

WATERLOO, WISCONSIN | SINCE 1976

For years, we thought we were in the bike business. But bikes are only part of a much bigger story.





This is a book about what makes Trek a special place, and how the spark of an idea over 45 years ago has evolved into a culture—a shared set of attitudes, values, and goals that define who we are and how we do what we do.

Welcome to Trek. A different kind of company.

"OH, GOD. HERE WE GO AGAIN."

These are the words of Elaine Burke the moment after her husband Dick announced he and a partner would start manufacturing bicycles. Her husband was an optimist, a problem solver, and a serial entrepreneur. This wasn't his first crazy idea. But he knew bike shops in the United States didn't have access to quality American bicycles. No such thing existed. Dick was going to solve that problem.

A fateful flight

In 1975, two gentlemen, Dick Burke and Bevil Hogg, nestle into their seats on a short connecting flight back to Wisconsin. Strangers to each other, the two strike up a conversation unencumbered by the distractions of laptops and smartphones. The conversation turns to the growing popularity of recreational cycling. Bevil is passionate about bicycles and believes they hold great financial opportunity. An incredible listener and passionate entrepreneur, Dick is in the distribution business and equipped with a sharp eye for opportunity and a keen ability to sense potential in others. A partnership is formed.



Over a few beers

The walls are wood paneled. The lighting is low. The air is a comforting blend of seared ribeye, tobacco, and beer. It's winter at the Pine Knoll Supper Club, where friends and family and business associates gather to take refuge from the chill and get a good meal at a fair price. On this chilly night in 1976, it's about to witness history.





Dick Burke and Bevil Hogg sit at the bar. They perform the time-honored ritual of business in Wisconsin, hashing out the day's events and planning for the future over a few beers. Tonight, they're deciding what to call their fledgling bicycle company.

The conversation is cordial, as supper club conversations typically are, but the stakes are high. The debate comes down to the relative merits of two names: Trek and Kestrel.

Kestrel, a swift bird of prey, is an apt name for an active lifestyle company.

But there's a special power in the name Trek—call it the spirit of adventure, the promise of greatness on the horizon.

At last, the men agree, stand, and shake hands. And just like that, Trek Bicycle is born.

The Pine Knoll, shuttered since 2010, still stands a few miles from Trek's global headquarters. Rumors of a reopening swirl every now and again, more wishful thinking than fact. But its place in Trek history is secure—and its place in Trek is now secure, too.

In 2019, longtime Trek employee Teppy McCaw spotted the original Pine Knoll sign at an estate sale. She paid $25 for it, loaded it into a truck, and delivered it home to Trek headquarters. It hangs in our halls today, an important reminder of when and where Trek got its name.

What's in a name?

After opening and closing a few Midwest bike shops, Dick and Bevil decide the real opportunity is in filling the need for high-end American-made bicycles. They meet in a bar to name their new venture.



1976

The red barn

In a red barn in Waterloo, Wisconsin, Trek is launched with five full-time employees hand welding steel touring frames. The first bikes off the line were made of Columbus steel tubing and a silver-brazed lugged construction method, similar to what many custom frame builders of the time were using. High-end American-made bikes were now available.



1976

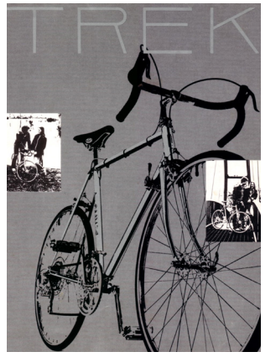
TX900

Trek made roughly 900 touring framesets in year one. The TX900 was lugged and silver-brazed and built from high-quality Columbus tubing. It was beautiful, and people loved the idea that it was handmade in the USA. It was a start.

TREK

The first Trek catalog, printed in 1976





1977 CATALOG

1979

Dick ventures east

With the business successfully launched and big things on the horizon, Dick Burke pursues an MBA at MIT's Sloan School of Management, instilling the importance at Trek for continuous learning.

1976

1981



A customer!

Elmer Sorensen of Minneapolis' Penn Cycle becomes Trek's first customer when he orders six frames. A legacy of working hand in hand with retailers is born.

A bigger barn

After annual production exceeds 10,000 frames, Trek moves into the larger facility where it currently sits—but not until the fall corn harvest is complete. In 1981, and for several years after, Trek employees enjoy the crop from the field beside Trek's new home.



Co-founder Bevil Hogg and Trek's first engineer, Dick Nolan, 1978



950 SERIES

Until this point, Trek made exclusively touring bikes—bikes with long wheelbases and lots of braze-ons. But our outlook changes in 1982 with a shift in the market, and we redirect toward a new future in racing. Angles are steepened, paint is made brighter, and the bikes get faster. We introduce the 959 with a new groupset called Dura-Ace and equip the 957 with the best-seller of the time, Campagnolo Super Record.

170

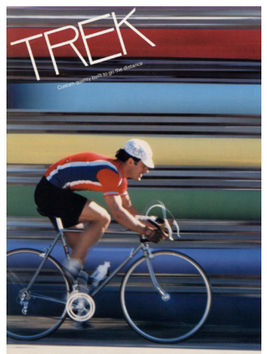
170 is one of the rarest Trek bikes of all time (we made fewer than 300 in a three-year run), and it's a special model for a lot of reasons. It was built from Reynolds 753 tubing, a high-end but super-finicky material that only Trek was authorized to use. It was also raced by our first pros, the women of 7-Eleven. If you have one in your garage, we'll probably buy it from you.



2000

Our first aluminum bike and our first bonded frameset. Until this time, everything Trek built was steel, either welded or brazed. Bonding was the first step toward eventually building with carbon. The engineering to make this bike changed Trek and the bike industry.

1982



1982 CATALOG

1983



850

People riding bikes off road? Crazy talk. Some guy named Gary Fisher was making something called mountain bikes popular out in California. We thought it might be a good idea to get into this game, and the 850 was born.

1985

The comeback

After years of growth, Trek finds itself in a tough spot. Shipping and service is slow, invoicing is a mess, product issues had become abundant, and one thing had become evident—Trek didn't like its retailers and retailers really didn't like Trek. At this point of crisis, Dick Burke overhauls the leadership team, focuses the company with a new mission, and sets about getting Trek back on track.

1987



2500

Trek's first use of carbon fiber—straight, round, off-the-shelf carbon tubes. They rode better than anything we had ever made. It was a simple but groundbreaking step from the previous year's model 2000.

TREK

Let’s take this thing global

A fax arrives at Trek headquarters from a bicycle distributor in Switzerland. They have one simple question: would Trek be interested in selling bikes there? With nothing to lose, Trek sends its first-ever international shipment to Switzerland. First it was 60 bikes. Two weeks later, 100 more bikes were ordered. Two weeks after that, 300 more bikes were ordered. It got us thinking that just maybe people living outside the United States might be interested in our bikes. Turns out they were.

Hello, world

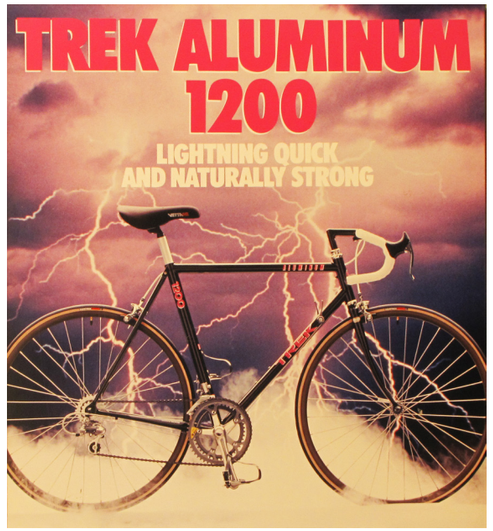
To meet the growing demand from global customers, Trek opens its first international office. Our first international employees, based in the United Kingdom, introduce Trek to a worldwide audience.



TREK USA

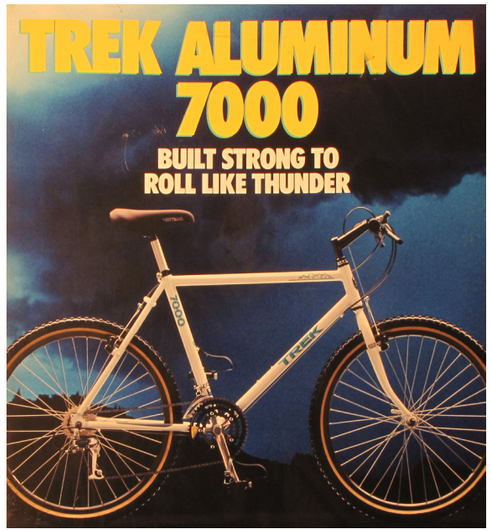
1989

1988



1200

The late 1980s were a tough time for Trek financially, and there were a few key models that saved the company. 1200 was one of them—an alloy road bike with great performance at a great price. With its off-road companion 7000, this model was pivotal in putting Trek back on the track to greatness.



7000

7000 was the aluminum off-road companion to the popular 1200 road bike. The trade ads of the time labeled the pair as thunder and lightning. Sure, maybe it was a bit cheesy, but these bikes really did take the industry by storm, and this pair brought a deluge of sales to the company.



5000

Our first all-carbon frame was not without some major issues (it was heavy as steel and had some seriously problematic cable routing), but 1989′s 5000 was a monumental step for Trek. Through this bike, we caught a real glimpse of carbon′s potential. It got our flywheel turning and sent us back to the drawing board to develop new designs and processes for this game-changing space-age material.

1989

This could work

Two Trek employees—former aerospace engineers—begin to tinker with an entirely new material already widely used in their previous industries. If carbon fiber was good enough for airplanes, it should work for bicycles too, right? The world would find out soon enough.

1990



750

In 1990, the idea of a hybrid bike was a novel one. But there was a real demand for something between a road bike and a mountain bike, and we saw the potential for a new category that would stick around. These bikes expanded our business and, more importantly, the number of people riding.

Getting carbon right

After stumbling out of the gates with 1989's 5000, Trek introduces the 5200 and 5500—our first-ever full carbon bikes made entirely by Trek, utilizing a patented process the world would come to know as OCLV. Cycling, and Trek, would never be the same.

1992



5500

We're all about being out front, and these models put us there—for eight years. 5500 was the result of the 1989 5000 project, which produced the lightest production road bikes available at the time. It would be almost a decade before another manufacturer could come close to matching their weight. These bikes set the stage for the next 20 years of development at Trek.



930

Trek's first welded (not brazed) frameset. The 930 was a really light performance hardtail for the time, but what we love about this model is that it proved Trek was able to change with the times. Many companies couldn't get over the romance of gorgeous, lugged, silver-brazed framesets. As a result, they died with the dinosaurs. But Trek realized welded frames were lighter and less expensive to build—and riders loved them.

1993



9900

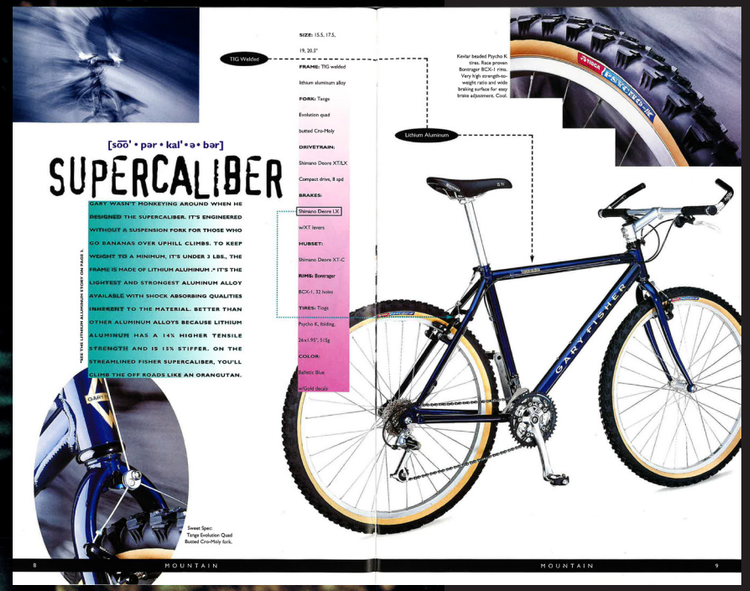
Everyone thought carbon was too fragile to ever ride off-road. Everyone was wrong—and the 9900 proved it. This was the platform that went on to win World Cup championships and the first women's MTB Olympic event.

Things get weird

Gary Fisher is the man who brought mountain biking to the world. From his early days as a maverick kid bike racer in the 1960s, Gary went on to pioneer the sport of off-road riding and grow mountain biking into the global phenomenon it is today. Few have made such a lasting impact on cycling as Gary—and no one has influenced the sporting world with such flair, love of life, or signature style. This living legend joined Trek in 1994, bringing his Fisher Bikes brand with him. And things have been weird ever since.

1994

1994 FISHER BIKES CATALOG





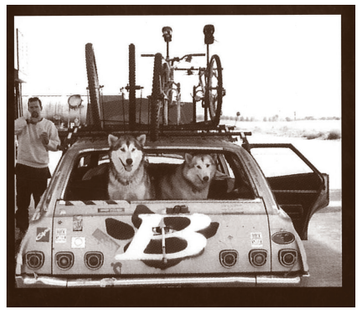
There's a whole lot more to the story of this iconic figure's life. For the full trip—and it is indeed a long and strange one—check out Gary's mind-melting autobiography, "Being Gary Fisher and The Bicycle Revolution."

Bontrager

In the 1970s, Keith Bontrager—engineer, designer, physicist, mechanic, rider, and natural-born DIY-er—started crafting handmade bike frames and parts in his garage in Santa Cruz, California. His work revealed a core truth of engineering, which he summed up in classic Keith style: "Strong. Light. Cheap. Pick two." For the next two decades, he created some of the most meaningful innovations in cycling. In 1995, Bontrager becomes part of the Trek family, freeing Keith from the stresses of managing a business to do what he does best: design and test bike components.

1995







Y33

Probably the most iconic Trek of all time. We put our great carbon capabilities to use and rethought the entire frame of a bike, throwing out the traditional double triangle bike design. The Y bike opened eyes to what a bike could be, and the magic of our carbon expertise brought it to life.



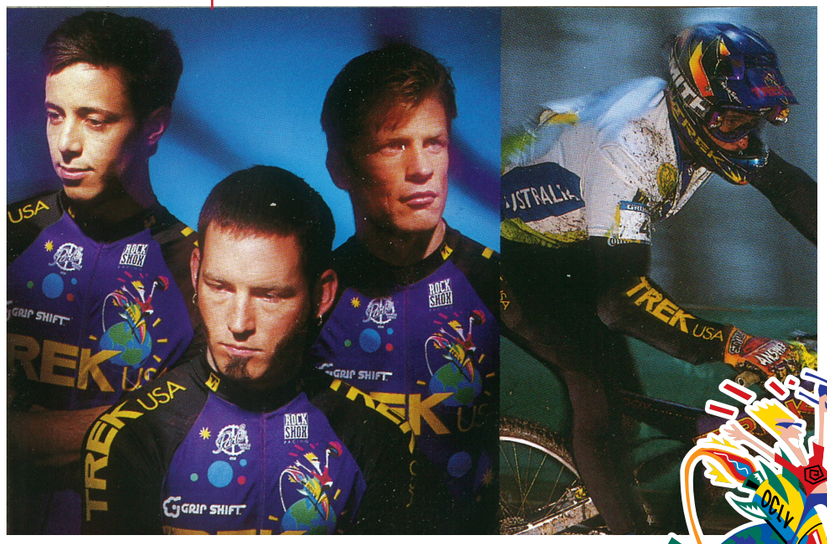


All that glitters is gold

Mountain biking makes its Olympic debut at the Summer Games in Atlanta, Georgia. Italy's Paola Pezzo wins the gold medal aboard her Gary Fisher. Mountain biking officially arrives.



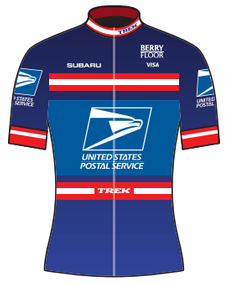
1995 1996



Shooting for the moon

Trek launches its first mountain bike team—a crew affectionately known as "The Rocket Boys." They're the first off-road riders to race the world's professional trail circuit aboard OCLV Carbon bikes (9800, 9900, and Y Bike), and the team's epic Rocket Boy logo lives on as a perfect representation of the style of the times.

1996 1997



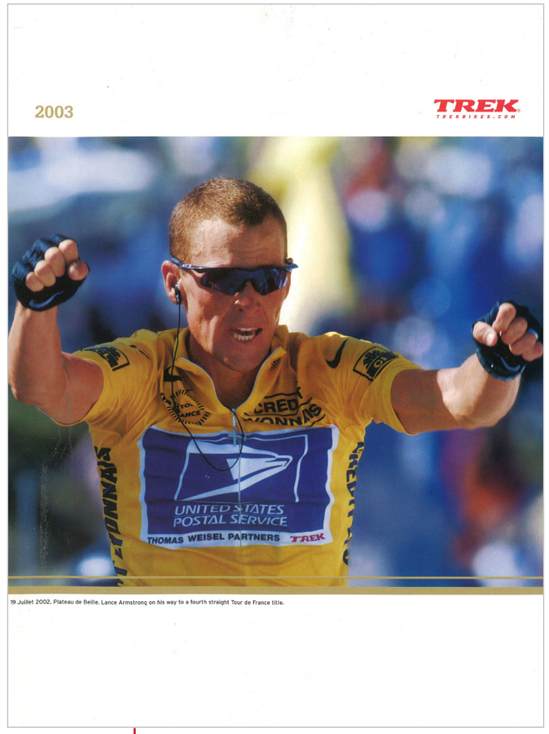
Trek debuts at the World Tour as the US Postal Service Team and becomes the first team to race the Tour de France aboard all-carbon framesets.





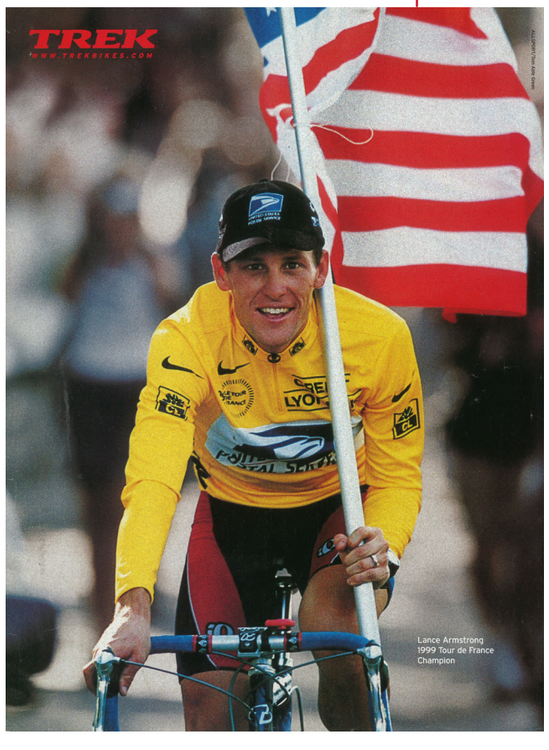
Who knows?
Trek either wins its first Tour de France. Or not.

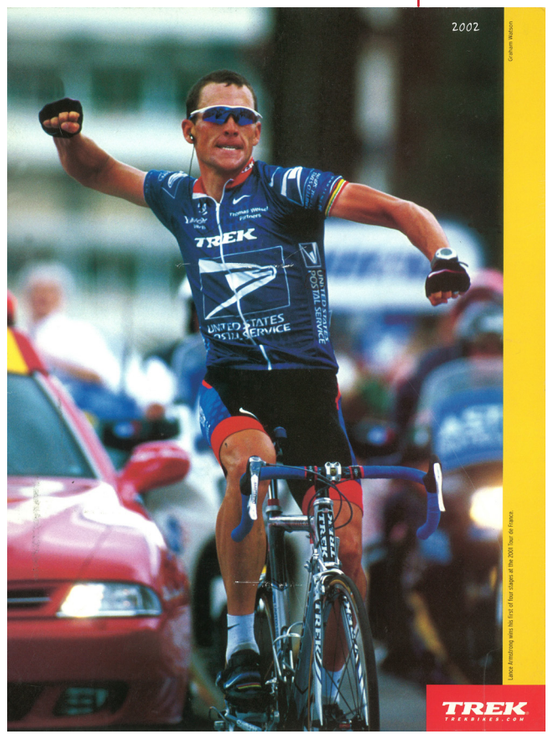






1999 2000 2001 2002 2003 2004 2005 2006









Era of the L word

Obsessive. Absorbed. Demanding. Love him or hate him, Lance Armstrong changed Trek for the better. Not solely from a business standpoint. Sure, we sold a lot of bikes, but the popularity of cycling during that era elevated the entire industry. The lasting effect for Trek was the establishment of a methodology to consistently think bigger, think different, and realize that we can always make something better. All because Lance demanded it. We had never been pushed so hard or so consistently before Lance. We had no idea how good of a bike company we could be until thrust on the biggest stage, under the brightest lights. It's undeniable. Lance made Trek better.



2000
USPS TT

When we first went to Europe in 1997, we didn't really make a TT bike to supply our road race teams. But getting invited to the Tour was the wake-up call. We needed to learn aerodynamics, and learn them fast. We did.

PROJECT One

Bikes the way you want them

Trek debuts an innovative new concept—custom bikes. You pick the paint, you pick the parts, we build it from scratch. Project One goes on to become one of the bike industry's most disruptive ideas.

2003
MADONE 5.9

Madone is named for the Col de la Madone, a famous French climb and one of Lance's favorite ways to test his fitness while training for the Tour. The team loved the way the bike rode, but what the world seemed to love most was the sculpted frameset made to look fast and aero.



2001
ELECTREK

Trek unveils its first electric bike. At a svelte 55 lbs., the bike was way ahead of its time.



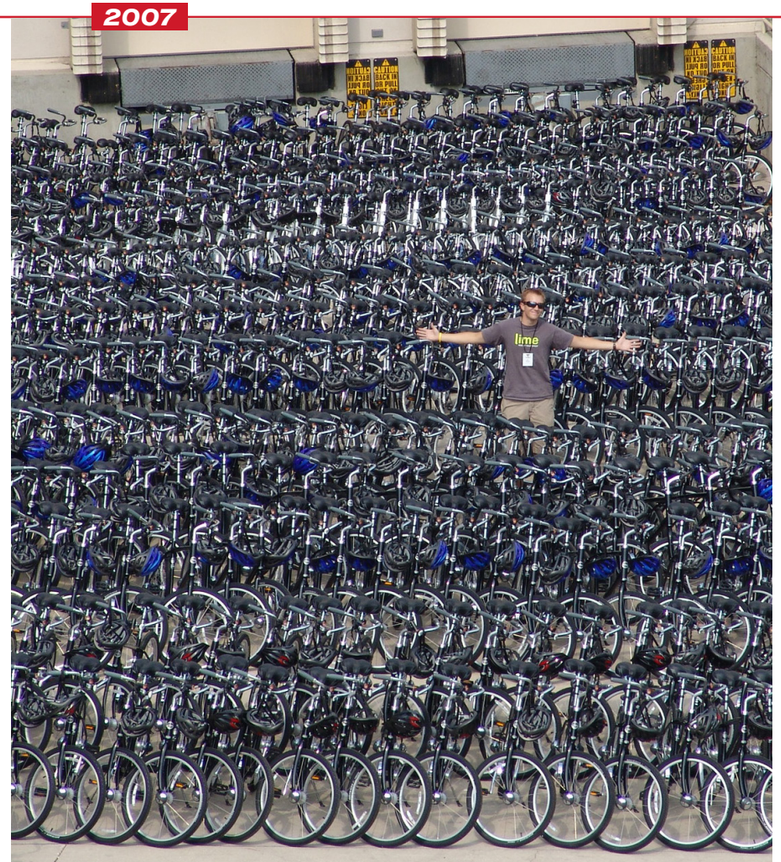
More than a bike company

Trek launches One World Two Wheels, a broad commitment to bettering the world through bikes. It's a powerful beginning to our investment in a better future—one that sets the stage for our long-term advocacy plan. Out of this initial project, Trek begins donating $1 from each helmet sale to PeopleForBikes and $10 from each full suspension mountain bike sale to IMBA. To date, Trek and Trek retailers have donated over $18 million to organizations and causes that get more people on bikes and build great places to ride.

GO BY BIKE

1 WORLD 2 WHEELS℠

A TREK COMMITMENT



The night of 1,000 Limes

The idea was simple: on the night we launched One World Two Wheels, rather than busing 1,000 retailers and employees to the annual Trek World after-hours event, we'd supply bikes for all to ride.

But the execution of what came to be known as "Project M" (after the Roman numeral for 1,000) was a little trickier.

In preparation for the stunt, Mark Andrews and Ray Waxham built 1,000 Trek Limes in a warehouse, which were then transported and unloaded by dozens of amazing volunteers. It took a village.

That night, downtown Madison was ruled by bikes. It was a really fun time for all, but it also made a lasting impact. "We all experienced," said Trek's Brand Director Eric Bjorling, "if even just for a fleeting evening, a world made completely accessible to bikes. It was beautiful."



Fuel EX

The 2008 Fuel EX was the first result of our West Coast Suspension Lab, and it represented our first step in becoming a leader in suspension design. We shed the image of a road bike-only brand with a line of critically acclaimed trail bikes for people who really know suspension.

2008



Madone

Here's some Trek trivia for you: Lance Armstrong refused to ride a road bike with a sloping top tube. Seriously. At the time, level top tubes were the old school roadie look. But the world didn't wait for Lance, and Trek desperately needed a modern road bike. The 2008 Madone checked all the boxes.

Renewable energy

Trek becomes the first manufacturer in Wisconsin to be powered entirely by renewable energy. All Trek-owned facilities will follow suit by 2023.

2009



Speed Concept

Throughout the 2000s, cycling aerodynamics improved by leaps and bounds. But it was the 2011 Speed Concept that put all the theories into one bike that did it all. Arguably the fastest bike on the road, yet adjustable and comfortable to ride.

2011



A true Classic

We'll buy your next beer if you can name the Trek athlete who won the brand's first Classic. You guessed Fabian Cancellara, didn't you? Thought so. But unfortunately, the next round's on you—because the honor belongs to Gerald Ciolek, who shocked the world as a member of MTN–Qhubeka by winning a weather-affected Milan-San Remo in 2013. Fabian finished third. Cheers!



Finally Fabian

After two years of near misses and botched bidons and broken bones (his clavicle and our team liaison's face), Fabian Cancellara breaks through to win both the Tour of Flanders and Paris-Roubaix, completing the Holy Week sweep. Fabian's influence would live on much longer as the chief test pilot of the original Trek Domane that debuted IsoSpeed to the world.



2013



2013

DOMANE 6.9

The riddle of how to build a bike that was efficient yet forgiving had confounded bike designers around the world–until Domane. The introduction of the IsoSpeed decoupler, raced with success at Paris-Roubaix, changed the way the world looked at rough roads. Now they looked like fun.



Taking charge

Trek takes sole ownership of its first professional cycling team by acquiring the UCI WorldTour license from the RadioShack–Leopard Trek team and establishing it as Trek Factory Racing. The team would later go on to be known as Trek-Segafredo.



A bright idea

After a multi-year development project with Clemson University's Visual Perceptions Laboratory, Trek launches an entirely new concept of bike lights—Daytime Running Lights. We usher bike lights out of the dark ages, making them an essential accessory to help motorists see cyclists even during daylight hours. Other than a helmet, it's the one thing we recommend for every ride.



Madone

Every race bike claims to be fast. Few are noticeably fast. And then there's Madone. Madone was so beyond noticeably fast that it seemed unfair to everyone else. With a killer pairing of aero and aesthetics, Madone was the first and fastest superbike.

2014

2015



A new Hour Record

Signaling that his "retirement" would mean something completely different, Jens Voigt sets a new standard in one of cycling's most hallowed distinctions. Riding 51.110 km in 60 minutes on a modified Speed Concept, Jens beat the previous record set in 2005 by Ondřej Sosenka by 1.41 km (0.88 mi). Jens' record may have stood for only 42 days (Matthias Brändle rode 51.852 km on October 30) but it still lives in the hearts and minds of cyclists as an incredible crescendo to one of cycling's most audacious careers.

2016



The perfect season

Trek Factory Racing's Rachel Atherton is the first racer ever to win every World Cup and the World Championship in a single season as she completely dominates Women's Downhill racing.

2017

Super Commuter

Our first honest alternative to a car for the 99%. Super Commuter had the perfect mix of comfortable geometry, next-gen electronics, integrated racks, and a color that should be legally reserved for fast bikes. The ride experience backed it up with assistance up to 28 mph.





2019

Champions for change

Trek establishes Trek-Segafredo Women, the first-ever women's WorldTour team directly owned by a bike company. In a major first for women's cycling, Trek sets up living wage salaries and a team infrastructure with shared support across the women's and men's teams. It's a signal that long-overdue change is coming for women professional cyclists, and that Trek is going to lead it.



RAIL

Trek ventures into new territory with an electric bike designed to push limits. The high-powered Rail brings Trek's signature trail and suspension tech to electric bikes, opening mountain biking to more riders and proving to every doubter that, with the right engineering, e-MTBs actually can deliver a genuinely gnarly (and truly fun) long-travel trail experience.



Hitting it right on the head

Trek releases the first generation of Bontrager WaveCel helmets, a major advancement in the protection against cycling-related head injuries. The rest of the helmet industry freaks out.

2017



Same pain. Same gain.

Trek hosts its first-ever UCI World Cup Cyclocross race, drawing thousands of athletes and fans to Waterloo. The race is the first cyclocross World Cup ever to pay the men's and women's fields equally.

When the world needs it most, Trek athletes deliver rainbows

The world as we know it changes. Offices close, planes are grounded, borders shuttered. We isolate among trusted loved ones, distancing ourselves from family and friends. This chapter goes on for longer than anyone imagines it will. Things get grim. Many lose everything. But even in the darkest hours, our spirits are lifted by moments of goodness and care. Science brings miracles. In time, we emerge. Cautiously, we rebuild. Racing returns, bringing with it a spark of normalcy. There is hope in hoping. And exactly when we most need to cheer, Trek athletes give us something to cheer for. We witness the winningest period in our history. Seven World Championship titles in succession, seven rainbow jerseys, and something bigger than that, too: a reason to celebrate. And celebrate we do.

2020



MADS PEDERSEN
2020 WORLD CHAMPION



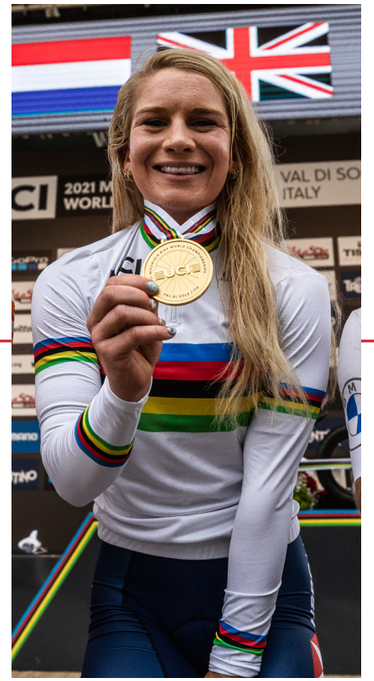
REECE WILSON
2020 DH WORLD CHAMPION

2021

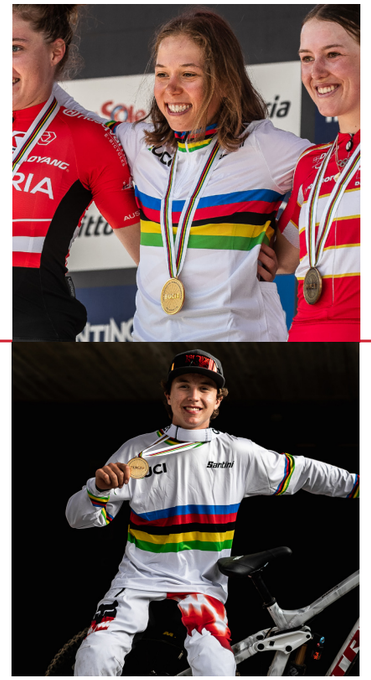


LUCINDA BRAND
2021 CX WORLD CHAMPION

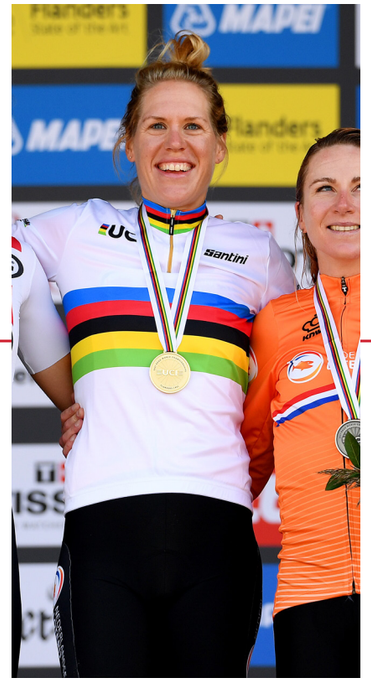
MONA MITTERWALLNER
2021 U23 XC WORLD CHAMPION



EVIE RICHARDS
2021 XC WORLD CHAMPION



JACKSON GOLDSTONE
2021 JR DH WORLD CHAMPION



ELLEN VAN DIJK
2021 TT WORLD CHAMPION



Gold-ilocks

Trek notches its third gold medal as Jolanda Neff wins the Tokyo Olympics women's mountain bike event. The gold medal fits "just right" for Jolanda, who also made a memorable cameo as Goldilocks in the 2019 Supercaliber launch video.

2021



Our world, our responsibility

In 2021, Trek releases a first-of-its-kind sustainability report, which details the impact our business has on the planet and presents our plan to address climate change. The report frames our approach to lightening our footprint and lays out a 10-step action plan for change on a global scale.

Trek goes All In

Trek releases the All In plan to address systemic racism, launching new initiatives that promote diversity, equity, and inclusion. All In focuses our efforts on building a better future for all and rallies the company around the fact that bikes are for everyone.

Our commitment:

1. **Create 1,000 cycling industry jobs for people of color**

   Invest $2.5 million over ten years in a new retail management and bicycle mechanics training scholarship program to improve diversity within Trek Headquarters, Trek retailers, Trek stores, and the cycling industry.

2. **Bring bikes, jobs, and stores to underserved communities**

   Invest $5 million over the next three years to establish new bike shops in underserved neighborhoods, with the goal to build 50 stores in ten years.

3. **Establish a $1 million Community Investment Fund**

   Provide funding for entrepreneurs of color and existing Trek retailers to open shops in underserved neighborhoods.

4. **Create a more diverse future for competitive cycling**

   Establish a nationwide scholarship fund to bolster the diversity of NICA (National Interscholastic Cycling Association) teams.

5. **Create a more inclusive Trek culture**

   Require all Trek employees to complete diversity and inclusiveness training provided by accredited external resources by the end of 2020.

6. **Accelerate the activism of the Trek Family**

   Provide Trek employees with access to paid time off to volunteer for non-profits that build our communities.

Forever the first-ever

Lizzie Deignan captures the win at the historic first-ever Paris-Roubaix Femmes, and she's joined on the podium by teammate Elisa Longo Borghini. Though the men's Paris-Roubaix had been raced for 125 years, 2021 is the first women's edition.

After her win, Lizzie says, "I raced today with the power of generations of women who were denied the opportunity." She earns the traditional trophy made from an actual course cobblestone and a plaque in the historic Roubaix showers. For the first time ever—but certainly not the last—the plaque bears the name of a woman.

What's next?

Because what happens next is up to you.

TODAY 2032 2042 2052

That's the entire point of this book.

We believe the author Jim Collins said it best:

"If 30 years from now, Trek is not the one truly iconic standout company in this industry, that is 100% on you.

It is 100% in your hands."

And this book, which is also in your hands, will guide you there.



See something bigger

by John Burke

In the mid-1970s, my dad had a bold idea. He'd spent his life selling and distributing other people's products, and now he wanted to do something new. He wanted to build a company that would give more people access to quality bicycles in the United States.

My dad was a thinker and an adventurer, and everything he did had a reason behind it. One day, he came home and announced that he and his partner, Bevil Hogg, would run their business out of a barn in the small farm town of Waterloo, Wisconsin, halfway between our home in Hartland, a suburb of Milwaukee, and Bevil's in Madison.

Not everyone could have seen past the barn to what would one day become something bigger.

My dad could.

From the start, Trek was about adventure and exploration. Trek hired the first nine employees in 1976, and the five welders on staff built 904 frames in Trek's first year. They were beautiful, lugged steel bikes made for long-distance touring, built by hand and silver-brazed right there in the Waterloo barn.

I started at Trek the summer after my sophomore year in college, picking and packing parts in the warehouse. As each day closed, I'd join the sales team in the office. I already loved bikes and was even racing on my college cycling team. Now, I was discovering that I loved the bike business, too.

At the end of that summer, I was lucky to shadow the legendary Trek sales rep Harry Spehar on a week-long trip to California. Harry sold bikes and I sold parts. And as it turned out, under Harry's guidance, I sold more parts that week than he sold in a year. I was hooked.

Trek has been a defining part of my life. When I think of the jobs I've had here, first working in the warehouse, then working in sales, running customer service, managing sales and marketing, and eventually leading the company, I understand that business is all about people.

I think of Frank, the UPS driver who'd drop by the warehouse to shoot hoops with me. I think of Joel Holden, my first manager in sales, who taught me the best sales reps drive on Sundays. I think of all the customers who showed me the ropes in Territory 8, which covered half of the western U.S., including Bill and Nancy Waller at Bike Peddler in Greeley, Colorado; Chuck Wanner at Bike Broker in Fort Collins; Kay at Bike Peddler in Grand Junction; and many, many others.

And when I think of my past at Trek, I always think of my father.

When he passed away in 2008, a friend told me his body would die but his spirit would live on. His spirit lives on at Trek, and not a day goes by that I don't think about The Big Guy and the lessons he left us through the way he lived.

He set high expectations for this company, and they were always rooted in goodness. He knew how to do the right thing. And when it came to change, he knew how to deal with reality.

Trek faced a point of crisis at the beginning of 1986. Top to bottom, things were not good. We were losing a lot of money, employees weren't happy, customers weren't happy, product quality was poor, and the list went on and on. My father was not the kind of guy who'd hit the panic button, but he was never afraid to make a move. He saw the opportunity in every crisis.

Many people would have seen only the barn. When it came to Trek, my father always saw something bigger.

He fired the top managers, called a company-wide meeting with the 100 of us who were left in the building, and climbed onto a stack of pallets in the warehouse.

"I have three options," he said. "I can sell the company, I can close the company, or we can fix the company. I'm not going to sell it and I'm not going to close it, so that leaves us with one option: we are going to fix it." He rallied the company around a mission:

"We're going to provide a quality product at a competitive value. We're going to deliver it on time. And we're going to create a good environment for the employees and the customers."

By today's standards, that's a pretty generic mission statement. But it was revolutionary for Trek at the time. We weren't doing any of those things, and that's why we were failing. My dad's mission galvanized the company, gave us direction, and gave us something to care about.

It changed everything. Since that day in the warehouse, we've built an amazing company. Along the way, many people have made Trek their life's work. These people are why Trek is what it is today, and why I can say with confidence that our best days are still ahead.

Over time, the mission my father put in place became less relevant. In 2018, we concluded it was once again time for a change.

We focused on the three key elements that would define Trek's success for the decades ahead and came up with a new mission that's both faithful to our founding principles and right for our future: we build only products we love, provide incredible hospitality to our customers, and change the world by getting more people on bikes.

This is our shared purpose. And when we pursue it fully, we can do amazing things.

I'm constantly inspired by our product teams, engineers, and designers and their commitment to building only amazing products they love. I'm always impressed by the incredible hospitality we provide, and by how everyone at Trek understands we'll do whatever it takes to care for our customers. And I take so much pride in the work we do together to change the world by getting more people on bikes.

We're making a difference with PlacesForBikes, NICA, World Bicycle Relief, and the many other programs we support. The best news is this: we are just getting started.

As we continue to deal with a global pandemic, it's clear the world we'll face in the future will be more volatile. We will see both sunshine and storms, just like my father did. But even in our darkest moments, our mission will light our way.

This approach is what allows us to do the bigger things—like stay open through a global pandemic to serve those who rely on bikes for essential transportation, commit to meaningful action when we witness social injustice, and set the example for progress when faced with a climate crisis.

We take the long view. We use the bike company not just to provide a living for Trek employees and their families, but to give back to the communities we serve. I am proud of our amazing products. I am proud of the incredible hospitality we provide to our customers. But above all, I am proud that we have taken a lead on big issues like the climate crisis and social injustice. The company that so many of us have built has a great heart.

Today, you are part of Trek. My hope for you is that you grow here, that you build relationships, that you learn, that you put your heart into your work, and that you have fun. This book will show you how to do that.

People underestimate themselves. That can't happen here. Every time someone asks something of you is an opportunity to do something more. This company wouldn't exist if we were limited by what was asked of us.

So, here's the first thing I'll ask of you: when someone shows you a barn, see something bigger.

This is my father's way, and it is Trek's way.





PART 1
WHAT WE DO

OUR MISSION

WE BUILD ONLY PRODUCTS WE LOVE, PROVIDE INCREDIBLE HOSPITALITY TO OUR CUSTOMERS, AND CHANGE THE WORLD BY GETTING MORE PEOPLE ON BIKES.

WHY BUILD ONLY PRODUCTS WE LOVE?

BECAUSE IN ORDER FOR SOMEONE ELSE TO LOVE IT, WE HAVE TO LOVE IT FIRST.

THE TWO RULES OF PRODUCT AT TREK:

1. Whatever your job, you have a product

2. You're responsible for making it one you love

If we don't love what we make, neither will anyone else

At Trek, you hear a lot of talk about love. The emotion is a guiding principle in our approach to business. The question "Do you love this?" comes up at every stage of the creation process, and what we've learned is that when we measure ourselves against this high standard, we end up with the best result.

We've also learned that if we don't love something we make, neither will anyone else. So we drew a hard line in the sand and promised ourselves we'd never make a product we didn't love.

It takes a lot of honesty to conduct business this way, but when you're fully committed to it, it makes all aspects of the business better. When you love something, you believe in it—and every step of the process, from development to manufacturing, manufacturing to marketing, marketing to sales, and sales to customer care—is stronger for it.

Think you don't manage a product? Well, you do. Emails are products. Financial statements are products. Campaigns are products. Cookies are products. (More on that later.)

Here, we're all makers. And whether or not the words "product manager" appear in your title, you're responsible for your product. And you're responsible for making it one you love.

Most standards constrain, but this one does the opposite. Setting the bar at love means you're unleashed to do your absolute best, and it means that you have permission to put your full self, with all your passion and enthusiasm, into your product, whatever it is.

We hold ourselves to that high bar. It's not always easy, but it is simple: put love into your work, get love back.

WE ARE WHAT WE MAKE

This is an ode to the doers and the makers in every corner of the bike business. Whether you're packing the perfect box in our California Distribution Center, designing beautiful bike displays for our retail locations, or providing the ultimate hospitality experience at Trek's very own bed and breakfast, your product is just as important as the ones out on our sales floor. At Trek, we believe a financial report can be just as glamorous and impactful as a flagship bike model. What we understand here that others don't is that everything is a product—and you'll never have great products to sell if all the products you don't sell aren't just as great.



Chiara Ara
CUSTOMER CARE MANAGER, ITALY

MY PRODUCT:
Solutions to any of the problems that may arise for over 200 retailers in Italy. And I've been told I make a mean Trek-Segafredo espresso, too.

Rodney Jenkins
INN KEEPER, UNITED STATES

MY PRODUCT:
Unforgettable visits to Mansion Hill Inn that our guests will always remember as the new standard of hospitality.





Laura Jelinski
FORECASTING MANAGER, UNITED STATES

MY PRODUCT:
A meticulously detailed (and constantly updated) plan for aftermarket to ensure we'll have every product in the sizes and styles our customers want.



Maigo Pérez
RETAIL DESIGN MANAGER, SPAIN

MY PRODUCT:
A warm and welcoming retail environment that reflects the Trek brand and makes every customer feel comfortable and happy.

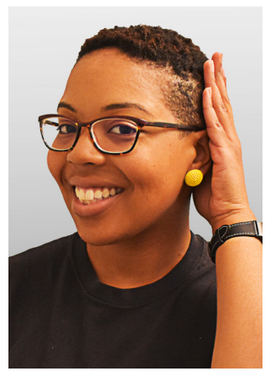
Chris Martin
CUSTOMER CARE GUIDE, AUSTRALIA/NEW ZEALAND

MY PRODUCT:
World-class hospitality that exceeds customer and retailer expectations.



Dezirae N. Brown
WEB EDITORIAL PRODUCER, UNITED STATES

MY PRODUCT:
Interactive web pages that riders across the globe can read in their local language.



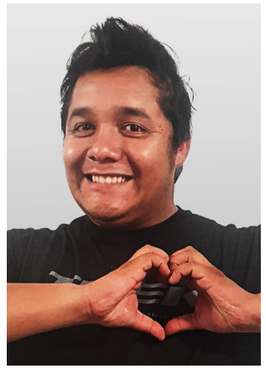


Jazz Ramos
CINEMATOGRAPHER, UNITED STATES

MY PRODUCT:
Great brand stories, brought to life by motion, that inspire, educate, and tell people what Trek's all about.

Anibal Ibarra
CUSTOMER SERVICE REP, MEXICO

MY PRODUCT:
My product is hospitality and great relationships for retailers, my colleagues, and other vendors.





Anita Lee
SUPPLY CHAIN MANAGER, ASIA

MY PRODUCT:
Getting all the right parts, all in the right sizes, to show up when and where they need to so we can build bikes for people around the world.

Guadalupe Ollarzabal
ENGINEERING TECHNICIAN III, UNITED STATES

MY PRODUCT:
3D-printed models of Trek's latest products to ensure our engineers are wildly successful.





Meghna Kapoor
SOFTWARE ENGINEER, INDIA

MY PRODUCT:
The backend architecture of our website that allows us to present our best and biggest ideas to the world.

Mitchell Mathews
SOCIAL MEDIA SPECIALIST, UNITED STATES

MY PRODUCT:
Solutions, advice, banter, and general companionship, all in the form of 140-character snippets that make people fall in love with Trek.





Niels Moreau
STORE MANAGER, BELGIUM

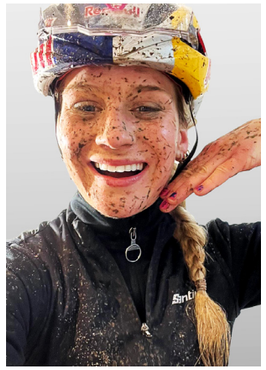
MY PRODUCT:
A welcoming store with above-and-beyond hospitality for every customer.

Jamie Forrest
PHOTO AND VIDEO STUDIO DIRECTOR, UNITED STATES

MY PRODUCT:
Fun, feel-good images and videos that bring Trek to life and show our products, brand, and environment in the best light.



Evie Richards
TREK FACTORY RACING ATHLETE WORLDWIDE



MY PRODUCT:
Race wins, inspiration, fun, and the kind of friendliness that can help every rider be their best.

Anton Sanders
GLOBAL SERVICE CENTER MANAGER, NETHERLANDS



MY PRODUCT:
Best-in-class dealer support and above-and-beyond hospitality to help make Trek the most respected service brand in the industry.



Bram Lippens
TEAM CHEF, BIKE RACES AROUND THE WORLD

MY PRODUCT:
The right food, made with the right ingredients, served at the right time to ensure our athletes rest, recover, and race successfully.



Joyce Jia
FINANCE CONTROLLER, CHINA

MY PRODUCT:
Financial reports that keep the company on target, improve our bottom line, and ensure we're in a position to invest in our future.

Ryuto Doi
SERVICE TRAINER, JAPAN

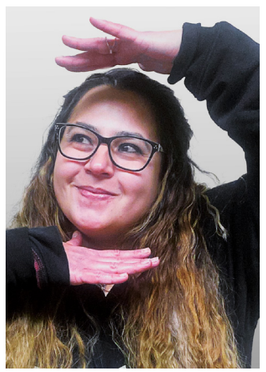
MY PRODUCT:
Instruction that helps Trek Service Techs become the best experts in their field.



Billy Lemke
ASSEMBLY TECH, UNITED STATES

MY PRODUCT:
Bikes and gear built quickly and efficiently to meet the highest quality standards.





Valerie Huizar
INVENTORY AND HOSPITALITY TEAM LEAD, UNITED STATES

MY PRODUCT:
The fastest-possible shipping, in the right boxing, of Trek product from the West Coast Distribution Center.



Jill Valone
PRODUCTION TECH, UNITED STATES

MY PRODUCT:
24-hour turnaround on every service—and repairs that are always right the first time.

Amber Gulamali
RETAIL MARKETING SPECIALIST, AUSTRALIA/NEW ZEALAND



MY PRODUCT:
Wildly successful retailers as a result of well-thought-out and expertly communicated marketing.

Gabb LI
E-COMMERCE MANAGER, CHINA



MY PRODUCT:
Innovative e-commerce solutions that improve the online shopping experience for all customers.



Robbie Stoddart
COMPLIANCE ENGINEER, NETHERLANDS

MY PRODUCT:
In a word: compliance. My product is making sure our products adhere to the many global rules and restrictions for everything from testing to labels.



Mio Suzuki
DIRECTOR OF ADVANCED TECHNOLOGIES, UNITED STATES

MY PRODUCT:
A long-term vision that ensures Trek is always at the cutting edge of technology and product innovation.

Katy Simcock
EUROPEAN RETAIL MARKETING MANAGER, UNITED KINGDOM

MY PRODUCT:
A positive, lasting impression of the Trek brand wherever people encounter it: online, at a Trek store, in marketing materials, and even in conversation.



Cam McCaul
FREERIDE LEGEND, WHEREVER THE TRAIL LEADS

MY PRODUCT:
Energy, enthusiasm, and positive vibes in video content and at Trek events. My product is getting people stoked to ride!





Bevan Cheatley
SALES MANAGER, NEW ZEALAND

MY PRODUCT:
A well-merchandised store and irresistible enthusiasm for the world's best bikes and gear.



Jamie Han
LOGISTICS AND FORECASTING MANAGER, KOREA

MY PRODUCT:
Predictions for the future, made by connecting the stories behind our sales numbers.

OUR MISSION

WE BUILD ONLY PRODUCTS WE LOVE, PROVIDE INCREDIBLE HOSPITALITY TO OUR CUSTOMERS, AND CHANGE THE WORLD BY GETTING MORE PEOPLE ON BIKES.

WE'RE NOT INTERESTED IN PROVIDING CUSTOMER SERVICE

At Trek, we do something better. It's called hospitality.

In Trek's Customer Care department, our guides abide by a simple principle: the best service is no service.

What that means is that if you've got a problem, it's because we didn't anticipate it. And, in that spirit, we strive for something you don't see a lot today: full responsibility.



But, look. We're realists, too. Despite our best efforts, we won't get in front of every problem. The world's a weird place, and we've faced a lot of weird circumstances—from people driving their bikes into a garage door to someone who shipped their warranty frame to the wrong Waterloo.

We're people. We understand life happens. And when it does, that's where we shine.

We don't deal with problems. We deal with people and experiences.

That's not customer service, it's hospitality.

TREK'S 6 RULES OF HOSPITALITY

Hospitality is a practice. Like anything in life, you have to work at it to become a master.

1. Make others' problems your problems

2. Be present

3. Show people they matter

We made these guidelines to frame Trek's approach to hospitality for new Customer Care employees, but what we discovered is that following them can have a massive impact on your relationships—and not just at work.

At Trek, everything is viewed through the lens of hospitality. We're sharing these principles with you so you understand how we operate, and so you can put them into practice in your own life. Follow them and good things will happen.

4. Don't worry about being right

5. Never miss an opportunity to surprise and delight

6. Nobody waits for a beer

1.

MAKE OTHERS' PROBLEMS YOUR PROBLEMS

Empathy is everything. If your customer has a race this weekend, you have a race this weekend. If your customer has a flat, you have a flat. When someone senses they're not alone when they're communicating with you, they'll remember you as someone who made them feel valued.





Why we learned to reprogram garage door openers

How's this for fortuitous? The number for Trek's customer service line (800-585-8735) is a single digit off from the customer service line of a garage door opener company.



In the past, we averaged a call each day from a befuddled customer whose garage door had gone haywire. We can all relate to the feeling: you're alone, at the end of your rope, facing down the complexity of wireless device programming. You just want to talk to someone who can help.

There was something decidedly un-Trek about delivering the line, "Sorry, you got the wrong number," then sending the caller off to start a whole new search for a solution.

So, we stopped. Instead, we put ourselves in the caller's shoes and asked, "What would we want in this situation?" The answer was obvious. A Trek Customer Care guide started researching. He got on the other company's site and learned how to troubleshoot and address common problems. He became the in-house expert on garage door openers.

We still get calls from people standing in driveways. "My garage door is stuck," they say. "I need help." And now we say, "We've got just the guy for that." After all, isn't opening doors for people what great service is all about?

THERE ARE TWO LESSONS HERE:

First: when you deal with the complexity of bikes, you can deal with anything.

Second, and most importantly: empathy is what distinguishes Trek. You think our number-neighbor is offering a similar service? Yeah, neither do we.

2.

BE PRESENT

Great hospitality is about making people feel seen, heard, and valued. The root of that is a simple practice: be open, be available, and listen. When you're really present and engaged, people will sense it. They'll remember you as someone who made them feel understood.

OUR PRESIDENT'S E-MAIL ADDRESS IS

j.burke@trekbikes.com

He gives it to every customer.
And he replies.

Go ahead, try us.



This is one of the most important lessons you'll ever learn: people remember the way you make them feel.

We want our customers to feel valued, understood, and appreciated, and we do this by going above and beyond to provide a level of hospitality that surprises. It's not the same thing as customer service.

Customer service is what's expected everywhere. We do more than that. The Trek owner's manual is one of the only brand touchpoints given to everyone who buys a Trek.

Owner's manuals come with every product, from bikes to dishwashers, and most of them end up at the back of the junk drawer because the expectation is that they're dry and incomprehensible.

That's not hospitality. So, when JB wanted to flip that expectation on its head, he put these words in it:

Welcome to the Trek family. If you ever have a problem with your Trek, see your Trek retailer and they will take care of it. If you are not completely satisfied, please contact customer service at Trek or send me a note at j.burke@trekbikes.com.

Yes, that's his real email address. Yes, he gets a lot of emails from customers who see it in the owner's manual. Most of them start with the words, "You'll probably never read this."

But he reads them all and makes sure every single one gets a response. Why? Because it's an opportunity to make someone feel good and because they remember that feeling.

Companies are painful to deal with today. The fact that we're not makes us a different kind of company. Every interaction is an opportunity to make someone feel valued, understood, and appreciated. When you do, they remember.

THE LESSON IS:

To make people feel understood, first make yourself available.

Why we employ only humans

The only thing worse than having to call the customer service department of a company is trying to explain your situation to a robot.

Sure, technology has reached a pretty amazing place today. You can shout the name of your favorite song into an empty room in your house and a device will pick up your voice and start playing the song through speakers in the next room. It's convenient, it's weird, and it's even a little fun.

But it's not the same thing as human. There's something missing from that experience, and it's the same thing that's missing when you call a customer service line and reach a recorded voice telling you to press 1 or 2. No one's listening. Not really.

Until we can program empathy, understanding, and the ability to chat about the latest stage of the Tour de France into a robot, there will be no substitute for speaking with somebody who actually cares about the same things you do and takes helping you solve your problem very personally.

We approach every interaction with the intention to really listen. It's what makes us more than robots. And it's also why we have a serious hiring bias for humans.

NOTE: If this is being read in the future and the robots have taken over, it was the Copy team who wrote this.



THE LESSON IS:

Be human. Be kind. There's a whole lot of value in this.

3.

SHOW PEOPLE THEY MATTER

Masters of hospitality can recall details about their customers, like their name, major life events, and their last conversation. Showing someone you remember them, even if it's as simple as calling them by name, is an easy way to pay a deeply meaningful compliment. When you remember people, you're telling them they matter.

How Trek Bicycle Johnson City saved Christmas

After a freak accident left a little girl bike-less on Christmas, Trek Johnson City stepped up in a way that would have impressed Santa Claus himself

Editor's Note:
This story was discovered as a Google review. It is entirely true. The Brand team has written it as a narrative to illustrate what happens when hospitality is a priority. But let's be clear about who the real hero is here. As in so many of our own stories, it's Mom. Because without her dedication to her child, this story would never have happened.

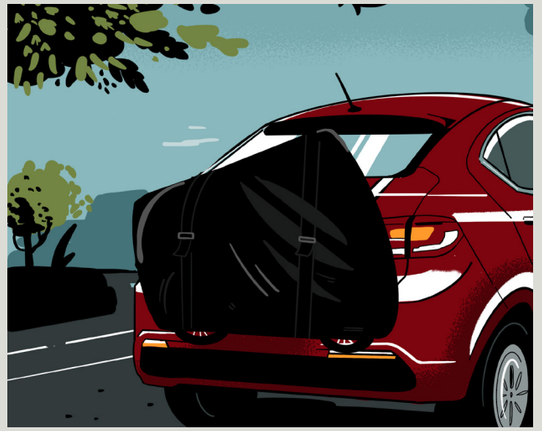


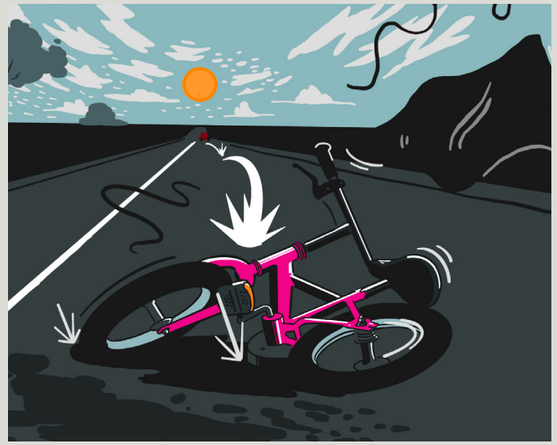
2020 was a tough year for bike availability, but dedicated mother Monique L. tracked down the exact one she wanted to purchase for her 11-year-old's Christmas gift. Trouble was, it was three hours away at the Trek Store of Johnson City, Tennessee.



On a return trip home from Maryland to Chattanooga, the whole family stopped by Johnson City to scoop up the closely guarded Christmas secret.

This was a clandestine mission—maternal black ops—so the bike was wrapped in a tarp and secured to a rear rack, out of sight of its intended recipient. But it was clear that more bungees would be required to ensure the gift's safe return home.

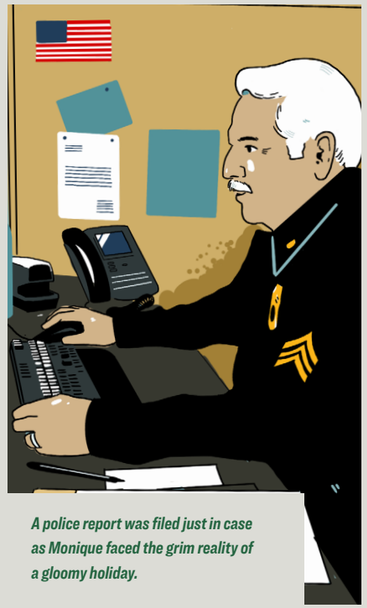




En route to the hardware store supplied with a bounty of bungees, the bike was bounced from its berth. Gone.



After seven round trips back to the store and three hours of searching with three kids in the car, despair set in. The bike had vanished.



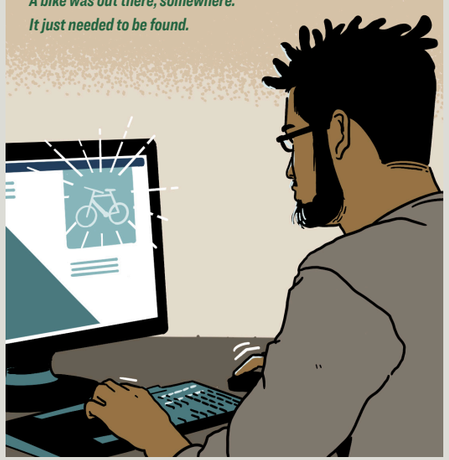
A police report was filed just in case as Monique faced the grim reality of a gloomy holiday.

The next day, the store called to inquire about the status of the bike, heard the story, and learned the little girl would be without her new bike on Christmas. This, the store decided, was unacceptable.





They hit the Internet.
A bike was out there, somewhere.
It just needed to be found.



And so it was, on the West Coast. The bike was immediately reserved and shipped to a store five minutes from Monique in Chattanooga. Because who wants to drive another six hours round trip?



The bike was picked up. When Monique tried to pay, she learned Johnson City had covered it. Christmas—and maybe hope itself during a challenging time—was restored.



Why would the Johnson City employees go to this amount of trouble for one customer three hours away who may never set foot in their shop again? Because they know hospitality extends beyond their front door. This was not business. This was grace.



We're here to share love. And when we do, we don't just save Christmas, we change the world.

"Naturally, I've become a life-long customer and raving fan," Monique said. "We have five people in our family. We bike all the time. I'll never buy another bike that is not a Trek for any one of us!

"But beyond that, they've touched our Christmas, and they've changed my outlook and my life."

4.
DON'T WORRY ABOUT BEING RIGHT

Making things right is always better than being right. Empathize and keep a cool head, even if you end up in a situation where someone's directing anger at you. Because when things calm down, you don't want to be remembered as someone who was inflexible.

The big picture is all that matters.

Living room furniture on the lawn?
There's no wrong way to kick back at World Cup Waterloo.
Especially when you're the legendary Jens Voigt.

NOBODY'S RIGHT WHEN EVERYBODY'S WRONG

How a call that started with anger turned into a cross-continent friendship

The world can be a weird, unsettling place. And you're bound to find some difficult people in it. But no one should be alone on their journey—not when it comes to bikes, not when it comes to anything.

No one understands the importance of connection quite like Trek Hospitality Director Jason Schumacher. He's the guy customers go to when they're at the end of their rope—and he's also the man behind the drumset for Wisconsin's own Pupy Costello's Big City Honky Tonk Band. In life and business, he says, the simple key to happiness is making other peoples' journeys part of your own.

"Customer service sucks," he says. "It really does. We're all conditioned to expect bad service, so we enter every interaction ready for a fight. There's a better way, and it's called hospitality. When you call Trek, you're going to talk to an actual person who likes the same things you like and shares the same goal of solving whatever problem you're facing."

When you're more concerned with making things right than being right, you can actually help people. And, sometimes, this approach pays off in unexpected ways.

"Years ago, someone called who had a good reason to be upset with us," Jason says. "If I were to have met that anger with more anger, there would have been no path forward. He would have been upset, I would have been upset, and no problems would have been solved. And how can you find purpose in that?"

Instead, Jason did what he does best. He approached the interaction with humanity and with a goal: making things right. "It wasn't about who was right or wrong. That didn't matter. We had a long conversation about the issues he was having," Jason explains. "In the end, we solved the problem together and got to know each other. Today, our families get together when we're in the same state."

THE LESSON IS:

When you meet anger with anger, everyone loses. But when you meet anger with kindness, you'll solve problems. And you may even earn a friend.

5.

NEVER MISS AN OPPORTUNITY TO SURPRISE AND DELIGHT

Be thoughtful. Be creative. Be fun. It feels good to make other people feel good. Take every opportunity to show someone you care. This approach will take you far.





We'll take all of them.

Why Trek places a massive order of Girl Scout cookies every year

Nothing says hospitality quite like a great cookie delivered at the perfectly right time. At Trek headquarters, there's a long-standing tradition of fresh cookies at 2pm in the café, where you can treat yourself to a chocolate chip cookie or JB's preferred spin on the classic made with bananas, peanut butter, coconut oil, and oats. (Pro tip: get there right on time or they'll be gone.)

Trek's relationship with cookies as a form of hospitality is a long one, going way back to the days before our on-site café. In the spring of 1991, an enterprising young Girl Scout named Heidi walked through the front doors in Waterloo hoping to move a few boxes of Thin Mints and Carmel DeLites.

At the same time, JB, who was then heading up Trek's Customer Care team, was thinking of a way to send some unexpected hospitality to the hardworking staff at Trek's retailers. When Heidi dropped an order sheet on JB's desk, it must have seemed like divine intervention.

The initial 10,000-box order was a sweet surprise for Heidi and Trek's retailers alike. And thus, a time-honored Trek tradition was born of including boxes of Girl Scout cookies with retailer parts orders. That year, Heidi went on to sell more boxes of Girl Scout cookies than any other Scout in the country—an effort that helped sponsor programs and scholarships for the organization.

And in the end, JB got some truly thoughtful hospitality in return: an honorary sash, presented by Heidi, which he still has to this day.

THE LESSON IS:

Everyone loves an unexpected gift. Especially when it's a cookie.

The Littlest Herman



How a Trek retail store manager thought outside the flock to create a special moment for her shop's littlest customer





Herman the sheep joined the Trek flock around 2015. Though his original duties were to promote Bontrager's new line of wool baselayers, we soon learned this intrepid traveler and cycling enthusiast couldn't be contained to such focused responsibilities.

He may be a life-sized stuffed sheep, but Herman likes to go his own way. Soon, he started appearing in the far reaches of the world, grazing from the United States to Europe and Asia (and gathering a pretty solid social media following in the process).

Somewhere along the way, as his role made the important shift from spokes-sheep to Trek mascot, Herman gained the uncanny ability to be many places at once.

He's now forever part of Trek lore for no other reason than he's one of us. As one Trek marketer put it, "What do sheep have to do with bikes? Not a whole lot. But we wooly like his personality."



Today, Herman is a regular at many Trek retail locations, including Trek Bicycle Edgewater in New Jersey, where he stands stoically by the door for the simple and important purpose of fun.

Many Edgewater customers delight in Herman's presence, but perhaps none as much as Anjali, a three-year-old who accompanied her mother to the shop almost daily during the weeks after the store's opening.

Each day, young Anjali would enter the store and greet Herman with a pat and a soft hug. It was, to store manager Gladys, an incredibly cute ritual, one filled with a kind of purity of love that comes only from kids. It was exactly what the world needed.

She saw in this interaction an opportunity for something truly special. So Gladys reached out to the retail team at Trek headquarters with an idea, and a few weeks later, when Anjali and her mother visited Edgewater again, Herman had a companion waiting beside him—a perfect miniature sheep, custom-built just for Anjali to take home.

Will Anjali remember this moment forever? Well, probably not. She's three. But she may associate bikes and happiness, and that's a pairing that changes lives.

THE LESSON IS:

When you have the chance to make someone happy, do it. Joy in itself is always a good enough reason.

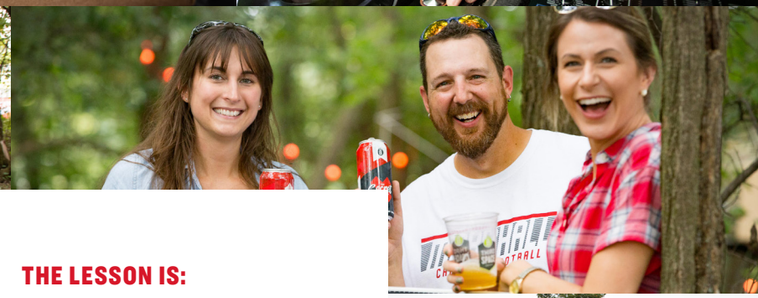
6. NOBODY WAITS FOR A BEER

We've all been there. You're at a function, maybe it's a post-work get-together with your customers, and the beer's not flowing because the place is ill-prepared or understaffed. The room's hot, people are agitated, and everyone's beginning to wonder, "Where's the beer?" Hospitality is about anticipating needs and desires, so we avoid moments like this at all costs—even when it means hopping behind a bar and tapping a keg yourself. At a Trek event, nobody waits for a beer. It's a standard we're all responsible for upholding.









THE LESSON IS:

We're all responsible for ensuring Trek events are great. That's why you'll never attend one that drags on with endless speeches, has long lines for food, or lacks easily accessible refreshments on tap. But if you do see someone at a Trek event waiting for beer, start pouring.

Yes, we're serious.

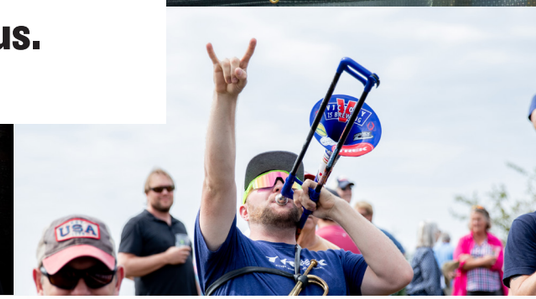


















OUR MISSION

WE BUILD ONLY PRODUCTS WE LOVE, PROVIDE INCREDIBLE HOSPITALITY TO OUR CUSTOMERS, AND CHANGE THE WORLD BY GETTING MORE PEOPLE ON BIKES.

A TWO-WHEELED REVOLUTION

How we're creating a better world with bikes

We believe the bicycle is a simple solution to many of the world's most complex problems—climate change, congestion, the health of our people and planet.

That's why we've committed to making bikes more accessible to everyone and doing so in a way that's as gentle as possible on our planet.

Because at the end of the day, it's not about creating the most aerodynamic bike or winning the most stages in the Tour de France (although those things are pretty cool, too). What really matters is whether or not we did everything in our power to help make the world a better place.

It's a big responsibility, we know. But we're in this together. And it's going to take each and every one of us to create a future we feel good about.

Whether you're answering calls in Customer Care, working the front lines in retail, or designing saddles, your efforts are contributing to Trek's mission to change the world by getting more people on bikes.



ON THE BIKE PATH TO A BETTER FUTURE

A 1% shift in mode share can impact emissions on a global scale. But to get more people to choose bikes over more harmful forms of transportation, we need to create safer and more accessible places for them to ride.

Transportation is the world's single largest contributor to greenhouse gas emissions. In the United States alone, about half of our national emissions come from passenger vehicles, and most of those trips are under six miles.

Six miles! It's not an unimaginable distance to ride—and increasing bicycle mode share by just 1% in the United States would result in a carbon reduction that's around seventeen times bigger than Trek's total global carbon footprint. If a 1% mode share shift can have such a huge impact in just one country, imagine what it would mean for the planet if we could help the whole world make a similar shift.

It's pretty clear that people who ride bikes can change the world. But no one will choose bikes over other forms of transportation if they don't have safe places to ride them.

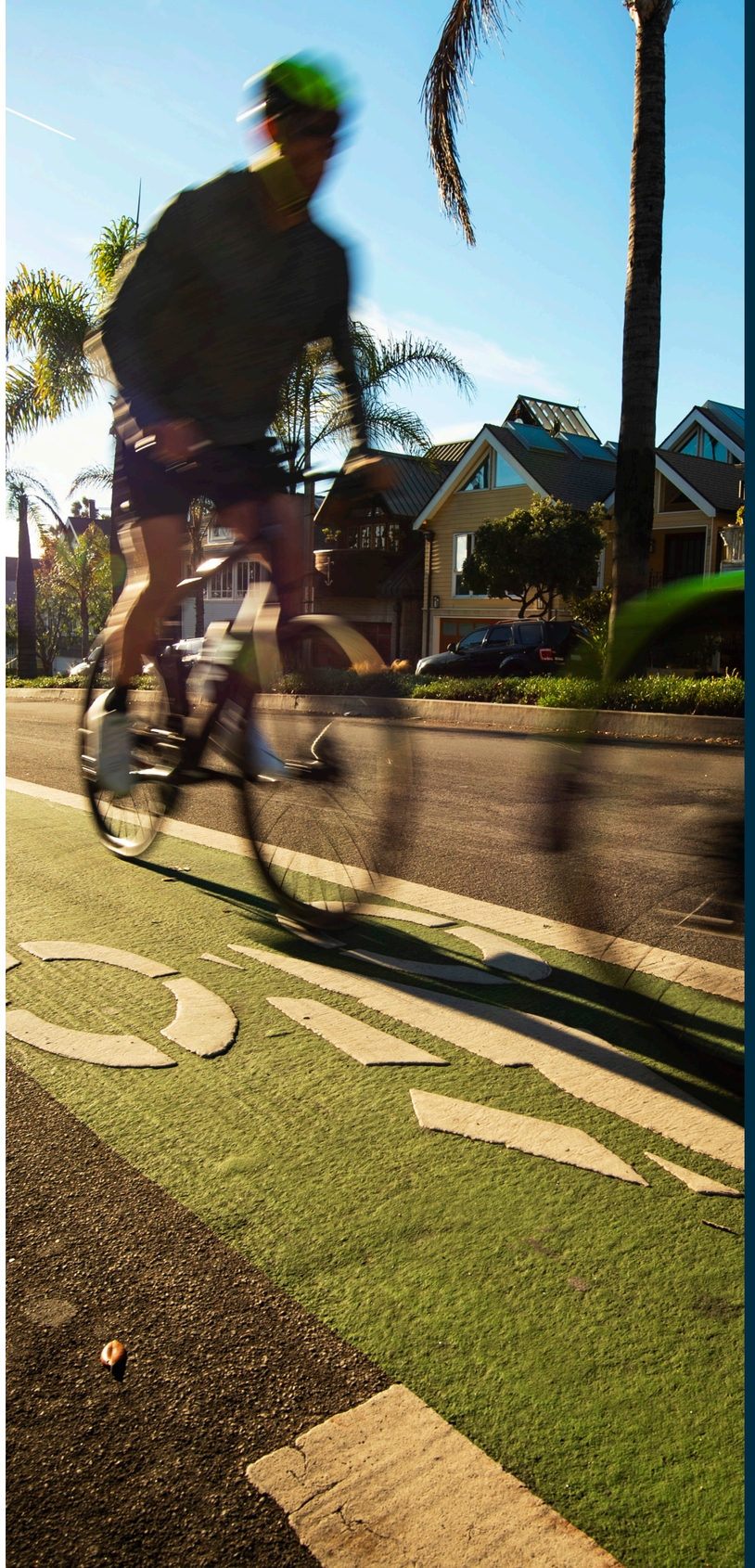
That's why we invest in better cycling infrastructure through our work with PeopleForBikes, the largest cycling advocacy group in North America.

Trek is a founding member of PeopleForBikes, an organization that gives bikes a seat at the legislative table. The group lobbies at the local and national level for the interests of cyclists, influences transportation policy and spending, and helps improve urban planning.

We're also the main sponsor of PlacesForBikes, PeopleForBikes' data-driven city rating program that gives communities support and guidance to build safe, comfortable, and connected bike networks.

With help from our friends at PeopleForBikes, we're on our way to shifting the way people get from A to B. But as far as we've come, we're not done yet.

We're committed to doing whatever it takes to ensure that every community has a plan to create safer places for their citizens to ride bikes, and in turn create a healthier, happier, more bike-friendly world for everyone.



PlacesForBikes city ratings

The world's best large cities for cycling

CITY	COUNTRY/STATE	SCORE
1. Utrecht	Netherlands	86
2. Amsterdam	Netherlands	81
3. Copenhagen	Denmark	80
4. Rotterdam	Netherlands	80
5. Barcelona	Spain	79
6. Sevilla	Spain	77
7. Antwerp	Belgium	77
8. Ghent	Belgium	73
9. Munich	Germany	68
10. Paris	France	66
11. Berlin	Germany	66
12. Madrid	Spain	64
13. Brussels	Belgium	62
14. Brooklyn	United States	62
15. Montreal	Canada	61
16. Edmonton	Canada	60
17. San Francisco	United States	60
18. Calgary	Canada	59
19. London	England	57
20. Lyon	France	56

WE HAVE A PLAN TO MAKE KIDS' CYCLING BIGGER THAN GOLF

Less khaki, more kits. We're committed to getting more kids on bikes because more kids on bikes makes the world a better place.

Really, we have nothing against high school golf. While the khakis may make us roll our eyes a little, it's the sheer number of participants that raised our eyebrows in 2018, when we realized that 220,000 kids were competing on high school golf teams in the United States while fewer than 20,000 were on mountain bike teams.

Obviously we're biased, but... golf? We're losing to golf? Our beef with this club-and-ball sport paired with our desire to get more kids on bikes kicked off our mission to help the National Interscholastic Cycling Association (NICA) expand high school mountain biking to every state, coast to coast.

NICA prioritizes confidence and camaraderie over competition to build strong minds, character, and communities. We think that's exactly what the world needs more of, and that's why we provide the financial capital needed to fuel its expansion.

Trek set up a fund to provide the seed money for new teams. We committed to donating $10 from the sale of each full suspension bike and asked our retailers to match it. Over $4,000,000 later, NICA has expanded its membership to over 30,000 kids in 26 states and counting. We expect participation to top 40,000 riders by 2024. It's still only a fraction of the golfers, but the trend is heading toward the trails.

We've seen firsthand the transformation NICA creates in kids, so we're thinking big and setting our sights on global growth—starting with the UK and Australia. This program has the potential to put millions of kids around the world on the trail to a brighter future, and we're more excited than ever to be part of this crucial investment.



We founded BCycle bike share to make it as easy as possible for people to get from A to B on bikes.

In 1960s Amsterdam, a group of anarchist activists known as Provo painted used bicycles white, left them around the city, and told people to ride them. The Witte Fietsenplan ("white bicycle plan") was intended to revolutionize public transportation, counter consumerism, minimize traffic, and reduce pollution in the city.

Unfortunately, their plan—well, didn't go to plan. There were no locks or payment systems, and due to the political nature of the movement, many of the bikes were damaged, stolen, or seized by police.

But this radical idea was the beginning of bike share as we know it. Today, bike share systems are a fixture in many U.S. cities, and they're growing in popularity for good reason: riders don't have to worry about maintenance, upkeep, or storage, and bike share stations are conveniently located in the places people need them most.

We founded BCycle—one of North America's most widely available bike sharing systems—in 2009, and it has become a fixture in America's sharing economy. BCycle enhances cities' transportation ecosystems and reduces carbon emissions and congestion by providing a sustainable, affordable transportation option.

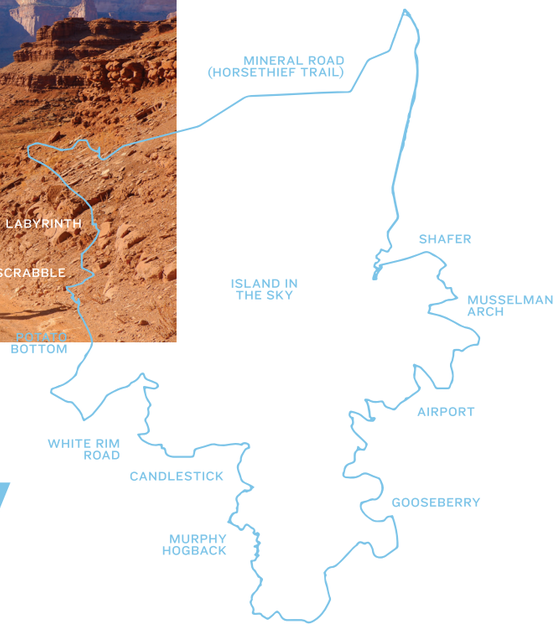
We have bike share stations in over 30 cities across the United States—from Pennsylvania to California—with plans to expand even farther. We're also excited to bring electric bikes to more riders than ever before with the implementation of pedal-assist BCycle systems in multiple communities. (When we upgraded our BCycle fleet in Madison, Wisconsin, to electric bikes, we saw annual trips increase from just over 70,000 to a whopping 208,000+ in just one year.)

We're riding this momentum. Today, as bike share continues to grow, we're more excited than ever to lead the charge on helping more people travel in a healthier, lower impact, and more fun way.

For us, bike share isn't a fad. It's an essential part of public transportation infrastructure, and a key way we can help get more people out of cars, buses, and subways, and out into the world.

GREAT RIDES LIBRARY





Why we built a library of the world's 10,000 best rides

Bikes can't change the world on their own. They need people to do that. And in order to get more people on bikes, we need to break down the barriers that stand in their way.

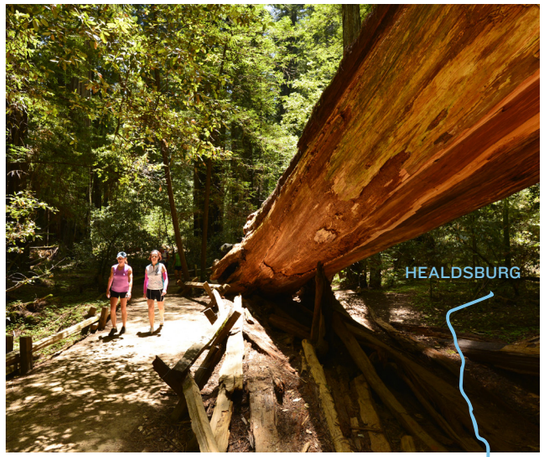
We learned long ago that the question most often asked by new bike-buyers is, "Where should I ride?" So, we set out to answer that question in the best, most impactful way possible.

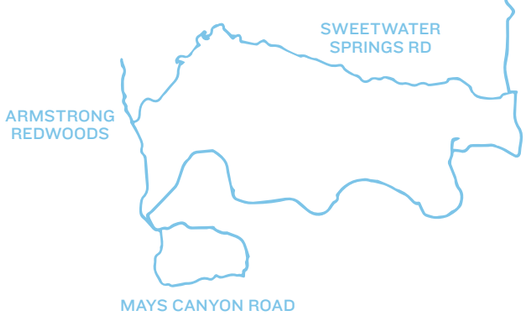
We partnered with retailers, ride experts, and local guides. We researched, collected GPS files, and curated a massive list of must-do local rides. Today, there are over 10,000 rides in our Great Rides library—and we're just getting started.

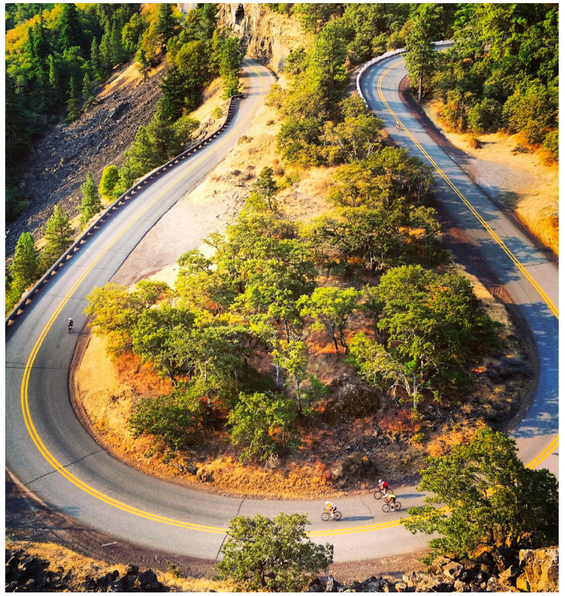
When you first get a brand-new bike, it can be scary exploring on your own. This is our way of tagging along for the ride and giving more cyclists the confidence they need to see the world from their saddle.

Looking for somewhere great to spin?
Visit trekbikes.com/greatrides.

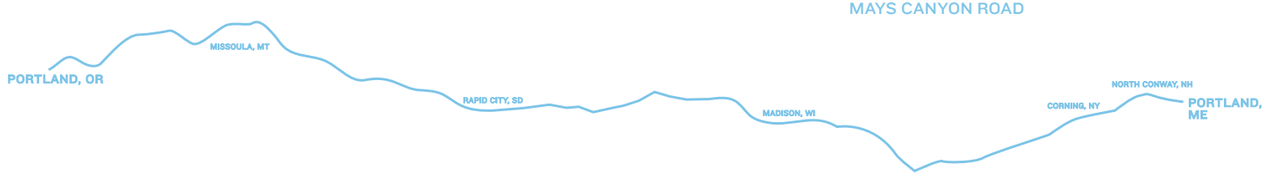












PART 2

HOW WE DO IT

THE FIRST HALF OF THIS BOOK TOLD YOU WHO WE ARE AND WHAT WE DO. THE NEXT HALF WILL TELL YOU HOW WE DO IT.

LEADERSHIP · 101



Trek's future as an iconic and enduring company depends on just one thing

It's not the economy.

It's not the state of the bike business.

It's not how good our vendors are or the depth of our product line.

It is simply the quality of Trek's leadership.

Great leaders can and will overcome any issue the company faces, now or 30 years from now. To that end, our most important mission at Trek is to give every Trek employee the resources they need to grow into truly great leaders.

The ideas of business writer Jim Collins have been instrumental in shaping Trek's leadership strategy, and we've adapted many of his lessons into an internal curriculum that helps Trek employees become Level 5 Leaders driving sparkling minibuses. (Don't know what a "sparkling minibus" is? Visit trekuniversity.com to find out.)

It's called the Level 5 Leadership Library, and it's a masterclass in leadership that uses important moments in Trek history to impart lessons that will help you grow into a Level 5 Leader.

The pillars of Level 5 Leadership—humility, will, best team on the field, vision—are core to the Trek brand and central pieces of the company's character.

The Level 5 Leadership Library is open to every Trek employee—not just those who run teams or departments. That means you and every other Trek employee, regardless of role or position, have the resources to become a Level 5 Leader. Now, it's your responsibility to use these resources to make Trek an iconic company that lasts 100 years.

HUMILITY

To live with humility is to accept and appreciate our own humanity. Nobody is perfect, and Level 5 Leaders embrace that fact. They recognize their own weaknesses, applaud other people's strengths, and take both aspects into account to help accomplish a shared goal. Leaders with humility don't work hard to get credit, they work hard because they care. They're never boastful, always grateful, and forever willing to learn and grow.

— **We care more about the name on the front of the jersey than the one on the back**

— **We are learn-it-alls, not know-it-alls**

— **We ask questions and are great listeners**



WE CARE MORE ABOUT THE NAME ON THE FRONT OF THE JERSEY THAN THE ONE ON THE BACK

There's no "I" in Trek. Everything we create serves a collective purpose, and that means prioritizing what's right for Trek over your own ego. Great leaders are selfless and supportive of others first, and they're always willing to lend a hand for the greater good. If you want to build a successful career and meaningful relationships at Trek, there's one question you should start asking: How can I help?

Maureen Muldoon came to play

When building Trek's business means reducing your own, it's hard not to feel like the game might be rigged.

Every time Maureen Muldoon succeeds, she has to start over somewhere new.

In some ways, her business is like a board game that'll send you back to the beginning in a single roll of the dice. But for Maureen and her team, starting over isn't a failure—it's a signal of success. When they start over, it means they've done their job.

See, Maureen is the Vice President of International Business Development at Trek. In her 33 years here, she and her team have built an incredible business abroad by traveling to emerging markets and forging partnerships with independent distributors.

Together, Maureen's team and these independent distributors create an environment for mutual success, where all parties move ahead in the game of business. Up the ladder they go.

And then, just as their joint venture is succeeding, Trek often begins the process of transitioning the distributor into a subsidiary. When this happens, the market officially becomes part of the Trek ecosystem.

It's a success for the greater Trek brand, but it means Maureen and her team have to start over again. That's right—just as they reach the top of the ladder, they head right back down the chute to start over somewhere new.

But, lucky for all of us at Trek, Maureen and her team see starting over as a win.

"When we first started looking at this transition [from distributor to subsidiary], there was fear about the future of our business," she says. "But we just had to change our mindset."

Maureen never strays from "we" to "I" when describing what she does for Trek. It's a nod to the type of leader she is, and it signifies the way she sees her role here.

"We had to reframe the way we looked at our job," she says. "It's our job to get into these markets, establish the brand, and build a successful business.

"When Trek sees the opportunity to invest in a subsidiary, that means we did our job well."

Maureen has visited nearly 60 countries in her role and has helped expand the Trek fandom across the globe. If you counted up all the people on bikes because of the business Maureen and her team have generated abroad, it would be quite substantial.

Maureen might not get the glory that comes with late market success, but that's not what motivates her. She forges a path for Trek where we've never been before, and then she keeps moving forward. On to the next one.

It's the success of her team and an endless search for opportunities where others might only see obstacles that have driven her all these years.

"If you do the right thing for the company, the rest will take care of itself," she says.

So, Maureen will keep climbing ladders and sliding right back down the chute. But you better believe she'll enjoy the ride. And it's that perspective that has made Maureen a Trek legend whose legacy will long outlast her tenure.

THE LESSON IS:

When we build each other up, we all go further. If we take time to prioritize the name on the front of the jersey and do what's right for Trek, everyone reaps the benefits.

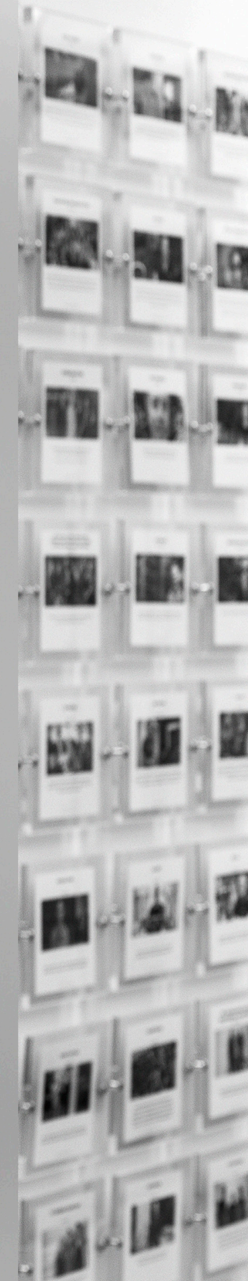
President's Award

John Burke President's Award

Great places are built by great people. Among the many talented and dedicated people who have contributed to Trek's continued success, there are those that stand out for their willingness to go above and beyond to make a difference.

The President's Award recognizes these individuals for their extraordinary efforts in making Trek the best bicycle company in the world.





If you want credit, stop caring about getting credit

Outside of JB's office in Waterloo, you'll find a wall adorned with rows of black and white photos of Trek employees. These are the recipients of one of Trek's highest honors, the prestigious President's Award, given in recognition of a truly meaningful contribution to the company.

There's a lot of history in these photos. They commemorate important Trek moments and the employees who made them possible. The criteria for receiving a President's Award isn't defined—you can't just do X and Y to get one—yet each recipient shares in having made a real difference in their own way.

Each also shares this seemingly contrary quality: none of them wanted to get a President's Award.

Credit (and any award, for that matter) can be a complicated thing. In lesser companies, more often than not, it can go to people who don't deserve it. But in a culture of great leadership, Trek takes a different approach—and this is thanks to Jim Collins' teachings about the mirror and the window.

Collins noticed a pattern among great leaders. When met with success, they'd look out the window to give credit; when met with failure, they'd look in the mirror to take responsibility. The converse is true for bad leaders, who are quick to look in the mirror to take credit and equally quick to look out the window to place blame.

Put simply, great leaders give credit and take responsibility while ineffective leaders take credit and give responsibility.

Want to become a truly great Trek leader and maybe even get your photo on the wall outside of JB's office? The first thing you should do is stop caring about getting your photo on the wall outside of JB's office.

Instead, dedicate yourself to great work and to getting someone else a President's Award. Trust us, this kind of leadership won't go unnoticed.

THE LESSON IS:

Care less about credit and care more about people.

WE ARE LEARN-IT-ALLS, NOT KNOW-IT-ALLS

Grab a notebook and your favorite pen—class is in session. Trek is a learning organization, and we learn and apply new ideas every single day. You'll work with a lot of really smart people here. Know them, learn from them, and maybe even teach them a thing or two. Instead of trying to prove how much you know, focus on how much you can learn. The results will be far greater.



Jim Collins spoke to Trek leaders at a 2019 summit and forever changed our method of learning

Readers are leaders

Reading is a huge part of Trek culture, and this is a pretty easy place to find your way into a book club with a bunch of smart colleagues with churning learning engines. Reading inspires new ideas and makes you a better critical thinker. JB reads close to 50 books each year, and ideas from those pages often make their way into our brand's strategy. Here are a few of his favorites, along with two he wrote.

1.
Beyond Entrepreneurship 2.0
Jim Collins

2.
Steve Jobs
Walter Isaacson

3.
The Hero Code
Admiral William McRaven

4.
Rethinking Success
J. Douglas Holladay

5.
Great by Choice
Jim Collins

6.
No Ordinary Time
Doris Kearns Goodwin

7.
The Infinite Game
Simon Sinek

8.
Truman
David McCullough

9.
Measure What Matters
John Doerr

10.
Make Your Bed
Admiral William McRaven

11.
Re-Imagine!
Tom Peters

12.
John Adams
David McCullough

13.
Trillion Dollar Coach
Eric Schmidt, Jonathan Rosenberg, and Alan Eagle

14.
Team of Rivals
Doris Kearns Goodwin

15.
The Passage to Power
Robert A. Caro

16. Good to Great
Jim Collins

17.
How to Avoid a Climate Disaster
Bill Gates

18.
Call Sign Chaos
Jim Mattis and Bing West

19.
Double Down
Mark Halperin and John Heilemann

20.
Bitter Brew
William Knoedelseder

Presidential Playbook 2020
John Burke

One Last Great Thing
John Burke

WE ASK QUESTIONS AND ARE GREAT LISTENERS

There's no greater gift than brutally honest feedback. When other people tell you how your product or work is perceived and received, it's like a shortcut to success. At Trek, it's important to give feedback generously and receive it gratefully. Constant coaching is key to our success, so ask questions often and listen with an open mind.



HOW TO BE A GOOD LISTENER

Learning to be a good listener is a key to success in your career and personal life. We all know this to be true, but how many of us can say we consistently put in the effort to improve our listening skills? It's a daily endeavor, and it starts with understanding the difference between a good listener and a bad one.

+ A good listener =

A good listener…
Spends time in the field asking questions, learning, and looking for opportunities to improve.

A good listener…
Talks to the customer about their needs and how they can make them successful.

A good listener…
Has a good-enough-never-is attitude and knows that, no matter how great something is, there are always ways to make it better.

A good listener…
Presents options because it challenges them to think through the details from a variety of angles and gather feedback.

A good listener…
Uses the information to create change, treating feedback like the gift it is.

A good listener…
Listens more than they talk because allowing people to express their ideas and knowledge is how you learn.

A good listener…
Is fast at turning feedback into results, hits their numbers, and receives salary increases and promotions.

× A bad listener =

A bad listener…
Sits in the office because they already know everything anyway, so why would they leave?

A bad listener…
Does not talk to customers, believing that they already know what they need.

A bad listener…
Loves their product like a child refusing to hear anything other than praise and validation.

A bad listener…
Only presents one option because obviously that is the best one and nothing could be better.

A bad listener…
Doesn't learn anything, dismisses feedback, gets defensive, and doesn't get better.

A bad listener…
Talks a lot because, if they don't, how will anyone know how great their ideas are?

A bad listener…
Is slow to change, slow to grow, misses their numbers, and is ultimately passed by for opportunities and promotions.

WILL

Great leaders are driven by desire and determination, and they don't let obstacles stand in the way of their team's success. They're passionate, persistent, and always ready to roll up their sleeves and put in the work needed to achieve exemplary results.

— **We get stuff done fast**

— **We deal with reality and are great at Plan B**

— **We take responsibility and don't blame others**

— **We tackle the hard things**



WE GET STUFF DONE FAST

Speed is a competitive advantage that applies to more than just bike racing. Every day presents a new world of opportunity, and those who move fastest are the ones who make the most of it. Working with urgency not only forces a clarity in purpose, but it also demands a level of efficiency that helps keep us one bike length ahead of our competition.

The *faster* the forecaster, the bigger the bike **boom**

How we reduced forecasting time from 30 days to 24 hours

If there's one thing we learned in 2020, it's that life doesn't always go according to plan. But running a successful business requires a heck of a lot of planning. So, what do you do when everything is up in the air? Well, you act quickly before it all comes crashing down.

In March 2020, a few months into a global pandemic, bike sales were cratering. Stores were closed in the U.S. and Europe, and the forecasting team assumed their predictions for the month would be between 50 to 80 percent off. They knew they had to act fast.

In normal times, our forecasting process takes around 30 days. At the beginning of the year, we make predictions for the next 12 months. The first week of every month, we analyze where our predictions were off, spend the next three-to-four weeks reforecasting, and then place a revised order the first week of the next month.

"We knew we had to prepare for the worst," says VP of forecasting Roger Gierhart.

The team greatly reduced orders for the month and waited to see what would happen next.

Then April hit, and suddenly sales were booming. Gyms were closed and people were spending more time at home. All at once, it seemed, everyone started looking for new ways to get outdoors and stay active. They turned to bikes.

"We acted fast and said, 'Let's get bikes on order tomorrow,'" Gierhart says. "Usually we'd analyze this over a month-long period and place another order 30 days later."

But there was no time to spare. The team had to get orders to the suppliers before other bike brands did. Most suppliers are first come, first served, and Gierhart knew we had to make a move or we'd be left in the dust.

We placed our orders between three weeks to two months ahead of other brands, and our swiftness was our saving grace.

"We got more bikes than our competitors because we acted fast," Gierhart says.

So how do you take a 30-day process and condense it down to 24 hours? Focus and win.

"Whatever part of the business you're in, take a look at the things you do on a regular basis and challenge yourself. What if you only had one day? One hour?" Gierhart says. "A shorter timeline can provide a level of clarity you wouldn't believe. Focus on one thing at a time, and you'd be surprised how fast you can get it done."

THE LESSON IS:

Sometimes setting aggressive deadlines is the best way to win. Focus, act fast, and you're more likely to cross the finish line first.

WE DEAL WITH REALITY AND ARE GREAT AT PLAN B

Life is unpredictable. Unforeseen storm clouds roll in just as you're heading out to ride. Supply chain issues prevent the delivery of thousands of bikes. A flood renders your retail store inaccessible.

But great leaders throw on a rain jacket and head out regardless. They meet with their coworkers and figure out how to market the delayed bikes so successfully that people place preorders anyway. And they move the contents of their submerged store into the parking lot so people can keep shopping.

Some of the best Trek stories come from difficult situations that have caused us to pivot to Plan B. Dealing with negative reality in a positive way creates Trek legends, and it generates a culture fueled by good energy and adaptability.



You think your roads are bad?

Wait till you see the neverending road in the Trek Performance Research Lab

Years ago, in the quest to build bikes for our pro road team that would perform even better across the cobblestones of the infamous one-day Classics, the Performance Research Team did something kind of crazy. They wrote to French authorities, obtained the necessary permits, flew to France, and made a mold of an actual section of pavé from the Paris-Roubaix race course.

The idea was to bring the mold back to Waterloo and recreate the iconic French farm road so we wouldn't have to fly across the world every time we wanted to collect data on how the team's bikes performed on this notoriously rough terrain.





In principle, the idea was an awesome one (and more than a few Waterloo-based Trek employees were thrilled by the prospect of hosting our very own lunch-time Classic). But in practice, there were some flaws.

Even if we recreated a long section of road, we'd really only be able to obtain glimpses of what we needed to know as the bike powered past. The coolness factor was there. But the Performance Research Team knew they'd eventually need something that offered a more consistent, up-close view—something that could give us a lengthier look at how a bike reacted to ever-changing terrain.

They took inspiration from our very own in-house fitness center. Whereas many of us might actively avoid the row of human hamster wheel-equivalents at the gym in favor of, well, any other outside activity, our engineering team took a hard look at the design and said, "We can make an even meaner one of those for bikes. And we can learn from it."

So they did, and it's been a cornerstone of the Performance Research Lab ever since.

The Dreadmill has a customizable track that simulates everything from small road vibrations to cobblestones. And it goes 45 kilometers per hour. We've recreated rock gardens, the pavé of the Ardennes Forest, and the horrifying Midwestern pothole—and we've also measured the endurance of more than a few engineering interns.

Using data sensors and a high-speed camera that captures 5,000 frames per second, the Performance Research Team is able to gather insights that make smoother-riding bikes, more flat-resistant tires, and body-to-bike interfaces that are better in every way. And, yes, stronger interns.

Fair warning: we're not joking when we say this thing is gnarly. (You have to be strapped into a harness to ride it.) But even at its worst, the experience of riding our treadmill is still highly preferable to the very undesirable alternative—actually having to run on one.

THE LESSON IS:

Whatever your role, your path is bound to take an unexpected turn at some point. That's just part of life and work. Successful people know how to pivot to Plan B and make every unexpected turn an opportunity.

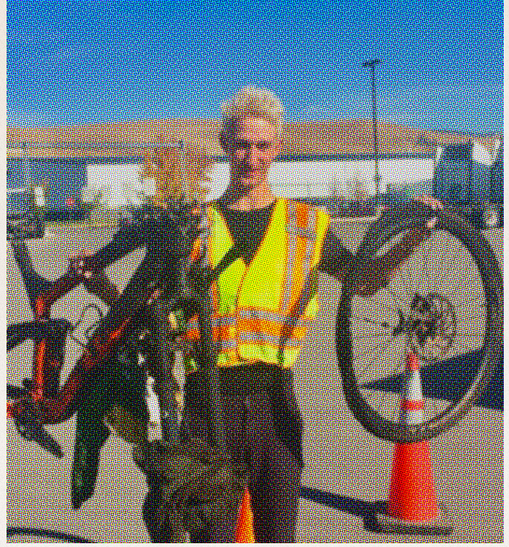
WE TAKE RESPONSIBILITY AND DON'T BLAME OTHERS

It's easy to take credit when things are going well. But the mark of a true leader is how they react when things are going wrong. At Trek, we don't get defensive or blame others when we receive negative feedback—we own it. We're all human. Mistakes happen. Embrace them. Learn from them. And move forward stronger than before.



A CATAMOUNT CATASTROPHE

How one Customer Care guide went above and beyond to help a collegiate cycling team rise from the ashes



The University of Vermont cycling team packed and shipped their bikes on a Saturday. There was a palpable anticipation in the Burlington FedEx office. The Catamounts had won the Eastern Regional Championships and were heading to the 2018 Collegiate National Championships in Missoula, Montana.

The bikes were scheduled to arrive on a Wednesday, which would give the racers plenty of time to get them built, checked, and ready to ride.

But on Thursday, when the team had already journeyed 2,300 miles to Missoula, FedEx got in touch. The truck carrying their bikes had caught fire. The bikes were destroyed.

Trek Customer Care guide Jed Gunn took the call from the team at 5pm CST in Waterloo, Wisconsin. A group of college kids he'd never met needed help. Fast.

Without checking with anybody, Jed got to work on the logistics. It was too late for the Wisconsin and New Jersey warehouses to ship anything, so he called the California warehouse. Eight bikes needed to be in Missoula, Montana, the next day. He shipped them.

Then he called the local Missoula retailer, Open Road Bicycles. It's a tough task for any bike shop to build eight bikes on arrival with almost no notice. Jed made the case. The shop said, "Let's do this."

The Catamounts raced to an impressive 3rd place at Nationals in Missoula in 2018. Maybe the conditions were perfect for them, or maybe it was the adrenaline caused by the last-minute chaos. Whatever it was, it wouldn't have happened if not for the Customer Care guide who saw a difficult situation and went above and beyond to find a solution.

THE LESSON IS:

You don't need permission to do the right thing.



WE TACKLE THE HARD THINGS

The most difficult things in life are the ones most worth doing. Hard things are hard. But tackling them head-on is the only way to achieve results. At Trek, we don't shy away from challenges—we confront them. And in doing so, we create a competitive advantage that helps the world's best bicycle company live up to its superlative.



How Trek Australia made good on holiday promises with a Christmas Eve all-nighter

For all the products we make, the most precious thing we can give is our time. Great hospitality puts a demand on this most limited of all resources, and delivering it means you're freely giving the one asset that's truly yours. (Yeah, we get paid to do our jobs. But being part of Trek also means you're choosing to spend your time here. And that's something we don't take for granted.)

A short time ago, Trek retailers in Australia were hit with a perfect storm of shipping delays, inventory challenges, and an impending Christmas holiday. They'd made promises to customers, helped them plan and imagine their bike-filled Christmas mornings. But as the holiday approached, the bikes were nowhere to be found.

At last, on Christmas Eve, a container shipment arrived at the warehouse, packed to the brim with bike boxes like a giant version of Santa's toy sack. Here, there was a decision to make. The Trek employees could have said, "Oh, well. Too late now." But, of course, the thought never crossed their minds.

With the energy of a team of elves from the North Pole, they got to work unpacking the bikes and building them. They worked through the night and, on Christmas morning, coordinated a delivery effort that would have made Santa himself proud.

In the end, every family who'd ordered a bike for Christmas got it, and there were a lot of happy people the morning after this all-nighter. But the greatest gift here wasn't the bikes themselves—it was the time these Trek employees gave freely in the service of others

THE LESSON IS:

Take responsibility. Fulfill your promises. When things go wrong, great leaders make them right.

BEST TEAM ON THE FIELD

Hiring the right people is key to Trek's success. It might sound obvious, but it's important.

When we put the best team on the field, we create the best products, offer the best service, and foster the best environment.

But hiring the right people is about more than just technical fit—we want people on our team who are going to make you smile. The kind of people with contagious positive energy who show up every day with empathy, kindness, and care. These are the people you look forward to working with, the ones who turn business into pleasure.

- We live the McRaven Doctrine
- We make great hiring decisions
- We coach continuously up or out
- We have great energy and commitment to Great Place to Work

Give me a T-R-E-K! Trek athlete Caroline Buchanan (left) and her partner John Prutti (second from right) spell out the fun with Trek's Australia-based Brand Specialist Ashley Longshaw and Trek Brand Ambassador Mike Ross.

WE LIVE THE MCRAVEN DOCTRINE

★★★★★

We call it the McRaven Doctrine because we learned it from Admiral William McRaven: Set high standards and hold people accountable to them. It may sound simple, but it takes a strong sense of will and service to accomplish. Allowing mediocrity can hurt your high achievers and drag your entire team down.

If your team is full of awesome people who really care about their work and their coworkers, it's a sure-fire way to improve morale, increase productivity, and create a truly great place to work. Set the standard, enforce it, and the rest will fall into place.

WE MAKE GREAT HIRING DECISIONS

Our collective success depends on Trek managers inviting the right people to join us on the field.

These are the names of every Trek employee as of September 2021. Every one of them has earned their spot on the team and their right to play.

There are no jobs here that don't matter, and there are no employees who don't impact the business. Sure—hiring the right people is good for our bottom line. But it's even better for our culture.

Thank you for being the right people and for making Trek a truly great place to work. We wouldn't be able to change the world without you.

EVERY DAY IS AN INTERVIEW

The number of spots on any team are limited.
The best teams fill every spot with the best players.

To be a Green Bay Packer between 2005 and 2017, you'd have to catch the eye of General Manager Ted Thompson. He had one of the toughest jobs in the National Football League: win games by hiring, drafting, and trading players to put the absolute best team on the field.

Managers know it's not an easy task. But players have a tough job, too. Because on every team—from Trek-Segafredo to the Green Bay Packers to any department at Trek—there are a finite number of spots. And there are a lot of people who want to play.

We're not a sports team, but we have a lot of competing brands with great ideas and a limited number of spots to fill. We put the absolute best team on the field.

It's how we win. Great team members prove their worth and work relentlessly for their teammates. They know their role is earned. The best people at Trek interview for their job every day.

THE LESSON IS:

Great team members prove their worth every day.



The greatest coach in college basketball had standards for unity that were a cut above

Shear teamwork



Under the guidance of legendary basketball coach John Wooden, the UCLA Bruins won a record 88 consecutive games and claimed 10 NCAA National Championships between 1964 and 1975.

Of all the great leaders in sports, Coach Wooden is regarded as one of the most effective. He was progressive in his approach to the game, a pioneer when it came to race relations on the court, and, above all, a decent, good-hearted man who judged people on the content of their character.

He was a stickler for self-discipline and demanded his players gave every detail of the game their utmost attention. He also required them to be cleanshaven, with haircuts no longer than two inches.

Any longer and they were off the team. No exceptions.

So, when standout Bill Walton (who would become one of college and professional basketball's greatest players) showed up to practice with long hair and a scraggly beard, he was told he had 15 minutes to meet the team standard. Walton stood his ground, arguing it was his right to wear his hair however he pleased. And, shockingly, Coach Wooden agreed.

"I admire people who have strong beliefs and stick by them, I really do," Coach Wooden said. "We're gonna miss you, Bill."

And with that eager sendoff, Bill Walton hopped on his bike and rode to the nearest barbershop.

This is a legendary, oft-repeated story at Trek. But to be clear, it's not about haircuts. Long hair, short hair, mohawk, mustache—have whatever haircut makes you feel like your best self.

The key thing is this: no individual, however talented or bright, will ever be as strong as a unified team. And sometimes, a meaningful symbol of unity, however trivial it may seem, can do magical things for bringing people together.

THE LESSON IS:

Great leaders hold everyone—including their top performers—to the same standard.

WE COACH CONTINUOUSLY UP OR OUT

The best leaders are constantly coaching. They give feedback freely, reinforce the positive in every player, and prove that everyone is capable of greatness. They instill confidence by saying, "I know we can do this, because I believe in YOU." And they also face reality and sometimes have hard conversations.

When a player is falling short or isn't happy or productive in their current position, it's the leader's job to make changes. It's their responsibility to lay out the facts ("You're not meeting what is expected of you."), set clear expectations ("Here's what I need from you to keep your seat. I'm here to help you succeed, but your success is ultimately up to you."), then follow through by coaching up through improvement or out.

WE HAVE GREAT ENERGY AND COMMITMENT TO GPTW

Energy, both positive and negative, is contagious. And a leader's energy can play an oversized role in determining if a company really is a great place to work. Positive energy is the fuel that makes your Awesome Bus run, so find ways to uplift your team often, and tackle challenges with optimism and enthusiasm.



All for one and one for all

How one Trek employee made our West Coast warehouse a great place to work by replacing “I” with “we”

When Kris Montgomery was hired as a manager at our West Coast distribution center, he was met with a team divided. The group was broken up into smaller “mini-cultures” and there were frequent talks of favoritism. It was clear that some employees’ needs were being prioritized while other groups felt dejected and ignored.

Kris quickly realized that, in order to make the warehouse a better place to work, he was going to have to bridge the existing divide and help make the team a collective unit again.

Kris used the pain points from that year’s Great Place to Work survey as a jumping off point to figure out how to heal his workplace. But instead of concentrating on what management could do to address each issue, Kris shifted the focus to what the team could do collectively.

He set up chat sessions where he presented points of contention and asked his team for input. He then got buy-in from individuals willing to be an active part of the solution, and they formed working groups of front line employees who volunteered to take ownership of improving the workplace for everyone.

“I made it clear to the team that the only way we can do this is if we do it together,” Kris said. “I use the word 'we' a lot, because I’m part of this team, too. And 'we' don’t want to hate where we work.”

Kris put together a Road to 80 campaign to improve the day-to-day operations at the warehouse and, in turn, raise their GPTW score from 66 to 80. The team had t-shirts made and one employee created inspirational graffiti art that was hung around the warehouse to remind them of their collective goal.

Suddenly, morale was up, and productivity increased along with it. The workplace started to feel different. Kris’ team had a clear sense of purpose, and their shared ambition to improve the workplace built a level of trust that didn’t exist before.

“It’s that family mentality where people understand that everyone is looking out for each other’s best interests,” Kris said. “When you have that mentality, then you can really push forward.”

A year after the Road to 80 campaign began, the West Coast warehouse raised its GPTW score from 66 to 88, and Kris made sure to celebrate accordingly. He treated the team to a giant cake, sparkling apple cider, and a toast to teamwork.

Today, the West Coast Distribution Center is a happier, more productive place to be. And this transformation isn’t solely due to Kris’ management. It’s because everyone came together to make the workplace better.

THE LESSON IS:

It’s everyone’s responsibility to make Trek a great place to work.

All fired up

Blessed by boundless energy, prodigious culinary talent, and a smile bright enough to bake the cookies his team delivers at 2pm every day, Mathew Lovely is the beating heart of Trek. And his personal mission is to make everybody's day better.

Whether it's desk-side deliveries in full dinosaur costume, jokes over a flaming custom pho bowl, or just the most sincere and enthusiastic high five you'll get all day, the energy that helps make Trek such a positive place to work comes as much from the people who make the food as from the food itself.

And that energy works both ways, as demonstrated by a letter that Mathew wrote to his Trek colleagues after a particularly difficult time in his own life: "How to say thank you for the kind words, hugs, healing vibes, giant smile delivery, and all the love these incredible people showed me? When I was at my lowest, Trek rose to the challenge to help bring me back up. I thank you all from the bottom of my heart and have mad love for you all."

Mathew and the Trek café are a shining example of the massive difference positive energy can make not just for their product but for the entire company.



A story about a jerk

In 1990, Trek was growing like a weed. More people than ever were riding Trek bikes, and that was thanks to the incredible work of our retailers. For the most part, retailers were happy. But there was one we couldn't please no matter what we did.

Let's call him "Tom." He was one of the top ten Trek retailers in the country. With a single order, he could make quota for an entire territory. He was a huge deal, but an even bigger asshole.

Tom made a sport out of making inside sales reps cry. He kept a running tally. On his best days, he was difficult and threatening. He wore his unkindness like a badge of honor, like being an asshole was something to be proud of.

One day, the sales manager came into JB's office and said, "We've got a situation with Tom." We always had a situation with Tom.

The sales manager said Tom was about to place a big preseason order but was making a lot of unreasonable demands. JB asked the sales manager what would happen if we cut Tom loose to take his bad energy somewhere else. He said we'd lose 2,000 bike sales a year.

When JB called Tom from O'Hare Airport later that day, he cut to the chase. "Tom," he said, "we're not going to meet your demands."

Tom said, "Then I'm not going to buy as much from you."

JB said, "Tom, we've come to the conclusion that we're not doing a good job satisfying you, and that we're going to discontinue doing business with you."

Silence.

That was that. And a week later, JB had the same conversation with another top-ten Trek retailer. That's when "no assholes" became an official policy. Assholes waste time, bring positive people down, and focus on the wrong things.

THE LESSON IS:

We love our customers and employees and work with some of the best people in the world. But we don't work with assholes.

VISION

Nobody remembers the people who play it safe. Steve Jobs wouldn't be a household name if he had settled into his role as a technician at Atari. And Trek wouldn't be the world's best bicycle company if Dick Burke didn't look at a barn and see something bigger.

Iconic leaders aren't satisfied with the status quo. They're constantly looking for bigger, better, and bolder ways to do things. And that's the challenge we pose to everyone at Trek—think bigger than the barn. How can you come up with something dramatically different?

To be an iconic leader, you need to establish a clear and ambitious vision for your team and the company as a whole, and vigorously pursue that vision until it's realized. Where do you see Trek in 5, 10, 50 years? And what can you do to help us get there?

- **We are open to new ideas and Continuous Improvement**
- **We see something bigger than the barn**
- **We think globally**
- **We fire bullets before cannonballs**



WE ARE OPEN TO NEW IDEAS AND CONTINUOUS IMPROVEMENT

As a leader, you should constantly be seeking new ideas to help make your business better. Whether benchmarking other bike brands, picking up a nugget of information at your local barbershop, or taking some inspiration from your favorite podcast—great ideas can come from anywhere, and we need to be open to hearing them. Better yet, we need to be willing to actively seek them out. Everything we do at Trek can be improved. So keep an open mind and an ear to the ground. You never know what you'll discover.



There's always something better

We made the best bike in history. Then we changed everything about it.

In 2016, Trek debuted a radically improved version of its long-running road race bike. It was the fifth generation of Madone, but it was such a shocking departure from the previous generation that it could have been an entirely new category.

In fact, it was. The 2016 Madone became the crown jewel in the emerging category of superbikes. At Trek and beyond, it was dubbed "The ultimate race bike," because it nailed an elusive trifecta of aerodynamics, comfort, and light weight.

Editors were impressed. Athletes were impressed. Customers were impressed. But the people behind the project knew they could do better.

A year after the launch, Senior Industrial Designer Jon Russell called a meeting of minds. He invited the key stakeholders in the project—those who'd been part of the concepting and creation of the 2016 Madone—along with representatives from product, industrial design, marketing, and performance research.

He handed out a stack of Post-It notes to everyone present and asked a simple question: "What does better look like?"

One by one, they scribbled ideas onto the Post-It notes and stuck them onto the frame. By the end of the meeting, the entire bike—one that had been widely regarded as the greatest road bike ever made—was hidden beneath a flurry of wishes.

"There were no notes that said, 'This part is awesome, don't change it,'" recalled Industrial Design Manager Hans Eckholm. "We take pride in our work, but this was not the time to be complimentary. This was the time to be brutal."



Facing down hard realities takes a measure of courage, but this relentlessness is a common thread across all departments at Trek.

"People are more connected to the product at Trek than anywhere I've worked," said Eckholm. "In every department, employees view the bicycle as the outcome of their efforts. They take it personally."

In the end, there wasn't a single part of the 2016 Madone that didn't present an opportunity for improvement. It had been a monumental effort to get the fifth-generation Madone to its current state, and it was a monumental effort to refine the design until the sixth-generation Madone was ready for production in 2019.

"This is an important exercise—to look at what you've done and be honest about what could be better," Eckholm said.

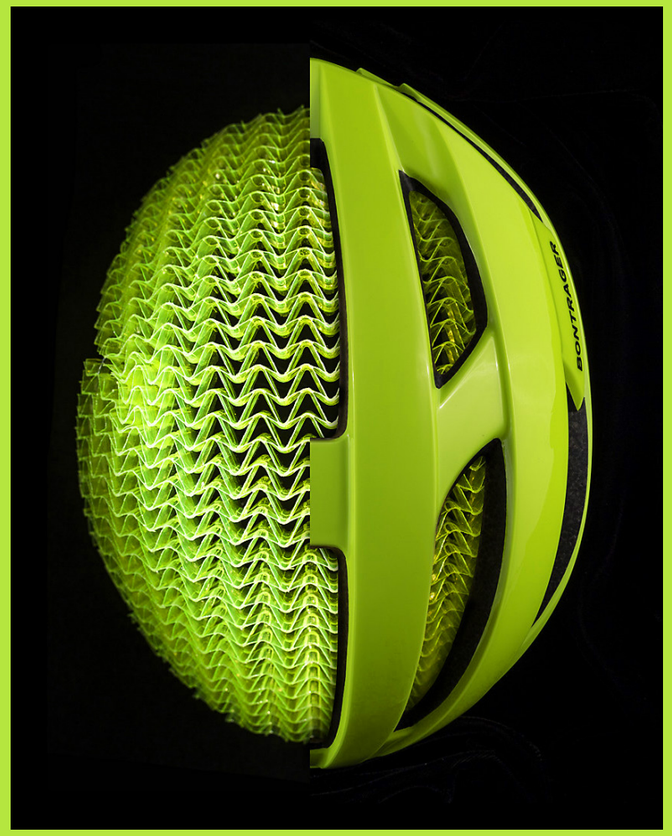
"We deal directly with the product, but this idea of continuous improvement is pervasive everywhere at Trek. No matter what you do, you can take pride in your work. But you can't think it's the best, because it's not. There's always something better."

You can probably guess what happened next. A year after its launch, when enough time had passed to collect test results and feedback from retailers and athletes and customers, the sixth-generation Madone was in the hot seat.

It was covered in Post-It notes, just like those that came before and those that will come after. There is no end, there is no perfection. But that fact will never stop us from reaching for it.

WE SEE SOMETHING BIGGER THAN THE BARN

Trek began in a barn, but our growth has always stemmed from leaders like Dick Burke who looked at a barn and saw something bigger. As leaders, we must commit ourselves to bigger visions and loftier goals, and we must inspire our teams to aspire to them, too. You can't change the world if you're too afraid to jump. True success comes to those who strap on a helmet and send it.



It's funny how big ideas often start in small ways. In 2013, Bicycling Magazine published an article on head injuries that cited the work of two Portland-area doctors studying concussions and their causes. It was a small mention in a small article, but it sparked a big idea in the mind of Trek engineer Tony White.

Calls were made, meetings were had, and the result was a development partnership for a new material with the potential to affect major change. We may not have known at the time what it would be, but we knew the goal, and it was audacious: design a bike helmet to help absorb linear and rotational energy that can occur during certain helmet impacts.

This was a new frontier for helmet design. For over 30 years, traditional helmets had been made to help protect against direct impacts. But some research had indicated that certain cycling brain injuries could be the result of angular impacts that can cause rotational forces on the brain.

We began to think about helmet design differently. Meanwhile, it seemed people everywhere were thinking about their brains differently, too. There was a national conversation about brain injuries sparked by retired professional athletes, and a lot of press about the country's most popular professional sports. A new awareness of concussions grew with greater research.

While the doctors in Portland continued their research with a grant from the National Institute of Health, Trek began to work on integrating the material into a helmet. It took five years of painstaking research and design iterations, along with countless hours of testing, for the material and the helmet to be refined to a point where it could be manufactured at volume.

Our brainchild (pun intended) was a Bontrager helmet with WaveCel—a revolutionary, Bontrager-exclusive helmet technology that is designed to be more effective than traditional foam helmets in protecting your head from injuries caused by certain cycling accidents. It's a major advancement in the protection against cycling-related head injuries.

The design is a far cry from a traditional foam bike helmet. WaveCel is made from individual cells that are designed to flex to reduce initial frictional force, crumple like a car bumper on impact, and glide to redirect energy away from your head during certain helmet impacts.

It represents a significant change from that status quo, and it was only possible because we took the opportunity to think big and explore a completely new idea. This is how the most meaningful work at Trek is done.

The best product we've ever made is one we hope you'll never need

THE LESSON IS:

See the full picture of your work—right from the beginning—and think big. Real people use what we make. So, don't set out to make a fancier helmet. Set out to change the world.

The age of enlightenment

Before 2015, lights were created and marketed under the assumption that you only needed them if you rode at night, so they fell into two categories: front and ineffective. Our electronics team thought that assumption was backward. Most people ride bikes and drive cars during daylight hours, and research revealed that most car vs. bike accidents occur from the cyclist's rear. Cyclists needed a smarter solution. So the team went to work on a new age of enlightenment.

Borrowing from the automobile industry's daytime running light standard, the team created a rear bike light with a flash, focus, and range that could help cyclists stand out to drivers during all hours of the day and night—from up to 2km away. It was called the Flare R. When drivers see cyclists from farther away, they may have more time to react, which could lead to giving cyclists a wider berth when passing.

Flare R awakened us to one of our great blind spots. But here's the thing about this project: it was never about a light, it was about giving cyclists a tool that could help them stand out. Flare R originated in care. And that care gave it the power to become something truly great.



THE LESSON IS:

Create with heart. You are what you make, so make something that matters. Here's a not-so-protected Trek secret: your colleagues (and your customers) can tell when your heart's in it. Everyone loves work with heart, and everyone ignores work without it.

WE THINK GLOBALLY

We may be firmly rooted in our Midwestern foundation, but our growth has come from our ability to become a truly global company. A global perspective provides invaluable insight, and we've learned that Trek thrives when great ideas and best practices are shared among friends and colleagues around the world.

While the products we sell and the way we sell them may differ slightly across geography, the things that make us successful—our mission, values, and culture—remain the same no matter where you are.

Whether you're working retail in Kawana or creating a marketing strategy in Waterloo, keep in mind that the things you're working on today can have an impact everywhere.



















Subsidiary markets

Distributor markets

WE FIRE BULLETS BEFORE CANNONBALLS

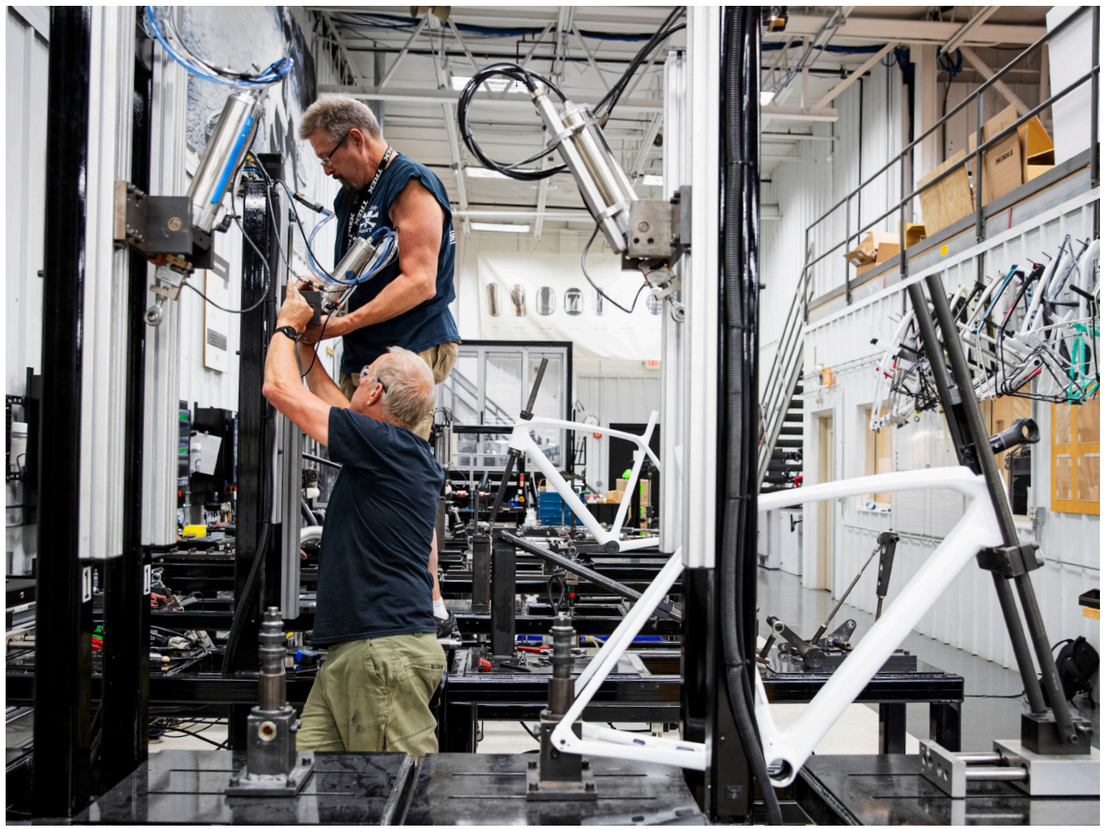


Firing bullets (testing an idea with a low-cost, low-consequence experiment) is a quick and efficient way to gather empirical information and figure out what does and does not work. It also makes it easy to test and re-test, which allows you to adjust your aim and the trajectory of your ideas. Once you're confident in your calibration, you can fire a cannonball and know you'll hit the target.

Hone your ability to turn small ideas (bullets) into huge hits (cannonballs) and you'll find success at Trek and beyond. After all, it's always better to test the effectiveness of a few products before making millions of them.

Just don't shoot your eye out, kid.









Welcome to the break room

If you love bikes, it's hard to not cringe in our Testing Lab—a place at Trek Headquarters we affectionately refer to as the Break Room. This is where we take perfectly good bikes and torque them in cruel and unnatural ways until they're ultimately rendered useless. If this seems wasteful, what you need to understand is that it's all part of the process. We learn a lot from destroying the things we love.

We subject our bikes, parts, wheels, and helmets to every possible once-in-a-blue-moon scenario to see what survives and what doesn't. Then we make changes and break it all again.

Build, break, build, break again. Not every manufacturer would do this, but it's a must for us. We'd rather break a bike in Waterloo than have someone break it elsewhere. And, in the end, what happens in the Break Room is what lets us confidently warranty our bikes. Plus, it feels pretty good knowing what we make will stand up to your best ride and your worst.

THE LESSON IS:

Look constantly for the weak points in your product. Test these weak points relentlessly, learn everything you can from destroying your product, then build something better.

If there's one last thing you need to know to be a great Trek employee, it's this:

Always do the right thing

While leadership is the coal that makes our train roll, there's one more principle we follow that is perhaps the most important of them all: do the right thing.

At Trek, we invest in relationships and take the long view. That means doing the right thing for our people and planet, even if it means a short-term loss. Often, doing the right thing means doing the hard thing. But we'll still choose the right thing every single time.

Here, you'll always be empowered to make the goodwill call that's best for our customers and our future, even if it means more work, a later launch date, or a few additional complications. It will all be worth it in the end.

When in doubt, just do the right thing. It's as simple as that.

We never forget our retailers are the most important piece of our business.

Our job is to make them wildly successful.

No strategy is as important to Trek as this one. It's made us successful for over 45 years. We're nothing without our retailers.

The relationships forged at our retail locations are the core of our business, so we treat retailers with care and respect and do whatever it takes to help them thrive.

It's not enough to say our retailers are our most important customers. They're more than that. They make the ultimate decision about what gets sold. So before we make any move, we first consider how it will affect our retailers.



























The recall heard 'round the world

Why we recalled a million bikes no one asked us to

In 2014, we made an alarming discovery. When a specific type of quick release was improperly used on a bike equipped with front disc brakes, the potential existed for the lever to become stuck in the rotor and stop the front wheel. The problem affected multiple bike brands across the entire industry. Millions of bikes had this combination, and before this discovery, nobody knew it was a problem.

We had two choices: we could do nothing or we could do the right thing and voluntarily issue the largest recall in the history of cycling. We anticipated wide interest and willing partners. We were met with a collective shrug. We were on our own.

We reported the issue to the Consumer Product Safety Commission, and on April 21, 2015, issued the massive recall. All for a quick release we didn't manufacture.

The recall was hard. It was expensive, potentially damaging for the brand, logistically complicated, and required a lot of people, time, and effort. But in the end, none of that mattered. We knew it was the right thing to do, so we did it.

It would take another six months for the rest of the industry to follow suit, but they came around eventually.

THE LESSON IS:

Problems do not get better with age. Just do the right thing and deal with issues head on.

THE CLIMATE IS CHANGING. SO ARE WE.

We take the bicycle's world-changing potential seriously—so much so that we've changed the products we make and how we make them.

In 2019, John Burke went on a bike ride with documentarian Rory Kennedy, whose film Above and Beyond chronicles the history of NASA and their mission to collect data to better the quality of life on Earth.

When John asked her opinion on the state of our planet, she said, "The experts at NASA told me we have 10 years to reverse climate change. The way I see it, 10 years from now, you'll be asked a simple question: Did you and your company do anything to turn the tide?"

For the rest of their ride, John pondered what Trek could do to make sure our answer to that question is a resounding yes.

It makes sense that a bicycle company would care about the environment. But even products that benefit people and the planet leave a footprint that needs to be addressed.

That's why we're working to better understand our impact on the planet, and we're constantly building and revising a plan that helps us reduce our carbon footprint and be a more conscious global citizen. We're also investing in programs that make bikes more accessible and supporting initiatives that protect the planet and help people choose bikes over more harmful modes of transportation.

Our sustainability journey is just beginning, but it's only gonna get greener from here. And if you're reading this book 10 years from now, we hope we made you proud.

OUR 10-STEP APPROACH TO REDUCING OUR CARBON FOOTPRINT

1 Reduce use of air freight

There are three ways to get things across oceans: by plane, by boat, or by harnessing the power of magic. Each option has its benefits, but they differ in speed, cost, and environmental impact. Air freight is much faster than a boat but has 84 times the carbon footprint. Ocean freight is more efficient, cheaper than a plane, and less harmful to the environment, but it's slow. And magic is a lot harder than it looks in the movies. So, we're reducing air freight by improving our planning process in tandem with our suppliers to reduce the number of trips needed throughout the year.

2 Consolidate shipments to retailers

Sometimes the simplest solutions yield the most substantial results. In 2020, our European retailers worked together with our distributor in the Netherlands to enact an environmentally conscious shipping plan. They instituted a weekly ship window to consolidate multiple orders into one, and that small change is already making a big difference. Now, we're implementing consolidated shipping across the globe by holding warranty, individual orders, and inventory orders throughout the week for batched release on one designated day.

3 Increase reliance on renewable energy

Did you know Trek headquarters is powered by 100% renewable energy? That's right—the TV playing Judge Judy in the gym, the Project One paint robot, and even the café's famous cookies are all made possible with a mixture of 60.6% wind, 33.3% biogas, and 6.1% solar power. We're currently working on transitioning several other facilities to match this same model, and eventually we plan to power all of our locations with 100% renewable energy.

4 Reduce corporate travel

You might be reading this from your couch in Milton Keynes, or the breakroom in a shop in Germantown, Tennessee. We're a global business, and there are Trek employees all around the world—but moving people and ideas across the globe comes with the consequence of carbon emissions. We've learned we can manage an efficient business without physically gathering in one place, and we'll be opting for virtual meetings whenever possible to help vastly reduce corporate travel.

5 Increase reliance on alternative materials

When it comes to creating a better future, even the smallest decisions can have a massive impact. Today, we're more aware than ever of the potential impact our decisions have on the planet. That's why we're constantly exploring ways to utilize recycled, recyclable, reclaimed, or refurbished materials and designing for circularity whenever and wherever possible. Climate change is here, and there's no time to waste.

6 Create zero-landfill manufacturing facilities

Zero. Nada. Nil. Goose egg. We're on a journey to becoming a zero-waste manufacturer, and in our quest towards less, we're taking our trash pretty seriously. If you're at Trek headquarters or one of our U.S. manufacturing facilities, you'll notice our garbage cans are organized into eight categories (only glass bottles and cans; just food, no meat; plastic consumer products; etc.). It might take a little more time to dispose of your lunch, but time wasted minimizing waste is not wasted at all. Eventually, we'll take the lessons learned from these trash tactics and apply them to all of our facilities, reducing the amount of waste we send to landfills to a nice round zero.

7 Establish and protect new trails

You know that feeling you get when you're riding a trail and the rest of the world just falls away? Those moments when nothing else matters but you and the two wheels that move you? Yeah. We want everyone to have that feeling. In order to accomplish our mission to change the world by getting more people on bikes, the world has to have places for people to ride. We established the Trek Foundation to help develop bike trails for public use. In addition to providing communities and mountain bikers with new and better trail networks, grants from The Trek Foundation help protect the surrounding land from development.

8 Remove plastic waste from packaging

Sustainability isn't just about creating cleaner products—it's also about how they're packaged. Boxes, coating, paper, plastic, foam. It adds up quickly. And when you make and distribute as many products as we do, a wide variety of packaging is required. (Dramatic pause.) Or is it? We overhauled our packaging to remove as many plastic and non-recyclable pieces as we could, and our bikes are sent out in an exterior box that's 95% recyclable.

9 Increase access to bike share

If you give the people bikes, they will ride them. We're strong believers that commuting is better by bike—but we also understand there are barriers that keep a lot of people from having a bike of their own. We installed bike share systems in 35 cities (and counting) to make it as easy as possible for people to choose a bike over other, less sustainable transportation alternatives. It's not only healthier for the planet, but it's healthier (and more fun) for the people, too.

10 Shift cycling mode share

Studies show that choosing lower-impact transportation options like bikes can massively reduce humanity's impact on the environment. But if people don't have safe and accessible places to ride, they're more likely to hop in the car than jump in the saddle. To make bikes an easier and more attractive option, we support causes that lobby on behalf of bikes, provide economic incentives to cities and individuals who choose lower-impact transportation, and help build better bike infrastructure.

Sometimes the biggest impact you can have is no impact at all

We wanted to create an easy way for bike buyers to understand the impact of their purchase. The result was a formula that proves you can offset the carbon cost of your bike just by riding it.

Everything that's manufactured creates a carbon footprint, but we're in the unique position where using what we make as it's intended can actually offset its environmental impact.

When we realized this, we got to work crunching the numbers and calculating how many miles it would take to achieve carbon neutrality on a bike.

The Rule of 430 is a formula that demonstrates replacing about 430 driving miles with 430 riding miles can offset the carbon cost of a bike. Anything above 430 miles, and your bike is now carbon-negative.*

As a Trek employee, you get extra benefits for choosing your bike over your car. Track your miles and they'll translate directly into dollars in the bank through our employee commuter program. Working in our Waterloo office? Wait on Madison's east side any sunny morning and you can catch a tailwind to Trek headquarters with a group of your colleagues.

It's the easiest (and most fun) thing you can do to help create a future we can feel good about.

*The Rule of 430 is a guideline based on the estimated average of our most popular 2019 bike models. Keep in mind the specific mileage to offset each model varies, due to the differing emissions costs of each bike.

$$\frac{174\ \text{Kg}\ CO_2}{1\ \text{bike}} \times \frac{1\ \text{gallon of gas}}{8.887\ \text{Kg}\ CO_2} \times \frac{22\ \text{miles}}{1\ \text{gallon of gas}} = 430\ \text{miles per bike}$$

ALL IN

In June 2020, we published our plan to bring bikes, jobs, and opportunities to diverse and underserved communities in order to create a better future in the cycling industry and beyond.

We believe Black lives matter.

We believe Black, Indigenous, and people of color face barriers that white people don't.

And we believe it's our responsibility to raise awareness to these realities, create opportunities, and break down the barriers that stand in the way of racial equity.

To address systemic racism, we created All In—an ever-changing plan of action that guides us on our journey toward a more inclusive, equitable, and diverse future.

All In initiatives include creating 1,000 cycling industry jobs for people of color, establishing a $1 million community fund, creating a more diverse future for competitive cycling, and creating a more inclusive culture at Trek.

In the first year after this plan was published, we made considerable strides:

–We piloted and expanded an in-store technician training program in collaboration with LIFE Camp

–We awarded 250 student-athletes of color with scholarships and gear to participate in NICA youth mountain biking

-We made diversity and inclusiveness training a requirement for all Trek employees

–We overhauled our hiring practices to reduce unconscious bias and attract a more diverse audience of applicants

–We funded dozens of projects that welcome more riders of color to the sport, and more

We learned a lot. And we realized real change takes time. But that hasn't slowed or diminished our effort. Here, we hold ourselves accountable for the commitments we make. And today we're as committed as ever to learning and taking transparent action for a better future.

We won't stop until the cycling industry feels like home for everyone.

Want to learn more about our ongoing efforts? Visit blog.trekbikes.com/all-in.



CHAMPIONS FOR CHANGE

Pioneering equity in women's professional cycling

To a casual observer, the sport of women's road bike racing might not look all that different from men's road bike racing. But take a glance under the surface and you'll find an altogether disparate world. Despite being dynamic, thrilling, and wildly fun to watch, women's racing hasn't traditionally gotten the same coverage, attention, or support as men's racing.

And neither have women athletes. Some women's teams operate under astonishing conditions, without funding that allows them to pursue cycling as a full-time career, without adequate equipment, and without team infrastructure that helps them succeed.

It wasn't right. So we set out to change the environment, and in doing so promoted something that should have never been shocking to the cycling world: equity.

In 2018, we announced the development of Trek-Segafredo Women—a new team backed by a standard of support previously unheard-of in the women's pro peloton. From the beginning, the team included a dedicated director sportif, assistant director sportif, and support staff.

We united our teams—men's and women's—under the same Trek-Segafredo banner, provided them with the shared support that would allow everyone to thrive, and set the same minimum salary requirements for every racer. This move elevated women athletes to their rightful place and created a more equitable environment that has allowed the athletes of Trek-Segafredo Women to be their best.

Trek became the first-ever bike brand to own a professional women's cycling team. And what happened in the years that followed was further proof of a fact we already knew to be true: when athletes are given the support they deserve, they shine.

But perhaps what's even more important is the realization that doing the right thing can have a kind of snowball effect. It puts a spotlight on reality, which forces people to think differently about circumstances they've always accepted and then take action to correct it. To put it another way, support begets support.

"I raced today with the power of generations of women who were denied the opportunity."

Rain fell from the sky and slickened the fabled pavé of the Ardennes Forest on October 2nd, 2021. For athletes everywhere, it was a day 125 years in the making: the first-ever Paris-Roubaix Femmes.

This day was a pivotal one for cycling and for Trek. In some ways, it was a culmination of the vision we'd set out years before when we launched Trek-Segafredo Women.

With over 80 kilometers to go, Trek-Segafredo's Lizzie Deignan broke away from the peloton. Over mud-slick cobblestones, she held her lead, charging across the finish at the Roubaix Velodrome with her arms held high, celebrating a well-earned victory over something bigger than any single-day race.

First place in the first-ever Paris-Roubaix Femmes, captured by a rider on the first-ever women's team owned and supported by a major bike company.

"I raced today with the power of generations of women who were denied the opportunity," Lizzie said after after her historic win.

It was a meaningful day for cycling, but there's more work to be done to make the sport equitable—which means there's more opportunity for Trek to do the right thing and encourage others to do the same.

The prize pool for the women's race became news at nearly every cycling media outlet, and for good reason. Whereas Lizzie had earned just €1,535 for her win, the men's winner would walk with €30,000. When word got out that Trek would pay Lizzie the difference to elevate her prize to what the men's winner would earn, our response was simple: this shouldn't be shocking. It's only the right thing.

When we were asked why, if it was the right thing, we hadn't been matching prize money in any other women's races, our response was even simpler: we have been. All year. It's only the right thing.







The equal pay World Cup in our back yard

In September of 2017, millions of viewers around the world tuned in to watch the free livestream of a massively significant race: the Telenet UCI Cyclo-cross World Cup Waterloo

It was the first time a bicycle company had hosted a World Cup event and the first time we'd broadcasted a race for free. But, most importantly, it was the first time ever a World Cup in any cycling discipline offered equal pay for men and women.

Same pain, same gain. It's a no-brainer in competition, and we wouldn't have had it any other way at a race in our back yard.

We knew the example we set on our home turf would find its way outside of Waterloo, and it did. This moment set the flywheel turning for a long-overdue change in cycling. More professional races today offer equal pay for equal play. But we're not satisfied until all of them do, and we're continuing to set the right example and use our influence wherever we can for this important cause.

Since that day in 2017, Trek CX Cup and World Cup Waterloo have become marquee events in the world's cyclocross scene. Each year, it gets better. And each year, we use the race as an opportunity to introduce more new riders to a sport that, even on its muddiest days (or maybe especially on its muddiest days), is a wildly good time.

We set an outrageously high bar for hospitality at our World Cup, for athletes and spectators alike, because it's a weekend where people fall in love with the sport.

You can get a cold beer at almost any bike race, but only in Waterloo will you find it at the Secret Bar in an undisclosed location on course (Hint: head toward the DJ's bass).

You can bring your kids to almost any bike race, but only in Waterloo will they have their own kid-friendly course complete with haybale barriers.

And you can spectate almost any bike race, but only in Waterloo will you be part of something bigger.

Join us in Waterloo next fall and every fall after that. You bring your bike, we'll bring the party.



TREK 100

EVERY SUMMER, WE RIDE FOR HOPE

How we raised over $17 million to help fight childhood cancer

MACC FUND
Hope for Kids



We've hosted the Trek 100 every June since 1990 to benefit Midwest Athletes Against Childhood Cancer (MACC Fund). Over the years, the massive group ride has become more than your average charity event.

It's our homecoming—our open invitation to the rest of the world to join us for a ride on a beautiful day with a few thousand friends. And it's a chance for us to ride together for a common cause and change countless lives along the way.

If you join us for the in-person event, you can expect celebrity sightings (cycling legends Jens Voigt and Gary Fisher have been known to make an appearance), fully stocked rest stops (complete with chocolate fountain), an awesome after party (beer), and more.

Whether you ride with us in Waterloo, join in on the fun from your hometown roads, volunteer, or raise funds, your participation in the annual Trek 100 is sure to make a massive difference. See you there!





World Bicycle Relief gives bikes to people in developing nations to help them conquer the challenge of distance, achieve independence, and thrive.

We believe bikes have the power to change lives. That power is amplified significantly in the communities that need them most.

World Bicycle Relief is an organization that delivers rugged, locally assembled bikes to people in developing regions around the world. WBR's Buffalo Bicycles are designed to withstand the rigors of daily life in places where people often have to walk long distances to complete daily tasks.

The bikes help young girls access education and healthcare in areas where it might not be safe or possible to do so otherwise. They allow healthcare workers to visit more patients, more often. And they assist farmers and entrepreneurs to help increase revenue and jobs for entire communities.

Trek has been a long-term partner and donor to World Bicycle Relief, and in 2021, we asked our retailers, customers, and employees to help raise $1 million to get more Buffalo Bicycles into the field. It was a high bar, but we cleared it by a whole lot.

Together, we raised over $1.8 million for this cause, with Trek matching all donations up to $500,000. These funds put thousands of Buffalo Bicycles in the hands of those who need them most, and illustrated the incredible good the bike community can do in the world.

A note from World Bicycle Relief co-founder F.K. Day following the completion of our 2021 fundraising campaign:

From: "F.K. Day" <[redacted]>

Date: Thursday, January 6, 2022 at 12:02 PM

To: John Burke <[redacted]>,
Bob Burns <[redacted]>

Subject: A quick note of thanks....and awe!

Gentlemen,

Absolutely blown away by what you and the TREK Global Team have accomplished.

Not only have you touched the many lives of individuals, families and communities, but you have broadcast the importance and impact of sustainable transportation at the bottom of the economic pyramid. The reverberations of this message go way beyond the fundraising goal that you shattered. The aftershock will be felt in the halls of the UN, World Bank, USAID, DIFID, GIZ all the way to the field where another child will receive a bicycle and be set free from the constraints of distance.

It has been a pleasure and totally inspiring to work with you and your Team. I've lost count of the number of comments from our guys about the professionalism, creativity, and passion consistently exhibited by your guys throughout the campaign. The results will speak for themselves. Humbling to witness what you've set in motion.

Together we have learned much from this campaign and would love to apply those learnings next year. Greatest thanks to you both and to the entire TREK Global Team.

As someone once said: "if you want to know about the maker, look at what they've made." Blown away by what you made happen.

Happy New Year!

FK

TREK FOUNDATION

Protecting natural spaces for future generations

The Trek Foundation develops free public trail systems and protects the surrounding land from future development

We can't change the world by getting more people on bikes if there's no world left for us to change.

Protecting natural spaces not only helps to reduce pollution, preserve wildlife habitats, and increase biodiversity, but it's also crucial to ensuring we leave future generations with ample space to live and ride.

We established the Trek Foundation to help protect land, develop public trail systems, and provide more riders with safe and accessible places to explore. In its first year, the Trek Foundation supported four trail projects in the American West. This is only the beginning.

All projects supported by The Trek Foundation are closely vetted to ensure a meaningful, long-lasting contribution to the surrounding community, its riders, and the planet, and all trail systems the foundation helps fund will remain open to the public and free for all to use.

In addition to providing communities and mountain bikers with new and better trail systems, grants from the Trek Foundation also help protect the surrounding lands from development so they can continue in their natural state, home to vegetation and wildlife for generations to come.

A legacy that lasts

Dick Burke was a prolific giver, believing that success came with a responsibility to give back. His visionary generosity includes the establishment of the Burke Foundation, which has had such a lasting impact that the Milwaukee Journal Sentinel honored him as Philanthropist of the Year in 2018—a full ten years after his passing.

Dick set up the Burke Foundation in 1995 to help empower youth and communities throughout Milwaukee by investing in educational opportunities that help young people grow personally, socially, and intellectually.

The Burke Foundation supports youth from early childhood through grad school, funding programs like Voces de la Frontera, a community organization that helps protect and expand civil rights for immigrants and low-wage workers.

Each year, the foundation awards 10 promising Wisconsin high school students who have shown a passion for social justice and commitment to serving others with full-tuition scholarships to Marquette University in Milwaukee. In over 25 years, more than 250 Burke Scholars have been the living embodiment of Dick's devotion to helping the world.

The Burke Foundation also supports youth enrichment through early childhood education programs and helps fund Milwaukee's Urban Ecology Center, which connects people in cities to the natural world and, in turn, helps reduce crime, improve academic achievement, create jobs, and increase community pride.

The impact of the Burke Foundation is immense. Each beneficiary, today and long into the future, creates the change Dick Burke envisioned and helps to make the world a better place.

Dick Burke

Named Philanthropist of the Year by the Milwaukee Journal Sentinel in 2018, 10 years after his passing

Trekisms

Over decades, we've developed a shorthand to communicate **big ideas**. Here are some of the *Trekisms* you'll hear all the time in meetings, along with a few you'll hope you never do.

The Trekism	*The meaning*	*The takeaway*
1. Ask why five times	The repeated and relentless investigation of an issue. This is how we get to the heart of a problem.	*Always ask why. Always ask why. Always ask why. Always ask why. Always ask why.*
2. The Awesome Bus	The Trek employee culture and environment. There's no actual bus. Except the one on the roof next to the swimming pool.	*With the right people in the right seats, the Awesome Bus can change the world.*
3. Be the guide	Help people solve their problems and aid them along their journey, and you'll earn a loyal customer.	*The customer is the hero of our story. Our role is to guide them on their journey to success. For more on this, read Donald Miller's book Building a Story Brand.*
4. Benchmarking	Investigating the strategies, deliverables, and actions of companies in our business and outside of it so we can learn from them.	*Keep your eyes open. Look outside our industry. Others have faced the same challenges, and we can learn from them.*
5. Best-in-class	The absolute best in a given category.	*No matter the class, this is what we strive to be.*
6. The Bicycle Company	Since 1976, Trek employees have worked to make Trek synonymous with bicycle. Trek is not a bicycle company. Trek is THE bicycle company.	*When you work here, you carry the torch of the greatest bicycle company that's ever been. And that's thanks to the people who laid the brick in the early days.*
7. The Big Guy	Dick Burke. Trek's founder, JB's father, the original grinder, and one of the greatest guys ever. Big vision, bigger heart, but actually short in stature.	*He's not just part of Trek's history, he is Trek. The big guy's vision is what made us. Read more in One Last Great Thing by John Burke.*
8. BHAG	Big, hairy, audacious goal. These are the defining accomplishments that require a big, hairy, audacious amount of thinking and hard work.	*Shoot low and you'll end up low. Shoot high and you might just get there.*
9. Bill, we're really going to miss you	Legendary college basketball coach John Wooden's response when his star player, Bill Walton, refused to cut his long hair. The standard hair length for Wooden-coached teams was two inches.	*When you set a standard, you have to be willing to hold every person on the team to it. That includes your highest performers. After hearing his coach's response, Walton raced to the closest barber and had his hair cut short.*
10. Brutal facts	The harsh, unwelcome reality of the moment, delivered without ceremony or fluff.	*Face reality, even when it's tough. No amount of ignoring a problem will make it go away.*
11. CI	It stands for Continuous Improvement, and it's the legacy of Trek legend Tim Callahan. CI is the only way to keep ahead of the rate of change outside the building.	*There is always room for improvement.*
12. Deansign	When Dean Gore, VP of Marketing, plays copywriter and/or designer and mercilessly changes everything you just worked on.	*Dean knows great work. His feedback is a gift and always comes from a sort of loving place. And he's almost always right. (Editor's note: he Deansigned that last line. But it's true.)*
13. Do the hard things	Do what others aren't willing to do and you'll get results others won't.	*Greatness doesn't come easy. That's why grinders do well here.*
14. Do your job	A maxim taken from a winning American football team. If everyone does their job on the field, the team wins. If one person fails to do their part, the team loses.	*We only win together. Take responsibility for your part of the business. Don't let your team down.*
15. DOTS	An acronym for "Direct-owned Trek store," the Trek-owned retail outlets around the world.	*For the love of God, don't say or write "DOTS store." It's redundant, and you will incur the wrath of Director of Global Training Ben Scherer.*
16. Drama king, drama queen	People who focus on obstacles and hardships, waste time, and create problems rather than solve them.	*You don't want to be one of these. There's a reason they don't last long at Trek.*
17. DRI	Directly Responsible Individual. Trek's way of making sure a single person is in charge of a project.	*There's one way to make sure nothing gets done: put two people in charge of it.*
18. Dunder Mifflin	A reference to the comically corporate and stale world of NBC's sitcom The Office, used in judgment of a process, product, or proposal devoid of character or common sense.	*We are the opposite of The People Person's Paper People. Everything we do should be well reasoned and carry meaning behind it. Leave boring ideas to office suppliers.*



19. Energy vampire	People who suck the fun and energy out of everything. They thrive on bringing people down.	*Don't be an energy vampire.*
20. Everyone plays	Every Trek employee gets in the game and does their part. Sitting on the bench isn't an option.	*You will contribute.*
21. Every crisis is an opportunity	Every challenge presents an opportunity to learn, change, and do something bigger.	*Don't dwell in problems. You can use every experience to make a positive change.*
22. Facts not feelings	You can't rely solely on your gut or an opinion you can't support. In order to make a change, you need to back your idea with facts.	*Instincts matter, but do your research.*
23. Firing bullets	Testing an idea with a low-cost, low-consequence experiment to calibrate your aim for the cannonball that will follow.	*Even if you have the greatest idea ever, it's your responsibility to test it and prove its worth before betting the barn on it.*
24. The flywheel	A big, heavy wheel. It takes some power to get it moving, but carries a lot of momentum once it's turning.	*Success begets success. Once you get a great thing going, it will have a lot of power behind it.*
25. Front lines	Retail storefronts. Our most intimate point of contact with our customers.	*Spend time visiting retail. This is where the answers are.*
26. Fun and flexible	The state of rolling with unexpected changes and adapting to a fast-moving world where we learn more every day.	*Successful people don't crumble when a plan changes. They deal with a new direction.*
27. Give 'em the pickle!	The rallying cry of restaurateur Bob Farrell, who wanted his staff to remember that they were always empowered to make the customer happy in the moment.	*Don't sweat the small details or worry about who's right. Do what it takes in the moment to fix problems for others.*
28. Get the car out of the driveway	Just move. Start the project. Don't let a potential problem stop you. We'll learn as we go.	*You learn more by doing than by waiting.*
29. Go!	Don't delay. Stomp on the pedals. Now.	*Action. It's the only way to GSDF.*
30. Grim and rigid	The opposite of fun and flexible.	*No good has ever come of this. It's not how we operate.*
31. Grinder	People that keep moving, uphill against the wind. They aren't discouraged by obstacles.	*Grinders last at Trek. Grinders built us. They're how we do what no one else does.*
32. Grizzly bear	A certain company leader who's been poked by someone who didn't follow Trek's values and non-negotiables. Also: an actual stuffed animal in JB's office.	*Know your business, be prepared, listen more than you speak, and live the non-negotiables. That's how to keep the bear in hibernation.*
33. GSDF	Get shit done fast.	*This is the Trek way. What are you waiting for?*
34. Hit the number	Set quantitative goals and reach them.	*What gets measured gets done.*
35. How may I help?	The one question we should ask more than any other.	*Get comfortable raising your hand and asking this question. It builds relationships, careers, and legends at Trek.*
36. In rain, prepare for sun; In sun, prepare for rain	A Japanese adage told to JB by a wise, long-tenured Shimano employee. Always prepare for change. It's inevitable. Never be complacent.	*The current state of the business is a result of what we did months ago.*
37. Is that a five?	Everything is rated on a scale of zero to five, with five being the absolute best that can be done.	*Take a hard look at your work and be honest about it. Five-level work leaves no room for doubt.*
38. Lainey	John's mom, Trek board member, world's nicest individual, and the one person who knows more about the beginnings of Trek than anyone else.	*Lainey has been here since day one. She's a true legend and the heart and soul of Trek.*
39. Level 5 Leadership Library	A Trek curriculum inspired by the ideas of author Jim Collins that teaches Trek employees how to be effective leaders.	*Level 5 leaders will see Trek into the future. You have resources to become one—so take advantage of this opportunity!*
40. The mirror and the window	An important lesson from Jim Collins that illustrates the difference between how good and bad leaders react in times of success and adversity.	*When great leaders are met with success, they look out the window to give credit; when met with failure, they look in the mirror to take responsibility. Bad leaders do the opposite.*
41. The no assholes policy	A central requirement for all members of the Trek ecosystem. Be good to your colleagues, vendors, customers, and yourself.	*Life's too short to deal with people that like to make others unhappy. They're not welcome here.*
42. OKRs	Objectives and Key Results. Objectives are the accomplishments that will make us successful. Key Results are the actions we need to take to achieve them.	*Make your path and follow it. We review OKRs quarterly to make sure everyone has goals and a plan to accomplish them.*
43. Plan B	How we deal with the reality of a changing market. If the business isn't heading the way of our forecast, Plan B allows us to react.	*Successful businesses know how to pivot, and they always have a backup plan.*
44. Play like you're two touchdowns behind	The response given to JB when he asked someone who ran two winning Presidential campaigns about the secret to success. Approach your work like you have ground to make up, even if you're winning.	*Don't watch the scoreboard. Always work with a sense of urgency, no matter the current circumstance.*
45. President's Award	An award given by JB in special recognition of outstanding, above-and-beyond work. It's one of the company's highest honors.	*Outstanding work is recognized and rewarded. Work hard, have fun, and demand a lot from yourself and others.*
46. Raising the red flag	Speaking up when you know something isn't right.	*No one will ever fault you for raising a red flag when something's wrong. If your manager won't listen, take the issue to your manager's manager.*
47. Rockstar	An outstanding Trek employee, a go-to player who's always reliable and ready to gain responsibility.	*Rockstars advance at Trek. You want to be a rockstar.*
48. Ride bikes, have fun, feel good	The Trek vibe, in summation. The brand statement that tells the world what we're all about.	*You work for a company that's got its priorities straight. Now, let's go for a ride!*



49. Set high standards and hold people accountable	Admiral William McRaven's simple formula for creating high-performing teams.	*Great teams achieve great things when they are challenged, understand how their performance will be judged, and believe every member will be treated equally in the pursuit of their goal.*
50. Small hinges swing big doors	Small changes can have big impacts.	*There's more power in small things than you can imagine.*
51. Smile delivery	A way to thank a colleague with a special treat from the café at Trek HQ, delivered by the radiantly happy Chef Mathew Lovely.	*Show your appreciation often. There's simply no better way to spread cheer than with cookies and dinosaurs.*
52. Sparkling minibus	A team within Trek that functions at the highest level of efficiency, brings great ideas to life, and faithfully moves Trek down the road to becoming an iconic company that lasts 100 years.	*It's every minibus driver's responsibility to make their bus sparkle.*
53. The purpose of this meeting is...	The way every meeting should start. If you can't articulate a purpose, you haven't earned the right to take your co-workers' time.	*There's an enormous amount of great work to be done and limited time to do it. Be protective of your own time and respectful of others'.*
54. There are three things you need to know	The way VP of IT and Human Resources Mark Joslyn opens every company address and event.	*When you're delivering an important message your audience needs to understand, distill it to three main points that are easy to remember.*
55. Weeding the garden	Removing the products, processes, and people who don't add value to make more room for those who do.	*As any green thumb knows, you need to remove weeds so the rest of the garden can grow. Only rockstars have strong roots.*
56. We've already seen this movie	We've done this before, so we know how it's going to end.	*There's no reason to go down a well-worn path. We're all about blazing new trails.*
57. What would the Big Guy do?	If you're ever in doubt of what the right thing to do is, put yourself in the shoes of the founder.	*You will face tough decisions. Treat this company with care, as if you'd started it.*
58. When someone shows you a barn, see something bigger...	Trek started in a small barn in Waterloo, Wisconsin. But Dick Burke saw beyond the barn to something much bigger. It's why Trek is what it is today.	*Think big. Don't see something for what it is, see it for what it could become. It's the only way great things happen.*
59. Worthy rival	A key idea from author Simon Sinek and his book The Infinite Game. It's another player who does things as well or better than we do.	*There's no value in comparing yourself to a rival you'll always beat. When you acknowledge a worthy rival and admit they have strengths you don't, you begin to learn.*
60. Win the season	The highly visible call to action of Trek Retail that keeps its team focused on the overall objective at all times.	*A successful cycling retail season is not made in the spring and summer. It's made by the work that is done every day of the year.*



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