

Manufacturing • 14591616

Printing & Writing Paper

Title



IBISWorld

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About

IBISWorld specializes in industry research with coverage on thousands of global industries. Our comprehensive data and in-depth analysis help businesses of all types gain quick and actionable insights on industries around the world. Busy professionals can spend less time researching and preparing for meetings, and more time focused on making strategic business decisions.

Table of Contents

1. About This Market	1	External Demand Drivers	22
.....	1	Product Specialization	23
2. Opportunity Assessment	4	Substitute Goods	23
Overview	4	5. Supply Chain & Vendors	25
Market Dynamics	4	Key Takeaways	25
Recent Developments	6	At a Glance	25
Buyer Power Levers	7	Top Suppliers	26
SWOT	8	Average Vendor Risk	26
3. Buyer Power Score	9	Related Goods	27
Overview	9	Market Share Concentration	27
Buyer Power Score Components	9	Supply Chain Dynamics	28
4. Price Environment	11	ESG Trends	28
Key Takeaways	11	Supplier Diversity	31
At a Glance	11	Imports	31
Market Pricing	13	Regulation	32
Geographic Wage Rates	16	6. Business Requirements	33
Occupations	17	At a Glance	33
Pricing Models	19	Planning Process	33
Total Cost Of Ownership	19	Sourcing Process	36
Cost Structure Benchmarks	20	Vendor Management	39
Cost Structure Analysis	21		

About This Market

Summary

Printing and writing paper includes a wide variety of paper goods, such as stationery, printer paper, paper pads, notebooks, tracing paper, and labels. Printing and writing paper can be coated or uncoated. The typical buyers include businesses, law firms, educational institutions, financial services firms, and printing companies.

Summary

Related Reports

- Coated Paper
- Receipt Tape
- Envelopes

RelatedReports

Standard Coding

HS-4802-Uncoated Paper And Paperboard, Used For Writing, Printing Or Other Graphics, Non Perforated Punch-Cards And Punch Tape Paper, In Rolls Or Rectangular Sheets, Of Any Size, Other Than Paper Of Heading

StandardCoding

ISIC-1701-Manufacture of pulp, paper and paperboard

NACE-17.12-Manufacture Of Paper And Paperboard

NAICS-322120-Paper Mills

UNSPSC-14111500-Printing and writing paper

What's Included

- Standard Copy Paper
- Multipurpose Paper
- Legal Paper
- Bright White Copy Paper
- Laser Paper
- Bond Paper
- 30.0% Recycled Paper
- Color Paper
- Carbonless Paper
- Writing Paper

WhatsIncluded

What's Not Included

- Envelopes
- Finished Packaging
- Paperboard Products

WhatsNotIncluded

Additional Resources

- Pulp & Paper Products Council
- PaperAge Magazine
- American Forest & Paper Association
- PULPAPERnews
- Technical Association of the Pulp & Paper Industry

AdditionalResources

Common Market Terminology

Coated Paper

A paper that has been coated with a compound to impart certain qualities to it.

Ream

A quantity of paper that usually refers to 500 sheets.

Forest Stewardship Council (FSC) Certifications

A certification stating that printing and writing paper has been sourced in an environmentally friendly and socially responsible manner.

Programme for the Endorsement of Forest Certification (PEFC)

A certification stating that printing and writing paper has been sourced from sustainably managed forests that meet strict environmental, social, and economic standards.

Common Market Terminology

Glossary

HS

The Harmonized Commodity Description and Coding System is maintained by the World Customs Organization as a standardized system of names and numbers for classifying traded products.

Life Cycle

All products and services go through periods of growth, maturity and decline. ProcurementIQ determines a life cycle by considering factors such as pricing trends, the level and speed of product or service change, the extent of a product's distribution and the maturity of marketing trends.

Market Share Concentration

Determined by the market share of the top four vendors for a given product or service: high is when the top four vendors account for 45.0% or more of the product or service market share, medium is from 30.0% to 44.9%, and low is less than 30.0%.

NAICS

The North American Industry Classifications System is the standard by which industries (not products) in the United States, Canada and Mexico are classified.

Price Driver Volatility Level

Determined by the average absolute difference in the percentage change of input cost items and external demand drivers over the past three years: high is 2.7% or greater for all drivers, medium is from 1.8% to 2.6% for all drivers, and low is 1.7% or less for all drivers.

Price Range

The difference between the upper and lower price bounds divided by the benchmark price: wide is greater than 50.0%, medium is from 25.0% to 50.0%, and narrow is less than 25.0%.

Price Volatility Level

Determined by the average absolute difference in the percentage change of the benchmark price over the past three years: high is 2.7% or greater, medium is from 1.8% to 2.6%, and low is 1.7% or less.

Producer Price Index (PPI)

This index represents the change in the amount that producers receive for their products or services, as opposed to the prices that consumers pay for them.

Profit

ProcurementIQ uses earnings before interest and tax (EBIT) as an indicator of a company's profitability. It is calculated as revenue minus expenses, excluding interest and tax.

Profit Level

Determined by the average profitability of the industry in which a product or service vendor operates, compared to the average profit margin for all industries in the US. There are around 700 industries in the US classified using the NAICS taxonomy (see NAICS).

Total Cost of Ownership Level

Determined by the total cost of ownership as a percentage of the benchmark purchase price per year: high is when the total cost of ownership is greater than 100.0% of the benchmark purchase price per year, medium is from 50.0% to 100.0%, and low is less than 50.0%.

UNSPSC

Coding for each report title is based primarily on the United Nations Standard Products & Services Code. The code is a hierarchical classification codeset of expenditure items.

Wages

The gross total wages and salaries of all employees in the industry. The cost of benefits is also included in this figure.

Z-Score

The Altman Z-score formula is used to help predict a company's chances of going bankrupt within the next two years. The Z-score uses multiple corporate income and balance sheet values to measure the financial health of a company. Z-scores above 2.9 are defined as having a low financial risk level; scores between 1.23-2.9 are at a medium risk level and scores below 1.23 are a high financial risk level.

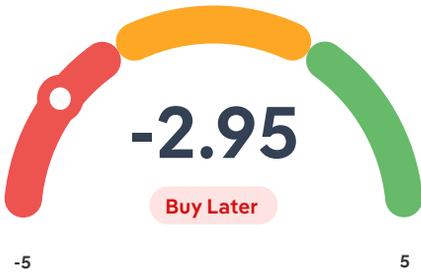
Opportunity Assessment

Overview

BuyerPowerScore

Buyer Power Score

Buyer Power Recommendation



Buy Later

How to proceed ProcurementIQ recommends buying later because purchasing conditions for Printing & Writing Paper are projected to improve next year.

Need to buy now?

Buyers that are looking to procure Printing & Writing Paper now can still find advantageous negotiating areas by examining this market's Buyer Power Levers.

Market Dynamics

MarketDynamics

Market Price (2025)

\$43.20

per 10 reams

Price Trend CAGR

2.6%

2022-25

Negative

Price Forecast CAGR

2.8%

2025-28

Negative

Supply Chain Risk

High

Negative

Vendor Average Cost Structure (2025)



Cost Component	Proportion of Revenue(%)
Overhead	40.9
Profit	4.3
Purchases	43.0
Wages	11.8

Top Vendors

TopSuppliers

Vendor	Market Share (%)
Amazon.Com, Inc.	5-10
Canon Inc.	< 5
Staples Inc.	5-10
the Odp Corporation	5-10
Vertiv Company	< 5

ESG Level

ESGTrends



Average Market Price

2015-2030



Key External Drivers

Drivers	Trend
Producer Price Index: Softwood lumber, made from purchased lumber	Decreasing
Percentage of business conducted online	Increasing
Number of K-12 students	Decreasing
Number of businesses	Increasing
Average Hourly Wage - Paper manufacturing	Increasing

External Demand Drivers

Recent Developments

Recent Developments

Tariffs are driving up paper and paperboard product prices

Negative Trend

- The Trump administration's reciprocal tariffs, which apply general tariff rate increases to all imports from most nations, are set to take effect on August 7 after the national tariff rates were finalized on August 1.
- As a result, the leading paper and paperboard product import sources, Canada, the European Union, China, and Mexico, all face significantly increased tariff rates of 35.0%, 15.0%, 54.0%, and 25.0%, respectively. Together, these countries account for 77.3% of paper and paperboard imports.
- However, USMCA-originating products, meaning those produced entirely in Canada or Mexico, are exempt from the elevated tariffs.
- The United States is highly reliant on paper and paperboard imports to meet domestic demand, with imports accounting for approximately 30.5% of total US consumption in this market.
- Due to these factors, the Yale Budget Lab anticipates tariffs will increase prices in the paper and paperboard market by 5.3% in the short term.

Sections Impacted

Price Environment - At a Glance

Buyer Power Levers

No Buyer Threat Positive

High Availability of Substitutes.

Buyers in this market have access to a wide range of suitable substitutes.

Low Product Specialization

Customized solutions are rarely used in this market thus most suppliers are able to meet client's needs.

Low Switching Costs

There are few costs when switching vendors in this market.

To Investigate Neutral

Moderate Average Vendor Risk

In this market, there is some risk of vendor insolvency.

Buyer Threat Negative

Rising Forecast Price

Prices are forecast to rise quickly during the next three years.

High Market Share Concentration

The top 4 vendors in this market control over 45% of the market share.

High Price Driver Volatility

Key price drivers have fluctuated sizably in recent years.

High Recent Price Volatility

Prices have fluctuated sizably in recent years.

High Supply Chain Risk

The risk of price swings, shortages and delays due to supply chain disruptions is high.

BuyerPowerLevers

SWOT

Strengths

SWOT

- Product specialization is low in this market, which indicates that most vendors are qualified and able to render products or services.
- Buyers experience few unexpected or hidden costs in this market. Low total cost of ownership allows buyers to better budget. Most costs are expected or can be negotiated beforehand.
- There is a high availability of substitutes in this market, indicating that buyers can leverage other products or services to secure discounts.
- Switching costs are low in the market, which makes it easier for buyers to switch vendors in search of a more favorable deal.

Weaknesses

- Market Share Concentration is high in this market, which indicates that vendors that vendors are unlikely to engage in price-based competition to win new business.
- The Printing & Writing Paper market has a moderate level of vendor financial risk, indicating that the average vendor in this market faces a moderate threat of bankruptcy which could cause disruptions for buyers.
- The market offers few opportunities for sourcing from women-, veteran- and minority-owned businesses, meaning buyers are not likely to be able to meet diversity metrics or values for this market.

Opportunities

- Prices are forecast to decline during the next three years, which may provide buyers an opportunity to reduce their costs by delaying their purchases.
- Prices have been falling during the past three years, allowing buyers to take their time with a sourcing event and putting the urgency on suppliers.
- This market's short lead times means that buyers can quickly order, receive and integrate mark solutions to fill inventories or reduce downtimes.
- Suppliers in this market have a high commitment to ESG initiatives. As such, buyers are at minimal risk of sourcing from a provider with disreputable business practices.

Threats

- Prices for Printing & Writing Paper have fluctuated sizably. Instability in market prices has been making it more difficult for buyers to anticipate prices and plan accordingly.
- Supply Chain Risk is high in this market, which reveals that vendors are likely to have difficulties in securing the necessary products and equipment for Printing & Writing Paper.
- The average profit margin in this market is low, which means that vendors may be less willing to negotiate down their prices.
- Price drivers have been highly volatile during the past three years, which increases the likelihood of sudden shifts in market demand and/or prices.

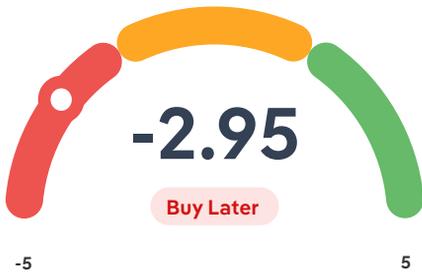
Buyer Power Score

Overview

Seller's Market

BuyerPowerScore

Buyer Power Score



Buyer Power Score Over Time 2022-2026



3-Year Average: -2.95

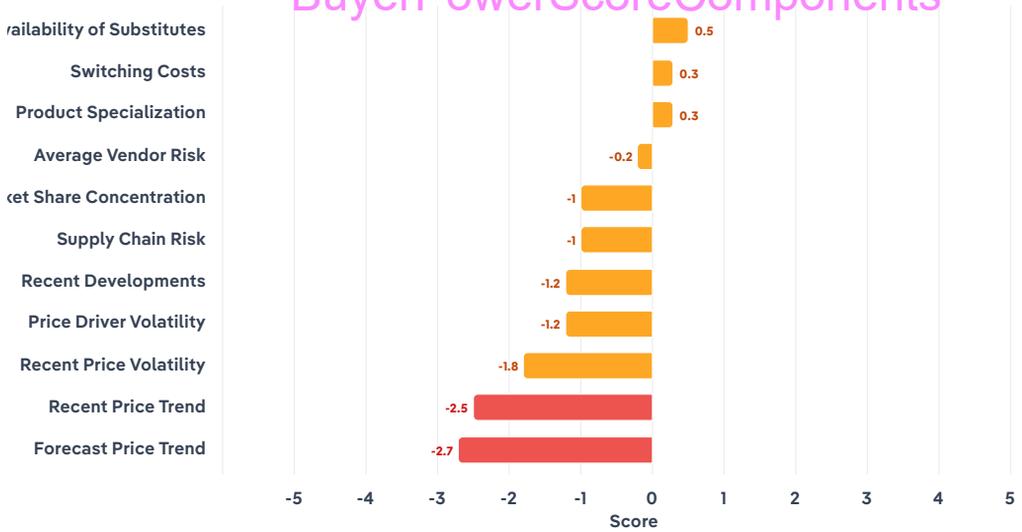
Buyer Power Score Components

Buyer Power Score: -2.95

Buyer Power Score Components

The scores for each Buyer Power Score component are on a scale of -5 to 5, with -5 indicating stronger supplier power and 5 indicating stronger buyer power.

BuyerPowerScoreComponents



Sources: ProcurementIQ

Price Environment

Key Takeaways

Price Key Takeaways

Ongoing price increases and cost swings disrupt buyers' budgeting in a volatile procurement environment

Negative Impact

Printing and writing paper prices have risen steadily over the past three years, with further increases forecast due to ongoing volatility in wood pulp, lumber, and energy costs. These raw material price swings create a highly unstable cost environment. As a result, buyers face significant challenges in budgeting and controlling spend for printing and writing paper. Buyers should use contracts with escalation clauses tied to input indexes and consider multi-year agreements to lock in pricing, while closely monitoring global pulp and energy trends that drive market unpredictability.

Broad substitutability and low switching costs give buyers leverage over suppliers

Positive Impact

Printing and writing paper is largely undifferentiated, with a low level of specialization across brands and suppliers. Increased adoption of digital workflows, including email, cloud storage, and online communication, provides ready alternatives that can directly reduce paper demand and costs. The market's high availability of substitutes and the low operational cost to switch suppliers enable buyers to pressure vendors with competitive bids or move to alternatives quickly. Buyers should regularly review digitalization rates and supplier performance to optimize spend and efficiency.

Low total cost of ownership empowers buyers to optimize contracts, pilot new solutions, and minimize risk

Positive Impact

Ownership costs for printing and writing paper remain low in this market due to standardized product offerings and minimal maintenance or transition expenses. Most suppliers offer similar quality on common formats like 8.5" x 11" office paper, simplifying replacement or bulk order strategies. Buyers can take advantage of this by renegotiating supplier contracts frequently, piloting sustainable or recycled options, and updating contract terms as needed with little operational risk. Buyers should benchmark prices quarterly and include sustainability or service guarantees to further bolster supply stability.

At a Glance

Market Dynamics

Market Pricing (2025) \$43.20 per 10 reams	Price Trend CAGR 2.6% Negative 2022-25	Price Forecast CAGR 2.8% Negative 2025-28	Recent Price Volatility High Negative
Level of Specialization Low Positive	Availability of Substitutes High Positive	Price Driver Volatility High Negative	Switching Costs Low Positive

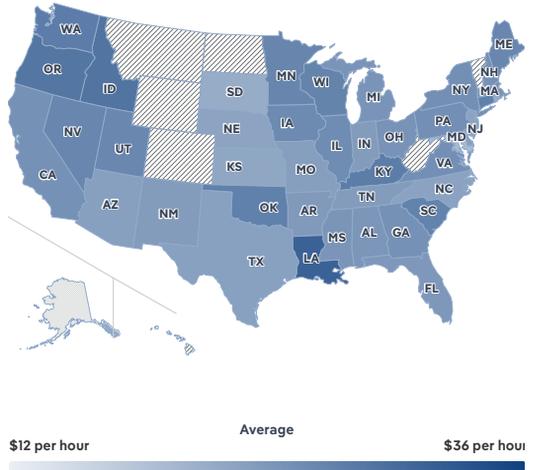
Average Market Price

2015-2030



Geographic Wage Rates

The average wage rates by metropolitan area for Paper Goods Machine Setters, Operators, and Tenders in the US in 2025

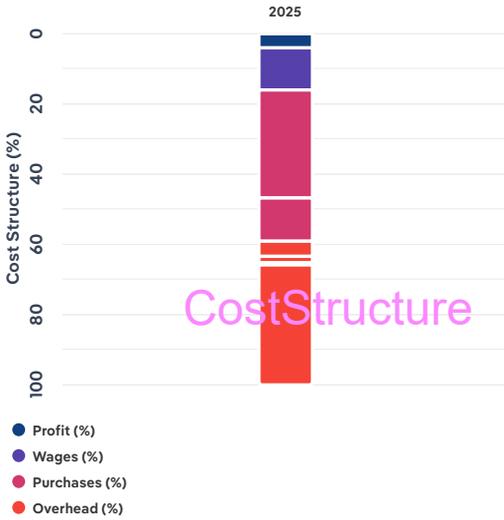


Sources: ProcurementIQ

External Demand Drivers

Key External Drivers

Vendor Average Cost Structure (2025)



Drivers	Trend
Producer Price Index: Softwood lumber, made from purchased lumber	Decreasing
Percentage of business conducted online	Increasing
Number of K-12 students	Decreasing
Number of businesses	Increasing
Average Hourly Wage - Paper manufacturing	Increasing

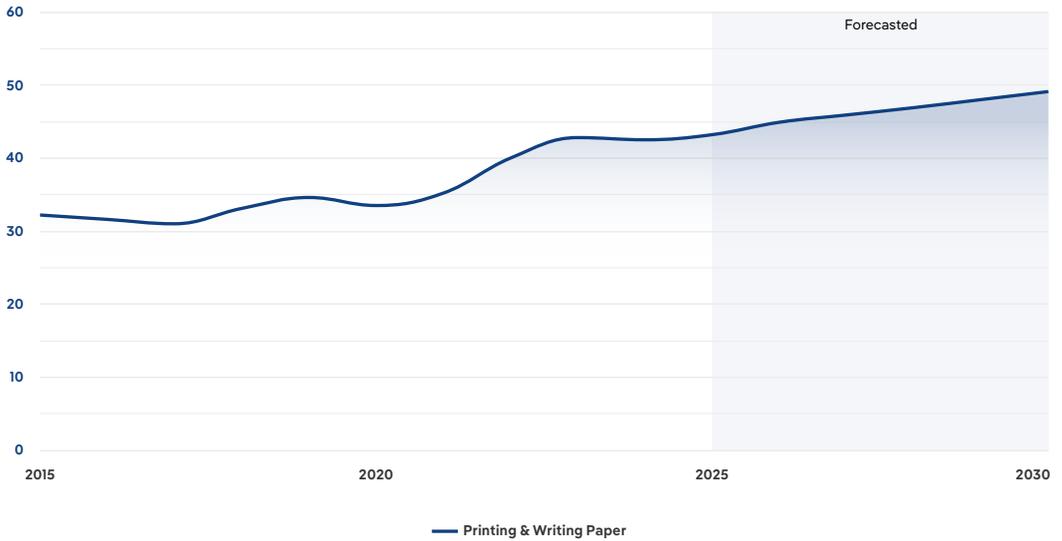
Cost Structure

Cost Component	Proportion of Revenue(%)
Overhead	40.9
Profit	4.3
Purchases	43.0
Wages	11.8

Market Pricing

Average Market Price

2015-2030



PriceTrend

Sources: ProcurementIQ

Year	\$ per 10 reams
2015	32.20
2016	31.60
2017	31.00
2018	33.10
2019	34.60
2020	33.50
2021	35.20
2022	40.00
2023	42.80
2024	42.50
2025	43.20
2026	44.90
2027	45.90
2028	46.90
2029	48.00
2030	49.10

Price Range

€2.40 to €146.0

per 10 reams

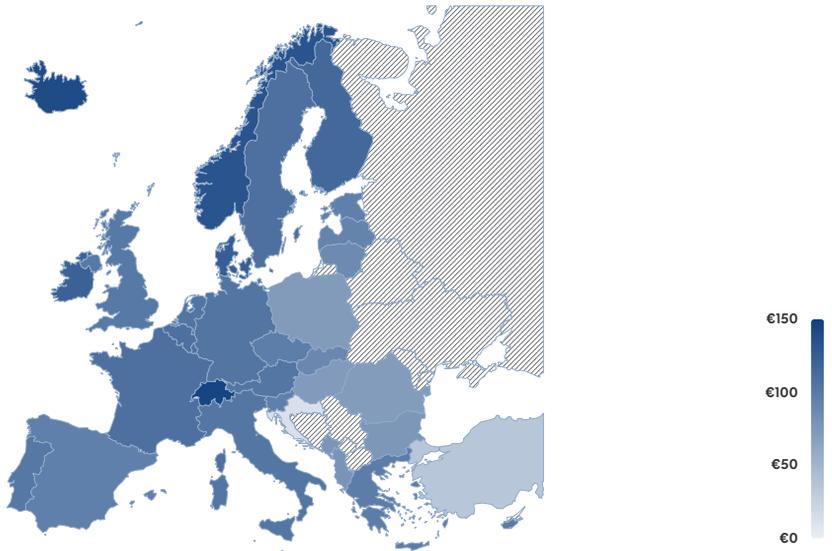
Average Price

€37.80

per 10 reams

Increasing

Geographic Market Pricing



Sources: Sources: ProcurementIQ and Eurostat

GeographicMarketPricing (EU Only)

AverageMarketPrice

Price Range

\$20.00 to \$430.0

per 10 reams

Average Price

\$43.20

per 10 reams

Market Pricing Breakdown

MarketPriceBreakdown (US Only)

Market Pricing Breakdown

Offerings	Price Range (\$ per 10 reams)	Average Price (\$ per 10 reams)	Average Price Description
Writing Paper	250.0 - 400.0	325.0	Represents the average price for 8.5 x 11-inch, 92-bright premium writing paper.
Standard Copy Paper	20.00 - 60.00	43.20	Represents the average price for 8.5 x 11-inch, 92-bright standard paper.
Multipurpose Paper	80.00 - 140.0	100.0	Represents the average price for 8.5 x 11-inch, 92-bright multipurpose paper.
Legal Paper	80.00 - 200.0	120.0	Represents the average price for 8.5 x 14-inch, 92-bright legal-sized paper.
Laser Paper	100.0 - 250.0	130.0	Represents the average price for 8.5 x 11-inch, 98-bright laser-compatible paper.
Color Paper	90.00 - 260.0	115.0	Represents the average price for 8.5 x 11-inch, 92-bright assorted color paper.
Carbonless Paper	200.0 - 430.0	350.0	Represents the average price for 8.5 x 11-inch, 92-bright carbonless duplicating paper.
Bright White Copy Paper	85.00 - 150.0	100.0	Represents the average price for 8.5 x 11-inch, 92-bright high-contrast paper.
Bond Paper	50.00 - 100.0	70.00	Represents the average price for 8.5 x 14-inch, 92-bright durable bond paper.
30% Recycled Paper	70.00 - 150.0	110.0	Represents the average price for 8.5 x 11-inch, 92-bright recycled-content paper.

Market Pricing Factors

Features

Pricing Factors

Features such as paper weight, finish, and size significantly affect the pricing of printing and writing paper. For instance, premium coated paper used for high-quality printing commands higher prices due to its enhanced visual appeal and performance, while basic uncoated printer paper is priced lower, catering to everyday business needs.

Aesthetic & Design

Aesthetic and design significantly affect the pricing of printing and writing paper by creating perceived value through visual appeal and functionality. For example, high-quality, uniquely designed stationery paper or notebooks with intricate patterns can command higher prices compared to standard options, with pricing often measured by factors such as design complexity, paper texture, weight, and color vibrancy.

Quality Certifications

Quality certifications, such as FSC (Forest Stewardship Council) and ISO (International Organization for Standardization), can raise the price of printing and writing paper due to the assurance they provide regarding sustainable sourcing and manufacturing processes. Paper products with FSC certification often command a premium price as they appeal to environmentally conscious buyers, including businesses and institutions that prioritize sustainability in their purchasing decisions.

Customization

Customization in the printing and writing paper market often leads to higher prices due to the added costs of producing tailored products, such as unique sizes, colors, or finishes. For instance, custom stationery for businesses or personalized notebooks can command a premium, with pricing typically measured by factors like order volume, complexity of design, and material specifications.

Regulatory Compliance

Regulatory compliance in the printing and writing paper market is shaped by environmental standards such as the United States Environmental Protection Agency's Toxic Substances Control Act (TSCA), the European Union's Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulation, and the Canadian Environmental Protection Act (CEPA), all of which govern the use of chemicals and sustainable practices. Because supply chains often cross international borders, adherence to these varied regulations can impact production costs, product availability, and purchasing decisions.

Material Type

Material type significantly affects the price of printing and writing paper, as different materials have varying production costs, quality characteristics, and end-use applications. Pricing is often measured based on factors such as raw material costs, manufacturing processes, and market demand for specific paper types.

Packaging & Shipping Requirements

Packaging and shipping requirements significantly affect the pricing of printing and writing paper by adding costs associated with materials, labor, and logistics. For instance, bulk orders may require sturdier packaging and specialized shipping methods, which can increase overall expenses and be reflected in the final price to buyers, such as educational institutions or businesses.

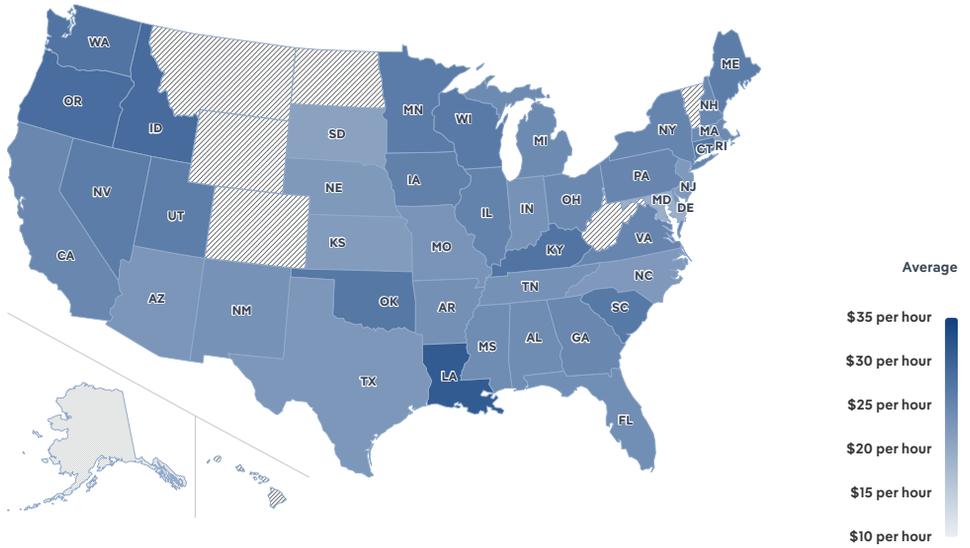
Supplier Experience & Qualifications

Supplier experience and qualifications play a crucial role in determining prices for printing and writing paper by influencing the perceived quality, reliability, and efficiency of supply. Suppliers with extensive industry experience often command higher prices due to their established reputation, advanced production techniques, and ability to meet specific customer needs, as seen in partnerships with large corporations or educational institutions that require consistent quality and timely delivery.

Geographic Wage Rates

Geographic Wage Rates

The average wage rates by metropolitan area for Paper Goods Machine Setters, Operators, and Tenders in the US in 2025



Sources: ProcurementIQ

Occupations

Occupation	Entry (\$/hour)	Median (\$/hour)	Experienced (\$/hour)
<p>Production Workers, All Other</p> <p>Production workers operate and maintain machinery to ensure the efficient production of coated and uncoated printing and writing paper, meeting quality standards and production targets. Production workers account for an estimated 2.6% of employment in pulp, paper, and paperboard mills.</p>	16.86	18.66	22.86
<p>Paper Goods Machine Setters, Operators, and Tenders</p> <p>These workers set up, operate, or tend paper goods machines that perform a variety of functions, such as converting, sawing, corrugating, banding, wrapping, boxing, stitching, forming, or sealing paper or paperboard sheets into products. Workers in this market account for an estimated 27.4% of employment in pulp, paper, and paperboard mills.</p>	20.92	23.75	28.47
<p>Mixing and Blending Machine Setters, Operators, and Tenders</p> <p>Mixing and blending machine setters combine various chemical substances to create coatings and finishes for printing and writing paper, ensuring consistent quality and performance. These workers account for an estimated 1.9% of employment in pulp, paper, and paperboard mills.</p>	19.13	22.92	27.86
<p>Maintenance and Repair Workers, General</p> <p>Maintenance and repair workers ensure the optimal functioning of machinery and building infrastructure in printing and writing paper production facilities by performing multi-skilled maintenance tasks. Maintenance and repair workers account for an estimated 2.8% of employment in pulp, paper, and paperboard mills.</p>	18.77	23.38	29.67
<p>Laborers and Freight, Stock, and Material Movers, Hand</p> <p>Laborers and stock movers manually transport and organize raw materials and finished paper products within printing and writing paper facilities to support production and distribution. These workers account for an estimated 3.8% of employment in pulp, paper, and paperboard mills.</p>	17.03	18.72	22.29
<p>Industrial Truck and Tractor Operators</p> <p>Industrial truck and tractor operators transport raw materials and finished paper products within pulp, paper, and paperboard mills to ensure efficient production and distribution. Industrial truck and tractor operators account for an estimated 2.7% of employment in pulp, paper, and paperboard mills.</p>	19.13	22.30	25.81
<p>Industrial Machinery Mechanics</p> <p>Industrial machinery mechanics maintain and repair equipment essential to the production processes in paper mills, ensuring efficient operation of machinery used in the manufacturing of printing and writing paper. Industrial machinery mechanics account for an estimated 8.1% of employment in pulp, paper, and paperboard mills.</p>	25.34	30.65	37.53
<p>Industrial Engineers</p> <p>Industrial engineers optimize production workflows and material handling systems to enhance efficiency and reduce costs in the printing and writing paper industry. Industrial engineers account for an estimated 2.5% of employment in pulp, paper, and paperboard mills.</p>	39.38	48.63	61.29
<p>Helpers--Production Workers</p>	16.54	18.38	21.63

Occupation	Entry (\$/hour)	Median (\$/hour)	Experienced (\$/hour)
<p>Production helpers assist in the printing and writing paper market by preparing materials and maintaining equipment to ensure efficient production processes. These workers account for an estimated 2.7% of employment in pulp, paper, and paperboard mills.</p>			
<p>First-Line Supervisors of Production and Operating Workers</p> <p>First-line supervisors of production and operating workers oversee the efficient operation of machinery and coordination of production schedules to ensure timely delivery of high-quality printing and writing paper products. First-line supervisors of production and operating workers account for an estimated 5.5% of employment in pulp, paper, and paperboard mills.</p>	27.08	34.23	41.72

Pricing Models

Cost-Plus Pricing

Pros

Pricing Models

- In the printing and writing paper sector, suppliers utilize this model effectively, as it accommodates the various costs associated with producing different types of paper products, such as coated and uncoated options, while ensuring suppliers maintain a profit margin that reflects their operational costs.
- Suppliers often package their paper products in various formats, including individual reams, multi-ream boxes, and bulk options like pallets or truckloads, which allows buyers to select purchasing options that best fit their needs, whether for large-scale operations or smaller, targeted purchases.
- The cost-plus pricing model is straightforward, allowing buyers to easily understand how pricing is determined based on production costs and a predetermined profit margin, which fosters transparency in the procurement process.
- Buyers can leverage this model to negotiate better terms, as understanding the cost structure enables them to identify which factors contribute most significantly to price fluctuations, allowing for informed discussions with suppliers regarding cost efficiencies or potential discounts.

Cons

- The additional margins set by suppliers can sometimes appear arbitrary, which may lead to concerns about fairness in pricing and create mistrust between buyers and suppliers, especially if buyers feel margins are not justified by the service or product quality received.
- Buyers may find that focusing solely on cost-plus pricing can limit their ability to explore alternative pricing models that might offer better value or cost savings, such as competitive bidding or fixed pricing agreements.
- This pricing model may not be ideal for all buyers, particularly those with strict budget constraints or requirements for cost predictability, as the inherent variability in production costs can complicate financial forecasting and procurement planning.
- A major drawback of the cost-plus pricing model is that fluctuations in key inputs, such as wood pulp prices and energy costs, are typically passed on to buyers, leading to unpredictable pricing and potential budgetary challenges for businesses dependent on consistent supply costs.

Total Cost Of Ownership

Low

Negotiated Before Positive

Transportation

Shipping fees represent the largest added cost beyond the benchmark price, but many vendors offer free or lower-cost delivery services for particularly large orders. To reduce the total cost of ownership, buyers can source from localized operators to reduce potential transit costs.

Pre-evaluation

Printing and writing paper is fairly uniform across suppliers, which reduces the time needed to evaluate the product. Still, buyers will want to ensure they are getting the best price available and make a thorough evaluation of suppliers.

Billed During Neutral

Storage

Buyers incur minimal storage costs because printing and writing paper can be stored in a typical office infrastructure.

Unforeseen Negative

Delays

Delays in delivery times drive up the total cost of ownership, as key business operations may be temporarily suspended should buyers run out of printing and writing paper.

Total Cost of Ownership

Cost Structure Benchmarks

Cost Structure

Profit Figure (2025)

4.3%

Average Profit Margin

Low

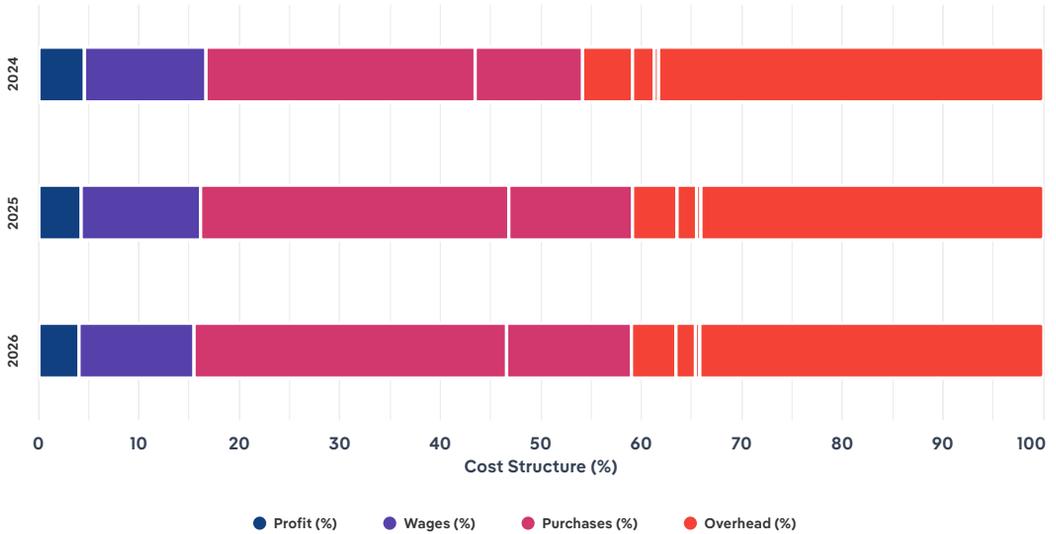
Falling

Buyers may have limited ability to negotiate discounts.

Cost Structure Benchmarks

CostStructure

The average operating costs and profit as a percentage of market revenue in 2024, 2025 and 2026.



Sources: ProcurementIQ

Cost Component	Proportion of Revenue (%)
Profit	4.3
Wages	11.8
Purchases	43.0
Pulp, Paper & Allied Products Price Alert	30.7
Other Purchases	12.3
Printing Ink	N/A
Packaging Materials & Products	N/A
Chemicals & Allied Products	N/A
Overhead	40.9
Rent & Utilities	4.4
Depreciation	2.0
Marketing	0.4
Other Overhead Price Alert	34.1
Insurance	N/A
Repair & Maintenance	N/A
Energy Costs	N/A

Cost Structure Analysis

Cost Structure Analysis

Average Hourly Wage - Paper manufacturing

Growth			Forecast			Volatility		
2.5%	2022-25	Negative	2.6%	2025-28	Negative	Low	2022-25	Positive

- Wages for labor in the printing and writing paper market increased during the past three years, as ongoing labor shortages have limited production capacity for products in this market. This has incentivized vendors in this market to raise wages to increase the efficiency of their manufacturing operations, thus pressuring the price of printing and writing paper upwards.
- Average wages for paper and paper products are projected to increase during the next three years as labor demand in this market rises. This will support price growth throughout the forecast period, negatively impacting buyers.

Producer Price Index: Softwood lumber, made from purchased lumber

Growth			Forecast			Volatility		
-4.6%	2022-25	Positive	1.6%	2025-28	Negative	High	2022-25	Negative

- During the past three years, the price of softwood lumber has been decreasing due to an oversupply of lumber. This has restricted price growth for market products.
- During the next three years, softwood lumber prices are expected to increase due to rising overhead costs and wages. This will support price hikes for market products.

External Demand Drivers

External Demand Drivers

Percentage of business conducted online

Growth

0.6%

2022-25

Positive

Forecast

0.7%

2025-28

Positive

Volatility

Low

2022-25

Positive

- During the past three years, the percentage of business conducted online has increased as more companies have digitized business processes. This has placed downward pressure on demand and prices for physical paper products, pressuring prices downward.
- The percentage of business conducted online is expected to rise during the next three years, driven by further growth in the popularity of internet-enabled devices and digital services. Rising online business activity will restrict the price growth of printing and writing paper.

Number of businesses

Growth

1.2%

2022-25

Negative

Forecast

1.0%

2025-28

Negative

Volatility

Low

2022-25

Positive

- The number of businesses has been increasing, as many backlogged business applications have been approved over the past three years. An increasing number of businesses increases demand for printing and writing paper, pressuring prices upward.
- In the next three years, the number of businesses is forecast to increase as the economy continues to expand, thereby supporting price growth in the market.

Number of K-12 students

Growth

-0.6%

2022-25

Positive

Forecast

-1.3%

2025-28

Positive

Volatility

Low

2022-25

Positive

- The number of K-12 students has been declining for the past three years. Slow demand from the education sector has slightly reduced demand, restricting further price growth.
- In the next three years, the number of K-12 students is forecast to continue declining due to stagnation in high school enrollment rates. This will decrease demand for printing and writing paper, restricting greater price growth.

Product Specialization

Product Specialization

Low

- Printing and writing paper products are almost identical among different suppliers.
- Buyers can easily find suppliers that provide similar products.
- The low level of product specialization expedites the purchasing process and reduces reliance on any single supplier, supporting buyer power.

Substitute Goods

High

Substitute Goods

- Email and file sharing offer the advantages of speed, affordability, and accessibility.
- Internet advertising can be more targeted and allows companies to track the effectiveness of their ads.
- With enterprise software, forms such as invoices will be processed electronically and will not need to be printed. Enterprise software may also boost productivity by enabling buyers to automate tasks.
- Tablets and smartphones offer users a way to browse written content on the go. Although the initial purchasing costs can be high, a tablet can hold much more content than printed documents and can utilize other forms of media, such as video and audio.

Supply Chain & Vendors

Key Takeaways

SupplyChainKeyTakeaways

Consolidated supplier base reduces buyer bargaining power and increases pricing vulnerability Negative Impact
Ongoing merger and acquisition activity has led to fewer suppliers in the printing and writing paper market, reducing competition and making it harder for buyers to negotiate favorable pricing or flexible contract terms. This environment heightens the risk of supplier-driven price increases and decreases overall sourcing flexibility. Buyers should look beyond domestic suppliers and consider reputable overseas vendors, but must carefully evaluate their reliability, quality standards, and delivery timelines to ensure supply chain resilience and avoid unexpected disruptions.

Elevated supply chain risk from wood pulp shortages threatens cost stability and continuity Negative Impact
Frequent price swings and supply shortages in wood pulp, the largest input cost and accounting for about 30% of supplier revenue, are driving ongoing disruptions in the printing and writing paper market. This volatility exposes buyers to sudden cost increases and potential delivery delays, making budgeting and operational planning more difficult. Procurement teams should prioritize long-term supplier agreements, develop relationships with alternative fiber providers, and regularly assess backup options to minimize risk from future market shocks and maintain business continuity.

Import reliance provides cost opportunities but heightens risk around quality and lead times Neutral Impact
The United States imports significant volumes of paper and paperboard, giving buyers opportunities to source from lower-cost international suppliers. While this can improve pricing competitiveness, imports may come with inconsistent product quality, extended lead times, and increased compliance complexity due to varying regulations. Buyers should carefully compare total landed costs, regularly audit overseas suppliers, and implement strong quality control measures to ensure that cost savings do not compromise product standards or disrupt supply reliability.

At a Glance

Market Share Concentration
High

Negative

Vendor Risk
Medium

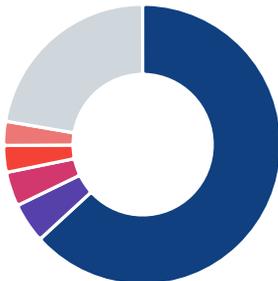
Neutral

Supply Chain Risk
High

Negative

Supplier Diversity
Low

Top Imports



- Canada (1137.3m) 63.2%
- Brazil (83.5m) 4.6%
- Finland (71.2m) 4%
- Thailand (55.6m) 3.1%
- South Korea (49.7m) 2.8%
- Other (401.6m) 22.3%

ESG Level



Top Suppliers

TopSuppliers

Supplier	Operational Size	Headquarters	No. of Employees	Market Share (%)	Market Share Performance (3-yr trend)	Total Revenue (\$m)	Profit Level (%)	Risk Level
Amazon.Com, Inc.	Global	Seattle, Washington	1541000	5-10	Increasing	637959	10.8	Low
Canon Inc.	Global	Ota City, Tokyo	>10000	< 5	Steady	>10000	N/A	NA
Central National Gottesman Inc.	Global	Purchase, New York	3000	< 5	Increasing	1000-2000	N/A	NA
Domtar Corporation	Global	FORT MILL, South Carolina	6300	20-25	Decreasing	7154	2.1	Low
Georgia-Pacific Llc	Global	Atlanta, Georgia	35000	10-15	Decreasing	2000-5000	N/A	NA
International Paper Company	Global	Memphis, Tennessee	39000	10-15	Steady	18619	1.6	Medium
Packaging Corp of America	International	LAKE FOREST, Illinois	15100	10-15	Increasing	8383	13.2	Medium
Pactiv Evergreen Inc.	Global	LAKE FOREST	16000	< 5	Steady	5148	2.1	Medium
Seiko Epson Corp	Global	Suwa	>10000	< 5	Steady	5000-10000	N/A	NA
Staples Inc.	Global	Framingham, Massachusetts	77000	5-10	Steady	>10000	N/A	NA
the Odp Corporation	International	Boca Raton, Florida	4000	5-10	Steady	6990	2.3	Low
Vertiv Company	-	Westerville	27000	< 5	Steady	8012	17.2	Medium

Average Vendor Risk

Medium

Positive Impact Positive

Contract Length

Suppliers that regularly enter contracts with longer durations demonstrate an ability to meet buyers' potentially evolving needs over time.

Slow Regulatory Change

Applicable regulations are changed and introduced infrequently, indicating that suppliers must allocate minimal revenue toward ensuring regulatory compliance.

Neutral Impact Neutral

External Demand Driver Volatility

Changes in demand for market products or services may cause suppliers to adjust prices.

Negative Impact Negative

High Competition From Substitutes

Suppliers face substantial competition from substitutes that serve the same purpose as market products or services, indicating a high risk of buyers procuring alternatives in lieu of the supplier's product or service.

Profit Level

With low profit, suppliers are less likely to be able to secure financing and attract investors in order to grow operations.

Average Vendor Risk

Related Goods

Related Goods

Company	Envelopes	Printers	Writing Supplies
Vertiv Company (US)	True	False	False
the Odp Corporation (US)	True	True	True
Staples Inc. (US)	True	True	True
Seiko Epson Corp (US)	False	True	False
Resolute Forest Products Inc. (US)	True	False	False
International Paper Company (US)	True	False	False
Georgia-Pacific LLC (US)	True	False	False
Domtar Corporation (US)	True	False	False
Canon Inc. (US)	False	True	True
Amazon.Com, Inc. (US)	True	True	True

Market Share Concentration

High

Revenue and Enterprises by Operator Size MarketShareConcentration

The average percentage of revenue and total enterprises by operator size in 2025.



Sources: ProcurementIQ and US Census Bureau

Supply Chain Dynamics High

Supplier	Overall Risk Level	Barriers to Entry	Competition	Import Penetration	Regulation	Industry Volatility	Industry Financial Risk
Electric Power Transmission in the US	Medium	High	Low	Low	High	Moderate	Medium
Coal & Natural Gas Power in the US Tier 2	Medium - High	High	Moderate	Low	High	Moderate	Medium
Wood Pallets & Skids Production in the US	Medium - High	Low	High	Low	Moderate	High	Medium - High
Sawmills & Wood Production in the US Tier 2	Medium	High	High	Medium	High	High	Medium
Wood Pulp Mills in the US	High	High	Moderate	High	High	High	Medium - High
Logging in the US Tier 2	Medium	Moderate	Moderate	Low	High	Moderate	Medium
Organic Chemical Manufacturing in the US Tier 2	Medium	High	High	Medium	Very High	High	Medium

ESG Trends

Overall ESG Level



ESGTrends

ESG Components

Environmental	Social	Governance
Current Level High	Current Level Moderate	Current Level High
Opportunity Level High	Opportunity Level Moderate	Opportunity Level High

Environmental

Energy Efficiency

Energy use is a critical factor in the printing and writing paper market, requiring oversight from both private and public sectors.

The Environmental Protection Agency's Cluster Rule mandates regulations on pollutant emissions for the pulp, paper, and paperboard industries.

Notable companies like Canon Inc. have achieved an average annual reduction of 2.5% in carbon dioxide emissions and resource usage per product from 2008 to 2022 by enhancing product compactness and energy efficiency.

Waste Management

Waste in the printing and writing paper market is moderate, necessitating compliance with the Solid Waste Disposal Act (SWDA) for proper waste management.

Companies are increasingly tracking waste diversion from landfills to recycling facilities, with International Paper Company reporting 48.0% of manufacturing waste beneficially used in 2023, and 97.2% of products being recyclable.

Seiko Epson Corporation's total waste increased by 2.8% from 2019 to 2022, yet waste per unit of business profit declined by 55.7%, indicating improved waste management efficiency.

Water Efficiency

Operators must comply with the Clean Water Act (CWA) to ensure the proper disposal of pollutants in addition to managing solid waste.

Many operators are focusing on recovering and reusing wastewater to reduce overall water usage.

Each paper mill is encouraged to establish context-based water reduction targets to ensure feasibility.

ESGTrends

Social

ESGTrends

Fair Labor Standards

Since this market provides a product that is very sensitive to damage, facilities are cleaner compared to other manufacturing markets

Manufacturing companies typically maintain a moderate level of unionization, which aims to provide adequate working conditions along with proper wages and benefits.

An estimated 13.1% of employees in paper manufacturing occupations are union-represented, and this percentage has decreased in the past three years.

Overtime hours in the industry have decreased on average in the past three years.

Leave Benefits

Employees in this market carry average leave benefits.

An estimated 72.0% of employees in production occupations have access to paid sick leave, compared to 80.0% in the broader manufacturing sector and 78.0% in the overall economy.

An estimated 91.0% of employees in production occupations have access to paid vacation time, compared to 96.0% in the broader manufacturing sector and 79.0% in the overall economy.

The East North Central region has the largest concentration of market activity; in the East North Central region, 74.0% of employees have access to paid sick leave, while 80.0% of employees have access to paid vacation time.

Pay Equality

On average, non-union members in paper goods occupations earn 14.5% less than union-represented employees in those occupations earn, and this gap has decreased in the past three years.

On average, women earn 23.2% less than men earn in paper goods occupations, and this gap has increased in the past three years.

On average, minority employees earn 9.3% less than white employees earn in paper goods occupations, and this gap has decreased in the past three years.

Governance

ESGTrends

Anti-Corruption Mechanisms

The printing and writing paper market is subject to stringent regulations focused primarily on environmental impacts during manufacturing processes, including the Clean Water Act, Clean Air Act, Solid Waste Disposal Act, and Cluster Rule.

Manufacturers discharging pollutants into navigable waters without a National Pollutant Discharge Elimination System (NPDES) permit or exceeding permissible pollution levels may incur fines up to \$32,500 for each violation per day.

Compliance with the Clean Air Act is mandatory, establishing limits on harmful air pollutants like carbon monoxide, nitrous oxides, and sulfur oxides to protect public health and welfare.

Lack of Controversy

Since 2000, suppliers in the paper and packaging industry have faced \$943.7 million in penalties, primarily for anticompetitive practices and price fixing.

The International Paper Company has incurred the highest penalties in this sector, totaling \$497.5 million, which represents 52.7% of all penalties in the industry.

In 2017, the International Paper Company settled a significant dispute for \$354.0 million related to price-fixing allegations involving other manufacturers.

Other common offenses resulting in penalties within this market include employment-related issues alongside competition-related violations.

Lobbying Presence

The forestry and forest products sector allocated \$3.9 million for lobbying activities in 2023.

International Paper Company was the only supplier in the top ten by lobbying expenditure for this sector, contributing over \$1.1 million.

International Paper Company represented 28.2% of the total lobbying spending in forestry and forest products.

Lobbyists within the printing and writing paper market advocate for policies that classify biomass fuels as carbon neutral.

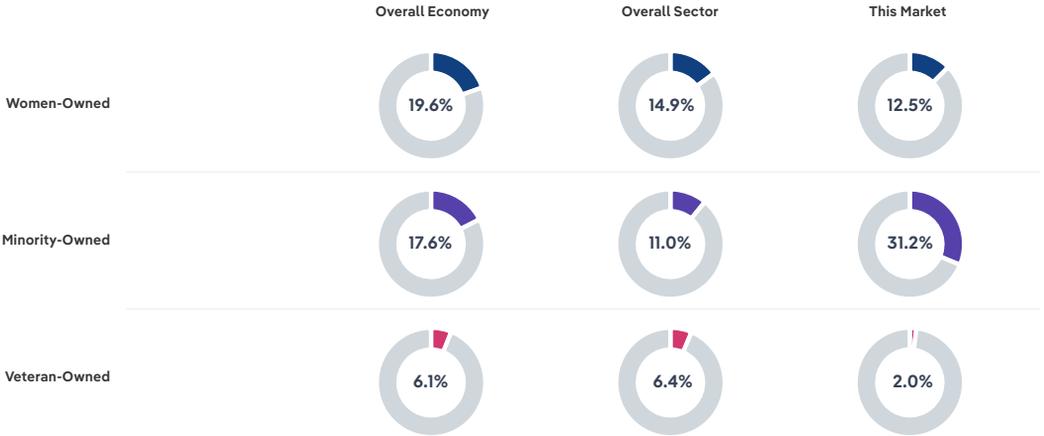
Supplier Diversity

Low

Supplier Diversity

Supplier Diversity

The percentage of businesses owned by minorities, veterans and women in the market, sector and economy in 2025.



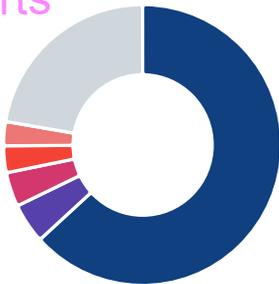
Sources: ProcurementIQ and US Census Bureau

Imports

Total Imports of Uncoated Paper

Percentage of total imports by country

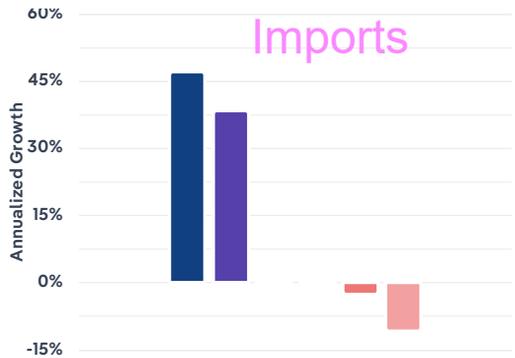
Imports



- Canada (1137.3m) 63.2%
- Brazil (83.5m) 4.6%
- Finland (71.2m) 4%
- Thailand (55.6m) 3.1%
- South Korea (49.7m) 2.8%
- Other (401.6m) 22.3%

Annualized Growth of Uncoated Paper

Annualized growth of imports by country for 2022 - 2025



- South Korea (47.2%)
- Thailand (38.3%)
- Canada (0.2%)
- Brazil (-0.4%)
- Other (-2.7%)
- Finland (-10.8%)

Imports

Canada

Canada is the largest exporter of uncoated paper and paperboard to the United States, supported by its mature pulp and paper industry, abundant raw material supply, and strong logistics infrastructure. Canada's share of US imports has increased in recent years, driven by demand for packaging materials, printing papers, and office supplies. Due to Canada's proximity, competitive production costs, and reliable delivery, US buyers benefit from stable supply and reduced transportation expenses; however, factors such as evolving environmental regulations, energy costs, and global demand shifts may affect future pricing and availability.

Regulation

Regulations

Slow

State Level

1999

The state of Texas outlined requirements for paper mills regarding sustainability and recyclability. The Texas Administrative Code mandates that the state keep up-to-date listings on paper mills that buy, sell, and recover wastepaper in Texas and from other states. This regulation monitors the progress of Texas's recycling program. Paper mills should ensure they follow the appropriate sustainability guidelines by providing state authorities or other agents with relevant data upon request.

Federal Level

1972

Standard Number 1910.261 of the Occupational Safety and Health Administration outlines the requirements for pulp, paper, and paperboard mills. The regulation outlines handling procedures for workers to follow, including how to handle pulp chips from trains, ships, and trucks. Because the machinery used in paperboard mills may pose a risk to the life and safety of employees, manufacturers in this market must follow the OSHA safety code. Although this regulation goes into depth and detail regarding proper operational procedures, it is unlikely to affect service prices, as it has largely remained unchanged since its inception several decades ago.

1998

The Environmental Protection Agency's Cluster Rule regulates the release of pollutants from the pulp, paper, and paperboard industries. Subcategories and processes covered under this regulation include dissolving kraft, sulfite, mechanical pulp, and non-wood chemical pulp. Suppliers must ensure they comply with compliance guidelines regarding pollutants and emissions, which places upward pressure on service prices.

Business Requirements (Chapter Coming Soon)

At a Glance

Vendor Relationship Negotiated

The relationship between buyers and suppliers is negotiated, which is common in markets with low value and high risk.

Negotiation Questions

- Distribution
- Supply Chain Risk
- Service Performance
- Vendor Financial Risk
- Customer Service
- Quality Control

Key Performance Indicators

KPIs	Level of Importance
Average Order Value	●●●●○
Cost of Goods Sold	●●●●○
Customer Lifetime Value	●●●●○
Defect Density	●●●●○
On-Time Delivery (OTD)	●●●●○
Order Accuracy	●●●●●

Vendor Qualifications

Qualifications	Level of Importance
Consistency	●●●●○
Delivery	●●●●○
Materials	●●●●○
Price	●●●●●
Quality	●●●●○

Service Level Agreements

- Order Accuracy
- Fulfillment & Delivery
- Pricing & Payment Terms
- Quality Assurance
- Redress

Planning Process

Buying Lead Time

Going into the RFP with a clear picture of why new services are being requested and what decision-makers expect can cut down on time. Time savings may be achieved by scheduling virtual walkthroughs with vendors or limiting walkthroughs to only the most-qualified providers.

Stage	Bulk Purchases (weeks)	Buying from Retailers (weeks)
Interviews	1-3	1-2
Negotiations	1-3	1-2
RFP	1-4	1-2
Total	3-10	3-6

Vendor Relationship

The relationship between buyers and suppliers is negotiated, which is common in markets with low value and high risk. Buyers may need to compromise on price to secure favorable terms that minimize risk.

Value

High availability of substitutes

There are plenty of alternatives capable of meeting buyers' needs, making buyers minimally reliant on market suppliers.

Low product specialization

Market products are not commonly customized, and buyers will likely be able to source the same product from different suppliers.

Low switching costs

Buyers will face few costs and disadvantages when switching suppliers.

Risk

High market share concentration

Market revenue is distributed among a small group of suppliers, indicating limited market competition.

High supply chain risk

Suppliers are highly likely to experience supply chain disruptions that would impede operations or impact the price buyers pay.

Moderate vendor financial risk

Suppliers are somewhat likely to experience bankruptcy or exit the market due to financial distress.

Contracting Strategies

Commoditized Nature

Printing and writing paper is largely commoditized and requires little expertise to distribute, so buyers have many regional suppliers to choose from. The large availability of suppliers provides buyers with a wide range of products and price options.

Large Client Benefits

Purchasing from manufacturers is helpful for larger buyers, as these vendors typically require significant purchasing volumes to obtain discounts.

Small Client Benefits

Most wholesalers have lower prices for small buyers than manufacturers. Buyers who require different papers from different manufacturers should source from a wholesaler because it offers them the convenience of a one-stop shop.

Many Related Goods & Services

Suppliers in the market typically sell other printing goods or office supplies and stationery besides printing and writing paper. Buyers should purchase these products with printing and writing paper to realize cost savings through bundling.

Low Switching Costs

Buyers should face little resistance from the current vendor when moving between suppliers, but those buyers that enter supply agreements should know about the competition and exit clauses that could cause financial penalties. Because printing and writing paper is typically ordered on a rolling basis, buyers often reserve the right to source materials from multiple suppliers.

Vendor Qualifications

Quality ●●●●●

Reasoning

- The printing quality of the paper determines how well images and colors will appear.
- Brightness, a measure of product quality, is usually scored on a scale from 0 to 100. Buyers should be sure that suppliers can offer products with the necessary brightness level.

Measurement

- Paper brightness scale
- Paper whiteness scale
- Paper shade scale

Delivery ●●●●●

Reasoning

- Buyers must be sure suppliers have adequate delivery capabilities to ensure on-time delivery.
- Buyers should find suppliers that have strong transportation procedures that will limit the risk of potential product damage.

Measurement

- Number of delays
- On-time delivery percentage
- Number of damaged goods delivered

Materials ●●●●●

Reasoning

- Wood pulp, the raw material used to make paper, can be processed mechanically or chemically. Buyers should ensure that suppliers offer products made from the desired pulping process.
- Mechanically processed pulp is cheaper and less durable. Chemically processed pulp is more expensive and more durable.

Measurement

- Manufacturing process
- Paper thickness
- Paper weight

Price ●●●●●

Reasoning

- Paper is a commodity with limited functional differences across suppliers, making price the deciding factor in purchasing printing and writing paper.

Measurement

- Per unit cost
- Shipping fees
- Discount options

Consistency ●●●●●

Reasoning

- Consistency is another important quality control factor because paper products are typically mass-produced.
- Small errors can compound over a typical order, so buyers must ensure that suppliers can consistently produce high-quality paper.

Measurement

- Order accuracy
- Technical Association of the Pulp and Paper Industries (TAPPI) paper stock testing procedure

Sourcing Process

Key RFP Elements

Organizational Overview

- Buyers should provide an overview of their business at each location they operate.
- Buyers should provide contact information in case bidders have inquiries regarding the RFP.
- Buyers should describe their use of paper and provide an estimate of their total use.
- Buyers should note the brand of paper they have previously been using.

Statement of Need

- Buyers should specify the total number of paper reams they wish to purchase.
- Buyers should break down their order by paper size.
- For each size of paper that is ordered, buyers must specify the type of finish they need.
- If buyers have a certain preferred brand, they should include it in the RFP. Buyers should specify if references to brand names are restrictive.

Project Budget

- Buyers should specify their total project budget, which is broken down by paper size, thickness, and brightness.
- Buyers should see if vendors offer discounts for purchasing particularly large orders.
- Buyers may be able to request samples for specialized orders.
- Buyers should include how often they will need paper and how much will be paid per order.

Selection Criteria

- Buyers should have clear criteria by which to rate proposals, weighing quality and cost factors.
- Buyers should select a vendor who can offer a high level of customer service.
- Buyers should select a vendor that can reliably and promptly fulfill the order.
- Buyers can reference the Vendor Qualifications section of this report for help creating selection criteria.

Project Schedule

- Buyers should outline all key dates in the RFP process, including when the final bid award will be announced.
- Buyers should provide a detailed payment schedule and specify when all payments will be completed.
- If buyers make recurring paper purchases, they should specify the length of this contract and include a clear end date.
- If entering a long-term agreement, buyers should provide terms for early contract termination.

Proposal Format

- Vendors must meet the minimum quality standards specified in the RFP and should be able to fulfill the order(s) within the deadline. If the vendor does not carry a specific brand, they can offer alternative solutions that meet the buyers' standards.
- Vendors should provide references from previous clients.
- If buyers have requested a specific brand and the vendor is proposing an alternative option, the vendor should provide product samples.
- Buyers should show financial statements to prove financial stability.

Negotiation Questions

Distribution

Buyers should assess suppliers' production and distribution schedules to ensure a consistent paper supply.

- What is your delivery schedule, and can buyers in supply agreements develop custom delivery schedules?
- How often can you make deliveries?
- Do you offer free shipping if my company orders a certain paper volume? What is your return policy for low-quality or defective paper shipments?
- What is the lead time for one-off and volume purchases and supply agreements?

Supply Chain Risk

Raw materials comprise the largest expense for paper suppliers, and any disruptions in inputs could result in an inadequate supply of paper or higher prices for buyers.

- How diversified is your supplier base for inputs? Do you source from multiple suppliers in different global regions?
- How do you control sudden spikes in wood pulp or input costs?
- Do you have supply agreements with wood pulp mills that facilitate consistent wood pulp prices?
- If wood pulp prices increase suddenly, will these costs be passed on to buyers?
- How do you control the quality of your wood pulp?
- Do you source your wood pulp from sustainable sources?
- Is your paper certified by the Forest Stewardship Council?

Service Performance

Paper suppliers vary in size and scope of operation. Thus, buyers must determine whether suppliers can fulfill their specific needs.

- How do you track customer satisfaction?
- What is your experience in working with a company of my size and operation specialty?
- How many production and distribution points do you have across the United States?
- What additional products do you sell besides printing and writing paper?

Vendor Financial Risk

Due to declining demand for market products, some suppliers have an elevated risk of bankruptcy. Buyers should investigate their vendor's financials to reduce the risk of supply disruptions.

- How do you mitigate bankruptcy risk in the face of overall declining demand for market products?
- Does your company generate revenue from other products?
- Can I evaluate your balance sheet?
- Are you contemplating mergers and acquisitions with another company, and how would this affect your operations?

Customer Service

It is important to choose a supplier with a strong customer service record because it will allow buyers to establish long-term contracts.

- Do you offer around-the-clock customer service support? What methods can I use to reach your customer service representatives?
- Do you have a list of former buyers in my industry that I can contact?
- Have you had any major complaints from customers?
- How have you developed and maintained customer relationships?

Quality Control

The quality of the supplier's printing and writing paper and products is vital to a buyer's purchasing decision.

- Have you won any quality awards?
- What is the average shelf life of each of your products?
- How long does it take you to order a product that is not in stock?

- What quality certifications does your business possess?

Vendor Management

Key Contract Clauses

Escalation

- The supplier may implement a tariff escalation to the prices of the printing and writing paper, calibrated to the current global pulp prices, freight charges, and inflation rates. The escalation shall not exceed the predetermined maximum percentage.
- If there is a major shift in the price of basic dye, chemicals, inks, or compliance with emissions that significantly impacts the cost of paper manufacturing, the supplier may modify the price of products. The supplier must provide a reason and evidence to the buyer for this change.
- For specific paper orders that require unusual resources or special manufacturing procedures, such as watermarking or uniquely textured papers, the supplier has the right to escalate the prices, which shall be communicated and explained beforehand to the buyer.

Penalty

- If the supplier fails to meet the specified deadlines for producing the agreed volume of printing or writing paper, a penalty will be imposed. The penalty will be calculated based on a pre-agreed percentage for each day of delay.
- If the delivered paper consistently fails to meet the required quality standards, such as grammage, brightness, or opacity, the supplier will be held responsible for a penalty. The level of penalty will be determined by the severity and frequency of such quality violations.
- If the supplier fails to meet important sustainability standards like FSC or PEFC certifications, they may face penalties. These standards are crucial for responsible operations in the printing and writing paper market.

Cancellation

- If the supplier fails to meet delivery timelines, adheres to agreed quality standards, or violates any conditions outlined in this agreement, the buyer can terminate this agreement.
- If audits or inspections uncover that the supplier has not been following ethical sourcing or environmental sustainability practices that are necessary within the paper industry, the buyer can cancel the contract. The supplier must then address the issue within the given timeframe to avoid cancellation.
- A sudden cessation of the supplier's operations due to insolvency, bankruptcy, or other reasons, will give the buyer the authority to cancel the contract immediately, safeguarding their interest.

Key Performance Indicators (KPIs)

Average Order Value ●●●●●

Measurements

- Total revenue
- Number of orders

Considerations

- The average order value represents the revenue generated from the average order.
- The average order value can be used to evaluate a company's consumers' willingness to pay for its products and services.
- With this metric, buyers can gauge the average order sizes a vendor has the most experience with.

Cost of Goods Sold ●●●●●

Measurements

- Total revenue
- Total material cost
- Total service cost
- Total delivery cost

Considerations

- The cost of goods sold represents the cost of providing products and services.
- The cost of goods sold takes into account the costs of labor, material, service, and delivery.
- These metrics will differ significantly from supplier to supplier depending on whether they are manufacturers or wholesalers.
- The cost of goods sold can indicate the financial stability and reliability of the supplier and their operations.

Customer Lifetime Value ●●●●●

Measurements

- Average order total
- Average number of purchases per year
- Average retention time

Considerations

- The customer lifetime value represents the value of a single customer relationship to a business.
- The customer lifetime value can be used to prioritize customer relationships; it costs less to retain existing customers than to acquire new customers.
- Because printing and writing paper is a commodity, buyers may want to keep their existing supplier for a long period of time so that they can focus on higher-priority and higher-value operations.

Defect Density ●●●●●

Measurements

- Number of units sold
- Number of defective units

Considerations

- The defect density represents the share of defective products a company produces.
- Buyers should determine what remediation processes or discounts are available if they receive defective units.
- Defects for this market include visibly damaged or discolored paper.

Order Accuracy ●●●●●

Measurements

- Number of accurate orders
- Number of orders

Considerations

- Order accuracy represents the share of orders that are accurately processed, produced, and delivered.
- Order accuracy can be used to determine the likelihood of an inaccurate order.
- Order accuracy relates to the product specifications, such as brightness, whiteness, shade, weight, and size.

On-Time Delivery (OTD) ●●●●●

Measurements

- Number of deliveries
- Number of on-time deliveries

Considerations

- The on-time delivery rate represents the percentage of orders that are delivered on time.
- The on-time delivery rate can be used to determine the likelihood of a delayed delivery.
- Should buyers lack paper in stock, major operational disruptions may occur, affecting overall efficiency and giving the OTD greater importance.

Service Level Agreements (SLAs)

Order Accuracy

- The supplier must provide printing and writing paper that meets precise specifications, including weight, thickness, and finishes, consistent with the order. They must ensure there are no variations that could negatively impact the buyer's printing processes.
- The supplier must follow specific requirements like tinted paper, watermarking, or special textures.
- The supplier should prioritize honesty and transparency by providing precise details about the paper's recyclability, the pulp source, or any other crucial features that matter to the buyer.

Fulfillment & Delivery

- The supplier promises to deliver the necessary paper stocks before the agreed-upon deadline. This ensures that the buyer's printing tasks can run smoothly, which is vital in the fast-paced printing and writing paper market.
- The supplier must promptly notify the buyer of any potential delays incurred due to supply chain disruptions, pulp shortages, or any other hindrances.
- Suppliers must follow a precise delivery schedule, especially when dealing with large printing companies that have specific timeframes for receiving deliveries.

Pricing & Payment Terms

- The supplier's pricing must match the industry standard rates for printing and writing paper while adhering to the quality and sustainability standards of the paper provided.
- The supplier must promptly inform the buyer of any changes in paper prices resulting from increases in pulp prices, variations in shipping expenses, or modifications in environmental laws that impact the paper production procedure.
- For clarity and transparency in financial transactions, it is important for the supplier's invoices to itemize each type of paper product that has been delivered.

Quality Assurance

- The supplier guarantees that they will uphold the high-quality standards necessary in the printing and writing paper industry. This means that all requirements such as grammage, brightness, opacity, and specific surface properties will be met to ensure the best possible printing results.
- The supplier must consistently deliver high-quality paper. The paper must also be uniformly calibrated across different batches to minimize variations in print output.
- The paper must be sturdy enough to endure different printing methods and meet particular quality criteria. If these standards are not met, the supplier must provide replacements at their own expense.

Redress

- If there is a problem with the quality or delivery of the product, the supplier promises to have a quick and effective way to fix the issue and make sure the buyer's concerns are resolved promptly.
- If the buyer has any concerns about the quality, quantity, or type of paper, the supplier should acknowledge, investigate, and fix the issue quickly to ensure a positive and productive working relationship.
- In the event of receiving paper stock that is damaged, deficient, or does not meet the ordered specifications, the supplier is obligated to either replace the paper or provide a refund to the buyer. This is crucial in ensuring customer satisfaction and upholding a positive reputation in the printing and writing paper market.

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