

**FPA Strategic Planning Committee Meeting**  
**FPA Headquarters**  
**Conference Room**  
**Linthicum, Maryland**  
**Monday, February 4, 2002**  
**11:00 a.m. – 5:00 p.m.**

**MINUTES**

***Attendees***

Eric Jackson, Chairman	PHOENIX PACKAGING
Hank Denning	SKC AMERICA, INC.
Joyce Dickerson	RJR PACKAGING
Joseph Doyle	THE INTERFLEX GROUP, INC.
Glen Hunihan	THE INTERFLEX GROUP, INC.
Peter Kunk	COLUMBUS CELLO-POLY CORPORATION
Jeffrey Lammers	BEMIS COMPANY
Jim O’Leary	NATIONAL STARCH AND CHEMICAL COMPANY
Fredy Steng	PLIANT CORPORATION

***Staff***

Marla Donahue	FLEXIBLE PACKAGING ASSOCIATION
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Chairman Eric Jackson, called the meeting to order. Marla Donahue provided an anti-trust reminder.

**CURRENT FPA**

Marla Donahue provided an overview of the current membership, programs and structure of FPA. FPA offers the three major program areas common to most manufacturing association: government relations, industry information, and networking opportunities. In membership surveys, members have indicated that these are the areas of value to them.

FPA competes for membership with several related industry associations that also provide these programs to varying degrees. FPA currently represents about 55 percent of the \$20 Billion flexible packaging industry as identified by the Census Bureau. That \$20 Billion industry includes several segments that are currently not participating in FPA at a

significant level, including consumer products such as zip lock bags and trash bags, shrink and stretch film produces, and metalizers.

The level of member participation in FPA programs varies widely. Only 10 percent of associate members participate beyond the Annual Meeting. For the 2002 Annual Meeting 73 percent of Converters and 87 percent of Associates are attending. Approximately 35 percent of both Converters and Associates participate in the Fall Executive Conference. Approximately 45 percent of converters participate in the FPA financial surveys. Over

76 percent of converters participated in this years State of the Industry Overview Survey, and 47 percent of Associates participated.

### **STRENGTHS, WEAKNESSES, OPPORTUNITIES**

The Committee discussed FPA's strengths, weaknesses, and opportunities.

#### **Strengths include:**

- E.P.A./ E-Summit
- FPA staff
- Networking
- Industry data
- Reputation- Industry leader
- S.O.I.
- Esse Report
- Wage and Benefit survey
- Government/ Regulatory expertise
- Magazine contract
- Best Practices
- Working Committees
- Education/ learning opportunities
- Opportunity for immediate involvement
- Willingness/ ability to change
- Involvement of senior management from member companies

#### **Weaknesses include:**

- Limited member involvement
- Industry consolidation
- Stagnant revenues
- New member mentoring
- Media leverage
- Perception of value/ lack of communication (beyond membership)
- Activity vs. results orientation
- Value beyond current segments
- Industry data- end use data/ census
- Develop educational
- E-Summit- communicate value

#### **Opportunities include:**

- Leveraging media
- Becoming the "one click", "the Source" of industry information
- Leveraging our knowledge of environmental issues
- Growing membership
- Better, salable industry statistics
- Scanning for industry trends, markets, and technology

- Educational opportunities including leadership and best practices
- Working with packaging schools
- Tapping the supplier base to help develop better data
- Mentoring within member companies and new members

### **COMMITTEE MISSION AND GOALS**

The mission and goals of the committee were discussed. The committee agreed that their mission is to develop and recommend to the Board of Directors long-range strategic direction for the FPA that will bring value to the members and increase industry participation in the association.

To further the mission, the committee's goals include:

- 1) Defining the flexible packaging industry and recommending the segments of the industry FPA should represent
- 2) Identifying programs which individual companies cannot do as effectively as an association, and which would enable members to be more competitive
- 3) Identifying common problems and needs among the members and within the industry, and developing strategies for solving or dealing with these problems
- 4) Evaluating current programs and new opportunities that will add value to the members
- 5) Developing recommended objectives and time frames for programs and referring them to the appropriate FPA program committees
- 6) Measuring the effectiveness of all programs

Committee constraints include:

- The need to stay focused. FPA cannot be all things to all people.
- Recommendations should be practical, implementable, and saleable to organization.
- After the necessary initial meetings, the committee should meet bi-annually, with conference calls as necessary.

Committee Restraints

- By-laws
- Budget
- Resources
- Legal

### **5 YEAR VISION**

The Committee members were challenged to think about what they would like FPA to look like in 5 years. The following summarizes the members' visions.

- FPA would be recognized for its excellence.
- FPA would:

- be the hub of the industry, all industry data would be one click on the FPA website
  - provide leadership development and other educational opportunities
  - be the spokesperson for industry.
- There would be a greater diversity of membership, and FPA would delight new members with mentoring programs:
  - Within the industry
  - Within members' companies, bringing in a new generation of leaders
  - Globally
- Participation in FPA meeting would double
  - 150 at Fall Executive Conference
  - 100 at the E-Summit
  - Expand Best Practices to other corporate functions such as safety
- FPA would have identified and executed 3-4 opportunities
  - Fully functioning website
  - Formalized mentoring program
  - E-Summit/ FEC attendance exceeded expectations
- FPA would have developed other sources of revenue and only 50 percent of the revenue would come from dues
  - Trade booth on website
  - Selling industry information
- FPA industry information would be credible and verifiable, the statistics would be the best data available, and FPA would be a resource for everybody
- Other groups would have come under the FPA umbrella
- There would be one Packaging Association
  - Better offensive together, banded together
- There would be an FPA Media Advisory Group that would assist in communicating to all FPA audiences
- FPA would have found a way to work with end use markets

## **PRIORITIZING INITIATIVES**

The committee then participated in an exercise to prioritize the key initiatives discussed in the 5-year vision. The initiatives were organized into various goals and potential tactics for implementing each goal, and prioritized as follows:

**I. Goal**  
**Enhance the credibility of FPA industry information and become the Source of Information for the Industry, the “one click” concept**

**Potential tactics for implementing the goal**

Second phase of End-Use Market Report  
Follow mergers and acquisitions by strategic buyers and investment groups  
Weekly E-New on Industry  
Food Packaging Safety (Manufacturing Environment Security)  
Advice Paper on Reverse Auction  
Technical Manual  
*Terms for Flexible Packaging*  
Work with End-Use Associations to bring Speakers to FEC

**II. Goal**  
**Increase opportunities for Member Participation, adding diversity, depth and opportunities for members and new members**

**Potential tactics for implementing the goal**

Establish Meetings Program Committee  
Develop mentoring programs  
Expand Best Practices to other areas  
Award 1-year free membership to non-member winners of Achievement Awards

**III. Goal**  
**Improve Communications with Industry**

**Potential tactics for implementing the goal**

Leverage media to communicate value  
Establish Media Council  
Design new logo  
Develop Ad Campaign with Member Testimonials  
Produce Short Video to e-mail to prospective members and have on web site

**IV. Goal**  
**Developing a strategy that would bring association together with FPA**

**Potential tactics for implementing the goal**

Establish Divisions for Labels, Shrink and Stretch Film

Explore partnerships with

- Film & Bag Federation
- Tappi
- FTA
- Metalizers

**V. Goal**

Develop additional sources of revenue

**Potential tactics for implementing the goal**

Create advertising/trade show on Buyers Guide Section of Web Site

**VI. Goal**

**Offer Programs That Will Enable Members to Recoup their Dues**

**Potential tactics for implementing the goal**

Buying Groups

Insurance Program

Develop case studies of programs that have actually saved members money

**CONCLUSION**

- The committee agreed to present the results of the meeting to the FPA Board of Directors.
- The committee agreed to reconvene to begin evaluating program opportunities and defining the flexible packaging industry and the segments FPA should represent.

**ADJOURNMENT**

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Marla Donahue