



MOVING COMMUNICATION FORWARD

2014 Annual Report

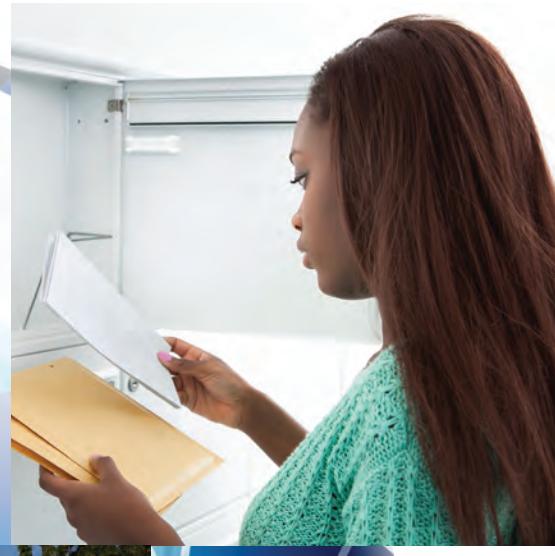


Table of Contents

- 1 Chairman's Report
- 2 Report from the President & CEO
- 3 Management & Technical Committee
- 3 Public Policy Committee
- 4 Postal & Government Affairs Committee
- 5 Membership & Marketing Committee
- 6 Meetings & Content Committee
- 7 The EMA Foundation
for Paper-Based Communications
- 8 Finance Committee Report
- 9 Global Envelope Alliance



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Kim Moses
Director of Education and Meetings





Chairman's Report

As I look back on 2014, I am very pleased with what we accomplished. I set out to achieve three goals:

- Update EMA Meeting format and locations
- Implement the work of the branding task force
- Work to transition Consumers for Paper Options to the American Forest and Paper Association, as a partnership between our association and theirs



James G. Beard

I believe our Fall Meeting in Charleston, S.C. will stand as a testament to the new direction we have taken for meetings and education.

We experienced a 10-year high in attendance and members reported a high level of satisfaction with our educational offerings. The Industry Family Dinner was one of our best closing dinners ever (other than the 100th Anniversary dinner at the Greenbrier). I saw many faces who had been absent for a time and I believe everyone was pleased with this new direction. Ken Bernstein has committed himself to carrying this forward, and I think we can all look forward to the Grand Del Mar in San Diego.

Additionally, we changed EMA's brand with minimal disruption and very little commentary. The EMA - *Moving Communication Forward* was well received, and most importantly, our brand is now in sync with what we do on Capitol Hill. A few follow-on activities will happen during Ken's administration, but mostly these are related to the rollout of our new website.

We have been very pleased with four years of success with The Consumers for Paper Options Initiative – one of the largest projects the association has ever taken on. However, its growth required a sturdier support infrastructure. Bill, Ken and I worked tirelessly to get the terms of the agreement correct, and on January 1, 2015, we had a revised alliance, a new partner and much more presence than a single, small association could ever create. We are now solidly on our way to protecting the future of our industry in a meaningful way.

I am honored to be succeeded by Ken Bernstein; he is a very effective leader whom I have worked with for many years. Ken will continue the work we started and put his personal touch on EMA. Thank you all for your support during my term, and especially for making my last year as chairman such a great success.

Sincerely yours,

James G. Beard, chairman



*We are now
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President's Report

In June of 1984 when I first walked through the door at EMA's office in Rosslyn, Virginia, I was not sure what I was getting into. The office was very tiny, full of all sorts of paper that made no sense but had a staff that, to this day, is second to none. I spent my first seven years just learning about envelopes, mail, environmental issues, safety, productivity and a host of other skills. As a tax lobbyist, this was a new world for me. However, what I learned and whom I learned it from made all the difference for me.

To me, this industry is more than just a folded piece of paper, which by the way is not easy to fabricate cost effectively. That is the great deception of the envelope industry, that not everyone can be successful in this business. But the great challenge of physical communication is the right product, and the right time, in the right place for the right price.

The challenges have been continuous. First, there was the prison system that wanted to make envelopes. We were able to ensure that did not happen. Then, there was the great drop in First-Class Mail in 2001 that occurred as part of the Anthrax Attack on the Postal System and US Government. We weathered that storm also. After that was the need for postal transformation. Many in Washington told us that would never happen and it did in December 2006. Today, it is the gradual recovery from the Great Recession of 2008-2010, we thought that the industry would never come back from and it has but slowly.

Our industry is resilient. We have weathered many storms and will do so in the future. The secret of EMA's success is a committed membership who is willing to put in the resources needed to get the job done. For many of us, our involvement with EMA has been a life-long endeavor. Generations of families in this industry are showing us that the industry has a past and a future.

We will get beyond the current challenges in transforming the Postal Service and Government Policies regarding paper-based communication that contradicts good sense. For me, EMA is both a challenge and an opportunity. I have always believed in leaving an organization in great shape and free of challenges, so my job at EMA is not done yet.

I do know this, regardless of my involvement or someone else, EMA has a heart, soul and the backbone to continue to represent our industry today and in the future. I am only a custodian for a short period of time and it seems like 30 years slipped by much too quickly. But when I look at industry colleagues that have 40, 50 or 60 years experience in this industry, I am still the youngster, with a little more experience and a love of this great industry.

Thank you for 30 years of memories, but the job is not over yet and I look forward to working with all of you in the future.

Sincerely,

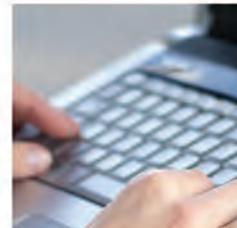
Maynard H. Benjamin, CAE, FASAE
President & CEO



Maynard H. Benjamin



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Management and Technical Committee

The Management and Technical Committee is responsible for all management and technical processes. These include environment, safety and sustainability (linking with the Foundation IES), manufacturing management, general management, human resources management, financial management, converting processes, raw materials assessment and analysis, and printing processes. This broad, all-encompassing mandate makes it a challenge for the committee to find a focus and stick with it. It also requires many committee members to carry out.

CAPACITY SURVEY

As part of the Strategic Long-Range Plan (SLRP), developing a capacity survey was set as a supporting objective for the Management and Technical Committee. After several discussions by the sub-committee charged with developing the survey, and a canvassing of members, we decided a capacity survey was not worth developing. There was insufficient interest among members, and the committee could not agree on a capacity-measuring capability. We felt there was no way to standardize capacity measurement because members use so many different approaches to measure their own.

Instead of measuring capacity, we are considering a productivity survey. This could also replace the CFR, which lately has been less valuable because of diminished participation.

SAFETY

Safety was a major focus for the Management and Technical Committee in 2014. Director of Industry Services Dave Acerra visited several plants with an experienced safety consultant. They reviewed and shared best practices, and conducted informal inspections to look for areas of improvement. Dave has also been compiling information for an EMA Employee Safety Guide, which members will be able to use and adapt to their individual plants. However, after meeting with several member companies, we determined that there was a much greater need for a Guide for Compliance and Reporting Safety Issues.



Robert M. Tees

This will be a collection of best practices and recommendations for plant managers. Several members will review both guides in 2015, and add their insights.

INSERTING GUIDE

In 2014, the committee collected and compiled inserting specifications from inserting manufacturers. An updated inserting guide will be published this year.

ADJUSTER TRAINING

Updating adjuster training materials offered by the EMA was another SLRP supporting objective tasked to the Management and Technical Committee. In 2014, I rallied the full support of PCMC and W&D to help members form a task force to update the training materials. The task force had its first meeting in January at Mac Paper Envelope Converters.

Sincerely,

Robert M. Tees, chairman

Public Policy Committee

In 2010, the EMA formed its Public Policy Committee. The board established the team to work side-by-side with the Postal and Government Affairs Committee. Together, they increase our involvement on Capitol Hill and battle regulators who create government regulations that destroy paper-based demand without cause and/or due process. As of the end of our fourth year, I am honored to report our progress, and talk a bit more about our future.



William S. Berkley

In 2014, we identified two legislative targets. The first was a House Resolution (later numbered 97) that recognized the important role paper-based communication plays in government programs and policies. We all wince when we hear of more paper being eliminated from government services, social security benefit programs going paperless, tax forms no longer available to citizens, and people trying harder to find information on government programs that are increasingly digital with fewer people involved in them. We applaud

CONTINUES ON PAGE 4, COLUMN 1





Public Policy Committee

Continued from page 3

government efforts to become more efficient and considerate of taxpayers' dollars. However, there comes a point when government is penny-wise and pound-foolish, and we are rapidly reaching that point.

The difficulties of getting anything done in the 213th Congress did not limit our activities, but did curtail our success. While HRes97 was not introduced, we received a commitment that it will be in 2015, and we will hold that legislator to his commitment. We have received nationwide recognition for our efforts and as we move into 2015, you will find us hard at work with the 214th Congress.

Postal Reform legislation did not fare much better. The lack of consensus between Democrats and Republicans was energized by a similar lack of consensus among mailers, unions and the USPS as to next steps. We all know what we wanted to accomplish to reduce costs and reshape the Postal Service. However, exactly how to achieve these ends, and how to determine who bears the pain, remains the subject of much debate.

In short, we want to achieve five key objectives:

- Reduce healthcare costs to a level equal with the rest of the Federal Government
- Reduce excessive workers' compensation premiums by reforming that program for Federal Employees
- Give the USPS more flexibility to shape its network to meet changing demands
- Offer some pricing flexibility, as long as prices stay at or near inflation
- Provide flexibility in development and deployment of new, mail-related technologies

We have general agreement on all five priorities, and 2015 will find us spending more time developing the details.

Our committee now is responsible for the legislative alert network, which is operating as we speak. We send out bi-monthly information reports and legislative alerts when necessary. We have strengthened the EMA Political Action Committee and today, we operate with several alliances that extend the reach of our interests and programs. We are always looking for new volunteers to engage with us, so please contact the staff if you would like to get involved.

2014 was a great year for us; we expect to show even more progress in 2015.

Sincerely,

William S. Berkley, chairman

Postal & Government Affairs Committee

This year represents a personal great milestone. In 2014, I will have completed 40 years in the envelope manufacturing industry as an employee of Western States Envelope and Label. It also represents the year I retired from the industry. However, this is not a "swan song" report; I have agreed to stay on for a time as EMA's postal consultant.



Stephen P. Brocker

Postal and Government Affairs are the lifeblood of EMA. If we cannot mail it, we cannot make it. And if we cannot make it, we are out of business. I have learned from some of the greatest in this industry, and among those are my colleagues at Western States Envelope and Label. I cannot thank them enough for their support and encouragement. Along with my family, they enabled me to carry on and make a difference for my employer and this industry.

Last year continued the transformation of many Postal Service programs, and several attempts to carry on the process established in 2006 with the last postal law. I reported on our legislative progress at both the Spring and Fall meetings. I also mentioned regulatory activity around the closing of many postal plants and individual post offices – results of efforts to compress the USPS to a smaller, more direct mail-oriented mailing market.



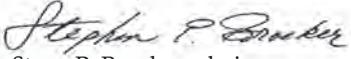


Membership & Marketing Committee

The intelligent mail barcode (IMb) is now a reality, and graces all envelopes we make today. I take great pride in what did not happen to harm our industry, rather than what did happen. We did not see a requirement for a full-service IMb on a reply envelope; we were able to keep a system that worked. We also stopped foolish acceptance requirements, which had nothing to do with mailpiece performance. On several occasions, we had to go toe-to-toe with the United States Postal Service (USPS) to protect a product that had been long used in our industry without problems. Additionally, we educated customers when the USPS removed technical support it had provided. Today, we focus on getting postal transformation completed while minimizing risk to envelope manufacturers. We are doing well with this process while exploiting new opportunities the IMb created for our industry.

Nothing I have done would have been possible without a great team. I am very pleased to have Lon Robinson of Tension Corporation and Kurt Ruppel of IWCO-Direct working with me. To Jackie Jordan and Margie Benjamin, I thank you for the great support you provided. And to all of you, I hope I continue to earn your confidence daily. I will see you at the meetings.

All the best,


Steve P. Brocker, chairman

The Membership & Marketing Committee is pleased to announce that it met its goal of 3% growth, as set by the EMA Board of Directors, by gaining six new members during the 2014 **MemberPower** Campaign year. In addition, we gained one new member to begin the 2015 recruiting year.

In 2014, as part of our retention efforts, we began a new campaign Project **INSPIRE!** focusing on inspiring all our members to participate on a committee, working group or task force. We believe that our strength and value are rooted in our members participating and we value their ideas and their expertise. We also know that through participation, our members will gain the most out of their membership experience. We are pleased to report that we currently have more people participating and getting involved than ever before and if you are not currently working on a committee, now is the time to take action. This is your association and we need your input!

Our Buy EMA program was in full force and we continued the message that our members should support those who supported their association. We encouraged our members who had vendors who were not a part of EMA, to share their member experiences with these vendors in an effort to get them to join. By helping us recruit new members, current members had an opportunity to win a free registration to the 2015 Spring Meeting. We congratulated Michael Love who was the winner of the 2014 **MemberPower** award. We need your help in growing the membership and each recruit brings you closer to being the next winner of that award.

We rolled out our new brand - *EMA, Moving Communication Forward*. We are more than envelopes and this new brand is more representative of our membership. The membership committee remains committed to doing all it can to keep EMA strong and we know we can do it with your help. We look forward to working with you throughout the year.

For more information on our committees, working groups or task forces, please contact Jackie Jordan at jejordan@envelope.org. We need you! Together, we can influence the future of our industry!

Sincerely,


Scott D. Evans, chairman



Scott D. Evans





Meetings & Content Committee

Last year was very exciting for the Meetings and Content Committee. Surveys showed very positive feedback for both our Spring and Fall meetings. The year's theme was "Moving Communication Forward - Today's Vision, Tomorrow's Reality." The Spring Meeting was devoted to direct mail and the future of mail. Jonathan Margulies of the Winterberry Group, shared prescriptive guidance on how marketers, suppliers and other industry constituents may take advantage of dynamics that are reshaping the practice of data-driven marketing across media. Mohammad Adra, assistant inspector general of the United States Postal Service, highlighted market research sowing the current value and future potential of physical mail, particularly when targeted to Digital Natives. Chris Harrold of Mohawk Paper explored how direct mail, written communication and print are gaining new relevance.

Our Postal & Government Affairs Committee focused on the latest happenings on Capitol Hill, MTAC, and the rollout of the IMb. EMA Foundation Chairman Cheryl Chapman and Susan LaChance of the Foundation Board of Trustees discussed new insights from the 2013 InfoTrends research. Matthew Kellman of Xerox covered the analytics of increased response rates associated with variable data color messaging and communications on the envelope. Additionally, Frances Cicogna of Canon USA discussed digital printing opportunities within envelope manufacturing and the mailing industry. The closing Keynote Speaker was Danny Narey, the operations director of Adare. He delivered an engaging presentation on Big Data.

The Spring Meeting began with a panel of three direct marketers – Steve Lasher of GLS Companies, Mike Beddor of Japs-Olson, and Michael Marcian of Corporate Press. They held a lively discussion on direct mail marketing trends, including digital printing technologies, advancements in inserting equipment, and Integration Enhancement. Julie Alsup of International Paper provided an update on Congress and the regulations affecting the paper industry and its customers. Ann Daley of Pitney Bowes shared key trends and metrics that demonstrate how combining



Eldon D. Pond III

physical and digital transactions facilitates commerce and drives stronger business results.

Once again, the Postal/Government Affairs team talked about MTAC, USPS financial matters, the exigency price Increase, and tracking and tracing the mail via the IMb. Mark Pitts of AF&PA provided an update on Shaping the Future of Paper. Phil Riebel of Two Sides US, Inc. discussed – in great detail – why "Go Paperless – Go Green" is misleading and fails to comply with marketing best practices. John Runyan of Consumers for Paper Options discussed that group's agenda, recent progress and accomplishments.

Adrian Pask of Vorne Industries discussed how to leverage OEE information into meaningful actions that drive real results on the factory floor. Nick D'Antonio of the Manufacturing Institute shared effective strategies for building a skilled talent pipeline. The closing keynote speaker was Michael Durant, the bestselling author and inspiration for Black Hawk Down.

I think we had a very successful year. In 2015, we are focusing on providing different educational opportunities, and possibly updating some existing programs. I would like to thank the Meetings & Content Committee for its hard work and dedication last year. Without you, we would not be able to provide content rich educational programming. If you would like to join the Meetings and Content Committee, if you have any suggestions for future content or any other feedback, please contact Kim Moses at Kmoses@envelope.org.

Sincerely,

Eldon D. Pond III, chairman



The EMA Foundation for Paper-Based Communications



As I completed my first year as Chairman of the EMA Foundation for Paper-Based Communication, I witnessed a number of developments that sharpened our focus, strengthened our resolve, and convinced us that we are moving the Foundation forward in some very meaningful ways.

Susan LaChance and I published six smaller white papers last spring that were circulated to each of you. These summarized the terrific amount of information we gathered from the InfoTrends Study the Foundation Commissioned in the spring of 2013. We learned from subsequent analysis that there is a strong case to be made for the preference for paper-based bills and statements among every age group and economic class. We have all seen numerous media reports to the contrary, but the facts simply cannot be overlooked. Consumers have preferences, and their preference is for paper statements. At the same time, we learned that most consumers feel the arguments to eliminate paper statements and "save a tree" are misleading and disingenuous.

We can thank our Two Sides Environmental Messaging Program for educating many of these consumers. It showed that more than 50 banks and financial institutions have changed messaging on their websites and on the faces of their envelopes to correct misleading statements. This shows clearly that we are having an impact, that our research is being noticed, and that we are making the industry better and stronger.

The Postal Service and its future, naturally, remain a primary Foundation focus. Our Institute for Postal Studies again recommended to the Board of Trustees that we move forward with a Jobs and Mail Study for 2014. The Board of Trustees approved this, and work for this report is underway. Our industry brings significant economic value to the US economy. By the way, at the end of 2013, we also performed a Jobs and Mail Study for Canada. Data it produced is still being used to support postal and paper-based communication reform in that country. The other key accomplishment on the postal policy front was the research we did through Larry Buc, a noted postal economist on the exigent rate case presented to the Postal Regulatory Commission. While the Foundation does not directly intervene in rate matters, it does provide significant supporting research for the benefit of both mailers and the Postal Regulatory Commission.

What we said, in essence, is that rate increases do matter. When they exceed the rate of inflation, they negatively impact postal volume. Today, it is increasingly difficult to identify all factors that contribute to the rise and fall of mail volumes, but we feel strongly that rate increases exceeding inflation hinder them considerably.



Cheryl Z. Chapman

The research we sponsored was enrolled as part of the mailer complaint (and referenced in the USPS complaint to the Federal District Court of Appeals in Washington, D.C.) over the Postal Regulatory Commission's decision in the last rate case. It takes a long time for the court to reach a decision in these cases, and we have yet to hear what it will recommend. However, normally these cases are remanded back to the Postal Regulatory Commission for reconsideration. Regardless of the outcome, we do believe that this was a landmark decision and it was important for the Foundation to have been involved in this research.

We also changed our Consumers for Paper Options project in 2014. As you know, EMA and the Foundation create many startup ventures, such as Consumers for Paper Options. When they grow and become more involved, we look for a way to spin them off into more sustainable business models. As the American Forest and Paper Association tightened its focus on the future of paper-based communication, we saw a natural home for Consumers for Paper Options within its policy and public affairs efforts. Consumers for Paper Options therefore became a joint alliance of the AF&PA and EMA/EMAF. The move resulted in additional participation from paper companies in the Alliance, and we hope more envelope companies and their suppliers will support it. AF&PA and EMA/EMAF have become partners in this effort. We serve as vice chairman of the new alliance, and I chair the research committee to link what the Foundation can accomplish and what the Alliance must. The new alliance became operational Jan. 1. You will hear more about its work in future issues of *On Paper* and during our two Foundation Forums at EMA meetings.

Moreover, our Institute for Environmental Studies continues to build on its body of research. We have done a great deal of work on our carbon calculator software and are preparing the tool for broader use in our industry. Our Development Campaign has also been very successful and we are now within \$775,000 of our \$2 million goal.

As we move into 2015, we see the Foundation making significant progress on its strategic objectives with our studies and analyses widely used by industry and government.

Sincerely,

Cheryl Chapman, chairwoman



Finance Committee

The Office of the Secretary/Treasurer works closely with the EMA staff on all administrative and financial matters. We coordinate the annual audit, review results and comment on the financial statements. Shown at right are our unaudited financial statements for the EMA, the Foundation and GEA.

All three organizations did well in 2014, although the EMA had a small loss as a result of a decline in part of its securities portfolio of \$13,230. The Foundation had a net of \$17,235 and GEA had a net of \$5,000, which is incorporated within EMA. Overall the combined organization has a net asset value of \$7,518,952 and EMA has an individual asset value of \$1,173,275. These results will be reviewed by our auditors during our annual review in May, 2015.

Sincerely,

Derek Waterhouse, chairman



Derek Waterhouse

| | EMA | FOUNDATION | ELIMINATIONS | TOTAL |
|--|--------------------|------------------|--------------------|--------------------|
| Unrestricted activities | | | | |
| Revenue | | | | |
| Member dues | \$625,477 | | | \$625,477 |
| Contributions | | \$145,500 | | \$135,975 |
| Meetings | \$351,511 | | | \$351,511 |
| Interest and dividend income | \$47,650 | \$310,709 | | \$358,359 |
| Associate dues | \$220,154 | | | \$220,154 |
| Affiliate dues | \$114,857 | | | \$114,857 |
| Training and Certificates | \$4,063 | | | \$4,063 |
| Other programs | \$0 | | | \$0 |
| Management fee and related | \$110,000 | | (\$100,000) | |
| Net assets released from restriction – satisfaction of program restriction | \$24,455 | \$179,400 | | \$203,855 |
| Total Revenues | \$1,498,166 | \$635,609 | (\$110,000) | \$2,023,775 |
| Expense | | | | |
| Administration | \$950,411 | | | \$950,411 |
| Foundation activities | | \$381,010 | (\$110,000) | \$271,010 |
| Meetings | \$301,722 | | | \$301,722 |
| Association programs | \$186,424 | | | \$186,424 |
| Communications | \$46,966 | | | \$46,966 |
| Association research | \$25,440 | | | \$25,440 |
| Total Expenses | \$1,510,963 | \$381,010 | (\$110,000) | \$1,781,973 |
| Change in unrestricted net assets before net gain on investments | (\$12,797) | \$254,599 | | \$241,802 |
| Net gain on investments | (\$13,491) | (\$157,193) | | (\$170,684) |
| Change in unrestricted net assets | (\$26,288) | \$97,406 | | \$71,118 |
| Temporarily restricted activities | | | | |
| Contributions | \$37,513 | \$99,216 | | \$136,729 |
| Interest and Dividends | \$0 | \$12 | | \$12 |
| Net assets released from restriction | (\$24,455) | (\$179,400) | | (\$203,855) |
| Change in restricted net assets | \$13,058 | (\$80,172) | | (\$67,114) |
| Change in net assets | (\$13,230) | \$17,234 | | \$4,004 |
| Net assets, January 1, 2013 | \$1,186,506 | \$6,328,442 | | \$7,514,948 |
| Net assets, December 31, 2013 | \$1,173,275 | \$6,345,676 | | \$7,518,952 |





Global Envelope Alliance

GEA is an Alliance of Associations and Businesses; it is not just an association. It is global, not just national; our members represent 38 nations. We are an Alliance of Posts, Mailers, Envelope Companies and key suppliers that operate under a guiding mission: *To Preserve the Value and Volume of Mail Worldwide*. We are governed by an eight-member board of directors with members in Australia, Japan, France, Germany, Mexico, the United Kingdom and the United States. We also have a new Advisory Board, which works directly with the Posts with members in Canada, Germany, the UK and US.

In addition, we have a course of action that implements our mission statement. In every nation in which we have envelope manufacturers, we ask them to meet with their Post or Posts and key customers to develop strategies that implement the mission. The reason for this effort is that since 2008, global mail volume has declined between 4 and 8 percent. Most recently, the decline slowed somewhat – to around 2 percent – but the point is, mail volume continues to decline. Posts must have a viable business model amid this transformation, and we are determined to ensure that their business model includes mail, rather than excludes it.

It would be easy to simply say that mail is in decline and there is nothing we can do about it. GEA opposes this line of reasoning because we can do things to sustain mail volume and/or slow the rate of decline. These actions include meeting with national Post leaders and sharing your views on the future of mail. Too often, we find that the simple course of action is simply to de-emphasize mail. However, that is not the most effective course of action. It is better to begin with a discussion of how mail fits in with a broader-based communications market.

To support this interchange of ideas among the Posts, mailers and our industry, GEA has set up a structure to identify relevant research that speaks to the value of mail, work on structuring the right meetings with Posts at the right time with the right people, and getting the word out about what the industry has done to promote and develop new technologies that imbue the mail with more value than ever. Specific actions include:

- Working closely with the Universal Postal Union and the Direct Mail Advisory Board to gather and present research that speaks to the value of mail as part of a future communications marketplace.
- Working directly with Posts to understand their research on mail and the Internet and document its existence and relevance. For example, GEA produced a brochure on the *Letter in Digital Denmark*. The document presented case studies on how the Internet and mail can work together



Brooks H. Bower

to produce better responses, even in nations that were far ahead of the rest of the world in endorsing digital commerce. We also have worked with Deutsche Post on new products and are developing a vision of the future of mail and digital commerce with that group.

- Working with trade shows and conferences to promote mail. GEA is one of the entities promoting the Frankfurt Stationery Fair each year to ensure that the envelope has a strong advocate at the Fair. Our European Members, along with FEPE and the German Envelope Manufacturers Association, staff booths and offer presentations to demonstrate the value of mail and the envelope.
- Working with the International Postal Corporation in Brussels to share research ideas and products with this group, the trade association representing major global postal services.
- Promoting joint programs with other postal and envelope organizations. GEA regularly appears at the annual meeting of the Japan Paper Industry Association and The European Envelope Manufacturers Association to provide our thoughts on the future of mail and the envelope.
- Discussing postal transformation and environmental messaging (along with the future of paper) through Two Sides and Consumers for Paper Options.
- Working closely with the European Standards Association (CEN) and the American Standards Association on new product development.
- Promoting the future of mail in most developed Posts across the globe. We are regular attendees at many postal conferences and support a host of allied activities.

As you can see, we have come a long way since our first Global Envelope Congress in 2003. We are now planning our seventh Congress with our partner, the European Envelope Manufacturers Association. This summer, we will release our eighth global envelope report. We hope we have refreshed your understanding of what we are accomplishing on your behalf. For more information, contact Jackie Jordan at jejordan@envelope.org.

Sincerely,

Brooks H. Bower, chairman



We have a course of action that implements our mission statement.



SAVE THE DATE!

EMA 2015 Fall Meeting

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October 14 - 16, 2015

Loews New Orleans Hotel  
New Orleans, LA  
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The Loews New Orleans Hotel is now accepting reservations for the EMA 2015 Fall Meeting. Please call 1-866-211-6411, and mention the EMA 2015 Fall Meeting when making your reservations. You can also make your reservation online by visiting <http://tinyurl.com/qb3e8pv>

