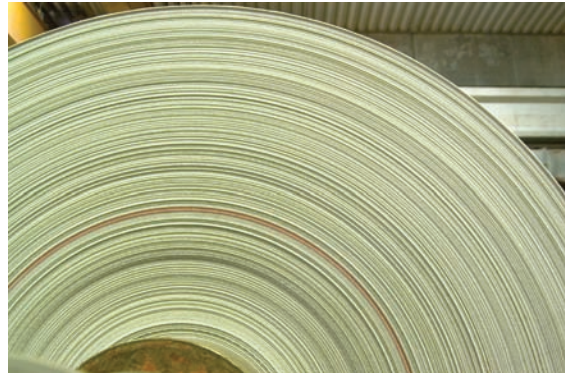




# New Product Developed In Three Days

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case study



"We're in an environment where we don't have the money, so we have to find a way to do more. Basically, our tag line is improving at a rate faster than the competition. When we started down the MVT® path of testing ideas, I didn't have a hard sell. People realized that we needed to do something to gain competitive advantage,"

says Keith Van Scotter, CEO of Lincoln Paper and Tissue (LP&T).

Van Scotter continues, "Lincoln Paper and Tissue was small enough to fail. It was in bankruptcy, shut down in 2004, and my partners and I, along with the help of outstanding workforce people who were willing to get in and put their nose to the grindstone, were able to purchase the mill and restart it in late May 2004. Today we're a privately-held company, 400 employees. We manufacture about 140,000 tons of paper and tissue annually, so roughly \$150 million of sales."

Earlier this year, Van Scotter had a problem. "This has been one heck of a tough year. At least in terms of our industry, 2009 is the worst year in history with demand down anywhere from five percent to thirty-five percent, depending upon the type of product and grade. Have a major problem? That's when you want to apply MVT®."

Cash Cappel, Vice President Paper Sales, needed to find volume. "We decided that we wanted to participate a lot heavier in the envelope market," he said. "We had some prior history, in which we had tried unsuccessfully to enter this market before."

Annette Smith-Wright, Technical Director, reports on the MVT® experiment designed to develop the ability to manufacture the new product: "Our high-payoff goal was to develop that envelope grade paper, and we needed to do it really fast because we were taking machine downtime and needed to get everybody back to work. We had thirty-six factors or ideas we wanted to test. Unfortunately, due to the manufacturing process, we weren't going to be able to evaluate all of those in time, so we had to whittle it down to just seven factors. We did the statistics to find out what helped the most, and there were four factors that we moved ahead with to manufacture our product."

Executives at QualPro Inc., which developed the MVT® process used by LP&T, said that they were not surprised by the accomplishment. CEO Charles Holland declared, "There is no better process in the world than MVT® to accelerate learning and drive innovation."

After a three-day MVT® experiment, Lincoln Paper & Tissue was able to produce a sellable product that kept their machine going. Cappel concludes, "We've recovered about twenty to twenty-five percent uptime on the paper machine. More uptime... everybody's working... It's really quite a success story!"