

Excellent performance enhances our development



CHRIS KINDERMANS, PRESENTER AT THE STRATEGIC CONFERENCE

Complete solutions



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Excellent performance enhances our development

»The recipe for success in Formula 1 racing includes constant development, good preparation, team spirit, rapid reaction time when faced with problems, and concentration from the start until the finishing line. Aren't there similarities to our line of work? The winners only have to watch out for their competitors«.

TATJANA FINK, TRIMO'S GENERAL MANAGER

»On your way to work ask yourself: what project are we working on? Could we choose another way? Could we achieve higher quality? Could we lower our costs? And most importantly – could we continue working in the same way for the next 10 or 20 years? If your answer to all the above-mentioned questions is a clear »yes« then let me assure you that you are going in the right direction. If, on the other hand, you disagree and you are not willing to start anything new, then it's better that you turn around and go back home.«

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»Unfortunately, you can only become a good project manager if you learn from your mistakes. That is why I allow my staff to make many mistakes, but never make the same one twice«.

CHRIS KINDERMANS, EXPERT ON PROJECT MANAGEMENT

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»For me, this job is about discovering and connecting the hidden talents and skills of individuals, and the company. I like my job because I can include and connect rational, emotional, and spiritual intelligence; and develop new ways of dealing with problems«

SONJA KLOPČIČ, M.SC - TRIMO'S COMPETENCE DEVELOPMENT MANAGER

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Through the Irish subsidiary a client from Turkey ordered material and services in the UK for an American investor's project in Kazakhstan. Trimo UK passed the project order and implementation on to the parent company in Slovenia, where they used materials from Slovenia, France, Italy, Switzerland, Germany, Slovakia, and other countries. The Italian forwarding agent delivered the goods to Kazakhstan, but the final payment came from Switzerland.

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Editorial

Dear Trimo
Team,

I was very excited to be joining your team in January. I wanted to learn from you – the people who have built such a powerful company, in the global sense of the word. Working as a team-member with you I also wanted to help improve the recognition of our company, in Slovenia and around the world, so that you would also be satisfied with the communication within the company. It has always been a give-and-take relationship and I also hope it will continue to remain excellent in the future - not only as an initial reaction, but, as the scientist Prof. Dr. Aleksandra Kornhauser-Frazer put it: »At the beginning everybody's "nice" but we all loosen up in time«. Everyday on my way from Trebnje, where the company's Headquarters are, back home to Ljubljana, capital city of Slovenia, I feel pleased that you have accepted me into your group. Now, whilst I can still look at Trimo objectively, I must admit that you surprise me in many ways: in the way you are prepared to help your colleagues; in how you put emphasis on substance and not hierarchy; and the fast decision-making, even if these decisions bring changes that scare many people. The decision to renew the Trimoteam magazine was made in the same way – aimed at your satisfaction. I am also surprised by your family-friendly policy – in case you missed it, men in Slovenia can also take advantage of maternity leave (permitted by the law), and young Trimo mothers have equal opportunities when they want to further their career. I am beginning to realise that creative and innovative thinking is encouraged in Trimo. But the fact is, at the same time you are not truly aware of your size and the important role you play at European level. This shows modesty. Trimo has a presence in 24 markets with its companies, representative offices, and subsidiaries, while making a profit in over 50 countries in the world. This



MAG. JANA LUTOVAC LAH,
UREDNIKA

should not be taken for granted. Prof. Dr. Kronhauser – Frazer says: »Hats off to Trimo« and we need to acknowledge and take this as a compliment. This gives us needed fuel for the future. At the same time we must not rest on our laurels. To quote our General Manager Tatjana Fink: "The past is in the past; now we have to focus on the present and the future." And I believe that together we will realize Trimo's motto for this year: "Excellent performance enhances our development". Let us ensure excellent performance is given to everyone. Let's provide 'royal' treatment for our customers as well as for our team, adding a crown and a smile to Trimo's logo, as symbolically shown at the strategic conference in Serbia. I wish you a pleasant time with the newly designed Trimoteam magazine. We have included some new, well-written, and interesting sections. I am very pleased to be working with you and await your opinions on the new and improved issue. You can send comments to the company's address or via e-mail trimotim@trimo.si. The editorial team that worked on this issue will continue to try to enhance Trimotim's image – always striving for excellence. We will not allow ourselves to lose our motivation.

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TRIMO'S GENERAL MANAGER **TATJANA FINK** CLEARLY EXPLAINED WHAT SHE EXPECTS FROM EVERY MEMBER OF THE TRIMO TEAM STARTING WITH THE MANAGEMENT.

Excellent performance enhances our development

Project management is crucial for excellent performance

JANA LUTOVAC LAH

66 members of the Trimo team attended this year's 2-day strategic conference that was held at Bled in Slovenia. The focus was on project management which is one of the most important tools for achieving strategic goals.

Project management is crucial for achieving this year's motto: Excellent performance enhances our development. »We have to work towards achieving excellent performance and that is why we invited Prof. Dr. Aleksandra Kornhauser - Frazer this year«. This is how our general manager **Tatjana Fink** introduced the highly esteemed and well-known guest speaker. After Prof. Dr. Aleksandra Kornhauser - Fraser presented the results of the past year and the goals for this year, Chris Kindermans from Belgium, the world-famous expert in the field of project management, took the floor.

Where do we stand? What do we want to achieve?

Last year the total revenue of the company Trimo, created by 556 Trimo employees, was 164.3 million euros or – for a better picture - this would be 1260 average one bedroom apartments in Ljubljana. The revenue of the Trimo Group created by 1097 colleagues amounted to 217.7 million euros or 1670 apartments. This means 21.2 percent

more than last year for Trimo and 24.3 percent more for the Trimo group. Last year the net profit of Trimo amounted to 6.5 million euros, or 50 apartments. The net profit of the Trimo group was 8.6 million euros, or 70 apartments.

At the end of the year Trimo is aiming to make revenues of almost 172 million euros and a net profit of almost 8 million euros; in the Trimo group we are aiming at revenues of 240 million euros and a net profit of 10 million euros. We will achieve this with approximately the same number of employees in the company, but we will employ 50 more people to join our Trimo group, which is comprised of 15 companies. Last year the added value for one employee in Trimo reached 50,900 euros; this year's goal is to reach 53,237 euros.

Last year we were active in over 50 markets; entered 4 new markets, in Sweden, North Africa, the Caspian region, and Norway. In comparison to 2006 the share of export sales increased by almost 8 percent. We are increasing sales in the southeast part of Europe – from the former Yu-

goslavia, to Bulgaria, Romania, and all the way to the Arabic peninsula.

How can we improve?

We are successful in Slovenia and the wider European region.

Now we have decided to aim for global success. We need to develop very successful technologies, many new radical products, processes, etc in order to achieve a breakthrough into new markets. Each of us plays a part that was intended as a mission or assignment. That is why every employee has to establish, on their own, which of these opportunities presents the most possibilities for improvement.

»This year Trimo personnel are going to continue with their excellent performance in co-operating with satisfied customers from all parts of the world. The process that will help us with this is the RES system: meaning the three ways of intelligence, that is R- rational, E- emotional S –spiritual intelligence« said the General Manager, Tatjana Fink, and added that the magic of the RES system is in the fact that there is no speeding, or lagging behind. Everything happens exactly at the right time for the company and the Trimo team - from the design of the idea to the payment for excellent performance.

The recipe may be in Formula 1 racing

“Most people eagerly follow the Formula 1 races. We admire the speed, flawlessness, flexibility, design, prestigious car brands, the courage of the drivers and their strategies. The harmonization of the whole team of mechanics with the driver is also amazing. They are flawlessly prepared and capable to change tyres or some other part of the race car in a matter of seconds. There is no need for many words. They all have the information they need for their job. They do not hesitate. Each and every one of them is needed for the final victory. Everyone has their assignment. Their concentration does not weaken even when they feel everything is running smoothly. They pay attention to the race until the finishing line.

The recipe for success in Formula 1 racing lies in constant development, good preparation, team spirit, rapid reaction times if problems arise, and concentration until the finishing line. Isn't this very similar to our line of work?

The winners only have to watch out for their competitors.”

Let's make a leap in product development

The General Manager Tatjana Fink dedicated most of her presentation to future directions and field of development. “The share of new products reached 28 percent last year” she said, but quickly added that we are going to need radical new products and technologies in the future. Products and technologies which add value will be valuable in the long term. Excellent performance in the field of development can be compared to the share of new radical solutions in total revenue and added value. The timing of introducing a new product to the market is also vital in achieving this goal.

Avoid the time consumers

“Each and every person has to check how much time they spend doing unnecessary chores during work. How many unnecessary meetings, calls, e-mails, unconstructive debates there are,” the General Manager pointed out at the conference and expressed her strong conviction that as soon as we eliminate these distractions from our everyday work we will be able to finish faster.

Be respectful to one another

Tatjana Fink presented the current state of Trimo, and pointed out, in her presentation, what Trimo expects from each member of the Trimo team. She put special emphasis on the basic values of every Trimo employee – from greeting each other, showing respect, honouring agreements, to making sure that our clients are satisfied with Trimo.

How did we conclude?

Excellent performance is required by every member of the Trimo team.

Each employee has their mission and role that is based on individual values. The parent company determined measurable goals of the company. We set objectives for the company, the departments, and individuals, and agree that the company's objectives have priority before the objectives of the departments and individuals.

We asked ourselves what matters most. We found the answer: the main focus is on everything connected with Trimo's vision and mission. The most important issues will have priority for every Trimo employee. We will focus on excellent performance when entering a market, its development, sales, production purchases, installations - and satisfied clients to ensure payment on time.



WE LISTENED TO THE PRESENTATIONS WITH GREAT INTEREST

What was the message that you remembered the most from the presentation of our General Manager Tatjana Fink?



DANIJELO ZUPANČIČ, M.Sc., TRIMO'S DEPUTY GENERAL MANAGER FOR THE TECHNICAL SECTOR

and accepting full responsibility on time.

The transparent and clear presentation showed that Trimo produces excellent results but needs a new breakthrough. We can only achieve this with the excellence of each individual. We have also seen, in detail, that the key to excellent work lies in clear goals

was mentioned in the presentation). The second thought is that we will have to develop products with extra added value and in large-scale productions, in order to achieve growth in the future, as our General Manager put it. This means that we will have to review what we are developing, think about what kind of products we should focus on, and make a strategic decision whether we are going to change the price range and cut certain programs.



TOMAŽ POPIT, TRIMO'S HEAD OF PRODUCT DEVELOPMENT

need to work according to the RES system (which

I think there was not just one message. That is why I am going to connect two thoughts. The first is that we need to be aware of why we, as individuals, are employed in the company, what our role in the company is, what our work includes, and that we



BRANKA MAVRETIČ, TRIMO'S HEAD OF SUPPLY CHAIN

– that I have to ask myself every day what is my contribution to this improvement.

Today the General Manager very clearly presented the results and the strategy. The results are excellent but this is no reason to stop. She addressed a clear question to everyone: where is the contribution of every individual in the leap to even better results. To me, the message was more than clear

The role of science in increasing added value

JANA LUTOVAC LAH

It is almost unbelievable that a 82 year old woman can scroll down her slides so confidently. The ability to actively participate in the world's science and be capable to present even the most demanding topic in a simple way only gives her a unique mark.

"I want to be like her when I'm her age but I'm already having trouble keeping up with her today" this crossed my mind as soon as she started her presentation. The listeners talked about this presentation for long after it was over. She listed challenges along our Trimo path, in a humorous and simple way. I am writing about **Prof. Dr. Aleksandra Kornhauser-Fazer** from Slovenia. It is my pleasure to share some of her thoughts with you.

Science represents the seed for success

"Trimo is so painfully aware of its course that it is making us all jealous. Trimo is a phenomenon. The goals you achieved. This is fantastic. Hats off to Trimo! I think people should come here and learn something from you - starting with the European Union" said Prof. Dr. Kornhauser-Fazer. "Recognising an opportunity is becoming part of science. If I spot something I have to come to Trimo and say that there is something going on somewhere and invite you to come with me to this place. We have to encourage action."

Science is the seed for success. This seed has to be good and this is the responsibility of the researchers. If the seed is bad tell us off. If the seed is good but you planted it badly, did not nurture it properly, and reaped it badly, then this is the fault of the managers. It is a tough assignment. The researchers cannot make decisions. This is the job of the managers" this was one of the statements in the hour and a half presentation made by the international head of projects in the United nations - Prof. dr. Kornhauser-Fazer.

Will we allow China and India to get ahead of us?

She confronted us with the reality: "India has a lower starting-point but it is growing rapidly. I don't know how much it endangers your business but it does endanger many others. I know that they have developed a strong, fine, metal industry and are getting even stronger. Why is China better than India? Because the Chinese are hard workers. They are used to working from dawn to dusk and only getting a piece of bread is satisfaction enough for them. The

Chinese will keep developing because of their 5000 year old tradition that taught them to work and think. China will keep on developing faster than India. But India has an advantage in some areas – and I am afraid your line of work is one of them."

What are our advantages?

High level technology. We have to think of the areas where we can bring our technologies to a high level. These are our comparative advantages. This is how we are going to beat India and China, says Prof. Dr. Kornhauser-Fazer. "The share of knowledge in the product structure is our criteria. You have to ask yourself if you can achieve more with a higher level of knowledge. Can you achieve more with the same material or does it have to be low-priced, the same, or better technology? With the same amount of energy, or maybe with more energy but for a higher price?" We have to resolve at what points we are going to improve our technology to reach the top, where we are not just the best but hold a great distance to the rest.

Added value represents the key goal

"What is added value? It is more than I have now and it is not always defined. Often it is vague and intangible but we are always striving to achieve it and hope that it increases. But it will not shoot up like a rocket unless you have a large amount of money. But then this is not added value because you will spend large sums of money, for example on purchasing new technology."

At the beginning all wives are nice

A company is not like a stable where all the horses are fed with the same food and do the same work. When we begin to train with the more spirited horses immediately, they become race horses. The best group is organized flexibly and has special freedom; it is also upgraded differently from the other groups.

But this is not fixed and solid, it changes. "You know, at the beginning all wives are nice but the let their hair down after a while. It is the same in a company and with men. Don't think that



FRIDERIK (FRITZ) PREGI FAILED 3 SUBJECTS IN HIS MATURA EXAMS BUT LATER HE RECEIVED THE NOBEL PRIZE. **PROF. DR. ALEKSANDRA KORNSHAUSER – FRAZER** COMMENTED: "EVERY TALENT IS VERY DEVELOPED IN ONE AREA AND A BIT CRAZY IN THE OTHER. WHAT WE HAVE TO TAKE INTO CONSIDERATION IS DIVERSITY, PREGI PROBABLY ALSO WONDERED: "WHY NOT?"

you are any better.” Self-preservation is part of human nature and this happens by using the least possible amount of energy. Laziness is part of human nature. That is why more and more employment contracts are concluded for an undefined period of time to encourage the employees to be more innovative, creative, and offer them constant opportunities for improvement.

Nightmares are part of the path

Prof. Dr. Aleksandra Kornhauser-Frazer presented the interest of the environment in relation to time, very vividly: “At first it is like a dream come true, then it comes to an awakening, which is a bit depressing, and some people start to look for someone they can blame for the failure, and after that the road upwards begins, one step at the time.”

Do not let the mirror deceive you

The scientist that received the highest Slovene prize for achievements in science and the title

Ambassador of Science, suggests we use the right mirror for our work. We should ask ourselves if we belong to the leading companies or those who are following, catching up, or falling behind. We have to make sure our mirror does not deceive us.

Could we continue the same way for the next 10 years?

“On your way to work ask yourself: what project are we working on? Could we choose another way? Could we achieve higher quality? Could we lower our costs? And most importantly – could we continue working in the same way for the next 10 or 20 years?”

If your answer to all the above-mentioned questions is a clear »yes« then let me assure you that you are going in the right direction. If, on the other hand, you disagree and you are not willing to start anything new, then it's better that you turn around and go back home.”

What do you remember most from the presentation of Prof. Dr. Aleksandra Kornhauser-Frazer?



VINKO VOVK, TRIMO'S SALES DIRECTOR

I really enjoyed the presentation. The questions whether we have the products that will keep us IN the market for the next 10 years, and some products and what these products are, surely affect us all.

Recognising opportunities that can be realized is becoming an unavoidable part of science. This is something we have to encourage in our co-operation with universities, to walk with our “eyes open”, look for these opportunities and react on time. One of the important messages was also that we must constantly ask ourselves which extra expertise we need to improve the product and increase our competitiveness.



POLONA BRIŠKI, TRIMO'S BUSINESS EXCELLENCE DEVELOPMENT MANAGER

The presentation of science as a way of thinking that includes objective observation, use of techniques, abilities to predict, recognise opportunities and encourage action, was extremely interesting. The comparison to connecting technology and the economy, which

is a key condition for efficient use of knowledge (reaping), was very interesting and necessary for the progress of development. We simply have to take the seed/ research results to the economy which enables the reaping / use of knowledge in the economy and society. But we have to be aware the limits set by nature in the process.



MIHA KAVČIČ, TRIMO'S HEAD OF THE RESEARCH DEPARTMENT

Prof. Dr. Aleksandra Kornhauser-Frazer is energetic and radiates a positive attitude towards scientific research. For persistent development of a person we need a high quality combination of knowledge (science and technology) and values (the culture) which has to be connected with wisdom.

I remember the chart of her grandchildren that represents the circle of accepting innovation. It starts with great enthusiasm about the innovation which later evaporates because of development; a negative attitude can also be developed. To realize innovation we need hard work and many steps. I can still hear the two quotes: “Everyone knows more than they can say, and can say more than they can write /.../ Some see the things as they are and ask: why? I dream of things that never were, and ask: why not?”



TRIMO'S GENERAL MANAGER TATJANA FINK GAVE TO PROF. DR. ALEKSANDRA KORNSHAUSER - FRAZER - WHOM SHE GOT TO KNOW WHEN THE LATTER INTERVIEWED HER FOR A PUBLICATION FOR UNICEF - A BOOK ENTITLED POZABLIJENA POLOVICA, WHICH PRESENTS THE PORTRAITS OF 129 WOMEN IN THE 19TH AND 20TH CENTURY, IN SLOVENIA.



DURING THE PRESENTATION – IN THE FOREFRONT TRIMO'S COMMERCIAL DIRECTOR BREDA KOTAR AND DESIGN AND R&D DIRECTOR MILOŠ EBNER

Vacation is a Project Too

A good part of the strategic conference was led by a project management expert, Chris Kindermans, who is one of the members of a group of successful European companies (BMW, Philips, Bosch, TNT, EDF, Grundfoss, Ricoh, Unilever, and Solvay), with whom we co-operate on the EFQM PACT project.

POLONA BRIŠKI

This is about the fact that each company conducts their own project to improve particular business operations and spread their knowledge to other project partners. In Trimo, we decided to develop best practices in multi-project management.

Trimo's motto this year is 'Excellent execution accelerates our development'. We understand excellent execution as meaning excellent execution of complete solutions for our customers; of developmental, strategic, and marketing projects, as well as projects concerning improvements and all other projects.

Project management is of key importance to excellent execution. We understand project management as an art of using knowledge, skills, tools, and techniques, to ensure that project goals are achieved.

Have you ever asked yourself what the "butterfly effect" is?

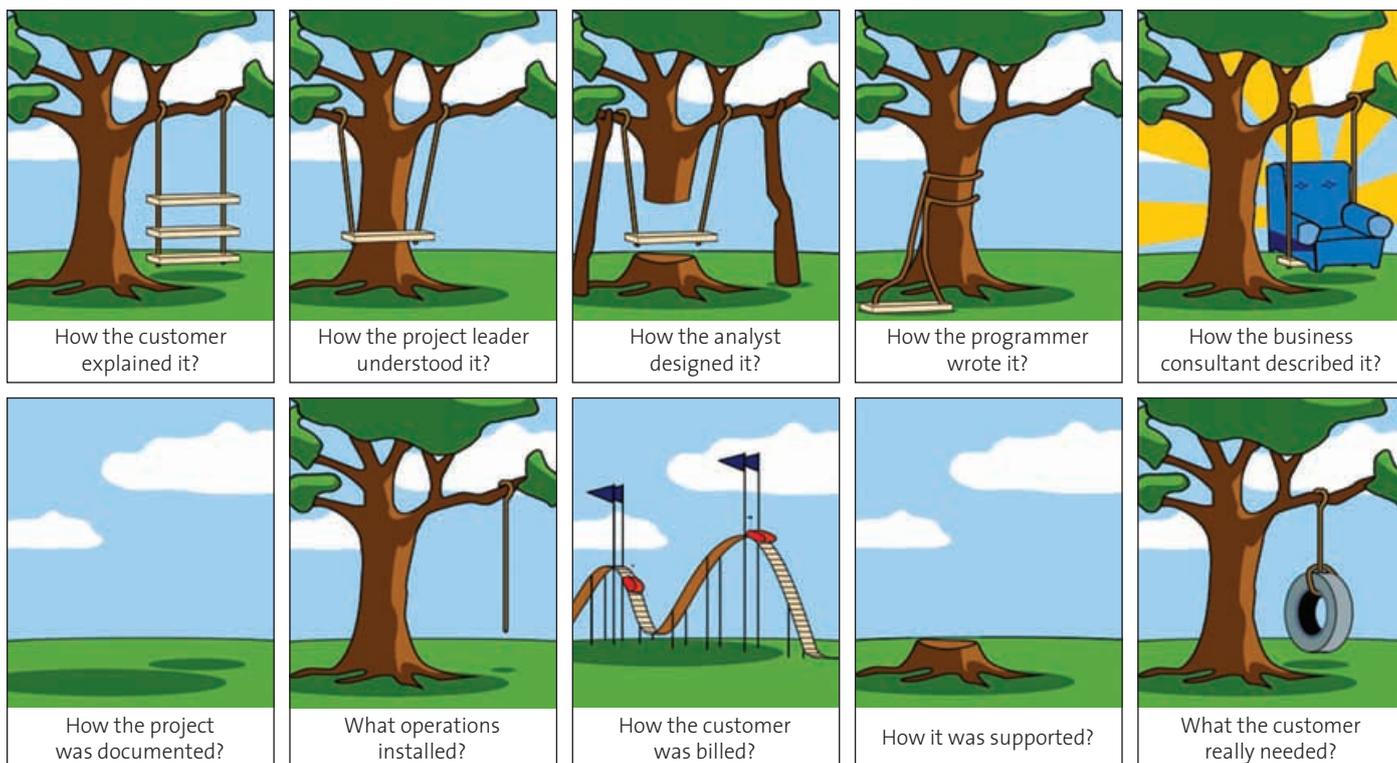
All participants read the Project Management Essentials book prior to the strategic conference; and in order to strengthen our knowledge and prepare for the conference we prepared a picture and text presentation of answers to the

20 key questions. They are: what is a project; what is the Trimo project; what is project management - is it science or art; will the company benefit from it; will the individuals in the company who are the project's stakeholders, benefit; what is multi-project management; what is a project document; what is the scope of a project; what is the life-cycle of project management processes; what is the structural division of work; how does one determine the length of a project; how are project costs estimated; what is earned value; how important is communication in projects; how important is project management to our customers; and what do we understand the "butterfly effect" to be?

You should also try to answer these questions for, as Chris Kindermans says, there are no stupid answers, only stupid questions.

We have been looking for opportunities for improvement

During the strategic conference workshops, where we were divided into 9 groups, we looked for opportunities for improving project management in Trimo. We shared our ideas with the conference participants by presenting concrete proposals. It is important that we understand



SOURCE: PRESENTATION, CHRIS KINDERMANS

what project management is – a system of organizing and managing various sources in a manner ensuring that a project is executed within the scope of a defined extent, quality, time, and cost.

Why is good execution important?

The answer is simple. It is important because of customer satisfaction, improvement of financial results, shareholder satisfaction, employee and company satisfaction; as well as enabling the achievement of strategic goals and the further development of Trimot.

It is important we understand one another

Communication is very important in project management, which was very picturesquely demonstrated by the cartoon.

A game about drawing “a cat on a rug” produces similar results. What if someone asked you to draw them a cat on a rug? What kind of a cat would you draw? You can play the game with your colleagues and family members, and you will discover what a wide range of images people are capable of producing.

Vacation is a project too

We encounter projects in our everyday life. This was demonstrated a number of times by the “spouses”, Maja and Tomaž, during Kindermans’ lectures. Just when the lecturer was speaking about the essence of project management, “the couple” suddenly burst into the lecture room and bickered about their vacation. Tomaž angrily wondered how Maja could have been so foolish to plan a vacation on the coast when the weather forecast was so poor. Maja defended herself by saying that they agreed that she would plan the vacation and not where she would plan it ...

Therefore, a vacation is a project too, or as Chris Kindermans says: “It entails a start, planning, execution – being on vacation, control over it – is it going as it was planned and agreed upon, and a conclusion – for example developing the vacation photographs.”



CHRIS KINDERMANS: “ALL MY EMPLOYEES CAN MAKE A LOT OF MISTAKES, BUT THEY CAN MAKE THE SAME ONE ONLY ONCE. BECAUSE EXPERIENCE COMES FROM MISTAKES WE MAKE. SUCH A COMPANY CULTURE MUST BE ENCOURAGED – WHERE MISTAKES ARE ACCEPTABLE, THEY JUST NEED TO BE IDENTIFIED AS SOON AS POSSIBLE.”



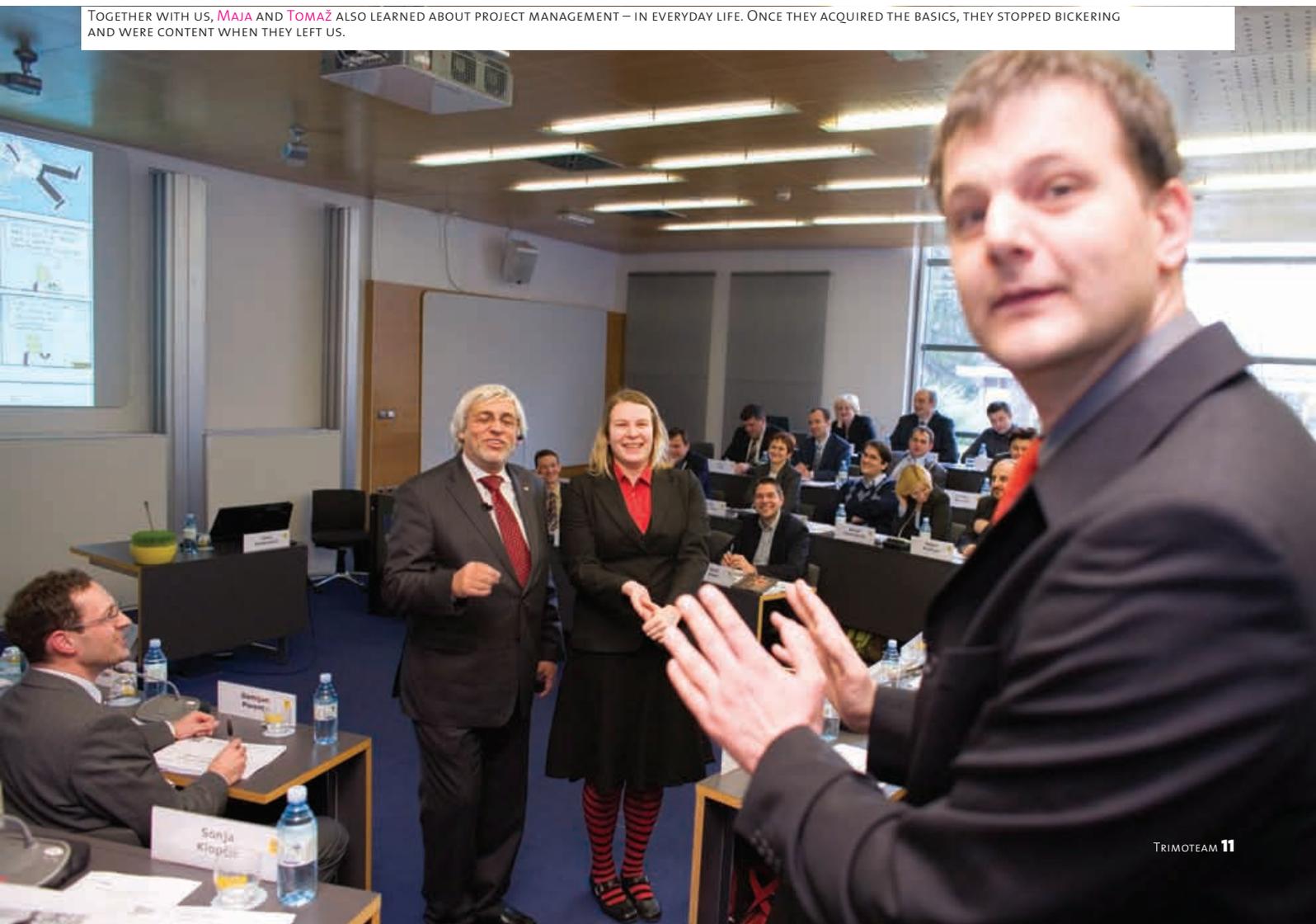
WORKING IN GROUPS AT THE WORKSHOPS.





WHEN SERIOUS LECTURES ALSO MAKE US LAUGH.

TOGETHER WITH US, **MAJA** AND **TOMAŽ** ALSO LEARNED ABOUT PROJECT MANAGEMENT – IN EVERYDAY LIFE. ONCE THEY ACQUIRED THE BASICS, THEY STOPPED BICKERING AND WERE CONTENT WHEN THEY LEFT US.



Project Management Requires Working with People

Making a Mistake Once is Allowed



Chris Kindermans is a certified expert on project management, a professor and lecturer at various faculties, with over 35 years of experience in local and international work positions, in corporate and operative management. He has over 20 years of experience of working in international environments, where he led multicultural teams. He co-operated with many multinational companies, such as Alcatel-Lucent, Organi, Echo, Siemens, Atlas Copco, and others. In his free time he likes to read, watch movies or go to theatre, and travel. He is also an active member of the Keith Johnstone improvisation theatre. We spent two days with him at the strategic conference in Bled in Slovenia.

JANA LUTOVAC LAH

Where do you see the challenges in project management?

Most challenges include identifying the customer's requirements and determination of unambiguous and achievable goals. But at the same time we have to preserve a balance with regard to requirements between quality, quantity, time, and cost. Both have to be performed in a stable, but controlled manner, considering our specifications, plans, and positions, on various matters, and the expectations of various stakeholders.

Which project management mistakes do beginners usually make?

Beginners focus too much of their attention on technology, technical solutions, task delegation, and forget about working with people, with teams that come from different environments, and positions.

Their "hard skills" are usually well developed, meaning that they know how to manage a project, but they are lacking in "soft skills",

which means they are not good at conflict management, negotiation, and inter-personal relations. Imagine if your superior or the number one man in the company, working on your project, was a beginner in project management. This means they need to report to you on their work and that you can tell them what to do – not as a director, but as a project leader, responsible for a particular task. Many people will say that they could not bring themselves to delegate tasks to their superior. But a good project leader must also be able to handle these types of situations.

You said that an excellent project leader doesn't exist. You don't consider yourself to be excellent at it, even though you have been working in the area of project leadership for decades. How does one become at least a good project leader?

A good project leader knows and understands all stages of development. They are aware of the areas in which they require more training and to attend various courses to improve themselves. However, I still believe they will never be excellent. Unfortunately, one can become a good project leader only by learning from one's mistakes. That is why I allow all my employees to make a lot of mistakes, but they can make the same one only once. I believe in shaping a culture where mistakes are permissible, because that allows us to build good, but not the best, project leaders, for I think the latter do not exist.

We prefer to learn from other people's mistakes. So – which are the most common



CHRIS KINDERMANS

mistakes made when planning a particular project?

We are often too optimistic, meaning that we think we are going to get it all done in a very short amount of time. We must consider the facts, the actual work. That is important.

Let's look at an example – a simple, very ordinary mini project: it is 14.45 and I need to make a copy of a document by 15.30. When should I commence my task?

We will be talking about risks that we need to consider when taking on a project. In this particular case we have to think of the possibility that you might have problems with your finger. That means that you'll not be able to press the start button on the photocopying machine. It is also possible that the machine will break.

You need to decide, which risks you are willing to accept. So let's think – aha, the machine is of a high-quality brand. So you can come to a decision that it would be reasonable not to expect any trouble. Additionally, it seems logical that you'll not be having problems with your finger. So if the task needs to be completed by 15:30 and if you have trouble with your finger, it will take you 10 minutes to run to the pharmacy to get a band aid. When you add another 15 minutes you need to plan the activities of the project, you come to the conclusion you'll need to start 25 minutes before your deadline. That is 15:05. If the photocopier were to break, it would take 2 days to have it fixed. Consequently, you would have had to start working on your projects 2 days ago.

It sometimes seems that project leaders lack sufficient power to make decisions. Where do you see the solution to this problem?

It depends on the decision that needs to be made. It is important that every project leader has their sponsor, with whom they discuss their competencies prior to the commencement of the project. The solution, therefore, lies in directly asking your sponsor prior to the commencement of the project what your decision-making level is. It is also important that they have enough time to discuss matters with their sponsor.

What can project leaders and team members expect from the company?

This depends upon the company's culture. My feeling is that in Trimo you really want to tackle the challenge of project management. I believe that it creates benefits for each and every employee. Just the fact that an employee has the opportunity to learn about project management is an advantage, allowing you to further enrich your career path.

You are not just a professor that reads about theories on project management. You also work in practice. I am certain you have many different memories regarding project management. Would you mind sharing them with us?

Each project is unique. I have learned that project management revolves around people and much less around technologies and science, and that most people are experts in their areas. Project management is a team effort, and working with people is very rewarding. I have also

learned that conflict resolution is possible only when you tackle them head on. As for the horror stories – perhaps when we meet over a Belgian beer ...

We have learned a lot from you in these couple of days. I am certain you have also learned something from us. What insights have you gained?

Absolutely. I always find it interesting to see how people respond to what I am saying. I continuously learn. I am interested in different cultures and people's reactions. For example, when I work in South East Asia or the Middle East I get a lot of positive, dynamic, feedback from my listeners. The story is completely different in Belgium, England, France, or Germany, where the response is not the same. The listeners will say: "yes" and then no longer show any interest. Your colleague Viktor (Zaletelj from Trimo) shared his position, which differs from mine, in a positive manner. If I encountered a Viktor in the West, he would bite my head off. His response would be a negative one. And that too is a challenge. I like positive and dynamic teams. I have therefore enjoyed your company.



SONJA KLOPČIČ, M.Sc., TRIMO'S COMPETENCE DEVELOPMENT MANAGER

From Electrical Engineer to Competence Development Manager

»Sonja, I know what competencies are, but I have to admit, I am not entirely sure what you do as Competence Development Manager,»

SONJA KLOPČIČ, M.Sc.

said Jana, carefully broaching the subject of my work. I am used to such questions, because a search of the term "Competence Development Manager" using a Slovene search engine Najdi.si, produces a very poor result – we only get 5 hits and they all relate to Trimo. Some developmentally dynamic companies in the world are already familiar with this, or a similar job description. We can, therefore, find job advertisements for supply-chain competency managers, competency managers for uniformity, education, and even competency development managers.

What exactly does it mean to be Competence Development Manager?

First let us explain what competencies are. They are a mesh of knowledge, skills, behavioural

characteristics, values, and think patterns – everything that can make a company or an individual successful.

The development of competencies is a process in which we determine what competencies are required in order to achieve the company's strategic goals, and make sure the company acquires them. Hence, the task of Competence Development Manager is to be directly responsible for this area of work.

A good understanding and awareness of key competencies regarding the company, team, and personal competencies, is an important skill they must possess. They must also be competent in achieving goals, that is, carrying out set goals.

I personally understand this profession as connecting and uncovering people's and company's hidden talents and abilities, determining which competencies will be important in the future, and developing appropriate approaches that will allow the company as well as the individual to develop the necessary competencies. I like the fact that I am able to involve and interconnect intellectual, emotional, and spiritual, intelligence, and in this manner develop new approaches. I am proud that I am able to participate in the creation of this profession and I believe that in the future it will be very sought after.

What are the tasks of the Competence Development in Trimo Group?

My task is to manage and coordinate activities in the area of employee development in the Trimo Group, in order for the company or employees to achieve planned competencies. I help transfer values, processes, and strategic projects to the subsidiaries abroad. In accordance with an agreement with the Management Board I lead strategic projects – for example, the preparation of an umbrella policy on information safety, and appropriate policies on safe internet access, the acceptable use of means of communication and the like; or a project regarding an employee 'variable bonus scheme'.

My tasks also include analysis of the state of competencies in the subsidiaries, proposing activities to develop competencies, coordinating execution of these activities, managing competency development projects, and recognising and developing talent.

What were the first activities you performed?

My work in Trimo commenced in mid June, 2007, in the week of business excellence evaluation. I first set up an Intranet site – Electronic School for Innovative Leaders (e-SIL), which can be accessed via the Knowledge treasury and e-learning links on the Intranet. There are currently 130 multimedia (audio and video) materials published on it, organized into individual competencies. In the spring we will upgrade the site with new, interactive content. This will enable us to take even greater advantage of the true power and benefits of e-learning.

The second activity was connected in preparation and presentation of the rule book on bonuses and innovation protection. It defines the method of protection and remuneration of innovation, which provides the company with intellectual property protection, and plays a strong motivational role among employees.

After that I took over the coordination of the leadership development process in cooperation with an external contractor, 'Five Steps'. This process is extremely important to Trimo, because with complete leadership development we bring new realizations into the company, open new dimensions, and develop new approaches to meet the challenges of the future.

How did you approach competency development in Trimo Inženjering in Serbia?

I first helped set up the basic human resources systems which the company urgently needed,

due to its quick growth. We adopted a systematisation of work positions, a new pay system, and certain measures to stop employee replacements and employee fluctuation, respectively.

After analyzing the current state of competencies, I prepared a competency development program. At the centre of it is the leadership school, whose purpose is to shorten the time required to train new leaders. First, it offers basic management knowledge, which will later be expanded with the needed 'know-how' to further develop one's professional career and personal development. An important element of the schooling is team-work and motivational support – both with a goal to building and developing a strong team leader, who is able to listen to the customers as well as employees and business partners.

Training the leaders

Leadership training is conducted twice a month in the afternoon for 2 school hours, in the form of lectures and workshops. They also participate in programs on establishing and strengthening team-work. Special emphasis will be given to shorter forms of knowledge transfer among employees – for example, 15 minute presentations at staff meetings, explanation of processes, SAP module operations, computer workshops, and spreading of similar useful knowledge.

We will use our e-learning materials also in Serbia and by doing so emphasise a personal study program. It will be further encouraged with the set up of a library with professional books and magazines.

Coaching, which is a specific form of business training, is the most effective method of competency development among leaders. I have therefore taken on the task of individual coaching of the Head of Sales of Complete Solution in our company in Serbia. In light of his promotion and thus acceptance of greater responsibility, I am helping him develop leadership competencies which still need to be developed.

What was the career path of our Competence Development Manager development like?

After completing my electrical engineering studies I got an internship position in the Development Department in the company Eti from Izlake in Slovenia. I was soon attracted to computer information technology, which at that time was developing fast and found myself in a group of young computer enthusiasts that later established a company named Oria. There, I first took over the responsibilities of a project leader and later the responsibility of managing the entire company.

My focus of interest therefore started moving away from information technology and towards people, because I soon realized that people play a crucial role in the business world as well. I have developed a competency model, which suited the needs of the company. As a leader I paid special attention to key staff members and talent. I trained and developed myself, the leadership team, and key staff members. During this time I also got my Masters degree at the Slovene Faculty of Economics.

I established many of my own new approaches – from employee evaluation with the Victoria system (for which we, an innovation team, received the Golden Award for Innovation from the Chamber of Commerce and Industry of Slovenia), company organisation of processes, to innovation in a form of Inovatoria (incubator for new ideas) ...

The systems I set up have significantly increased Oria Computers' material and social capital, and I myself was able to well develop all types of intelligence. When my internal voice told me that it was time to make a change I decided to listen to it, and after successfully completing my third mandate I concluded my second professional career. I was ready to take on new professional challenges.

These experiences, way of thinking and working, my interest in development and people, and willingness to discover new things have most likely contributed to me being invited to come onboard by Trimo's General Manager, Tatjana Fink. I gladly accepted the invitation.

Who is Sonja Klopčič privately?

I am married and a mother of two high school children – a son and a daughter. My family and I live in Zagorje in Slovenia. In my private time I enjoy the company of good books and friends, with which my family has been keeping company for years. So in the winter we regularly play basketball (our children are now already joining in), beach volleyball in the summer; we also go skiing together, hiking to the mountains, and occasionally to the sea-shore. In our family we also travel each year and together experience and learn about new places.

In addition to my fundamental values, such as honesty and ethics, I am also a curious, open, and trustworthy person. I believe that in the business world managers can importantly influence well being and can activate employees' potentials; and in doing so we can spread this positive influence into their families and environment.

This requires innovative leaders, who seek, develop and pave the way to a better world. I wish to be part of that and contribute my knowledge, experience, ideas and energy to bringing these changes about.

Difficult Entry – Great Success

JURE GOŠTE

The English Trimo group consists of 5 musketeers who are, with their activities, fighting to keep the rain away from the British island and bring as much sunshine into their everyday work and success, as is possible.



JURE GOŠTE, DIRECTOR OF TRIMO UK LTD.

A good 3 years ago the team consisted of only one member who was responsible for everything – all operational and other activities in the company. Using a well thought through and systematic approach we were able to build an enviable team in a good 3 years. How? By having a positive attitude towards work, life, and creating interpersonal relationships, inside and outside of the team. Continuous growth, stability, and development are also part of our long-term strategy.

England is expensive

Trimo has been present on Great Britain's market for little under 7 years. Entry onto this market was one of Trimo's most difficult endeavours, as well as one of the most expensive. The cost of living, as well as business operation costs, are extremely high, and can be as much as two to three times higher than those in Central or East Europe. This is especially well demonstrated when one goes out for a beer or coffee with friends, or a lunch with business partners.

Tested on the island

Great Britain is still very much a traditional country, but on the other hand very open towards innovation, new products, ideas, and solutions. This means that they are prepared to listen to what we have to say for a long time, and they nod and praise our solutions. But they have a hard time deciding to actually use what is offered, until a solution or a product is tested by someone else which makes it "tested in Great Britain". So in that respect, Trimo's references and reputation in Europe haven't done us much good, or none at all, when trying to enter the

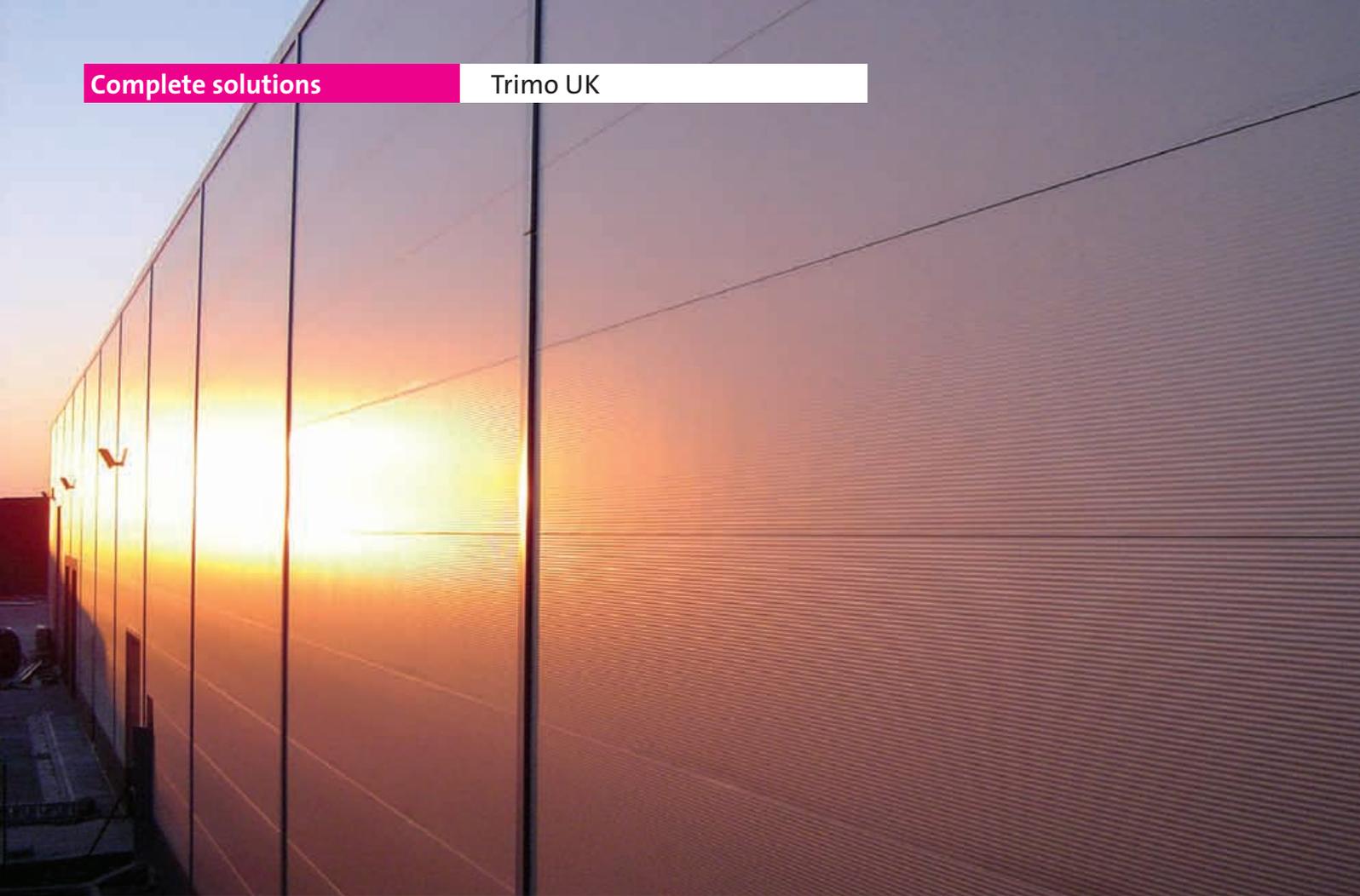
island's market. We had to build our own reference base and reputation which has, and will, serve as the basis for our future development and market growth.

Environmental protection is important

A lot of time passes from when negotiations first start to the final execution of a project; on average anywhere from 10 months to 2 year, or more. It is very difficult to obtain the appropriate consents and building permits. Many different variations on the projects need to be prepared, environmental impact studies, use of alternative energy sources, and greenhouse gas emissions considered, etc.

Great Britain is at the forefront of countries pledged to reduce greenhouse gas emissions, hence these requirements, procedures, and rules are quickly becoming increasingly strict. This is especially true in the area of industrial and residential construction, because heating of buildings is recognized as one of the main and largest users of energy.

The complexity and severity of various regulations, particularly those concerning health and safety at work, make the execution of a project very time consuming. We have worked hard these past years to teach our Slovene transport operator the basic rules and requirements of wearing the mandatory safety gear when present on an English construction site. We've had quite a few unpleasant incidents, which played a particularly critical role in our supplies to the largest London airports - Gatwick and Heathrow.



COCA - COLA HBC, IRELAND

Meeting Prince Charles

Each project and order, respectively represent a special success story, regardless of size and value, because we know how much effort is put into sales activities. We do tiny projects requiring a couple of 100 square meters of panels as well as "huge" ones requiring a few tens of thousands of square meters of panels. A couple of years ago we supplied a bakery in Cornwall with 50 square meters of panels for their extension, which was ceremoniously opened by Prince Charles himself. And we also supplied an oilfield in Kazakhstan with over 100 thousand square meters of panels which were used on more than 50 buildings, for a total of 5 million Euro.

We are particularly proud of and pleased with those projects where we were able to beat our competition by using our skills and solutions, and prove to the customer that Trimo is the (best) better choice.

The incredible Ikea Coventry project

We build our business mostly on the basis of interpersonal relations and our partners' confidence in Trimo and its products. Once such a relationship is built, it can truly be called a partnership.

Price is no longer the basic reason and the determining factor for cooperation. The most important factors now become suitability and optimal solutions for this particular project. This is well demonstrated by the recently concluded Ikea Coventry project, where a general agreement with a competitor was in place. The English project

team (an architect, general contractor, assembly contractor, and others) simply did not trust the supplier, because they didn't have a representative office and support in the area; additionally, they had a poor reputation and long delivery periods. With joined forces we were able to convince the investor to use Trimo solutions instead. We carried out an incredible project, using panels TrimoRaster and Trimoterm Invisio, totalling over 800,000 Euro.

Multi-nationality

Using its subsidiary in Ireland, a customer from Turkey ordered material and services in Great Britain for an American investor for a project in Kazakhstan. Trimo UK handed the order over to its parent company in Slovenia, where they used materials from Slovenia, France, Italy, Switzerland, Germany, Slovakia, and elsewhere. An Italian transport operator delivered the goods to Kazakhstan and the final payment came from Switzerland.

Our fundamental advantage

Having strong support from our parent company allows us to constantly offer suitable and innovative solutions, fitting the needs of individual customers and projects. We offer complete solutions and not just a product. We offer the same level of dedication to small and larger projects. We are achieving an above average level of new product sales of 40 percent.

One of the factors that make Trimo an attractive choice for our employees is its high level of innovation and development, because this type of environment allows them to continuously learn

and gain new knowledge and insights as well as to grow, professionally and personally.

What do the musketeers do in their free time?

Paul Kinsey, Commercial Director, mostly likes to have fun with his friends and enjoy life to the fullest. His wife Andrea and a Labrador named Bailey keep him company in his great new house. He is also a big fan of his local Liverpool soccer team.

Mark Lewis, Head of Regional Sales, is, in addition to his job, fully occupied by his daughters Emma and Ceri, as well as wife Jeanette. What he finds relaxing are weekend shopping trips with his family and walks with the dog along the nearby shore.

Andy Carroll, Head of Regional Sales, enjoys making soup, walks in the nature, and the nearby coast of Eastbourne. The female and male colleagues from the introductory training for newly employed, in Slovenia, were smitten with him, and we are still not quite sure with what and how he was able to achieve that.

Head of Regional Sales, Julijan Taljat, and I spend our weekends playing tennis, rollerblading around the artificially made Dorney Lake, walking to the nearby Windsor Castle, and visiting the always appealing London, because we live only 30 kilometres away from this city of 8 million people. We are returning to Slovenia more and more often, where we are arranging our apartment and house, respectively. To us, working abroad mostly means acquiring new experiences on our professional path as well as new understanding of various people and cultures.

Building By Playing with Blocks

MITJA VOVKO

An idea for a system of infinite stacking of blocks of different sizes but similar shapes, upon one another, probably first occurred to a humble carpenter, Ole Kirk Christiansen in 1932, when he carved out the first set of wooden blocks in his workshop. In the following years the idea of blocks developed to the extent where 8 years ago it received a world prize for the best and most widely spread game idea of all time.

In the area of design and construction of sports halls we have, until now, been manufacturing individual projects and solutions in line with an investor's specific demands and an architect's design. These types of projects are tailor-made and fit all of the customer's demands, but are less economically effective. The so called fixed solutions in most cases aren't sufficiently adaptable for use in different architectural environments.

It is well known that the rules of some sport's games hardly ever change around the world. One of the things that are uniform to sports halls, and very important from a design point of view, are the dimensions of the floor plan and height of a playing court or field.

Trimo's Development Centre designed 18 modules for various sports, and accompanying commercial purposes. In doing so, we considered the trends, user needs, standards, and technical limitations. We co-operated with noted sport experts; the architect Boris Leskovec, PhD; and the Faculties of Architecture and Sport.

Each module represents a particular function of a sports hall and offers pre-prepared solutions regarding statics. With the correct placement on a basic floor plan grid, which is modified to fit the standard load ranges and dimensions of Trimo's elements and products, it is possible to assemble a number of different module combinations, and with that an infinite number of sport hall design ideas.

A multipurpose sport hall can therefore be designed using multiple modules: playing court module, dressing room, reception area module, equipment storage area, and an installation equipment module. The hall design takes into consideration all European sport standards,

offers power supply solutions, and a contemporary façade shell design, adapted to the local architecture. Modular sport facilities are largely intended for elementary and high schools, as well as smaller towns, and accommodate up to 1,200 spectators.

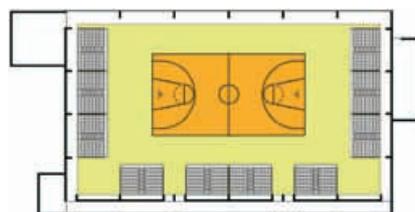
Trimo's system of modular sport halls can be adapted to meet any requirements or ideas a

customer or designer might have. The construction allows for subsequent additions or removals and that makes the sport hall more financially sound and accessible to a wider circle of sport users.

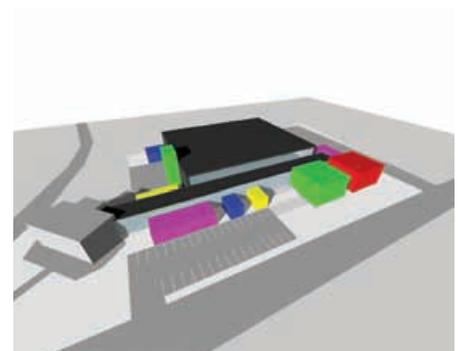
In a sense, the modular sport hall has further developed the idea of the humble Danish carpenter on the infinite number of combinations of stacking blocks, with the idea of modularity - which offers an infinite number of combinations in architecture.



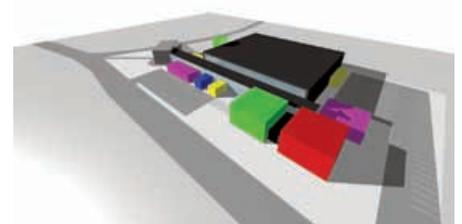
AN EXAMPLE OF A FAÇADE SHELL SOLUTION USING THE MIFF SYSTEM, HANDBALL SPORTS HALL LORA SPLIT, CROATIA; ARCHITECT: LJUBLJANA RADULOVIC-MODRUŠAN



MULTI-PURPOSE PLAYING COURT USING THE MODULAR SPORTS FACILITIES SYSTEM IN A THREE-SECTION HANDBALL SPORTS HALL



SPATIAL PLAN FOR THE NEMŠKA VAS SPORTS HALL, TREBNJE, SLOVENIA USING THE MODULAR SPORTS FACILITIES SYSTEM; ARCHITECT: ALEŠ PRINČIČ



SPATIAL PLAN FOR THE NEMŠKA VAS SPORTS HALL, TREBNJE, SLOVENIA USING THE MODULAR SPORTS FACILITIES SYSTEM; ARCHITECT: ALEŠ PRINČIČ

Why Do Our Customers Come Back?

PETRA KOVAČ

“A correct, timely, professional attitude, and always being available!”

“Employees are very well organized.”

“Good material, excellent quality, relatively long waiting period.”

“Trimo offers high-quality, complete solutions.”

All our activities are aimed at satisfied and loyal customers. Trimo first started measuring customer satisfaction back in 1990, and in its foreign markets in 2002. The purpose of measuring customer satisfaction is, of course, to monitor satisfaction levels and analyze the results, in order to improve cooperation between the two.

Last year we measured satisfaction in Slovenia, Austria, Croatia, and the Czech Republic. We sent out a total of 259 questionnaires. 87 were completed and returned, giving us a 34 percent response rate.

The analysis of external communication with customers showed very different results in various countries. In Slovenia, the highest marks went to references; in Austria to the sales team, brochures and catalogues; in Croatia to references, brochures, and catalogues. Can you guess who received the highest marks in the Czech Republic? The sales team.

The most important product characteristics to a customer

The customers marked the following product characteristics as the most important when deciding on a purchase: product reliability, its quality, and a personalized offer meeting their individual needs. What the customers find important corresponds to their evaluation of Trimo. They gave their highest marks to quality, product reliability, and product usefulness.

What is most important to a customer?

What is most important to our customers is delivery and assembly within the agreed time, professionalism, and staff availability. There is still room for improvement in the first 2 categories when we look at the marks Trimo received from

customers. We received very high marks in professionalism and customer availability.

With regard to price, customers agreed that payment terms, as well as competitive prices, and the price to quality ratio, play a very important role. Trimo received the highest mark in the last category.

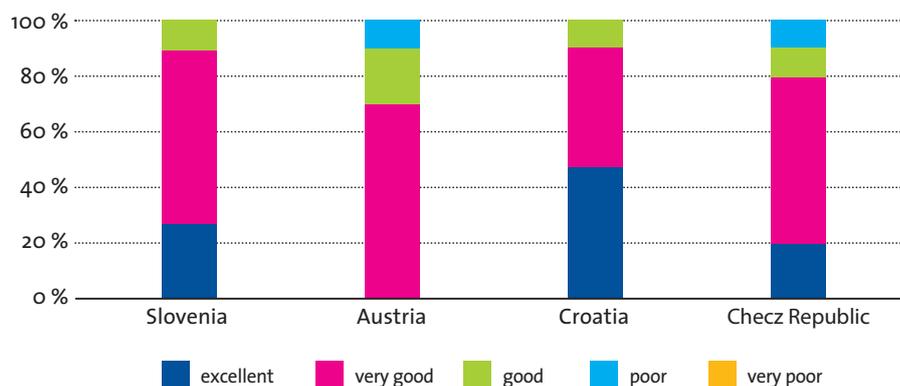
Comparison with competition

We have asked customers in all 4 markets to compare Trimo to their main competitor in their respective market. We received significantly higher marks for product quality than our competitor in all markets. In Croatia, we did better than our competitor in all categories. In Slovenia we did better in all categories but price. In Austria and the Czech Republic the competitor received higher marks for their offer of complete solutions, more customer individualized offers, better price, and sticking to the deadlines.

We are considered a desired long-term partner in all 4 markets. More than 90 percent of our customers would recommend Trimo's products and services to their business partners.

Where will we measure customer satisfaction this year?

Based on the analysis of the questionnaires we prepare an action plan, where we define the activities that will help us further improve customer satisfaction. Customer satisfaction will this year be measured in Slovenia, Spain, Great Britain, Serbia, Hungary, and Poland. We believe, and are keeping our fingers crossed, that customer satisfaction will increase this year, giving us an even better result.



EVALUATION OF BUSINESS COOPERATION WITH TRIMO – COMPARISON AMONG MARKETS

In Trimo We Build

MATJAŽ STRAŠEK

Investor: Trimo Građenje d. o. o.
Location: Slavonski Brod, Croatia
Beginning of work: November 2007
Building: Osijek Koteks
Type of building: business and storage project
Quantities: STEEL - 12 t, SNV - 1,087 m²,
 FTV - 1,184 m²



Investor: Trimo Građenje d. o. o.
Location: Slavonski Brod, Croatia
Beginning of work: November 2007
Building: Supernova-Obi
Type of building: commercial centre
Quantities: STEEL - 5,9 t, FTV - 5,147 m²,
 VVO - 68 m²



Investor: Protim Ržišnik Perc
Location: Šenčur, Slovenia
Beginning of work: December 2007
Building: Protim Ržišnik Perc - building P2B10
Type of building: business and storage building
Quantities: STEEL - 34 t, FTV - 1,263 m²,
 TPF835 - 177 m²



Investor: SGP Tehnik d. d.
Location: Škofja Loka, slovenia
Beginning of work: December 2007
Building: Sibo G
Type of building: business and manufacturing building
Quantities: STEEL - 78 t, TP835 - 32 m², TPO1000 - 182 m², SNV - 327 m², FTV - 2,650 m², VVZ - 75 m²



Investor: Trimo Građenje d. o. o.
Location: Zagreb, Croatia
Beginning of work: November 2007
Building: HT DATA
Type of building: business building
Quantities: STEEL - 11 t, SNV - 651 m²,
 FTV - 1,174 m²



Czech Assembly Men in Trebnje

MATJAŽ STRAŠEK

We sell a lot of Trimo's products in the Czech Republic, which are assembled by local companies. Their work is very important, because it impacts customer satisfaction.

Because of this fact, Trimo organizes annual educational courses intended for assembly contractors.

This year the educational courses took place in mid February. Trimo associates Brane Tisu, in charge of Technical Consulting, prepared a presentation on façade systems and new products for our colleagues from the Czech Republic, and the Product Manager, Bogdan Šprenko, prepared a marketing presentation about the Trimo Raster panel.

A part of the course was aimed at the subject of excellent execution of assembly with emphasis on the quality of execution and best practice sharing. Miha Šantavec from the Project Management and Assembly Department and Duško Milošević from Trimo, an assembly instructor acquainted them with the assembly of Trimo Raster panels. They also exchanged opinions on the best methods of assembly.

The assembly men took a tour of our production site in Trebnje, where our parent company is located and expressed enthusiasm over the panel manufacture technology, tidiness of the site, and Trimo as a whole.

The participants received a certificate at the end of their training.

The Czech assembly men also took a look at our references (Merkur, Supernova, Leclerc, Obi, Viator Vektor, and Lidl). We also showed them the main city of Slovenia, Ljubljana.

Additionally, we spent some time together in a more informal atmosphere – we had dinner and went bowling. And despite the Czech Republic having a very long beer brewing tradition, the participants still quite enjoyed Slovene beer.



FRANTIŠEK SLÁDEK



TOMÁŠ TEŠÍK



PETR KRAITL

"The gathering was very well organized, the atmosphere was wonderful and we learned many new things. I especially enjoyed going bowling."

"I was satisfied with the training; the topics were well selected and very instructional. I was positively surprised on my tour of the production site."

"The lectures were very interesting, especially the one on Trimo Raster. I have learned many new things. I also really enjoyed the tour of the buildings, Ljubljana, and the social part of the evening."

To Have Excellent Assembly in Serbia as Well

MATJAŽ STRAŠEK

Due to increased sales of buildings in Serbia, we are also experiencing an increase in assembly services. We have therefore prepared a training course for assembly personnel from 5 companies, on a mini construction site assembly model, at our factory in Šimanovci in Serbia.

Zoran Marković, Assistant Director of Trimo Inženjering (Trimo Engineering) prepared a presentation, explaining the importance of quality, sticking to deadlines, and attitude towards material and customers. The practical part of the training was conducted by an assembly instructor, Duško Milošević. He gave the participants an opportunity to experience how to assemble a roof, façade, and tin-plated finishing elements. At the end of the training Marković said: "By providing theoretical and practical training we successfully trained 5 new people this January, who approached this task with commitment and a wish to become a Trimo operator. Duško Milošević from Trimo was of great help in the execution of the practical part of the training. I would like to thank him for his commitment and efforts in sharing his knowledge and many years of experience."



FAÇADE ASSEMBLY



ROOF ASSEMBLY



CONCLUSION OF AN ASSEMBLY

When a Mother Surrenders a Part of Her Maternity Leave to the Father

JANA LUTOVAC LAH

We talked to Miloš Ebner, Trimo's Design and R&D Director, about his experiences regarding his paternity and maternity leave (a right bestowed upon men by the Slovene legislature).



MILOŠ EBNER, TRIMO'S DESIGN AND R&D DIRECTOR

You have just recently returned from your paternity leave. It is very popular in Slovenia, because as much as 72 percent of fathers take advantage of this option. What did you do during this time?

I see paternity leave mostly as way of helping the family settle in and adjust to the new situation following the arrival of a new member into the family. Therefore I mostly helped with preparation, purchasing, and organization of everything that was required. Because the mother was less "mobile" for a while after she returned from the hospital, my task was mostly to manage everything that had to do with shopping and matters that had to be taken care of outside of the home, as well as all the physically more challenging activities.

Because we already have one child, my partner and I agreed that I will pay extra attention to our first daughter for this period of time, so she wouldn't feel too left out due to the arrival of the new family member. I, of course, also spent some of my time with the new baby, so we also had the chance to get "acquainted".

With your first child you also took advantage of the childcare leave. Only 6 percent of Slovene fathers do that. You yourself had the opportunity to experience different reactions to your decision. To what do you contribute such a low level of interest?

I don't know. There are probably numerous reasons. The father and the mother must first talk about it and come to an agreement, because the mother is required to "surrender" part of her maternity leave to the child's father. Additionally, I guess some people see this option as a "hindrance" to their career. Unfortunately, fathers still understand it as a "sacrifice" that a mother has to make. It certainly also has to do with habits and traditions which change very slowly. This is particularly true in managerial and other demanding professions. It doesn't really have to do with the issue of gender, as it does with the idea that it just doesn't "behave" a manager to be absent for a period of time, because then things might just fall apart.

I have responded to this type of prejudice a number of times, saying that if a manager's work isn't organized in a manner that would allow them to be absent for a few weeks or a month, then there is something seriously wrong. I also believe that an employee, whose personal and professional life is well balanced, is more efficient at work than those whose personal life isn't "under control". And considering that Trimo never put obstacles in my way, on the contrary, I am certain that Trimo truly is a family-friendly company that understands the bigger picture very well.

Do you perhaps remember the first day you were alone with the child? What stuck in your memory?

When you get children, you are faced with new prospects, priorities, and outlook on life. Everyday you spend with your child is special and they teach me something new every day, if nothing else then being joyful and open towards life.

12 Trimo Group's employees are on maternity leave.

CROATIA:	1
SERBIA:	1
RUSSIA (CIS):	1
SLOVENIA:	9

SOURCE: TRIMO

Welcome to the column we have named 'Working Together'. There are so many different employee profiles in Trimo with all sorts of knowledge that it would be a shame to overlook them. There are architects, builders, economists, lawyers, and others among us whose knowledge can come in very handy in our everyday lives. There are also our cooks, whose nut and raisin cake, Potica's, lovely smell, spreads all the way to Ljubljana.

Additionally, we are so large that we know almost the entire world. And how homely the feeling when we see Trimo's products on our trip, knowing that we are close to one another, that this is where our friends and colleagues are.

This time we'll be working together on furnishing an apartment and travelling to Budapest. If you would also like to ask your colleagues for help, write us to:

Trimo, d. d. Trimoteam – Working together
Prijeteljva cesta 12
8210 Trebnje
Slovenia

or
trimotim@trimo.si

Subject: Refurnishing spruced up the apartment

From: Tanja from Ljubljana

For: trimotim@trimo.si

Attachment: floor plan

Hello,

I bought a smaller, 1-bedroom apartment, measuring 37 square meters, paying just about everything I owned for it. So I must watch every cent in my attempt to furnish it. I would truly appreciate it if our architects could offer some advice on how to furnish it. The light beige kitchen with dark brown finishing elements and white table will stay in the apartment. The bathroom is new and doesn't require renovation. I will put in a new parquet floor, most likely bamboo because of its light colour.

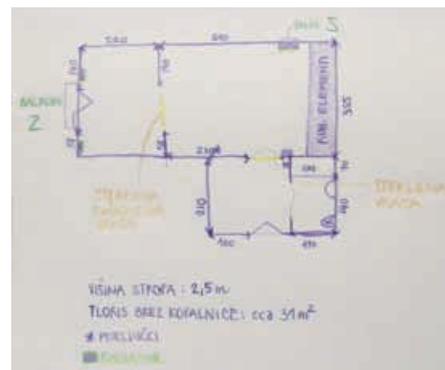
I am a very social person and I expect I will be having company over the weekend. I often also work from home. I don't cook much. I have tons of photographs from different travels I would like to display in my new home.

I am enclosing the floor plan I drew myself.

I would like to kindly thank you for your advice.

With kind regards,

Tanja from Ljubljana, Slovenia



Reply: Refurnishing spruced up the apartment



MITJA VOVKO,
B.A. IN ARCHITECTURE
FROM TRIMO

Tanja wishes to refurnish and spruce up a smaller apartment, measuring 37 square meters, of standard floor height of 2.5 meters. The living quarters are made up of the hallway with a bathroom, joined living space, a kitchen space, and a small outer balcony. The position of support walls does not offer an abundance of choices, but smaller changes to the floor plan can improve the layout in a sensible manner. For a more advanced design we would also need to acquire the position of the apartment.

The hallway, which represents the first contact with the apartment, needs to be furnished with tall wardrobe closets, preferably without very protruding door knobs. For the floor, I would recommend using a material that is easy to clean and will be resistant to eventual moisture (ceramics, artificial washable material).

It would make sense to have the bathroom door open into the hallway, which would give you more space in the bathroom to install bathroom appliances. The bathtub should be replaced by a comfortable shower cabin, a tall cabinet added for storage, and a rail-type radiator installed for drying. The floor should be covered with a durable material offering the same properties as the one in the hallway.

The kitchen space is correctly positioned on the inside of the room, but some extra working surface (a service counter facing the dining room) has to be added as well as effective ventilation installed. The wall between the dining room (occasional workplace) and living area needs to be removed to achieve an open space effect and allow the light to come in. The wall can be replaced with a tall, wooden, partially transparent book case, which is also suitable for storing souvenirs. This visually separates the living area, which comes in handy at night when this living corner turns into a bedroom.

The TV, HiFi, CD- and DVD-players can be placed under the ceiling, positioned to face a certain direction. A beamer hanging from the ceiling can take advantage of the white wall and use it a screen. A low cabinet can be placed along the entire length of the wall which can be used for storage of miscellaneous things. I would suggest the same type of flooring be used for the kitchen, dining room, and living room. It is recommended to use solid wood, because contemporary processing thereof offers a floor that is pleasant to touch and at the same time water resistant. Wall colours should be in line with the function of the area. I would suggest a warm brownish tone for the living room, white for the kitchen, and blue for the bathroom. In most cases it is sufficient if only side of the room is painted.



Subject: Hello to Budapest

From: Katja from Novo Mesto

For: trimotim@trimo.si

Attachment:

Hello to Budapest,

My husband will be celebrating his birthday in April and I thought I would surprise him with a weekend in Budapest. So I am contacting you directly – colleagues and locals to give me some advice on where I should take him. He will be 36 and is an athlete; we both like to eat well; we would also like to take in some of your important sights; and in the evening have fun at one of your local clubs. What would you suggest?

Thank you and kind regards from Novo mesto, Slovenia,

Katja

Reply: Hello to Budapest



ANDRÁS HORDÓS

Hello Katja,

Budapest is a great choice for spending a pleasant weekend away with your husband. You can find everything you need in the appealing historical city. The car journey will take only 4.5 hours.

You mentioned that your husband is an athlete. I think he would really enjoy a trip to the Buda hills. There you can find a couple of viewing towers that will allow you to see the entire city. I am certain you'll be able to unwind after the trip with some Hungarian food and wine. Restaurants that offer traditional Hungarian food can be found around every corner, where you can try stuffed cabbage, hortobagy pancakes, and goulash with noodles. With that you will surely enjoy a glass of white or red wine. I would recommend the classic Tokaji, Villanyi, or Balatoni.

Then I would recommend that you take an afternoon walk through the historical part of town. Culture and history can also be fun. I guarantee you that the castle, Parliament, and the National Museum, are truly worth seeing. Additionally, Heroes' Square, Vajdahunyad Museum, and the Arts Museum, are unforgettable.

In the evening you should visit Váci Street or Vörösmarty Square, where you can either find clubs or enjoy concerts, folklore dancing, and much more that are part of the Budapest Spring Festival. Here you will certainly be able to find a nice spot for the birthday dinner with good wine and gypsy music. Should you need any help, when you arrive to Budapest, do not hesitate to call.

András Hordós, Trimo Magyarország



SPA SZECHENYI, BUDAPEST

A social look

And we are already in the Anecdotes column. That's right – short, funny stories from life in Trimo that you would like to share with your colleagues.

So we can laugh together and laugh at ourselves. This time we are publishing two stories from Trimo's production sites in Slovenia and Serbia. If you would also like to share an interesting story with us that happened to you while at work - where we spend at least a third of our lives - send it to our editorial office or e-mail address: trimotim@trimo.si.

Anecdotes



NACE GOLE FROM TRIMO

Rubber protected underpass edges

An operator working with wool, trying to prevent a deadlock in the line, hit his head on the profile while trying to get under the roller. He received a couple of stitches and a few weeks rest so everything would heal properly. During his recovery, the operator visited the site and ran into his boss.

"How did you manage to hurt yourself like that?" asked the boss. Well, a couple of days later the same boss injured his head even more severely trying to go under a similar underpass.

From that day on all the dangerous edges have thick rubber protection – probably preventing us from bending them.



ZORAN ĐAKOVIĆ FROM TRIMO INŽENJERING

I use my head

A lamellae carrier on the double bands' lateral chains in the production got damaged.

The supervisor Zoran immediately called for the cleaning lady, Smilja. He told her to: "Lift every lamella until I can figure out how to fix this." Smilja looked at her watch and realized that this "scientific" work will take until the end of her shift. Five minutes later Zoran saw her cleaning not far from the spot where she was supposed to be performing her new task.

He walked up to her angrily and asked: "Why are you not doing what you have been told?" Smilja replied without thinking twice: "I am not a manual worker, I use my head." Zoran took off his glasses, wiped them and saw that Smilja solved the problem by using a mobile rack with a roller that was just sitting there, unused. The rack was "lifting" the lamellae for her. Zoran just laughed, took off his cap (that he always wears and is his trademark) and gave it to Smilja, so she will be reminded of this day whenever she looks at it.

A social look

We would like to find out, using the **Participate and win** column, whether we have been sufficiently clear in creating the Trimotim magazine. Not only that. We also want to know if it was interesting enough for you to have read it.

We are therefore inviting you to participate and win a prize. We are providing you with a choice of two sets of questions for you to answer. The first set of questions requires answers and the second one more of a description. If you wish you can, of course, take part in both and increase your odds of winning the prize.

If you answer one of two sets of questions correctly, you'll be included in a prize draw, and with a bit of luck you will be rewarded with gifts donated by our companies abroad.

Send your answers and contributions to our editorial office or e-mail address:

trimotim@trimo.si

by 1 April 2008 with an annotation "Participate and win".

Participate and win

Participate and win – part 1

1. What is most important to our customers?
2. From which countries did the assembly men come this year to participate in Trimo's training?
3. What kind of an effect value should each Trimo person achieve this year?
4. What is the percentage of creative people among adults older than 20 years?
5. To how many markets did Trimo sell its products last year and which 4 new markets did we enter?
6. What is the magic of "RES"?
7. How is the environment's interest described in relation to time?
8. Which question does Professor Kornhauser-Frazersould, PhD, suggest we ask ourselves on our way to work?
9. What is Trimo's motto for this year?
10. What is project management and which mistakes do beginners usually make?

Participate and win – part 2

Present one event (or more) that would describe you or your colleague as a true Trimo person;

or

Give a short description of a project you led (can be from everyday life) and present the conclusions you drew from it.



TRIMO'S TEAM

A true Trimo person is:

1. employed in Trimo because it is a challenge with regard to **professional and personal growth**;
2. **personally responsible** for the company's successes and failures;
3. **takes initiative** with regard to personal development, departmental development, and that of the company;
4. **open to changes** which they see as a challenge and not an obstacle;
5. **punctual** and **sticks to agreements**;
6. does not waste time and money, is **cost-sensitive**;
7. **professional** and **responsible** for their work;
8. **persistent** and **disciplined**;
9. **well groomed**;
10. **polite** when dealing with colleagues, customers and companies, **does not spread rumours**;
11. **honest**;
12. **self-confident** and has **confidence in their colleagues**;
13. **good organizer** of own work;
14. **proposes** at least one improvement per year;
15. **proud** to be a **TRUE TRIMO PERSON**.