

POINT OF VIEW

By Garza Baldwin, Jr.

This company was launched 45 years ago by people who took charge of events rather than let events overtake them. They decided the time was right for starting production of cigarette paper in this country and that there was a better way to do it.

After 45 Years — The State of Our Businesses

This aggressive attitude put its stamp on this company and led to an unending pattern of growth and expansion. This same can-do spirit will also allow us to successfully meet the current challenges to the paper and cellophane industry.

Cellophane has survived a very difficult packaging market in 1982 and 1983. We've done it by cutting our operating and fixed overhead costs, increasing our productivity in all areas and maintaining excellent quality.

We reduced the size of our marketing staff 80 percent without adversely affecting service to our customers. We certainly didn't lose any share of the market and may have actually increased it.

I am impressed by the high morale and fighting spirit of our people in cellophane marketing and support operations. Our manufacturing and technical people have shown ingenuity and perseverance in keeping our film plants producing quality products at efficient levels.

If the economy continues to strengthen we are hoping to see an increase in domestic demand for our film products for the rest of 1983 and into 1984. We don't expect international sales to improve and they



could get worse. This is due to the strength of the U.S. dollar in overseas markets, which makes our products prohibitively expensive. The fiscal problems of many South American countries are making it almost impossible for us to continue to do business there.

The international monetary situation is also one of the factors increasing competition in domestic tobacco paper sales. Foreign paper producers can sell their products in this country at very competitive prices. At the same time, the cigarette companies in the United States are finding their products too expensive for many smokers in overseas markets. When our customers sell fewer cigarettes in export markets, they need less paper from us.

The excess of cigarette paper manufacturing capacity world-wide which

we have today is another threat to our prices and profits.

Today's demand for quality products is another important factor. Our competition is getting better and better at producing higher quality papers. Our customers are becoming increasingly competitive among themselves and are demanding more service and quality from paper suppliers. What was considered a superior product one year ago may no longer be acceptable.

The quality challenge, however, is also a real opportunity. We have made remarkable progress in the past six months in meeting this challenge. We have been able to do that mainly because of the outstanding response and commitment of all our people, particularly the first-line supervisors and hourly work force. We have seen growing awareness and concern for

quality by individual employees on a day-to-day basis. We also have invested heavily during the last several years in modernizing and upgrading our papermaking and converting facilities. These efforts are paying off and we have seen our customers acknowledge the results.

We are not finished. Quality is a moving target and I don't think we will ever be able to reduce our commitment and efforts.

We must also maintain our dedication to new product development. Many recent brand introductions or cigarette product improvements grew out of our research and development programs. These account for significant sales increases each year. Our people are currently developing and perfecting products which will meet the requirements of a cigarette industry facing increasing government regulation.

Cost effectiveness is the final component in our strategy for success. Increased competition and a high valued dollar will make it difficult if not impossible for us to pass our increased costs to our customers. Our customers have said they will go to our competitors if our prices are out of line. It is vital, therefore, to each and every one of us who is dependent on this business that we learn as quickly as possible how to make the highest quality products at the lowest possible cost and shorten the learning curve along which we are now advancing.

We must excel in quality, product development and cost effectiveness and take advantage of the opportunities awaiting us when the demand for cigarettes recovers in the U.S. market. We believe that the impact of the sharp price rise of cigarettes due to federal and state tax increases and the effects of inflation will dissipate by year end. Thus, we hope that 1983 will end on a positive sales curve. It is doubtful, however, that international sales will improve until the U.S. dollar reaches a more realistic value in relation to the other world currencies. Printing paper demand should continue to strengthen through 1983 and remain at a high level during 1984. ☪

From The Blue Ridge To The Big Apple



For Ms. Susan Aiken, Northeast Regional Manager for the Ecusta Paper and Film Group's printing paper marketing operation, the road from the quiet of Pisgah Forest to the bustle of Manhattan has been exciting and educational.

A sixteen-year Olin veteran, Susan joined Olin's Pisgah Forest operation in 1967 as a clerk/typist in the personnel records department. Hard work, dedication, and a willingness to learn started Susan moving into the area of finance and administration. A switch to the New Business Planning and Development team gave her an in-depth look at the business operation. Impressing superiors with both job knowledge and creative ability, Susan was selected to be secretary to the Director of Marketing, Fine Paper.

This new position initiated Susan into the world of marketing. For five

years under the tutelage of Harold Hellickson, then Director of Marketing, Susan learned much about the marketing of Olin's tobacco products and printing papers. She proved a very apt student. In 1978, she was named Sales Representative—Specialty Papers.

Susan had become part of the Ecusta Paper and Film Group marketing team. Working out of Pisgah Forest, she began to travel throughout the country calling on specialty paper users—straw wrap, hairwave paper, tampon wrap. It was a time for the exhilaration of getting the order, a time for the loneliness of being many miles away from home.

In 1980, Susan was named Accounts Manager—Midwest, Printing Paper in Chicago, a very large step from the clerk/typist position 14 years previous. Now traveling in eight mid-western states, calling on over 20 merchants, and handling innumerable end-user accounts, Susan was truly in the main stream of field marketing. This year Susan was named to a key Olin printing papers field position, Northeast Regional Manager, which includes the Big Apple—New York City.

Susan appreciates the opportunities Olin has given her to grow in her career and to move into a large metro area. Asked the key to her success, Susan quickly answered, "Don't be afraid to set goals . . . work hard . . . expect to achieve . . . aim high." Her advice to those wishing a career in marketing, ". . . get an education . . . keep your mind active . . . and, most of all, be prepared." Good advice from an Olin achiever—Susan Aiken, Northeast Regional Manager, Printing Paper. ☪

TRIBUTE TO VOLUNTEERS



Max McCracken — Shoe Man

One Friday last month Max McCracken took 15 kids to the shoe store. Each left with a brand new pair of NIKE sneakers to start the school year. Without Max's efforts and the financial support of the Brevard Elks Lodge, these children would have started the school year in shoes many sizes too small or just plain worn out. Some may have skipped school, because they had no shoes at all.

As chairman of the Elks Shoe Program, Max has been taking kids to buy shoes for the past 13 years. On his days off from the film casting department, Max travels to all county schools from T.C. Henderson to Penrose. He travels over 800 miles per year and purchases over 300 pairs of shoes.

Max works very closely with county social service counselors and school officials who are on the alert for children who need Max's help. No

child, however, can leave school and go with Max without written permission from a parent.

Max does more than provide transportation to the shoe store and a ready wallet. Feet are sometimes washed and most need a new pair of socks. The ride home usually includes a stop for a can of pop or a bag of candy.

The moments Max remembers most are a little girl's request to be carried over a snow bank so her new shoes wouldn't be dirty before her mother got a chance to see them. The only thank you note Max ever received was from a kindergartner. Another child promised to stay in school if Max would return and buy her a pair of tennis shoes at the end of the school year.

These are Max's rewards, but our whole community is rewarded by the time, energy and concern of volunteers such as Max McCracken. ☪