

**SEAMS Member Spotlight:
Morrison Apparel, LLC**

Note: Each edition of our newsletter, SEAMS features one of our esteemed members. In this edition of SEAMS Member Spotlight, [Morrison Apparel](#), Morrison, Mo., is featured. Company executive Shaun Budnik responds to questions submitted.

Year established: 1980. Morrison Apparel was founded by Joseph and Delrose Budnik in Morrison, Mo. Joseph Budnik, armed with his 20 years of engineering experience with Levi Strauss and other clothing manufacturers, launched Morrison Apparel with his wife Delrose.

Primary specialties: Woven shirts, slacks, shorts, skirts

Number of employees / locations and where? Forty in Hermann, MO., with partners in Santiago and Esperanza Dominican Republic

Markets served: Industrial uniforms, hospitality uniforms, healthcare uniforms, Postal Service uniforms

What are your company's differentiators? "The ability to manufacture for the smallest of companies with the lowest of volumes up to the largest of companies with the highest of volumes."

Please tell us something else that's special about the company. "We are a true family owned and operated business."

How has your company adapted over the last five to 10 years to remain competitive?

"The largest adaptation to stay competitive over the last five years has been to move toward automation. Automation has allowed Morrison to increase production during a time when the labor has been harder and harder to find. It has also given Morrison the ability to increase wages for its employees while maintaining our price structures to our customers."

"Our customers have also given us the ability to adapt to the ever-changing environment. Morrison is blessed to have customers who do not treat us as a vendor but as a partner striving to grow our businesses together. Through the ups and downs of business our customers have always worked with us in any way possible to help us succeed."

What are your thoughts on the made-in-America movement and do you have a strategy in place, stated or otherwise, to produce or source in this country?

"The made-In-America movement is real and very exciting. Morrison Apparel witnesses this movement weekly through conversations with potential customers and their desire to produce their products in the USA. Morrison sees this movement as a huge opportunity and is investing in equipment, technology and production space to meet the need of the made-In-America movement."

Please offer a comment on business conditions, your opinion on the health of the textile/sewn products industry markets you serve now and going forward and what things will make you successful in this environment?

“The biggest opportunity in bringing manufacturing back to the United States is the simple fact that the American people want to see the made-in-the-USA label on their clothing. The made-in-the-USA label is the single most important competitive advantage for USA manufacturing.”

What are the biggest challenges and opportunities in bringing manufacturing back to the USA?

There are several challenges in bringing manufacturing back to the United States.

- Rising wages and overall cost of labor are great for the American worker and for the United States as a whole, but it is probably the biggest challenge for luring manufacturing back to the United States.
- The availability of labor in the USA is also a challenge. This is Morrison’s most significant restraint on growth. Talking with other business owners we are assured that we are not alone in the textile industry or any other industry when facing this challenge.
- The perception of the younger generations toward the trades and factory careers is a challenge. This negative perception of trades and factory work must be addressed within our society before the USA has any chance of building manufacturing to the levels of the past.

What is your business outlook for your company for the balance of the year?

Morrison Apparel’s outlook for the balance of the year is extremely positive. We are on pace to have our best year in the history of our small company and look forward to carrying that momentum into next year and the many years to follow.

Please offer a comment on business conditions, your opinion on the health of the textile/sewn products industry markets you serve now and going forward and what things will make you successful in this environment?

Morrison Apparel has not been this positive about the condition of the textile/sewn products industry since our beginning. This attitude of growth is felt in all our manufacturing facilities in the U.S. and Dominican Republic. We believe that the on-shoring and near-shoring will continue into the unforeseeable future and we are ready to adapt to this growth in our hemisphere. This adaptation goes back to our continued move toward automation and technology to address our customer’s needs. Also, finding the right partners throughout the industry from thread to packaging, from sewing needles to sewing automation, and from material handling to global logistics.

How long have you been a member of SEAMS and please speak to the value it brings?

Morrison Apparel has been a SEAMS member for 14 years. SEAMS keeps us tied to the whole industry and I personally think SEAMS does that better than any other organization. I recently went to my first networking conference in years and realized how much I missed it. The value of sharing ideas and experiences with individuals throughout the industry has to be the most

important thing we can do to keep this industry alive and well in the United States. This interaction is beneficial to all of us and I will get back to making every effort to attend each networking conference in the future.