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Property Type	Number
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Total Attachments: 8	
source=OwensAssignment#page1.tif	
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Griffin Technology 101 Guide

July 2007

Griffin is a product design company. Since 1992, Griffin Technology has been an innovator of exciting hardware and software products for the Mac and PC markets. Our original focus on video adapters for the Apple Macintosh platform infused Griffin's paramount concern for innovation, elegance and ease of use. These are the same values we build into our products and company today for the consumer electronics (CE) business. We still sell a few cables but these days we're the leading brand of MP3 accessories and extending our range into new frontiers of audio and media center products.

Our story is simple:

- Griffin is *innovation* -- from our MP3 accessory products, to our unique future products, to the way we run our company
- We attract and train the smartest people we can find in a *flexible*, loyal and creative workplace
- We are building a *sustainable* and profitable company
- We continue growing by dominating the worldwide CE *retail channel* with cool products

Our mission is to design cool products. We do that by designing products that we need ourselves. We wanted a way to listen to the iPod in a car and the iTrip FM transmitter was born. We wanted a way to move speakers to the back porch effortlessly and the Evolve was born (well, it really started with wanting to listen to music in the shower.) We don't need marketing "focus groups"...we are one.

Griffin products are instantly recognizable in the marketplace, set apart by innovations not available from competitors including novel features and design elements. Our intuitive interfaces assure our customers continue to become fans. Some people even collect all the Griffin products. Griffin's continuing focus is to bring out exciting products that surprise and delight our customers.

We also have a bunch of great customers....from Apple to Best Buy to worldwide CE retailers. Drive by any mall and you'll find us in all those consumer electronics stores. Everything we do from the product design, to the product manual, to the shipping label has to be customer-centric. We want it to be easy to do business with Griffin (but we have to work at that every single day.)

Behind the scenes we have met this challenge by continually hiring great people and implementing new systems (we keep outgrowing the old ones!) We're expanding our R&D team tremendously to manage more product ideas. Our sales channel coverage keeps expanding and we're trying to meet their demands for just-in-time deliveries and electronic ordering (EDI). We continue to broaden our consumer's experience with great packaging. Our marketing is based on great PR and you'll find our product stories everywhere from the Wall Street Journal, to Entertainment Weekly to iLounge. And we're one of the few companies that still offer "live" tech support. We do all of this in our 62,000 square foot facility at 1930 Air Lane Drive and our 19,000 square foot engineering building at 1922 Air Lane Drive.

We try to be candid as to where we are going (if you're wondering, just ask.) We try to focus on continuous improvement on each product line so that it becomes #1 or #2 in its category. We are always trying to create entirely new categories. The ultimate goal is to get into different parts of the consumer electronics stores we work with. If you have a great product idea, tell us.

We also manage our company very openly. There are very few closed door meetings (if you see one just assume we're not talking about you.) We try to remove the corporate barriers like organization charts and triplicate forms to create an openness that fosters high morale and low turnover. There are no executive perks (most of the senior staff gets kicked out of their offices first to make room for new employees.)

Things can also change very fast (that's why we bought a Segway to get around.) But that's the beauty of working in technology because you can reshuffle the deck often and still win big.

We believe if we all do a good job individually, the company will do well corporately. This 101 guide is simply a starting point for you to familiarize yourself with our company. As with most growing companies, much is absorbed through folklore, so keep your ears and eyes open (for speeding Segways.)

The Team

The goal of any employee manual is to use common sense when it comes to policies. If you're sick, stay home and if you're well, come to work. If you're going to be late for work or need to step out, tell someone.

We foster an intuitive and creative community because at the end of the day, we believe every person, every idea counts. Our goal is to remove the barriers that prevent our customers from having a great experience with Griffin.

We've got over 100 people, mostly in Nashville, with several now scattered throughout the planet. We use a lot of subcontractors (so you'll hear names like Chen, Frank, Stanley, etc.) You'll find an employee directory and phone listings on our intranet. Here's a breakdown of our teams:

Our R&D team: Great products make great salespeople. Our engineering team's goal is to put out several dozen elegantly designed products each year. These range from our iPod accessories such as iTrip, to our connectivity cables, to our audio products such as the brand new line of speakers. Most of our engineers come out of audio backgrounds with a passion for buying great products themselves. And some are just snowboarders. All of our products are subcontracted to various manufacturers who are treated as partners in our business.

Our Sales & Marketing team: The charter of our sales & marketing team is evangelism. We have a great sales force that is very passionate about our products. They deal directly with distributors like Ingram, online partners like eCost and retail stores like Apple, Best Buy, Target, Radio Shack and Circuit City. We have a set of international distributors throughout the globe and retailers such as FNAC in France and Dixon's in the UK. And we also sell directly from our online store. Our marketing team works in conjunction with sales on finding the right mix of advertising, trade shows, press articles and promotional strategies to capture market share from our competitors.

Our Production team: They move stuff in the door and out the door. We receive goods from our manufacturers in China and Taiwan and ship them right back out to our customers. We have a warehouse in the UK as well. Our warehouse here holds our current inventory, our production team, our RMA processing (returned merchandise) and an occasional piñata. Even the warehouse is a creative bunch with 15 guitar players, 3 keyboardists, 2 drummers, and 1 harmonica player at last count.

And our Financial and Technical support teams: Our goal in finance is more money must come in than goes out. That's it. Our finance team pays the bills, invoices customers, collects the money, keeps the payroll rolling (and pays for the Friday lunches.) They also act as our Human Resources department. Our IT people are here to assist you with your computer problems. And our technical support team assists our customers in configuration and setup, but also listens to customer ideas to help us improve our products.

Our Daily Day to Day:

We're open from 9 a.m. to 5 p.m. Central Standard Time with the support staff staying until 6. However, we are flexible with your work times. We keep a casual, creative environment. We also try to insure a secure environment (lock the doors at night and report any weird people hanging around) as well as a safe environment (don't stand on chairs, turn off the coffee.) We have a smoke-free environment so smoking is allowed only in the executive lounge (i.e. outside).

We like to say our company is successful because our people do something amazing -- they actually talk to each other. We encourage open door meetings and lots of involvement (such as participating in our Griffin Forum BBS for new ideas). We use iChat and IM extensively as well as email, intercom, and even the phone. We have a conference call number you can use to group people together.

Speaking of email, here are a few etiquette notes...answer all emails within 24 hours (especially if you're in sales or support). Try to address emails to one person if you are looking for a response (copy others). We do not use blind copy. Watch sending confidential information in emails (emails are easily forwarded) and watch attachments in general (as much as possible use PDFs). Check your emails (and voicemails) whenever you're out of the office.

To get a computer, ask your manager, who will ask IT. You'll get the appropriate software for your job and then access to the intranet and the Griffin BBS (check both regularly). Make sure your name is in the phone system and is setup so that people can find you by first or last name. To get assistance with the phone or general IT help, call our IT guys (they usually have nose rings and tattoos if you're looking for them). To find office supplies check our intranet. To find out who's who, walk around.

Access to the building after hours is on a need-to-have basis. See your manager for an assigned magnetic key and codes if needed. If by chance the alarm does go off, call the numbers listed by the keypad or Jeff Pack (473-6149) or Van Thompson (300-6066).

We strive to be "functionally cheap" which means buy at the lowest price you can and still function. All expenses should be run by your manager and any expense over \$5,000 run by the COO and Finance Manager. Purchase orders are required on items over \$5,000 (available through supply chain manager.) All hardware purchases go through IT. Any American Express or MasterCard charge has to include an email or receipt to accounting at the time of purchase stating the amount and account (accounting will chase you forever if you don't do this upfront.) Expense forms are on the Intranet. All expenses may get questioned by accounting (who are notorious for questioning \$2.25 receipts from Starbucks.)

If you have a company credit card, never charge personal items to it. Expense reports are filled out for trips or local expenses and turned in for reimbursement (which is usually within 15 days of turning in your expenses.) Travel should be booked online; we like Southwest Airlines style airlines and Courtyard style hotels. Book travel 7 days in advance to save money. Travel during early morning or in the evening to maximize your time.

Don't use those mini-bars. Don't charge hotel movies. But you can eat well (use \$50 per diem as a guide, sans business dinners). We pick up customer's business meals. There is no reimbursement of per diem (it's just a guide.) Very few company cell phones are issued...if you use your personal cell phone on travel or business and run over your allotted minutes, we will pay the overage difference. Keep your phone on vibrate regardless of who's paying for it. For salespeople, trip reports are due as soon as you walk back in the door. And finally, you get to keep your frequent flier miles!!

When traveling internationally we do not book first class or business class seats (unless they're all business class seats). When traveling internationally, use the best value hotels you can (ex: in Asia a 5-star hotel may cost only \$100 and in Europe a 3-star is \$200.)

Your manager will spend an inordinate amount of time with you as you start with the company to assist in these areas. We believe your first day and week at Griffin are the most important and we'll try to make that a smooth transition.

It's Pay Day

After you fill out your W-4 IRS forms and I-9 INS paperwork we can pay you. We do that every other Friday. Salaries are based on experience, performance and market conditions. On new hires, any moving expenses are paid on actual cost basis with receipts needed to qualify for reimbursement.

In addition, bonuses may be paid quarterly based on profitability, performance, tenure and attitude, especially for work "above and beyond" your normal work. You have to be employed at Griffin for at least half the quarter to be eligible. Our bonus program is very innovative and gives the whole team an opportunity to improve their compensation on quarterly basis.

And here comes the legal stuff: We honor exempt/non-exempt status and pay overtime accordingly to your job classification. All overtime must be approved by your manager in advance. We are a non-discriminating EOE (Equal Opportunity Employer), and have zero tolerance for sexual harassment or discrimination per the FLSA (Federal Labor Standards Act). We comply with disabilities via ADA (Americans with Disabilities Act) and demand a drug-free environment (Just Say No). Report any exceptions to the above to your manager. And we comply with the FMLA (Family Medical leave Act). We are an at-will employer per Tennessee law meaning Griffin can terminate employment "at will" either with or without notice.

In the unlikely event you feel it's time to move on, we need two weeks written notice. When you leave you have to return all company materials and property before receiving your final check.

Our Benefits (the secret's out):

We value highly that we are able to offer great benefits at zero cost to you. This is rare in a day and age when employers are cutting back on benefits. It's because we recognize the impact benefits have on the financial and personal welfare of each employee. These benefits can be as much as 30% of your total compensation package. Here is the list including insurances you may not even realize we're helping provide:

Paid Holidays: We recognize most of the standard U.S. government issued holidays (about 9 last count). Holidays are listed on the intranet.

Paid Vacation: Depending on your position and package, you may get up to two weeks vacation. You can request vacation by emailing requests to your manager and the accounting manager. An email must go into accounting to properly accrue your vacation (read that again). Vacation days are accrued one day per month for new employees. We do not carry vacation forward to the next year. Vacation then resets at the top of the year to two weeks available.

Those pesky sick days: If you're sick, stay at home (you get 6 sick or personal days). When you're sick simply send an email to your manager (or call) and this information will be relayed to accounting. We will try to be flexible with such items as maternity & paternity leave, funerals, religious holidays, jury duty, alien abductions or leave of absence.

Comprehensive Health care benefits: We offer paid company benefits through Blue Cross Blue Shield (www.bcbs.com). Again, this is rare in our day and age and valued at \$250 a month for individuals and \$600 per month for families. This coverage is considered part of your compensation package. Talk to your manager about adding a spouse or a new child to your coverage once you're employed. If you leave Griffin, we provide COBRA or extended insurance options. For any questions about health care or forms, see accounting.

Salary employees can get benefits as part of their package when they are hired. To add it later, it is available at your quarterly review and considered part of your compensation. Hourly employees are eligible for health and dental benefits after six months of employment; again as part of your compensation.

Here's a brief summary of your company-paid coverage:

- ✓ No deductible
- ✓ \$25 copay for physician services including well-care, routine visits
- ✓ \$125 copay for emergency room visits
- ✓ Drug card for prescriptions at \$10 for generic, \$35 for preferred and \$50 for brand
- ✓ Hospital stays are \$750 per stay including maternity
- ✓ Calendar year out-of-pocket \$5,000 family, \$2,500 individual
- ✓ See the complete list of benefits from accounting

Dental expense benefits: Through Blue Cross, you get 100% paid preventive checkups. Then there's 80% coverage on fillings. And 50% on complex items such as braces, crowns and root canals (heaven forbid you need one.) So brush your teeth.

401k program: Griffin is currently reviewing 401k plans as a future benefit.

Long term disability Full-time employees are eligible for long-term disability and it kicks in after you've been out for six months due to disablement or if you're prevented from working as a result of a non-work accident or sickness. The waiting period is 90 days after employment. You receive 60% of your gross monthly pay, not to exceed \$5,000 per month from our current long term provider (Guardian Life).

Term life insurance: Term life insurance is now available through Guardian Life Insurance for our employees and families. See accounting for more details on how you can buy this low cost insurance benefit.

Unemployment insurance: The entire cost of federal and state unemployment insurance is paid for you by Griffin. This program is designed to pay unemployed workers a weekly benefit (work hard to avoid this!)

Workers compensation: You contribute nothing to this valuable accident benefit program. Workers comp goes into effect if you are ever injured at work. Any injury on the job should be reported immediately to your manager.

Social security: Many people don't know that even though we are deducting social security from your paycheck. Griffin also contributes an equal amount in your name (about 8% of your salary).

Partial tuition reimbursement: Available upon request with your manager and depending on if the courses involved are relevant to your job. Griffin will send you to company paid courses and classes

from time to time that have to do with your position (ex: Solidworks seminars for industrial designers or Time Management seminars for anyone who claims to be too busy.)

The freebies: You get free premium coffee. You get free Friday lunch (we spent \$25,000 on lunches last year.) You can buy product from us at cost (see production manager). In addition, we try to celebrate various happenings with cakes, T-shirts and piñatas where applicable.

And the best benefit of all, our quarterly bonus program. Bonuses may be paid quarterly based on profitability, performance, tenure and attitude, especially for work "above and beyond" your normal work. You have to be employed at Griffin for at least half the quarter to be eligible. Bonuses are paid out within two weeks of the quarter close. For more information on this program see your manager.

Ethics R Us

At Griffin we want to offer you a very trusting environment. In many cases, we're going to give you a set of keys to the building. With this comes an ethical responsibility on your behalf.

Usage of property: We're going to ask our premises be used for the expressed interest of furthering Griffin's goals. Keep personal Internet cyberloafing at work to a minimum. E-mail is for Griffin usage so keep personal usage of our e-mail address to a minimum. Also, because it's ethically correct (and not to mention we work in the computer industry) we do not share or copy software. You are responsible for backing up your data as well (see our support or IT team.)

Conflicts: You should not put yourself in a position to profit, directly or indirectly, through the use of your company position. What this means is you should not personally accept cash or kickbacks from our suppliers, customers or services. In addition, if you have an outside job or hobby, it should not conflict with our business operations (it's probably best to tell us about it upfront.) See your manager with any questions.

Confidentiality: You are entering into a confidentiality agreement with Griffin Technology per your hire date to not share or use company information including design information, financial data, sales and marketing information that is deemed confidential by Griffin Technology with any outside party. Examples would include but not limited to, number of employees, annual sales, ownership of the company, etc. If you are unsure, ask. This information remains confidential even after leaving Griffin for two years. You may be asked to sign a separate non-disclosure agreement (NDA).

Intellectual Property (IP): You are also entering into an agreement with Griffin Technology from your hire date that all intellectual property created by you during your employment belongs to Griffin unless otherwise specified by Griffin management in writing. This is work which is either related to the business of Griffin or which results from or is suggested by any work which you may do for us. This includes but not limited to all patents, copyrights, trademarks, designs, software and firmware programs.

In the course of your job, you may have to get NDAs or contracts from some of the vendors you work with. If you are unsure of where a contract or NDA should be used, ask your manager. All contracts and NDAs are to be turned into the accounting department for filing.

What do I get reviewed on?

We'd like to be known for hiring great people. The goal of our managers is to get people to reach their potential through one-on-one training and encouragement. You're getting reviewed quarterly with our bonus program so feedback is very quick. A copy of your job description is available from your manager. Job descriptions will change as we continue to grow but the basic tenet is "think big, act bold, react fast." We will point out areas of great performance and continuing improvement. If you're unsure about your performance, make sure you ASK! What we look for each quarter is your accomplishments, your challenges and where/how you're growing with us. Here are some of topics considered:

1. Quality of work - caliber of work produced compared with acceptable standard and other employees.
2. Time management - effectiveness in setting priorities and balancing work demands.
3. Dependability - reliability and initiative in carrying out commitments and obligations of the position.
4. Decision making - effectiveness in thinking through problems, recognizing facts and reaching a plan or conclusion.
5. Interpersonal relationships - cooperation shown with coworkers and ability to get cooperation from others.
6. Communications - effectiveness in keeping associates adequately informed.
7. Attitude -- the amount of interest, loyalty and enthusiasm displayed.
8. Technical competence - knowledge of methods and skill necessary in day to day performance.

9. Initiative - The power or ability to begin or to follow through energetically with a plan or task
10. Developing people (for managers) - ability to motivate team members to high standards of performance through delegating work, assigning responsibilities and gaining feedback.

If there are gross negligence problems such as harassment, theft, or falsification of data, we'll have to call it quits rapidly. If there are behavioral or performance issues that need improvement we will work with you on a corrective action plan or call it quits if that doesn't work. When we hire folks, we get many people involved in the hiring process to make sure we have the right person. If you remember from your interview, we're trying to gauge your intuition by asking you those weird questions like "what was the last DVD you bought?" or "why are manhole covers round?" instead of "so tell us about yourself." We want to find great, brilliant people (let us know if we made a mistake with you before you sign.)

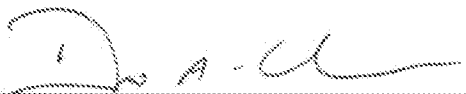
We also check your references and our own references we find about you. We hire based on three questions: Can you do the work? Will you do the work? Will you do it for us? That's skills, desire and personality fit with Griffin. Remember, our goal is to have you reach your goals (both inside and outside of the company) so we will do everything we can to get you there.

Summary:

You may be at Griffin for a short time or your entire career. We hope you are talented enough to leave our company a little better than you found it. We believe that if there are 100 employees in this company, there are 100 leadership positions. Management is assigned, leadership is assumed.

During your stay, we believe we can offer you a path to get a little further down the road of your career. If you have any questions regarding our policies or operations contact your manager. Additional information is available on our intranet.

In consideration of employment at Griffin, I have read and understand the Griffin 101 Guide:

 Date 8/27/07
Sign

DAVID A. OWENS
Print name

_____ Date ____/____/____
Witness