

Noll Outlines Vision For Company



Rich Noll goes about his daily duties at Adams-Millis

When Richard Noll assumed his chair earlier this year as chairman and chief executive officer of Adams-Millis he began to develop a vision for the company which sets it apart from all other sock manufacturers.

That vision will be realized, he said, by achieving established goals and objectives. His goal is to double sales in four years and have Adams-Millis dominate the sock industry.

"I know we can do that by reaching our short-term objectives and working together as a team," he said. "Since I've been here I have met a lot of people and have seen a lot of teamwork.

"There's a tremendous base at Adams-Millis on which to build, and the caliber of people is very good," Noll continued. "As we continue to foster an environment which enhances teamwork and improvement, we'll have no problem meeting our goals."

When he came to work here, it was not his first look at the company. For seven years he had worked in the Washington, D.C., office of Strategic Planning Associates (SPA), as vice president. Among his duties was serving as

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Record-Setting Effort

Shipments Top 1 Million Dozens In Week

Teamwork and cooperation paid off handsomely with record shipments during the week ending June 27.

More than a million dozens were shipped from the distribution center in Kernersville, the Lentz distribution center in Winston-Salem and Silver Knit and Drexel Knitting, according to Chuck Allen, Adams-Millis director of distribution.

"This really shows what everyone can do when we work together," Allen said. "Working together is really what made it happen."

"There was teamwork on the part of a lot of people -- distribution, traffic, manufacturing, inventory control and customer service," Allen added.

The record shipments for that week broke a one-week shipping record that had been set only a month earlier when 787,000 dozens were shipped.

"Everyone in the company deserves credit for this accomplishment," said Adams-Millis Chairman and CEO Rich Noll. "We should thank each other for such a tremendous effort: thank

Sales and Marketing for selling it; Operations for making it; Customer Service and Distribution for shipping it; Finance, Administration and Systems for booking it; and Human Resources for supporting all of us.

"As I have said before, with teamwork we can become the dominant sock company in the world," Noll added. "This demonstrated that we are well on our way."

The latest record shipments accounted for almost 100 tractor-trailer loads of socks which went to a wide variety of customers. Allen said orders during the record week went to Canada and South America as well as many domestic locations.

"We had to get all the shipments out on time," he said. "There was even one situation in which we had to have an order to a port to catch a ship."

Allen attributed the success of the record shipment to the quality and productivity improvement (QPI) training that has been conducted during the past several months.

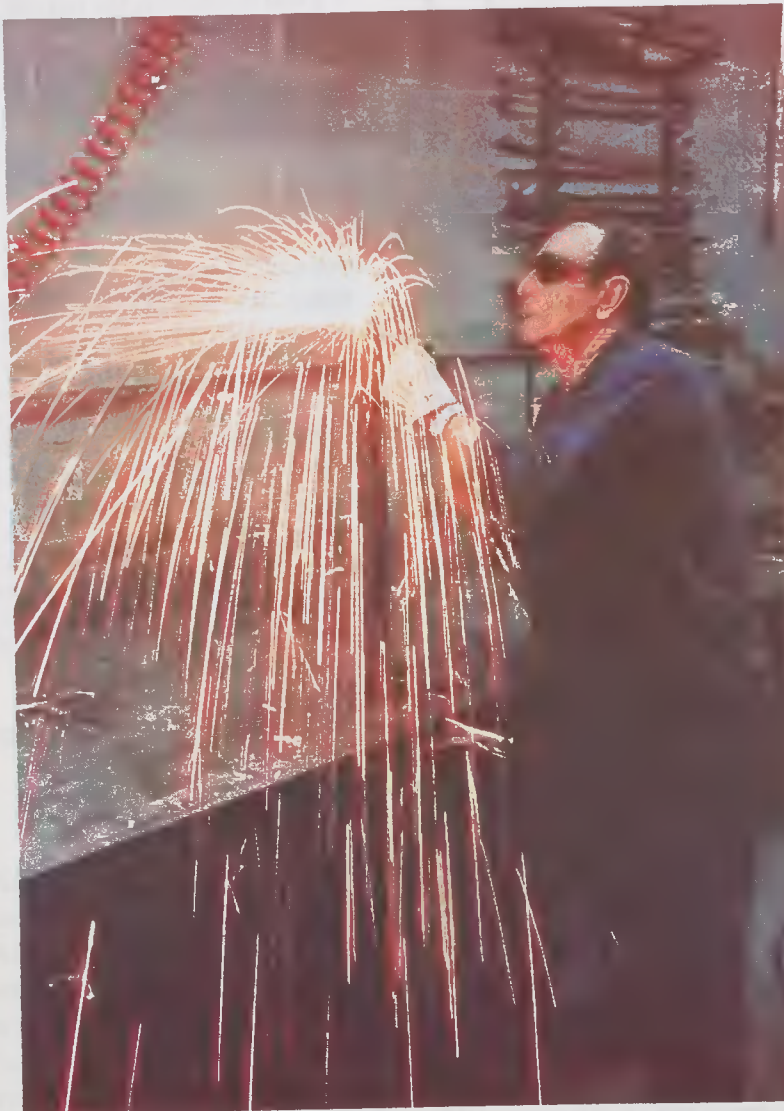
"I think this shows the value

of QPI training," he said. "If someone had said a year ago that we would ship a million dozens in a week, a lot of people would have been skeptical. But this now shows that we can meet those large orders. We look forward to those challenges as they come along."

Allen said the record-setting operation flowed smoothly due to a lot of planning by everyone involved.

"Pooling the talents and expertise of everyone made the operation a success," he said. "Thanks to everybody for all their hard work."

Preventive Maintenance Keeps Company Running



Jim Jordan, a certified welder, creates his own fireworks display during July Fourth week as he cuts a piece of metal with a torch.

When most Adams-Millis employees were on vacation recently during the Fourth of July holidays, one department of the company was hard at work. It was one of the busiest times of the year for the Maintenance Department.

"When the plants are not operating we are able to do preventive maintenance on a lot of equipment without having to interrupt the production process," explained Ernest Kearns, who heads the department which includes 18 employees. "That's why we work during the time when everybody else is gone."

From air conditioning, to knitting machines, to electric motors and concrete floors and loading docks, maintenance is called upon to repair problems that occur.

But what Kearns and his staff find even more important is finding potential problems even before they occur.

"It's much more cost effective to prevent a problem than to have to fix it after it shows up," he said. "That's one of the things we do here a lot."

However, he noted that keep-

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Off Grades Down 3%

Production Quality Improvement Grows

Production quality has continued to improve at Adams-Millis as off-grade units were brought to 6 percent in June.

The goal had been set at 5.5 percent for the end of the fiscal year (June 30) and was nearly achieved, according to Mike Mabe, Director of Quality Control.

"Everybody has worked very

hard to improve this area of production," Mabe said. "They have done a fine job and they will continue to do so as we improve it further."

At the beginning of the fiscal year, off grade units were running at 9 percent. Through Quality & Production Improvement (QPI)

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