

## How We Get There

There is an African proverb that gets quoted quite often here at Glenair:

*If you want to go quickly, go alone. If you want to go far, go together.*

Back when I “carried a Glenair bag” as a sales rep in Florida, we were pretty much like all the other “accessory” suppliers serving the mil-aero marketplace (Sunbank, Electro Adapter, ESC, Diverse Terminations, Pulse and others). We had just a limited range of interconnect technologies to sell (backshells, conduit, dust caps and so on) all with long lead-times on both quotes and deliveries. Truth be told, even with long lead-times, we were frequently delinquent on our promised ship dates. Like I said, we were, unfortunately, pretty much like all the other suppliers.

Nowadays we pride ourselves on being “the first with the most” in our market space, which we define as in-stock products, short turnarounds on customer orders, sales and support professionals that actually answer their phones, abundant engineering muscle, free samples, no minimums and so on. Shipping product on time is always a challenge—especially with our growth and the volume of custom, high-touch work we do. But now our speed—our velocity—is up there with the best suppliers in the industry. And by the way, a huge percentage of our shipments come straight out of our same-day inventory. You can’t get any faster than that.

Turning to product range, we now make and sell a broader set of interconnect technologies than ever before. What a journey it’s been from that simple backshell house to the full-spectrum connector supplier we are today. I can’t say that I’m surprised (given the dedication of our team) but I could never have predicted we would ever produce such a diverse range of solutions—from flex assemblies to photonics, from STAR-PAN™ soldier hubs to lightweight EMI/RFI braid.

Let’s get back to that African proverb we are so fond of. From my perspective, it looks like we have followed both approaches at Glenair. We have made fast action and velocity an absolute watchword of our business. And we have taken our operation farther than ever before with innovative product and market development. One look at our filter connector production line or opto-electronic clean room, to cite just two examples, is all you need to see to conclude there are no barriers at Glenair limiting how far ultimately we can go.

So it’s a push? Going fast and going far? Perhaps as far as the raw mechanics of the business are concerned, but not when it comes to our human capital—the colleagues and friends we spend our days with in Glendale, Bologna, Mansfield, Paso, Anaheim, Wallingford, Chicago, San Diego, Frankfurt, Solna, Toulouse, Seoul and elsewhere around the globe. When it comes to people, when it comes to keeping the “win-win” alive and happy at Glenair, nothing could be more important than “going together.”

We have become a mighty enterprise over the last few decades. The hiring report our Engineering V.P. Greg Brown puts together each year lists dozens of new engineers having joined our team in 2017. Fabulous! But these talented folks won’t stay with us for long if we don’t work hard to take them on the trip together; to ensure that every one of us, in every role, is treated with respect and honest dealing. Happy new year gang. Let’s see how far we can go in 2018.

*Chris Toomey*

### Publisher

Christopher J. Toomey

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Terry White

*To subscribe or unsubscribe,  
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twhite@glenair.com*

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### GLENAIR, INC.

1211 AIR WAY  
GLENDALE, CA 91201-2497  
TEL: 818-247-6000  
FAX: 818-500-9912  
E-MAIL: [sales@glenair.com](mailto:sales@glenair.com)  
[www.glenair.com](http://www.glenair.com)

