

David E. Knox

**Director, Venture Technology
MeadWestvaco Corporation**

E-mail: dave.knox@meadwestvaco.com

Panel

**Technology / Business-Based Opportunities
For the Forest Products Industry**

An Industry Perspective

- Facilitating Innovation and Transfer:
 - ✓ *Defining true new market targets*
 - ✓ *What do our products really offer?*
 - Why do they sell?
 - ✓ *How will we technologically do it?*
 - ✓ *How about competencies?*
 - ✓ *The capital issue?*

An Industry Perspective

✓ ***Defining true new market targets***

- The Forest Products Industry has largely been a GNP growth area
- Disruptive influences have altered this dynamic in many segments (Especially Coated Papers)
- Classic Product lines will certainly remain and provide cash flow – and – new properties will need to be developed to map to new markets

An Industry Perspective

✓ *What do our products really offer?*

- Do we emphasize value?
- Have we been complacent in the face of competition?
- How do we redesign our image?

An Industry Perspective

- ✓ ***How will we technologically do it?***
 - Give up old paradigms
 - Harvest from other areas
 - Focus on strengths

An Industry Perspective

✓ *How about competencies?*

- Evolve emphasis from “pure” paper focus
- What else can we do – especially in areas that we cannot see?

An Industry Perspective

✓ *The capital issue?*

- Are we too constrained by history and current resources to effectively innovate?

An Industry Perspective

