

A Marketing Guide for Small to Medium Sized Primary Forest Products Processors

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Photo credit: Patrick Rappold

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Introduction

"Somewhere around the time all garbage collectors became sanitation engineers and all janitors became maintenance supervisors, a funny thing happened to a lot of sales people: they became "marketing" people instead. They were transformed into marketing managers, marketing engineers and marketing associates, and some even became marketing representatives."

- Blake

As can be seen from the previous quote, marketing ranks right up there with engineering as one of the English languages most misused words. Most attempts to define it struggle to list all its various functions such as sales, distribution, pricing, promotion, products and many others. Here is an example of such a definition; "marketing is the discovery or identification of needs and the execution of those activities necessary to plan and provide need-satisfying products and services and to price, promote, distribute, and affect exchange of these products at an acceptable cost and in a socially responsible manner." (Shaw and Semenik 1985).

A major portion of the forest products industry for years operated under the notion that customers existed to buy products. Contrast this with the marketing concept of a firm existing to satisfy customer needs. A firm soon ceases to exist without customers. And, any firm in today's competitive environment who ignores their customers' needs will not flourish. You must have a customer-based orientation for long-term success.

Profit is a clear objective of a marketing oriented firm. A marketing oriented firm designs its product and service offerings to meet customer needs with a profit. It doesn't allow profit to just be that part of revenues which remain after all costs are covered as do production oriented firms.

In the chapters to come, we will examine the main functional areas within marketing such as distribution, promotion, pricing and product policy. Perhaps through a deeper understanding of these functional areas you will develop your own philosophy of marketing.

Predominantly written with the primary forest products processor in mind, this book is intended to help further both small ideas and expansive visions. It provides information that explains marketing and its concepts, strategies and marketing methods used by small companies, market research methods, ways to locate customers, exporting and international markets, the internet and its role, and appendices created to guide you toward further assistance. Throughout these pages you will find case studies and examples of companies putting marketing strategies into practice. In addition, at the end of each chapter are questions intended to guide your thoughts and ideas. Each question, once considered and answered, will eventually facilitate your process of forming a marketing plan.

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End of chapter discussion questions

1. Do you have an idea brewing for a business, service, or good that will serve the forest products industry? Take a few minutes to write down the basic outline of this vision.
2. Sometimes working with what you know produces the best results. Have you thought about experiences from your past that may now be practical and profitable skills?
3. Now take a moment to combine your experiences and skills with the vision you wrote down. How can you apply your background with this idea? You may even find, as you look back through the years, a pattern of personal interests and life experiences that seem to suggest a purpose and reason for your current business considerations.



Besides having the right type of equipment a marketing plan is also a key component in creating a successful enterprise. Answering each of the end of chapter discussion questions will be the start of building a marketing plan for your business. By developing a marketing plan it will better enable you to make your business successful.

The Fundamentals of Marketing

“The ability of the firm to put together a mix of products and services that responds to customer needs and competitive pressures lies at the heart of successful marketing.”

- Steven Sinclair, Former instructor of Forest Products Marketing at Virginia Polytechnic Institute and State University

The fundamentals of marketing begins with the four P’s, which are Product, Promotion, Pricing, and Placement. By defining each of the four P’s individuals can begin to identify how to best market their products.

Product

A product is any physical object, service, place, organization, idea, or personality that satisfies a customer want or need. The three main types of products are:

1. Commodity products
2. Specialty products
3. Differentiated products

Commodity products are ones that are manufactured to more or less a standard set of specifications. Examples of commodity items include hardwood lumber, dimension lumber and plywood. For commodity items there is little differentiation in products between manufacturers. Because of low product differentiation between manufacturers, competition in the commodities market is primarily based on price. It is often a surprise to small and medium size manufacturers of hardwood lumber just entering the market place of how little control they have over the selling prices of their products.

Specialty products on the other hand are developed and offered to a small group of customers or small market segment. Competition in the specialty products market is typically based on all product features and less on price. Because there is greater product

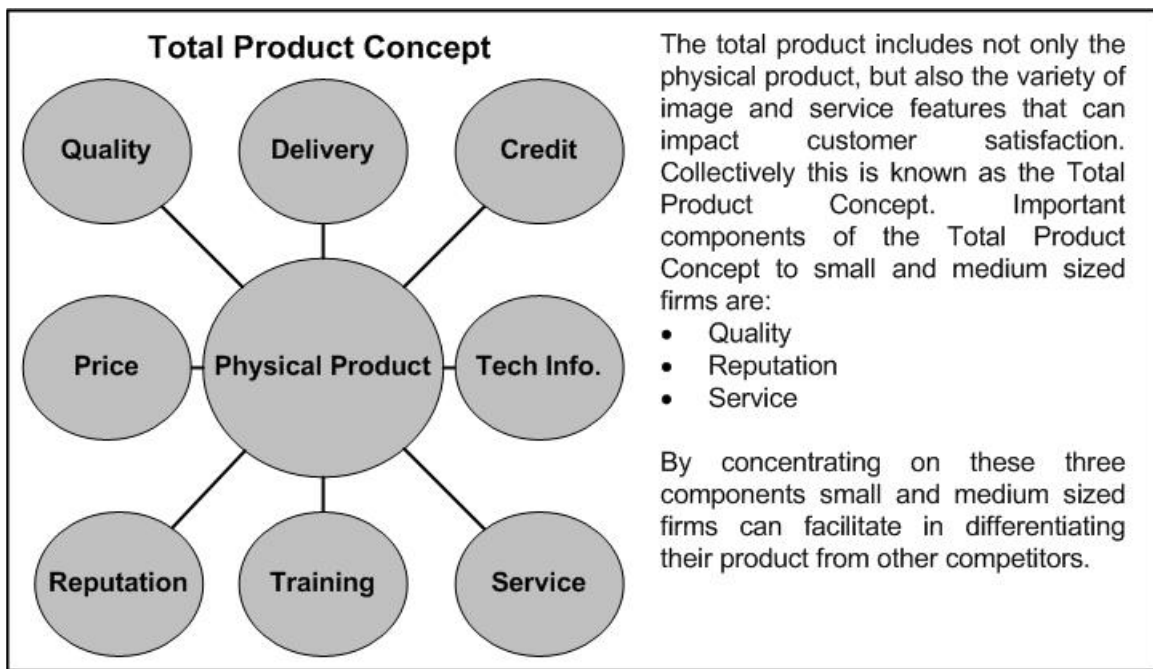
differentiation with specialty products, in comparison to the commodities market, the potential for higher profit margins increases.

Differentiated products are produced with differences or variations in order to satisfy different market segments. Compared to commodity and specialty products, differentiated products provide manufacturers with the greatest amount of control over selling price. However in the lumber industry it can be difficult to create a differentiated product due to competition and financial constraints. One of the most effective methods to increase the value of your product is through product differentiation.



Product differentiation involves developing a real or perceived difference between your company's product and that of the competitors. As a small to medium sized firm, one of the most effective methods of product differentiation is by manufacturing a quality product and providing superb customer service. Buyers of hardwood lumber want consistency in thickness, color, and grade. Many large volume producers of hardwood

lumber do not have procedures in place to identify when their equipment is producing inconsistent lumber thicknesses. Often at the larger size sawmills, lumber that is sawn below a target thickness is not able to be identified until it is at the green chain. Depending on the accuracy of the lumber inspectors at the sawmill and the motivation level of the lumber stackers, lumber below the thickness specifications will end being packed and shipped to the customer. As a manufacturer who does not deal with large volumes of lumber your ability to inspect your product for consistent thicknesses and color enables you to better satisfy your customers desires for quality.



Promotion

The objectives of promotion are to inform, persuade, remind, and associate.

Promoting your business and products serves to:

- Build awareness among potential users
- Differentiate your service from that of your competitors
- Communicate the benefits of using your firm
- Build a favorable image










- Persuade customers to use your firm
- Eliminate preconceived misconceptions
- Advise existing and potential clients of new services

A commonly used promotional method for small and medium sized lumber operations includes paid advertisements in local newspapers and trade publications. Another promotional method that is often just as effective as paid advertisements is the practice of networking. Paid advertisements should state what services you can offer and your competitive advantage. An important aspect of paid advertisements is that the message in the advertisement should match your target audience. If you are only able to fill small to medium volumes of lumber it should be stated in the advertisement.

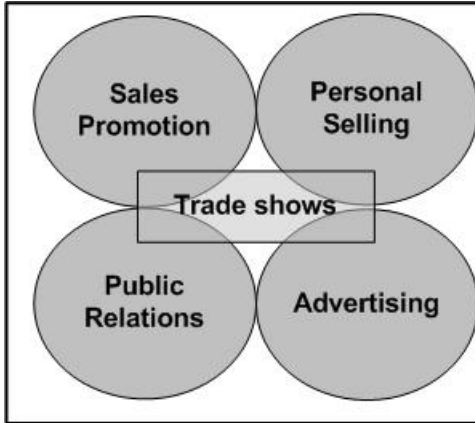
Developing a brochure about your company can also be an effective promotion tool for your business. Because the cost of paid advertisements in newspapers and trade publications are typically based upon the number of words size and content size it can be expensive to completely describe your company. With a modern personal computer and an ink-jet printer, an informative brochure can be made that provides an overview of the capabilities of your organization in order to help a prospective client make a positive purchase decision. Elements that the brochure should address include:

- Must present a clear, positive image of the company
- Describe the benefits available to clients
- What makes your firm unique
- What services do you offer
- Professional information on the owners
- Qualifications and background of the firm
- Name, address, and telephone numbers of company
- Mission of the organization

When developing a brochure avoid putting information that could become outdated in a year such as pricing information. A common approach is to state the inquiries regarding pricing should call your company for the most current prices on services and products.

Outside contents of brochure		Inside contents of brochure			
<p>Hardwood & Softwood Lumber Availability</p> <p>The availability of lumber at our facility fluctuates depending on how much custom sawing we are currently involved in. Most of our lumber is sold "green" but, we do have some lumber that has been air-dried.</p>  <p>Some recycled pallet material we intend for use of our customers.</p>  <p>Some thick lumber products come for a logging operation for existing clients.</p>	 <p>We are located in the heart of beautiful Tully, NY near the Hildberg Forest on Maple Ridge Road. Feel free to call for directions to our facility.</p>	<p>Bob's Custom Sawing</p>  <p>Bob's Custom Sawing Tel: (540)231-9759</p> <p>Custom sawing services available on-site or at your woodlot</p> <p>Hardwood & softwood lumber available for purchase</p>	<p>Bob's Custom Sawing 500 Maple Ridge Rd. Tully, New York</p> <p>About the Owner</p>  <p>Bob has been in the custom sawing business for almost 30 years. Educated in Forestry and Wood Processing at Maine State College, Bob moved to Tully, NY in 1981, where he began his business. Bob is the sole owner and operator of the business.</p> <p>About the Operation</p> <p>We are constantly expanding and improving our operation to better serve our customers. Although we had humble beginnings we have operated a completely mobile log truck, hand mill which we had for the last five years. Future projects include installing a solar dry kiln to dry our lumber down to a stable moisture content.</p>  <p>A view of our custom sawing operation in a 30-acre tract of Tully.</p>	<p>Services We Provide</p> <ul style="list-style-type: none"> • Custom sawing of logs, on-site or at your woodlot • Re-sawing of large timbers • Limited quantities of "green" hardwood and softwood lumber available for purchase • Bundled campfire-wood for sale • We also buy logs and trees from residential areas <p>Call us for prices on sawing services or stop by our operation to view our inventory of sawn lumber.</p>  <p>View of our log pond which often contains logs removed from residential areas that would otherwise end up in landfills.</p>	<p>Examples of How our Lumber is Used</p>  <p>A small cabinet manufactured by the use of the vibration table purchased from our business.</p>  <p>A wide table created by some of the hard maple lumber seen at our facility.</p> <p>Bob's Custom Sawing 500 Maple Ridge Rd. Tully, New York Phone: (540)231-9759</p>
<p>A simple brochure like the example above can be made using word processing software on a personal computer and produced with an ink-jet printer. The above example is designed to be printed on one sheet of paper and folded into a three-panel brochure.</p>					

Networking can help businesses expand the number of people that are aware of their business. By joining a professional association such a local lumber drying society networking efforts can be focused to those who will be directly interested in your business. Getting involved in local community efforts such as donating lumber to the local Boy Scout troop or even the local high school wood shop class can dramatically increase the size of your network contacts. Involvement in community activities and efforts can also help to generate good publicity for company, which in turn is free advertising. Good publicity can create awareness of your company or product, build confidence in your buying public, and keep influential industry people apprised of your progress.



As your business continues to grow additional promotional activities can be ventured into. Local and international trade shows enable the combination of sales promotion, personal selling, public relations, and advertising. Even at large international trade shows such as the *International Woodworking Machinery & Furniture Supply Fair* in Atlanta, GA small and medium size wood using companies are able to make business contacts expand networking opportunities.

TURMAN AND ASSOCIATES

AN UNLIKELY, BUT POWERFUL TEAM

Multi-million dollar big mill operation
turns to Wood-Mizer owners for sawing help

By Nikki Nichols

WHEN IT COMES TO LUMBER, Mike Turman is at the top of his game. His operation, Turman and Associates, includes three separate companies that operate several sawmills in Virginia. These mills churn out 45 million board feet of furniture grade lumber, construction lumber, flooring and pallet stock annually. The smallest of his mills produce four million board feet of lumber each year. He is indirectly involved in an additional 25 million feet of product.

Turman ships to domestic and international locations. He owns a large amount of acreage in southwest Virginia, and has kilns with a combined 600,000-bd.ft. capacity. Turman is considered one of the biggest timber producers in southwest Virginia.

He is also part owner of Turman Hardwood Flooring Inc., which was purchased 16 months ago. The company, formerly Dixon Lumber Company and deca later Burrin) produces both unfinished and pre-finished flooring.

Rusty O'Dell, on the other hand, runs a small family business, Rusty's Custom Sawing, in Hiram, Va. He has owned three different Wood-Mizer sawmills throughout his career, and uses them to make custom beams for contractors and individuals.

So why would Mike Turman, a goliath in the lumber world, turn to a little guy like O'Dell for help with his business?

To answer this question, you must first understand the market fluctuations that directly impact Mike Turman. He's been in business for 35 years, but change has been one of the only constants.

Turman said, "We change with the market. We do not have a focus, as far as business, we're just trying to cater to the market."

These days, Turman's multi-million dollar operation, based in Radford, Va., is facing increasing pressure from foreign markets. To compensate for what he loses to

TURMAN AND ASSOCIATES

Left to right Mike Turman, Rusty O'Dell, Truman Bolt

overseas competition, Turman is exploring new niches every day.

Turman said, "There's a worldwide glut for softwoods, so we were trying to develop niche markets with long logs for log cabins and timber frame homes. We felt like there was a need in the market for long logs in this area, especially white pine, because it has been affected by the overseas market."

Turman added, "With long log capability, it will complement our production over the 45 million board feet we do annually."

The problem was, Turman's mills weren't set up for those long beams and cans. He needed to partner-up with someone who could fulfill that need. Along the way, Turman has taken many partners in his operation. These partners fill in the gaps, in a sense. In his search for someone to cut his long logs, Turman came across the name Rusty O'Dell. In fact, Turman discovered O'Dell had an excellent reputation that stemmed from many years of mill operation.

O'Dell and his wife, Tania, have owned three Wood-Mizer sawmills since 1985, and he just kept upgrading as his ambitions changed.

When he bought his first sawmill, O'Dell was building on a family history rich in sawing. At the time, he was working swing shift at Radford Army Arsenal powder plant. O'Dell recalled, "We had taken some logs to a local sawmill and didn't get the yield we thought we should." So O'Dell got the idea to buy his own mill and saw the logs himself.

That was 1985, and at that point in the industry, there weren't many affordable options for people like O'Dell, who could be classified as "occasional sawyers." In O'Dell's case, however, he really didn't have to search for long. While reading a magazine, he discovered a fairly new company called Wood-Mizer, which had essentially created the portable hand sawmill industry from the ground up. Many people were skeptical of the company's thin-kerf concept, but the mill provided just the speed and price O'Dell was looking for. He drove to Wood-Mizer home-base in Indianapolis and picked up an LT40 manual sawmill.

O'Dell remembered that demand for portable sawing was hot. "When I first started, I was just going to use logs for myself and my neighbors, but then we started getting calls from everyone."

O'Dell continued his work at the Army plant. He would go in to work for the midnight shift, then work all day on his sawmill. O'Dell remembered the exhaustion that accompanied such a demanding schedule. He needed to cut back, but wasn't yet ready to go full time into milling.

"Even though I was young," O'Dell recalled, "the mill without hydraulics started getting to me. Then in 1996, I decided to check out one of the hydraulic mills. I bought the Wood-Mizer LT40 Hydraulic." Just two years later, O'Dell was ready to make yet another change.

He said, "I saved part time for a few years, kept my full-time job, then seeing that doing both was more than I could handle, I decided to do sawing full time."

By 1998, Rusty's Custom Sawing was fully operational. With the demand

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Trade publications often profile operations that have created special niches or operate a unique operation. Free publicity such as this can expand your networking efforts and effectively serves as free promotion of your business.

Price

Price is the amount of money that is given up to acquire a given quantity of goods or services. For businesses in general the major factors affecting pricing decisions are:

- Customer reaction to pricing – price elasticity

- Government actions
- Impact of wholesalers and retailers
- The competitive environment
- The costs of the development, manufacturing, distribution, and management of products

Price elasticity is the sensitivity of customers to price change in terms of increases or decreases in the quantities that they will purchase. If demand is elastic, a small change in price will result in a large change in demand. If demand is inelastic, changes in price have little impact on changes in demand. Customer reaction depends in part on availability of acceptable substitutes and the urgency of the need. The distribution channel (wholesalers and retailers) affect pricing decisions because of the differing roles that may be played by the wholesaler and the retailer in the warehousing, distribution and selling process. The degree of influence a company may have over pricing is affected by the competitive environment. In a market-controlled price environment, such as the hardwood lumber market, there is a high level of competition, products between competitors seem similar, and there is little control over pricing.¹

Pricing has an impact on sales volume, profits, cash flow, inventory levels, image, potential for government regulation and market competitiveness. Consequently, it is important to establish pricing objectives in order to clarify the role of pricing in overall corporate strategy. For small to medium sized lumber producing companies pricing objectives are typically profit-oriented. With profit-oriented price objective the goal is to maximize profits, achieve a target return on investment or sales, and realize satisfactory profits. Larger size companies tend to be more sales oriented when deciding on the pricing

¹ This section adapted from Beucler, Ori. 1987. Marketing of Manufactured Wood Products I. University of Minnesota, Extension Service

of their profits. The goals of a sales oriented pricing objective are to increase market share, maximize sales revenue, and generate traffic to the company.²



Photo credit: Patrick Rappold

Because there is little differentiation between hardwood lumber produced by different manufacturers, it is considered a commodity product. As a result producers of hardwood lumber have little control the price they can charge for their lumber and often must sell their product at or below market value.

Resources such as *The Weekly Hardwood Review* help hardwood lumber manufacturers to determine what the market prices for hardwood lumber are.

Once the objectives of the pricing method has been established, a strategy is then implemented to achieve the objectives. Because lumber is a commodity item a competition-based pricing strategy is typically used by small and medium size producers. For commodity items, competitor pricing is the main determinant of price. In some instances companies can differentiate their products, either through service or quality, and can help their product have a greater perceived value. With competition-based pricing, a price leader is a firm usually with a dominant market share that literally tends to lead the industry in terms of pricing. In the wood products industry companies such as Weyerhaeuser, Georgia-Pacific, and International Paper are considered price leaders. Competitors will usually watch the price leader and change their prices according to the pricing actions of the price leader. Some price leaders can be so dominant that they have the ability to "force" competitors out through their pricing practices. To gauge the market prices for hardwood lumber many buyers and sellers use the market averages published in

² This section adapted from McCarthy and Perreault. 1985. *Essentials of Marketing* 3rd ed.

the *Weekly Hardwood Review* or the *Hardwood Market Report*. Published market prices for softwood lumber can be found in *Random Lengths Weekly Report*, *Crow's Industrial Lumber Report*, or *Crow's Weekly Market Report*.

However as small and medium sized lumber companies start developing specialty and differentiated products it then becomes important to move from a competitive-based pricing strategy to a cost-based pricing strategy. Determining a breakeven point can be the first step in a cost-based pricing strategy. A breakeven analysis determines the number of units required to attain breakeven between the sales volume of an item and the total costs need to produce and sell that item. The breakeven point in units is expressed as follows:

$$\text{Breakeven Point} = \frac{\text{Fixed Costs}}{\text{Unit Selling Price} - \text{Unit Variable Costs}}$$

The breakeven point formula permits calculation of how many units must be sold at a given price to reach breakeven. Although performing a breakeven analysis in this fashion is oversimplified, and frequently even further simplification is made in practice, it is a useful tool that can indicate whether or not a competitive price can be reached on a proposed new product. Breakeven analysis can also be used to determine how quickly a new product will become profitable, or whether or not cost reduction moves are needed on an existing product.

To determine what your fixed costs and variable costs are examine your monthly banking statements for the past year. Fixed costs are incurred whether or not your operation is running, and often includes property taxes, insurance, and payments on bank loans. Variable costs accumulate when your business is running and are often items such as fuel expenses, raw material purchases (logs), and supplies such as bandsaw blades.

Once your breakeven point is established you can then begin to markup prices in order to make a profit. If you are not making a profit, and simply paying your bills, then it becomes difficult to grow your company. Consider the scenario where it costs \$150 to produce your product. If you want a twenty-five percent profit on that product then the selling price should be \$200 ($\$150/1-0.25$).

Ultimately, you should strive to set price at a point that customers are willing to pay for the value they perceive in the product. The value of the product that customers perceive can be difficult to quantify. If your local market is saturated with companies offering the same product or service then often customers will chose the lowest prices unless they perceive your products to be of superior quality.

A great resource on the topic of costing in sawmills can be found in a University of Minnesota Extension Service (<http://www.extension.umn.edu/>) publication entitled *A simple profit planning and cost management system for small sawmills*.³ Written by Robert E. Pajala this publication outlines step-by- step how to calculate cost and revenue standards and how to use the figures to make production related decisions. The same publication is also available from the Colorado Wood Utilization and Marketing Assistance Center. For more computer savvy individuals two free computer programs are available from the USDA Forest Service's Northeastern Research Station in Princeton, WV (<http://www.fs.fed.us/ne/princeton/>). One of the computer programs is COST-2005 (Cost of Sawing Timber) that can be used to compute the total annual operating and procurement costs of your sawmill. The COST software can also be used to calculate a cost-per-minute operating cost figure based on total annual operating cost values. The

³ Pajala, Robert E. 1993. *A simple profit planning and cost management system for small sawmills*. University of Minnesota Extension Service. Publication No. BU-6075-GO

other computer program available from the Princeton, WV Laboratory is FRAN (Financial Ratio Analysis) that can assist in developing financial and operating ratios along with other important measures of business activity.

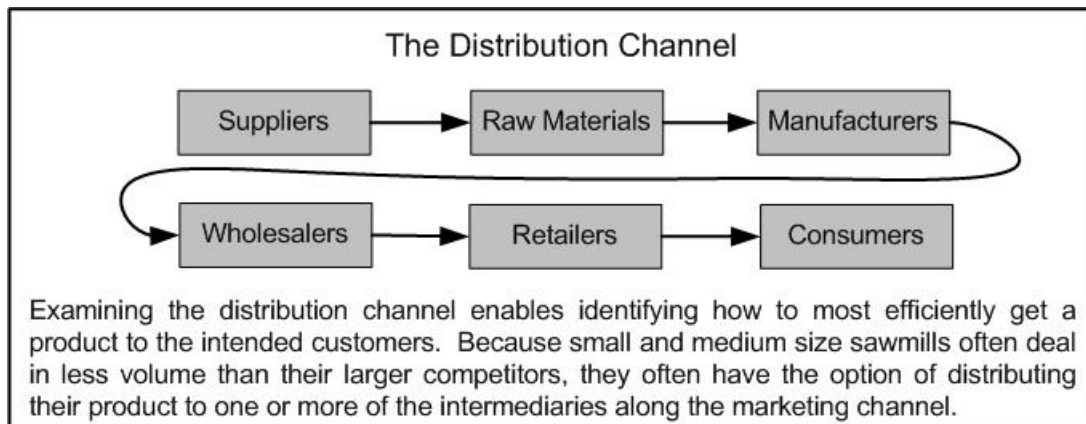
**Common pricing strategies used by wood products companies
(Gathered from industry insiders)**

- Use some form of markup method in establishing prices which is logical, applicable and relatively simple to implement. The problem comes in what the markup actually is, and whether or not that amount adequately covers operating expenses.
- The most successful wholesalers appear to achieve some differentiation from competition through non-price issues. Many (most?) wholesalers attempt and achieve little or no differential advantage and, consequently, compete solely on the basis of price. Many of these firms have not survived and others struggle.
- Among manufacturing firms, there is considerable variation in pricing methodology. Even the successful manufacturing wood processors don't always use the "proper" pricing techniques.
- In the case of small wholesalers and manufacturers, frequently (usually?) pricing is more of an art than a science. Manufacturing or purchase costs, overhead, general, administrative and selling costs and a reasonable allowance for profit are certainly considered, but often in more of an intuitive fashion than as part of a formalized pricing methodology.
- A practical pricing approach would be to establish prices using a well thought out, frequently updated methodology, and then to use a lot of intuition in formalizing the prices that are quantitatively determined. Obviously, if you don't manage prices, they will manage you through low margins or lost sales.
- Many commodity producers, use the prices in the *Weekly Hardwood Review* or *Random Lengths* publications as a starting point and try not to lower their price.

Placement

The fourth P of marketing is placement. Placement deals with the distribution channels that will be used to market your product. It does not matter what your product is, somehow it has to get your customers. The distribution channel is the method your product reaches the final consumer. Collectively the distribution channel is an inter-

organizational system made up of all the agencies involved in moving things of value (products, services) from points of conception or production to points of consumption.



In order to choose the best distribution system, you must have a good idea of who your customers are. Once your customers are identified, then there are three aspects to evaluate in choosing a distribution method for each customer.

- 1) The feasibility of the system: What are the market needs and wants, capital requirements, reliability of channel, speed of delivery of product, and the suitability to target markets and market sizes?
- 2) The desirability of the system: Is the system practical and meet your business and personal needs.
- 3) Is the system going to be profitable: Can margins be maintained at each level of the distribution system to make a reasonable profit, who will promote the product, what costs are involved at different levels of the distribution system?

When choosing a distribution channel it is also important to understand the role of intermediaries. The main function intermediaries are:

- Maintain contact with buyers
- Negotiation on price and delivery
- Establish contacts and agreements
- Transfer title
- Provide credit/collection
- Service the product
- Provide inventory and storage
- Provide bulk breaking service

- Arrange transportation

Intermediaries fall into two classifications, those who take title to the product and those who do not. Merchants, who take title, include retailers, lumber yards, cooperative buying centers, jobbers, industrial distributors, distribution yards, wholesalers, reload centers, and home centers. Agents are those who do not take title to the product and include brokers and manufacturer's reps. The type of product and customer will determine what type of and number of intermediaries to use. As the number of intermediaries used increases so does the length of the distribution channel. In general, the longer the distribution channel, the lower your profit margin and wider the distribution network.

	Short Channel	Long Channel
Number of customers	Small	Large
Geographic concentration	High concentration	Low concentration
Order size	Large dollar value	Small dollar value
Complexity	High	Simple
Product maintenance	Much	Low
Resources	Lots	Little

A number of factors, i.e. number of customers, geographic concentration, and order size, should be considered when deciding on a short or long distribution channel. Typically, longer distribution channels equates to lower profits but it may be more easier to sell your product. Short channels typically require more networking and work on the sellers part which can translate to higher profits.

As a small to medium sized manufacturer of lumber you will probably be able to capture most value in selling your products though short channels. Potential customers that occupy the short channel distribution area include sawmills with drying capacity, homeowners, craftsmen, and hobbyist.

Summary

The concepts related to the four P's will be the building blocks for the rest of this publication. As a small to medium sized manufacturer of lumber promotion is an especially important concept. Being able to gain name recognition in your community and national will help to ensure that you have a constant supply of customers. Other chapters in this publication will describe how to do focused promotion of your business.

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Case Study #1 – Rusty O’Dell



Sometimes products are not be lumber but are services. Rusty O’Dell of Hiwassee, Virginia does not sell lumber but rather sells his expertise at sawing 20 foot plus long white pine timbers to a large sawmill in Southwest Virginia. The owners of the large sawmill have a market for long length white timbers but no means to saw material of that length on their log carriage. By using a portable bandmill, that was modified for long timbers, Rusty can saw beams from white pine logs that can range in length from 18- 32 feet. The large sawmill contracts Rusty to perform a service which they cannot do. Rusty operates the portable bandmill at the same location of the sawmill which enables Rusty to utilize the front end loaders that are owned by the sawmill for loading and unloading the long length logs onto his sawmill. Complimentary, but often necessary, equipment such as log loaders and edgers are often overlooked by individuals purchasing portable bandmills for the first time. The complete story of Rusty O’Dell and his operation can be found in the September/October 2003 edition of The Forest Industry Magazine.

End of chapter discussion questions

1. How will your product meet the needs of your targeted market segment(s)?
2. How will you create customer awareness of your product?
3. How are you going to provide information on using the product to your customers?
4. Where are you going to position the product against competition?
5. Why is the customer going to use your product?
6. What is the availability of the product? Distribution?
7. To what mean are you going to be perceived in the marketplace?
8. What will be your cost and selling price of your product?

Marketing Strategies for Small and Medium Sized Companies

“Marketing is the whole business when viewed through the eyes of the customer.”

- Peter F. Drucker, Professor of Social Science and Management at the Claremont Graduate University in Claremont, California

As the forest products industry struggles with a changing and often diminishing timber resource, many lumber manufacturers, especially small and medium size companies, are looking to identify niche markets for their products. In fact “finding your niche” was a successful management strategy the 1990s. From a manufacturer’s point of view, identifying the right niche is an opportunity to further process a piece of wood to increase its selling price and profit margin - to add value. However, there are many factors which need to be explored before a company decides to expand into a specific niche. The purpose of this chapter is to present various factors small and medium sized lumber companies should consider before moving into specific niche markets and provide a framework for them to enter these markets.

From the marketing point of view, your customer has a perception of the need your firm fulfills for them. That need may be supplying high quality FAS lumber on a consistent basis or it may be having that specialty item on hand when they call to place an order. In fact, marketing has been called a battle of perceptions, not products. When a manufacturer decides to move into a niche market by drying, planing, or further processing of some type, it is important that management first decide how this will affect the perceptions of its current customer base, and those customers that the mill wants to attract. Depending on the type of value added opportunity, the mill may become a

competitor with current customers. The mill has to decide how further processing will affect current and future customers.

A second important factor to consider is the effect on current manufacturing. Does the organization have the manpower and equipment for expansion? Is the labor force trained in the areas that will be needed for the niche opportunity? If a sawmill decides to add dry kilns to their operations, they will need qualified workers to run the kiln. How many workers will the new opportunity require? How will the value added product affect the current flow of material through the mill? If a sawmill places a dimension plant on sight, how will this affect shipments of rough lumber. Does supplying the dimension mill take priority over shipping current customers their products on time? The second factor that a mill has to consider is the effect of the niche opportunity on current manufacturing operations.

The next item to consider is commitment. Are you committed to pursuing the niche opportunity? Will additional labor be required to pursue the niche opportunity? What time frame do you have in mind to get the new operation profitable? How will successes in the new niche be measured; volume, sales dollars, new customers, more lumber through the sawmill, or increased profit margins? Is the value added opportunity in conjunction with long range plans for your company? The third item to consider is the affect of the new opportunity on your business.

The final area to consider are markets and marketing for the niche market. Is the niche opportunity in conjunction with other products you already manufacture? Are you knowledgeable about sales in the new niche market? How large and who are the major competitors in the new niche market? Can you develop a strong competitive advantage in

the new product or value added area? This has been a short introduction to the major factors that should be considered before making the decision to enter niche markets. Niche markets require specific strategies for successful entry. The following section describes marketing methods and examples for specific niche markets.



Niche marketing⁴

Niche marketing is a method for reducing competition and giving the producer more control over his product prices. That is, in the economist's terms, with less competition, demand for a niche market product is more inelastic. As such, the producer has more flexibility to be a price market; if he raises his prices there will be a less than proportional fall in the quantity demanded, the result being an increase in total revenues (price x quantity increases).

Mass marketing is the "shotgun approach" -- it assumes that all customers have very similar product needs. Niche marketing, however, recognizes that the market is

⁴ NOTE: Adapted in part from: Essel, Albert E., Niche Marketing - An Alternative for Small and Part-Time Farmers published in the Farm Management Update, Virginia Tech Department of Agricultural and Applied Economics, August-September 1993, pp. 2-5; and from a presentation by Dr. John Muench, Virginia Tech at the 1995 Center for Forest Products Marketing and Management.

segmented into well-defined customer groups - each with its own set of needs. These are served best by a more focused, “rifle approach”.

Producers of commodity products, like 2x4 framing lumber and 5/4 hardwood lumber, face strong competition from innumerable other producers in a mass market. No producer has much control over the market prices for his products. None has enough production to be able to exert price leadership. They are all operating in a market structure approaching the economist's model of pure competition. As such, they are price takers, not price makers.

In pure competition, demand for the products of the individual producer is price elastic; if a company tries to raise prices above the general industry level, they will lose business to competitors. A company can increase revenues if they drop their price below the general industry level. But a company will then get more orders than the capacity to handle and, in order to stop the telephone from ringing so much, will soon raise prices back up to those of competitors. In such a competitive environment, cost control is a single most important factor for profitable operations and survival.

This ideal niche market displays five characteristics:

1. Profitability -- the niche has adequate size and purchase power to be profitable;
2. Growth -- there is reasonable potential market growth;
3. Limited competition -- there is no competition from major players;
4. Competitive advantage -- the producer has the required resources, skills and location to serve the market effectively and do so better than its competitors; and
5. Goodwill -- the producer can build enough loyalty among customers to defend and survive competition.

Although profitable niche markets may be discovered by accident, it is also possible for producers to be systematic in finding and developing niche opportunities.

The following steps form the framework for deciding what to sell, where to sell, to whom to sell, and at what price to sell so to take advantage of a profitable market niche.

1. Analyze the existing market: Find out who the customers are, who the current players or competitors in the market are, what product or product lines and services are being offered, what prices are being charged, and what distribution channels are used in bringing products to customers. Information of this nature is often available from studies conducted by organizations such as the Center for Forest Products Marketing and Management at Virginia Tech.

2. Identify neglected or under-served market segments: Determine if any segments in the existing market are currently neglected or under-served. Information may be obtained through personal observations, interviews with current market participants, consultants, trade publications, government publications, market information, or newspapers.

3. Evaluate your strengths in serving identified segments: Determine the resources and skills needed to be effective in satisfying the needs of perceived under-served or neglected market segments. Consider the raw material, equipment, skills, financial, and managerial resources required to be competitive. Also consider marketing requirements, such as sales force size and distribution channel intermediaries. Additionally, determine the competition or rivalry, if any, to be expected in the market segments.

4. Select the niche where you have a competitive advantage: Choose one or more market segments based on your strength, skills, location, and resources. Niche marketing can be risky as it may be temporary, or it may be attacked by competitors. Specializing in more than one niche may lower the risk and increase the chances of success. How will your position in the market niche be protected?

5. Develop a marketing program to meet the needs of this market: For each niche chosen, determine the appropriate or best product, price, promotion, and distribution system to serve the customers efficiently and profitably. Superior service can help build and retain customer loyalty.



A great method of doing research on niche markets is to attend industry related conventions and expositions. By attending industry conventions you will be better able to identify if your idea of expanding into a niche market will be successful. At the conventions try to identify how many firms are already servicing the niche market.

Summary

Success in niche markets will not go unnoticed. Competitors will be attracted, each looking to make a better product, supply at lower prices or provide better service than the present niche occupant. The niche marketer should develop a close relationship with its customers, understand their requirements, see how to help them do a better job or reduce their costs and be responsive to their needs. Continuing attention to these factors will help guarantee lasting success in a niche and help the producer avoid being a slave to commodity markets.

Sources for additional information on niche marketing

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Case Study #2 – LSF Forest Products

Located in Fletcher, Vermont, LSF Forest Products has developed a niche market in the timber frame housing market. A family owned operation, LSF Forest Products uses a Baker bandmill to saw white pine beams that are used in timber frame houses. Tyler Riggs, co-owner of the operation, states that the timber frame market accounts for sixty percent of their business. LSF Forest Products also does custom sawing that accounts for twenty-percent of their business operations. The remaining ten percent of the company's sales comes from selling white pine dimensional lumber that is produced during the sawing of the beams for the timber frame market. Most of the white pine lumber is sold to local farmers and craftsmen located near Fletcher, VT. Mr. Riggs goes on to state that most of their customers learned about LSF through word of mouth from previous and current customers. Other promotional efforts for LSF are done through paid advertisements in local newspapers. In terms of keys to success in the niche market, Mr. Riggs states that their timber frame customers keep returning for two reasons. The first reason being that their bandmill produces a smoother surface in comparison to that produced by circular saws and high-speed bandsaws. Dimensional uniformity throughout the beams is another key quality characteristic that Mr. Riggs says his customers appreciate. Future plans of LSF Forest Products includes installing a beam planer that should add additional value to product and better serve their niche market.

End of chapter discussion questions

The purpose of this exercise is to illustrate that market segmentation can be accomplished either by customer differentiation or by product differentiation -- or both. The table and the given scenarios below provides an opportunity to give this idea some further thought.

Scenario 1.

Consider a hardwood sawmill that produced green oak lumber.

1. In which of the four blank blocks would you place the production of green 5/4 oak lumber and of a mill that sells to a distribution yard?
2. Is there any differentiation of either the consumer group or the product?

Scenario 2.

Pine 2x4s are commodity products. But the Southern Pine Marketing Council (SPMC) recognizes differences among the consumers and specifiers of softwood lumber. It has different programs for promoting southern pine lumber to builders, architects, truss manufacturers and Do-it yourself (DIY)/homeowners.

1. Where in the table would you place SPMC activities?

Scenario 3.

Composite I-beams are manufactured by only a few firms. They compete with large dimension solid sawn lumber in the home and light commercial construction markets.

1. What differentiates them from commodity lumber products?
2. Where would you place them in the table?

Scenario 4.

With softwood lumber prices reaching new highs most every year, a mobile home manufacturer in Virginia is seeking alternative products. A nearby sawmill has ready access to yellow poplar, a hardwood species which is approved by the building codes for construction uses when graded and stamped for such uses. Moreover, the mobile home manufacturer uses some non-commodity sizes, such as 2x3s, which he has been producing by resawing larger dimension lumber. The sawmill is willing and able to produce to the sizes required by the mobile home manufacturer.

1. Where in the table would you place the sawmill's products?
2. Think of some other wood products and where they should be placed in the table.
3. For each block in the table, consider how the producer communicates with his market.

	Commodity Product	Specialty Product
Mass Market	1	3
Niche Market	2	4

Market Research Methods

“Success in business requires training and discipline and hard work. But if you're not frightened by these things, the opportunities are just as great today as they ever were.”

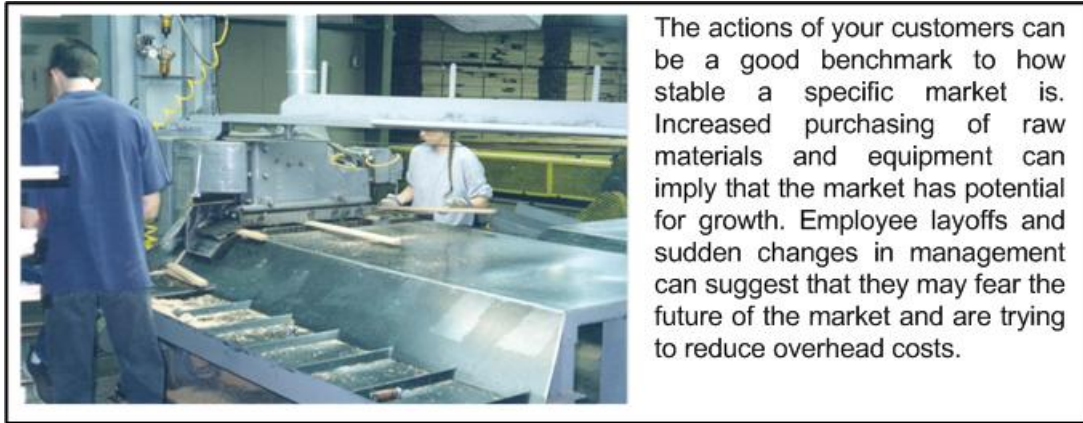
- David Rockefeller, US banker

If you are just entering the wood products market or are looking to expand operations it becomes necessary to do some research on current and future aspects of the market that you are interested in. Market research is the systematic gathering, recording, analyzing of data related to the marketing of goods and services. Initially doing market research can be a daunting task as much of the easily accessed market information comes from Wall Street and mostly focuses on markets controlled by larger corporate companies. The purpose of this section is to introduce some methods for easy market research that will yield information pertinent for small and medium sized lumber companies.

The importance of doing market research cannot be understated. By doing market research your company will be able to react to market changes faster, find new product ideas, service your customers better, and develop long-term selling opportunities. The underlying purpose of doing market research is to identify trends in the different markets that your company services.

An easy way to start doing market research is to talk to your current customers. Your current customers can provide you knowledge on changes in their product lines which may be a trend in the entire market. Additionally, your customers can communicate if they increasing or decreasing output. Probably more importantly your customers can provide input into the future of the markets that they currently engaged in.

Often your customer's attitudes toward the future will have a direct affect on your business. This information can provide you with some intuition into whether it is time to expand or change the current markets that you service.



To some degree watching the actions of your competitors can provide some degree of insight into the how healthy a market is. Take time to examine if your competitors are introducing new products or if they are eliminating products. If advertisements from your competitors are appearing more frequently in newspapers and trade publications this may suggest that have knowledge that the market is healthy and there are lots of potential new customers.

The problem with merely watching either your customers or competitors is that there may be unseen factors that are driving their actions. Fortunately there a growing number of information sources that provide quantitative information on wood markets. As mentioned in a previous section subscription type marketing publications like *Weekly Hardwood Review*, *Hardwood Market Report*, *Random Lengths Weekly Report*, *Crow's Industrial Lumber Report*, and *Crow's Weekly Market Report* provide information on pricing information for the solid wood markets. In addition subscription type marketing publications also routinely provide market forecasts for different segments related to the

wood industry. Trade publications like the *Northern Logger and Timber Processor*, *Independent Sawmill and Woodlot Management*, and *Southern Lumberman* also routinely give market forecasts. Editorials and letters from readers in trade publications also offer some insight into what others think of various markets.

Many trade associations publish newsletters and membership directories which can provide information into what other companies are doing and where they are located. Newsletters published by trade associations often have market outlook sections along with important topics such as legislative issues that pertain to members of the trade association. While membership into trade associations can be pricey it does provide networking options and some trade associations act as lobbyists for causes important to its constituents.


Another source of information for market research is colleges and universities that have Wood Science programs or Cooperative Extension programs in the areas of forestry and forest products. Many academic institutions with Wood Science programs have faculty who main focus areas are marketing. Currently there are thirty-two academic institutions identified by the Society of Wood Science and Technology as having programs in the area of Wood Science or Forest Products. Further information on these listing can be found at the website of the Society of Wood Science and Technology; www.swst.org. Some academic institutions have research centers that primarily focus on providing market research to wood using companies. Depending on the policies of the research center, access to the market research may be free or subscription based. Often developing contacts at the academic institutions can also facilitate finding qualified candidates to work for your operation.

FOREST PRODUCTS BUSINESS NEWS

- Northern has announced plans to build two cellulosic ethanol plants in Annapolis, GA and Spring Hope, NC. The latter facility will utilize and expand an existing ethanol plant. More information at www.northern.com
- An article in the *Wall Street Journal* described Weyerhaeuser's new less inventory strategy based upon "you're customer forecast". Contamination within the supply chain was cited as a key to successful implementation.
- A new bank production plant at Toluca Industries' plywood plant in British Columbia is expected to reduce their current gas bill by one third according to the *Montreal Gazette*. The new plant, designed and built by Neometrics Energy, is expected to pay for itself in 3.17 years.
- Despite reported earnings and sales below last year's levels, Stanley Furniture slightly beat its own estimate according to the *Raleigh Times*. Higher operating costs and weak sales are expected for the remainder of the year.
- The *Sarasota Herald-Tribune* reported that House Depot bought Forest Products Supply. This follows the purchase of Cox Lumber Co., which was Florida's largest independent building materials dealer.
- Jeld-Weo will be a major sponsor of The Plywood Tournament starting in 2007 as per *The Oregonian*. This marketing campaign will include television advertising during the tournament.
- The General Accountability Office released a report on wood utilization that was requested by Senators Lugar and Cochran. For an electronic copy of the report: http://gao.gov/assets/200/200308/wood_products.pdf
- Lumber Liquidators, the largest direct retailer of hardwood flooring, upgraded their website with new browsing technology provided by Fy Inc. The new website, www.fy.com/liquidators.com, allows customers to make attribute choices without refreshing the page. Source: *PR Newswire*
- The *State Journal* reported that the Hardwood Alliance Zone, representing forests and wood products companies in a seven county area in WV, has hired Ed Marzette as a forest products specialist.
- Clayton Lumber Company in Milton, PA has closed for the last time after 152 years in business according to *The Associated Press*.
- Recent fires have damaged or destroyed wood pallet manufacturing facilities and/or storage yards in Missouri, Idaho, North Carolina, and New Jersey.
- The *Times-Tribune* has reported that a new engineered wood product, named StrongWood, has been developed at the University of British Columbia. Its creators hope to compete favorably with LVL and PSL.

Forest Products Business News is a new feature in the Center Focus. It has been designed for educational and research purposes only. The intention is to report news that affects various business segments of the forest products industry. All comments or questions should be referred to: cfpm@vt.edu

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Oregon Wood Innovation Center
Connecting people, ideas, resources

VOLUME 1, ISSUE 1

What is the Oregon Wood Innovation Center?

COMING OWIC EVENTS:

- November 10th, 2006
Annual Meeting and Awards
Blacksburg, VA
- November 20th, 2006
Annual Meeting and Awards
Blacksburg, VA
- December 14th, 2006
Annual Meeting and Awards
Blacksburg, VA

What and Who is OWIC?
The Oregon Wood Innovation Center (OWIC) was established in December 2005, with a mission to improve the competitiveness of Oregon's wood products industry by fostering innovation in products, processes, and business systems. OWIC will serve as a link between knowledge, research, and the needs and opportunities of the forest industry.

What is the Oregon Wood Innovation Center?
The industry has dealt with strong drought through innovation, research, and marketing programs. It is clear that a focus on product innovation will be an advantage for Oregon. It is not just a matter of making larger size products.

Why an Innovation Center?
In recent years, the forest products industry has experienced dramatic changes, including changes in raw material supply and increasing global markets.

What is the Oregon Wood Innovation Center?
The industry has dealt with strong drought through innovation, research, and marketing programs. It is clear that a focus on product innovation will be an advantage for Oregon. It is not just a matter of making larger size products.

Center Focus newsletter published by the Center for Forest Products and Marketing at Virginia Tech. Available at www.cfpm.vt.edu

Monthly newsletter published by the Oregon Wood Innovation Center. Available at <http://owic.oregonstate.edu>

Summary

There are numerous sources for gathering information needed to perform market research relative to your company. Performing market research is important in identifying trends that can open new opportunities for your business. It is true across all businesses that companies that can identify and react to market trends tend to be leaders in their field. Focusing on your customers and competitors is a good start to performing market research. Other options for market research that can more precisely quantify market trends include subscription based market reports, trade magazines, and trade associations. Developing a relationship with an academic institution that has a Wood Science program that provides some market information can also help you identify market trends.

End of chapter discussion questions

What is the market potential?

Who are the customers?

How can you best meet their needs?

Who/What is the competition?

How can you expand sales in this market?

Is the market growing?

How can you capture market share?

What are the 4P's strategies in the market?

How will you be different- what can be your competitive advantage?

Finding Customers

“In the modern world of business, it is useless to be a creative original thinker unless you can also sell what you create. Management cannot be expected to recognize a good idea unless it is presented to them by a good salesman.”

- David M. Ogilvy, Advertising guru

Finding & keeping customers is one of the primary functions of the small business. Businesses continually lose customers due to competition, changes in management, and other companies going out of business. Although cliché the adages remain true that new customers are sources of new ideas and that if a company is not growing, it is dying. In this section we will use the concepts previously introduced, i.e. networking, as guidelines for finding new customers.

To find new customers begin by utilizing the customers you already have. Your customers are already doing business with you and thus probably have a favorable view of your business. Inquire into whether they know of other companies like theirs that could use the services that you offer. Ask to use a referral from your current customers as references for potential new customers. When using referrals don't ask too often, be willing to provide referrals when asked and send a thank you when a referral turns into a new customer.

When talking to your customers it can also be helpful to ask them if they are considering new products that they currently do not purchase from you. Your operation may have the ability to manufacture the needed products but your customers may not be completely informed of your capabilities. A recent trend in the hardwood lumber industry has been the marketing of width sorted lumber. Secondary manufacturers often prefer

certain widths because it can decrease the amount of time spent ripping random width lumber to specific dimensions. Your current customers may have not thought about purchasing width sorted lumber from you because they did not that you performed this value-added activity.

Inevitably you may lose some of your current customers for various reasons. However do not give up the idea that they once purchased your product and may want to purchase it again sometime in the future. A company that leaves you may have recently changed management and have sought other vendors. Sometimes the new management may not know that you supplied their company with a product if bookkeeping records were not transferred management changed. In such instances it may be useful to contact individuals who still work for the company that have influence with the management.



Finding new customers also requires lots of footwork and research. Identifying potential new customers can start by looking the yellow pages under headings relevant to the wood industry, i.e. pallets, cabinets, wood. Many yellow page directories are now published on the Internet and enable identifying businesses in other counties and neighboring states. In a later section of this publication methods of using the Internet as tool for attracting new customers will be discussed in more detail.



At tradeshow there may be people looking for individuals who are in need of the services you provide. At the tradeshow talk to the salespeople who are selling the type of equipment that you use in your operation. Often individuals will approach equipment salespeople for contacts of people who use the equipment. Have some business cards prepared to leave with the equipment salespeople and to hand out to potential customers.

The search for new customer contacts in the yellow pages should be complimented by locating industry and state directories that list companies which either manufacture or buy wood products. Often these type of directories are published the natural resources divisions of state governments. Many times the purpose of the state agencies publishing these types of directories is to spur economic development within each of their states. Since in many states across the United States wood using industries account for a large part of a state's economic base attracting new wood using industries has become a priority. If your company is not listed in a state directory be sure to contact the appropriate state agency and make sure that the next time the directory is updated, your company is included. Located in the Appendix of this publication is a list of contacts for state agencies who publish directories of wood using industries.

Try using these yellow page headings to pinpoint businesses in your area that could be potential customers of your business. Also make sure that your business is listed under an appropriate when being listed in yellow pages directories.

Target Yellow Page Headings

- Pallet manufacturers
- Furniture makers
- Cabinet makers
- Prefabricated homes
- Retail stores
- Government agencies
- Mobile home manufacturers
- Wood treatment plants
- Wholesale distribution yards
- Flooring manufacturers
- Sawmills
- Contractors

As previously mentioned industry associations are also good references to find new customers. Most industry associations publish directories of companies that work in specific areas. In the wood products industry they include the Directory of the Forest Products Industries, Secondary Wood Products Manufacturer's Directory, and Random Lengths Big Book. Many salespeople find these directories indispensable. Regional associations also provide membership directories such as The Hardwood Manufacturers Association, the Southern Forest Products Association, and The Appalachian Hardwood Lumber Manufacturers Association.

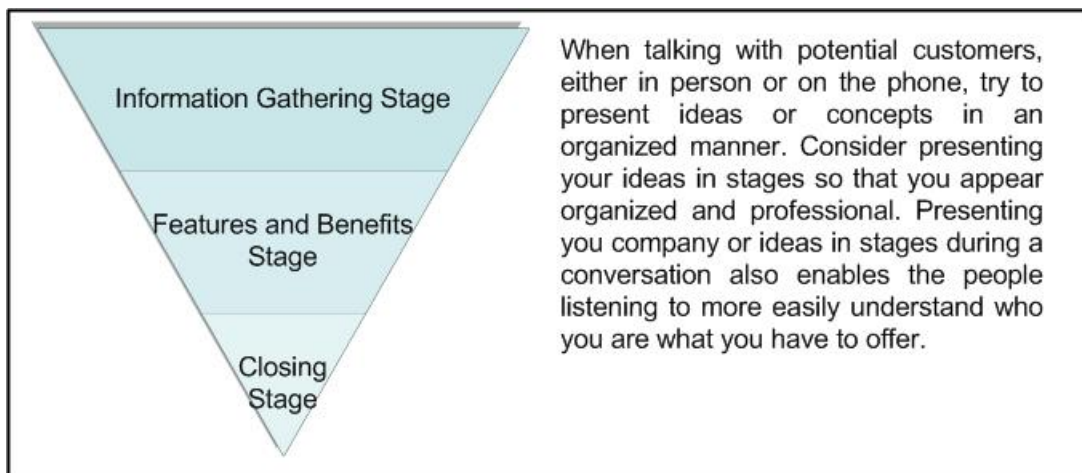
When companies have been identified that could possibly use your product it then becomes necessary to contact the potential customers. Placing a telephone to the company is typically the first step in presenting your company to a potential new client. The four P's of telephone meetings are Purpose, Prepare, Present, and Probe. The people you are contacting are as busy as you are so it is important to clearly state the purpose of the telephone call. A standard purpose driven statement is: *"The purpose of my call is to introduce you to our company's line of hardwood products. We carry a complete selection of kiln dried hardwood lumber and dimension parts."* This type of statement clearly communicates your objectives and what your company has to offer.

One of the most important tasks before making the telephone call is preparation. Gather as much as possible information about the company before making the telephone call. Also anticipate what types of questions the person on the other end of the phone line will ask you during the conversation. Having answers prepared ahead of time will give the impression that you are an experienced professional and it also reflects highly of your company.

Telephone Call Tips

- ✓ Deepen your voice
- ✓ Be enthusiastic
- ✓ Sound business like, but not stiff
- ✓ Use the potential client's name throughout the interview
- ✓ Demonstrate your listening
- ✓ Avoid temporary pauses such as "ah, um, and you know"
- ✓ Be prepared, but do not sound like you are reading from a script
- ✓ Plan the timing of your calls early, early morning and late afternoon are better than mid-day

The present aspect of phone communications has to do with practicing proper phone manners. It can often be hard to reach the person who makes the decisions in regards to product purchases. Secretaries and receptionist are often multitasking and will not always directly connect you the person you need to speak with. As in most office situations secretaries and receptionists can carry a lot of power in determining what their superiors think of you. So always be courteous and friendly with secretaries and receptionists. Not only do they just answer the phones they are often involved with bill payments so it is important that the look forward to you calling again.



The probe aspect of telephone calls involves collecting information from the people you are talking to that you previously had not been able to attain. In a polite manner try to identify what is important to the buying decisions that the company makes. Probing also involves repeating important points and aspects: quality, delivery, service,

follow-up, (price), or years in business, of your company. Statement like the following quickly summarize the integrity and dependability of your business: “*Mr. Jackson, if I understand you right, the delivery is an important factor to you. We have been providing hardwood lumber for over 60 years and our reputation is built on timely delivery. In fact, we are actually providing some manufactures with small loads with JIT delivery.*”

It is also important to practice active listening during telephone calls. Much can be learned by listening to what your potential clients are saying.

Inevitably not every telephone call will be successful. Common responses from companies not interested in your services can include:

1. Your price is too high.
2. We are satisfied with our current suppliers.
3. We are not purchasing at this time.
4. I have seen your product and it is not the quality we can use.
5. We tried your company in the past and had some problems.

Although these comments can be discouraging it is important to have responses to the comments prepared ahead of time. Obviously the most important aspect of responding these types of statements is to be polite and courteous. The future is unpredictable and the company may call upon your services in the future, but not if you are rude and easily bruised by rejections. Inevitably one of your contacts will work out and a business deal will occur. If a meeting is needed to seal the deal use the tips and techniques discussed in this section to prepare a professional sales presentation.

Summary

Finding customers is an important activity because new customers and contacts are sources of new ideas. Organized research reduces the uncertainty of entering new markets and is needed to locate new customers. When courting new customers be sure to highlight the advantages of your company and products. Be prepared for rejection but also remember that companies change and that your services may be needed in the future.

Case Study #3 – C & Z Sawmill



Photo credit: Canandaigua Messenger

At C & Z Sawmill in Palmyra, New York approximately 500,000 board feet of green hardwood lumber is sawn annually from logs harvested in the abundant Upstate New York forests. Rudy Zimmerman, shown in the above photograph, owns and manages the ten other employees that work at the sawmill. Lumber is sawn three days a week at C & Z with a circular headrig and a line-bar resaw. Two days of the five day work week is spent grading the lumber that was sawn during the previous three days. Rudy markets most of the soft maple, and oak sawn at the mill to a concentration yard approximately 40 miles away. The concentration yard buys green lumber from small producers like Rudy and then kiln dries the lumber for export to regional and international markets. By producing a quality product the concentration yard has remained a stable customer of Rudy. Many small and medium and producers of hardwood lumber depend on concentration yards and larger sawmills with dry kiln capacity as markets for their products.

End of chapter discussion questions

Are you seeking information on new products, customers, or markets?

Is the information published data, or does it need to be collected?

Once I find the answers is it my goal to enter new markets?

What are the trends in the markets the will affect your company's sales?

How will you react to the changes that you identify?

How will your response to these changes affect your markets?

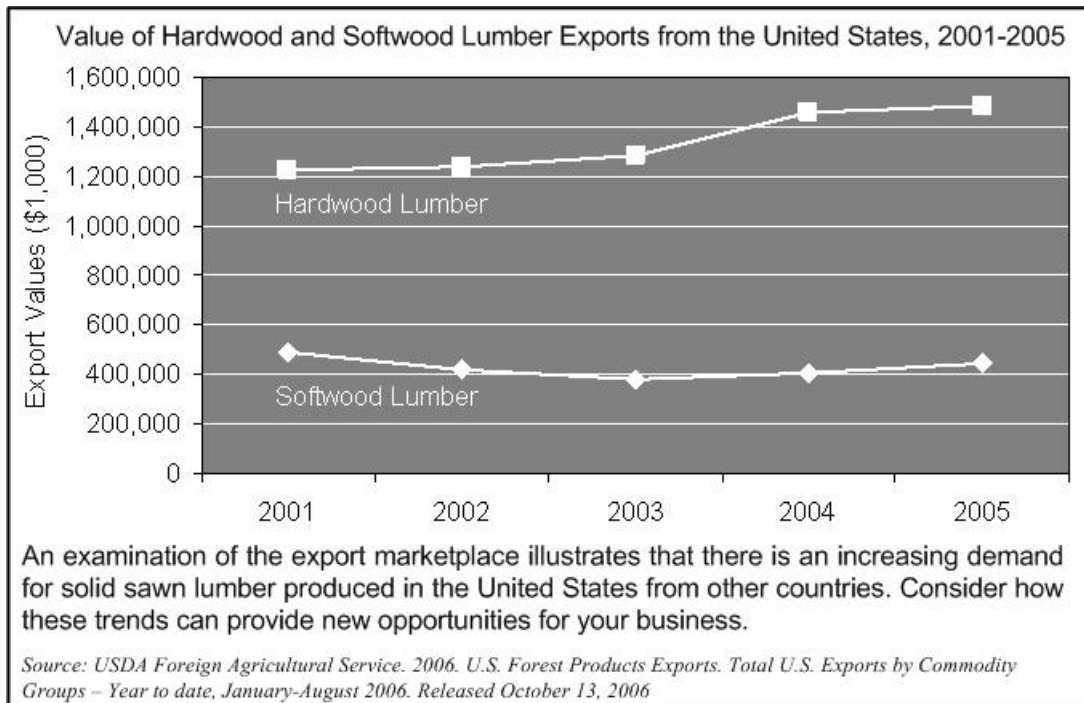
Exporting

“When one door closes another door opens; but we so often look so long and so regretfully upon the closed door, that we do not see the ones which open for us.”

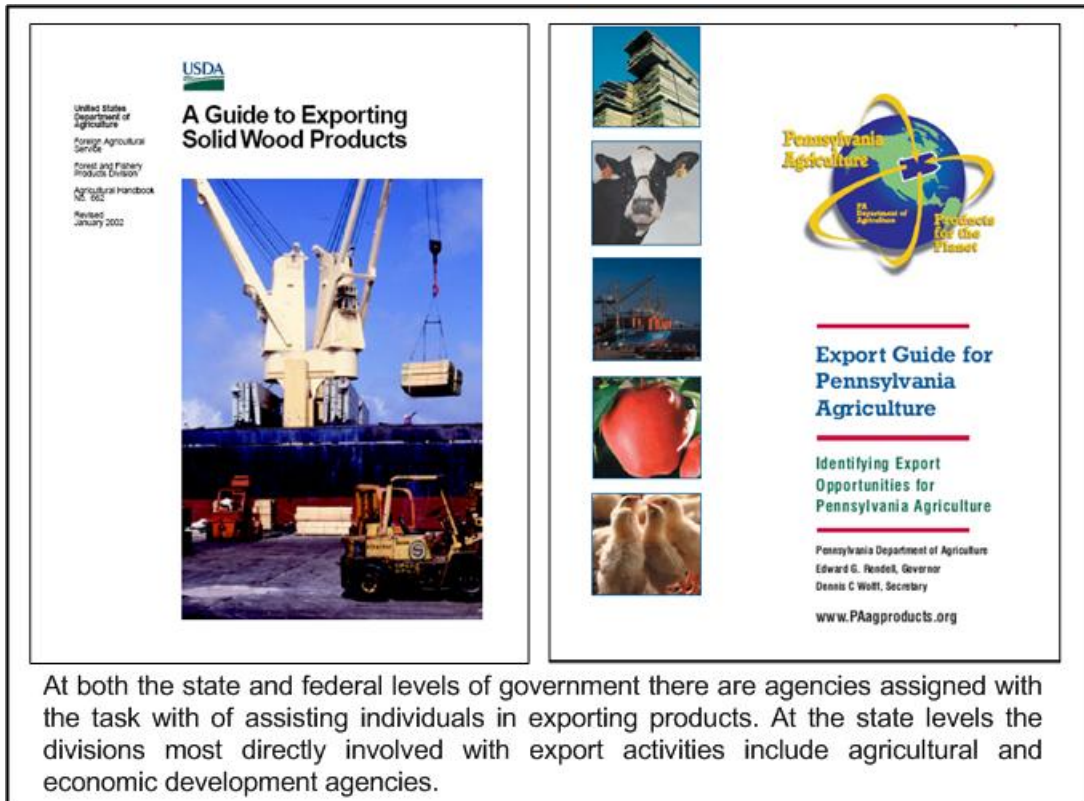
- Alexander Graham Bell, Inventor

Many small and medium sized lumber companies do not consider themselves to be large enough entities to enter the lumber export market. At first glance the export marketplace can seem confusing and riddled with regulations. However as the concept of global marketplace becomes more a reality each day new opportunities become born that can turn into lucrative business ventures. The purpose of this section is provide an overview of how to get started in the export marketplace and provide some contacts to U.S. government agencies that specialize in assisting with the exportation of wood products.

Downturns in the domestic economy will inevitably affect your business in terms of sales and cost of doing business. By establishing a link with the global marketplace, in terms of exporting, can help to alleviate tough business periods due to decreasing domestic sales. Your link in the global marketplace may begin with selling lumber to a concentration yard or distributor that has established contacts overseas. By piggy backing with a larger operation you are able to some extent shelter yourself from downturns in domestic lumber markets. Across the United States there are sawmills, concentration yards, and distributors who buy “green” lumber and kiln dry it for export to European and Asian markets. By following the guidelines outlined in the previous chapter for finding new customers you should be able to find such an operation that does large volumes of export shipments.



Many state governments have state agricultural agencies where there are individuals who can assist with the regulatory processes of shipping lumber overseas. Sometimes these export assistants can be found in economic development agencies of state governments. In the Appendix of this document is a list of state and federal agencies that can assist with beginning the export process. Often these state and federal agencies also maintain directories of forest product companies who are currently exporting lumber. These directories can be used as another resource for finding new customers and markets for your lumber. Industry associations can also be a great resource for learning more about exporting lumber.



Currently the one major hurdle that many small and medium sized lumber companies currently face in exporting lumber are increasingly stricter phytosanitation regulations. Phytosanitation regulations have been established to help minimize the occurrence of non-native wood based insects from infecting countries that import and export wood products. Infamous outbreaks of non-native threats include Dutch Elm Disease and the Chestnut Blight. Currently many European countries are requiring that all incoming wood pallets, from Asia and the United States, must be free of bark and have been kiln-dried. This procedure has been enacted by certain European countries to prevent the spread of an invasive species known as the pinewood nematode. Domestically the United States Department of Agriculture has established phytosanitation guidelines and rules for the importation and exportation of wood products.

DON'T MOVE FIREWOOD

Our forests are threatened by nonnative insects that can kill large numbers of trees. Three recently introduced insects—emerald ash borer, Asian longhorned beetle, and Sirex woodwasp—are wood-infesting species that can be transported long distances in firewood. Once transported into new areas, these insects can become established and kill local trees. We must **STOP THE SPREAD** of these insects and protect our forests and trees.

How you can help:

- Leave firewood at home—do not transport it to campgrounds or parks.
- Use firewood from local sources.
- If you have moved firewood, burn all of it before leaving your campsite.



Photo: Asia longhorned beetle was courtesy of Thomas S. Dethlefs, New Jersey Dept. of Agriculture, www.njagriculture.gov

HELP STOP INVASIVE PESTS

For more information, visit the following Web sites:
www.amsandforest.com
www.usda.gov/ffpd
www.nrc.fs.fed.us




USDA Forest Service
Northeastern Area
State and Private Forestry
1610-01-01
April 2008
www.nrc.fs.fed.us

The USDA is an equal opportunity provider and employer.

The transportation of wood products, even firewood, is increasingly becoming more regulated due to threats posed by non-native invasive species that live and feed on wood products. Current methods of controlling such threats include the prevention of moving wood products from areas of known infestation to areas not yet affected. Wood products that have been kiln-dried at high temperatures for specific periods of time are generally considered insect free. The increasing regulations on the transportation of "green" wood products must be considered when entering the export marketplace.

For more information on threats from non-native invasive species visit the website for the USDA Forest Service's Invasive Species Program at <http://www.fs.fed.us/invasivespecies/index.shtml>

Source: USDA Forest Service, Northeastern Research Station

Summary

Many opportunities exist for exporting lumber as the global marketplace continues to expand. Tools such as the Internet allow for instant communication between you and overseas customers. Some barriers such as phytosanitation issues do exist for exporting but the potential profits from the exports can outweigh the additional expenses. Numerous state and federal agencies exist for seeking answers to start exporting lumber.

Sources for additional information on exporting

USDA Foreign Agricultural Service. 1990. A Guide to Exporting Solid Wood Products. Agricultural Handbook No. 662. Available at:
<http://www.fas.usda.gov/ffpd/exguide/guideto.html>

US Dept. of Commerce. 1998. A Basic Guide to Exporting. Available at:
<http://www.unzco.com/basicguide/>

Bibliography

USDA Foreign Agricultural Service. 2006. U.S. Forest Products Exports. Total U.S. Exports by Commodity Groups- Year to date, January-August 2006, Released October 13, 2006.

End of chapter discussion questions

1. What products are selected for export development?
2. What countries are targeted for sales development?
3. What is the customer profile in each country?
4. What special challenges pertain to each market? (competition, culture, import controls, etc.)
5. How will export price be determined?
6. What operational steps must be taken and when?
7. What is time frame for implementing export plan?
8. What personnel and company resources will be dedicated to exporting?
9. What will be the cost in time and dollars?
10. How will the results be evaluated and used to modify the plan?

Internet Marketing

“When I took office, only high energy physicists had ever heard of what is called the Worldwide Web.... Now even my cat has its own page.”

- William J. Clinton, 42nd President of the United States

No communication medium has gained more attention than the Internet. Every major newspaper, magazine, and television station has covered how this form of information interchange has altered our lives. We can purchase everything from pizza to stocks to cars without leaving our home or office. The U.S. Census Bureau reports that that 55 percent of the U.S. adult population currently has Internet access in their homes.¹ Census data also tells us that 52 percent of individuals with Internet access use it for purchasing products or services and seventy-seven percent use the Internet for searching for product or service information.² Clearly the Internet has become a tool by which consumers purchase and find information on products and services.

The purpose of this section is not to give you the necessary computer jargon which will place you on the Internet with a flashy home page. The objectives are to raise questions which you need to answer before investing in the time and money of establishing a Web site. Before starting on how this new medium may assist your marketing efforts, a review of how other technological advances have stimulated sales and what these methods may have in common with the Internet will also be presented. The major innovations that have had the greatest effect upon marketing and sales include

¹ U.S. Census Bureau. 2006. Statistical Abstract of the United States: 2006. Table 1150, Households with telephones, computers, and Internet access.

² U.S. Census Bureau. 2006. Statistical Abstract of the United States: 2006. Table 1147, Online activities, 2001 and 2003, and by type of home Internet connection, 2003.

the printing press, telephone, automobile, airplane, television, overnight delivery services, fax machine, cellular phone, and the personal computer.

Technology and marketing

The printing press offered for the first time mass reproductions of company information in which unknown audiences could be reached. Until that time, only personal communication in the forms of personal calls or letters could be used to advertise products. “Are you there Mr. Watson?” was shouted by Alexander Graham Bell at the 1876 Centennial celebration in Philadelphia into a brand new invention called the telephone. Telemarketing was invented and our lives have never been the same. Now people could immediately reach customers and prospective customers covering a wide geographical base. They started calling during dinner time, knowing people would all be home. Salespeople now had two-way communication with their customers. About the turn of this century Henry Ford said Americans could have a car in any color, as long as it was black. The traveling salesperson was born and could travel a larger radius to find and service customers. Americans now had more personal communication, but personal travel restricted the number of customers we could service. A couple of decades later, the airplane provided a wider geographical base to market our products and services.

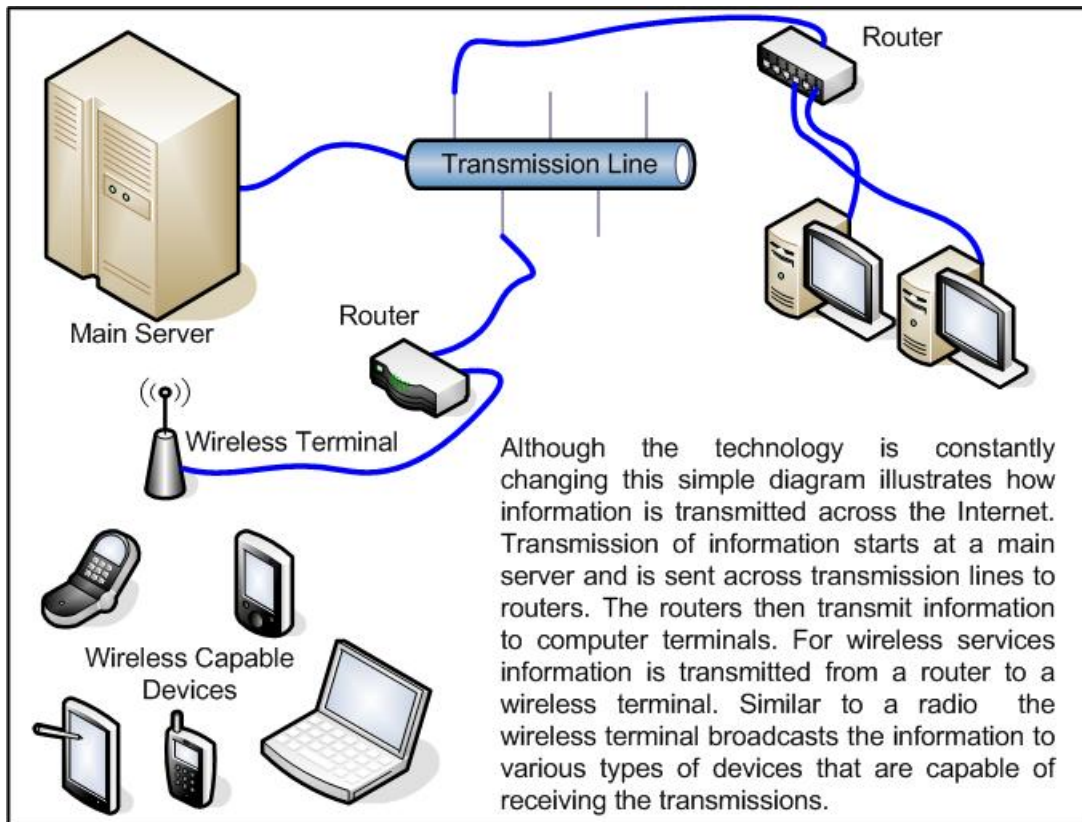
Television allowed marketers to reach a wide audience with one-way communication. It was also responsible for the one-minute sound bite. Companies now had to learn how to package their messages in 60 second frames. The overnight delivery systems allowed companies to service customers better. Firms can earn a reputation of quick delivery and caring for the customer. Just in Time (JIT) management systems were

born. Less than 20 years ago a device called a facsimile machine was introduced which allowed companies to send copies of documents over the telephone lines. Nobody at the time of introduction thought it had much use, yet every company today has at least one, if not more fax machines. This technology now allows waiting until the very last minute to send anything. Again, companies can appear to provide above average service immediately upon request. The cellular phone allows mobility, along with communication. Salespeople can talk to one customer, while driving to another. In addition salespeople can sell one load of lumber while on the golf course with another customer. It provides a method to be in constant two-way communication with customers any time of the day or night. Finally, the introduction of the personal computer in the late 1970's has changed the business was conducted. These machines allowed instant access to information on products, deliveries, billings, and anything else needed to answer customer inquiries. They allow tracking customer purchases, keeping customer data bases, and enables instant communication with them. Computers allow easy transfer of information and give the impression of above average service.

So what do all these advancements in technology have in common? First, they allowed for the wider, uniform distribution of information. Second, they all can be used as prospecting tools for the marketing function of a firm. Third, many provide instant two-way communication (interactive). Fourth, they allow the company to give the impression of above average service. Finally, all firms must use a mix of these methods to successfully reach their customers. These technologies all significantly improved the efficiency with which companies could enhance their image and market share. Your job will be to decide how the Internet will fit into this mix.

The Internet

In the simplest terms, the Internet (Net) is a network of millions of computers connected through various mediums that communicate using a standard language called TCP/IP. The Internet is a group of independently operated networks, some public and some private, that join together seamlessly because they communicate using TCP/IP. You don't have to pay to be on the Internet, but you may have to pay to get access to it. To get on the Internet you need a computer, a connection into a network that accesses the Internet, and the appropriate software to interface. The connection can be a modem to a commercial on-line service, a modem to a local users group or free-net, or a dedicated line for full Internet access. To establish a Web site (home page or advertisement) you will need a full time dedicated computer, software, and internet access. Or you could use a commercial service to provide your Web site and pay them a monthly fee to maintain it. To summarize how this all works, a file is created on a computer and the computer is on twenty-four hours a day and connected to the Internet. People access the file's address for the computer; you "dial" it and read the information.



The cost of establishing a *home page* on the Internet can be as low as a couple of hundred dollars to as high as you want to spend. To establish your own server you will need to have and designate a computer (\$1500), buy the software (\$100-300), design the home page (\$100 - ?) and rent internet access from a company (up to \$200/month). If you use a commercial service, development of the home page can cost up to \$100/hour with a minimum of 2-3 days work. More sophisticated home pages can take up to a month to develop and specific rates may apply. You will then pay a monthly service fee to have it on the company's server and depending on how you want them to handle information, there may be other charges. In comparison a current one-sixth page advertisement in a wood products trade journal would cost nearly \$400/month for a year long placement. The current yellow pages would cost between \$50 to \$200 a month depending on the size and color preference. Certainly, the Internet offers a different

advertising medium to reach your customers, and this example is not comparing apples to apples, but it does give an idea of how its pricing structure compares to existing promotional methods.

The World Wide Web (WWW) is part of the Internet. It has become the most popular resource available. This is due to the method in which information is provided and its user-friendliness. It combines text, graphics, sound, and even video to present interactive information. The Web is written in hypertext markup language (HTML) that contains links or connections to other data. Hypertext documents (also known as web sites or home pages) contain data in a variety of forms along with links to other Web sites. One must utilize graphical software, known as a browser, to fully access the Web. Some free internet browsers include *Microsoft's Internet Explorer*, *Firefox*, *Netscape*, and *American Online*. All you have to do is point and click the mouse on highlighted words or figures and you can navigate the Web. The Web has search engines that allow you to search the Internet for all sites that match the key words searched. Two of the most well known and used search engines are *Google*, and *Yahoo*.

The Ever Growing Internet		
Keyword(s)	Number of Web site hits (1997)	Number of Web site hits (2006)
Hardwood and Lumber	226	2,210,000
Softwood and Lumber	75	1,330,000
Lumber	2,857	29,100,000
Plywood	900	11,200,000
OSB	233	397,000
Wood and Products and Industry	1,577	18,700,000
Furniture	14,000	26,000,000
Red and Oak and Lumber	100	1,580,000

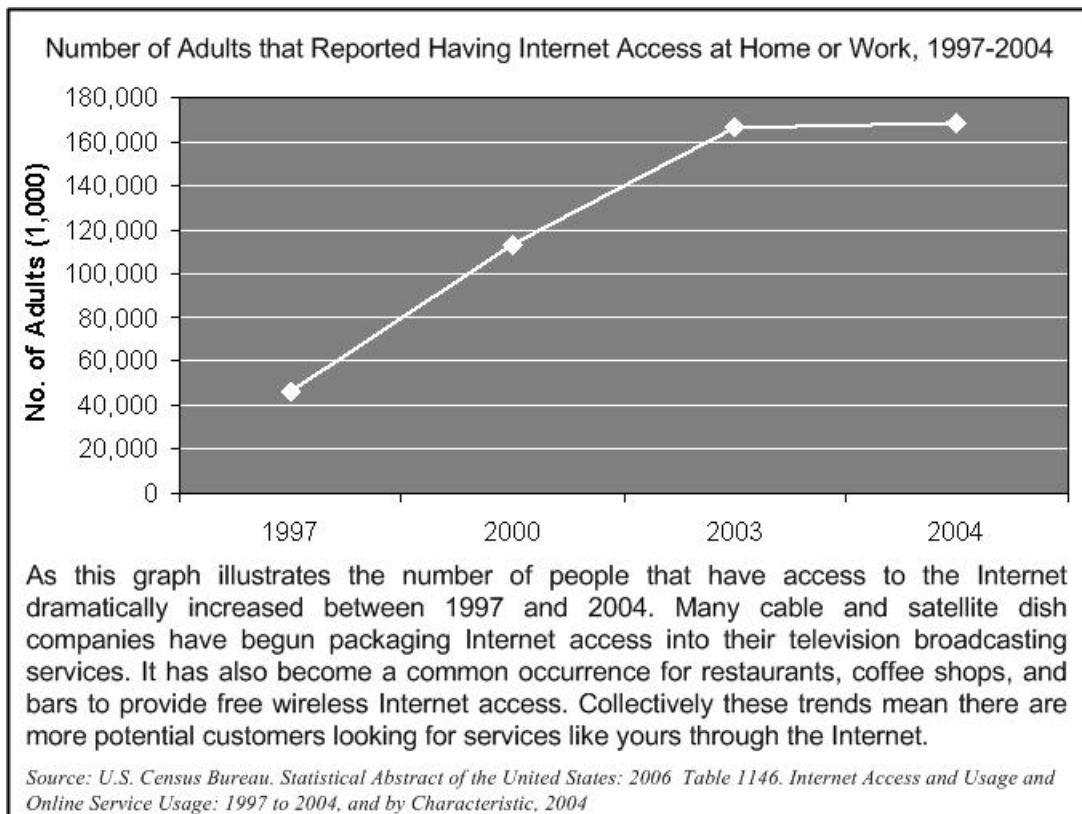
As computer technology continues to expand so does the access to the Internet. Many wood products companies have realized this and are using the Internet as a marketing tool. In March of 1997 a search on the Internet was performed using the keywords listed in the above table. Nine years later the same keyword search was performed and the results illustrate how much the Internet has grown and expanded.

Besides the WWW there are many other uses of the Internet. Some of the most popular services provided include Electronic Mail (e-mail), File Transfer Protocol (FTP), Telenet, Mailing Lists, and News groups. Each of these services can be used to gather or disseminate information to customers of the forest products industry. E-mail is the most widely used service of the Internet. Eighty-eight percent of individuals who have access to the Internet reported using it for e-mail.² E-mail allows individuals to send written messages via the computer to one another. It is similar to leaving a message on someone's telephone answering machine.

File Transfer Protocol allows the transfer of complete documents between computers. In the future there is no doubt that companies will be invoicing customers using FTP. Telenet is a method to have your computer act as a terminal for another computer network. It is often used for researching large data bases from libraries or government agencies. Mailing lists and News groups are similar in nature that the

subscriber receives information on specific topics that they register for. In the wood products area there are specific News groups. These include groups interested in subjects such as wood science, wood, timber-engineering, management-decisions, pulp and paper, wood carving, and forestry.

Estimates range from 74 to 169 million people who have access to the Internet either at work or at home.¹ In 2004 it was estimated that over \$825 billion of total sales by merchants in the United States was conducted over the Internet.³ Census reports on e-commerce sales show that apparel and computer manufactures are the leaders in selling products through the internet.³ Your job will be how to best implement the Internet to service your customer better and make money at the same time.



³ U.S. Census Bureau. 2006. 2004 E-commerce Multi-sector Report. May 25, 2006. Washington, DC

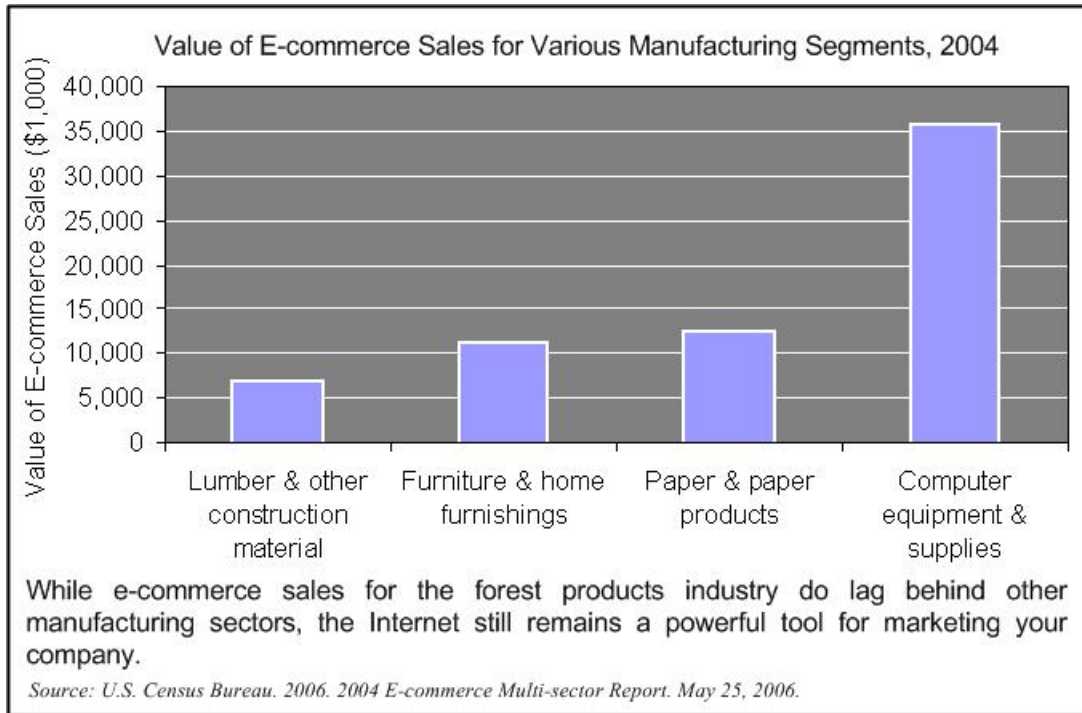
Marketing and the Internet

As business owner you need to decide how the Internet will service your customers better and how you can attract new customers with this technology. Recall that the two functions of marketing are to provide an avenue of communication with the customer and to make a profit, then decisions on utilizing the Internet should be based on these two principles.

Objectives of using the Internet

The objectives of using the Internet must meet and be consistent with the other marketing objectives of the firm. It is a tool to supplement your existing marketing program, not replace it. The Internet may allow you to service customers better, provide information to new customers, act as a permanent advertisement or publicity method, or reduce the costs of transactions. Cross and Smith⁴ state that, *“Internet marketing is about people rather than technology. Technology is merely a facilitator for a marketing strategy that focuses on customer benefits. Each technology-based program should provide multiple benefits to both the customer and the company.”* Other uses for the Net are for customers to place orders, to build mailing lists for future promotional efforts, increase your company’s image, to find employees, or for marketing research. The Internet offers more information than we all need. However, it can tell us much about our competitors and the marketplace. It also provides access to endless government data bases that can keep you abreast of current markets.

⁴ Internet Marketing That Works for Customers, by Richard Cross and Janet Smith, *Direct Marketing*, August, 1995, pp. 22-23.



Benefit from using the Internet

Before investing the time and effort in developing a Web page, you should discuss with some of your current customers how this technology will help them. Develop a Web site, with them in mind, not someone you don't know yet. If you can provide benefits for existing customers, most likely these will be benefits for future customers. Some methods in which the Internet may provide benefits to customers are: easier access to shipping information, product inventories, purchasing, discounts, company information, or product information. If this information is on-line, the customer does not have to "talk" with a real person and it could lead to a savings at your company which could be passed on to the customer.

Working the Internet into your marketing mix

As stated earlier, the Net is a supplement to your existing marketing mix. By providing a current home page, much information could supplement your advertisements in magazines, publicity, or what your sales people are currently promoting. Once you have a Web page, then you should advertise its address in all other promotions. If your marketing message is high quality red oak lumber delivered within 10 working days, then this message could be promoted in each medium. The interactivity of your home page will allow quick response to your customers. It is called the information super highway mainly because most people are currently using it to find information to become better consumers. The Internet will help you keep in contact with customers and build recognition for your company to non-customers. A Web page best resembles the Yellow pages or classified advertisements in magazines where customers seek out the advertiser. They must know where to look, so you will have to tell them your address.

Economic considerations of using the Internet for marketing

Before establishing an Internet site, determine which methods can save you money and increase your profits. The interactivity of a Web site may free time for those individuals who normally would deal with answering routine questions. If the customer can place orders over the Internet, then this saves time in filling out order entry forms. Routine promotions over the Internet to customers can save you mailing costs. Sales people may be able to set up appointments using e-mail which could reduce phone costs. Customer shipment information and invoicing can all occur over the Internet. Can you make it easy for customers to buy on the Internet? Automatically building customer lists

for future promotions and keeping track of what is being ordered is another method the Web site can save you money. There are a variety of methods in which a Web site could save a company time and money with careful evaluation.

Expressing your competitive advantage with the Internet

You should have a good idea why customers buy your wood products and not your competitors. It may be due to your quick delivery, high quality, excellent service, caring attitude toward the customer, lower price or whatever else you have developed over the years in business. This advantage should be molded into your Web page. If above average service is your motto, then the interactivity of your home page should promote and provide above average service. If lower prices are your advantage, then give the customer a reason to buy through the Internet, discount the prices. If you are known for high quality, then the home page better be first class. What ever you have identified as your strengths as an organization, you should exploit on the home page.

Formats for using the Internet for marketing

The general rule of thumb is KISS (KeeP It Simple Stupid). Do not overload your home page with too much information. Plan your site on paper first. Decide what you want to tell your customers. Users of the Web have short attention spans and if you can't get their attention quick, they are gone in a click of a mouse. Present your information in a simple and logical manner. Do not put a lot of graphics on the home page. It takes time to download the graphic files. Keep the graphics for the links to your home page. These are the pages with hot buttons that allow the reader to gather further information on your company. The home page should download quickly and be pleasant to the eye.

Choose colors that contrast and make it easy to read. Keep the style of the pages similar for each site. If you plan to use a lot of graphics, offer the reader a text only version of the home page. On every page have your company name, logo, e-mail hot link, and toll-free number so they can contact you easily. Since individuals are interested in information, keeping your Web site up-to-date is very important. If products or services change on a regular basis, you will want to change them at the site. If you have interactive links, where a customer wants responses, then someone will have to be assigned to respond to electronic requests for information. According to Lewis and Lewis⁵ a home page should serve the following functions: To introduce your site; grab customer's attention; serve as a table of contents; point to new stuff; and download quickly. They go on to say when designing a home page, think about magazine or book jacket covers. Keep the home page eye catching, interesting, and make sure you can print the entire page on a single sheet of paper.

Summary

How you turn this medium into profits will depend on your objectives and willingness to integrate the Internet into your marketing program. A well planned program will allow a forest products company more exposure to customers and allow them to serve their customers better. Lumber is being bought and sold via the Internet now from all reaches of the world. The Internet offers the opportunity to efficiently transfer information between you and your customers. As we turn the corner on the 21st

⁵ *Selling on the Net* by Herschell Lewis and Robert Lewis, 1997. NTC Publishing, Lincolnwood IL. 272p.

Century, having access to quality information provides a competitive advantage for forest products firms.

Sources for additional information on Internet marketing

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Patterson, Marni. *Doing Business on the World-Wide-Web*. Menlo Park, CA: Crisp Publications. 1997.

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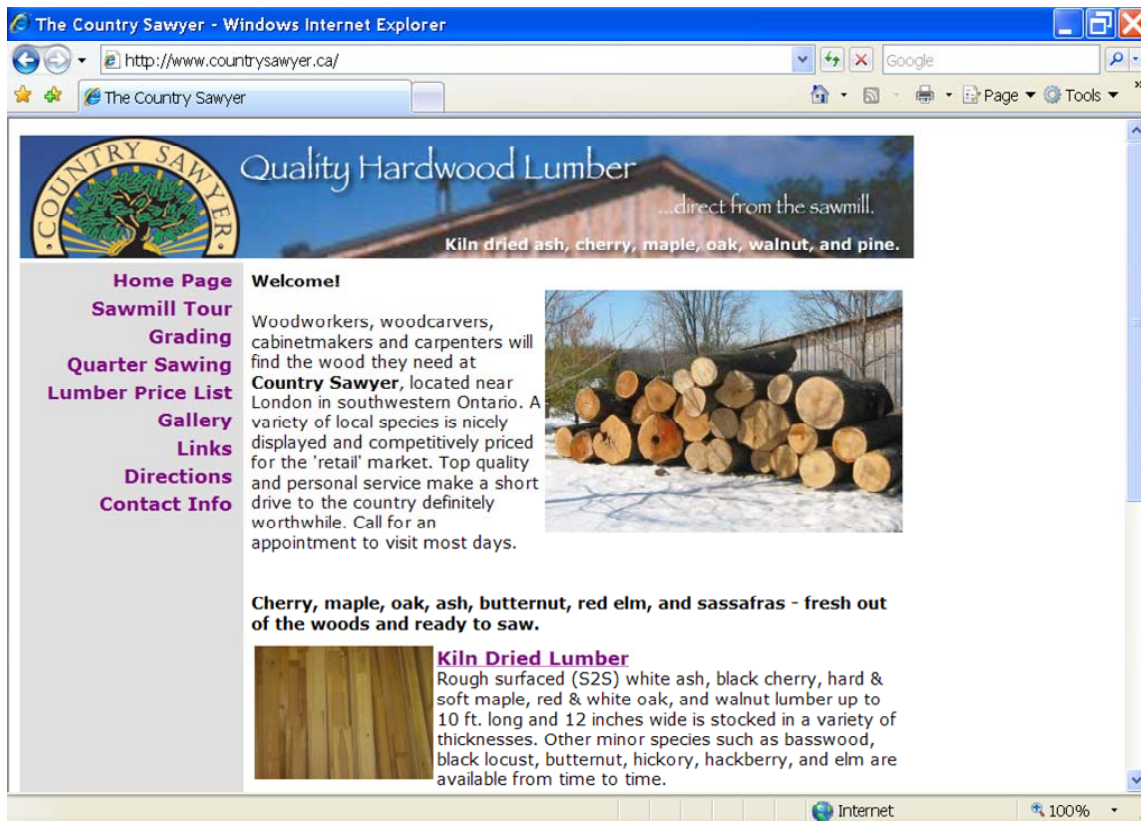
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Lewis, Herschell and Robert Lewis. 1997. *Selling On the Net*. NTC Publishing, Lincolnwood IL. 272p

U.S. Census Bureau. *2006 Statistical Abstract of the United States: 2006 (125th Edition)*. Washington, DC

U.S. Census Bureau. 2006. *2004 E-commerce Multi-sector Report*. May 25, 2006. Washington, DC

Case Study #4 – Country Sawyer



Located in Ontario, Canada the Country Sawyer company saws hardwood lumber which is later kiln dried and sold to woodworkers and hobbyist. All of this information is available at the company's website address: <http://www.countrysawyer.ca/>. At the Country Sawyer website there are photographs of their Woodmizer LT 40 bandsaw mill and of sawn lumber drying in their dehumidification dry kiln. Adding photographs to your website has become easier with the rapidly decreasing cost of digital cameras. Woody Green, owner of the Country Sawyer, states that it costs around \$50 per year to own the domain name of his website. The website was created and is maintained by Woody's son. Woody also goes on to say that approximately one-third of his customer contacts come from the website.

End of chapter discussion questions

1. What are your objectives for using the Internet?
2. How will your current customers benefit from this technology?
3. How will a Web page work with your other marketing tools?
4. Can the Internet save you time and money?
5. What is your company's competitive advantage that can be exploited through the Internet?
6. What is the best method to present the information on the Internet?

Appendices

This section provides listing of additional resources that small and medium producers of lumber will find helpful in seeking information. There are also lists of books, magazines, and addresses for web pages that provide information to the various topics discussed in the previous sections.

a. Federal assistance

Cooperative Forestry Offices by Region

Northern Region R-1: (Northern Idaho, Montana, North Dakota)
David Atkins, Fuels for Schools Program Manager
USDA Forest Service—S&PF
Federal Bldg.
P.O. Box 7669
200 E. Broadway
Missoula, MT 59807
Phone: 406-329-3134 Fax: 406-329-3132
E-mail: datkins@fs.fed.us
Website: <http://www.fs.fed.us/r1/>

Southwestern Region R-3: (Arizona, New Mexico)
Jerry Payne
USDA Forest Service, S&PF
517 Gold Ave., SW.
Albuquerque, NM 87102
Phone: 505-842-3391 Fax: 505-842-3165
E-mail: jpayne01@fs.fed.us
Website: <http://www.fs.fed.us/r3/>

Rocky Mountain Region R-2: (Colorado, Kansas, Nebraska, South Dakota, parts of Wyoming)
Bob Dettmann, Rural Development and Utilization & Marketing Specialist
USDA Forest Service—S&PF
740 Simms St.
Golden, CO 80401
Phone: 303-275-5741 Fax: 303-275-5754
E-mail: bdettmann@fs.fed.us
Website: <http://www.fs.fed.us/r2/>

Intermountain Region R-4: (Southern Idaho, Nevada, Utah, parts of Wyoming)
Scott W. Bell
USDA Forest Service—S&PF
324 25th St.
Ogden, UT 84401
Phone: 801-625-5259 Fax: 801-625-5716
E-mail: sbell@fs.fed.us
Website: <http://www.fs.fed.us/r4/>

Pacific Southwest Region R-5: (American Samoa, California, Commonwealth of Northern Mariana Islands, Federated States of Micronesia, Guam, Hawaii, Marshall Islands, Palau)
Bruce F. Goines, Rural Community Assistance Program Leader
USDA Forest Service, S&PF
RPF# 2221
1323 Club Dr.
Vallejo, CA 94592
Phone: 707-562-8910 Fax: 707-562-9054
E-mail: bgoines@fs.fed.us
Website: <http://www.fs.fed.us/r5/>

Southern Region R-8: (Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia)
Tom L. Darden, Director
Cooperative Forestry
USDA Forest Service, S&PF
1720 Peachtree Rd., NW.
Atlanta, GA 30367
Phone: 404-347-7397 Fax: 404-347-2776
E-mail: tldarden@fs.fed.us
Website: <http://www.fs.fed.us/r8/spf/>

Northeastern Area: (Connecticut, Delaware, Illinois, Indiana, Iowa, Maine, Maryland, Massachusetts, Michigan, Minnesota, Missouri, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont, Washington DC, West Virginia, Wisconsin)
Steve Bratkovich
USDA Forest Service, State & Private Forestry
1992 Folwell Ave.
St. Paul, MN 55108
Phone: 651-649-5246 Fax: 651-649-5238
E-mail: sbratkovich@fs.fed.us
Website: <http://www.na.fs.fed.us/>

Pacific Northwest Region R-6: (Oregon, Washington)
Bill von Segen
USDA Forest Service, Cooperative Programs
333 SW First Avenue
Portland, OR 97208-3623
Phone: 503-808-2348 Fax: 503-808-2339
E-mail: wvonsegen@fs.fed.us
Website: <http://www.fs.fed.us/r6/welcome.shtml>

Alaska Region R-10: (Alaska)
Kay Fermann
USDA Forest Service
3301 "C" St., Ste. 202
Anchorage, AK 99503
Phone: 907-743-9467 Fax: 907-443-9479
E-mail: kfermann@fs.fed.us
Website: <http://www.fs.fed.us/r10/spf/cf/>

Forest Products Laboratory

Forest Products Laboratory
One Gifford Pinchot Dr.
Madison, WI 53705-2398
Phone: 608-231-9200 Fax: 608-231-9592
Website: <http://www.fpl.fs.fed.us/>

Technology Marketing Unit
Forest Products Laboratory
One Gifford Pinchot Dr.
Madison, WI 53726-2398
Phone: 608-231-9504 Fax: 608-231-9592
Website: <http://www.fpl.fs.fed.us/tmu/>

Rick Bergman, Research Chemical
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Phone: 608-231-9477
E-mail: rbergman@fs.fed.us

Susan LeVan-Green, Program Manager
Phone: 608-231-9518
E-mail: slevan@fs.fed.us

Mark Knaebe, Wood Technologist
Phone: 608-231-9422
E-mail: mknaebe@fs.fed.us

Gerry Jackson, Forest Products Marketing
Specialist
Phone: 608-231-9492
E-mail: gjackson01@fs.fed.us

John "Rusty" Dramm, Forest Products
Utilization Specialist
Phone: 608-231-9326
E-mail: jdramm@fs.fed.us

Forest Service Research Stations

Northern Research Station
Forestry Sciences Laboratory
241 Mercer Springs Rd.
Princeton, WV 24740
Phone: 304-431-2700 Fax: 304-431-2772
Website:
<http://www.fs.fed.us/ne/princeton/>

Jan Wiedenbeck, Research Forest Products
Technologist / Project Leader
Phone: 304-431-2708
E-mail: jwiedenbeck@fs.fed.us

Edward Thomas, Research Computer
Scientist
Phone: 304-431-2324
E-mail: ethomas@fs.fed.us

Bill Luppold, Economist
Phone: 304-431-2770
E-mail: wluppold@fs.fed.us

Delton Alderman, Research Forest
Products Technologist
Phone: 304-431-2734
E-mail: dalderman@fs.fed.us

Northern Research Station
359 Main Road
Delaware, OH 43015-8640
Phone: 740-368-0059 Fax: 740-368-0152
Website: <http://www.fs.fed.us/ne/delaware/>

USDA Forest Service
Wood Education and Resource Center
301 Hardwood Lane
Princeton, WV 24740
Phone: 304-487-1510
Website: <http://www.na.fs.fed.us/werc/>

Northern Research Station
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1100 West 22nd St.
Cheyenne, WY 82002
Phone: 307-777-7586 Fax: 307-637-8726
E-mail: BCRAPPS@state.wy.us
Website: [http://slf-](http://slf-web.state.wy.us/forestry.aspx)

[web.state.wy.us/forestry.aspx](http://slf-web.state.wy.us/forestry.aspx)

James Whipple

Wisconsin Dept. of Natural Resources
518 West Somo St.
Tomahawk, WI 54487
Phone: 715-453-1264 Fax: 715-453-5998
E-mail: james.whipple@dnr.state.wi.us
Website:

<http://www.dnr.state.wi.us/org/land/forestry/>

Scott Bowe Associate Professor &
Extension Specialist

University of Wisconsin
120 Russell Labs
1630 Linden Dr
Madison, WI 53706-1598
Phone: 608-265-5849 Fax: 608-262-9922
E-mail: sbowe@wisc.edu
Website: <http://www.forest.wisc.edu/>

c. Directories

Alabama:

Forest Industries Directory

Alabama Forestry Commission
PO Box 302550
Montgomery, AL 36130-2550
Phone: 334-240-9300 Fax: 334-240-9390
Website:
http://www.forestry.state.al.us/Forest_Management/Forest_Industry.asp

Alaska:

Alaska Wood Products Manufacturers Directory

Juneau Economic Development Council
Wood Products Development Service
204 Siginaka Way
Sitka, Alaska 99835
Phone: 907-747-5688 Fax: 907-747-4331
Web site:
<http://www.jedc.org/wood/index.htm>

Arizona:

Arizona Forest Products Directory

Robert E. Larson, Professor
Northern Arizona University
School of Forestry
PO Box 15018
110 E Pine Knoll Drive
Flagstaff, AZ 86011
Phone: 928-523-3031 Fax: 928-523-1080
Website: <http://www.for.nau.edu/cms/>

California:

Forest Products Marketing Directory

Department of Forestry & Fire
Protection
P.O. Box 944246
Sacramento, CA 94244-2460
Phone: 916-653-9449 Fax: 916-653-8957
Website:
<http://www.fire.ca.gov/php/index.php>

Connecticut:

Connecticut Primary Wood Processors

Southern New England Forest Consortium,
Inc.
PO Box 760
Chepachet, RI 02814
Phone: 401-568-1610 Fax: 401-568-7874
E-mail: sneforest@efortress.com
Website: <http://www.snefci.org/index.htm>

Arkansas:

Arkansas Forest Industry Directory

Arkansas Forestry Commission
3821 West Roosevelt Road
Little Rock, AR 72204
Phone: 501-296-1940 Fax: 501-296-1949
Website:
<http://www.forestry.state.ar.us/index.html>

Colorado:

Colorado Forest Industries Directory

Colorado Wood Utilization and Marketing
Assistance Center
Joe Duda
Colorado State Forest Service
Campus Delivery 5060
Foothills Campus, Bldg. 1050
Fort Collins, CO 80523
Phone: 970-491-7546
E-mail: Joseph.Duda@colostate.edu
Website:
<http://www.colostate.edu/programs/cowood/>

Delaware:

Wood Industry Directory

Forestry Section
Department of Agriculture
2320 South Dupont Highway
Dover, DE 19901
Phone: 302-698-4500 Fax: 302-697-6245
Website:
http://www.state.de.us/deptagri/forestry/co_nser.shtml

Florida:

Florida Wood Using Industry Directory

Division of Forestry
Department of Agriculture & Consumer Services
3125 Conner Blvd.
Tallahassee, FL 32399-1650
Phone: 904-488-6611 Fax: 904-921-6724
Website: <http://www.fl-dof.com>

Hawaii:

Division of Forestry & Wildlife
1151 Punchbowl Street, Rm. 325
Honolulu, HI 96813
Phone: 808-587-0166 Fax: 808-587-0160
Website: <http://www.dofaw.net/>

Illinois:

Illinois Sawmill Directory
Department of Natural Resources
Division of Resource Protection and Stewardship
One Natural Resources Way
Springfield, IL 62702-1271
Phone: 217-785-8774 Fax: 217-785-2438
Website: <http://dnr.state.il.us/>

Iowa:

Iowa Forest Products Directory
Bureau of Forestry
Iowa Department of Natural Resources
Wallace Office Bldg. – 502 East 9th
Des Moines, IA 50319
Phone: 515-281-4924 Fax: 515-281-6794
Website: <http://www.iowadnr.com/forestry/>

Georgia:

Georgia Wood Using Industries & Forest Products Marketing Directory
Georgia Forestry Commission
Forest Information and Urban and Community Forestry
P.O. Box 819
Macon, GA 31202-0819
Phone: 478-751-3523 Fax: 478-751-3559
Email: fpumd@gfc.state.ga.us
Website: <http://www.gfc.state.ga.us/>

Idaho:

Directory of Idaho Wood Products Manufacturers
Department of Forest Products
College of Natural Resources
University of Idaho
P.O. Box 441132
Moscow, ID 83844-1132
Phone: 208-885-9663 Fax: 208-885-6226
Email: forprod@uidaho.edu
Website:
<http://www.cnrhome.uidaho.edu/forp/>

Indiana:

Primary/Secondary Forest Products Industries
Division of Forestry
Department of Natural Resources
1278 E SR 250
Brownstown, IN 47220
Phone: 812-358-2160 Fax: 812-358-5837
Website: <http://www.in.gov/dnr/forestry/>

Kansas:

Kansas Sawmills
Kansas Forest Service
Harold G. Gallaher Bldg.
2610 Clafin Road
Manhattan, KS 66502
Phone: 785-532-3300 Fax: 785-532-3305
Email: kfs@lists.oznet.ksu.edu
Website: <http://www.kansasforests.org/>

Kentucky:

Primary Wood Industry Directory

Division of Forestry
627 Comanche Trail
Frankfort, KY 40601
Phone: 502-564-4496 Fax: 502-564-6553
Website: <http://www.forestry.ky.gov/>

Maine:

Primary Processor Mill List

Bureau of Forestry
Department of Conservation
State House Station #22
Augusta, ME 04333
Phone: 207-289-4995 Fax: 207-289-2400
Website: <http://www.state.me.us/doc/mfs/>

Massachusetts:

Massachusetts Primary Wood Processors

Southern New England Forest Consortium, Inc.
PO Box 760
Chepachet, RI 02814
Phone: 401-568-1610 Fax: 401-568-7874
E-mail: sneforest@efortress.com
Website: <http://www.snefci.org/index.htm>

Louisiana:

Directory of Louisiana's Primary Forest Industries

Office of Forestry
Department of Agriculture & Forestry
P.O. Box 1628
Baton Rouge, LA 70821-1628
Phone: 225-925-4500 Fax: 225-922-1356
Website:
<http://www.ldaf.state.la.us/divisions/forestry/>

Maryland:

Maryland Forest Product Operators List

Department of Natural Resources Forest Service
580 Taylor Avenue
Annapolis, MD 21401
Phone: 410-260-8505 Fax: 410-260-8595
Website:
<http://www.dnr.state.md.us/forests/>

Michigan:

Wood products in Michigan: A Directory of Mills and Manufacturers

Michigan Forest Products Producers, Truckers, Brokers & Dealers

Forest, Minerals, Fire Management
Department of Natural Resources
Stevens T. Mason Bldg.
P.O. Box 30452
Lansing, MI 48909-7952
Phone: 517-373-1275 Fax: 517-373-2443
Website:
<http://www.michigandnr.com/wood/>

Minnesota:

Minnesota Primary Forest Products Directory

Division of Forestry
Department of Natural Resources
DNR Bldg., Box 44
500 Lafayette Road
St. Paul, MN 55155-4044
Phone: 612-296-6491 Fax: 612-296-5954
Website:
<http://www.dnr.state.mn.us/forestry/index.html>

Missouri:

Directory of Primary Wood Processors

Forestry Section
Department of Conservation
2901 West Truman Blvd.
P.O. Box 180
Jefferson City, MO 65102
Phone: 573-751-4115 Fax: 573-526-6670
Website: <http://www.mdc.mo.gov/forest/>

Nebraska:

Nebraska Forest Products Manufacturers - Primary Processors

Nebraska Forest Service
109 Plant Industry Building
University of Nebraska-Lincoln
Lincoln, NE 68583-0815
Phone: 402-472-5822 Fax: 402-472-2964
Website: <http://www.nfs.unl.edu/>

New Hampshire:

New Hampshire Directory of Sawmills & Lumber Wholesalers

UNH Cooperative Extension
210 Nesmith Hall
131 Main Street
University of New Hampshire
Durham, NH 03824
Phone: 603-862-2647 Fax: 603-862-0107
Website: <http://extension.unh.edu/>

Mississippi:

Mississippi's Primary Forest Industries

Mississippi Forestry Commission
Suite 300
301 N. Lamar Street
Jackson, MS 39201
Phone: 601-359-1386 Fax: 601-359-1349
Website: <http://www.mfc.state.ms.us/>

Montana:

Montana Forest Products Industry Directory

The University of Montana
Bureau of Business and Economic Research (MBB005)
Gallagher Business Building
32 Campus Dr. #6840
Missoula, MT 59812-6840
Phone: 406-243-5113 Fax: 406-243-2086
Website:
<http://www.bber.umt.edu/content/?x=1032>

Nevada:

Nevada Division of Forestry
2525 South Carson Street
Carson City, Nevada 89701
Phone: 775-684-2500 Fax: 775-687-4244
Website: <http://www.forestry.nv.gov/>

New Jersey:

Primary Processing Directory

Division of Parks & Forestry
Forestry Services
P.O. Box 404
501 East State St.
Trenton, NJ 08625
Phone: 609-292-2531 Fax: 609-984-0378
Website:
<http://www.state.nj.us/dep/parksandforests/>

New Mexico:

Wood Industry Directory

Forestry Division
New Mexico Energy, Minerals &
Natural Resources Department
P.O. Box 1948
Santa Fe, NM 87504-1948
Phone: 505-476-3325 Fax: 505-476-3330
Website:
[http://www.emnrd.state.nm.us/EMNRD/M
AIN/index.htm](http://www.emnrd.state.nm.us/EMNRD/M
AIN/index.htm)

North Carolina:

Buyers of Forest Products

Division of Forest Resources
1616 Mail Service Center
Raleigh, NC 27699-1616
Phone: 919-733-2162 Fax: 919-715-5247
Website: <http://www.dfr.state.nc.us/>

Ohio:

Sawmill Directory

Division of Forestry
Department of Natural Resources
Fountain Square
Columbus, OH 43224
Phone: 614-265-6703 Fax: 614-265-6709
Website:
<http://www.dnr.state.oh.us/forestry/>

Oregon:

Oregon Forest Industry Directory

Oregon Wood Innovation Center
Oregon State University
Corvallis, OR 97331
Phone: 541-737-1438 Fax: 541-737-3385
E-mail: chris.knowles@oregonstate.edu
Website:
<http://www.orforestdirectory.com/>

New York:

Directory of Primary Wood-Using Industries

Bureau of Private Land Services
Environmental Conservation
Department
625 Broadway
Albany, NY 12233-4252
Phone: 518-402-9425 Fax: 581-402-9028
Website: <http://www.dec.state.ny.us/>

North Dakota:

North Dakota Sawmill Directory

North Dakota Forest Service
P.O. Box 604
Lisbon, ND 58054
Phone: 701-683-4323 Fax: 701-683-5895
Website:
<http://www.ndsu.nodak.edu/forests/service/>

Oklahoma:

Lists of Timber Buyers, Buyers, and Sawmills

Oklahoma Department of Agriculture,
Food & Forestry
P.O. Box 528804
Oklahoma City, OK 73152-9913
Phone: 405-522-6158 Fax: 405-522-4583
E-Mail: okforest@oda.state.ok.us
Website:
[http://www.oda.state.ok.us/forestry-
home.htm](http://www.oda.state.ok.us/forestry-home.htm)

Pennsylvania:

Wood Industry Directory

Penn State University
School of Forest Resources
205 Forest Resources Building
University Park, PA 16802
Phone: 814-863-0679 Fax: 814-863-7193
E-mail: cdr4@psu.edu
Website: <http://woodpro.cas.psu.edu/>

Rhode Island:

Rhode Island Primary Wood Processors
Southern New England Forest Consortium,
Inc.
PO Box 760
Chepachet, RI 02814
Phone: 401-568-1610 Fax: 401-568-7874
E-mail: sneforest@efortress.com
Website: <http://www.snefci.org/index.htm>

South Dakota:

**Directory of South Dakota Forest
Products Industries**
Division of Resource Conservation and
Forestry
Department of Agriculture
523 E. Capitol Avenue
Pierre, SD 57501-3182
Phone: 605-773-3623 Fax: 605-773-5926
Website:
<http://www.state.sd.us/doa/forestry/index.htm>

Utah:

**Utah & Nevada Wood Industry
Directory**
Division of Forestry, Fire & State
Lands
1594 West North Temple, Suite 3520
Box 145703
Salt Lake City, Utah 84114-5703
Phone: 801-538-5555 Fax: 801-533-4111
Web site: <http://www.ffsl.utah.gov/>

Virginia:

**Virginia Primary Forest Products
Directory**
Department of Forestry
900 Natural Resources Drive
Suite 800
Charlottesville, VA 22903
Phone: 434-977-6555 Fax: 434-296-2369
Web site: <http://www.dof.virginia.gov/>

South Carolina:

Directory of Primary Forest Industries
Forestry Commission
P.O. Box 21707
Columbia, SC 29221
Phone: 803-896-8800 Fax: 803-798-8097
Web site: <http://www.state.sc.us/forest/>

Tennessee:

**Directory of Tennessee's Forest
Industries**
Division of Forestry
Department of Agriculture
Ellington Agriculture Center
Box 40627, Mel Rose Station
Nashville, TN 37204
Phone: 615-837-5431 Fax: 615-837-5003
Website:
<http://www.state.tn.us/agriculture/forestry/twui.html>

Vermont:

Directory of Sawmills & Veneer Mills
Department of Forests, Parks, &
Recreation
Agency of Natural Resources
103 South Main Street
Building 10 South
Waterbury, VT 05671-0601
Phone: 802-241-3678 Fax: 802-244-1481
Web site: <http://www.vtfpr.org/>

Washington:

Forest Industry Mill Directory
Department of Natural Resources
Forest Landowner Assistance
P.O. Box 407046
Olympia, WA 98504-7046
Phone: 206-902-1650 Fax: 206-902-1788
Web site: <http://www.dnr.wa.gov/>

West Virginia:

The Forest Industry

Division of Forestry
Bureau of Commerce
1900 Kanawha Boulevard East
Charleston, WV 25305
Phone: 304-558-2788 Fax: 304-558-0143
Web site: <http://www.wvforestry.com/>

Wisconsin:

**Primary Wood Using Industry Database
Secondary Wood Using Industry
Database**

Department of Forest Ecology and
Management
University of Wisconsin-Madison
1630 Linden Drive, Madison, WI 53706
Phone: 608-265-5849 Fax: 608-262-9922
Email: sbowe@wisc.edu
Web site:
<http://www.woodindustry.forest.wisc.edu/>

Wyoming:

Wyoming Forest Industry Directory

Forestry Division
Office of State Lands and Investments
1100 West 22nd Street
Cheyenne, WY 82002
Phone: 307-777-7586
Fax: 307-777-5986
Web site: <http://slf-web.state.wy.us/>

d. Trade associations

National Trade Associations

National Hardwood Lumber Association
6830 Raleigh-LaGrange Road
Memphis, TN 38184-0518
Phone: 901-377-1818
E-mail: info@nhla.com
Website:
<http://www.natlhardwood.org/index.asp?userid=>

Wood Component Manufacturers
Association
741 Butlers Gate, Suite 100
Marietta, Georgia 30068
Phone: 770-565-6660 Fax: 770-565-6663
E-mail: wcma@woodcomponents.org
Website:
<http://www.woodcomponents.org/index2.html>

Wood Moulding & Millwork Producers
Association
507 First Street
Woodland, CA 95695
Phone: 530-661-9591 Fax: 530-661-9586
Website: <http://www.wmmpa.com/>

North American Wholesale Lumber
Association
3601 Algonquin Road, Suite 400
Rolling Meadows, IL 60008
Phone: 847-870-7470 Fax: 847-870-0201
Website: <http://www.lumber.org/>

Wood Machinery Manufacturers of America
100 North 20th Street
4th Floor
Philadelphia, PA 19103-1443
Phone: 215-564-3484 Fax: 215-963-9785
Email: wmma@fernley.com
Website: <http://www.wmma.org/index.cfm>

American Forest and Paper Association
1111 Nineteenth Street, NW, Suite 800
Washington, DC 20036
Phone: 1-800-878-8878
E-mail: info@afandpa.org
Website: <http://www.afandpa.org/>

Hardwood Manufacturers Association
400 Penn Center Blvd., Suite 530
Pittsburgh, PA 15235
Phone: 412-829-0770 Fax: 412-829-0844
Website: <http://www.hmamembers.org/>

National Lumber and Building Material Dealers Association
900 2nd Street, NE, Suite 305
Washington, DC 20002
Phone: 800-634-8645 Fax: 202-547-7640
Website: <http://www.dealer.org/>

National Wood Flooring Association
111 Chesterfield Industrial Blvd.
Chesterfield, MO 63005
Phone: 1-800-422-4556 Fax: 636-519-9664
Website: <http://www.woodfloors.org/consumer/index.aspx>

Hardwood Federation
1111 19th Street, NW
Suite 800
Washington, DC 20036
Phone: 202-463-2705 Fax: 202-463-4702
Website: <http://www.hardwoodfederation.net/index.php>

Wood Products Manufacturers Association
P.O. Box 761
Westminster, MA 01473-0761
Phone: 978-874-5445 Fax: 978-874-9946
Website: <http://www.wpma.org/>

American Hardwood Export Council
1111 Nineteenth Street, NW
Suite 800
Washington, DC 20036
Phone: 202-463-2720 Fax: 202-463-2787
Website: <http://www.ahec.org/>

Maple Flooring Manufacturers Association, Inc.
60 Revere Drive, Suite 500
Northbrook, IL 60062
Phone: 847-480-9138 Fax: 847-480-9282
Website: <http://www.maplefloor.org/>

NOFMA: The Wood Flooring Manufacturers Association
22 N. Front St., Suite 660
Memphis, TN 38103
Phone: 901-526-5016 Fax: 901-526-7022
Website: <http://www.nofma.org/>

National Wooden Pallet and Container Association
1421 Prince Street, Suite 340
Alexandria, VA 22314-2805
Phone: 703-519-6104 Fax: 703-519-4720
Website: <http://www.nwpc.org/>

Hardwood Distributors Association
c/o Heidler Hardwood Lumber Co.
2559 S. Damen Ave.
Chicago, IL 60608
Website: <http://www.hardwooddistributors.net/index.html>

Forest Products Society
2801 Marshall Ct.
Madison, WI, 53705
Phone: 608-231-1361 Fax: 608-231-2152
Website: <http://www.forestprod.org/>

Society of Wood Science & Technology
One Gifford Pinchot Drive
Madison, WI 53726-2398
Phone: 608-231-9347 Fax: 608-231-9592
Website: <http://www.swst.org/>

International Wood Products Association
4214 King Street, West
Alexandria, Virginia 22302
Phone: 703-820-6696 Fax: 703-820-8550
Email: info@iwpawood.org
Website: <http://www.iwpawood.org/>

Regional Trade Associations

Western Wood Products Association
522 SW Fifth Ave. Suite 500
Portland, Oregon 97204-2122
Phone: 503-224-3930 Fax: 503-224-3934
Email: info@wwpa.org
Website: <http://www.wwpa.org/>

Southern Forest Products Association
2900 Indiana Ave.
Kenner, LA 70065
Phone: 504-443-4464 Fax: 504-443-6612
Website: <http://www.sfpa.org/>

Western Red Cedar Lumber Association
1501-700 West Pender Street
Pender Place 1, Business Building
Vancouver B.C.
Canada V6C 1G8
Phone: 604-684-0266 Fax: 604-687-4930
Email: wrcla@wrcla.org
Website: <http://www.wrcla.org/>

West Coast Lumber Inspection Bureau
P.O. Box 23145
Tigard, OR 97281
Phone: 503-639-0651 Fax: 503-684-8928
Email: info@wclib.org
Website: <http://www.wclib.org/>

New England Lumber Manufacturers
Association
272 Tuttle Rd.
Cumberland, ME 04021
Phone: 207-829-6901 Fax: 207-829-4293
E-mail: info@nelma.org
Website: <http://www.nelma.org/>

Lake States Lumber Association
500 S. Stephenson Avenue, Suite 301,
Iron Mountain, MI 49801
Phone: 906-774-6767 Fax: 906-774-7255
E-mail lsla@lakestateslumber.com
Website:
<http://www.lakestateslumber.com/>

Timber Producers Association of Michigan
& Wisconsin
3243 Golf Course Road
P.O. Box 1278
Rhineland, WI 54501
Phone: 715-282-5828 Fax: 715-282-4941
Email: holly@timberpa.com
Website: <http://www.timberpa.com/>

Southeastern Lumber Manufacturers
Association Inc.
671 Forest Parkway
P.O. Box 1788
Forest Park, GA 30298
Phone: 404-361-1445 Fax: 404-361-5963
Website: <http://www.slma.org/>

Western Hardwood Association
P.O. Box 1095
Camas, WA 98607
Phone: 360-835-1600 Fax: 360-835-1900
Email: wha@westernhardwood.org
Website: <http://www.westernhardwood.com>

Southern Pine Inspection Bureau
P. O. Box 10915
Pensacola, FL 32524-0915
Phone: 850-434-2611 Fax: 850-433-5594
Website: <http://www.spib.org/>

Northeastern Retail Lumber Association
585 North Greenbush Road
Rensselaer, NY 12144
Phone: 518-286-1010 Fax: 518-286-1755
Website:
<http://www.nrla.org/homepage.htm>

Intermountain Forest Association
3731 N. Ramsey Road, Suite 110
Coeur d'Alene, ID 83815
Phone: 208-667-4641 Fax: 208-664-0557
E-mail: info@intforest.org
Website: <http://www.ifa.com/>

PENN-YORK Lumbermen's Club
125 South Union Street
Olean, NY 14760
Website: <http://www.pennyork.org/>

Lumber Association of California &
Nevada
3130 Fite Circle
Sacramento, CA 95827
Phone: 916-369-7501 Fax: 916-369-8271
E-mail: info@lumberassoc.com
Website: <http://www.lumberassoc.com/>

Northwestern Lumber Association
1405 Lilac Drive North, #130
Minneapolis, MN 55422
Phone: 763-544-6822 Fax: 763-545-4060
Website: <http://www.nlassn.org/>

Appalachian Hardwood Manufacturers,
Inc.
P.O. Box 427, High Point, NC 27261
Phone: 336-885-8315 Fax: 336-886-8865
Website: <http://www.appalachianwood.org/>

Mountain States Lumber & Building
Materials Dealers Association
9034 East Easter Place, Suite 103
Centennial, CO 80112
Phone: 303-793-0859 Fax: 303-290-9137
Website:
<http://www.mslbmda.org/index.shtml>

Southern Pine Council
2900 Indiana Avenue
Kenner, LA 70065-4605
Phone: 504-443-4464 Fax: 504-443-6612
Website: <http://www.southernpine.com/>

Allegheny Hardwood Utilization Group
P.O. Box 133
Kane, PA 16735
Phone: 814-837-8550
Website: <http://www.ahug.com/index.html>

Southern Lumber Exporters Association,
Inc.
Website: <http://www.slea.org/>

Mid-America Lumbermen's Association
638 West 39th Street
Kansas City, MO 64111
Phone 816-561-5323 Fax: 816-561-1249
E-mail: mail@themla.com
Website: <http://www.themla.com/>

Northeastern Loggers' Association
3311 State Route 28
P.O. Box 69
Old Forge, NY 13420
Phone: 315-369-3078 Fax: 315-369-3736
Website: <http://www.northernlogger.com/>

State Specific Trade Associations

Alabama:

Alabama Forestry Association
555 Alabama St.
Montgomery, AL 36104
Phone: 334-265-8733 Fax: 334-262-1258
Website: <http://www.alaforestry.org/>

Arizona:

Northern Arizona Wood Products
Association
c/o Little Colorado River Plateau RC&D
51 W. Vista, #4
Holbrook, AZ 86025
Website: <http://www.nawpa.org/>

California:

The California Forest Products
Commission
853 Lincoln Way, Suite 208
Auburn, CA 95603
Phone: 530-823-2363 Fax: 530-823-1850
Website:
<http://www.calforests.org/index.html>

Colorado:

Colorado Timber Industry Association
P.O. Box 32
Delta, Colorado 81416
Phone: 970-275-5494
E-mail: ctia@montrose.net
Website: <http://www.coloradotimber.org/>

Delaware:

Delaware Forestry Association
W. Allen Jones, President
PO Box 344
Bridgeville, DE
Phone: 410-742-3163

Georgia:

Georgia Federation of Forest Owners
Archie McEuen, Secretary
2402 Manchester Dr.
Waycross, GA 31501
Phone: 912-283-0871

Alaska:

Alaska Forest Association
111 Stedman Street, Suite 200
Ketchikan, AK 99901
Phone: 907-225-6114 Fax: 907-225-5920
Website:
<http://www.akforest.org/index.htm>

Arkansas:

Arkansas Wood Manufacturers Association
Phone: 1-888-299-2962
Email: awma@arkwood.org
Website:
<http://www.arkwood.org/membershipinfo/age.html>

California Redwood Association

Phone: 888-CALREDWOOD
E-mail: info@calredwood.org
Website: <http://www.calredwood.org/>

Connecticut:

Eastern Connecticut Forest Landowners
Association
PO Box 404
Brooklyn, CT 06234
Phone: 860-684-5055
Website: <http://www.ecfla.org/index.html>

Florida:

Florida Wood Council
P.O. Box 1667
Mount Dora, FL 32756-1667
Phone: 352-385-0081 Fax: 352-383-8756
Website: <http://www.woodsource.org/>

Hawaii:

Hawaii Forest Industry Association
P.O. Box 10216
Hilo, Hawaii 96721
Phone: 808-933-9411 Fax: 808-933-9140
Website: <http://www.hawaii-forest.org/>

Idaho:

Idaho Forest Products Commission
350 N. 9th, Suite 304
Boise, ID 83702
Phone: 208-334-3292 Fax: 208-334-3449
Website: <http://www.idahoforests.org/>

Illinois:

Illinois Wood Products Association
Dept. of Forestry (Mailcode 4411)
Southern Illinois University
Carbondale, IL 62901
Phone: 618-453-3341
Website: <http://www.siu.edu/~iwpa/>

Illinois Lumber and Material Dealers
Association
932 South Spring Street
Springfield, ILL 62704
Phone: 1-800-252-8641
Website: <http://www.ilmda.com/>

Indiana:

Indiana Hardwood Lumbermen's
Association
3600 Woodview Trace, Suite 101
Indianapolis, IN 46268
Phone: 800-640-IHLA Fax: 317-875-3661
Email: info@ihla.org
Website: <http://www.ihla.org/>

Indiana Lumber and Builders' Supply
Association
55 Monument Circle
Suite 732
Indianapolis, IN 46204-2918
Phone: 317-875-3737 Fax: 317-875-3717
Email: info@ilbsa.org
Website: <http://www.ilbsa.org/>

Iowa:

Iowa Wood Industries Association
1523 295th Avenue
Ft. Madison, IA 52627
Phone: 319-528-6231

Kansas:

Kansas Forest Products Association
Dan Howell, Treasurer
1532 Yonder Road
Frankfort, KS 66427

Kentucky:

Kentucky Forest Industries Association
106 Progress Drive
Frankfort, Kentucky 40601
Phone: 502-695-3979 Fax: 502-695-8343
Website: <http://www.kfia.org/>

Louisiana:

Louisiana Forestry Association
P.O. Box 5067
Alexandria, LA 71307
Phone: 318-443-2558
Website: <http://www.laforestry.com/>

Maine:

Maine Wood Products Association
PO Box 401
Belfast, Maine 04915
Phone: 207-338-2883 Fax: 207-338-2884
Website: <http://www.mainewood.org/>

Maine Forest Products Council
535 Civic Center Drive
Augusta, Maine 04330
Phone: 207-622-9288 Fax: 207-626-3002
E-mail: info@maineforest.org
Website: <http://www.maineforest.org/>

Maryland:

Maryland Forests Association
P.O. Box 599
Grantsville, MD 21536
Phone: (301) 895-5369
Website: <http://mdforests.org/>

Michigan:

Michigan Lumber and Building Materials Association
5815 Executive Drive Suite A
Lansing, MI 48911
Phone: 517-394-5225 Fax: 517-394-5228
E-mail: assn@mlbma.org
Website:
<http://www.mlbma.org/pages/index.cfm>

Minnesota:

Minnesota Forest Industries
903 Medical Arts Building
324 West Superior Street
Duluth, MN 55802
Phone: 218-722-5013
Website:
<http://www.minnesotaforests.com/Index.asp>

Missouri:

Missouri Forest Products Association
611 East Capitol Ave.
Jefferson City, MO 65101
Phone: 573-634-3252 Fax: 573-636-2591
Website: <http://www.moforest.org/>

New Hampshire:

54 Portsmouth Street
Concord, NH 03301
Phone: 603-224-9699
Website: <http://www.nhtoa.org/>

Massachusetts:

Massachusetts Forest Products Association
433 West Street, Suite 5
Amherst, MA 01002
Phone: 413-256-6795 Fax: 413-253-5542
Website: <http://www.massforest.com/>

Michigan Association of Timbermen

7350 M-123
Newberry, MI 49868
Phone: 800-682-4979 Fax: 906-293-5444
Website: <http://www.timbermen.org/>

Mississippi:

Mississippi Lumber Manufacturers Assoc.
P.O. Box 5241
Jackson, MS 39296-5241
Phone: 601-982-1731 Fax: 601-982-5263
Website: <http://www.mslumbermfg.org/>

Montana:

Montana Wood Products Association
1205 Butte Ave. Suite 5
P.O. Box 1149
Helena, MT 59624
Phone: 406-443-1566 Fax: 406-443-2439
E-mail: mwpa@montanaforests.com
Website: <http://www.montanaforests.com/>

New Jersey:

New Jersey Lumber Dealers Association
66 Morris Avenue, Suite 2A
Springfield, NJ 07081
Phone: 973-379-1100 Fax: 973-379-6507
E-mail: info@njlda.org
Website: <http://www.njlda.org/>

New York:

Empire State Forest Products Association
828 Washington Avenue
Albany, NY 12203
Phone: 518-463-1297 Fax: 518-426-9502
E-mail: esfpa@esfpa.org
Website: <http://www.esfpa.org/>

Ohio:

Ohio Construction Suppliers Association
41 Crosswell Road
Columbus, Ohio, 43214
Phone: 614-267-7817 Fax: 614-267-6448
Website: <http://www.ohiolumber.org/>

Oregon:

Oregon Forest Industries Council
PO Box 12826
Salem, Oregon 97309
Phone: 503-371-2942
Website: <http://www.ofic.com/>

Pennsylvania:

Pennsylvania Forest Products Association
545 W. Chocolate Ave.
Hershey, PA 17033
Phone: 717-312-1244 Fax: 717-312-1335
Email: hlma@hlma.org
Website: <http://www.hlma.org/>

Rhode Island:

Rhode Island Forest Conservators
Organization
PO Box 53 • No. Scituate, RI 02857-0053 •
401.568-3421 • info@rifco.org
Website: <http://www.rifco.org/>

Tennessee:

Tennessee Forestry Association
P.O. Box 290693
Nashville, TN 37229
Phone: 615-883-3832
Website: <http://tnforestry.com/index2.html>

North Carolina:

North Carolina Forestry Association
1600 Glenwood Ave., Suite 1
Raleigh, NC 27608
Phone: 919-834-3943 Fax: 919-832-6188
Website: <http://www.ncforestry.org/>

Oklahoma:

Oklahoma Lumbermen's Association
2801 Lincoln Blvd, Ste 237
Oklahoma City, Oklahoma 73105
Phone: 405-602-5384 Fax: 405-602-5332
Website: <http://www.oklumber.org/>

Pennsylvania Hardwoods Development
Council
Pennsylvania Department of Agriculture
2301 North Cameron Street, Room 308
Harrisburg, PA 17110-9408
Phone: 717-772-3715 Fax: 717-705-0663
Website:
<http://www.agriculture.state.pa.us/agriculture/cwp/view.asp?q=127137>

South Carolina:

South Carolina Forestry Association
Post Office Box 21303
Columbia, South Carolina 29221-1303
Phone: 803-798-4170 Fax: 803-798-2340
E-mail: scfa@scforestry.org
Website: <http://www.scforestry.org/>

Texas:

Lumbermen's Association of Texas
816 Congress Ave. Suite 1250
Austin, TX 78701
Phone: 512-472-1194 Fax: 512-472-7378
Website: <http://www.lat.org/index.html>

Utah:

Utah Forest Products Association
351 W. University Blvd, PE 203
Cedar City, UT 84720
Phone: 434-586-7738
Website:
http://extension.usu.edu/forestry/Business/FPB_UFPASite.htm

Virginia:

Virginia Forest Products Association
P.O. Box 160
Sandston, VA 23150
Phone: 804-737-5625 Fax: 804-737-9437
E-mail: vfpa@att.net
Website: <http://www.vfpa.net/>

West Virginia:

West Virginia Forestry Association
P.O. Box 718
Ripley, WV 25271
Website: <http://www.wvfa.org/>

Vermont:

Vermont Wood Products Marketing
Council
PO BOX 6004
Rutland, VT 05702
Phone: 802-747-7900
Email: kwanner@vermontwood.org
Website: <http://www.vermontwood.org/>

Washington:

Washington Forest Protection Association
724 Columbia St. NW, Suite 250
Olympia, WA 98501
Phone: 360-352-1500 Fax: 360-352-4621
Email: info@wfpa.org
Website: <http://www.wfpa.org/index.html>

Wisconsin:

Wisconsin Woodland Owners Association
P.O. Box 285
Stevens Point, WI 54481
Phone: 715-346-4798
Fax: 715-346-4821
Email: nbozek@uwsp.edu
Website:
<http://www.wisconsinwoodlands.org/>

e. Trade and market publications

Timber Mart-South

Center for Forest Business
Daniel B. Warnell School of Forestry &
Natural Resources
University of Georgia
Athens, GA 30602-2152
Phone: 706-542-2832
Website: <http://www.tmart-south.com>

**Independent Sawmill and Woodlot
Management**

P.O. Box 1149
Bangor, ME 04402
Ph: 207-945-9469 Fax: 207-945-9874
Website: <http://www.sawmillmag.com/>

Lumberman's Equipment Digest

P.O. Box 1146
Columbia, TN 38401
Phone: 1-800-477-7606
Website:
<http://www.lumbermenonline.com/index.cfm>

Southern Lumberman

P.O. Box 2268
Montgomery, AL 36102-2268
Phone: 334-834-1170 Fax: 334-834-4525
Website:
<http://www.southernlumberman.com>

Timber Processing

P.O. Box 2268
Montgomery, AL 36102-2268
Phone: 334-834-1170 Fax: 334-834-4525
Website: <http://www.timberprocessing.com>

The Northern Logger & Timber Processor

3311 State Route 28
P.O. Box 69
Old Forge, NY 13420
Phone: 315-369-3078 Fax: 315-369-3736
Website: <http://www.northernlogger.com/>

Weekly Hardwood Review

P.O. Box 471307
Charlotte, North Carolina 28247-1307
Phone: 1-800-638-7206 Fax: 704-543-4411
Website:
<http://www.hardwoodreview.com/>

Forest Products Equipment

P.O. Box 449
St. Johnsbury, Vermont 05819
Phone: 1-800-422-7147
Website: <http://www.fpemagazine.com/>

Forest Industry Magazine

4360 San Carlos Drive
Macon, GA 31206
Phone: 478-314-2285 Fax: 478-314-2294

Wood Digest

1233 Janesville Avenue
Fort Atkinson, WI 53538
Phone: 920-563-6388
Fax: 920-563-1707
Website: <http://www.wooddigest.com/>

Pallet Enterprise

1893-D1 Billingsgate Circle
Richmond VA 23233-4239
Phone: 804-740-1567 Fax: 804-740-2826
Website: <http://www.palletenterprise.com/>

Random Lengths

P.O. Box 867
Eugene, OR 97440
Phone: 541-686-9925 Fax: 541-686-9629
Website: <http://www.randomlengths.com/>

**Crow's Industrial Lumber Report
Crow's Weekly Market Report**

4 Alfred Circle
Bedford, MA 01730 USA
Phone: 781-734-8900 Fax: 781-271-0337
Website:
<http://www.risiinfo.com/corporate/do/welcome>

Hardwood Market Report

P. O. Box 2633
Memphis, TN 38088-2633
Phone: 901-767-9126 Fax: 901-767-7534
Website: <http://www.hmr.com/>

National Hardwood Magazine

P.O. Box 34908
Memphis, TN 38184
Phone: 705-750-1940 Fax: 705-750-0677
Website:
<http://www.nationalhardwoodmag.com>

Wood & Wood Products

P.O. Box 1400
Lincolnshire, IL 60069
Phone: 847-634-4347 Fax: 847-634-4374
Website: <http://www.iswonline.com>

American Lumber & Pallet

P.O. Box 1136
Fayetteville, TN 37334
Phone: 931-433-1010 Fax: 931-433-1081
Email: alp@amlumber.com
Website: <http://www.amlumber.com/>

Pallet Profile Weekly

1893-D1 Billingsgate Circle
Richmond, VA 23233-4239
Phone: 804-740-1567 Fax: 804-740-2826
Website: <http://www.palletprofile.com/>

Crossties

115 Commerce Drive, Suite C
 Fayetteville, GA 30214
 Phone: 770-460-5553 Fax: 770-460-5573
 E-mail: ties@RTA.org
 Website: <http://www.rta.org/>

Wood Markets Monthly International Report

Suite 501-570 Granville Street
 Vancouver, B.C., Canada V6C 3P1
 Phone: 604-801-5996 (county code 1)
 Website: <http://www.woodmarkets.com/>

f. Export Assistance**Federal Assistance**

USDA Foreign Agricultural Service
 Forest and Fishery Products Division
 1400 Independence Avenue
 AG Stop 1047
 Washington, D.C. 20250-1047
 Phone: 202-720-0638 Fax: 202-720-8461
 E-mail: ffpd@fas.usda.gov
 Website:
<http://www.fas.usda.gov/ffpd/fpd.html>

US Dept. of Commerce
 International Trade Administration
 Brian Woodward, Forest Products Industry
 Specialist
 1401 Constitution Ave NW
 Washington, DC 20230
 Phone: 202-482-0375
 Website: <http://trade.gov/index.asp>

USDA Animal and Plant Health Inspection
 Service
 4700 River Road
 Riverdale, MD 20737
 Website: <http://www.aphis.usda.gov/>

State Assistance

Alabama:
 Crystal Collier, International Marketing
 Specialist
 P. O. Box 3336
 Montgomery, AL 36109
 Phone: 334-240-7224 Fax: 334-240-7270
 Website:
[http://www.agi.alabama.gov/international t
 rade](http://www.agi.alabama.gov/international_trade)

Alaska:
 Patricia Eckert, Trade Specialist
 Office of the Governor
 State of Alaska
 550 West 7th Ave., Ste. 1700
 Anchorage, AK 99501
 Phone: 907-269-8118
 Email: Patricia_Eckert@gov.state.ak.us
 Website:
[http://www.gov.state.ak.us/trade/2005/prod
 ucts/forest_export2005.php](http://www.gov.state.ak.us/trade/2005/products/forest_export2005.php)

Arizona:

Arizona Department of Commerce
International Trade
1700 W. Washington, Suite 600
Phoenix, Arizona 85007
Phone: 602-771-1155
Website:
<http://www.azcommerce.com/BusAsst/>

California:

California Agricultural Export Program
1220 N Street, 2nd Floor
Sacramento, CA 95814
Phone: 916-654-0389 Fax: 916-653-2604
Website:
<http://www.calagexports.com/home.htm>

Connecticut:

Jaime Smith, Marketing Representative
Department of Agriculture
165 Capitol Avenue
Hartford, CT 06106
Phone: 860-713-2569
Website: <http://www.ct.gov/doag/>

Florida:

Bureau of Development and Information
Mayo Building, M9
407 South Calhoun Street
Tallahassee, Florida 32399-0800
Phone: 850-488-9948
Website: <http://www.florida-agriculture.com/development.htm>

Hawaii:

Department of Business, Economic
Development & Tourism
Office of International Affairs
P.O. Box 2359
Honolulu, Hawaii 96804
Website:
<http://www.hawaii.gov/dbedt/business/international/>

Arkansas:

Arkansas Department of Economic
Development
One State Capitol Mall
Little Rock, Arkansas 72201
Phone: 501-682-1121 Fax: 501-682-7394
Website: <http://www.1800arkansas.com/>

Colorado:

Tim Larsen, International Marketing
700 Kipling St., Suite, 4000
Lakewood, CO 80215
Phone: 303-239-4114 Fax: 303-239-4125
Website:
<http://www.ag.state.co.us/mkt/mkt.html>

Delaware:

Anna White, International Trade Specialist
International Trade and Development
820 N. French Street
Wilmington, DE 19801
Phone: 302-577-8464
Website:
<http://www.omb.delaware.gov/itu/>

Georgia:

Office of International Trade and Domestic
Marketing
328 Agriculture Building
Capitol Square
Atlanta, Georgia
Phone: 404-656-3740
Website:
<http://agr.georgia.gov/02/doa/home/0,2473,38902732,00.html>

Idaho:

Idaho State Department of Agriculture
Division of International Marketing
P. O. Box 790
Boise, Idaho 83701-0791
Phone: 208-332-8500 Fax: 208-334-2170
Website:
<http://www.agri.idaho.gov/Categories/Marketing/indexMarketing.php>

Illinois:

State of Illinois Department of Agriculture
International Marketing
P.O. Box 19281, State Fairgrounds
Springfield, IL 62794-9281
Phone: 217-782-2172
Website:
<http://www.agr.state.il.us/marketing/intmkt.html>

Iowa:

Iowa Department of Economic
Development
200 East Grand Avenue
Des Moines, IA 50309
Phone: 515-242-4700 Fax: 515-242-4809
Website:
<http://www.iowalifechanging.com/business>

Kentucky:

Kentucky Department of Agriculture
100 Fair Oaks Land, 5th Floor
Frankfort, KY 40601
Phone: 502-564-4983
Fax: 502-564-0303
Website: <http://www.kyagr.com/>

Maine:

Maine Department of Agriculture
Market and Production Development
Division
Deering Bldg. - AMHI Complex
28 State House Station
Augusta, ME 04333-0028
Phone: 207-287-9072
<http://www.maine.gov/agriculture/mpd>

Indiana:

Office of International Development -
Indiana Economic Development
Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204
Phone: 317-233-3762 Fax: 317-232-4146
Website: <http://www.in.gov/iedc/>

Kansas:

Kansas Department of Agriculture
Trade Development Division
Curtis State Office Building
1000 S.W. Jackson Street, Suite 100
Topeka, KS US 66612
Phone: 785-296-5473
Website: <http://www.kansascommerce.com>

Louisiana:

Louisiana Department of Agriculture and
Forestry
Roy Johnson, Director, Market
Development
P.O. Box 3334
Baton Rouge, LA 70821-3334
Phone: 225-922-1277 Fax: 225-922-1289
Website:
<http://www.ldaf.state.la.us/divisions/market>
[ing](http://www.ldaf.state.la.us/divisions/market)

Maryland:

Maryland Department of Agriculture
International Marketing Program
Theresa Brophy, Director
Phone: 410-841-5770
Website:
http://www.mda.state.md.us/md_products

Massachusetts:

Massachusetts Department of Agricultural Resources
Bureau of Markets - Foreign Trade
Bonita Oehlke
251 Causeway Street, Suite 500
Boston, MA 02114
Phone: 617-626-1753
Website: <http://www.mass.gov/agr/>

Minnesota:

Minnesota Trade Office
Suite 1000
30 East 7th Street
St. Paul, MN 55101-4902
Phone: 651-297-4222
Website: <http://www.exportminnesota.com/>

Missouri:

Missouri Department of Agriculture
Ag Business Development Division
John Hensley, Business & Industry Specialist
P.O. Box 630
Jefferson City, MO 65102
Phone: 573-751-4762 Fax: 573-751-2868
Website: <http://www.mda.mo.gov/>

Nebraska:

Nebraska Department of Economic Development
Office of International Trade and Investment
P.O. Box 94666
Lincoln, NE 68509-4666
Phone: 800-426-6505 Fax: 402-471-3778
Website: <http://international.neded.org/>

New Hampshire:

New Hampshire Office of International Commerce
International Trade Resource Center
17 New Hampshire Avenue
Portsmouth, NH 03801
Phone: 603-334-6074
E-mail: itrc@dred.state.nh.us
Web: <http://www.exportnh.org>

Michigan:

Michigan Department of Agriculture International and New Market Development Program
Phone: 517-241-2178
P.O. Box 30017
Lansing, Michigan 48909
Website: <http://www.michigan.gov/mda>

Mississippi:

Mississippi Department of Agriculture & Commerce
Market Development
Patrick Sullivan, Bureau Director
P.O. Box 1609 / Jackson, MS 39215
Phone: 601.359.1158 Fax: 601-354-6001
E-mail: PatrickS@mdac.state.ms.us
Website: <http://www.mdac.state.ms.us/>

Montana:

Montana Department of Agriculture
Agricultural Marketing & Business Development
P.O. Box 200201
Helena, Montana 59620-0201
Phone: 406-444-3144
Website: <http://agr.mt.gov/business/busMktng.asp>

Nevada:

Nevada Commission on Economic Development
108 E. Proctor
Carson City, NV 89701
Phone: 775-687-4325
Website: <http://www.expand2nevada.com/>

New Jersey:

New Jersey Department of Agriculture
Division of Marketing and Development
P.O. Box 330
Trenton, NJ 08625
Phone: 609-292-5575
Website: <http://www.state.nj.us/agriculture/>

New Mexico:

New Mexico Economic Development
Department
Office of International Trade
1100 St. Francis Drive, Suite 1060
Santa Fe NM 87505
Phone: 505-827-0278
Website: <http://www.edd.state.nm.us/>

North Carolina:

North Carolina Department of Agriculture
and Consumer Services
International Trade Office
2 West Edenton Street
1020 Mail Service Center
Raleigh, North Carolina 27699-1020
Phone: 919-733-7912
Website: <http://www.ncagr.com/index.htm>

Ohio:

Ohio Department of Agriculture
Division of Markets
8995 East Main Street
Reynoldsburg, OH 43068
Phone: 614-728-6200
Website: <http://www.ohioagriculture.gov/>

Oregon:

Oregon Department of Agriculture
Development and Marketing Division
1207 NW Naito Parkway, Suite 104
Portland, OR 97209-2832 USA
Phone: 503-872-6600
Fax: 503-872-6601
<http://www.oregon.gov/ODA/>

Rhode Island:

Division of Agriculture
Agriculture/Marketing and Promotion Unit
235 Promenade Street
Providence, RI 02908-5767
Phone: 401-222-2781
Website:
<http://www.dem.ri.gov/programs/bnatres/agricult/>

New York:

New York State Department of Agriculture
& Markets
Division of Agricultural Protection &
Development
10B Airline Drive
Albany, NY 12235
Phone: 518-457-7076
Website: <http://www.agmkt.state.ny.us/>

North Dakota:

North Dakota Department of Agriculture
Marketing Division
600 E Boulevard Ave Dept 602
Bismarck ND 58505-0020
Phone: 701-328-2231
Website: <http://www.agdepartment.com/>

Oklahoma:

Oklahoma Department of Agriculture
Market Development Division
2800 N. Lincoln Blvd.
Oklahoma City, OK 73105
Phone: 405-521-3864
Website: <http://www.oda.state.ok.us/>

Pennsylvania:

Pennsylvania Department of Community &
Economic Development
Commonwealth Keystone Building
400 North Street, 4th floor
Harrisburg, PA 17120-0225
Phone: 866-466-3972
Website: <http://www.newpa.com/>

South Carolina:

SC Department of Agriculture
Roy Copelan, International Marketing
Specialist
P.O. Box 11280
1200 Senate Street
Columbia, SC 29211
Phone: 803-734-2211
Website: <http://www.sdda.state.sc.us/>

South Dakota:

South Dakota Department of Agriculture
The Division of Ag Development
523 E. Capitol Ave
Pierre, SD 57501-5254
Phone: 605-773-5436
Website: <http://www.state.sd.us/doa/>

Texas:

Texas Department of Agriculture
Richard De Los Santos, State Marketing
Coordinator for Produce, Horticulture and
Forestry
P.O. Box 12847
Austin, TX 78711
Phone: 512-463-7472
Website: <http://www.gotexan.org/gt/home>

Vermont:

State of Vermont - Agency of Commerce
& Community Development
Vermont Global Trade Partnership
Ariana Monti, International Trade
Specialist
National Life Building, Drawer 20
Montpelier, VT 05620-0501
Phone: 802-828-1176
Website:
<http://www.thinkvermont.com/index.cfm>

Washington:

Washington State Department of
Agriculture
International Marketing Program
1111 Washington Street SE
P.O. Box 42560
Olympia, WA 98504-2560
Phone: 360-902-1915
Website: <http://agr.wa.gov/>

Tennessee:

Tennessee Dept. of Agriculture Market
Development Division
Paul Nordstrom, International Marketing
Coordinator
P.O. Box 40627
Nashville, TN 37204
Phone: 615-837-5160 Fax: 615-837-5194
E-mail: paul.nordstrom@state.tn.us
Website:
<http://picktnproducts.org/producer/intlmkt.html>

Utah:

Utah Department of Agriculture and Food
Division of Marketing & Development
PO Box 146500
350 North Redwood Road
Salt Lake City, Utah 84114-6500
Phone: 801-538-7108
Website:
<http://ag.utah.gov/marketing/promotion.html>

Virginia:

Virginia Department of Agriculture and
Consumer Services
James B. Green, Forest Products Specialist
102 Governor Street
Richmond, Virginia 23219
Phone: 804-371-8991
Website:
<http://www.vdacs.virginia.gov/international>

West Virginia:

West Virginia Department of Agriculture
Marketing & Development Division
1900 Kanawha Boulevard, East
State Capitol, Room E-28
Charleston, WV 25305-0170
Phone: 304-558-2201
Website: <http://www.wvagriculture.org/>

Wisconsin:

Wisconsin Department of Agriculture,
Trade & Consumer Protection
Division of Agricultural Development
International AgriBusiness Center
PO Box 8911
Madison, WI 53708
Phone: 608-224-5100
Website: <http://www.datcp.state.wi.us>

Wyoming:

Wyoming Business Council
Cindy Garretson-Weibel, Agribusiness
Director
214 West 15th St.
Cheyenne, WY 82002
Phone: 307-777-6589.
<http://www.wyomingbusiness.org/>