



W.L. Gore: Culture of Innovation



TheCaseSolutions.com



W.L. Gore: Culture of Innovation



TheCaseSolutions.com

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



TheCaseSolutions.com

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.*
- *Bill dipped into savings and refinanced his house to pay for company.*
- *Products derived from Teflon were called Gore-Tex fabric (stretched Teflon)*



TheCaseSolutions.com

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*

Fairness

Commitment

Core Values

CULTURE is #1

Freedom

Waterline

TheCaseSolutions.com

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

TheCaseSolutions.com

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*



TheCaseSolutions.com

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