

RAVEN

| Issue No. 8 |

Passion and Innovation
Glen Raven's Perspective
Market Support
Marketing Strategy
Perspective of Time



Issue No. 8

Spring 2009



Weathering The Recession



Dear Readers:

Our goal for this edition of the Raven magazine is to offer a publication relevant to challenging economic times, offering ideas that you can adapt for your own business going forward.

No one has all of the answers, and Glen Raven is certainly struggling with the same difficult issues confronting all of our customers. By sharing some of our recent experiences, however, our goal is to encourage innovative thinking by all of us.

Passion and Innovation

Dougan Clarke, CEO of TUUCI, a leader in innovative shade structures, discusses passion for your work and innovation in your products as core elements in a successful business model during all phases of the economic cycle. Dougan's perspective is a welcome reminder of the essential elements for success.

Glen Raven's Perspective

A central element in Glen Raven's perspective today is our Tri Vantage subsidiary and its increasingly important role of encouraging industry growth through innovative new products and customer-focused marketing programs. Steve Ellington, Tri Vantage's new president, discusses his priorities for providing support to all customers. Also in this section, Glen Raven CFO Gary Smith, a veteran financial manager and strategist, discusses the financial approaches that Glen Raven is following, many of which may be relevant to your business as well.

Market Support

Glen Raven has not lost sight of its leadership role in the industries we serve as we continue to invest in the long-term success of our customers. You will read about our efforts to support the awning market through regulatory recognition of the energy-saving benefits of awnings. Also included is an article concerning our support for design excellence in the marine industry.

Marketing Strategy

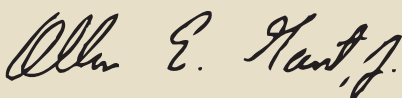
In this section, we have provided examples of creative marketing strategies, some of which you may be able to adapt to your business. These examples are based on recent experiences at Glen Raven, including a gains sharing approach by Glen Raven Logistics, new products from identified customer needs by Dickson-Constant, guerilla marketing by Dickson Coatings and quality innovations from our Technical Fabrics group.

Perspective of Time

We conclude this issue with an interview with Roger Gant, Jr., a former Glen Raven president who grew up during The Great Depression. Roger reminds us of the resilience of our nation and how challenging times can change basic outlooks on life. His is the perspective of time that we all need today.

The next several months will challenge our company and your own as never before. By focusing on innovation, partnerships and service to customers, I am confident that we will weather this recession as we have others.

We thank you for your business and your support. I want to assure everyone of our deep commitment to the markets and the customers we are honored to serve.



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



PASSION AND INNOVATION

2-3

GLEN RAVEN'S PERSPECTIVE

4-7

MARKET SUPPORT

8-11

MARKETING STRATEGY

12-16

PERSPECTIVE OF TIME

17

TUUCI COMBINING MARINE PERFORMANCE WITH CUTTING EDGE DESIGN

“During these uncertain economic times, there’s no doubt that innovation will drive our success.”

Dougan Clarke

The story of TUUCI reads like a classic tale of American entrepreneurship. A young man begins his work life rigging boats where he is exposed to both the practical and theoretical methods of how things are built to function simply and reliably. These early impressions later serve as inspiration.

“TUUCI was born from the marine industry,” says Dougan Clarke, CEO of the Miami-based leader in innovative shade structures. “I rigged boats for nearly 10 years and gained valuable knowledge in the proper use of high-performance, marine-grade materials and the critical demands of marine construction. I also worked for an outdoor furniture retailer in Miami for many years. My goal was to apply this unique blend of professional experiences into an entrepreneurial venture.”

Cashing in his 401K in 1998, Clarke began his new company in his hometown of Miami. The company’s name – The Ultimate Umbrella Company (TUUCI) – encapsulates its mission. A passion for innovation and connection to the environment is evident in all of TUUCI’s offerings. TUUCI’s Manta™ parasol resembles a manta ray with its gentle sweeping line. The Razor™ parasol has the ability to “raise” its shade membrane along the mast’s vertical axis and rotate 360 degrees to follow the sun. The Zero Horizon™ parasol minimizes its visual impact with a perfectly flat zero-pitch canopy that maximizes shade utility.

“We have proven that there is more to shade architecture than a traditional market umbrella,” Clarke said. “Innovation propels us. It’s our oxygen.”

TUUCI’s core markets include exclusive resorts that create unforgettable shade ambiance. The company also focuses on amusement parks, institutions and the marine and food service industries. A breakthrough came in 2001 when TUUCI created its initial signature shade platforms and patented operating system.

In addition to its primary 50,000-square-foot manufacturing facility in Miami, the company boasts three distribution points around the world, the newest of which is a 20,000-square-foot facility in Europe. Growth in Europe has been strong, as well as in Asia, the Middle East and Africa. TUUCI has also partnered with an assembly plant in Salvador, Brazil for the South American market.

“There is no typical TUUCI customer,” Clarke said. “It may be a boutique hotelier in the south of France, a massive entertainment complex in Dubai or a single residential client in Palm Beach. Some of our clients select products that complement ‘old world’ traditional settings while others stretch the boundaries of contemporary shade and lounging design.”

All of TUUCI’s products are designed and manufactured in the Miami facility, which employs more than 110 people. While component parts are made in Miami, the company recognizes the value of purchasing commodities, such as stainless steel and aluminum, on the open global market. Strategic supplier relationships, including one with Glen Raven, help TUUCI maintain high quality standards while pushing the innovation envelope.

“Our relationship began with Allen Swers (Glen Raven’s market manager in Florida),” Clarke said. “Allen is a terrific guy who took us under his wing when we were just starting out. He gave us fabric samples and he helped us establish relationships with Sunbrella fabric distributors. We knew right off the bat that we wanted to feature Sunbrella fabrics because of its superior quality and broad brand-name recognition. Carrying the Sunbrella brand helped put us on the map.”

Since Swers’ retirement, TUUCI’s relationship with Glen Raven has become more diverse with support from several members of the Glen Raven team. The two companies regularly collaborate on marketing, styling and product development.

“Glen Raven is very generous with its knowledge and resources and that is what we value most in the relationship,” Clarke said.

After 10 years, Clarke’s contagious enthusiasm continues to show no limits. Most recently, Clarke created a breakaway creative division aptly named “Shadow Works.” Recent innovations from this group have included the Crescent Lounge™, which won a design award at the Chicago Casual Market, the Cabo™ parasol, a 100 percent composite shade structure, and a few other introductions slated for late 2009 / 2010 release.

“The horizon seems endless to me. I see opportunities for our entire industry, from material innovations to operating systems to harmonizing the lounging experience with creative use of shade elements,” Clarke said. “During these uncertain economic times, there’s no doubt that innovation will drive our success.”

OPPOSITE PAGE Inspirations for TUUCI’s products are closely tied to the marine environment and its emphasis on products built to function simply and reliably. Carrying this philosophy forward is the TUUCI management team, left to right, Ward Usmar, vice president of sales and marketing; Tom Parker, president; Charles Munroe, COO; and Dougan Clarke, CEO.



**TRI VANTAGE
DEDICATED TO
MARKET GROWTH,
INCREASED SUPPLY
CHAIN EFFICIENCY**

“My goal is for Tri Vantage to be completely customer focused, not only listening to our customers needs and responding, but anticipating needs and providing leadership.”

Steve Ellington



Efficiency in all aspects of business are more important today than ever before, and this is an essential role that Glen Raven's Tri Vantage subsidiary is focusing on intensely during this year's prime selling season.

Under the leadership of industry veteran Steve Ellington, Tri Vantage is leveraging its combined resources to assure that the supply chain is faster, more efficient and more reliable than ever before. The Tri Vantage mission also includes the implementation of programs to encourage long-term growth for the benefit of all customers.

"We are living in unprecedented times when the foundation of our economy has changed," said Allen E. Gant, Jr., president of Glen Raven, Inc. "These changes mean every element must be as efficient as possible. Tri Vantage is well positioned to take our supply chain to an entirely new level of efficiency while fueling future growth."

Glen Raven acquired The Astrup Company and John Boyle & Company in May 2007 and merged the companies into a new organization, Tri Vantage. Glen Raven, Astrup and John Boyle had been trade partners for more than 100 years, serving hundreds of awning and marine fabricators through generations of family ownership.

"The Astrup Company and John Boyle & Company were outstanding organizations and served our industry well," Gant said. "Both organizations, however, had reached a point in their histories where neither company had a plan for succession and growth. It was in the best interest of Glen Raven and all of our customers that we consolidated these two companies to provide resources needed for stability in the market and to lay the groundwork for innovation and growth. The recession illustrates the importance of having a distribution organization that can respond to these challenges and opportunities."

Leading the initial merger process was Harry Gobble, a 30-year Glen Raven veteran who, as director of marketing for Glen Raven Custom Fabrics, was instrumental in building the Sunbrella® brand. Gobble and his team brought the Astrup and Boyle organizations together through a merger of product lines, consolidation of branches and the implementation of a shared information technology system. In January, Gobble announced his retirement from Glen Raven at which time Ellington, president and general manager of Glen Raven Custom Fabrics – Global and a 26-year veteran of Glen Raven, was named president and general manager of Tri Vantage.

"Steve's assuming the top leadership role with Tri Vantage demonstrates our deep commitment to our distribution subsidiary and the customers it serves," Gant said. "I cannot think of anyone within Glen Raven who has the depth of knowledge, customer relationships and proven track record of Steve Ellington."

Ellington served as a marketing representative and then national sales manager for Glen Raven for many years, during which time he worked directly with awning and marine fabricators throughout the country. Before assuming the presidency of Tri Vantage, he had served as president and general manager of Glen Raven Custom Fabrics.

For the immediate future, Ellington and his management team are focused on the current sales season to assure that customers have all of the support possible.

"Increased supply chain efficiency is absolutely essential if we are to help our customers grow, and growth is our No. 1 goal," Ellington said. "With Tri Vantage, we have a closer working relationship than ever before with our customers and with the ultimate consumers of their products. We are committed to encouraging growth for our customers through innovative new products and through marketing programs designed to create sales leads."

Glen Raven officials acknowledge that the merger process has not always progressed as smoothly as planned, but management has addressed every challenge met along the way. Tri Vantage personnel are working together as a close knit team, identifying and adopting best practices throughout the organization. Some recent initiatives for the benefit of customers include:

- Launch of a new consumer-focused Web site – www.peopleloveshade.com – that was created to generate sales leaders for awning fabricators.
- Launch of an extranet site that makes marketing support materials and information readily available to Tri Vantage customers.
- Assignment of experienced personnel to develop marketing programs and new products for the shade category.
- Price reductions on Sunbrella® awning, marine and furniture fabrics, including an additional discount for orders placed on-line.
- Enhanced offerings of retractable awnings and sun control products to help customers diversify and expand their markets.
- In-branch seminars before the start of the season to review new products and marketing opportunities.

"My goal is for Tri Vantage to be completely customer focused, not only listening to our customers needs and responding, but anticipating needs and providing leadership," Ellington said. "We believe in our customers, our associates, our products and the value that we can add to the lives of consumers. It will not be easy, but we will get through these times, and we will be well prepared for better days."

**FOCUS ON
FUNDAMENTALS
KEY DURING
TOUGH ECONOMY**



Successfully navigating a tough economy requires a steady focus on the fundamentals of balance sheet management and near flawless execution of every business strategy, says Glen Raven CFO Gary Smith.

“There are many variables in the economy that are not in your control, so you have to bring a strong sense of urgency to the management of those you can control,” said Smith, a 30-year veteran of public accounting and financial management. “You also have to keep a balance between managing costs, while making sure you invest for the future when the economy improves.”

As CFO, Smith works closely with other members of Glen Raven's executive management team. This group is charged with a difficult balancing act that requires a steady hand as Glen Raven implements strategies for addressing substantial sales declines in virtually every business segment. Many of Glen Raven's fundamental financial strategies could apply to companies of all sizes.

“One of the primary objectives of management during a recession is to do everything in your power to keep your balance sheet as strong as possible so that when you come out of the recession you are prepared to take advantage of future growth,” he said. “This means an intense focus on cash flow, strict standards for capital investment and optimally efficient application of human and financial resources. Businesses today will need to make prompt, effective decisions and execute them flawlessly.”

As a veteran financial manager, Smith views this recession as being different in many ways from previous downturns.

“Others recessions have been triggered by specific economic adjustments or events – disruption in energy supplies, market corrections or a terrorist attack,” Smith said. “The recession we are experiencing today is systemic – banking, housing, automotive, services, recreation and leisure – every segment is feeling it. Given all of these factors, our economy is seeking a sustainable, fundamentally sound performance level.”

Two of the most important areas that Glen Raven is controlling are inventories and capital investments. Both of these areas have important impacts on Glen Raven customers and were being given careful consideration before the downturn.

In terms of inventory control, Glen Raven has made process improvements such as reducing production cycle times so that customers can have the fabrics they need when they need them without Glen Raven having to maintain large inventories. One aspect of this strategy in action has been the creation of “change teams” at Glen Raven's Anderson, S.C., Sunbrella® manufacturing center. These teams of experienced technicians can place new fabric styles into production within hours of the plant receiving a customer order.

“Our Tri Vantage unit is giving us a prompt and comprehensive view of inventories throughout several of our key market channels,” Smith said. “In that regard, Tri Vantage

provides us a window on the marketplace. We don't have to wait as long to find out what is happening with orders and market activity at the consumer level, nor do we have to allow for differences in interpretation and judgment that are normally associated with data received second-or-third hand. We can see it for ourselves directly and earlier, which allows us to respond much faster.”

Smith suggests that businesses should continue to invest where possible, but with a careful eye on return on investment. Glen Raven is continuing to invest in its premium brands and to make capital investments that enhance quality, efficiency and productivity.

“You also have to keep a balance between managing costs, while making sure you invest for the future when the economy improves.”

Gary Smith

“You do not want to shut down investments because you want to be prepared for the future, but you also want to be prudent,” he said. “It is a delicate balance that is leading all companies to adopt stricter standards for all kinds of investments. We are continuing to invest in Glen Raven's business and brands, but for now there is greater emphasis on immediate impact and a shorter payback.”

To help assure an enterprise-wide perspective, Glen Raven has formed committees that represent each of the business units. These groups review operations across the company, searching for opportunities to reduce costs, improve processes, leverage resources and maintain high levels of customer service. While the Glen Raven management team is deeply concerned over the recession, there remains fundamental optimism and confidence for the longer term.

“We cannot give into the urgency of the current situation to the extent that we lose sight of the long-term outlook,” Smith said. “Glen Raven and our customers have swum against the current many times before and we know how to do the right things. We have to maintain a positive outlook day to day, knowing that this recession will end and, when it does, we have to be prepared to lead future growth for ourselves and our customers.”

**GLEN RAVEN
SEEKS RECOGNITION
FOR AWNINGS AS
ENERGY SAVERS**





Ask any awning fabricator to list the benefits of fabric awnings and energy conservation will be near the top of the list. Homeowners with awnings will also attest to the fact that awnings reduce heat gain from windows, resulting in lower electric bills during the summer. Scientific research has documented that awnings can reduce heat gain by up to 50 percent depending on the geographic location of a home.

With the energy efficiency of awnings widely recognized by fabricators, homeowners and researchers, you would expect awnings to rank along side energy efficient windows and appliances when it comes to universally accepted best practices in today's green world.

"Our goal is to work closely with professional and trade organizations that can provide official stamps of approval to elevate the status of awnings."

John Gant

"Unfortunately, awnings have not received the formal recognition they deserve as energy saving devices," said John Gant, shade market development manager for Glen Raven Custom Fabrics. "Our goal is to work closely with professional and trade organizations that can provide official stamps of approval to elevate the status of awnings."

Over the past two years Gant has played a key role in an intense effort by Glen Raven and other leaders in the awning market to network with professional building organizations. The goal is to provide these groups with information on why awnings should be formally recognized among industry approved energy-saving devices. It is a long-term process that is showing encouraging signs of potential success.

The National Fenestration Rating Council (NFRC), a government recognized organization that rates the energy efficiency of window products, has formed an Awning Task Group which Gant chairs. This committee has retained the Berkeley National Lab to assist in the development of a methodology for measuring the energy efficiency of fabric awnings, which is the first step toward the creation of a ratings system similar to the one used for windows. Several organizations, including the Professional Awning Manufacturers Association and Glen Raven, have pledged financial support for the research.

Energy ratings through the NFRC allow product manufacturers to provide better consumer information for purchasing decisions and in some cases have led to energy efficient products being covered by energy tax credits. A rating system

for awnings could also lead to inclusion in green products building lists and in the growing number of green building standards and guidelines.

"In many ways, we are in the same situation that the windows industry faced two decades ago," Gant said. "By working with the NFRC, the window industry created and adopted a universal rating system for windows that has resulted in better products and incredible energy savings. We want to do the same thing for awnings."

The value of awnings as energy saving devices is gaining traction with other professional organizations. The National Association of Home Builders has developed a Green Residential Building Standard that includes the use of awnings. The United States Green Building Council, whose widely recognized Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ requires energy efficiency in commercial and residential buildings, describes window shading as a recognized method of increasing energy efficiency.

The American Society of Interior Designers' Foundation and the U.S. Green Building Council have included references to awnings as part of their development of best practice guidelines known as the Re-Green Program. Gant and others are targeting the American Society of Heating, Refrigerating, and Air-Conditioning Engineers whose residential building code is widely used by municipal governments around the country.

A precedent for official recognition of awnings in energy conservation can be found in Europe. In 2004, the European Union passed the "Efficient Performance Buildings Directive" (EPBD), which instructed member countries to change their national building codes to require more energy saving measures. As a result, many countries require residential and commercial builders to use exterior solar protection, which includes awnings and roller shades.

"Awnings are much more prevalent in Europe, which has taken steps to include shading devices in official building codes," Gant said. "Recognition of awnings in the U.S. is ultimately a regulatory issue. Our goal is to get awnings and other shading devices included in the guidelines and standards that architects, engineers and building contractors use when selecting products for residential and commercial construction. This is a complex, multi-year process, but the potential impact could be incredibly significant in helping to grow the awnings market."

OPPOSITE PAGE John Gant, shade market development manager, has become an expert on the various regulatory standards used for green and energy efficient building products. The goal is to gain industry recognition for awnings as energy saving devices.

MARINE INDUSTRY ENHANCING CONSUMER APPEAL THROUGH DESIGN

“Customers are always looking for something new and any visions or concepts we can direct to them to help grow their business is paramount for positioning us as the ‘go to’ source for fabrics.”

Paige Mullis

When you visit Paige Mullis’ office at Glen Raven, one of the most striking elements are mannequins draped with beautiful gowns. Anyone questioning the relevance of apparel fashions for a company known for performance fabrics is quickly reassured by Mullis’ passion for great design as an essential sales generator in every market segment.

“Fashion is fun and exciting and it captures everyone’s attention,” said Mullis, a senior design and merchandising specialist at Glen Raven. “As we design new fabrics for home and recreation, we can learn a great deal about what will sell by staying closely attuned to fashion apparel. The connection between runway fashions and home furnishings and boating has never been closer than it is today.”

Mullis’ devotion to the inspiration found in apparel fashions began early in her career with her first professional job as a fashion stylist and production designer for a national modeling agency. Her assignment was to assure that top brands, such as Ann Taylor, Gap and Russell Athletic, could bring their design inspirations to life at industry and consumer fashion shows and reflect their brand image in print media.

After a two-year stint in the fashion industry, Mullis joined Glen Raven in 1991 as a designer for the Sunbrella® brand. During recent years, Mullis has focused on the marine industry, encouraging enhanced design in the use of fabrics on deck and below. In her current position as decorative fabrics resource manager, Mullis focuses on advancing the Sunbrella brand as a decorative resource through consumer catalog development, “to the trade” fabric collections, marine decorative programs and other resource focused initiatives. Mullis is constantly reviewing news and trends from the fashion apparel industry that can be applied to customer needs.

“Apparel fashions have always influenced colors and designs throughout all consumer products, from home furnishings to cars,” Mullis said. “At one time, there was a substantial time lag – sometimes several years – from the colors and designs you saw on runway models to other consumer segments. Today, with so much information available ‘on demand’ and with so much emphasis on pop culture and fashion, this lag time has been greatly compressed.”

Over the past several years, Mullis has focused on boat manufacturers and aftermarket suppliers as the marine industry has awakened to the importance of fashion forward design as a tactic to increase sales. She has assisted major boat builders with the creation of new boating packages, and she serves as a board member for the Marine Design Resource Alliance, a trade association encouraging design excellence. During marine trade events, Mullis has worked with boat builders in staging booths, recruiting speakers from apparel and other influential industries and producing fashion shows

to impress upon boat builders the connection between fashion apparel and boating.

“Customers are always looking for something new, and any concepts we provide to help grow their businesses is paramount for us as the ‘go to’ source for fabrics,” she said.

“Traditionally, the marine industry has focused on engines, hull designs and electronics in the design and marketing of boats,” Mullis said. “Today, there is increased recognition for the softer side of a boat’s design through fabrics. The concept of a boat as a ‘floating patio’ with designer pillows, cushions and throws is taking hold. This ‘softer side’ perspective targets an entirely different market that has an unbelievably strong influence over the purchase of a boat.”

To encourage increased use of stylish fabrics in boating, Mullis was part of the team that created the Sunbrella Yachting Collection, a group of furniture weight fabrics that combines performance and styling specifically for boat interiors, cockpits and on deck. These classic, timeless fabrics are available to marine fabricators and boat builders. Mullis was also on the team that created the High Point Collection, a select group of furniture fabrics available to furniture makers and custom workrooms.

Other activities in support of decorative resource initiatives include serving as a co-host and design commentator on Sunbrella® marine video podcasts and managing special design projects. One of the most significant of these special assignments was the creation of the “Sunbrella Dream Boat,” a 110-foot yacht completely made over in Sunbrella fabrics.

Glen Raven continues to provide extensive support to all of its customers in the areas of design and merchandising. Gina Wicker, design and creative director for Glen Raven Custom Fabrics, has primary responsibility for the design direction for Sunbrella fabrics, with her design team studying design trends on a global basis and working directly with customers. At the same time, Mullis and others at Glen Raven offer special customer support services.

“We have to find new ways to connect with consumers and design is one of the most powerful,” Mullis said. “Design is a strong means of communication and can help contribute to brand identity and reflects personal style. It takes many creative talents behind the Sunbrella brand to position us as the leader in fashion-forward offerings. Our group of designers, marketers and merchandisers team together to make sure our customers have the most glamorous and innovative products to reach consumers.”

OPPOSITE PAGE Paige Mullis, decorative fabrics resource manager for Glen Raven, keeps a keen eye on fashion apparel trends that can provide inspiration for marine and home décor fabrics.



LOGISTICS SHARING COST SAVINGS WITH ITS CUSTOMERS



12

TEMPERATURE CONTROL SERVICE TRANSFORMS COST TO REVENUE

If you had an opportunity to transform an aspect of your business operation from cost to revenue, would you be interested? The answer, of course, is “yes,” which explains why Glen Raven Transportation has added temperature-controlled trailers to its West Coast routes.

“We have been transporting fabrics to the West Coast for several years, but we could not always count on a profitable back haul opportunity,” said Charlie Edgerton, general manager of Glen Raven Transportation. “With large amounts of produce in

need of shipment from California and Texas to the East Coast, we decided to expand our fleet with temperature-controlled trailers. These units have greatly increased our opportunities for profitable return service.”

Transporting produce or other goods requiring temperature control offers higher profit margins than regular freight, but also higher risks. Drivers must check temperatures every three hours because a variation in temperature of only a few degrees can result in damaged goods.

In today's economy, every company is searching for cost savings, from energy conservation to right-sized staffs. Glen Raven Logistics is addressing this crucial concern with an innovative value proposition:

"We will analyze your shipping costs for free and identify ways in which we can save you money. If you then agree to hire us as your logistics partner, we will share the savings we create for you as our compensation."

"This new service offering is a great example of gain sharing and the ultimate in a win-win proposition," said Charlie Edgerton, general manager of Glen Raven Transportation and Glen Raven Logistics. "We have identified cost savings of 20 to 50 percent for some of our customers, which gives us the confidence to make this offer."

Glen Raven Transportation, formed in the early 1960s as Glen Raven's in-house transportation unit, has expanded over the years to serve a growing number of companies in a variety of industries. Two years ago, it formed a new service offering, Glen Raven Logistics, which is a consulting and services organization that provides a variety of supply chain and transportation services using Glen Raven trucks and warehouses as well as resources of other providers.

Glen Raven Logistics launched its new gain share service offering by working with Tri Vantage, Glen Raven's distribution services subsidiary. Members of the logistics staff collaborated with the Tri Vantage team to analyze 1,500 freight bills to determine where cost savings could be realized.

"We determined that we could save Tri Vantage more than 20 percent on their shipping costs with no reduction in service levels," said Dan Cox, director of sales for Glen Raven Logistics. "These savings will benefit Tri Vantage and its customers by helping to hold down costs."

Glen Raven Logistics is well positioned to assist customers in reducing transportation costs because of negotiated fees contained in long-standing contracts with major national carriers. Savings are also realized because of the volume of transportation services that Glen Raven purchases and the expertise of the Glen Raven Logistics staff.

"Our buying power is key, but so is the tremendous logistics experience and resources we offer," Edgerton said. "We are continuing to invest in the software, services and people that will make us even stronger partners."

Glen Raven Logistics' cost saving program is well suited for virtually any company that relies on the receipt of raw materials and shipment of finished goods. Manufacturing and distribution companies of all kinds can benefit from the analysis offered by the logistics group, which not only emphasizes cost savings but also stresses no reduction in timeliness of deliveries or quality of service.

"Our buying power is key, but so is the tremendous logistics experience and resources we offer. We are continuing to invest in the software, services and people that will make us even stronger partners."

Charlie Edgerton

"I recently called on a customer that I have known for 25 years who had never been interested in working with us," Edgerton said. "I told him about some of the savings we were achieving for our other customers and he finally agreed to let us analyze his freight expenses. We came up with a 32 percent savings with no reduction in service quality. You can say that he is now a believer."

OPPOSITE PAGE The Glen Raven Logistics team has launched a gain sharing program with its customers, splitting cost savings achieved through logistics expertise and long-term carrier contracts. In the background, Charlie Edgerton, general manager, left, reviews client information with Chuck Overcash, operations manager. In foreground is Dan Cox, director of sales, with Amy Massey, logistics coordinator.

"Our drivers are highly qualified, dependable and motivated, which gave us the confidence to enter this business," Edgerton said. "This is a great example of finding new opportunities with relatively low risks and capital costs yet offering high potential rewards."

RIGHT Glen Raven Transportation driver J.B. Cunningham adjusts temperature settings on a temperature controlled unit. Careful attention to temperature inside the trailer is crucial to the new service offering.



STAYING CLOSE TO CUSTOMERS LEADS TO PRODUCT INNOVATION

“Initial reaction to Sunworker Cristal has been positive, which makes us optimistic for its success, but we will know more as we advance into the season this spring and summer.”

Vincent Baudelet

One of the surest paths to successful product innovation is the development of new offerings already in demand by customers. This is a proven strategy for all companies, including Dickson-Constant, which recently created a waterproof version of its popular Sunworker fabrics in response to demand from customers.

“In Europe, PVC micro-perforated fabrics, such as our Sunworker fabrics, are widely used for pergolas because of their durability, solar protection, transparency and easy cleaning,” said Vincent Baudelet, market manager for Sunworker fabrics. “One of the main drawbacks of these types of fabric, however, has been their lack of impermeability. That’s the reason we decided to develop a waterproof version of Sunworker fabrics.”

Sunworker fabrics were introduced to the marketplace four years ago, targeted primarily for roller shade applications, providing attractive sun protection and reducing energy use by commercial buildings. Dickson-Constant customers, however, wanted a waterproof version of Sunworker that could be used for pergolas, fixed shade structures and sun sails at restaurants and hotels to protect guests from the elements.

Dickson-Constant created this new version of Sunworker by partnering with a subcontractor that specializes in textile coatings. The subcontracting company applied a translucent PVC sheet to the Sunworker fabric that assures its water repellency.

The term “Sunworker Cristal” refers to the crystal clear translucent coating, which maintains Sunworker’s translucency, while adding waterproofing and increasing UV protection by a factor of three. The translucent PVC sheet also gives Sunworker fabrics a satin like appearance that appeals to many customers.

“This innovation allows us to expand the market for Sunworker fabrics based on an identified customer need,” Baudelet said. “Initial reaction to Sunworker Cristal has been positive, which makes us optimistic for its success, but we will know more as we advance into the season this spring and summer.”

Sunworker Cristal, which is also fire resistant, is available in seven colors. For more information, visit www.dickson-constant.com.

BELOW Dickson-Constant developed a new version of its Sunworker fabrics in response to consumer demand for greater water repellency. Sunworker Cristal is the latest in customer driven innovations by the French subsidiary.



GUERRILLA MARKETING SPEEDS MARKET SUPPORT FOR EVERGREEN FABRICS

“We are a classic example of guerrilla marketing. There are many other French companies in our building carrying out the same strategy, so we have a good support network.”

Dean Comstock

Guerrilla marketing, broadly defined as non-traditional go-to-market strategies with relatively low costs, can fuel sales growth with minimal risks and potentially high returns for companies of almost any size. A non-traditional business strategy can provide innovative market support for customers eager to offer innovative new products in a fast-to-market, low cost approach. Dickson Coatings’ expansion into North America is a classic example.

Dickson Coatings knew it had a winner with its Evergreen line of printable media fabrics. Through proprietary technology, Dickson-Coatings created a fabric that not only offers outstanding print clarity, but is also eco-friendly. It requires substantially less energy to manufacture than other media fabrics and can be recycled into energy with no harm to the environment.

This value proposition led to a loyal following among Dickson Coating customers in Europe, including upscale retail outlets and institutional customers, such as museums and public spaces. Ikea, the global retailer, even selected Evergreen fabrics for a line of artwork. The guerrilla marketing aspect for Evergreen fabrics began when Dickson decided to expand to North America.

Dickson Coatings’ Atlanta office has only two full-time staff members – Dean Comstock, a native of Germany, and Juan

Hernandez, a native of Columbia. Comstock and Hernandez call on customers throughout both Americas, with Hernandez instrumental in the introduction of another Dickson Coatings product to North America – Sunblock, which is a high performance fabric for tents and other structures.

As a guerrilla sales and marketing team, Comstock and Hernandez call on all elements of the supply chain. To gain traction for Evergreen media fabrics, they called on brand managers with leading retail outlets. These brand managers were so impressed by Evergreen that they now require their banner printers to use Evergreen fabrics.

Evidence of the success with this guerrilla strategy is reflected in sales growth – Evergreen sales are up by 25 percent and Sunblock is up by 50 percent compared to last year. This growth includes expansion globally, including North America.

“We are a classic example of guerrilla marketing,” Comstock said. “It’s just Juan and me, so we must focus our efforts. There are many other French companies in our building carrying out the same strategy, so we have a good support network.”

BELOW Dickson Coatings’ Sunblock structural fabrics are growing in popularity in North and South America as a result of the marketing and sales efforts of a two-person Atlanta office.



DIGITAL SYSTEM ENHANCING FABRIC QUALITY

“This technology is not only improving our quality, but it is also reducing our cycle time, which is essential to inventory control and just-in-time delivery.”

Matt Clark

Product quality is essential to success, and it is this commitment that led Glen Raven Technical Fabrics to invest in a new automated inspection system for its Park Avenue finishing plant. This new system is not only resulting in better fabric quality for customers, it is also opening up opportunities for enhanced efficiency for Glen Raven and its customers alike.

“While automated inspection technology has been around for many years, this latest generation of vision systems combined the functionality, reliability and cost structure demanded by Glen Raven’s quality standards,” said Harold Hill, president and general manager of Glen Raven Technical Fabrics. “This is the type of long-range investment that we believe will benefit our customers immediately and in the longer term.”

Glen Raven’s new automated inspection system from Elbit Vision Systems (EVS) is the largest system ever built by EVS. It was highly customized to meet the flexible production processes and wide variety of product lines at Park Avenue. The system includes 12 digital cameras that record and flag defects, which are later verified by human inspectors.

“This technology is not only improving our quality, but it is also reducing our cycle time, which is essential to inventory control and just-in-time delivery,” said Matt Clark, Technical Fabrics project manager responsible for the system start-up.

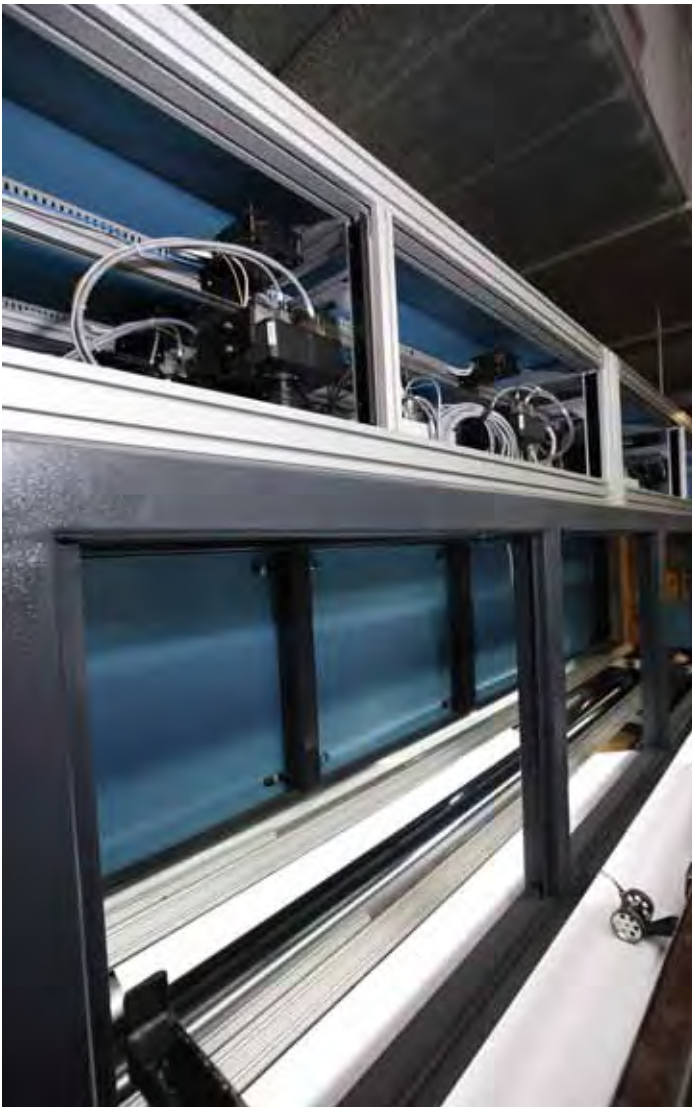
Quality information gleaned from the new system is shared with Glen Raven’s fabric suppliers so that they can correct defects earlier.

“Most companies use automated inspection systems only for monitoring quality levels of the fabrics they produce,” Hill said. “Glen Raven will be among the first to use EVS to identify and correct defects originating upstream in the supply chain.”

Another priority for EVS at Glen Raven is to use digital quality maps to guide fabric cutting.

“We are working on a cut optimization program,” said Justin Alberto, quality analyst for Technical Fabrics. “The quality maps from EVS are being used to guide the removal of defects and the cutting of fabrics so that we optimize the yield from each roll. This feature benefits our customers by assuring that they have exactly the fabric lengths needed for each application.”

ABOVE LEFT The new unit employs a series of cameras that identify and record even the smallest fabric defects. BELOW LEFT Justin Alberto, left, quality analyst, and Matt Clark, project manager, have been responsible for the installation and operation of a new high-tech quality system at Glen Raven Technical Fabrics Park Avenue facility.



ECONOMIC CHALLENGES CAN MOLD PHILOSOPHY OF LIFE



Roger Gant, Jr. was only five years old when the stock market crash of 1929 heralded the start of The Great Depression. Despite his young age, Gant's experience with America's toughest economic times affected every aspect of his life, including his service as president of Glen Raven from 1972-1988 and his views on today's global recession.

"I remember one day when my father (Roger Gant, Sr.) took a Baby Ruth candy bar from his pocket at the end of supper, put it on a clean plate and sliced it up with his pocket knife," Gant said. "Those small slices were dessert for us. We knew that daddy must have booked a good order at the mill that day."

As owners of a textile company, the Gant family fared better than most families during the Depression, but thrift and hard work were engrained nonetheless, values that have sustained Gant over the years.

"The Depression affected everyone who lived through those times, even those of us who were very young. It made us thankful for little things in life."

Roger Gant, Jr.

"We kept chickens in the back yard and that was my source of spending money growing up," Gant said. "I would take the eggs and sell them around town. Daddy and mother both emphasized that it was important for everyone to have something worthwhile to do."

Gant attended UNC-Chapel Hill until his studies were interrupted in 1943 by service in the European Theater during World War II. After the war, he returned to school to complete his studies and then went to work for Glen Raven, the company founded by his grandfather, John Q. Gant.

Gant was named president in 1972, a position he held until retirement in 1988. He still comes into his office at Glen Raven a few days a week and fondly recalls his years working for the family business.

"I loved my work and would not have swapped it for anything," he said. "I was a hands-on guy and wanted to know why this loom or that loom wasn't running well. We had our share of ups and downs, but we kept the bills paid, modernized plants and expanded regionally. I had the pleasure of working with the finest group of people in the world."

Gant views today's global recession through a filter that includes The Great Depression and many years as a chief executive in the challenging textile industry.

"The Depression affected everyone who lived through those times, even those of us who were very young. It made us thankful for little things in life," Gant said. "Today's economic challenges will also affect people for the long term. We are seeing a return to traditional values and a focus on quality, value and our relationships with others."

ABOVE LEFT Children growing up during The Great Depression learned to enjoy the simple pleasures, such as 10-cent ice cream on a hot summer afternoon. Roger Gant, Jr., far left, with other members of the Gant family. ABOVE RIGHT Roger Gant, Jr. grew up during The Great Depression, which has affected his views on business and personal finance throughout his life. Gant is holding a photo that includes the founder of Glen Raven in the center, John Q. Gant, and two of Mr. Gant's sons, Roger Gant, Sr., on the right, and Allen Gant, Sr., on the left, both of whom served as presidents of Glen Raven.

RAVEN

Issue No. 8 | Spring 2009

Glen Raven, Inc.
Glen Raven, NC USA
336-227-6211

Tri Vantage
Glen Raven, NC
336-227-6211

Strata Systems, Inc.
Cumming, GA
800-680-7750

France
Dickson-Constant
Wasquehal, France
33-3-20455959

Dickson St. Clair
Saint-Clair de la
Tour, France
33-4-74835100

Italy
Dickson-Constant
Gaglianico, Italy
39-015-249-63-03

Spain
Dickson-Constant
Barcelona, Spain
34-93-635-42 00

Germany
Dickson-Constant GmbH
Fulda, Germany
49-661-380820

Scandinavia
Dickson-Constant
Nordiska AB
Göteborg, Sweden
46-31-500095

Latin America
Sunbrella/Dickson
Fort Myers, FL USA
239-466-2660

South Africa
Sunbrella/Dickson
Port Elizabeth, South Africa
27-41-4844443

North Pacific Rim
Sunbrella/Dickson
Hong Kong, China
852-2317-6390

South Pacific Rim
Sunbrella/Dickson
Sydney, Australia
61 (2) 997-44393

China
Sunbrella/Dickson
Shanghai, China
86 (21) 6294-7668

Glen Raven Asia
Suzhou, JiangSu, China
86 (512) 67638100

Glen Raven, Inc.
1831 North Park Avenue
Glen Raven, NC 27217
336.227.6211
glenraven.com