

# Benchmarking Best Practices in Executing Global Operational Excellence

A Two-Day Conference on How to Optimize TPM, Safety and Lean Systems During Tough Times

Roger Milliken Center  
Spartanburg, SC

Tuesday, December 8 to  
Wednesday, December 9, 2009

## Explore How You Can Quickly Incorporate Milliken's Award-Winning Global Operational Processes Into Your Organization!

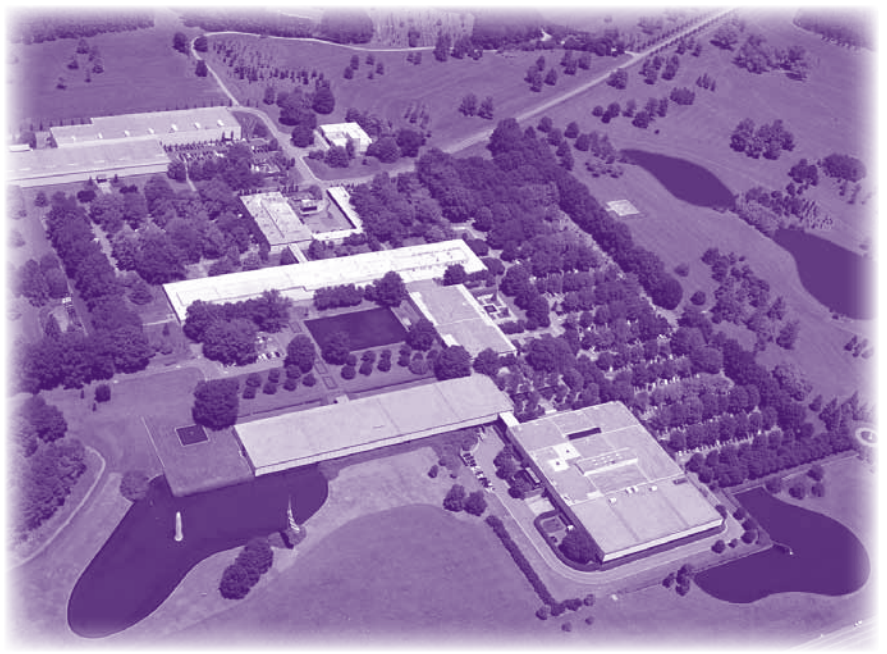
*Attend this conference and you'll hear Milliken, Kahiki Foods and ConAgra Foods showcase their strategies for achieving Lean, agile, aggressive and above all, safe manufacturing! During this rare glimpse into the outstanding strategies and processes of this privately-owned company, you will be benchmarking the only company in the US to achieve both the Malcolm Baldrige and the TPM® Excellence Award.*

"30 minutes into it, my jaw was dropping, and I knew this is what we need—this is really what we want to have at Kahiki. Learning more about Milliken Performance Solutions (MPS) is like hitting with Ted Williams. We've seen productivity improvements. We're seeing things we never saw before, with the people at Milliken pointing out numerous things we just weren't seeing. We've also become a safer work environment. We now have worked 550 days without a lost time accident. We've also seen a marked improvement in our cash operating profit. We've looked at other systems, and this is by far the most comprehensive, fantastic system, and we see ourselves working with Milliken many years down the road."

—Alan Hoover,  
President & COO Kahiki Foods

## INCLUDED...

**A Milliken Plant Tour Where You Can Experience  
How Milliken Executes Its Global Operational  
Excellence Processes First Hand!!!**



## ALSO INCLUDED...

**Discover the World-Class Practices that set ConAgra Foods and Kahiki Foods apart from their competitors!**

# Benchmarking Best Practices in Executing Global Operational Excellence

## A Two-Day Conference on How to Optimize TPM, Safety and Lean Systems During Tough Times

### Why Benchmarking This Award-Winning Company Can Improve Your Organization

Milliken is a unique 143-year-old organization with real world, hands-on experience excelling in its operations to provide the organization a healthy bottom line. Privately-owned, opportunities to see the company's inner workings have been rare. But, during this conference you have a one-of-a-kind chance to learn from this company's practices and proven processes. You will explore Milliken's philosophy which is based on 8 pillars of discipline with safety supporting every facet of its operational excellence. Walk through Milliken's step-by-step process toward organizational success, an evolution which took years for Milliken to master but one you can move through quickly. Take this opportunity to learn from Milliken experts and discover the company's proven processes you can adopt to start your own journey. You'll gain the practical, not theoretical knowledge needed to develop safe, streamlined processes which lead to greater profits, and like Milliken you could earn greater recognition.

**ConAgra Foods will share how** it implemented Milliken's outstanding practices in order to survive and win in the marketplace. You will discover how ConAgra Foods developed a culture that allowed them to sustain performance improvement, acquire a culture of zero-tolerance of waste and reduce 15-20% of their manufacturing expense. ConAgra will share practical, real-life experiences as they discuss the critical aspects that are proven keys to success and lessons learned from practices they found to be highly detrimental to achieving true sustainable performance.

#### And finally ...

**Kahiki Foods' COO will share how** his organization implemented what they learned from Milliken to refine the company's processes, increase production, improve quality and expand its market base into the natural and organic business.

"This conference provided outstanding information on how to get off a plateau and provided a very comprehensive view of World Class Performance."

—*Michael O. Ruland,*  
*Manager-Health & Safety*  
*Steris Corporation*

#### YOUR BENEFITS ARE GUARANTEED!

We are confident your organization will gain important insights from this program. If you're not satisfied with this conference, you will receive an immediate refund of your entire registration fee.

**MILLIKEN  
PERFORMANCE  
SOLUTIONS™**

More than 25 years ago, Milliken & Company embarked on a journey called the "Pursuit of Excellence." Since that time, the company has been recognized as among the best in the world. Who better for your organization to benchmark than Milliken & Company—an organization that has earned the following long list of recognitions:

- Named to 2008's "World's Most Ethical Companies" by the Ethisphere Institute
- Listed three times in *Fortune* magazine's ratings of The 100 Best Companies to Work For!!!
- Winner of the Malcolm Baldrige National Quality Award,
- Presented the TPM® Excellence Award given by the Japan Institute of Plant Maintenance,
- The only company in American manufacturing history to win both the Malcolm Baldrige and the TPM® Excellence Award!!!

### What Your Industry Colleagues Have To Say:

"I appreciated the level of detail and examples about how these results can be achieved along with the frankness about the fact that this process will not be an 'overnight' improvement, but can be achieved with the right mindset and culture. This was a real-world success story."

—*John D. Spangler, Safety Director*  
*MeadWestvaco Corporation*

"Great conference! I picked up a lot of ideas and best practices to take back to my plant."

—*Melanie Jones, Continuous Improvement Manager*  
*Precision Fabrics Group*

"I am glad that I attended! It was very beneficial information."

—*Courtney Ames, E&S Engineer*  
*GlaxoSmithKline*

### Who Should Attend:

CEOs • COOs • CFOs • Plant Managers • Safety Managers • Human Resource Directors • Lean Process Improvement Managers • Vice Presidents of Lean Manufacturing • Operations Directors • Vice Presidents of Operations • Vice Presidents of Production • Manufacturing Engineers • Purchasing Managers • Black Belts • Green Belts • Master Black Belts • Continuing Improvement Managers • Manufacturing Supervisors • Superintendents • General Managers and anyone interested in achieving safe, agile, aggressive and enlightened manufacturing.

## CONFERENCE AGENDA

### Tuesday, December 8, 2009

8:00 am *Morning Refreshments*

8:30 am *Opening Remarks and Agenda Overview*

**Milliken & Company**, Craig Long, Vice President—Quality, Six Sigma and Milliken Performance Solutions

9:15 am

### Global Operational Excellence From a CEOs Perspective

**Milliken & Company**, Joe Salley, PhD, President and CEO

Begin your outstanding conference with an informed message from Milliken & Company's leadership. Operational excellence is not another initiative or project. Dr. Joe Salley will explore Milliken's journey as it pertains to its organizational alignment. Gain from a CEO's overview of a tried-and-true system of measurements, goals, and targets. You will also discover how:

- Milliken utilizes an investment vs. cost mentality to gain traction in the execution of major process changes.
- Calculates expected returns on investment.
- Capitalizes on its workforce talent and human resource development.
- All while expanding its existing operating system.

9:30 am *"Faces and Places"*

Introduce yourself and join your colleagues for an opportunity to get to know each other and improve the quality of your networking during the conference.

9:45 am

### Milliken & Company's Safety Process Overview-Part I

**Milliken & Company**, Wayne Punch, Director, Safety/Security Managing Director, MPS-Safety

Exploring Milliken & Company's Safety and Health engagement journey will take companies into the future by protecting their associates, employees and workers. The process includes developing a floor-driven safety and health process through a detailed twenty-step process. This process is designed to involve and empower your associates to take ownership of the safety process which is personal to every human being. The process path runs in stages. The twenty-step process develops each stage as your associates learn more about how to own a process through being educated/ trained, having the right process and having the tools to do the job. Over a 12 month cycle your company will begin to develop safety as a foundation for operational excellence. This foundation supports the quality, cost, environmental and customer service aspect of doing business. At the end of the twenty steps, learn how your operation can then circle back to continue to support the safety foundation.

10:45 am *Refreshment/Stretch Break*

11:00 am

### Milliken Performance System Overview

**Milliken & Company**, Craig Long, Vice President—Quality, Six Sigma and Milliken Performance Solutions

The Milliken Performance System is a systematic approach to establishing a Culture of Continuous Improvement that is sustainable. Today many companies try to change and sustain change through Lean and Six Sigma efforts. These are just tools and, by themselves are not effective in changing the culture of an organization. Often organizations who use tools but fail to change the culture cannot move through plateaus. David will lead a discussion about the Milliken Performance System and how it provides a systematic approach utilizing natural work teams to make the existing quality, waste control and safety initiatives more effective and efficient. The Milliken Performance System drastically reduces variation, raw materials, machinery, methodologies and training of human resources.

12 noon *Networking Luncheon*

Enjoy networking with fellow participants and speakers during a networking luncheon sponsored by Milliken & Company and hosted in Roger Milliken Center's Carolina Room.

12:45 pm

### Milliken Product Gallery Tour

Your tour will include Milliken and Company's Customer Service Center, Product Gallery, Plastics Labs, and Milliken & Company's onsite Milliken University. Milliken & Company's rich history of technological innovation has resulted in more than 2,000 patents and the development of the largest textile research center in the world. You will see examples of Milliken's more than 19,000 different textile and chemical products encompassing the following areas: carpeting; chemicals for performance additives, colorants, and specialty chemicals, textiles for the automotive, apparel, and interior furnishing industries, specialty, technical, and industrial textiles, as well as dust control products.

1:30 pm

### Practical Best Practices Your Company Can Use While Implementing a Performance Improvement Strategy Across Enterprise Manufacturing

**ConAgra Foods Inc.,**

David Kaissling, Vice President Continuous Improvement

Companies are faced with increasing global competition. In order to survive and win in the marketplace they have to develop a culture of sustaining performance improvement

**Enroll today by calling Kay James at (864) 656-2200**

where no waste is tolerated and true root cause is the norm. ConAgra Foods has learned several best practices while focusing on removing 15%-20% of their manufacturing expense. Explore the critical aspects of implementing an enterprise-level strategy. Learn from practical, real-life experiences the critical aspects that are proven keys to success and items that are "death nails" to achieving true sustainable performance. Leading a culture change that sticks and drives to zero loss based on proven industry best practices will be the focus of this discussion. Discover how to:

- Create alignment to performance improvement strategy
- Lead through change leadership
- Reapply the best practices of the best -- companies like Milliken
- Organize for success
- Measure performance improvement
- Celebrate success
- Apply the necessary steps to sustain your progress

2:30 pm *Stretch Break*

3:00 pm

## The Kahiki Performance System: The Journey from Crisis Mode to Operational Excellence in Three Years

**Kahiki Foods**, Alan Hoover, COO

Unexpectedly, the company's charismatic founder and driving force passes away. The new plant he built is unreliable and bleeding red ink after only 10 weeks of operations. Cash flow is non-existent. Change has to occur quickly or the organization will not survive! Would your company be prepared to move through crisis mode easily, arriving to the other side with a much better balance sheet? Join CEO of Kahiki Foods, and explore the evolution of the Kahiki Performance System. You will discover how radical culture changes can occur in short spans of time. Alan will uncover the various Lean Six Sigma tools his company needed to achieve operational excellence and recognition as one of the food industry's top frozen food manufacturing plants. The lessons learned in this session will inspire you... even if you are starting from scratch and just ramping up to implement Lean, Six Sigma, and other methodologies. Many breakthrough achievements can appear on your company's balance sheet in 2009.

4:00 pm

## A Marriage Made For Accounting's Record Books: TPM and Lean Under One Roof

**Milliken & Company**, Chris Glover, Milliken Performance Solutions Practitioner

All industries have a need for both TPM and Lean activities, however many companies choose one approach over the other. Leading this discussion, Chris will show how these two can be combined to maximize the benefits of both and how both approaches can make the claim that they 'married for money'. You will discover how the foundation requirements of stable materials, machines, methods and manpower gained through a solid TPM approach can improve the returns of a lean implementation by allowing the lean tools to be highly specific whereby they optimize the velocity of the material and information. Chris will share how his division created consistent schedules and business rules, provided much needed focus to the operation, and in turn improved the effectiveness and efficiency of TPM tools.

5:00 pm *Agenda Review*

**Milliken & Company**, Craig Long, Vice President—Quality, Six Sigma and Milliken Performance Solutions

5:30 pm *Networking Social*

Enjoy networking with fellow participants and speakers during a networking social sponsored by Milliken & Company.

## Wednesday, December 9, 2009

*Convene at the Roger Milliken Center, Kingsley Theatre in Spartanburg, SC*

8:00 am *Morning Refreshments*

8:30 am

## Milliken & Company's Safety Process Overview-Part II

**Milliken & Company**, Wayne Punch, Director, Safety/Security Managing Director, MPS-Safety

9:00 am

## Benchmarking the Best Practices of Milliken's Gilliland Plant

**Milliken & Company**, Carly Tebbetts – Gilliland Plant, Plant Leader

Learn the best practices of a model plant! Chosen as Milliken Plant of the Year in 2003 and Fabric Formation Plant of the Year in 2004 and 2005, Gilliland Plant has won the TPM Prize and was the first manufacturing location in South Carolina to be VPP certified. Gilliland is also certified in ISO 9000, TS 16949, and ISO 14001 and has won many excellence awards in quality, delivery, and safety within its division. The plant is driven by self-directed work teams that, in the last 2 years, have completed more than twenty-eight R3's (Residual Risk Reduction,) thirty focused improvement projects, and one hundred kaizens.

9:30 am

## Benchmarking the Best Practices of Milliken's Judson Plant

**Milliken & Company**, Stephanie Wildrick – Judson Plant, Advanced Production Manager

Stephanie's presentation will focus on an overview of the MPS structure and functions of the pillars at Milliken's Judson plant. Almost 100 years old, Milliken's Judson plant remains a major jewel in Milliken's crown. Discover the variety of outstanding practices that have led to this 850,000 square foot plant to its award-winning status in the world of manufacturing. Since its original ISO 9002 certification in 1993, the plant has gone through rigorous re-certifications every 6 months. Stephanie will share how Milliken's Judson plant became a Malcolm Baldrige Award winner and won JIPM's Excellence Award and JIPM's Consistency Award despite having to provide a continuous improvement model within an aging facility. Explore how this VPP certified plant has more than 10 million safe work hours and the many practices you can put to work in your plant.

10:00 am *Stretch Break*

10:30 am

## The Return on Investment (ROI) of Milliken's Operation System Implementation

**Milliken & Company**, Phil McIntyre, Market Manager, Milliken Performance Solutions

During this session, Phil will highlight both the primary and secondary benefits of a sustained, culturally changed safety journey. Phil will share in detail Milliken's results: less incidents, improved morale, associate empowerment, and teamwork. To round out the session, he will discuss the many financial benefits of operating a safer manufacturing facility.

11:00 am *Panel Discussion*

Get your most pressing concerns and questions answered by this expert panel of speakers.

12:00 noon *Networking Luncheon*

Enjoy networking with fellow participants and speakers during a networking luncheon sponsored by Milliken & Company and hosted in Roger Milliken Center's Carolina Room.

1:00 pm *Board Buses for Milliken Plant Tour*

2:00 pm

## Milliken Plant Tour

During your tour of this outstanding Milliken plant, you will gain traction on your own plants' initiatives, take advantage of first-hand exposure while gaining a one-of-a-kind opportunity to witness Milliken & Company's processes which have led to global operational excellence. Reviewing one of Milliken's many TPM Award winning locations allows you to see what you might only otherwise read about and takes your learning to an entirely new level. You can take special note of Milliken's engaged, empowered associates engaged in teamwork, the abundance of visual controls and standard work, associate education, and Milliken's unique certification process. Your plant scorecard will also include a total operating system to drive and sustain your own plant performance, including the following:

- Standard work and procedures to drive and sustain improvement.
- Safety practices and procedures.
- Planned, proactive machinery maintenance system.
- Milliken's quality management process.
- Early Equipment planning and start-up process.
- Work station/plant site orderliness and organization.
- Associate morale and pride due to involvement, ownership and responsibility.
- Recognition and feedback systems.
- Measurement systems—lagging and leading indicators.

3:30 pm *Depart Milliken Plant and return to Roger Milliken Center*

4:30 pm *Questions and Answers Offered by a Speaker Panel*

5:00 pm *Conference Adjournment*

## Your Conference Experts...

**ALAN HOOVER**, MBA, joined Kahiki Foods in 1999 as Senior Vice President of Sales & Marketing, and in November 2005, he was named President and COO. Prior to joining the team at Kahiki Foods, Hoover spent 21 years in the food packaging business with Sonoco Products, International Paper, and Pactiv. He has led the company's adoption of Lean/Six Sigma manufacturing practices, the development of the Kahiki Performance System, and its entry into the Natural & Organic business. Alan served on Kahiki's Board of Directors for several years. He also serves on the Board of Directors for The National Frozen and Refrigerated Foods Association and is Chair of the Small Business Manufacturers Committee. Alan received his MBA degree in Financial Management from Benedictine University and his undergraduate degree in Administrative Management is from Clemson University. Alan earned varsity letters while at Clemson University in both Baseball and Basketball and played in two College World Series while maintaining Atlantic Coast Conference Academic Honor Roll status.

**CHRIS GLOVER** has direct responsibilities for both Lean Enterprise and performance facilitation, process, project and cost management, instructional design, development and delivery and also the document control system and auditing of Milliken and Company's Performance Solutions. Since 1985 when he began with Milliken as a Production Manager, he has become a fixture to the company, serving in a variety of roles from Senior Production Engineer to Plant Leader in the company's Lean model plant in LaGrange, Georgia. Chris received his EIT certification and is a graduate of Georgia Institute of Technology.

**DAVID KAISLING** has 20 years with Procter & Gamble's Operations and Engineering leadership where he is responsible for providing leadership for the company's work-system design and organizational development. David is the Global F&B

SBU Performance System Implementation Lead in 17 plants and the Autonomous Maintenance NA Process Owner in another 38 plants. Prior to his work with P&G, David worked for Clorox for four years as their Corporate Leader in the company's Manufacturing Center of Excellence and spent another three years with ConAgra Foods as a Supply Chain Leader with oversight of 100 plants.

**CRAIG LONG**, Vice President, Six Sigma and Quality, has been with Milliken & Company for more than 32 years. He currently has corporate wide responsibility for Six Sigma, The Milliken Performance System, and Milliken's Product Management Improvement initiative. Craig has been involved in all aspects of corporate quality since being named Director of Quality in 1994 when he led two study missions to Japan following Milliken receiving the Malcolm Baldrige National Quality Award. His career has included leadership positions in Industrial Engineering, Product Development, Business Management, Corporate Education, and Recruiting. Craig has sat on Milliken's Policy Committee and served as a Corporate Officer for the past 13 years and has been a member, and past chair, of the U. Quality Council of the Conference Board for the past 12 years.

**PHIL MCINTYRE**, MBA, is Milliken & Company's Market Manager and Director of Business Development—Milliken Performance Solutions. His career with Milliken & Company spans 22 years and started with a co-op position while he attended Clemson University and earned his Industrial Engineering degree. Since 2002, Phil has served the company as Market Manager for a number of the company's consumer products. Prior to that, Phil directed several Milliken divisions' efforts in process improvement and cost improvement.

**WAYNE PUNCH** is Corporate Director of Safety & Health for Milliken & Company. Wayne has been with Milliken throughout his 34 year career when he started with Milliken in 1973 as a Research Chemist. Since then he has held a variety of positions within the company, including Plant Manager, Location Manager, Director of Manufacturing and Manufacturing Manager. He is a member of a number of professional

organizations including OSHA Volunteer Protection Program Participants Association, SC Counter Terrorism Task Group and the South Carolina Manufacturers Alliance. He also serves on several important boards, including the National Safety Council, SC Occupational Safety Council and the Homeland Security Taskforce.

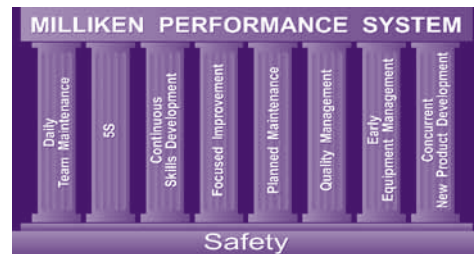
**JOE SALLEY**, PhD, is President and Chief Executive Officer of Milliken & Company. Dr. Salley received his doctorate degree in Chemical Engineering at Stanford University in 1994 and has been with Milliken & Company since that time. He has held several positions within the company and started as a Research & Development engineer before assuming the Vice President and President position in several divisions. Dr. Salley is a member of the Young Presidents Organization, the South Carolina Manufacturers Alliance Board of Directors and the University of South Carolina Research Foundation Board of Directors.

**CARLY TEBBETTS**, Plant Leader at Gilliland Plant, began her career with Milliken & Company in 1996 at the Gilliland Plant. She has a Bachelor of Science degree in Physics and Business Administration from Presbyterian College and an MBA from Clemson University. Before moving into the plant leader role, Carly was one of the Textile Manufacturing division's MPS directors leading plants in the area of MPS. She gained significant experience with a diverse career path with positions in process engineering, project management, production leadership, and new product development.

**STEPHANIE WILDRICK** is the Advanced Production Manager at Milliken's Judson Plant. She started work with the company as an intern in 2005. After she graduated from the University of South Carolina with a bachelor's degree in business administration, she started full-time with Milliken and served for a short while as a Process Improvement Engineer prior to moving into production as a Production Manager. Most recently she became an MPS specialist and moved higher up in production as an Advanced Production Manager.

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**Roger Milliken Center, Spartanburg, SC  
Tues., December 8 to  
Wed., December 9, 2009**

### 5 EASY WAYS TO REGISTER!



#### INTERNET

[www.clemson.edu/success](http://www.clemson.edu/success)



**FAX** your registration request to:  
(864) 656-3997  
24 hours a day, 7 days a week!



#### CALL

Kay James at (864) 656-2200.



#### EMAIL

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### Your Registration Fee Includes

... tuition, workbook, program materials, refreshment breaks, plant visit, a social and networking luncheons. Lodging and other meals are not included. A registration desk will be located outside the meeting room at 7:30 am the first day of the program.

### Accommodations

Call to reserve your sleeping accommodations at any of these hotels:

- Spartanburg Marriott at Renaissance Park, (864) 596-1211
- Radisson Hotel, (864) 574-2111
- Hampton Inn & Suites, (864) 699-2222
- Fairfield Inn, (864) 542-0333

### Bring Your Team — Save \$100 Per Person!

Gain maximum value for your organization by attending as a team. If you enroll two or more people, you'll receive a discount of \$100 per person! Enroll online today or call your Customer Service Specialist, Kay James, at (864) 656-2200.

**“The information was detailed and organized. It gave a roadmap to executives.”**

—Larry Blood, General Manager  
Insteel Industries, Inc.

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### Registration Request

## BENCHMARKING BEST PRACTICES IN GLOBAL OPERATIONAL EXCELLENCE December 8—9, 2009 • Roger Milliken Center, Spartanburg, SC

Yes, I would like to attend to learn from these best practices.

2-Day Conference     **One Person** \$895     **For Teams of 2 or More** \$795 per person    **Please duplicate this form for more registrations**

**Priority Code**         Help us serve you better. Enter or tell us the characters from the upper right or left hand corner of your mailing label. Thank You!

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Email address \_\_\_\_\_

Ph.#(\_\_\_\_\_) \_\_\_\_\_ FAX (\_\_\_\_\_) \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Approving Manager \_\_\_\_\_ (Title) \_\_\_\_\_

A \$25 processing fee will be applied should you need to cancel and want a refund. Registration payments will be held on account for one year for cancellations received less than 5 business days before the conference. Substitutions can be made at any time.

**METHOD OF PAYMENT** P.O. # or Tuition **MUST** be received prior to conference start date.

Check Enclosed (*Payable to CURF*)     P.O. Enclosed

Bill credit card               

Card No. \_\_\_\_\_ Exp. Date \_\_\_\_\_