



**Peter Berg**  
Practice Manager  
McKinsey & Company, Sweden

Peter Berg is the Practice Manager for McKinsey & Company's Pulp & Paper Practice. He organises and coordinates the industry-specific support to project teams around the world. Peter joined the Stockholm office of McKinsey in 1992 as a generalist consultant and project manager and has worked with companies in several industries, including telecom, transportation, energy, and pulp and paper. He has been the Practice Manager for the Pulp & Paper Practice since 1997. Peter earned his MBA from INSEAD in 1994. He also holds a Master of Science degree in Materials Engineering from the University of Houston and a Master of Science degree in Engineering Physics from Uppsala University.



**Yvette Blume**  
Project Manager  
TransCare, Germany

Yvette Blume, born in 1976, studied Geography, Economics, and Political Science at Heidelberg and Sussex Universities (UK). She obtained her Diplom degree in Geography in 2002. Her thesis dealt with The Liberalisation of the German Rail System. She started her professional career at the Rheinbahn (local passenger transport provider) in Düsseldorf. Before joining TransCare in 2005, she was a Project Manager for the regional rail freight company ConTrain in Mannheim, where she was responsible for the integration of rail into production systems. She is now a Project Manager at TransCare. Ms Blume has close connections to Heidelberg University and is a member of the German Association of Applied Geography.



**Monique Bollen**  
Marketing Director  
PaperlinX Europe, The Netherlands

Born in Maastricht (1969), The Netherlands, Monique joined the paper industry immediately after graduating. She spent the first half of her career working in various marketing functions at paper mills (KNP Publication Paper, KNP Leykam) before continuing her career with paper merchants (Buhrmann, PaperlinX). During her 15 years of experience she has been responsible for many value creation projects on a national and pan-European scale. While at Buhrmann she launched the Hello coated paper brand, which quickly became an industry leader. She is currently responsible for developing the European marketing strategy for PaperlinX, with a key focus on e-Commerce and the international brand portfolio. Her professional passions lie with developing

customer orientation and building brands.

Monique holds a BBA and a cum laude MBA degree from Nyenrode University, The Netherlands.

Privately, she loves reading, cooking and classical music.



**Bruno Cavalier**  
Senior Economist,  
Crédit Agricole S.A., France

Bruno Cavalier, born in 1968, graduated from the Panthéon-Assas University in Paris, where he obtained degrees in Finance and a PhD in economics (1997) and served four years as a Research Assistant with specialization in monetary theory and fiscal policy. Over the last ten years, he served as an economist in various institutions (forecasting institute, banks). Since 2001, he is also an Adjunct Professor of economics at the Conservatoire National des Arts et Métiers (CNAM) in Paris. In his current position at Crédit Agricole, a major French banking group, his primary duties involve the analysis of the business cycle in the euro area, with particular focus on economic policy developments.



### **Bernhard Ebel**

Senior Partner  
Simon - Kucher & Partners, Germany

Bernhard Ebel, Ph.D., is senior partner at Simon - Kucher & Partners - Strategy & Marketing Consultants, Bonn/Germany. He studied Industrial Engineering and Business Administration at the University of Karlsruhe/Germany and received his PhD in Material Science at the RWTH Aachen in 1990. Before joining Simon - Kucher & Partners he worked for several years at a large international engineering company.

Mr. Ebel specializes in the areas of strategy, marketing, pricing and sales. He has carried out numerous projects for manufacturing companies worldwide. Many projects were also with paper and packaging companies. These projects include e.g. the following topics:

- Optimization price and revenue
- Development of competitive strategies
- Price positioning and increases of sales and profits
- International Pricing
- Positioning of brands / Brand value analysis
- Market entry strategies
- Product development and customer value

His clients include many national and multinational companies. He is also regularly a speaker at seminars and industry meetings.



### **Outi Ervasti**

Associate Principal  
Pöyry Forest Industry Consulting, Finland

Outi Ervasti graduated with an M.Sc. (Econ) from Åbo Akademi University of Turku, Finland, in 1988 and holds an Executive MBA of Helsinki School of Economics which she completed in Autumn 2001.

After having worked at the University as a lecturer in International Marketing, she joined Ekono Corporation in 1989, and spent four years there as a market analyst and sales manager. Outi joined JP Management Consulting (Europe) in 1993. Her responsibilities have developed from market analyses to business strategies and investment planning. Currently she is leading the Graphic Paper and Pulp Segment of Pöyry Forest Industry Consulting's Helsinki office.



### **Magnus Hall**

President & CEO  
Holmen, Sweden

Magnus Hall started working for Holmen in 1985 and has held various positions on the commercial side, progressing to Director for Marketing & Sales and Distribution. In May 2001, he became President of Holmen Paper and since April 2004 Mr Hall has been CEO of the Holmen Group. He holds a MSc in Industrial Management and Engineering.



### **Roman Hohol**

Director, Marketing Practice Area  
AMEC - Forest Industry Consulting, Canada

Roman Hohol has more than 25 years of strategic marketing, business development and market research experience in the international pulp and paper industry with a specific emphasis on customer needs. His current assignment is with AMEC Forest Industry Consulting, where he is responsible for the marketing practice area of the consulting unit. From 1993-96, he was director of market development at QUNO Corporation, a Canadian newsprint manufacturer. Prior to QUNO he spent six years as a printing paper specialist with H.A. Simons Ltd. In the early part of his career, Roman was editorial director of four Maclean Hunter forest products magazines, including Pulp and Paper Journal. Roman holds a Bachelor of Arts degree from the

University of Toronto as well as a Bachelor of Journalism degree from Ottawa's Carleton University.



### **Ulbe Jelluma**

Director  
Frysk, Belgium

Born in 1957 in Friesland (Netherlands), Ulbe graduated in Communication Sciences at Leuven University in Belgium and received a MBA at the same university. He started his career at Ogilvy & Mather, first at the advertising agency and then at Ogilvy Direct. He continued at O&M Amsterdam at a regional position for Unilever. He then started at TBWA/Hakuhodo in Amsterdam as European Strategy Director for Canon. He was then asked to run the BBDO Brussels agency specialising in b-t-b. This agency grew from an 8 people organisation servicing local clients to a 25 staff (euro 2.3 mio income) agency servicing European HQ based in Belgium or abroad with advertising, direct marketing and design work. Since 2003 Ulbe has been working as a consultant for (inter)national companies with headquarters in Belgium, advertising and design agencies and associations. He regularly publishes in trade magazines.

Ulbe is Member of the Board of Stichting Marketing – the Belgian Association for Marketing professionals. He has been a member of the launch committee for the Effie Award in Belgium and is currently involved in the organisation of the Euro-Effies.



### **Peter Karell**

Vice President, Cartonboards, M-real Consumer Packaging, Germany

Peter Karell (BA Economics) is currently working in M-real Consumer Packaging as Vice President responsible for the global sales of cartonboards. Mr Karell has over 30 years of experience in sales and marketing in the cartonboard industry. He joined Finnboard in 1976 after graduating from the Swedish School of Economics in Helsinki, Finland, working first in sales and marketing and then, in the 1980s in business development in South Africa, Australia and Japan. Since 1999, he has been working for M-real in Germany first as Managing Director for M-real Consumer Packaging Germany, later responsible for Central and Eastern European sales. He has held his current position, which is based in Frankfurt, since 2004.

In addition to his comprehensive experience in cartonboard sales and marketing, Mr Karell has been an active member of Pro Carton, the European Association of Carton Manufacturers and Cartonboard Mills, working as a member of the Executive Committee from 1997-2005, as Vice President from 1997-1999 and as President from 1999-2002.



### **Markus Kramer**

President Functional Polymers Division  
BASF AG, Germany

Markus Kramer was born in Aachen in 1964. He studied business administration at the Universities of St. Gallen (Switzerland) and Barcelona (Spain). After gaining his doctorate and working as a consultant in marketing, Mr Kramer started work in BASF's internal marketing consultancy in 1994. After holding various positions in the company, among them Vice President Corporate Development, BASF Pharma / Knoll AG, Ludwigshafen (1998), Vice President Corporate Development, Partnering & Licensing, BASF Pharma Ltd., London (1999), Vice Chairman of Integration, BASF Pharma Ltd., London / Abbott Labs, Chicago, Illinois (2000), Group Vice President, Global Marketing, Fine Chemicals and Pharma solutions (2001) and Group

Vice President, Global Business Unit Acrylic Monomers and Super absorbents (2004), he was appointed President of the Functional Polymers Division in 2005.

Since 2004, Markus Kramer has been an honorary professor at the Technical University at Brunswick, Germany, where he teaches market-oriented product planning and development.



**Robert A. Latham**  
Commercial Director  
Robert Horne Group plc, UK

Bob is the Commercial Director for the Robert Horne Group, one of Britain's largest paper merchant wholesalers, supplying the print, graphic and office markets. Robert Horne is part of PaperlinX, the world's largest multi-continent merchanting group. In 2006 he clocks up 27 years of marketing and commercial practice in both paper manufacture, converting and paper merchanting. The first 10 of these were with Wiggins Teape in the UK and Germany, culminating in managing the Conqueror brand world-wide in the late 1980s. This was followed by a move to luxury paper converter Svecia Antiqua. In 1992 Bob joined Robert Horne to establish its Business Papers Division. In the mid-1990s he took on the responsibility for the Group's

Strategic Marketing, balancing Robert Horne's complex business needs across many market sectors. Since 2005 he is the Group's Commercial Director. Bob has been an active PRIMA Council member since 1996.



**Paul Leclair**  
Chief Economist  
Pulp and Paper Products Council, Belgium

Paul Leclair began his career in 1995 as a Research Assistant for the Institut d'économie appliquée at the École des Hautes Études Commerciales. After a brief mandate with Industry Canada, he was appointed Economist of the APCHQ (the Quebec home builders association). In 1999, Paul joined the Pulp and Paper Products Council, where he was recently promoted Chief Economist. His expertise covers communication paper markets and cost analysis.

Paul Leclair graduated from the École des Hautes Études Commerciales where he gained both his Masters in Economics and his Bachelor of Administration degrees. He was the recipient, in 1997, of the Thesis of the Year Award from the Hautes Études Commerciales.



**Frank Leerkotte**  
Chairman of PRIMA  
Managing Director  
CEPIFINE, Belgium

Frank Leerkotte graduated (M.Sc.) in business economics from the University of Amsterdam in 1989. After working in the oil industry and for a recruitment firm, he joined the Netherlands' paper and board association VNP in 1993. He was responsible for market-related issues in the fine paper, corrugated paper and tissue sectors and represented the Dutch producers in European trade federations. In 1998, Frank became managing director of CEPIFINE, the Confederation of European Fine Paper Industries, in Brussels. CEPIFINE provides members with market statistics, market research services, coordinates contacts to customer and supplier groups and looks after the common interests of fine paper producers with regard to European Commission policy.



**Christian Naydowski**  
Vice President Innovations & New Opportunities  
Voith Paper Holding, Germany

Christian was born in 1951 in Potsdam (Germany). In 1979 he graduated in Chemistry from the Ruhr-University in Bochum. In 1982 he received a doctorate with a dissertation at the Max-Planck Institute for Research in Carbon in Mühlheim/Ruhr leading to a research fellowship. In 1985 Christian took over the management of the Paper Technology Department at Feldmühle AG in Hagen-Kabel. In 1991 he took over responsibility for the Group's R&D of OMYA/Plüss-Staufer AG in Oftringen, Switzerland and was promoted to Senior Vice President of strategic business development in 1997. In 2002 he moved to Italy as Senior Vice President Research & Development of Burgo S.p.A. Early this year, Christian joined Voith Paper Holding where he currently holds the position of Vice President Innovations and New Opportunities.



### **Margareta Renström**

GFTN Regional Co-ordinator, Europe  
WWF International, Sweden

Margareta Renström started working for WWF in 2000 and is since 2002 employed by WWF International as European Co-ordinator of the WWF Global Forest & Trade Network (GFTN). The GFTN is WWF's initiative to work with leading progressive companies in the forest products sectors who are willing to demonstrate leadership and implement best practice in the areas of responsible forest management and trade. Currently, around 300 companies around the world are participants in the GFTN.

Prior to working for WWF, Margareta was Director of Sales and Marketing for one of Sweden's most recognised event companies. Margareta has been working with international sales, market-

ing and communication for a number of private and public organisations.

Margareta has a MSc in Ecology and Natural Resource Management as well as academic degrees in Foreign Languages and Communication from the Universities of Stockholm and Linköping as well as Berghs School of Communication, Sweden.



### **John Riker**

Managing Director  
Blue Ocean Strategy - Initiative Centre Ltd, UK

John is a member of the Blue Ocean Strategy Network, founded at INSEAD by Professors W. Chan Kim and Renée Mauborgne. He has led Blue Ocean Strategy initiatives in the UK and Europe across industries as diverse as media, pharmaceutical and financial services.

John was Chief Executive Officer of Cap Gemini Telecom, Media & Networks (UK) prior to joining the Value Innovation Network. He developed and led the business and turnaround strategy of the organisation across three service lines: technology; outsourcing; consulting.

Before moving to the UK in 2002, John set up and ran TMN's Southern European Region.

John has more than 15 years' experience in formulating and executing business strategy. He joined The Mac Group as an Associate in 1990 and in 1996, as a Vice President, he helped found Gemini Consulting, following the acquisition of The Mac Group by Cap Gemini. He has led numerous business strategy and transformation programmes for clients in the US, Europe and Africa, with particular emphasis on telecommunications and media.

John has a BA (Econ/US History) from Bowdoin College, Brunswick, Maine, USA, and an MBA from IMD, Lausanne, Switzerland



### **Dries van Wing**

Regional Manager, Canfor Europe, Belgium

Dries van Wing was born in 1947 and obtained his degree as Engineer for Graphical Industry from HIGRO (High Institute for Graphical Arts) in Ghent in 1969. In 1973 he graduated in Economics at Brussels University. From 1973 to 1977 he worked as assistant to the Managing Director with the Belgian paper merchant Papeterie de Belgique. He then moved to Unilever's 4P Division (Paper, Packaging, Plastics and Printing) where he held various positions in Belgium, France, Germany and the Netherlands. Since 1987 Dries works with Canfor Europe in Brussels as Regional Manager.