

The logo features the word "ANOVA" in a bold, white, sans-serif font. The text is centered horizontally and is flanked by two clusters of approximately 15 light green dots each, arranged in a roughly circular pattern above and below the letters. A registered trademark symbol (®) is located at the end of the word.

ANOVA®

Who We Are

People come first. The business is nothing without us.

We tell the whole truth.

Our work improves public spaces and we get paid for it.

We treat each other well because we are valuable.

We're driven to succeed, grow and win.

We are open about what we are doing and why; questions get asked and answered.

We set a solid, fast pace without sacrificing safety or quality.

We celebrate squeezing waste out of the business.

We are leaders. We take risks. We drive change.

We properly reward our people.

Our Work

Transforming metal, wood, plastic and other materials into beautiful, comfortable furniture is our work.

Our work improves public spaces. We take pride in it.

Better looking public spaces bring people together.

People who come together share ideas and build relationships.

People who build relationships strengthen communities.

Stronger communities make the world a safer, better place.

Customer Experience

Our products are:

- easy to order
- simple to assemble
- great looking
- fast to receive
- easy to maintain
- extremely durable

And if it's not right, we make it right.

Customer Service

We acknowledge. Not waving back is an insult.

We listen. Our customer ALWAYS brings valuable information.

We respond. Accurately. If we don't have the answer we find it.

We impress. We create great first and lasting impressions.

We are proactive. Our customers don't like unpleasant surprises.

We are fast. Without sacrificing safety or quality.

If someone requests information, a service or a product from us, they are your customer.

So, we treat our internal customers the same way.

And, we treat our suppliers the same way.

Mistakes & Criticism

Mistakes happen. We own them. We choose to learn from them.

Learning requires criticism — it's a part of doing business.

Criticism is offered...

- in a timely manner

- in private

- with respect

- without anger or frustration

- to help with personal growth

- and accepted because we trust each other.

Decisions

Is it safe?

Is the result high quality information? High quality service? High quality product?

Is work/life balance being considered?

Is the most deserving person being given a shot?

Is our ability to add value growing?

These questions are ordered by priority.

We do not proceed if the answer to the first question is “No”.

We strive to create solutions where the answer to every question is “Yes”.

Waste

These seven forms of waste are not welcome in our business:

- overproduction
- transportation
- inventory
- defects
- waiting
- extra processing
- motion

Time spent squeezing them out is time well spent.

Doing our Work

The customer doesn't care about our chain of command or org chart.

They need us to create a better world for them, and they don't care who does what.

So, we do whatever needs doing.

Communication

We are truthful.

We are clear.

We know a slow response sends a message.

We have face-to-face conversations when possible.

Next best is the phone.

E-mails and texts are handy for summing actions, confirming commitments or saying thank you.

We don't send angry e-mails.

EVERY interaction is an opportunity to deepen or degrade a relationship.

So, we treat them ALL with care.

Hard Conversations

There are tons of great reasons to stay up at night.
Worrying about what's going on at work is not one of them.

If work keeps us up at night we have the hard conversation the next day.

Better yet, we get ahead of the issue.

Starting the Day

Ask every morning:

Am I helping our company win today?

Are the tasks I have planned today the highest and best use of my time and resources?

If the answer to one of those is “No” then discuss it with someone.

Perspective

Our lives are bigger than work. Some moments...

a child's birth

a loved one's death

a wedding

a graduation

These are more important than winning at work.

ANOVA™ is not the only organization each of us strives to win for.

But, we spend a lot of time at work. It's an important part of our lives.

Leading

We are thrilled with our accomplishments — but always strive for more.

We question why we do what we do — and we get answers.

We identify problems — and bring solutions.

We don't sit around and watch the landscape change — we change the landscape.

Leading is a way of thinking.

Everyone leads.

Change

Winning requires growth.

Growth requires change.

Embrace it!

Pace

Whether we are focusing on...

safety

quality

productivity

or other improvements to the business

...we do it at a solid, fast pace.

We do it at a solid, fast pace to lead the market.

Winning

Winning means...

staying true to **Who We Are**

earning more cash than we spend

and increasing that profit each year

Remember **Who We Are**:

People Come First. There is no winning without treating people right.
If we take care of our people, they will take care of our business.



First and Lasting Impressions®

