

# RAVEN

SUMMER 2020 | No. 32



Leib Oehmig  
CEO

To say that 2020 has been a challenging year would be an understatement. It was not four weeks into the new year when Glen Raven Asia, based in Suzhou, China, quickly found itself on the front lines of the emerging pandemic, and Glen Raven's rapid responses at our global locations since were due in no small part to the early learnings from our satellite facility in China. These past few months have been unlike anything we have experienced at Glen Raven in our lifetime, and I know the same is true for our customers and industry partners.

I continue to be impressed by the resolve and resilience of our customers who are navigating the current economic and business climate, and this issue of Raven looks at Glen Raven partners who are doing just that. These profiles also demonstrate the critical need for fresh thinking and innovative solutions to inform business planning processes designed to guide companies through uncharted waters.

To that end, there is perhaps no more apt headline than: "Disrupt This Space." As shared by the co-founder and CEO of Ariat International, Inc., a manufacturer of performance equestrian footwear and clothing brands, this charge set the tone for the company's entry into the FR space. Ariat relies on our GlenGuard® fabrics for its arc-rated, flame-resistant FR workwear, and it is one of Glen Raven Technical Fabrics' strongest partners. Read on for the truly inspiring story behind how Ariat came to be named.

Cushion Pros, an online source for custom cushions and pillows, has created a unique website that allows customers to create their own designs. As e-commerce continues to deliver consistent growth to e-retailers, nimble companies such as

Cushion Pros are poised to deliver exactly what their customers are looking for. This fourth-generation company of American Mills, Inc., one of the last remaining textile companies south of Atlanta, relies on Sunbrella® fabrics to help customers revitalize their furniture, and today's customers have come to ask for Sunbrella by name.

Window awnings solve a unique set of problems for the home, yet they also come with their own challenges. Sol-Lux, founded in 2017 to create a need for innovation in the residential awning market, is determined to create a better awning — and it is succeeding with an assist from Sunbrella and over 70 fabric color choices. As you will read, Sol-Lux is quickly changing the standard of living of today's home.

Finally, Glen Raven Custom Fabrics, Glen Raven Technical Fabrics and Trivantage® are actively working with our partners across many industries and have aligned our resources to focus on personal protective equipment inputs where we are in the best position to offer solutions. Once the pandemic reached the U.S., the textile industry quickly emerged as a critical part of the solution in protecting front-line workers from COVID-19. We close this issue with a roundup of many collaborations displaying the rapid problem-solving response across Glen Raven, Inc., and you won't want to miss how one customer reinvented itself virtually overnight and began producing a new product that solved an immediate need within days.





Cushion Pros recognizes the importance of custom-made products, and Sunbrella plays a critical role in the company's goal to provide fresh fabrics and creative design. | Page 02

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# CUSHION PROS:

FRESH FABRICS + CREATIVE DESIGNS = INSPIRING CUSTOM PATTERNS

Cushion Pros is a story of reinvention. Since its founding in 1938 during the throes of the Great Depression, the fourth-generation family-owned business has transformed itself from a sleepy manufacturer of textiles into an online powerhouse with a unique website that allows customers to design their own custom cushions and pillows.

The company was founded as American Throwing Company by Robert Paine Shapard, Sr. Its initial purpose was to throw or twist raw silk into yarn for use in the hosiery business. In June 1941 at the height of World War II, an embargo was placed on all raw silk coming into the U.S. from Japan. Soon thereafter, American

Throwing Company was chosen by DuPont to experiment and develop a new yarn for use in stockings — nylon.

When the U.S. declared war on Japan following the attack on Pearl Harbor that December, all nylon being made for hosiery was frozen, and it became used exclusively in parachutes. That action subsequently led to American Throwing Company being put out of business. Shapard made the decision to enter the war effort, and in February 1942, American Throwing was awarded a contract to produce 40 mm antiaircraft projectiles. The company would go on to produce 25% of all 40 mm projectiles used during World War II.





**ABOVE LEFT** A knitting machine used during the 1970s and 1980s to knit fabric to be cut and sewn into infant's underwear serves as a reminder of the company's rich history. **BELOW LEFT** The leadership team at Cushion Pros, alongside a team of 50 highly experienced craftspeople, takes pride in creating custom cushions that brighten indoor and outdoor spaces.



After the war ended in 1945, all military contracts were canceled, and the Shapard family made the decision to reenter the textile business. Shapard began to manufacture infant knit underwear for Sears, Roebuck and Company as American Mills, Inc. American Mills continued the relationship with Sears for over 40 years and employed more than 2,000 people. The product line grew to include tablecloths, cushions, curtains, decorative pillows and place mats.

In the late 1980s, the largest division of American Mills was sold, and the remaining divisions consolidated. The customer base was then expanded, and the company added imported products to the line. In 2012, American Mills launched Cushion Pros and began to focus 100% of its efforts on manufacturing cushions and pillows in the U.S. Cushion Pros was launched by Robert Shapard's grandson Bill and his wife, Alisa, in Griffin, Georgia, where the company operates a 120,000-square-foot facility that has the distinction of being one of the last remaining textile companies south of Atlanta.

Today, the Shapards employ more than 50 highly experienced craftspeople who enjoy the art of creating beautiful custom cushions and whom they consider part of the Cushion Pros family. In a recent interview, Bill Shapard recalled the storied history of Cushion Pros, one marked by a willingness to never stop reinventing itself, and how a partnership with Glen Raven and its iconic Sunbrella® brand contributes to the company's success.



## HOW HAS CUSHION PROS EVOLVED ALONGSIDE EVOLVING CUSTOMER TASTES SINCE ITS FOUNDING?

Cushion Pros recognizes the importance of custom-made products. Customers increasingly enjoy and require more input into the construction, color and shape of the products in their homes and outdoor spaces. Cushion Pros saw this as an opportunity to create custom products made in the U.S. to fulfill this growing niche.

## WHAT ROLE DOES CUSTOMIZATION PLAY IN THE MINDSET OF TODAY'S CUSTOMER?

Cushion Pros prides itself on custom products, an approach that aligns with the customization mindset of today's consumers. Sixty percent of our products are completely unique in size, shape and construction. This fills a growing niche in the replacement cushion market that few other factories are equipped to handle. The remaining 40% of our products are specific to a wide collection of outdoor furniture. We have spent years producing patterns for the most popular outdoor furniture sold today. This allows us to partner with established retail customers that purchase on a regular basis through our wholesale program. A program that is growing in popularity is our "early buy" concept. We offer extended terms or elevated discounts for stock orders placed by late November to be produced in December and January. This allows our wholesale customers the ability to build stock during the offseason to carry them through the busy spring selling season.

## WHAT IS YOUR COMPANY'S PRIMARY ADVANTAGE IN THE MARKETPLACE?

Our primary advantage in the current market is quick turnaround of orders and superior customer service. Many factors come into play with custom designs. We fulfill each order with consistent quality in a timely manner. Working together, every person in our company plays a vital role in our success. Our goal is to produce high-quality products that exceed our customers' expectations. Quick turnaround times for production is a key factor in our success. We are keenly aware of the importance of shipping on time to meet our customers' deadlines and expectations, and our customers know they can rely on this commitment.

## WHAT ROLE DOES SUNBRELLA PLAY IN CUSHION PROS' SUCCESS IN THE MARKETPLACE?

Sunbrella is widely known the world over as a leader in performance fabric. As an outdoor fabric, it tops all others in name recognition. Our customers realize this is a quality product they will enjoy for many years, and they often ask for Sunbrella by name. Just as important is the high level of customer service we consistently receive from Glen Raven in a timely manner. These important aspects of Sunbrella contribute to our company's success and play a critical role in our business planning process.

## DESCRIBE HOW CUSHION PROS' CUSTOMERS HAVE EVOLVED IN RECENT YEARS.

When we launched cushionpros.com, we were focused on replacement cushions for outdoor furniture. We still see quite a bit of this, but increasingly we see cushions for custom-built nooks and furniture that cannot be purchased from a local retailer. Along with our customers, we develop and deliver the perfect fit.

## HOW WOULD YOU SUMMARIZE YOUR LONG-TERM BUSINESS STRATEGY?

We constantly adapt and adjust as time goes by, and that has been the case since the days of my grandfather. From our company's herculean efforts to support the war effort nearly 80 years ago to the launch of a unique website that allows customers to create their own custom cushion design in any shape or size, we have been on the forefront of identifying and determining what's next — and this nimbleness continues to guide our long-term strategic thinking. We also remain committed to providing jobs for our community and creating quality products that are proudly made right here in the USA. Our customers can always count on us offering fresh fabrics and creative designs with the most current construction available.

## DESCRIBE HOW GLEN RAVEN SERVES AS A BUSINESS PARTNER TO CUSHION PROS?

Glen Raven always goes above and beyond to support our business, and the level of partnership they provide plays a vital role in our success. Each season we are offered the very best in fabric selections and quality constructions. Partnering with Glen Raven continues to enhance the extent of the products that Cushion Pros offers.

On the web at [cushionpros.com](http://cushionpros.com)



**sunbrella**  
www.sunbrella.com

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FEDERAL REQUIREMENT - RN 1710  
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SIZE 18X18 IN.  
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# SOL-LUX

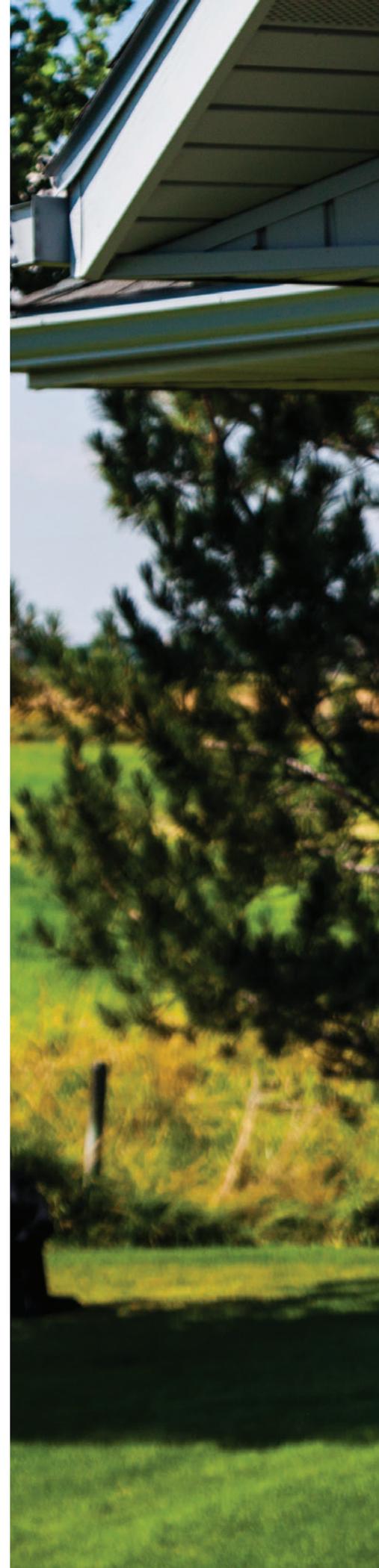
## BRINGS DESIGN AND TECHNOLOGY INNOVATION TO RESIDENTIAL AWNINGS



Window awnings solve a unique set of problems for the home: As outdoor shade, they prevent window glass from heating up, making it easier and less expensive to manage indoor temperature and comfort when it's warm and sunny outside. They also help protect home interiors from UV degradation, avoiding sun-lightened sections of furniture or floors. Unlike blinds or curtains, awnings don't obscure views or greatly diminish the reach of natural light.

But for the team at Sol-Lux, awnings for the home needed a BIG upgrade to catch up to the standard of living today. Traditionally, awnings can be bulky and difficult to install, making the installation costly and time-consuming. If retractable, users needed to remember when to extend and retract them. And with limited colors and sizes being offered, awnings have often taken away from a home's aesthetic.

With those challenges in mind, the team at Sol-Lux set out to create a better awning. A subsidiary of Carefree of Colorado, the RV accessories giant with more than 50 years of retractable awning knowledge, Sol-Lux is uniquely positioned for its mission. The resulting product, after nearly four years of product development, was the 2017 release of Sol-Lux's first smart residential awning with unparalleled design and technology innovation.







THE PRODUCT IS SO SMART THAT IT DOESN'T REALLY NEED ANY INTERACTION FROM THE HOMEOWNER AFTER INSTALLATION."

**BEN BERGHOFF**  
Sol-Lux Vice President of  
Business Development

Today's residential window sizes can vary greatly, even in one house. So to maintain or even enhance the aesthetic of the home, Sol-Lux offers awnings in seemingly limitless sizes and colors.

"The product is so smart that it doesn't really need any interaction from the homeowner after installation," Ben Berghoff, Sol-Lux vice president of business development said. "When customers see how the awnings can seamlessly fit with the décor of their home and they see how the product reacts to all weather conditions, on its own, that really gets people excited, like, 'I just clip it on and it works? No wiring? It extends and retracts it on its own?' That's the aha moment."

There are several components of the awning that make it smart: solar-powered, automatic operation based on detection of temperature, sunlight levels and wind, as well as Bluetooth® integration into a smartphone app to adjust settings and manually control the awnings.

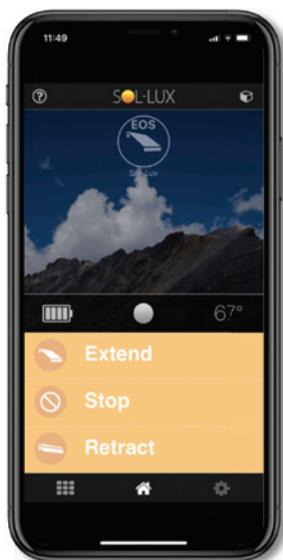
Since Sol-Lux awnings are solar-powered, there's no need for any electrical wiring, making for a simple install. Additionally, the solar panel detects light levels, so

the awning automatically extends when needed and retracts in the evening or when the window is out of direct sunlight. Because the awning monitors temperature, homeowners can set the awning so that it's only used above a certain threshold. Berghoff, for example, said he set his awnings to stay closed until the temperature is above 65 degrees so that if it's cold but sunny, the sun can help heat his home.

For windy days, Sol-Lux products use an accelerometer, which internally detects movement rather than wind speed. To further prevent damage, the awning arms have gas shocks that allow them to flex, billowing the canopy to release pressure from wind gusts and then automatically closing if the movement is deemed too much.

"One of the major challenges with awnings is that you have to worry about the elements from wind gusts to inclement weather," Berghoff said. "We knew we had to make this product as hands-off and as user-friendly as possible."

Sol-Lux awnings are manufactured in the Denver exurb of Broomfield, Colorado, and Sol-Lux uses only Sunbrella® fabrics for its over 70 fabric color choices.



"Our typical customer base is very familiar with the Sunbrella brand from a lifestyle perspective, from outdoor furniture to boat covers," Berghoff said. "We consciously selected Sunbrella fabrics for our product because we're in the luxury market, and Sunbrella has the reputation for quality that our clientele expects. We immediately earn trust through the Sunbrella brand name."

In addition to the quality of the fabric, Berghoff explained that the variety of color and patterns that Sunbrella offers is an asset for their customers, who value the design aesthetic of their home both inside and out. Rather than having a shade of brown or gray that is a few shades off from the home façade, they can match it to a complementary color more exactly.

Recently, Sol-Lux began selling their products through the online home retailer Wayfair, giving them greater national exposure.

"The greatest challenge we face has nothing to do with the product but everything to do with awareness," Berghoff said. "Carefree has been around forever, and most RV owners know the name. But Sol-Lux is brand-new. Selling through Wayfair makes it easier for us to get exposure and easier for customers to buy while maintaining our high-quality image."

Once an order is placed, the custom product is made to order at the manufacturing facility in Colorado.

"Because Sol-Lux awnings are custom, the awnings aren't stocked on a shelf, ready to go," Berghoff said. "We offer awning widths in half-inch increments and an extremely wide variety of fabric colors and powder coat colors. In total, there are over 13,000 possible color combinations for customers to complement the architecture of their home."

In addition to being extremely easy to install, the awnings are low profile, compact and lightweight enough to ship through UPS, making it easy to get the product throughout the country.

As demand for the product grows, the company remains focused on continued innovation. Vertical drop shades and patio/deck awnings are currently in development with predicted launch dates later this year and next year in 2021.

"Consumers are focused on creating healthy, efficient and comfortable homes now more than ever before," Berghoff said. "With increasingly hot days during the summer, it will be more difficult to keep homes cool. You can turn down the thermostat, replace all your windows or follow a number of expensive methods for greater energy efficiency. But, if you're looking for a simpler solution, awnings are a great way to go."

On the web at [sol-lux.com](http://sol-lux.com)







# ARIAT:

## 'DISRUPT THIS SPACE'

Beth Cross is an innovator at heart. Growing up on a working farm in Pennsylvania, the seventh child in a family of eight, she learned hard work and problem-solving at an early age. Riding horses, playing sports and holding a variety of jobs during college, her curiosity and learning mindset was a trait that would later serve her well in the corporate world.

In the 1990s, Cross joined Bain & Company, a strategy consulting firm in San Francisco. While focusing on strategic marketing and product development for a major sports apparel company, she and her colleague Pam Parker identified an opportunity to apply the principles of athletic shoe technology and sports marketing to the equestrian footwear market. The company declined the idea, but the duo stayed with the idea. Less than two years later, they founded a company that was the first to integrate athletic footwear technology into boots for equestrian athletes.

The company name was inspired by the legendary racehorse Secretariat. "I have a special memory of sitting in front of the TV in 1973, watching Secretariat win the Kentucky Derby," Cross recalled. "He went on to win the Triple Crown, setting records that still stand today. Secretariat's big heart and competitive spirit were the motivations behind naming our company Ariat."

Today, Ariat International, Inc., is a leading manufacturer of innovative performance equestrian footwear and clothing brands. Featuring patented technologies designed to deliver stability, durability and comfort, Ariat pioneered the application of advanced athletic shoe technology into English riding boots and authentic Western boots. With an emphasis on technology and innovation, Ariat's world-class product team builds innovative and award-winning performance products for all types of outdoor and work environments.

After more than 25 years backed by an equestrian-inspired story, Ariat has grown to be the largest equestrian footwear and apparel brand in the world with over 6,500 retail locations and a team of more than 500 associates located in northern California, the U.K., China, Mexico and Japan. The company prides itself on the long tenure of the team, many of whom have been with the company for more than 20 years and are owners and riders of horses themselves.

“We hear from our customers, especially those who have been with us since the beginning, that the performance, the quality and the comfort of our products are what keep them coming back,” said Cross, co-founder and CEO. “These are areas we work hard to constantly innovate. We talk with our customers every day, in stores, at events, on social media and email, and on the phone.

We receive so much incredible feedback about our products, what people like and don't like, and many ideas for new products. This connection with our customer is what allows us to really focus on what is important to the long-term health of our company.”

It is this focus on the customer that led Ariat to partner with Glen Raven Technical Fabrics on a co-branded product, the FR Featherlight® shirt, using GlenGuard®, a global leader in high-performance arc-resistant and flame-resistant workwear. The shirt is made with GlenGuard's 5.3-ounce fabric, one of the lightest on the market, and was launched in 2018.

Heath Hunter was leading national FR accounts for another workwear and sporting apparel company in 2014 when Ariat approached him to help lead the development of their entry into FR workwear.

“ SECRETARIAT'S BIG HEART AND COMPETITIVE SPIRIT WERE THE MOTIVATIONS BEHIND NAMING OUR COMPANY ARIAT.”

**BETH CROSS**

Co-Founder and CEO  
Ariat International, Inc.



**ABOVE LEFT** Photo by Tony Leonard, available at Secretariat.com.

**ABOVE RIGHT** Photo courtesy of Secretariat.com.

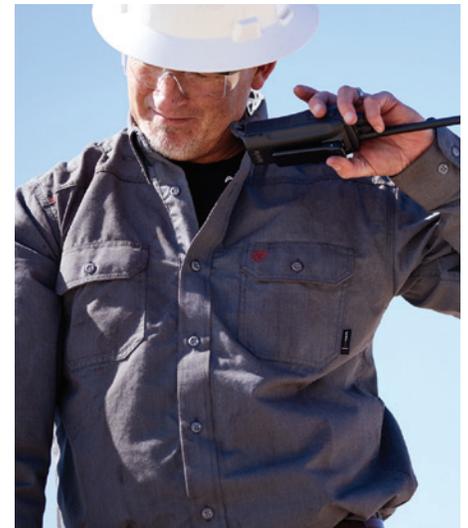
**ADDITIONAL IMAGES** Photos courtesy of Ariat.

“I've long been a fan of the brand, and when Ariat reached out to me and said they wanted to enter the FR space, it was a challenge I couldn't resist,” said Hunter, Ariat's director of industrial sales. “Beth is a disruptor by nature, and her passion is unlike anything I've ever seen in my career. She set the tone for the company's entry into FR with a simple charge: ‘Disrupt this space.’”

Hunter's career in the protective apparel category meant he was already familiar with Glen Raven Technical Fabrics, which produces high-performance materials

used in a wide range of functional applications in both commercial and industrial markets. He also knew Glen Raven's reputation for collaborating with its customers to create unique solutions for complex problems would be a perfect fit for a similar culture at Ariat.

“You can't remain two steps ahead of your competition without bold, innovative thinking and a hunger to succeed,” Hunter said. “This is the mindset at Ariat, and what makes our business partnership with Glen Raven so successful is that disrupting the marketplace is part of Glen Raven's DNA too.”



In addition to the FR Featherlight work shirt, Ariat and Glen Raven have developed the FR M4 Low Rise DuraLight Ripstop Boot Cut Pant with GlenGuard's 6.1-ounce fabric. Both products are lightweight, durable, colorfast and available in multiple sizes and colors. New offerings in the works include adding a women's line of the workwear.

The products are ideal for a variety of industries, including oil and gas and utility, and in any application that involves risk of arc flash and flash fire.

"Ariat is always looking to set themselves apart from the rest," said Rich Lippert, vice president of technical sales for Glen Raven Technical Fabrics. "They had carried treated flame-resistant fabrics in the past, but they wanted to start an inherent line — a line of clothing made with fabric that is inherently arc resistant and flame resistant. Our 5.3-ounce GlenGuard fabric was perfect for Ariat's evolution into FR."

For Hunter, the relationship between Ariat and Glen Raven goes beyond creating apparel that is fashionable yet functional

and durable. It is one marked by taking the long view and staying abreast of evolving customer tastes.

"At Ariat, we are all about developing products that are true to our brand's DNA," he said. "We also believe in the power of storytelling, and our partnership with Glen Raven only adds to the FR story we have to tell."

On the web at [ariat.com](http://ariat.com)



# GLEN RAVEN SUPPORTS PPE SOLUTIONS

ACROSS THE INDUSTRY

The U.S. textile industry has emerged as a critical part of the solution in protecting front-line workers from COVID-19. Through the incredible efforts of associates, customers, suppliers and the medical community, Glen Raven and the larger textile industry have retooled many operations and are supplying important personal protective equipment (PPE) such as masks, face shields, swabs, wipes, gowns and many other products. The following is a roundup of many, though certainly not all, highlights displaying the rapid problem-solving response from across Glen Raven Custom Fabrics, Glen Raven Technical Fabrics and Trivantage®. Working with partners across many industries, these teams have aligned their resources to focus on personal protective equipment inputs and to help provide solutions.



**SUNBRELLA®**  
Supporting Healthy Habits



With the shortage of medical-grade PPE affecting healthcare systems, the CDC released recommendations for homemade cloth masks as an additional measure of caution in conjunction with social distancing and regular handwashing. With more people wondering how to make masks for themselves and others, Sunbrella provided guidelines on their website,

including the best Sunbrella fabrics for masks and where to access sewing patterns.

Sunbrella also sent its fabrics to third-party cut and sew operations to fabricate two masks for each Glen Raven employee to use for good health practices.

## SHAWMUT Supplying the Front Lines



When the pandemic first hit, one of the greatest challenges for the healthcare system was supplying enough PPE to keep workers treating potentially infected patients safe. This supply shortage was felt around the country, especially in densely populated cities where the outbreaks were particularly severe.

Glen Raven, through its production of PPE fabrics and shipping logistics subsidiary, collaborated with its joint-venture partner Shawmut Corporation, a Massachusetts-based manufacturer of protective medical gear and more performance products,

to ramp up the manufacturing and distribution of medical gowns. Isolation gowns have long been used to help prevent the spread of infectious diseases in medical settings by providing a protective shield against contaminants while withstanding the wear and tear of use during work.

Shawmut worked with the Massachusetts Manufacturing Emergency Response Team and federal officials, including members of FEMA, to prepare to support the production of as many as 2.5 million isolation gowns per week.

## GLENGUARD® Keeping Workers Safe



Photo courtesy of Ariat.

GlenGuard is proud to make fabrics that help protect our protectors. Throughout COVID-19, Glen Raven Technical Fabrics continued to supply fabric to customers including Cintas, Ariat and others to ensure that essential workers had access to proper PPE.

Additionally, workers whose jobs require them to wear AR/FR apparel to comply with OSHA 1910.269 and NFPA 70E now face the added threat of COVID-19 contamination on the jobsite, which requires them to wear protective face

masks as well. To comply with OSHA standards, these masks must also be AR/FR compliant, yet ordinary masks don't have flame-resistant properties.

GlenGuard is the ideal AR/FR fabric for face masks made according to CDC recommendations for cloth face covers because they are woven, lightweight, breathable and formaldehyde-free. Glen Raven Technical Fabrics is working with several customers, including Ariat, Rasco and Cintas, to make these FR cloth face coverings.

## GLEN RAVEN LOGISTICS Moving What Matters



Glen Raven Logistics (GRL) has a rich history of mobilizing critical resources during crisis situations in collaboration with key partners. In response to the COVID-19 pandemic, GRL took the lead in orchestrating the time-sensitive carriage of materials used by Shawmut. The move stimulated the greater supply chain, from yarn producers to cut and sew operations, repositioning facilities, keeping employees at work and helping keep front-line healthcare workers safe.

GRL supported many other customers in their mission to be of service to the community during the widespread shutdown.

"Our customers have shown a lot of initiative," said Dan Cox, president of GRL. "Horizon Tool did some research and started producing an entirely new product fast. The hand sanitizer then went to their clients in the auto industry, many of whom were considered essential workers and still going into work."

Other GRL customers started manufacturing PPE as well. King International began molding and cutting plastic face shields, which required shipping raw material from a supplier in New Jersey to the plant in North Carolina three times per week for nearly seven weeks.

Mann Consultants, a New York City-based company that depends on GRL for shipping, found a niche in cutting and sewing face masks, which kept the business afloat during the worst of the outbreak in New York and also helped the local community, which was hit particularly hard by the virus.

Regardless of the kind of product, Cox said they're happy to be able to help make the logistics process easier on them.

"We've been able to respond quickly and make our consumers' lives easier," Cox said. "This way, they don't have to worry about the supply chain piece and can focus on the critical production of these products."

## CUSTOMER SPOTLIGHT

### Horizon Tool

In late March, as the country began to seriously practice social distancing, wear masks in public and shut down public gatherings, long-time Glen Raven Logistics customer Horizon Tool, Inc., began producing hand sanitizer, helping restock a product that stores couldn't keep on the shelves.

If they were a cosmetic or beverage company, this may have been a natural next step to help the community during a viral pandemic. However, the core competency at Horizon Tool is hand tools for mechanics, making the decision far less predictable.

#### HORIZON TOOL PRODUCTS



“  
IT WAS A CHALLENGE, BUT WE  
SUCCEEDED IN LAUNCHING A WHOLE NEW  
PRODUCT IN LESS THAN A MONTH.”

“

**SCOTT NOYES**

Director of Operations, Horizon Tool, Inc.



“We were just asked to bottle it at first because we had the capability to bottle some other products,” director of operations Scott Noyes said. “We ended up having to get special bottling equipment, though it has to be explosion-proof to handle the material, and then we realized we could start making the product ourselves, too.”

Because it is highly flammable and therefore high-risk, there is no shortage of rules governing the manufacture and transport of hand sanitizer, which is typically made up of at least 60% pure alcohol. Noyes said he leaned on the GRL team for support, and they provided valuable counsel for hazmat certification options and then daily logistics for moving the product.

“When we got busy, I called Mike Robins,” Noyes said of GRL’s regional sales manager. “He quickly arranged for trailers at our facility so we could load during day and swap them out in the afternoon. Hazmatwise, he helped us figure out regulations. Overall, the team was just a great partner to us through the process.” It was GRL that delivered the raw materials and shipped out the finished hand sanitizer according to code. In an effort to support the companies making supplies, the U.S. Department of Transportation even dropped its hazardous material shipping fees, a helpful removal of one of many barriers to entry for the industry.

According to Noyes, Horizon Tool was able to secure all the necessary equipment, ingredients and certifications in roughly 3 ½ weeks, no small feat considering they’d never made the product before. Outside of manufacturing, they also designed and bought the bottles, pumps, boxes and labels so they’d be ready to ship the hand sanitizer as soon as it was ready.

Many companies hoping to help relieve the shortage and keep their employees at work started manufacturing and bottling hand sanitizer at the time. However, as many soon learned, while it may kill germs, not all sanitizer is equally pleasant to use.

“A lot of companies came into the marketplace at once,” Noyes said. “Many were shipping it in a liquid form that had this bad smell, almost similar to a moonshine or maybe a low-grade tequila smell. We know now that the bad smell is the result of an inferior alcohol. We are lucky in that our supplier delivers a much higher quality product.”

In addition to an odorless alcohol, Noyes said people tend to prefer gel sanitizer because it’s easier to use. As a result, they add aloe gel to give the finished product a thicker consistency.

As of May 2020, Horizon Tool was able to introduce a second shift for hand sanitizer production. At a time when many businesses were furloughing or laying off workers, the expansion into hand sanitizer allowed his team to hire 45 additional employees.

Sustained by positive results, Noyes said they don’t consider this to be a temporary emergency-response effort. He’s pursuing FDA compliance for their facility, which will allow the company to further expand its reach into more cosmetic and food products in the future.

“We were looking for a consumer product, and this one found us,” Noyes said. “It was a challenge, but we succeeded in launching a whole new product in less than a month. We’re looking forward to the new opportunities that arise from making this a long-term commitment.”

## TRIVANTAGE® Looking Forward

Trivantage is a far-reaching, distributed team of professionals that covers a variety of markets and customers. Through an abundance of collaboration with other Glen Raven divisions and partners in the industry, Trivantage rapidly adopted a leadership position. It was the first company in its space to have a PPE-specific landing page, offering a knowledge share of approved patterns and fabrics for making masks, face shields, gowns, accessories and tents.

Associates sought to establish themselves as a resource for customers who had the skills and talent to support the healthcare community and help fill the need for PPE. When travel restrictions were put in place, the team had to adapt quickly to maintain customer relationships.

"We were on the phone from the beginning as soon as we restricted travel," marketing manager Lindsay Shakarjian said. "I think our team has done a great job of making themselves available as a resource. We're using phone calls, email, videoconferencing meetings — whatever we need to do to stay connected, we'll do."

The Trivantage team collaborated on a training document, which included recommended products, so the sales representatives could actively engage with customers on what Trivantage was doing and what they could offer.

Additionally, Bret Kelley, vice president of sales, said they have regular phone



meetings with groups of customers by their respective regions, discussing the best ways they can help keep healthcare workers safe while putting employees back to work. From those conversations, they've started to imagine what the new normal may look like.

"The new normal includes different, more casual types of PPE in commercial and retail environments," Kelley said. "We'll see an increased demand for keeping people separated in public spaces, and some ideas include adding clear partitions between tables at restaurants, gym treadmills or barber shops."

In addition to partitions, Kelley said he predicts more restaurants will make use of outside space, and there's the potential for municipalities to close streets for outside seating. With more time outside, there will be an increased demand for shade structures as well. In June, Trivantage launched a second landing page on this effort.

Another big change: a significant increase in business tied to e-commerce, which is

likely the result of stores temporarily closing and consumers finding opportunities for patio updates while spending more time at home.

"Of course, this is largely tied to people with some disposable income being trapped at home," Kelley said. "They want to update patio furniture, replace cushions, get a retractable awning or power screens."

Kelley said there remains a big question mark over the future still, as new developments happen nearly daily.

"Looking forward, the questions across the industry concern how to reopen safely, how to prevent another outbreak or, at least, be better prepared for another one, and whether the pandemic has changed the way people do business permanently," he said. "Regardless of additional changes, the U.S. textile industry has once again proven itself to be a resilient asset in the midst of crisis."



Photos courtesy of Hoover Architectural.



# GLEN RAVEN GLOBAL LOCATIONS

## GLEN RAVEN, INC.

- Corporate Office  
Glen Raven, NC  
336.227.6211
- Altamahaw Conference Center  
Altamahaw, NC  
336.227.6211

## GLEN RAVEN ASIA

- Corporate Office/  
Manufacturing Plant  
Jiangsu Province, Suzhou  
86.512.6763.8151
- Sales Office  
Xuhui District, Shanghai  
86.21.5403.8385

## GLEN RAVEN CUSTOM FABRICS, LLC

- Sunbrella HQ  
Glen Raven, NC  
336.227.6211
- Anderson Plant  
Anderson, SC  
864.224.1671
- Burlington Plant  
Glen Raven, NC  
336.227.6211

- Norlina Plant  
Norlina, NC  
252.456.4141

- High Point Showroom  
High Point, NC  
336.886.5720

- Burnsville Plant  
Burnsville, NC  
828.682.2142

## GLEN RAVEN TECHNICAL FABRICS

- Corporate Office  
Glen Raven, NC  
336.227.6211
- Shawmut Park Avenue  
Glen Raven, NC  
336.229.5576

## STRATA SYSTEMS, INC.

- Corporate Office  
Glen Raven, NC  
800.680.7750

## STRATA GEOSYSTEMS (INDIA) PVT. LTD.

- Corporate Office  
Mumbai  
91.22.4063.5100

- Daman Plant  
Bhimpore, Daman  
91.260.222.1060

- Hyderabad Sales Office  
Hyderabad  
91.9949.361.706

- Gurgaon Sales Office  
Gurgaon  
91.9871.102.146

- Daheli Plant  
Daheli, Gujarat  
91.992.043.2001

## DICKSON-CONSTANT

- Corporate Office  
Wasquehal, France  
33.(0)3.20.45.59.59
- Dickson-Constant Italia SRL  
Gaglianico, Italy  
39.015.249.63.03
- Dickson-Constant GMBH  
Fulda, Germany  
49.(0)661.380.82.0
- Dickson-Constant Nordiska AB  
Frölunda, Sweden  
46.31.50.00.95

- Dickson-Constant España  
Barcelona, Spain  
34.93.635.42.00

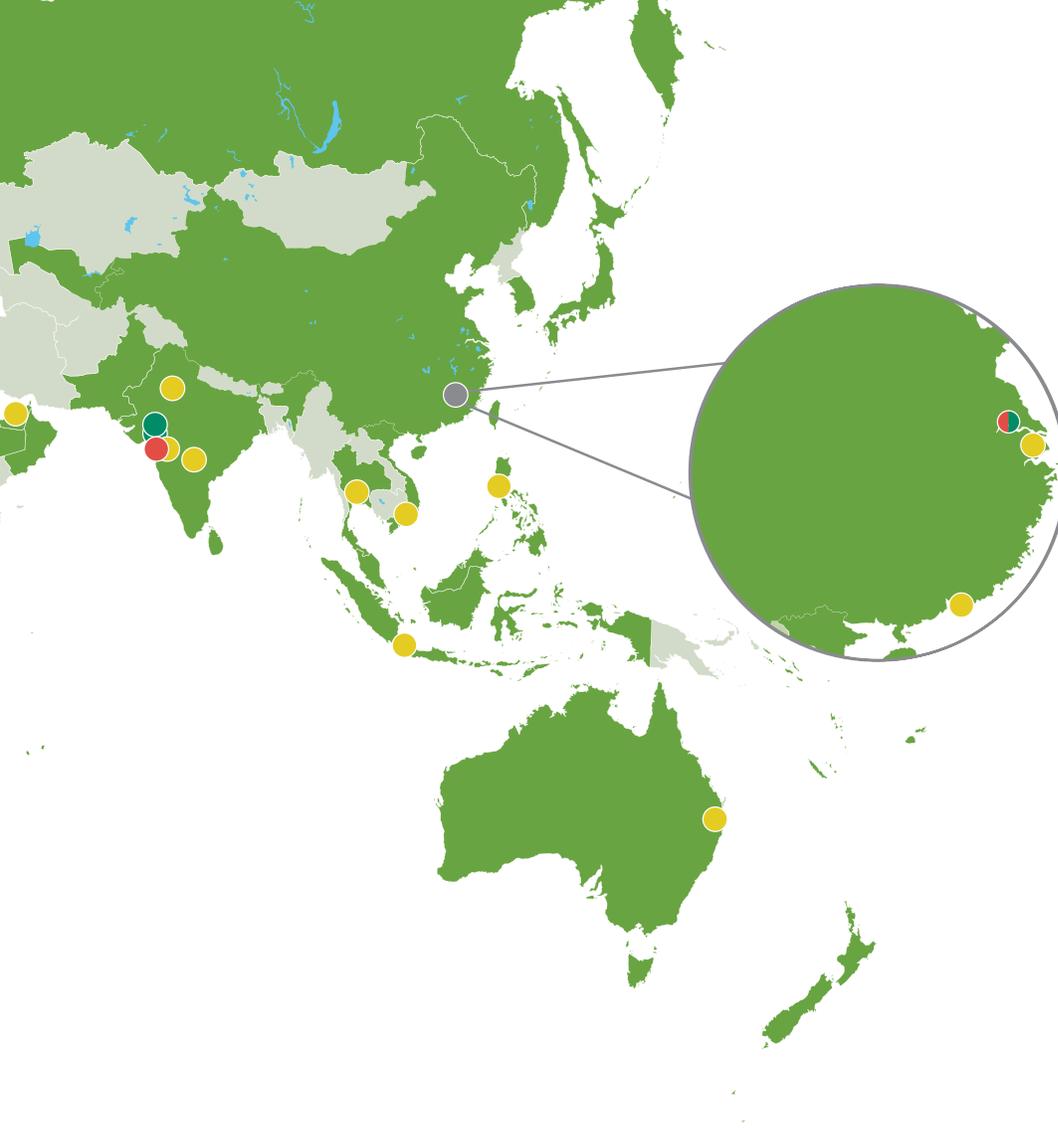
- Dickson-Constant Oddzial W Polsce  
Kielce, Poland  
48.510.080.502

- Dickson-Constant Nederlands  
Breda, Netherlands  
31.65.434.56.24

## SUNBRELLA/DICKSON

- Andean Region / Central America  
Sales Representative  
Bogota, Colombia  
57.310.461.0776
- South America Sales Office  
Montevideo, Uruguay  
59.89.9209.219
- Vietnam Sales Office  
Ho Chi Minh City, Vietnam  
84.906.397.888
- Indonesia Sales Office  
Jakarta, Indonesia  
62.21.5289.7393
- Oceania Sales Representative  
Varsity Lakes, Australia  
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- Corporate
- Manufacturing
- Corporate/Manufacturing
- Distribution
- Sales/Service
- Logistics
- Countries Sold Into

- Sub-Saharan Africa and Indian Ocean Sales Representative  
Johannesburg, South Africa  
27.81.038.2788
- Thailand Sales Representative  
Bangkok, Thailand  
66.81.751.1447
- Hong Kong Sales Representative  
Hong Kong  
852.6850.4459
- Philippines Sales Representative  
Manila, Philippines  
63.908.958.8404
- Turkey Sales Representative  
Kadıköy/Istanbul, Turkey  
90.533.600.88.79
- India/SAARC Sales Representative  
Mumbai, India  
91.961.953.64.55
- Middle East Sales Representative  
Dubai, United Arab Emirates  
971.5.09519006

#### GLEN RAVEN LOGISTICS

- Corporate Office  
Altamahaw, NC  
800.729.0081
- Mexico City Terminal  
Mexico City, Mexico  
011.525.55.561.9448
- New Jersey Terminal  
Ridgefield, NJ  
800.729.0081
- California Terminal  
Garden Grove, CA  
800.729.0081
- Texas Terminal  
Laredo, TX  
800.729.0081

#### TRIVANTAGE

- Corporate Office  
Glen Raven, NC  
336.227.6211
- Consolidated Distribution Center  
Mebane, NC  
877.540.6803

- Texas Distribution Center  
Irving, TX  
800.786.7610
- Southern California Distribution Center  
City of Industry, CA  
800.841.0555
- Florida Distribution Center  
Miami, FL  
800.786.7605
- Georgia Distribution Center  
Austell, GA  
800.786.7606
- Ohio Distribution Center  
Middleburg Heights, OH  
800.786.7601

- Missouri Distribution Center  
Maryland Heights, MO  
800.786.7603
- New Jersey Distribution Center  
Somerset, NJ  
800.786.7602

#### TRICAN CORPORATION

- Distribution Center  
Mississauga, Ontario, Canada  
800.387.2851

#### TUNALI TEC

- Cuernavaca  
Jiutepec, Morelos, Mexico  
800.00.88.6254
- Guadalajara  
Guadalajara, Jalisco, Mexico  
800.00.88.6254
- Cancún  
Cancún, Quintana Roo, Mexico  
52.998.279.3502