

# Engineered Wood

SPRING 2011

JOURNAL



## ASSESSING THE FUTURE

EWTA Member Business Outlook Survey Results

## EWTA 2011 MEMBERSHIP DIRECTORY

## DAMAGE CONTROL

The 10 Steps Of Crisis Communications

PM# 40064978

THE OFFICIAL PUBLICATION OF THE ENGINEERED WOOD TECHNOLOGY ASSOCIATION

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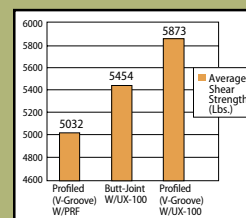
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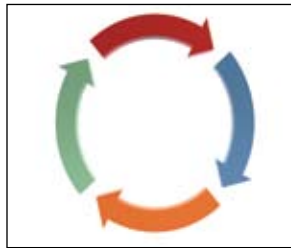
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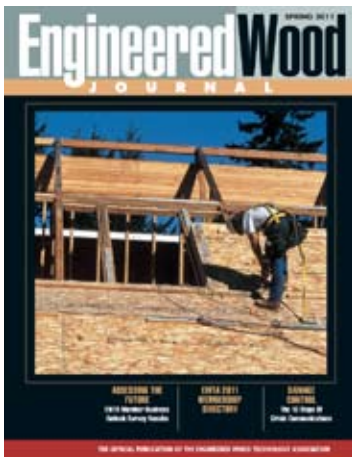
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Plywood sheathing and wood I-joists comprised of OSB webs and LVL flanges are shown in abundance at a major Tacoma, Wash. public housing project. North American production of structural wood panels and engineered wood products rose last year. See story, page xx.

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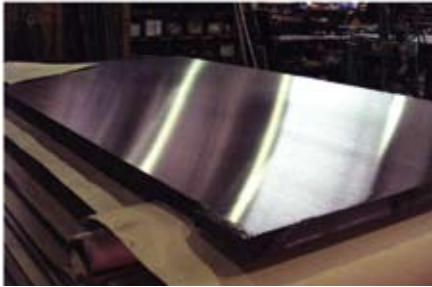


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## Planning, Adapting, Innovating

It is both entertaining and instructive to hear old-timers tell stories about that heyday of the softwood plywood industry from, say, the mid-1950s into the 70s. Housing construction was on a tremendous growth path. Softwood plywood came to rule the sheathing market. Resource supplies were ample. Government over-regulation had not yet become the bane it is today. And lots of companies, both manufacturers and suppliers, were making lots of money.

Fast forwarding to today yields a substantially different picture for the structural wood panel and engineered wood products industry. There surely were problems and difficulties back in that “golden age” generation following World War II. But the business environment today—even discounting the present deep economic downturn—seems vastly more challenging and complex, with higher order strategic imperatives now to plan, adapt and innovate.

Planning, adapting and innovating are in various forms the subjects of separate articles in this issue of the *Journal*. Jonathan Bernstein, a business crisis management expert, writes about the ever-present risk to business operations and reputations of crises of one sort or another. “The basic steps of effective crisis communications are not difficult,” he notes, “but they require advance work in order to minimize damage.” He offers 10 easy but essential steps that should be part of crisis communications planning. With everything else crying out for attention, it is tempting to let crisis communications planning languish at the bottom of the to-do list. But as Bernstein argues, a little planning can go a long way in avoiding the worst when things go wrong. That article can be found on page xx.

The results of an EWTA member business outlook survey, meanwhile (page xx), suggest that when times get tough, the tough adapt. As might be expected, a lot of that adaptation, according to the survey feedback, has revolved around tightening company belts. But the survey comments also underscore that many EWTA members have dug deep to find creative ways to weather the protracted recession, including cultivating new markets, applying new technology, developing new products, and enhancing customer service. That bodes well both for them and their customers.

Finally, Scott Leavengood of Oregon State University and Timothy Anderson of Portland State University examine how what they call “balanced” companies seek to combine both quality management and innovation, as opposed to viewing the two as mutually exclusive. “In many businesses today,” they write, “focus on quality as a competitive tool is being replaced by a focus on innovation. This is not to say that quality is now irrelevant but rather that is seen by many as ‘necessary but insufficient’ in today’s business environment.” Their article, on page xx, provides an insightful analysis of strategic motivations and business perspectives related to quality vs. innovation.

It may well be that in another generation or two future industry old-timers will look back on today with fond memories of how simple business survival and success was. But that seems difficult to imagine.

## Our Thanks to Naylor

Since its inception some 12 years ago, this magazine has been published for APA/EWTA by Naylor LLC, the Gainesville, Fla.-based company that provides print and online media services to approximately 500 associations in 85 industries.

The EWTA Advisory Committee late last year approved a plan to produce the *Journal* in-house through independent contracts for advertising sales, design, printing and distribution services. That plan will take effect with this year’s fall issue.

Since this is the last issue Naylor will produce for us, we’d like to acknowledge and thank the Naylor staff for the excellent job it has done in supporting and producing the *Engineered Wood Journal* over the past several years, and for the gracious assistance Naylor is now providing during the transition to our in-house publishing program.



Jack Merry

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## Panel and Engineered Wood Production Rose in 2010



U.S. and Canadian structural wood panel production totaled 26.2 billion square feet in 2010,

up 1.9 billion feet, or 7.7 percent from 2009, according to yearend data released by APA.

Plywood production rose by approximately 700 million square feet while oriented strand board output increased 1.2 billion feet.

Among other engineered wood products, glulam timber, wood I-joists and laminated veneer lumber production rose 3.3, 23.9 and 25.7 percent, respectively, from 2009.

The improved production figures parallel a modest improvement in 2010 housing starts, which rose 6.1 percent to 587,600 units.

APA said early this year that it expects 2011 housing starts to rise to 675,000. That is lower than earlier estimates based on the expectation of continued high levels of unsold homes, high levels of mortgage delinquencies and foreclosures, declining house prices through at least the first half of the year, and little improvement in the unemployment rate.

## Court Denies EPA Motion to Extend Adoption of Boiler MACT Rules

A U.S. District Court in January denied a request by the U.S. Environmental Protection Agency (EPA) to delay implementation of the Boiler MACT (Maximum Achievable Control Technology) rules by more than a year so that the agency could review and refine the rules' requirements.

EPA had sought an extension that would have given the agency until April 2012 to adopt any such rules, and would have allowed another public comment period. The court, however, gave the agency only until Feb. 21 to adopt the rules.

The controversial industrial boiler air pollution rules have received widespread opposition and criticism from industry and from a growing number of members of congress whose states will be adversely affected. More than 115

House members and 40 senators signed letters urging EPA to make the final rules less onerous.

Gina McCarthy, EPA's top air official, said at the time of the extension request last year that EPA believed the draft rules "were simply too tight...to be achievable."

## BCAP Final Rule Applauded by Industry

The Composite Panel Association (CPA), American Forest & Paper Association (AF&PA) and others in the industry applauded the Biomass Crop Assistance Program (BCAP) final rule adopted late last year by the U.S. Department of Agriculture.

The final rule, they say, properly addresses industry concerns that the initial proposal for matching payments would distort the market for wood biomass, diverting fiber supplies away from the forest products industry and thereby unintentionally jeopardizing the significant number of jobs and renewable energy produced by the industry.

"BCAP has morphed from a job-killing welfare program to one that now makes economic and environmental sense," said CPA President Tom Julia. "It is now targeted to the production of new sources of woody biomass, rather than raiding established, viable markets for the wood fiber upon which a wide range of American industries rely," he said.

## U. of Illinois Enters into CornBoard License Agreement

The University of Illinois at Urbana-Champaign and Corn Board Manufacturing Inc. (CBMI), Frisco, Texas announced recently they have entered into a license agreement under which CBMI will utilize a corn-based structural composite technology developed and patented by University of Illinois inventors for the manufacture of a product labeled CornBoard™.

The product is a version of wood composite board that combines corn husks and stalks (commonly called corn stover) with a polymer matrix. The mixture is then laminated under heat and pressure. CBMI said it can produce CornBoard in varying densities for a variety of applications, including roof decking, flooring and wall sheathing, as well as for lawn furniture, kitchen cabinets and door cores.

CBMI was founded in 2009 by CEO Lange Segerstrom.

## FSC to Continue as Sole LEED-Credit Certifier

U.S. Green Building Council (USGBC) members voted recently to continue allowing only lumber from forests certified by the Forest Stewardship Council (FSC) to receive credit under USGBC's LEED (Leadership in Energy and Environmental Design) program.

The proposal to broaden approval of other forest certification organizations received a 55 percent approval vote versus 42 percent opposed. However, a two-thirds majority approval vote was required for passage.

## LSU AgCenter Hosting New Industry Website

A new international forest products industry website built and hosted by the Louisiana Forest Products Development Center in the LSU AgCenter is now up and running.

The site, a joint program of a United Nations economic commission and the International Union of Forest Research Organizations, contains more than 1,000 documents available for downloading. "It is the most comprehensive repository in the world for information on major issues that impact global forest sectors," said Rich Vlosky, director of the LSU AgCenter forest products unit.

The site is located at [www.UneceFaolufro.lsu.edu](http://www.UneceFaolufro.lsu.edu).

## Third PELICE Slated for Early 2012

The third Panel & Engineered Lumber International Conference & Expo (PELICE) will be held February 29-March 2, 2012 at the Omni Hotel at CNN Center in Atlanta, Ga., event cosponsor *Panel World* magazine has announced. Georgia Research Institute is the other cosponsor.

The 2012 PELICE will again be immediately preceded by the second Bioenergy Fuels & Products Symposia & Expo. The most recent PELICE, held in 2010, featured 65 speakers and moderators on a range of topics, including resins and adhesives, emerging issues, energy and emissions. The expo portion of the event featured 60 equipment and supplier companies.

## Seven Companies Earn APA Safety Awards



Peter Wijnbergen (right) of Norbord accepts the 2009 Safest Company Award for companies with four or more mills from APA Chairman Jeff Wagner, LP, and Mary Jo Nyblad, Boise Cascade.

Sixteen mills representing seven APA member companies received APA Safety and Health program awards during the APA annual meeting last fall in Tucson.

The winning companies included Anthony Forest Products Co.; Georgia-Pacific Wood Products, LLC; LP; Norbord; Rosboro; Shelton Lam and Deck; and Stark Truss Company, Inc. Norbord and Stark Truss earned Safest Company Awards in their respective categories, while LP earned the coveted Innovation in Safety Award.

A complete list of safety program winners and additional information on mill safety and health can be found in an expanded section of the APA website at [www.apawood.org](http://www.apawood.org). Winners of the 2010 safety competition will be announced in a few weeks.

## Energy Code Strategy in Development

An APA Board task group is working with staff to develop a detailed multi-year energy code strategy in response to the potentially negative impacts of the 2012 International Energy Conservation Code (IECC).

Several proposals that passed during the IECC's Final Action Hearings last October tend to encourage the increased use of foam sheathing in place of structural wood panel wall sheathing, and therefore pose a threat to structural panel volume use and market share.

The hearings underscored the need for a long-term building codes strategy that in addition to encompassing research and testing, traditional code advocacy efforts, and

marketplace activities, better positions the industry to influence the highest levels of energy conservation policymaking.

The program is being funded by special contributions from both APA and non-member plywood and OSB sheathing manufacturers.

## Raised Wood Floor Program Moving Forward With Help of Grant

The joint APA/Southern Forest Products Association (SFPA) raised wood floor promotion program along the Gulf Coast continues to make progress, thanks in part to a grant last year from the Binational Softwood Lumber Council.

The \$750,000 grant is being used to fund joint APA/SFPA activities promoting the benefits of raised wood floor foundations to builders, designers and developers. It was the third such grant awarded the program by the Council. APA is contributing \$350,000 in staff time and contributions, including \$150,000 in funding from the U.S. Forest Service Forest Products Laboratory, while SFPA is contributing \$300,000 in staff time and program dollars.

The program seeks to capture five percent of the concrete slab market share in each of three targeted market areas—Houston, Texas; Northern Fla.; and the region from Lake Charles, La. through coastal Alabama.

## Annual Meeting and Info Fair Set for New Orleans

APA's 73rd annual meeting, together again with the Info Fair supplier exhibition, will be held October 22-24 at the Roosevelt Hotel in New Orleans, La.

The landmark facility, which recently underwent a \$145 million restoration, combines elegant guest rooms, historic dining, ample meeting spaces and proximity to New Orleans' famous French Quarter entertainment.

More information will be sent soon to all APA and EWTA members and posted on the APA website.

## G-P's Price Receives Bronson Lewis Award



APA Chairman Jeff Wagner (left) with Bronson J. Lewis award winner Dr. Eddie Price of Georgia-Pacific Wood Products.

Dr. Eddie Price, director of technical services for building products at Georgia-Pacific Wood Products LLC, was awarded the Bronson J. Lewis Award during the general session of APA's annual meeting in Tucson.

Named after former APA Executive Vice President Bronson Lewis, the award recognizes individuals for their leadership and outstanding contribution to the engineered wood products industry.

A former adjunct professor at Auburn University and quarter-century employee of Georgia-Pacific, Price "is perhaps best known as the guy in the industry to whom both longtime and younger professionals can go for counsel and advice on complicated technical, standards and other issues," said APA Chairman Jeff Wagner in presenting the award.

Price has served as chairman, president or executive board member of numerous industry groups, committees and organizations, including the Forest Products Society, the Society of Wood Science and Technology, the APA Technical Services Advisory Committee, the APA Quality Services Advisory Committee, the *Product Standard PS 1* Standing Committee, and AF&PA/American Wood Council technical committees, among others.

## Green Verification Reports Now Available from APA

APA recently began offering Green Verification Reports to members wishing to report eligibility of their products for points under the National Green Building Standards, ICC 700-2008 and LEED 2009 for New Construction.

The reports list the criteria and points for which the selected products qualify, based on completion of a checklist and verification by APA technical staff. The program, developed in cooperation with a task group of the APA Marketing Advisory Committee, provides member manufacturers a new tool for educating customers about how the products can be used to earn points under green building programs.

More information on the fee-for-service program can be found in the members-only section of the APA website.

## New Diaphragm Test Equipment Installed in APA Research Center

Equipment for full-scale diaphragm testing was recently installed at the APA Research Center in Tacoma, Wash.

The new test frame, which is capable of testing 24 x 24-foot floor or roof diaphragms, is being used for both product qualification and research to expand the use of wood structural panels, I-joists, structural composite lumber, and glulam in floor or roof systems.

A plan also is being considered to modify the equipment for testing full-scale shear walls up to 24 feet in height, such as those used in multiple-story or raised floor applications.

The APA Research Center laboratory is accredited as a testing organization by the International Accreditation Service (IAS), Standards Council of Canada (SCC), City of Los Angeles, and Florida Department of Community Affairs.

## Carbon Challenge Design Winners Recognized at Builder Show

Damon Roby of True Design Studios in Jacksonville, Fla. and five other winners in the Carbon Challenge 2010 Florida Design Competition were recognized at the International Builders Show in Orlando in January.

The design competition is conducted in conjunction with the Raised Floor Living program, a cooperative promotion effort of APA and the Southern Forest Products Association to increase the use of raised wood floors along the Gulf Coast. Design entries are judged based on life cycle assessment (LCA), cost effectiveness, adherence to Florida architectural standards and other criteria.

In addition to a cash prize, Roby's design is being evaluated under a comprehensive LCA study comparing the design in full wood-frame construction vs. construction on concrete slab with concrete block walls. The results of the study will be presented in a series of APA seminars throughout Florida this spring.

More information on the design program can be found at [www.apawood.org/CarbonChallenge](http://www.apawood.org/CarbonChallenge).

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## Supplier and Innovator Award Winners Recognized



From left to right: Terry Kerwood, EWTA; Rich Donnell, Panel World; Danny Gonzalez, Adalis; Jeff Wagner, APA chairman; Mike Crondahl, Westmill Industries, Ltd.; John Harrison, Willamette Valley Company; and Rodger Van Voorbis, Ventek, Inc.

Four companies were presented 2010 Supplier of the Year Awards by APA Chairman Jeff Wagner during the association's annual meeting Chairman's Dinner last fall in Tucson. The awards, based on quality, service and delivery as voted on by APA members, were presented in three categories, as follows:

- Ventek, Inc., Eugene, Ore. in the equipment and tooling category.
- Willamette Valley Company, Eugene, Ore., in the materials and supplies category.
- Adalis, Vancouver, Wash., and *Panel World* magazine, Montgomery, Ala., co-winners in the consulting and services category.

Westmill Industries, Ltd., Aldergrove, B.C. also was presented the first-ever Innovation Award, which recognizes a new technology or product that has been in use for at least six months and been shown to provide a substantial benefit to users' bottom lines. Westmill earned the award for its LightSORT™ green veneer moisture measurement technology.

## At-Large Members Added to Advisory Committee

Three at-large members were nominated and elected to the EWTA Advisory Committee during the committee's meeting in Tucson last October. They are R. J. Glover, dry end superintendent, Roseburg Forest Products; Allen Weaver, North American business manager for plywood and LVL, Momentive Performance Materials Inc.; and Dan Uskoski, vice president of sales, Metriguard Inc.

The at-large positions were created by the committee last March and can be filled by representatives of companies in any of the existing committee membership categories—equipment/tooling, materials/supplies, services/consulting, or APA member companies.

With the new additions, the committee now has 21 members, including 14 from EWTA member companies, five from APA member companies, one APA staff member, and EWTA Managing Director Terry Kerwood.

## Adhesives Subcommittee Reconfirms Mission Value

The EWTA Adhesives Subcommittee agreed at its last meeting that the subcommittee continues to provide value to its constituent companies but should focus more intently on actionable tasks in the areas of codes and regulations, outside communication and green building issues.

The mission review, initiated by subcommittee Chairman Paul Pfeifer, Ashland Performance Materials, included a member survey that sought input on the proper role and activities of the subcommittee. The group was established in 2007 as a forum for review and discussion of wood composites industry adhesives issues and developments, and serves as an information clearinghouse between EWTA member adhesives companies and APA member manufacturers.

## Advisory Committee Approves EWTA Journal Publishing Plan

The EWTA Advisory Committee has approved a recommendation to publish EWTA's *Engineered Wood Journal* through in-house contracting with independent service providers, beginning with the fall 2011 issue.

The *Journal* is currently published under an agreement with Naylor LLC, an association magazine publishing company that provides advertising sales, graphic design, printing and mailing services. That agreement expires with this spring issue. A cost study conducted by EWTA staff indicated that the biannual trade magazine could

generate substantially more association revenue through in-house management.

## Arclin Facilities Gain FSC Chain of Custody Certification

Arclin, Inc. announced recently that its Portland, Ore. and Hayward, Wis. surfaces facilities have gained Forest Stewardship Council (FSC) chain of custody certification.

The certification now covers all of Arclin's surfaces facilities, including its Tacoma, Wash. plant, which received certification in 2008. Arclin's chain of custody certified overlays fall under its proprietary E-Gem™ designation.

Approximately 85 percent of the company's overlay products will be available through the chain of custody for application in a variety of industries utilizing both decorative and industrial overlays, the company said.

## Ashland-Sponsored Website Highlights Composite Applications

Sourcing of composite materials for building applications is now easier thanks to the introduction of CompositeBuild.com, a website that connects composite manufacturers with architects, engineers, designers and builders.

The new tool, sponsored by Ashland Performance Materials, is available for use by all composite building materials manufacturers. Fabricators of composite building materials or their distributors can be listed on the website free of charge.

The interactive design of the site allows visitors to move through a residential or commercial building to find areas of construction where composite materials are a good fit, a company announcement said.

## UP Railroad Joins Environmental Management Initiative

Union Pacific Railroad has joined the Global Environmental Management Initiative (GEMI), an organization of leading companies dedicated to fostering

global environmental, health, safety and sustainability excellence.

“GEMI’s mission of business helping business achieve environmental sustainability excellence aligns very well with Union Pacific’s environmental management strategies and practices,” said Bob Grimalla, Union Pacific vice president for safety, security and environment. “We look forward to collaborating with GEMI members from other industries as we continue to improve our role as an environmentally responsible freight transportation leader,” he said.

## Nicholson to Acquire Assets of Former Madill Company

Nicholson Manufacturing Ltd. announced recently it has signed a letter of intent with Modern Machinery Co. to acquire the assets of the former Madill Company.

Modern purchased Madill out of bankruptcy in late 2008 and has been operating the business to provide parts and service support to Madill customers through the equipment dealer SMS in Canada and Modern Machinery in the United States. Under the terms of the agreement, Modern will transfer all intellectual property to Nicholson while Modern will continue as a distributor for Madill products in the U.S.

Nicholson will be reintroducing the former Madill equipment line for sale once the transaction closes, a Nicholson news release noted. Manufacturing of new Madill logging equipment will be conducted out of Nicholson’s manufacturing facility in Sidney, BC.

## Momentive to Sell Adhesive Resins Business to Harima Chemicals

Momentive Specialty Chemicals Inc. announced it has signed a definitive agreement to sell its global Ink & Adhesive Resins (IAR) business to Tokyo-based Harima Chemicals Inc., a leading producer of pine-based products. Terms of the agreement were not disclosed.

The transaction, expected to close during the first quarter of this year, is subject to customary conditions, including government reviews. Harima will purchase the complete business, including 11 manufacturing facilities on five continents and the IAR global product portfolio, Momentive said in a news release.

It is anticipated that the IAR management team and approximately 650 global associates will join Harima at closing, the release said.

## Raute to Supply Chinese LVL Plant

Raute Corporation has finalized an agreement with Muling Kemian Wood Products Co., Ltd. in China to supply machinery and equipment valued at approximately EUR 15 million for production of structural laminated veneer lumber (LVL) at a facility in Muling, China. Delivery is scheduled for this summer and the mill will be commissioned in early 2012, Raute said.

The plant to be built will be the first in China to produce structural LVL meeting international quality specifications, the company said. The machinery and equipment will have an annual rated LVL capacity of approximately 60,000 cubic meters.

## Bio-Reaction Assets Acquired by Met-Pro Corporation

Met-Pro Corporation, a Harleysville, Pa.-based global provider of product recovery, pollution control and fluid handling solutions, announced it has acquired substantially all of the assets, including the patents and technology, of Bio-Reaction Industries LLC, Tualatin, Ore., a pioneer in air pollution control systems utilizing biological technology to eliminate volatile organic compounds, hazardous air pollutants and odors.

“The acquisition of these assets significantly enhances Met-Pro’s competitive position in both the municipal and industrial global markets,” said Met-Pro Chairman and CEO Raymond De Hont. Terms of the transaction were not disclosed.

## BASF Develops Social Media Newsroom

BASF reported it has launched a new online information service for journalists, bloggers and brand fans. The company’s Social Media Newsroom ([www.newsroom.basf.com](http://www.newsroom.basf.com)) bundles all Web 2.0 information about the company on an easy-to-navigate central platform.

Visitors can comment on, rate or recommend content. The newsroom also offers content subscriptions via RSS (Really Simple Syndication), allowing interested users to receive the very latest information about BASF. The aim of the service, the company said, is to strengthen dialogue on BASF topics online through integration with social media channels, such as Twitter and Facebook.

“This extension of our traditional news section takes into account the huge increase in the use of social media,” said BASF Vice President of Corporate Communications Anke Schmidt.

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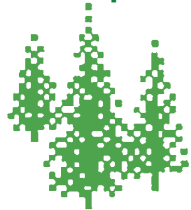
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# Assessing the Future

## EWTA Member Business Outlook Survey Results



by Jack Merry

**M**ore than half of the respondents to an EWTA member business outlook survey believe their company's wood-related business will improve this year, although nearly 75 percent indicated they also expect their company's wood-related employment level in 2011 to remain the same as last year.

The web-based survey, sent to all members of the association late last year, generated a roughly 35 percent response rate. Fifty-two percent of respondents were in the equipment/tooling category, followed by 35 percent materials and supplies, 10 percent services and consulting, and 3 percent media members. Sixty-one percent of the responding companies are based in the U.S., 23 percent in Canada, and 16 percent in Europe.

Only 10 percent of respondents said they expect their business prospects this year will worsen, although more than a third indicated their business likely will remain the same. Together with 52 percent projecting improvement this year, the numbers compare favorably with last year, which only 39 percent of respondents said improved over 2009. Sixty-one percent indicated their 2010 business worsened or remained the same compared with the previous year.

Just three percent of those surveyed said they expect their company's wood-related business employment to decline this year, compared with nearly one-third who indicated their company experienced layoffs in 2010.

Of several factors offered in the survey as very important, important or unimportant to business recovery or expansion this year, an overwhelming 87 percent indicated the state of the U.S. housing market is very important. Nearly half of respondents answered that government economic policy (48 percent) and government regulation (47 percent) also are very important to recovery or expansion. Other factors receiving "very important" responses were marketplace competition (29 percent), international exchange rates or trade policies (29 percent), raw material prices or supply (26 percent), and transportation costs (16 percent). No respondents cited labor issues as "very important," although nearly half (45 percent) rated labor issues as important.

Respondents also were invited to cite other factors important to their business recovery or expansion. Economic considerations, including the employment rate, resolution of the banking crisis, interest rates, international recovery, ease of obtaining home loans, and maintaining the Bush era tax

### Did your company's 2010 wood-related business

Improve.....	39%
Worsen .....	29%
Stay the same.....	32%

### Did your company's wood-related employment level in 2010

Increase .....	13%
Decrease.....	32%
Stay the same.....	55%

### Do you expect your company's wood-related business in 2011 to

Improve.....	55%
Worsen .....	10%
Stay the same.....	35%

### Do you expect your company's wood-related employment level in 2011 to

Increase .....	23%
Decrease.....	3%
Stay the same.....	74%

### How optimistic are you about your 2011 wood-related business prospects compared with 2010?

More optimistic.....	52%
Less optimistic .....	13%
Same .....	35%

rates (since signed into law), were among those cited. Marketplace factors also were frequently cited as important. Among those were the state of the commercial construction market, imports, exports, consumer appreciation of the sustainability of wood products, and marketplace competition.

Several respondents cited actions of their own companies as important to their business health, including product innovation, developing lower cost technologies, maintaining low debt to equity ratio, consolidation of operations, and privatization.

Among the survey questions was: "What has your company done to adapt to the economic slowdown?" Not surprisingly, most answered that employee layoffs, reducing overhead expenses and other cost-cutting measures have been a key response strategy.

Many also said, however, that they have been proactive in seeking to develop new technologies, products or markets. "We are actively pursuing new product

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innovations that will reduce costs and save the industry significant dollars," said one respondent. Said another: "We have focused on areas in addition to wood products and are doing quite well in those areas. These areas are growing and so has our business."

Looking for acquisitions, working on less appealing projects, lowering margins in order to increase sales volume, capital spending delays, and improving the value proposition to customers were among other adaptive strategies, respondents said.

Fifty-two percent of respondents indicated they are more optimistic about their wood-related business prospects this year compared with 2010. Thirty-five percent said their optimism level this year is the same as last year, and just 13 percent were less optimistic.

The survey results seem to parallel the North American experience and mood—there has been significant downsizing and cost-cutting, the worst is probably over, and there is now cautious optimism about the future. The housing market is still viewed as the single most important factor to business recovery and expansion, but government economic and regulatory policies also are very important.

The survey comments also underscore that many industry suppliers are taking proactive and innovative steps to assure and advance their business prospects, which likely will benefit their customers in the form of new technologies, new products and enhanced customer service.

## What has your company done to adapt to the economic slowdown?

- Develop new products to create interest in brand, lay off employees, shut down production plants and consolidate manufacturing.
- We are actively pursuing new product innovations that will reduce costs and save the industry significant dollars.
- Other markets and new product variations.
- Downsized and consolidated operations to lower operating costs.
- Continuously developed and applied new technology providing improved operational efficiencies for mill operations.
- Restrict spending and wait it out.
- Reduced number of employees, developed new products.
- Broadened market focus, worked less appealing projects, worked harder and longer, and tightened belts.
- We are now very lean. We will have to find different ways to serve the market.
- Tried to find new markets and looked at acquisitions.
- Expand into other markets (biomass).
- We had job cuts in 2009. However, market conditions caused forest companies to consider us for opportunities that we were not given in a good market, as we are better able to supply customers on a cost savings basis.
- Reduce operating costs, reduce profit margins to increase sales volume.
- Laid off employees and worked the existing ones longer hours.
- Reviewed budget and made necessary adjustments.
- Right size for the industry.
- We have focused on areas in addition to wood products and are doing quite well in those areas. These areas are growing and so has our business.
- Ten percent staff reduction, austerity actions and delays in capital spending.
- Significant reduction in staffing over the past two years, reduced discretionary spending, reduced travel and overhead, implementing automation.
- We got leaner, reduced some overhead and provided more value to our customers.
- We have not hired replacements for retiring personnel. Also, some office staff has been laid off.

**Jack Merry is editor of the Engineered Wood Journal. He can be reached at [jack.merry@apawood.org](mailto:jack.merry@apawood.org).**



# A Message from the Managing Director

## Vision

To be the leading supplier organization in the engineered wood products industry.

## Mission

To enhance the competitiveness and growth of the APA and EWTA memberships by providing resources to APA members in their continual improvement process, helping to grow the membership base by being ambassadors for APA, representing the interests of the APA/EWTA membership at regional, national and international venues, and providing a means by which business relationships within the membership are strengthened.

We are pleased to present as part of this spring issue of the Engineered Wood Journal the second annual EWTA Membership Directory.

We have been fortunate over the past year to have had a stable membership. However, there have been a few membership changes, with a handful of companies resigning, several new members joining, and some member companies changing hands. This latest directory reflects those changes.

Publication of the directory is among a number of EWTA tools and activities designed to help advance networking opportunities and information exchange between engineered wood product manufacturers and their EWTA suppliers. We trust you will find it useful.

I would like to thank the many *Journal* advertisers who make both the magazine and this directory possible, and to cordially invite readers who supply the industry but are not members to join us. The benefits of membership are outlined below.

Terry Kerwood  
Managing Director

## Who We Are

The Engineered Wood Technology Association (EWTA) is a related nonprofit organization of APA—The Engineered Wood Association, the leading North American association of engineered wood product manufacturers. EWTA activities include sponsorship of research projects of benefit to the engineered wood products industry; management of the annual Info Fair supplier exhibition held in conjunction with the APA annual meeting; sponsorship of forums, meetings and networking events; publication of the Engineered Wood Journal; and other information transfer efforts.

All APA members are automatically members of EWTA. In addition, associate membership is open to industry suppliers of equipment, materials and services required by engineered wood product manufacturers.

EWTA is governed by the APA Board of Trustees and by an industry Advisory Committee comprised of APA and associate member company representatives. The advisory committee identifies, plans, authorizes and funds activities and programs.

More information about EWTA can be found at [www.engineeredwood.org](http://www.engineeredwood.org).

## Membership Benefits

Membership in EWTA provides “strength through connections”—invaluable networking and information transfer links between and among engineered wood product manufacturers and their product, equipment and service providers. EWTA membership benefits include:

- Direct business-to-business links with your customers in the engineered wood products industry through such vehicles and events as Info Fair, an annual supplier show held in conjunction with the APA annual meeting; industry forums and seminars; APA annual meeting roundtables and workshops; company news and advertising in the APA/EWTA *Engineered Wood Journal*; and dissemination of your company news and technology innovations via the EWTA website and *Connections* e-newsletter.
- Free access to the APA monthly housing starts and quarterly production reports, and discounts on other APA publications and reports.
- Discounts on APA events and *Engineered Wood Journal* advertising.
- Free company listing and profile in the annual meeting issue of the *Engineered Wood Journal* for EWTA Info Fair exhibitors.

- Member products and services directory.
- Annual meeting and other event sponsorship opportunities.
- Supplier awards program recognition.
- Opportunities to exchange information with other EWTA members, APA members and APA staff via an EWTA advisory and subcommittee structure.
- Access to APA's staff of quality, technical, market research, market communications, field services and other expert professionals.
- Opportunities to support, participate in and receive the results of important industry technical and market research projects.
- Access to APA laboratory and research resources in support of APA member-driven project and service requests.

## Who Should Join

Any supplier of products, equipment or services to the engineered wood products industry will benefit from membership in EWTA. Examples of EWTA member products and services include:

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The annual cost of EWTA membership is just \$1,200. For more information about the benefits of membership and a membership application, contact Terry Kerwood, Managing Director, 253-620-7237, [terry.kerwood@apawood.org](mailto:terry.kerwood@apawood.org).

# 2011 Membership Directory

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E-mail: dperson@acme-packaging.com  
Web: www.acme-packaging.com

## Adalis

Adalis focuses on optimization of plywood and specialty panel production through mill assessments, recovery process control analyses, training and customized service programs.

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Vancouver, WA 98685  
Office: 360-574-8828  
Fax: 360-574-7849  
E-mail: renee.wilson@adaliscorp.com  
Web: www.sesametape.com

## Airstar Inc.

Airstar Inc. designs and manufactures quality control systems for testing of engineered wood, solid lumber and other wood products. High performance ultrasonic blow detectors, non-contact thickness gage systems, solid lumber flaw detector systems, bond detection systems, lamination detector systems and C-scan research systems for product and application development. Airstar systems have exceptionally high penetration, accuracy, repeatability of the results, durability and very low maintenance.

Jan Strycek - President  
2691 Richter Ave., S 112  
Irvine, CA 92606  
Office: 949-261-7100  
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Web: www.akzonobel.com/cascoadhesives



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Office: 604-529-1991  
Fax: 604-529-1992  
E-mail: blong@alteconline.com  
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Joanne Turnell - Sales and Marketing Coordinator  
45 Roy Blvd.  
Brantford, ON N3R 7K1  
Office: 289-239-9456  
Fax: 888-440-4354  
E-mail: joanne.turnell@andritz.com  
Web: www.andritz.com

## Arclin - Performance Applied

Based in Mississauga, Ontario, Arclin is a leading producer of innovative bonding, surfacing solutions for the building and construction, industrial materials and natural resource markets. Arclin provides bonding solutions for a number of applications, including wood based panels, engineered wood, non-wovens and paper impregnation. As a world leader in paper overlays technology, Arclin provides high value surfacing solutions for decorative panels, building products and industrial specialty applications for North American and export markets. For more information please visit <http://www.arclin.com>.

Kevin Griffin - Director, Marketing and Communications  
790 Corinth Road  
Moncure, NC 27559  
Office: 919-542-2526 ext 3020  
Fax: 919-542-2817  
E-mail: Kevin.griffin@arclin.com  
Web: www.arclin.com



## Argos Solutions

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Tor Gustavsen - Managing Director  
Dyrmygata 35 NO 3611  
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## BASF Corporation

BASF is global chemical company supplying MDI binders to the wood industry.

Pat Lancaster - National Accounts Manager  
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## Canadian Wood Products Magazine

Canadian Wood Products is the only national magazine in Canada devoted exclusively to the wood processing market, including panel, engineered wood and remanufacturing. CWP reaches over 7,000 audited readers in Canada and the U.S. in six issues per year.

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Fax: 514-457-2558  
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Web: <http://forestcommunications.com/cwp/>

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CARMANAH Design and Manufacturing Inc. (CARMANAH) of Vancouver, BC is a world leader in the design and manufacture of production equipment for the engineered wood panel industry.

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Fax: 604-299-1310  
E-mail: carlos.vieira@carmanahdesign.com  
Web: www.carmanahdesign.com



## Casey Industrial, Inc.

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Richard James - Vice President, Forest Products Division  
11845 Teller Street  
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Office: 303-524-5386  
Fax: 303-465-5562  
E-mail: rjames@caseyind.com  
Web: www.caseyind.com

## Clarke Veneers and Plywood

Clarke Veneers and Plywood, an international trading company of wood products, imports, exports and domestically trades veneer, plywood, panels, lumber and engineered wood products and manufactures sliced veneer.

Stuart Clarke - President  
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Office: 601-366-0331  
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Web: www.con-vey.com

# 2011 Membership Directory

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E-mail: mail@dieffenbacheratl.com  
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Steven Mays - President  
3720-SW 141st Ave. Ste., #206  
Beaverton, OR 97005-2349  
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E-mail: smaw@itape.com  
Web: www.itape.com

## Evergreen Engineering, Inc.

Evergreen is a multi-discipline (mechanical, electrical, civil/structural, and environmental) engineering services company. Our services range from planning and feasibility studies through detailed engineering, as well as construction management, maintenance and process consulting, start-up, and commissioning support. Our wood products experience includes OSB, LVL, I-joist, particleboard, MDF, hardboard, WPC, pulp & paper, lumber, plywood, chemical and resin plants.

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E-mail: dpierce@eeug.com  
Web: www.evergreenengineering.com

## Flamex, Inc.

Entering its third decade of proven explosion and fire prevention, Flamex is the world's premiere spark detection and extinguishing system, and the first of its kind to earn Factory Mutual Approval, introducing the Flamex Spark Detection & Extinguishing System in North America in 1976, and the Minifog Fine Water Spray System for presses in 1997.

Ed Pridden - Minifog Product Manager  
4365 Federal Drive  
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Office: 336-299-2933  
Fax: 336-299-2944  
E-mail: epridden@sparkdetection.com  
Web: www.flamexinc.com

## Georgia-Pacific Chemicals, LLC

Georgia-Pacific Chemicals LLC has been a reliable supplier to the wood products industry for more than 50 years. In addition to custom-formulated solutions we develop with our customers to meet their specific requirements, GP Chemicals offers a portfolio of thermosetting resins for plywood, oriented strand board, laminated veneer lumber, I-joists, glulam and finger-jointing applications. The product line includes RESI-MIX® ready-to-use mixed adhesives, RESI-STRAN® and RESORSABOND® liquid adhesives and WOODWELD® spray-dried powders.

Georgia-Pacific Wood Adhesives  
133 Peachtree Street NE  
Atlanta, GA 30303  
Office: 866-46P-CHEM/  
866-447-2436  
Fax: 404-487-4005  
E-mail: gpchemical@gapac.com  
Web: www.gapac.com

## Globe Machine Manufacturing Company

Globe Machine and Burelbach Industries are two companies with one direction. Both companies offer single machine centers along with complete systems to the following industries: OSB, MDF, particleboard, plywood, strawboard, moulded door skins, membrane presses, siding, LVL, laminate flooring and sheet plastics. Globe Machine is the leader in the supply of automated I-joist assembly systems, while Burelbach has achieved a leadership role in the cement fiberboard industry and molded door lines. Together, Globe Machine and Burelbach Industries have over 140 years of experience.

Calvin Bamford, Jr. - President  
701 East "D" Street  
Tacoma, WA 98421  
Office: 253-383-2584  
Fax: 253-572-9672  
E-mail: sales@globemachine.com  
Web: www.globemachine.com

## GreCon Inc

Manufacturer of spark detection systems and quality assurance systems for the wood based panel industry.

Stephan Rehr-Zimmermann - CEO  
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Fax: 503-641-7508  
E-mail: zimmermann@grecon-us.com  
Web: www.grecon.com/  
www.grecon-us.com

## Grenzebach Corporation

Grenzebach Corporation is a leading global manufacturer and supplier of drying systems to the veneer and building materials industries with over 4000 dryer installations worldwide. Our veneer product line includes dryer infeed and outfeed systems, jet and longitudinal dryers, and color veneer grading and stacking systems. Grenzebach has completed extensive rebuilds on all makes and models of veneer and gypsum dryers. Complete parts and service support is also available. For information please contact Don MacHarg at 770-253-4980, Don.MacHarg@Grenzebach.com or Tom Wells at 503-723-0730, Tom.Wells@Grenzebach.com. http://www.grenzebach.com

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Web: www.grenzebach.com



Guardian Chemicals, Inc.

Independent Canadian company since 1961. Specialty chemicals for all forest sector industries.

Greg Pecharsky - Vice President of Sales (Canada)  
155 Estate Way W4 Sturgeon Ind. Pk.  
Ft. Saskatchewan, AB T8L2T1  
Office: 800-661-6544  
Fax: 780-992-1185  
E-mail: gpecharsky@guardianchem.ca  
Web: www.guardianchem.ca

## Hinz, A Rockwell Automation Company

Hinz, A Rockwell Automation Company is a single-discipline electrical engineering company focused on the design of industrial controls and power distribution systems for the engineered wood industry.

Darrell Hinz - BC Regional Manager  
750 Chester Road  
Delta, BC V3M 6J1  
Office: 604-519-8806  
Fax: 604-519-8801  
E-mail: dwhinz@ra.rockwell.com  
Web: www.Hinz.com

## Hunt Guillot & Associates

Hunt Guillot & Associates, LLC (HGA) is a multi-disciplined project management and engineering design firm. HGA has been serving the forest products industry since the firm's founding in 1997. HGA continues to provide expertise to the engineered wood products, LVL, I-joist, OSB, plywood, particleboard, glulam and lumber industries. Services provided include project management, feasibility studies, preliminary engineering, detailed design engineering and on-site technical support services.

Stephen Blackwelder - Business Development Manager  
603 Reynolds Drive  
Ruston, LA 71270  
Office: 318-255-6825  
Fax: 318-255-8591  
E-mail: information@hga-llc.com  
Web: www.hga-llc.com

## Huntsman Polyurethanes

For more than 27 years, Huntsman has been a global leader in the production of MDI-based resin binders for particleboard, medium-density fiberboard and oriented strand board. Our dedicated Composite Wood Products Teams are committed to helping our customers reach their goals in all market conditions. There is no added formaldehyde (NAF) with Huntsman's RUBINATE® resins, and they are considered "exempt" under requirements of the California Air Resources Board (CARB) standards.

John Bebak - Commercial Manager  
10003 Woodloch Forest Drive  
The Woodlands, TX 77380  
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Fax: 281-719-4953  
E-mail: john\_f\_bebak@huntsman.com  
Web: www.huntsman.com

## IBC

International Bar Coding Systems & Consulting Inc. is a full service data collection, labeling, bar coding, and inventory provider with extensive experience in wood products and building materials, since 1993. With specialized solutions targeting industrial applications, IBC is well positioned to service your company anywhere in North America. We offer excellent after sales service and support.

Chris Pedersen - President  
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Penticton, BC V2A 4C3  
Office: 250-493-3201  
Fax: 250-493-3257  
E-mail: cpedersen@ibcworld.net  
Web: www.ibcworld.net



## IMEAS

IMEAS is a world leader in surface finishing solutions, with over 2,400 machines operating worldwide. Imeas sanding and grinding machines are used to achieve precise surface finish and thickness on a wide variety of products such as plywood, LVL, composite wood panels, decorative laminates, flooring, and solid surface products, etc. IMEAS specializes in extra wide machines - 10' (3.2 meter) and cross-belt sanding for wood products, and non-directional mirror finish for specialty steel products.

Nathan Rutherford - President  
1125 Commerce Drive, Suite 200  
Peachtree City, GA 30269  
Office: 678-364-1900  
Fax: 678-364-1920  
E-mail: imeas@imeas.net  
Web: www.imeasinc.com

# 2011 Membership Directory

## Itipack Systems

Itipack Systems has been in business since 1970. We are a manufacturer of automated strapping systems.

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Fax: 905-681-3172  
E-mail: hscholtens@itipacksystems.com  
Web: www.itipacksystems.com



## Kimwood Corporation

World's leading producer of new equipment and OEM parts for Kimwood sanders, hogs, and handling equipment, Stetson-Ross planers and moulders, Ferrari resaws and Tri-State equipment.

Mike Simmons - Sander Sales Manager  
77684 Highway 99 South  
Cottage Grove, OR 97424  
Office: 800-942-4401  
Fax: 541-942-0719  
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Web: http://www.kimwood.com

## KTC Panelboard Engineering

Complete engineering services for the engineered wood products industry.

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Surrey, BC V3W 1E6  
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Fax: 604-592-3124  
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Web: www.panelboard.net

## LIMAB North America, Inc.

LIMAB provides laser measurement equipment for thickness, width and length.

Jens Svensson - President  
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Office: 704-321-0760  
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E-mail: jens.svensson@limab.com  
Web: www.limab.com

## Matthews Marking Products

Matthews International has been a leading supplier of marking and coding equipment for product and package identification since 1850. Its team of application engineers has developed specialized systems for marking wood products. Its automated systems are designed for in-line printing to allow product marking during production, reducing down-time and saving valuable production and shipment time.

Donna Meade - Product Manager  
6515 Penn Avenue  
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E-mail: info@matw.com  
Web: www.matthews-marking.com



## MEGTEC Systems, Inc.

MEGTEC supplies air abatement systems (RTO/RCO), heat recovery systems and aftermarket services to the engineered wood industry. As one of the largest global suppliers of RTO/RCO equipment, MEGTEC maintains one of the largest field service technician base capable of servicing every make and model oxidizer, including parts and custom PM programs.

Mary Van Vonderen - Marketing Manager  
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Fax: 920-339-2793  
E-mail: mvanvonderen@megtec.com  
Web: www.megtec.com

## Met-Pro Corporation

Protecting the environment through the combined resources and technologies of the Duall, Flex-Kleen, BioReaction, and Systems brands.

Mike Foggia - Global Director of Sales and Marketing  
20203 SW 95th Avenue  
Tualatin, OR 97062  
Office: 503-691-2100  
Fax: 503-691-8051  
E-mail: mfoggia@met-pro.com  
Web: www.mpeas.com

## Metriguard, Inc.

Metriguard designs and manufactures electronic and mechanical equipment for testing and grading wood products. Metriguard products are designed to measure the physical properties of structural dimension lumber, timber, particleboard, oriented strand board (OSB), plywood, and veneer for use in structural laminated veneer lumber (LVL) and other products. This equipment is used worldwide by sawmills, wood products companies and research facilities.

Daniel Uskoski - Vice-President of Sales  
2465 NE Hopkins Ct  
Pullman, WA 99163  
Office: 509-332-7526  
Fax: 509-332-0485  
E-mail: duskoski@metriguard.com  
Web: www.metriguard.com

## Mill Machinery, LLC.

Mill Machinery LLC specializes in selling new, reconditioned and used machinery to the forest products industry. MMC can provide individual machines to complete plants. Our inventory encompasses the MDF, OSB, Veneer, LVL, plywood and particleboard sectors of the forest products industry.

Dave Cowan - CEO  
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Fax: 503-829-5418  
E-mail: dave@millmachinery.net  
Web: www.millmachinery.net

## Momentive Specialty Chemicals, Inc.

Momentive Specialty Chemicals, Inc. is a leading global source for adhesives, resins, formaldehyde, melamine and derivatives, and UV-cure coatings serving a broad range of markets, including the forest products, foundry, automotive, construction, composites, electronics and oilfield industries, operating more than 50 manufacturing plants in North America, Latin America, Europe and Asia/Pacific.

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Fax: 425-462-6528  
E-mail: mark.anness@momentive.com  
Web: www.momentive.com

## Nicholson Mfg. Ltd

Industry leader in ring debarking technology since 1948.

Ron Hait - NA Capital Sales Manager  
9896 Galaran Rd.  
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Office: 250-656-3131  
Fax: 250-656-3111  
E-mail: forestsales@nmbc.com  
Web: www.debarking.com

## Norjohn Limited

Wax emulsion supplier for wood composite industry, fiberglass insulation and gypsum wall board. Corporate offices located at 4365 Corporate Drive, Burlington, ON, Canada.

Charles Stout - Business Development/Tech Service  
9 Falconcrest Lane  
Orchard Park, NY 14127  
Office: 716-697-5598  
E-mail: cstout@walkerind.com  
Web: www.walkerind.com

## OCI Melamine

OCI Melamine (formerly DSM Melamine) is a melamine crystal supplier for use in resins with formaldehyde that are used for OSB, plywood, and other panels.

Lee Miller - Business Development Manager  
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Oconomowoc, WI 53066  
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Web: www.oci-melamine.com



## Osmose, Inc.

Osmose, Inc., an Osmose affiliated company, is headquartered in Griffin, Georgia and is responsible for the sale of Osmose brand wood preservatives and treating plant equipment to wood treating plants around the world. Osmose, Inc. is recognized as the premier supplier of state-of-the-art engineering services and customized marketing services with emphasis on advertising, sales promotions, and merchandising assistance to treating plant customers and retail lumber dealers serviced by these plants.

Javier Romero - Managing Director, Central & South America  
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Fax: 770-229-1885  
E-mail: cshaw@osmose.com  
Web: www.osmose.com

## Pacific Fluid Systems

Solution provider in hydraulic systems and linear motion applications. Primary focus is on higher production and lowering operating costs for our clients. Our engineers and designers work with our clients to develop cost effective, energy efficient solutions, and enhanced documentation for machine positioning and controls. PFS offers full range of products from custom hydraulic manifolds to complete press conversions. Also provide a full line of electric actuators in lieu of hydraulic positioning systems.

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Web: www.pacificfluid.com



## Pallmann America, Inc.

For more than 100 years Pallmann has designed and built size reduction machinery. Specializing in high-capacity, high-performance stranders, flakers, refiners and mill utilized by the engineered panel board industries.

Thomas W. Dopp - General Manager  
6420-A1 Rea Road  
Charlotte, NC 28277  
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Web: www.pallmannamerica.com

## Panel World Magazine / Hatton-Brown Publishers, Inc.

Panel World's international readership receives six issues per year, with emphasis on mill project startup articles. Product coverage includes softwood and hardwood plywood and veneer, oriented strand board, medium density fiberboard, particleboard and other composite boards and engineered wood products. Hatton-Brown publishes magazines for the forest products industry, of which Panel World is one.

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Montgomery, AL 36104  
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E-mail: rich@hattonbrown.com  
Web: www.panelworldmag.com

## Paratherm Corporation

Paratherm Corporation offers not only a full line of heat transfer fluids to support our customers but has over 40 years of experience of technical support capability to troubleshoot their hot oil fluids and hot oil system, including fluid analysis capability, hot oil system training and consultation on system design or component change on their hot oil system.

Jed C. Seybold - Business Development Manager  
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Fax: 610-941-9191  
E-mail: jseybold@paratherm.com  
Web: www.paratherm.com

## Paslode

Leading designer and manufacturer of cordless and pneumatic nailers, staplers and specially engineered fasteners designed to deliver superior wood fastening solutions to the residential construction industry. Applications include framing, sheathing, roofing, siding and finishing applications.

Christelle Imhof - Marketing Manager  
888 Forest Edge Drive  
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Fax: 847-634-2213  
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Web: www.paslode.com



## Permapost

Permapost provides custom pressure treating solutions for engineered wood products used throughout the U.S.A. and Asia.

David Bond - Chief Operations Officer  
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Hillsboro, OR 97123  
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# 2011 Membership Directory

## Pöyry Management Consulting

Whether you are developing a strategy, planning an acquisition, considering an investment project, improving your performance or mapping new technologies and their impact on your business, Pöyry has probably been there and done that. We aim to improve your business prospects by applying the right mix of experience and outside-the-box thinking. We take an impartial stand based on a clear analytical framework and a solid working process. Our world-class experts stretch their minds to challenge the status-quo, deploying innovative methods and modern tools, to give the hands-on results that you need. Through accessing our network of global offices, our experts are able to tap into long experience in collective industry knowledge. We provide consulting and advisory services at the strategic and operational level. Our clients benefit from our pragmatic implementation plans and solid execution. Bring us your business challenges. We will show you that through our integrity, can-do attitude and diligence, we will find a dynamic solution that is tailored to your needs.

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Web: www.poyry.com

## PQ Corporation

PQ Corporation is a leading producer of specialty inorganic chemicals, catalysts, and engineered glass products, including high-performance silicate-based products used in many applications such as coatings, adhesives, detergents, pulp/paper processing, and water and waste treatment.

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Web: www.pqcorp.com

## Purbond, Inc.

Purbond, Inc. is a joint venture of Henkel Corporation and Collano AG, and is a leading supplier of high performance moisture curing liquid polyurethane adhesives. PURBOND HB E line is the only 1 part PUR adhesive certified under ANSI 405-2008, including ASTM D7247 High Temperature, as well as passing E119 HRA testing. PURBOND HB E line offers excellent open time/set time ratios, ductile bond lines that significantly reduce glue line checking and are of neutral color, as well as containing no formaldehyde or solvents. Henkel Corporation, with the acquisition of National Adhesive, is now the largest specialty chemical company in the world.

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Fax: 604-944-9967  
E-mail: chris.whelan@ca.henkel.com  
Web: www.purbond.com

## Raute

Raute is a technology company serving the wood products industry worldwide. Its core expertise lies in manufacturing processes for the plywood and LVL industries. Raute is the world market leader as a supplier of mill-wide projects, but can also supply individual process lines, line modernizations and equipment upgrades.

Martin Murphy - Vice President Sales & Marketing  
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New Westminster, BC V3L 5G3  
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Fax: 604-521-4035  
E-mail: martin.murphy@raute.com  
Web: www.raute.com

Ad ID: 441686

## Samuel Strapping Systems

With over 50 years serving the lumber and forest products industry, Samuel Strapping Systems offers their customers in the Engineered Wood industry a single source supply for all of their strapping and packaging requirements. Samuel's product line includes steel and plastic strapping, pneumatic and manual hand tools, seals, edge protection, stretchwrap, product identification equipment, and fully automated strapping systems. Our industry leading VK-30 strapping head has been used in both new and retrofit applications to convert our customers from steel to polyester strapping. Samuel is a leader in strapping for engineered wood products, and had the first AAR approved polyester strapping for LVL.

Dave Gagnon - Forest Industry Manager  
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Web: www.samuelstrapping.com



EXPERTISE IN PLYWOOD AND LVL TECHNOLOGY

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# 2011 Membership Directory

## Siempelkamp Limited Partnership

The Siempelkamp Group of Companies are world leaders in the supply, installation and startup of equipment and complete production plants for the manufacture of wood based panel products, energy systems, dryer systems, panel handling and finishing systems.

Dirk Koltze - Executive Vice President  
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Web: www.siempelkamp-usa.com



## Signode, an ITW Company

Signode is a multinational manufacturer of steel and plastic strapping, stretch film, pressure sensitive carton sealing tape and application equipment and accessory products for industrial packaging.

Claude Gregory - Forest Products Industry Manager  
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Fax: 336-724-1837  
E-mail: cgregory@signode.com  
Web: www.signode.com

## Spar-Tek, Inc.

Spar-Tek Industries manufactures high quality machinery with the latest cutting edge technology for many industries including plywood, LVL, rubber and others. Today's high volume plywood production lay-up Lines place an emphasis on efficiency. Spar-Tek's lay-up lines, hot and cold presses, loading and unloading equipment, glue application systems and other equipment is designed to meet these demands. Helping customers meet and exceed their production and operating goals is a driving force at Spar-Tek. We are here to help you meet your goals and to do so requires innovative technology and machines designed to work at the highest operating speeds.

Roger Daniels - General Manager  
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Portland, OR 97217  
Office: 503-283-4749  
Fax: 503-289-1621  
E-mail: roger@spartek.com  
Web: www.spar-tek.com

## Standex Engraving Group

Standex Engraving manufactures engraved steel press plates, embossing machinery and engraved molds. Their staff of designers and engineers specializes in the creation of customized, life like, user-friendly textures for a variety of wood based products.

Bradley Foster - Vice President  
Business Development  
5901 Lewis Road  
Sandston, VA 23150  
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Fax: 804-226-3462  
E-mail: bfoster@standexengraving.com  
Web: www.standexengraving.com

## Stantec

Stantec (formerly NGM International) has been providing composite panel plant engineering for over 30 years. The Composite Panel Group is located in Fredericton, NB and is supported by local Stantec offices throughout North America. Stantec provides engineering services and consulting services for both greenfield and retrofit projects, and can help improve productivity and reduce operating costs from wood yard through finishing.

Jeff Foreman, P. Eng. - Manager,  
Composite Panel Products  
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Fredericton, NB E3B 2T7  
Office: 506-452-7000 x1569  
Fax: 506-452-0112  
E-mail: jeff.foreman@stantec.com  
Web: www.stantec.com

## Steinemann Technology USA

Steinemann Technology offers comprehensive sanding solutions with machines, sanding paper, 24-hour technical expertise and support, and a large inventory of spare parts in our Charlotte, NC facility.

Peter Schneider - President  
4607 Dwight Evans Road  
Charlotte, NC 28217  
Office: 704-522-9435  
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E-mail: sanding@steinemannusa.com  
Web: www.steinemannusa.com



**Stratachem Solutions Group LP**  
Chemical Solutions, leading edge comprehensive approach to resolving process problems relating to the wood products industry. Advanced Systems Controls integrated with well qualified research and development and over 45 years of solving process efficiency and chemical issues, productivity bottlenecks and or simply reducing process costs.

Mike Larke - Sales/Operations Manager  
533 Church Street, Suite 360  
Nashville, TN 37219  
Office: 866-489-9377  
E-mail: mlarke@stratachemsolutions.com  
Web: www.stratachemsolutions.com

## Sweed Machinery

Since 1957, Sweed Machinery's Panel Handling and Dryer Support Equipment has helped make great veneer dryers BETTER by achieving higher production goals with less downtime! Known for its proven material handling solutions, latest technology, quality craftsmanship, unmatched customer service and excellent after-sale support, Sweed offers new technology that runs at greater capacity with the same labor at no additional fuel or overhead cost, helping mills conquer the challenges facing the industry today. Sweed is also prominent in recycling equipment serving many industries. Since 1956, Sweed's dependable choppers provide simple solutions for eliminating manufacturing by-products like wire, blades and plastic or steel banding. Sweed scrap choppers are the manufacturer's choppers of choice!

Charlie Smith - Material Handling Equipment Representative  
653 - 2nd Avenue  
Gold Hill, OR 97525  
Office: 866-800-7411  
Fax: 541-855-1512  
E-mail: sweed@sweed.com  
Web: www.sweed.com/panel/

## Temple-Inland

Temple-Inland produces and supplies quality veneer to the engineered wood products industry.

Pat Patranella - V.P. Solid Wood & Industrial Panels  
303 S. Temple Drive  
Diboll, TX 75941  
Office: 936-829-1483  
Fax: 936-829-1731  
E-mail: patpatranella@templeinland.com  
Web: www.temple.com

## TMS Machinery Sales

TMS Machinery Sales services the logging, sawmill, pallet and woodworking industries with our printed publication, as well as our interactive website, www.tms-sales.com.

Rhonda Caldwell - Sales  
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Talladega, AL 35160  
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Fax: 256-761-2579  
E-mail: rhonda@tmsco.com  
Web: www.tms-sales.com

## Top Wood Jobs

Top Wood Jobs supplies recruiting, staffing and consulting services for the wood products industries for full or part time assignments. Top Wood Jobs can provide experienced industrial plant staffing, engineering, construction and equipment supplier personnel for plywood, OSB, LVL, I-joint, glulam, engineered wood products, biomass energy, furniture, flooring, pulp and paper, OSL, MDF, particleboard, hardboard, laminating, lumber, cabinets, WPC, and wood pellets. We can help you with your immediate staffing needs for those hard to locate candidates or for your projects no matter how large or small the project may be. Top Wood Jobs is a Human Resource for Human Resources.

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3451 Korbel St.  
Eugene, OR 97404  
Office: 541-954-8456  
Fax: 866-527-5285  
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# Quality + Innovation

## Adapting Quality Management Practices to Achieve Innovation Performance

by Scott Leavengood and Timothy R. Anderson

In many businesses today, focus on quality as a competitive tool is being replaced by a focus on innovation. This is not to say that quality is now irrelevant but rather that it is now seen by many as “necessary but insufficient” in today’s business environment. Therefore, the task facing managers is how to achieve innovation performance in addition to quality performance.

To answer this question, U.S. West Coast wood products manufacturers were surveyed about their quality management practices and performance with respect to both quality and innovation. Survey results were analyzed to identify two categories of high-performing firms: those achieving primarily quality outcomes and those achieving both quality and innovation outcomes. Executives from firms in each category were interviewed to provide detail on the management practices used by the companies. The interviews were examined to identify similarities and differences in practices between the two categories of firms.

While most would agree that quality will always be critical to competitiveness, innovation continues to grow in importance as a key element of competitive strategy. Therefore, a challenge facing organizations is determining how to integrate the two—how to manage for both quality and innovation.

This is particularly the case in the wood products industry since the majority of firms are small. While larger firms may have a research and development department and/or a person responsible for “innovation management,” few small- to mid-sized firms can make such an investment. By contrast, all firms have at least some investment in quality management. Therefore, the question for the typical wood product manufacturer is how can it adapt its approach to quality management to achieve innovation performance in addition to quality performance?

But first, is it even feasible to integrate quality and innovation?

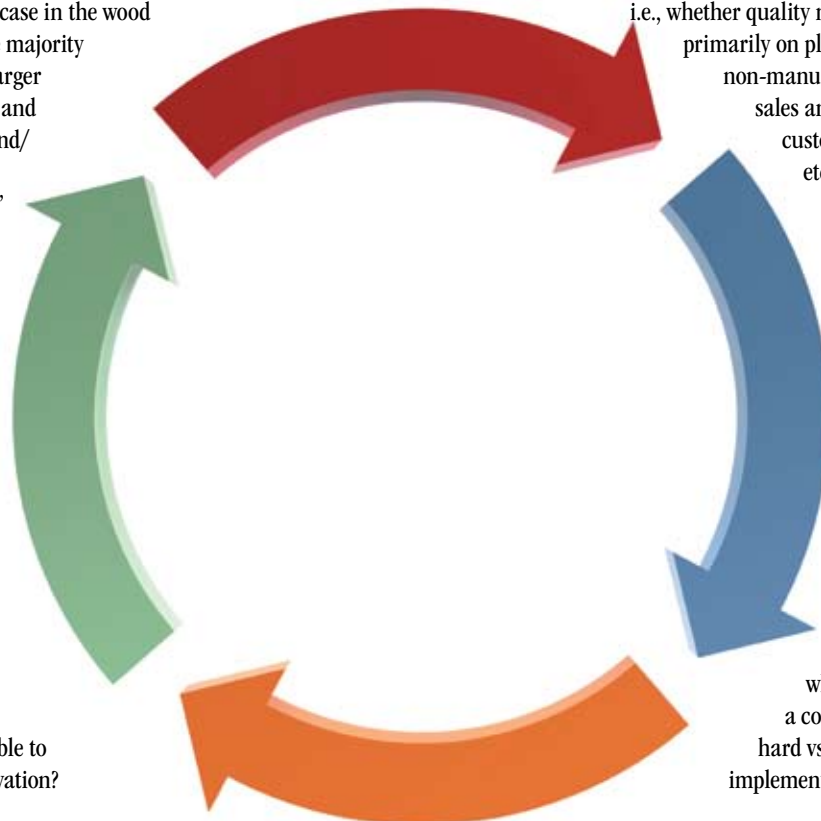
Innovation continues to grow in importance as a key element of competitive strategy.

Are these complementary or competing objectives? The answer to this, at least in part, will depend on a company’s approach to quality management. And of course, there is no “one-size-fits-all” approach to quality management.

### Varying Approaches to Quality Management

Companies vary in their emphasis on numerous aspects of quality management. Some of the key areas of differences include:

- Emphasis on “hard” vs. “soft” tools/factors. Hard factors include analytical tools, such as statistical process control (SPC), designed experiments, acceptance sampling, etc. Soft factors are more human resource oriented, such as teamwork, employee involvement and empowerment, customer relationship management, etc.
  - “Narrow” vs. “wide” scope of implementation, i.e., whether quality management is focused primarily on plant floor operations or in non-manufacturing areas, such as sales and marketing, purchasing, customer service, product design, etc.
  - “Internal” vs. “external” focus. Internal focus emphasizes the company’s operations and is primarily centered on process improvement. External focus emphasizes customers and other stakeholders.
- It seems reasonable to expect that differences in approach to quality management will also lead to differences in results. With respect to innovation, what are the tradeoffs in how a company chooses to emphasize hard vs. soft factors, scope of implementation, etc.?



	Balanced	Quality-Oriented
<b>Strategic Planning</b>	“We focus on facility development, what services and products to provide, market development, developing strategic partnerships with clients, . . . financial planning, business control procedures.”	“Well, to try and survive we just cut costs everywhere we can.”
<b>Information &amp; Analysis (benchmarking)</b>	“We try and benchmark our uptime for a . . . complex industrial process. We compare very well. We’re running around 98.5% of total available time in a day. . . So we’ve got a really good technology and we find ways to keep it running continually.”	“I don’t care what my competitors do. I don’t look at them. I don’t think about them. Fifteen years ago I did. And that was a mistake. I think that you do what you do and you run hard.”
<b>Customer Focus</b>	“If we saw sticks in the air [a new home being built] . . . we could stop by, measure it up. . . and as long as we’d get their contact information then we could do the bid. And we’d do a set of drawings.” “Our main customers, we try to get them out here once a year and let them tour the facility.”	[responses to question about measuring customer satisfaction] “Word gets back quickly.” “It’s real simple – if they keep buying from you, they’re satisfied.”

## Quality and Innovation Tradeoffs

Quality and innovation have traditionally been seen as competing rather than complementary goals. For example, some have argued that quality management focuses on incremental improvement and satisfying existing customers whereas innovation management emphasizes breakthrough improvements in products and processes and focusing on acquiring new customers. Or as one group of researchers stated, “Quality is doing things better; innovation is doing things differently.”

Numerous researchers have explored relationships between quality management, innovation, and company performance. In general, the results have shown positive linkages, such as a supporting role for quality in the management of innovation, indications that quality lays the foundation for innovation, and that quality management significantly and positively impacts both quality and innovation performance.

However, the missing link is detail on which quality management practices are related to quality and innovation performance. That is, managers need more detail to determine how to adapt their quality management practices to achieve innovation performance in addition to quality performance. The objectives of this study were to identify such “best management practices” in order to be able to assist wood products companies to improve innovation performance.

The task facing managers is how to achieve innovation performance in addition to quality performance.

## Study Approach

The target group for the study included wood products manufacturers (primary, secondary, and composites) in Oregon, California, and Washington. Companies were surveyed regarding their emphasis on quality management practices and performance with respect to both quality and innovation. In-person interviews were then conducted with two broad categories of firms—those effectively achieving quality but *not* innovation performance (“quality-oriented” firms) and companies that were effectively

achieving both quality *and* innovation (“balanced” firms). Interview responses were examined to identify similarities and differences in quality management practices. Interviews were conducted at four companies—two quality-oriented and two balanced firms.

## Results

It was clear that the firms’ fundamental views on innovation differed. Balanced firms (again, those firms focused on both quality and innovation performance) discussed their new product development efforts as a *means* to improve product quality. Similarly, balanced firms discussed process innovation as a means to produce more consistent products (one form of quality).

By contrast, quality-oriented firms viewed innovation primarily as “technology” rather than as a means to another goal. For example, interviewees made statements such as “we focus on people over technology” and “technology is wonderful. . . when it’s proven.”

Overall, many of the management practices were similar in balanced vs. quality-oriented firms. However, there were a few areas of difference. Examples of statements made by interviewees that demonstrate differences between firms are shown in the nearby table.

## Key Areas of Differences between Balanced and Quality-Oriented Firms

The results can be summarized as follows:

- Balanced firms were more proactive, forward-thinking and amenable to taking risk. This was particularly the case with customer focus where balanced firms made significant efforts, and took a fair amount of risk, to obtain new customers.
- Quality-oriented firms were reactive, focused on meeting present needs and risk-averse. While it was clear that these companies also focused on their customers, the primary focus was on existing customers rather than in pursuing new customers.

Much of the differences related to customer focus practices can be summarized as “proactive vs. reactive.” For example, balanced firms demonstrated their efforts to proactively focus on customer convenience. Both of the balanced firms had websites whereas neither quality-oriented firm had a website. While this alone may say little about the firms, it is their apparent views of the purpose or function of a website that helps shed light on the differences.

Both quality-oriented firms stated that they did not have a website since they did not have the capacity to take on new business (at

least prior to the recession). Therefore, the quality-oriented firms appeared to view the purpose of a website as primarily focused on attracting new customers. Of course, balanced firms also viewed their websites as a means to attract new customers. However, balanced firms' websites also allowed existing customers to download documents such as architectural drawings, to see videos of the firm's processes, to contact with company personnel outside normal business hours, etc.

Also within the area of "customer convenience" is the practice of developing standardized product lines. Balanced firms talked about how they had recently developed standard product lines. Of course, such standardization is common practice in that it helps streamline production and lower costs. Viewed from the company's point of view, it is difficult to make a case that such practices provide convenience to the customer. However, both balanced firms discussed how such standardization made it easier for their customers to specify and order products.

## Conclusions

It is important to recognize here that the quality-oriented firms in the study had not missed the boat with regards to innovation. These companies made it clear that they deliberately chose not to pursue innovation. Hence, a prerequisite for any recommendations based on this study is that a firm must first have innovation as part of its competitive strategy.

Findings from this study suggest that managers desiring to adapt their current quality management practices to achieve both quality and innovation performance should:

1. Change how the firm views innovation—from seeing innovation as simply technology to viewing it as a means to achieve other goals, such as quality and profitability
2. Work to alter the company culture such that it is more amenable to risk, forward-thinking, and being proactive. For example:
  - o Engage in strategic planning that goes beyond cost-cutting; seek to identify longer-term trends that may impact the firm and how the company might respond.
  - o Benchmark competitors. Much can be learned about best practices from

firms within and beyond a firm's industry sector.

- o Proactively focus on customers. This is perhaps the most significant difference between the balanced and quality-oriented firms. Managers should work to ensure their company takes the initiative to identify, communicate and respond to the needs of current as well as potential customers. One specific area of focus is customer convenience via the company

website and standardized product lines.

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# Damage Control

## The 10 Steps Of Crisis Communications

by Jonathan Bernstein

**Crisis:** Any situation that is threatening or could threaten to harm people or property, seriously interrupt business, damage reputation or negatively impact share value.

Every organization is vulnerable to crises. The days of playing ostrich are gone. You can play, but your stakeholders will not be understanding or forgiving because they've watched what happened with Bridgestone-Firestone, Bill Clinton, Arthur Andersen, Enron, Worldcom, 9-11, the Asian tsunami disaster, Hurricane Katrina, Virginia Tech and BP.

If you don't prepare, you *will* take more damage. And when I look at existing "crisis management" plans while conducting a "crisis document audit," what I often find is a failure to address the many communications issues related to crisis/disaster response. Organizations do not understand that without adequate communications:

- Operational response will break down.
- Stakeholders (internal and external) will not know what is happening and quickly be confused, angry, and negatively reactive.
- The organization will be perceived as inept, at best, and criminally negligent, at worst.

The basic steps of effective crisis communications are not difficult, but they require advance work in order to minimize damage. The slower the response, the more damage is incurred. So if you're serious about crisis preparedness and response, read and implement these 10 steps of crisis communications, the first seven of which can and should be undertaken before any crisis occurs.

### 1. Identify Your Crisis Communications Team

A small team of senior executives should be identified to serve as your organization's Crisis Communications Team. Ideally, the team will be led by the organization's CEO, with the firm's top public relations executive and legal counsel as his or her chief advisers. If your in-house PR executive does not have sufficient crisis communications expertise, he or she may choose to retain an agency or independent consultant with that specialty. Other team members should be the heads of major organization divisions, to include finance, personnel and operations.

Let me say a word about legal counsel. Sometimes during a crisis, a natural conflict arises between the recommendations of the organization's legal counsel on the one hand, and those of the public relations counsel on the other. While it may be legally prudent not to say anything, this kind of reaction can land the organization in public relations "hot water" that is potentially as damaging or even more damaging than any financial or legal ramification.

Fortunately, more and more legal advisers are becoming aware of this fact and are working in close cooperation with public relations counsel. The importance of this understanding cannot be overstated. Arthur Anderson lost its case and went out of business due to the judgment rendered by the court of public opinion, not the judgment of a court of law.

### 2. Identify Spokespersons

Within each team, there should be individuals who are the only ones authorized to speak for the organization in times of crisis. The CEO should be one of those spokespersons, but not necessarily the primary spokesperson. The fact is that some chief executives are brilliant business people but not very effective in-person communicators. The decision about who should speak is made after a crisis breaks, but the pool of potential spokespersons should be identified and trained in advance.

Not only are spokespersons needed for media communications, but for all types and forms of communications, internal and external, including on-camera, at a public meeting, at employee meetings, etc. You really don't want to be making decisions about so many different types of spokespersons while "under fire."

### 3. Spokesperson Training

Two typical quotes from well-intentioned organization executives summarize the reason why your spokespersons should receive professional training in how to speak to the media:

- "I talked to that nice reporter for over an hour and he didn't use the most important news about my organization."
- "I've done a lot of public speaking. I won't have any trouble at that public hearing."

Regarding the first example, there are a good number of people interviewed by CBS' "60 Minutes" or ABC's "20/20" who thought they knew how to talk to the press. In the second case, most executives who have attended a hostile public hearing have gone home wishing they had been wearing a pair of Depends.

All stakeholders, internal and external, are just as capable of misunderstanding or misinterpreting information about your organization as the media, and it's your responsibility to minimize the chance of that

happening. Spokesperson training teaches you to be prepared, to be ready to respond in a way that optimizes the response of all stakeholders.

#### 4. Establish Notification Systems

Remember when the only way to reach someone quickly was by a single phone or fax number, assuming they were there to receive either?

Today, we have to have—immediately at hand—the means to reach our internal and external stakeholders using multiple modalities. Many of us have several phone numbers, more than one email address, and can receive SMS (text) messages or faxes. Instant Messenger programs, either public or proprietary, are also very popular for business and personal use. We can even send audio and video messages via email. Depending on how “techie” we choose to be, all of this type of communication, and more, can be received on or sent by a single device!

It is absolutely essential, pre-crisis, to establish notification systems that will allow you to rapidly reach your stakeholders using multiple modalities. The Virginia Tech catastrophe, where email was the sole means of alerting students initially, proves that using any single modality can make a crisis worse.

Some of us may be on email constantly, others not so. Some of us receive our cell phone calls or messages quickly, some not. If you use more than one modality to reach your stakeholders, the chances are much greater that the message will go through.

For a long time, those of us in crisis management relied on the old-fashioned “phone tree” and teams of callers to track people down. But today there is technology that can be set up to automatically start contacting all stakeholders in your pre-established database and keep trying to reach them until they confirm that the message has been received.

#### 5. Identify and Know Your Stakeholders

Who are the internal and external stakeholders that matter to your organization? I consider employees to be your most important audience, because every employee is a PR representative and crisis manager for your organization whether you want them to be or not! But ultimately, all stakeholders will be talking about you to others not on your contact list, so it's up to you to ensure that they receive the messages you would like them to repeat elsewhere.

#### 6. Anticipate Crises

If you're being proactive and preparing for crises, gather your Crisis Communications Team for brainstorming sessions on all the potential crises which can occur at your organization. There are at least two immediate benefits to this exercise:

- You may realize that some of the situations are preventable by simply modifying existing methods of operation.
- You can begin to think about possible responses, about best case/worst case scenarios, etc. Better now than when under the pressure of an actual crisis.

In some cases, of course, you know that a crisis will occur because you're planning to create it, e.g., to lay off employees, or to make a major acquisition. Then, you can proceed with steps 8 to 10 below, even before the crisis occurs.

#### 7. Develop Holding Statements

While full message development must await the outbreak of an actual crisis, “holding statements”—messages designed for use immediately after a crisis breaks—can be developed in advance to be used for a wide variety of scenarios to which the organization is perceived to be vulnerable, based on the assessment you conducted



## Common Crisis Flashpoints

*Anything that can go wrong will go wrong.—Murphy's Law*

Although the potential sources of organizational crises are virtually limitless, many types of crises are fairly common and routinely covered by local or national media. Following are some of these more common crisis flashpoints.

- Product quality or performance issues
- Occupational health and safety issues
- Natural disasters
- Fire
- Targeting by activist groups
- Workplace discrimination or harassment complaints
- Misfeasance, malfeasance
- Workplace threats/violence
- Disgruntled employee lawsuits
- Employee misconduct
- Organizational restructuring or sale
- Government investigation
- Regulatory review or action
- Legal disputes
- Labor strikes/disputes

in Step 6 of this process. An example of holding statements by a hotel chain with properties hit by a natural disaster—before the organization headquarters has any hard factual information—might be:

- “We have implemented our crisis response plan, which places the highest priority on the health and safety of our guests and staff.”
- “Our hearts and minds are with those who are in harm’s way, and we hope that they are well.”
- “We will be supplying additional information when it is available and posting it on our website.”

The organization’s Crisis Communications Team should regularly review holding statements to determine if they require revision and/or whether statements for other scenarios should be developed.

## 8. Assess the Crisis Situation

Reacting without adequate information is a classic “shoot first and ask questions afterwards” situation in which you could be the primary victim. But if you’ve done all

of the above first, it’s a “simple” matter of having the Crisis Communications Team on the receiving end of information coming in from your communications “tree,” ensuring that the right type of information is being provided so that you can proceed with determining the appropriate response.

Assessing the crisis situation is, therefore, the first crisis communications step you can’t take in advance. But if you haven’t prepared in advance, your reaction will be delayed by the time it takes your in-house staff or quickly-hired consultants to run through steps 1 to 7. Furthermore, a hastily created crisis communications strategy and team are never as efficient as those planned and rehearsed in advance.

## 9. Identify Key Messages

With holding statements available as a starting point, the Crisis Communications Team must continue developing the crisis-specific messages required for any given situation. The team already knows, categorically, what type of information its stakeholders are looking for. What should those stakeholders know about *this* crisis? Keep it simple. Have no more than three main messages for all stakeholders and, as necessary, some audience-specific messages for individual groups of stakeholders.

## 10. Riding Out the Storm

No matter what the nature of a crisis, no matter whether it’s good news or bad, no matter how carefully you’ve prepared and responded, some of your stakeholders are not going to react the way you want them to. This can be immensely frustrating. What do you do?

- Take a deep breath.
- Take an objective look at the reaction(s) in question. Is it your fault, or their unique interpretation?
- Decide if another communication to those stakeholders is likely to change their impression for the better.
- Decide if another communication to those stakeholders could make the situation worse.
- If, after considering these factors, you think it’s still worth more communication, then take your best shot!

## “It Can’t Happen To Me”

When a healthy organization’s CEO or CFO looks at the cost of preparing a crisis

communications plan, either a heavy investment of in-house time or retention of an outside professional for a substantial fee, it is tempting for them to fantasize “it can’t happen to me” or “if it happens to me, we can handle it relatively easily.”

Hopefully, that type of ostrich-playing is rapidly becoming a thing of the past. Yet, thousands of organizations hit by Hurricane Katrina, when all was said and done, suffered far more damage than would have occurred had they had a fully developed crisis communications plan in place. This has also been painfully true for scores of clients I have served over the past 25 years. Even the best crisis management professional is playing catch up—with more damage occurring all the time—when the organization has no crisis communications infrastructure already in place.

## The Last Word—For Now

I would like to believe that organizations worldwide are finally “getting it” about crisis preparedness, whether we’re talking about crisis communications, disaster response or business continuity. Certainly client demand for advance preparation has increased dramatically in the past half-decade, at least for my consultancy. But I fear that there is, in fact, little change in what I have said in the past, that 95 percent of American organizations remain either completely unprepared or significantly under-prepared for crises. And my colleagues overseas report little better, and sometimes worse, statistics.

**A hastily created crisis communications strategy and team are never as efficient as those planned and rehearsed in advance.**

Choose to be part of the prepared minority. Your stakeholders will appreciate it!

*Jonathan Bernstein is president of Bernstein Crisis Management, Inc. in Sierra Madre, California ([www.bernsteincrisismanagement.com](http://www.bernsteincrisismanagement.com)). He can be reached at [jonathan@bernsteincrisismanagement.com](mailto:jonathan@bernsteincrisismanagement.com).*

## Upcoming Events

### APRIL

- 5-7** Joint International Symposium on Wood Composites and Veneer Processing and Products, Seattle, Wash., [www.woodsymposium.wsu.edu](http://www.woodsymposium.wsu.edu)
- 13-15** International Wood Products Association World of Wood 2011, New Orleans, La., [www.iwpa.org](http://www.iwpa.org)

### MAY

- 1-3** National Association of Home Builders Green Building Conference, Salt Lake City, Utah, [www.nahb.org](http://www.nahb.org)
- 1-3** Composite Panel Association Spring Meeting, Scottsdale, Ariz., [www.pbmdf.com](http://www.pbmdf.com)
- 4-6** NAWLA annual conference and regional meeting, Portland, Ore., [www.nawla.org](http://www.nawla.org)
- 10** International Wood Markets Group Global Wood Products Industry and Market Conference, Vancouver, BC, [www.woodmarkets.com](http://www.woodmarkets.com)
- 11** PricewaterhouseCoopers Annual Global Forest & Paper Industry Convention, Vancouver, BC.
- 12-14** American Institute of Architects Annual Convention and Design Exposition, New Orleans, La., [www.aia.org](http://www.aia.org)
- 16-18** 11th annual International Conference on Wood & Biofiber Plastic Composites, Madison, Wis., [www.forestprod.org](http://www.forestprod.org)

### JUNE

- 19-21** Forest Products Society 65th International Convention, Portland, Ore., [www.forestprod.org](http://www.forestprod.org)
- 22** Society of Wood Science & Technology International Convention, Portland, Ore., [www.swst.org](http://www.swst.org)

### JULY

- 20-24** Southeastern Lumber Manufacturers Association Annual Conference, Amelia Island, Fla., [www.slma.org](http://www.slma.org)

### AUGUST

- 9-10** Southern Forest Products Association Annual Meeting, Atlanta, Ga., [www.sfpa.org](http://www.sfpa.org)
- 11-12** SFPA Forest Products Machinery & Equipment EXPO, Atlanta, Ga., [www.sfpaexpo.org](http://www.sfpaexpo.org)

### OCTOBER

- 5-7** US Green Building Council Greenbuild International Conference and Expo 2011, Toronto, Ontario, [www.greenbuildexpo.org](http://www.greenbuildexpo.org)
- 19-21** NAWLA Traders Market, Las Vegas, Nev., [www.nawla.org](http://www.nawla.org)
- 22-24** APA Annual Meeting and Info Fair Supplier Exhibition, New Orleans, La., [www.apawood.org](http://www.apawood.org)

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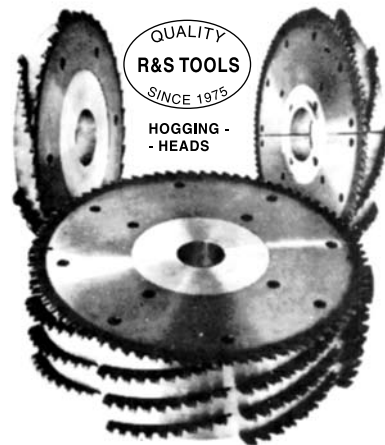
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