

GH'NEWS

SEPTEMBER
2021

Nº 21



20

YEARS
IN BRAZIL

BRAZIL: A PROJECT GOING BACK 20 YEARS / PABLO GARCÍA GONZÁLEZ General Manager of GH BRAZIL
NIVALDO MARTINS Head of Shipments in Cabreúva (Brazil) / The world of George "THE BRAZIL STORY"
GLOBAL SERVICE: THE SERVICE OF THE FUTURE IN A DIGITAL WORLD / PROTAGONISTS IN ACTION
LATEST OUTSTANDING PROJECTS / IÑIGO ONA Head of Digital Transformation at CAF

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THE PATH THAT SHOWS THE WAY FORWARD

Jose Antonio Guerra
CEO of the GH Group

The issue that we present in the following pages perfectly sums up the current situation in which we find ourselves.

There are two themes at the centre of GH NEWS: first, the 20th anniversary of our presence in Brazil and, second, the commitment to innovation.

The 20th anniversary of our subsidiary in Brazil sums up our determination and the commitment to internationalisation that began thirty years ago.

We are also immersed in an innovation process that will guide us towards the transition to becoming a more digitised company. We are completing our products with a service based on the sensorisation and monitoring of cranes. The objective is to provide a maintenance service that improves competitiveness and productivity for our customers, as well as safety in their lifting operations, anticipating the end of the life cycle of wear elements and proposing new maintenance strategies adapted to the actual use of each crane and each customer. We use a system to monitor our equipment in real time, which includes both a series of monitoring alarms and an analysis of the use and maintenance data.

WE ARE CONVINCED THAT PERSEVERANCE IN INTERNATIONALISATION AND THE INCORPORATION OF INNOVATION INTO OUR PROCESSES AND PRODUCTS IS THE PATH THAT SHOWS THE WAY FORWARD.

In this issue we are going to look at both themes in more depth. We have conducted an interview with Pablo García González, our manager in Brazil. We also present information of interest related to our GH do Brasil workers and the history of our adventure in the largest country in the entire South American continent.

In the field of innovation, this issue highlights the great effort that our

Service Business Unit is making to raise the level of intelligent service for our customers.

The final interview with Iñigo Ona Larumbe, CAF's head of Digital Transition, offers us a mirror in which to view ourselves and shows us the way to a new business concept where the machine - the well-made product - is no longer the only differentiating factor for our customers.

Companies face crossroads that force us to make decisions, applying know-how, intuition and experience. As we stand at this crossroads, we are convinced that perseverance in internationalisation and the incorporation of innovation into our processes and products is the path that shows the way forward.

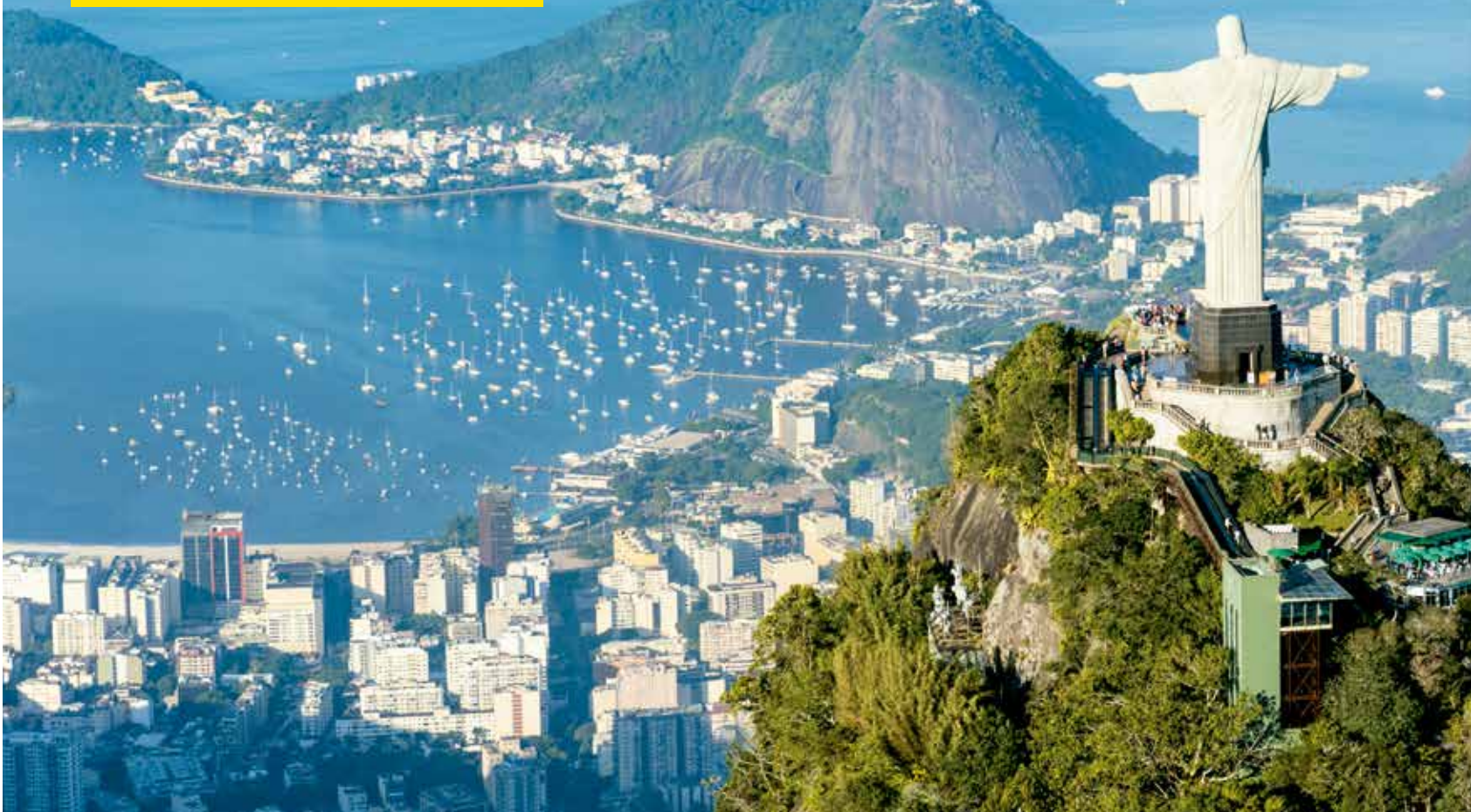




Brazil was for many years the eternal promise – a powerful country that was asleep and the place where any international company worth its salt had to have a presence; the country of the ongoing mantra about an impending economic awakening that never happened. Brazil was both desired and hated at the same time, for not being able to finally wake up from its long slumber. Many tried and many failed.

BRAZIL.

20 years in the South American giant.





The economic situation was a faithful reflection of the country's recent political history and the renowned resignation of Brazilians towards arbitrariness. A country that has everything in abundance (a good climate, natural resources and the fruits of a fertile land, etc.) makes it easier to manage the people's capacity for struggle and protest. That was the Brazil we learned about from books.

Now it was also time for GH to try to investigate the company's chances there. But at GH "to try" is a difficult verb to conjugate. Trying at GH means "starting and carrying on until we finish" – continuously, without stopping.

The story of GH in Brazil is linked to one of the principles of human progress: there is no such thing as good and bad projects; it is just a question of finding the right people to carry them out.

Another way of saying it has become a cliché that has been overused almost to the point of losing its meaning: "It's the people that count". But sometimes – even if it is very rarely – this phrase is perfectly appropriate. And this was one of those occasions.

Because the Brazilian project combines several factors that aligned like the stars in the sky sometimes do in exceptional circumstances: faith in the decision to establish a presence in the American giant, the awareness of real possibilities in a very large market, and Sergio, a young man doing work experience who began his professional career without being entirely sure what a hoist was – the Spanish name,



GH facilities in Cabreúva.

■

THE GH STORY IN BRAZIL IS ONE OF OUTSTANDING SUCCESS THAT IS NOW CULMINATING IN A SECOND PHASE: THE CABREÚVA FACTORY, ONE OF THE MOST MODERN FACILITIES FOR MANUFACTURING CRANES IN ALL OF SOUTH AMERICA.

■

"polipasto", seemed a strange word to the young trainee!

Sergio is a man of deep convictions and, amongst these, a very important one: he had the ambition to build a professional and personal project in Brazil. And he was the right person to carry it out.

In 2001, at the beginning of the new century, the destinies of Sergio and GH were joined together.

At first, it was difficult and slow, but there was no rush. Added problems created by the type of dishonest people who always attempt to take advantage of unsuspecting honest men, put him to the test but he overcame the challenge. His conviction to reach the goal was

stronger than any paralysis that fear might cause.

And so the GH project in Brazil flourished, becoming an outstanding success that is now culminating in a second phase: the Cabreúva factory, one of the most modern facilities for manufacturing cranes in all of South America.

The new factory has involved a team of very high-calibre professionals who have become the protagonists of the recent story of GH in Brazil. Sergio later accepted the new challenge of developing the United States market, and Pablo quickly succeeded him to give continuity to the Brazilian project.

Always languishing in the category of eternal promise, Brazil turned into the dark object of desire of governments and companies and into the prosperous country that led the rebellion of the BRICS nations (Brazil, Russia, India, China and South Africa), as the emerging markets forcefully demanded their rightful place in the world.

Now, Pablo, another young professional, is leading the project and establishing new goals and achievements. GH is currently one of the leading crane manufacturers in the country, despite the health crisis and all the related effects.

· GH ·

BRAZIL

20-YEAR TIMELINE

1998



Like four Martians, **Pedro Esnaola, Vicente Guerra and two assistants** land in Brazil to investigate the possibility of GH initiating some kind of commercial operation there. After verifying the potential of the country, it was decided to establish a new company to start commercial activities.

2000



The work experience programme of the Basque Government had originally assigned us someone other than **Sergio Robledo**, whom we met a couple of months earlier at the Spanish Embassy in Sao Paulo. And we presented our project to him in an unintelligible session in which the Spanish word for hoist sounded to Sergio like a product you would use in a vegetable garden. But he liked what he saw and what he heard, and above all he liked the enthusiasm of the group of rather “naive adventurers”.

GH declined to appoint the assigned trainee and Sergio resigned from the company he had been assigned to. And thus begins the shared story of GH and Sergio Robledo.

An agreement is made with the local manufacturer **Rovela** (Ernani Lacerda) to support each other in complementary operations: Rovela in chain hoist and low weight operations; and GH in the rest of the operations.

2021



The serious situation that COVID 19 has created has particularly affected Brazil. Pablo and his team have risen to the challenge of managing the project in these turbulent times. Today, **GH Do Brasil** has recovered its drive and we are now back at the cruising speed we had before January 2020.

2020

Pablo García González is hired for the General Management of the subsidiary. Pablo joins GH from the GRUPO ANTOLIN company, in which he had important responsibilities.





-Brazil-

2001



The first GH premises in Brazil: **Itaquaquecetuba** – 25 m from the Rovele factory and with an initial stock of components that we bring in a container (8 kits).

The warehouse was very close to a favela, and a security car accompanied Sergio at night to the exit to the main road.

2004

Second premises: **Estrada dos Romeiros** – Barueri. A rented building of 20 x 25 m. There was no crane on the premises, just a gantry with manual travel and a chain hoist. We ended up making beams in as many as 3 nearby foundries at the same time, and that was when we saw that we had to invest in our own infrastructure.



2009

The date the search for a plot of land started. In **September-October 2009 the acquisition of the plot is finalised**. At that time we began by working “remotely”, with Vicente following everything via Google Maps (what a discovery!) from Beasain, and Aitziber giving the following kinds of instructions to Sergio over the phone: “*Go into that plot that looks like it’s big.*” (And Sergio replied by pointing out that it was a private property and that he couldn’t just go barging in or someone might shoot at him.) Another anecdote from that time went something like: “*See if the ground is wet – get the hoe out of the car and dig a hole ...*” (The last thing you are likely to see in a surfer’s car is a hoe, but there we were also innovative).

Finally, the good location (Sorocaba-Itu-Jundiai triangle) and the ideal terrain (very flat), made us decide on the current premises (as opposed to any of the many other preselected options). Vicente fed us during the day with the nuts that he had brought from Ormaiztegui, Basque Country (“*which were good for the mind*”).

At this time, Vicente displayed all his powers of persuasion and was heard to say one of his memorable phrases over the phone: “*Sergio, what could be a better idea for a Sunday than going out in the car and looking for plots of land?*”

2015



Sergio Robledo assumes the management of the GH presence in the United States and leaves the management of the Brazil operation.

● **Luis Henrique** is appointed head of the subsidiary.

2011



The current **Cabreúva** plant is built and industrial activities begin. The first cranes that were made were for our own plant. A team from GH Beasain assisted in the manufacture of these first cranes. On 20 October 2011, as they returned to the Guarulhos airport with Huici and Gerri, ETA announced that they were laying down their weapons.

Pablo García González

General Manager of GH BRAZIL

The way in which GH has dealt with managing the establishment of our presence, has followed a very defined pattern of putting our faith, either in young people who have joined the project, or in people within the organisation with previous experience in the company, who have then stepped up to take on greater challenges in the management of foreign subsidiaries.

The incorporation of Pablo represents an important leap forward in this strategy. Pablo is a professional who has had a successful career in the prestigious multinational Grupo Antolín. During the previous five years, he had been in charge of the operations of this Burgos (Spain) family group in the Mercosur area.

For this reason, his ideas, opinions and his way of seeing things, means that he brings high added value to GH that would be very valuable for any organisation: a view of our project from a different perspective which results in an important transfer of know-how.

Pablo is a decisive executive, trained in the school of maximum performance and with clear and strong ideas: **"We still have a lot of room to grow organically,"** he says confidently after arriving at GH, pandemic permitting.

This is his proposal for all areas of the GH subsidiary in Brazil.



“

WE HAVE THE
PERFECT RECIPE TO
KEEP GROWING.



The new head of GH in Brazil highlights the productive capacity, the technical resources and a highly trained team of staff.

- How would you describe the company as you have found it in Brazil?

GH Cranes has a significant installed production capacity in Brazil, with technical resources comparable to those used in countries much more advanced than ours. A team of staff capable of working autonomously and taking on great challenges. The perfect recipe to keep growing.

- What has surprised you the most?

The scale of the GH Cranes Brazil manufacturing projects. Much of the equipment we manufacture ends up in the country's main construction sites, run by leading companies in a wide variety of sectors. I'm proud to be a part of all this.

- How do you see the GH project in Brazil?

GH Cranes has already established itself in the most industrialised parts of Brazil as a recognised brand, very highly regarded for the quality and performance of its products. That is something difficult to achieve here, where many companies come and go.

We still have a lot of room to grow organically, both in the sale of new equipment and in services.

CONSOLIDATE THE BRAND EVEN MORE AND EXPAND THE CUSTOMER BASE.

- What are your priorities for this post-pandemic scenario in a market as uncertain as the Brazilian market?

First of all, that we all come out of this pandemic in good health.

The priority is to consolidate the GH brand even more in Brazil, expanding our customer base significantly. We have set very aggressive growth and profitability targets up to 2025. To fulfil them, we will have to work very hard and in a coordinated way with the GH Business Units.

- You are familiar with the business experiences of other Spanish companies in Brazil. How would you define the company you are managing now compared to your previous experiences?

For 5 years I was the head of Grupo Antolín for Mercosur, a Burgos-based company in the automotive sector. Although we are talking about different dimensions and sectors, I see quite a few similarities between the two experiences. Both are family businesses, with a deeply rooted culture in their headquarters.

The main differences are those related to size, since at Grupo Antolín we had more than 1,000 workers in Brazil alone, and everything this entails in terms of structure, procedures, etc. I would also emphasise that large automotive production-line assembly has nothing to do with the "day-to-day" business of the sale and manufacture of bridge cranes. Here, the month you don't sell, you know that in about 90 days the factory will feel the impact.

■ **"GH'S PERSEVERANCE HAS BEEN KEY TO UNDERSTANDING OUR PRESENCE IN BRAZIL TODAY."**

■ **"I HOPE THAT WE ALL COME OUT OF THIS PANDEMIC WITH GOOD HEALTH."**



THE CHALLENGE OF SUSTAINED GROWTH IN THE DIFFERENT REGIONS.

- A great deal has been achieved in these 20 years. What would you highlight as outstanding aspects of the GH story in Brazil during this time?

Perseverance. If GH were not the company that it is, probably during these 20 years in Brazil it would have already thrown in the towel. Other multinationals have entered and left this market on several occasions. They have worked with resellers ... their brand suffering considerable wear and tear.

In all this time, GH has stood firm and faced both difficulties and good times with great calmness.

- What are the main challenges you see for GH as a whole in the rest of the world?

Sustained growth in the different regions and with a balance in the product portfolio. This is a vision that Victor Guerra transmits to all GH workers: we have to sell hoists and bridge cranes of all sizes and not aim to make a single sale of a big piece of equipment.

The service part is a big challenge – to keep growing – but, at the same time, adding more value for our customers; to sell fewer hours of skilled labour and offer more solutions based on analysis of the information. The GH Corebox is a key tool in this transition.

Finally, as Jackie Welch said: "To continue competing we need competitive advantages."



■ **"WE HAVE SET VERY AGGRESSIVE GROWTH AND PROFITABILITY TARGETS".**

■ **"THE SERVICE PART IS A BIG CHALLENGE – TO KEEP GROWING – BUT, AT THE SAME TIME, ADDING MORE VALUE FOR OUR CUSTOMERS."**





•Brazil•



■ "THE MAIN CHALLENGE IS TO GROW STEADILY IN THE DIFFERENT REGIONS AND WITH A BALANCE IN THE PRODUCT PORTFOLIO."

■

Nivaldo Martins

Head of Shipments in Cabreúva

The history of companies is closely linked to the dates that remind us of the milestones that they have reached over time. But the true story is written by the people who, with their work, their example and above all, their dedication, have forged the personality of the projects.

Brazil is no exception. And Nivaldo is the perfect example of loyalty and deep roots within the company. His strength is not words and long explanations. He is so strict and efficient with explanations that he finds it hard to say one more word than necessary, but people understand him the first time.

The same philosophy applies to his work. He is in charge of Shipments, or that's how he defines his job when we ask about what he does. But everyone agrees that when it comes to knowing the ins and outs of the hoist, either our own or one from the competition, when no one understands a problem that affects the correct operation of the equipment, Nivaldo always comes up with a good solution.

Nivaldo and GH Brazil have achieved that perfect symbiosis that differentiates this from the typical impersonal project.

“

THE COMPANY IS
PREPARED FOR
THE CHALLENGES
WE WILL FACE IN
THE FUTURE.





"I'M CONVINCED THAT THE MIX OF DIFFERENT CULTURES CONTRIBUTES TO IMPROVING ALL ASPECTS OF GH'S ACTIVITIES."

- When did you join GH BRAZIL, Nivaldo?

In 2004 I worked at a company that assembled equipment for GH and I participated in the assembly of the first bridge cranes that GH sold in Brazil. A year later, in 2005, I was invited to join the company and I accepted immediately.

- What is your current job within the company?

I'm currently working on the inspection and final commissioning of the packaging of the equipment that will be sent to customers. I'm head of Shipments.

WORKING IN THE SECTOR FOR 30 YEARS.

- How would you define the product that GH manufactures for the Brazilian market?

After working for more than 30 years in the lifting sector, I can say with confidence that the product GH offers is one of the best on the market, taking into account maintenance, durability, modernity, robustness and – most importantly – safety.

- What would you highlight as the main features of GH BRAZIL?

The main characteristic that I would highlight about GH is the constant search for innovation. Over these 16 years I've seen many of these changes first hand, such as GHA1, GHB11 and GHF13. Another point that I would highlight is the opportunity that GH offers to carry out your work with autonomy and freedom, always looking to offer opportunities for improvement to staff and collaborators.



A PROMISING FUTURE.

- What do you know about GH as a multinational company?

In the early days of the factory here in Cabreúva, we were visited by some workers from Spain for a few months and during that time we were able to share experiences and I gained a lot of knowledge about the manufacturing process, about the way they work and their culture, which is very different from ours. I haven't had the opportunity to get to know the factories in other countries, but I'm convinced that the mix of different cultures contributes to improving all aspects of GH's activities.

- How do you see the future of GH in Brazil?

I see a promising future for GH. The company is prepared for the challenges we will face in the future. We've been through various crises in Brazil, including the current COVID crisis, and we've managed to overcome all of them while, at the same time, always seeking to improve.

- What message do you want to send to all GH workers in the world on this 20th anniversary of the company in Brazil?

I would say that we must all continue working hard and honestly and that if we do so, we will achieve all our objectives, both personal and professional. I really appreciate the opportunity to be a part of this company and I feel very happy and honoured to belong to it. Let's hope we can carry on this way for another 20 years!

"I WOULD HIGHLIGHT THE OPPORTUNITY THAT GH OFFERS TO CARRY OUT YOUR WORK WITH AUTONOMY AND FREEDOM, ALWAYS LOOKING TO OFFER OPPORTUNITIES FOR IMPROVEMENT TO STAFF AND COLLABORATORS."

THE BRAZIL STORY

The World of
GEORGE H.B.



1980. BRAZIL WAS FOR MANY YEARS THE ETERNAL PROMISE -- A POWERFUL COUNTRY THAT WAS ASLEEP AND THE PLACE WHERE ANY INTERNATIONAL COMPANY WORTH ITS SALT HAD TO HAVE A PRESENCE.



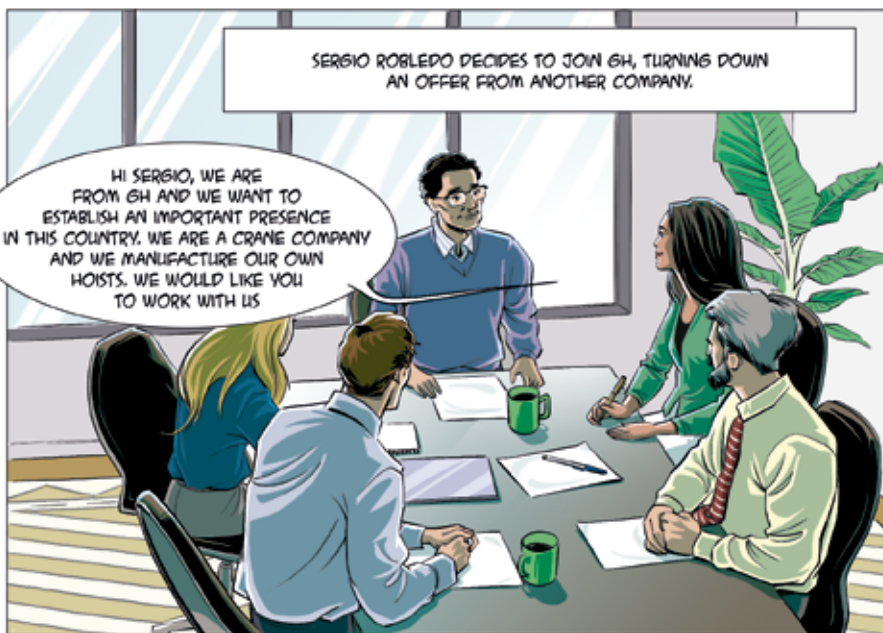
I'M GOING TO TELL YOU THE STORY OF GH IN BRAZIL

A COUNTRY THAT HAS EVERYTHING IN ABUNDANCE (A GOOD CLIMATE, NATURAL RESOURCES AND THE FRUITS OF A FERTILE LAND, ETC.). AN ETERNAL PROMISE THAT NEVER CAME TO ANYTHING.

2000. SERGIO WAS A YOUNG MAN ON WORK EXPERIENCE WHO BEGAN HIS PROFESSIONAL CAREER WITHOUT REALLY KNOWING WHAT A HOIST WAS. THE SPANISH NAME, "POLIPASTO", SEEMED A STRANGE WORD TO THE YOUNG TRAINEE!



SERGIO ROBLEDO DECIDES TO JOIN GH, TURNING DOWN AN OFFER FROM ANOTHER COMPANY.



HI SERGIO, WE ARE FROM GH AND WE WANT TO ESTABLISH AN IMPORTANT PRESENCE IN THIS COUNTRY. WE ARE A CRANE COMPANY AND WE MANUFACTURE OUR OWN HOISTS. WE WOULD LIKE YOU TO WORK WITH US

THAT SAME YEAR AN AGREEMENT IS REACHED WITH A LOCAL MANUFACTURER CALLED ROVELA.



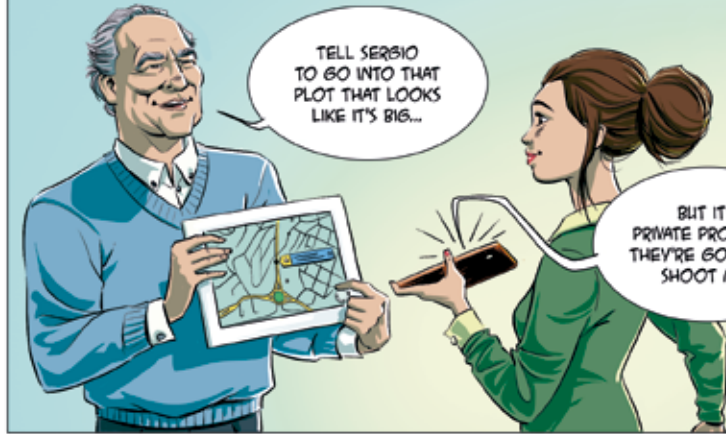
HI ERNANI, CAN WE COLLABORATE TO TAKE ON THIS MARKET TOGETHER?

THE YEAR 2001 SEES GH ESTABLISH OUR FIRST PREMISES IN BRAZIL: ITAQUAQUECETUBA, 25 KM FROM THE ROVELA FACTORY AND WITH AN INITIAL STOCK OF COMPONENTS THAT WE BRING IN A CONTAINER (8 KITS).



THIS IS A HOIST. THIS IS A BRIDGE CRANE. THIS IS A GANTRY CRANE...

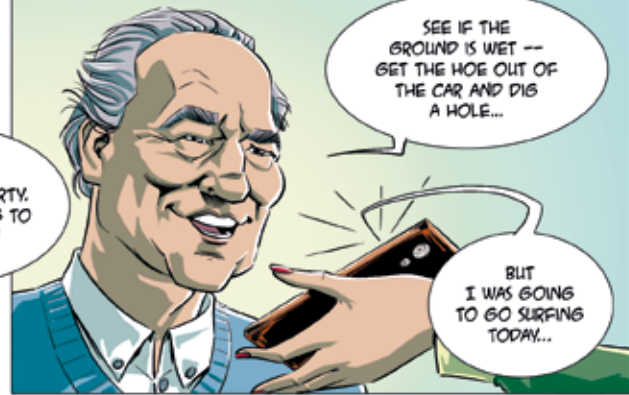
LATER, WE ACQUIRE A SECOND LOCATION: ESTRADA DOS ROMEIROS-BARLEI, A RENTED BUILDING OF 20 X 25 M IN 2007. THEN THE SEARCH FOR OUR OWN PLOT BEGINS. AT THAT TIME WE BEGAN BY WORKING "REMOTELY".



TELL SERGIO TO GO INTO THAT PLOT THAT LOOKS LIKE IT'S BIG...

BUT IT'S PRIVATE PROPERTY. THEY'RE GOING TO SHOOT ME!

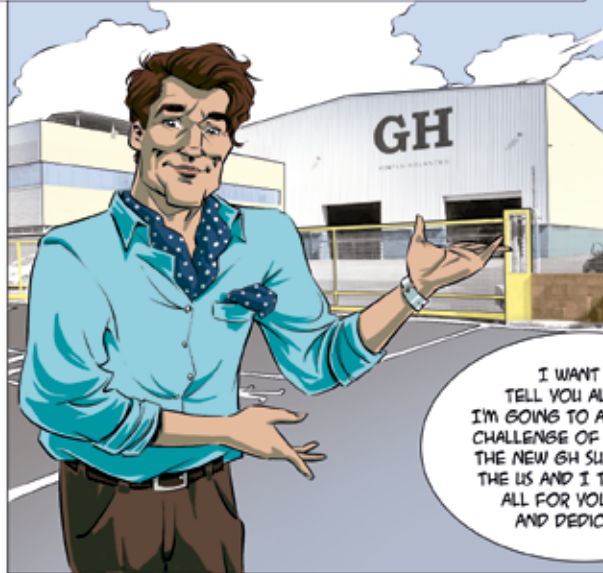
FINALLY, IN 2009, THE CONVENIENT LOCATION (THE SOROCABA-ITU-JUNDIAI TRIANGLE) AND THE IDEAL TERRAIN (VERY FLAT) MADE US DECIDE ON THE PLOT FOR OUR CURRENT PREMISES (AS OPPOSED TO ANY OF THE MANY OTHER PRESELECTED OPTIONS).



SEE IF THE GROUND IS WET -- GET THE HOE OUT OF THE CAR AND DIG A HOLE...

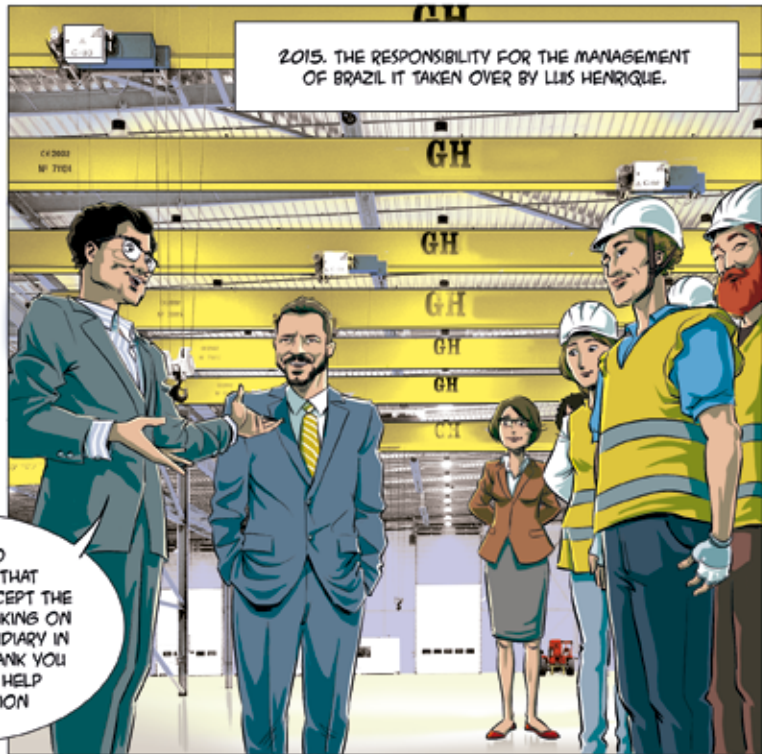
BUT I WAS GOING TO GO SURFING TODAY...

TWO YEARS LATER, THE CURRENT CABRELIVA PLANT IS BUILT AND INDUSTRIAL ACTIVITIES BEGIN. THE FIRST CRANES THAT WERE MADE WERE FOR OUR OWN PLANT. A TEAM FROM GH BEASAIN ASSISTED IN THE MANUFACTURE OF THESE FIRST CRANES.

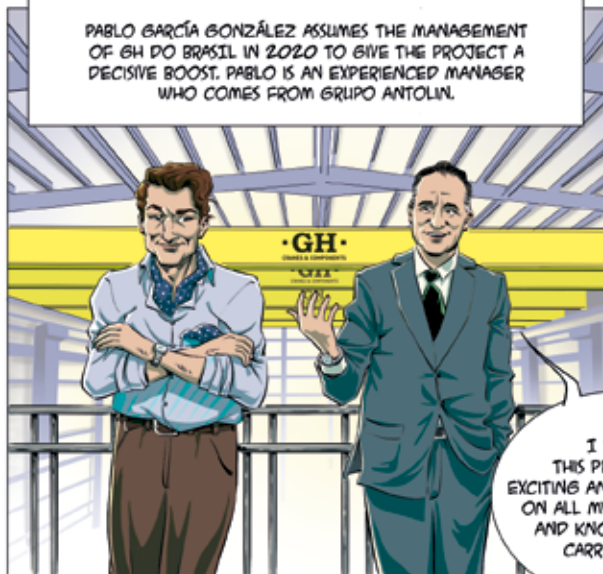


I WANT TO TELL YOU ALL THAT I'M GOING TO ACCEPT THE CHALLENGE OF TAKING ON THE NEW GH SUBSIDIARY IN THE US AND I THANK YOU ALL FOR YOUR HELP AND DEDICATION

2015. THE RESPONSIBILITY FOR THE MANAGEMENT OF BRAZIL IS TAKEN OVER BY LUIS HENRIQUE.



PABLO GARCÍA GONZÁLEZ ASSUMES THE MANAGEMENT OF GH DO BRASIL IN 2020 TO GIVE THE PROJECT A DECISIVE BOOST. PABLO IS AN EXPERIENCED MANAGER WHO COMES FROM GRUPO ANTOLIN.



I THINK THIS PROJECT IS EXCITING AND I WILL DRAW ON ALL MY EXPERIENCE AND KNOW-HOW TO CARRY IT OUT

2021. GH DO BRASIL IS STILL GOING STRONG IN THE MIDDLE OF THE PANDEMIC AND HAS CELEBRATED ITS 20TH ANNIVERSARY.



WE ARE A LEADER IN BRAZIL, BUT WE ARE STILL GOING TO GROW IN THIS MARKET AND I HAVE A COMMITTED AND PROFESSIONAL TEAM.

GLOBAL SERVICE

The digital transformation is allowing us to convert data into knowledge in a faster way, but more importantly it has made it possible for GH-Global Service to bring this knowledge to our customers through new Digital Services that complement the maintenance services provided up to now.

With the main objective of providing a good service and real and tangible added value for our customers, over the next few months GH-GS will put the new Digital Services packages on the market. These will be managed from a new Data Analysis department created expressly for this purpose.

www.portal.ghcranes.com

Iñaki **Ramírez**
Manu **Vázquez**

THE SERVICE OF THE FUTURE IN A DIGITAL WORLD

In industrial companies, knowledge is sublimated within a product, which is the sales unit, and which, when the customer puts it into operation, begins to generate value. Consequently, **we could say that the generation of value is not in the product, but throughout its life cycle** – a vision that is rarely exploited either by the majority of capital goods manufacturers or by their users, who usually focus on the CAPEX*.

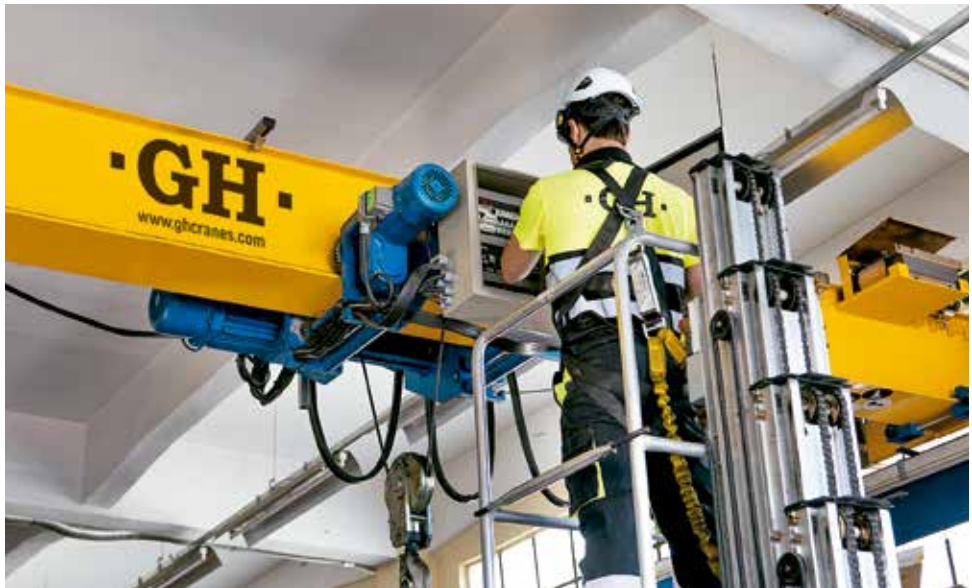
In this context, at the moment when the industrial company first gathers information and later builds knowledge about the operation of its product throughout the life cycle, **a great window of opportunity opens for the generation of high-value services for the customer**, both for the operation and maintenance of the product and for **the creation of a great store of knowledge within the manufacturing companies, which is of great value to their customers but which they do not receive because it does not come "included" within the product**. At GH-GS (GH Global Service) we understand servitisation as **a transgression in the business model in which the service not only has the potential to become a business in itself for the manufacturer, but also a very important source of competitiveness, offering transparency and knowledge of the operation of the product for their customer**. In this sense, technology is important but it is not enough to generate a unique value proposition.

When the customer no longer bases their decision on the features and performance of the product, **the service is the most effective tool to continue to provide differential value and impact their profit and loss account**.



■ **“TECHNOLOGY IS IMPORTANT TO KNOW HOW THE CUSTOMER USES THE PRODUCT AND TO BE ABLE TO GENERATE VALUE-ADDED SERVICES ALIGNED WITH THEIR BUSINESS MODEL.”**

■



Achieving this objective involves three major challenges that the manufacturer must address and the customer assess, when choosing an offer of services associated with the product:

• **PUT TOGETHER AN OFFER OF VALUE-ADDED SERVICES**

In other words, adapt the product to the needs of the customer, correctly understanding their business model.

• **SELL THE SERVICES**

Developing a perfectly hybridised product/service value proposition, brought to the market by a sales force prepared to identify and align services with customer needs in the before, during and after stages.

• **MAKE IT POSSIBLE FOR THE SERVICES TO TRAVEL**

For a product to travel from one end of the world to the other may or may not be difficult, but it is a problem that has already been solved with very high levels of efficiency. The complicated thing is to sell valuable services based on the knowledge of the company, since it is usually based on people who are very valuable to the organisation and who are difficult to replicate. The appropriate decoupling of knowledge and people is the key to the quality of the service being guaranteed for the customer anywhere in the world.

At GH-GS we understand that we can only overcome these challenges by evolving the business model: understanding the needs of each customer extremely well, putting together a value offer, highlighting the exceptional knowledge of the company, and

using the digital technologies that we have at our disposal today intelligently. This is where the possibilities offered by Industry 4.0 come into play, since they allow us to add value for the customer without being physically close and generate digital ties with them based on data, ensuring that sophisticated knowledge is not filtered and that the customer perceives the full value and capabilities of the company.

The technology developed within the GH Group in the I-4.0 environment and oriented towards digitisation, is allowing us to obtain a great deal of data from the key elements of the crane in order to address the digital transformation of different maintenance tasks, both technical and administrative. This allows us to transform this data into essential information in order to provide an optimal and customised service to each customer in the following way:

• At GH Cranes we incorporate connectivity technology in our cranes that makes it possible to collect operating data in real time (Crane Monitoring). In addition, all service activities carried out by our technicians are recorded in the GH-GS APP developed within the Group. All of this data, analysed by means of our own algorithmic software, makes it possible for our analysts to better understand the behaviour of each crane and allows us to propose new services and maintenance strategies to our customers that are adapted to the characteristics of this behaviour, improving productivity and increasing the safety of the people taking part in the process in which the crane is involved. In addition, through the administrative digitisation process

The generation of value is not in the product, but throughout its entire life cycle.

that has been carried out, we have succeeded in eliminating paper (work reports, delivery notes, invoices, etc.), reducing the time our customers spend on document management arising from any activity associated with crane maintenance.

GH-GS will deploy this set of technological tools in the market through our new digital business model supported on our **Customer Portal platform**. This is where our customers can see in real time both the operating data of the equipment as well as the entire history of interventions, work reports, delivery notes, invoices, technical documentation, etc. – all of this customised for each reference number.

* Capital expenditure or capital expense is the expenditure that a company makes on capital goods and that results in benefits that guarantee and can be used to measure its growth. This occurs thanks to the acquisition of fixed assets or the increase in the value of those that already exist.

PROTAGONISTS

THE PROTAGONISTS IN ACTION

THE CURRENT STATUS OF INTERNATIONAL SERVICE

We include in this issue the testimonies of the people who are on the front line in terms of our products and our customers.

We have the testimony of three people who spend all day dealing with our international customers and with the reliability of our products.

Their opinions and responses to the same interview provide some key insights from those who do battle in the international field into one of the core areas of our business: service. As the person in charge in China sums up:

“We receive opportunities and we deliver advantages.”



CHINA

Yun
Chao Feng



“OUR TEAM SHARES A SPIRIT OF TOGETHERNESS, MUTUAL SUPPORT AND GREAT DETERMINATION AND IS MADE UP OF SPECIALIST PROFESSIONALS WHO DRIVE FORWARD OUR PROGRESS.”

- How long have you been working in the GH Group?

Since June 2013.

- How would you describe your professional experience in the GH Group?

First of all, I'm proud to belong to GH. I believe that the cooperation and support of the entire team helps us to demonstrate our true capabilities. The learning we experience together and the communication between us also enhances this feeling. I now have in-depth knowledge and understanding of the company's products, technical service and other related information. However, I will continue to work on putting our products to the test so that they continue to improve.

- How do you think your customers value the service provided by a brand like GH?

Generally speaking, the Chinese clientele that I have contacted find the service provided by GH to be satisfactory. Productive efficiency has improved significantly, taking as a starting point the satisfaction of the customers with regard to safety, both in terms of technology and quality of service. Also, compared to other well-known brands, our style is unique.

- Within the working group where you carry out your activities, what is the main characteristic that you would highlight?

Our team shares a spirit of togetherness, mutual support and great determination. In addition, all our customers receive the same treatment. At the same time, we have the scope to look more widely for new points of growth. And the most important thing is that the technical service department is made up of specialist professionals who drive forward our progress.

- Do you consider that a good service is a tool to create customer loyalty or is it just a customer-supplier relationship?

Offering products of the best quality is the first step towards making ourselves known, and the provision of an efficient and accessible service is the bridge that improves the relationship with customers. Loyalty follows naturally.

- In a work environment such as service, where stoppage of a crane can generate a high level of stress, what would you do to improve GH's service and relationship with its customers?

In addition to the strength of the products and services we provide in China, we take into account particular factors related to traditional values, which it would be impossible to describe here in detail.

- You are in constant contact with other crane brands. How would you rate GH's performance compared to its competitors?

Although it is an excellent European crane brand, GH was established in China later than other companies such as Konecranes, Demag and Eurocrane. There is still a big difference in terms of the overall capacity, market share, and brand recognition. Apart from the basic steel structure of the locally manufactured main beam, all other components are basically imported from the headquarters, and therefore our prices will be relatively high compared to the competition, which increases the resistance to purchase.

GH always insists that the advantages of our products and services derive from their safety, reliability, efficiency, rigour and professionalism. Therefore, as soon as our customers make their first choice, all products and services related to cranes in later periods of time will help to maintain great confidence in our brand. As the saying goes: "We receive opportunities and we deliver advantages."

Global companies must provide local companies with the means to successfully carry out all activities related to technical service and commercial work, thus keeping pace with quality and national conditions.

POLAND

Slawomir Smela

- How long have you been working in the GH Group?

I've been working for the GH group since 2000. At that time the company was still called INTERTECH, but since 2000 I have been working with GH machinery.

- How would you describe your professional experience in the GH Group?

I have about 20 years of experience in the repair and monthly inspection of bridge cranes, hoists and other equipment in the GH family, but I'm still learning as new devices and solutions have been incorporated that I hadn't dealt with until now.

"THE GH BRAND IS THE MOST HIGHLY RATED BY OUR REGULAR CUSTOMERS WITH WHOM WE WORK ON A CONTINUOUS BASIS."

- How do you think your customers value the service provided by a brand like GH?

The GH brand is the most highly rated by our regular customers with whom we work on a continuous basis. New customers are also satisfied with our services, but it takes some time to build their trust in us.

- Within the work group where you carry out your activities, what is the main characteristic that you would highlight?

The main characteristic of our services is the experience and professionalism of our service technicians, backed by many years of experience and access to original service parts, as well as by highly qualified engineering personnel who help solve problems.



- Do you consider that a good service is a tool to create customer loyalty or is it just a customer-supplier relationship?

I believe that a good level of service is essential for customer loyalty and for attracting new orders.

- In a work environment such as service, where stoppage of a crane can generate a high level of stress, what would you do to improve GH's service and relationship with its customers?

In situations involving equipment breakdown, what is very important is the reaction time and proper treatment of the customer by the person receiving the notification, as well as providing the service with complete and essential documentation on the incident and the spare parts needed for the repair.

- You are in constant contact with other crane brands. How would you rate GH's performance compared to its competitors?

We offer high-quality products and services at reasonable prices. Our advantage over our competitors lies in the ability to establish and maintain long-term relationships. Our customers are very friendly and even in the most difficult situations they can count on our professional help. We are always at their side.





BRAZIL

*Thiago
Tintino*

■ **“THE GROWTH EXPERIENCED BY GH BRAZIL IN THE LAST 20 YEARS IS OPENING UP NEW MARKET SEGMENTS FOR THE COMPANY.”**

■ **- How long have you been working in the GH Group?**

He was ten years in August.

- How would you describe your professional experience in the GH Group?

Each year that passes brings us new experiences, new challenges that lead to us learning important lessons.

- How do you think your customers value the service provided by a brand like GH?

The customers we collaborate with rate our service highly and recommend GH equipment, due to its performance and robustness.

- Within the work group where you carry out your activities, what is the main characteristic that you would highlight?

As a main characteristic, I would highlight the fact that the growth experienced by GH Brazil in the last 20 years is taking the company into new market segments (as part of a slow but significant growth), and thus we are seeking to compete with large companies already consolidated in the Brazilian market.



- Do you consider that a good service is a tool to create customer loyalty or is it just a customer-supplier relationship?

When you provide a service in an enthusiastic way, you automatically get not only quality service, but also customer satisfaction. This is how we win their loyalty.

- In a work environment such as service, where stoppage of a crane can generate a high level of stress, what would you do to improve GH's service and relationship with its customers?

I would take action in the field of preventive maintenance and technology, and, in the event of stoppages, I would carry out corrective maintenance in a swift and efficient way, to ensure less downtime for the machine.

- You are in constant contact with other crane brands. How would you rate GH's performance compared to its competitors?

Being an international company, GH has the competence and the right products to compete at a similar or even higher level in certain lines. The customer trusts GH products.

NEWS

20-21 RECENT PROJECTS



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

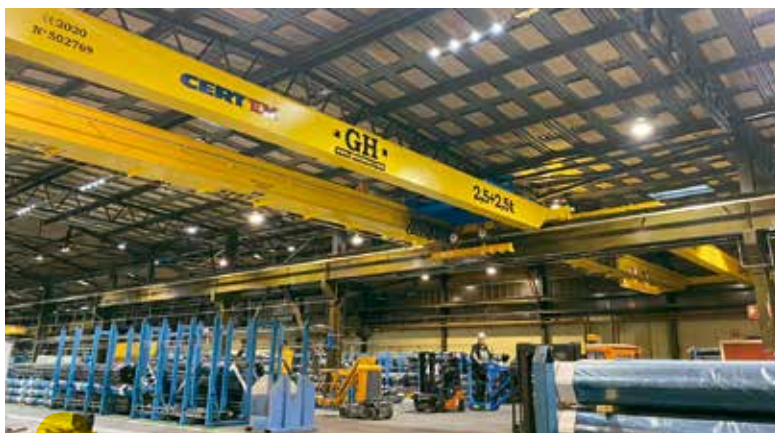
1 BRAZIL



AERIS

Eight 25 t bridge cranes with 55 m spans.

- AERIS is a Brazilian manufacturer in the wind generator sector where the largest blades in the southern hemisphere are manufactured. The relationship with GH started 10 years ago and the volume of business has been growing steadily since then.
- AERIS currently has 40 GH machines.
- All the cranes have the Corebox system and all the safety accessories.
- The installation project met all the customer's deadlines and requirements, the eight cranes being manufactured in three and a half months.



2 SWEDEN

SSAB (CERTEX)
Steel handling.

Two double girder bridge cranes with rotating open winch with 2.5 + 2.5 t capacity and supporting a spreader beam.



3 USA

TAYLOR-WHARTON AMERICA

Rubber-tired automotive gantry crane GH-88I with a capacity of 80 t and two lifting beams of 16 m.

4 ARGENTINA

TENARIS SIDERCA

Bridge crane

- Two double girder bridge cranes with open winch, 2 x 12.5 t capacity and span 23.5 m/lifting height 5.5 m.
- Includes spreader beam with electromagnets for handling metal tubes and manual and automatic operation.



SIPAR ACEROS ARGENTINA.

Double girder bridge crane with GHE rotating end carriage with 25 x 25 t capacity.

- Sipar Aceros Argentina SA is dedicated to the manufacture of rolled iron and steel, and electro-welded steel mesh. In 1988 it became associated with the GERDAU Group. It currently has a total production capacity of 260 thousand tonnes of steel per year in its plant.
- The crane has a span of 17.29 m.
- Lifting height 9 m.

VIENTOS NEUQUINOS WIND FARM

Two 35 t gantry cranes.

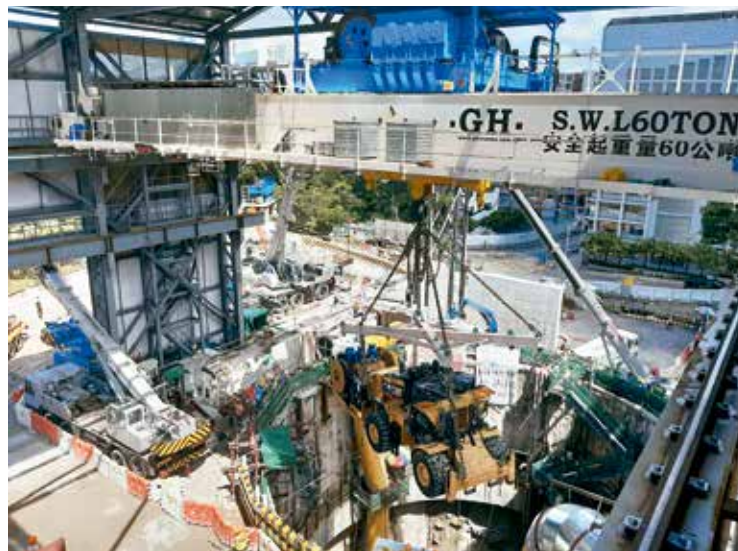
- The Vientos Neuquinos wind farm is made up of 29 wind turbines installed on 120-metre-high concrete towers.
- The prefabricated segments were manufactured by PREAR Pretensados Argentinos SA, contracted by Nordex Windpower SA (Argentine subsidiary of the German company Nordex), in a plant specifically built for this purpose in Allen (Río Negro Province).



5 CHINA - HONG KONG

BOUYGUES TRAVAUX PUBLICS HONG KONG

Double girder bridge with open winch of 2 x 30 t, span of 26.9 m and hook travel of 124 m.



6 SPAIN

ASTILLEROS BALENCIAGA Zumaia (Gipuzkoa)

Double girder gantry crane 100/50/10 t.

- This new facility transforms the slipway into a second dry dock for the construction of boats, which will allow the company to build its boats from the first component to the last, also offering the possibility of building two boats in parallel.



ASTILLEROS ASTONDOA Santa Pola (Alicante)

Automotive marine gantry crane with 300 t capacity.

- Astilleros Astondoa is one of the main Spanish manufacturers of luxury boats, located just 10 km from Alicante airport, in Santa Pola. The shipyards have an area of more than 30,000 m².



RENAULT

Bridge crane with two lifts in a GHG open winch, each with 40 t capacity, with 17 m span and 9 m lifting height.



CA NA PUTXA consortium plant (Ibiza)
Treatment of waste (MSW).

Two 10 t capacity double girder bridge cranes.

PLASTIC OMNIUM
Almusafes (Valencia)

50/50 double girder bridge crane with two independent lifts of 50 t.

- French supplier in the automotive sector specialising in the manufacture and commercialisation of plastics.



FUTUREENERGY. Waste treatment

Two 10 t capacity double girder bridge cranes and a 5 t double girder crane.



SIEMENS GAMESA Lerma (Burgos)

90 t and 24 m span bridge crane with motorised hook.



Ávila

Five open winch cranes with 50 t capacity and 40.12 m span. High performance cranes very much in demand for the automotive industry.

7 MEXICO

GRUPO PEÑALES, in Fresnillo (Zacatecas)

Five double girder bridge cranes with capacities between 0 and 20/5 t and two 5 t capacity single girder cranes.

- This is one of the most important mining companies in Latin America and in the last 10 years it has bought more than 80 pieces of equipment from GH MEXICO, thus forming a solid commercial relationship.



9 PERU

LIMA METRO

Gantry crane 4 x 10 / 5 t. Two span configurations and cantilevers on each side. 42 m hook travel.



8 COLOMBIA

EPM HYDROELECTRIC PLANT

Two bridge cranes for 600 t with double lift of 300/25 t each in tandem and span of 21 m.

- Hidroituango continues making progress in the work on the generator room on the way to commissioning the first two 300 MW generators, which they hope to put into operation in 2022.



10 PORTUGAL

LASERTIG - Soldaduras Técnicas Lda

25 t capacity double girder bridge crane with 17 m span. Three single girder bridge cranes with 6.3 t capacity and 17 m span.

11 CAMEROON

Elecnor

Two 110/10 t lifting capacity double girder bridge cranes.

12 UNITED KINGDOM



ALIGN COMPUNT in the public works sector.

Double girder gantry crane with GHJ open winch with 4 x 12.5 t capacity, span of 32 m with two cantilevers of 8.25 and lifting height of 11.88 m.

- GH Cranes have supplied several cranes for the Align JV, comprising Bouygues Travaux Publics, VolkerFitzpatrick and Sir Robert McAlpine, that is delivering the Central 1 section of the High Speed 2 (HS2) railway, phase 1.
- Initially, GH Cranes supplied three outdoor Goliath cranes of 4 x 10 t capacity with 8 + 32 + 8 m span for Align's tunnel-segment storage facility. We were then approached by Align to supply four EOT cranes for their precast factories and two 12.5 t outdoor Goliath cranes with magnets to handle steel pipes.
- Following the successful installation of the nine cranes, GH Cranes was further requested to supply two indoor 15 t EOT cranes with 35 m span and a 160 t capacity outdoor Goliath crane with 30 + 8 m span for use in the construction of the Colne Valley Viaduct.



SHEFFIELD FORGEMASTERS

180/32 t capacity double girder bridge crane with a span of 14.173 m and hook travel of 7 m. GHJ open winch with GHF hoist (two lifts in the same winch).

- Sheffield Forgemasters is a heavy engineering company located in Sheffield, South Yorkshire, England, and specialising in the production of large custom steel castings and forgings, as well as standard rolls, ingots and bars.
- Established in 1750, it is dedicated to the production of cast and forged steel components for the defence, engineering, nuclear, offshore, petrochemical and steel processing industries around the world.
- It currently has the capacity to pour the largest single casting in Europe (570 t). The two forging presses in use can exert 4,500 t and 10,000 t pressure on a steel billet. The 4,500 t press was installed in 2010 to replace a 1,500 t press dating back to 1897 and originally running on steam, which, after various improvements, was adapted to become hydraulically operated.
- GH, through our oldest official UK partner, Professional lifting Services LTD, has supplied a number of cranes to Sheffield Forgemasters since early 2000 and last year we supplied several more cranes for this large company in the UK.

13 PANAMA

INDUSTRIAS CORREAGUA

Twenty double girder bridge cranes for a metal structures plant.

- The company is INDUSTRIAS CORREAGUA, which is one of the most important manufacturers of metal structures in all of Central America and the main producer in Panama. GH MEXICO supplied 20 cranes for the handling and processing of steel at their plant in Panama all of which are fully installed and in operation.
- INDUSTRIAS CORREAGUA is going to expand its manufacturing facilities in the adjacent land with a new plant where it plans to incorporate another 24 overhead cranes with the same characteristics as those they previously ordered.



Iñigo Ona

Head of Digital
Transformation at CAF

In this issue of GH NEWS we wanted to join the debate on the introduction of new technologies and digitisation, which seems likely to change the traditional concept of an “end product manufacturer” such as GH.

Companies regularly find themselves at crossroads that mark a turning point, that either make them viable or condemn them to mere survival – that project them into the future or leave them stagnating in an outdated present.

If two decades ago the crossroads was the internationalisation and expansion of our markets, now it is digitisation and the introduction of new technologies that will mark the new era of modern and competitive companies.

For a real-world point of view and one that is also close to home, we could do no better than to count on the opinions and reflections of Iñigo Ona, CAF’s Head of Digital Transformation, who is piloting this process in one of the world leaders in the railway sector. The physical and cultural proximity that unites our two companies should make us more sensitive to this debate as it reaches its most critical point.

These are his opinions.
They are priceless.



“
THE PRODUCT HAS NOT
LOST IMPORTANCE – WHAT
HAS CHANGED ARE OUR
PRIORITIES WHEN DESIGNING,
MANUFACTURING AND
MAINTAINING IT.”



■
“FOR CAF, DIGITISATION IS NOT A FAD AND IT’S NOT EVEN OPTIONAL ANY MORE.”
 ■

- What priority does the implementation of the digital strategy have for CAF?

Digitisation is a key element in CAF’s strategy. Both as a basic tool to improve competitiveness, and for positioning the product.

When we talk about digitisation at CAF we distinguish between:

- Product digitisation (Lead Mind): trains, buses, infrastructure, etc.
- Digitisation of processes: ERP, Industry 4.0 tools, design tools (PLM), etc.

And in both areas the company has made a very major commitment in recent years. This commitment was encapsulated two years ago in a Digital Transformation roadmap and is being implemented through the launch of different initiatives. For its implementation, highly qualified resources have been incorporated, alliances established with technology centres and leading technology companies, and investments of more than €100 million have been made in the digital field over three years.

- On some occasions we have heard you say that the introduction of digitisation has even changed the company’s commercial policy. In what sense?

In the railway market there has been a very important change in recent years as most contracts are awarded based on the criterion of the LCC (Life Cycle Cost) – that is, the cost of the product over its entire life cycle. In the railway sector, this implies that the following concepts are taken into account in the awarding of a contract:

- Train price.
 - Maintenance cost throughout its life cycle
 - Energy consumption throughout its life cycle
- This has meant that the cost of the train is no longer the main criterion for awarding contracts and the other two concepts have equal or greater importance. It is therefore essential to manage the entire life cycle based on real data. And this data-based management is what is allowing us to significantly improve both the maintenance and energy consumption of our products.

Thousands of SENSORS and between 7.000 and 10.000 variables

- Cranes are not the same as trains, but it seems that customers are opting for products that are capable of generating information to make them more competitive and profitable. To what extent do you think this is not a fad and that it has come to stay?

It is absolutely not just a fad. In fact, in our case, it’s not even optional. In the digitisation of the product, we have seen that in practically all the train tenders during the last year it was requested that they have a Digital Train tool installed, which means that this is an essential strategy in order to continue in the market. In addition, based on this platform, very important improvements are being achieved throughout the train’s life cycle that have allowed us to remain competitive.

■
“WE HAVE MADE A GREAT EFFORT IN THE LAST THREE YEARS WITH THE INCORPORATION OF SPECIALIST RESOURCES, STRATEGIC ALLIANCES WITH TECHNOLOGICAL AGENTS AND INVESTMENTS OF AROUND 100 MILLION EUROS.”
 ■

■
 "THE COST OF THE TRAIN IS NO LONGER THE MAIN CRITERION FOR AWARDING CONTRACTS AND OTHER CONCEPTS SUCH AS THE COST OF MAINTENANCE AND ENERGY SAVING DURING THE TOTAL LIFE OF THE TRAIN NOW HAVE EQUAL OR GREATER IMPORTANCE."
 ■



We have sensorised our trains with thousands of sensors, from which we obtain between 7,000 and 10,000 variables with an update frequency of milliseconds. We are able to send these variables to the cloud in real time using 3G or Wi-Fi when the train arrives at the depot. These millions of pieces of data – big data – have allowed us to develop the following competitive advantages:

- **Real time:** all this information is key to faster troubleshooting.
- **Predictive maintenance/CBM:** with the support of our data scientists, we have developed algorithms that allow us to predict breakdowns.
- **CBM:** we are also doing maintenance based on the real condition of our trains, eliminating the conservative parameters that have traditionally been used that set the need to carry out maintenance operations based on kilometres or years of use.
- **Design feedback:** having so much data on how trains actually behave is providing us with data so that we can validate and compare the different design solutions, not only at the time of commissioning, but throughout the entire useful life of the train.
- **New commercial positioning in services:** the Digital Train has allowed us to be much more competitive when offering services

to our customers. Based on our platforms and preventive maintenance, we are able to anticipate breakdowns and breakages, and this anticipation allows us to know when spare parts are going to be needed, which is increasing our turnover for this area.

- **Energy consumption:** this is an initiative within our digital train that involves several projects:
 - A driving assistant that makes it possible to optimise acceleration, speeds and braking so that consumption is optimal.
 - Data analysis of the consumption of the train equipment in the different conditions of use that makes it possible to optimise and reduce consumption.

DIGITISATION IS MUCH MORE THAN TELEWORKING

- The pandemic will accelerate the digitisation process of companies. Is it a mistake to identify digitisation with teleworking?

It's clear that the different tools of collaborative work and remote work available today have made it possible for teleworking to be carried out in a very efficient way. When the pandemic is over, there will be ways of working that will last: more teleworking, less travel, etc.



That said, digitisation is much, much more than teleworking. During our strategic reflection, we established a roadmap towards a new application map that supports the growth of the company and is aligned with the strategies of each business and of the Digital Train, and this is now a tool and a way of working that we incorporate into all our projects.

- New technologies have provided the opportunity to look beyond the company. Collaboration with entrepreneurs and centres of excellence will allow us to accelerate internal improvements and diversify our businesses. To what extent is this the case at CAF?

Very much so. New technologies have allowed us to establish collaborations with powerful companies at an international level, advanced in terms of both technology and management, that have helped us to improve. Also, as these companies work with other leading companies in many sectors, it has allowed us to incorporate good practices into our businesses.

- Has the product lost prominence in favour of intangibles that are valued as much or more than the product itself by customers?

The product has not lost importance. What has changed are our priorities when designing, manufacturing and maintaining it. Traditionally, our main concern in a customer order has been to manufacture the product complying with the requirements of the specifications, and these referred to many design aspects, but the functional behaviour of the train, which in the end is the key to guaranteeing a good service, low maintenance costs and low energy costs, was not our priority.

With the new approach of achieving the best cost in the product life cycle, we are much more focused on ensuring that our trains perform well throughout their life cycle, which is what our customers ask of us. But the focus is not on new technologies and tools – the new focus is on being able to achieve better availability of trains and lower consumption with these tools. Conclusion: the product still has the leading role, but understood as a product throughout the life cycle, not what we deliver when the product leaves the factory.



The introduction of new technologies and digitisation profoundly affect “end product manufacturers” such as GH. This is also the case for CAF. In this issue of GH NEWS we interview Iñigo Ona, who is responsible for this transformation in one of the leading companies in the railway sector. The importance of the subject and the proximity of both companies add value to his reflections on it.

IÑIGO ONA

Head of Digital Transformation at CAF

