



Small Business Newsletter

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Covering Issues That Affect you

Welcome to the INDA Small Business e-Report. This monthly e-publication provides INDA members with insight and advice on operating a successful small business in today's nonwovens industry.

INDA Now Accepting Nominations for 2011 Visionary Award

As the prestigious Visionary Award program prepares to celebrate its tenth anniversary next year, the nomination process for the 2011 Visionary Award is now open to the global nonwovens and consumer products industries.



INDA, Association of the Nonwoven Fabrics Industry, which sponsors the annual award, will be accepting nominations through September 1. First presented in 2002 at the inaugural VISION Consumer Products Conference in New Orleans, La., the award recognizes consumer end products that utilize nonwoven fabrics or employ nonwoven technology during their manufacturing process.

The 2011 Visionary Award will be presented at the VISION 2011 Consumer Products Conference, which moves to the West Coast and will be held January 10-12 at the Four Seasons Aviara in Carlsbad, Calif. The annual VISION Conference is organized by INDA and each year it brings together hundreds of executives from nonwovens and consumer products companies around the world for three days of education and networking.

The process and criteria for the 2011 Visionary Award are simple:

1. The finished consumer end product must contain a nonwoven fabric or utilize a nonwoven technology during its manufacturing process.
 2. The consumer product has to have been introduced to the trade or to consumers in 2009-10.
 3. The product cannot have been selected as a finalist in any previous Visionary Award competition.
 4. Companies can nominate their own products. While any number of products can be nominated, only one product per company will be selected as a finalist.
- Products will be judged on their novel use of nonwoven technology, as well as on their consumer and trade acceptance. Eligible consumer product categories include disposable diapers, feminine hygiene product, adult incontinence products, household wipes and home filters, among others.
- The nominees will be reviewed by an INDA selection committee and finalists will be selected to make presentations at the VISION 2011 Consumer Products Conference. Conference attendees will then vote

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on the recipient of the award and the recipient is announced on the final day of the VISION 2011 Consumer Products Conference.

Last January at the VISION 2010 Consumer Products Conference in New Orleans, the environmentally friendly Regenerated Cotton Wipe from Rockline Industries was named the recipient of the 2010 Visionary Award.

Previous recipients of the Visionary Award include Ahlstrom's Disruptor nonwoven water filter media

(2009); Kimberly-Clark's Spa Sensi-als personal care treatment (2008), Tyco Healthcare Retail Group's Swim Pants (2007); Chicopee's Disaster Relief Blanket (2006); Fiberweb's Resolution Print Media (2005); Church & Dwight's Brillo Scrub 'n' Toss (2004); FMJ ChemBio's Civilian Quick Escape Mask (2003); and Procter & Gamble's Swiffer (2002).

Industry members may nominate a product at the INDA website – www.inda.org – and following the links to the nomination form on the

site. Products can also be nominated by emailing an explanation of the product to Michael Jacobsen, Visionary Awards coordinator, at [mjacobson@inda.org](mailto:mjacobsen@inda.org). Samples of the product should also be sent to Michael Jacobsen, INDA, 37 Page Drive, Oakland, NJ 07436 USA.

Call 201-396-7005 with any questions. For more information on the VISION 2011 Consumer Products Conference, log on to www.inda.org.

Nonwoven Technology Aiding in Containing Gulf Oil Spill

An industry more known for its baby diapers, household wipes and medical products is making a vital contribution to the containment and cleanup of the massive BP oil spill in the Gulf of Mexico.

Among the many materials and devices being utilized to protect the sensitive Gulf Coast from the largest oil spill in history are adsorbent "booms" primarily made from polypropylene nonwovens. These booms basically consist of a nonwoven tube filled with a number of different polypropylene materials, primarily made from a nonwoven process known as meltblowing. The

booms are laid down in the water and their properties attract and adsorb the oil from the water better than any other known similar product.

INDA says its members – many of them smaller companies specializing in these types of products – are playing a crucial role in the desperate effort to contain the BP oil spill that threatens hundreds of miles of sensitive coastline.

"Nonwovens companies are producing the products that are proving most successful in adsorbing the oil that is flowing out of the

BP well," says Rory Holmes, president of INDA. "Many have stepped up production to meet this incredible, unforeseen demand for melt-blown nonwovens."



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From a technical perspective, polypropylene meltblown nonwovens are proving to be particularly effective because their specific gravity is lighter than water, so the booms are able to float on the water's surface. In addition, polypropylene has an affinity for oil that allows it to adsorb the oil in great quantities. The products utilize meltblown polypropylene as the oil adsorbent because the meltblown fiber diameter is extremely fine and cumulatively presents a large surface to attract and hold onto the oil.

The extremely fine meltblown fibers can adsorb much more oil than

most other products - up to 25 times its weight, compared to clay oil absorbent granules, which only absorb up to three times their weight - due to greater surface area of meltblown per a given unit. They work by collecting the oil on the surface of the fibers. "This meltblown technology is playing a vital role in the cleanup efforts and in slowing the spread of this massive oil spill," says Holmes. "Our member companies are working diligently to meet this unprecedented demand."

As another option to deal with the massive oil spill, raw cotton acts a lot like meltblown polypropylene and does not absorb water, floats

on the surface of water and has a great affinity for oil. Several nonwoven processes can convert raw cotton into very effective oil sorbents.

A demonstration of how this meltblown technology and these products work is available at www.inda.org. For a list of companies making products that are being used in the cleanup and containment of the Gulf oil spill, go to <http://www.inda.org/sorbents>.

Inaugural RISE Technical/Marketing Conference to Feature Workshop on Innovation and Profitability



Stimulating innovation with the goal of profitability and cutting costs is the focus of the inaugural Research, Innovation & Science for Engineered Fabrics (RISE) Conference, which will take place September 20-23 in Baltimore, Md. Organized by INDA, Association of

the Nonwoven Fabrics Industry, RISE will provide information and stimulation for innovation in all aspects of the development, production, marketing and sales of disposable and durable nonwovens and engineered fabrics to help companies compete in the ever-changing 21st century marketplace.

Among the world-class speakers at RISE are:

- Chuck Pelly, the legendary designer of BMW's X5 and 3-Series,

who will speak on the decision-making process all auto designers use and incorporating nonwoven fabrics into the decision-making tree.

- John Wilbanks, of Creative Commons-GreenXchange, who will speak on harnessing the power of collaboration through Nike's digital platform for sharing sustainability innovations on a global scale.

• Karl-Michael Schumann, former Senior Executive with Procter & Gamble and now an independent Innovation Advisor and Coach. His presentation will explain on how buy-in from both management and R&D teams is key for a successful corporate innovation program.

One of the highlights of RISE will be a special workshop on "Leveraging Innovation to Drive Profitable Growth." The agenda includes discussions on Innovation and Inventions, descriptions of 10 types of innovation and examining the characteristics of innovation leaders. Another highlight of the workshop will be sessions on "Suggestions for an Innovation Engine" and "Innovation Exercise."

The target audience for the premiere event ranges from product managers and technical sales and marketing executives to product engineers, purchasing managers and research engineers at both consumer and industrial products companies.

"An important focus of RISE will be the use of nonwovens and engineered fabrics in emerging markets, specifically in green energy and sustainability," says INDA President Rory Holmes. "In addition, RISE will focus on markets as diverse as hygiene and automotives, as challenging as construction and as innovative as consumer products,"

As with all INDA events, networking among suppliers and customers will also be a key component of RISE,

Holmes adds. "RISE will facilitate the sharing of ideas and strategies that will drive our industry as a whole into the future," Holmes adds. "It is about the business moving forward together for the benefit of all individuals and companies."

Registration for the full RISE Conference and Workshop for INDA members is \$1,000 before August 15 (\$1,200 after August 15.) For non-INDA members, registration is \$1,400 before August 15 (\$1,680 after August 15). Separate registration packages are also available for the Workshop only and for the Conference only.

For more information on the Research, Innovation & Science for Engineered Fabrics (RISE) Conference: www.inda.org.

Healthy Employees Make Healthy Businesses

Investing in your employees' health can help your bottom line. According to Success magazine, research indicates wellness programs improve the health, morale and productivity of employees and enhance communication and loyalty. And they can be tailored to the size and budget of your business.

For every dollar invested in health promotion, small businesses can save between \$3-5 in health and safety costs, including medical expenses, absenteeism and workplace accidents, according to the Small Business Wellness Initiative, a community collaborative project funded by the Department of Health and Human Services.

Take a look at what some companies are doing.

L.L. Bean, a clothing and outdoor recreation company in Freeport, Maine, requires stretch breaks for employees several times a day. L.L. Bean also provides information on smoking cessation, nutrition, weight and stress management.



Confluence, a Pittsburgh-based software company, encourages healthy living by installing bike racks and workplace showers for employees to take midday jogs. The company also started health challenges, with prizes as incentives for winners, including \$1,500 toward exercise equipment, a gym membership or a spa package.

Workers at Lincoln Industries, a metal-finishing company in Lincoln, Neb., compete in an annual Wellness Olympics, with events like trash-can basketball.

Small businesses can begin with little changes, like replacing vending machine junk food with healthier snacks, distributing healthy living information from the Small Business Wellness Initiative (www.SBWI.org), inviting a local nutritionist or personal trainer to come in for lunch-and-learn events with employees, encouraging employees to form teams for walking or other activities and supporting community events like fun runs or charity walks.

Planning for “Life Events” in Your Business

As a small business owner, is your business prepared for the “life” events that are coming? According to financial expert Keith Kohler on the executive coaching website ScalePassion.com, often entrepreneurs are not. As we move through college graduation season, says Kohler, proud parents everywhere are celebrating their children's accomplishments. But as an entrepreneur, planning for these “life events” in your business can be a daunting task.

These “life events” deeply influence business decision-making, some-

times providing a needed subjective viewpoint or a “balance,” other times overwhelming or destroying sound judgment. If you are not prepared to deal with these inevitable effects, you put significant risk on your business, your relationships and your mental health. But you can be prepared by quantifying these life events and reflecting them in your planning.

It's straightforward – you must receive the take-home pay (whether in a salary or a distribution) you need when you need it. Beyond the normal monthly house-

hold budget, you should lay out the likely one-time life events you will experience for the next five years. And you will want to have 100% confidence as to those requirements for the next two years, because that's how long it might take to adjust your business to make sure it can spin off the cash you will need.

Beyond the typical categories – education, weddings, purchasing a home, vacations – be sure to include charitable contributions or any of your “dreams.” Once you know the number, this becomes



your new personal metric that you should track alongside your key operational measurements like gross margin, net income, or revenue.

A note of caution: Achieving your personal metric, especially if it is a high cash requirement, may result in you becoming more conservative with your management (i.e., less willing to take on risk) or possibly minimizing investments such as new product launches or ramping up new trade accounts. Don't let your shorter-term personal metric

take away from your medium to longer-term operational goals. Also, carefully consider that outside lenders or investors will have their expectations (covenants, scaling your business, etc.) – and “taking money out of the business” can often be a contentious discussion. Only you can determine the importance of that dream vacation or paying for your child's college, but it's very important that you quantify your priorities and start planning for them now.

What Would Happen to Your Business If You Got Hit by a Bus?

Ever lay in bed at night wondering what would happen to your business if you got hit by a bus? Or maybe it's not you, but that key employee or the salesperson that brings in the bulk of your revenue...According to Operations Manual expert Julia Aquino, an expert on ScalePassion.com, “I have seen more than a few high-growth, successful companies ‘crash and burn’ because they were not prepared for the worst case scenario.”

Here's a scenario to consider from Aquino:
What if you had a relatively large,

very specialized law practice with 10 attorneys, support staff and an office manager? You are very successful and sought after for the big cases. Although processes, procedures, etc. are not documented, everything runs relatively smoothly, although maybe it's a little chaotic at times. You, as the founder of this law firm, have your fingers into everything legal and business related. Your office manager runs the everyday – does the accounting, associate billing, recordkeeping, payroll, opens and closes the office, works with IT, responds to any issues that arise and lots more - basically keeps everything (other than the legal) operational.

Then one day your office manager quits – just doesn't come in - ever again. Did I mention that nothing he does is documented? All the information about running your office just walked out the door – so now you are scrambling to make sure the electric bill gets paid – but...where are the bills kept? What is the access code to the online files? How do you process payroll? How do you bill your clients? You get the picture.

Next, you, the founder, come down with H1N1 and end up in the hospital – where you contract a staph infection. No problem, right...your lead

attorney can handle the chaos that is spreading for just a couple of weeks - except he also gets sick and ends up in the hospital with MRSA.

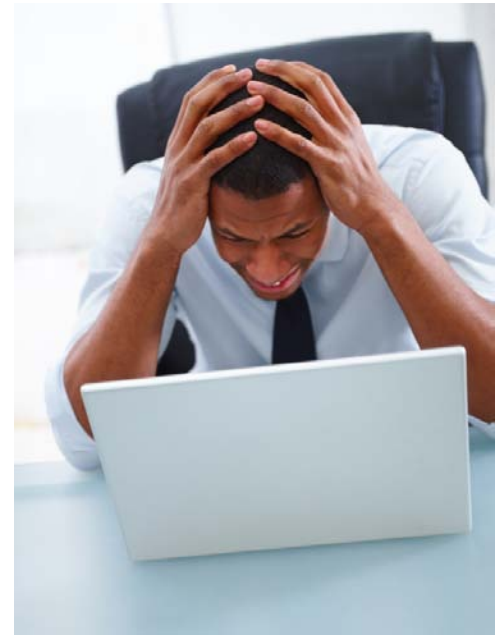
No one who is left on staff knows how to get a bill paid. No one has access to the checking account or knows how to access any accounts online. No payroll...no data is being backed up...court dates are being missed...now the lights and phone are turned off...you can imagine the rest.

Here's the kicker...this is a true story! It's heartbreaking because what was once a thriving, successful law firm is no longer in existence. The founder has to rebuild, not only her practice, but her reputation.

Here's the answer to avoiding nightmare scenarios like this one and getting a good night's sleep! Put into place systems and procedures that work, are documented, implemented and utilized – in essence – create an Operations Manual. Operations Manuals can change the dynamics and success levels of an organization and can create profound change in the way the organization operates.

What can you do to start insuring your business' continuation if you or a key employee is "hit by a bus"? Document your operations:

1. Start to document what you do every day – from opening the door in the morning to locking it at night – keep a notebook or journal next to you and jot even the most obvious tasks down on paper (or an online journal on your desktop).
2. Have every person on your staff do the same thing.
3. Document and implement new policies and procedures, as required, to protect your business.
4. Don't wait till someone gets hit by a bus. Start today!



INDA EVENTS CALENDAR

Please visit <http://www.inda.org/events/index.html> for a complete list of upcoming events organized by INDA.

INDA Nonwovens Training Course

INDA Headquarters
June 15-17, 2010
Cary, North Carolina

INDA Elementary Training Course

July 20-21, 2010
INDA Headquarters
Cary, North Carolina

FILTRATION 2010

International Conference & Expo
November 30-December 2, 2010
Pennsylvania Convention Center
Philadelphia, Pennsylvania

World of Wipes 2010

International Conference
June 21-23, 2010
InterContinental Chicago
Chicago, Illinois

RISE

Research, Innovation & Science for
Engineered Fabrics Conference
September 20-23, 2010
Hilton Baltimore
Baltimore, Maryland

VISION 2011

Consumer Products Conference
January 10-12, 2011
Four Seasons Aviara
North San Diego, CA