

# GH'NEWS

JANUARY 2020

N.º 20



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**MEXICO. A TWENTY-YEAR JOURNEY / AMERICA SEMINAR IN QUERETARO / CELEBRATION OF OUR 20TH ANNIVERSARY / PERE GARCÍA VENTURA** General Manager of GH MEXICO

The Universe of George "NEW HORIZONS" \_ **CARLOS AGUIRRE** Manager of the GH Group's Standard Solutions Business Unit \_ **RECENT PROJECTS**

**GH OLEA AND START-UP CONTEST** \_ **JUAN BOYERO** Manager for Central Maintenance, Engineering, Energy, and Generation at Gerdau Metaldom in the Dominican Republic

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# COMING OF AGE

*Jose Antonio Guerra*  
CEO of the GH GROUP

It seems like it was just yesterday when we celebrated our tenth anniversary. And yet, we have also celebrated the fifteenth and now, almost without realising it, we're celebrating our twentieth.

The real protagonists of this celebration are all those who make up the team at GH Mexico and we would like to acknowledge them. It seems as though celebrating 20 years is easy and something routine. Clearly, things are not so easy: we can assure you, things are not that easy. Mexico is the second oldest Group subsidiary after the one we set up in France in 1992.

Comparing it to our children: we proudly watch them grow up and, in this case, we have GH Mexico which has come of age – and that's no small feat. What is left now is the task of consolidating and confirming our brand as a leader on the Mexican market.

**“THIS IS NOT THE TIME  
FOR SELF-COMPLACENCY,  
NOR IS IT THE TIME  
TO EASE OFF ON OUR  
EXPECTATIONS AND  
STANDARDS”**

But, continuing with the children analogy, coming of age does not mean that we have reached the goal. Quite the contrary; this is a new starting point to achieve consolidation. This is not the time for self-complacency, nor is it the time to ease off on our expectations and standards. Only by maintaining an

attitude of constant improvement and honesty with our clients will we continue to be strong and respected.

We are proud of everything we have achieved in Mexico to date and committed to giving all the support needed to continue to be a leading company, just as we have done up until now.

We cannot forget to sincerely thank all those who are part of GH Mexico for their effort and dedication, and for working with such zeal and efficiency since the company's beginnings in 1999.

It is a pleasure to see the magnificent group of people who are part of GH's project in Mexico – a project that got its start twenty years ago.



# MEXICO.

## A Twenty-Year Journey.



Mexico has a total surface area of 1,964,375 km<sup>2</sup>, (Spain has around 500,000 km<sup>2</sup>); therefore, it is the thirteenth largest country in terms of land extension in the world, and the third largest in Latin America. It shares its northern border with The United States of America and said border measures 3,155 km. Meanwhile, there is a 958-km border with Guatemala along the south, and 276 km are shared with Belize. The country's coasts are splashed by the Pacific Ocean to the west and the Gulf of Mexico to the east; likewise, the Caribbean Sea. In total, the country has 9,330 km of coast.

Mexico is the eleventh most populated country in the world, with an estimated population of 125 million people as of 2018. The majority of them speak Spanish as their mother tongue, making it the country with the greatest number of Spanish speakers.

According to the World Tourism Organisation, Mexico is the main tourist destination in Latin America and the sixth most visited in the world.

In macroeconomic terms, by Gross Domestic Product (GDP), it is the fourteenth world economy, and it is the eleventh in terms of purchasing power parity (PPP); at the regional level, it is the second largest economy of Latin America and the fourth largest of the continent.

Its GDP per capita in 2018 was \$8,312 (Spain: \$25,900), placing it at position 71 in the world rankings.

Mexico's economy is based on a free market geared towards exports. Its Gross Domestic Product exceeds one trillion dollars, making the Mexican economy the thirteenth largest in the world (although it was the ninth largest in 2001).

Mexico has inflation and interest rates at historical lows and it has managed to increase per capita income despite the existence of large gaps between the rich and the poor, between the northern and southern states, and between the urban and rural populations. Some of the challenges that Mexico is facing continue to be to improve infrastructure, modernise the tax system and labour laws, and to reduce income inequality.





# 1998

## THE CARNIVAL.

Spain and its market were going through a prolonged period of growth that had previously been unknown in all the records that measure economic cycle flows. The domestic market was a hungry dinosaur that devoured everything that was produced, and that allowed companies to grow and consolidate their balance sheets with sustained and steady sales. GH was no exception. However, internal voices were increasingly aware, doubting that the carnival that seemed to have no end would last.

GH's management made the difficult decision to look to foreign markets at the peak of that giant wave that blinded any realistic view of the future.

They decided to plant their seed in other gardens, even while the garden in their own house was abuzz with exuberance and colour. Few understood that decision at the time. Only time allowed for things to be seen more clearly: the carnival would soon come to an end.



# 1999

## ONLY ONE SUIT IN HIS LUGGAGE.

In 1999, it was decided that Mexico was a natural destination that had to be explored. It was a market with great potential, with over one hundred million inhabitants, with cultural links that united us in both the good and the bad, and it was the country that shared the longest border with the northern giant of the USA.

Thus, GH went there. Juan Mari Azcona, a kind of lone ranger who had been seasoned in thousands of battles, accepted the challenge and took a single suitcase full of excitement as his luggage.

We began in Puebla because of an agreement with a Spanish company that supplied its products to a large automotive plant in the State of Puebla. The idea was to use its sales network to gradually introduce our products onto the market.

We started in a "garage in Puebla" that we set up to produce our first cranes. Pedro Esnaola was a fundamental supporter of Juan Mari during those early, tense, yet exciting first steps.

The agreement with the Spanish company lasted as long as it could, considering it was like an "arranged marriage." But GH learned several things: there was a great market there to be conquered, we were competitive, and the seed that we had planted could become a promising flower.

We decided to continue our journey alone – and that's what we did for the next five years.



# 2004

## OUR "BELOVED GARAGE".

The five years that followed were full of frantic activity: getting together the team of people to manage the company, organising the sales network, selecting the local manufactures specialising in box girders.

It was a struggle of titanic proportions. Spain was continuing to enjoy its "carnival" and the project in Mexico was starting to require more resources, help, and –above all– it was starting to take on commitments with the magnificent clients that we were adding to our portfolio.

Support from the main offices was key, despite the fact that the "courtyard garden" was still a rampant locomotive.

People like Marcos Acea were also key for the project to gain strength and take shape.

That garage where we were working from no longer met the proper conditions for us to undertake the project that we now had at hand.

It became necessary to start to look for an alternative to our "beloved garage."



# 2005

## TREASURE HUNT.



It was clear: a new factory had to be built. Thus, the “Vicente Guerra” protocol was applied to search for the perfect location for our plant in the country.

Vicente got off the plane after twelve hours of tiresome travel and asked to go directly to the airport’s bookshop to search for and buy all the maps, diagrams, and documentation that he could to analyse the geographic distribution of the country, the topography, and even the orientation of the sun – an aspect which he studied quite carefully.

Once he had processed everything in his head with amazing synthesis of all that information, he proposed we set out in search of the lost treasure.

Thus, Querétaro was chosen as the perfect place for GH’s future plant. Once in Querétaro, Vicente set out an area measuring 30 km<sup>2</sup> and there we roamed the ground at the pace of 10 km per hour, without getting out of the car. Suddenly, he asked to stop abruptly at the side of the road. We got out of the car and, under the blazing sun, Vicente unfolded all of his maps on the hood to look at them, study them, scan the horizon, and –finally– make a decision. We all were watching the scene unfold with curiosity and undisguised scepticism.

But, after some time, Vicente erupted and started to move about nervously with his index finger outstretched, pointing briskly to a part of the map that was unfolded on the hood of the car: “That’s it. We’ve got it. The land we need has to be there.” His finger was pointing at just one square kilometre.

That square kilometre contained the plot of land that we wanted for our plant. He was like a shaman searching for a treasure. But his intuition was unbeatable.

# 2006

## PART OF MEXICO’S HISTORY.

“La Cruz Agro-Industrial Park, Municipality of El Marqués”. There was no turning back. There was a plot of land there that measured 4 hectares. Both perfect and abandoned (there had been a processing plant for pet food there) due to the successive bankruptcies of its two former owners, the plot had an unbeatable location.

There was just one problem: it wasn’t for sale and we had to wait for a future government auction to be able to get hold of it once the Mexican Insolvency and Bankruptcy Law was approved by the Mexican parliament. And they were working on that.

We waited, we pushed through all the paperwork we could – a bit discouraged, because these types of matters that depend on the government tend to take a long time.

But, a year later, Juan Mari Azcona called to let us know that the new law had been approved and that plot of land would be the first to be subjected to said law. We went to the auction and competed there with national and international investors. In the end, we got the land and so went down in history in terms of Mexico’s law records.



# 2007

## THE MOVE.

After almost two years of building and fights with all the unions in the State, the GH plant in Mexico was finally a reality. We made the move.

Three hundred kilometres separated our “beloved garage” in Puebla from the modern facilities at Querétaro. Almost all the team made the move with us, and just a few decided to part ways with us (which was totally understandable) and not to accompany us on the journey.

We embarked upon GH’s modern stage in Mexico.

Still, we had neglected sales a bit and it was necessary to clench our teeth. Juan Mari fought like a Titan, and we likewise must not forget the contributions made by Alfonso Roldán and Esther Eizaguirre at that difficult time.





# 2008

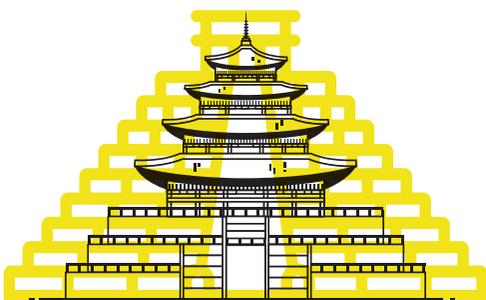
## A KOREAN STORY.

In 2008, GH's modern history in Mexico got its start. Juan Mari Azcona was succeeded in General Management by Pere García, who has effectively held the position since that time.

When Pere arrived in Mexico, he had to close an important order that we hadn't been able to secure, despite the exhausting negotiations of the prior few months. It was to equip a major plant that belonged to a Korean client and was going to be established in Mexico with an ambitious business plan.

We got the project off the ground. It was the turning point between that initial stage and the new stage of our time in Mexico. These are the types of things that bring about change; that spark change. That's why our "Korea in Mexico" story had to be included in this timeline.

Meanwhile, the carnival abruptly ended in Spain during the same year. Still, our seed in Mexico was ready to pick up the slack.



# 2009

## TENTH ANNIVERSARY.

We celebrated our tenth anniversary. Pere and his team really got GH cruising: new projects, top-rate clients, successful jobs, etc.

The company gradually got healthier in terms of its finances and it was establishing itself as an autonomous project on the Mexican market. We were now starting to become somebody in the travelling crane sector in Mexico.

Our tenth anniversary was followed by the fifteenth, and then the twentieth – an anniversary commemorated by this issue of GH News.

At this point in the history of our Mexican project, we mustn't forget the initiative of planting a seed in another garden – a garden near, yet far. Having learned well the lessons of "Spain's Carnival," Pere decided to expand towards Central America. And there we are, ten years later. Our results are our best argument in favour of our actions. Our garden has a promising future.



# 2019

## TWENTY YEARS IN MEXICO.

That is exactly what we are celebrating now. This is the story that reminds us that "twenty years are nothing," as the famous tango goes in Spanish; and the song's lyrics are also the title of our "Still Shot Timeline" that reminds us of the dates and stories linked to it with simple still photos that represent the history of GH in Mexico.

The thing that has really given meaning to this whole project is the story of each and every one of the people that have made our still shot timeline possible: all our staff in Mexico and those who, from Spain, have given their all to get the project up and running.

That is a story that belongs to the people, it is fluid and not "still" like these photos. And we'll tell you all about that story in the next special issue of "GH NEWS" to mark the occasion of our thirtieth anniversary.



# AMERICA SEMINAR AND GH'S 20TH ANNIVERSARY IN MEXICO.

Coinciding with the 20th anniversary of GH MEXICO, the AMERICA Seminar took place – a seminar in which all the leaders of our production and sales subsidiaries on the American continent (from Canada to Argentina) participated, as well as the distributors that cover the markets on which GH is not directly present.

In this Seminar, which is held every two years in a different country, new strategies are shared, as well as sharing innovations in terms of products and strategies and setting out and defining the goals for the coming years.

For GH, the American continent as a whole is a strategic commitment that must be planned for accordingly, and that's why more than forty people gathered at this meeting.

After the five business units set forth their ideas and strategies, the market managers also explained their data, current positions, and future prospects.

Lastly, there was a debate focused on four thematic blocks that are different from GH's main challenges. In that debate, all in attendance were able to share their ideas and areas for improvement in an orderly way.

As the culmination to this event's two days of intense teamwork, the group of attendees joined in the celebrations that took place on Friday at a dinner to celebrate the 20th anniversary, as well as participating in other activities that took place on Saturday and were designed for all workers, partners, and individuals linked with our company in Mexico.



## THE PARTICIPANTS OF THE AMERICA SEMINAR HAD THE CHANCE TO VISIT THE GH MEXICO FACILITIES AND SEE THE PRODUCTION PROCESSES ON SITE



The events to celebrate GH MEXICO's 20th anniversary included all company staff and centred around a dinner that commemorated the special event and was full of surprises for all in attendance.

After those acts of joint celebration and reaffirmation of a group of individuals who have been able to successfully pilot GH during its history in Mexico, other traditional events were held to celebrate a mixing of cultures and "friendly" competitions, like the football match that put GH MEXICO up against GH REST OF WORLD, in which the local team held their own in representation of GH. But the most important thing was the wonderful atmosphere that presided over the meeting and the positive environment that surrounded all the festivities.

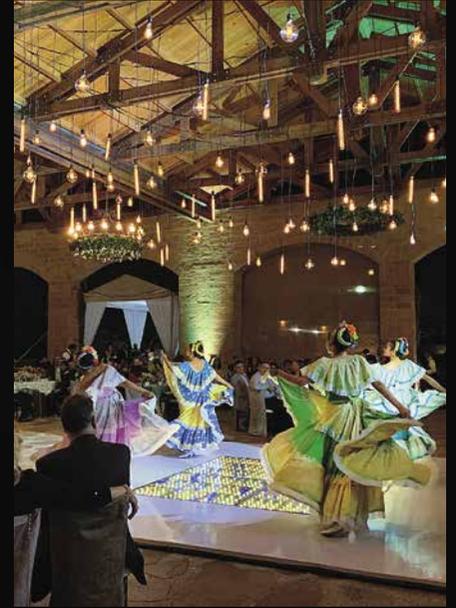
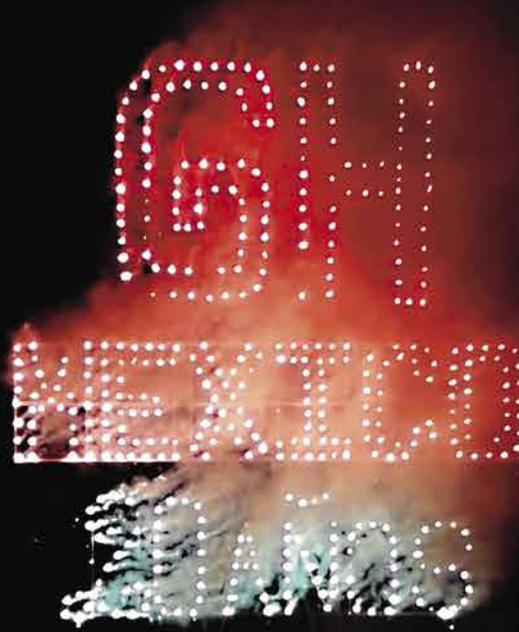
Photo of the family of attendees at the factory facilities.





There was time for fellowship when the 2019 America Seminar joined with the Twentieth Anniversary of GH MEXICO Celebrations, which included all those who are part of the GH Mexico team.





■  
"DIFFERENT  
ACTIVITIES  
REVOLVING AROUND  
A SOLE GOAL:  
US AS A TEAM."  
■

## Pere García Ventura

General Manager of GH Mexico

**H**e arrived on a rerouted flight that had to make a technical stop in Cancun due to problems. That entry couldn't have been any more promising. Like a true novice in search of his destiny, his backpack was full of dreams and hopes: **“just imagine a salesman in Barcelona who, overnight, decides to take on the General Management of GH MEXICO... this was, for me, a great challenge and an unimaginable change,”** he explains slowly, surely, yet not without a certain look of melancholic retrospect.

Pere García has been in charge of GH's project in Mexico for the last eleven years: **“I was originally just going to spend two years here and I've ended up organising the tenth anniversary, the fifteenth anniversary, and now the twentieth. I'm like a fixture of the landscape by now.”**

Pere leaves his mark on all who meet him. He represents, better than anyone, the essence of taking on professional challenges and just enough personal challenges to make GH grow. He is controversial (because he does not understand political correctness) and loyal to his ideals, even if they generate debate – after all, those debates are what enrich organisations.

On the twentieth anniversary of the project that began in a modest “garage” in Puebla, Pere Garcia's impressions are essential to understand GH's position on the Mexican market. A market caught in a situation of political uncertainty, but one that is also **“promising. A lot is still to be done here, although we are going through difficult times in terms of the current political climate.”**

“

**WE HAVE PLACED GH  
ON THE MAP OF CRANE  
MANUFACTURERS IN  
MEXICO.**



·GH·



• Mexico •

**“TAKING ON THE GENERAL MANAGEMENT OF GH MEXICO WAS, FOR ME, A GREAT CHALLENGE AND AN UNIMAGINABLE CHANGE.”**



**You came here 11 years ago and were only going to spend two years here. How would you define your Mexican “adventure?”**

I was originally going to spend just two years here and I’ve ended up organising the tenth anniversary, the fifteenth anniversary, and now the twentieth. I’m like a fixture of the landscape by now.

Plus, imagine, a salesman from Barcelona who suddenly assumes the General Management of GH’s project in Mexico. For me that was a brutal challenge: a fabulous responsibility and an unknown world.

***DIFFICULT TIMES ON A MARKET WITH GREAT POTENTIAL***

**From your perspective, how do you see the Mexican market today?**

If you had asked me that 11 years ago, or even just one year ago, I’d have said that the Mexican market is fabulous; that it has great opportunities and a lot of things to be done for the future. But, if I have to answer considering the situation that we are going through at the moment, I have to say that we are in a difficult time – the most complicated of all since I’ve been here, due to the political uncertainty

after the last elections. Investments are paralysed and all sectors are suffering from the downturn in the economy. Large, leading companies in Mexico are stopping production because they haven’t got work.

I am confident that this is a temporary situation, but I can’t hide the reality in which we are living. However, over the medium and long term, I’m still optimistic about the big challenges that the Mexican economy has to face and which must be resolved.

**This year, 20 years have passed since the start of GH’s business activities in Mexico. What do you consider to have been the challenges you’ve overcome, and what challenges still remain?**

The challenges that I’ve tackled correspond to the stage that I’ve had to manage. I would say that the main challenge has been to get the momentum that the project would need to strengthen our position in Mexico.

But, when I arrived, the company was in a lot of debt because the factory in Querétaro had just been built and the project needed financing.

For me, paying back that debt to GH and getting the company in shape was an obsession; creating a stable team of

**“WE ARE GOING THROUGH THE MOST DIFFICULT MOMENT IN THE COUNTRY SINCE I’VE ARRIVED, DUE TO POLITICAL UNCERTAINTY – DESPITE THE COUNTRY’S GREAT POTENTIAL.”**

**"THE GREAT CHALLENGE THAT WE STILL MUST FACE IS TO INCREASE SALES AND BUILD A GOOD SALES NETWORK."**

**THE MOST IMPORTANT PROJECTS ARE THOSE THAT HAVE CHANGED GH'S DYNAMICS AND STRATEGY**



professionals to tackle the project was a second obsession and, finally, increasing sales to put GH on the map of crane manufacturers in Mexico was yet another obsession.

I think that those challenges have been overcome and, in terms of what's left to do, I would like to increase sales and set up a stable sales network – one that is reliable and effective.

**What kind of hold would you say that GH has on the Mexican market?**

I have already touched upon that. Today, GH is on the map of leading crane manufacturers in Mexico. We are one of the two most important crane brands on the Mexican market and we have – I believe – a well-earned prestige thanks to the quality of our products, our customer service, and the versatility of the solutions that we can offer.

**From your current position, what project has left the biggest mark on you since arriving in Mexico?**

If I had to choose some projects that have left their mark on me, I would start by saying that the first major sale to the

Korean company SPECO after my arrival was quite special because it marked a turning point in the company's dynamics.

Another project that I am especially proud of is our crane sale to ACEROS DE GUATEMALA (STEEL OF GUATEMALA), in which I was able to change the customer's opinion about an order that was already nearly finalised with another manufacturer, winning the client over for GH in the end. That project was GH's debut on the Central American and Caribbean market – something that we had aimed to undertake from here. ACEROS DE GUATEMALA boosted our self-esteem.

Other projects like ALSTOM in Amarillo (Texas), in which all negotiations took place in Virginia, brought us confirmation of the chances GH had on the U.S. market.

All these impressions about our potential on the American market were confirmed once and for all by a large order of standard cranes placed by NATIONAL OIL VARCO (Mexicali). I think that was also a noteworthy project.

I would also mention the sale to INCA (now GERDAU METALDOM), in the Dominican Republic. It was quite special because we had to convince the client of our skill and

competitiveness, coming up against another powerful competitor who ended up getting the sale... and that sale would have been a way to confirm our hold on the Caribbean market. But today, GERDAU METALDOM is a great customer of ours.

I also can't forget to mention our work with CATERPILLAR, an American multinational that is really quite demanding. They're an exceptional client with very high quality standards.

We also must mention the invaluable assistance of a Mexican client that was one of our first at the beginning: Calixto Pérez (of León), whose iron distribution business, FERREBARNIEDO, did not only place its trust in our cranes but also in the new concept that GH was proposing. He was our best ambassador.

It wouldn't be fair to leave PEÑOLES off the list – one of America's largest mining companies and a company that is a leader and has given us the chance to make significant inroads into the mining sector.

As you can see, all of these projects are tied to specific "moments" and "milestones" that have confirmed our growth and diversification strategies.



• Mexico •



**Could you tell us how you see GH from your Mexican vantage point?**

There is a change happening, it is inevitable and, I believe, unavoidable. The company has done some strategic reflecting and we now have a new organisational structure with management being much more delegated to the five Business Units. All changes bring about resistance and require perseverance.

**Are there any questions that we've never asked you (not even in this interview) and you'd like to answer?**

It's hard to answer that question, but I have to be honest for the sake of the interview. Sometimes I miss that brutal challenge that I felt when I first arrived.

It's good for everyone, it's good for GH, and perhaps the conclusion is that there are many things still left to do and many goals to reach, but we are all on the same team and we must do our best, together, under all circumstances.

***WORK, WORK, AND WORK***

**"CHANGES BRING ABOUT RESISTANCE AND REQUIRE PERSEVERANCE."**

**Your personal story and your professional history with GH are both unique as you began in Barcelona as a salesman. Do you have any advice for the new generations facing a project like GH's?**

I have to be clear here, and to paraphrase Antxon Monzón: work, work, and work. Perhaps, also, and with due modesty, I'd tell them to never stop dreaming and to remember that the potential to face new challenges all comes from within oneself.

**Do you have any personal challenges you're still hoping to accomplish?**

I can't separate my personal challenges from my professional ones. My main challenge: to increase sales.

**What has GH's 20th anniversary celebration of its presence in Mexico been like for your team?**

Well, one of the things that makes me proudest is what I've been able to do with a stable managerial team. Almost all of them have been with me since my first days here. I have sought their support by delegating the business's management to them and the good thing is that this company can work perfectly and selflessly thanks to the great team that we've been able to build together.

The rest of the people, our workers, are satisfied to see our anniversaries and to know that GH's project is an occupational and professional opportunity in their lives.



# NEW HORIZONS

The Universe  
of  
**GEORGE  
H.B.**



GEORGE, PASSIONATE ABOUT TRAVELLING AND A GREAT SCHOLAR OF HISTORIC DEEDS, IS RECREATING THE JOURNEY OF THE GREAT BASQUE SAILOR JUAN SEBASTIÁN ELCANO. BORN JUST A FEW KILOMETRES FROM BEASAIN, THE BIRTHPLACE OF GH CRANES, ELCANO WAS THE FIRST SAILOR TO COMPLETE THE CIRCUMNAVIGATION OF THE EARTH. THIS PIONEER REPRESENTS THE SPIRIT OF ENTREPRENEURSHIP; OVERCOMING ALL OBSTACLES TO ACHIEVE HIS GOALS ON THE BASIS OF HIS FAITH AND COURAGE. THAT'S WHY GEORGE CANNOT HELP BUT FIND GREAT SIMILARITIES BETWEEN THE VOYAGE OF ELCANO AND THE HISTORY OF GH.

ON SEPTEMBER 20, 1519, THE EXPEDITION OF MAGELLAN AND ELCANO LEFT FROM SPAIN.



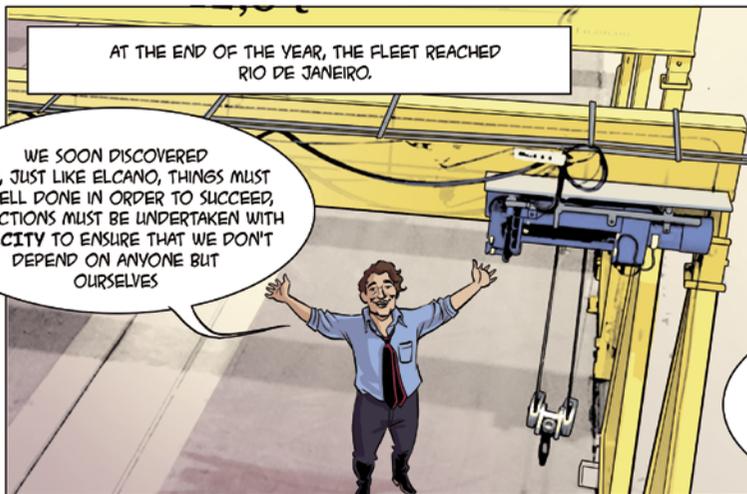
IN 1958, IN SEARCH OF A BETTER FUTURE AND FULL OF HOPE --AND DESPITE THE DIFFICULT TIMES--, THE GUERRA FAMILY EMBARKED UPON A JOURNEY KNOWN AS GH CRANES

THE EXPEDITION FACED A HARD WINTER CROSSING THE ATLANTIC.



A BIT UNSURE OF THEIR DESTINATION, THE TEAM AT GH LET ITSELF BE CARRIED AWAY BY THE WINDS OF THEIR SPIRIT TO OVERCOME

AT THE END OF THE YEAR, THE FLEET REACHED RIO DE JANEIRO.



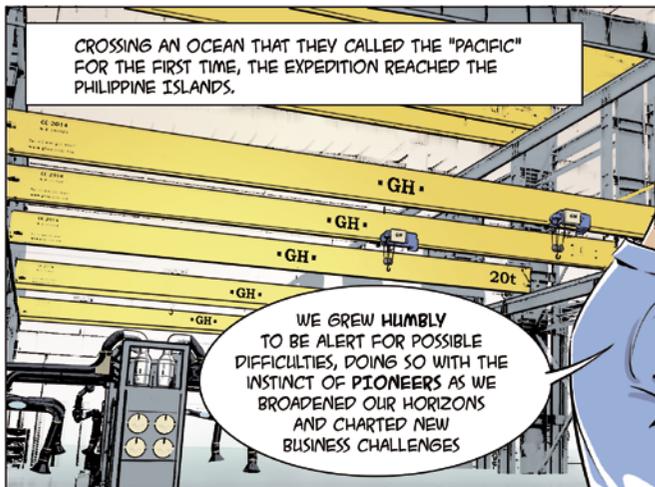
WE SOON DISCOVERED THAT, JUST LIKE ELCANO, THINGS MUST BE WELL DONE IN ORDER TO SUCCEED, AND ACTIONS MUST BE UNDERTAKEN WITH AUDACITY TO ENSURE THAT WE DON'T DEPEND ON ANYONE BUT OURSELVES

WITH MUCH EFFORT, THEY WERE ABLE TO FIND THEIR WAY OUT OF A MAZE OF FJORDS AND ISLANDS, CROSSING THE PASSAGE KNOWN TODAY AS THE STRAIT OF MAGELLAN.



WITH OUR HARD WORK WE WEATHERED THE STORMS OF ECONOMIC CYCLES AND FINANCIAL CRISES, AND WE FACED THE CHALLENGES OF GOING INTERNATIONAL

CROSSING AN OCEAN THAT THEY CALLED THE "PACIFIC" FOR THE FIRST TIME, THE EXPEDITION REACHED THE PHILIPPINE ISLANDS.



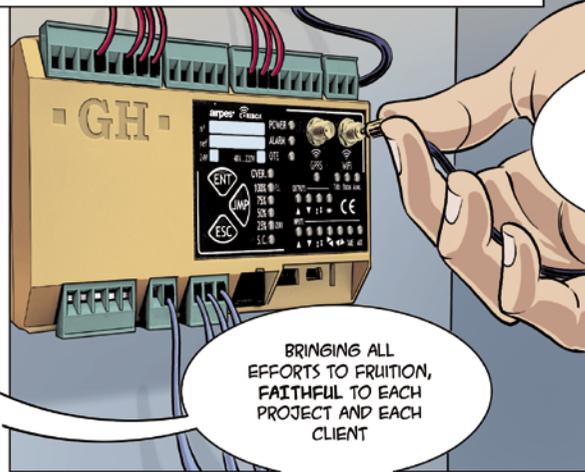
WE GREW HUMBLY TO BE ALERT FOR POSSIBLE DIFFICULTIES, DOING SO WITH THE INSTINCT OF PIONEERS AS WE BROADENED OUR HORIZONS AND CHARTED NEW BUSINESS CHALLENGES

WHEN MAGELLAN WAS KILLED BY THE NATIVES, ELCANO WAS APPOINTED AS THE EXPEDITION'S COMMANDER.



WE WERE CONVINCED THAT ONLY THROUGH LEADERSHIP AND BY BEING THE FIRST WE COULD FULFIL OUR DREAMS

IN NOVEMBER OF 1521, THE EXPEDITION ARRIVED AT THE DESTINATION THEY WERE SEEKING: THE MOLUCCA OR SPICE ISLANDS.



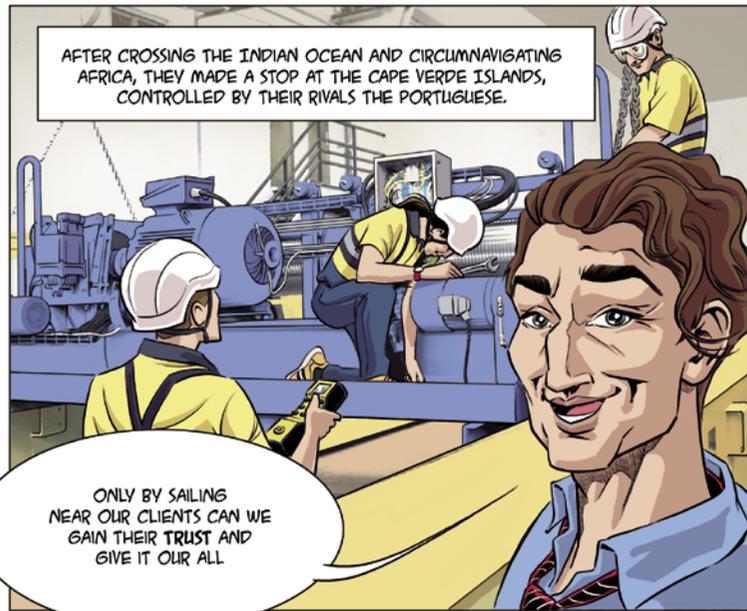
BRINGING ALL EFFORTS TO FRUITION, FAITHFUL TO EACH PROJECT AND EACH CLIENT

ELCANO MADE A DECISION THAT WOULD CHANGE THE COURSE OF HISTORY: TO RETURN BY MEANS OF THE INDIAN OCEAN. THUS, HE WAS ABLE TO DO THE FIRST CIRCUMNAVIGATION OF THE GLOBE.

A BUSINESS PROJECT LIKE OURS WOULD HAVE BEEN IMPOSSIBLE WITHOUT INNOVATION ON OUR SIDE

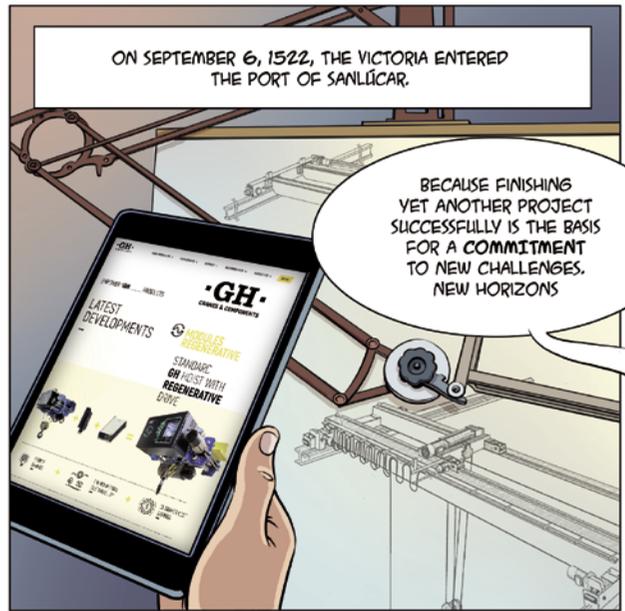


AFTER CROSSING THE INDIAN OCEAN AND CIRCUMNAVIGATING AFRICA, THEY MADE A STOP AT THE CAPE VERDE ISLANDS, CONTROLLED BY THEIR RIVALS THE PORTUGUESE.



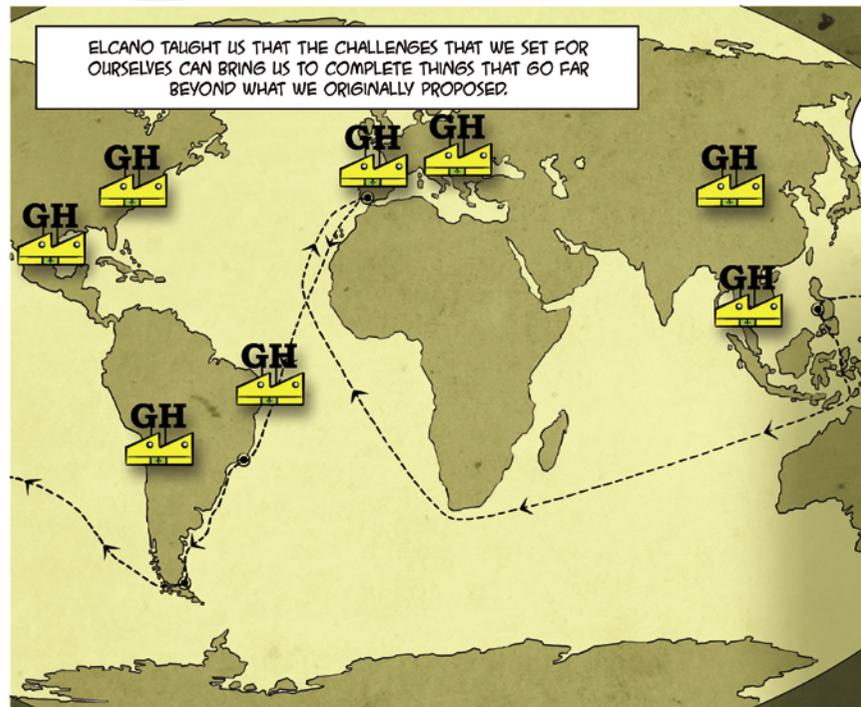
ONLY BY SAILING NEAR OUR CLIENTS CAN WE GAIN THEIR TRUST AND GIVE IT OUR ALL

ON SEPTEMBER 6, 1522, THE VICTORIA ENTERED THE PORT OF SANLUCAR.



BECAUSE FINISHING YET ANOTHER PROJECT SUCCESSFULLY IS THE BASIS FOR A COMMITMENT TO NEW CHALLENGES. NEW HORIZONS

ELCANO TAUGHT US THAT THE CHALLENGES THAT WE SET FOR OURSELVES CAN BRING US TO COMPLETE THINGS THAT GO FAR BEYOND WHAT WE ORIGINALLY PROPOSED.



AND, LIKE HIM, THE DREAMERS WHO DROVE GH'S ORIGINAL PROJECT IN 1958 ARE THE INSPIRATION FOR THOSE WHO TODAY ENSURE THAT GH'S HEARTBEAT CONTINUES GOING STRONG

WE WILL KEEP GOING WITH THE SAME ENTHUSIASM, REACHING NEW MILESTONES ALL OVER THE WORLD (LIKE THE TWENTIETH ANNIVERSARY OF OUR BEGINNINGS IN MEXICO) -- DOING SO ON AN UNSTOPPABLE AND PROMISING JOURNEY THAT LOOKS TO THE FUTURE.



# Carlos Aguirre

Manager of the GH Group's STANDARD SOLUTIONS Business Unit

Only the Standard Solutions Business Unit had not yet been talked about in GH NEWS' review of the new structural organisation that GH approved to face the challenges of the future.

To head up that unit, Carlos Aguirre has been appointed – a precise and organised engineer who went through a lot with the company prior to taking on this responsibility.

His first responsibility was the promotion and geographic expansion of GH products in the Exports department, and he then took on the responsibility of heading up the GH subsidiary in Poland, INTERTECH, in its earliest stage. Subsequently, and facing the complexities that began to emerge in GH's business activity, he was appointed as the Corporate Development Manager to support GH subsidiaries around the world and streamline all the processes of these subsidiaries abroad.

Finally, he tackled the daunting task of structuring the Standard Solutions Business Unit, where the foundations of a good part of GH's global business lie. "For us, it is important to act wherever we have a stable presence," he says firmly.

Carlos' multifaceted vision gives us the key to many of the challenges that GH is facing, and to the challenges that we must rise to in the future so as to continue enjoying our position among the best in the sector.



OUR GOAL IS TO BE  
AMONG THE TOP  
THREE BRANDS  
ON ALL MARKETS  
WHERE WE ARE  
PRESENT.

**“ONE OF THE HALLMARKS OF OUR BUSINESS IS THE DIVERSIFICATION OF BUSINESS ACTIVITY SECTORS AND GEOGRAPHICAL MARKETS.”**



**DIRECT WORK WITH THE END USERS OF THE CRANES**

**Can you explain what the STANDARD SOLUTIONS BUSINESS UNIT is in charge of?**

We promote the development of the crane business and other standardised solutions (gantry cranes, carriers/bogies, etc.). We are in charge of GH's more traditional business activities, adapting those business activities to the new market realities.

We work directly with the end users of the cranes. We advise them when deciding what machines they need, and we give them a turnkey solution that even includes start-up and certification. To do that, we have very qualified local teams at the different places where we are present.

The global management team is made up of 3 individuals, and the local teams come to a total of 325 people spread over different countries.

**What are the main challenges you face in your new position with the STANDARD SOLUTIONS BUSINESS UNIT?**

The main one is to continue ensuring customer satisfaction – that is our driving force.

To do that, we must successfully face challenges such as:

- Bringing together international and local aspects: our vision and standards are global; however, we also must adapt our products and ways of working to each individual market and client. We could speak of mass customisation.
- Bringing together tradition and innovation: we are pioneers in adding new developments to our products, yet we are also proud of our 60 years of experience and the traditional values that continue to ring true in our company.

All of that while maintaining our competitiveness in terms of prices and timeframes.

In this way, we can advance in terms of our goal to be among the top three brands on all the markets where we are present.

**METAL STRUCTURES, MACHINERY MANUFACTURING, AND COMPONENTS FOR THE AUTOMOTIVE SECTOR**

**What markets and sectors would you highlight as the most interesting for GH in terms of your business unit?**

One of the hallmarks of our business is the diversification of business activity sectors and geographical markets. That fact brings with it the advantage of reducing the impact of economic cycles, but it also introduces great complexity into the process in terms of managing the business.

The most important sectors for us are: metal structures, machinery manufacturing, and components for the automotive sector.

**What geographical areas do you find most strategic for the STANDARD SOLUTIONS BUSINESS UNIT?**

For us, it is important to act wherever we have a stable presence. That allows us to ensure quality and our level of customer service while maintaining competitive costs.

We currently operate in 13 countries in Europe, America, and Asia.

We have been market leaders in Spain and Portugal for years. In Brazil, France, Mexico, and Poland we are already among the top 3 or very close, though we still have significant potential for growth. And in countries such as the Czech Republic, China, Colombia, the USA, India, Peru, and Thailand, our presence is still budding.

Over the short term, we continue focused on improving our position on these markets, although we are open to studying the possibility of spreading to other markets.

**“WE PROMOTE THE DEVELOPMENT OF THE CRANE BUSINESS AND OTHER STANDARDISED SOLUTIONS.”**

**"WE ARE OPEN TO STUDYING OPPORTUNITIES TO GET ESTABLISHED ON OTHER MARKETS WHERE WE HAVE NO CURRENT PRESENCE."**



#### **INDUSTRY 4.0 AND HOW IT RELATES TO CUSTOMERS**

##### **How would you define the future that must be faced today in a mature sector like the crane manufacturing sector?**

Over the short and medium term, there is no risk of standard cranes disappearing from current applications.

We foresee the "low-cost" culture continuing to permeate our sector. Meanwhile, GH's strategy is to provide the best possible value to our customers. That's why it's very important for us to adapt to the exact needs of our customers, and to emphasise the things that set us apart.

We foresee changes in the way ownership is handled. Even though our machines are custom and have a long useful life, other ownership models like leasing and pay-per-use will begin to become popular.

Industry 4.0 is now a reality: but not just in terms of product and manufacturing technologies. Also, it is a reality in terms of our relationship with the customer: clients increasingly are interested in accessing all the information about the machine they are going to receive or the one they are currently using in their plant at any time and in any place. Therefore, we are putting a lot of emphasis on the digitisation of our business processes. This is a costly challenge and one that is often culturally misunderstood; however, it allows us to be more competitive, to make decisions more quickly, and to give our clients access to the information that they are seeking.

##### **What two or three specific projects would you highlight from the last twelve months?**

It is really hard to choose from the thousands of projects that we've undertaken or which are in progress, although several could be highlighted.

Aeris Energy Brazil. A manufacturer of blades for wind turbines. We have been providing them with their cranes for their different expansions since 2012. We are currently wrapping up a project that includes 12 cranes, and what is unique is that 6 of those cranes have spans measuring more than 45 metres.

Guardian Glass in Poland. A manufacturer of plate glass. Around 2002, this was our first customer in Poland, and they have once again trusted us for their new expansion with 7 cranes whose capacities are between 3 and 12 tonnes. Also, 4 existing cranes have been refurbished to improve their performance and lengthen their useful life.

Cosentino Group. A manufacturer of innovative surfaces, with leading brands such as Silestone, Dekton, and Sensa. For their facilities in Spain, we recently delivered 9 new cranes between 5 and 8 tonnes, as well as 6 carriers/bogies. Likewise, we have refurbished 18 existing cranes to adapt them to current requirements. For the service centres in the USA (California, Colorado, Florida, and Texas), we have recently delivered a total of 11 new cranes with trolley systems.

**"INDUSTRY 4.0 IS NOW A REALITY, AND THAT IS WHY WE ARE PUTTING A LOT OF EMPHASIS ON THE DIGITISATION OF OUR BUSINESS PROCESSES."**

■  
"WE FORESEE THE  
'LOW-COST' CULTURE  
CONTINUING TO  
PERMEATE OUR SECTOR."  
■

### **GROWTH IN THE NEW ELECTRIC MOBILITY SECTOR**

**What do you think will be the most dynamic sectors in the coming years for your business unit?**

It is hard to make predictions, but in view of the global trends of the population becoming more urban and decarbonisation, we expect a huge development of the electric mobility sector – both in terms of the mobility of people and of goods.

That, along with advances in autonomous driving, will affect our clients in the automotive sector.

Other sectors that may grow in terms of importance are the production of prefabricated buildings, and the manufacture of equipment related to low voltage and high voltage electrification.

**How would you convince a client who needs a crane to choose GH over the competition?**

By choosing GH, they will get:

- Advice to buy the solution they really need.
- A quality product: one that is reliable, safe, and durable.
- Technology that is going to boost their productivity: standard drives, overspeed for low loads, monitoring of operations, etc.
- Guarantees in terms of availability: maintenance and spare parts are available locally.
- An established company with 60 years' experience that will support the product over its entire lifespan.
- And all that comes at a very competitive price.



■  
"WE CURRENTLY  
OPERATE IN 13  
COUNTRIES IN EUROPE,  
AMERICA AND ASIA."  
■

# NEWS



**GREENALIA**

*Biomass Plant  
Spain*

THE FOLLOWING PAGES  
INCLUDE THE MOST  
NOTEWORTHY PROJECTS  
OF RECENT MONTHS.



**AERIS ENERGY**

*Wind energy  
Brazil*

## RECENT PROJECTS 2019



**ASTONDOA**

*Shipyards  
Spain*



**BOUYGUES**

Civil Work  
France

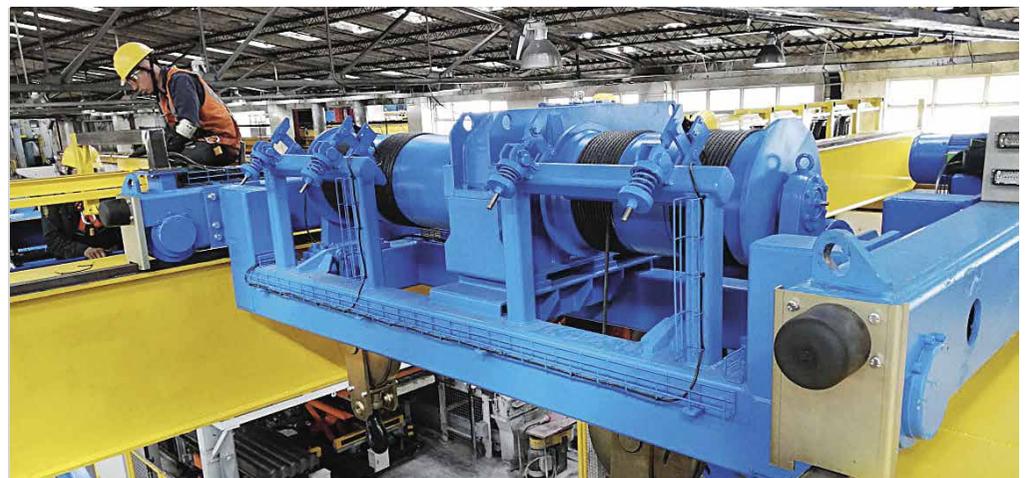
**SIDER**

Scrap  
Peru



**EPM**

Hydroelectric  
Colombia



**ETEX**

Moulding Machines  
Colombia

# NEWS

**FILSTONE**  
*Stone Handling*  
Portugal



**SONELGAZ SPE**  
*Energy*  
Algeria



**TALGO**  
*Railway*  
Spain

**DRAGADOS  
FALTIRON**  
*Precast Concrete  
USA*



**METALMECÁNICA**  
*Iron and steel  
Argentina*



**STORSTROEM**  
*Public Works  
Denmark*



**MARINA SECA**  
*Nautical  
Barcelona  
Spain*

# INITIATIVE: GH OLEA" PRIZE AND "START-UP CONTEST.

GH'S STRATEGY TO  
LEAD THE SMART  
CRANE MARKET.

The recent online launch of the "**GH OLEA PRIZE AND STARTUP CONTEST**" initiative, which includes content specific to the project on its own website, has wrapped up with several reports being published in local and international media outlets that detail the basic ideas that brought GH to tackle this project.

The idea for "**Talent Attraction**" that GH put into place had the support of both local institutions and several universities and was widely disseminated in several media outlets.



**A**ware of the fact that the future challenge facing companies with their own product and a good degree of internationalisation is that of attracting eager young talent with fresh ideas that might not otherwise become part of the production framework, the company's senior management team has been working for some time to develop this initiative.

The award includes a €6,000 prize for the winning idea, and €4,000 for the runner-up. Winners will also receive a trip to one of the company's international branch offices to see first-hand the realities of a post-university world.

The GH initiative also has another more practical side, which is the 'Start-Up Contest' programme. Through this programme, GH will analyse entrepreneurship initiatives with leaders hoping to develop an idea around a present or future company and access the market.

GH has established the following areas as priorities: security systems, automation, digitisation, and data analysis. These areas will be reviewed annually depending on the needs and strategies of the Business Units, Engineering, and R&D.

In the "Start-Up Contest," the selected projects will be assessed by the company and, once they have been analysed, GH may decide on different ways to proceed: (i) to directly invest in the project, (ii) to look for an international financial backer for the idea's development, and/or (iii) to enter into a preferential trade agreement between the Start-Up and GH.

The initiative is backed by support from various prestigious institutions that have been selected with a clear strategy to represent all geographic and thematic areas as solidly as possible: Goierri Valley, The Regional Government of Gipuzkoa, BIC, CMAA (Crane Manufacturers Association of America), TECNUN, the University of the Basque Country, and Mondragon University.

Thus, a plan has been set up in conjunction with Basque universities and entrepreneurship centres so that GH can promote this initiative through specific presentations aimed at explaining the idea and recruiting eager groups of students who wish to undertake their final degree projects with GH.

Visits were also made to the prestigious University of Mexico, renowned for its entrepreneurship, and the Monterrey Institute of Technology, where the idea was presented to the Dean of the Department of Engineering and Sciences in said Mexican city.

A visit was also made to CMAA (Crane Manufacturers Association of America) in Charlotte (USA), and the project was explained there. The Association has already published a press release on its website, and it is going to convey the idea to all its contacts in business and in the specialised press, as well as to American universities.

For more information, see:  
[olea.ghcranes.com](http://olea.ghcranes.com)

**THE FUTURE CHALLENGE  
FOR COMPANIES WITH  
THEIR OWN PRODUCTS  
AND AN INTERNATIONAL  
DIMENSION LIES IN  
ATTRACTING EAGER  
YOUNG TALENTS THAT  
HAVE IDEAS FOR  
DEVELOPMENT.**

## How would you describe the relationship that your company has had over these last few years with GH CRANES & COMPONENTS?

A relationship of harmony and trust, based on the fact that the company is easy to access, timely with deliveries, provides quality and guarantees on equipment and service, supplies the latest equipment and technology, and has great professional ethics.

## Can you tell us how our cranes stack up against the competition in terms of performance, technology, service, etc.?

One of the main things that set GH apart is the high level of availability that their equipment has, taking into account the low amount of breakdowns and downtime, which also says a lot about the useful life that their equipment has. Likewise, GH has better load performance than similar cranes by other brands. Additionally, as a third factor that sets GH apart, one can note

the design in terms of geometry and quality of components, favouring speed and safety during manoeuvring.

Excellent performance, and "very favourable" features and technology.

We can also mention the technical support and the availability of replacement parts.

## What do you think about the Dominican economy's development over the next few months?

The prospects are favourable; however, there are some risks stemming from the international context, such as the trade war – tariffs and customs barriers, as well as non-tariff barriers, between China and the United States, the country's main trading partner. We hope both countries can reach agreements.

It is also important to mention that to maintain economic stability in the Dominican Republic, the budget guidelines must be upheld and we must continue to reduce the tax deficit.

## What main keys do you think a company that makes equipment like ours should keep in mind?

The company must focus on the customer, not only provide products, but also solutions; it should take care of its employees (development, training, fair wages), deliver value to the supply chain, maximise the use of resources, innovation, diversification, and capital investment, digital transformation and artificial intelligence, systems that are flexible and dynamic, the creation of synergies between technology and humans, optimise value in financial terms and social terms by caring for the environment – carrying out Sustainability and Social Responsibility programmes.

## What advice would you give us to become more present on the Dominican market?

To know and understand the market variables:

- to detect business opportunities, to understand the nuances of the market. Potential companies. Customer profiles.
- To understand the true level of influence of each area so as to get the greatest possible market share.
- To adapt to customer needs, to be familiar with the processes. It's not only a question of offering equipment, but also solutions and advice.
- Possible strategic alliances.
- Main market competitors and distributors.

“

**ONE OF THE KEYS IS TO PROVIDE VALUE TO THE SUPPLY CHAIN.**

# JUAN BOYERO

Manager for Central Maintenance, Engineering, Energy, and Generation at **GERDAU METALDOM** in the Dominican Republic.

 **GERDAU METALDOM**

**When GH MEXICO decided to face the foreign markets of Central America and the Caribbean, Gerdau MetalDOM was its first client. This company, which is one of the leaders in the Dominican industrial sector, has trusted GH for all of its projects since the very beginning. Juan Boyero describes this fruitful relationship to us and provides important information on the challenges of the future from his valuable perspective.**

