9:45 am – 11:30 am

When it comes to gaining the competitive advantage through loyal and committed customers, good is not good enough! In this interactive two-part workshop series, you will learn strategies, tactics and tools, combined with practical application that will enable you to gain and maintain competitive advantage through excellent customer service.

Key Topics:

- Building a Brand Name & Culture that Customers Will Know & Love
- How to use service to stand apart from your competitors: Tips & Tricks
- Going from mediocrity to superiority: Simple changes you can make today
- Keys to create that positive association of stellar service with your brand

Happy Employees Lead to Happy Customers: The "Two-Way Street" of Customer Service:

- Culture building for your staff that leads to genuine smiles that customers notice
- Tools you can use to monitor & benefit from customer and employee feedback
- Strategies to streamline the customer experience and create hassle-free interactions

DAY TWO: Friday, April 26th

8:30 am – 10:30 am

You think you're doing a good job, but are you? Do you have things to fix or could your organization do even better? Measuring and tracking the service experience may be as important as the experience itself.

Key Topics:

- Leverage Your Points of Contact to Create Exceptional Service Processes
- Learn to track and measure the service experience you are delivering
- Strategies and tactics for service recovery (what to do when things go wrong)
- Developing Individual Action Plans



ROUND TABLE DISCUSSION: Folding Carton & Rigid Box Friday, April 26th

7:15 am – 8:15 am

The industry round tables are moderated group discussions on topics of interest and best practices. This session is a special group discussion forum for **AICC FOLDING CARTON AND RIGID BOX MAKERS**.

Here is your opportunity to discuss issues important to your business and hear about the latest innovations from Folding Carton and Rigid Box equipment suppliers.

Come ready to share and learn from your industry colleagues.

Who should attend:

Folding Carton and Rigid Box makers and their suppliers



DYNAMIC WORKSHOPS

INTENSE LEARNING, SHARING & 'PUT IT TO WORK'

TAKEAWAYS: 2 DAYS — 4 HOURS

Thursday, April 25th & Friday, April 26th



CEO & EXECUTIVE MANAGEMENT TRACK:

The 'Need to Know' and 'Want to Know' For the CEO

Who should attend:

Owners, President, CEO, General Managers and those currently in leadership positions

DAY ONE: Thursday, April 25th

9:45 am — 11:30 am

The "Need to Know" for the CEO!

Come hear this timely session on the important issues you need to know in 2013 to make your company fiscally sound to avoid your own "fiscal cliff."

Key Topics:

- Preparing for the "big bite" in healthcare; getting your company ready.
- Current tax law changes: how to prepare and how they will affect your company
- Preparing your company for what to expect from the New Administration

DAY TWO: Friday, April 26th

8:30 am — 10:30 am

The "Want to Know" for the CEO!

You take the hot seat for the "CEO Fishbowl", an interactive, fast-paced exchange of ideas and best practices on topics that are important to you and your company. Come ready to discuss "What's Keeping You Up at Night?". Then help solve these issues and gain insight for your industry peers.

Moderated Group Discussion



Workshop Presenter: (Thursday, April 25th)
MITCH KLINGHER, CPA
PARTNER, KLINGHER NADLER LLP

Mitchell E. Klingher, CPA is a partner at the certified public accounting firm of Klingher Nadler LLP, Fort Lee, New Jersey where he heads up the firm's tax and consulting departments. Specializing in paper conversion and packaging businesses, he has over 30 years of diversified public accounting experience including: manufacturing, service, real estate development and management, paper conversion, corrugated box manufacturing and wholesale, and retail sales.

Workshop Presenter: (Thursday, April 25th)
DAVE GENTRY, CFP, RHU, PHR
COO, FRINGE BENEFIT PLANS, INC.

Dave Gentry is Chief Operating Officer at Fringe Benefit Plans, Inc., bringing 25 years of experience in group insurance benefits. He is a native of the Orlando area and has a Masters of Education degree in Counseling Psychology from Georgia State University. Dave is a Past Florida State President of the National Association of Health Underwriters (NAHU) and a Past Chapter President of the Central Florida Chapter of NAHU. He is active with the local SHRM association (CFHRA) where he serves as Ambassador Coordinator.



DYNAMIC SALES LEADERS' CONFERENCE

Tuesday, April 23rd & Wednesday, April 24th
Hilton Bonnet Creek Resort

"BE THE DYNAMIC SALES & LEADER YOU NEED TO BE!"

AICC's Dynamic Sales Leadership Training reinvigorates your training efforts and covers the key issues that **SALES MANAGERS** deal with each and every day.

We will the Roles and Responsibilities of a Sales Manager and find out how to effectively lead your sales team.

- How to OnBoard new sales people.
- Understand the Metrics that make up an effective Sales Compensation Plan.
- Create a strategy for motivating your sales force. Create expectations and set up a strategy for effective follow up and follow through.
- Get Case Studies from Dynamic Sales Leaders who have had success in building stronger sales teams.



Course Instructor:
GEORGE MORETTI
SALES CONSULTANT & TRAINER

George has worked in the corrugated and packaging supplies industry for 38+ years. His experience includes manufacturing, distribution, sales, marketing, executive level training and management of sales professionals, sales pipeline, and process management. He has experience in flexible management building highly effective management and sales teams, with a focus on adding profit to the bottom line quickly.

Schedule of Events

TUESDAY, April 23, 2013

1:00 pm – 5:00 pm

SALES LEADERSHIP

- What are the roles and responsibilities of a Sales Leader?

SALES MANAGEMENT

- What are the roles and responsibilities of a Sales Manager?

WHICH IS THE RIGHT ROLE FOR YOU?

- Can you do both?

DAY'S REVIEW AND OPEN FORMAT

COCKTAIL RECEPTION

6:00 pm – 7:00 pm

WEDNESDAY, April 24, 2013

8:30 am – 5:00 pm

CONTINENTAL BREAKFAST

7:30 am – 8:30 am

ONBOARDING SALES PEOPLE

- What is your process?

SALES COMPENSATION PLANS

METRICS FOR YOUR SALES COMPENSATION PLAN

LUNCH 12:00 pm – 1:00 pm *(included)*

SALES REPS WHO ARE NOT PERFORMING TO YOUR EXPECTATIONS

FINDING NEW SALES TALENT

PUTTING IT ALL TOGETHER!

THE DAY'S RECAP

Open review and discussion

REGISTRATION:

The conference is \$1,300 per person AND includes the events associated with the AICC 2013 Spring Meeting. To register online visit aiccbbox.org/meeting, select 'Sales Leaders Conference' and click register at the top of the page.

For more than 3 people attending from your company, please call AICC at 877-836-2422 for group discounts.

For more information on the AICC Sales Leaders' Conference, please contact Taryn Pyle at tpyle@aiccbbox.org or 877-836-2422.

Bonus 1: A Binder filled with worksheets, templates and action plans to keep you on track.

Bonus 2: Three follow-up calls with your Sales Consultant and Trainer: George Moretti

Bonus 3: A private group for continued discussion with your peers and your trainer on LINKED IN.

(by invitation only to those registered for the course)

You will have three "refresh & reset" dates after the meeting to review and discuss how your progress in implementing the lessons learned at this meeting.

SALES GOES GLOBAL

Presentation by Darren Artillo of Amtech

Mobile devices and their advanced applications have created a highly informed and opportunistic sales force. This presentation will discuss the latest devices and applications available, and the impact they can have on your sales process and business. Learn how to leverage data created by these applications to better forecast budgets, sales pipelines, and sales rep productivity.

"PRIME TIME" Networking Opportunities



AICC Opening Night Reception & Entertainment Wednesday, April 24th, 6:30 pm – 8:30 pm Hilton Bonnet Creek Resort

The AICC 2013 Spring Meeting will officially kick-off on the evening of Wednesday, April 24th with an opening night reception and entertainment at the Hilton Bonnet Creek Resort. This is a kid-friendly event and families are encouraged to attend. This is a "heavy" reception so there will be plenty of food — no need to make dinner plans following!

AICC Cocktail Reception Thursday, April 25th, 6:30 pm – 7:30 pm Hilton Bonnet Creek Resort

Join AICC attendees on the evening of Thursday, April 25th for a cocktail sunset reception.

SPOUSE/GUEST SPECIAL EVENT

AICC will be hosting a "networking" meet-up for spouses, guests and kids on Thursday, April 25th in the afternoon. You can indicate your interest in participating while registering and we will be in contact with more details as the meeting approaches.

Optional Plant Tours

Central Florida Box & Dusobox Wednesday, April 24th, 7:00 am – 12:30 pm

AICC member companies Central Florida Box (centralfloridabox.com) & Dusobox Inc. (dusobox.com), will host tours of their facilities on Wednesday, April 24th during the AICC 2013 Spring Meeting. Attendees will depart from the Hilton Bonnet Creek Resort for the tour of both facilities Round-trip transportation will be provided for all tour attendees. (closed toe shoes required — space is limited, participants per company may be limited).

ICPF Fundraiser Event

Wednesday, April 24th, 9:30 pm – 1:00 am • \$100/person

Zeta Bar at the Hilton Bonnet Creek Resort

Sponsored by MarquipWardUnited

DJ, Karoke and Open Bar at the Hilton's Zeta Bar

Contact Miles Fletcher to register miles.fletcher@marquipwardunited.com or 410-375-0767.

Visit www.aiccbox.org/meeting for more information on registering.

Optional Events

Winter Park Cultural Tour & Lunch (Spouse/Guest Optional Event)

Wednesday, April 24th, 10:00 am – 3:45 pm • \$115/person

Join other AICC attendees for an afternoon exploring Winter Park. You will enjoy a scenic boat tour, followed by lunch at Chez Vincent. Then you will have time to explore Park Avenue; home to one-of-a-kind boutiques, well-known shops and sidewalk cafes, as well as world renowned art collections in the area's museums. Often called "Little Europe", Park Avenue is a year-round destination for visitors and locals. Registration includes; deluxe round-trip transportation (including shopping on Park Avenue), scenic boat tour and lunch at Chez Vincent. All taxes, gratuities and fees included.



AICC Golf Tournament

Thursday, April 25th, 1:00 pm – 6:00 pm

Men and ladies welcome • \$265/person

Enjoy the camaraderie as you join other teams in this shotgun style tournament at the Waldorf Astoria Golf Course located at the Bonnet Creek Resort for the annual AICC golf tournament.

The Waldorf Astoria Golf Club provides a truly exceptional setting for Orlando golf. Test your skill on the 18-hole Rees Jones-designed championship course, winding through a large wetland preserve and measuring 7,108 yards with a Par 72, Slope 139, and 74.6 rating from its Professional Tees.

Registration includes all green and cart fees, driving range balls, tournament fees, box lunches, three beverage cart tickets (that can be used for beer, non-alcoholic drinks and snacks), prizes, and all taxes and gratuities.

Cirque du Soleil–La Nouba

Friday, April 26th, 6:00 pm – 8:00 pm • \$125/adults, \$115/children (ages 3-9)

Join other attendees for an evening event to see Cirque du Soleil featuring La Nouba at Downtown Disney. La Nouba is an avant-garde blend of circus, art, theater and absolute whimsy. Featuring mesmerizing high wire and flying trapezes, stunning acro-gymnastic performances and other dynamic displays of coordination and strength, "La Nouba" promises to surprise, excite and mystify.

The tickets are in Tier 1 Seating. Disney's Cirque du Soleil Theater is located in Downtown Disney. The show officially begins at 6:00 pm. You should plan to arrive at 5:30 pm for seating and pre-show entertainment. Transportation is your responsibility for the evening, however, Downtown Disney is a short drive or cab ride from the Hilton Bonnet Creek Resort. The hotel offers complimentary transportation to Downtown Disney on a daily basis and drops off near La Nouba (check on-site at Hilton for shuttle schedule). Downtown Disney features an abundance of restaurants and other nighttime entertainment options for your enjoyment following the show.



Schedule of Events

TUESDAY April 23, 2013

AICC Sales Leaders' Conference*
1:00 pm – 5:00 pm

AICC Sales Leaders' Conference Reception*
6:00 pm – 7:00 pm

WEDNESDAY April 24, 2013

AICC Plant Tours –
Dusobox & Central Florida Box*
7:00 am – 12:30 pm

AICC Sales Leaders' Conference*
Continental breakfast at 7:30 am
Lunch at 12:00 noon
7:30 am – 5:00 pm

AICC Spouse/Guest Optional Event*
Winter Park Cultural Tour & Lunch
10:00 am – 3:45 pm

AICC Board of Directors
Luncheon Meeting
1:45 pm – 3:45 pm

AICC Associate Member Meeting
4:00 pm – 5:00 pm

AICC New Member & First Timer
Reception (*invite only*)
5:00 pm – 6:30 pm

AICC Opening Night Reception Event
6:30 pm – 8:30 pm

ICPF Fundraiser Event*
Sponsored by MarquipWardUnited
Zeta Bar (located at Hilton)
9:30 pm – 1:00 am

*Events requiring separate registration and/or fee

THURSDAY April 25, 2013

AICC Continental Breakfast
7:00 am – 9:00 am

AICC General Session I
8:00 am – 9:30 am

Opening Remarks & Housekeeping
Chuck Finning, Chairman, AICC

Anti-Trust Statement
Paul Vishny, General Counsel, AICC

Keynote Presentation
Mark Sanborn, Leadership Development Expert
"You Don't Need a Title to be a Leader"
8:30 am – 9:25 am

Closing Remarks & Housekeeping
Chuck Finning, Chairman, AICC

Coffee Break
9:30 am – 9:45 am

Dynamic Workshops:
DAY ONE
9:45 am – 11:30 am

AICC Workshop Sessions
• Emerging & Developing Leaders
• Customer Service Excellence
• CEO & Executive Management

AICC Optional Golf Tournament*
Waldorf Astoria Golf Club
1:00 pm – 6:00 pm

AICC Cash Bar Happy Hour Reception
6:30 pm – 7:30 pm

Evening Free

FRIDAY April 26, 2013

AICC Continental Breakfast
7:00 am – 9:00 am

AICC Folding Carton/Rigid Box
Round Table Discussion
7:15 am – 8:15 am

Dynamic Workshops:
DAY TWO
8:30 am – 10:30 am

AICC Workshop Sessions
• Emerging & Developing Leaders
• Customer Service Excellence
• CEO & Executive Management

Coffee Break
10:30 am – 10:45 am

AICC General Session II
10:45 am – 12:30 pm

Opening Remarks
Mark Mathes, First Vice Chairman, AICC

Golf Tournament Awards Announcement
Golf Tournament Chairman, AICC

Package Design Competition 2013 Preview
Jim Nelson, Chairman, Package Design
Competition Committee

Industry Presentation
Richard Storat, President,
Richard Storat & Associates
State of the Industry & Economic Forecast
11:00 am – 11:30 am

Closing Motivational Speaker
Dennis Snow, Former Disney Executive
& Leadership Development Expert
*"Lessons From a Mouse: A Guide for Applying
Disney World's Secrets of Success to Your
Organization, Your Career, and Your Life"*
11:30 am – 12:25 pm

Closing Remarks & Housekeeping
Mark Mathes, First Vice Chairman, AICC

AICC Optional Off-Site Event*
Cirque du Soleil – La Nouba
6:00 pm – 8:00 pm

*All events are being held at
the Hilton Bonnet Creek Resort
unless otherwise noted.*

*Times, locations and events
are subject to change.*



DYNAMIC
LEADERSHIP
CULTIVATE & DEVELOP
LEADERS IN YOUR COMPANY

Hotel Accommodations

Hilton Bonnet Creek Resort • Orlando, Florida

14100 Bonnet Creek Resort Lane, Orlando, FL 32821



AICC HOTEL ROOM RATES:

Traditional Single & Double Accommodations: \$219 per night (plus applicable tax currently 12.5%).

To make your hotel reservations call 1-888-353-2013 (reference AICC 2013 Spring Meeting) or you can make reservations online directly into the group block at www.aicbox.org/meeting

The host hotel for the AICC 2013 Spring Meeting is the Hilton Bonnet Creek Resort. The Hilton is Orlando's newest AAA 4-Diamond hotel located near Walt Disney World® Resort and is nestled on a 482-acre nature preserve. The resort amenities include 12 dining and lounge options, lagoon-style pool with lazy river, complimentary deluxe transportation to and from the Walt Disney World® Theme Parks, Spa by Guerlain® and a championship golf club. Adjacent, the Waldorf Astoria® Orlando transcends the resort experience with exclusive signature dining opportunities. The Hilton Bonnet Creek is located 20 minutes from Orlando International Airport and five miles from private jet preferred Kissimmee Gateway Airport.

GROUP DISCOUNT CUTOFF DATE — FRIDAY, MARCH 29, 2013

Attendees are encouraged to make their hotel reservations before the group cut-off date of Friday, March 29, 2013 in order to be guaranteed availability, and to ensure you receive the group rate. The AICC hotel block could sell out prior to the cut-off date so booking your reservations early is strongly recommended.

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\$1,400/person – Early Bird, on or before March 29, 2013

\$1,300/person – Sales Leaders' Conference (includes AICC 2013 Spring Meeting)

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2013 SPRING MEETING

Facebook and Twitter and LinkedIn, oh my!

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if you were successful. Along the way you may even want to do some A/B testing to see where you had the most success.

There are analytics you can use through various social media platforms like Facebook and Twitter to see how you did and there are broader options like Google Analytics and even custom options available to track your success.

Will I, as an individual, ever “friend,” “fan,” or “follow” your company? Probably not. As an individual, I don’t want to receive tweets from my insurance company or get status updates from my bank. BUT I am not your target audience. Your audience is not an individual, but rather a company. Would I, as a representative of AICC, part of an organization dedicated to serving

YOU, want to interact with you via social media—ABSOLUTELY. (Connect with me on LinkedIn!)

Because of this dichotomy I encourage all of you to set aside your personal thoughts about what social media does, who it reaches, and look at it from a company perspective—and answer what can social media do for my company?

Additional Resources

10 Tips for Building a Social Media Strategy

<http://www.businessnewsdaily.com/3189-social-media-tips.html>

Social Media Etiquette: 12 Step Checklist

<http://www.forbes.com/sites/ilyapozin/2013/01/09/social-media-etiquette-12-step-checklist/>

Is Social Media Bad For Business?

<http://www.forbes.com/sites/julietbarbara/2012/11/11/is-social-media-bad-for-business/>. ■

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Lisa doesn’t know it, but the birthday gift she bought online made it to her on time and in one piece because of Sacramento Container’s commitment to customer satisfaction and the software they rely on. Ultimately, it’s how we both measure success.

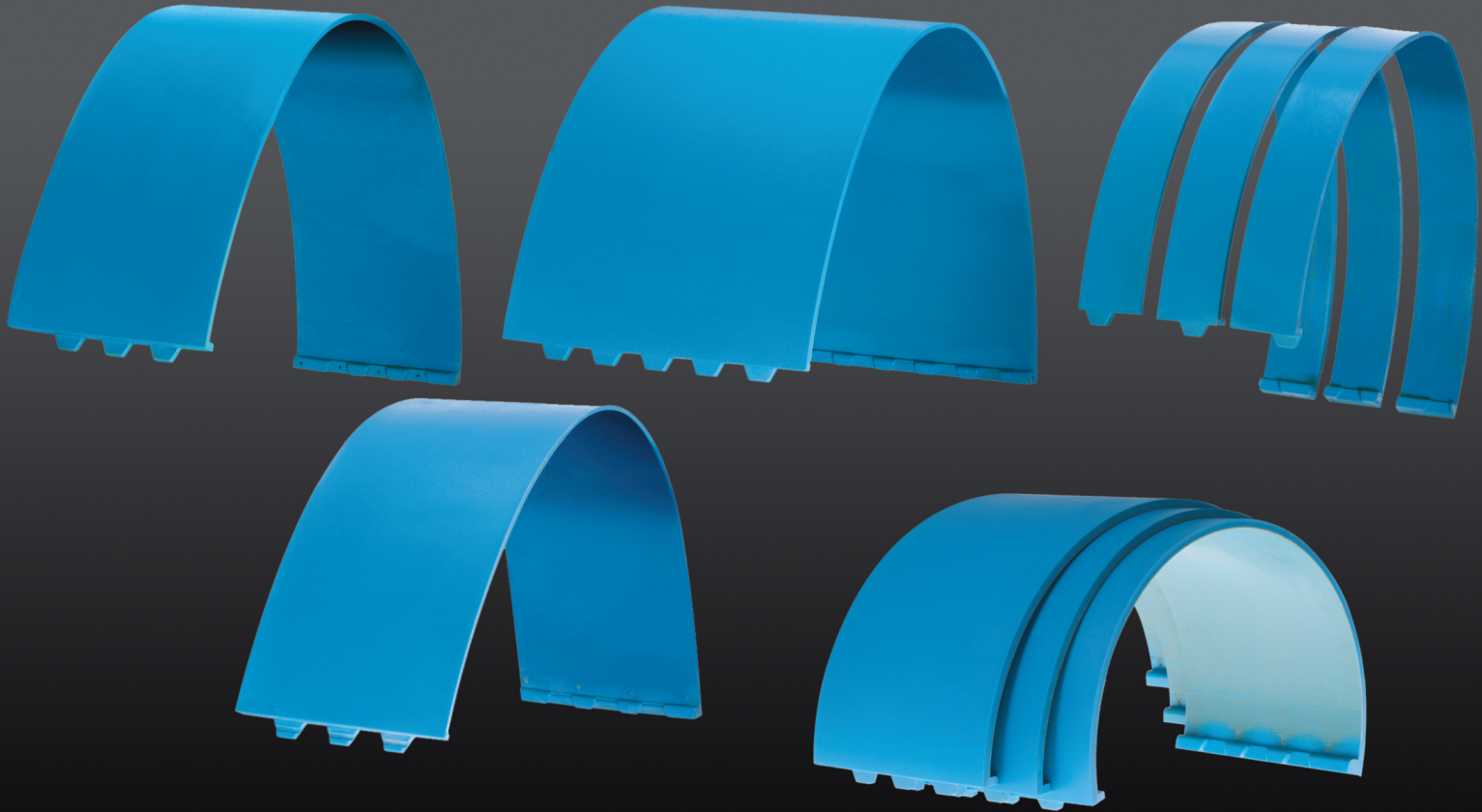
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The Path Toward Digital Print

By Richard Brown

As noted in the recent spotlight

about *The BoxMaker*, we have invested in digital print for our corrugated business. Within the industry, stories have circulated about box plants, that in the past have made similar decisions with poor results. So why would we venture down this path?

You first need to know that our box plant has essentially been a brown box plant. Our 3 color rotary die cutter delivered the best of in-house flexo printing and even that would be considered mediocre compared to many competitors with 4-8 color direct print machinery. Local supply partners produce our litho-lam and folding carton work and we do a fair amount of that business. We also make pressure sensitive labels (on narrow web flexos) and that placed our sales representatives in front of brand managers, product leaders and marketing teams.

We serve the Pacific Northwest and our client base has been moving toward faster, smaller and more customized product introductions. To deliver value we must provide impactful displays and protective packaging while reducing lead-time, production quantity, over/under run and one-time costs. To meet these demands we invested in an entirely digital production area consisting of an HP wide format press and updated Kongsberg cutting table.

Our interest in digital print for corrugated and related items began about 10 years ago. A Seattle area silk screener bought a wide format digital press and solicited us for smaller jobs that we'd traditionally run litho-lam. The printer was very expensive (>\$500k), slow (+/- 80 SQFT/HR) and didn't provide high-end resolution but we developed a few jobs a year and it served a niche. Much of this equipment had been geared toward signage so we continued to monitor developments within that industry. In 2009, we found that a new generation of wide

format presses was approaching the speed and quality we needed and an equipment cost that could be justified. In our evaluation there were several presses available to meet our needs. For those that may be evaluating such a purchase we suggest the following considerations:

- Print quality match to customer needs and speed of production (there are often different print modes and they effect both quality and speed
- Cost of ink, and any other consumables, on a per square foot basis
- Ability to deal with warp. Even really good board may have some warp and these presses are generally designed to work with very flat materials
- Upgrade path. Technology moves quickly so it is ideal to purchase a machine that allows for upgrades to software, print heads and the like

The HP FB700 provides impressive print quality and we have found the speed appropriate for jobs under 10MSF, although we have made 25MSF on more than one occasion. Print resolution is suitable for most applications with font sizes above 8pt and we use the white ink option to enhance the overall result. Most work is then digitally cut on the table however the UV cured ink is durable enough for converting on our flexos and die cutters.

Looking back on our first year, we made some very nice product incorporating an array of materials and used digital print to open several key new clients. While appreciative of the progress we made the year was more of an education than anything else. In future articles I will share more about our experiences and continued investment in this technology. We believe it is here to stay and are determined to be a leader in the transition from analog. ■



To deliver value we must provide impactful displays and protective packaging while reducing lead-time, production quantity, over/under run and one-time costs.



Situation in Washington Demands Members' Attention

By Mark Williams, President, Richmond Corrugated, and Chairman, AICC Government Affairs Committee



The fall election did not significantly alter the political landscape in Washington, at least not on the surface. President Obama remains in the White House, the Democrats maintain Senate majority, and the Republicans stay in control of the House. The Democratic Party gained two seats in the Senate and now has a 55-45 margin. The House of Representatives now consists of approximately 234 Republicans and 200 Democrats—a net gain of seven seats for the Democratic Party. Almost 100 are freshman.

Job creation and the economy were front and center during the election cycle. That point was driven home with round the clock campaign ads. It was also spiritually debated on national television by the Presidential candidates. President Obama has touted his plan to create 1 million manufacturing jobs by 2016. Candidates for Congress also debated legislative policies critical to manufacturing particularly tax policy, trade, and the manufacturing skills gap. Both parties understand manufacturing's vital role in both job creation and the economy.

The United States is the world's leader in manufacturing. In fact, U.S. manufacturing alone would be the 10th largest economy in the world. According to the National Association of Manufacturers (NAM), manufacturing employs 12 million men and women and supports more than 5 million additional jobs. However, other countries are closing the gap on the U.S. Not only are our global competitors getting better but at the same time we are losing ground due to our own

polymaking. We cannot afford to take our position as the world manufacturing leader for granted.

While there are numerous challenges ahead there are also several bright spots. According to NAM's chief economist Chad Moutray, the long-term prognosis for the manufacturing sector remains strong. He lists four main reasons. **Housing.** The housing market is making a comeback. Forecasts for 2013 housing starts are approaching 1 million units for the first time since 2008. **Motor Vehicles.** Vehicle sales are forecasted to rise to more than 15 million in 2013. The auto and parts sector has added over 120,000 jobs since 2009. **Exports.** 2012 exports were an all-time high, topping \$1.3 trillion. Ten years ago the U.S. exported less than half of this amount! **Energy.** Industrial energy costs in the U.S. are lower than our largest trading partners. Increased exploration of shale could significantly reduce our dependence on foreign energy sources.

The challenges the U.S. faces to keep the #1 manufacturing ranking in the world are many. Right out of the gates, it is 20 percent more expensive to manufacture in the U.S. than it is for our largest trading partners. This does not include the cost of labor either! Some of the major factors that contribute to this cost disadvantage are employer costs for employee health care, tort claims & litigation costs, and costs associated with burdensome regulatory policies. The number one contributor however, is our corporate tax liability. The U.S. corporate tax rate has remained at 35 percent for

more than two decades. In addition to the cost structure disadvantage, manufacturers also face a skills gap challenge. Due to the complexities of modern manufacturing it is difficult to find qualified applicants despite the high unemployment rate. Fortunately the gap is closing but there is a lot of work to be done. Another challenge to manufacturers is the limited export market. The U.S. is behind its competitors in negotiating new free trade agreements.

The NAM works hard to keep our legislators informed on issues pertinent to manufacturing. It also stands up to overly aggressive regulatory agencies like the EPA, the National Labor Relations Board (NLRB), and OSHA that threaten manufacturers with burdensome regulations. Manufacturing trade associations like AICC are frequently unable to afford professional lobby support. So instead they piggy back on the NAM's efforts and call upon their membership to speak up. AICC has co-sponsored a Corrugated Industry Fly-In several times over the years in conjunction with NAM's Manufacturing Summit. This year's Summit is June 19-20 and AICC will once again co-host a Fly-In. While the political landscape on the Hill is expected to remain gridlocked, AICC members are encouraged to come to Washington to engage politicians and keep the manufacturing agenda at the forefront of policy discussions. Beneath the surface of the 113th Congress could be a catalyst for positive change. Please support the manufacturing agenda by participating in the 2013 Corrugated Industry Fly-in. It could make a big difference. ■

A Special Tax Update from Klingher Nadler LLP

By Mitchell Klingher, Klingher Nadler, LLP



As we are sure you are all aware, Congress has passed and the President has signed the 2012 American Taxpayer Relief Act which, for now at least, has kept the country from going over the so-called “Fiscal Cliff.” Tax rates will be going up 4.6% for some of you on ordinary income and 5% on capital gains (in addition to the 3.8% increase that “Obamacare” has previously added for 2013). These rate increases are exacerbated by a new phase-out of itemized deductions and personal exemptions. On the plus side of the ledger, a number of key business incentives in the areas of business expensing, depreciation and research credits have been preserved for 2013. The following is a brief summary of the key provisions of this Act.

Individuals

Tax rates. The American Taxpayer Relief Act extends permanently the Bush-era income tax rates for all taxpayers except for taxpayers with taxable income above these thresholds: \$400,000 for single individuals; \$450,000 for married couples filing joint returns; and \$425,000 for heads of households. Additionally, the new law revives the Pease limitation on itemized deductions and personal exemption phase out (PEP) after 2012 for higher-income individuals, but at revised thresholds. The new thresholds for being subject to both the Pease limitation and PEP after 2012 are \$300,000 for married couples and surviving spouses; \$275,000 for heads of households; \$250,000 for unmarried taxpayers; and \$150,000 for married couples filing separate returns.

Capital gains. Generally, the new law increases the top rate for qualified capital gains and dividends to 20% (the Bush-era top rate was 15%). The 20% rate will apply to the extent that a taxpayer’s income exceeds the \$400,000/\$425,000/\$450,000 thresholds discussed above. The 15% Bush-era tax rate will continue to apply to all other taxpayers (in some cases, zero percent for qualified taxpayers within the 15-percent-or-lower income tax bracket).

Payroll tax cut. The employee-side payroll tax holiday is not extended. For 2013, the two percentage-point reduction is no longer available and the employee share of Social Security taxes reverts to 6.2%.

Alternative Minimum Tax (AMT). The Act patches permanently the AMT by giving taxpayers higher exemption amounts and other targeted relief. This relief is available beginning in 2012 and going forward. The permanent patch is expected to provide some certainty to planning for the AMT.

Child tax credit and related incentives. The Act makes permanent the \$1,000 child tax credit. Most of the Bush-era enhancements are also made permanent or extended. Along with the child tax credit, the new law makes permanent the enhanced adoption credit and income exclusion; the enhanced child and dependent care credit, and the Bush-era credit for employer-provided childcare facilities and services.

Education incentives. A number of popular education tax incentives are extended or made permanent by the

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Both the President and the GOP have called for making the Tax Code simpler and fairer for individuals and businesses.

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The Financial Corner: A Special Tax Update from Klingher Nadler LLP

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American Taxpayer Relief Act. The American Opportunity Tax Credit (an enhanced version of the Hope education credit) is extended through 2017. Enhancements to Coverdell education savings accounts, such as the \$2,000 maximum contribution, are made permanent. The student loan interest deduction is made more attractive by the permanent suspension of its 60-month rule (which had been scheduled to return after 2012). The new law also extends permanently the exclusion from income and employment taxes of employer-provided education assistance up to \$5,250 and the exclusion from income for certain military scholarship programs. Additionally, the above-the-line higher education tuition deduction is extended through 2013, as is the teachers' classroom expense deduction.

Charitable giving. The new law extends a popular charitable giving incentive through 2013: tax-free IRA distributions to charity by individuals age 70 and older up to maximum of \$100,000 for qualified taxpayer per year. A special transition rule allows individuals to re-characterize distributions made in January 2013 as made on December 31, 2012. The new law also extends for businesses the enhanced deduction for charitable contributions of food inventory.

Federal estate tax. Few issues have complicated family wealth planning in recent years as has the federal estate tax. Recent laws have changed the maximum estate tax rate multiple times. Most recently,

the 2010 Tax Relief Act set the maximum estate tax rate at 35% with an inflation-adjusted exclusion of \$5 million for estates of decedents dying before 2013. Effective January 1, 2013, the maximum federal estate tax will rise to 40%, but will continue to apply an inflation-adjusted exclusion of \$5 million. The new law also makes permanent portability between spouses and some Bush-era technical enhancements to the estate and generation-skipping transfer taxes.

Businesses

Bonus depreciation/small business expensing. The new law renews 50% bonus depreciation through 2013 (2014 in the case of certain longer period production property and transportation property). Code Sec. 179 small business expensing is also extended through 2013 with a generous \$500,000 expensing allowance and a \$2 million investment limit. Without the new law, the expensing allowance was scheduled to plummet to \$25,000 with a \$200,000 investment limit.

Small business stock. The Act extends the 100% exclusion from the sale or exchange of small business stock through 2013.

Tax credits. The New Law extends the following credits through 2013:

- Indian employment credit
- Railroad track maintenance credit
- Research Tax Credit
- Work Opportunity Tax Credit
- New Markets Tax Credit
- Employer wage credit for military reservists
- Tax incentives for empowerment zones

Energy

For individuals and businesses, the new law extends some energy tax incentives. The Code Sec. 25C credit, which rewards homeowners who make energy efficient improvements, with a tax credit is extended through 2013. Businesses benefit from the extension of the Code Sec. 45 production tax credit for wind energy, credits for biofuels, credits for energy-efficient appliances, and many more.

Looking ahead

The negotiations and passage of this Act are likely a dress rehearsal for comprehensive tax reform during President Obama's second term. Both the President and the GOP have called for making the Tax Code simpler and fairer for individuals and businesses. The many proposals for tax reform include consolidation of the current individual income tax brackets, repeal of the AMT, moving the United States from a worldwide to a territorial system of taxation, and a reduction in the corporate tax rate. Congress and the Obama Administration also must tackle sequestration, which the American Taxpayer Relief Act delayed for two months. All this and more is expected to keep federal tax policy in the news in 2013. Our office will keep you posted of developments.

A happy and healthy New Year to all! ■

What (Exactly) is the Role of Box Plants in Retail Ready Packaging (RRP)

By Linda Johnson



To better understand the retailers' objectives, Sound Packaging in Chandler, AZ attended a 2-day Webinar event hosted by AICC, in partnership with the Institute of Grocery Distribution (IGD), on the emergence of Retail Ready Packaging (RRP) and how it is driving major changes (not only within the industry, but) throughout the entire retailers' supply chain.

Consumer goods manufacturers are realizing the ever-increasing challenges faced by the retailer, and the important role they play in understanding & addressing these challenges. In turn, they are looking to their suppliers to respond & implement ideas that improve efficiencies throughout their distribution channel; thus, decreasing costs and increasing sales.

The aim of RRP is to produce an easy to identify carton to assist in the shelf replenishment process and ensure the product is available for sale when the consumer wants it. What is evolving for the Consumer Packaging Goods (CPG) supplier is a category by category approach to packaging & promotion, rather than a product by product approach. Consideration; in the design stage, needs to be given to not only production, but distribution channels and the end-user as well. The results are for box plants to focus on moving away from the traditional "design specific approach" into a retailer and consumer-friendly "performance specific approach."

Sound Packaging has always focused on quality, service, and design; therefore, moving towards innovation

in RRP is a natural progression for our plant. In the words of our founder, Leon Gale, . . . "if we're not constantly moving forward, we're standing still;" truly, if we are not moving forward in today's market, we won't survive. When designing a Shelf Ready Package (SRP) or Display Ready Package (DRP), a corrugated suppliers' role must expand from just increasing value to their customer, to offering value all the way down the supply chain to the consumer.

In developing a new package solution, critical to the process is what IGD calls the 5 Easies (although there are many more in-depth steps in this process, this is a starting point). The package needs to be:

- Easy to identify product brand; from all sides in poorly lit warehouses and distribution centers
- Easy to open; should take no more than 5 seconds without the use of tools
- Easy to restock; better utilization of shelves and trays within the package for one-touch movement onto shelves, to eliminate individual unit restocking
- Easy to shop; product brand and category are quickly identifiable, making it easy to select (into cart)
- Easy to dispose of; broken down and stacked, separated and recycled, or stacked and nested (corrugated trays and returnable carts)

In the not too distant future, package design addressing only the buyers needs will be unacceptable; signed off solutions that (only address stacking,

storing, and transportation needs and) are not truly fit for the purpose of the retailer and consumer, will be a thing of the past. European and Canadian retailers are embracing this concept presently and the United States is quickly catching up, driven by the Multinational Corporations (MNC's).

Rather than wait for our customer to initiate the conversation, box plants should be looking for opportunities within product categories that are suited for RRP. We need to be asking what is the current form and density of the product package; is it easily stackable & identifiable, off the shelf; can the graphics be easily replicated to the tray and carton for easy identification; what are available shelf space dimensions; can mixed cases be offered to expand the product range; where are sales at presently and what role can RRP represent in increasing future sales?

One of the biggest challenges facing the implementation of the RRP design strategy is to get the buyer to understand that the cost associated with a box is more than the dollars and cents shown on the invoice. There are costs associated with every aspect of storing, stacking, transporting, and restocking the product. The box plant plays a very important role in transforming the thinking of the buyer to look at design as an innovative step within the process and not an end-all solution. Do we understand the total supply chain? What are the retailers' specific requirements? How is it

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What (Exactly) is the Role of Box Plants in Retail Ready Packaging (RRP)

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being displayed? Can a case trial or test be offered to provide input for the total solution? Often, the actual need is quite different from the expressed want.

Although this sounds like an arduous task to compile this much information prior to design, the benefits far outweigh the challenges, as large producers of consumer goods are always looking to decrease cost, improve efficiency (in the supply chain), and help the retailer increase sales. If we can offer a package that is easy to assemble (minimize labor-intensive folding, simplify die-cut inserts), more durable (creative board combinations, better perf-pattern design), increase flexibility (internal trays used across product lines), and

improve the consumers shopping experience (ease of recognizing, viewing, and picking product); we, as a box plant have vastly increased our value to our customer.

As shoppers become more cost savvy and less loyal, when they do come into the store, retailers want them to be able to quickly find what they want. Anytime you assist the retailer by minimizing restocking time, you increase stock availability, which improves visual appeal for the consumer, making for a more enjoyable purchasing experience. It is in the best interest of not only our customers, but their customer to make it easier for the consumer to view, touch, and purchase the product, resulting in increased sales.

Because it is not being driven (on a large scale, as of yet), it is our job at the box plant to offer these cost-saving, sales-increasing solutions to our customer. Our role, at Sound Packaging is to be flexible in adapting to ever-changing market conditions and work at increasing our value to our customers; always striving to exceed their expectations. Looking at packaging from the end-user perspective (RRP) is the culmination of everything we have learned thus far and expanding on it. In order to secure our future, the time to start the conversation is now.

Sound Packaging wishes to acknowledge AICC and IGD, from whose Easy 5 Guidelines and webinar information this document was adopted. ■

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More Jobs = More Box Sales

By Dick Storat, President, Richard Storat & Associates, Inc.

Economic growth stimulates new box demand. That's straight-forward. And there are only two drivers for growing the nation's gross national product, the principal measure of economic output: more workers to produce more goods or services, and more output from the existing work force – productivity gains.

Productivity gains are usually largest as an economy initially recovers from recession as firms strive harder for efficiency gains, increasing the hours worked by existing workers and taking other measures to “do more with less.”

Since the last recession in 2008, labor productivity in the US manufacturing sector has chalked up substantial gains, averaging an annualized increase of 3.7% since hitting its recession low in the 1st quarter of 2009. While independent boxmakers supply boxes to the

entire spectrum of manufacturers, some are more focused on the producers of non-durable goods, while others are more oriented to customers producing durable goods that are intended to last for three or more years, like furniture or home appliances. During this last economic recovery, makers of durable goods have achieved average annualized productivity gains of 5.8% since hitting bottom in the first quarter of 2009. Box makers supplying manufacturers of food products and other non-durable goods have not fared nearly as well. The average annualized productivity gains for manufacturers of non-durable goods since hitting bottom have been a much lower 2.1%.

However, this year productivity gains have stalled in the manufacturing sector, as manufacturers reach the limits of what can be produced more efficiently with the same work force.

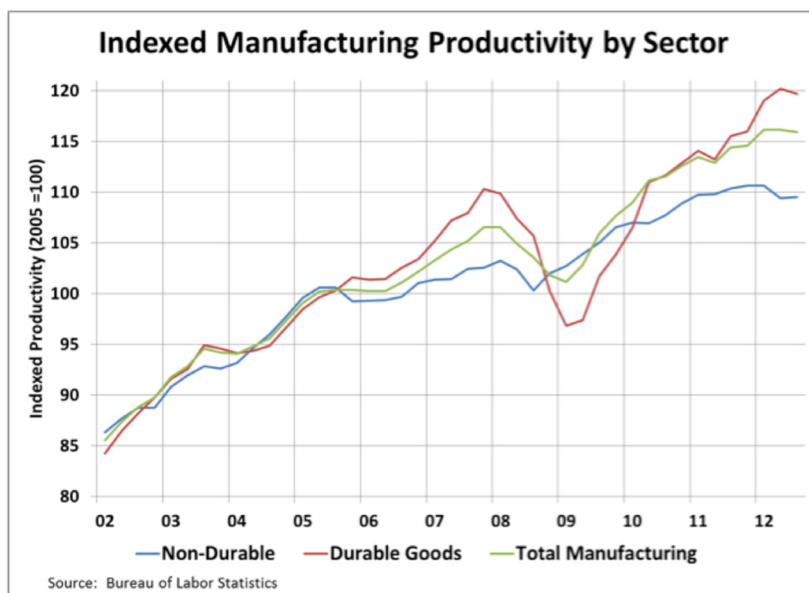
Increasingly, it will now take new jobs to create additional economic growth.

By examining recent trends in employment gains, box makers can get clues as to where pockets of future growth may be created. In those growth sectors lies the potential for additional box demand.

During 2012, the Bureau of Labor Statistics reported that 1.464 million net new jobs had been created in the private sector of the US, an annual growth rate of only 1.3%. Only slightly more than one-fifth of the added jobs were in the goods producing sector. Of those 313,000 jobs, 171,000, or just over half, were additions to manufacturing sector employment, which experienced a 1.45% annual increase, marginally better than the overall private sector employment growth rate.

Within the manufacturing sector, 80% of the new jobs were in the durable goods sector, concentrated in the automotive and transportation sectors. This was welcome news for those independent boxmakers supplying packaging throughout the transportation equipment supply chain.

Nondurable goods saw the creation of only 34,000 jobs, concentrated in the packaging-intensive food, beverage and tobacco manufacturing sectors. The paper and paper products industries, into which independent boxmakers are categorized, lost 6,000 workers in 2012, a 1.4% annual decline.



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More Jobs = More Box Sales

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As has been the case for many years, the lion's share of employment gains were in the private service sector, where 1.151 million net new jobs were added last year. Amid the net gains of this sector, some segments did suffer substantial employment declines. For example, retail trade employment was down by 331,000 jobs or 2.2% with losses heaviest in department stores (a 13% decline), general merchandise stores (down 7.6%), clothing stores (7% employment attrition) and sporting goods stores (a 6.6% decline).

The leisure and hospitality sector added a stunning 668,000 net new jobs last year, 46% of private sector employment gains. Employment in the arts and entertainment industries grew by 11.3%, and staffing at amusement, gambling and recreations firms grew by 12.4%, adding 154,000 new jobs, almost as many as in the entire US manufacturing

sector. Hotels, bars and restaurants added 470,000 to their staffs last year, chalking up a 4.2% annual employment gain, more than triple the rate of employment gain for the US private sector as a whole.

Professional and business service firms, including attorneys, consultants, accountants, and temporary and other employment service firms, also contributed significantly to job gains last year. Collectively, these firms added 367,000 jobs, or one-quarter of those added by the private sector. The additions were split almost equally between professional consulting services and administrative support services.

Health care services employment expanded by 353,000 jobs in 2012, accounting for 22% of private sector employment gains. Consistent with health care costs that are rising faster

than inflation, employment in this sector increased at a 2.1% rate last year.

During 2012, 408,000 government sector jobs were lost — 90% of them at local educational facilities, where employment declined at a 4.5% rate. Education related employment declined even more rapidly than at the US Postal Service, which experienced a 3.2% attrition rate. In addition to local government losses in the education area, 58,000 private sector jobs were lost at educational services firms and 68,000 were lost at the state level. Offsetting educational support losses at the local level, non-educational local government employment rose by 84,000 jobs. State government employment declined by an equal 84,000 jobs, while federal government employment, excluding the Postal Service, declined by a fractional 0.9% or 40,000 jobs nationwide. ■

Table 1: Employment Data Summary

Sector	Employment Dec. 2012 (000)	Employment Change Dec. 2011 - Dec 2012	% Employment Change Dec. 2011-Dec. 2012
Total Nonfarm	<u>134,021</u>	<u>1,056</u>	<u>0.8</u>
Private Sector	112,096	1,464	1.3
Goods Producing	<u>18,389</u>	<u>313</u>	<u>1.7</u>
Mining & Logging	837	19	2.3
Construction	5,564	123	2.3
Manufacturing	11,988	171	1.4
Service Providing	<u>93,707</u>	<u>1,151</u>	<u>1.2</u>
Trade, Trans. & Util.	25,532	-271	-1.1
Information	2,625	-35	-1.3
Financial Activities	7,776	69	0.9
Prof. & Bus. Services	18,065	367	2.1
Education & Health	20,531	295	1.5
Leisure & Hosp.	13,116	668	5.1
Other Services	5,394	58	1.1
Government	21,925	-408	-1.8
Federal Government	<u>2,794</u>	<u>-40</u>	<u>-1.4</u>
State Government	<u>5,072</u>	<u>-84</u>	<u>-1.6</u>
Local Government	<u>14,059</u>	<u>-284</u>	<u>-2.0</u>



Unlocking Growth: Part III

By Gene Marino

Strategy time! This is where we begin to separate the amateurs from the professionals. There are just under a million options to choose from when attempting to develop and execute on a strategy, so you can take your pick. Very similar to my “warning label” for the series of unlocking growth articles, it will boil down to the ability to make the tough decisions once the path and direction are revealed. Essentially, there is no right or wrong model or methodology used to create and execute a strategy, and you could fill a library with books on the subject. What I traditionally find is that entrepreneurs do not seek an outside source to help facilitate these processes and try to do “strategy on the cheap.” The success rate suffers as a result, and so by default, many go back to simply doing what they have always done. This article will try to create a high level view of what the ultimate goal of strategy should be and simplify what it should look like from a basic perspective.

There are basically four parts to strategy:

- 1.) What is our value proposition and is it a value our clients are willing to pay for?
- 2.) What are the ponds you would like to fish in and what do those ponds look like?
- 3.) What are the most important priorities we want to accomplish?
- 4.) What are the executable actions that need to take place to succeed and who will be accountable for those actions?

Tackling these three parts is a challenge, but I will try to simplify the fundamental aspect of each area of strategy.

Value Proposition

I cannot stress the importance of understanding your value proposition. We discussed this in Unlocking Growth Part II and here it is again. It is the empirical base of why you are in business, but we simply cannot quantify and communicate our value proposition effectively. How can we get to the answer? Oftentimes we like to ask our own employees what our customers like about us, rather than a.) Working with outside research teams for validated unbiased feedback or b.) Going old school and meeting clients (and former clients) face to face to talk about why they buy from you (or why they left). I can tell you unequivocally that while relationship is important, it’s not a scalable growth strategy if that relationship is managed by one person (see Unlocking Growth Part I for more about this pitfall of command and control). I can also say that if it’s all about price, you do not provide your clients with a clearly beneficial reason to conduct business with you.

How is your business different? What do you provide to your customers that creates a game-changing dynamic? How does doing business with you and your company remove a client’s pain point? How can we uncover what is truly important to our customers

and prospects and provide that service or product better than anyone else in our market space?

Time to go fishing

What do we really know about our markets? Who we sell to, how many of those clients are in the market area? What our strategy is to acquire new customers? How are we set up to measure progress and performance?

There are a lot of sources you can use to assist on defining the size of a market, but essentially, determining who you currently sell to and who is left and making some assumptions on average order size you can quickly discern how much market share you have in a territory or market. It certainly helps to fish in bigger ponds so targeting a market with \$10 million in size versus one with \$100 million in size should improve your chances of success. Also, assessing the ponds you are targeting from the perspective of gross margin rather than revenue will help assist efforts to add profitable new business versus just “new business.”

Once clarity is created on why customers buy from you and where you should spend efforts chasing market share, your growth strategy becomes much more efficient and focused on the areas you want to target, avoiding the trap of chasing opportunistic bids that fall outside your core competency and thus avoid wasting resources along the way.

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Unlocking Growth: Part III

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Priorities

It can be daunting trying to move down from space to a view of earth to standing on your roof. This is a very common struggle with many in the strategy process. "I can think globally, but how do we translate our vision to actionable priorities we need to accomplish to succeed?" The answer lies in a couple of areas: one is to involve as many people as you are comfortable with in the strategy planning process in order to get consensus on the big picture and then a good debate on the priorities that will make this vision become reality. The second is to make sure you focus on no more than 5 priorities at a time. Many of the experts agree that you need to do a few things really well rather than a lot of things poorly.

The most challenging task with respect to priorities is getting your

leadership team to agree upon the direction and focusing on what's important. Too many times the distractions set in post-planning and your key executives spend time on projects, tasks and priorities that the group did not define as key to the success of the strategy. As the leader, your primary job will be to make sure that the non-critical tasks are offloaded so that you can make sure your star players are spending their time trying to move big levers instead of handling the distractions.

It's "Go Time"

We now need to focus efforts on getting things done. Coordinating weekly meetings with the leadership team will be key to success because they will collectively recognize the importance you place on the key priorities in the business because "what gets measured gets done." Ultimately the leader must remove

barriers for the team to keep them focused on the big levers, and gather resources to get priorities accomplished.

A final addendum to this is make sure as the team works through many of the tactical issues around the top priorities that the group remains focused on solutions instead of band aids. Developing sound, repeatable processes will help everyone win in the long run and avoid kicking the can down the road. ■

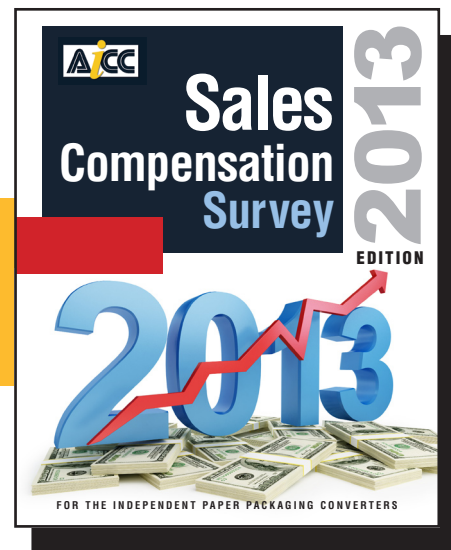
Gene Marino has 13 years of experience working with private equity as a C level executive in an operating capacity. He currently is a partner with Evolution Capital Partners in the Chicago office and a Director for Turf Ventures, LLC, a portfolio company of Evolution's first fund.

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Paper Check-off: Moving Forward

By Donna Harman, President & CEO, American Forest & Paper Association



Just a few days shy of 2013, the United States Department of Agriculture (USDA) issued the proposed national Paper and Paper-Based Packaging Promotion, Research and Information Order for public comment. Comments are being accepted until March 4, 2013.

The proposed program, more commonly referred to as the Paper Check-off, would help to highlight the benefits and sustainability of paper and paper-based packaging products and allow the industry to showcase its products. Through consumer education and information, the program would allow our industry a unique opportunity to make a sustained investment in telling our story in a targeted and positive way and to correct any misperceptions about our products that may persist.

Research previously commissioned by the paper and packaging industry confirmed that consumer misperceptions tend to be based on incomplete or inaccurate information. For example, some of the studies' participants were unaware of the industry's sustainable forest management practices and thought paper recovery rates were much lower than they are. When presented with the facts about our industry's products, however, participants' viewpoints improved dramatically. Consistently presenting consumers

with the facts on the sustainable nature of our industry's products will allow them to make informed decisions, and empower them to choose paper products in their purchasing decisions.

The health and well-being of our industry, our supply chain, and the communities in which we operate will benefit from this program. The forest products industry employs nearly 900,000 people, including 329,000 jobs directly affected by the four segments (printing and writing papers; kraft packaging paper used for products such as grocery bags; containerboard used to make shipping containers; and paperboard used for food and beverage packaging, tubes, etc.) to be included in the Paper Check-off. The total number of jobs affected by covered grades through the supply chain reaches 1.4 million jobs.

The Paper Check-off was initiated several months ago by a panel of industry leaders. The program will be funded by producers and importers of 100,000 tons or more annually who will make an investment of 35 cents per short ton. Converters will not be asked to contribute, nor will producers and importers of less than 100,000 short tons. The entire supply chain will benefit from better consumer knowledge about the attributes and sustainability of paper products.

The program will be administered by a 12-person board of directors,

which will carry out activities to highlight the renewability, reusability and recyclability of paper and paper-based packaging. The USDA oversees such promotional, research and information programs for numerous industries, which each have initiated and continue to fund their own Check-off programs. A referendum will be held among eligible domestic producers and importers prior to the program going into effect.

The paper and paper-based packaging industry has a great story to tell. Our collective industry action to promote our products through a Paper Check-off program will help the industry gain greater traction than each product acting alone and will help improve the perceptions of our industry at-large. From great product attributes to high recycling rates and sustainable business practices, educated consumers and product buyers are the key to securing existing markets and unlocking future markets for our products.

For more information, visit papercheckoff.com. ■

Dynamic Leadership

By Kevin Widder

In a time of challenging issues, it's very important for all of us, in the packaging industry, to show leadership. But not just any leadership – **dynamic leadership!**

The word “dynamic” is defined as a physical force or energy, marked by usually continuous and productive activity or change.

I believe that dynamic leadership begins with our willingness to change.

We're all facing challenges such as a shortage of labor, government infighting, energy consumption, safety concerns, tax breaks, embracing new technologies, and more.

When it comes to all of this, I suggest that the only thing we have total control over, and thus have the opportunity to show Dynamic leadership, is our minds – the way we look at our circumstances and our willingness to change.

John D. Rockefeller, the founder of the family fortune, said that attitude is everything. It's not a part of the thing. It's not the majority. It is everything.

If we are to show Dynamic leadership, the way we look at our circumstances will make all the difference in the world. When we look for the good, we will find more good. When we focus on the bad, we'll focus on that. Whatever we focus on tends to expand.

Every day is a new opportunity for us to change our attitude, look for the good, and do the best we can with those things that we can control.

Here are a few simple ideas that, I believe, could help all of us to have a more positive attitude every day and thus help us show Dynamic leadership to our co-workers, customers, and suppliers.

Before going to sleep each night, may I suggest that you NOT watch the late TV news. It's usually full of negative stories that don't help us move forward with our thoughts.

In the morning, turn off radio and television news and stop the paper for a while. If something major happens, someone will let you know.

Instead, read some positive affirmations, out loud, that declare what you do want instead of what you don't want.

Many people go around each day declaring things that actually take them backwards: “It's hard to get good labor. The government is hurting our business. New technology is too difficult to understand.”

These are very powerful affirmations, in the wrong direction. Is that what we really want? I don't think so. So, I suggest that we should stop declaring such thoughts because words are previews of things to come. Our words become our thoughts and our thoughts become our actions and our reality.

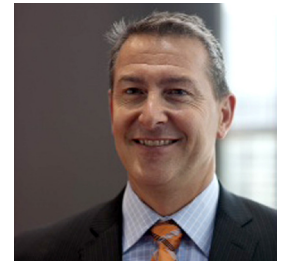
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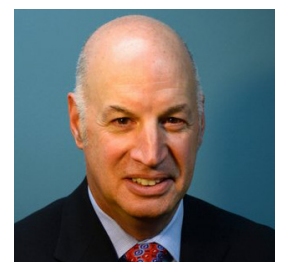
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Dynamic Leadership

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May I suggest the following positive affirmations:

It's easy for me to find qualified labor. I deal productively with government regulations. We handle safety issues very well. New technologies help us become more profitable.

You don't have to believe these thoughts when you declare them out loud the first thing each morning and the last thing each night. Just say them out loud.

The subconscious mind cannot tell the difference between something that is real and something that we imagine. It sees thoughts as being real.

When you declare positive affirmations each day, you'll begin

to see a difference in your attitude, and thus in your Dynamic leadership, within 30 days. You'll be looking for the good and, when you see some evidence, that will strengthen the concept of "what you think is what you'll be."

Then, when anyone at work states something negative, say the following: "That may be so, but I found . . ." Then state something positive, no matter how small, and that will show others that you are looking for the good, you are being a dynamic leader.

An important part of our attitude, and thus our leadership abilities, is the simple act of smiling more. If all of us go around each day with frowns on our faces, that is contagious.

So, if a frown is contagious, I believe that a smile can affect people the same way. Why don't we all make it our mission to smile at 3 new people each day – at home, at work, on job sites, with total strangers?

You'll be amazed how much happiness, and a more positive attitude, that will bring into your life. It will also convey a very powerful leadership trait that is indeed dynamic. It's a force of energy, in the right direction!

We can't control certain things around us. However, we can certainly control things within us. I do believe that all of us have the potential to show dynamic leadership by changing a few simple things in our daily lives. What if enough of us did that? ■

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EVENTS CALENDAR

DATE	EVENT	LOCATION
February 13	Digital Prospecting: You Finding Your Prospects, and Them Finding You	Westin Peachtree Plaza, Atlanta, Georgia
February 14	How to Audit Your Corrugator	Production Webinar - 11:30 (E)
February 27	AICC Canada: General Member Meeting & Table Top Fair	Mississauga Convention Centre, Mississauga, Ontario, Canada
March 1-3	Regions 9 & 10 4th Annual East Coast Ski Event	Grand Summit Resort Hotel, Mount Snow, West Dover, Vermont
March 6-7	Region 7 Business Meeting and Basketball	Indianapolis, Indiana
March 13-14	Leadership for Profit	Gardner, Massachusetts
April 10	The Art of Sales Negotiation: Getting Past Price and Creating the Perfect Sales Transaction	Dallas, Texas
April 23-24	Sales Leaders' Conference	Orlando, Florida
April 24-26	AICC 2013 Spring Meeting	Orlando, Florida
May 7-9	8th Annual Walmart and Sam's Club Sustainable Packaging Exposition	Rogers, Arkansas
May 8	Developing a Meaningful Sales Measurement Tool	Columbus, Ohio
May 14-16	ICCA/WCO Global Summit	Paris, France
May 29-31	Region 14 Mexico Business Meeting	Holiday Inn Querétaro, México
June 5	Digital Prospecting: You Finding Your Prospects, and Them Finding You	Chicago, Illinois
June 11	AICC Canada Golf Event	Location TBA
June 19-21	Corbotec 2013 Summer Meeting	Kapstone Mill, Charleston, South Carolina



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Some Corrugated and Containerboard History: Part One

By Ralph Young

This summer an associate member that was taking on new salespeople outside our industry used ASKRalph for his recollections of mergers, acquisitions, and consolidations during the last thirty years. So for those of you who are new to this industry we submit this legacy for you. For those of us that are veterans, a few memories. Please feel free to correct or add information and we will update this genealogy with your input in Part Two of this series.

Ours is a rich history of single entrepreneurs and partners taking risks in very local venues. The beginnings were not corporations; it was very fragmented and very independent. It might have been as simple as a straw farmer seeking a higher return on his crop (an early fibre source for medium) than as a feedstock for cattle. And, he would partner with paper maker and a box manufacturer that was moving out of wooden crates into corrugated “packaging.” It is only over the years that larger and more geographically focused companies came to acquire the local and regional business operations.

St. Regis:

On August 1, 1984 The Champion International Corporation and the St. Regis Corporation announced jointly that they had signed a definitive agreement to merge the two big paper companies in a deal valued at \$1.7 billion in cash and stock. The merger would create the nation’s biggest paper producer in terms of sales, far outstripping the Georgia-Pacific Corporation, the current leader. It would also challenge the International

Paper Company for the top spot in the industry in terms of pulp and paper tonnage produced.

St. Joe:

The paper mill at the corporate headquarters in Florida was most profitable in the 1960s with products being directly marketed to independents, trade partners, and company owned box plants. However, an extended period of down time (9-months) due to market conditions in 1996 signaled the beginning of the end for the mill. After nearly sixty years, St. Joe decided to get out of the paper business. The mill was sold in 1996 to Florida Coast Paper for \$390 million and was able to operate and produced paper until another decline of the container board market. The mill closed August 16, 1998 and did not reopen. The mill was gone by 2003.

In November 1995 St. Joe announced a deal to sell 16 box plants and its pulp and paper mill for \$390 million, taking a big step to divest its noncore assets. Box USA, owned by the Four M Corporation of Valhalla, N.Y., the largest privately held corrugated box maker in the nation at that time, acquired the East Coast box plants. It is also bought the pulp and paper mill in Port St. Joe, Fla., in a joint venture with the Stone Container Corporation of Chicago. After the sales, St. Joe Paper is left with one million acres of forest land and property in Florida, among other assets.

Gaylord

Gaylord Container was a by-product of the hostile takeover of Crown Zellerbach by Sir James Goldsmith in July 1985, which resulted in

the break-up of the San Francisco-based forest products corporation in May 1986. The more profitable manufacturing assets (fine paper mills) were sold to the James River Corporation of Richmond, Virginia (which became Fort James in 1997, and was acquired by Georgia-Pacific in 2000). The less profitable container division (brown paper) became “Gaylord Container,” and after a brief period as a limited partnership, was sold in November 1986 for \$260 million to a group of Midwest investors led by Warren Hayford and Marvin Pomerantz They headed Mid-America Packaging, a single kraft paper mill in Pine Bluff, Arkansas, acquired from Weyerhaeuser in December 1985 for \$28 million. Soon after the acquisition of the former Crown Zellerbach assets, the headquarters of Gaylord Container were moved from California to Illinois.

The company was originally named after the Gaylord container, a bulk-size corrugated box by a company of the same name, based in Gaylord, Michigan. The company was acquired by Crown Zellerbach in 1955, which renamed its brown paper operations the “Gaylord Container Division.”

In 2002, Inland acquired the Gaylord Container Corporation.

Container Corporation of America:

CCA was founded in 1926. In 1968, CCA merged with Montgomery Ward & Company, Inc., in a move that was largely intended to thwart takeover bids against either company.

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Some Corrugated and Containerboard History: Part One

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MARCOR maintained separate management for the operations of each company, but had a joint board of directors. In 1986, Mobil Corporation, which had bought MARCOR in the early 1970s, sold the CCA company to the Jefferson Smurfit Corporation, which later merged with the Stone Container Corporation in 1998 to become part of the Smurfit-Stone Container Corporation. CCA was a wholly owned subsidiary of the Smurfit-Stone Container Corporation.

Wabash/Weston Paper:

Also added in 1998 by International Paper was Weston Paper and Manufacturing Company, acquired through a stock deal valued at \$232 million. Based in Terre Haute, Indiana, Weston operated 11 corrugated-container plants in the South and Midwest including

a medium mill located at its headquarters' site.

Mead:

MeadWestvaco was formed in January 2002 as the result of a merger between The Mead Corporation of Dayton, Ohio, and Westvaco (originally the Piedmont Pulp and Paper Company and then The West Virginia Pulp and Paper Company). In 2005, the Papers business unit—including both Mead and Westvaco paper mills—was sold to the investment firm Cerberus Capital Management for about \$2.3 billion. The new company is called NewPage Corporation.

In 2008, MeadWestvaco sold its Charleston, SC kraft paper mill to Kapstone Paper and Packaging and its Stevenson, AL medium mill to Smurfit Stone, now Rock-Tenn.

Box USA:

In April 2004, International Paper announced it had agreed to acquire Box USA Holdings, Inc., one of America's leading corrugated packaging companies.

MacMillan Bloedel:

In June 1999, Weyerhaeuser announced its intention to buy MacMillan Bloedel Limited of Canada for stock valued at about US\$2.45 billion. The merger made Weyerhaeuser, which at that time was already the world's largest producer of softwood lumber and marketpulp, a leader in packaging as well.

Union Camp:

In 1999, the Union Camp Corporation was acquired by International

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Some Corrugated and Containerboard History: Part One

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Paper. At the time it was referred to as a “merger,” but was actually a takeover. The Union Camp chairman at that time, W. Craig McClelland, had actually sold another company, Hammermill Paper Company, to International Paper in the mid-1980s, when he was also in charge of that company. He finally retired from International Paper’s Board of Directors in late 2006.

Continental Can:

In 1976, CCC changed its name to the Continental Group, a conglomerate with operations in many countries, but kept “Continental Can” as its packaging unit within Continental Group. In 1987, the remnants of Continental Can became part of the United States Can Company (a subsidiary of Inter-American Packaging) Continental Group was dismantled in 1991 and, in early 1991, Continental Can Company was ordered to pay out \$415 million to some 3,700 former employees and members of the United Steel Workers of America, when the courts found that the company had attempted to defraud the employees of pensions during the late 1970s. The rights to the name “Continental Can Company” name and logo were sold in 1991 and renamed to the Viatch Continental Can Company, Inc. in October 1992. In June 1998 Suiza Foods Corporation completed its acquisition of Continental Can. In July 1999, Suiza sold all of Continental Can’s U.S. packaging operations in partial exchange for a minority interest in the purchaser, Consolidated Container Company. As of 2000, the only remaining business of Continental Can was Dixie Union, a small flexible film business based in Kempen, Germany.

Champion International:

In 2000, the company was bought by International Paper. Champion had operated since the late 19th century in the USA and other countries.

Next Issue:

We will cover and discuss Owens-Illinois, Great Northern Nekoosa, Crown Zellerbach, Southern Container, Longview Fibre, Boise Cascade, Hinde and Dauch, Inland, US Corrugated, CeCorr, St. Laurent, Westvaco, Hoerner Waldorf, and Chesapeake.

You are always welcome to contact me at anytime to discuss any technical concerns at ASKRalph@alicebox.org or through my consulting company, Alternative Paper Solutions at youngalph1@bellsouth.net, or just call 404.915.2792. Please visit the blog. ■



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Members in the News



Angela Ramsey

Angela Ramsey Recognized with Women in Manufacturing STEP Award

Angela Ramsey, Vice President of Sales and Marketing at Central Florida Box Corporation, was recently recognized by The Manufacturing Institute, Deloitte, University of Phoenix, and the Society of Manufacturing Engineers with a Women in Manufacturing STEP (Science, Technology, Engineering and Production) Award for her excellence and leadership in manufacturing. Ms. Ramsey joins 121 other women honorees, representing all levels of manufacturing from the factory floor to the C Suite.

“We are thrilled that Angela Ramsey’s contributions to Central Florida Box Corporation were recognized by this important new initiative,” said Alisa Hoskins, Vice President of Central Florida Box.

“These 122 women are the faces of exciting careers in manufacturing,” said Jennifer McNelly, president, The Manufacturing Institute. “We chose to honor these women because they each made significant achievements in manufacturing through positive impact on their company and the industry as a whole.”

The STEP Awards are part of the larger STEP Ahead initiative launched by The Manufacturing Institute, Deloitte, University of Phoenix, and the Society of Manufacturing Engineers, to examine and promote the role of women in the manufacturing industry through recognition, research, and best practices for attracting, advancing, and retaining strong female talent.

“The STEP Ahead initiative was founded to change perceptions of the manufacturing industry and create new opportunities for women in the sector,” said Latondra Newton, group vice president at Toyota

Motor North America, Inc. and chairwoman of the STEP Ahead initiative. “This initiative is the call for action to transform the face of today’s manufacturing talent and ensure that women can contribute to the future of this industry.”

A 2011 survey from Deloitte and The Manufacturing Institute found that nearly 70 percent of American manufacturing companies have a moderate to severe shortage of available, qualified workers. Manufacturing companies cannot fill as many as 600,000 skilled positions, even as unemployment numbers hover at historically high levels. Additionally, labor statistics show that women are underrepresented in the manufacturing workforce and in manufacturing leadership ranks — a situation that must be reversed to preserve and grow the industry.

On February 5, The Manufacturing Institute and its STEP Ahead initiative partners will recognize the 122 recipients of the STEP Awards at a reception in Washington, D.C. The STEP Awards program will highlight each honoree’s story, including their leadership and accomplishments in manufacturing.

Tonya Kowa-Morelli, Huston Patterson Corporation, Inaugural Recipient of the LPIA Emerging Leader Award

Label Printing Industries of America (LPIA), a special interest group of Printing Industries of America, is pleased to announce that Tonya Kowa-Morelli, Huston Patterson Corporation is the recipient of the 2012 LPIA Emerging Leader Award. She was recognized and honored during the LPIA Innovation Conference, November 7–9, 2012, at the Loews Coronado Bay Resort in Coronado, California (San Diego).

“I am honored to have been nominated and awarded the 2012 LPIA Emerging Leader Award. I have been fortunate to have many fantastic mentors, not only at Huston Patterson but throughout the packaging industry and I would not be in this position without their support and guidance. It is an extraordinary compliment to have been nominated by my peers for such a prestigious award and it is very humbling to have been chosen by the committee to receive the inaugural Emerging Leader Award.”

Tonya Kowa-Morelli serves as the Vice President of Sales and Marketing for Huston



Tonya Kowa-Morelli

Patterson and Sigma Graphics, as well as President for Experience Print Solutions. Huston Patterson (HP) is the one of the oldest package printing companies in North America, serving the large format print industry since 1895. Tonya’s grandfather, Robert Kowa, purchased Huston Patterson in 1961 and the company is currently owned and operated by Tonya’s father, Thomas Kowa. Tonya began her career in the printing industry in 2004 when she joined the family business.

Tonya graduated from the University of Illinois Chicago in 2002 with a Bachelor of Arts with Communications major. Following graduation Tonya worked for AFLAC as a sales associate and quickly advanced to a management role. Prior to leaving AFLAC, Tonya had been promoted to a District Sales Coordinator for the Chicago Region.

In 2004 Tonya joined HP as a Client Services Manager. What was initially a sales job quickly became a passion for the printing industry. Under Tonya’s leadership, numerous changes have occurred at HP and SG. Since Tonya’s appointment as Vice President of Sales, the company has seen a 39% growth in sales, despite the hard economic times our country has faced. She has played an intricate role developing, marketing and implementing the HPx Program (Huston Patterson Experience). The idea behind HPx is to insure HP and SG exceed client expectations every time.

In early 2012 Tonya formed a minority owned corporation called Experience Print Solutions (EPS). This private company serves as a print broker for the packaging industry.

Additionally, Tonya believes in and actively supports many philanthropic organizations. She has served on the board of directors for

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Members in the News

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Big Brothers Big Sisters, United Way, and Old Kings Orchard in Decatur, Illinois, and is currently active with Old Kings Orchard and the Patrick Grange ALS board.

The LPIA Emerging Leader Award recognizes an exceptional young professional of merit and accomplishment. An emerging leader is an individual who has fewer than 10 years of experience in the field and has already made significant contributions to the organization and/or to the profession and have demonstrated the potential for leadership and continuing service.



Sean Tobler

Sean Tobler Promoted to Harris & Bruno Technical Sales

Harris & Bruno International announces Sean Tobler has been promoted to Technical Sales. His new role is to lead anilox roll sales, provide technical sales support for international and domestic markets, and drive high-level spare parts programs and initiatives.

Since February, Sean had been an Approved Parts Sales Representative. He invested this time to understand how Harris & Bruno equipment works, and the consumables and spare parts that customers need in order to sustain consistent uptime.

“The organization is so fast moving and responsive that our customers are always being served in new and innovative ways,” Sean said of his past year’s H&B experience. “I learned that educating customers about our ever-expanding product offerings adds value to their operations.”

In his new Technical Sales position, Sean is looking to continue customer education. “I hope to help support and grow Harris & Bruno business internationally,” he said, “while continuing to assist our strong domestic structure.”

Scott Michels, Harris & Bruno Vice President of Sales & Marketing, is

looking forward to Sean driving domestic and international anilox roll and parts campaigns.

“For anilox rolls, spare parts, and consumables – Sean is simply your go-to guy,” Scott said. “He has a strong technical understanding of Harris & Bruno equipment and how everything fits together. We’re looking forward to him developing constructive ways of helping companies with multiple plants easily establish parts programs. We’re also excited to have him drive some international campaigns. The fact that he’s fluent in German and lived overseas helps greatly.”

CRP Print & Packaging Celebrates with Metsä Board

CRP Print & Packaging, one of Europe’s leading independent print and packaging groups, celebrated the production of 11 million tons of kraftliner with Metsä Board at the Kemi Mill in November 2012. The mill, based in Finland, has been producing kraftliners since 1971.

The historic event follows on the heels of another recently announced production milestone—three million tons of Kemiart coated kraftliners.

In 2011 Metsä Board invested USD 21 (EUR 16) million to upgrade the coating section at the mill, in order to help support customers’ businesses with improved higher quality products. The double-coated products Kemiart Graph+ and Kemiart Lite+ were successfully launched and have been well received in the market. The product range also includes coated Kemiart Ultra and one traditional white top grade, Kemiart

Brite. As a result of continuous process development and numerous investments over the years, the production capacity of the mill has more than doubled to 413,000 (375,000 metric) tons per annum.

Brown kraftliner production started in Kemi in 1971 with a capacity of 198,000 (180,000 metric) t/a. Mottled kraftliner was introduced four years later. In 1986 the wet-end forming and press sections were rebuilt and a new product—white top liner—was launched.

Due to customer demand for higher quality products, a coating unit was added in 1990 and production of coated white top kraftliner started the same year. Production of brown liner ceased in 1998 and mottled liner in 2000 in accordance with the new strategy of focusing on coated products.

Gerber Innovations Appoints Don Skenderian to Sales Director

Gerber Innovations, a leading manufacturer of computer-controlled cutting systems for the packaging and graphics industries, has appointed Don Skenderian as director of Sales. Don has more than four decades of experience in business development, sales, marketing and product architecture.

Skenderian joined Gerber Innovations earlier this year as senior product manager. Prior to this, he was vice president of Sales for Belgium-based Esko-Graphics and, before that, was employed by Data Technology, Inc., a company acquired by Gerber in 2007. During his tenure as vice president of Sales at Data Technology, revenue grew 150 percent. Earlier in his

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From left to right: Charlotte Keeble, CRP; Sirkka Kaakinen, Jari Tikkanen and Pekka Martinen, Metsä Board Kemi; Risto Auero and Tom Eklund, Metsä Board; Stuart Clark, CRP.

Members in the News

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Don Skenderian

career, Skenderian worked for General Electric in an industrial sales and engineering capacity.

Skenderian was instrumental in the conception and planning of the very first automatic cutting systems designed for the packaging industry. Since then, he has been instrumental in continuously gathering voice of the customer feedback to determine which features users need and ensuring that modern systems deliver that functionality in the most efficient and cost effective way.

"I am honored to be a part of the Gerber family – a company that pioneered automated cutting technology more than 40 years ago and which has been a world-leading manufacturer since then," said Skenderian. "Gerber has a presence in more than 130 countries and manufactures on a global basis. Gerber Innovations serves the global packaging industry with cutting systems it manufactures in the United States."

Skenderian holds a bachelor's degree in Electrical Engineering from Northeastern University and studied advanced control systems at Purdue University. He is a long-time member of the International Association of Diecutting and Diemaking.

Brian Jacob Represents JB Machinery

JB Machinery is pleased to announce that effective this month Brian Jacob will begin representing them in the Northeastern US. A long-standing industry veteran, Jacob offers a depth of technical information and has contributed articles and made numerous presentations over the years to TAPPI, FTA, AICC and FEFCO in addition to guest lecturing on printing technologies at both Clemson University and the

Rochester Institute of Technology.

Jacob began his career with Pamarco where he rose to the position of Vice President of sales prior to opening Jacob Corrugated Services in 2004.

Gerber Innovations Launches GT3000 Cutting System for Packaging Applications

Gerber Innovations launched the GERBERcutter® GT3000 – the most affordable cutting system for the packaging industry. It is specifically designed to cut and crease all corrugated materials ranging in thickness from micro-flute to double wall as well as folding carton materials. This system is the newest addition to the company's existing family of cutters that drill, rout and cut a wide variety of materials.

Don Skenderian, director of Sales for Gerber Innovations, said, "The GERBERcutter GT3000 is ideal for those making samples and doing short production runs. Because it is affordably priced, highly productive, eliminates the need for expensive dies and is engineered for ease of use, it delivers an extremely fast return on investment."

The system is intrinsically reliable because it is engineered to use only those parts and components required to accomplish the job. Since the GT3000 was designed specifically for corrugated packaging and folding carton applications, it does not house unnecessary drills and routers designed for non-packaging materials and, therefore, accelerates faster and maneuvers swiftly.

The GT3000 is designed for productivity, accuracy, worker safety and comfort:

- ◆ To minimize tool changes, the system accommodates seven tools, including three cutting tools (any combination of a reciprocating knife, a drag blade and creasing tool), two pens for annotation, a laser pointer and registration system for precise cutting of printed materials.
- ◆ The cutter's whisper-tight vacuum system holds material firmly in place yet is extremely quiet.
- ◆ A patented vision system enables the operator to quickly align printed materials for accurate cutting.

- ◆ Safety paddles immediately halt the cutting beam if it comes into contact with an operator.
- ◆ Because there are no obstructions, operators can quickly and easily load materials onto the cutting surface.
- ◆ Materials are stored under the working surface for convenient access.
- ◆ The entire cutting beam is illuminated for optimum viewing of the work surface.
- ◆ The work surface is designed at the optimum height to minimize operator fatigue and eliminate injury.

Steve Gore, vice president and general manager of Gerber's Industrial Business, said, "The GERBERcutter GT3000 is the only American-made automated cutting system designed for the packaging industry. It is backed by Gerber's expansive service network comprised of applications, technical and field service experts with decades of experience who currently support customers in more than 130 countries worldwide." ■

AICC 2013 Spring Meeting & Sales Leaders' Conference



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*"Dynamic Leadership:
Cultivate and Develop
Leaders in Your Company"*

To register, visit aiccbox.org and click on the 'orange'

AICC Mexico to hold 12th Annual Meeting in Querétaro, Mexico



The AICC Mexico 2013 Annual Meeting, May 29-31, 2013, will feature industry speakers, trade fair, plant tour, networking opportunities and social events.

The Holiday Inn Querétaro Centro Historico, Queretaro, Mexico, the meeting's host hotel, is located in the center of the city's historic district in Querétaro, Mexico.

Querétaro is located in the north-central area of Mexico. Its Historic Downtown was declared World Heritage Site by UNESCO, because of its historic relevance and the beautiful examples of Baroque architecture.

Querétaro's International Airport is 22 miles from downtown Querétaro and offers direct flights from Dallas

and Houston, Texas and all the major cities in Mexico.

For additional information about the 2013 AICC Mexico Meeting, please visit our website www.aiccbox.org/mexico or contact Maria Frustaci at +703-836-2422 or email at mfrustaci@aiccbbox.org. ■

Please join AICC in welcoming its new members

New General Members:

**Moonlight Packaging
(Sheet Plant)**
Scott Moon, President
1300 West First Street
Oil City, PA 16301
Phone: (814) 676-1806
Fax: (814) 676-6041
E-mail: scott.moon@moonlightpackaging.com
Website: www.moonlightpackaging.com

**Fibre-Tec Partitions, LLC
(Sheet Plant)**
Len Ingolia, President
5301 South Western Blvd.
Chicago, IL 60609
Phone: (773) 436-4028
Fax: (773) 436-4110
Email: fibretec@aol.com
Website: www.fibre-tec.com

New Associate Members:

Ekman & Co., Inc.
**Ross Peterson, Senior Vice
President**
8750 NW 36th Street
Suite 400
Miami, FL 33178-2499
Phone: (305) 579-1200
Fax: (305) 579-1210
E-mail: ross.peterson@ekmangroup.com
Website: www.ekmanonline.com

The Newark Group, Inc.
**Andy Carey, Sales
Representative**
20 Jackson Drive
Cranford, NJ 07016
Phone: (908) 276-4000
Fax: (908) 276-9126
E-mail: acarey@tngus.com
Website: www.newarkgroup.com

SP Fiber Technologies, LLC
**Robert Penderzani, Vice
President**
709 Papermill Road
Dublin, GA 31027
Phone: (478) 484-8271
E-mail: robert.pederzani@spfibertech.com
Website: www.spfibertech.com ■

MarquipWardUnited presents:

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International Corrugated Packaging Foundation

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Karaoke
Party



\$100 donation per person
contact Miles Fletcher to register
miles.fletcher@marquipwardunited.com or 410.375.0767



Richard M. Flaherty
International Corrugated Packaging Foundation President

“
Ali and I would like to thank the event sponsors, corporate partners and guests for their continued support of the ICPF. We hope that everyone enjoyed the greatest city in the world, at the greatest time of the year, as much as we did. We look forward to returning next December 13 & 14, 2013 for ICPF’s sixth annual Holiday Weekend in New York.

”

Tom Walton, PCA

International Corrugated Packaging Foundation

Arden Software Pledges \$250,000

Arden Software recently committed to a partnership pledge of \$250,000 to support ICPF initiatives. In announcing the contribution to ICPF, Jim Silianoff, President of Arden Software, stated, “I am pleased to become an ICPF corporate partner and looking forward to supporting ICPF initiatives, including the further expansion of corrugated packaging design software education among ICPF’s college and university partners. I also encourage other industry suppliers who are considering becoming an ICPF partner to attend ICPF’s annual Holiday Weekend in New York as I did this past December. It is a special opportunity to socialize and learn more about ICPF from industry leaders who are committed to the Foundation”.

Established in 1988, Arden Software is one of the world leaders in the development of innovative CAD, manufacturing, enterprise and workflow management solutions for the print and packaging industry, Arden Software focuses exclusively on delivering solutions that enable companies to reshape their pre- and post-production activities and help make their businesses more innovative, efficient, productive, and profitable. Arden Software employs specialist teams of software and support engineers, training personnel and technical services engineers at its head office in the United Kingdom, and subsidiary offices in Denmark, Germany and the United States. In working with its global customers, the company states that its two main principles include listening to its customers, and developing practical solutions that match the changing demands of the world’s packaging manufacturers, die makers, display specialists and brand owners.

Arden’s donation to ICPF serves as another example of the special spirit many suppliers have in stepping up with assistance to ensure a bright future for the corrugated packaging and display industry. For more information visit: www.ardensoftware.com.

R & R Corrugated Container Pledges \$50,000

R & R Corrugated Container, Inc. (“R&R”) also became a new ICPF corporate partner by pledging \$50,000 to support the foundation’s educational and student outreach initiatives.

“R&R is looking forward to utilizing ICPF’s special resources to assist in our succession planning, and the recruitment of designers and managers for the future “ said R&R’s President and sole shareholder, Robert Braverman. “We already have benefited from our relationship with ICPF through ICPF’s assistance in the scheduling of a visit to a top collegiate packaging design program for my high school age daughter, who will hopefully be the third generation to operate R&R.”

Since the production of its first corrugated box in 1968, R&R is recognized as a leader of corrugated converting operations in New England. Centrally located in Bristol, Connecticut, R&R has 206,000 square feet of combined manufacturing and warehouse space and prides itself on product quality and responsiveness to customer needs. As a founding owner of Newcorr Packaging LLC, a corrugated sheet plant, R&R is able to control costs and provide next day delivery for a wide range of stock and custom corrugated products. For more information visit: www.randrcorrugated.com.

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Michelle & George Sickinger (Color Resolutions International and ICPF Chairman), Emma Hay (Corrugated Technologies, Inc.) and Mary Donohue & Andrew Pierson (Mid-Atlantic Packaging) were among the 77 participating in ICPF's Holiday Weekend in NY 2012 festivities. Pictured here at Le Cirque for the Saturday evening reception and dinner.

ICPF's Fifth Annual Holiday Weekend in NYC Another Success

ICPF's New York holiday event this past December was another "SELL OUT." So, mark your calendar to make early reservations for ICPF's 2013 Holiday Weekend in NYC, Friday & Saturday, December 13 & 14, 2013. Bring your spouse or a companion for holiday shopping, touring, dining at a renowned restaurant, seeing the latest hit play, and enjoying the City's holiday season. All while supporting ICPF's educational mission.

Tom and Ali Walton (PCA) served as this past year's Co-chairs for ICPF's holiday weekend event. "Ali and I would like to thank the event sponsors, corporate partners and guests for their continued support of the ICPF. We hope that everyone enjoyed the greatest city in the world, at the greatest time of the year, as much as we did. We look forward to returning next

December 13 & 14, 2013 for ICPF's sixth annual Holiday Weekend in New York."

This past week's participants and supporters included Arden Software, Bates Container, Bay Cities, Bobst North America, Carlisle Container, CEL Chemical, Color Resolutions International, Carlisle Container, Corrugated Technologies, Fosber America, Gerber Innovations, Goepfert Maschinen, Green Bay Packaging, JB Machinery, Landaal Packaging, MarQuipWardUnited, Mid-Atlantic Packaging, Packaging Corporation of America, Packaging Express, Pratt Industries, RockTenn, Serenity Packaging, Sound Packaging, Sumter Packaging, Testing Machines Inc., Vanguard Packaging, AICC, and FBA.

A special "thank you" to the 2012 sponsors that included Mike and Renie Harwood, Anthony Pratt and Pratt Industries (Friday

reception at The New York Palace); Bobst North America (Saturday reception at Le Cirque); Testing Machines, Inc. (Saturday dinner at Le Cirque); Bates Container (largest number of registrations once again); CEL Chemical (Saturday Broadway plays); Gerber Innovations (ICPF's surprise holiday gifts for participants of Le Cirque aprons signed by founding Chef Sirio); BCMInks (a financial donation to the event); and Mid-Atlantic Packaging & Dusobox (design and production of posters, ads, registration and program).

An additional thank you to the Board Converting News, Official Board Markets, AICC, FBA and other ICPF supporters for their assistance in promoting this annual fundraising event. Through the loyal support of the industry, the past five annual Holiday Weekend in New York events together raised over \$300,000 for ICPF operations and educational initiatives. ■

AICC's Dynamic Leadership Team: Our Home Field Advantage



Steve Young, AICC President

As I write this we're in the start of the NFL playoff season, and we're hearing a lot about great players, effective communication and commitment to the team. This talk reminds me of AICC's own great home team, our 2013 Board of Directors.

On page 8 of this issue, we list the officers and directors elected at the 2012 Annual Meeting to serve your Association throughout this year. They are, to a man and woman, all volunteers. There is no compensation and they pay their own way to participate in meetings, conference calls and the various other tasks to which they're called. This spirit of "giving back" has animated the AICC leadership since the founding days of the Association, and it is, in my opinion, what makes AICC such a dynamic and meaningful organization today.

Yes, being a member of the AICC Board of Directors is more than just an honor. It carries with it the expectation of work – a lot of it – on behalf of AICC's goals and objectives. Take our officers: the Chairmen and four Vice Chairmen are elected in due rotation, meaning that once a member steps into a Vice Chairman position, there is a five-year succession to the position of Chairman. If this time commitment weren't enough, these members also serve previously as Regional Directors and/or Directors at Large, and in both these positions there come responsibilities for overseeing one of AICC's 14 Regions, or chairing one of our 12 standing committees.

AICC's Associate members also have representation on the Board in the form of a voting member and two observers. This hard-working group is involved in the many aspects

of our membership recruitment and retention as well as our national meeting planning.

Regional Directors are especially busy throughout the year, preparing for regional meetings, golf tournaments, ski outings and other events – business and social – that knit together the fabric of AICC's tight membership network. Our Chairman for this 2012-2013 year, Chuck Fienning, has emphasized Dynamic Leadership as his point of emphasis for the year. His column in this issue tells us that great communication is a trait of great leaders, and our officers and directors are also charged with this responsibility.

With all that's involved you might ask, "Steve, why would anyone want to serve if there's so much work involved?" Well, my answer to that is but a faint reflection of what I have heard members of the board say to anyone who asks: that serving AICC, serving the industry, in this way pays back tenfold in contacts, knowledge, insight and friendships that have a lasting impact on the success of our members' companies.

So when you hear from one of your AICC Regional Directors, Directors at Large or Officers, take notice. They are your peers; they have stepped up; they are committed to the team. Just like a winning home team, they deserve our appreciation and thanks for the hard work they do on behalf of AICC and you, the members.

Now what about you? Are you willing to step up and become part of the team?

A handwritten signature in black ink that reads "Steve Young". The signature is fluid and cursive, with a large, stylized "S" and "Y".

Steve Young
President, AICC



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