

2008 SUNY-ESF/CPBIS TECHNOBUSINESS FORUM ***Market Dominance Through Enterprise Transformation***

October 22, 2008 ~ Renaissance Hotel in Syracuse, New York

Ever increasing turbulence ~ economic, social and political, environmental and industrial ~ has reduced or eliminated the effectiveness of once powerful enterprise improvement programs. Continuous improvement and streamlining operations remain necessary but are far from sufficient in assuring survival... much less your firm's sustained success. Enterprise Transformation is rapidly replacing past approaches, focused on incremental change, with more aggressive and corporate-wide initiatives designed to impact the very strategies, structures and human systems of the corporation.

This powerful program, a reprisal of the first of its kind presented within the Paper Industry in May in Atlanta, GA, addressed:

- *What exactly is Enterprise Transformation and why is it crucial now?*
- *What is the role of culture in an effective Enterprise Transformation?*
- *What is current "Best Practice" in Enterprise Transformation?*
- *What key business forces will drive/ impact greatly Enterprise Transformation looking out?*
- *How well are you prepared and how can you benefit from Enterprise Transformation now?*

Senior executives interacted with leaders from the nations' leading Enterprise Transformation Center – Enterprise 2020, Verso Paper, Kimera, and The Sinclair Group. Joining them were renowned thought leaders in energy, fiber, and sustainability. The executive leaders' and key issues' sessions in this unique, powerful, and very rewarding program addressed both strategy and execution.

Enterprise Transformation ~ Perspectives and Applications

A MANAGEMENT PERSPECTIVE OF ENTERPRISE TRANSFORMATION

Key differences between today's dominant and dying enterprises. Corporate strategies that create value with customers. Business structures, distinctive competency based, that combine focus and flexibility. Management systems that create stretch cultures and dramatic increases in employee value.

WORK PLACE CULTURE ~ A CRITICAL ELEMENT OF ENTERPRISE TRANSFORMATION

Business transformations are typically driven by technical factors. This session will explore the value of cultural intervention to accelerate, optimize and sustain the value realized by business transformation. Specific reference will be made to effective actions required to produce success.

EVOLVING DRIVING FORCES

Many industries have gone through periods of fundamental change, often when the nature of emerging driving forces shape and change the rules of the game. This session focused on the nature of three selected key driving forces ~ sustainability, energy, and fiber ~ and how they relate to Enterprise Transformation.

EXECUTIVE LEADERS' PANEL

Executive leaders comprised a cross industry panel to provide top executive expertise and experience on Enterprise Transformation.

FORUM PARTICIPANTS

The forum co-moderators/ hosts were *Dr. Jacquelyn McNutt*, Executive Director CPBIS and *Mr. Rainer Häggblom*, recent Chairman of Pöyry Consulting and current Managing Director of Häggblom&Partners out of Helsinki, Finland. *Dr. Michael D. Oliff*, Director, Enterprise 2020, School of Management, University of Texas at Dallas delivered the keynote. Other participants were *Mike Jackson*, CEO of Verso Paper; *Hannu Merlati*, Regional President - North America Kimera; *Dr. Michael Herbert*, Principal and SVP, Sinclair Group; *George Weyerhaeuser*, Senior Fellow, World Business Council for Sustainable Development and Former Senior VP, Technology, Weyerhaeuser Co.; *Dr. Marilyn Brown*, School of Public Policy, Georgia Institute of Technology and Oak Ridge National Laboratory Visiting Scientist; and *Dr. Paul Stuart*, Ecole Polytechnique.

CO-HOSTS ~ *State University of New York Environmental Sciences and Forestry (SUNY/ESF) and the Center for Paper Business and Industry Studies (CPBIS at the Georgia Institute of Technology*