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# The Corrugator

OFFICIAL MAGAZINE OF FEDERATION OF CORRUGATED BOX MANUFACTURERS OF INDIA

JULY - SEPTEMBER 2024

## MAGNIFICENCE UNFOLDING SOON



December 20-21, 2024

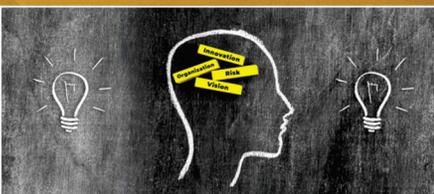
Sheraton Grand, Whitefield, Bengaluru



Leveraging Business with  
MSME Competitive (Lean)  
Scheme (MCLS)



Cyber War to Fibre War?



Entrepreneurial Mindset in  
Leadership: Balancing Risk  
and Innovation Strategy

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OWNER

**Federation of Corrugated Box  
Manufacturers of India**

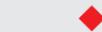
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# The Editor's Page



Shlok Kedia  
Editor



Pulkit Shah  
Co-Editor

*Welcome to the latest edition of 'The Corrugator', your go-to source for the most comprehensive insights into the corrugated box manufacturing industry. As we step into the latter half of 2024, we are proud to present a rich blend of articles, updates, and expert opinions to help you navigate the evolving landscape of our sector.*

*This quarter, we've curated a selection of articles that address some of the most pertinent issues and opportunities for our members. From critical taxation updates to the global fibre war impacting raw material supplies, this edition is filled with knowledge designed to keep you informed and empowered.*

*Alok Gupta, our esteemed Chairman of the Taxation Committee, leads the way with a detailed overview of recent tax developments affecting the corrugated packaging industry.*

*We are also delighted to present an eye-opening article by Achyut Chandra, President of EICMA, titled "Cyber War to Fibre War." In this piece, Chandra delves into the complex and volatile global supply chain of kraft paper—our industry's key raw material.*

*Another must-read contribution comes from KP Singh, Chairman of the BIS FCBM Sub-committee, on how MSMEs can benefit from the MSME Competitive (Lean) Scheme (MCLS).*

*We've also seen significant activity across our regional associations, with many holding their respective Annual General Meetings (AGMs) over the past two months. This includes notable gatherings from EICMA, KECBMA, GCBMA, UPCBMA, and WICMA, alongside the latest FCBM Managing Committee meeting. These AGMs are vital for sharing knowledge, fostering collaboration, and setting the strategic direction for our industry's future.*

*From this edition onward, we are excited to take the initiative of promoting our most prestigious awards - Corrustar, Harlalka, and BK Doshi Awards. These accolades have long celebrated excellence within our industry, and by showcasing them more prominently, we hope to motivate and inspire many more corrugators to push the boundaries of innovation, quality, and sustainability. We encourage all our members to participate and take pride in the collective achievements of our industry.*

*As we approach the last quarter of 2024, we eagerly anticipate the 52nd Annual FCBM Conference: "RRR: Rethink-Reinvent-Resurge," which will be held from December 20-22, 2024 at the Sheraton Grand in Whitefield, Bengaluru. This mega conference promises to be an unparalleled opportunity to network with industry leaders, gain fresh insights, and explore new ideas. Mark your calendars for this flagship event—you won't want to miss it!*

*This edition of The CORRUGATOR has something for everyone, from seasoned industry veterans to new members looking to deepen their understanding of the business. We are confident that these articles will provide you with the knowledge, tools, and inspiration to drive your businesses forward.*

*Wishing you a productive quarter ahead and looking forward to seeing you all at the 52nd Annual FCBM Conference!*

*Happy Reading-Learning-Growing !*

# President's Desk



*Dear Respected Members,*

*I eagerly await every edition to address our dear members through our quarterly publication. The reduction in GST rates for our corrugation industry was surely a blessing, and now the MSME Competitive (Lean) Scheme is getting better traction with more awareness within the MSME industry. In an effort to help our members benefit from this scheme we have included a comprehensive article throwing light on the scheme in complete detail. On behalf of FCBM, I urge members to take advantage of this scheme to boost productivity and in turn support our industry at large.*

*In line with ML Agarwal, Managing Director - Ankit Packaging Ltd being selected as Vice-Chairman - International Corrugated Case Association (ICCA), interested FCBM members would be attending a Global Summit organized by International Corrugated Case Association (ICCA) & World Containerboard Organisation (WCO) in Osaka, Japan from 20-23 May, 2025. Be sure to check the details in an article in this edition. This would be a great opportunity for our members opportunity to learn from Japanese strong work culture & ethics.*

*The last two months were fully packed with Annual General Meetings (AGM) being conducted across many of our regional associations in addition to FCBM Managing Committee meeting. AGMs, in addition to its key purpose, is a potential place to network more and build stronger bond amongst members. The fourth FCBM MC meeting was held at Ayodhya and all the arrangements are made by UPCBMA so thanks to team UPCBMA for excellent arrangements made for meeting and Shri Ram mandir VIP darshan and memorable gift of replica of prabhu shri Ram Lala to all mc members.*

*FCBM is very keen on increasing its membership base for the larger betterment of our corrugators' industry. Nitin Patel, Chairman - membership drive FCBM sub-committee along with senior FCBM members namely Sushil Sood, Pravin Gupta, Ajay Shukla and SK Chauhan visited more than three states for new regional association members to join FCBM.*

*And it's the time to move to our most awaited annual ear-marked event. It's just few weeks to go for the 52nd FCBM annual conference 'RRR' hosted by KCBMA, scheduled to take place from December, 20-22, 2024, in Bengaluru. We are sure that all FCBM members will be meeting us at the conference. We urge all members to complete their registration along with their families at the earliest and mark their calendars.*

*Wish you all Happy Diwali and prosperous New Year !*

*Warm Regards,*



**DHARMENDRA PANDYA**  
PRESIDENT

# Leveraging Business with MSME Competitive (Lean) Scheme (MCLS)

## Introduction

As domestic & global competitiveness becomes intensive, there is a need for MSMEs to transition to a new business environment especially with the disruption in the global supply chains and convergence of multiple sourcing as a methodology in vendor development. MSMEs form an integral part of almost every value chain and there is a symbiotic relationship between the large corporation and relatively small sized suppliers. Recognizing the importance of overall economic growth of a country and the need for enhancing its productivity, competitiveness and employment generation besides resource optimization, many countries have initiated institutional mechanism for a national approach on improving the quality on manufacturing & services.



Ministry of Micro, Small & Medium Enterprises, Government of India, aims to implement the MSME Competitive (Lean) Scheme for MSMEs with an objective to enhance their productivity, efficiency, and competitiveness by reduction of wastage in processes, inventory management, space management, energy consumption, etc.

## Objectives of Scheme

The objective of the scheme is to enhance the Domestic and Global Competitiveness of MSMEs through the application of various Lean Techniques that inter-alia includes:

- **Reduction in:**
  - a) Rejection Rates
  - b) Product and Raw Material Movements Production Cost
- **Optimization of:**
  - a) Space Utilization
  - b) Resources Like Water, Energy, Natural Resources etc.
- **Enhancement of:**
  - a) Quality in Product and Process
  - b) Production & Expert Capabilities
  - c) Workplace Safety
  - d) Knowledge & Skill Sets
  - e) Innovation Work Culture
  - f) Special & Environment Accountability
  - g) Profitability
  - h) Introduction & Awareness to Industry 4.0
  - l) Digital Empowerment

## MSME Competitive (Lean) Scheme Levels

MSME Competitive (Lean) Scheme can be attained in THREE Levels after registering and taking the Lean Pledge:

- Level 1: Basic
- Level 2: Intermediate
- Level 3: Advanced
  - a) Every MSME that embarks on the journey of Lean (Basic, Intermediated Advanced) will have to take a “Lean Pledge” before undertaking the journey of implementation of lean tools and techniques.
  - b) The intent of taking a lean Pledge is to take a “pre-commitment” or a solemn promise by MSMEs to uphold the values of Lean Practices and Philosophy in their functioning and to urge them to move ahead on the journey of Lean.
  - c) After taking the Lean Pledge, the MSME can apply for handholding of its units depending on the need and level of preparedness and interest of MSME unit. Lean Scheme can be implemented by MSME units in the above three levels.

Scheme Implementation (Implementation Mechanism)



**LEVEL – 1**

**BASIC**

Self learning through e-modules  
**(2 MONTHS)**



**LEVEL – 2**

**INTERMEDIATE**

lean consultant will implement lean tools like 5S, kaizen, visual control etc.  
**(6 MONTHS)**



**LEVEL – 3**

**ADVANCED**

consultant will implement advanced tools like VSM, SMED, POKA YOKE etc.  
**(12 MONTHS)**

**Basic Level-2 Months**

- a) The BASIC Level can be achieved by MSME individually, without forming any cluster/group and is aimed at motivating them and creating awareness about the principles & benefits of Lean manufacturing.
- b) Subsequent to taking Lean Pledge, the MSME will register itself for the Lean BASIC Level through the dedicated online portal of the scheme.
- c) This will be achieved through self-paced learning with the help of online Module developed and hosted on dedicated Lean Scheme portal.
- d) There will be a provision of online technical support for MSMEs in case of clarification of doubts in the online module.
- e) The MSME will ensure dissemination of the learning achieved after undergoing the BASIC Level module to an adequate of

employees for sustenance and continuation.

**Intermediate Level - 6 Months**

- a) After completion of BASIC Level MSMEs would be eligible for applying for Intermediate Level through the dedicated online portal of the scheme,
- b) For achieving the Intermediate Level, the eligible MSMEs will have to form a Group of Enterprises (GoE).
- c) Intermediate Level encompasses application of lean tools and techniques through onsite handholding provided by the designated consultant.
- d) The cost of implementation of the Intermediate level is up to Rs. 1.2 Lakh (excluding taxes) per unit. The details of financial assistance are available at para 9.0.
- e) The three stages through which the Intermediate Level will be achieved are given in the table below:

<b>Duration</b>	6 Months *
<b>Implementation Phases</b>	3 Phases
<b>Duration of Phases</b>	2 Months each
<b>1st Stage</b>	DSR and Action plan
<b>2nd Stage</b>	Implementation
<b>3rd Stage</b>	Final and Last Stage of Implantation
<b>Note</b>	Minimum onsite holding of <b>12-14 man days per per unit of GoE</b>

## Leveraging Business with MSME Competitive (Lean) Scheme (MCLS)

### Advance Level – 12 Months

- a) After complete of Intermediation Level MSMEs would be eligible for applying for Advanced Level through the dedicated online portal of the scheme.
- b) For achieving the Advanced Level, the eligible MSMEs will have to form a Group of Enterprises (GoE).
- c) Advanced Level encompasses application of Lean tools and techniques through onsite handholding provided by the designated consultant.
- d) The cost of implementation of Advanced level is up to Rs. 2.4 Lakh (Excluding taxes) per unit.
- e) The three stages through which the Advanced Level will be achieved are given in the table below:

#### Advanced Level

<b>Duration</b>	12 Months *
<b>Implementation Phases</b>	3 Phases
<b>Duration of Phases</b>	1st Stage (2months) 2nd Stage(5months) 3rd Stage(5months)
<b>1st Stage</b>	DSR and Action Plan
<b>2nd Stage</b>	Implementation
<b>3rd Stage</b>	Final and Last Stage of Implementation
<b>Note</b>	Minimum onsite holding of <b>24-26 man days per unit of GoE</b>

#### Coverage of Topics

##### I. Basic Level

- a. Topics related to existence of organization - Voice of Customer, Voice of Business, Employee Involvement. Current Working Environment for Organization
- b. Basic Concept of Lean
- c. Linkages with Lean /Quality Guru
- d. Conceptual Knowledge on Lead Time,



**LEVEL – 1**  
**BASIC**

Takt Time, Waste, Value Added, Non Value-Added Activities

- e. Typical Diagnostic Study Report
- f. Concept of 5S, Kaizen, Visual Management, Value Stream Mapping
- g. Introduction of basic concepts related to Industry 4.0 & Lean Six Sigma

##### II. Intermediate Level

- a. Daily 5S; 5S Pledge
- b. Daily Work Management
- c. 8 Waste Awareness Workshop; 8 Waste Identification
- d. Kaizen
- e. Visual control; SOP
- f. Awards and Recognition system within Units



**LEVEL – 2**  
**INTERMEDIATE**

##### III. Advance Level

- a. Continuation of practices installed or initiated at basic level.
  - a. 5S
  - b. Kaizen
  - c. Visual Control
  - d. SOP
- b. Application of following concept in units based on capability and maturity of unit (at least 7 tools)
  - a. JIT - Kanban



**LEVEL – 3**  
**ADVANCED**

- b. VSM - Cross Functional VSM
- c. Line Balancing,
- d. Takt Time,
- e. Process Capability,
  - i. SMED,
  - ii. Preventive Maintenance,
  - iii. 7 QC tools.
  - iv. Poka Yoke,
  - v. Cellular Layout,
  - vi. Flow of Manufacturing - Single Piece Flow Manufacturing,
  - vii. Product Process Matrix,
  - viii. Skill Mapping, (Multi Skilling, Multi-Tasking)
  - ix. TPM
  - x. Low-Cost Automation (Jidoko)
  - xi. xvi. Hinjuka
- c. Concept of Inventory Management / Reduction (Mandatory Project)
- d. Introduction of Six Sigma Concept
- e. Introduction of Industry 4.0 /Digital Lean Concept

### Leans Tools & Techniques

Lean Tools and Techniques are a tested and proven methodology for improving the competitiveness of MSME sector. Main Lean-C tools & techniques are mentioned below (but not limited to):

1. **5S System** - The 5S systems is a workplace management which helps in getting the "junk" out of the work area and set of procedures to keep it that way. 5S stands for Sort, Set in Order, Shine, Standardize & Sustain.
2. **Visual Control** - Visual controls such as cartoons, charts, light signals, Lane marking on floor, Safety instructions, Warning signs, Poka-Yoke instructions etc., can be displayed all over the workplace.
3. **Standard Operating Procedures (SOPs)** - All verbal instructions should be converted to SOPs to remove dependency on skilled personnel in achieving required product quality level, consistency, effectiveness and efficiency.
4. **Just in Time (JIT)** - It's a Japanese manufacturing philosophy to make the right product in right quantity at the right time. This almost results in zero inventory and shortest possible cycle time.
5. **KANBAN System** - In this, components are pulled by assembly or subsequent work centers and the containers are replenished with the right quantities by the previous work center, which reduces the inventory of unwanted components.
6. **Cellular Layout** - In this improved manufacturing system, familywise component completion is aimed at within the smaller self-contained cell, which is a part of a big factory, as compared to operation wise completion in traditional functional layout.
7. **Value Stream Mapping** - It covers all activities, both value added and non-value added, and helps in arriving at best layout of all resources required for making the product.
8. **Poka Yoke or Mistake Proofing** - it is again a Japanese technique used to prevent errors occurring at their source of origin, and it finally leads to a "Zero Defect" situation.
9. **Single Minutes Exchange of Dies or Quick Changeover (SMED)**: - Applying ingenious methods, setup time is minimized and brought to less than ten minutes; thereby smaller batches as required by the customer can be taken up for manufacturing.
10. **Total Productive Maintenance (TPM)** - TPM involves operators, maintenance staff and management working together to improve overall operation of any equipment. Operators, who first identify noisy or vibrating motors, oil or air leaks, can be

trained to make simple repairs to prevent major and costly break downs.

**11. Kaizen Blitz or Rapid Improvement**

**Process:** - It is an intense management programme, which results in immediate change and bottom-line improvement. Both management staff and workers are involved in this.

**12. 7 QC Tools** - The 7 QC tools are fundamental instruments to improve the process and product quality. They are used to examine the production process, identify the key issues, control fluctuations of product quality, and give solutions to avoid future defects.

**13. Jidoka (Low-Cost Automation)** - Design equipment to partially automate the

manufacturing process (partial automation is typically much less expensive than full automation) and to automatically stop when defects are detected. After Jidoka, workers can frequently monitor multiple stations (reducing labour costs) and many quality issues can be detected immediately (improving quality).

**14. Hinjuka (Level Scheduling)** - A form of production scheduling that purposely manufactures in much smaller batches by sequencing (mixing) product variants within the same process. It reduces lead times (since each product or variant is manufactured more frequently) and inventory (since batches are smaller).



# Cyber War to Fibre War?

**Achyut Chandra**  
*President*

Eastern India Corrugated Box Manufacturers Association (EICMA)



**P**ost Covid there are lot changes happening the world of industry and technology. The days of petroleum power is on the wane and natural gas on the rise. This brings in a shift in the economic power from the petroleum

increase usage of the eco-friendly corrugated fibre boxes which is recyclable. The global market for kraft paper is expected to grow in the coming years, with a projected value of \$22.4 billion by 2032. Here are some factors that are expected to



resourced countries to the natural gas resourced countries. The geo-politics is expected to change hands with new wealth creation. Typical petroleum powers like Saudi Arabia are shifting to the back seats while Iran and Russia coming to the front by sheer strength of their natural gas resources. The AI power is the new talk of the town. But a significant development is the G20 countries call to ban single use plastic. This is going to change a lot of demand and supplies across the globe.

The other major phenomenon would be the

contribute to this growth:

### **Increasing demand**

Kraft paper is used now almost in all industries from consumables to heavy engineering. Demand is expected to increase due to the need for functional packaging to protect items during transportation.

### **Urbanization**

The average urban dwellers were 52% in 2011 which has grown to 56% in 2021 and expected to

## Cyber War to Fibre War?

grow at a steady pace. Currently developed countries have a higher percentage of 80% than developing countries 52%. Urbanization and women empowerment is increasing consumerisation and demands for packaged food. Food habits are changing towards ready to eat and preservation capability. The global e-commerce sales have reached near to \$6 trillion and expected to grow to mind boggling figures with IT support.

### Sustainability

Kraft paper is recyclable and environmentally friendly. The demand for sustainable packaging materials is also increasing in variety of settings including gifts packing, food & agriculture, e-commerce to heavy industries.

### Basic technicalities of paper recycling

Kraft paper is recyclable and environmentally friendly. But paper cannot be recycled unlimited. The paper fibre after every recycling loses its length vis a vis its strength. So, every batch of recycled paper production has to mixed with superior quality of recycled waste

### The fibre wars

#### Global demand for waste corrugated boxes

Kraft paper is recyclable and environmentally friendly. The demand for sustainable packaging is global. The funny side of availability of waste paper is where sales is higher i.e., consumption may or may not be in a place of manufacturing. The long fibres derived in the virgin papers are basically manufactured from wood pulp and USA being the largest pulp manufacturer with 46.66 million tons followed by Brazil with 36.03 million tons and China with 26,73 million tons. The rest of the world is dependent on the recycling of these virgin papers. The collection of the Old corrugated boxes (OCC) is obviously at the point of consumption.

#### Global clamour to capture OCC

In a recent incident the United Arab Emirates imposed an export ban on waste paper through their customs notice 07/2022 although it was temporary but extended till March'2023. This incident establishes every country would make an

effort to hold on to its resources and in this case it's the waste paper/OCC. There is now a fierce competition for retaining/acquiring paper fibre waste.

The USA which was dependent on its strength to manufacture virgin paper from its forest reserve have now come up huge mills to produce recycled paper. That effectively means they being highest supplier of OCC is squeezing the supply to the world market.

China the largest importer of OCC last three decades in their climb to be the industrial leader has slowly replaced it by manufacturing virgin paper and a lot of the South East Asian countries have put up plants to manufacture recycled paper.

#### India in the fibre war

India having reached a \$3 trillion economy and projecting a 6/7% growth have to now pull up their pants to a long-term fibre management to sustain its manufacturing sector. Without packaging material availability no matter how good our manufacturing activity is will fall on its face. A lesson during Covid period says manufacturing was slowed down for two major factors. Lack of supply of micro chips and packaging material as the global recycling of waste paper came to a halt.

India currently manufacturing currently manufacturing 6 million tons per annum kraft paper have the following deficiencies

1. Recycling of old corrugated boxes is below 70%
2. On a thumb rule paper production has a 10% manufacturing loss.
3. So, every batch of paper has to be dependent on 40% waste paper import. That is 30% recycling loss + 10% manufacturing loss.

#### The fibre wars

The Indian Government's vision to be global economic power would have to be substantiated by a holistic approach towards its resource planning with its production capacity. India has to overcome its fibre war to sustain its industry. It has to plan to either boost its virgin fibres like China or how to capture the global OCC resources.



# Glimpses of Special Achievement Award

Special Achievement Award is an award presented to FCBM members who have shown exemplary achievements by their work and in turn shown their dedication towards betterment of our corrugation industry.

Special Achievement Award being an annual award, the editorial team thought of covering award winners in our publication too. In this edition we cover last years' award winners.

Last year i.e. 2023, the Special Achievement Award were won by:

## **Shri Ankit Agarwal, Chairman, Research & Development Committee**

Under Ankit Agarwal's leadership, the R&D Committee amongst many initiatives conducted the Smart Test Series video on "Linear Meterage" and Experiential Learning Mission to Bangkok, Thailand, providing an opportunity to our members to visit the CorruTec Asia 2023, also organized a visit to a mega paper mill in operation.

Ankit Agarwal was presented the award during the inaugural session of the 51st FCBM Conference held on January 7, 2024 at Resort Rio, Goa.



## **Shri Aditya Pal Sood, Chairman, New Markets evelopment Committee**

Under notable leadership of Shri Aditya Pal Sood, the World Food India 2023 Exhibition witnessed a good participation from our members to promoted corrugated packaging. The World Food India 2023 Exhibition was held on November 3-5, 2023 at Pragati Maidan, New Delhi.

Shri Aditya Pal Sood was awarded with the special achievement award for his exemplary dedication to drive FCBM members for participating in WFI 2023.



# Glimpses of Late BK Doshi Award

## Electric Thermic Oil Heating System won the Late Shri B.K. Doshi award in 2023



**H**ot Temp Industries along with Radiant Heating Systems, group companies of Electro Heat Engineers are the country's leading consulting and manufacturing organisation offering environment friendly heating solutions across a wide variety of industries for over four decades. Their products have been setting new benchmarks for the corrugation industry, backed by a deep understanding of the Indian industry, its strengths and limitations. Their research based scientific approach has enabled them to introduce path-breaking indigenous heating solutions from time to time, helping over 5000 box manufacturers to substantially reduce heating costs and improve 2 ply output quality. The Indian

packaging association, FCBM has recognized their extraordinary contribution and awarded them with the highest award for Innovation & Excellence- the Late Shri B.K. Doshi award in 2023 for the Electric Thermic Oil Heating System.



The Electric thermic oil heating system has been developed in an environment where polluted air is plaguing most of India's cities. Mitigation measures include banning/ temporary suspension of polluting industries/ activities. The imposition of GRAP includes a ban on solid fuel fired boilers being used for heating in many industrial applications as they are environmentally hazardous and a

major contributor to industrial pollution. This has been happening regularly for the past few years. China has also banned use of small solid fuel fired

## Glimpses of Late BK Doshi Award

boilers as part of its environmental protection plan. Considering the international pressure to mitigate the effects of climate change, environmental laws will continue to prohibit running of emission- producing small boilers in the near future in India.

Electric Thermic Oil Heating System is an ideal solution to replace small Solid fuel fired Boilers. Existing Tubular Electric Heaters & Gas Heating Technologies have limitations of speed & Quality of 2 Ply. The latest Fingerless Corrugation Machines require more intensive Heating which has been traditionally possible only by installing Boilers. Electric Thermic Oil Heating System has now totally changed this scenario by presenting a Clean, Efficient, Economical and Safe option to conventional Boilers.

It is a heating solution that combines the efficiency of a boiler (for speed) and the convenience of electric heaters (for operation), while being environment friendly and safe at the same time.

### Advantages:

- The Electric Thermic Oil Heating System is placed close to the corrugation machine in the working hall. There is no need to provide a large separate area or extensive pipelines. Consequently, heat loss during transmission is minimal, thereby increasing efficiency drastically.
- The Heaters are divided into various Banks. Multi step Smart Temperature Controls optimise energy usage with varying speeds, sizes and paper GSM.
- Faster speeds upto 80 metres per minute can be attained.
- As compared to traditional electric heaters and gas heaters, using this system reduces downtime to a minimum and productivity goes up by 50%.
- Adequate and uniform heating ensures excellent quality of dried 2 ply with perfect



flute formation.

- Push Button start, no operator required.
- Hot-Temp Electric Thermic Oil Heating System is a clean, 100% pollution-free equipment
- The Heating element used is of very low watt density. It ensures that the temperature of the thermic oil remains below the flashpoint. This enhances the life of the oil manifold due to very low carbonisation.
- Capital cost of the project is a fraction of the cost of a Boiler.
- No need to store inflammable fuel or dispose off ashes or provide a chimney.
- No requirement of thousands of litres of water or installation/ maintenance of a water softening plant.
- No need of a license for Boiler or a Licensed operator/ team as in the case of a Boiler.
- No need for environmental clearance.

Electro Heat Engineers are also proud Patent Holders for this innovative product.

# Taxation Update for Corrugators



**Alok Gupta**  
Chairman  
Taxation FCBM Sub-Committee

## Key Amendments relating to Direct Taxes

**I**ncome Tax rates applicable under section 115BAC(1A)(ii) i.e. new regime, has been revised for determining the income-tax payable in respect of the total income of a person, being an individual or Hindu undivided family or association of persons [other than a co-operative society], or body of individuals, whether incorporated or not, or an artificial juridical person. Existing Slab Rates AY 2024-25 Revised Slab Rates AY 2025-26 Sl. No Total Income Rate of Tax Total Income Rate of Tax 1 Up to Rs 3,00,000 Nil Up to Rs 3,00,000 Nil 2 Rs 3,00,001 to 6,00,000 5% Rs 3,00,001 to 7,00,000 5% 3 Rs 6,00,001 to 9,00,000 10% Rs 7,00,001 to 10,00,000 10% 4 Rs 9,00,001 to 12,00,000 15% Rs 10,00,001 to 12,00,000 15% 5 Rs 12,00,001 to 15,00,000 20% Rs 12,00,001 to 15,00,000 20% 6 Above Rs 15,00,000 30% Above Rs 15,00,000 30% The amount of income-tax computed in accordance with the provisions (including capital gains under section 111A, 112 and 112A), shall be increased by a surcharge at the applicable rates. (Effective from AY 2025-26)

**In the case of a company other than a domestic company, the rate of tax has been reduced from 40% to 35%, on income,** other than income chargeable at special rates specified in sections 110 to 115 of the Act. (Effective from AY 2025-26).

**Increase in amount allowed as deduction to non-government employers and their employees for employer contribution to a Pension Scheme referred in section 80CCD:** The existing section 36(1)(iva) provides that any sum paid by an employer by way of contribution towards a



pension scheme, as referred to in section 80CCD of the Act, on account of an employee, shall be allowed as a deduction, to the extent it does not exceed ten per cent of the salary of the employee in the previous year. The limit of 10% has been increased to 14%. Section 80CCD deals with deduction available to employee in respect of contributions to pension scheme notified by central government. It provides that where such contribution has been made by an employer (other than the Central Government or State Government), the employee shall be allowed a deduction for an amount not exceeding 10% of the employee's salary. The limit of 10% has been increased to 14%, applicable in new tax regime. (Effective from 1st April 2025 i.e. AY 2025-26).

**Tax incentives to International Financial Services Centre (IFSC):** IFSC is a jurisdiction that provides financial services to non-residents and residents, to the extent permissible under the current regulations, in any currency except Indian Rupee. In order to promote the development of world-class financial infrastructure in India, several tax concessions have been provided to units located in IFSC, under the Act, over the past few years. The now amendments relate to section 10(4D)- Any income accrued or arisen to, or received by a specified fund; section 10(23EE)- Any specified income of Core Settlement Guarantee Fund;

## Taxation Update for Corrugators

section 68- Cash Credits; and section 94B- Limitation on interest deduction in certain cases. (Effective from 1st April 2025 i.e. AY 2025-26).

**Rationalisation of Tax Deducted at Source rates: Ease in claiming credit for TCS collected/TDS deducted by salaried employees:** Section 192 deals with deduction of tax at source on salary income. It provides for consideration of income under any other head and tax deducted thereon to be taken into account for the purposes of making the deduction. It has been amended to include any tax deducted or collected to be taken into account for the purposes of making the deduction under section 192. (Effective from 1st October 2024)

**TDS on payment of salary, remuneration, interest, bonus or commission by partnership firm to partners:** A new section 194T has been inserted to bring payments such as salary, remuneration, commission, bonus and interest to any account (including capital account) of the partner of the firm under the purview of TDS for aggregate amounts more than Rs 20,000 in the financial year. Applicable TDS rate will be 10%. (Effective from 1st April 2025 i.e. AY 2025-26)

**TCS under sub-section (1F) of section 206C on notified goods:** Section 206C provide for the collection of tax at source on business of trading in alcoholic liquor, forest produce, scrap etc. Sub section (1F) provides that every person, being a seller, who receives any amount as consideration for sale of a motor vehicle of the value exceeding ten lakh rupees, shall, at the time of receipt of such amount, collect from the buyer, a sum equal to one per cent. of the sale consideration as income-tax. It has been amended to provide levy of TCS on any other goods of value exceeding ten lakh rupees, as may be notified by the Central Government in this behalf. (Effective from 1st January 2025)

**Extending the scope for lower deduction / collection certificate of tax at source:** Section 197 provides that payments on which tax is required to be deducted, are eligible for certificate for deduction at lower rate. Further,

section 206C(9) provides that sums on which tax is required to be collected, are eligible for collection of tax at lower rate. Section 194Q, requires every person being a buyer, who pays to a resident, being the seller, for the purchase of any goods value exceeding fifty lakh rupees in any previous year, to deduct tax at the rate of 0.1% of such sum exceeding fifty lakh rupees. Further, section 206C(1H), requires every person being a seller, other than exceptions given therein, to collect tax at the rate of 0.1% of such consideration exceeding fifty lakh rupees. Section 197 and 206C(9) has been amended to bring section 194Q and 206C(1H) under its ambit, to provide an option to seek a lower deduction certificate. (Effective from 1st October 2024)

**Notification of certain persons or class of persons as exempt from TCS:** Section 206C has been amended to provide that no collection of tax shall be made or that collection of tax shall be made at such lower rate in respect of specified transaction, from such person or class of persons, including institution, association or body or class of institutions, associations or bodies, as may be notified by the Central Government. (Effective from 1st October 2024)

**Time limit to file correction statement in respect of TDS/ TCS statements:** Section 200(3) and 206C(3) requires that a deductor/ collector after paying the tax, shall prepare statements detailing the TDS deducted /collected and furnish it within the prescribed time to the prescribed authority. The provisions states that a person may also deliver a correction statement for rectification of any mistake or to add, delete or update the information furnished. The amendment provides that no correction statement shall be delivered after the expiry of six years from the end of the financial year in which the statement referred to in section 200(3) and 206C(3) are delivered. (Effective from 1st April 2025)

**Penalty for failure to furnish TDS/ TCS statements:** Section 271H relates to penalty for failure to file Tax Deducted at Source (TDS) or Tax Collected at Source (TCS) returns/ statements within the due date. The due date to file a belated

## Taxation Update for Corrugators

return along with fees and interest presently is 31st December of the same assessment year. The amendment provide that no penalty shall be levied if the person proves that after paying TDS/TCS along with fees and interest, he has filed the TDS/TCS statement before the expiry of period of one month from the time prescribed for furnishing such statement. (Effective from 1st April 2025)

**Increase in limit of remuneration to working partners of a firm allowed as deduction:** Section 40 of the Act provides for disallowance of any payment of remuneration to working partners, in so far as the amount of such payment to all partners during the previous year exceeds the limit. The limit of remuneration has been increased to be computed as under: (Effective from 1st April 2025 i.e. AY 2025-26)

**Introduction of block assessment provisions in cases of search under section 132 and requisition under section 132A:** The main objectives for the introduction of block assessment are early finalization of search assessments, coordinated investigation and reduction in multiplicity (yearly basis) of proceedings. The 'block period' shall consist of previous years relevant to six assessment years preceding the previous year. There will be one consolidated assessment for the block period. The tax shall be charged at sixty per cent for the block period, as per section 113 of the Act. Penalty on the undisclosed income of the block period shall be levied at fifty per cent of the tax payable on such income. The time-limit for completion of block assessment of the searched assessee shall be twelve months. (Effective from 1st September 2024)

**Rationalisation of provisions relating to period of limitation for imposing penalties:** Section 275 of the Act provides for the period of limitation for imposing penalties. For calculation of the number of days for imposition of penalties, the reference to the date of receipt of order by the Principal Chief Commissioner or Chief Commissioner has been omitted. (Effective from 1st October 2024)

Amendment in provisions relating to set off and withholding of refunds: Section 245 empowers AO to adjust the refund against any tax demand that is outstanding from the taxpayer. Further, where refund becomes due but the assessment or reassessment proceeding is pending in his case, AO may, with the approval of the PCIT or CIT withhold the refund till the date on which such assessment or reassessment is completed. The period of withholding the refund 'up to the date of assessment' is inadequate as the demand itself becomes due after thirty days of the date of assessment, so the period of withholding the refund has been extended up to sixty days from the date on which such assessment or reassessment is made. (Effective from 1st October 2024)

**Disallowance of settlement amounts being paid to settle contraventions:** Section 37 of the Act provides for allowability of expenditure incurred wholly and exclusively for the purpose of business or profession. Explanation 1 of section 37(1) provides that any expenditure incurred by an assessee for any purpose which is an offence or which is prohibited by law shall not be deemed to have been incurred for the purpose of business or profession and no deduction or allowance shall be made in respect of such expenditure. It) has been amended to provide that "expenditure incurred by an assessee for any purpose which is an offence or which is prohibited by law" shall include any expenditure incurred by an assessee to settle proceedings initiated in relation to a contravention under any law for the time being in force. (Effective from 1st April 2025 i.e. AY 2025-26) Direct Tax Vivad se Vishwas Scheme, 2024:

**Direct Tax Vivad se Vishwas Scheme, 2024** has been introduced with the objective of providing a mechanism of settlement of disputed issues, thereby reducing litigation without much cost to the exchequer. (Effective from date to be notified by Central Government)

**Amendments in section 276B for rationalisation of penalty provisions:** Section 276B of the Act provides for prosecution in case of failure to pay tax. If a person fails to pay, the tax deducted at

source by him as required by or under the provisions of Chapter XVII-B, he shall be punishable with rigorous imprisonment for a term which shall not be less than three months but which may extend to seven years and with fine. The amendment provide for exemption from prosecution, if the payment of tax deducted in respect of a quarter has been made at any time on or before the time prescribed for filing the statement of such quarter under section 200(3) of the Act. (Effective from 1st October 2024)

**Discontinuation of the provisions allowing quoting of Aadhaar Enrolment ID in place of Aadhaar number:** Section 139AA mandate, that every person who is eligible to obtain Aadhaar number shall, quote Aadhaar number in the application form for allotment of Permanent Account Number (PAN) and in the return of income. The proviso to section 139AA(1) provides that where the person does not possess the Aadhaar Number, the Enrolment ID of Aadhaar application form issued to him at the time of enrolment shall be quoted. The amendment state that proviso to quote enrolment ID of Aadhaar application form shall not apply from the 1st day of October, 2024. (Effective from 1st October 2024)

**Amendments in section 42 and 43 of the Black Money Act, 2015 relating to penalty for failure to disclose foreign income and asset in the ITR:** The amendment provide that sections 42 and 43 of the Black Money Act shall not apply in respect of an asset or assets (other than immovable property) where the aggregate value of such asset or assets does not exceed twenty lakh rupees. (Effective from 1st October 2024)

Beside these changes government announces a complete change in income tax act by next six months rather we may say that, may be income tax will abolished and a new system may be introduced.

### Major Key Changes of GST Law in Union Budget 2024-25

Adding GST Section 74A New To furnish the common time limit for the issuance of the

demand notices and the orders no matter whether the matter comprises fraud, suppression, willful misstatement, etc., or not, for a period of Financial year 2024-25 onwards.

**Modification in GST Sections 73 and 74** To furnish the distinct time limit for issuing the demand notices and the orders related to the duration up to FY 2023-24.

**New Sub-section (5) in GST Section 16** Extending the due date to claim ITC for invoices or debit notes under section 16(4) of the CGST Act, to 30th November 2021 for FY 2017-18, 2018-19, 2019-20, and 2020-21. This extension applies to returns filed in FORM GSTR-3B.

**Modification in GST Section 112** Time to file appeals in GST Appellate Tribunal, to permit 3 months period for filing appeals before GSTAT to begin from a date to be announced via the Government for appeals/ revision orders passed. It shall come into force from 1.08.2024. Furthermore, decreasing the amount of pre-deposit required to be paid for filing the GSTAT appeals.

**Modification in GST Section 122E-commerce operators Penalty provisions**

**Adding New Sub-section (5) in Section 16** conditionally the same Amendment relaxes for cases where returns from the date of registration cancellation to revocation are filled within 30 days of the revocation order.

**Modification in GST Section 107 & Section 20 of the IGST Act** To diminish the amount of pre-deposit needed to be paid for filing of an appeal under GST.

**Adding New GST Section 128A** For exemption of interest and penalty for demand notices issued u/s 73, who pays full tax up to 31.03.2025.

**Modification in GST Section 140** To permit the transitional credit for service invoices obtained via the IGST before the appointed date. The amendment shall hold a retrospective effect from 01.07.2017.

## Taxation Update for Corrugators

**Adding New Section 11A** to authorize the government to regularize the former differences in tax practices via issuing a notification, ensuring that businesses are not unduly penalized for pursuing a generally accepted but wrong tax practice.

**Modification in Section 171 of the CGST Act 2017**  
To present a sunset clause for Anti-Profitteering measures and align these matters to the GSTAT (GST Tribunal)

**Schedule III Related to No Supply** Co-insurance premium apportioned via lead insurer to the co-insurer towards the supply of insurance service via lead and co-insurer to the insured in coinsurance agreements and transactions of ceding commission/ re-insurance commission between insurer and re-insurer.

**Modification in GST Section 54 & Section 16 of the IGST Act** To limit the IGST refunds for the goods within export duty, along with those exported or supplied to SEZs, irrespective of with or without tax payment.

**Modification in GST Section 39** The enrolled individual ought to deduct tax under section 51 and should file the return in Form GSTR-7 monthly even when no tax has been deducted

### Highlights from the 53rd GST Council Meeting

- Changes will be allowed in GSTR-1 going forward within same tax period: The GST Council approved implementing functionality for a new form GSTR-1A that allows taxpayers to add/amend particulars of GSTR-1 of current tax period/IFF for 1st and 2nd month of quarter, that is missed out before filing GSTR-3B.
- Reporting B2C supplies in GSTR-1: The threshold for reporting Business-to-Consumers (B2C) interstate supplies invoice-wise in Table 5 of GSTR-1 will be reduced from Rs.2.5 lakh to Rs.1 lakh.
- GSTR-4 Due Date Revised: Extension provided to the due date for filing GSTR-4 by the composition taxable persons from the present 30th of April to 30th of June 2024 from FY 2024-25 onwards.
- TCS Rate Reduction: Electronic Commerce Operators (ECOs) had to collect Tax Collected at Source (TCS) at 1% (0.5% each under CGST and SGST/ 1% under IGST) on net taxable supplies under Section 52(1) of the CGST Act. It is recommended to reduce this to 0.5% (0.25% under CGST and 0.25% under SGST/UTGST/0.5% under IGST).
- Compulsory filing of GSTR-7: GSTR-7 must be filed mandatorily even if no TDS is deducted, reported invoice-wise and no late fee will be charged for nil filing.
- GSTR-9/9A filing applicability: The filing of annual return in GSTR-9/9A for the FY 2023-24 would be exempted for taxpayers with an aggregate annual turnover upto Rs.2 crore.
- Modification to Section 16(4): The time limit to avail ITC for invoices or debit notes in any GSTR-3B filed up to 30th November 2021 (applicable for fiscal years 17-18, 18-19, 19-20 and 20-21) may be deemed to be 30th November 2021, which will apply retrospectively from 1st July 2017. Furthermore, Section 16(4) shall be relaxed where returns for the period from the date of cancellation of registration/ effective date of cancellation of registration till the date of revocation of cancellation of the registration, are filed by the registered person within thirty days of the order of revocation.
- Amendment to CGST Rule 88B: The GST Council has recommended not to charge interest on the amount available in the electronic cash ledger on the due date of filing GSTR-3B and is debited while filing the said return in cases of delayed filing of GSTR-3B.
- New Section 128A: GST Council has waived interest and penalties for demand notices issued u/s 73 of CGST (applicable for fiscal years 17-18, 18-19 and 19-20) for cases not involving fraud, suppression and misstatement. It is applicable to cases where the taxpayer pays the full amount in the notice by 31st Mar 2025.

## Taxation Update for Corrugators

- Changes in Section 73 and 74: A common time limit will be set for issuing demand notices and orders under both these provisions without differentiating cases as fraud/non-fraud. The time limit for the taxpayers to claim the benefit of reduced penalty, by paying the tax demanded along with interest, would be increased from 30 to 60 days.
- Monetary Limits set for GST Appeals: The recommended monetary limits for filing appeals by the department before these legal fora are Rs.20 lakh for GST Appellate Tribunal, Rs.1 crore for HC and Rs.2 crore for SC.
- Amending Sections 107 and 112: The maximum amount for pre-deposit for filing appeal before appellate authorities shall be reduced from Rs.25 crore under CGST and Rs.25 crore under SGST to Rs.20 crore respectively. Moreover, the amount of pre-deposit for appeal before the GST Appellate Tribunal has been reduced from 20% with a maximum amount of Rs.50 crores under CGST and Rs.50 crores under SGST to 10% with a maximum of Rs.20 crores under CGST and Rs.20 crores under SGST.
- Sunset Clause to amend Sections 109 & 117: Sunset clause to be added for anti-profiteering cases pending and decision taken to shift the hearing panel from CCI to principal bench of GSTAT. The GST Council has also recommended the sun-set date of 1st April 2025 for receiving any new application regarding anti-profiteering.
- Time limit to file appeals before the GSTAT: The GST Council recommended modifying Section 112 to provide a 3 months' time for filing appeals before the GST Appellate Tribunal. It will start from a date yet to be notified by the Government, most likely to be announced by 5th August 2024 as this is the last date.
- New Section 11A: The new provision allows regularisation of non-levy or short levy of GST, where tax was being underpaid or unpaid due to common trade practices.
- IGST Refund due to upward price revisions after exports: A mechanism is being introduced for claiming refund of additional IGST paid due to any upward revision in price of the goods after their export helping taxpayers claim refunds for paying additional IGST due to such move.
- No refund of IGST in specific case: Where export duty is payable, IGST will not be refunded by modifying Sections 16 and 54. This applies for both exports and supplies to SEZ unit/developer with or without payment of tax.
- Biometric-based Aadhaar Authentication: Those applicants who have opted for Biometric based Aadhaar authentication conducted at the GST Suvidha Kendra will be rolled out for GST registration on all-India basis in a phased manner.
- DRC-03 Circular expected to be notified: A circular will be issued to prescribe a mechanism for adjusting any demand amount paid through DRC-03 against the amount payable as pre-deposit for filing GST appeal.
- Section 122(1B) to be amended: Amendment will apply retrospectively w.e.f. 1st October 2023, so as to clarify that the said penal provision is applicable only for those e-commerce operators, who are required to collect TCS u/s 52 and not for other e-commerce operators.

### Rate rationalisation for Goods and Services

The GST Council announced several GST rate revisions and exemptions for goods and services in which main and our concerned item is:

All carton boxes and cases of both corrugated and non-corrugated paper board: 12%

# Touching new Horizons - ICCA & WCO Global Summit 2025 in Japan – Land of the rising sun!

**A**nkkit Agarwal, Lead - Global Summit 2027 is actively involved in managing our FCBM members' delegation to visit Global Summit 2025 organized by International Corrugated Case Association (ICCA) and World Containerboard Organisation (WCO). The Global Summit takes place once in two years and was last held in Banff, Canada in 2023.

Rengo Co Ltd is hosting the 2025 Global Summit in Osaka, Japan from May 20 - 23, 2025 carrying an enlightening Theme - Leading value chain with GX and DX. (GX stands for Green Transformation &

DX stands for Digital Transformation). Both are extremely relevant topics and will surely benefit our members as delegates.

Further, the Global Summit promises to be an enabler for the worldwide packaging fraternity to have a safe space to discuss all industry related topics and challenges. Besides, Japan is known for its strong work culture & ethic, eventually our members can get a first-hand experience of their systems during the factory visit and paper mill visit on the side-line of the Global Summit.

## Highlights:

<b>16 May 2024</b>	Visit to Packaging Showroom & Yashio Paper Mill, Tokyo
<b>20 May 2024</b>	Welcome Reception at Nakanoshima Museum of Art Osaka
<b>21-22 May 2024</b>	Global Summit with great keynote speakers on industry and personality development focused subjects.
<b>22 May 2024 (Evening)</b>	Networking Dinner arranged at the venue which has hosted the G20 Summit and international dignitaries like the President of United States in the past. The highly anticipated & cherished moment where FCBM of India takes over chairmanship of ICCA in the hands of M L Agarwal will take place the same evening.
<b>23 May 2024</b>	FCBM Members can visit the Expo in which 20+ countries are participating in their dedicated pavilions. For details visit: <a href="https://www.expo2025.or.jp/en/">https://www.expo2025.or.jp/en/</a> ( please add QR Code to scan)

FCBM has planned a trip for all its members who are interested to register for the Global Summit. For the convenience of FCBM Members an itinerary (below) has been specially curated around the Global Summit since there is lot of interest to explore the culture of Japan.

Families are welcome to join, however, registration for the Global Summit is optional for them. They can join for the Expo visit by registering directly on the expo website. Members are free to book their own flights if they wish. We have appointed a travel agency for organising the ground transfers, stay and food to make it economical and comfortable for members.

We have requested ICCA for a concessional rate of registration for FCBM members and the same will be announced shortly. Please send in your Expression of Interest for this tour by writing to [aa@ankitpack.com](mailto:aa@ankitpack.com) and [admin@fcbm.org](mailto:admin@fcbm.org) for more information.

Ankkit Agarwal

Chairman - FCBM R&D sub-committee  
Global Summit 2027 Lead

# Route

# PLAN





DATE	PROGRAM	OVERNIGHT
Day 1, 15 May	Arrive Tokyo + Ginza + Welcome Dinner	Tokyo
Day 2, 16 May	Mt Fuji: Lake Kawaguchi	Tokyo
Day 3, 17 May	TeamLab Borderless + Sensoji Temple + Shinjuku	Tokyo
Day 4, 18 May	Bullet Train Kyoto + Fushimi Inari + Kinkaku-ji Temple + Arashiyama	Osaka
Day 5, 19 May	Conference	Osaka
Day 6, 20 May	Conference	Osaka
Day 7, 21 May	Conference	Osaka
Day 8, 22 May	Conference	Osaka
Day 9, 23 May	Departure	



# “The More the Merrier” Mission of Membership Drive - FCBM sub-committee

Last year, FCBM celebrated its 50th anniversary “Golden Jubilee”, marking a significant milestone in its history. As the apex organization representing the national corrugated box industry, FCBM oversees 13 regional associations operating across various states, including ACCT, EICMA, GCBMA, HPCBMA, KCBMA, KECBMA, MPCBMA, NICMA, PCBMA, RCBMA, SICBMA, UPCBMA, and WICMA, with a total membership exceeding 2,700 members. According to the Udyam Registration portal, there are 14,530 MSMEs registered in India engaged in the manufacturing of corrugated paper, paperboard, and paperboard containers.



**Dharmendra Pandya**  
President  
FCBM

This indicates that only 20% of corrugators are currently members of FCBM. It is imperative to enhance our membership base to effectively achieve the federation's goals and objectives.





FCBM has established several subcommittees, including those focused on Research and Development, Taxation, New Market Developments, Paper Mill Coordination, BIS & Skill Development, and Membership Drives, among others, to promote the federation's advancement. All committees are performing commendably. This year, the Membership Drive Committee, led by Mr. Nitin Patel and supported by team members Mr. S. K. Chowhan, Mr. Sushil Sood, Mr. Pravin Gupta, and Mr. Ajay Shukla, is actively working to recruit additional members and associations through a door-to-door campaign organized by state. A strategic roadmap has been developed for implementation on a state-by-state basis.

Recently, the committee visited Chhattisgarh, Uttarakhand, and Haryana, where they conducted meetings with local corrugators. They presented the activities of FCBM and extended invitations for membership, receiving a positive response with many agreeing to join soon.

In the next phase, they plan to hold meetings with local corrugators in Jammu & Kashmir, Assam, Odisha, and Jharkhand, with the intention of expanding their outreach across the entire

country. There are a total of 38 states and union territories in which over 15,000 corrugated box manufacturers are distributed. Given the proactive initiatives of FCBM, it is anticipated that an increasing number of corrugators from various regions will become members by establishing

### रुद्रपुर

## एफसीबीएम और यूकेसीबीएम की बैठक में लिया गया निर्णय, राजू गावा को सौंपी गयी अध्यक्ष पद की जिम्मेदारी उत्तराखंड में खोली जाएगी एफसीबीएम की शाखा

संवाददाता, रुद्रपुर

**अमृत विचार:** उत्तराखंड कॉरिगेटड बॉक्स मैनुफैक्चरर्स एसोसिएशन (यूकेसीबीएम) और फेडरेशन ऑफ कॉरिगेटड बॉक्स मैनुफैक्चरर्स ऑफ इंडिया (एफसीबीएम) के पदाधिकारियों की एक बैठक रुद्रपुर में आयोजित हुई। इस दौरान फेडरेशन ऑफ कॉरिगेटड की एक शाखा उत्तराखंड में खोलने का पदाधिकारियों ने निर्णय लिया। इस दौरान बॉक्स मैनुफैक्चरिंग में आ रही विभिन्न समस्याओं पर भी चर्चा की गयी। वहीं राजू गावा को उत्तराखंड कॉरिगेटड बॉक्स मैनुफैक्चरर्स एसोसिएशन की जिम्मेदारी सौंपी गयी।



रुद्रपुर में आयोजित बैठक को संबोधित करते एफसीबीएम मैनेजिंग कमेटी के केयरमैन नितिन भाई पटेल। ● अमृत विचार

शुक्रवार को बैठक के दौरान एफसीबीएम मैनेजिंग कमेटी के केयरमैन नितिन भाई पटेल ने कहा कि एफसीबीएम को स्थापना 1971 में हुई थी। एफसीबीएम भारत के कॉरिगेटड पैकेजिंग उद्योग को नियंत्रित करता है। साथ ही

पैकेजिंग उद्योग को बढ़ावा देता है। इस दौरान कुमाऊं कॉरिगेटड बॉक्स मैनुफैक्चरर्स एसोसिएशन के पदाधिकारियों ने एफसीबीएम के पदाधिकारियों को बताया कि बॉक्स निर्माता रां मैटेरियल पेपर मिलों से खरीदते हैं, लेकिन पेपर

मिल वाले आपस में एसोसिएशन बनाकर रेट को अपनी मज्जी से बढ़ा देते हैं। इससे कारोबार में काफी दिक्कतों का सामना करना पड़ रहा है। वहीं यूपीएफसीबीएम के सचिव अजय शुक्ला ने कहा कि

हमें कोरिंग को लेकर जागरूक होना होगा। साथ ही न कहने का भी साहस करना पड़ेगा। तभी हम इस कारोबार में सफल हो सकते हैं। कार्यक्रम का संचालन सत्यम शिवम पैकेजिंग के डायरेक्टर एवं कार्यक्रम संयोजक हरीश बजाज ने किया। इस अवसर पर एफसीबीएम मैनेजिंग कमेटी के सदस्य सुशील शूदा, एफसीबीएम मैनेजिंग कमेटी के सदस्य प्रवीण गुप्ता, राजू गावा, राहुल हुड्डा, हेमंत चिट्ट, आदित्य बजाज, रमनदीप सिंह, मुकूल जोशी, अनुराग डार्लमिया, गौरव अरोरा, राहुल अग्रवाल, एफसीबीएम अग्रवाल, सुधाकर शर्मा, मोहित अरोरा, जितेंद्र गांधी, मनोज गांधी, अमित श्रीवास्तव समेत कई बॉक्स निर्माता मौजूद रहे।

regional associations in their respective states.

I extend my gratitude to the membership drive subcommittee for their dedication in establishing the new associations and eagerly anticipate the emergence of the new association within FCBM. I trust that in the future, the committee will persist in its efforts towards the mission of enhancing membership.

**“Sabka Saath Sabka Vikas”**

# Productivity is about your systems, not your people

**T**he pursuit of individual productivity is healthy and worthwhile. However, unless you work independently outside of an organization, the benefits of most “tricks” will be limited. To make a real impact on performance, you have to work at the system level. The author recommends four ways to improve productivity and efficiency by making changes at the organizational level. Create a system of tiered huddles that allow issues to be escalated to the next level of responsibility in a timely manner. Use systems that visually represent where work is so that collaborators have visibility into where a project stands. Make it clear how people should communicate depending on the complexity and urgency of the issue. And, make sure that people responsible for getting tasks done also have the authority to make necessary decisions.

Leaders are always seeking to improve employee productivity (including their own). All too often, that quest goes no further than time management training provided by the HR department. Those classes cover the pros and cons of Inbox Zero, the Pomodoro technique, the Eisenhower matrix, Getting Things Done, and countless other approaches that tantalize us with promises of peak productivity. Given that people are still overwhelmed by work, buried in email, and unable to focus on critical priorities, it's safe to say that these productivity hacks just don't hack it.

The problem isn't with the intrinsic logic of any of these approaches. It's that they fail to account for the simple fact that most people don't work in isolation. They work in complex organizations defined by interdependencies among people — and it's often these interdependencies that have the greatest effect on personal productivity. You can be an email ninja, but with the explosion of email (not to mention instant messages, Twitter, LinkedIn, Slack, and countless other communication tools), you'll never be fast enough to deal with all the incoming communication. Similarly, your personal urgent/important Eisenhower categories fall apart when the CEO asks you to do stop what you're doing and handle something right away.

As legendary statistician and management consultant W. Edwards Deming argued in his book *Out of the Crisis*, 94% of most problems and possibilities for improvement belong to the system, not the individual. I would argue that most productivity improvements belong there as well. Personal solutions can be useful, but the most



effective antidote to low productivity and inefficiency must be implemented at the system level, not the individual level.

Here are four countermeasures that will help:

## **Tier your huddles.**

Many highly productive organizations have instituted a system of tiered daily huddles, with a clear escalation sequence for all problems. The first huddle, consisting of front-line workers, begins at the start of the workday. The next huddle, consisting of supervisors, follows 30 minutes later. Managers meet 30 minutes after that, followed by directors, VPs, and finally the executive team. Problems are addressed at the lowest possible level. If a decision can't be reached, the issue is escalated to the next level. This system improves the linkage between the C-suite and the front lines; it accelerates decision making; and perhaps most importantly, it improves productivity by reducing the number of scattershot emails about a variety of problems.

## **Make work visible.**

Most of the work in an office environment is invisible — it's buried in people's computers or their heads. As a result, it's difficult to know what people are working on or whether they're

## Productivity is about your systems, not your people

overloaded and unable to take on more tasks. Physical or virtual task boards (such as Trello, Asana, Airtable, Zenkit, etc.), where every task is represented by a card specifying who is handling it (and its status) enables a more equitable distribution of work. It also eliminates both countless status check emails and the need to cover that topic in meetings. The principle investigator of a medical research lab I worked with instituted just such a system, and found that work got done faster and with dramatically less effort.

Similarly, making downtime visible is equally helpful. In working with the Boston Consulting Group, Harvard Business School professor Leslie Perlow found that implementing “predictable time off” (i.e., afternoons or evenings totally disconnected from work and wireless devices, agreed-upon email blackout times, or uninterrupted work blocks) led to greater job satisfaction and better work-life balance without compromising client service. In this case, “predictability” serves the same purpose as “visibility” — it allows workers to see what colleagues are doing, and to react accordingly.

### Define the “bat signal.”

Batman fans will remember that the police summoned Batman with the image of a bat projected in the night sky. The bat signal was reserved for times of crisis, like when the Joker was on the loose, not when a scofflaw failed to pay a parking ticket. As Marshall McLuhan argued, the medium was the message. Unfortunately, most organizations don't have a similar way of indicating an issue is a true emergency. With no agreement on what communication channel to use, workers are forced to check all digital messaging platforms to ensure that nothing slips through the cracks. That's toxic to productivity. Companies can make work easier for people if they specified channels for urgent and non-urgent issues.

A medical device manufacturer I worked with set up the following communication protocol to clarify what tool to use in each situation. The benefit was dramatic, as they were liberated from the need to check all incoming emails for urgent issues. They could focus on work requiring deep, uninterrupted thought, secure in the knowledge that they only

needed to pay attention to text messages or phone calls. Note that it's not important what communication protocol they chose; it's simply important that they had a system.

### Align responsibility with authority.

Too often workers are made responsible for tasks but aren't given the authority to deliver results. This misalignment leads to frustration, stress, and overburden. For example, at a \$500M footwear company I worked with, the founder and CEO — long removed from his role in product development — decided that he didn't like a particular shoe style his product team had designed. He diverted a container that was en route to the U.S. with \$400,000 worth of shoes to Africa, where he had everything unloaded at a financial loss. The VP of product development was not only demoralized, he had to scramble at the last minute to adjust for the CEO's decision. The rule is simple: if an employee is responsible for an outcome, they should have the authority to make the necessary decisions, without being forced into an endless string of emails, meetings, or presentations.

The manufacturing company W.L. Gore & Associates' “lattice” structure of management is an excellent example of an organization that has implemented this idea. The \$3 billion company broadly distributes leadership responsibility throughout the organization, allowing employees to make “above the waterline” (i.e., low-risk) decisions on their own, and only requiring approvals for “below the waterline” (high-risk) decisions. Gore has spent decades developing and refining the culture, systems, and processes to support their unique organizational structure, so it might be difficult for another company to copy their model. Nevertheless, it's an example of the kind of thinking that can improve individual - and organizational - productivity.

The pursuit of individual productivity is healthy and worthwhile. However, unless you work independently outside of an organization, the benefits of most “tricks” will be limited. To make a real impact on performance, you have to work at the system level.

**Source:** Harvard Business Review

# KeCBMA held their Annual General Meeting



**K**erala Corrugated Box Manufacturers Association (KeCBMA) held its Annual General Body meeting was on August 10, 2024 at The Hotel Holiday Inn, Ernakulam, Kerala. AGM started with a prayer and. R. Suresh (MD - S T. Reddiar & Sons), welcomed the gathering. A mega 200+ corrugators gathered along with their family attended the AGM. K N Gopalan (MD - Kalpaka Packaging, Chennai inaugurated the function and T M Raghavan, Vice President 1, FCBM was the chief guest.

During the inaugural address K.N. Gopalan narrated his journey through this industry which was very inspiring for our members. K.N Goplan, T.M Raghavan along with our office bearers lighted the traditional lamp followed by the presidential address by Rajeeve.

Mr Rajeeve during his speech requested to improve membership strength by bringing in more members and thanked managing committee members for adding new 35 units , with that our total strength is 130+. He also requested to utilise lab facilities and assured members that regular training programme will be conducted and also will support members in solving their issues.

The Kerostar award was introduced for which a committee constituting senior members including I.A Peter, R Suresh and K.R Raju were entrusted to identify the candidate. Amongst many entries received Xavier Jose (M/s. Plymaster) won the award for the contributions to industry and association. Best women



entrepreneur award was given to Mrs. Breeze Pratheesh for her remarkable performance in successfully running an automatic plant.

Sathyan Malayath briefed full year activities and also presented future plans for the year 2024-2025. Mr Bejoy Syriac presented financials for the year 2023-2024 in detail and the house has accepted the same. Certificates were handed over to all new members by managing committee members.

The House has accepted one more year tenure for the current office bearers and a new managing committee can be formed by them. Table top exhibition with 20+ sponsors, slots for presentation by Platinum and Gold sponsors got a good response from the attendees. As a token of gratitude, support and contribution, mementos were given to the sponsors. Mathew P J thanked all the guests, sponsors, members and their families for attending the AGM. This was followed by dinner and cultural programmes from both in house as well as professional troops.

# KACBMA conducts its third General Meeting



The third General Meeting (2024-2025) of KACBMA was held on August 17, 2024 at St. Marks Hotel Bangalore.

All the 40+ members who attended the general meeting well participated and appreciated the three technical seminars for members' benefit. The three technical seminars conducted were:

### A. Technology and Process upgradation for productivity increase in semi-automatic plants by

- a. Shri Sanjay Modi (Multi Packaging Industry)
- b. Shri Amit Parasarampuria (Shivam Industries)
- c. Shri Siddharth Agarwal (Kaushik Products)

### B. Technical and Quality Aspects of Kraft paper by

Sree Andal Paper Mills - a Kohinoor sponsor of our 52nd FCBM Conference, Bangalore.

### C. Insightful presentation on Captive Solar Power for SME's - Technical and Commercial aspects

by M/s. ORB Energy

Information and highlights on 52nd FCBM Conference 2024 were presented by Shri Manish Bothra - Conference Chairman and Shri Alok Agarwal, Conference Co-Chairman; followed by cocktail and dinner.



## PMCC organizes Paper Mill visit in Goa

**O**n August 28, 2024 a visit to Sukraft Recycling Pvt Ltd in Goa was organized by the Paper Mill Coordination Committee (PMCC), FCBM Sub-committee. Deepak Agarwal, Chairman PMCC and Vijay Panjabi, PMCC Committee member lead the educational tour cum visit.

FCBM Members from across the country and member associations took keen interest and visited the mill to understand the making of the kraft paper. The tour was an enlightening experience as members they gained knowledge about the different processes including pulp

making, pulp filtration, paper making, paper drying and paper testing.

Sukraft Paper Mill owner Arun Agarwal and his team dedicatedly gave us a mill tour and cleared all our queries regarding paper making and its properties. Their hospitality was appreciated and warmly regarded by all the visiting members.

With good feedback received from visiting members, PMCC is planning to organize paper mill visits in the future too. The PMCC committee whole heartedly thank Arun Agarwalji for their hospitality and valuable time.



# EICMA held their 52nd Annual General Meeting



**O**n September 13, 2024, EICMA held their 52nd Annual General Meeting (AGM) at Bharat Chambers, Kolkata.

In the AGM proceedings, the following office bearers were re-elected:

- Shri Achyut Chandra as President
- Shri Pradip Agarwal as Vice President
- Shri Samir B Mehta as Honorary Secretary

Shri Arun Kumar Jhanwar stepped in as Honorary Treasurer succeeding Shri Nitesh Chowdhury, who stepped down after a long stint due to health and personal reasons.

All the nine Managing Committee members and office bearers were elected unanimously.

Shri Mohit Bajaj, ex-officio EICMA and a galaxy of

EICMA Past Presidents and FCBM Past Presidents, Shri Satish Kapur, Shri R. G. Agarwala and Shri Milan Dey were present at the AGM.

In his address, President, Shri Achyut Chandra expressed thankfulness for having got the opportunity to serve the fraternity for a third term and highlighted some of the opportunities and challenges faced by the industry. He also extended his address to thank seniors for their continued guidance and support to the team. The formal session ended with our National Anthem and vote of thanks was given by Shri Pradip Agarwal, Vice President - EICMA.

The event graced with 60+ members (and families) and associates concluded with a sumptuous dinner.



# WICMA held its 57th Annual General Meeting



**O**n September 26, 2024, Western India Corrugated Box Manufacturers Association (WICMA) held its 57th Annual General Meeting (AGM) at Dress Circle, NESCO Goregaon, Mumbai with 50+ members attending the meeting.

The existing committee were re-elected as office bearers:

- Shri Anil Loya, President
- Shri Rohit Bubna, Vice President
- Shri Shlok Kedia, Hon. Secretary
- Shri Satyajit Patel, Hon. Treasurer
- Shri Kirtikumar Gandhi continues to be the Ex-Officio



# How to Improve Manufacturing Productivity



In today's world, everything in professional arena is measured in certain metrics. This is more pertinently related to productivity in manufacturing industry where costs are very precisely and tightly calculated, hence there is a dire need to improve production by enhancing productivity within the allocated time, effort and cost.

### What is manufacturing productivity?

When it comes to manufacturing, productivity is synonymous with money. It affects costs, profitability, and your competitive advantage. In an increasingly tough global marketplace, having a competitive edge can be a make-or-break factor.

### How do you calculate manufacturing productivity?

Improving manufacturing productivity has been a longtime goal for most companies, but despite investments in productivity solutions, many still don't have confidence in their efforts. And it's easy to understand why. Companies often lack fully standardized, reliable ways to ensure that:

- Bottlenecks are correctly identified and quantified
- Improvement opportunities are prioritized based on value
- The value of improvement projects can be clearly communicated

$$\text{MANUFACTURING PRODUCTIVITY} = \frac{\text{OUTPUT}}{\text{INPUT}}$$

## How to Improve Manufacturing Productivity

In simple terms, manufacturing productivity is the ratio of output to input – in other words, how much a company can produce based on a given amount of input – and it focuses mainly on throughput and quantity. Input covers factors including labor hours, capital resources, and natural resources, while outputs are normally measured by the quantity of goods produced.

But manufacturing productivity entails more than just a simple ratio. Evaluation criteria might also include a focus on functional issues, technology requirements, vendor considerations, and implementation and service concerns.

### How to prioritize manufacturing productivity improvements?

Many companies have invested in continuous improvement (CI) initiatives and various types of manufacturing software that measure or improve productivity. Even with these investments, however, most CI teams find they need to focus on gathering, harmonizing, and analyzing their data.

Software with prioritization and IOT capabilities gives a consistent and standardized view of which improvements will have the most significant impact on manufacturing productivity. Despite this functionality being available in many software offerings, it is yet to be widely adopted.

### Focus your efforts

Today, technology solutions go beyond measure performance with real-time data; they can also rank opportunities for improvement. By seeking prioritization opportunities that are based on 100% of production-loss data, you can confidently focus resources and attention in the top issues, which can be challenging with traditional manufacturing intelligence, overall



equipment effectiveness (OEE), or dashboard software.

### Ready for action



In addition to prioritization opportunities, you should seek out solutions that perform root cause analysis for each problem. This ability to deliver deeper insights into root causes can transform challenges into opportunities. By understanding which constraints should be top of mind, and the scenarios when they are occurring, you can better understand the root causes of bottlenecks and work to eliminate them.

### Pinpoint applications

It's important to find a system that can support multiple user profiles, including:

- Executives and Managers for comparing plants, products, and investment in CI programs.
- CI leads for plotting priorities and tracking progress
- Supervisors for focusing on how to improve in their area
- Operators and Technicians to focus, buy in, and see what's working and how much time they can save

When all these roles use the same application, it fosters collaboration and eliminates bias and mistrust.

### The urgency to improve manufacturing productivity

Heightened demand is driving the need to increase and better utilize capacity – meaning

## How to Improve Manufacturing Productivity

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Manufacturers are facing unprecedented pressure to remain competitive, focus on continuous improvement, and pinpoint productivity losses.

### To stay competitive

Most manufacturers are in competitive markets with supply chain challenges. With so much out of the manufacturer's control, it's vital to leverage production resources such as facilities, equipment, people, materials, and tools effectively. Today's environment of great uncertainty makes this more complex and crucial to success.

### Continuous improvement

Calculating where to focus to stem those time losses is not straightforward since many sources of waste contribute to throughput and productivity losses. CI is a common process manufacturers use to identify and eliminate waste to improve performance. Lean, Six Sigma, and Operational Excellence are all examples of CI programs that can feed success – particularly if they have digital and analytics support.

### Needs to expand with the move to the digital enterprise

Productivity is chiefly concerned with minimizing losses – and lost time is the simplest and most absolute way to measure those losses. The impacts of lost time are not just on the production operation itself. Time losses can be quantified in terms of impact on profit and customer service.

Capacity-constrained companies can only sell as much as they make, so it's a top-line issue for revenue. For these companies, it also determines when they can promise and fulfill orders to customers.

Even when not capacity-constrained, time losses can impact costs and customer satisfaction. In some cases, companies could lower materials,

assets, energy, quality, compliance, and payroll costs.

### Six ways to improve productivity

There are many ways to boost manufacturing productivity. While many of these options are long-term organizational changes, they are proven to be effective in improving performance and cutting costs.

#### Upskill employees

A skilled workforce is a productive one. Employees who are knowledgeable make fewer mistakes, can be flexibly allocated where needed the most, and thrive in a positive workplace environment. A commitment to training helps retain employees as well, meaning you'll reduce the cost and production impact of churn.

#### Invest in maintenance

Maintaining an organization's physical assets, such as equipment, plants, or facilities, helps maximize their lifespan, reduce downtime, and improve quality and efficiency. An effective and planned program of enterprise asset management will reap measurable productivity dividends.

#### Review workflow

Reviewing your full workflow – every process and step that is needed to get a product to the customer – is essential to understanding where productivity can be improved. Workflow revisions are constant, and they should be an ongoing exercise in your CI efforts.

#### Target waste

Waste – actions that don't provide any value to the product or customer – should be the target of CI efforts, but it's often difficult to pinpoint its source. Reducing a manufacturing floor's waste can lead to significant improvements in performance.



### Improve communication

Increasingly complex production methods and global supply chains can make seamless coordination a challenge. Thorough communication and visibility throughout the process minimizes the risk of mistakes and interruptions.

### Monitor utilization

Most manufacturing equipment isn't used to full capacity. Metrics like OEE enable manufacturers to understand their equipment's true capacity, allowing them to improve utilization rates and overall productivity.

### The role of digital manufacturing

Industry 4.0 and technologies powered by the Industrial Internet of Things (IIoT), Artificial Intelligence, and Machine Learning are helping manufacturers tackle countless productivity challenges, such as supply chain disruption and a growing knowledge gap among workers.

IIoT-driven technologies can help you determine where you are losing the most production time, so your CI team will know both where to focus and the likely results on a unit, line, facility, or even the entire production network. Once you know where you're losing production hours, you can put them to use in the way that works best for you, such as adding production volume, reducing

overtime shifts, cutting back on waste, or delivering the cost reductions your company needs. Additionally, by driving productivity and measuring KPIs such as production efficiency and reduced scrap, a digitized CI program can help your organization realize a dramatic increase in sustainability.

### Manufacturing Productivity: An Ongoing Challenge

Volatile and unpredictable markets are pushing manufacturers to explore various ways to improve performance and reduce costs. Manufacturing productivity is fundamental to these efforts. Today's digital solutions have made it easier than ever to identify and drive productivity improvements. While quick fixes are unlikely to solve manufacturing concerns, tangible improvements rely on consistent effort and ongoing analysis.

Consider whether your current investments for manufacturing productivity improvements are genuinely delivering a view that helps you prioritize opportunities in consistent business terms. Then, by setting objectives and goals for investing in a new solution, you can evaluate the possible solutions in all dimensions of your manufacturing organization.

*Source:* PTC

# Cardboard is still the choice for sustainable packaging shipping



**W**hen it comes to sustainable transportation of goods, corrugated board is still the go-to material

**'Sustainability' and 'CO2 reduction' are far more than just tropes and buzzwords. Increasing evidence shows that end-users are demanding a guilt-free shopping – and shipping – experience, rapidly prompting buyers to turn their attention towards packaging innovation.**

Meanwhile, sustainability continues to top the list of client considerations. At Mondi, we want to contribute to a better world, which is why we're working on bespoke solutions with natural materials to help reduce the environmental impact as much as possible.

**Sustainable by design: Why cardboard is still a go-to choice for sustainable packaging**

To compound things, a rising number of countries are now banning several types of single-use

plastics. There is a significant advantage for paper. It is made of natural, biodegradable wood fibres and has the lowest carbon footprint of all packaging types.

**Innovation and sustainability don't have to stand in opposition – they are a perfect match**

We believe all packaging should be environmentally friendly. Our Corrugated Solutions team's functional and technical trademarks have set new standards in the market, and with projected climate statistics and changing consumer attitudes, that's an important asset.

We are sustainable by design, using paper where possible and plastic when useful. By taking this holistic view, we work with our customers to create the most suitable and sustainable solutions for their needs.

Our customer-centric approach to EcoSolutions comes down to asking the right questions across

## Cardboard is still the choice for sustainable packaging shipping

the value chain to consider the needs of your business, your product and our planet. Here, we match energy-efficient, manufacturing innovative choices with an inventive approach to find the optimal packaging solution for each customer. The net result is a solution that's on brief and within budget whilst nailing all the critical technical and cosmetic considerations.

Our inhouse designers and sales experts will guide customers through the conceptual phase of each bespoke packaging solution design, following three simple rules:

- Replace less sustainable products with solutions that help our customers fulfil their commitments.
- Reduce the volume of raw materials used, lowering the overall environmental impact through operational efficiency and raw material choices.
- Recycle more by developing paper and plastic solutions designed for recycling.

### Better protection

Rectangular, corrugated boxes are stable and easy to stack for efficient storage and transportation. This solution is a vast improvement on plastic bags, which are slippery, irregular in shape and prone to handling damage in fulfilment and logistics centres.

### Improved user experience

In the world of eCommerce, packaging has become our shop front. Any YouTube search for "Unboxing" will prove the consumer's fascination with first impressions. Paper offers a tactile experience to online shoppers, which a plastic bag can never match.

Suitable packaging plays a crucial role in creating a positive online shopping experience. Over half of respondents (57%) confirmed they are willing to pay up to three euros more for online goods

delivered in a packaging they can rely on to meet all of their needs, including the protection of goods, easy handling and being environmentally friendly.

### Sustainable by design

Mondi's best-in-class designs received several WorldStar Packaging awards within the last years for unique solutions. A Sustainable design focus provides a wealth of innovation opportunities, and we're now the go-to standard for best practice.

Our raw materials boast a low carbon footprint and the highest recycling potential. Not only this, our

“ We are committed to supporting our customers in reaching their own sustainability goals. Packaging is only part of the solution, but it's a crucial first step and one that we've got covered.

**Armand Schoonbrood, COO  
Mondi Corrugated Packaging**

commitment to innovation has led us to hold the world's strongest paper type, capable of withstanding the force of 15 spring mattresses!

### Replace, reduce and recycle

The science is clear. We need to significantly reduce our CO2 emissions or face catastrophic climatic challenges. Mondi joined WWF Climate Savers in 2018 and a leadership programme that contributes to reducing carbon emissions, in line with UN targets to keep global warming below 2°C.

# The ultimate guide to corrugated boxes

Here is a detailed breakdown of corrugated boxes that will assist you in selecting the appropriate boxes for shipping according to the items you plan to ship.

## Standard Strength Boxes

Many clients underestimate the durability and strength of standard corrugated boxes when

heights, and lengths and can be used to ship various items

- **Flat shipping boxes:** Flat shipping boxes are great for businesses that sell flat items and are low on storage space
- **Long shipping boxes:** Finding the appropriate packaging supplies for long items like curtain



searching for shipping supplies. These cardboard boxes may appear fragile, yet they can withstand weights of up to 40 pounds each box. Hence, these boxes are safe to use for standard deliveries. The best part is that these boxes are customizable.

So, you can custom create a design and size depending on the product you wish to ship. If you search shipping boxes near me, you may come across the following common types of a standard corrugated shipping box:

- **Cube corrugated boxes:** All sizes of corrugated cube boxes come in equal widths,

rods or umbrellas may be challenging. Long shipping boxes can be the solution for efficiently shipping narrow or long items as they are customizable

- **White corrugated boxes:** White corrugated boxes are ideal for businesses looking to find unique shipping boxes to set them apart from the competition. These boxes are versatile and have an aesthetically pleasing look that appeals to the customers and enhances the unboxing experience
- **Clothing boxes:** Ideal for moving and apparel businesses, clothing boxes can be used to

store, move or ship clothing items efficiently

- **Storage file boxes:** Ideal for moving companies, storage file boxes are an effortless solution to storing or moving important files and documents without worrying about misplacement or any damage. These boxes come in heavy-duty varieties and come with handle hoes and lids for convenient filing and access
- **Side loading boxes:** Side loading boxes come with a full overlap that provides extra protection, and they are an excellent solution for shipping flat and fragile items like paintings, mirrors, or frames
- **Telescoping box sets:** Telescoping boxes are ideal for shipping long items and sports equipment such as skis, golf sticks, etc
- **Wardrobe boxes:** Moving wardrobe boxes come with hanging rods which are great for moving companies or clothing brands that sell designer items. The hanging rods make shipping clothes hassle-free and protect the clothing from damage or creasing
- **Multi-depth boxes:** Multi-depth boxes allow you to customize your box without ordering different sizes. For example, if you need small boxes for shipping, multi-depth boxes come with scored intervals that you can easily cut down to get the desired size
- **Insulated shipping boxes:** Insulated shipping boxes come in two parts, a lid and a foam interior box that helps provide fragile items with cushioning and protection. These boxes also come with different labels such as perishable or rush to help indicate to the delivery staff that they contain fragile items that they should handle with care

### Heavy-Duty Shipping Boxes

We advise using heavy-duty boxes for larger shipping products, delicate items, or storing and moving heavy and easily breakable objects. Movers use these boxes to relocate heavy and fragile items effectively. These heavy-duty boxes boast a sturdier kraft paper/board exterior or a



double-walled corrugated layer. These details help provide the most effective defense against any vibrations or mishandling the shipping box may face in the delivery process.

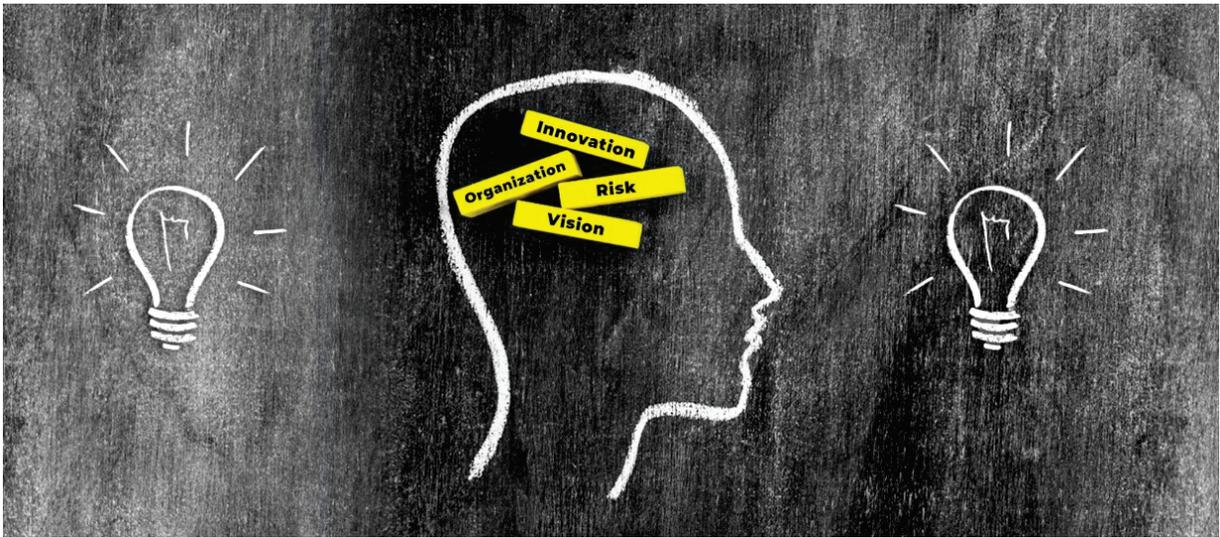
Depending on the kind of product you're delivering, you might want to use one of these three distinct types of heavy-duty shipping boxes:

- **Heavy-duty single wall boxes:** Heavy-duty shipping boxes are ideal for packing and transporting large and heavy items like furniture. Additional corrugation offers sufficient protection for some items that are particularly prone to damage
- **Heavy-duty double wall boxes:** For the best possible protection during transportation, double-walled corrugated boxes offer an additional complete sheet of corrugation. A double wall shipping box is also great for bulky or delicate objects. If you own a moving company, you can use these boxes to effectively store large and heavy items or use them to move client's belongings safely
- **Gaylord boxes:** The strong layer of corrugated cardboard makes Gaylord boxes ideal for large shipments. The boxes can withstand significant wear and tear while protecting the item inside. You can also use these boxes to store inventory. If you want to keep merchandise effectively and shield it from dust, you can also buy lids for them

**Source:** The Boxery

# Entrepreneurial Mindset in Leadership: Balancing Risk and Innovation Strategy

In today's business landscape, an entrepreneurial mindset in leadership is crucial for sustained growth and success. This mindset goes beyond entrepreneurship and includes traits such as resilience, adaptability, and creativity. Effective leaders balance risk and innovation by encouraging calculated risk-taking that aligns with organizational goals.



In today's rapidly evolving business landscape, a traditional leadership approach is no longer sufficient to ensure sustained growth and success. An entrepreneurial mindset within leadership has emerged as a critical factor in navigating uncertainty, fostering innovation, and achieving long-term prosperity. This article delves into the essence of the entrepreneurial mindset in leadership, highlighting the delicate balance between risk-taking and innovation strategy.

## The Essence of an Entrepreneurial Mindset

An entrepreneurial mindset goes beyond the realm of entrepreneurship itself; it's a perspective that leaders adopt to drive growth and adaptability. At its core, this mindset embodies traits such as resilience, adaptability, creativity, and a willingness to take calculated risks. Leaders with an entrepreneurial mindset embrace change, seek out opportunities, and inspire their teams to push boundaries.

## Balancing Risk and Innovation

Central to the entrepreneurial mindset is the ability to balance risk and innovation. While innovation drives growth and sustainability, it inherently involves uncertainty and risk. Effective leaders understand that risk is not an impediment but a catalyst for progress. They encourage calculated risk-taking that aligns with the organization's goals, values, and vision. This approach creates a safe space for experimentation while mitigating the potential downsides of recklessness.

**Embracing Failure as a Learning Opportunity:** An entrepreneurial mindset in leadership encourages a culture that views failure as a stepping stone to success. Leaders who foster an environment where experimentation is celebrated rather than punished create a fertile ground for innovation. Encouraging employees to share their failures and lessons learned can lead to breakthrough insights and continuous improvement. By destigmatizing

failure, leaders can build resilient teams that ..

**Navigating Uncertainty with Agility:** In a rapidly changing business landscape, uncertainty is a constant companion. Leaders with an entrepreneurial mindset are adept at navigating this uncertainty with agility. They anticipate shifts in the market, embrace change, and pivot their strategies as needed. By maintaining an open dialogue with their teams, leaders can gather diverse perspectives and adapt their innovation strategies in real-time. This proactive approach allows organization to seize emerging opportunities and mitigate potential threats effectively.

**Encouraging a Culture of Innovation:** A true entrepreneurial leader fosters a culture where innovation thrives at every level of the organization. They provide employees with the autonomy to explore new ideas and challenge the status quo. By creating cross-functional teams and encouraging collaboration, leaders can harness the collective intelligence of their workforce. Regular brainstorming sessions, hackathons, and innovation challenges can fuel a continuous flow of creative ideas that drive the organization forward.

**Data-Driven Decision-Making:** Entrepreneurial leaders are not only risk-takers; they are also astute decision-makers. They rely on data-driven insights to inform their innovation strategies and risk assessments. By leveraging market trends, customer feedback, and competitive analyses, leaders can make informed decisions that reduce the ambiguity associated with risk-taking. Data-driven decision-making enhances the chances of success while minimizing potential pitfalls.

In an era marked by disruption and rapid change, an entrepreneurial mindset is the driving force behind successful leadership. By balancing risk and innovation strategy, leaders can guide their organizations toward sustainable growth and resilience. Embracing failure as a learning opportunity, navigating uncertainty with agility, encouraging a culture of innovation, and making

data-driven decisions are key components of this mindset.

Leaders who embody the entrepreneurial spirit inspire their teams to think creatively, explore new avenues, and overcome challenges with unwavering determination. As the business landscape continues to evolve, cultivating an entrepreneurial mindset within leadership will be the differentiator between organizations that merely survive and those that thrive in the face of uncertainty.

### 1. What is an entrepreneurial mindset in leadership?

An entrepreneurial mindset in leadership refers to the ability of leaders to approach challenges and opportunities with an innovative and risk-taking mindset. It involves thinking outside the box, embracing change, and seeking new ways to create value for the organization while effectively managing and mitigating potential risks.

### 2. Why is an entrepreneurial mindset important in leadership?

An entrepreneurial mindset enables leaders to adapt to rapidly changing business landscapes, seize emerging opportunities, and drive innovation within their organizations. It fosters a culture of creativity, encourages employees to explore new ideas, and ultimately contributes to sustainable growth and competitiveness.

### 3. How can leaders balance risk and innovation?

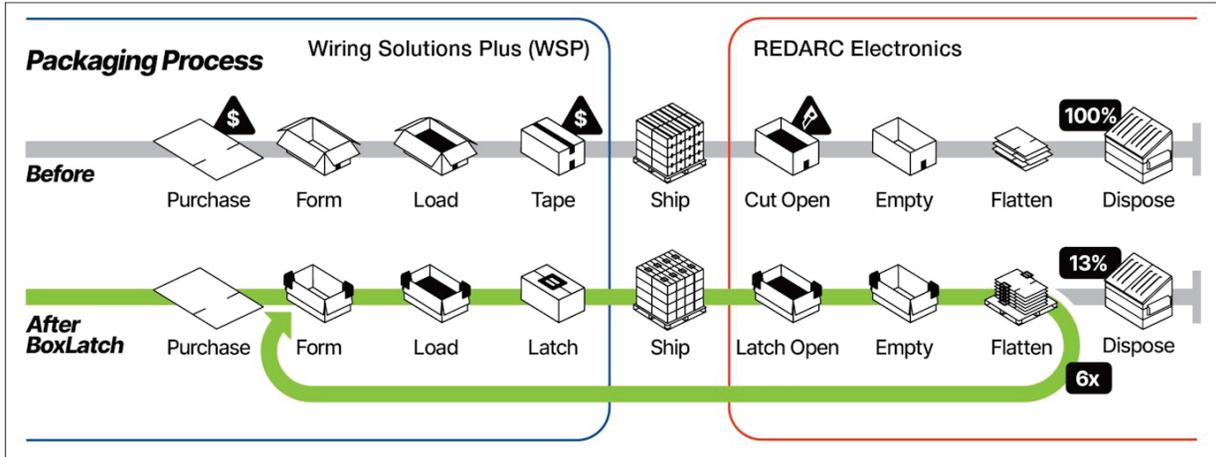
Leaders can balance risk and innovation by fostering a culture that encourages calculated risk-taking and experimentation. This involves setting clear boundaries for risk, conducting thorough risk assessments, and having contingency plans in place. Effective communication and collaboration among teams also play a crucial role in managing risks while pursuing innovative strategies

**Source:** ET Special



# Closed-Loop Corrugated case reuse process delivers savings through cycles, material input reduction

Wiring Solutions Plus (WSP) supplies wiring harnesses to manufacturer REDARC Electronics in suburban Adelaide, South Australia.



Last year, the two companies piloted a closed-loop corrugated case reuse system to see how much (if any) material input savings they could achieve. Prior the trial, WSP's products were packaged in single-walled corrugated cases that were taped closed before being sent to REDARC. These weak cases were often damaged during transport under the strain of the heavy wire contents. Upon receiving at REDARC, cases were opened, and flaps removed with knives, then unloaded on the line before being disposed of after a single use.

With 42 cases shipped per week by WSP to REDARC for 50 weeks per year, even this small volume of corrugated was seen as wasteful. Supplier BoxLatch, whose clip products stabilize corrugated and provide for reuse, partnered with the two companies on a year-long trial to see what savings and circulatory could be achieved.

Today, by using BoxLatch products, WSP's cases are now kept in good condition as they move through production, enabling their reuse like plastic totes, but at a fraction of the purchase cost. Two

BoxLatches are used to secure the base of the box to carry an 11-kg (24-lb) load, while one is used to close the top of the case. Tape is no longer needed, saving WSP \$115 per year.

Project Savings	A\$	5 Year Proj.	Annualised
Savings on boxes/cartons		9,611.28	1,888.64
Savings on task time		2,840.00	568.05
Savings on tape		577.50	115.50
<b>Total Savings</b>		<b>12,284.41</b>	<b>2,456.69</b>
BoxLatch Product Costs		744.66	
Return on Investment		1649%	329%

	Cost of box per use (1 cycle per box)	A\$ 1.14
	Cost of tape per use	A\$ 0.06
vs.		
	Cost of box per use (5 cycles per box)	A\$ 0.22
	Cost of BoxLatch per use (used a minimum 250 times)	A\$ 0.07
<b>Savings per box use (75%)</b>		<b>A\$ 0.90</b>

The wire supplier also decided to upgrade its cases to a double-walled variety at a marginal cost to allow for reuse and improved product protection, which meant cases are cycled a modest seven times before disposal. This has cut costs from \$1.20 to 0.30¢ per use. Over the expected five years of use, this will prevent wasting 9,114 cases and over 20 km (13 miles) of tape.

While there were fears that BoxLatches would take more time, in practice they were faster than tape and knives for closing and opening boxes, saving WSP a projected \$568 per year in staff costs.

REDARC benefits from reduced task time and lowered risks from blades damaging products or injuring staff. Both WSP and REDARC have invested in a set of Clip & Stack products that are used to hold back box flaps as items move along the assembly line, improving access to the

contents while being faster and safer than rubber bands or tape. Open boxes are also now safely stacked to save floorspace.

Clean, empty cases are collapsed, with BoxLatches and Clip & Stack packed separately at end-of-line for reuse. No tape was stuck to conveyors and no bands were wrapped around rollers. Maintenance people were happy with this benefit, the company says. Cases and BoxLatches are then returned to WSP, where they start the cycle again.

This case study illustrates that closed loop corrugated case reuse works with even a small number of cartons and provides a significant ROI on the cost of BoxLatch products. The more cycles the cases are reused, the higher the return.

**Source:** PackWorld



# Industrial packaging made of heavy-duty corrugated board is an alternative to wood or metal

Industrial packaging must be strong, which is why heavy-duty corrugated board doesn't immediately spring to mind as the perfect solution. But for many packaging challenges, it can save time, money and resources.

Especially when shipped by sea, contents are exposed to high ambient humidity and high condensation, often for several weeks. All of Mondi's heavy-duty corrugated board grades are therefore bonded based on wet-strength



Automotive components, chemicals, DIY products, household appliances, sporting goods...the list of industries and manufacturers that need to package and ship their products reliably and efficiently is virtually endless. This is not by any means a trivial challenge, especially when import regulations or other issues in production and logistics or distribution bring additional complexity. Such issues usually include shipping, storage, safety, or the simple matter of handling of packaging on site. At the same time, companies need to consider their own CO<sub>2</sub> footprint and overall sustainability, which is an area many companies struggle with.

With those challenges in mind, a high-performance and reliable alternative to wood or metal is heavy-duty corrugated board, as industrial packaging for heavy loads. Weighing up to 80% less than wood or metal industrial packaging, it undergoes a broad range of tests during development, oriented to a broad range of anticipated conditions: drop tests in the lab, climate chambers, and comprehensive shipping simulations for a wide range of conditions. Most heavy-duty corrugated board solutions are better than more rigid types of packaging in absorbing shocks and vibration during transportation. And heavy-duty corrugated board can withstand demanding conditions such as heat or humidity.

parameters and are made using high-quality papers for durability across different climatic regions.

With heavy-duty corrugated board, various import restrictions do not apply—import restrictions relating to wooden containers, for example, which can sometimes be a source of problems. And since corrugated board is a recyclable single-journey solution, it does not have to be shipped all the way back empty, which is often the case with wooden or metal packaging. Moreover, it is easy to fold and compact on site in preparation for recycling. Thanks to corrugated board's current status as the most frequently recycled packaging material, Europe and other regions have extensive, advanced recycling infrastructure for recycling it. Heavy-duty corrugated board is also designed to maximise the efficient utilisation of shipping and storage space.

In a recent case study, the corrugated solution developed by Mondi for brake boosters for Volvo Cars enabled 18 units to be packed instead of the previous twelve, with the same packing volume, i.e. a 50% increase in packing density using almost the same amount of material. Overall, based on the total number of components shipped, a 33% reduction in the amount of raw materials and the amount of shipping and storage space required was achieved.

### Time is money when it comes to packaging

Another key aspect of this type of packaging is the question of labour costs for handling. Since heavy-duty corrugated board is foldable, after delivery it occupies less space than metal or wooden packaging, which is usually delivered “as is” without any reduction in its volume. The time and labour required to erect the packaging then has to be taken into account. No company wants its highly-trained specialist employees spending valuable time assembling corrugated packaging – bearing in mind that metal or wood packaging brings various injury risks in the form of metal swarfs or wooden splinters and lifting hazards.

How to successfully tackle this issue of handling costs is evident from a recent case study. For a manufacturer of electric motors and fans, Mondi developed a dual-component stacking corner packaging solution for axial fans that requires 48% less time to erect than the previous solution. The total time savings was a remarkable 17 hours for every 1,000 fans packed. To further improve handling efficiency and minimize material usage, the new stacking corners were made from a single piece of corrugated board, which reduced material usage by 30%.

### From enquiry to custom packaging in a few working days

Although many products are unique in their shape, size, and handling requirements, usually it takes only 10 to 14 working days to develop a custom packaging solution. Once all the specifications are known, in particular the size dimensions, load requirements, and customer's production and distribution specifics, the development team generates a 3D simulation of the packaging and provides all the relevant data. Further adjustments are then made, and the first full-sized samples are constructed using a cutting plotter. Digital drawings used as the basis for the quote are then made available.

Customizing in this way eliminates the problem of packaging that is too large, too expensive, too cumbersome, or too time-consuming.

### Alternative to plastic IBCs

Standard packaging, rather than the customization approach, can also be a very successful choice. Mondi's easy-pak and pak-(k)it packaging

solutions, for example, are deliverable immediately, without having to earmark the aforementioned number of days for customization. Designed for large, bulky, heavy goods, they can be quickly erected by a single person, save space, and come in a comprehensive range of sizes for products of all kinds. Pre-assembled kit solutions are ideal for smooth intralogistics.

“ Many of our customers are visibly impressed when they learn that heavy-duty corrugated packaging can bear loads of over a tonne, and that even in hot and humid climate zones, corrugated boxes are highly reliable for shipping heavy items. Switching to a lightweight, paper-based, recyclable packaging material can of course also help manufacturers achieve their own sustainability goals. Mondi's FSC™-certified paper-based packaging can do precisely that.

**Gerald Dörzbach, Sales Director,  
Mondi Ansbach**

The range of possible applications for heavy-duty corrugated cardboard packaging is very broad – well suited to virtually any company – and the paper-based approach is definitely worth considering as an alternative to conventional boxes or containers.

### Important facts

- Heavy-duty corrugated board packaging is a serious alternative to other types of industrial packaging for heavy loads which weighs up to 80% less than wood or metal industrial packaging;
- Packaging made of heavy-duty corrugated board is foldable, thus offers an efficient utilisation of space;
- For the chemicals industry: containers made of heavy-duty corrugated board for granulates and powders.

Source: Mondi

# Corrugated Boxes in Food Packaging: A Safer Choice



**A**s the global food industry continues to expand and evolve, one factor remains constant: the importance of effective, efficient, and safe packaging. At the intersection of practicality and sustainability, we find an age-old player that has proven its worth over time—corrugated boxes. Today, we'll explore why these seemingly ordinary boxes are, in fact, a safer choice for food packaging.

## Understanding Corrugated Boxes

Before diving into the benefits of corrugated boxes in the food industry, let's first define what these boxes are. Unlike traditional cardboard, corrugated boxes are made from three layers of paper: an inside liner, an outside liner, and a fluting that runs in between to provide extra strength and protection. This simple but effective design has rendered them a staple in various industries, including food packaging.

## The Benefits of Corrugated Boxes in Food Packaging

Corrugated boxes bring multiple advantages to

the table—literally and metaphorically—when it comes to food packaging.

### High Durability and Protection

The construction of corrugated boxes lends itself to a significant degree of durability and protective capacity. The fluted middle layer acts as a cushion, guarding the food items inside from damage during transportation or storage. This feature is particularly useful for fragile food items like eggs or bakery goods.

### Customizable and Versatile

Corrugated boxes offer excellent versatility. They can be custom made to any size or shape, catering to the specific needs of different food products. Moreover, they can be printed with food safety instructions, branding, or other information, which further enhances their functionality.

### Temperature Control

Corrugated boxes offer the often-overlooked benefit of insulation due to their fluted design, creating air pockets that help maintain a stable



temperature for the contents. To further enhance temperature control, additional insulated materials can be incorporated. One option is polystyrene foam, known as Styrofoam, which provides excellent thermal insulation and can be shaped to fit the box.

Insulating liners or inserts made of materials like reflective foil or bubble wrap can create a barrier against temperature changes. Gel packs or dry ice can also be used to keep products cool during transit. Incorporating these insulated materials ensures that temperature-sensitive items, such as dairy or meat, remain at the desired temperature throughout storage and transportation.

### **Cold Chain Packaging**

#### **Corrugated Boxes and Food Safety**

While the aforementioned features make corrugated boxes an attractive choice for food packaging, their real value comes to light when we consider their impact on food safety.

#### **Hygienic and Contaminant-Free**

Corrugated boxes are often used only once and then recycled, minimizing the risk of cross-contamination. Plus, the high heat used in the manufacturing process ensures that they are free from bacteria and other contaminants. They provide a clean, safe environment for food items during transit, storage, and delivery.

## Corrugated Boxes in Food Packaging: A Safer Choice

### Approved for Direct Food Contact

Another point that emphasizes the safety of corrugated boxes is that they are generally approved for direct contact with food. To further enhance their suitability for food packaging,



corrugated boxes can be coated with a food-safe material.

One common option for a food-safe coating is a water-based or vegetable-based coating that complies with regulatory standards for direct food contact. This coating acts as a protective layer, preventing any potential migration of substances from the box to the food. It is designed to be non-toxic and resistant to moisture, ensuring that the packaging remains intact and safe for food items.

The food-safe coating provides an additional level of assurance when using corrugated boxes for packaging perishable goods. By choosing boxes with a food-safe coating, businesses can adhere to regulatory requirements and demonstrate their commitment to food safety. This coating further ensures that the packaging material does not compromise the quality or safety of the food products being transported or stored.

### A Sustainable Choice

In today's world, sustainability plays a crucial role in all sectors, including food packaging. Corrugated boxes score highly in this regard. They are made from renewable resources, and most of



them are manufactured from recycled materials. After use, they can be easily recycled again, reducing their environmental footprint and supporting circular economies.

### Conclusion: An Ideal Food Packaging Solution

Corrugated boxes, with their sturdy construction, versatility, and safe properties, have secured their place as a preferred choice in food packaging. They not only protect and preserve the food products inside but also ensure their safe transport to consumers. Coupled with their sustainable nature, corrugated boxes are a true win-win solution, benefiting the food industry, consumers, and our planet alike.

**Source:** Brown Packaging

## WEPACK ASEAN 2024 creates a brand-new 'Feast of Packaging Industry

Currently, the rapid growth of e-commerce, food delivery, and low-cost light industry in Southeast Asia has led to a structural change in the local packaging market. This change signifies that packaging plants will have more demands for improving comprehensive order capabilities: carton manufacturers add new demands for short order equipment and folding carton processing equipment; and extra food container processing equipment is required to adapt to the changes in the food delivery and e-commerce markets.

To help manufacturers seize the international market demand in Southeast Asia, RX will be held WEPACK ASEAN 2024 on November 14 to 16, 2024 at Malaysia International Trade and Exhibition Center (MITEC).

WEPACK ASEAN is an international trade gala event specifically crafted for the Southeast Asian packaging industrial chain based on global

packaging industrial chain resources accumulated over the past 30+ years. It assists Southeast Asian countries in comprehensively upgrading their packaging industrial chain from raw materials for packaging products to processing equipment and packaging application technology. Pooling active packaging product manufacturers and various packaging professionals from ten ASEAN countries, the exhibition serves as a specialized platform for enterprises of packaging processing equipment, consumables and services such as cartons, folding cartons and flexible packaging to develop markets in ASEAN countries, expand business, and seek cooperation.

WEPACK ASEAN has received strong support from strategic partners such as Malaysia Convention & Exhibition Bureau (MyCEB), World Packaging Organization (WPO) and Asian Corrugated Case Association (ACCA) this year.

## Mondi agrees €634m mega-deal to buy corrugated plants from Schumacher Packaging

The integrated Schumacher Packaging Group is one of the largest European family-owned producers of customised corrugated and solid board packaging, and has also pioneered high performance digital printing for corrugated board.

The deal comprises seven corrugated converting plants, two solid board mills and four solid board converting plants, and comes soon after the July sale of Schumacher Packaging's Polish subsidiary to Saica Group in a €327m deal.

Among the acquired sites are two mega-box plants in Germany, located at Ebersdorf and Greven, which Mondia said have high-end production speed and operational efficiency.

Co-CEOs Björn and Hendrik Schumacher will remain on board as a strategic adviser and Chief Operating Officer of the solid board business respectively to ensure a smooth transition and support the successful development of the combined business.

Mondi said the acquisition will expand its corrugated footprint in Western Europe and add complementary fibre-based products, focused on e-commerce and FMCG, to enhance its existing customer offering.

Expanding Mondi's eCommerce offering—particularly in Germany, the largest packaging market in Europe, could present significant opportunities.

In 2023, Schumacher Packaging's Western European Packaging Assets delivered an adjusted EBITDA of €66m.

The EBITDA contribution is expected to increase as the recently added capacity at Greven, following a significant investment programme, ramps up, and the identified €22m of cost synergies are realised over the three years following completion.



## Upcoming Events



### PRINTPACK INDIA

#### Printpack India 2025

February 1-5, 2025

IEML, Greater Noida,  
Delhi/NCR, INDIA



#### CorrVision Expo 2025

May 16-18, 2025

Pune International Exhibition &  
Convention Centre, Moshi, Pune



#### PackVision Expo 2025

May 16-18, 2025

Pune International Exhibition and  
Convention Centre, Pune



#### CorruTec Asia 2025

Sept 17-20, 2025

BITEC, Bangkok



#### Pack Expo 2025

September 29 - October 1, 2025

Las Vegas, USA



#### CORRUGEX

December 3-6, 2025

Yashobhoomi Convention Centre,  
New Delhi, India