



I M A G I N E

*Imagination
is more
important
than
knowledge*

•

Albert Einstein



PETER
F DRUCKER

WHENEVER YOU SEE A SUCCESSFUL BUSINESS SOMEONE ONCE MADE A COURAGEOUS DECISION



*Innovation is the central issue
in economic prosperity.*

Michael Porter Harvard Business School

*Everything that can be invented
has been invented.*

Charles H. Duell Director of US Patent Office 1899





Some thoughts from Synecticsworld®

This small book contains some big ideas. We hope it intrigues and amuses you—and focuses your attention on the elusive but increasingly crucial subject of innovation. ¶ Synecticsworld® is a world leader in the management of innovation and change. We are an international firm, serving leading companies around the world. In the United States alone, we have worked with some 40% of the Fortune 500. ¶ If our name is unfamiliar, it's because we regard our clients, not ourselves, as the real stars. This fact tells you something important about Synecticsworld®. ¶ Unlike most consultancies, we don't spend months asking you to educate us in your business. And we don't write lengthy reports telling you exactly what to do. Instead, we work from day one to help you and your people design their own futures. Our role is that of a guide, helping fellow travelers to negotiate their way through the unfamiliar but exciting territory of innovative thinking. ¶ Journeys through the creative process can take you to many different destinations. To new strategies and new products. To new ways of working and managing. Ultimately, it can lead to the re-invention of your entire organization.

*If you don't create change,
change will create you.*



*Standing still
is the fastest way
of moving backwards
in a rapidly
changing world.*



Pioneers of the Innovation Process

Synercticsworld® is now the name of the pioneering company originally known as Synerctics, Inc., itself a spin off in 1960 from the Arthur D. Little Invention Design Group. Our founders, George Prince and Bill Gordon, became curious about why on some days they invented well and on others not so well. They studied and recorded thousands of hours of innovation sessions asking themselves the question “what is really going on between the people in the group to help them create and implement successfully?” The answers to these questions became the internationally famous Synercticsworld® Creative-Problem-Solving Methodology and spawned a rich Body of Knowledge about how human beings work collaboratively to invent and innovate. ¶ Over the years our research on innovation and the human factors that are its critical components have continued, recently focusing on two key areas: Insight-led Innovation, which is based on discovering hidden customer/consumer needs and systemic innovation, which looks broadly at the total culture, behavior, and processes that contribute to broadly successful innovative organizations.



Imagination is the highest kite one can fly

y

Lauren Bacall



*The ability to learn faster than the competition
is often the only sustainable competitive advantage
a company can have.*

Arie de Geus

*In the long history of humankind (and animalkind, too)
those who learned to collaborate
and improvise most effectively have prevailed.*

Charles Darwin

*Just as energy is the basis of life itself,
and ideas the source of innovation,
so is innovation the vital spark of all human change,
improvement and progress.*

Theodore Levitt

*There is no such thing as a failed experiment,
only experiments with unexpected outcomes.*

Buckminster Fuller



Come to the edge.

We might fall.

Come to the edge.

It's too high!

Come to the edge!

*And they came,
and he pushed . . .*

a n d t h e y f l e w

**Christopher
Logue**

Innovation is Creativity that Ships

Steve Jobs



*Instead of pouring knowledge into people's heads,
we need to help them grind a new set of eyeglasses
so that we can see the world in a new way.*

J. S. Brown

*And the trouble is,
if you don't risk anything,
you risk even more.*

Erica Jong





Turning an accident into a process

Have you ever wondered why some meetings ignite, blast off and lead to valuable new ideas while others go around in circles? ¶ Answering that question—and turning the answers into a practical methodology—has been an obsession at Synecticsworld® for over 50 years. ¶ Synecticsworld® began as a spin-off of the Arthur D. Little Invention Design Group. The group would shut itself away for days, straining to make that Eureka moment arrive as it searched for new products and ideas. ¶ The people in the group noticed that on some days they invented well and not so well on others. Being curious, they started to examine the group's own creative process. Over the years, they taped thousands of meetings and went over them in detail, asking these questions: ¶ What's *really* going on between the people in the meeting? ¶ Is what they're doing helping them to be more (or less) innovative in their thinking? ¶ What can be changed to increase the likelihood of success? ¶ We've continued to be curious about how teams perform when they are at their most effective at innovating and sharing commitment to their ideas. We still carry out research and are continually building our Body of Knowledge. ¶ Clearly, our approach has not been 'invented' in the normal sense. It does not require you to 'believe' in some theoretical model of behavior. Our knowledge is derived entirely from observations of the way people work in the real world. Our achievement has been to turn these observations into methods that replicate the techniques used spontaneously by high-performing inventors and entrepreneurs. ¶ In the words of our founder, George Prince, what we've done is *'take an accident and turn it into a process.'*



*The 'silly' question is the first intimation
of some totally new development.*

Alfred North Whitehead

*Someone once said that
for every problem
there is a solution
that is simple,
attractive ...
and wrong.*

Arthur C. Clarke

*The opposite
of creativity
is cynicism.*

Esa Saarinen



Synercticsworld® aphorisms

Join, don't judge ¶ Probe, don't assume ¶ Hunt for objectives, don't get bogged down in problems ¶ Stay loose until rigor counts ¶ Don't justify pessimism as realism; be an optimist with concerns ¶ Don't reject a weak idea; use its faults to better it ¶ Fight problems, not people ¶ Assume valuable implications ¶ Pretend the idea works ¶ Jump to favorable conclusions whenever possible.

*The ultimate solutions to
problems are rational;
the process for thinking them
is not.*

There is a contest within ourselves and within every organization between safekeeping and experimental thinking, which deliberately employs wishing, speculating, guessing, absurdity and approximation. This is the thinking we cultivate. Our aim is to make the unfamiliar familiar, to make the absurd have value, and to make connections from seemingly irrelevant things.



*If at first
the idea is not absurd,
then there is no hope for it.*

Albert Einstein

PROBLEMS CANNOT BE SOLVED BY THINKING WITHIN THE
FRAMEWORK IN WHICH THE
PROBLEMS WERE CREATED

Albert Einstein



*As long as you keep a person down,
some part of you has to be down there to hold him down,
so it means you cannot soar as you otherwise might.*

Marian Anderson

*Since finding out what something is
is largely a matter of discovering what it is like,
the most impressive contribution
to the growth of intelligibility
has been made by the application
of suggestive metaphors.*

Jonathan Miller

*The metaphor
is probably
the most fertile power
possessed by men.*

Ortega Y Gasset



THE GREATER
THE EMPHASIS
ON PERFECTION
THE FURTHER
IT RECEDES

Haridas Chaudhuri

Chinese Proverb

WHEN A FINGER POINTS TO THE MOON THE IMBECILE LOOKS AT THE FINGER

Go
some
distance
away because
the work appears
smaller and more of it
can be taken in at a glance,
and a lack of harmony or proportion **is rapidly seen**

Leonardo da Vinci



*The aspects of things that are most important for us
are hidden because of their simplicity and familiarity.*

Ludwig Wittgenstein

*Some people will like me and some won't.
So I might as well be myself,
and then at least I'll know that the people who like me,
like me.*

Hugh Prather

*You see things: and you say 'Why?'
But I dream things that never were:
and say 'Why not?'*

George Bernard Shaw in *Back to Methuselah*



BUT OZ NEVER DID GIVE
THAT HE DIDN'T, NOTHING TO THE TIN MAN
DIDN'T ALREADY HAVE

Dewey Bunnell, America

*Creativity
is the
ability
to see relationships where
none
exist*

Thomas Disch



A problem is a chance for you to do your best.

Duke Ellington

*When choosing between two evils,
I always like to try the one
I've never tried before.*

Mae West

*In the business world the rearview mirror is
always clearer than the windshield.*

Warren Buffett





Our Body of Knowledge

Since the first time one of our founders turned on a cassette recorder to tape a team meeting, we have been studying, understanding and refining our Body of Knowledge about how people think, work and collaborate together. It's safe to say that our Body of Knowledge gives us as deep an understanding of the building blocks of successful collaboration and innovation as any in the industry. And as we see today's most sophisticated tools for understanding human behaviors substantiate the same outcomes that our founders reached with only their simple recorder, we can only marvel at and appreciate their true genius. ¶ Today our Body of Knowledge has evolved to include new frameworks that apply the principles of innovation and collaboration to a range of challenges and opportunities that would've seemed surprising back in the 1960s. And while you will find many new techniques that have been incorporated into our Body of Knowledge over the years, the underlying concepts of climate and process would be immediately recognizable to our founders as their own groundbreaking work.



The power of connections and wishes

Synecticsworld® has helped many client teams in all aspects of the new product development process. Examples include General Electric's line of self-diagnostic appliances, Gillette's Silkience™ hair-care brand and helping name a new snack food for Nabisco, judged to be U.S. New Product of the Year in the year it was launched.

*Curiosity
has its own reason
for existing.*

Albert Einstein

In 1947, a Bedouin boy was searching for a goat that had gone missing among the cliffs on the coast of the Dead Sea. He saw a small opening, and being a curious youngster, tossed a stone inside. He heard an unexpected sound—the noise of shattering pottery. He returned with a friend and found several large earthen jars containing ancient parchment scrolls. The first experts who saw them said they were worthless. Later these Dead Sea Scrolls were identified as one of most important archaeological finds ever made.



*All great discoveries
are made by people
whose feelings
run ahead
of their thinking.*

C. H. Oakhurst

Allistair Pilkington was washing dishes when he observed grease forming on the dish water. He connected this to a problem he'd been thinking about: how to make plate glass smooth. He made an absurd wish: 'I wish I could make plate glass by pouring it on water so that it would be perfectly flat.' This idea revolutionized the glass industry after he'd worked out a way of pouring molten glass onto liquid tin. The technique is now used worldwide.



*If you can dream it,
you can do it.*

Walt Disney

Fred Smith's astounding idea that parcels could be delivered overnight at a profit using a private airline system with a centralized hub barely got him a passing mark in college. More thinking about the idea while flying missions in Vietnam led him to pursue it when he returned. The company became known as Federal Express.



*If you have built castles in the air,
your work need not be lost;
that is where they should be.
Now put the foundations
under them.*

Henry David Thoreau

One of the most profitable wishes of all time was made by the daughter of Dr. Edwin Land, founder of Polaroid Corporation. His daughter once wished that she did not have to wait to get her pictures developed. That led to the absurd idea of a film that would develop itself on the spot. The rest is history.



*Analysis kills spontaneity.
The grain once ground into flour,
springs and germinates no more.*

Henri Frederic Amiel

Swiss engineer George de Mestral saw a connection between the burrs that stuck on his pants and a new way of fastening things—an idea that eventually led to the revolutionary material called Velcro™. (Velcro™ is a registered trademark of Velcro Industries B.V.)



*An invasion of armies
can be resisted,
but not an idea
whose time has come.*

Victor Hugo

Charles Goodyear accidentally spilled boiling rubber mixed with sulphur onto his brother's stove and realized that the resulting goo was the breakthrough he'd been looking for. Vulcanization became the key to the mass use of the automobile.



*Discovery consists of
looking at the same thing
as everyone else
and thinking
something different.*

Albert Szent-Györgi

In 1964, Arno Penzias and Robert Wilson, Bell Lab scientists, were modifying a radio antenna so it could be used to receive signals from an early communications satellite. They tried to eliminate sources of background radio signals, but no matter what they did, they still heard residual static-like 'noise'. Their genius was to make the connection between the noise and new theories about big bang. They became the first people to hear the birth of the universe, winning Nobel prizes in the process.



*Think before you speak
is criticism's motto;
speak before you think,
creation's.*

E. M. Forster

A famous connection was made by Art Fry, who wished that the book mark in his hymnal would stop slipping out and falling to the floor. He wished that it would stick to the page yet could be removed without tearing the paper. This idea led to the development of 3M's Post-it™, which employed an adhesive discovered but discarded several years before.



connecting

help
listen
share
credit
be fair
casual
accept
consult
interact
build on
dialogue
take turns
co-operate
appreciate
paraphrase
self-disclose
use empathy
collaboration
acknowledge
deal as equals
guess and test
use 'I' language
imagine along with
negotiate decisions
use approximate thinking
take responsibility for self



dis-connecting

use 'you' and 'they' language

punish self and others

insist on correctness

reinforce hierarchy

use status symbols

require obedience

demand precision

let prejudice rule

be authoritarian

mistreat/abuse

make fun of

enjoy perks

be formal

dominate

interrupt

discount

compete

threaten

repress

control

shame

ignore

blame

reject

react

nag



*Life does not consist mainly
—or even largely—
of facts and happenings.*

*It consists mainly
of the storm of thoughts
that is forever blowing
through one's head.*

Mark Twain



Nonsense

The importance of nonsense can hardly be overstated. The more clearly we experience something as 'nonsense', the more clearly we are experiencing the boundaries of our own self-imposed cognitive structures.

'Nonsense' is that which does not fit into the pre-arranged patterns we have superimposed on reality ... Nonsense is nonsense only when we have not yet formed the point of view from which it makes sense.

The Dancing Wu Li Masters: An Overview of the New Physics



Are these statements nonsense ?

If glass is a fragile material, the ship can float

If the wings ice up, the word is abbreviated

If the teeth are sharp, the ground shakes



They seem absurd, devoid of meaning. But considered from another point of view, they make total sense.

is about launching a ship with a bottle of champagne

is about a skywriting plane that returns to base early because of weather problems

is about using a chain saw to cut down a massive tree

(from an idea by **Jeremy Campbell** in The Improbable Machine)



我所聽到的
我都忘了

What I hear I forget

我所看到的
我都記了

What I see I remember

那麼我所
知道的該是什麼

What I do I know



*There are some things
that are so serious
you have to laugh at them.*

Niels Bohr

*I pressed down on the mental accelerator.
The old lemon throbbed fiercely.
I got an idea.*

P. G. Wodehouse

WE	WE
DON'T SEE	SEE
THINGS	THINGS
AS	AS
THEY	WE
ARE	ARE

Anaïs NIN





The answers are within

Essentially, our work is about helping you create and sustain a high-performing organization. We know from experience that the ideas on how to achieve this goal are lying dormant within your company. Our job is to help draw them out and give them practical shape. ¶ Our basic assumption is that you know more about your business than we do. We believe that you have the *content* knowledge already. What we offer is know-how about the *process* of innovation. In short, we help you think about ways of helping yourself. ¶ Sometimes, turning to a conventional management consultancy is the appropriate step to take. We believe, however, that more often than not the answers lie within your own organization waiting to be drawn out. ¶ We believe that everyone has the ability to be creative and to innovate. The problem is that these intuitive skills are often suppressed by education, cultural conditioning and misplaced competitiveness. ¶ Our skills are in bringing them back to life.

*Chop your own wood
and it will warm you twice.*

Henry David Thoreau



high-performing groups

informal
experimental
action-oriented
high cooperation
low defensiveness
high levels of trust
little second-guessing
few trappings of power
high respect for learning
few rules and high flexibility
low levels of anxiety and fear
empowering of team members
little discounting or disparaging
failures seen as problems to solve
decisions made at the action point
people easily cross organizational lines
many informal problem-solving meetings
people pick up and correct the errors of others
trouble puts people into 'problem-solving' mode
willingness to take risks and learn from mistakes



rank is right
little risk taking
formal relationships
privileges and perks
many status symbols
rules rigidly enforced
slow action/great care
much protective paperwork
decision-making done at top
high levels of fear and anxiety
your problem is yours, not ours
well-defined chain of command
learning limited to formal training
many information-giving meetings
trouble puts people on the defensive
little problem solving below top level
crossing organizational lines forbidden
need to bury mistakes or whitewash them
carefully formulated rules and regulations
complaints and discomforts go underground

low-performing groups



17 Ways to murder an idea

- 1 See it coming and quickly change the subject.
- 2 Ignore it. Dead silence intimidates all but the most enthusiastic.
- 3 Feign interest but do nothing about it. This at least prevents the originator from taking it elsewhere.
- 4 Scorn it. 'You're joking, of course.' Make sure to get your comment in before the idea is fully explained.
- 5 Laugh it off. 'Ho, ho ho, that's a good one, Joe. You must have been awake all night thinking that up.'
- 6 Praise it to death. By the time you have expounded its merits for five minutes everyone else will hate it.
- 7 Mention that it has never been tried before. If the idea is genuinely original, this is certain to be true. Alternatively, say, 'If the idea's so wonderful, why hasn't someone else already tried it?'
- 8 Say, 'Oh, we've tried that before'—even if it's not true. Particularly effective with newcomers. It makes them realize what complete outsiders they are.
- 9 Come up with a competitive idea. However, this can still be a dangerous tactic, as you might still be left with an idea to follow up.



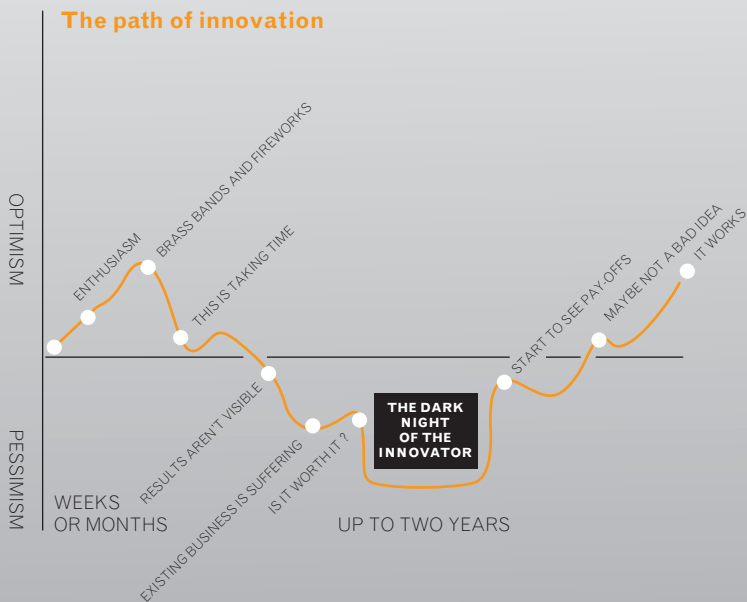
- 10 Stall it with any of the following:
'We're not ready for it yet, but in the fullness of time ...'
'I've been wanting to do that for a long time, but right now ...'
'Let's wait until the new organization has settled down...'
- 11 Modify it out of existence. This is elegant. You seem to be helping the idea along, just changing it a bit here and there. By the time the originator realizes what's happening, the idea is dead.
- 12 Try to chip bits off it. If you fiddle with an idea long enough, it may fall to pieces.
- 13 Make a strong personal attack on the originator. By the time he or she has recovered, the idea won't seem so important.
- 14 Appoint a committee to sit on the idea.
As Sir Barnett Cox observed: 'A committee is a cul-de-sac down which ideas are lured, then quietly strangled.'
- 15 Drown it in cold water. As in:
'We haven't got the staff to do it ... the intangible risks would be too great ... that's all very well in theory, but in real life ...'
- 16 Return it to sender with:
'You need to be much more specific about your proposal.'
- 17 If all fails, encourage the originator to look for a better idea. Usually a discouraging quest. If he or she actually returns with one, start them looking for a better job.



✓ 17 / 17

*Between the idea
and the reality
falls the shadow.*

T. S. Eliot



*Launching a breakthrough idea is like shooting skeet.
People's needs change, so you must aim
well ahead of the target to hit it.*

Raymond Kurzweil

*Half the failures in life arise from
pulling in one's horse as it is leaping.*

Julius Hare 1795-1855

*Honest criticism is hard to take, particularly from
a relative, a friend, an acquaintance, or a stranger.*

Franklin P. Jones

None of us are as smart as all of us.

Japanese proverb



TREAD SOFTLY BECAUSE YOU TREAD ON MY DREAMS

W. B. Yeats

*Never forget that only dead fish
swim with the stream.*

Malcolm Muggeridge



Every new idea is born drowning

A new idea is at its most vulnerable during the first few moments of life. In any important relationship, one negative comment outweighs ten positives.

*There is no limit to what a man can achieve
as long as he doesn't care who gets the credit.*

Bob Woodruff Coca-Cola

*Think wrongly if you please,
but in all cases think for yourself.*

Doris Lessing

*Many ideas grow better when transplanted into
another mind than in the one where they sprang up.*

Oliver Wendell Holmes

*Everything that irritates us about others
can lead us to an understanding of ourselves.*

Carl Jung

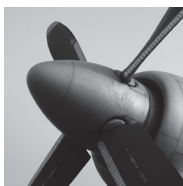




The need for innovation

The need to gain a competitive edge through profitable innovation is greater now than at any other time in our history. ¶ One of the things we've learned is that creativity and innovation do not happen in isolation. Innovation is either connected to an organization's performance by real issues in the marketplace or it doesn't happen. This realization is built into our approach. In our terms, innovation is as much about implementation as inspiration. ¶ While the most visible application of innovative thinking is in developing new products and services, our work takes us into many other areas. What they all have in common is the presence of forces for change and the need for an innovative response. ¶ The task could be to implement new management and operational processes, to re-think strategies or even re-define an entire business. The goal could be to create a more entrepreneurial climate or to deal with the complex repercussions of a merger or acquisition. The innovative thinking might be needed to empower a service quality or TQM program. ¶ In every case, speed is crucial. In these days of snowballing rates of change, whether an innovation is *really* an innovation depends on how long it takes to create and put into practice. ¶ One of the key benefits of Synecticsworld® is that it offers you a way to accelerate the innovation process. Time is like any other resource; it needs to be managed at an optimal level. With the right approach—the Synecticsworld® approach—time can become one of your most powerful sources of competitive advantage.





Some famous last words

Who the hell wants to hear actors talk?

Harry M. Warner Warner Bros. 1927

*There is no likelihood
man can ever tap the power of the atom.*

Robert Millikan Awarded the Nobel Prize in Physics, 1923

Heavier than air flying machines are impossible.

Lord Kelvin President Royal Society, 1885



THAT'S NOT OUR PROBLEM...

*A ship in harbor is safe,
but that is not what ships are built for.*

William Shedd

*People cannot discover new oceans
until they have the courage to lose sight of the shore.*

Anon

Another word for creativity is courage.

George Prince



You can't argue with success

A big and very formal organization had many rules and regulations that seemed devoted to appearances rather than accomplishment. We thought this climate discouraged people from risking new ideas. The people we worked with admitted that these practices were inhibiting, but over and over they would say, *'you can't argue with success'*. ¶ After weeks of frustration, we found a quote that said it all.

*'Blight never does good to a tree
But if it still bears fruit, let none
Say that the fruit was in
Consequence of the blight.'*

William Blake

This famous company
has since paid the price
for not arguing
with success.

... THE HOLE IS AT THE OTHER END OF THE SHIP



*There is nothing more difficult to carry out,
nor more doubtful of success,
nor more dangerous to handle,
than to institute a new order of things.*

Machiavelli

*Nothing is more dangerous than an idea
when it's the only idea you have.*

Emile Chartier

**Abraham
Maslow**

PEO
PLE
WHO
ARE
ONL
Y G
OOD
WIT
H H
AMM
ERS
SEE
EVE
RY
PRO
BLE
M A
S A
NA
IL



*Learn to love change. Feel comfortable with your own creative intuition. Make compassion, care, harmony and trust the foundation stones of business.
Fall in love with new ideas.*

Anita Roddick Body Shop

*Everything you see and touch was once an invisible idea until someone chose to bring it into being.
Any powerful idea is absolutely fascinating and absolutely useless until we choose to use it.*

Richard Bach

A Zen master once asked an audience of Westerners what they thought was the most important word in the English language. After giving his listeners the chance to think about such favorite words as love, truth, failure and so on, he said, 'No, it's a three letter word; it's the word 'let'. Let it be. Let it happen.'

W. Timothy Gallwey The Inner Game of Tennis



*Life is either
a daring adventure
or nothing.*

*Security does not exist
in nature,
nor do the children of men
as a whole experience it.*

*Avoiding danger
is no safer
in the long run
than exposure.*

Helen Keller



*Men stumble over the truth from time to time,
but most pick themselves up
and hurry off as if nothing happened.*

Sir Winston Churchill

*Everyone has talent. What is rare is the courage to
follow the talent to the dark place where it leads.*

Erica Jong

*The greatest mistake you can make in life
is to be continually fearing you will make one.*

Elbert G. Hubbard

*Don't be afraid to take a big step if one is indicated.
You can't cross a chasm in two small jumps.*

D. Lloyd George

*Risk and reward travel side by side.
Avoid one, and the other will also pass you by.*

Anon





How we help our clients

A great deal of what we do can be described as facilitating. We first adopted the term in the 1960s to describe the catalytic role played by our consultants during meetings. Facilitating in this sense has now become part of business language. ¶ A lot of our work is focused on stimulating fresh thinking in managers and leaders with the aim of bringing new power and perspectives to their organizations. In strategic planning assignments, we tap the expertise of the client's own planning team, knowing that the important thing about a strategic plan is not the paper it's printed on, but the process it creates within an organization. ¶ We frequently work with clients to facilitate culture change, whether the transformation is being driven by shifting paradigms in the market or by internal events, like mergers or acquisitions. ¶ Many clients look to us for help in creating profitable new products and processes, often drawing on our unique research process for tapping the creativity of customers. We structure our product development assignments so that we not only assist with the birth of new ideas, but stay with them all the way to the market. Clients also use our consultants to help them create or revitalize quality improvement programs. ¶ Another important area of work is developing high-performing managers and teams and promoting cross-functional teamwork. This often involves mounting an Innovative Teamwork Program, which enables people to invent better ways of working and performing together. While we are not a training company as such, we do a lot of training. Our strength lies in creating training programs tailored to the specific needs of each client.



Before enlightenment

*Chopping wood
Carrying water*

After enlightenment

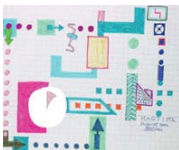
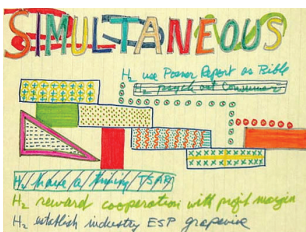
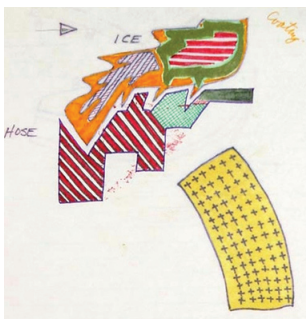
*Chopping wood
Carrying water*

Zen proverb



George M. Prince—Doodles

George spent a lot of time in meetings and calmed his anxieties by doodling. He carried a pocketful of colored pens to make them more interesting. Most date from 1965 to 1985. Some avid collectors regard them as works of art!



*I
hate
quotations*

.

Ralph Waldo Emerson



We'd like to talk with you

If you'd like to know more about Synecticsworld® and how we can help, please call 1.866.691.5709 / 247 or visit our website at **www.synecticsworld.com**



Mixed Sources

Product group from well-managed forests, controlled sources and recycled wood or fiber

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