

# Trumeter

## Values, Strategy & Culture



# Welcome to **The Trumeter Book**

Welcome to the Trumeter Book. The Book describes our Values, Strategy, and Business Plan.

Trumeter has had a very diverse and interesting history in the 85 years since it started to design and manufacture mechanical counters for the textile industry in 1937. Today, we have more than 170 employees in 3 countries, serving over 2,000 customers in over 50 countries. It is truly a global business.

We are experts in timers, counters, and meters. Our products lead the market globally as we develop valuable new features and functionality that help our customers improve their products and reduce their costs.

Empowering our customers and solving their problems is our purpose. “Innovation by Design” is our tagline, which describes both our market-leading product innovation and the creative and flexible way we do business, constantly adapting to the needs of our customers and the changes in our markets.

Underpinning everything we do are our five core values: Innovation, Integrity, Customer Driven, Ambition, both personal and corporate, and most importantly of all, Teamwork, which is founded on the strong belief that teams consistently outperform individuals. All of this sits within a flexible, supportive leading-edge HR system that enables all our Trumeter Group team members to be at their best every day.

Our core values, purpose, and strategy are interwoven into our DNA. While we constantly innovate and adapt to the changing business environment, our DNA remains stable. It is what inspires and motivates us every day in our work.

Every year Trumeter welcomes new customers and new employees to our team. This makes it an exciting and enjoyable place to work. I hope in this book you will see some of the key aspects of what makes Trumeter so successful.

**John Smith**

EXECUTIVE CHAIRMAN



Our  
Values:  
**Innovation**  
**Integrity**  
**Ambition**  
**Teamwork**  
**Customer**  
**Driven**

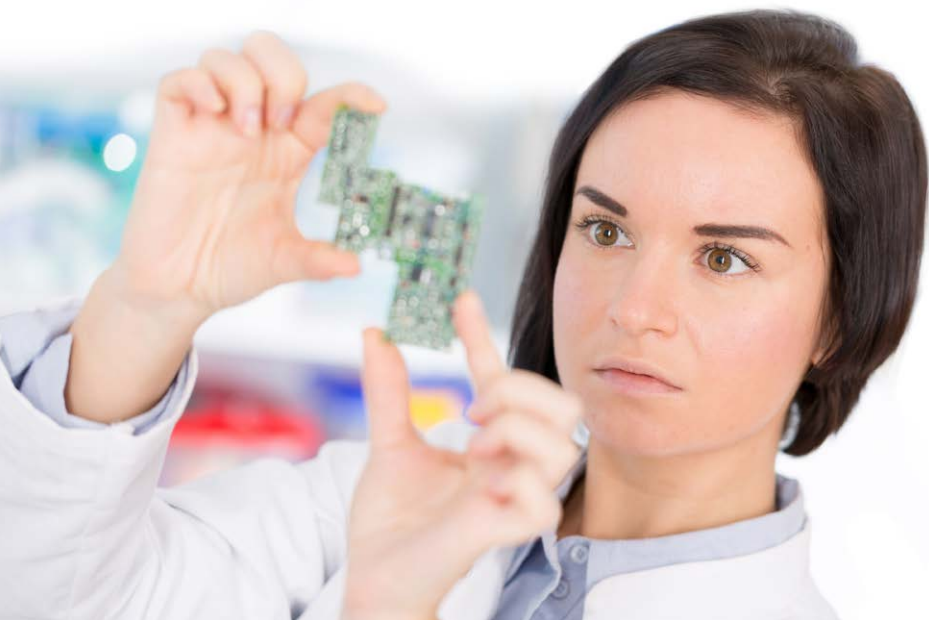
# We Value **Innovation**

**Creativity is thinking up new things.  
Innovation is doing new things.**

– Gil Copitch

## **Behaviours & Characteristics:**

- ▶ Flexible in dealing with challenges
- ▶ Open to the ideas of others
- ▶ Manages changing priorities in accordance with business needs
- ▶ Uses originality in processing solutions
- ▶ Uses creativity and imagination
- ▶ Motivates others to be creative
- ▶ Seeks new methods for solutions to old problems
- ▶ Willingness to learn new skills



## **Behaviours & Characteristics:**

- ▶ Dependable and reliable for work related tasks
- ▶ Accountable for ones actions
- ▶ Remains fair and impartial in judgment
- ▶ Shows recognition of right and wrong
- ▶ Willing to speak your mind on issues of principle
- ▶ Comes to meetings prepared and on time
- ▶ Demonstrates strong morals and principles
- ▶ Will not compromise beliefs and values

# We Value **Integrity**

**Doing what's right  
when no one is watching.**

– Sean McNaughton



# We Value **Ambition**



**Ambition is having the desire to achieve personal and organizational objectives by thinking and operating beyond the norm.**

– Daniel Matthews

## **Behaviours & Characteristics:**

- ▶ Takes initiative
- ▶ Approaches challenges with enthusiasm
- ▶ Shows determination to succeed
- ▶ Proactively seeks opportunities for growth
- ▶ Sets goals and plans to attain them
- ▶ Refuses to allow difficult and challenging situations to be defeating
- ▶ Shares goals in personal and business life with colleagues
- ▶ Self-driven and needs little supervision



## **Behaviours & Characteristics:**

- ▶ Cross-trained in other business areas
- ▶ Good listener and communicator
- ▶ Supports teammates
- ▶ Can always be counted on/dependable
- ▶ Doesn't let ego get in the way of the team's goal
- ▶ Inspires others to do their best
- ▶ Values cooperation between team members
- ▶ Respects others ideas and views



# We Value **Teamwork**

**None of us is as good as all of us.**

– Beh Yeong Hong



# We Value The Customer

**Put customers first  
and success will follow.**

– Stefan Ebert

## Behaviours & Characteristics:

- ▶ Goes above and beyond to exceed customer's expectation
- ▶ Responds to customer's needs in a timely fashion
- ▶ Exudes professionalism in customer interactions
- ▶ Remains calm and composed even in difficult customer situations
- ▶ Provides helpful advice when Trumeter doesn't have a solution
- ▶ Honest with customers even when delivering bad news
- ▶ Attentive to customer's verbal and non-verbal cues
- ▶ Loyal to business, team members and customers





**Diversity & Inclusion within the organization leads to a fully engaged workforce that can deliver better business results.**

Trumeter is utterly committed to both Diversity and Inclusion as important principles of the way we do business and the way we treat people. This commitment is driven both by a desire to do the right thing at a human level and a strong belief that by doing so we will also create the most successful business.

**Diversity is the Who** – different culture, race, religion, language, sex, physical abilities, personalities, education levels, talents, etc.

**Inclusion is the What** – actions, behaviors and gestures that welcome diversity, respect individuals, offering equal opportunities and making everyone feel included as part of the larger team.

At Trumeter we seek out diversity, both in the types of people on the team, and the differing opinions of people sat at the table. And we encourage, reward and promote inclusion as the way we interact with each other. This powerful combination ensures we make the best decisions, get the right people on each project, and retain a highly engaged workforce.

# Diversity & Inclusion

**As people, we may be different, but we choose to respect each other and recognize that everyone's thoughts and ideas matter.**

# Healthy Debate

**Debate like a democracy.  
Execute with a common purpose.**

– John Smith

At Trumeter we believe that every employee has a useful contribution to make and that all the best decisions come from candid and open discussion and debate. So, we debate and argue about the issues at hand, within an inclusive environment that allows everyone to contribute, and a debating style that is underpinned by mutual respect, trust and a lack of ego.

We recognize positive behaviors for healthy debate to be:

- ▶ **Actively listening**
- ▶ **Not interrupting**
- ▶ **Keeping an open mind**
- ▶ **Avoiding use of negative language**
- ▶ **Respecting varying viewpoints and ideas**
- ▶ **Staying on topic**

So, bring your thoughts forward and share them. Staying quiet is not acceptable because we all care about getting the best outcome, and for that we need everyone to contribute. And when the debate is finished, get 100% behind the path that the Team has chosen to follow. Never look back and never say, "I told you so." It is much better to get behind delivering the project or plan and help make it a runaway success.



There is a difference between healthy debate and dysfunctional argument. One of the ways a debate can deteriorate into a dysfunctional argument is when opposing viewpoints are shared carelessly. But it is important to share those viewpoints.

The 3F Model above, gives us a framework to address issues that might otherwise be negative, or just as bad, be swept under the carpet and not addressed.

**Facts | Feelings | Future**

Describe the facts of the matter as you see them. Share how those facts make you feel. And then describe how you would like the future to be different.

Here's a simple example. Both statements are being honest, but one is far more likely to have a productive outcome.

*"Why can't you just be on time for these meetings?!"*

**OR**

*"I see that you are nearly always late for the meetings I organise. When you are late, it makes me feel that you don't really value the meetings I organise, and it frustrates me because it wastes not only my time but also everyone else's time while we wait for you or bring you up to speed. In the future, please plan your travel/coffee or whatever else you need to do to be on time for the meeting."*

Describe the facts of the matter as you see them. Share how those facts make you feel. And then describe how you would like the future to be different.



# Strategy & Business Plan

## Our Purpose

Empowering our customers, solving their problems

By truly understanding our customers and their challenges

By delivering exactly the products our customers need

By always innovating, changing, evolving and improving

Each of the 8 Departments in the Company has a set of commitments and guiding principles that underpin the actions they take.

These commitments are the basis for selecting the continuous improvement initiatives for each Departmental Team.

## Human Resources

- ▶ Continually evolve and improve the employee wellbeing program
- ▶ Empower every employee to perform at their best
- ▶ Champion Training in every way
- ▶ Driving a positive culture

## Customer Service

- ▶ Standardised global approach
- ▶ Efficient, automated, processes
- ▶ Multi-site inventory control/planning
- ▶ Maintain 98% on-time delivery performance
- ▶ Product knowledge training

## Engineering

- ▶ Provide technical support and technical leadership both internally and externally
- ▶ Develop new technologies for new product offerings
- ▶ Deliver products and services right the first time and on time by creating efficient and flexible processes
- ▶ Inspire innovation and creativity by enabling iterative design and prototyping practices or champion innovation and creativity

## Manufacturing

- ▶ Ensuring we have sufficient components in-hand or on order to meet the forecast demand
- ▶ Competitive cost structure
- ▶ Improve Quality, reduce DPPM
- ▶ Flexible processes
- ▶ Upskilling of manufacturing team

## Information Technology

- ▶ Reliable and secure IT infrastructure
- ▶ IT Support in every territory
- ▶ Scalability and flexibility
- ▶ Be responsive to user requirements and invest in the system to ensure continuous improvement, optimisation and facilitate process efficiencies

## Finance

- ▶ Global processing excellence
- ▶ Challenge departments on overhead variances
- ▶ Promote minimising working capital and maximising cash flow
- ▶ Fully utilise Syteline capabilities to improve efficiency and reporting
- ▶ Fully support all departments in business decision making

## Sales

- ▶ Increase Pipeline conversion by a better understanding of opportunities and reducing unqualified leads
- ▶ Establish good business relationships through continuous contact with prospects and distributors (They need to know who we are!)
- ▶ Focus on significant OEMs in all product lines of \$10,000 annual sales or more
- ▶ Develop a strategic plan to expand our sales coverage into other key markets
- ▶ Utilize all Trumeter resources (tech support, management, technical tools, etc.)

## Marketing

- ▶ Continually increase the volume of leads delivered to Sales
- ▶ Continually increase the quality of leads delivered to Sales
- ▶ Develop world-class content and collateral
- ▶ Proactively engage with our distributor partners and customers to enable joint growth
- ▶ Invest in leading-edge marketing techniques and tools
- ▶ Marketing as a clear competitive advantage for the Company

# Our History

**1937**

Business founded  
in Manchester,  
United Kingdom

**1938**

Started business  
in USA

**1955**

Relocated HQ and  
factory to Radcliffe,  
near Manchester,  
UK

**2004**

Opened first  
Malaysian Factory

**2010**

HQ moved to Bury,  
near Manchester,  
UK

**2010**

Started up  
Innovative Design  
Solutions factory in  
Penang, Malaysia

**2011**

Acquired  
Redington  
Counters in CT,  
USA

**2015**

Acquired Counters  
& Timers division  
from KEP in NJ,  
USA

**2015**

Relocated HQ to  
Pilot Mill, Bury,  
near Manchester,  
UK

**2016**

Acquired Control  
Dynamics, USA

**2018**

Refreshed  
Strategy, Purpose  
and 4 Year  
Business Plan

**The Future.**

The future is exciting. It promises  
sustainable, steady growth directly  
linked to our commitment to achieving  
individual and company goals.  
Our Company culture is our superpower.





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