

THE ADDED VALUE OF THE BASQUE COUNTRY PAPER CLUSTER



OPEN AND INTEGRATING ASSOCIATION

Role of the Association

This is not a standard sector association where the main aim is to defend the interests of the associates. Although this type of work is also carried out, the Association seeks to improve the competitiveness of its associate companies by using cooperation as a tool.

To that end, as a minimum, work is performed on the following areas: training, advanced management, internationalization, advanced manufacturing, the environment, people management, innovation and technology.

The reason for cooperation

- Cooperating and competing is the motto of many of the big companies around the world.

- It makes it possible to search for competitive benefits beyond those that traditional production factors can provide.

- Carry out joint activities instead of doing them individually in order to reduce costs.

- It has been clearly proven that the exchange of ideas and communication is a powerful driving force for creating added value.

- It makes it possible to obtain the benefits of large organisations, without losing the flexibility and the capacity to react of the smaller ones.

- Comparison and learning from other companies.

Association open to new members from the value chain of the paper sector.

- The more members there are, the more opportunities there are to detect and exploit synergies

- Greater ease carrying out cooperative actions

- Greater ease achieving the ultimate objectives of the association

- Greater representation of the Association in relation to third parties



What does our association offer?

Strengthening the competitiveness of the paper sector

- It integrates the value chain of the paper sector.

- Open to new additions.
- It enables clients and suppliers to meet via a single forum.

- It makes it possible to improve relationships and communications between sector companies.

- It increases the visibility and positioning of associates.
- Direct dialogue with different types of companies from the paper sector.
- Direct contact with sector technicians through the different work forums.

- Participate in the paper news channel that enables its associates to advertise their information and initiatives.

- Participate in a group of organisations that aims to strengthen the image and competitiveness of the paper sector in the Basque Country.

Participation in projects backed by the Cluster with other companies from the sector or take advantage of the Cluster structure in order to drive forward projects.
Have up-to-date information about the sector.

Strengthening the sector's image

- It makes it possible to offer an image of a strong and dynamic sector with added value.

- It allows the paper sector to be considered for what it really represents, in terms of potential and the creation of wealth.

- It makes it possible to showcase paper products and the different products that use it as a material, as well as the activities that revolve around it.

- It makes it possible to demystify paper and the sector with regard to its environmental impact.

Strengthening institutional relations

- The policy of clusters is an activity promoted and supported by the Department of Economic Development and Infrastructures. At present there are around twenty clusters operating in the Basque Country.

- It enables the Administration to have a better knowledge of the sector reality.

- It enables access to programs that the Department of Economic Development and Infrastructures carries out for companies associated with clusters

- It offers easier access to the different Departments of the Basque Government - It makes it possible to better defend sector interests



Strengthening the training of staff

- It makes it possible to analyse shared training needs and search for ways of satisfying the needs regardless of the training options on the market.

- It makes it possible to detect and prepare the transmission of knowledge in organisations.

Strengthening Management

- Boost the development of management systems by working on advanced management.

- Exchange of management experiences.

- Learning via benchmarking of Staff, Occupational Risk Prevention and Environmental policies.

Strengthening Advanced Manufacturing

- Discover new possibilities for improving maintenance and production departments.

- Develop new capacities within Industry 4.0.

Strengthening environmental sustainability

- Relationship with the Environmental Department.

- Work together on collective problems in order to minimise environmental impacts while ensuring the competitiveness of companies.

- Cope with new legislative developments with greater security.

Strengthening internationalization

- Harness synergies in foreign markets and take advantage of knowing about them.

Strengthening the management of staff

- Discover the way that different organisations manage staff and teams, and new options for managing staff.

- Work together to develop people in organisations and thus improve the competitiveness of them.

- Activities relating to the Occupational Risk Prevention department.

Strengthening innovation and technology

- Detect shared needs in order to carry out research or projects and reach greater technological heights.

- Take advantage of the knowledge of companies at different levels of the value chain to carry out research projects.

THE ASSOCIATION

The Basque Paper Cluster is a non-profit organisation founded in 1998 by 19 companies. 13 were pulp and paper manufacturers, and 6 were producers of capital resources or engineering firms. Since then, due to major sector restructuring which wiped out 14 founding members and thanks to the desire to better cover the paper value chain, the Association has undergone a significant revamping process. Thus, at present it brings together the main organisations from the paper value chain in the Autonomous Community of the Basque Country.

MISSION

Improve the competitiveness of the Paper Sector in the Autonomous Community of the Basque Country through cooperation and harnessing synergies.

VISION

The aim is to be recognised as a benchmark organisation, both inside and outside of the Basque Country, for the promotion and development of innovation, competitiveness and sustainable development in the paper sector in the Autonomous Community of the Basque Country. Forestry CENTRAL FORESTAL, SA

Pulp & Paper CELULOSAS MOLDEADAS, SA COMINTER TISÚ, SL ALHSTROM - MUNKSJÖ PAPER, SA LUCART TISSUE & SOAP, SLU PAPEL ARALAR, SA PAPELERA DEL ORIA, SA PAPELERA GUIPUZCOANA DE ZICUÑAGA, SA PAPRESA, SL SMURFIT KAPPA NERVIÓN, SA ZUBIALDE, SA

Converting

CARTONAJES VAHL, SL CORENSO TOLOSANA, SA INDUSTRIAL BOROBIL, SA ITASA MANIPULADOS COMAYPA, SL TUBOPACK, SA

Machinery, auxiliary equipments and ingineering

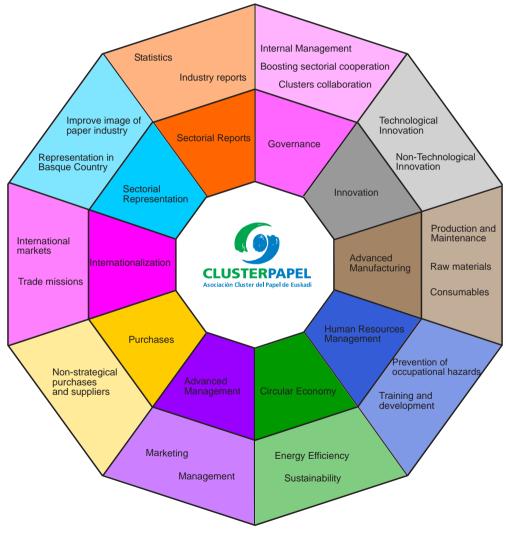
AFRY SOLUTIONS SPAIN, SAU BELLMER IBERICA MACHINERY, SL DAUKAT. SL EUROKARPA, S.L IDM TEST, SL INDUTEC SOLUCIONES TÉCNICAS, SLU KLINGER SPAIN, SAU LANTIER, SL LICAR - OLGAIZ CONSTRUCCIONES MECANICAS, SLL MONTAJES Y MECANIZACIONES BASALAN, SL OKOBIO, S.L ORLOGA. SA QUILTON, SA SAFEM **TECNO CAUCHO ROLLS & COVERS** TORO Y BETOLAZA, SA VALMET TECHNOLOGIES. SA **VEOLIA WATER TECHNOLOGIES** VOITH PAPER. SA

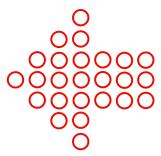
Technology, software, artificial intelligence OPTIMITIVE, SLU

Vocational training CIFP Don Bosco LHII (ESCUELA DEL PAPEL / PAPER ESKOLA)

> Technology Center BC Materials

WORK AREAS





VALUES OF ASSOCIATE COMPANIES

<u>**Cooperation**</u>: Willingness and capacity to work as a team in order to achieve a shared goal.

<u>Initiative</u>: Dynamism, a readiness to undertake actions, improve results or seek opportunities without the need to be shown by others or be forced by circumstances.

<u>Success oriented</u>: An interest and concern in working effectively, obtaining satisfactory results and improving competitiveness.

Learning oriented: A concern, curiosity, willingness and capacity to analyse, use, improve and broaden knowledge and skills.

VALUES OF THE PEOPLE THAT WORK AT THE ASSOCIATION

Focus on satisfaction: A desire to help and serve others, by listening and understanding their needs in order to try and satisfy them. *Leadership*: The capacity to mobilise and guide others towards the achievement of shared targets.

Initiative: Dynamism, a readiness to undertake actions, improve results or seek opportunities without the need to be shown by others or be forced by circumstances.

<u>Success oriented</u>: An interest and concern in working effectively, obtaining satisfactory results and improving competitiveness.

Openness to diversity: A willingness to work with organisations from different geographic locations and areas of activity, and to take into consideration and evaluate contributions that differ from those of the majority.

<u>*Transparency*</u>: The capacity to internally and externally communicate the non-confidential information that adds value.

<u>Confidentiality</u>: the capacity to safeguard and protect confidential information

