

case study:
Weyerhaeuser

The Challenge:

One of the world's biggest pulp, paper and forest service products company, Weyerhaeuser is a leading indicator of industry performance. The company's actions influence markets worldwide and have lasting ripple effects. In 2005, Weyerhaeuser had a large surplus of pulp and wanted to sell it quickly, efficiently and discreetly. The issue at hand was not only to sell the surplus pulp, but to do so without revealing the Weyerhaeuser name. This created extra challenges of possibly waiting longer to find buyers, and because of the anonymity of the seller, it would be more difficult to get the best price, as well as to provide proper documentation, pictures and other attention to details without revealing the source to the final customer. The importance of secrecy arose when Weyerhaeuser had recently acquired a new supplier and their supply chain was not yet integrated with Weyerhaeuser's. The company was in the unique situation of wanting to sell the excess stock and not disclosing its identity. Because they were the world's largest forest services company, their actions are watched closely. Their concern was that this pulp would cause the markets to tip and prices to fluctuate.

The Solution:

Within hours of being contacted by Weyerhaeuser, our founding partners identified which end users and representatives of pulp buyers within certain countries would be the most likely buyers. A combination of strengths enabled swiftness in focus, including knowledge of best practices, negotiating skills, and meticulous attention to details. We found a buyers representative that wanted to visit the mill prior to transporting the pulp for the pre sales inspection. IgniteBiz consultants met the rep at a mill in South Eastern USA, taking the necessary precautions not to reveal the seller, which meant that all pulp on display had no mill or company identification. Due to the filming and pictures being taken, IgniteBiz consultants and the buyer rep covered their hard hats with brown paper to obscure the Weyerhaeuser company name. The film was carefully scrutinized and blocked out when necessary. A sales agreement and appropriate confidentiality paperwork was eventually signed.

The Results:

Just seven to ten days later, we had helped Weyerhaeuser sell 7000 tons of pulp worth approximately \$3 million. After three to four weeks, the pulp was loaded, documented via photos and video and set off to a buyer in Pakistan. The source was safely guarded throughout the entire process. Weyerhaeuser secured a good price and all parties were satisfied with the added advantage of zero adverse effects on worldwide markets in forest, pulp and paper.

About Weyerhaeuser:

Weyerhaeuser is an international forest products company with annual sales of \$21.9 billion. The company was founded in 1900 and currently employs about 41,000 people in 18 countries. It has

been ranked in the Fortune 200 since 1956. For detailed information, visit www.weyerhauser.com