

RAVEN

| Issue No. 2 |



Staking Out “New Frontiers”

Anderson Plant Expanding

**Leading a New Generation
of Protective Apparel**



The Glen Raven Global Community

The Glen Raven Global Community



Dear Readers:

In the last issue of the Raven magazine, we introduced you to Glen Raven Asia and the new facility we recently opened in Suzhou, China. This new center is off to a tremendous start as we enhance service to our customers with interests in China and as we explore ways in which we can expand our business throughout all of Asia.

Our new facility in China is part of a much larger transformation that has taken place within our company over the past decade. We have gone from thinking of ourselves as a U.S.-based company with some international interests – mostly related to trade regulations – to a true global enterprise. At Glen Raven we define a “true global enterprise” as one that is focused on meeting specialized customer needs all around the world, using our own manufacturing assets, and those of others, to create innovative fabric-based solutions.

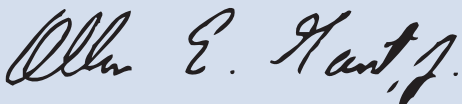
The global transformation of Glen Raven started accelerating rapidly in 1998 when we merged with Dickson, SA of France. This merger not only gave us a manufacturing presence and leading market share throughout Europe and in many other countries, it also caused us to begin to think of ourselves as a different type of company.

Today, we sell and service products in more than 120 countries worldwide through a network of Glen Raven associates spanning the globe, from Asia to Latin America and from Europe to Australia. These dedicated men and women are not only representing our Sunbrella®, Dickson® and other brands, they are also continually searching for customer needs that we can meet better than anyone else.

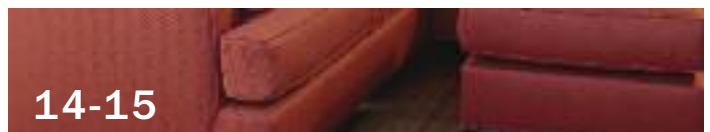
In this issue of the Raven magazine, you will have an opportunity to meet some of these associates. You can read in their own words how they view Glen Raven as a global company and what global service means to our customers. I believe you will sense their excitement, passion and optimism.

Also in this issue, we are profiling our growing Anderson, South Carolina, facility, one of the most advanced vertically integrated textile manufacturing operations in the world. We will also explore the nature of innovation and how we are assuring that our innovative spirit – born 127 years ago – remains alive and well. You will also read about our growth in the protective apparel fabrics market.

I hope you enjoy this second issue of our magazine, and please contact me at any time with questions or comments.



Allen E. Gant, Jr.
President



“We will emerge as a leader in the global textile market because we are relentless in our efforts to embrace change.”

Wendy Miller

GLOBAL



Harold Hill
General Manager,
Glen Raven Technical Fabrics



Patti Bates
Vice President, Operations,
Glen Raven Technical Fabrics

NEW PRODUCTS, NEW MARKETS, CALCULATED RISKS

Harold Hill is general manager of Glen Raven Technical Fabrics, which includes Dickson Coatings in Europe and Glen Raven Logistics. Hill joined Glen Raven in 1992 as president of its Park Avenue Finishing Division and was named general manager of Glen Raven Technical Fabrics in 2004. He has more than 20 years experience in all facets of the textile industry.

“Glen Raven Technical Fabrics exists to take calculated risks, explore new products and develop new markets on a global basis. We are becoming a market-driven organization that seeks out innovative new products in which we can establish a clear differentiation and a competitive advantage.”

“We have a strong manufacturing asset base in the U.S. and France, but we are also open to leveraging assets that we do not own. Our goal is to identify strategic partners who will work with us to develop proprietary technology that offers us the opportunity for long-term product differentiation.”

“Automotive headliner fabric, protective apparel fabrics, specialty fabrics for the military, logistics services – these are just some of the growth engines for Technical Fabrics on a worldwide basis. We are building flexibility into our culture to ramp up quickly when we find profitable opportunities.”

GLOBAL SOURCES, GLOBAL PARTNERSHIPS

Patti Bates is vice president of operations for Glen Raven Technical Fabrics. An 18-year veteran with Glen Raven, Bates works closely with manufacturing, product development and marketing, assuring that Glen Raven has access to the resources and the materials it needs for innovative new products, including the highest quality and most competitively priced yarns in the world.

“With raw materials representing as much as 65 percent of the total cost of a fabric, the material selections we make become extremely important. We test and source yarns from all around the world, including the U.S., Mexico, Taiwan, South Korea, China and others.”

“A typical day for me might start with a conference call with China, followed by a call to Mexico and then a meeting with one of our U.S.-based suppliers. I do much of the research and negotiation, but it is a team decision when it’s time to make a decision on a yarn source.”

“One of the most important roles that I play is liaison between marketing and development. Marketing wants to create a specific fabric, and it’s up to me and our textile engineers to find the best raw materials and establish a reliable, cost-effective sourcing arrangement.”



Steve Ellington
General Manager,
Glen Raven Custom Fabrics

GLOBAL PERSPECTIVE, GLOBAL CULTURE

Steve Ellington is general manager of Glen Raven Custom Fabrics, with responsibility for the Sunbrella® brand worldwide, as well as Dickson-Constant in Europe. Ellington joined Glen Raven in 1983 and held positions in industrial engineering and sales before being named national sales manager in 1991 and general manager in 1998.

“The year we merged with Dickson, SA, 1998, was a watershed year for Glen Raven that truly elevated us to the status of a global business. Overnight, we had 800 employees in Europe and that changed our entire approach.”

“Today, we have a global perspective on our business. When we talk about customers, we have to consider what language do they speak, what are the cultural differences and how will our marketing and product decisions affect them.”

“Being a global company even affects how you organize your day, and you become highly sensitized to the fact that Asia is 12 hours ahead of the U.S. and Australia 14. It’s made us a larger, stronger and better company.”

“We are proud of the fact that we have transplanted elements of the Glen Raven culture all around the world – a genuine concern for our people and an entrepreneurial spirit.”



Wendy Miller
Customs
Compliance Manager

GLOBAL LOGISTICS EXPERTS

Wendy Miller’s seven-year career at Glen Raven has focused on international shipping and the constantly changing world of logistics and customs compliance. In her current position, she is responsible for import/export/regulatory/documentary compliance, global logistics and rate negotiations for Glen Raven Custom Fabrics. She was previously with Glen Raven Logistics where she assisted clients with import/export compliance.

“My goal is to provide leadership on compliance under customs’ laws and regulations. In our world of globalization, it is a given that change is imminent, and you literally have to read and research daily to keep up to date with breaking issues such as free trade agreements, regulatory changes on trade, commerce, customs and logistics.”

“As a global company, we can handle the logistics of moving a customer’s shipment to any area of the world by truck, air or ocean. We negotiate contract rates to help lower the cost of freight for customers who might lack the volume to negotiate on their own.”

“We will emerge as a leader in the global textile market because we are relentless in our efforts to embrace change. Glen Raven has invested in talented men and women who lead with self-confidence, who are dreamers yet initiators, who are innovators yet realists and who are decision-makers yet lifetime learners.”

FRANCE



Emmanuel Guyart
International Manager, France

EVERY DAY A WORLD TOUR

Emmanuel Guyart is an international sales manager, focusing primarily on Dickson sales in areas outside of the European Union. Over the past five years, his primary responsibilities have included maintaining close customer contact and generally supporting market growth. Guyart was formerly an area export manager for electrical accessories in the Middle East and Asia. He holds a degree in international business.

“Every day when you are not traveling you are still making a world tour. In the morning you talk to people from the Asia and Pacific regions and in the afternoon you go to the other side of the ocean to contact your customers from South America and talk with Glen Raven colleagues in North Carolina about our common international business.”

“Though we work on a niche business, the competition worldwide is fierce, which actually makes our job more enjoyable because we have to put everything back in the melting pot everyday. On the international side, we support virtually every product under the Dickson® brand, and we also sell the Sunbrella® product in the Middle East and Eastern Europe.”

“As a global company, we can dispatch products everywhere in the world with no consideration as to where it was manufactured.”

“As a global company, we can dispatch products everywhere in the world with no consideration as to where it was manufactured.”

Emmanuel Guyart



Eugene Deleplanque
General Manager,
Dickson-Constant, France



Matthew Watson
General Manager
Dickson Coatings, France

GLOBAL NETWORKS, GLOBAL CONNECTIONS

Eugene Deleplanque is general manager for Dickson-Constant, responsible for Dickson® awning, furniture and marine markets throughout Europe and around the world. Deleplaque was instrumental in Dickson’s growth internationally, including expansion into the U.S. market. Deleplanque, who joined Glen Raven at the time of its merger with Dickson, SA in 1998, has been involved in all aspects of global manufacturing, marketing and product development throughout his career.

“At Glen Raven we have the advantage of a global vision that allows us to give our customers innovative ideas from other parts of the world. We can put our customers in contact with companies from other countries and help them find products that are not available in the countries where they operate.”

“Almost all of our customers are becoming global, and it is not unusual to have a customer with a head office in a European country, manufacturing in Asia, America and Europe and distribution all over the world. Selling Dickson branded products in more than 100 countries makes us global and helps us to understand the different markets we serve and how they are evolving.”

“We can serve our customers by understanding their global needs and supporting their different locations with people who know the local cultures and who speak the same languages.”

DOMINATING UNIQUE MARKET SEGMENTS

Matthew Watson serves as general manager of Dickson Coatings, a position he has held for 16 years. He joined Glen Raven in 1998 with the Dickson merger. Based in France, Watson has overall responsibilities for a broad family of highly technical fabrics, ranging from fabric media and structural fabrics to industrial protective apparel, created through Dickson PTL and Dickson St. Clair.

“We sell highly differentiated specialized products into specific market segments almost all over the world. We weave high tenacity polyester fabrics and coat them with a variety of elements in constructions that are two and three-ply thick. Our focus is on staying one step ahead of our competitors all the time with new products and with new ways of marketing existing products.”

“Our goal is to position Dickson Coatings as the ‘Porsche’ of the coatings industry, with few or no direct competitors in the market segments we choose to dominate. As an innovative company, we have to maintain the attitude of a start-up, offering price-competitive products.”

“The most exciting part of this job is developing new products and finding new ways to take them to market. Heat-resistant ponchos for the consumer market is the most exciting thing I am working on today.”

ASIA



Alexis Maklakoff
International Marketing and
Sales Manager, China and
North Pacific Rim, China



Dan Crowe
Operations Project Manager,
China Team, USA/China

GROWING NEW MARKETS

Alexis Maklakoff is international marketing and sales manager for China and the North Pacific Rim, supporting Dickson®, Sunbrella® and Glen Raven brands in multiple markets across a broad geographic region. A 13-year veteran with Dickson and Glen Raven, Maklakoff recently transferred to a new marketing position in the U.S.

“I have really enjoyed the pioneering aspects of my job – to see a market grow from nothing, to do business in different cultures and to adapt our products to a wide range of different needs. I work with people who are very business savvy and who are incredibly quick to make things happen.”

“Growing new markets is vital for an international company and is key to our future. Glen Raven has made a commitment to this part of the world because it is growing extremely fast, and it’s personally satisfying for me to be part of that growth.”

“We are using the international team we have in place to communicate with customers around the world. This network allows us to be a valuable interface and service provider for customers that are more and more global. Customers really do appreciate it when we can make things happen quickly for them, no matter where they are.”

TECHNICAL EXPERTISE ON THREE CONTINENTS

Dan Crowe has more than 20 years experience with Glen Raven in the manufacturing arena. His career has covered virtually every aspect of manufacturing, including industrial engineering, production planning, weaving and R&D. Most recently, Crowe served as operations project manager for Glen Raven’s new China plant, with primary responsibilities for equipment and process selection and installation. He made numerous extended trips to China in helping with the plant’s start-up.

“Building our new plant in China required blending the Chinese way of doing things with the way we do things in the West. The culture and the overall management style in China are much different than in the U.S., and it was a challenge.”

“We overcame all of these differences, including a language barrier, as we installed equipment, trained associates, purchased new equipment in China and started the plant into production. The challenge of doing something new really gives me a sense of accomplishment. The China Team was very enjoyable because it was rewarding, challenging and important to Glen Raven.”

“With manufacturing now on three continents, we can greatly shorten the supply chain. We can provide faster delivery of the same products globally, and technical assistance is much more readily available.”



“To be in business today, you must be a global company and to be a global company you must be in China.”

Hua Li (Wally)



Hua Li (Wally)
General Manager,
Glen Raven Asia, China

COMMITMENT – GLEN RAVEN ASIA

Hua Li (Wally) is general manager of Glen Raven Asia, responsible for Glen Raven’s 190,000-square-foot center recently opened in Suzhou, China. In addition to management of this facility, he is charged with management of Glen Raven’s overall Asian strategy, including coordination with U.S. and European operations. Wally has managed textile operations in China and Indonesia which has given him a unique perspective on textile operations within Eastern and Western cultures.

“Glen Raven Asia and our new facility here is a clear commitment to serving this region. Not only are we providing fabrics to manufacturers on the Chinese mainland, we are cultivating relationships with trade partners and customers throughout this region.

“To be in business today, you must be a global company and to be a global company, you must be in China. Glen Raven has made the right strategic commitment that will enable us to serve our customers in unique ways.

“Building this new facility was an experience in team building and in melding cultures. Glen Raven associates from all around the world applied their expertise to construction and start-up. By working closely together we all learned how we can better merge Eastern and Western perspectives for the benefit of our customers.”



Ying Ping Gu
Sales and Marketing Manager,
China

GLEN RAVEN BRANDING IN ASIA

Ying Ping Gu was one of Glen Raven’s first sales and marketing representatives in Asia, assigned to a new office established on the Chinese mainland almost eight years ago. Her goal has been to establish the Sunbrella® and Dickson® brand names among major manufacturers in the region. Gu was associated with import/export services for an automotive electronics company prior to joining Glen Raven.

“Our largest customers are companies who use our fabrics for finished products, such as furniture, umbrellas and awnings, for export to the U.S., Europe and some other countries. We also meet the needs of local markets as well.

“My greatest challenge is working across three continents – Asia, Europe and North America – with the different time zones, languages and cultures. The diversity of people I work with is also one of the most enjoyable parts of the job, plus I work with beautiful fabrics that are of the highest quality. I don’t have to worry about midnight phone calls with quality problems.

“Glen Raven’s management team is always willing to listen to the needs of people from different corners of the world and always encourages innovation. We have a global attitude within our company today.”

BELGIUM



Peter Winters
Director of Sales,
Europe

INVESTED FOR THE LONG TERM

Peter Winters is the director of sales in Europe for Dickson-Constant and is based in Belgium, covering awning, sun protection, casual furniture, marine, industrial and specialty markets throughout Europe. A 15-year veteran with Dickson, Winters is responsible for sales team management, marketing strategy development and implementation. Prior to Dickson, he was export sales manager for a company that produces sun protection products.

“As a global company, Glen Raven is progressing in the right direction. By having manufacturing in the U.S., China and Europe, and sales teams in all of the important world markets, we are a global company. We have our own people in regional markets, which means that we are taking culture and communications into account.”

“We strive to be the best possible partner for every customer, offering beautiful collections, services, marketing support and tools for professionals. When we are first with innovative products for a market, our customers can see that we really do invest in their long-term future and security.”

“I believe our GlenOvation program is a very good initiative because it gets every single associate thinking about our future. It will only be by creating new products and innovating in our services that we will drive our future and support the future success of our customers.”

LATIN AMERICA



Roberto J. Davalos
Sales Manager,
Latin America

CITIZENS OF THE WORLD

Roberto Davalos joined Glen Raven seven years ago and was challenged with developing the Latin American region, serving existing customers and developing new ones. Davalos represents both Sunbrella® and Dickson® brands, with customers ranging from boat builders and furniture manufacturers to hotels and schools. Prior to Glen Raven, he was involved in building products, including windows and awnings.

“My greatest challenge has been to become acquainted with all of our Latin American customers and better understand their needs and how we can meet those needs. I work with all segments of each market, from awnings to furniture, and from low-end to high-end, distributors and end users.”

“The objective is to be always aware of opportunities that are opening up in each market and match those needs with the products and services that Glen Raven has to offer. What makes this job fun and exciting is the freedom that Glen Raven has given me to accomplish my objectives.”

“As the sales force for Glen Raven, we cannot consider ourselves as citizens of a certain country, but as citizens of the world. The future in the global economy belongs to companies that can envision the needs of the different market segments, tastes, likes, wants and, most importantly, can supply them anywhere in the world.”



SOUTH PACIFIC RIM



Simon Gatliff
Sales & Marketing Manager,
South Pacific Rim

THINKING OUTSIDE THE BOX

Based in Australia, Simon Gatliff is sales and marketing manager for Glen Raven in South Pacific Rim countries, serving all market segments in Singapore, Indonesia, Australia, New Zealand and several Pacific islands. Gatliff began work with Glen Raven 11 years ago, initially covering all Asia Pacific countries. Prior to Glen Raven, he was international sales and marketing manager for a U.S. furniture company and has lived and worked in Europe and the U.S.

“My responsibility for Glen Raven is to think outside the box, stay ahead of the competition by being proactive and support our dual awning brands (Sunbrella® and Dickson®) in all markets. I constantly look for new markets and opportunities that will enhance the global growth of our company.”

“I provide sales and marketing support for our distributors, dealers, manufacturers and end users. I am a resource for customers in all market segments for usage of our products and the preferred components best suited to finished products. Our brands are highly valued.”

“It’s a buzz to be a part of the exciting global team at Glen Raven as we continue to build our networks within markets and with customers. We ‘think globally and acting locally,’ adding to the value of our brands under the corporate umbrella of Glen Raven.”



SWEDEN



Grégory Couture
Managing Director,
Dickson, Sweden

ECOLOGY, ENERGY, INTELLIGENT TEXTILES

Grégory Couture is the general manager of the Glen Raven’s Swedish subsidiary based in Göteborg, Sweden. Couture, who has been with the company for 13 years, leads a team that represents Dickson-Constant, Dickson Coating and Sunbrella® products in Sweden, Denmark, Norway, Finland and Iceland. This team fulfills both sales and marketing roles.

“Our Dickson® brand has a strong position in sun protection markets and since the 1998 merger with Glen Raven we have seen solid growth for Sunbrella marine in Europe, giving us the lead position. Opportunities ahead for us include residential interiors for Sunbrella furniture fabrics, which could be huge.”

“Ecology, energy savings and intelligent textiles are concepts that will help to ensure our future. Our industry will change quickly, much quicker than in the past 30 years. Our company, however, thanks to its international and global position, has all of the qualities we need to do well in this type of environment.”

“I cannot think of many countries where Glen Raven products are not sold today. Traveling to different countries and cultures, meeting people with different backgrounds and ages, and formulating strategies together with my teammates and distributors – these are the real pleasures of this job.”





ANDERSON
PLANT EXPANDING



“The word ‘custom’ in Glen Raven Custom Fabrics takes on special meaning when you consider the wide variety of styles and patterns we produce.”

Jack Woodson

Glen Raven’s Anderson manufacturing facility, one of the most modern in the textile industry, has announced a three-year, \$20-million expansion program that will increase its ability to produce high-quality, luxurious performance fabrics in demand today by savvy consumers. A key element in the expansion program will be the transfer of jacquard weaving capabilities from Glen Raven’s neighboring plant in Elberton, Georgia, only about 30 miles away, into the Anderson location.

“Our Elberton facility is one of the most sophisticated jacquard weaving operations in the world and has been instrumental in the creation of the innovative Sunbrella® furniture fabrics we offer,” said Steve Ellington, general manager of Glen Raven Custom Fabrics. “Unfortunately, some portions of the Elberton factory date back to the 1920s, which means that modernization and expansion are no longer feasible at this location.”

By moving the Elberton jacquard operation to the ultra-modern Anderson plant, Glen Raven will gain significant operating efficiencies and the ability to continue expanding as the need arises. All of Elberton’s 166 associates have been offered positions at the Anderson plant as part of the consolidation process, which is projected for completion by the middle of this year.

“We are investing in our Anderson plant to assure that it remains a state-of-the-art, vertically integrated manufacturing and development facility,” Ellington said. “This consolidation will combine the best of both locations – advanced textiles technology and the skills and dedication of our people from both the Elberton and Anderson plants. This consolidation will ultimately make us a stronger, more flexible organization in meeting our customers’ needs.”

Glen Raven’s Anderson plant, which began production in 1995, was originally designed with expansion in mind. It has sufficient existing square footage available to accommodate jacquard weaving and support functions from the Elberton plant. Combining the two facilities will allow the Elberton operation to take advantage of Anderson’s logistics and technical support services.

With nearly 1 million square feet under one roof, the Anderson plant was built using state-of-the-art manufacturing technology from around the world. It remains a favorite tour site for Glen Raven customers and trade partners.

“Our customers and vendors always come away from tours impressed and having learned something important about how we produce high-performance fabrics,” said Jack Woodson, director of operations at Anderson and a nine-year Glen Raven veteran. “Our top priorities are safety for our associates, quality and productivity. It’s engrained in the culture.”

A commitment to safety has resulted in a safety record of more than 9 million hours without a lost time accident and an incident rate of 1.1, compared to the industry average of 5. Quality and productivity are reflected in the awning, marine, furniture and automotive fabrics the plant produces.

“We have produced as much as 900,000 yards in a single week,” Woodson said. “What is particularly amazing about a production total such as that is the fact that we run fabric orders ranging from 50 yards to 10,000 yards. The word ‘custom’ in Glen Raven Custom Fabrics takes on special meaning when you consider the wide variety of styles and patterns we produce.”

To ease the transition process for Elberton associates, Glen Raven human resource representatives met individually with each of the Elberton associates affected by the consolidation of the two plants. Employees who choose not to relocate to Anderson were offered severance packages.

“Demand for our performance fabrics continues to grow, and as a result of this consolidation/expansion program, our overall manufacturing capacity will be increased,” Ellington said. “This program represents a long-term commitment to our customers, associates and the community. We will be a much stronger and more efficient company as a result.”

(opposite page) Jacquard weaving, Anderson Plant

LEADING A NEW GENERATION OF PROTECTIVE APPAREL

“The challenge in developing protective fabrics and apparel is to balance protection, economy and comfort.”

Mike Jeffrey

Increasingly stringent safety standards for workers exposed to electrical hazards and fire are leading to the development of new high-tech fabrics that not only offer on-the-job protection, but are also comfortable to wear in hot work environments that require strenuous physical activity.

“There is growing recognition that it is not enough to just provide your employees with garments that meet the various government safety standards,” said Mike Jeffrey, marketing agent with Protective Textile Solutions, an Ontario, Canada-based company that specializes in high-tech fabrics for industrial applications throughout North America.

“If the garment is too stiff, too hot or not comfortable to wear, then you will have significant compliance issues with your workforce,” he continued. “It does no good at all to provide protective apparel if your employees refuse to wear it consistently, or if they modify it by cutting off the sleeves to make it more comfortable.”

The market for flame-resistant fabrics in North America is estimated at more than 33 million yards annually. This market includes natural fibers, such as treated cotton and wool, and inherently flame-resistant synthetics, designed for protective shirts, pants, overalls, gloves and parkas. This market segment has been impacted during recent years by a series of increasingly strict safety standards, including (National Fire Protection Association) NFPA 70E, which is a safety standard that relates to electrical arc flash protection.

“The challenge in developing protective fabrics and apparel is to balance protection, economy and comfort,” Jeffrey said. “The fabric absolutely must meet government standards, but it must also be long lasting and provide a good value for the investment. Finally, everyone in the industry has come to appreciate the importance of comfort if you are to achieve consistent protection for your workers.”

One of the newest fabrics to be launched in this marketplace is GlenGuard® FR, which is a flame-resistant fabric

manufactured by Glen Raven Technical Fabrics. More than two years of research and development went into GlenGuard FR to address the issues of protection, economy and comfort. It meets or exceeds all of the major government standards related to fire protection, including NFPA 70E.

“GlenGuard has received a great deal of attention within the industry because it is the first real breakthrough in the protective apparel market in 20 years,” Jeffrey said. “GlenGuard offers the best protection-to-weight ratio available today for a single layer garment, such as coveralls, pants and shirts. With GlenGuard, workers can have the safety protection that the government requires, and still wear a garment that looks great and feels good.”

GlenGuard fabrics were created by blending Kermel® SofShield fibers with solution-dyed FR modacrylic fibers. The result is a fabric that is inherently flame resistant and also colorfast even after repeated commercial launderings. GlenGuard fibers also offer enhanced abrasion resistance for longer life, chemical resistance and improved moisture management for increased worker comfort. The woven fabrics are soft to the touch, contributing to a perception of increased comfort.

Glen Raven launched the new fabric with a major industrial laundry service and a specialty manufacturer of arc flash clothing. Glen Raven is also working with several protective apparel makers who are adding GlenGuard to their product offerings, while a number of leading industrial and petrochemical companies are running field trials.

Glen Raven is continuing its ongoing development program related to GlenGuard, exploring expansion opportunities in a number of workplace settings where there is a need for high levels of protection, plus worker comfort.

To view a new video on GlenGuard FR, visit www.glenguard.com.



STAKING OUT “NEW FRONTIERS”



Philippe Petot

Glen Raven recently announced the creation of a new department called “New Frontiers.” The goal is to provide a focal point for innovation within the company on a global basis. Philippe Petot, a seasoned international executive who recently completed his assignment as China plant project manager, has been named director of this new initiative. Petot talked about “New Frontiers” recently:

“New Frontiers” is an unusual name for a corporate department. Why not “Innovations Division?”

We wanted a name that was broad enough to encompass our most important corporate objective, which is to lead Glen Raven into new and exciting opportunities. While new products and new services are certainly a top priority, we are open to the entire universe of new opportunities for our company, given our core strengths. We are truly seeking new frontiers for Glen Raven, not just improved products and services.

How will you work with Glen Raven’s operating divisions with innovation?

You can boil it down into two areas – inspiration and information. I will be a major advocate for innovation throughout the company and support the growth of innovation as an essential element in our culture. The operating divisions will retain key responsibilities for innovation, with my department providing additional resources in support of their efforts.

I also plan to serve as a clearinghouse for the operating divisions, funneling information to them on new technology, competitive developments, consumer trends and trends in the world economy. There is so much information available today it is virtually impossible for line management to keep



“We are truly seeking new frontiers for Glen Raven, not just improved products and services.”

Philippe Petot

up with vital new developments. I hope to make their jobs easier with summary and trend reports that have the information they need to be more innovative in their thinking.

While most innovations will originate within the operating divisions, we will also look at opportunities that cut across divisional lines and at new ventures that may require entirely new organizations. When we say “New Frontiers,” we are committed to taking a broad view.

You’ve talked about creating a culture based on innovation. What does an innovative culture look and feel like?

A company with a culture of innovation is a place where people look at everything through a different lens – products, processes, customer needs, consumer and business trends. This lens causes them to not only see things as they are, but as they could be for the ultimate benefit of customers. A culture of innovation is based on an insatiable curiosity about what could be rather than what is.

How would you rate Glen Raven today in terms of how innovative it is?

I would give us high marks overall, but not as high as we would like. We have a very long history – 127 years – that includes numerous innovations. It’s these innovations that have sustained our company for so long, and that spirit is alive today.

Innovation is one of our core values and we have a program, GlenOvation, that rewards employees for creative ideas. But I know we can do better, and that’s why we have created the New Frontiers Department. We have the talent, the resources,

and the flow of creative ideas. I hope to help in channeling all of these elements.

Why is innovation so important?

Innovation is everything today. In a global economy, jobs will migrate to the countries that can complete certain tasks in the most cost-efficient manner possible, and capital will also migrate around the globe, supporting the best ideas, regardless of where they are conceived.

Glen Raven made the decision many years ago that we will not compete in commodity products. Our strength has been and will remain in high-tech products based on proprietary technology and in markets where we can earn the dominant position. To maintain this strategy, innovation is absolutely essential. Innovative thinking, combined with our depth of resources in manufacturing, sourcing, marketing and logistics, will assure that we can continue to be a leader in global markets.

Recent Glen Raven innovations, left to right, protective work apparel for extreme cold and extreme heat; luxurious Sunbrella® performance fabrics for residential interiors; a new generation of fabrics for automotive headliners; fabric media that is environmentally friendly and offers the highest levels of print clarity demanded by high-end retailers.



STUDYING INNOVATION, GLOBALIZATION, CHANGE



GLOBAL COMPETITIVENESS

By Peter J. Brews
Ph.D., LLB
Brews, a native of South Africa, is an associate professor at the Kenan-Flagler Business School. He holds graduate degrees in business and law, and Ph.D.s in business and strategic planning and policy.

“When it comes to globalization people either love it, hate it or are somewhere in the middle. China loves it because globalization is creating jobs, and so do companies that view China as an opportunity for growth. U.S.-based companies that lack a globalization strategy see it as a threat. In the middle are firms who know they need to formulate a ‘global’ strategy, but have been unable to determine how to move forward.”

“The greatest threat to America’s national security is not terrorism. It is our own national insecurity, which 9/11 unfortunately amplified. Before 9/11 globalization was seen mostly as an opportunity, but after that horrible day events outside our borders became threats. If we continue to isolate ourselves internationally and close our country and our economy, it will have negative impacts and make us less competitive globally.”

“It is important to understand how economies and societies evolve. Models that work in the U.S. do not necessarily work in other parts of the world. The Chinese economy is complementary to the U.S. economy for the outsourcing of manufacturing while India is a competitor to the U.S. because of its focus on information technology.”

“When you take the long view, the American economy is stable and is continuing to grow. We will continue to have micro-pandemonium and chaos as we experiment with new products, changing technologies and emerging competition, but overall we enjoy macro-stability. All types of life cycles – products, markets, organizations – are getting shorter and the challenge is now to continually re-invent yourself.”

For the second year in a row, Glen Raven has sponsored an intense two-day seminar for more than 60 members of its management team at the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill. The topics were innovation, globalization, marketing and change management. Kenan-Flagler is one of the nation’s leading business schools, consulting with major corporations globally on strategic issues. Below are brief excerpts from the speakers, all members of the UNC business school faculty who teach, research and consult with leading global companies.



TWEAKING 4Ps OF MARKETING

By Sridhar
Balasubramanian, Ph.D.

Dr. Balasubramanian, is an associate professor of marketing at UNC, specializing in marketing strategy, channel management and customer relationship management.

“You must understand the process of choice that your customers follow in making purchasing decisions. Otherwise, you cannot explain why some products succeed and others fail. The most important aspect of making the sale is listening to the customer.”

“Think of the customer’s mind as a battlefield where you battle your competitor for the customer’s attention and liking. You need to decide, given the situation, how to locate your forces on this battlefield in relationship to your competition. Not surprisingly, positioning strategy has been described as the ‘battle for the customer’s mind.’”

“There is one key rule in positioning products or services in the marketplace: perception is the reality of the marketplace. It’s not what you think and it’s not what you think the customer thinks. All that really matters is what the customer really thinks.”

“99 percent of our thinking about product or service innovation is guided by our existing assumptions about our industry, our markets and our customers. History weighs heavy in our thinking. Unless you can break free from those assumptions, it will be difficult to think outside the box. Unshackle your mind and let it run free.”

“If you don’t truly understand how customers make product or service choices, then how are you going to influence those decisions in the marketplace? You can have a product with excellent technical qualities, but customers may not be making their choices based on those qualities. It could be something completely different than you think.”



GROWTH & PROFITABILITY

By Albert H. Segars, Ph.D.

Dr. Segars is the RBC Centura Distinguished Professor of Innovation and Technology Management. His areas of research, teaching and consulting include innovation, technology management as well as entrepreneurship.

“The process of innovation begins with intelligence gathering, but the danger is gathering the wrong information, relying on the wrong sources, collecting too much information or looking only at the information that supports your current business model.”

“Innovation consists of four essential stages – intelligence gathering, design, choice and reconciliation. The process can fail at any stage if you follow designs based on old solutions or if you are unable to make a good choice, or no choice at all. Reconciliation is the point in the innovation process where you determine if you achieved the desired outcome and where you can learn from your successes and your failures.”

“When innovators look at new products or services, they look for the underlying trends behind those products and services. These trends can be in technology or in a new type of business model. Emerging trends can serve as the inspiration for continuous innovation.”

“Scenario analysis can be a very effective tool in supporting the innovation process. With scenario analysis, you analyze a trend in terms of the major uncertainties that surround that trend, and you take things to the extreme. In scenario analysis, we are not predicting the future, we are considering many different futures that may or may not happen. This process helps prepare you for the unthinkable.”



LEADING & MANAGING CHANGE

By Mabel M. Miguel, Ph.D.

Dr. Miguel is a professor of management who teaches core leadership and management skills to MBA students in various programs. Born in Argentina, she has lived in Venezuela, Barbados, France and Turkey.

“Organizational survival is increasingly dependent on the ability to change rapidly and frequently, but change is very difficult. The key issues in change management include understanding the change process, understanding power and politics, and knowing how to communicate during change initiatives to manage resistance and help employees develop in changing environments.”

“Managing change effectively is everyone’s job. Strategists must step back and think systematically about change; those implementing change must be sensitive to the needs of individuals, while remaining focused on goals and vision; individuals being required to change must understand the effect of the change and be prepared.”

“Resistance to change can be managed by several methods – education that communicates the reasons for change; participation that includes involvement in implementation; facilitation which means removing obstacles; negotiation that reduces real or perceived losses; manipulation that may include token involvement; and coercion, which includes threats, punishment or dismissal.”

“Eighty percent of major change initiatives fail to realize their intended gains because they fail to address the most challenging obstacle – human acceptance and adoption. Statistically, four of every five dollars spent on organizational change are destined to yield sub-optimal if not disastrous results.”



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