



Begin Your Journey to Excellence

Performance Solutions
by Milliken 



The Practitioner-Based Performance System

Changing Your Business Culture
from the Bottom Up

Performance Solutions by Milliken is a dedicated consulting and training group that helps guide businesses toward success.

The biggest challenge to achieving and sustaining operational excellence is creating cultural change. It goes beyond setting the right goals and requires engaging your entire workforce in the process. By involving all employees and gaining buy-in to the fundamental strategies, teams can develop habits and systems that enable long-term operational excellence.

At Performance Solutions by Milliken, we've spent the past two decades scouring the globe to discover the best ways to work. We recognize that excellent practices aren't just limited to one industry, which is why we've studied them all. We've looked, listened, and learned, and we've developed our own holistic approach to improve efficiency and productivity-based associate engagement while incorporating lean manufacturing concepts.

We can help companies like yours improve operations using proven, methodical practices. Our approach—based on total workforce engagement, efficient manufacturing processes, redefined metrics, and leadership commitment—is transferable and reliable. Over time, our system establishes a cadence for improvements and transforms a plant's culture, even extending improvements throughout your supply chain. Our goal is to work side-by-side as partners to create long-term, sustainable growth.

Our commitment to these methods has earned Milliken global accolades, including the Malcolm Baldrige National Quality Award, the European Quality Award, the British Quality Award, and the Canadian Quality Award. Milliken holds a record of 56 TPM Excellence awards from the Japan Institute of Plant Maintenance, making us the only company in the U.S. to achieve both the Baldrige and TPM awards.



Practitioners and Partners

Our practitioners average over 15 years of service at Milliken & Company or other outstanding manufacturing companies. Each practitioner has spent their career implementing the principles of safety, operational excellence, and performance improvement.

The breadth and depth of these experiences set each of our practitioners apart from traditional firms' consultants or typical lean manufacturing consultants.

We're dedicated to developing sustainable results for our clients, which is why we continually improve our culture of safety and operational excellence.

Leave consultancy in the past and let our experienced team help change your company's culture by sharing strategies that increase productivity, quality, and efficiency.

Wide-ranging Industry Expertise

- | | |
|--------------------------|---------------------|
| Aerospace and Defense | Metals |
| Agricultural | Non-Wovens |
| Automotive | Packaging |
| Chemicals | Paper Manufacturing |
| Construction | Printing |
| Consumer Packaged Goods | Specialty Plastics |
| Food and Beverage | Steel Manufacturing |
| Glass Manufacturing | Supply Chain |
| Industrial Manufacturing | Textiles |
| Mining, Oil and Gas | Utilities & Energy |
| | And More |



The Milliken Performance System

Building Long-Term and Sustainable Improvements

The Milliken Performance System (MPS) brings operational excellence to life by embracing leadership and problem-solving in pursuit of sustainable organizational growth. As a systems-based methodology, it helps build organizational capabilities, drive cost competitiveness, and support company growth.

Built on the foundation of Milliken's safety and quality revolution, MPS engages all associates in the uncompromising pursuit of zero incidents, which creates an alignment between operations and the business.

Each methodology within the MPS is a lever designed to address specific losses—locked potential that can be delivered back to a business by improving the manufacturing process. These levers can be used individually or combined, so each plant can design its approach to achieve specific business goals. Our operating system is a framework that is built and improved over time based on MPS improvement methodologies. As we grow and learn, we apply our takeaways to new situations.



10 Methodologies to Drive Success



Daily Management System

The daily management system transforms strategic clarity into aligned action through a structured operational management process. It aligns an organization toward common business objectives through cascaded key performance indicators and leads to success with each individual's daily activities, review cadence, standardized work, and layered audits.



Daily Team Maintenance

Daily team maintenance provides operators with the knowledge and skills required to proactively prevent breakdowns and quality loss caused by accelerated equipment deterioration and abnormalities. The result is improved reliability and stability — specifically a reduction of minor stops and changeover time.



5s and Workplace Organization

More than just housekeeping, the 5s process organizes and maintains the workplace environment to increase productivity and safety, reduce waste, and eliminate non-value-added activities for all associates. This process establishes the expectations of discipline and overall engagement in the organization.



Continuous Skills Development

This standardized training process ensures that all associates are doing the right things, the right way, every time. By modeling key employee processes, organizations experience decreased process variation, turnover, and overall training spend.



Focused Improvement

Focused improvement projects help reduce or even eliminate losses by identifying opportunities and providing logical paths toward efficiency. These projects generate funding while improving the capability of processes.



Production Flow

Production flow reduces overall system cost by eliminating system waste and aligning the business offering with manufacturing execution. It also improves working capital and inventory, variable conversion cost, capacity utilization, and more.



Planned Maintenance

For reliability and continuous improvement, a combination of preventive, predictive, and zero-failure activities is necessary. Maintenance technicians and engineers oversee equipment schedules to address problems before they occur.



Quality Management

This systematic methodology helps achieve zero quality defects by seeking out, identifying, and eliminating their root causes. Quality management takes organizational processes beyond reliability to capability.



Early Equipment Management

Early equipment management focuses on improved reliability and stability by “designing out” losses related to equipment startup before they occur. Operators, technicians, and others utilize existing measurement data and equipment modeling to reduce startup time and costs.



Concurrent New Product Development

Concurrent new product development uses a methodology that brings together all the necessary functions at the appropriate time to effectively plan, develop, and manufacture new products that satisfy customer requirements and meet internal measures of success.



Not Just Another Initiative

Like other business management strategies, such as Six Sigma and lean manufacturing, the Milliken Performance System helps businesses improve safety, productivity, quality, and efficiency. But it's more than an addition to existing processes. It can systematically transform your company to create efficiency, uncover hidden capacity, and empower employees.

We create culture change throughout the entire organization, which generates results that are holistic and sustainable.





The Milliken Safety Way

The Beginning of Zero

The Milliken Safety Way serves as more than an advisory consultation. Our method goes beyond the advice of safety consultants by offering tried-and-true expertise and services from our practitioners—seasoned professionals who understand Milliken’s safety philosophy.

As one of the safest companies in North America, Milliken believes a zero-incident rate is possible and that improving manufacturing safety is worth the effort. We’ve implemented the proven, transferable best practices that comprise the Milliken Safety Way in our own manufacturing sites, and we share our methodology with organizations serious about change. We can help companies like yours transform through safety consulting, training, coaching, and education services.

The Milliken Safety Way fosters organization-driven improvements in culture and safety. Using the tenants of MPS to establish their own methodologies, our clients move from reactive safety programs to company-wide cultural change. A strong safety culture cuts accident-related costs, boosts operational excellence, and improves all-around performance.

Zero-Loss Thinking

A key component of MPS is redefining the metrics used when measuring success and failure. We use “zero-loss thinking” because we believe that measuring against zero loss is the only way to evaluate true performance.

What does zero loss mean?

- Getting it right the first time, every time
- Utilizing our time optimally
- Being 100% reliable - not retouched or adjusted
- Flowing materials and product only to the customer
- Ensuring no duplication of work along the supply chain
- Producing quantities to meet consumer demand

Zero-loss thinking focuses on eliminating costs generated by several activity categories, such as equipment breakdowns, machine changeovers, minor machine stops, material handling, off quality, etc. This holistic approach lets us look beyond the status quo and traditional budget structures.

Are You Ready to Transform Your Organization?

Making a fundamental change in any organization is challenging, and it seems nearly impossible for a single individual to affect change in an entire business. We also know how tough it is to put classroom learning into practical action.

We have trained practitioners working in over 28 countries in a variety of industries and can provide people and resources to facilities worldwide.

We've helped leaders in numerous industries reinvent their operations, and we can help you create a better tomorrow, too. Let's get started.





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