



CASE STUDY: Avery Dennison
Existing Industry

Beginning in the summer of 2006 local plant management from Avery Dennison approached the EMBDC for support in growing the company's North American Office Products unit which had been operating in Meridian for over 25 years manufacturing ring binders and select office products.

At the time Avery employed 350 people at the Meridian facility. During the peak "back to school" season the company's employment might reach as high as 700 and had a local economic impact on Meridian over \$15 million annually.

As a global leader in producing office related products, Avery had an option of closing the Meridian plant and moving production to an existing Avery plant in Juarez, Mexico while maintaining a distribution center in Memphis, TN.

Another option for growing Meridian's facility was seeded in the Meridian employee's willingness to adopt and support LEAN manufacturing principals implemented by Avery during the previous years that maintained output and quality while reducing space requirements. The reclaimed available space was converted to additional warehouse and thus became the seed for the second option. The second option would be to move only a portion of production to Mexico and relocate higher margin product production to Meridian and compliment manufacturing with warehouse and distribution services, thus closing the DC in Memphis.

In order to present an advantageous case for the second option to Avery Dennison corporate leadership in California, the East Mississippi Business Development Corporation sought and received local and state incentives to support the existing industry. The EMBDC worked with local the Avery management team as well as state economic development officials to provide local property tax abatements, post Hurricane Katrina federal tax incentives, as well as job training funds from the Mississippi Development Authority to support the added mission of warehouse and distribution.

In the Spring of 2007 Avery Dennison broke ground for the new 70,000 square foot expansion of its Meridian production and distribution facility. The expansion of the plant represented a \$10 million investment for the Company and added over 75 new jobs to the Meridian area.

Avery Dennison continues to be a global leader in pressure-sensitive labeling materials, office products and retail tag, ticketing and branding systems. Based in Pasadena, Calif., Avery Dennison is a FORTUNE 500 company with more than 22,000 individuals in 49 countries worldwide who apply the Company's technologies to develop, manufacture and market a wide range of products for both consumer and industrial markets. Products offered by Avery Dennison include Avery-brand office products and graphics imaging media, Fasson-brand self-adhesive materials, peel-and-stick postage stamps, reflective highway safety products, labels for a wide variety of automotive, industrial and durable goods applications, brand identification and supply chain management products for the retail and apparel industries, and specialty tapes and polymers.