

RAVEN

| Issue No. 14 |

New Dyeing Technology Enhances Sustainability
Sailboat Makeover Project Demonstrates Best Practices
Glen Raven Logistics Supports Global Supply Chain
10 Proven Ways To Increase Consumer Awning Sales



LET ENDLESS POSSIBILITIES BEGIN™

Solar array at Sunbrella® yarn manufacturing center joins regional power grid. | 2



Solar array at Sunbrella® yarn manufacturing center joins regional power grid. | 2



Dear Readers,

“Sustainability” is a concept with closely intertwined environmental and financial considerations. Environmental sustainability means you are able to meet the needs of people today without compromising your ability to meet the needs of future generations. Financial sustainability means a business can generate sufficient revenue and profits to maintain current operations while investing in innovation and change for the future.

At Glen Raven, we are focused on both forms of sustainability, and rather than viewing environmental sustainability and financial sustainability as mutually exclusive, we see them as mutually interdependent. Two articles in this issue of the Raven magazine provide excellent examples of this mindset – a new solar array at our Norlina, N.C., manufacturing center and the installation of a new dye machine at our Park Avenue Finishing Plant. Both of these projects are the right thing to do for the environment, our associates and the communities in which we operate. Best of all, both projects offer substantial benefits for our company and, ultimately, for our customers.

In addition to sustainability, this issue of the Raven emphasizes how our expanding role in international logistics is enabling our customers to secure the full benefits of a global economy. You can read about how Glen Raven Logistics has become a key element in the supply chain for Urban Stitching, a leading provider of women’s apparel.

For our awning fabrication customers, I highly recommend that you read an article by Bill Foster in which he unlocks the secrets to increased awning sales. As a former fabricator and now training manager for Tri Vantage, Bill has learned firsthand how to find good customers and how to close the sale.

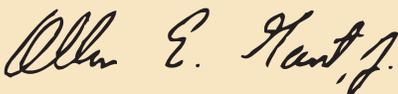
The anniversary of the events of 9/11 led us to profile our leading flag and banner customers, Annin Flagmakers, Valley Forge Flag and Glaser Mills. Like Glen Raven, these companies have long heritages in which business operations have been closely tied to national and international events, often symbolized by patriotic displays of our national colors.

While Glen Raven is focused on the development of highly technical fabrics, we are reminded by an article in this issue that “art” is also crucial for many of our products that must be as beautiful as they are functional. Design consultant Sherri Donghia, working with the Sunbrella® design team, offers us a perspective on the importance of design aesthetics for market success.

This issue also features innovation from our associates in France. Dickson-Constant’s support of a new mobile app for awning design and the application of structural fabrics from Dickson Coatings at the iconic Tower of London illustrate the global reach of our company.

We conclude this issue with a brief item on our “Vision Tour.” During the past few months, I have visited Glen Raven locations all across the U.S. to connect with associates and to promote our new vision, Let Endless Possibilities Begin™. Our associates have enthusiastically embraced this vision and are more dedicated than ever to creative thinking for the benefit of our customers. During 2012, we plan to extend the Vision Tour to Glen Raven associates in Europe and Asia.

As we enter the final months of 2011, several leading industry trade shows will give us opportunities to reconnect with our customers and trade partners. We look forward to these events that will allow us to share our vision with you and learn more about how we can create endless possibilities together.



Allen E. Gant, Jr.
President and CEO
Glen Raven, Inc.



MANUFACTURING CENTER ADDS ELECTRICITY AS NEW PRODUCT



Glen Raven's Norlina manufacturing center is well regarded within the company for producing high-performance yarns that are woven into Sunbrella® brand performance fabrics. This 150-employee center in the rural farming community of Norlina, N.C., is now gaining recognition for the manufacture of another product – electricity.

This fall a 500-kilowatt (kW) solar array was installed on the top of the plant and added to the power grid operated by the region's electric utility, Progress Energy. Capable of producing electricity equivalent to the needs of 47 typical homes, Norlina's solar array is the largest within Progress Energy's SunSense® Commercial PV (photovoltaic) program.

“The alignment of several factors helped to make this project a reality,” said Leib Oehmig, president of Glen Raven Custom Fabrics, which operates Norlina Plant. “It began with our commitment to sustainability, but would not have been possible without Progress Energy, our solar energy technology partners, and state and federal solar programs.”

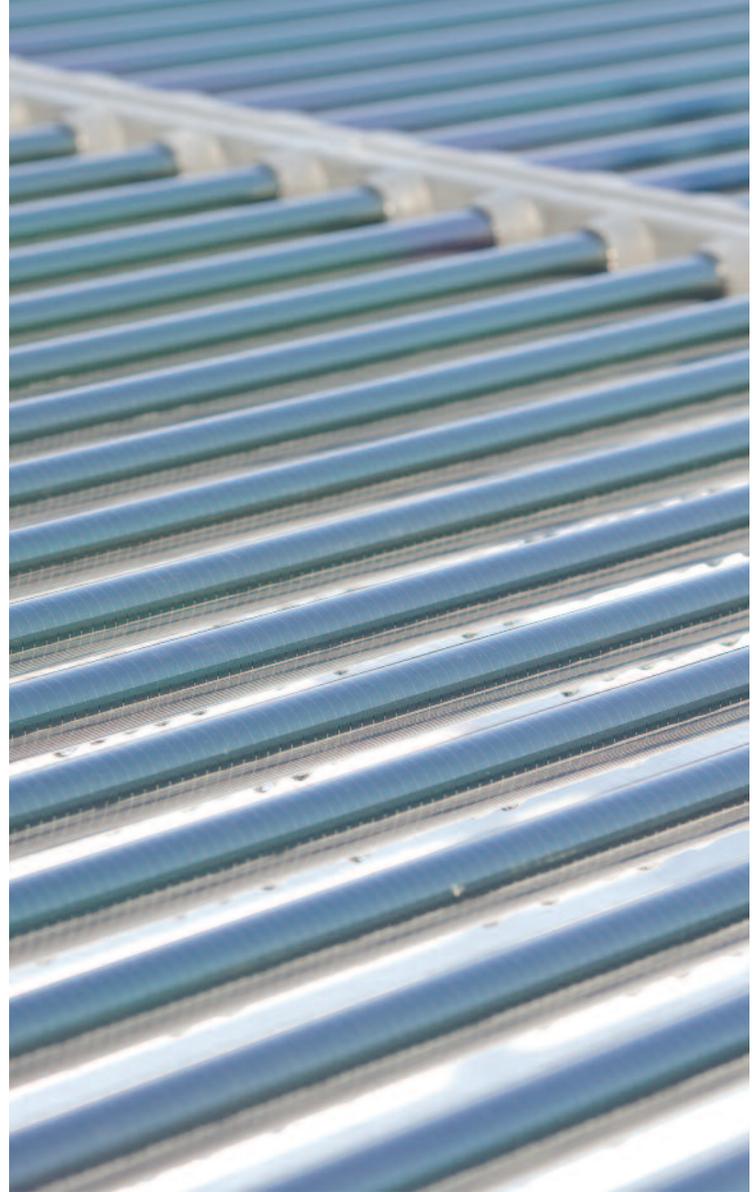
More than a year ago, Glen Raven began planning for replacement of Norlina Plant's 175,000-square-foot roof. It was about this same time that John Gant, manager of sustainable development for Glen Raven Custom Fabrics, and Erik Lensch, president of Argand

Energy Solutions of Charlotte, were in conversations related to solar arrays. Glen Raven had considered solar panels for several years, but not until the Norlina project had any of these opportunities been feasible technically and financially.

“As John and I discussed the opportunity at Norlina Plant, we recognized that this could be an extremely attractive project,” Lensch said. “The solar industry is continuing to move forward, generating green power through advanced technology that combines increased efficiency with lower costs.”

The solar array that Argand installed on Norlina Plant, which was added in conjunction with a roof replacement project, represents some of the newest solar technology on the market today. These arrays weight only three pounds per square foot and are easy to install by basically snapping together. Because air flows through open-design modules, the arrays are self-ballasting and do not require anchors drilled into the roof, yet can withstand winds up to 130 miles per hour.

The productivity of Norlina's solar panels is enhanced by its new ultra-white cool roof. While conventional solar panels collect energy only from the surface facing the sun, Norlina's arrays are tube-like and collect solar energy from sunlight coming from 360 degrees, including roof reflections.



“The new roof on our Norlina Plant is an essential element in a total sustainable energy program,” Gant said. “By using ultra-white roofing materials, we have made the solar array much more productive, while also reducing cooling needs inside the plant by a significant margin. When you consider the entire program – energy conservation and a new source of renewable energy – we project an annual reduction in greenhouse gases of 400 metric tons.”

“Projects such as this one are not only good for business, but also good for our associates and the communities in which we operate.”

Allen E. Gant, Jr.

Progress Energy currently has more than 100,000 kW of renewable energy under contract in North Carolina to help meet the requirements of the state’s renewable portfolio standard. This standard, passed in 2007, requires utilities to generate a percentage of their retail electricity sales from renewable energy resources.

“We believe solar power will play an important role in a balanced generation portfolio,” said Lloyd Yates, president and CEO of Progress Energy Carolinas. “We are committed to addressing

the challenges of growing energy demand, rising costs and global climate change with a balanced approach that includes investments in renewable energy, energy efficiency and a state-of-the-art system.”

Working with Gant on the Glen Raven project management team were Todd Wemyss, Norlina Plant manager, and Chris Roach, tax director at Glen Raven. Gupton Roofing of Henderson, N.C., installed the new highly reflective roof.

“This project at Norlina Plant is just one of many sustainability initiatives throughout Glen Raven,” said Allen E. Gant, Jr., president of Glen Raven, Inc. “We are reducing energy consumption and increasing recycling at all of our facilities. Projects such as this one are not only good for business, but also good for our associates and the communities in which we operate.”

To view real-time solar power generation at Norlina Plant, go to: http://live.deckmonitoring.com/?id=glenraven_norlina_plant.

LEFT The 500-kilowatt (kW) solar array atop Norlina Plant is the most powerful in the Progress Energy renewable energy program, capable of generating the equivalent of electric use by 47 typical homes in one year. **TOP** Solar panels used for the Norlina project are tube-shaped, which allows them to capture solar energy from 360 degrees, including reflections from the ultra-white roof.



SUSTAINABLE PROJECTS: GOOD FOR ENVIRONMENT, GOOD FOR BUSINESS

As global companies are challenged to adopt sustainable business practices to become “greener,” one essential truth has emerged: truly sustainable environmental practices are ultimately good business, resulting in better products, reduced operating costs and increased competitive advantages. This insight is illustrated by a capital improvement project completed this fall at Glen Raven’s Park Avenue Finishing Plant.

Glen Raven has invested nearly \$1 million to install a new dyeing machine that offers the ideal confluence of environmental benefits and enhanced business operations. Consider these facts:

- The new machine’s capacity is 6,000 yards per dye lot compared to 1,600 yards for the current machine. Business benefit: greater throughput of finished products and enhanced color consistency through larger dye lots. Sustainable benefit: reduced water and energy usage, and reduced wastewater requiring treatment.
- Through technical enhancements, the new machine requires less than half the amount of water per yard of fabric dyed as the current machine. Business benefit: reduced cost. Sustainable benefit: less water consumption in a world starved for clean water.
- Glen Raven anticipates that the new machine, along with improvements throughout the plant, will continue to improve its ability to achieve perfect color matches on first runs, virtually eliminating reprocessing. Business benefit: reduced cost and faster finished production. Sustainable benefit: reduced water and energy consumption.





“If we consume less water and energy and if we reduce our waste and fabric seconds by building a more robust operation, then we will have achieved sustainability while also becoming more competitive,” said Harold Hill, president of Glen Raven Technical Fabrics, which operates Park Avenue.

“The expectations for quality increase every year; our performance today is light years ahead of what was considered the standard only a few years ago.”

Ricky Michael

The challenges of fabric dyeing are many. It is a hot and intense environment with many variables that affect the outcome. After the dye run begins, it’s a waiting game while you monitor the process and anticipate a final outcome. Only when the run is complete do you know if you have achieved the desired color match.

Glen Raven’s Park Avenue Finishing Plant began to enhance its dyeing processes in earnest during the 1990s when it became a leader in athletic apparel fabrics. Authentic brand and team colors had to be exact, which led Park Avenue to invest in dye lab operations and process enhancements to support precise color matches.

This commitment has intensified in recent years with Park Avenue’s growth in fabrics for automotive headliners. Standards set by the leading car companies are rigorous, and Park Avenue has responded with an enviable track record of consistently meeting these standards. The new dye machine continues this commitment.

“I have traveled around the globe 27 times, and I can say without a doubt that at Park Avenue Plant we have the best dyers of nylon and polyester you will find anywhere in the world,” Hill said.

Ricky Michael, vice president of Finishing Services, heads the Park Avenue team, which includes associates encompassing the dye lab, operations, inspection and shipping. It takes a high-level, integrated approach to satisfy Park Avenue customers.

“The expectations for quality increase every year; our performance today is light years ahead of what was considered the standard only a few years ago,” Michael said. “The reality is that anyone in the world can purchase the machinery we have. The difference is in how we use those machines and how we innovate.”

Innovation is the mantra throughout Park Avenue Plant as Michael and his team seek out ways to improve fabric dyeing and finishing, while enhancing sustainability. A good example of this innovative thinking is integration of Park Avenue’s water needs with the cooling system at the close-by Glen Raven corporate headquarters complex.

“The water that our headquarters complex uses as part of its cooling system is returned to Park Avenue, already preheated,” Michael said. “We boost the water temperature higher and use it for dyeing and finishing. Our estimated savings in energy alone is more than \$17,000 a year.”

LEFT, BOTTOM TO TOP Glen Raven’s Park Avenue plant continues to reduce water and energy consumption required for both open and jet dyeing operations, including a new jet dyeing machine being installed this fall. **TOP** Paco Fowler, dye operator, checks on the dyeing process in a jet dyeing machine.

SAILBOAT PROJECT
UNLOCKS SECRETS TO
FABRICS TRANSFORMATION





“On the interior, a hard tack can erupt into a mass of flying debris in the cabin. Having a fabric such as Sunbrella® that can handle the spills is a tremendous comfort to me while I'm at the helm.”

Steve Mason

Boat owners and marine fabricators can both relate, at least in concept, to the transformations possible with the installation of new fabrics above and below deck. The first impression of a craft comes from the look of biminis, dodgers and covers; go down below and it's the fabrics that create the look and feel.

The missing element in marine fabric transformations is the “how.” How does a boat owner go about a fabrics makeover? How does a marine fabricator work with a boat owner to revamp fabric applications from stem to stern and from deck to cabin? It was this conundrum that inspired an innovative marketing program by Glen Raven Custom Fabrics.

Using a 43-foot cutter rigged Hans Christian ketch, “Galatea,” moored in Olympia, Wash., the Sunbrella team has documented a fabrics transformation process step-by-step on video and made it available online at <http://galatea.sunbrella.com>.

“We believe that everyone in the marine industry intuitively appreciates how new fabrics can transform a boat,” said Gina Wicker, design and creative director for Glen Raven Custom Fabrics. “Our goal was to document the entire process visually from start to finish to encourage other boat owners and fabricators to take on similar projects.”

The boat's owner is Steve Mason, a photographer and veteran sailor who, with his wife Teri, explores the Pacific each season. The Masons often combine work with sailing to exotic locales.

“A boat owner who takes on a project such as this one should be open-minded and prepared to be pleasantly surprised,” Mason said. “As we went through the process, both of our fabricators brought amazing ideas.”

Jason Iverson, owner of Iverson's Design, is an innovative marine fabrics craftsman, well-known for his signature dodger creations. Iverson designed canvas elements above deck on the Galatea; through video blog posts he offers insights into design, fabrication and installation.

The transformation of the Galatea below deck was led by Pam Tregoning, who today operates Portage Canvas & Upholstery. She too is a master craftsman and through video blog posts

details the secrets to proper fit and function for cushions and other fabric appointments.

Wicker served as the project's fabrics expert, offering input concerning choices above and below deck.

“The Galatea is a classic with a long nautical tradition, so the fabric selection had to be authentic,” Wicker said. “One of the most exciting parts of the project was how we incorporated newer fabric designs still consistent with her nautical traditions.”

Exterior fabric choices for the Galatea were Sunbrella marine fabrics Silica Sesame and Sunbrella View Toast, while the primary interior fabric was Sunbrella upholstery weight Linen Sesame. Accent fabrics in the cabin include Bailey Daffodil, Dupione Cornsilk, Pango Cream and Spectrum Coffee.

Mason said the fabrics transformation was a learning experience for him, and these insights are communicated through the makeover blog.

“It's essential that the boat owner be available to fabricators during the whole process,” Mason said. “Not unlike a home remodel, many of the daily decisions about a custom redo can be addressed if the fabricators can reach the boat owner while in production processes.”

Other advice includes providing sufficient advance lead times, investing in quality craftsmen and premium components and securing larger fabric samples when making final sections, especially below deck. Mason came away from the project more convinced than ever of the importance of quality marine fabrics.

“From a functional point of view, the protection that quality textiles can deliver on deck cannot be overstated,” Mason said. “On the interior, a hard tack can erupt into a mass of flying debris in the cabin. Having a fabric such as Sunbrella® that can handle the spills is a tremendous comfort to me while I'm at the helm.”

LEFT The complete fabrics makeover for the Galatea, inside and out, is followed through an interactive blog and a series of webisodes. **ABOVE** Galatea owner Steve Mason fastens a newly installed cockpit enclosure.

“Our logistics partners play a very big role in our company’s success, and Glen Raven has become an even more important resource.”

Chris Johnson

GLEN RAVEN LOGISTICS STITCHING TOGETHER GLOBAL SUPPLY CHAINS



Mel Starrantino, owner and chairman of New York-based Urban Stitching, knows his strengths and those of his colleagues. If you want stylish women’s fashion and value-added garment constructions that consumers appreciate, then the team at Urban Stitching is your go-to resource.

“Our team’s greatest strengths are in product development,” Starrantino said. “Not only are we able to bring our customers’ apparel designs to life, we can also bring original design ideas to them. This is what makes us stand out in the marketplace.”

Urban Stitching is also adept at identifying global partners essential to the creation of cost-competitive apparel. Through strong partnerships throughout global supply chains, including one with Glen Raven Logistics, Urban Stitching has become a leading supplier to some of the nation’s most prominent women’s apparel retailers.

“The rules in global commerce are changing all the time, and we have to continually evolve,” he said. “This is the type of environment that requires us to have partners who can also learn and change right along with us.”

Glen Raven Logistics and Urban Stitching have been supply chain partners for the past 10 years. Glen Raven Logistics provides Urban Stitching with cost-effective supply chain expertise in Mexico, which is one of the locations where Urban Stitching sources raw materials and fabricates garments. In addition to Mexico, Urban Stitching also manufactures garments in a number of other locations, including New York City, China, Vietnam and India.

“Speed to market is everything these days,” says Chris Johnson, production manager for Urban Stitching. “You must be able to source raw materials and production from all over the globe while meeting ever higher expectations for quality, competitive price points and tight deliveries. This is where Glen Raven Logistics delivers.”

Urban Stitching was founded 17 years ago and served for many years as an exclusive supplier for Chico’s women’s apparel. During more recent years, the company has expanded with other leading retailers, including Kohl’s, Macy’s, Dress Barn, Stein Mart and T.J. Maxx.





As one of the first North American transportation and logistics companies to develop a supply chain into Mexico, Glen Raven Logistics has been an ideal partner for Urban Stitching. Glen Raven's knowledge of routes and customs provides companies such as Urban Stitching with the confidence to make firm delivery commitments to its customers.

"What stands out in my mind is communications," said Charlie Edgerton, president of Glen Raven Logistics. "Sometimes it feels as if we are playing a big chess game and if you move this piece, then all the other pieces have to move strategically at the same time. In this type of environment, you have to keep everyone on the same page so there is no guessing where a shipment is and the actual delivery dates."

The logistics chess game for Urban Stitching and Glen Raven Logistics became even more challenging two years ago when Urban Stitching identified a fabrication resource in Guatemala and called on Glen Raven to expand its supply chain into Central America. This request came with substantial challenges related not only to transportation routes, but also customs and security.

While the Glen Raven Logistics team approached Urban Stitching's request with some initial trepidation, it was able to develop a solution. Through networking with existing customers and other resources, Urban Stitching now has an efficient supply chain into Mexico and Guatemala and back into the U.S.

"Glen Raven is always willing to jump in and make it happen for us," Johnson said. "Our logistics partners play a very big role in our company's success, and Glen Raven has become an even more important resource."

BELOW Through its depth of experience in design and garment construction, backed by a global supply chain, Urban Stitching is a leading supplier of women's apparel for retailers nationwide. **TOP LEFT** Kasie Rae Vitale, left, and Chris Johnson, production managers in the Urban Stitching New York Showroom. **TOP** Glen Raven Logistics President Charlie Edgerton, left, and Mel Starrantino, owner and chairman of Urban Stitching, have formed a strategic partnership that is assuring a trusted resource for high quality, competitively priced offerings in women's apparel.



10 PRACTICAL LESSONS IN HOW TO SELL MORE AWNINGS

BY BILL FOSTER
TRAINING MANAGER, TRI VANTAGE



After the first few months of managing a retractable awnings business, I had to face the harsh reality that something wasn't working. With two kids headed to college, we knew we had to do a whole lot better if we were to generate the sales and profits that college tuitions and our middle-class lifestyle required.

We analyzed our experience and we began to change how we approached the market, and it worked. Our awning close rate improved steadily, reaching 75 to 80 percent of all prospects. How did we do it? By following 10 principles of sales and marketing, which I am glad to share with our awning fabrication partners:

“These 10 steps worked for me and they can work for any awning fabricator. It takes discipline and time to adjust, but I can assure you it works.”

Bill Foster

- **Invest in your customers.** Everyone would like to run a business in which customers call you and place orders. In the real world, it's not that easy, which makes it important to invest in your customers by seeking them out. Attend home shows, mail postcards to targeted neighborhoods and follow up with qualified leads.
- **Qualify your prospects.** Qualifying leads is one of the most important ways to increase sales success. There are three essentials – do they own their own home, do they have a sun control issue that can be resolved by an awning, and can they afford one? Answer these three questions as early as possible in the sales process.
- **Position yourself as different.** To be successful, you have stand out in some way. Whenever I would visit a prospect's home, I would use a compass to determine the sun angle. Homeowners were impressed by my scientific approach, which helped me distinguish myself from the competition.
- **Adjust your style.** Every customer is different, which means that you must adjust your style. Take time to learn a little about the personality of the prospect, and you will build a relationship much faster.

- **Sell height.** It's essential that the customer understand the importance of mounting the awning at the proper height, which is normally nine feet above the area to be shaded. Use photos to illustrate a proper mount, even if it is on the roof.
- **Less is more.** You are selling shade, not awning size. If you focus on selling the smallest possible awning to create the desired shade area, your close rate will improve.
- **Motors and electronic controls.** Limit the number of decisions that a customer has to make. I always incorporated motors and electronic controls into each proposal to eliminate that decision.
- **Fabric choice.** Fabric selection is one of the most important aspects of closing the sale, which is why I would guide my prospects to a good decision. Point out the most popular colors and suggest fabrics that complement the colors on the home.
- **Build value.** There is no future in selling cheap. I always emphasized the quality of the systems I sold. Premium components have a relatively minor impact on cost, but a huge impact on satisfaction and referrals.
- **Close naturally.** The close should be a natural part of the process, which you glide into. I always wrote up a proposal so if the customer was not ready to commit that very day, all they had to do was give us a call.

These 10 steps worked for me and they can work for any awning fabricator. It takes discipline and time to adjust, but I can assure you it works.

Bill Foster is sales training manager for Tri Vantage, Glen Raven's distribution subsidiary. Foster's career has included service as a prison chaplain and manager of a retractable awnings dealership. He is a member of the National Speakers Association, and in his current position he offers training to Tri Vantage associates and customers. Foster is available for speaking and training sessions during which he provides greater detail concerning his 10-step program.

TOP Bill Foster, training manager for Tri Vantage, suggests that awning fabricators can stand out from competitors through relatively small adjustments, such as using a compass to check on sun position. **RIGHT** Foster suggests helping guide awning customers to the most popular fabrics and colors that complement home exteriors.



TECHNOLOGY COMBINED WITH ART CREATES MARKET ENERGY



For more than 20 years, Sherri Donghia led design and marketing teams at Donghia Fabrics, creating some of the industry's most stunning textiles, including a signature line that incorporated Sunbrella® performance yarns.

This experience in combining the highly technical with the highly artistic has given Donghia a passion that she is channeling today through service on the board of directors of the renowned Rhode Island School of Design and as a consultant, including work with the Sunbrella® fabrics design team.

“One of the most important initiatives at the Rhode Island School of Design is called ‘STEM to STEAM,’” she said. “Our school is emphasizing to government and business leaders the importance of adding art to the current focus on science, technology,

engineering and math. Adding art to the equation transforms STEM to STEAM.

“Today’s designers are critical thinkers and critical makers who can help assure that a product reaches a consumer on an emotional level.”

Sherri Donghia

Donghia regularly meets with the Sunbrella design team to share inspirations and innovations. This relationship is part of a deep and ongoing commitment by Sunbrella designers to remain closely attuned to trends in color and style.





“The history of Sunbrella fabrics is a great example of STEM to STEAM,” said Gina Wicker, design and creative director for Glen Raven Custom Fabrics. “Sunbrella fabrics began as a highly engineered industrial product for awnings. Over the past decade, art has become an integral part of the Sunbrella brand as we’ve infused design into fabrics that are beautiful, soft to the touch and high performing.”

According to Donghia, if a company is to make the transformation from STEM to STEAM it must make a commitment at the highest level to break down silos between design and production. STEM to STEAM injects emotional elements into all aspects of product design, manufacturing, marketing, sales and service.

“Today’s designers are critical thinkers and critical makers who can help assure that a product reaches a consumer on an emotional level,” Donghia said. “It’s not just about colors and patterns, but about total brand experiences that are authentic.”

This focus on total integration of design and technology is evidenced today at Glen Raven where the Sunbrella design team works closely with R&D and production staffs at the Anderson, S.C., Plant. Sunbrella designers also accompany sales and marketing associates during customer meetings.

“We want our customers to ask us to do things we have never done before,” Wicker said. “Our research and manufacturing teams are very open to new ideas and excited by challenges; it’s a highly collaborative process today.”

Transformations from STEM to STEAM are evident in a number of products that Glen Raven makes today, including

the company’s automotive business. The automotive team within Glen Raven Technical Fabrics works closely with automotive designers to bring artistic visions to life in high-performance fabrics.

“We begin with the carmaker’s design vision for the vehicle, which begins the ‘art’ aspect of our work,” said Patrick Hennessy, business manager for automotive fabrics. “It’s essential, however, that we go further with the art aspect with fabric design and construction, ultimately detailing fabric construction and the cost of production.”

This same combination of technical performance combined with aesthetics and cost considerations is evident in EverGreen media fabrics from Dickson Coatings of France. EverGreen fabrics, which are the most environmentally friendly media fabrics on the market today, are used by high-end retailers and prominent venues around the world.

“With EverGreen we have achieved a canvas-like weave that supports vivid colors and photographic precision,” said Matthew Watson, general manager of Dickson Coatings. “Not only do our fabrics look great, particularly when viewed up close, but they are also flame retardant. We’ve achieved a balance between beauty and performance by working closely with printers over several years, continually seeking to strike just the right balance.”

LEFT Gina Wicker, Glen Raven design and creative director, left, confers with Sherri Donghia, design consultant. **TOP LEFT** Glen Raven headliner fabrics and Dickson Coatings media fabrics demonstrate the marriage of design and technology. **ABOVE** The Sunbrella® design team brings art to performance fabrics.

ANNIVERSARY OF 9/11 RENEWS INTEREST IN FLAGS AND BANNERS

Unlike other industries that rise and fall with the economy, or are driven by the latest in styles, colors or product innovation, the flag and banner industry is heavily influenced by patriotism and emotions that flow from historic events, such as those of 9/11/2001. Glen Raven is a major supplier to this industry, weaving nylon fabrics at its Burnsville, N.C., plant, which account for the majority of domestic flag fabric production.

“The demand for flags was unprecedented following 9/11, and there has been increased demand during this 10th anniversary year,” said Kirk Fitzsimmons, Glen Raven account manager for flag and banner fabrics. “All of the major companies in this industry, including Glen Raven, are family-owned with long corporate histories that are closely tied to U.S. history.”

In this feature, we take a look at three of the major companies in the flag and banner market as we mark the 10th anniversary of September 11.



The events of 9/11 created interest in showing the national colors, which was renewed on the 10th anniversary this year. The “Flag of Honor,” with names of everyone who lost their lives on 9/11/2001, was featured at special events nationwide, including Battery Park in New York. Hand stitched flags remain an American tradition.

ANNIN FLAGMAKERS, Roseland, N.J.

www.annin.com • www.facebook.com/annin1847

The American flag was less than 50 years old when Alexander Annin began making U.S. flags for merchant ships in his sail-making shop on the New York City waterfront in the 1820s. An Annin flag has flown at every presidential inauguration since Zachary Taylor, and it was an Annin flag that draped Abraham Lincoln's coffin on its journey to Springfield, Ill.

Annin Flagmakers, which is still family owned, was chosen as the official flag maker for the Flag of Honor, Flag of Heroes Project. These flags include the names of everyone who died on Sept. 11, 2001. Today, Annin serves more than 1,000 dealers in the U.S., along with major retail outlets and corporate accounts.



"The most significant change in our industry has been the expansion of digital printing from small custom runs to mainline production. Our focus at Annin is to maintain state-of-the-art technology, including advanced digital flag printing technology. It's also essential that we provide our dealer network with innovative sales and marketing programs. Our primary goal is to maintain the success of the past, while focused on the future." – **Carter Beard, CEO**

VALLEY FORGE FLAG, Wyomissing, Pa.

www.valleyforgeflag.com

Valley Forge Flag's founders were selling World War I surplus when they first realized the strong desire of Americans to fly the United States flag. They soon began manufacturing the flag and became a leading supplier to the U.S. government. Valley Forge's flags have flown at the capitol and have draped the coffins of American presidents for four decades, including Dwight D. Eisenhower, Lyndon Baines Johnson, Richard M. Nixon and John F. Kennedy.

Today, Valley Forge is run by the great-grandson of the founder and is proud to manufacture flags in its state-of-the-art facilities in South Carolina. Valley Forge has led the industry in vertical integration to control all aspects of the manufacturing process. Recognizing Americans' desire for Made in the U.S.A. products beyond the U.S. flag. Valley Forge has been on the forefront of sourcing poles, brackets and other accessories in the U.S.



"9/11 certainly increased the level of patriotism in our country and created a whole generation of people who proudly fly the colors and who appreciate products made in America. Our company is continuing to grow today because we are a close-knit family with a sense of mission that focuses on the needs of our customers." – **Scott Liberman, President and COO**

GLASER MILLS, Huntington, N.Y.

www.glasermills.com

Founded as a fabrics importer/exporter, the Glaser family has been in the textile business since 1947. Into its third generation of family management, Glaser today is a leading flag-fabrics converter, applying finishes to flag fabrics that are then printed by flag makers throughout the U.S.

Glaser operates through manufacturing partners around the world, maintaining large inventories of nylon and polyester fabrics. Because of its substantial inventories and information management systems, Glaser Mills is well regarded for just-in-time inventories and stable pricing structures.

Fabrics from Glaser Mills were selected for flags that covered NFL fields on the Sept. 11 anniversary, with the majority of those fabrics woven by Glen Raven.

"My grandfather always said you cannot sell from an empty shelf, and we have made this philosophy part of our corporate strategy of maintaining substantial inventories, which also results in enhanced price stability for our customers. Our emphasis is on customer service, which is backed by information technology that allows us to make our inventories available to customers at any time and from anywhere in the world." – **Mike Glaser, CEO**

DICKSON-CONSTANT ADDS MOBILE MARKETING FOR AWNINGS

“The iPhone app is a way for us to directly engage with consumers and to create a link between them and our customers.”

Patrick Raguet

One of the newest frontiers in marketing is mobile, which is tapping into the powerful graphics and ease of use featured by today’s rapidly expanding smartphone and tablet technology. Dickson-Constant is capitalizing on consumers’ fascination with these new devices by promoting a mobile application for awnings.

“Smartphone and tablet technology is growing swiftly throughout Europe,” said Patrick Raguet, director of marketing for Dickson-Constant, which is based in France. “The iPhone app is a way for us to directly engage with consumers and to create a link between them and our customers. It is also a new way to present what is often seen as a traditional product: an awning.”

The Dickson-Constant mobile app, which is called “Dickson Designer,” allows a user to photograph a building or access an image from a photo library and then apply four different types of awnings – folding arm, vertical, drop arm or basket. More than 50 different fabrics can be used to develop an awning creation with Dickson’s Orchestra, Rhythm & Harmony and Sunbrella® fabric collections.

“The application is fun to work with and allows the user to make numerous adjustments to their awning creations,” Raguet said. “Through this app, we are showing that Dickson is at the forefront of new technologies and that we are providing our customers (awning dealers) selling tools that can set them apart from competition.”

DICKSON COATING FABRIC FEATURED AT TOWER OF LONDON

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“Our innovative structure minimizes the visual impact for visitors to the Tower of London while offering a new and exciting exterior design for the events market.”

Ben Scroggie

In 1066 when William the Conqueror built the majestic White Tower on the north bank of the River Thames in central London, his intent certainly was not tourism. The Tower of London, as it became commonly known, initially symbolized the oppression of the Norman Conquest of England.

For centuries following, the Tower has played central roles in English history as a royal residence, repository for the crown jewels, headquarters for several governmental functions and, on more than one occasion, a prison. It was besieged several times, and controlling it has been important to controlling the country.

Today, the Tower of London, a complex of several buildings set within two concentric rings of defensive walls and a moat, is one of the country’s most popular tourism attractions. The most recent addition to the site is a pavilion, which was built in the North Moat and opened in the summer of 2011 as a site for corporate functions and conferences as well as glamorous parties and balls.

Mar-Key, one of the UK’s leaders in the design and construction of temporary structures, built the 2,100-square-meter pavilion using a flame-retardant fabric from Dickson Coatings, Glen Raven’s specialty fabrics manufacturer based in France.

“Our innovative structure minimizes the visual impact for visitors to the Tower of London while offering a new and exciting exterior design for the events market,” said Ben Scroggie, managing

director with Mar-Key, which provides a wide range of structures for corporate hospitality, sporting and public events, and exhibitions.

A crane was deployed to lower all the equipment into the moat, which, by historic design and intent, is not easily accessible. More than 12,000 man-hours were required to build the pavilion, which is named “The Conqueror” in honor of William the Conqueror. The Ultimate Experience, one of the United Kingdom’s leading corporate events companies, is managing the venue, which is open during the summer and the holiday season and can accommodate 200-600 seated dinner guests and receptions of up to 1,000 people.

By lowering the angles of the roof of the Pavilion and offsetting the ridge, it does not obstruct the view for visitors strolling around the perimeter of the Tower of London. In order to protect the ground of the moat, Mar-Key was restricted from using pegs or regular concrete weights. The structure is secured in place by an internal weighting system that uses 12 tons of steel plates.

“We used a new single-pitched structure to fit in with the moat without distracting from the important experience of tourists visiting the landmark site,” Scroggie said. “The gray color of fabric from Dickson Coatings was ideal for complementing the Tower.”

The Dickson Coatings fabric is Lac 650 SL, a three-meter wide offering that is flame retardant and designed for tents and

DICKSON[®] DESIGNER

Dickson Designer is compatible with iPhone 3GS, iPhone 4, iPad 2 and iPad 1. Adaptations for the PC and iPad offer greater functionality than with the iPhone.

“The iPhone app is somewhat limited in options because we want it to be simple and very quick to use,” Raguet said. “The iPad, Web and PC versions feature all the options possible with many types of solar shading products and our entire fabric selection.”

For more information, visit www.dicksondesigner.com.

A new mobile app from Dickson-Constant allows consumers and business owners to visualize awnings on their homes or businesses.



temporary structures. Lac 650 is protected by Dickson Coatings Lowick System, which is an anti-wicking treatment within the coating that provides protection against mold and mildew. The PVC material also has Dickson's proprietary Cleangard topcoat lacquer which inhibits soiling and facilitates cleaning.

“Flame retardance was an important factor as was the ease of fabrication and Mar-Key's experience in working with our materials for the past 18 years,” said Matthew Watson, general manager of Dickson Coatings. “It's a testament to our development and manufacturing associates that Lac 650 is featured within such an historically important site.”

For more information, visit the following websites:

<http://www.pavilion-toweroflondon.co.uk/>

www.mar-key.com

<http://www.the-ultimate.co.uk/venue/tower-of-london-moat/>

www.dicksoncoatings.com

Fabrics from Dickson Coatings were selected for a new Pavilion at the Tower of London, offering a high performance solution that complements the colors of the historic structure.



WORLD TOUR CONNECTING ASSOCIATES, PROMOTING VISION

“Our goal with the vision is to open up the minds of all associates and to share innovative ideas from all across the company.”

Allen E. Gant, Jr.

Throughout the summer and into the fall, Glen Raven President and CEO Allen E. Gant, Jr. has been on the road, traveling more than 14,000 miles throughout the U.S. as part of his “Vision Tour.” It’s all part of Gant’s personal commitment to connect with associates at all levels to promote Glen Raven’s new vision, Let Endless Possibilities Begin™.

“The more I travel and the more we meet with our associates, the more convinced we are that we have created the right vision for Glen Raven,” Gant said. “Everywhere we have visited, associates have shared how this vision is already making a difference and, more importantly, how they are discovering new opportunities for innovation. We have only scratched the surface on changes we can make to benefit our customers.”

Glen Raven launched its new vision in December of last year with a global WebEx conference that simultaneously connected more than 30 locations around the world. The new vision, created by a global associate task group, is designed to emphasize Glen Raven’s focus on creative thinking and collaboration inside the company and with customers, vendors and trade partners.

“The enthusiasm and excitement for the vision has been tremendous at every location we’ve visited,” said Paige Mullis, who led the associate task group that created the vision and who was recently named concept development manager for Glen Raven. “Associates have created unique events to demonstrate how they have embraced the vision.”

Associate-led presentations to Gant have focused on key initiatives, ranging from associate safety and wellness to increased recycling and sustainability. Product quality and efficiency improvements have been suggested at virtually every tour stop. Associates from all levels at each location have been given an opportunity to exchange ideas and ask questions of Glen Raven’s CEO.

“We continue to learn how seemingly small changes in an operation can make a tremendous difference in the outcome,” Gant said. “Our goal with the vision is to open up the minds of all associates and to share innovative ideas from all across the company.”

The North American portion of the Vision Tour, which was completed this fall, included 17 locations, involving approximately 1,500 Glen Raven associates. An international tour of Europe and Asia is planned for early 2012.

Allen E. Gant, Jr., president and CEO of Glen Raven, is visiting Glen Raven locations worldwide in support of the new company vision. Associates at all locations, including the Anderson, S.C., Plant have opportunities to share their innovative ideas with members of senior management.



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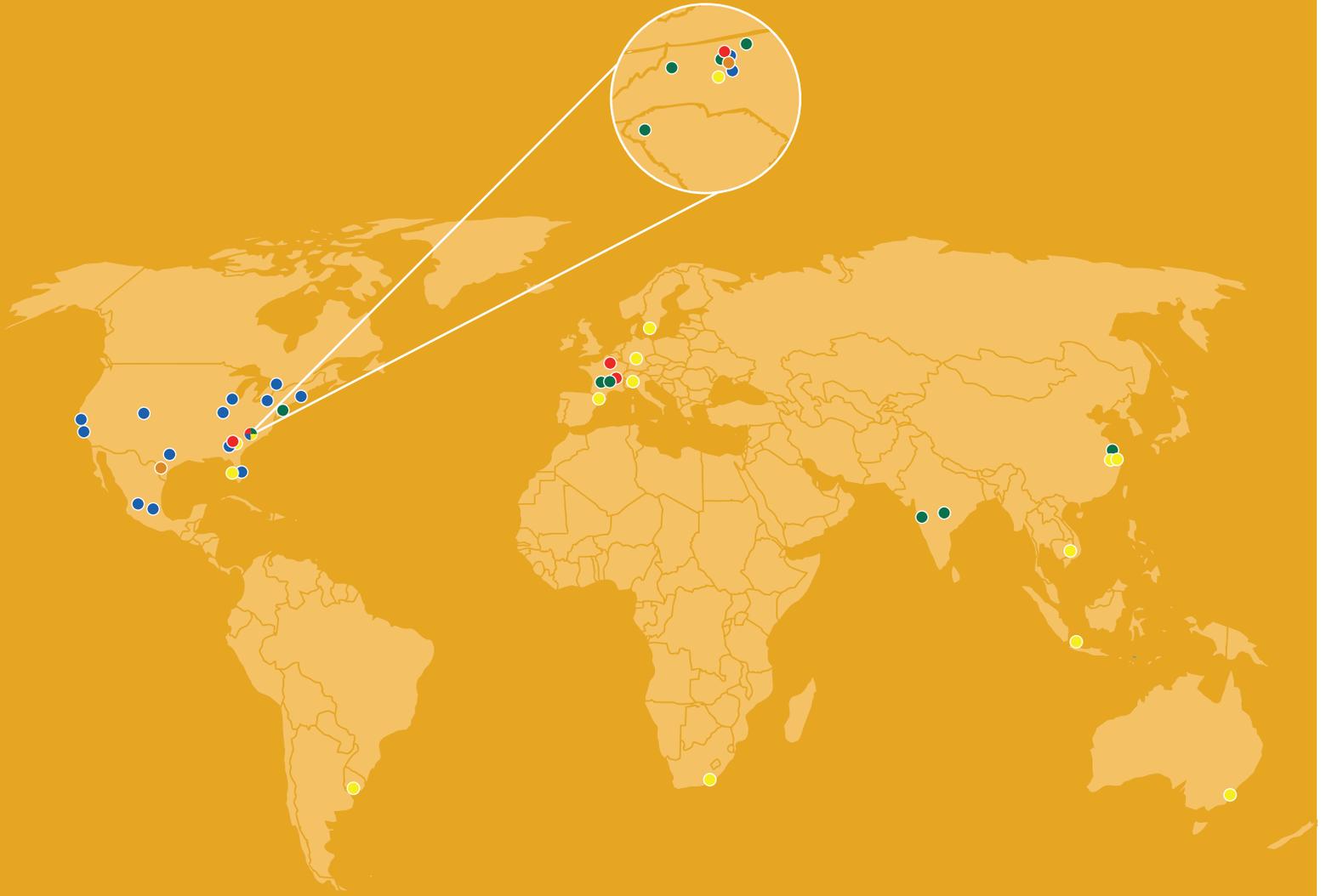
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