

A Fond Farewell



While it is sometimes difficult to say goodbye to those people or things you love, there is always that time where it is necessary and appropriate.

You now know that I have chosen to retire and those of you who know me well know I have some strong personal reasons for this decision. In my last column to you, there are a few points I would like to make.

In the mid '70s we at Adams-Millis made a goal to become Number One in our industry. The decade of the late '70s and '80s were times of dynamic growth for Adams-Millis Corporation, both through internal growth and acquisitions of companies like Socksmith, Maro and Silver Knit. I believe all of us involved can truly look back with a certain amount of pride and say the goal was accomplished.

As a result of the merger with Sara Lee in 1988, the goal became modified to the extent that the new goal was to be Number One in our industry in the branded sock business. During the period from around 1986 to 1990, the trend towards branded socks away from the dominance of private label became apparent, and the merger with Sara Lee was timely from that standpoint. Adams-Millis, Division of Sara Lee, now has the number one sock brand in the mass market with its Hanes brand.

I am confident that Silver Knit with its Jockey brand will soon be number one in the department store market with that brand. It is important for us to recognize these trends.

It is also important to realize that in the decade of the '90s, change is the order of the day, and change is occurring at an ever increasing rate. Companies and people who can adapt to this dynamic change will be those who succeed. I am confident Adams-Millis is on that course and will maintain it.

I have one last request. Adams-Millis is made up of people of Adams-Millis Corporation, Maro and Silver Knit and some who have come from various divisions of other Sara Lee businesses. There are many and various talents here in the company. These talents come from different cultures. The most important thing is that these talents pull together toward common goals which have been clearly identified by our Sara Lee parent.

I have sincerely enjoyed working with each and every one of you and I am sure our paths will cross again from time to time. Thanks and Good Luck!

Bob Bundy

From The President



Change is a natural progression of events in the business world. With the recent retirement of Bob Bundy, my role of responsibility assumed new dimensions. I've accepted them with confidence and pride because I believe that Adams-Millis is the destined leader in the sock marketplace for the '90s.

I have been asked by many of you why I feel so confident when we seemingly are entering a period of business slowdown and economic malaise. Let me outline our strengths as WE aggressively move forward:

WE are an integral part of Sara Lee Corporation, a powerful, diverse corporation with strong market positions on a worldwide basis.

WE are investing millions of dollars into new systems, a new plant, new equipment and an improved and safer work place that is unmatched by our competition.

WE have the branded names consumers want and trust in planning their hosiery purchases -- Hanes, Disney, Jockey, Champion, Coach, Bill Blass, Field & Stream, Alexander Julian.

WE have quality and value and consumer awareness across a wide flank. This is not to mean that our competition is not formidable or aggressive. They, too, are becoming leaner, tougher and committed to success, but none to my knowledge have the collective strengths we bring to the table.

WE have dedicated and quality leadership at all levels backed by an enthusiastic and talented work force.

All of these positive issues do not preclude further changes as Adams-Millis moves forward in the '90s, but it does give us a base upon which to build and grow. Now the rest is up to us.

To succeed, WE must all be committed to working together as a team. No individual, no management team however talented, can succeed without the total dedication of every single one of us. It will take all of us as partners to achieve our goals; all of us dedicated to quality of performance and product.

WE can do it together.

George Bunkin

Some Questions And Answers About MRP II

Q. What is MRP II and why is Adams-Millis so interested in spending resources such as time and money to pursue this concept?

A. MRP II means "Manufacturing Resource Planning" which in simplified terms means a better, more disciplined way of doing business. It will help us obtain information quickly and make decisions faster and more accurately to satisfy our customers' needs. It will ultimately allow us to become a world class competitor.

As we have grown larger and merged several companies into Adams-Millis, it has become much more difficult to manage our complexity and communication has become a real problem.

Information between the plants and home office is not always in sync. We experience problems scheduling labor, raw materials and machines.

Our decision making is too slow and inaccurate which affects employee performance as well as service to our customers. This causes us to inefficiently use our resources and our customers become dissatisfied. We can't tell the customers when they will receive their orders and often ship later than expected.

Q. Isn't this just another computer system?

A. It is not a computer system at all. It does use a computer system as a tool to crunch

numbers and to store the billions of characters of data. It does allow people to operate in quick response mode. The computer will combine data from all plants and home office into one integrated database so that we are all looking at the same information.

MRP II uses the computer to help us plan all our resources such as labor, materials and machines much faster, and link all the facilities together. We presently have different types of computers that don't communicate well with each other and, as many of you probably know by work stoppages, are not reliable. We have purchased faster, more powerful and reliable IBM equipment that will allow us to make decisions faster.

Presently, it takes several hours to gather the information and minutes to make a decision and longer than that if the computer breaks down. With MRP II organization, it will only take minutes to gather the information. It will free managers of the mundane and save them more time to manage so everyone can do their job better.

Q. What are some of the changes we can expect?

A. Our business will run more efficiently because we will know when we need raw materials, labor and inventory and how much we need to meet our customers' needs on time. It will help reduce our inventory of goods we can't use and make

more accurately the goods our customers really need.

We will ship more and out
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Editorial contributions, comments and suggestions are always welcomed by your staff.

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