

2008 TechnoBusiness Forum

Creating New Ways to Thrive Inside the Paper Industry

**Buckman Laboratories
May 20, 2008**





Topics

- **Who is Buckman Laboratories**
- **Transformational Journey Overview**
- **Customer Intimacy**
- **Knowledge Sharing**
- **Strategic Plan**
- **Structure**
- **Getting People on the Bus!!**

Who is Buckman Laboratories?

- **Specialty Chemical Supplier Serving the Pulp and Paper, Water Treatment and Leather Markets**
- **1,500 Associates**
- **10 manufacturing locations in 9 Countries**
- **22 Offices in 19 Countries**
- **Operate in 90+ Countries**
- **\$538M in Sales; 11.2% Growth**
- **Founded in 1945; Privately-held**



Manufacturing & Tech. Centers

- **Memphis, TN, USA**
- **Cadet, MO, USA**
- **Montreal, Canada**
- **Cuernavaca, Mexico**
- **Campinas, Brazil**
- **Ghent, Belgium**
- **Wagga Wagga, Australia**
- **Hammarsdale, South Africa**
- **Singapore**
- **Shanghai, China**





Transformational Journey

- **Knowledge Sharing Culture**
- **Supplier Consolidation in the Paper Industry**
- **Baldrige Award Criteria**
- **Vision to Mission**
- **Robust Strategic Plan**
- **Getting People on Board**

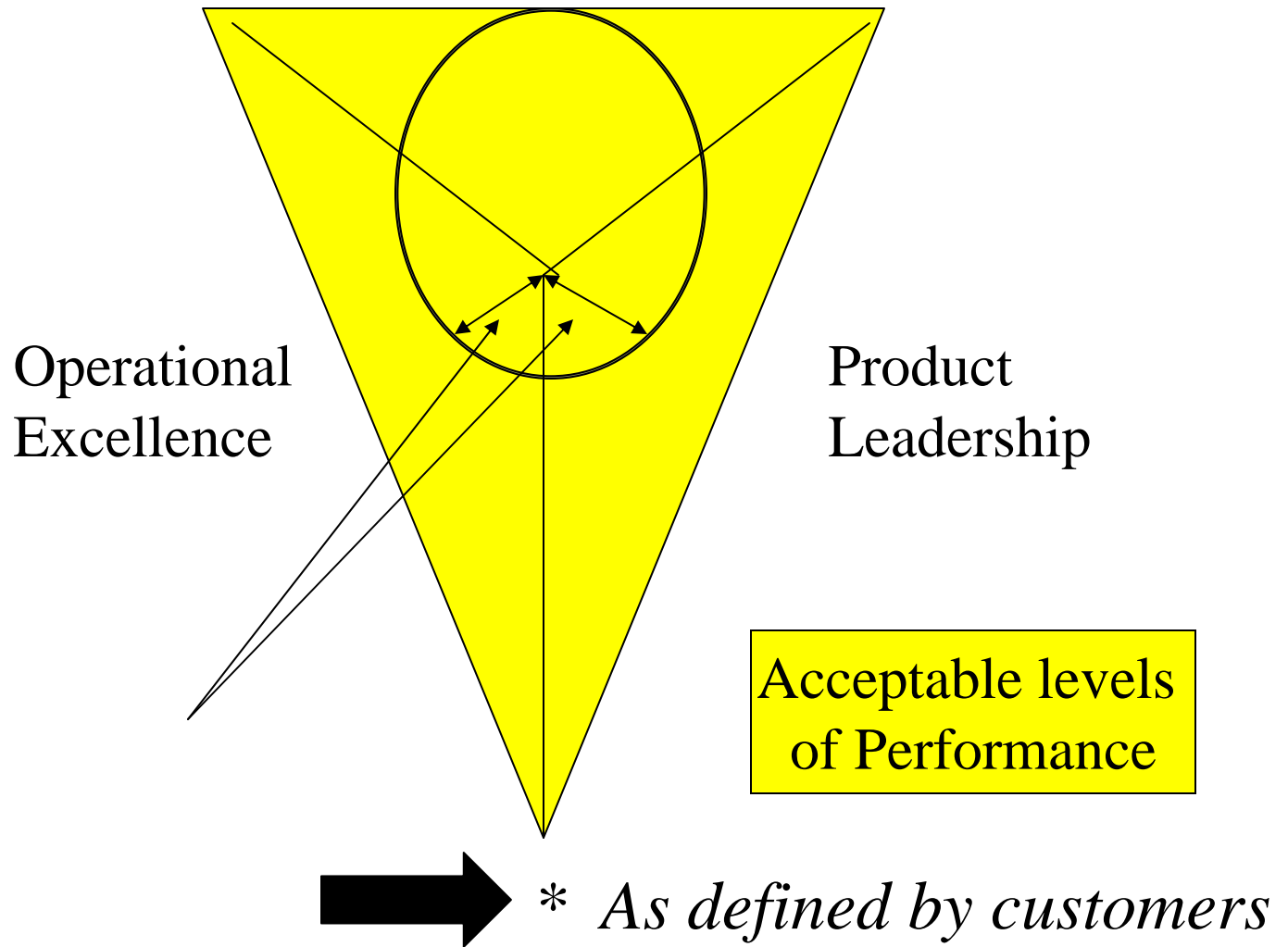


Market Disciplines

- **Customer Intimacy**
 - ...delivering customer-specific services and products, and the creative application of knowledge
- **Operational Excellence**
- **Product Leadership**



Customer Intimacy





Mission

**We, the associates of
Buckman Laboratories, will
excel in providing measurable,
cost-effective improvements
in output and quality
for our customers
by delivering *customer-specific
services and products,*
and the *creative application
of knowledge.***

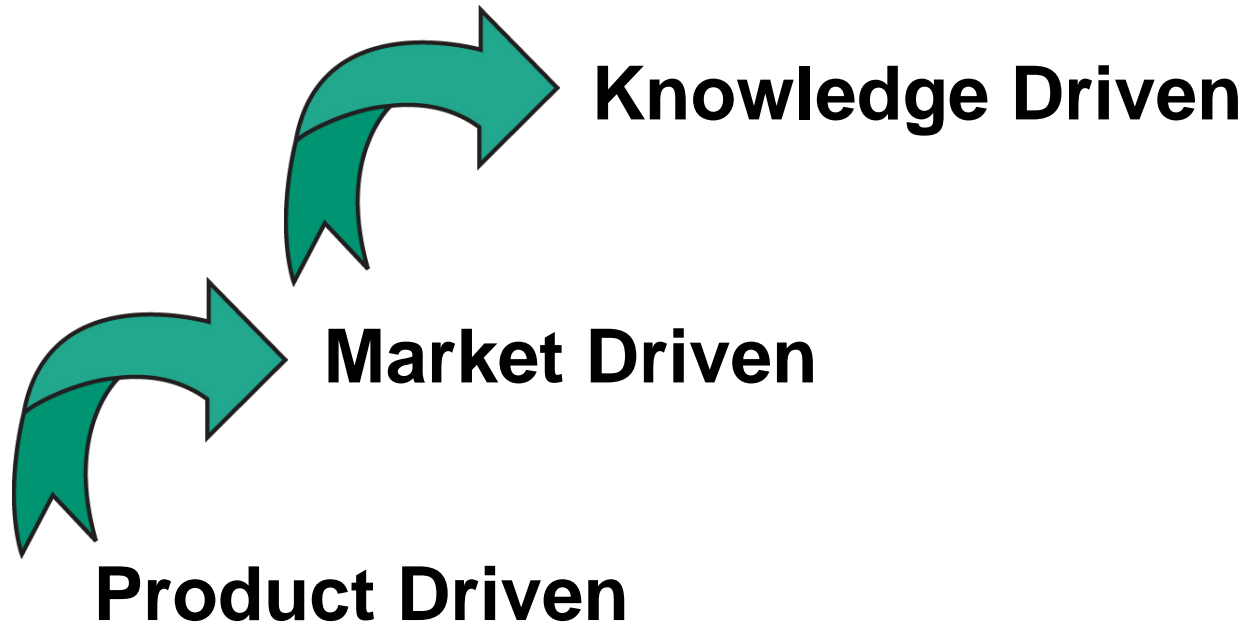


What Does Buckman Provide?

- **Unique Chemistries**
- **Problem-Solving Skills**
- **Application Knowledge**
- **Knowledge of Customer's Systems**
- **Ability to establish relationships based upon Faith & Trust**

Intangibles

Business Evolution





Knowledge Driven

“With everything else dropping out of the competitive equation, knowledge has become the only source of long-run sustainable competitive advantage, but knowledge can only be employed through the skills of individuals. The value of an individual's knowledge depends upon the smartness with which it is used in the entire system.”

Lester Thurow



Focus on Knowledge Sharing

- **Tapping into the knowledge and expertise of all our associates around the world**
- **Focus on becoming a learning organization**
- **Enhancing our knowledge sharing capabilities with our customer**
- **Applying knowledge to create value**



Strategic Plan

- **Creating Value**
- **Hedgehog Concept**
- **Understanding the Economic Drivers**
- **BHAG - Big Hairy Audacious Goals**
- **Linking the Role of Each Individual to the Plan**
- **Use the Plan as the Road Map**
- **Communicate, Communicate, Communicate**



Structure

- **Coordinated Regional Organizations**
- **Act consistently across the globe**
 - Processes that establish Standards without Standardization
- **Global Customer Teams**
- **Global Functional Workgroups**
- **High “Touch” Organization**



Getting on the Bus!!

- **What's in it for Me?**
- **Sharing the Vision**
- **Coaches**
- **Get the Right People on the Bus**
- **Get the Wrong People Off the Bus**
- **Stay the Course (with corrections!)**



Thank You!