Milliken & Company

What makes a good organization?
How do we get everyone pulling in the same direction?
Building a World Class Organization
Our Journey
Innovations that Do Good
Through Purposeful Play

Innovation has been the heart of Milliken’s success since 1865. Our approach to Innovation is driven by a strong sense of purpose and animated by a spirit of creative play. We innovate through “Purposeful Play.”

The spirit of play invigorates the curiosity to discover, the liveliness to imagine, and the will to take initiative. The openness of play encourages transparency, trust and risk-taking. The creative energy of play uncovers unique insights, stimulates deep scientific inquiry, and inspires meaningful design --- from these our Innovations are born. While this play brings fun to our daily activities, it is driven by purpose.

We play to do good because we care about and respect each other, our customers, and the world we share. While we hold ourselves accountable to the highest ethical standards, we derive our greatest satisfaction from creating innovations that help solve the world’s problems --- adding value to people’s lives, improving health and safety, and making this world sustainable.

We play to create the highest quality products, services and experiences because our customers deserve no less. While we take pride in demonstrating excellence in everything we do, we find even deeper gratification in establishing expectations of quality never before experienced.

We play to build, for our customers and our company, superior growth, returns, and market positions. Following our founders’ long-term view, we recognize that for our customers and our company to be economically sustainable, our innovations must enable us both to win in the market and to reinvest for the future. This collaborative spirit, our drive to succeed, and our enduring commitment guide our approach to business.

Purposeful Play makes us a team. It is why customers want us on their side. Because we play with purpose, we play with passion, and we play to win.
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Milliken Performance System

Innovations That Do Good

Lean Thinking

FINANCIAL
Leadership

STATEGIC
Leadership

INNOVATION
Leadership

OPERATIONAL
Leadership

TALENT
Leadership

VALUES
A GREAT Company to be a part of

“The World’s Most Ethical Companies”

100 Best Companies to Work For
A GREAT Company to be a part of

“The World’s Most Ethical Companies”
“100 Best Companies to Work For”

17 Safest Companies in the Nation
What do we do?

Explore, discover, and create ways to enhance peoples lives

Chemicals  Floor Covering  Performance Fabrics  Protective Fabrics

Industrial Textiles  Specialty Textiles  Composites  Performance Solutions
At Milliken, we love what we do and we work to deliver in a way that our customers will love it too.
“Quality is Free”

By Phil Crosby
Life in the pits: 22 seconds and gone

Working a stock car pit crew is an exercise in teamwork. Jeff Hammond, crew chief for 1989 Daytona 500 winner Darrell Waltrip, says a good two-tire pit stop takes only 10 to 11 seconds, about the time it takes a sprinter to run 100 meters. A good four-tire change takes 22 seconds. Excess time in the pits can cost a driver a win. Driver Alan Kulwicki, in last year's Checker Autoworks 500 at Phoenix, led 91 of the first 167 laps when he suffered a 50-second pit stop that cost him 11 places. Here's what a crack pit crew should do in 22 seconds:

**Gas-can man**
Must hoist 11-gallon can and dump gas into tank. Can weighs about 70 pounds. He must dump gas in four to five seconds, get a second can and empty it. With possibility of fire, he wears a fire-resistant suit and apron.

**Catch-can man**
Stands with can to catch gas that overflows. Due to danger of fire, also wears fire-resistant suit.

**Tire carrier**
Brings the two right tires around for changing. Each tire weighs 80 pounds, but he carries one under each arm. Left-side tires are handed over pit wall.

**Crew chief**
Directs the action of every man using headsets and walkie-talkies. He tells the driver when the work is done and it's safe to leave the pit area.

**Tire changers**
One team changes the front tires only. One man changes the right rear tire only and one man changes the left rear tire and jumps over the wall. Lug nuts are loosened with pneumatic wrench before car is jacked up.

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**How pit stop times have improved**
Approximate time for a NASCAR pit crew to change four tires and add 22 gallons of fuel:

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<td>35</td>
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</tbody>
</table>

Source: NASCAR

Source: Jeff Hammond, crew chief for Darrell Waltrip

By John Sherlock, USA TODAY

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Vertical to Horizontal
OFI’s (Opportunities for Improvement)

24/72 Rule

Sharing Rallies
The Power of Ownership

Our Belief System

Transferred Ownership to our Associates
- Self-Managed Teams
- Process Improvement Engineers
Create New Experiences

“If I had asked what people wanted, they would have said faster horses.”

Henry Ford
The expert in anything was once a beginner!
Public Education is the answer!
All Stakeholders have to be on board!
The true foundation for our success is Public Education, not only for our Community but for the Nation!
Thank you