

W.L. Gore: Culture of Innovation





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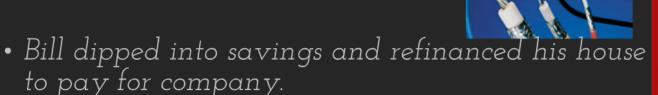
W. L. Gore

- Founded in 1958
- By Wilbert and Genevieve Gore in their basement
- Global enterprise that serves multiple industries
- Divisions include:
 - Fabrics
 - Medical Products
 - Industrial Products
 - Electronics



HIStory

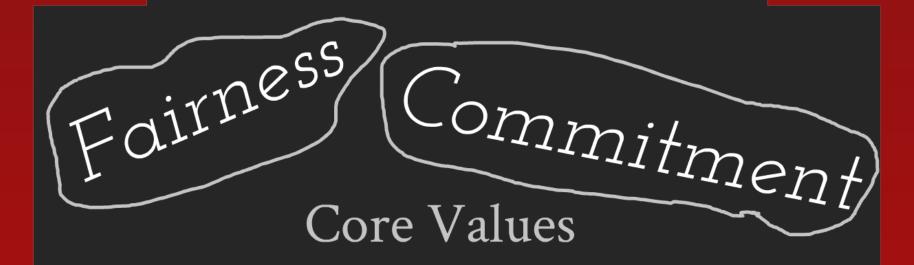
- Bill was born in Idaho
- Earned his degrees from the University of Utah
- Worked for DuPont and helped develop PTFE aka Teflon (which is Gore's main material).
- Son Bob first came up with idea for Teflon insulated wire in 1969.



• Products derived from Teflon were called Gore-Tex fabric (stretched Teflon)

More about the Company...

- Woman CEO since 2005- Terri Kelly
- Family like, entrepreneurial culture
- \$2.5 billion in annual revenues
- 9,000 associates in 30 countries on 6 continents (products are on all 7)
- Company has been on 100 Best Companies To Work For list since 1984
- Fabric Division on brands like North Face, Marmot, L.L.
 Bean, Adidas, Puma
 - Gore-Tex has a reputation of its own though



CULTURE is #1



Waterline

Core Competencies

- Gore's core competencies are the basis for competitive advantage
 - Continued innovation (ex: dabble time)
 - Company structure HR management
 - High quality products
 - Differentiated products

Competitive Strategy

- Four Divisions (Electronics, Fabrics, Industrial, Medical)
- Divisions are diverse, which reduces risk
- Currently investing in Medical Division
- Goal create highest quality goods (Quality Differentiation)
- 3 Legged Stool



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Gore's Egalitarian Mindset

 Egalitarian: asserting, resulting from, or characterized by equality of all people and opportunities*

Lattice Structure:

- 1. Direct lines of communication person to person with no intermediary
- 2. No fixed or assigned authority
- 3. Sponsors, not bosses
- 4. Natural leadership as evidenced by the willingness of others to follow
- 5. Objectives set by those who must "make them happen"
- 6. Tasks and functions organized through commitments