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thesis entitled
Packaging Graduate Employment With
Independent Corrugated Converters

presented by

Paul David Koning

has been accepted towards fulfillment
of the requirements for

M. S. degree in Packaging

A handwritten signature in cursive script, reading 'Hugh E. Lockhart', is written over a horizontal line.

Hugh E. Lockhart

Major professor

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PACKAGING GRADUATE EMPLOYMENT WITH
INDEPENDENT CORRUGATED CONVERTERS

By

Paul David Koning

A THESIS

Submitted to
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ABSTRACT

PACKAGING GRADUATE EMPLOYMENT WITH INDEPENDENT CORRUGATED CONVERTERS

By

Paul David Koning

The identification of a target group of potential employees among packaging graduates for independent corrugated converters required three surveys with a representative sample of 244 students, 97 independent and 60 integrated converters. The questionnaires were developed to correlate what packaging students expect from potential employers with the employment opportunities within the corrugated industry.

Results indicate what graduates consider important when seeking employment as well as their degree of flexibility with respect to several job factors. Student perception of job factors was ranked according to company size offering the highest or most of. The availability of advancement based on personal performance is most important to packaging graduates.

Student and industry profiles indicate an excellent match with the only problem being starting salary. Over the next 2 to 3 years a target group of 412 students match hiring expectations of 580 jobs with independent converters.

The final step required is to establish awareness and communication flow between students and independent converters.



DEDICATION

This thesis is dedicated to my wife, Kristen, for her loving support and assistance during the course of this and all other endeavors.

Also to Mr. Dennis E. Young whose inspiration of my personal development and career selection will always be remembered.



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INTRODUCTION

This thesis reports a three-phase research project conducted for the Association of Independent Corrugated Converters (AICC) by the School of Packaging at Michigan State University. The author was employed by Dr. Hugh E. Lockhart, Professor of the School of Packaging, to conduct the research study for the AICC.

The objective of this investigation was to help the corrugated converting industry identify a target group of potential employees among college students. Other goals include the identification of those characteristics of the student group that can be used to attract good employees; to help increase college student awareness of corrugated converters as potential employers; obtaining a documented profile of a typical packaging student that may be useful to the School of Packaging; an increased understanding of areas of student preparation the School of Packaging must emphasize and improve on in bettering the academic and employment opportunities; and the development of student and industry questionnaires that may be used for further survey work in other industries within the school's interest.

The initial phase of this research study was the determination of what packaging students expect from potential employers. A second phase of study consisted of a definition of independent corrugated converters and their employment opportunities. Finally, a third research phase involved the evaluation of integrated corrugated converters' employment opportunities for packaging graduates.



The following chapters discuss the development of the questionnaires used in the study, the results, the analysis of the data, and the conclusions from the surveyed respondents.



PHASE I
STUDENT SURVEY



QUESTIONNAIRE DEVELOPMENT AND ADMINISTRATION

The development of a questionnaire to determine student employment expectations involved informal interviews with 30 students ranging from junior to graduate status within the School of Packaging.

The information obtained was organized into a formal questionnaire to be administered to packaging students enrolled in the school's senior level courses, as well as, student members of the MSU Packaging Society, a campus organization.

Student respondents were instructed not to identify themselves by use of name or student number and to complete the questionnaire once only to avoid multiple responses if they were enrolled in more than one class, or were members of the Packaging Society.

RESULTS

Question by Question Tabulations and Analyses

The student sample size was 250, of which 244 were usable returns. A sample of the student questionnaire with summary data recorded is presented as Table 1. All the tabulated data is presented as a percentage of 244 respondents, unless indicated otherwise. To avoid complicated interpretation, zeros have been omitted from all tables. A blank is to be taken as a zero.



TABLE 1

Student Questionnaire Summary Data

1. SEX: 72 Male 28 Female
2. CLASS LEVEL: 1 Freshman 5 Sophomore 36 Junior
55 Senior 3 Graduate
3. PACKAGING WORK EXPERIENCE (INTERNSHIP): 11 Yes 89 No
4. INDICATE PREFERENCE FOR JOB LOCATION:
47 Does Not Matter 24 City 31 Suburb 5 Rural
5. INDICATE PREFERENCES FOR GEOGRAPHIC AREA:
27 Does Not Matter 23 N.W. 30 S.W. 32 N.M.W.
15 S.M.W. 23 N.E. 17 S.E. 12 Overseas Other
6. INDICATE THE WAY YOU FEEL ABOUT THE FOLLOWING AREAS WITH RESPECT TO YOUR FIRST JOB:

	UNDESIRABLE		INDIFFERENT		VERY DESIRABLE
	-5	-3	0	+3	+5
To Have Much Responsibility	<u>2</u>	<u>6</u>	<u>18</u>	<u>61</u>	<u>13</u>
Close Interaction with Fellow Workers	<u> </u>	<u>1</u>	<u>9</u>	<u>40</u>	<u>50</u>
Required Travel 1/3 of the Time	<u>3</u>	<u>14</u>	<u>28</u>	<u>40</u>	<u>15</u>
Required Travel 1/3 - 1/2 Time	<u>14</u>	<u>24</u>	<u>35</u>	<u>16</u>	<u>9</u>
Required Travel 1/2 - 3/4 Time	<u>32</u>	<u>30</u>	<u>20</u>	<u>10</u>	<u>6</u>
No Travel in the Job	<u>37</u>	<u>27</u>	<u>21</u>	<u>8</u>	<u>7</u>
Free to Work Independently	<u> </u>	<u>5</u>	<u>27</u>	<u>46</u>	<u>22</u>
Required to Work Independently	<u>3</u>	<u>27</u>	<u>34</u>	<u>31</u>	<u>5</u>
Flexibility to Vary Working Hours	<u> </u>	<u>6</u>	<u>28</u>	<u>43</u>	<u>23</u>
Wide Variety of Package Types	<u>4</u>	<u>7</u>	<u>25</u>	<u>45</u>	<u>19</u>
Required Location Changes for Advancement	<u>7</u>	<u>18</u>	<u>40</u>	<u>21</u>	<u>13</u>
Strong Affirmative Action	<u>12</u>	<u>15</u>	<u>34</u>	<u>26</u>	<u>13</u>
Large Amount of Company Politics	<u>18</u>	<u>31</u>	<u>21</u>	<u>24</u>	<u>6</u>

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 1 (cont'd.)

7. RATE THE FOLLOWING CONSIDERATIONS AS TO THEIR IMPORTANCE TO YOU WHEN SEEKING A PERMANENT POSITION:

	<u>DEGREE OF IMPORTANCE</u>					
	<u>DON'T CARE</u>	<u>LITTLE</u>		<u>SOME</u>		<u>MUCH</u>
	0	1	2	3	4	5
Size of Company	<u>8</u>	<u>6</u>	<u>9</u>	<u>38</u>	<u>32</u>	<u>6</u>
Location	<u>4</u>	<u>5</u>	<u>5</u>	<u>24</u>	<u>37</u>	<u>26</u>
Starting Salary	<u>—</u>	<u>2</u>	<u>5</u>	<u>25</u>	<u>41</u>	<u>27</u>
Fringe Benefits	<u>—</u>	<u>1</u>	<u>3</u>	<u>24</u>	<u>45</u>	<u>27</u>
Working Conditions (Physical Surroundings)	<u>—</u>	<u>1</u>	<u>6</u>	<u>21</u>	<u>42</u>	<u>30</u>
Amount of Advancement Available	<u>—</u>	<u>—</u>	<u>—</u>	<u>9</u>	<u>32</u>	<u>58</u>
Company-Paced Promotion	<u>2</u>	<u>3</u>	<u>9</u>	<u>29</u>	<u>31</u>	<u>25</u>
Willingness of the Company to Adopt New Ideas	<u>—</u>	<u>—</u>	<u>3</u>	<u>22</u>	<u>38</u>	<u>36</u>
Availability of Adequate Funds to Carry Out Package Development Projects	<u>—</u>	<u>—</u>	<u>6</u>	<u>23</u>	<u>39</u>	<u>32</u>
Company Support for Continuation of Education	<u>1</u>	<u>1</u>	<u>6</u>	<u>19</u>	<u>36</u>	<u>36</u>
The Corporate Structure	<u>3</u>	<u>3</u>	<u>15</u>	<u>31</u>	<u>32</u>	<u>16</u>

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 1 (cont'd.)

8. CHECK THE INDUSTRY OR INDUSTRIES IN WHICH YOU WOULD ACCEPT YOUR FIRST JOB:

A. SUPPLIER

57 Corrugated Boxes 53 Glass 46 Folding Cartons
73 Plastics 41 Metal Cans 52 Paper
64 Flexible Packaging 39 Packaging Machinery
15 Other (Please Specify) See Table 4

B. PACKAGE USER

65 Pharmaceutical 53 Cosmetic 50 Medical Devices
66 Food 43 Automotive 50 Electronic
36 Chemical
4 Other (Please Specify) See Table 5

C. IN WHICH AREA DO YOU PREFER TO WORK:

31 Industrial Packaging 71 Consumer Packaging

9. ANSWER THE FOLLOWING QUESTIONS INDICATING THE SIZE COMPANY YOU WOULD LIKE TO WORK FOR:

A. THE WHOLE ORGANIZATION (INDIVIDUAL PROPRIETORSHIP, PARTNERSHIP OR CORPORATION)

6 Small (10 to 200 employees, up to \$20 million in sales)
42 Medium (200 to 3,000 employees, \$20 - \$200 million in sales)
28 Large (3,000 or more employees, \$200 million or more in sales)
24 Don't Care

B. THE LOCATION WHERE YOU WORK (PLANT, CORPORATE OFFICE, RESEARCH AND DEVELOPMENT LABORATORIES, SALES OFFICE, ETC.)

20 Small (10 - 100 employees) 10 Large (1,000 or more employees)
49 Medium (100 - 1,000 employees) 22 Don't Care

TABLE 1 (cont'd.)

10. RATE THE FOLLOWING CONSIDERATIONS AS THEY PERTAIN TO YOUR CHOICE OF A SMALL, MEDIUM OR LARGE ORGANIZATION IN QUESTION 9:

	<u>DEGREE OF IMPORTANCE</u>					
	<u>DON'T</u>	<u>LITTLE</u>		<u>SOME</u>		<u>MUCH</u>
	<u>CARE</u>					
	0	1	2	3	4	5
Potential for Company to Expand	<u>1</u>	<u>—</u>	<u>3</u>	<u>28</u>	<u>40</u>	<u>24</u>
Starting Salary	<u>1</u>	<u>2</u>	<u>2</u>	<u>31</u>	<u>45</u>	<u>19</u>
Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)	<u>—</u>	<u>1</u>	<u>1</u>	<u>25</u>	<u>44</u>	<u>28</u>
Security (Assured Continued Employment in Spite of Position Elimination)	<u>1</u>	<u>2</u>	<u>5</u>	<u>14</u>	<u>41</u>	<u>37</u>
Security (Assured Company Continuance)	<u>1</u>	<u>2</u>	<u>4</u>	<u>11</u>	<u>43</u>	<u>39</u>
Advancement (Based on Personal Performance)	<u>1</u>	<u>—</u>	<u>1</u>	<u>10</u>	<u>34</u>	<u>54</u>
Company-Paced Promotion	<u>2</u>	<u>4</u>	<u>15</u>	<u>30</u>	<u>31</u>	<u>18</u>
Opportunity to Transfer to Other Divisions (USA)	<u>2</u>	<u>4</u>	<u>11</u>	<u>26</u>	<u>39</u>	<u>19</u>
Opportunity to Transfer to Other Divisions (Worldwide)	<u>7</u>	<u>10</u>	<u>12</u>	<u>19</u>	<u>29</u>	<u>22</u>
Opportunities for Continued Education	<u>2</u>	<u>4</u>	<u>11</u>	<u>15</u>	<u>32</u>	<u>36</u>
Variety in Package Types and Applications	<u>1</u>	<u>3</u>	<u>9</u>	<u>30</u>	<u>40</u>	<u>17</u>
Availability of Adequate Funds to Carry Out Package Development Projects	<u>—</u>	<u>1</u>	<u>7</u>	<u>25</u>	<u>41</u>	<u>25</u>
Challenge of Work Duties	<u>—</u>	<u>1</u>	<u>4</u>	<u>20</u>	<u>43</u>	<u>29</u>
Closeness of Personal Interaction with Fellow Workers	<u>—</u>	<u>—</u>	<u>3</u>	<u>18</u>	<u>40</u>	<u>37</u>
Much Interaction with Upper Management	<u>—</u>	<u>1</u>	<u>6</u>	<u>23</u>	<u>36</u>	<u>32</u>

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 1 (cont'd.)

11. WHAT SIZE COMPANY HAS THE MOST OR HIGHEST:

	<u>SMALL</u>	<u>MEDIUM</u>	<u>LARGE</u>
Potential for Company Expansion	<u>18</u>	<u>49</u>	<u>31</u>
Starting Salary	<u>2</u>	<u>23</u>	<u>74</u>
Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)	<u>1</u>	<u>9</u>	<u>90</u>
Security (Assured Continued Employment in Spite of Position Elimination)	<u>6</u>	<u>23</u>	<u>70</u>
Security (Assured Company Continuance)	<u>3</u>	<u>16</u>	<u>79</u>
Advancement (Based on Personal Performance)	<u>31</u>	<u>45</u>	<u>22</u>
Company-Paced Promotion	<u>9</u>	<u>25</u>	<u>64</u>
Opportunity to Transfer to Other Divisions (USA)	—	<u>11</u>	<u>87</u>
Opportunity to Transfer to Other Divisions (Worldwide)	<u>1</u>	<u>2</u>	<u>98</u>
Opportunities for Continued Education	<u>2</u>	<u>19</u>	<u>77</u>
Variety in Package Types and Applications	—	<u>14</u>	<u>84</u>
Availability of Adequate Funds to Carry Out Package Development Projects	<u>1</u>	<u>12</u>	<u>85</u>
Challenge of Work Duties	<u>43</u>	<u>36</u>	<u>19</u>
Closeness of Personal Interaction with Fellow Workers	<u>77</u>	<u>18</u>	<u>3</u>
Interaction with Upper Management	<u>73</u>	<u>22</u>	<u>4</u>

12. IN WHAT COMPANY FUNCTION DO YOU EXPECT YOUR FIRST JOB TO BE:

10 Purchasing 19 Research and Development 15 Quality Control
10 Package Graphics 33 Package Development 6 Production
11 Sales 11 Project Engineering 3 Consulting
9 Technical Service 25 Don't Know
2 Other (Please Specify) _____

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 1 (cont'd.)

13. WHAT STARTING SALARY DO YOU EXPECT WHEN YOU GRADUATE?

<u> </u> \$10,000	<u> </u> 14,000	<u>21</u> 18,000	<u>5</u> 22,000	<u> </u> 26,000
<u> </u> 11,000	<u>2</u> 15,000	<u>18</u> 19,000	<u>2</u> 23,000	<u>1</u> 27,000
<u> </u> 12,000	<u>4</u> 16,000	<u>26</u> 20,000	<u>4</u> 24,000	
<u> </u> 13,000	<u>10</u> 17,000	<u>8</u> 21,000	<u>1</u> 25,000	

14. WHAT PORTION OF YOUR TIME DO YOU EXPECT TO SPEND IN EACH OF THE FOLLOWING AREAS ON THE FIRST JOB? THE TOTAL MUST EQUAL 100%.

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Corporate Office	<u>31</u>	<u>40</u>	<u>13</u>	<u>10</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Plant Office	<u>6</u>	<u>21</u>	<u>32</u>	<u>23</u>	<u>12</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u> </u>	<u> </u>	<u> </u>
Laboratory	<u>9</u>	<u>30</u>	<u>24</u>	<u>18</u>	<u>9</u>	<u>8</u>	<u>1</u>	<u>1</u>	<u> </u>	<u> </u>	<u> </u>
Plant Floor	<u>12</u>	<u>23</u>	<u>28</u>	<u>22</u>	<u>8</u>	<u>4</u>	<u>1</u>	<u>1</u>	<u> </u>	<u> </u>	<u> </u>
Outside Sales	<u>42</u>	<u>33</u>	<u>13</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Technical Sales	<u>40</u>	<u>43</u>	<u>12</u>	<u>4</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

15. IF YOU HAVE HAD AN INTERNSHIP, WOULD YOU RETURN TO THAT COMPANY FOR A FULL-TIME POSITION IF ASKED? IF YOU DID NOT HAVE AN INTERNSHIP, DO NOT ANSWER THIS QUESTION.

54 Yes 36 No

BRIEFLY EXPLAIN WHY: _____

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 1 (cont'd.)

16. ASSUME JOB SATISFACTION AND ADEQUATE PAY, UNDER WHAT CONDITIONS AND WHEN WOULD YOU LOOK FOR A CHANGE OF EMPLOYER? (X THE APPROPRIATE BOX).

11 Prefer not to change employer

End of	Better Position	More Money	New Knowledge	Other--Specify
1 Year				
2 Years				
3 Years				
4 Years				
5 Years				

17. UNDER WHAT CONDITIONS WOULD YOU NOT CHANGE EMPLOYER (CHECK THE LEAST NUMBER IT WOULD TAKE TO MAKE YOU STAY).

☐ Pay Keeps Up With Inflation
☐ Pay Increases More Than Inflation
☐ Job Responsibilities Increase
☐ Opportunity Exists to Join Management
☐ I Will Probably Change Employers Even if Most of the Above
 Are Available in This Job

18. HOW FAR IN THE FUTURE HAVE YOU PLANNED YOUR CAREER?

☐ 1 Year ☐ 5 Years ☐ 15 Years ☐ Retirement
☐ 3 Years ☐ 10 Years ☐ 20 Years ☐ Haven't Planned

WHAT WILL YOUR POSITION OR TITLE BE AT THIS TIME? _____

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 1 (cont'd.)

19. ON MY FIRST JOB I PREFER TO BE SUPERVISED AS FOLLOWS: (AFTER I HAVE LEARNED JOB REQUIREMENTS)
- 2 Close supervision throughout everyday as you follow a planned routine
- 27 Occasional supervision throughout each day as you follow a planned routine.
- 53 Freedom to make own work decisions with review by supervisor.
- 18 Freedom to make own work decisions with responsibility for final results to supervisor, and very little day-to-day supervision.
20. COUNTING CLASSES, HOMEWORK AND WORK FOR MONEY, I WORK ABOUT:
- 9 15 - 30 hours/week
- 30 31 - 40 hours/week
- 41 41 - 50 hours/week
- 16 51 - 60 hours/week
- 4 61 - 70 hours/week
21. IN MY FIRST 3 YEARS WORKING IN PACKAGING, I EXPECT TO WORK ABOUT:
- 11 35 - 40 hours/week
- 70 41 - 50 hours/week
- 17 51 - 60 hours/week
- 2 61 - 70 hours/week
22. A. ASSUME YOUR JOB IS SATISFYING TO YOU, THE PAY IS ADEQUATE AND THE PROSPECTS FOR ADVANCEMENT ARE GOOD. WHAT IS THE LOWEST LEVEL OF WORKING CONDITIONS UNDER WHICH YOU WOULD BE WILLING TO WORK ON A LONG TERM BASIS? PLEASE CHECK.
- | Undesirable | | | Excellent | | |
|--------------|------------|-------------|-------------|-------------|------------|
| <u> </u> 1 | <u>9</u> 2 | <u>25</u> 3 | <u>41</u> 4 | <u>22</u> 5 | <u>2</u> 6 |
22. B. YOUR DEFINITION OF "PHYSICAL WORKING CONDITIONS" INCLUDES WHICH OF THE FOLLOWING FACTORS: PLEASE CHECK.
- 89 Cleanliness/Neatness 66 Modern Facilities
- 78 Lighting 82 Noise Level 72 Odors

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

QUESTION 1 SUMMARY

Sex

Of the 244 student respondents, 72% were males and 28% were females. The enrollment figures for the School of Packaging in 1980 indicated 450 males or 72%, and 173 females or 28%. These survey results indicate a model representation of the student body.

QUESTION 2 SUMMARY

Class Level

The class level breakdown for the 244 student respondents is presented in Table 1. The majority were juniors (36%) and seniors (55%). The 1980 figures for the School of Packaging were 253 juniors or 41%, and 227 seniors or 36%. The greater percentage of senior respondents was achieved intentionally by surveying senior level courses and the Packaging Society. Their survey results will be representative of a typical packaging student seeking employment.

QUESTION 3 SUMMARY

Packaging Work Experience

Eleven percent (11%) of the students who were surveyed indicated having prior packaging work experience. Their views and comments with respect to salary and permanent employment with their intern companies are tabulated in later questions. The figures in 1980 showed 13% of MSU packaging students as internship participants or obtaining other forms of packaging work experience. It can be inferred that the number of student respondents with internship experience was representative of the 1980 enrollment figures.

QUESTION 4 SUMMARY

Job Location Preference

When asked to indicate preference for job location with respect to city, suburb or rural areas, undifferentiated responses were obtained. Forty-seven percent (47%) of the students did not care where their employment would be, while 31% desired a suburb-type surrounding. Some students responded by identifying preference to many areas.

The degree of importance for job location was indicated in Question 7, and ranked far below other job factors when considering permanent employment. These results reflect the flexibility of a typical packaging student.

QUESTION 5 SUMMARY

Geographic Preference

Geographical preferences of the surveyed students resulted in undifferentiated responses with each category receiving nearly equal weighting, while many students identified that many areas would be suitable.

With a selection of seven geographical choices, 27% indicated that any location would be suitable for employment. Importance of location was tabulated and ranked in Question 7, and the ranking was lower than for other job factors. Again, these results show the packaging graduate's flexibility.

QUESTION 6 SUMMARY

On a scale of -5 (undesirable) to +5 (very desirable) the students were asked to judge the importance of certain job factors. (See Question 6 in Table 1.) From this data, each job factor obtained a weight value



by multiplying the number of responses with its judged scale value, then summed and divided by the total number of responses. These weighted values were then ranked and are presented in Table 2, page 15.

Of the 244 student respondents, 50% judged close interaction with fellow workers to be very desirable (+5) and this factor was ranked first with a weight value of 3.7, to be interpreted as being highly desirable on a scale of -5 to +5.

Ranked second with a weight value of 2.3 was the job factor of having much responsibility, with 61% judging it as a desirable (+3) scale value and 13% a very desirable (+5) value. Also ranked second, with a weight value of 2.3, was the job factor of freedom to work independently.

Table 2 rankings of job factors also indicates the undesirable job factors in relation to the more desirable ones. It should be noted that fifth ranked, required travel 1/3 of the time, was weighted as being desirable (+1.4), while the respondents ranked required travel 1/2 - 3/4 of the time tenth, and undesirable (-1.9). Along with this, the other extremity of no travel in the job was ranked eleventh with a weight value of -2.1. It may then be concluded that some travel time is important to the student in job selection with excessive travel requirements, as well, as, no travel opportunities rated as undesirable.

QUESTION 7 SUMMARY

On a scale of 0 (don't care) to +5 (much importance), students were asked to judge the importance of certain job factors when seeking a permanent position. From this data each job factor obtained a weight value as was done for Question 6 and was ranked. (See Table 3, page 16.)

Ranked first with a weight of high importance (+4.5) was the amount of advancement available, with 58% of the student responses being of much



TABLE 2
Initial Job Factors

INDICATE THE WAY YOU FEEL ABOUT THE FOLLOWING AREAS WITH RESPECT TO YOUR FIRST JOB:

<u>RANK</u>		<u>WEIGHT</u>
1	Close Interaction with Fellow Workers	3.7
2	To Have Much Responsibility	2.3
2	Free to Work Independently	2.3
3	Flexibility to Vary Working Hours	2.2
4	Wide Variety of Package Types	1.9
5	Required Travel 1/3 of the Time	1.4
6	Required Location Changes for Advancement	0.4
6	Strong Affirmative Action	0.4
7	Required to Work Independently	0.2
8	Required Travel 1/3 - 1/2 Time	-0.5
9	Large Amount of Company Politics	-0.8
10	Required Travel 1/2 - 3/4 Time	-1.9
11	No Travel in the Job	-2.1

TABLE 3

Permanent Position Job Factors

RATE THE FOLLOWING CONSIDERATIONS AS TO THEIR IMPORTANCE TO YOU WHEN
SEEKING A PERMANENT POSITION:

<u>RANK</u>		<u>WEIGHT</u>
1	Amount of Advancement Available	4.5
2	Willingness of the Company to Adopt New Ideas	4.1
3	Availability of Adequate Funds to Carry Out Package Development Projects	4.0
3	Company Support for Continuation of Education	4.0
4	Starting Salary	3.9
4	Fringe Benefits	3.9
4	Working Conditions (Physical Surroundings)	3.9
5	Location	3.7
6	Company-Paced Promotion	3.6
7	The Corporate Structure	3.4
8	Size of Company	3.0

importance (+5). It should be noted that the students distinguish a difference between company-paced promotion and advancement; the latter being defined as recognition and reward based on personal performance as distinguished from a company-paced promotion at a predetermined rate and time increment. Promotion was ranked sixth with a weighted value of 3.6, with only 25% of the respondents indicating company-paced promotion as being of much importance (+5).

Willingness of the company to adopt new ideas was considered important (+4.1), and was ranked second, 36% of the students felt it is very important (+5), and 38% felt it is important (+4). Following was the availability of adequate funds to carry out package development projects and company support for continuation of education. Both were ranked third with a weight value of +4.0.

Note the relatively low ranking for starting salary, fringe benefits and working conditions. All three job factors were ranked fourth with a weight of some degree of importance (+3.9). Only 27% of the students indicated that starting salary and fringe benefits were considered as being of much importance (+5), and only 30% regard working conditions as a criteria having much importance (+5).

QUESTION 8 SUMMARY

When asked to indicate in which industry or industries the students would accept a first job, multiple responses were indicative of their flexibility in job selection. From the data in Question 8A, 57% would accept initial employment in the corrugated converting industry. Applied against the number of graduates for 1980, it appears that the School of Packaging has some 355 potential employees of independent corrugated converters over the next 2 to 3 years. Forty-six percent (46%) indicated

interest in the folding carton industry. The most desirable industry was a plastics supplier (73%).

When asked to indicate area of preference with respect to industrial and consumer packaging, 71% preferred consumer packaging.

The responses of the 19% who indicated other industries were tabulated and are presented in Tables 4 and 5, page 19. Such responses indicated the type of student who has a definite preference in his industry selection, as well as, the type of student who is open minded and flexible with respect to the multiple areas of industrial employment.

QUESTION 9 SUMMARY

This question was designed to find out whether students expect to work in a large or small organization. Since many companies have a number of relatively small plants, students were asked about both plant size and company size. The results obtained in Phase II of this study indicated that 93% of the AICC companies were classified as a small organization with the remaining 7% as a medium organization. With this information and Table 6, page 20, the following correlation may be presented.

Survey results indicated that 74 students or 30% don't care what size plant or company they work for, while an additional 45 students or 18% definitely prefer a small plant or company. These represent a real potential employee pool for the AICC. It is possible that students indicating a desire for medium-size companies would work for an independent corrugated converter. This adds an additional 68 students or 28%. Therefore, there is a 48% pool of high potential with the additional 28% possible if the individual is persuaded that the independent converter is a good place to work. Applied against the number of graduates for 1980, it appears that the School of Packaging has at least 299 and perhaps as many as 474 potential employees of independent corrugated converters over the next 2 to 3 years.



TABLE 4

Other Supplier Industries

CHECK THE INDUSTRY OR INDUSTRIES IN WHICH YOU WOULD ACCEPT YOUR FIRST JOB:

- the ideal is a company with their feet in a little of everything
- food, clothing
- would accept anything
- purchaser of packaging materials
- resin bargaining
- pharmaceutical and medical supply containers
- packaging graphics on any material
- want a management related job
- wide variety of materials
- packaging consulting company
- consultant, custom design
- material handling
- take what I can get
- am interested in paper products and their development
- no preference
- none of the supplier industries
- packaging law
- any industry would be adequate (3)

TABLE 5

Other Package User Industries

CHECK THE INDUSTRY OR INDUSTRIES IN WHICH YOU WOULD ACCEPT YOUR FIRST JOB:

- purchaser of packaging material
- any of the industries (2)
- aerospace
- distribution
- industrial (certain types)
- health, beauty
- office product manufacturing

TABLE 6

Company Size Preference

INDICATE THE SIZE COMPANY YOU WOULD LIKE TO WORK FOR:

NOTE: VALUES REPRESENT ACTUAL STUDENT COUNT - NOT PERCENTAGE

		PLANT SIZE				
		DON'T CARE	SMALL	MEDIUM	LARGE	TOTAL
C O M P A N Y S I Z E	DON'T CARE	38	9	11	1	59
	SMALL	2	6	6		14
	MEDIUM	7	25	68	3	103
	LARGE	6	8	34	20	68
	TOTAL	53	48	119	24	244

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

QUESTION 10 SUMMARY

On a scale of 0 (don't care) to +5 (much importance), students were asked to judge the importance of certain job factors as they pertain to their choice of a small, medium or large organization in Question 9A. From this data, each factor was weighted and ranked as it was in Question 6 and 7. (See Table 7, page 22)

With 54% of the respondents judging advancement based on personal performance of much importance (+5), this job factor was ranked first with a weight value of +4.4. Again, the distinction between advancement and promotion was evident, with company-paced promotion ranked eighth and a +3.4 weighting.

Job security is a matter of some importance to the extent that the students want to know the company will continue in existence, and that they will have a chance to remain employed even if the position they fill is eliminated. Thirty-nine percent (39%) of the students considered assured continuance of the company to be of much importance (+5), and 43% felt it is of some importance (+4.1). This factor ranks second, along with closeness of personal interaction with fellow workers. Third ranked, along with fringe benefits, is assurance of a job in spite of elimination of a position. Some 37% of the students rated this as of much importance (+5), and 41% rated it as of some importance (+4).

Both security job factors were ranked higher, with a much greater degree of importance than starting salary, as well as, other job factors. But it is significant that these two prime factors were rated no higher than +4.0 and +4.1. Also note that only 39% and 37% rate these security factors as +5. The other 60% are not so concerned about it. This may



TABLE 7

Job Factors Pertaining to Company Size Selection

RATE THE FOLLOWING CONSIDERATIONS AS THEY PERTAIN TO YOUR CHOICE OF A SMALL, MEDIUM OR LARGE ORGANIZATION IN QUESTION 9:

<u>RANK</u>		<u>WEIGHT</u>
1	Advancement (Based on Personal Performance)	4.4
2	Security (Assured Company Continuance)	4.1
2	Closeness of Personal Interaction with Fellow Workers	4.1
3	Security (Assured Continued Employment in Spite of Position Elimination)	4.0
3	Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)	4.0
4	Much Interaction with Upper Management	3.9
4	Challenge of Work Duties	3.9
5	Availability of Adequate Funds to Carry Out Package Development Projects	3.8
5	Opportunities for Continued Education	3.8
6	Starting Salary	3.7
6	Potential for Company to Expand	3.7
7	Variety in Package Types and Applications	3.6
7	Opportunity to Transfer to Other Divisions (USA)	3.6
8	Company-Paced Promotion	3.4
9	Opportunity to Transfer to Other Divisions (Worldwide)	3.2

indicate the packaging students are willing to assume considerable risk under the right conditions.

Starting salary ranks sixth with a weight of only 3.7. Only 19% of the students give starting salary a rating of much importance (+5), and 45% rate it +4. Looking at remainders then, 36% of the students consider starting salary as of only moderate importance, while 80% consider it to be less than maximum importance.

Compare also the rating given advancement, which 54% of the students rate as of much importance. Starting salary, with 18% (+5) ratings is well down the scale, along with company paced-promotion, opportunity for world-wide transfer and variety of package types as a factor of great importance.

QUESTION 11 SUMMARY

Of the job factors that students judged as being important to them in selecting initial employment and permanent positions, and in organizational size selection, the student was asked to indicate which size company offered the most or highest of those job factors. From the data in Question 11, Table 8 page 24 is presented.

Advancement based on personal performance, the first ranked job factor in Questions 7 and 10, was perceived as being most available in a medium-size company. Forty-five percent (45%) of the students indicated so. Thirty-one percent (31%) indicated that small-size companies offer the most advancement, followed by 22% thinking large companies offer the most.



TABLE 8

Student Perception: Job Factors with Company Size

WHAT SIZE COMPANY HAS THE MOST OR HIGHEST:

<u>JOB FACTORS</u>	<u>COMPANY SIZE</u>	<u>STUDENT RESPONSE (%)</u>
Potential for Company to Expand	Medium	49
Starting Salary	Large	74
Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)	Large	90
Security (Assured Continued Employment in Spite of Position Elimination)	Large	70
Security (Assured Company Continuance)	Large	79
Advancement (Based on Personal Performance)	Medium	45
Company-Paced Promotion	Large	64
Opportunity to Transfer to Other Divisions (USA)	Large	87
Opportunity to Transfer to Other Divisions (Worldwide)	Large	98
Opportunities for Continued Education	Large	77
Variety in Package Types and Applications	Large	84
Availability of Adequate Funds to Carry Out Package Development Projects	Large	85
Challenge of Work Duties	Small	43
Closeness of Personal Interaction with Fellow Workers	Small	77
Much Interaction with Upper Management	Small	73



Student survey results indicated that they think small-size companies offer the highest level of closeness of personal interaction with fellow workers (77%), much interaction with upper management (73%), and challenge of work duties (43%). It should be noted that from Question 6, closeness of personal interaction with fellow workers was ranked first and was heavily weighted over the other 13 job factors with respect to desirability for the selection of their first job. (See Table 2, page 15) In Question 10, this job factor was also highly ranked (second with a +4.1 weighting) when selecting a small, medium or large organization to work for. (See Table 7, page 22) Ranked fourth with a +3.9 weighting (Question 10), were the job factors of much interaction with upper management and challenge of work duties. From these three questions, the correlation between what a student desires and what he perceives each size industry having to offer the most of, indicates that the small- and medium-size organization has many positive employment factors to offer, which the student regards as being important when seeking a job.

The correlation of important job factors and the students' perception of small- and medium-size companies is presented in Table 9, page 27. The top five ranked job factors are listed with their respective value weightings. Some factors are considered as being of equal importance, resulting in a list of nine job factors. Five of these nine factors are perceived as being highly available within a small- or medium-size company. These five job factors are:

Closeness of Personal Interaction with Fellow
Workers

Much Interaction with Upper Management

Challenge of Work Duties

Advancement (Based on Personal Performance)

Security (Assured Continued Employment in Spite of
Position Elimination)

The latter job factor, employment security, was ranked third with a +4.0 weighting by students when considering company size. Their perception of employment security within a medium-size company was ranked fifth by 23% of the student respondents.

Table 9 also indicates what important job factors the student thinks a small- or medium-size company does not adequately offer the most or highest of. These four factors are:

Security (Assured Company Continuance)

Fringe Benefits (Retirement, Stock Options, Profit
Sharing, Etc.)

Availability of Adequate Funds to Carry Out Package
Development Projects

Opportunities for Continued Education

The student percentage that perceive small-size companies offering the most of these four job factors ranged from 1 to 3%, while 9 to 19% thought the medium-size company would offer the highest levels.

For a complete listing of job factor rankings for small, medium and large companies, Tables A1, A2 and A3 are presented in Appendix A and are ranked in decreasing order of student perception for each job factor.

TABLE 9

Company Size Selection and Student Perception of Job Factors

QUESTION 10			QUESTION 11			
TOP RANKED JOB FACTORS FOR COMPANY SIZE SELECTION			PERCEPTION OF A SMALL-SIZE COMPANY		PERCEPTION OF A MEDIUM-SIZE COMPANY	
<u>RANK</u>	<u>JOB FACTORS</u>	<u>WEIGHT</u>	<u>RANK</u>	<u>% RESPONSE</u>	<u>RANK</u>	<u>% RESPONSE</u>
1	Advancement (Based on Personal Performance)	4.4	4	31	2	45
2	Security (Assured Company Continuance)	4.1	8	3	9	16
2	Closeness of Personal Interaction with Fellow Workers	4.1	1	77	8	18
3	Security (Assured Continued Employment in Spite of Position Elimination)	4.0	7	6	5	23
3	Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)	4.0	10	1	13	9
4	Much Interaction with Upper Management	3.9	2	73	6	22
4	Challenge of Work Duties	3.9	3	43	3	36
5	Availability of Adequate Funds to Carry Out Package Development Projects	3.8	10	1	11	12
5	Opportunities for Continued Education	3.8	9	2	7	19

QUESTION 12 SUMMARY

When asked, in what company function do you expect your first job to be, one-third of the students said they expect to work in packaging development. At Michigan State University, the packaging student learns that in large companies packaging development is a department and a separate function, while in a small supplier company, like a corrugated converter, an employee may have several job titles and many responsibilities, and that in this latter situation, a student should expect to find that the sales position includes package development.

Eleven percent (11%) expect to be in sales and 25% say they don't know. Multiple responses were obtained from many individuals, so firm conclusions are hard to draw, but the potential is apparent. Again, the students are flexible, and obviously, willing to approach this job market with an open mind.

QUESTION 13 SUMMARY

Table 1 indicates that the student's average salary expectation is \$19,200, with a range of \$15,000 to \$27,000. The 1980 starting salary range was \$14,000 to \$22,200 with an average of \$18,500, so these expectations are not much inflated. Some at the high end appear to be unrealistic. According to Table 10, page 29, students with intern experience may be more realistic in assessing salary levels. It should be noted that one student reported \$12,000, which showed up as 0%. Also, 16% expect less than \$18,000, while 65% expect \$18,000 to \$20,000.

When asked to rank salary expectations with other job factors to indicate their degree of importance, Table 3 page 16 shows that salary was preceded by four other job factors when seeking a permanent position.

TABLE 10
Starting Salary Expectation

WHAT STARTING SALARY DO YOU EXPECT WHEN YOU GRADUATE?

	FRESHMAN-SENIOR WITH INTERNSHIP	FRESHMAN-SENIOR WITHOUT INTERNSHIP	GRADUATE WITHOUT INTERNSHIP
LOW	17	12	18
AVG	19.2	19.6	22
HIGH	24	27	25

NOTE: Values are \$ x 1,000

QUESTION 14 SUMMARY

This question was developed in order to find out how much time the graduate expects to spend in certain areas at the company location. Table 11, page 31 was designed to condense the summary data into a more concise overview of Question 14.

From the table, analysis of the areas receiving 50% or more of the student responses indicate that the typical student does not expect to spend his work time in a single location. At the corporate office, 53% of the students expect to spend 10-20% of their work time. Fifty-three percent (53%) of the student respondents expect to spend 10-20% of the time at the plant office. With respect to a laboratory environment, 54% expect to spend only 10-20% of their work time there. Fifty-two percent (52%) indicated the desire to work 10-20% of their time directly on the plant floor, with an additional 2% of the students expecting to work 60-70% of their time there.

From the summary data, 58% and 59% of the student respondents expect to spend 10-50% of their work time in outside sales and technical sales respectively, indicating the packaging student's high interest in sales.

In conclusion, the packaging student expects to spend little more than a third of his time in any single location. Such observations may be indicative of the highly ranked job factor of the desire for advancement based on personal performance when seeking a permanent position. (See Table 3, page 16) Also the desire for a highly mobile and visible position with a company is shown.



TABLE 11

Time Percentage at Work Areas

WHAT PORTION OF YOUR TIME DO YOU EXPECT TO SPEND IN EACH OF THE FOLLOWING AREAS ON THE FIRST JOB. THE TOTAL MUST EQUAL 100%

	<u>0%</u>	<u>10-20%</u>	<u>30-50%</u>	<u>60-70%</u>
Corporate Office	<u>31</u>	<u>53</u>	<u>15</u>	<u>1</u>
Plant Office	<u>6</u>	<u>53</u>	<u>38</u>	<u>3</u>
Laboratory	<u>9</u>	<u>54</u>	<u>35</u>	<u>2</u>
Plant Floor	<u>12</u>	<u>52</u>	<u>34</u>	<u>2</u>
Outside Sales	<u>42</u>	<u>46</u>	<u>12</u>	
Technical Sales	<u>40</u>	<u>55</u>	<u>4</u>	

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

QUESTION 15 SUMMARY

If You Have Had an Internship, Would You Return to That Company for a Full-Time Position if Asked? Briefly Explain Why:

Of the 28 students (11%) who had indicated packaging work experience in Question 3, their responses to returning for full-time employment are listed below.

15 YES RESPONSES

- Company would be able to provide many opportunities
- Have a basic understanding of company flow to get started and a secure feeling
- Enjoyed work, good company to start with
- Pay, people, location--but not hesitate for different work
- It offers the kind of job I'm looking for in a first job
- It seems to be what I want
- Good organization--I know it showed interest in me
- People were swell to work with

- Good company to work for
- Company is impressive, growing, room to advance, many package varieties
- Lots of work in research--no paperwork, good benefits, flexible time, retirement, pay below average
- Great opportunity for expansion and I can grow with company
- No response (2)

10 NO RESPONSES

- Poor opportunity for advancement, poor location, little talent in department, poor corporate structure, packaging considered last, no innovation
- Work was no type of challenge at all
- Not satisfied with location, work not challenging or stimulating to the employees with seniority
- All research and development, not the packaging field I want
- No room for advancement
- Not that interested in corrugated
- Originally chosen due to personal attention and exposure to many different areas. It is too small for total growth and development
- Not much opportunity to assert my ideas and be considered, the pay was ridiculously low--worse than factory, so were benefits (\$14,500)
- No response (2)

3 NON-RESPONSES

QUESTIONS 16-18 SUMMARY

Analysis of these questions is not reported because the responses were contradictory within each question. Either there was confusion interpreting the questions, or the questions were poorly developed. In any case, the only usable data extracted from these questions was that in Question 16, 11% clearly stated that they prefer not to change employers over a period of time.

QUESTION 19 SUMMARY

On My First Job I Prefer to be Supervised as Follows:

The desired level of supervision packaging students expect after learning the job requirements indicated 71% wanting considerable freedom

to work and be responsible for their own decisions. It should also be noted that only 18% are comfortable with total responsibility for their results. These findings show the characteristics of self-starters, with aggressiveness and competitiveness in order to achieve conceivable levels of responsibility.

QUESTIONS 20 and 21 SUMMARY

Of the 244 students surveyed, 61% are now working 40-70 hours per week attending classes, doing homework and earning money. When asked to indicate their expected work-load time during their first three years after graduation, 89% expect to work more than 40 hours per week. From these two questions and Table 12, page 34 we see that the typical student has worked more than full time to earn his degree and expects to maintain the same level of performance or an increasing level during his career.

QUESTION 22 SUMMARY

During the student questionnaire development stage, students showed much concern with working conditions and indicated certain factors they would consider when looking for employment. Question 22 was developed and used in both student and AICC questionnaires.

The students included the same factors as did the AICC respondents. Forty percent (40%) of the AICC respondents offer an excellent working environment (+6), with a weighted average of +4.6. For 41% of the students, the lowest level of working conditions in which they were willing to work on a long-term basis was +4 with a weighted average of +3.8. (See Table 13, p 34) Thus, it appears that student expectation is compatible with AICC working conditions. We do not believe a great deal of emphasis

TABLE 12

College and Career Hours

COUNTING CLASSES, HOMEWORK AND WORK FOR MONEY, I WORK ABOUT:

Cross-Tabulated With

IN MY FIRST THREE YEARS WORKING IN PACKAGING, I EXPECT TO WORK ABOUT:

S C H O O L H O U R S / W E E K	CAREER WORK HOURS/WEEK					
	35-40 HOURS		41-50 HOURS	51-60 HOURS	61-70 HOURS	TOTAL
	15-30 HOURS	1	8			9
	31-40 HOURS	6	17	5	1	30
	41-50 HOURS	4	30	7	1	41
	51-60 HOURS	1	11	3	1	16
	61-70 HOURS	1	2	1		4
	TOTAL	13	70	16	3	100

TABLE 13

Student Expectation and AICC Working Conditions

	WORKING CONDITION SCALE					
	1 UNDESIRABLE	2	3	4	5	6 EXCELLENT
AICC INDUSTRY		3	9	20	24	40
STUDENT		10	25	41	22	2

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

should be put on this factor. The evaluations are highly subjective, and the conditions were difficult to describe, let alone quantify.

PHASE II
AICC SURVEY

QUESTIONNAIRE DEVELOPMENT AND ADMINISTRATION

The development of a questionnaire directed towards the understanding of who an independent corrugated converter is and what employment opportunities he offers, required informal meetings and plant tours of three Michigan members of the Association of Independent Corrugated Converters (AICC). The information obtained was combined with the results from the Phase I, student survey, and organized into a formal questionnaire. After a comment/review mailing to the three Michigan plants, the final form was mailed to 175 AICC members throughout the continental United States. The AICC members were instructed not to identify themselves by use of letterheads or return address. A self-addressed envelope was enclosed along with a cover letter that is presented on page 37.

RESULTS

Question by Question Tabulations and Analyses

A sample of the AICC questionnaire with summary data recorded is presented as Table 14, page 38. All the tabulated data is presented as a percentage of 97 AICC company respondents, unless indicated otherwise. To avoid complicated interpretation, zeros have been omitted from all tables. A blank is to be taken as a zero.

MICHIGAN STATE UNIVERSITY - East Lansing, Michigan 48824

School of Packaging - Telephone (517) 355-9580

March 31, 1980

Dear AICC Member:

Your Board of Directors has asked the School of Packaging to help increase college student awareness of independent converters as potential employers. One step in doing this is to find out: (1) what students expect, and (2) what independent converters offer. Then we can emphasize those areas in which there is a good match of student expectation and converter opportunities. More important, we can work to improve in areas where there are gaps between expectations and job characteristics.

We have interviewed students informally and obtained some organized information about their expectations. Additionally, a formal questionnaire for students is being administered now. Based on the early results of the questionnaire combined with interviews and plant visits to independent converters, we have prepared the attached questionnaire. We would appreciate your help and quick return of the completed questionnaire. Please fill out the questionnaire and return it to us by April 18, 1980.

Students showed much concern with working conditions, although they do not define them very clearly. For this reason, it will be helpful if you will answer the last question using your own subjective judgment.

Sincerely,

Hugh E. Lockhart
Professor
School of Packaging

HEL:kd

Enclosure

TABLE 14

AICC Questionnaire Summary Data

Your answers are confidential and will not be identified with you. Please do not sign or otherwise identify yourself.

A. MANAGEMENT CONSIDERATIONS

1. Organization (check the business form that describes your operation):

5 a) Single Proprietorship

3 b) Partnership

92 c) Corporation

88 1) Private

4 2) Public

2. Management in Present Company Structure (indicate the number of each; if none, indicate zero):

5 a) Single Proprietor

85 f) Plant Manager

41 b) Partners

58 g) Sales Manager

89 c) President

141 h) Production Supervisor

110 d) Vice President

20 i) Quality Control Supervisor

44 e) General Manager

63 j) Others (Specify title and number of each)

See Table 16

3. How long has your Company been in existence? See Table 17

4. How many employees do you have at all plants and locations?

____ Full-time, total. Of these, how many are:

____ Production ____ Sales ____ Office

____ Part-time

See Table 18

B. MARKETING CONSIDERATIONS

1. How many box plants do you have in your Company? See Table 20
2. Is your market seasonal? Yes 9 No 91
 - a) If yes, what season _____
3. What are the annual sales for your Company? \$ See Table 21
4. Is your market . . .
 - 100 a) Industrial
 - 10 b) Produce
 - 13 c) Other
 - 1) Specify See Table 22
5. Do you manufacture a range of corrugated products such as point of purchase specialties? 73 Yes 26 No
6. What products other than corrugated board or corrugated boxes do you sell?

See Table 23

7. Market growth (box plants). Give thousand square feet of board run in:
 - a) 1975 See Table 24
 - b) 1979 _____
 - c) 1985 (estimated) _____
8. What is the minimum size order you will accept? See Table 25 boxes
9. Assuming you are running a normal work load, what is the largest additional order you will accept for immediate production (completion of the whole order within 7 calendar days)?

See Table 26 boxes

10. How many active accounts do you currently have? See Table 27
11. How many accounts exceed \$50,000/year in purchases? See Table 28
12. What is the dollar volume of your largest account? See Table 29

C. PRODUCTION CONSIDERATIONS

1. Does your Company have ownership interest in a corrugator?
29 Yes 71 No
- a) If yes, does the corrugated plant also have box making capability:
25 Yes 4 No
2. What is your production volume in thousand square feet per month for all plants and locations?
- a) Corrugator See Table 30 MSF
- b) Box Plants _____ MSF
3. Answer the following question only if you are A SINGLE PLANT COMPANY:
 Usual number of hours production per week in:
See Table 31 a) Box Shop
 _____ b) Corrugator

IF YOU HAVE ONLY ONE PLANT, GO TO PART D - EMPLOYEE CONSIDERATIONS.

IF YOU HAVE MORE THAN ONE PLANT, ANSWER QUESTIONS 4 - 8 FOR YOUR MAJOR PLANT ONLY

4. Number of employees:
- a) Full-time _____ b) Part-time _____
- 1) Production _____
- 2) Office _____
- 3) Sales _____

See Table 32

5. What is your production volume in thousand square feet per month for your major plant?

a) Corrugator See Table 33 MSF

b) Box Plant _____ MSF

6. What is the usual number of hours of production per week in:

See Table 34 a) Box shop

_____ b) Corrugator

7. Do you have a corrugator at this plant? 13 Yes 9 No

8. Is production seasonal? Yes 4 No 18

If yes, what season _____

D. EMPLOYEE CONSIDERATIONS

1. Is your company: a) Union 35 b) Non-Union 65

2. Check those benefits which you offer:

100 a) Hospitalization 94 e) Life Insurance

53 b) Profit Sharing 9 f) Optical Plan

7 c) Stock Options 59 g) Sick Leave

20 d) Dental Plan 100 h) Paid Holidays

100 i) Vacation Plan

1) Paid 100 Without Pay _____

2) Length: After 1 year 1 week; 2 years 2 weeks;
3 years 2 weeks; 4 years 2 weeks; 5 years 2 weeks

3) Vacation scheduled by company due to regular plant shutdown 34; or by each employee according to his own convenience 82; (if you do it both ways for different classes of employee, mark both).

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

3. How many hours is your employee's normal work week:

See Table 35 a) Production

_____ b) Sales

E. INDIVIDUAL JOB CONSIDERATIONS

1. Would you hire college graduates for eventual:

a) Management Positions: Yes 77 No _____

b) Sales Positions: Yes 82 No _____

c) Production Positions: Yes 64 No _____

d) Design and Sample
Room Positions: Yes 64 No _____

2. If yes to any of the above, outline the career plan you have in mind for such a person (include the estimated number of years to be spent at each level).

See Table 36 and Appendix B

MANAGEMENT

Year Range	Job Title	Description	Salary
0-1 year	Trainee		
15-20 yrs.			

SALES

Year Range	Job Title	Description	Salary	% Commission
0-1 year	Trainee			
15-20 yrs.				



PRODUCTION

Year Range	Job Title	Description	Salary
0-1 year	Trainee		
15-20 yrs.			

3. How many college graduates do you expect to hire in the next three to five years to train for:

- a) Management Positions See Table 37
- b) Sales Positions _____
- c) Production Positions _____
- d) Design and Sample Positions _____

4. Will there be an opportunity to obtain full or partial ownership interest in the company?

8 Yes 49 No
37 Possibly, depending on the circumstances

F. SALESMAN'S COMPENSATION AND BENEFITS

1. Salesman's Training Period: See Table 38 months

2. Salesmen (after training) are paid:

- a) 21 Salary only
- b) 9 Commission only
- c) 70 Combination salary and commission

3. Automobile:

- a) 66 Furnished; new one how often? _____
- b) 28 Allowance; amount _____

4. Expenses: Check the way you handle compensation for various expenses incurred by salesmen for your company:

Item	Company Paid	Salesman Paid	Others: Specify
Gas/Auto	72	14	
Maintenance/Auto	67	20	
Food and Lodging	73	11	
Entertainment	80	8	

5. What size is the typical salesman's territory? See Table 39 (please give radius in miles)

Students are interested in working permanently for firms that have good working conditions. For this reason, we would like your evaluation of working conditions in your plant (including office, lab and production areas) when compared with facilities in all industries of your knowledge. The scale is 1 to 6 with 1 being undesirable and 6 being excellent.

	1 Undesirable	2	3	4	5	6 Excellent
Neatness and cleanliness	___	<u>2</u>	<u>11</u>	<u>24</u>	<u>23</u>	<u>34</u>
Modern facilities	<u>1</u>	<u>8</u>	<u>10</u>	<u>19</u>	<u>23</u>	<u>33</u>
Lighting	___	<u>3</u>	<u>7</u>	<u>17</u>	<u>24</u>	<u>43</u>
Noise Level	___	<u>4</u>	<u>14</u>	<u>24</u>	<u>21</u>	<u>31</u>
Odors	___	___	<u>3</u>	<u>12</u>	<u>24</u>	<u>55</u>

See Table 40

YOURS ANSWERS WILL BE CONFIDENTIAL. PLEASE DO NOT SIGN YOUR NAME.

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

SURVEY RETURN SUMMARY

Of the 175 surveys mailed, returns of 97 respondents were received by the deadline, a return of 55%. Postmarks were recorded and are presented below.

TABLE 15

AICC Questionnaire Returns

<u>RANK</u>	<u>% RESPONDENTS</u>	<u>RANK</u>	<u>% RESPONDENTS</u>
Alabama	2	Nebraska	2
Arkansas	2	New Jersey	4
California	7	New York	6
Connecticut	2	North Carolina	2
Florida	2	Ohio	7
Illinois	11	Oklahoma	1
Indiana	4	Pennsylvania	5
Kentucky	2	Rhode Island	2
Maryland	1	Tennessee	1
Massachusetts	3	Texas	6
Michigan	9	Wisconsin	5
Mississippi	1	Unknown	12
Missouri	1		

This data reflects the geographic distribution of the AICC industry, in which half of the states were represented in this survey. Of the known states to be recorded, Illinois members represent the largest percentage (11%) of surveys. Twelve percent (12%) of the returned surveys were postmarked illegibly.

QUESTION A1 SUMMARY

Organization

When asked to check the business organization form that described their operation, the majority (92%) were corporations. Eighty-eight percent (88%) of these were privately owned.

QUESTION A2 SUMMARY

From the raw data figures presented on the survey and tabulated on the list in Table 16, page 47, many position titles are used throughout the AICC industry. With the management structure made up of several positions and titles, it appears that independent converter companies have middle and upper management positions to which new employees can aspire. The potential for advancement and promotion to higher levels of management are evident here.

QUESTION A3 SUMMARY

The average years of existence of the 97 respondents was 18.8 years. From Table 17, page 48, 6% of the companies have been in existence for only 0 to 5 years. Thirty percent (30%) of the AICC members have been in business for 16 to 25 years, while another 20% are over 25 years old, in which 5% have been in existence for over 50 years. These results indicate a young and growing industry, with potential for stability to provide the young employee assurance that his industry and company will be in business for a long time.

Being a young industry in which half the companies are under 16 years of existence, the AICC industry is highly dependent upon its management team to develop and expand its organization as its older AICC members have done. The potential for company expansion and assured company continuance security relies on the responsibility of management and presents a challenge to those who are responsible.

TABLE 16

Other Management Titles

MANAGEMENT IN PRESENT STRUCTURE

<u>% RESPONDENTS</u>	<u>TITLE</u>
1	Bookkeeper
1	Chairman of the Board
4	Controller (Comptroller)
3	Customer Service
5	Designer
3	Director of Finance and Administration
1	Director of Manufacturing
2	Division Supervisor
1	Industrial Engineer
1	Maintenance Supervisor
1	Manager of Engineering
1	Material Handling Supervisor
6	Office Manager
1	Personnel Manager
13	Production Foreman
2	Production Planning Manager
2	Scheduler
3	Secretary Treasurer
1	Section Manager
9	Sales Service Manager

TABLE 17

Company Existence

HOW LONG HAS YOUR COMPANY BEEN IN EXISTENCE?

<u>% RESPONDENTS</u>	<u>YEARS</u>
6	0 - 5
15	6 - 10
26	11 - 15
18	16 - 20
12	21 - 25
5	26 - 30
3	31 - 35
2	36 - 40
2	41 - 45
3	46 - 50
5	50+

QUESTION A4 SUMMARY

The number of employees working at all plants and locations showed that over half of the AICC companies have 41-50 full-time employees, of which 36-40 are in production, 1-5 in sales, 6-10 in the office and 1-5 are part-time employees. See Table 18, page 50.

The majority of AICC companies fit our classification of a small organization. (See Table 19, page 51) Seven percent (7%) are categorized as a medium-size organization and 0% as a large organization. It should be noted that when seeking a permanent position, the students ranked the job factor, size of company, as being last (eighth) with a weight of +3.0. (See Table 3, page 16)

Within such a structure, much individual responsibility is present along with close interaction with fellow workers, interaction with upper management and a high level of challenge of work duties. Advancement based on personal performance would be of high potential as well. These are all job factors rated as important to students as desirable features when seeking employment.

QUESTION B1 SUMMARY

Table 20, page 51 indicates that 75% of the 97 AICC respondents operate one box plant. Two percent (2%) of the respondents indicated zero (0) box plants, while 1% indicated ownership of four (4) box plants.

With the majority of AICC members being single plant operations, a student may deduce that the potential for transfer to other United States or worldwide divisions is minimal. Both of these job factors were ranked low by students when considering company size. (See Table 7, page 22) It should be noted, however, that from Table 16, page 47 the AICC industry

TABLE 18

Single-Plant Company Employee Structure

HOW MANY EMPLOYEES DO YOU HAVE AT ALL PLANTS AND LOCATIONS?

<u>FULL TIME</u>		<u>WORK AREAS</u>				
<u>NUMBER EMPLOYEES</u>	<u>PERCENT RESPONDENTS</u>	<u>NUMBER EMPLOYEES</u>	<u>% RESPONDENTS</u>			
			<u>PRODUCTION</u>	<u>SALES</u>	<u>OFFICE</u>	<u>PART TIME</u>
1-10	1	1-5	1	61	47	25
		6-10	1	19	24	1
11-20	5	11-15	9	8	8	3
		16-20	10	4	4	
21-30	18	21-25	6	1	3	
		26-30	12	1	1	
31-40	16	31-35	6	1	4	
		36-40	7			
41-50	11	41-45	5		1	
51-60	7	46-50	6	2	3	
61-70	8	51-75	9			
71-80	1	76-100	11		1	
81-90	3	101-200	11		1	
91-100	1					
101-200	14					
201-300	3	201-300	4			
301-400	2	400	1			
500	1	600	1			
750	1					

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 19

Company Size Classification

STUDENT SURVEY QUESTION 9 CROSS-TABULATED WITH AICC SURVEY QUESTIONS A4 and B3

	SMALL		MEDIUM		LARGE	
	10-200	\$0-20	200-3,000	\$20-200	3000+	\$200+
	EMPLOYEES	MIL SALES	EMPLOYEES	MIL SALES	EMPLOYEES	MIL SALES
PERCENT	91	95	9	5		
AVG %	93%		7%			

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 20

Number of Company Box Plants

HOW MANY BOX PLANTS DO YOU HAVE IN YOUR COMPANY?

<u>% RESPONDENTS</u>	<u># OF BOX PLANTS</u>
2	0
75	1
14	2
8	3
1	4

is geographically spread throughout the United States thus making the undifferentiated student responses for locational preference in student Question 5, page 4, an ideal matching situation. From Table 3, page 16, students ranked location as fifth with a weight of +3.7.

QUESTION B2 SUMMARY

Is Your Market Seasonal?

The majority (91%) of AICC companies have a year-around market. Nine percent (9%) of the respondents indicate a seasonal demand.

QUESTION B3 SUMMARY

Average annual sales of the respondents was \$3 million. As indicated in Question A4 tables, the majority of AICC members are categorized as being small organizations. In Table 21, page 53, the upper range goes as high as \$80,000,000 in sales, thus, indicating the potential for the majority of young AICC members and the responsibility and challenge to management, with potential monetary rewards as well.

QUESTION B4 SUMMARY

The majority of the AICC market types were classified as being industrial, with 10% of the respondents also dealing in the produce market. Of the 13% indicating other markets, Table 22, page 53 was constructed.

From this list of various markets that an AICC company may supply, one could conclude there is a wide variety of package types (a job factor ranked fourth with a weighting of +1.9 in Table 2, page 15) as well as much willingness of companies to adopt new ideas (a job factor ranked second with a weighting of +4.1, in Table 3, page 16). These marketing characteristics indicate flexibility and important close interactions with other industries by an AICC company.

TABLE 21

AICC Annual Sales

WHAT ARE THE ANNUAL SALES FOR YOUR COMPANY?

<u>% RESPONDENTS</u>	<u>ANNUAL SALES</u>
48	\$ 0 - 3,000,000
20	4 - 6,000,000
5	7 - 9,000,000
8	10 - 12,000,000
1	12 - 14,000,000
2	15 - 17,000,000
6	18 - 20,000,000
1	21 - 23,000,000
1	48 - 50,000,000
1	58 - 60,000,000
1	78 - 80,000,000

TABLE 22

Other AICC MarketsIS YOUR MARKET INDUSTRIAL, PRODUCE OR OTHER?

- Finished Foods and Furniture
- Meat and Moving and Storage
- Point of Purchase
- Displays
- Retail Department Stores
- Specialties and Displays
- Food
- Food Products



QUESTION B5 SUMMARY

Do You Manufacture a Range of Corrugated Products
Such as Point of Purchase Specialties?

Seventy-three percent (73%) of the respondents indicated they manufacture a range of corrugated products such as point of purchase specialties, thus indicating the corrugated production capabilities within the AICC.

QUESTION B6 SUMMARY

For a breakdown of other products sold by AICC companies, see Table 23, page 55. From this listing, the variety of package types and applications within the AICC industry is apparent. Dealing in other than corrugated, the challenge, responsibility, and exposure within AICC to other packaging type products are existent. They not only supply the market's corrugated needs, but also the needs of others. The existence of company expansion and advancement based on personal performance are foreseeable.

QUESTION B7 SUMMARY

This question, concerning market growth figures for 1975, 1979 and 1985 estimates of thousand square feet of board run annually, was developed in order to measure the percentage growth change from 1975 to 1979 and from 1979 to 1985. With this information, each AICC respondent was plotted in the grid Table 24, page 56.

From the tabulated grid, the market growth figures for 1975-1979 median was 31-40% as was the estimated median market growth expected for 1979-1985. Thirty-two (32) companies were below the 31% mark during

TABLE 23

Other AICC Products

WHAT PRODUCTS OTHER THAN CORRUGATED BOARD OR CORRUGATED BOXES DO YOU SELL?

<u>% RESPONDENTS</u>	<u>PRODUCTS</u>
3	Plastics
10	Foam
5	Poly Bags
1	Plastic Films
1	Bubble Pack
1	Specialty Cushioning Devices
7	Wooden Boxes
1	Wooden Skids
1	Wood Posted Boxes
1	Chipboard Sheets
1	Chipboard Partitions
2	Chipboard Pads
3	Solid Fibre
1	Fibre Edge Protectors
2	Tubes
1	Kraft Paper
1	Newsprint
1	Waxed Paper
1	Tissue
9	Tape
1	Twine
1	Wire
1	Metal Edge
1	Semi-Chemical Corrugated Medium
1	Corrugated Single Face
1	Fluted Partitions
2	Corrugated Built Up Pads
10	Folding Cartons
2	Rigid Boxes
1	Printing
2	Dies



TABLE 24

AICC Market Growth

PERCENT GROWTH EXPECTED 1979-1985

	N/A	0	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100	104-1371	TOTAL
-40	1													1
-28									1					1
-13	1													1
-8					1									1
N/A				1	1					1			1	4
0					1	1								2
1-10					1		1		1					3
11-20			1	1	1									3
21-30			1	4	7	1	1		1				1	16
31-40					2	2	1	1	2			1		9
41-50	1			1		1			2				1	6
51-60		1			2	1	1					1	1	7
61-70						1			1					2
71-80			1			1								2
81-90						1						1		2
91-100					1	1							2	4
105-1650	1				2			2	1			4	4	14
TOTAL	4	1	3	7	19	10	4	3	9	1		7	10	78

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NOTE: VALUES ARE ACTUAL COUNTS OF AICC RESPONDENTS--NOT PERCENTAGES

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

1975-1979, while 37 companies indicated over 40% growth. Thirty-four (34) companies estimate market growth below 31%, while 34 companies expect over 40% growth during 1979 to 1985. It is also interesting to note that from the survey raw data, 39 companies expect to have a smaller growth rate for 1979-1985 than the previous 1975-1979 period. On the other hand, 34 companies expect a larger growth rate for the future than in the past.

The data presented is based on corrugated board used only at the box plants, not taking into account the growth of board sales from corrugators and other product-type sales as well as 1985 being estimated figures.

From Table 24, page 56, a student may conclude that AICC companies provide job security because they are growing. This job factor, security (assured company continuance), was ranked second with a +4.1 weighting in Table 7, page 22. The, potential for company to expand, job factor was ranked sixth with a +3.7 weighting. This table of market growth indicates AICC companies expect to expand.

QUESTION B8 SUMMARY

When asked, what is the minimum size order you will accept, 33% of the AICC companies indicated any size order, while another 33% indicated their minimum order size was in the 1-50 box range. (See Table 25, page 58.)

Such data indicates the flexibility, challenge, responsibility, competitiveness and production scheduling levels present among the majority of AICC companies. It is also interesting to note that 5% of the 97 respondents will not consider an order less than 450 units indicating existence of solid scheduling of repeat accounts, security of market and the high cost to tool up for small orders.

TABLE 25

Minimum Size Order Accepted

WHAT IS THE MINIMUM SIZE ORDER YOU WILL ACCEPT?

<u>% RESPONDENTS</u>	<u># BOXES</u>	<u>% RESPONDENTS</u>	<u>\$ VOLUME</u>
33	ANY	2	0-50
33	1-50	5	51-100
12	51-100	2	101-150
1	151-200	3	151-200
4	201-250		
5	451-500		

QUESTION B9 SUMMARY

With a normal work load, the largest additional order accepted for immediate production and completed within 7 calendar days was a median of 75,001-100,000 boxes. (See Table 26, page 59)

Twenty-eight percent (28%) of the AICC respondents indicated any size order would be accepted thus showing their flexibility in production scheduling and work load, competitiveness and potential for company expansion. On the other extreme, 8% of the AICC respondents indicated that any orders over 5,000 boxes could not be met within 7 calendar days thus indicating their booked production schedules, lack of facilities or desire not to deal in short production timings.

QUESTION B10 SUMMARY

The number of active accounts within an AICC company ranges from 25 to 3,000 with the median range being 250-299. The sources of revenue for

TABLE 26

Largest Additional Order

ASSUMING YOU ARE RUNNING A NORMAL WORK LOAD, WHAT IS THE LARGEST ADDITIONAL ORDER YOU WILL ACCEPT FOR IMMEDIATE PRODUCTION (COMPLETION OF THE WHOLE ORDER WITHIN 7 CALENDAR DAYS)?

<u>% RESPONDENTS</u>	<u># BOXES</u>
8	1-5,000
2	5,001-10,000
2	10,001-15,000
7	15,001-20,000
5	20,001-25,000
7	25,001-50,000
9	75,001-100,000
1	150,000
1	200,000
2	250,000
1	300,000
1	500,000
1	1,000,000
27	ANY SIZE ORDER

6% of the respondents are 25-49 accounts, while 45% have more than 300 accounts. (See Table 27, page 61)

When comparing the respondents with fewer accounts, and the companies with many accounts, one would think that there exists the opportunity for company expansion for the lesser account company. As the company acquires more active accounts one can deduce that the level of security of company and employee existence would increase as well as the obtaining of a higher level of responsibility.

QUESTION B11 SUMMARY

From a range of 1 to 500 active accounts that exceed \$50,000 per year in sales, the median was 11-20 accounts. (See Table 28, page 62) With 41% of the AICC respondents indicating 0-10 accounts over the \$50,000 per year range, the indication of the type of market the majority of AICC members supplies for is typically the small-sized order firm whose demand may not be continuous or is a quick order job-type firm. However, since some AICC members indicate a large number of accounts in excess of \$50,000 per year, one could deduce the existence of the security, continuity and reliable repeat account who has dealt with AICC for many years and appreciates the flexibility and ready-to-fill type of supplier.

QUESTION B12 SUMMARY

For an AICC member, the survey results indicate the largest dollar account ranging from \$25,000 to over \$1 million, with the median being \$450,000. (See Table 29, page 63) Forty percent (40%) of the respondents fall below the median bracket and so must be servicing many small-order firms. It may be concluded that for these companies there exists the potential to expand production volumes equivalent to that of the other

TABLE 27

Number of Active Accounts

HOW MANY ACTIVE ACCOUNTS DO YOU CURRENTLY HAVE?

<u>% RESPONDENTS</u>	<u># OF ACTIVE ACCOUNTS</u>
6	25-49
11	50-99
12	100-149
8	150-199
10	200-249
4	250-299
9	300-349
6	350-399
10	400-449
5	450-499
3	500-549
1	550-599
2	600-649
1	650-699
1	700-749
2	1,000-1,049
3	1,500-1,549
1	2,500
1	3,000

TABLE 28

Accounts Over \$50,000/year

HOW MANY ACCOUNTS EXCEED \$50,000/YEAR IN PURCHASES?

<u>% RESPONDENTS</u>	<u># ACCOUNTS</u>
41	0-10
20	11-20
7	21-30
6	31-40
4	41-50
1	51-60
2	61-70
4	71-80
1	81-90
1	91-100
1	121-130
2	141-150
1	191-200
1	241-250
1	500

TABLE 29

Largest Dollar Account

WHAT IS THE DOLLAR VALUE OF YOUR LARGEST ACCOUNT?

<u>% RESPONDENTS</u>	<u>DOLLAR VALUE</u>
2	\$ 25,000-50,000
5	51,000-100,000
5	101,000-150,000
10	151,000-200,000
6	201,000-250,000
4	251,000-300,000
4	301,000-350,000
4	351,000-400,000
4	401,000-450,000
6	451,000-500,000
5	501,000-550,000
2	551,000-600,000
3	601,000-650,000
2	651,000-700,000
2	751,000-800,000
1	801,000-850,000
1	851,000-900,000
2	951,000-1,000,000
25	1,000,000+

AICC members with accounts surpassing the \$450,000 median. Here, the student can foresee a high level of responsibility, challenge of work duties and the potential for advancement--all being important job factors for the student in selecting a permanent position.

QUESTION C1 SUMMARY

Does Your Company Have Ownership In a Corrugator? If Yes,
Does the Corrugated Plant Also Have Box Making Capabilities?

Of the 97 respondents, only 29% have ownership interest in a corrugator. Of the 29% who did own a corrugator, 89% of the corrugator plants also have box-making capability.

From this data, only 25% of the AICC respondents manufacture their own combined board. The remaining 75% must purchase from a combined board supplier. Eleven percent (11%) of the corrugators within the AICC manufacture corrugated board only, thus being major suppliers to fellow AICC members. It can be deduced that for the non-corrugator owner boxshop member, purchasing is an important role with interaction with corrugated suppliers and AICC members. The level of responsibility, challenge, exposure and interaction with fellow workers and management are all present.

QUESTION C2 SUMMARY

When asked for the production volume per month for all plants and locations at the boxshops and corrugators, Table 30, page 65, was constructed. Half of the box plants produce between 1 and 10 million square feet of board each month while 1 boxshop indicated production volume of 75 million square feet per month.

Of the corrugators within the AICC, 25% of the respondents, monthly production volume ranged from 1 million square feet to 75 million square feet with the median at 35 million square feet per month.

TABLE 30

Company Production Volume

WHAT IS YOUR PRODUCTION VOLUME IN THOUSAND SQUARE FEET PER MONTH FOR ALL PLANTS AND LOCATIONS?

<u>PRODUCTION VOLUME RANGE MILLION SQUARE FEET</u>	<u>% RESPONDENTS CORRUGATOR</u>	<u>% RESPONDENTS BOX PLANT</u>
1-5	2	34
6-10	2	16
11-15		7
16-20	4	5
21-25	1	2
26-30	2	
31-35	1	
36-40	3	1
41-45	5	4
46-50	1	1
51-55	2	
71-75	1	1

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

When comparing both lesser producing boxshops and corrugators to their larger producing counterparts, one would think that there exists the opportunity for company expansion and market growth for the lesser producing converters to the levels which some AICC companies have reached.

As the company boosts the production levels one can deduce that the level of responsibility would increase as well as higher challenges of work duties.

QUESTION C3 SUMMARY

Seventy-eight percent (78%) of the AICC respondents operate single plant facilities. Single plant companies when asked for the usual number of hours production per week, Table 31, page 67 was developed. Over 50% of the boxshops work 40 or less hours in which 3% ranged less than 30 hours of production per week. The single plants with corrugators indicated a median of 60 hours per week of production time with a high of 136 hours per week.

Keeping in mind that only 25% of the AICC members own corrugators, the demand for board from the remaining 75%, as well as, in plant box manufacturing must reflect the production hours at the corrugators.

QUESTION C4 SUMMARY

Twenty-two percent (22%) of the AICC member respondents are multi-plant operations. When asked to indicate the number of employees at their major plant only, Table 32, page 68 was developed. Half of the multi-plant companies have less than 100 full-time employees at the major plant. Typically, 60 to 65 employees in production, 6-10 in sales, 11-15 in the office and 1-5 part-time employees make up the major plant structure.

TABLE 31

Single Plant Production Hours

USUAL NUMBER OF HOURS PRODUCTION PER WEEK IN:

<u>PRODUCTION HOURS/WEEK</u>	<u>% RESPONDENTS CORRUGATOR</u>	<u>% RESPONDENTS BOXSHOP</u>
10-30	1	3
31-40	2	31
41-50	3	16
51-60		1
61-70		2
71-80	1	11
81-90	2	1
91-100		1
111-120	3	
136	1	

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

TABLE 32

Multi-Plant Company Employee Structure

NUMBER OF EMPLOYEES FOR YOUR MAJOR PLANT ONLY

<u>FULL TIME</u>		<u>WORK AREAS</u>				
<u>NUMBER EMPLOYEES</u>	<u>PERCENT RESPONDENTS</u>	<u>NUMBER EMPLOYEES</u>	<u>% RESPONDENTS</u>			
			<u>PRODUCTION</u>	<u>SALES</u>	<u>OFFICE</u>	<u>PART TIME</u>
1-10		1-5	1	7	5	4
		6-10		7	5	1
11-20	1	11-15	1	4	5	
		16-20	1	2	2	
21-30	2	21-25	2	2	3	
		26-30			1	
31-40	1	31-35	2			
		36-40	1			
41-50	2	41-45	1			
		46-50	1			
51-60	2	51-55	1			
		56-60	1			
61-70	3	61-65	1			
		66-70	1			
71-80	1	80	1			
100-200	8	100-200	7		1	
250	1					
300	1					

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

In comparison to the results of Question A4, a multi-plant location will have more employees in each department than a single plant operation. A student can infer that a multi-plant operation would provide a higher level of responsibility with opportunity of managing more employees, an entire plant site or multi-locations. Other existing job factors would be great challenges of work duties, close interaction with fellow workers and with upper management.

The job factor, availability of plant transfers, may be more attractive to the mobile individual when seeking employment with a multi-plant company than a single plant operation. Plant transfer was ranked low by the student respondents.

QUESTION C5 SUMMARY

The production volume per month for the multi-plant companies major plants are presented in Table 33, page 70. Half of the box plants produce between 1-10 million square feet per month while 2% of the boxshops indicated monthly volumes of 41-55 million square feet.

Of the corrugators located at major plants, monthly production volumes ranged from 1 to 45 million square feet with a median at 26-30 million square feet per month. See Table 33.

Like all other single plant operation figures (see Question C2) the boxshops produce less than the corrugators due to the 1:3 ratio of corrugators to boxshops thus purchasing is the key to effective management at boxshop plants as production efficiencies is at the corrugators.

QUESTION C6 SUMMARY

Of the major plants within a multi-plant organization, the usual number of hours production per week are tabulated in Table 34, page 71. Typical

TABLE 33

Multi-Plant Company Production Volume

WHAT IS YOUR PRODUCTION VOLUME IN THOUSAND SQUARE FEET PER MONTH FOR YOUR MAJOR PLANT?

<u>PRODUCTION VOLUME RANGE MILLION SQUARE FEET</u>	<u>% RESPONDENTS CORRUGATOR</u>	<u>% RESPONDENTS BOX PLANT</u>
1-5	1	7
6-10	1	4
11-15		1
16-20	1	2
21-25	2	2
26-30	3	2
31-35	1	1
36-40	1	
41-45	3	2

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

of the single plant operations (see Question C3), 50% of the boxshops work 40 or less hours of production per week. The major plants with corrugators indicated a median of 71-80 hours per week of production hours.

TABLE 34
Multi-Plant Company Production Hours

WHAT IS THE USUAL NUMBER OF HOURS OF PRODUCTION PER WEEK IN:

<u>PRODUCTION HOURS/WEEK</u>	<u>% RESPONDENTS CORRUGATOR</u>	<u>% RESPONDENTS BOXSHOP</u>
10-30	1	1
31-40	2	10
41-50		5
51-60	2	1
71-80	6	5
81-90	2	
111-120	1	1

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

QUESTION C7 SUMMARY

Do You Have a Corrugator At This Plant?

Thirteen percent (13%) of the AICC respondents indicated having a corrugator at their major plant.

QUESTION C8 SUMMARY

Is Production Seasonal?

As indicated in Question B2, the majority of AICC multi-plant company respondents have a year-round market. Four percent (4%) of the respondents indicate a seasonal demand.



QUESTION D1 SUMMARY

Is Your Company Union or Non-Union?

Sixty-five percent (65%) of the AICC respondents indicated that their employees were non-union workers.

QUESTION D2 SUMMARY

Check Those Benefits Which You Offer

When asked to indicate which employee benefits were offered, over 90% of the AICC companies offer hospitalization, life insurance and paid holidays. Over half of the respondents offer profit sharing and sick leave benefits. Twenty percent (20%) of the AICC companies offer dental plans while less than 10% offer optical plans or stock options.

Vacation packages are typically 2 weeks paid vacation after 2 years of employment in which 82% schedule according to the employee's time of convenience. Thirty-four percent (34%) of the respondents, however, schedule vacation time according to regular plant shutdown. It should be noted that 16% schedule vacations both ways.

Employee benefit plans vary company to company, and should be thoroughly understood by the interviewee prior to employee commitment. When comparing the integrated converter benefits (Phase III results), a larger percentage of integrateds offer stock options, sick leave, and optical plans, but integrated companies do not offer as high a level of profit sharing (based on 53% AICC respondents who do). Overall both converters seem to be competitive with one another.

QUESTION D3 SUMMARY

From Table 35, page 73, the majority of AICC employee's normal work week typically consists of 40 hours whether it be in production or sales.

TABLE 35

Normal Employee Work Week

HOW MANY HOURS IS YOUR EMPLOYEE'S WORK WEEK?

<u>HOURS/WEEK</u>	<u>PRODUCTION % RESPONDENTS</u>	<u>SALES % RESPONDENTS</u>
35-40	69	64
41-50	29	23

From Phase I, the majority (61%) of packaging students work 40-70 hours per week attending classes, doing homework and earning money. When asked to indicate their expected work-load time during their first three years after graduation, 89% expect to work more than 40 hours per week. From this one can deduce the compatibility of the graduate and the job time demand. The typical student will be quite capable of performing within the industry time frame, as well as, presenting an opportunity for the aggressive student to get that much ahead.

QUESTION E1 SUMMARY

Would You Hire College Graduates for Eventual
Management, Sales, Production and Design Positions?

The recorded data for this question in Table 15, page 45, significantly indicates the AICC interest in hiring packaging graduates in the four listed areas. Survey results show 64-82% of the respondents willing to hire our graduates for management, sales, production and design positions.

These results show not only opportunity for the graduate who wishes to pursue a specific area of employment but also promise for the individual who is searching a company in which he would qualify for numerous areas of work, thus enabling one to move from area to area within the company structure.

QUESTION E2 SUMMARY

From the AICC respondents who indicated the possibility of hiring college graduates in Question E1, the outline of career paths for each area was obtained. Each position title, responsibility description and salary was tabulated chronologically and presented in Appendix B. From this data, salary ranges and averages for each position have been presented in Table 36, page 75.

Overall, the starting salary range within all three areas is below the School of Packaging's 1980 salary range of \$14,000 to \$22,200. This is true for starting salary averages as noted below.

MSU 1980 Average:	\$18,500
AICC Management:	13,500
AICC Sales:	13,000 +4.2% commission
AICC Production:	13,300

It should also be noted that the salary levels increase from production work to management to sales. The sales commission figures in Table 36 are an average of the values listed in Appendix B and can only be judged on a comparison basis with other yearly values. Not all AICC companies offer percent sales commissions and this should be clarified prior to acceptance of a position.

QUESTION E3 SUMMARY

Seventy-three percent (73%) of the AICC respondents answered positively when asked how many college graduates they expected to hire in the next 3 to 5 years. Results from Table 37, page 76, tally to 290 college graduates to be hired. The leading position was in sales, comprising 134 of the 290 total. Of the 134 sales positions, one company indicated that it would hire 12 to 16 graduates. Management positions totaled 71 followed

TABLE 36
AICC Career Plan Salary Ranges

IF YES TO ANY OF THE ABOVE POSITIONS, OUTLINE THE CAREER PLAN YOU HAVE IN MIND FOR SUCH A PERSON.

<u>YEARS</u>	<u>MANAGEMENT</u>			<u>SALES</u>				<u>PRODUCTION</u>		
	<u>LO</u>	<u>AVG</u>	<u>HI</u>	<u>LO</u>	<u>AVG</u>	<u>HI</u>	<u>% COMM AVG</u>	<u>LO</u>	<u>AVG</u>	<u>HI</u>
0-1	7.5	13.5	20	7.5	13	18	4.2	7.5	13.3	18
1-7	9.6	17	30+	9	17	30	4.8	9	16.6	25
8-15	15	23.4	35	20	28.8	50	3.8	20	24.9	32
15-20	15	32.6	75	20	35.5	75	4.0	20	30.2	50

NOTE: Values are \$ x 1,000 except % commission values



TABLE 37
AICC Hiring Expectations

HOW MANY COLLEGE GRADUATES DO YOU EXPECT TO HIRE IN THE NEXT 3-5 YEARS TO TRAIN FOR:

VALUES ARE ACTUAL COUNT - NOT PERCENTAGE

# STUDENTS	NO RESPONSE	0	1	2	3	4	5	6	12-16
MANAGEMENT	46	10	21	7	5	1	1	2	
SALES	38	4	12	24	5	5	5		1
PRODUCTION	53	13	12	6		3		1	
DESIGN	51	12	23	2	2				

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

NOTE: Row 1 values are column headings of the number of students expected to be hired.

Row 2-5 values are the number of companies expected to hire the value of students in Row 1.

Example: 24 companies expect to hire 2 graduates for sales positions.

by design and production positions with 43 and 42 respectively. For the packaging student these indications show a large untapped market for potential employment.

QUESTION E4 SUMMARY

Will There be an Opportunity to Obtain Full or Partial Ownership Interest in the Company?

Of the 97 AICC respondents, 8% indicated there is opportunity to obtain full or partial ownership interest in the company. Thirty-seven percent (37%) of the respondents indicated possible ownership opportunity depending on the circumstances. Forty-nine percent (49%) of the companies specifically indicated there was no opportunity available.

Through personal interviews of AICC members, it was noted that many AICC companies were started by discontented employees from large integrated corrugated converters. By means of hard work and dedication, the business grew and operated under a small group of personnel. Some companies are a family-owned business while others are partnerships with family employment. Another company structure that was noted was a partnership of owners who specifically exclude the involvement of family members in the business.

Being a small-size company, the potential of an employee of obtaining ownership will depend on the individual's performance and ability along with the company structure and family involvement.

QUESTION F1 SUMMARY

From Table 38, page 78, more than half of the AICC respondents have a salesman training period of 1-6 months, while 10% of the respondents indicated a training period of 1-3 years.

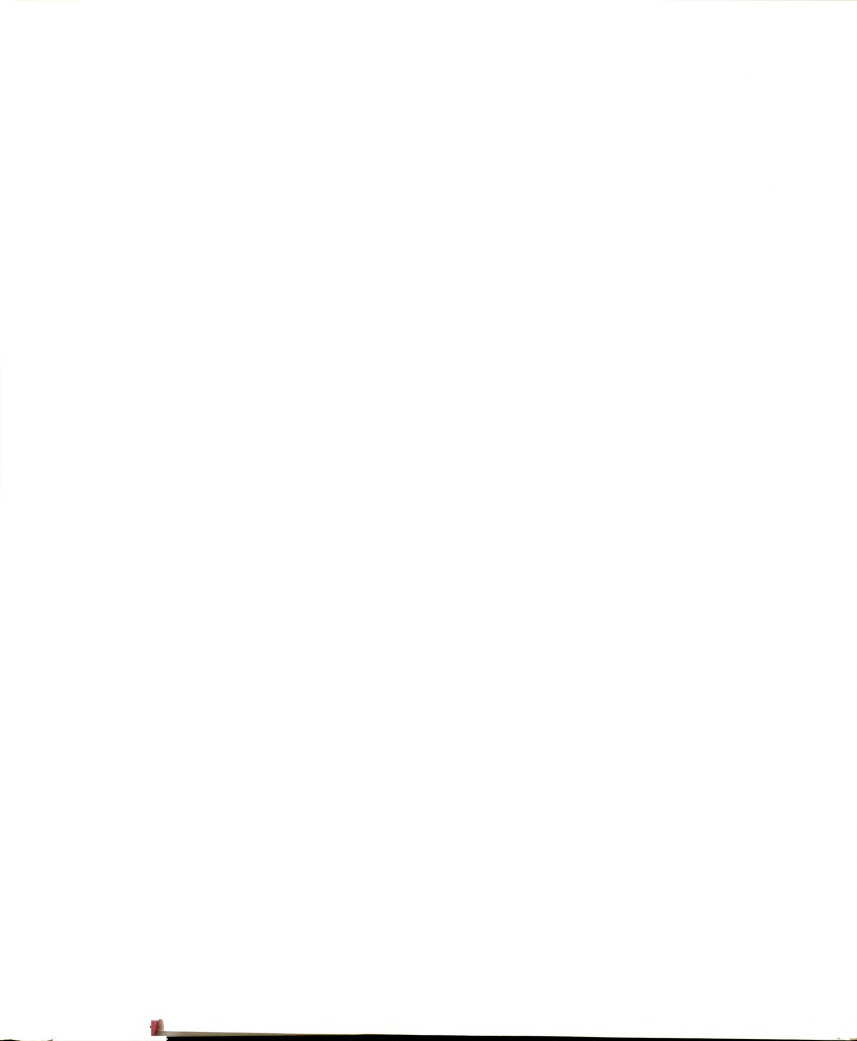


TABLE 38

Salesmen Training Period

<u>MONTHS</u>	<u>% RESPONDENTS</u>
0-3	26
4-6	28
7-9	6
10-12	25
13-15	1
16-18	2
19-21	1
22-24	5
25-36	1

QUESTION F2 SUMMARY

Salesmen (After Training) Are Paid

Once the salesman completes the training period, he is typically compensated by a combination of salary and commission which 70% of the respondents indicated (see Question F2). While 21% of the respondents are compensated by salary only, 9% use a commission only basis for their salesmen. For a summary of salaries and commissions see Table 36, page 75 and Appendix B.

It should be noted that any compensation by sales commission is effective and beneficial for the individual who desires much responsibility, challenge of work, competitiveness, advancement based on personal performance and exposure to marketing.

QUESTION F3 SUMMARY

Results from Question F3 indicate that 66% of the AICC respondents furnish the automobiles for their sales force while 28% compensate by use of an allowance.



QUESTION F4 SUMMARY

Check the Way You Handle Compensation for Various Expenses Incurred by Salesmen for Your Company

When asked how the company compensated their sales force for various expenses incurred for their company, 67% to 80% of the respondents indicated that the company paid, while 8% to 20% of the companies require their salesmen to cover their own business expenses.

QUESTION F5 SUMMARY

Within a range of 1 to 500 miles, over half of the AICC salesmen's territory is within 75 radius miles as presented in Table 39, below. From this, a salesman will typically be home every night. Territories may be assigned boundaries or strictly left up to the salesmen's desire of competitiveness and market gains. Twenty percent (20%) of the respondents have territories exceeding 100 miles in radius.

TABLE 39

Salesmen Territory

WHAT SIZE IS THE TYPICAL SALESMAN'S TERRITORY?

<u>RADIUS MILES</u>	<u>% RESPONDENTS</u>
0-24	11
25-49	14
50-74	20
75-99	11
100-149	12
150-199	3
200-299	4
500	1

WORKING CONDITIONS SUMMARY

During the student questionnaire development stage, much concern for working conditions was noted. Question 22 of the student survey was developed and used in both student and AICC questionnaires.

AICC respondents included the same factors as did the student respondents. Forty percent (40%) of the AICC respondents offer an excellent working environment (+6), with a weighted average of +4.6. Forty-one percent (41%) of the students said that the lowest level of working conditions in which they were willing to work on a long term basis was +4 with a weighted average of +3.8. See Table 40, below. Thus, it appears that student expectation is compatible with AICC working conditions. We do not believe a great deal of emphasis should be put on this factor. The evaluations are highly subjective, and the conditions were difficult to describe, let alone quantify.

TABLE 40

Student Expectations and AICC Working Conditions

	WORKING CONDITION SCALE					
	UNDESIRABLE 1	2	3	4	5	EXCELLENT 6
AICC INDUSTRY	0	3	9	20	24	40
STUDENT	0	10	25	41	22	2

PHASE III
INTEGRATED CONVERTER SURVEY

QUESTIONNAIRE DEVELOPMENT AND ADMINISTRATION

The development of a questionnaire focused on understanding what employment opportunities exist among the integrated corrugated converters was based on the survey results acquired in Phase I and II of this research study. With the intent of cross correlation between the independent and integrated converters, many of the Phase III questions were similar in form to those utilized in Phase II. From Paperboard Packaging's Official Container Directory 1979 and Standard and Poor's Register 1981, eighteen (18) major integrated corrugated converter corporations were obtained for the questionnaire mailing. Of the 18 corporations, 230 plant locations were selected. The recipients were instructed not to identify themselves by use of letterheads or return address. A self-addressed envelope was enclosed along with a cover letter that is presented on page 83.

The decision to survey the integrated converters was made after the analysis of both student and AICC survey results. The integrated survey was mailed 10 months after the AICC survey. We believe there have been no significant changes and no adjustments have been made to the survey results.

Throughout this and subsequent chapters, the word "integrated" will be substituted for "integrated corrugated converters".

RESULTS

Question by Question Tabulations and Analyses

A sample of the integrated corrugated converter questionnaire with summary data recorded is presented as Table 41, page 84. All the tabulated

data is presented as a percentage of 60 integrated respondents, unless indicated otherwise. To avoid complicated interpretation, zeros have been omitted from all tables. A blank is to be taken as a zero.



MICHIGAN STATE UNIVERSITY - East Lansing, Michigan 48824

School of Packaging - Telephone (517) 355-9580

February 3, 1981

Dear Corrugated Manufacturer:

The School of Packaging is conducting a survey of the corrugated industry to help increase college student awareness of corrugated converters as potential employers. One step in doing this is to find out: (1) what Packaging students expect, (2) what independent converters offer, and (3) what integrated converters offer. Then, we can emphasize those areas in which there is a good match of student expectation and converter opportunities. More importantly, we can work to improve in areas where there are gaps between expectations and job characteristics.

A formal questionnaire for students has been administered as well as a formal questionnaire for the independent converters. To complete our industry survey, we have prepared the attached integrated converter questionnaire. We would appreciate your help and quick return of the completed questionnaire. Please fill out the questionnaire and return it to us by February 20, 1981.

All survey results will be confidential and will not be identified with you. A final report will be made available upon request.

Sincerely,

Hugh E. Lockhart
Professor
School of Packaging

HEL:kk

Enclosure

TABLE 41

Integrated Converter Questionnaire Summary Data

Your answers are confidential and will not be identified with you. Please do not sign or otherwise identify yourself.

1. A. How many Packaging graduates currently work for your company?

See Table 43

- B. If any, in what area do they work?

- 1) Management 8
 2) Sales 13
 3) Production 3
 4) Design/Sample Room 12
 5) Other Area 3 (please specify) _____

2. Would you hire Packaging graduates for eventual:

- a) Management Positions Yes 85 No 3
 b) Sales Positions Yes 87 No 2
 c) Production Positions Yes 83 No 7
 d) Design/Sample Room Positions Yes 90 No 3
 e) Other Positions Yes 32 No 5 (please specify) See Table 44

3. If you had an entry level position in any of the above areas, would you hire a Packaging graduate or a graduate of another discipline?

	<u>PACKAGING</u>	<u>OTHER</u>
a) Management Positions	<u>22</u>	<u>40</u>
b) Sales Positions	<u>43</u>	<u>27</u>
c) Production Positions	<u>37</u>	<u>7</u>
d) Design/Sample Room Positions	<u>53</u>	_____
e) Other Positions	<u>10</u>	<u>10</u>
(please specify) <u>See Table 45</u>	_____	_____

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

4. Is a Packaging graduate any better prepared for advancement in your company than other college graduates?

	<u>YES</u>	<u>NO</u>
a) Management Positions	<u>13</u>	<u>62</u>
b) Sales Positions	<u>43</u>	<u>42</u>
c) Production Positions	<u>35</u>	<u>17</u>
d) Design/Sample Room Positions	<u>68</u>	<u>12</u>
e) Other Positions	<u>8</u>	<u>15</u>
(please specify) <u>See Table 46</u>		

5. How many Packaging graduates do you expect to hire in the next three to five years to train for:

a) Management Positions	___	
b) Sales Positions	___	
c) Production Positions	___	SEE TABLE 47
d) Design/Sample Room Positions	___	
e) Other Positions	___ (please specify)	_____

6. If yes to any of the positions in Question 5, outline the career plan you have in mind for such a person.

A. MANAGEMENT

Year Range	Job Title	Job Responsibilities	Salary
0-1			
1-7			
7-15			
15-20			

SEE TABLE 48 AND APPENDIX C

B. SALES

Year Range	Job Title	Job Responsibilities	Salary	% Commission
0-1				
1-7				
7-15				
15-20				

C. PRODUCTION

Year Range	Job Title	Job Responsibilities	Salary
0-1			
1-7			
7-15			
15-20			

SEE TABLE 48 AND APPENDIX C

7. How long are your Salesmen's Training Periods: See Table 49 months

8. Salesmen (after training) are paid:

- a) Salary Only 22
- b) Commission Only ____
- c) Combination Salary and Commission 65

9. Automobile:

- a) Furnished 94; new one how often? 2 years
- b) Allowance 2; amount \$168/month + 9.6¢/mile

10. Expenses: Check the way you handle compensation for various expenses incurred by salesmen for your company:

Item	Company Paid	Salesman Paid	Others: Specify
Gas/Auto	90	8	less 7¢ for personal miles used
Maintenance/Auto	93	5	lease auto
Food and Lodging	92	5	overnight food and lodging also
Entertainment	92	7	

11. What size is the typical salesman's territory? See Table 50(radius in miles)

12. What % of the time is spent traveling by:

- a) Management employees ____ %
- b) Sales employees ____ % SEE TABLE 51
- c) Production employees ____ %

13. How many hours is your employee's normal work week:

- a) Sales ____ hours
- b) Production ____ hours SEE TABLE 52

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

14. Check those benefits which you offer:

Hospitalization 100 Life Insurance 100Profit Sharing 40 Optical Plan 22Stock Options 45 Sick Leave 75Dental Plan 73 Paid Holidays 98Vacation Plan 98a) Paid 97 Without Pay ____b) Length: after 1 year 2 wks., 2 years 2 wks., 3 years 2 wks.,
4 years 2 wks., 5 years 3 wks.c) Vacation scheduled by company due to regular plant shutdown 10;
or by each employee according to his own convenience 88; (if you
do it both ways for different classes of employee, mark both).

15. Are there opportunities for advancement through plant or division transfers?

Yes 100

No ____

16. Is experience in multiple plants or divisions required for advancement?

Yes 12No 88

17. Are pay raises based on:

a) Cost of living only ____

b) Scheduled pay raise ____

c) Merit (performance) only 52d) Combination of scheduled and performance 47

18. Merit reviews are how often?

a) 6 months 18b) 1 year 90c) Other, specify 2 - graduated scales

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.



SURVEY RETURN SUMMARY

Of the 230 surveys mailed, returns by 60 respondents were received by the deadline, a return of 26%. Postmarks were recorded and are presented in Table 42 below.

This data displays the geographic distribution of the integrated converter industry in which over half of the states were represented among the respondents. From Table 42, Ohio represents the largest percentage (8%) of surveys. Eighteen percent (18%) of the respondent surveys were postmarked illegibly.

TABLE 42

Integrated Questionnaire Return by State

<u>STATE</u>	<u>% RESPONDENTS</u>	<u>STATE</u>	<u>% RESPONDENTS</u>
Arkansas	3	Mississippi	2
California	3	Missouri	7
Colorado	3	New Hampshire	2
Connecticut	2	New Jersey	2
Delaware	2	New York	3
Illinois	7	North Carolina	2
Indiana	3	Ohio	8
Iowa	3	Oregon	2
Georgia	3	Pennsylvania	2
Kansas	2	Tennessee	2
Kentucky	2	Texas	2
Louisiana	2	Washington	3
Maine	3	West Virginia	2
Massachusetts	2	Wisconsin	2
Minnesota	3	Unknown	18

QUESTION 1 SUMMARY

Table 43, page 90, clearly indicates that the majority (62%) of the integrated respondents currently do not have packaging graduates working within their companies. While 15% were unsure of how many were employed,

one company (2%) indicated employment of 19 packaging graduates as well as the 21% who recorded employment of 1-10 packaging graduates.

Thirteen percent (13%) of the respondents indicated that the graduates hold sales positions. See Table 41, Question 1B. Twelve percent (12%) presently have graduates in design positions while 8% have graduates working in management related jobs and 3% have production positions occupied by packaging graduates. Other positions in which packaging graduates currently occupy (3%) include production scheduling and package engineering.

TABLE 43

Current Employed Packaging Graduates

HOW MANY PACKAGING GRADUATES CURRENTLY WORK FOR YOUR COMPANY?

<u># EMPLOYED</u>	<u>% RESPONDENTS</u>
0	62
1	10
2	5
3	3
4	
5-10	3
19	2
UNKNOWN	15

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

QUESTION 2 SUMMARY

The recorded data for this question in Table 41, page 84, overwhelmingly indicates the integrated converters' interest in hiring packaging graduates in the four listed areas as well as for other positions. (See

Table 44 below). Survey results show 80-90% of the respondents willing to hire our graduates for management, sales, production and design positions.

These results show not only opportunity for the graduate who wishes to pursue a specific area of employment, but also promise for the individual who is searching a company in which he would qualify for numerous areas of work thus enabling one to move from area to area within the company structure.

TABLE 44

Other Areas for Packaging Graduates

WOULD YOU HIRE PACKAGING GRADUATES FOR EVENTUAL:

AREAS

Administrative
Financial
Marketing Services
Sales Service
Special Marketing Projects
Quality Testing Lab
Staff in Marketing, Personnel, Industrial Relations

QUESTION 3 SUMMARY

When considering packaging or another college discipline graduate for employment within the four major areas listed, 53% of the respondents would hire packaging graduates for an entry level design position. See Table 41, page 84. Forty-three percent (43%) would hire packaging students for sales positions, while 37% and 22% would hire our graduates for production and management positions respectively. Table 45, page 92, lists other positions for which 10% of the respondents would or would not hire packaging majors. It should be noted that 28% of the integrated survey returns wrote "either graduate" in the margins.

In reviewing these results, one should remember that 62% of the respondents do not currently have packaging degree employees and an additional 15% are unsure. In the view of the employer, a packaging graduate would have a more difficult time in landing an entry level management position than another college discipline graduate. For the interested packaging graduate, the challenge of presenting and performing ones' management curriculum skills as well as the desire for advancement and interaction with upper management would be required in order to achieve the level of responsibility desired.

To conclude, there is potential for employment in many job functions. Employment is available over a wide geographic area as indicated from the postmark listing in Table 42, page 89.

TABLE 45

Other Entry Level Positions:
Packaging and Other Disciplines

IF YOU HAD AN ENTRY LEVEL POSITION IN ANY OF THE ABOVE AREAS, WOULD YOU HIRE A PACKAGING GRADUATE OR A GRADUATE OF ANOTHER DISCIPLINE?

<u>PACKAGING POSITION</u>	<u>OTHER DISCIPLINE POSITION</u>
Administrative	Controller
Sales Service	Financial
Sales Service	
Specifications	

QUESTION 4 SUMMARY

When asked whether packaging graduates would be better prepared than other college graduates for advancement in the four listed position areas, 68% of the respondents indicated that a packaging student would, for a design or sample room position. Thirty-five (35) of the 52% who made a

comparison for production positions believe a packaging major was better prepared. The respondents indicated (43% and 42%) that other majors are as well prepared for advancement in sales as are packaging majors. By a ratio of 1:4, they indicated that for management positions, some other college discipline graduate would be better prepared for advancement. Five surveys (8%) noted that either graduate would be prepared sufficiently for advancement in any position, while another 10% submitted other positions in which either graduate would be qualified for. (See Table 46, below.)

Looking at this data, one could conclude that the industry sees design and sample room positions as the "fast track" for the student with four years of package development background. Advancement in a management position apparently is a challenge for the packaging graduate. Remember this data is based on returns from companies in which 62% currently do not have packaging graduates employed.

TABLE 46

Other Positions Packaging and
Others Prepared for

IS A PACKAGING GRADUATE ANY BETTER PREPARED FOR ADVANCEMENT IN YOUR COMPANY THAN OTHER COLLEGE GRADUATES?

PACKAGING GRADUATES ARE
BETTER PREPARED FOR:

Administrative
Sales Service
Technical
Testing Lab

OTHER DISCIPLINES ARE
BETTER PREPARED FOR:

Controller
Financial

QUESTION 5 SUMMARY

Forty-two percent (42%) of the integrated respondents answered positively when asked how many packaging graduates they expect to hire in the

next 3 to 5 years. Table 47, page 95, shows that the total count of packaging graduates to be hired is 96, of which 44 are for design positions. One company expects to hire 6-10 graduates. Sales positions followed with 23 potential openings, while production and management positions totaled 19 and 5 respectively.

Many of the respondents (27%) recorded unknown responses at this time, while 2 companies added that it depends upon the individual and the circumstances. Another respondent indicated that forecast hiring was a corporate decision. For the packaging student these indications show a large untapped market for potential employment.

QUESTION 6 SUMMARY

From the integrated respondents who indicated the possibility of hiring packaging graduates in Question 5, the outline of career paths for each area were obtained. Each position title, responsibility description and salary was tabulated chronologically and presented in Appendix C. From this data, salary ranges and averages for each position have been presented in Table 48, page 96.

Overall, the starting salary range within all three areas is within the School of Packaging's 1980 salary range of \$14,000 to \$22,200. The average starting salaries, however, are below the school's average as presented below:

MSU 1980 Average:	\$18,500
Integrated Management:	15,800
Integrated Sales:	16,300 + 14% commission
Integrated Production:	15,900

It should also be noted that the salary levels increase from management work to production to sales. The sales commission figures in Table 48, page 96, are an average of the values listed in Appendix C, and can only be judged on a comparison basis with other yearly values. Not all

TABLE 47

Integrated Hiring Expectations

HOW MANY PACKAGING GRADUATES DO YOU EXPECT TO HIRE IN THE NEXT 3-5 YEARS
TO TRAIN FOR:

VALUES ARE ACTUAL COUNT - NOT PERCENTAGE

# STUDENTS	0	1	2	3	4	5	6-10
MANAGEMENT	12	3	1				
SALES	12	5	8	1			
PRODUCTION	14	4	4	1	1		
DESIGN	10	9	4	2	1	2	1
OTHER		1	2				

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

NOTE: Row 1 values are column headings of the number of students
expected to be hired.

Row 2-6 values are the number of companies expected to hire
the value of students in Row 1.

Example: 8 companies expect to hire 2 graduates for sales
positions.

integrated companies pay sales commissions and this should be clarified prior to acceptance of a position.

TABLE 48

Integrated Career Plan Salary Ranges

IF YES TO ANY OF THE POSITIONS IN QUESTION 5, OUTLINE THE CAREER PLAN YOU HAVE IN MIND FOR SUCH A PERSON.

<u>YEARS</u>	<u>MANAGEMENT</u>			<u>SALES</u>				<u>PRODUCTION</u>		
	<u>LO</u>	<u>AVG</u>	<u>HI</u>	<u>LO</u>	<u>AVG</u>	<u>HI</u>	<u>% COMM AVG</u>	<u>LO</u>	<u>AVG</u>	<u>HI</u>
0-1	10	15.8	25+	12	16.3	25	24	12	15.9	21.5
1-7	12	22.5	40	15	23.3	50	13.4	15	20.2	27
7-15	20	34	70	19	32.2	60	14	20	27.8	47
15-20	20	44	75*	25	42.4	100	15.8	25	36.4	60*

*UNLIMITED

NOTE: Values are \$ x 1,000 except % commission values

QUESTION 7 SUMMARY

The majority (72%) of the integrated respondents have a salesman training period ranging from 1-12 months in which 40% train for less than 6 months. The longest training period recorded was for 2-3 years. (See Table 49, page 97.)

QUESTION 8 SUMMARY

Salesmen (After Training) Are Paid

Once the salesman completes the training period, he is typically compensated by a combination of salary and commission. (See Table 41, Question 8.) Twenty-two percent (22%) indicated a salary only basis for their sales force. For a summary of salaries and commissions, see Table 48 above and Appendix C.

TABLE 49

Integrated Salesmen Training Period

HOW LONG ARE YOUR SALESMEN'S TRAINING PERIODS:

<u>MONTHS</u>	<u>% RESPONDENTS</u>
0-3	10
4-6	30
7-9	17
10-12	15
13-15	3
16-18	3
19-21	3
22-24	3
25-36	2

QUESTION 9 SUMMARY

Automobile

Results from Question 9 indicate that of the 60 respondents, 94% furnish automobiles every 2 years for their sales force, while 2% compensate by use of an allowance.

QUESTION 10 SUMMARY

Check the Way You Handle Compensation for Various
Expenses Incurred by Salesmen for Your Company

Over 90% of the 60 integrated corrugated converters pay their salesmen's expenses as recorded in Table 41, page 87. Five to eight percent (5-8%) of the respondents require their salesmen to cover their own business expenses. One company specified that any overnight food and lodging expenses were also a company paid item, while another company noted that they pay for the expense of leasing automobiles for their salesmen. A third company indicated a policy of subtracting 7¢ for each "personal mile" used.

QUESTION 11 SUMMARY

From Table 50, page 99, ranging from 1 to 300 miles, 69% of the integrated salesman's territory is under 150 miles radius, which in comparison to AICC results is twice the distance. Ten percent (10%) indicated that it depends on certain factors in measuring a salesman's territory. It can be assumed that a salesman will typically be home every night, although one respondent did indicate in Question 10 the possibility of overnight expenses. Fifteen percent (15%) recorded territories ranging from 150 to 300 miles.

TABLE 50

Integrated Salesmen Territory

WHAT SIZE IS THE TYPICAL SALESMAN'S TERRITORY?

<u>RADIUS MILES</u>	<u>% RESPONDENTS</u>
0-24	2
25-49	12
50-74	13
75-99	17
100-149	25
150-199	10
200-299	5
DEPENDS	10

QUESTION 12 SUMMARY

The percentage of time spent traveling by a management, sales or production employee for an integrated converter is tabulated in Table 51, page 100. Ranging from 0 to 75%, a typical management employee travels 11 to 25% of the time. A salesman is required to travel 6 to 100% of his work time with the median range at 51 to 75% travel. Forty percent (40%) of the respondents' salesmen travel 76 to 90% of the time, while 12% indicated that only 6 to 10% is spent for traveling. For a production employee, the travel time range was 0 to 25% in which 15% of the respondents recorded 0% travel for their production employees. The median range was 1 to 5% travel. The salesman's travel is generally daily travel, not requiring overnight stays. The 51 to 75% travel should be viewed as working outside the plant, rather than being away from home.

It should be recognized that the integrated corrugated converter is typically a multi-plant operation thus reflecting the potential for management and production employees traveling to various company locations. This



not only represents the opportunity for travel but also the potential of plant transfers for advancement and geographic preferences.

TABLE 51

Integrated Employee Percent Time Traveling

WHAT % OF THE TIME IS SPENT TRAVELING BY:

<u>% TIME</u>	<u>MANAGEMENT</u>	<u>% RESPONDENTS</u>	
		<u>SALES</u>	<u>PRODUCTION</u>
0	2		15
1-5	20		65
6-10	25	12	10
11-25	38	7	7
26-50	7	25	
51-75	3	5	
76-90		40	
91-100		5	

ZEROS HAVE BEEN OMITTED. A BLANK IS TO BE TAKEN AS A ZERO.

QUESTION 13 SUMMARY

Table 52, page 101 shows that the normal work week for a sales or production employee ranges from 35 to 60 hours with a median of 40 and 45 hours per week respectively. One integrated respondent of the 5% who indicated a 51-60 hour salesman work week stated that to be highly successful a salesman should work 24 hours a day.

From Phase I, the majority (61%) of packaging students work 40-70 hours per week attending classes, doing homework and earning money. When asked to indicate their expected work-load time during their first three years after graduation, 89% expect to work more than 40 hours per week. From this one can deduce the compatibility of the graduate and the job time demand. The typical student will be quite capable of performing within



the industry time frame as well as presenting an opportunity for the aggressive student to get that much ahead.

TABLE 52

Integrated Normal Employee Work Week

HOW MANY HOURS IS YOUR EMPLOYEE'S NORMAL WORK WEEK?

<u>HOURS/WEEK</u>	<u>PRODUCTION % RESPONDENTS</u>	<u>SALES % RESPONDENTS</u>
35-40	50	42
41-45	20	23
46-50	13	18
51-60	5	8

QUESTION 14 SUMMARY

Check Those Benefits Which You Offer

When asked to indicate which employee benefits were offered, 100% of the 60 integrated respondents offer hospitalization and life insurance, while 98% offer paid holidays (2% no responses). Seventy-three percent (73%) and 75% offer a dental plan and sick leave respectively. Profit sharing and stock option benefits were indicated by 40 and 45% of the respondents, while 22% offer an optical plan. (See Table 41, page 88.)

Vacation packages were typically 2 weeks paid vacation after 1 year of employment which 88% of the respondents schedule according to the employee's time of convenience. Ten percent (10%), however, schedule vacation time according to regular plant shutdown. It should be noted that 10% schedule vacations both ways.

Employee benefit plans vary company to company, and should be thoroughly understood by the interviewee prior to employee commitment. In

comparison with AICC (Phase II results) benefits, a larger percentage of integrateds offer stock options, sick leave and optical plans but did not offer the level of profit sharing based on 53% indication of 97 AICC respondents. Overall, both converters seem to be competitive in terms of kind and amount of fringe benefits.

QUESTION 15 SUMMARY

Are There Opportunities for Advancement Through Plant or Division Transfers?

Every integrated corrugated converter respondent indicated the existence of company advancement through plant or division transfers. These two job factors, advancement and opportunity to transfer to other divisions (USA), were ranked and weighted as they pertain to student preference for a small, medium or large organization. (See Phase I, Question 10, page 7.) Advancement was ranked first with a weight of +4.4, while USA transfers was ranked seventh and a +3.6 weighted value. From Table 8, page 24, 45% of the students perceive advancement to be most available in a medium-size company, while 87% view a large company as having the highest opportunity to transfer to other plants or divisions (USA). Appendix A, Table A1, page 120, indicates that 31% of the students perceive advancement opportunities highest within a small company and ranked fourth, while 0% responded to the potential for divisional transfers.

In light of this, students must realize that the integrated converter industry consists of multi-plant operations, thus enabling flexibility and mobility for the employees who desire advancement as well as change of location.



QUESTION 16 SUMMARY

Is Experience in Multiple Plants or Divisions Required for Advancement?

Of the 60 integrated respondents, 88% recorded that experience in multiple locations is not required for advancement, while 12% indicated conversely. Students ranked required location changes for advancement sixth with a weight of +0.4 when considering their first job. (See Table 2, page 15.) Location, a job factor considered by students when selecting a permanent position, followed seven other job factors and was ranked fifth with a +3.7 weighting. (See Table 3, page 16.)

Advancement is the most important job factor for packaging students when seeking employment. The results above indicate the availability for advancement without required transfers to other company locations. For the mobile individual who desires locational changes, advancement is also achievable through company transfers, since 12% indicate transfer is part of their promotion/advancement strategy.

QUESTION 17 SUMMARY

What are Pay Raises Based On?

Pay raises based on merit (performance) only was indicated by 52% of the respondents, while 47% use a combination of scheduled and performance as a basis. Both methods used present a perfect match for the packaging student who has indicated the highest degree of importance for advancement based on performance when seeking employment.

QUESTION 18 SUMMARY

Merit Reviews are How Often?

The majority (90%) of the respondents use a one year review system, while 18% show a half-year merit review period. Of these two methods, 10%



indicated using both time durations. Another method used by one respondent is a graduated scale method.

From this information, a student must be aware that this is a time-structured approach of merit reviews for advancement (based on performance) as indicated in Question 17, page 88.

PROFILE AND EMPLOYMENT OPPORTUNITY EXPOSITIONS



PROFILE OF STUDENTS FOR AICC

A target group of potential employees has been identified. The characteristics of the group have been described and a profile of the potential employee has been obtained. There is an excellent match between student and company expectations.

The typical packaging student considers job location as being not important. Seventy-eight percent (78%) would work in a suburb, while 47% don't care, indicating flexibility in location preference. Such flexibility is also true for student geographic preference.

The students indicate that the following list of job factors are of most importance with respect to their first job and are desirable factors.

- Close Interaction with Fellow Workers
- To Have Much Responsibility
- Free to Work Independently
- Flexibility to Vary Working Hours
- Wide Variety of Package Types
- Required Travel 1/3 of the Time

The list represents the top five most important job factors. Some factors are considered as being of equal importance, resulting in a list of six job factors.

It should also be noted that the students indicate that excessive travel (1/2 - 3/4 of the time) and no travel were both undesirable factors.

The opportunity for achieving these job factors within the AICC would seem to be highly possible. Student awareness of the availability of such factors would initiate excellent opportunities for packaging graduates for employment within the AICC.



Rating job factors when seeking a permanent position, the students indicate the most important factors as follows (and all are desirable factors).

- Amount of Advancement Available
- Willingness of the Company to Adopt New Ideas
- Availability of Adequate Funds to Carry Out Package Development Projects
- Company Support for Continuation of Education
- Starting Salary
- Fringe Benefits
- Working Conditions (Physical Surroundings)
- Location

The list represents the top five most important job factors. Some factors are considered as being of equal importance, resulting in a list of eight job factors.

It should be noted that students distinguish a difference between advancement and company-paced promotion; the latter being defined as given at a predetermined rate and time increment, while advancement is recognition and reward based on personal performance.

Student recognition of the potential of achieving these important job factors within the AICC would create an abundant employee pool for the independent converters.

When seeking employment, packaging graduates consider the size of company as being of some importance. The most important job factors for company size selection used by the students consist of the following.

- Advancement (Based on Personal Performance)
- Security (Assured Company Continuance)
- Closeness of Personal Interaction with Fellow Workers
- Security (Assured Continued Employment in Spite of Position Elimination)
- Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)
- Much Interaction with Upper Management
- Challenge of Work Duties
- Availability of Adequate Funds to Carry Out Package Development Projects
- Opportunities for Continued Education

The list represents the top five most important job factors. Some factors are considered as being of equal importance, resulting in a list of nine job factors.

The most important job factor is availability of advancement within the company. The majority (76%) of the students perceive small- and medium-size companies offering the most advancement, thus making an attractive match for packaging students and AICC companies.

Closeness of personal interaction with fellow workers, much interaction with upper management and challenge of work duties are all considered very important by students as well as being perceived as being most available within small companies (77, 73 and 43% respectively). These three job factors are excellent selling tools for promoting the match between AICC employers and packaging graduates.

Security of company continuance and of employment are two important job factors that the student perceived the small- and medium-size companies lacking. The student should be made aware of the fact that the AICC companies have grown at an annual rate of 7% for the past five years and they expect to continue at a rate of 7-8% for the next five years. Position security may be demonstrated by AICC companies wanting to hire packaging graduates for many positions throughout the company structure, resulting in mobility from position to position. Should a desired position be eliminated, the student should be aware of the potential of changing jobs within the company or even within the industry.

Fringe benefits are perceived as being most available within a large company organization. Survey results indicate that there is not a great difference between a large or small corrugated converter (independent or integrated). AICC companies offer comparable benefits as well as opportunities to obtain full or partial ownership interest in the company

depending on the circumstances. Fringe benefits already available from the AICC companies will attract many graduates when they know what they are.

Availability of adequate funds to carry out package development projects is another important job factor students believe a small- or medium-size company does not have much of. Again, the student should be made aware of the growth patterns the AICC has achieved over the past five years and predicts for the next five years. Multiple product lines of specialty corrugated products as well as plastics and foams are all indications of progressive development projects within the AICC. These opportunities would also be important in attracting graduates for employment within the AICC.

To conclude, small- and medium-size companies have many positive employment factors that are highly attractive and important to the packaging graduate. Student awareness of these opportunities within the AICC will expand the presently established target group of potential employees.

Of the packaging students, 57% indicate willingness to work in the corrugated industry, and many indicated interest also in folding cartons. Applying this against the current 1981 enrollment figure of 950 students, there exist 542 potential employees over the next 2-3 years. The students surveyed indicated much interest in plastics. Since some AICC members sell plastic products, the level of potential employees could easily increase on this basis.

Thirty percent (30%) of the students do not care what size plant or company they work for, while an additional 18% definitely prefer a small plant or company. Conservatively applying this source of students (48%) against the 542 students who are willing to work in the corrugated industry we find that there exist 260 potential employees for AICC companies. It



would also be possible to add in the 28% of students who prefer a medium-size company which some AICC companies are. This would result in potentially 412 packaging students available for employment over the next 2-3 years or 137 annually that are interested in working for an AICC company.

Starting salary is considered by the student not to be as important as other job factors when seeking employment. Of course, this must be evaluated against the rather high starting salaries prevalent for packaging graduates. Past figures for starting salary indicate an average of \$18,500, which the student would assume to be the level at which he will start. Survey results show, however, that 16% expect less than \$18,000. Applied to the 412 potential employees, 67 students over the next 2-3 years expect to work for less than the average starting salary. Thirty-six percent (36%) of the students consider starting salary as of only moderate importance, indicating a group of 152 students potentially available over the next 2-3 years. Eighty percent (80%) considered it to be less than maximum importance, revealing a potential group of 337 students over the next 2-3 years. Thus, some 67 to 337 potential employees are available with varying degrees of readiness to accept less than average starting salary. With the AICC starting salary average of \$13,250, the student must be made aware of the later years' salary potential and the availability of the more important job factors.

One third of the packaging students expect to work in packaging development during their first job. At Michigan State University, the packaging student learns that in large companies packaging development is a department and a separate function; while in a small supplier company, like a corrugated converter, an employee may have several job titles and responsibilities, and that in this latter situation, a student should expect to find that the sales position includes package development. This



is especially true when both suppliers and customers are small in size. Eleven percent (11%) expect to initially work in sales, while 25% of the students don't know what area of work they expect to be in. This group of 152 (36%) potential employees presents a potential target group for AICC over the next 2-3 years. Nearly 60% of the students expect to spend some time in sales thus reflecting their interest and mobility.

The majority of students (61%) now spend over 40 hours a week attending classes, doing homework and earning money. Eighty-nine percent (89%) expect to work more than 40 hours per week after graduation. The packaging graduates also desire considerable freedom to work and to be responsible for their own decisions, but want review of these decisions during their first job. These characteristics indicate self-starters with aggressiveness and competitiveness in order to obtain higher levels of responsibility.

From this student profile, we estimate about 112 graduates per year are real candidates for work in AICC companies. A high level of matching characteristics exists between the students and AICC companies with the only real problem being that of starting salary. A number of strategies have been suggested for overcoming that. Others can be devised.

OPPORTUNITIES FOR EMPLOYMENT IN AICC COMPANIES

In the attempt to help increase packaging student awareness of independent corrugated converters as potential employers, a descriptive profile of AICC companies and their employment opportunities has been developed.

The majority (92%) of AICC companies are corporations, of which 88% are privately held. With the AICC industry geographically spread throughout the United States, a typical company has 41 to 50 employees and has been in business for 19 years, ranging from 6 to over 50 years of existence. Being classified as a small- or medium-size company, the AICC companies' annual sales volume ranges from \$3 to \$80 million. Market growth figures indicate a 7% annual growth rate for the past five years and predictions show a 7-8% rate for the next five years.

Many of these companies offer a variety of package types. Ten percent (10%) of the AICC companies produce folding cartons, while another 21% sell plastic products such as films and specialty foam cushioning devices. These indications of progressive development project areas show opportunities for the graduate who desires creative package development work.

One third of the packaging students expect to work in packaging development during their first job. In large companies packaging development is a department and a separate function; while, in a small supplier company, like a corrugated converter, an employee may have several job titles and responsibilities, and that in this latter situation, a student should expect to find that the sales position includes package development. This is especially true with the AICC, where both suppliers and customers are small in size.

Production oriented graduates might work for a company which has ownership of a corrugator, since 29% of the AICC companies own one. A typical normal work week ranges from 35 to 50 hours. The majority of the AICC members are single-plant operations, while 22% are multi-plant companies ranging from 1-4 locations.

A typical fringe benefits package would include hospitalization, paid holidays, life insurance and two-week paid vacations. Over 50% offer profit sharing and sick leave, while some AICC companies offer dental, optical and stock options. It should also be noted that almost half of the AICC companies have opportunities for obtaining full or partial ownership interest in the company depending on the circumstances.

The starting salary average as of spring 1980 was \$13,250, ranging up to \$20,000. This, however, seems to be only at the very beginning. Individual company representatives indicate no problem with meeting \$18-20,000 during the second year. In fact, one rule of thumb used is, after a training period, "you can make you age in thousands". An actual example is a 27 year old salesman making \$27,000, while a 46 year old salesman makes \$46,000. From the same source of information, total income of \$35,000 to \$45,000 is probably attainable within the first seven years. A typical sales training period lasts for six months.

From 97 surveyed companies, 64 to 82% were willing to hire packaging graduates for management, sales, production and design positions, totaling 290 jobs. With the entire AICC membership being twice the number who were surveyed, it would seem that there exist some 580 jobs. These results show the opportunity for the graduate to work in an abundant variety of jobs if he is so inclined.

A student can see the potential for work responsibility and for understanding the overall business strategies while working for an AICC size



company. Mobility and visibility for advancement would be greatly enhanced. Important job factors like closeness of personal interaction with fellow workers, much interaction with upper management and a great challenge of work duties are satisfied as well. From the market growth figures stated earlier, security of company continuance can be inferred. Employment security in spite of position elimination is reflected in the multiple positions available to the qualified packaging graduate.

These characteristics are all considered highly important by packaging graduates. There is an excellent match of student expectations with opportunities within an untapped job market geographically spread throughout the United States. The AICC industry has employment opportunities for the packaging graduate.

COMPARISON OF EMPLOYMENT CONDITIONS WITH INTEGRATED CONVERTERS

The average starting salary for integrated converters in winter, 1981, was \$16,000; the high was \$25,000. The majority (90%) of the companies use a one year merit review system in which 52% base pay raises on merit (performance) only, and 47% use a combination of scheduled promotion and performance as a basis.

Typical fringe benefits include hospitalization, life insurance, paid holidays and two weeks paid vacation. The majority (74%) offer a dental plan and sick leave, and 22% offer optical benefits. Some 40% have profit sharing and stock options. The sales training period lasts six months.

Sales territories are noticeably different. With integrated companies, sales territories are reported as 0-75 miles, 27%; 0-100 miles, 44%; 0-150 miles, 69%. With independents the sales territories are reported as 0-75 miles, 45%; 0-100 miles, 56%; 0-150 miles, 68%. Sales territories for independent converters tend to be smaller, and, presumably, easier to cover.

Integrated companies do offer a higher starting salary, slightly better health benefits and more in the way of stock options. However, AICC companies have the edge in profit sharing (53% of AICC companies compared with 40% of integrations). Sales territories are smaller for independent's sales people. In the job factors that matter most, the independent companies are already perceived to be ahead, or it is possible to point out that they are no worse than equal with integrated companies.

The competitive position of independent companies is strong. Information and education seem to be the only things needed to attract a substantial number of effective employees.

SUMMARY AND RECOMMENDATIONS



SUMMARY AND RECOMMENDATIONS

Through the interests of both the School of Packaging and the Association of Independent Corrugated Converters (AICC), the objective of this thesis was the identification of a target group of potential employees for the AICC among college graduates. The following paragraphs summarize the results of the investigation developed to achieve this common objective with supportive recommendations.

The identification of a group of 412 potential employees for independent corrugated converters within the packaging student body required three questionnaires, using representative samples of 244 students, 97 independent converters and 60 integrated converters. The questionnaires were developed to correlate packaging graduates' employment expectations with the employment opportunities available with independent corrugated converters.

The limitations of this three phase study consisted of a point in time analysis during a period of economic recession. Other binding factors included the survey direction towards a specific industry and student body, as well as employment matching forecasts being based upon survey returns of sampled populations in which each questionnaire was construed upon an individual's judgment.

The results of this thesis indicate a good employment match of expectations with opportunities. Over the next three years, some 412 students will be viable candidates for some 580 jobs to become available among



AICC companies. These results show that some 140 of each year's class of 240-300 packaging graduates have the qualities sought by the AICC company employer.

Significant results that should be noted are the typical characteristics of these potential employees.

- The graduates have indicated an interest in working in the corrugated converting industry.
- They now expect to spend at least some time in sales.
- Their most important criterion in evaluating a job opportunity is opportunity for advancement.
- They perceive that a company the size of AICC companies is more likely to have opportunity for advancement than a large company.
- They perceive advancement to be different from and more desirable than promotion.
- Advancement is defined as recognition and reward based on personal performance while promotion is a paced program involving predetermined rate and time increments.
- They would like to travel about 1/3 of the time.
- They want to work independently, but with appropriate guidance.
- Some 150 graduates will not consider starting salary to be of primary importance, while some 70 of these will actually expect to start at less than the average starting salary.

From the survey of AICC member companies, factual information was obtained. Significant industry findings of what an independent corrugated converter is and their employment opportunities are presented below.

- AICC member companies are mostly privately held corporations, with annual sales volume of \$3 to \$80 million.
- The typical company has been in business for 19 years, while some have more than 50 years of continuous operation.
- AICC member companies report market growth of 7% annually over the last 5 years, and an expected growth rate of 7-8% per year for the next five years.



- Many companies work with a variety of package types--
corrugated board and boxes, folding cartons, plastic films,
foams, thermoforms, and point-of-purchase display.
- Member companies report a probable 580 jobs to be filled
in the next 3 years, with openings mostly in sales, but
also in production, management and design.
- Typical fringe benefit packages include hospitalization,
paid holidays, life insurance and two-week paid vacations.
- Over half offer profit sharing and sick leave, while some
offer dental and optical plans and stock options.
- Almost half have opportunities for obtaining ownership
interest, depending on circumstances.
- In 1980, starting salaries averaged \$13,250, with the
highest reported at \$20,000. However, individual company
representatives indicate no problem with a good sales person
earning \$18,000-\$20,000 during the second year. In fact,
one rule of thumb is, after the training period, the good
salesman should "make his age in thousands". Specifically,
a 27 year old salesman does make \$27,000, while a 46 year
old salesman is making \$46,000. Another source reports
that good sales people should be capable of earning \$35,000
to \$45,000 within seven years on the job.

As previously stated, there exist excellent employment match-ups between packaging graduates and AICC member companies. There are, however, only two significant problems. First, students do not know the opportunities that are available. Second, because of industry hiring practices, the average starting salary for packaging graduates has reached a level of \$18,500 to \$19,000, while AICC member companies report an average starting salary of \$13,250. To alleviate such problems, the excellent correlation of student expectations and converter opportunities of many more important employment factors should be brought to the students' attention and intensified. An information campaign should serve to inform graduating packaging seniors of the opportunities available.

With the scope of identifying and informing qualified potential employees for AICC companies, a seven part program of mutual effort by



the AICC and the School of Packaging is recommended:

1. Distribution of this report to AICC member companies and to students.
2. A campus evening program by the AICC and the Packaging School in which the desirable attributes of corrugated converter careers and of students are defined.
3. Participation by the Association, on behalf of member companies, in the recruitment/interview process. This will create an on-campus presence at the time personal contact is needed.
4. Recruitment of students for summer (intern) employment. This gives the employer a chance to evaluate a potential employee with minimum risk, and further publicize AICC employment opportunities.
5. Make available updated AICC membership listings for graduating seniors.
6. Participate in the availability of further student fellowships, grants, and scholarships in the name of the AICC.
7. Participation of industry input into the updating of the Packaging School's curriculum.

In the hopes of success of the realization and application of this extensive employment study, it would be highly recommended that a second follow-up AICC-student survey study be developed and administered in monitoring the level of packaging graduate employment with independent corrugated converters.

APPENDICES

APPENDIX A
STUDENT PERCEPTION

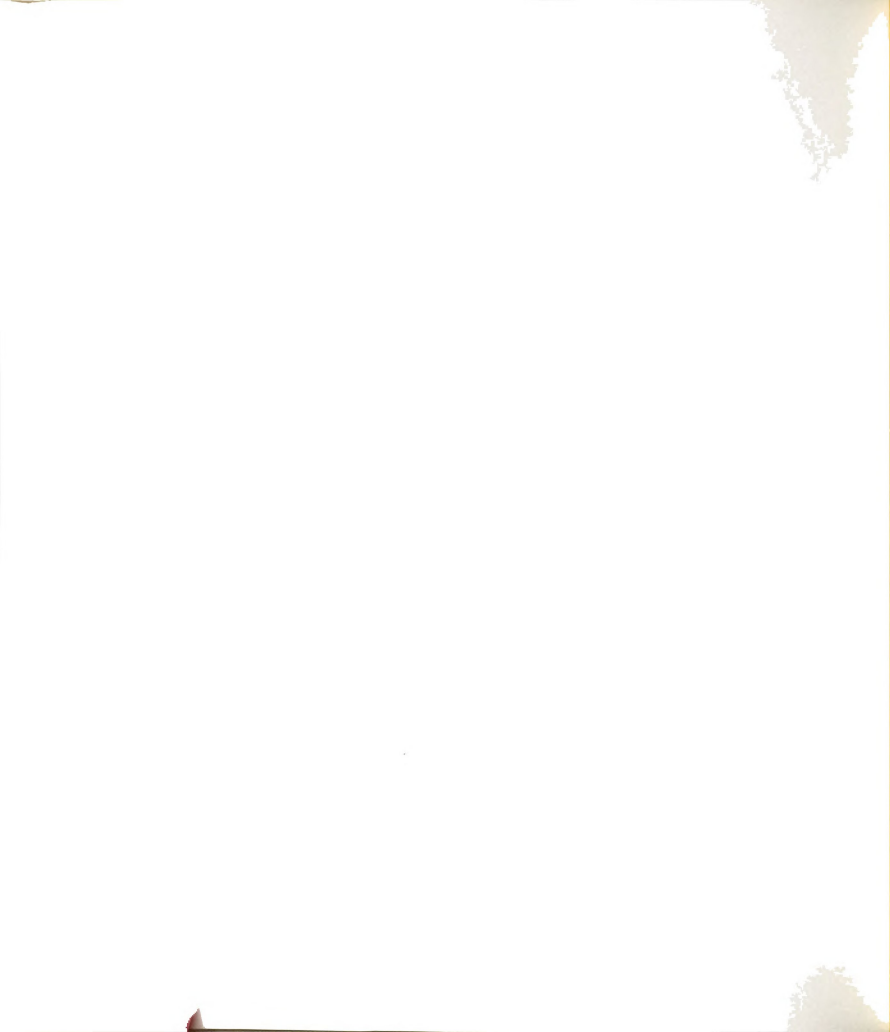


TABLE A1

Student Perception: Small-Size Company

WHAT SIZE COMPANY HAS THE MOST OR HIGHEST:

<u>RANK</u>		<u>% RESPONSE</u>
1	Closeness of Personal Interaction with Fellow Workers	77
2	Interaction with Upper Management	73
3	Challenge of Work Duties	43
4	Advancement (Based on Personal Performance)	31
5	Potential for Company Expansion	18
6	Company-Paced Promotion	9
7	Security (Assured Continued Employment in Spite of Position Elimination)	6
8	Security (Assured Company Continuance)	3
9	Opportunities for Continued Education	2
9	Starting Salary	2
10	Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)	1
10	Availability of Adequate Funds to Carry Out Package Development Projects	1
11	Variety in Package Types and Applications	0
11	Opportunities to Transfer to Other Divisions (USA)	0
11	Opportunity to Transfer to Other Divisions (Worldwide)	0



TABLE A2

Student Perception: Medium-Size Company

WHAT SIZE COMPANY HAS THE MOST OR HIGHEST:

<u>RANK</u>		<u>% RESPONSE</u>
1	Potential for Company Expansion	49
2	Advancement (Based on Personal Performance)	45
3	Challenge of Work Duties	36
4	Company-Paced Promotion	25
5	Security (Assured Continued Employment in Spite of Position Elimination)	23
5	Starting Salary	23
6	Interaction with Upper Management	22
7	Opportunities for Continued Education	19
8	Closeness of Personal Interaction with Fellow Workers	18
9	Security (Assured Company Continuance)	16
10	Variety in Package Types and Applications	14
11	Availability of Adequate Funds to Carry Out Package Development Projects	12
12	Opportunities to Transfer to Other Divisions (USA)	11
13	Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)	9
14	Opportunity to Transfer to Other Divisions (Worldwide)	2

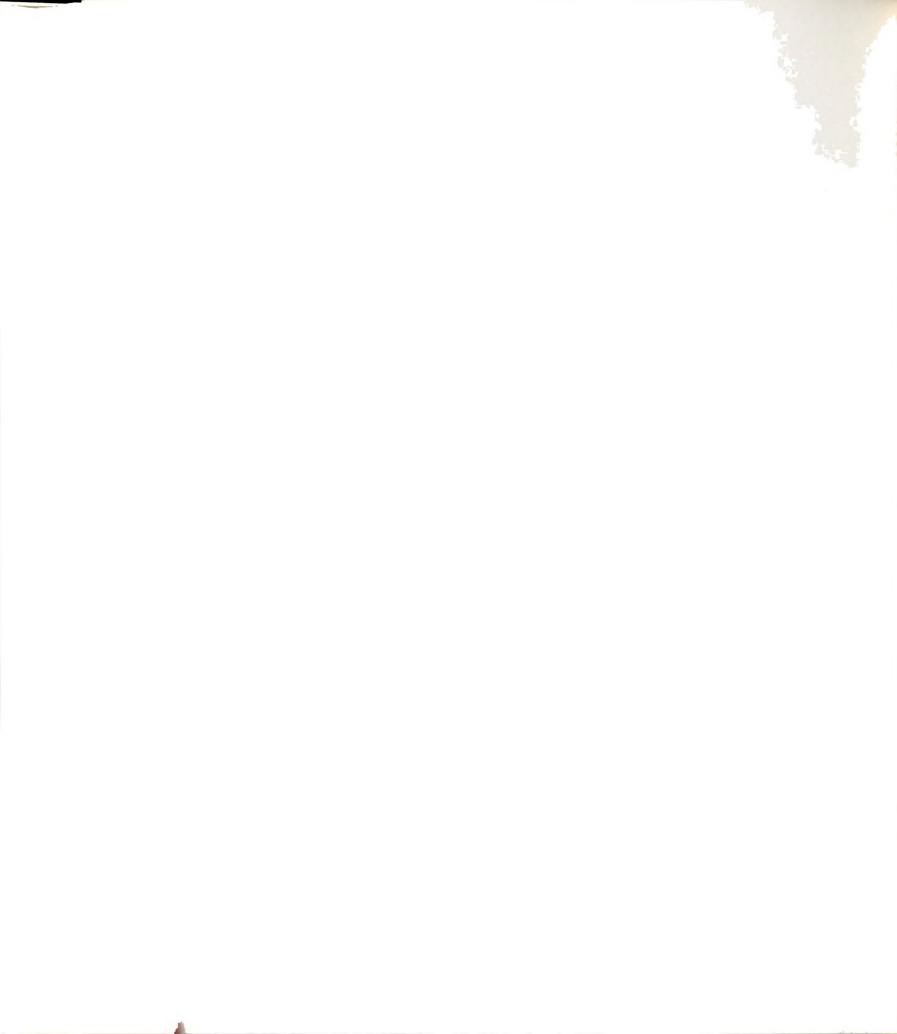


TABLE A3

Student Perception: Large-Size Company

WHAT SIZE COMPANY HAS THE MOST OR HIGHEST:

<u>RANK</u>		<u>% RESPONSE</u>
1	Opportunity to Transfer to Other Divisions (Worldwide)	98
2	Fringe Benefits (Retirement, Stock Options, Profit Sharing, Etc.)	90
3	Opportunities to Transfer to Other Divisions (USA)	87
4	Availability of Adequate Funds to Carry Out Package Development Projects	85
5	Variety in Package Types and Applications	84
6	Security (Assured Company Continuance)	79
7	Opportunities for Continued Education	77
8	Starting Salary	74
9	Security (Assured Continued Employment in Spite of Position Elimination)	70
10	Company-Paced Promotion	64
11	Potential for Company Expansion	31
12	Advancement (Based on Personal Performance)	22
13	Challenge of Work Duties	19
14	Interaction with Upper Management	4
15	Closeness of Personal Interaction with Fellow Workers	3



APPENDIX B
AICC CAREER PLAN



TABLE B1

AICC Career Plan: Management 0-1 Year

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>
Production and Sales	\$7.5-10,000
Office, Design	9.6
Salesman	10
Sample Room	10
Sample Room	10-11
Accounting and Data Processing	10.4-13
Designer	10.5
Plant and Office Operations	11
Design, Sales, Production, Accounting	12
No Response	12
Production Assistant	12
Plant Work	12
Management Trainee	12-14
Plant	12-15
Work in Plant	13
No Response	13
Sample Room	14
No Response	14
General Management	15
Production - All Phases	15
Production, Sales, Cost Service	15
Sales	15
General Floor Training	15
Learning Business	15
Office	15-18
Production	17.5
No Response	18
Inside Sales	18-20
Sales Service	18-20



TABLE B2

AICC Career Plan: Management 1-7 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>
Sales Service - Some of Everything	9.6
Sales Service - Production Coordination	10-12
Production Work in Plant	10.8
Package Engineer, Design and Specifications	12
Salesmen, Selling Profitability	12 + 5% commission
Sales, Outside	12-13.2
Sales Service, Customer Relations	12-14
Production	12-15
Department Head, Responsible for 3 to 5 People	13-15
Sales Service, Order Entry, Scheduling	13.5
Administrative Assistant, Learn Management	14
Accounting, Costing, Receivables	15
Sales Order, Desk and Outside Sales	15-18
Design and Office	15-20
Customer Service	16-20
Sales, Design, Service	16.5
Sales Service	18
Production Manager, All Production	18-20
Accounting	19
Accountant	--
Sales Production, Work With Customers and Production	20
Sales Manager, Sales Planning	20 + bonus
Outside Sales	24
Specialization	25
Foreman - Department Manager	30
Assistant General Manager, Sales Production	30 + bonus
Management	open

TABLE B3

AICC Career Plan: Management 8-15 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>
Office Manager, Estimates, Union Relations, Accounting	15-25
Assistant Manager	18
Salesman	18
Middle Manager, Responsible for Area Group	20-25
Outside Sales/Systems	22-35
Office Manager	25
Assistant Sales Manager	25
Assistant General Manager, Everything	30
Accounting Supervisor	--



TABLE B4

AICC Career Plan: Management 15-20 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>
Management Executive	15
No Response	20
No Response	20-25
No Response	20-25
Manager	20-25
Manager	24
Depends on Person	25
Vice President	25+
Vice President	30 + car
Position Available	30+
President or Vice President All Manufacturing	30+
Vice President Operations, Office Management	35
General Manager	35
No Response	35+
No Response	35-40
Sales Manager/General Manager	35-60
Management	35-75
General Manager	40 + bonus
No Response	40+
Vice President and General Manager	60

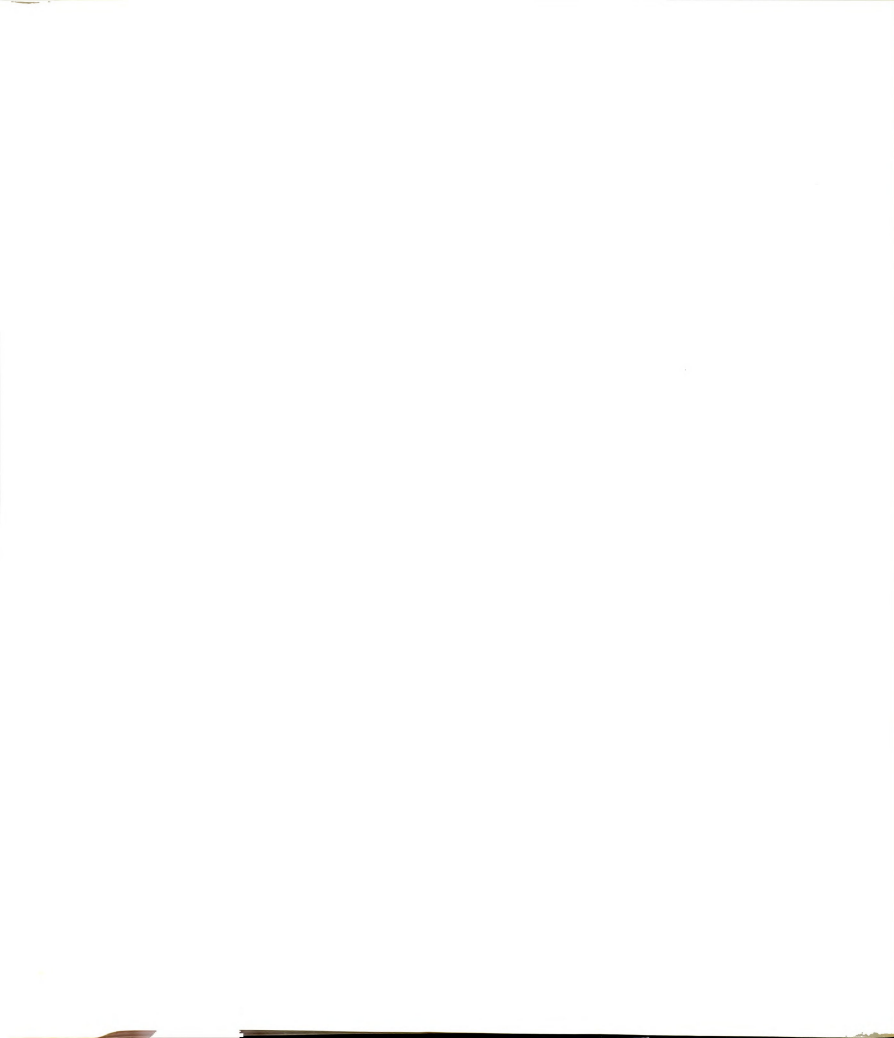


TABLE B5

AICC Career Plan: Sales 0-1 Year

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>	<u>% COMMISSION</u>
Production and Sales Service	7.5	
No Response	9	5%
Sales Service	9.6	
No Response	9.6	
Sales	10	6%
Sales	10	3%
Sample Room	10-12	
Trainee	10.4	
Production	11	
Factory and Sample Department	11	
Learn Design	12	
No Response	12	2%
Salesman	12	
Plant Work and Sales Service	12	
Production and Design	12	
Out With Salesman	12	
Salesman	12	5%
Salesman	12-15	
Field Sales	12-14	
Sales Service	12.5	
No Response	13	5%
No Response	14	
General Training	14	
Salesperson	14	2%
Trainee	15	
Production	15	
No Response	15	
No Response	15	or 5%
Design	15	5%
Salesman	15-18	
Outside Sales	17	
Plant	17.5	
No Response	18	
Sample Room	18	
Sales - Service	--	
Samples and Estimating	--	
Designer, Office	--	
Production	--	



TABLE B6

AICC Career Plan: Sales 1-7 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>	<u>% COMMISSION</u>
Sales Service	9	
Sales Service	9.6	
Outside Sales	9.6	1/3 contribution
Sales Representative, Direct Sales	10	4%
Sales, Normal Duties	10.4	
Trainee	10.4	7%
Sales	12	
Sample Design	12-14	
Order Department	12-16	
Sample Room Design	13	
Salary Sales	15	
Field Sales With Manager	15	
Sales	15	4-5%
Account Representative	15	4-5%
Outside Sales	15-18	5%
Sales	16	3%
On Sale Service and Design	16.5	
Sales Representative, Territory Sales	17.5 + incentive	
Sales	19	
Sales, Territory Management	20	
Trainee	20	
No Response	20-25	
Sales	20-30	
No Response	25 + incentive	
Account Executive	25	4-5%
No Response	28	
Trainee	30	
Sales	--	2-15%
Full Sales	draw us	6%

TABLE B7

AICC Career Plan: Sales 7-15 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>	<u>% COMMISSION</u>
Sales, Territory Management	20	5%
Sales Manager, Normal Duties	20.8	1/2%
Sales Manager	24	
No Response	30	
Account Manager	30-50	
No Response	32	
Account Executive	35	4-5%
No Response	--	3%
Full Sales	draw us and all expenses	6%

TABLE B8

AICC Career Plan: Sales 15-20 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>	<u>% COMMISSION</u>
No Response	20	approx. \$20,000
Sales Manager	25	
No Response	25	
President or Vice President Total Responsibility	30	
Sales Representative	30 + incentive	
No Response	30-50 + car	
Vice President	31.2 + car	1/2%
Sales Manager	35-50	
Sales Management	35	3%
Account Supervisor	35+	4-5%
No Response	36+	
Salesman	40	
Sales	40	
Sales Manager	60-75	
No Response	--	3%



TABLE B9

AICC Career Plan: Production 0-1 Year

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>
Learn Machines	7.5-8.5
Press Operator or Die Maker	9-16
No Response	10
Sample Room	10-12
No Response	10.4
General Plant Work	11.5
No Response	12
Plant Work	12
Operate Machines	12-14
Foreman	12-14
General Labor	13.5
Various Plant Operations	13.5
No Response	15
Industrial Engineer	15
General Floor Training	15
Maintenance	17.5
Foreman	18
No Response	18
No Response	open



TABLE B10

AICC Career Plan: Production 1-7 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>
Assistant Foreman, General Operator	9-10
Slotter	9.5
Department Foreman	10-12
Foreman	12-15
Printer-Slotter	13
Sales Service, Order Entry Scheduling	13.5
Pressman, Die Cutter, Flexo Operator	14-18
Press Operator	15
Department Supervisor, Press or Finishing	15
Trainee	15
Mechanic Supervisor	15
Trainee	16
Trainee	16.5-20
Foreman	17-20
Foreman, Department Manager	18
Assistant Foreman	20
No Response	21
Production Manager	25



TABLE B11

AICC Career Plan: Production 7-15 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>
Lead Man, Production Manager Distribute Work	20
Plant Supervisor	20-25
General Foreman, Department Manager	22
No Response	23
Product Manager	32
Scheduling Time and Motion	--



TABLE B12

AICC Career Plan: Production 15-20 Years

<u>TITLE/RESPONSIBILITY</u>	<u>SALARY</u>
Shift Supervisor	20-25
Production Supervisor	20-25
No Response	20+
Plant Manager	24-28
No Response	25
Vice President	25
No Response	28-30
Production Manager	30
No Response	30+
No Response	32+
Production Manager - All Production	35-50
Production Manager	38
No Response	40
No Response	40+
No Response	open



APPENDIX C
INTEGRATED CAREER PLAN

TABLE C1

Integrated Career Plan: Management 0-1 Year

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>
Trainee	Learn Operations	10-12
Trainee	Sample Room, Production, Administration	12
Sales Trainee	--	12-15
Production Supervisor	Supervise Manufacturing Unit	12-16
Sales Trainee	Learn Sales Side of Business	14
Trainee	Customer Orders, Specifications, Learn Company Policies and Procedures	14
Supervisor Employee Relations	Personnel Work	15
Supervisor Trainee	Training for 6 Months	15-19
Package Design Engineer	New Package Design	21.5
Production Manager	Managing Production Flow	25+



TABLE C2

Integrated Career Plan: Management 1-7 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>
Production, Sales or Design	Supervisor Positions	12-20
Designer	Design Packages and Products	15+
Salesman	--	15-40
Production Supervisor	Manufacturing Supervision	18-24
Supervisor	First Line Foreman in One Production Department	19-27
Designer	Design and Testing Lab	20-25
Foreman	Complete Knowledge of Production	20-25
Assistant Office Manager	Complete Knowledge of Administration	20-25
Production Manager	Manage Production Operation	20-40
Sales Rep	Sales	24
Salesman	Account Responsibility	30+



TABLE C3

Integrated Career Plan: Management 7-15 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>
Salesman	Complete Knowledge of People	20-30
Office Manager	Complete Knowledge of Administration	20-30
Sales Manager	Complete Knowledge of People	30-40
Manager	Complete Knowledge of All Above	40-60
Department Supervisor or General Foreman	Second and Third Level Supervision	24-30
General Foreman	One Shift Responsibility	24-47
Production Manager	Two Shift Responsibilities and All Duties	24-47
Sales Manager	--	24-45
Management Team	Supervisory Management	30-50
Assistant Sales Manager	All Field Sales	35
Sales Manager	Manage Sales	38.5
General Manager	Manage Plant	40-70

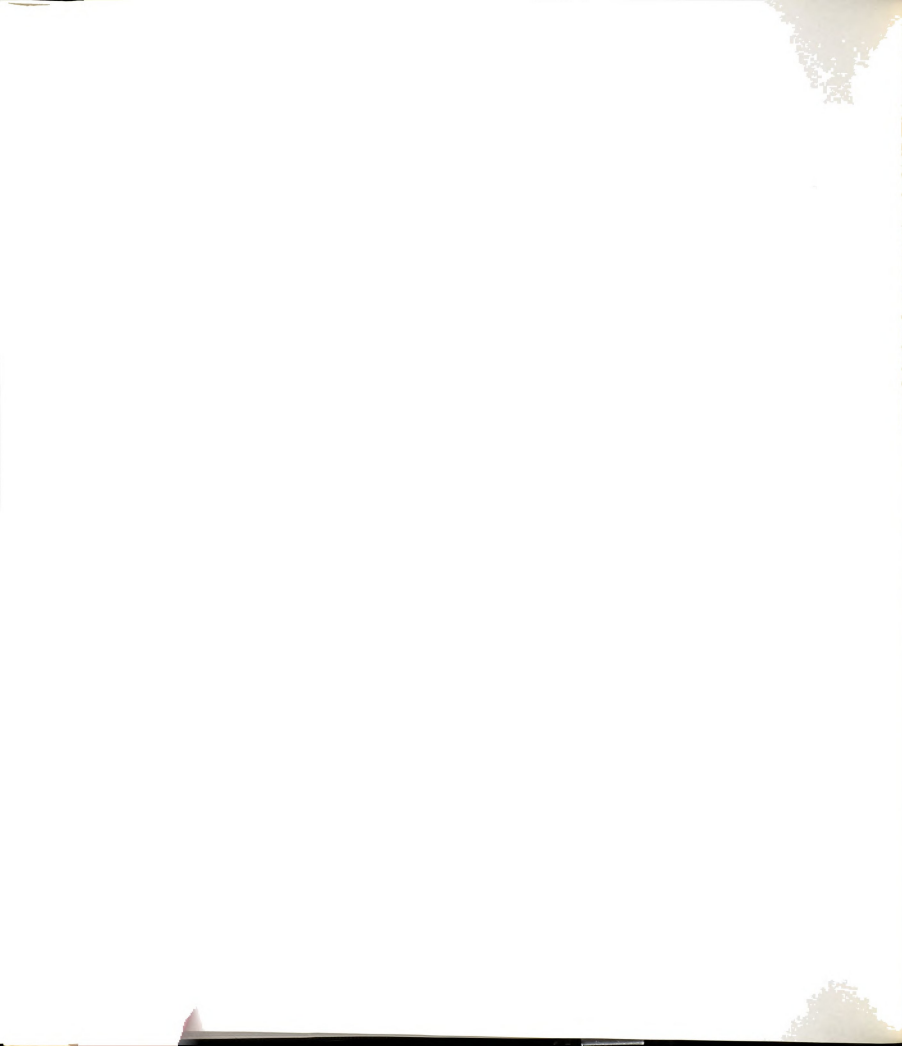


TABLE C4

Integrated Career Plan: Management 15-20 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>
Salesman	Complete Knowledge of People	20-30
Office Manager	Complete Knowledge of Administration	20-30
Sales Manager	Complete Knowledge of People	30-40
Manager	Complete Knowledge of All Above	40-60
Production Manager	Three to Four Levels of Supervision	30-40
Sales Manager	All Plant Sales	40
General Manager	--	45-70
General Management	--	50-75
General Manager	Profitability of Branch Facility	60
General Manager	Plant	40-60
Area Manager	Multi-Plant	Unlimited

TABLE C5

Integrated Career Plan: Sales 0-1 Year

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>	<u>% COMMISSION</u>
Customer Service Representative	Coordinate Sales/Production	11.5-16	
Trainee	Learn Business	12-15	
Sales Service	Inside Salesman, Estimates and Entry	12-15	
Sales Trainee	Learn the Business	14	up to 15%
Sales Trainee	Training	15	
Design	Learn Practical Applications of Design	15	
Trainee	--	15	
Trainee	Enter Orders, Specifications, Policies	15 + incentive	
Sales	Sales	15-16	
Sales Trainee	Learn Sales Techniques	15-19	
Sales Rep	--	15-25	
Trainee	Sample Work, Sales Estimates, Service	16.5	
Sales Trainee	Orientation to Production, Accounting and Sales	16.5-21.5	
Trainee	Sales	18	20%
Sales Person	Managing a Territory	18 + small bonus	
Designer	Structural Design	18+	
Sales Trainee	Develop New Package Designs	21.5	



TABLE C6

Integrated Career Plan: Sales 1-7 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>	<u>% COMMISSION</u>
Sales Rep	--	15-25	
Salesman	Sales	15-40	25%
Sales Rep	Sell to Customers, Handle Territory	16 + auto + incentive	
Sales Rep	Sales of Corrugated Products	16-28	0-30%
Territory Manager	Maintain Territory, Develop Prospects and New Accounts	16.5-25	7.5%
Sales Service	Coordinate Outside Sales	17.3-24.2	
Sales Rep	Territory Sales	18-50	
Sales Rep	Sales	19-30	
Sales Rep	Sales	18-28	20%
Territory Manager	Forecasting	18-28	
Senior Territory Manager	Budget	18-28	
Designer	Structural Design	19.5+	
Sales Trainee	Training	20-25	
Sales	Outside Sales	20-35	
Salesman	Accounts	25+	up to 15%
Sales Rep	Territory Sales	28.5	up to 30%

TABLE C7

Integrated Career Plan: Sales 7-15 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>	<u>% COMMISSION</u>
Sales Rep	Survey, Demonstrate and Sell Products, New and Established Accounts	19-26.6 + incentive	
Salesman	Sales	20-60	25%
Sales Manager	--	25-35	
Senior Territory Manager	Maintain Territory, Develop Prospects and New Accounts	25-38	7.5%
Account Manager	Territory, Large Volume and Profit	25 + auto + incentive	
Sales	Territory	25 + commission	
Account Executive	Specific Volume	30+	up to 15%
Account Manager	Advanced Sales	30-40	0-30%
Sales Manager	Sales Group Director	30-40	
Sales Manager	Pricing and Training Salesmen	30-50	
Account Manager	Sales in Multi-Unit Division Companies	34.8	up to 30%
Sales Management	All Aspects of Sales	40-50	



TABLE C8

Integrated Career Plan: Sales 15-20 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>	<u>% COMMISSION</u>
Account Executive	2,000,000 Volume	25-38	7.5%
Account Manager	Major Accounts and Market Surveys	25.3-35.4 + incentive	
Senior Account Executive	--	30 + auto + incentive	
Area Manager	Pricing and Training Salesmen	30-50	
Salesman	Sales	30-100	25%
Sales Manager	Manage Salesmen	35+ + commission	
Senior Account Executive	Special Accounts, National Account	35+	up to 15%
General Manager	--	35-55	bonus and stock option
National Account Representative	User Companies on Nation-Wide Basis with Considerable Travel	43.3	up to 30%
Sales Manager	--	40-50	0-30%
Regional Manager	Supervise Three District Managers	40-55	25%
General Manager	Plant Operations	40-60	
General Manager	Plant Management	50-75	



TABLE C9

Integrated Career Plan: Production 0-1 Year

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>
Hourly Worker	All Entry Level Production Jobs	\$6/hr-12,000
Production Trainee	Learn Equipment and Procedures	14+
Production Management Trainee	Training	15
Production Management Trainee	Training	15
Trainee	Learn Facets of Business	15
Production Trainee	--	15
Supervisor Trainee	Training	15-19
Production Supervisor	--	15-20
Trainee	Assistant to Shift Supervisor	16.5
Production Supervisor Trainee	Learn Production Process and Planning Function	21.5

TABLE C10

Integrated Career Plan: Production 1-7 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>
Foreman	Supervise All Departments	15
Foreman	Supervise 10-25 People in Production	15-25
Production Supervisor	--	15-20
Shift Supervisor	Scheduling and Quality	16.5-22
Production Supervisor	Manufacturing Supervision	18-24
Line Foreman	Mechanic - Management Over Hourly	18-25
Supervisor	First Line Foreman in a Department	19-27
Junior Foreman	Manage a Department	20+
Production Supervisor	Supervise Hourly Employees	24



TABLE C11

Integrated Career Plan: Production 7-15 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>
Supervisor	--	20-30
Superintendent	Supervise All Persons on One Shift	20-30
Shift Supervisor	Supervise One Production Shift	21.6
Shift Supervisor	Overall Plant	22-30
Department Supervisor	Second Level Supervision	24-30
General Foreman	Third Level Supervision	24-30
General Foreman	One Shift	24-47
Production Manager	Two Shifts and Other Duties	24-47
Foreman	Manage a Shift	25+
General Foreman	Shift Responsibility	25-30
Production Manager	Manufacturing Responsibility	30-40
General Foreman	One Shift	28.5-31.9
Plant Supervisor	All Shifts	28.5-31.9



TABLE C12

Integrated Career Plan: Production 15-20 Years

<u>TITLE</u>	<u>RESPONSIBILITY</u>	<u>SALARY</u>
Production Manager	Entire Plant Production	25-35
Production Manager	Supervise Total Production	27.6
Production Manager	Overall Plant and Purchasing	28-45
Plant Supervisor	Manage the Factory - All Shifts	30+
Production Manager	--	30+
Production Manager	Third and Fourth Level Supervisor	30-40
Production Manager	All Production Process and Capital	38.4
Production Manager	--	40-60
General Manager	--	40-60
General Manager	Plant	40-60
Area Manager	Multi-Plant	Unlimited

LIST OF REFERENCES

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