

# begira



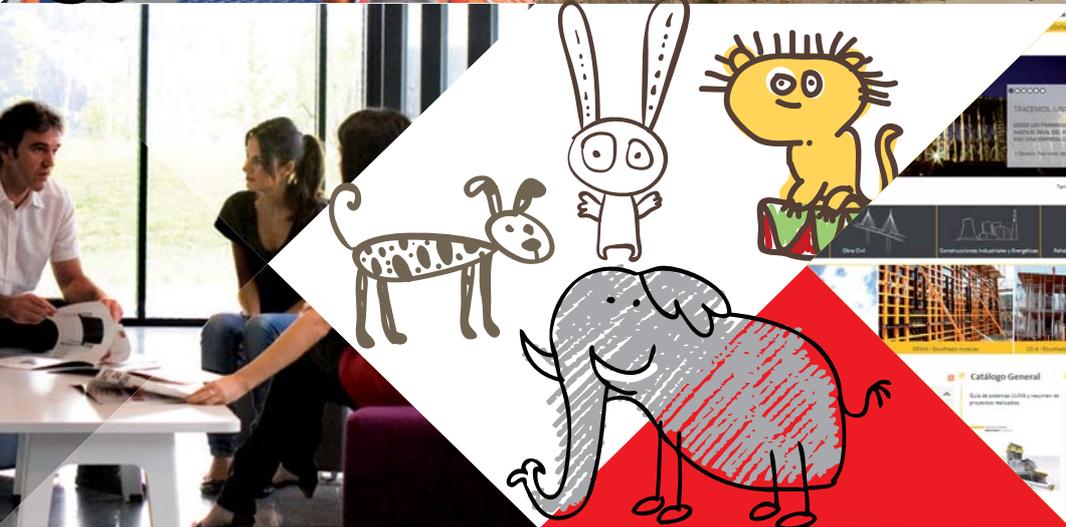
nº 28  
july 2013



Corporate Finance  
Environment  
of the ULMA Group

Iker Larreategi,  
ULMA Agrícola  
expatriate in México

Healthy  
Cooperative





NEWS AND CURRENT THEMES.  
ULMA Packaging underpins  
**its worldwide referential position  
in IFFA 2013**



NEWS AND CURRENT THEMES.  
ULMA Inoxtruck equipment  
**arouses great interest in the  
different international trade fairs  
held in Belgium and Germany**



**TEAM OF COLLABORATORS:** Nora Altube, Joseba Alberdi, Ana Da Costa, Maria Sendin, Irene Moreno, Edurne Unzueta, Romu Arteché y Javier Rivera.

**Edition:** Grupo ULMA S. Coop., Garagaltza auzoa 51 - 22 p.k. 20560 OÑATI.

**Tel.:** 943 25 03 00 **Fax:** 943 78 09 17. **e-mail:** begira@ulma.com.

**Design and layout:** Area Brand, Communication and RSE. • **Published:** Gertu S. L.



July 2013

- 3 **we talk of...**  
We have to keep on advancing in the formation of a strong Group.
- 4 **news and current themes**  
Success of ULMA Construcción in BAUMA.  
  
A “human building” in the heart of Cordoba.  
  
ULMA Handling Systems participates in the first Public Demonstrator Centre for Information and Communication Technologies.  
  
Grupo ULMA continues growing on Social Networks.
- 20 **report**  
Corporate Finance Environment of the ULMA Group.
- 22 **round table**  
The Value of a Brand.
- 28 **report**  
Iker Larreategi: ULMA Agrícola expatriate in México.
- 30 **healthy news**  
Healthy Cooperative: Part 2.
- 32 **report**  
Aitor Otxoa finishes the “Pierra Menta” for the eleventh time.
- 34 **agenda and suggestions**

# We have to keep on advancing in the formation of a strong Group

We are beginning July 2013.

We have passed the assemblies of the cooperatives and of the ULMA Group. This year, as something extraordinary, just as we have been doing over the last years, from the bodies of the Group we have proposed the strengthening of estate situation of our cooperatives and the response was a majority favourable to the modification, as is already known. Once again, our partners have understood the primary need for the stability of our cooperatives and businesses. An element that has even more value if we consider the effect of the crisis on the majority of our businesses and the direct impact on the partners, with strong remuneration adjustments in the majority of cases and in employment in those more complicated situations. In this context, we have to congratulate our partners for demonstrating that cooperative values and culture are still in force in us.

For some time we have been working on the adaptation of our regulation to be able to approach from a stronger position both our needs for growth and our possible response to complicated situations like those we have had to live through. However, the real debate at group level -what Group we want on the medium-long term- is still open and it needs resolving in order to set the bases of our close future, at first, but above all for the medium and long term.

How can we conjugate and share the views and challenges we have as a Group? The needs like financing, employment, personal development, social responsibility, corporate culture, etc. Challenges and questions that have generated an important debate and that have led us to create a reflection group initially formed by the maximum representatives of each of our cooperatives. The final objective: define how we are going to resolve, as a Group, the challenges we have on the table and those that will arise. From shared positions, we will establish the bases for the possible solutions to the problems that in the short, medium and long terms we will come up against.

There will be those understanding that current needs are more linked to the daily routine of our business and the difficulties we are finding to maintain employment, to obtain orders, to obtain financing, to manage our needs on the international scene, etc. However, if we do not reach compromises and a joint vision in all these aspects, the possibility of mutual support that is part of belonging to a Group like ours weakens and loses strength. We have been and will continue to be different, but building from diversity is in our hands, we must take advantage of that and continue



*All that remains is to congratulate  
the partners for their demonstration  
that the values and  
corporate culture  
are still alive in us.*



**IRENE ALBERDI.**

*President of the General Counsel of ULMA Group.*

advancing in the constitution of a strong Group, where the businesses support each other in reaching their strategic challenges to assure their future viability and where the persons that form it find the professional and personal development that allows them to feel realised forming part of and sharing the objectives and values of this project called ULMA Group.



## ULMA HANDLING SYSTEMS

# ULMA Handling Systems designs an automated system for storage and preparation of orders for ½ pallets, ¼ pallets and euro-pallets

The CONSUM distribution platforms in Murcia and Barcelona will have an innovative logistic system both from a conceptual and design point of view. The innovation of the projects lies in the design of a storage system capable of managing the unitary entrance and exit for ½ pallet, ¼ pallet and euro-pallet.

The systems will be equipped with robots that will do the loading/unloading operations on the transporters located at the head of the entrance (reception) and exit (shipping). In addition, the robots will be designed to automatically supply the lateral exits for order preparation process.

Likewise, the CONSUM Barcelona logistic platform will have a system designed to prepare Unit Service orders

that will allow reducing stock in the shops and increasing the numbers and references in the line without having to increase the costs for preparation of orders at the Distribution Centre.

For that, ULMA has designed an FSS system that will manage the process of storage and reposition to the order preparation system for orders composed of 4 SQS robots that will supply the different types of references to the order preparation positions in an organised way.

Likewise, the boxes of prepared orders are arranged by shop using a sequencer buffer system.

The platform that CONSUM has in Barcelona supplies the 150 supermarkets that the cooperative has in Catalonia.

### Valencia Platform

The CONSUM platform in Silla (Valencia) was the first installation that ULMA developed for this distribution cooperative. The project installed in Silla carries out the automated reception, storage and shipping of half and complete pallets. This platform is housed in two buildings, one for the 5,527 square metre silo, with a height of 30 metres and equipped with 9 automatic transelevators with 18,368 locations, and another for the picking with two floors and a total surface area of 8,855 square metres. This last building has 6 lifts and 12 transfer carriages for the reposition.

## ULMA PIPING

# Meeting of ULMA Piping retired employees

The same day 3<sup>rd</sup> of May that the annual assembly of ULMA Forja S. Coop was held, the annual luncheon for retired employees also took place. Many years have already passed since they started celebrating this luncheon normally in one of the gastronomic societies of Oñati. Nevertheless, we remember that last year due to the 50<sup>th</sup> anniversary of ULMA Piping, a joint celebration was held for the retirees and active employees of ULMA Piping so



there was no such luncheon for the retired employees.

As all good traditions should be maintained and cared for, this year the luncheon was held again with a large attendance of persons over 50 years of age. A charming and happy day for all those attending the luncheon that

could recall the years and the experiences accumulated in the Zubillaga Foundry. A very special and charming memory for all those that have left us and could not attend the luncheon. And **URTE ASKOTARAKO!** [It is a pleasure] to all with the hope that you can reunite many years more.

ULMA CONSTRUCCIÓN

## Success of ULMA Construction in BAUMA

THOUSANDS OF VISITORS HAVE ENJOYED THE ULMA EXPERIENCE IN THE GERMAN BAUMA TRADE FAIR, HELD IN MUNICH FROM 15 TO 21 OF APRIL.

The increase in public has evidenced the success of the new proposal. a new form of communication, of potentiating the values of ULMA, of living the relationship with the client..., which has not gone unnoticed. From the first contact with the stand, the attention, the exhibition, even the different gastronomic and leisure events that have taken place inside the pavilion. All those attending have discovered the ULMA Experience.

After seven days of intense activity, ULMA has increased the number of visits to its stand much more than his expectations in BAUMA, the most important international trade fair in the construction sector world.

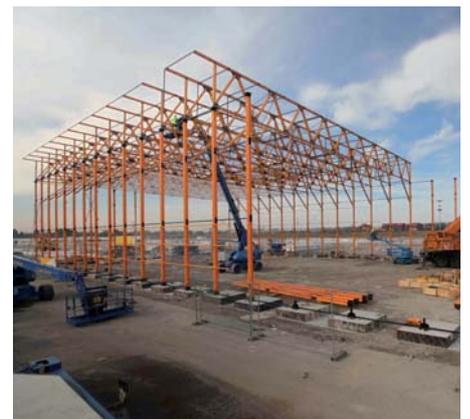
Located on Stand N824 in Open Air Area F8, the pavilion itself became another element of the exhibition because its structure was made with the MK System.

All the innovations of the product as well as the different activities organised for each day have had much acceptance. Visitors from all nationalities have evidenced



the interest that the ULMA products creates due to their versatility and their capacity for covering all the needs in construction, civil works, energetic and business constructions and renovation and maintenance.

The presence of ULMA in the most prestigious national and international trade fairs of the sector is of strategic interest for the company. In order to offer the best



service to its clients and strengthen its commercial relationships.

The ULMA Experience is still latent in all values, the attention and search for solutions for each client in each of the countries where ULMA is present.



## ULMA PACKAGING

# ULMA Packaging underpins its worldwide referential position in IFFA 2013

It was present in the largest encounter of technology for the worldwide meat industry, with a unique catalogue of solutions.

The attendance of professionals visiting the stand, confirms this. Both quantity and quality of the visits evidence the impulse received by the company in a market like the meat one where it has extensive experience.

As supplier of packaging machines and complete systems, it showed innovation especially aimed at the sector, but without doubt, its range of solutions was what most surprised the visitor. Evidence of that were the new *sectorial catalogues* published for the occasion.

### Installations exhibited on the stand

There were two tray thermal sealing machines of medium and high productivity exhibited. The already consolidated **SCORPIUS 600** with its new innovative application for poultry products. Using a stretchable film allows packaging poultry cuts with a minimum height tray.

With the new high performance model, **TS 1000**, both were integrated into a complete line where the trays were automatically packaged into both cardboard boxes and plastic boxes with the same robot. A flexible packaging solution that reduces space.



The new **FV 35 WASH DOWN** machine within the flow pack family of wrappers (HFFS) was exhibited for the first time; this machine is designed based on the USDA hygiene needs. The machine makes vacuum packets with bag lengths automatically adapted to each product and is designed to evacuate all the water and dirt during the washing process. The installation was completed with a rotary

system of the **Cryovac model VR 8620-14** of vacuum hoods.

There was also a great reception of the other two models of flow pack: the new



**ARTIC SIDE SEAL** model for packaging sliced products in modified atmospheres (MAP) on trays that carries out different types of re-sealable packaging that allows consumption in portions and the **FM 305** wrapper, aimed at the packaging of cold meats in MAP but that can wrap practically any products requiring the extension of its useful life.

In the thermal forming section three different models meeting the strictest hygiene requirements were exhibited, offering different solutions aimed at the meat sector.

The **TFS 707**, a high performance thermal former for skin packages that also adapts the film to the product, sealing another film like a cover that allows labelling the whole surface of the cover, the correct stacking of all the trays, as well as the incorporation of promotional elements, ingredients, etc. The product was loaded by the innovative delta robot **D12W**. A hygienic designed robot built from a structure of stainless steel and titanium that was equipped with a claw adapted to hygiene laws.

On the other hand, there was a medium range thermal sealer exhibited, model **TFS 300** that made packets with ovenable film.

The third model of thermal sealing, the **TFS 200 NFS**, represented an innovation for

the European market. This was a thermal sealer for skin packaging but without forming the base film, which means that this machine is ideal for the HORECA

channel with a longer useful life than that of conventional vacuum.



Inside the stand, the **VTC 700** continuous vertical wrapper had a great presence. A multi-head MHW-5114 after that the wrapper made pillow type packets of groups of frozen products, meat or poultry did the feeding.

Finally and closing the so varied exhibition, was the **GALAXY** extensible film wrapper, that packaged trays of fresh products making a wrapping of stretch film of up to 60 trays per minute.

In other words, an exhibition of the range of packaging solutions that characterise ULMA Packaging and that is complemented with the automation of processes, from the loading to the palletising, passing through packaging and boxing.

## ULMA FORKLIFT TRUCKS

### ULMA Forklift Trucks presents a new model of hand pallet trucks with "PREMIA EM" platforms



ULMA Forklift Trucks, by the hand of Mitsubishi, has just included into their catalogue of products a new version of the series of electrical pallet trucks with 'PREMIA EM' platform. The new model "PBF25N2" is designed for intensive, uninterrupted use and for transporting much heavier loads, for longer distances and at higher speeds, thanks to its load capacity of 2.5 t and higher power battery.

The fixed platform, included in the pallet transporter, features a new ergonomic, lateral handling position that reduces tension and allows better vision.

In addition, and with the priority objective of productivity, the control lever of the 'PBF25N2' has been replaced with an

ergonomic steering wheel. The advanced electronic steering linked with the driving control system, guarantees a capability of response at all speeds.

The high performance CA transmission system generates speedy acceleration up to a maximum speed of 12 km/h. The standard control functions include automatic speed reduction at curves, progressive steering and variable speed limits depending on the load. Keyless access with a PIN code corresponds to the individualised performance parameters for each operator, but also provides a common safety code for use in emergencies.

There are two swivelling linked wheels together with the two loading wheels and

central transmission wheels, for greater stability and on ramps to avoid damage to the wheels. The forks are resistant and lightweight, for an easy pallet entry and the elevation height is 135 mm, leader in the market, avoiding problems with jamming even on steep slopes or with damaged forks.

Finally, the closed battery compartment is designed to avoid damage from impacts and for housing 375 Ah batteries, or 500 Ah for longer shifts. A battery discharge indicator and an hour meter are part of the features of the multifunction screen that notifies the operators and service technicians of all events.

## ULMA ARCHITECTURAL SOLUTIONS

### 12 new jobs, fruit of the international expansion of the Channelling and Drainage line

The internationalisation policy is giving ULMA Architectural Solutions a greater presence through its 4 affiliates in France, Portugal, Brazil and Mexico and an extensive network of distributors around the world.

Consequently, the expansion strategy of the Channelling and Drainage line is giving its fruits, evidenced by the 12 works that have been finalised over the past months:

#### NORWAY

- Bergenhus Festringsmuseum in Bergen
- A Residential Building in Bergen
- IKEA Bergen - SERBIA
- Porsche Factory in Belgrade
- Service Station in Trstenik
- Service Station in Belgrade

#### MALTA

- Service Station in Zejtun
- Valetta Airport Parking
- Hotel San Antonio, Bugibba

#### POLAND

- Service Station in Lublin

#### FRANCE

- Leclerc Sapiac Commercial Centre
- Plaza Jean Jaures in La Vallette du Var

#### NEDERLAND

- Leisure and Sports Centre Maasports Sports & Events in Den Bosch

More information here: <http://www.ulmaarchitectural.com/es/proyectos/>



## ULMA PIPING

### ULMA Lazkao Forging enters the market

From the moment that ULMA Forging took over the factory at Lazkao, ULMA Lazkao has worked in different production areas or sections. On one hand it works forging the special flanges coming from Oñati; on the other, it forges parts for diverse sectors where Lazkao has worked since its beginning (separators, valve parts, train parts, motor parts...).

When defining the commercial plan for the 2012-2013 period, besides the needs that could arise from ULMA Piping, it was clear that a step forward had to be taken in Lazkao products and sectors.

Until then, Lazkao was present in several different sectors and, when defining the most important or strategic, the separator and valve industries took on more importance than others did.

After 16 months since defining this line of work, we can say that the balance is positive. The ULMA Lazkao commercial group has earnestly dedicated time to establishing contacts, either visiting trade fairs, or directly visiting the clients etc. In all, there are more than 70 possible new clients contacted and nowadays, thanks to this, ULMA Lazkao has extended its presence in Europe and has started to receive the first important projects.

During these pre-summer months, the majority of feasible clients in Europe will already be consolidated and by the end of the year and 2014, ULMA Lazkao is already thinking of other markets.



## ULMA CONSTRUCCIÓN

### ULMA Construcción launches its new website and domain: [www.ulmaconstruccion.com](http://www.ulmaconstruccion.com)

**THIS NEW PLATFORM INCLUDES A NEW DESIGN AND ARCHITECTURE AIMED AT USER EXPERIENCE**

The new website of ULMA Construcción is articulated around a new structure that facilitates navigating, and a new domain that follows the guidelines marked by the internationalisation strategy of the cooperative. The objective is to position the business as an international company specialised in formwork solutions, climbing systems, propping and scaffolding (sale or lease) for the building, civil works and renovation sectors. This way, the activity of ULMA Construcción, a bit confusing at the moment, is defined and delimited.

The intention of offering a site with more and better content, simpler navigation and user friendly. The new sections of Projects, Services and About ULMA have to be added to that of Product Information. This commitment to experience of the user is patent in the Contact section. An assistant has been included that remits

any user from any part of the world to the nearest contact person.

All the commercial and technical documentation, articles, news bulletins, and multimedia are, definitely, available for the user and can easily be downloaded, printed and shared through social networks. In addition, the ULMA Construcción channel on YouTube has been created where one can visualise all the audiovisual documents made up to now.

The objective is to create a "live" web with complete information and updated content that becomes a reference for clients and professionals of the sector.

With the new line of style, an agile web has been achieved, accessible and easy to read, with simple texts, white backgrounds and an easily understandable and navigable design.

## ULMA GROUP

### V Congress of occupational medicine Basque Aquitano

The V CONGRESS OF OCCUPATIONAL MEDICINE BASQUE AQUITANO was celebrated on the 14th of June in the VILLASUSO palace in Vitoria-Gasteiz. The congress had the support of the Departments of Health and Employment and Social Policies of the Basque Regional Government, of OSALAN, European Agency for Health and Safety and the Vitoria - Gasteiz Town Hall. During the congress, the new regulations applicable to health surveillance in prevention services were considered, and the DECALOGUE FOR OCCUPATIONAL MEDICINE was presented. The subject "FROM PREVENTION TO ACTION: MYTHS AND NEW APPROACHES FOR MUSCULOSKELETAL DISORDERS", where specialists from the two companies dealt with different scientific aspects of a disorder that causes an important



amount of sickness leaves and incapacities, was also handled. ULMA was represented by Iñaki Igarzabal, in the photograph next to the other personalities, as President of the Basque Society for Occupational Medicine.

## ULMA ARCHITECTURAL SOLUTIONS

# A “human building” in the heart of Cordoba

PROJECT: CENTRE FOR THE PSYCHIC INCAPACITATED OF ALCOLEA - WITH ULMA DOUBLE-SKIN FAÇADES

When one takes into account all the key factors around a project, when all details are cared for, the result is always unsurpassable and to be taken into account.

For the development and projection of the Centre for the psychic incapacitated of Alcolea, the project directors, José Carlos Rico Cordoba, Jorge Roa Fernández, Antonio J. Robles Ramírez took into account three main criteria:

- **Who are the persons going to “live” there: The User.** Sight and surroundings are used as a therapeutic tool for the user, this being a key and determining factor in this project.
- How to obtain the best from the privileged area where it is located: **Surroundings and sight.** The writing team proposed the place with the best relationship with Alcolea and its surroundings. The structure of the building architecture and its purpose establish a perpetual bridge for sights open towards its surroundings.
- Use the existing **Topography** in benefit of the foreseen services and needs. The same has been used as a tool to generate the functional organisation of the building.

**José Carlos Rico Córdoba**, one of the projectors of the works tells us: choose

*“The reflection about who are going to inhabit the building, their typology and their relation with the surroundings could*

*be considered as the articulating origin of the project. In fact, understand the building as a permanent residence and not only as a health building has been fundamental for the development of the same.”*

The option of doping the work with the Double-skin system has been mainly due to **Energy Efficiency** criteria. With this system, we achieve thermal isolation of the building, which in turn reduces the energy consumption of the same providing more comfort to its inhabitants.

We asked the team of project writers **Why ULMA?** This was their answer:

*The choice of materials and products forming the outer skin and the coverings is taken with special care and dedicated importance. Some precise conditions of durability and low maintenance, linked with some higher requirements of resistance limited the list of products. Due to their technical possibilities, precision assembly, quality of finishes and above all the thermal stability, in an area so close to the mountain range and with large jumps of temperature.*

We want to highlight that this Centre for the Incapacitated has been one of the more than 50 buildings selected in all of Europe for the exhibition that the French Ministry of Culture has included in the “Vers de Nouveaux Logements Sociaux 2”. An exhibition that takes place in the “Cité de l’architecture et du patrimoine”, with offices in Paris.



## TECHNICAL SPECIFICATION:

### PROJECT WRITERS AND WORKS

**MANAGEMENT:** TALLER DE ARQUITECTURA RICO+ROA. José Carlos Rico Córdoba, Jorge Roa Fernández, Antonio J. Robles Ramírez

**PROMOTER:** Excma. Diputación de Córdoba

**WORKS DIRECTOR:** José Antonio Romero López

**CONSTRUCTOR:** URPACA S.L.

**BUILT-UP SURFACE:** 2.827, 50 m<sup>2</sup>

**CAPACITY:** 30 residents

**TEXTURE AND COLOUR:** Gama Vanguard, Textura Agua, Color M05

**PLATE FORMAT:** 900 X 1800.

Custom breakdown.

## ULMA CONVEYOR COMPONENTS

# Market study of Chilean mining

In line with obtaining the first level Strategic objectives established in the Strategic Plan and Management Plan, ULMA Conveyor Components, in collaboration with SPRI, is carrying out an important and ambitious market study of the mining industry in Chile.

The conclusions of the study that includes aspects liked the amount of mines existing in the country, available kilometres of belts, types of rollers (wheels), drums (pulleys) and supports (frames) as well as the annual reposition of the same, purchasing operations and criteria, etc... the work will be complement that done by ULMA Conveyor Components in Chile up to now.

The Chile economy is the sixth largest in Latin America in terms of Gross Domestic Product (GDP), and its main economic sector is mining, mainly based on copper, being the largest worldwide producer.

GRUPO  
spri





## ULMA INOXTRUCK

### The ULMA Inoxtruck equipment arouses great interest in the different international trade fairs held in Belgium and Germany

ULMA Inoxtruck presented during April and May its range of hygienic solutions for handling products in white rooms in very famous international trade fairs like European SeaFood held in Brussels and aimed at the fishing industry and the three-yearly international trade fair IFFA 2013 of Frankfurt aimed at the meat processing and packing industry. This latter had the participation of both ULMA Packaging and ULMA Inoxtruck that presented their custom solutions for different spaces.

The persons in charge of ULMA Inoxtruck were enthusiastic with renewed energies thanks to the good reception of their equipment and to the interest shown by the large amount of visitors that were received in both fairs. ULMA Inoxtruck presented its range of stackers and manual and electrical pallet transporters, together with the auxiliary equipment like roll carriages and turners for wrapping and packing lines. The ULMA Inoxtruck stand received many visits and requests from companies coming from Europe, America and Asia with whom the international commercial network of ULMA has held meetings to study their specific needs, that way adapting the offer of each one to the need of each client.

The international fair held in Germany served as the scenario

for launching the newly released innovations from the design and engineering department of ULMA Inoxtruck. The new manual pallet transporters MPT Premium 2013 maintain the advantages of the previous model, are 100% hygienic, silent, and need minimum maintenance due to all the bearings being sealed and lubricated at origin. The new models guarantee exceptional manoeuvrability, thanks to features like their new steering system and the compact design of the tiller arm. ULMA Inoxtruck has managed to give the new MPT great stability that together with their wide turning angle of up to 210° offers the European market very simple handling equipment even in the most reduced spaces like truck beds or small rooms.

Another innovation, which brought the attention of the many companies that visited the stand, was the manual pallet transporter with integrated weighing system. **The new Weighing System developed by ULMA Inoxtruck is applicable to all the equipment in its catalogue of products with features marking the difference on the market with their 100% hygienic design, their IP68 protection and their efficient response even in aggressive applications in white rooms with temperatures between -10 °C and**

**40 °C. The mobile electro manual turner especially designed for the handling of cutter carriages of up to 300 l of capacity is another innovation presented by ULMA that allows ergonomic handling and turning of the load thanks to the 130° inclination system.** Their 100% stainless steel manufactures, including the hydraulic system, are features that offer competitive advantages to the users of these new models.

The equipment developed by ULMA guarantee the solution for handling loads in the aggressive environments of the foodstuffs sector, because thanks to their high degree of IP protection against contact and against the penetration of water and dirt, the equipment allows complete cleaning, reducing the risk of microbiologic contamination and guaranteeing strict fulfilment regarding hygiene in such demanding environments like that of foodstuffs. As a graphic show of the perfect operability of the models after being subject to daily cleaning with water, ULMA Inoxtruck opted for introducing the electrical pallet transporter model PPT into a sealed cube, under a continuous rain of water, inviting the visitors to the stand to check the perfect operability of all function of the equipment.



## ULMA HANDLING SYSTEMS

# ULMA Handling Systems participates in the first Public Demonstrator Centre for Information and Communication Technologies

ULMA Handling Systems exhibits several logistics systems in the first Public Demonstrator Centre for Information and Communication Technologies inaugurated in April.

The initiative arose, fruit of the collaboration agreement between the Public Entity Red.es and the Aragon Institute of Technology (ITA), as a space where companies related to the logistics sector can carry out technological demonstrations, with an eminently practical characteristic, for their clients of both innovative products and services based on Information and Communication Technologies, (ICTs).

After public competition, ULMA Handling Systems was awarded the participation in the project where it has installed a packet classifying system, an intelligent store system, a traffic simulation software system, an automatic identification system, intelligent shelving solutions and industrial mobile terminals.

This Centre, unique in Spain, is a space where companies exhibit their technological products and services in a practical way to the companies demanding technologies interested in improving their productivity and competitiveness. It pretends being a referential space for both sectors (ICT and Logistics), a meeting point between

## ULMA GROUP

# ULMA Group launches a Manual of Digital Style

WITH THE COLLABORATION OF THE MONDRAGON UNIVERSITY THE GRUPO ULMA HAS LAUNCHED A DIGITAL STYLE MANUAL THAT PRETENDS HOMOGENISING THE USE OF THE BRAND IN DIGITAL ENVIRONMENTS

The rapid evolution of the Internet and the social networks has changed the way people are related, favouring new means of communication, knowledge, participation and innovation. In company environments, this communication also offers the opportunity of establishing multidirectional communications and contacts.

The appearance of the 2.0 paradigm and the diversity of the Businesses of ULMA Group begin to play a great role in the Online Reputation of the ULMA brand.

### A project for the homogenisation of the brand in digital environments

After a listening period of the ULMA brand in the network, ULMA Group decided to launch a Manual of Digital Style to unify its brand image in the online world.

This guide published with the collaboration of MU regulates the use of style in social networks and other digital environments and can be used by their delegations, affiliates and Businesses. Nevertheless, through recommendations of usage, and strategic definitions the user can also acquire knowledge.

### A flexible too in line with current tendencies

The use of a platform is rapid and easily updated. This has been a clear idea from the start of this project for MU and the Area for Brand, Communication and RSE of the ULMA Group.

This Manual not only pretends covering the current needs of the different ULMA Businesses but also the future needs through continuous updating.

Shortly ULMA Group will launch the English version of this Manual to reach the delegations and affiliates. This manual is the start of a project that advances toward a Digital Brand Centre.

The manual can be seen online at [imannual.ulma.com](http://imannual.ulma.com)



Miguel Fernandez Arrieta (Professor and researcher in Mondragon University and Professor in MU Plus)

*"This initiative shows the commitment of the ULMA Group with the Internet and the social media as tools that can help to achieve the objectives proposed from their Businesses: branding, interlocution with clients, searching for new clients, etc. From Mondragon University, we think this a very interesting idea, even more being an industrial group like ULMA Group, as this type of company are those that are taking longer to generally adopt digital marketing and specifically social networks as their own tools."*

innovation and company needs. To achieve the objective a custom space has been designed and built with unique equipment that has been made based on a recompiling process of needs by logistic companies, to make sure that the Centre allows practical demonstration of how technology allows resolving real problems.

The centre has a surface area of 453 square metres, which has been divided, into four different rooms. This way, the logistic demonstrator centre of Zaragoza

covers 4 key aspects: ICT for improving the chain of supply, intelligent storage, intelligent transport, intelligent sales point.

Arturo Aliaga, Director of Industry and Innovation of the Aragon Regional Government; Borja Adsuaara, director general of the Public Entity Red.es of the Ministry of Industry, Energy and Tourism (MINETUR) and Salvador Domingo, director of the Aragon Institute of Technology (ITA) all participated in the inauguration of the Centre.

## ULMA FORKLIFT TRUCKS

# ULMA Forklift Trucks is strengthened with quality and innovation in products and services

The economic crisis has affected the forklift truck sector with a descent, since 2007, from 70 percent in the market of new counterweighted forklifts and of 45.6 percent in the equipment for interiors.

If this period is being difficult for the main manufacturers of forklifts on the Spanish market, forcing them to drastically restructure their companies, the effort for maintaining a fleet by the importers, as is the case of ULMA Forklift Trucks, importer of the Mitsubishi brand, cannot be classified other than titanic.

Since 2008, ULMA Forklift Trucks has been making a very important effort to adapt to the new circumstances imposed by the market, which has translated into an increase of presence in large fleets, in the increase of market share in forklifts for interiors and in socialisation of "ad hoc" financial products, that have given the companies a high and differentiating added value. The final result, in spite of the sacrifice, has allowed situation ULMA among the first importers in Spain.

*"The professional commitment and the decision of ULMA Forklift Trucks for a market it knows and where in turn it is*



*recognised for its way of working, is behind the effort made to strengthen the areas where we have seen better possibilities of continuity, like in the after-sales service and the commercialisation of reconditioned forklifts with ULMA guarantee"* says Fran Fernández, Commercial and Service Director.

For that ULMA Forklift Trucks has made available to their clients a single telephone number for making any technical enquiry, notifications about breakdowns or after-sales information; so, wherever their clients are, they can be attended 24/7 by a team of professionals.

Another of their business lines that together with the After-sales Service is considered by Fran Fernandez susceptible to being developed is the commercialisation of reconditioned forklifts with ULMA guarantee.

*"The market imposes commercial flexibility, therefore we have become specialised in reconditioning selected, used forklifts, based on our deep knowledge acquired during nearly 30 years and submitting them to a complete technical inspection, to be able to offer the most complete range of forklifts, with the best reputation of the market and with possibilities of financing",* says the General Director.

ULMA Forklift Trucks evolves, without losing rhythm, in its constant search for improving its services, trying to offer the best solution, the most accurate one, that which adapts to the specific needs of its clients and with the confidence that all the improvements are for being strengthened by the long situation it is going through.

## ULMA PIPING

# Product development

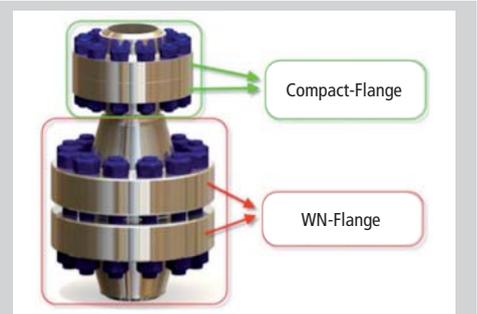
In addition to continuing the manufacture of regulator flanges and catalogue flanges, the work carried out in developing the product starts to give its fruits. **One of these is the so-called "Compact Flange"**

The dimension of the regulatory flanges usually is previously established; therefore, those dimensions have to be respected during manufacturing.

Another possible alternative to fulfil the regulation would be to propose

a new design capable of fulfilling the established work conditions. To do that, there should be a guarantee that based on analytical calculations with finite elements the regulation is fulfilled.

That way, we can offer the equivalent of a common flange with reduced weight and dimensions. After carrying out the research and verification, the first order of compact flanges has arrived from the Persian Gulf, for an important client involved in the Safaniyah project.



The "Compact Flanges" are aimed at sites where complex assemblies are done, like stations above and below the sea, where the weight of the elements and the assembly time acquire special relevance.



ULMA GROUP

## Social Workshop for Bicycles for Pensioners of the ULMA Group and Solidarity Merchandising new initiatives of the ULMA Foundation

The ULMA Group, through its foundation, and within the initiatives and actions programmed for this month of July, has organised a Social Workshop for Bicycles for the pensioners of the ULMA Group.

The objective of the social workshop for bicycles is that the pensioners can enter into the culture and techniques for the use of bicycles. The workshop is divided into two parts, on one side there is a theoretical part where good use of the bicycle is explained and on the other, theory is put into practice modifying bicycles to the needs of those attending the workshop. The participants can go out and check the changes made to their bicycles and after a complete ULMA cycling outfit will be raffled. The workshop will be held on the 23<sup>rd</sup> of July in the Central Departments of the ULMA Group in Garagaltza auzoa 51. Each participant will bring his/her own bicycle to carry out the practice in the workshop.

On the other hand, and as an initiative of the ULMA Foundation, the so-called Solidarity Merchandising has been launched, consisting of replacing part of the ULMA Group corporate gifts with solidarity cards from UNICEF, providing a BLUE line of gifts that will be in the form of personalised cards for real supplies of foodstuffs, vaccinations, school materials, de-worming pills for the more needed children, etc.

The objective of this initiative is to offer a human value to corporate gifts and that way collaborate with small gestures like this with the underprivileged.

ULMA AGRÍCOLA

## ULMA Agrícola and UNIDO bring technification to Mexican greenhouses



Recently ULMA Agrícola has delivered to UNIDO, the UNO organisation responsible for promoting industrial development in the region, two installations of greenhouses located in the northern area of the country.

The UNIDO organisation has confided in the know-how of ULMA Agrícola that guaranteed by its more than 30 years in the market has successfully executed the installation of these two projects that have a high level of technification.

ULMA Agrícola has been responsible for the coordination, management and leadership for the assembly and structure of the greenhouse and for the installation and start-up of all the equipment used in the project. Both installations have the same internal subdivisions equipped in each case in accordance to the needs of the activity that will be carried out inside.

The areas reserved for grafting, have lateral, frontal and zenital ventilation in each of the cases, covered with anti-trip mesh to protect the open area. The thermal screen is located inside. All that controlled by

means of a programmed automatism. The equipment of this area is complete with a black ground-cover mesh to avoid the proliferation of weeds, irrigation carts and cultivation tables running on rails.

The growing area, like the grafting area, has perimeter ventilation and a thermal screen controlled with an automatism. There are also systems for cooling, radiant floor heating and fog as well as mobile tables equipped with micro-tunnels on the cultivation surface to protect the plants during their first cultivation cycle.

There are lateral roll-up ventilations with anti-trip mesh in the opening area in the area called the Workshop.

The germination Chamber has been built with an independent structure from the general module, with a ridge structure covered with special panels and equipped with a highly precise fog system and heating.

This type of installation serves as a reference and warranty so that more and more farm producers of the country confide in the experience and good work of ULMA Agrícola for the installation of projects with a high level of technification.



## ULMA AGRÍCOLA ULMA Agrícola already manages its work processes using the Barcode System

The orientation to the Service and Satisfaction of Clients, maintaining an innovative and competitive offer of products as well as high quality services is one of the values on which ULMA Agrícola supports its competitiveness.

ULMA Agrícola in its client service dedication and commitment to offering the highest quality products is constantly working in processes of ongoing improvement that over the last months has led them to implement a new management system based on barcode management, to improve even more, the quality and control processes of the products manufactured by ULMA Agrícola.

This new system allows maintaining better control over the manufactured product as the barcode uniquely, globally and without ambiguities allows quickly recognising an article at any point of the manufacturing chain and that way consulting its associated features.

The work sheet includes the codes of the operations that should be done on the raw material to obtain the finished product. The barcode reader allows that the capture of data is done directly in the production plant, that way obtaining a complete monitoring of the entire process, being an agile system for the operator, avoiding intermediaries and possible deviations.



ULMA INOXTRUCK

## ULMA Inoxtruck gathers its consolidated network of international distributors in Germany

Coinciding with its participation as an exhibitor in the International three-yearly trade fair IFFA 2013 that had 60,000 professional visitors from the meat products processing and packaging industry, ULMA Inoxtruck gathered its international commercial network in Frankfurt. The convention was held the day before and the same day of the trade fair inauguration, another ideal scenario for the commercial training and presentation of the new models designed by ULMA during this year.

Representatives from countries like Finland, Austria, Germany, Denmark, Holland, Ireland, Spain and Chile could interchange experiences and share their projects for the coming years as well as getting to know first-hand **the quantitative and qualitative evolution of ULMA Inoxtruck, its strategic projects and the competitive advantages of the models developed during this year.** That way, they presented the new MPT Premium manual pallet transporters Series 2013, the new Integrated Weighing System 100% hygienic applicable to the entire range of equipment and the EBT300 turners for cutter carriages with capacity for 300 kg, that allow ergonomic manipulation and turning thanks to its 130° inclination system. ULMA also presented the new projects implemented during this year like the new e-commerce developed with the objective of offering better service to its distributors and to its clients.

The persons in charge of ULMA Inoxtruck recompiled the suggestions of their international collaborators, high value contributions due to their

long record of accomplishment and experience in the distribution and sale of equipment for white rooms that without doubt will serve for implementing improvements in the models developed by ULMA. Those attending the convention **thanked the closeness and the availability of the ULMA Inoxtruck representatives in attending their requests and worries, as well as positively valuing the quality of its exhibitions.**

The convention had the special attendance of **Knuth Lorenzen, president of the European organisation EHEDG (European Hygienic Engineering & Design Group)**, formed by manufacturers of equipment among which is ULMA Inoxtruck, companies of the food sector, research institutes and public health authorities.

The EHEDG association founded in 1989 with the aim of promoting and establishing some guidelines to guarantee hygiene during the processing and packaging of foodstuffs is a worldwide reference in hygienic design and engineering of equipment and installations. In their exhibition, **Knuth Lorenzen recognised the work of ULMA Inoxtruck and encouraged they continue with the route they have chosen in the design of 100% hygienic equipment that offers an effective solution and with full guarantee to all those companies with high hygienic demands due to their activity related with the handling of foodstuffs or health products in their respective production centres.**

## ULMA PIPING

# ULMA Piping obtains an order for the updating of and OFFSHORE platform in Saudi Arabia from one of the referential engineering consultants in the sector

The production of oil and gas, and therefore the works for **research and exploitation**, can be done **ONSHORE** or **OFFSHORE**. The products supplied by ULMA Piping in this project will be used in the updating of an offshore platform already installed in the Safaniyah oil field (Saudi Arabia).

The project is being managed in the turnkey mode by EPCI, an American engineering consultancy from its base of operations and yard-shipbuilder in United Arab Emirates. It has a value of approximately 1,000 million dollars and consists of the renovation of the crude oil collection services from the marine floor, the renovation of structures and platforms (platforms weighing 6,000 Tons will be built), as well as the subsea electrical connection.

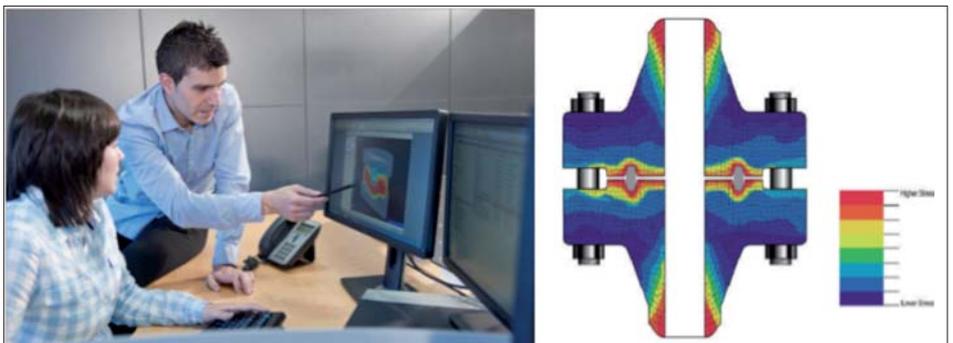
With all this, Saudi Arabia, the largest oil producer of the world, will try to reach a production of 1.2 million barrels a day in the Safaniyah oil field; this well alone produces approximately 11% of the complete production of Aramco.

The ULMA scope of supply includes all the **flanged joints**; starting with the **DESIGN and CALCULATION** of both FLANGES and the JOINTS of the STUBS/NUTS, and following with the **MANUFACTURING and SUPPLY** of the same. In their commitment to offer



complete services to their clients ULMA is integrating into its line of products and services the **Sealing engineering service**, under the name of **ULMA Piping Engineering**, contemplating all the elements that form the joint (flange-gasket-stub/nut) from the design and calculation phase to its manufacturing.

The OFFSHORE sector is one of the most demanding segments in the production process of Oil and Gas and the level of specification is much higher than any ONSHORE platform (located on land) due to the implications that any escape could have and the difficulties for maintenance.



## ULMA GROUP

# The Course of Urban Horticulture aimed at the partners and workers of ULMA Group was held

The course of Urban Horticulture organised by ULMA Group through its Foundation and aimed at its partners and workers was held on the past 26 and 27 of June. The main objective was to transfer to those attending the techniques and keys to the cultivation in reduced spaces as well as encouraging the culture of self-production of ecologic foodstuffs using the implementation of mini-plots on balconies and terraces.

Professionals from Fraisoro Eskola and Hazi Fundazioa gave the course, and told us they were very happy with the results and the success obtained among those participating in the course.

The course was given over two days with a total of 5 course hours, where the participants could learn that referring to substrates and materials, seeding and chipping as well as managing plagues, etc.

Further information can be found at <http://www.fundacionulma.com>



## ULMA CONSTRUCCIÓN

# ULMA Construcción launches an important project for improvement

Within the ULMA Construcción strategy for the years 2013 to 2105, one of the objectives is to improve the internal performance of the company. This is the framework of the project "Developing Excellence Practices" that, guided by an external consultant, was launched this year and, basically, consists of changing the operational habits in the everyday routine of the persons and introduces an ongoing improving dynamism.

Better organised, organise the work environment better, giving the internal clients what they need and how they need it, communicate better, acquire habits of ongoing improvement... are some of the transformations that are designed to improve both the quality of the works being done and the efficiency of the human and material resources we have. Another series of collateral effects are added, like that of creating a more adequate, comfortable and safe work environment, detecting and resolving problems with more facility and facilitating that each person can make contributions to continuously improve the performance of the environment. With all this, the project should result in improving the competitiveness of the company and

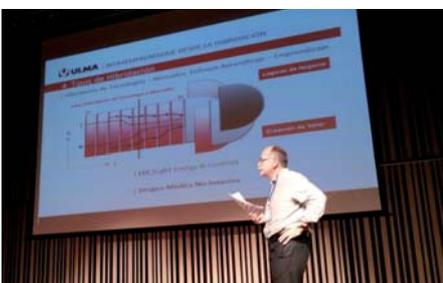
the work conditions and satisfaction of all.

In addition to the consultant company, the project is coordinated by means of several internal teams. Regarding the scope, at first we pretend that all the persons in the cooperative participate, from both delegations as well as central services. However, trying to imply all the areas and delegations that in turn would be very complex and would put the success of the initiative at risk, therefore it was decided to do it in three phases, one per year. It is not so much about finishing the project as soon as possible, but that the steps being taken are definite and that the new way of functioning and the new habits remain definitely implemented and assumed by them. Teams from the delegation of Ajofrin, the Oñati factory and the Oñati offices participated during this first phase. Three work groups, with ten persons each and five modules, with 22 sessions by phase and by group. Overall, 31 persons participate directly, with each leader having to implement the systematics in his/her area, and therefore really many more are participating. The remaining persons in the Cooperative will join

the second and third phases and much later a study will be made of how to extend this project to affiliates. The pretended aim is that at least 90% of the experiences will be carried out.

The implication of Management is a key element for a project like this. In this sense, it is worth mentioning that the Board of Directors is dedicating half a day per month to monitoring the evolution of the project and that both the Managing Counsel and the Social Counsel receive a monthly discharge.

In other words, we are before a transformative project of the everyday routine of all those forming part of ULMA Construcción where much effort will be necessary from all for it to become a success and for all the learning remains in the DNA of the company.



## ULMA GROUP

# ULMA participates in the TEAMtalks

During the month of June, in the Basque Culinary Centre of San Sebastian, Intrapreneur Teams had the opportunity of meeting with other professionals interested in the intrapreneurship to share experiences and listen to the conferences of referential companies that focus on intrapreneurship from different points of view. In the photograph, Rafa Amasorrain, Director of Group Promotion, offering his conference about The Intrapreneurship from hybridisation.

## ULMA GROUP

### Concludes the first phase of ULMAPLUS the social benefits programme

The first launching phase of ULMAPLUS closed the past month of June, a programme of Social Benefits aimed at all the partners and workers of the ULMA Group. 201 persons among partners and workers have contracted the different products.

This number does not include eating expenses which were dealt with separately.

Out of the 201 people who have enlisted to receive a service, 128 have asked for medical insurance, 69 child

day-care services, 9 have acquired computing equipment and 1 has opted for professional training. 109 people have signed the novation contract regarding eating expenses allowing them to benefit from this service.

672 persons from the ULMA Group workers had access to the Mercer platform during the opening period. We esteem that for the month of November the Mercer platform will be re-opened for a second wave of contracts for 2014.



## ULMA PACKAGING

### ULMA Packaging and Surgenia collaborate for the creation of innovative packaging

Surgenia/ Andalusian Technological Design Centre and ULMA Packaging -worldwide reference on the market- combine their knowledge in technological design and innovation to create more competitive and innovative products and packages.

Surgenia, the only Technological Centre specialised in design in Spain, and ULMA Packaging, worldwide reference in the sector of packaging systems, form an alliance with the objective of promoting innovation and development of packaging systems and creative and innovative packets that respond to the new demands from the consumers and are competitive for the companies on the market.

The two entities will pool their knowledge about the new technological developments, the needs of the market and the tendencies in design to offer Spanish companies the possibility of having innovative packaging systems. These will incorporate new technological developments to satisfy the needs that are arising from the new habits of consumption and the new commercialisation channels. Likewise, thanks to the design, these innovative solutions will have a well-defined style; they will be capable of

connecting with contemporary consumers, communicating the innovative features of the product they wrap, which will promote their competitiveness on the market.

In this sense, Surgenia has two observatories: the Tendency Observatory, responsible for permanently researching and analysing the market and society changes to apply them to the design; and the Technological Observatory that detects the new technologies. On its part ULMA has a Technological Centre that is dedicated to researching, promoting, developing, improving, innovating, distributing, training and offering services in the packaging and wrapping technologies environment.

#### What is Surgenia?

Surgenia is an Advanced Technological Centre specialised in design that investigates and develops innovative products and spaces and transfers this knowledge of the company formation to make it more competitive. It carries out R&D and innovation projects that use design as an innovation and/or differentiation tool.

Its mission is to give identity, function or emotion to the product or space. Its vision is to integrating design into the Andalusian economy.

Surgenia is a private non-profit foundation, catalogued as Andalusian Agency for Knowledge. It is backed by 26 patrons from several strategic sectors: productive industry, design professionals, public administration and technological centres, among others.

It was founded in 2007 in Cordoba, where it has its main office, and it has a branch in Málaga. Over these years, Surgenia has worked in more than 100 projects on its own or in collaboration with companies, institutions and technological centres.

More information here:

Wanda Cuseo

wcuseo@surgenia.es

957 467577 / 671 427906



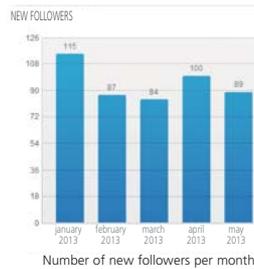
## ULMA GROUP

# Grupo ULMA continues growing on Social Networks

THE PRESENCE OF ULMA ON SOCIAL NETWORKS STARTS TO HAVE AN IMPORTANT ROLE IN WHAT REFERS TO ONLINE REPUTATION. THIS PROJECT STEMS FROM THE NEED FOR ADAPTING THE ULMA BRAND TO THE DIGITAL COMMUNICATION, CONTINUES TO GROW AND PROOF OF THAT ARE THE MORE THAN 1.500 FOLLOWERS OF THE COMPANY PROFILE ON LINKEDIN AND THE 760 ON THE TWITTER PROFILE

The company profile managed by ULMA Group on the social network LinkedIn continues creating community on the Internet uniting people from different parts of the world by means of constant updating. The Group profile that has an average of about 100 new followers every month allows following the news of the Group and its Businesses with one click.

The Twitter profile of the Group is just as important and little by little continues



1.498 followers

✓ following

increasing its influence on the network with already more than 760 followers.

Both accounts act as multidirectional communication channels about the news of the ULMA Group. Nevertheless, the Brand, Communication and RSE Area has been working for some time on the management of other 2.0 platforms like Issuu, YouTube, Vimeo, Facebook, Flickr, Slideshare and Scribd.

## ULMA HANDLING SYSTEMS

# ROBOT IK PAL: The differential value of an efficient multi-reference palletisation system

The new multi-reference palletiser by ULMA Handling Systems, called Robot IK PAL, is already part of its large portfolio of guided logistics automation systems, mainly for the Large Distribution sector.

The innovative system is fruit of the commitment that ULMA has with technological innovation, and that for many years is being materialised in one of the most complete and innovative offers of logistics automation on the market.

The Robot IK PAL has countless advantages that make it a referential system for optimal palletisation of any type of load that, independently of the morphology of the products allows quick, efficient multi-reference automatic palletisation.

The system is designed to palletise highly slim products, like soft drinks, mineral water, etc. and has a capacity for movement in excess of 600 cycles per hour.

The system in addition to preparing the order on a pallet, allows synchronising the baling process into only one work position, that way guaranteeing more rigidity of the shaped pallet and with less amount of incidents due to possible falls of the product during transport of the bale.

The new Robot IK PAL system offers a significant differential regarding the market offer, related to the versatility of the product to be palletised, obtaining a high flow in the order preparation process and the synchronised incorporation of the baling system.

For ULMA Handling Systems, the renovation of its catalogue of products forms part of the commitment of the company with innovation and the search for solutions that include improvements in the processes and redound in a substantial cost reduction.





The 2013-2016 ICT programme recompiles the projected technological tendencies and related guidelines to be taken into account in the field of Information and Communication Technologies, which contributes specific guidelines to be taken into account in the design of the strategic plans of the Cooperatives in order to facilitate the transfer of Good Practices.

After the presentation of the Plan and the distribution of the results obtained from the biannual measurement that the Corporation carries out by means of the implementation and positioning of the MONDRAGON Group in that regarding ICTs, we continued with the presentation of several experiences carried out by companies of the

## ULMA FORKLIFT TRUCKS

# ULMA Forklift Trucks shares its experience of success with those attending the Presentation of the 2013-2016 ICT Plan for the MONDRAGON Corporation

THE PRESENTATION OF THE 2013-2016 ICT PLAN FOR THE MONDRAGON CORPORATION TOOK PLACE DURING THE MORNING OF LAST 25 APRIL BOTH MANAGERS AND HEADS OF SYSTEMS OF THE MONDRAGON COMPANIES TOOK PART DURING THE MENTIONED SESSION IN THE CORPORATE HEADQUARTERS

Group and that in 2012 were worthy of the recognition of Good Practices by the Corporation, among which, ULMA Forklift Trucks with its project "Development of an online TAS and electronic commerce" carried out by the computer technology department of ULMA Forklift Trucks and that was presented by Jesús Jara and Jon Ander Aramendi.

The experience of success carried out and implemented by ULMA Forklift Trucks has pivoted on two very different angles although related with each other, on one hand the optimisation of the TAS processes, facilitating real-time management of the fleet of vehicles in direct relation with the client, that way reducing the administrative work, and optimising

consumption and control of spare parts as well as the homogenisation of the activity itself, and on the other hand, using E-Commerce to favour the sales of spare parts differentiating the commercial service for the accessibility and response time to the client and considerably improving relationships with the most important clients.

Summarising, solutions and initiatives like those implemented by ULMA, not only result in more efficiency and productivity by including the element of "real-time management", but also considerably optimise the management of relationships with its clients reaffirming the commitment acquired by maintaining excellence in the quality of the service.

## ULMA ARCHITECTURAL SOLUTIONS

# ULMA presents the new STAINLESS RANGE: a complete range of draining solutions in stainless steel

**ULMA Architectural Solutions, through the drainage and channelling line, develops a new range of product in stainless steel**, in answer to the needs related to **quality, durability and hygiene** of the industrial sector. It presents specialised drainage products for the **foodstuffs** industry, manufacturers of **drinks and milk products**, or **chemical and pharmaceutical** industries, among other sectors.

The **experience of ULMA** in collaboration with **Blücher, a Danish multinational manufacturer of stainless steel drainage systems for more than 30 years**, has allowed **developing a wide range of product** including drains,

modular channels, gutters, tubes, manhole covers, etc. specialised for each application in the industrial sector.

That way complementing the range of drainage products to offer a complete solution to the client.

### ADVANTAGES OF THE STAINLESS STEEL RANGE:

- We contribute our **experience** to drainage solutions and water evacuation.
- We offer **customised solutions** according to the needs and demands of the project.
- **Certified** products made from AISI 304 and AISI 316 stainless steel



# Corporate Finance Environment of the ULMA Group



The ULMA Group Finance Area started, practically, with the “official” start of the ULMA Group back in 1986. Still without structuring the Central Departments of the Group, as we know them today, the service was given by the Finance Management of ULMA Construcción. Jose Luis Del Campo was the first finance director of the Group. Later, José Ramon Anduaga, Jokin Ugarte and Kepa Salaberria have occupied the position.

The financial sector of ULMA GROUP consists of the Financial Committee and the group's financial director, who also acts as the Committee coordinator.

### Finance Committee

The Finance Committee acts as Financial Resources Management in the central area because in ULMA we have re-financed the long-term loans with the pool of banks of the Group: Laboral Kutxa, Santander (having absorbed Banesto), BBVA and Popular. There are signed working capital lines with the same entities until February 2014. The main short-term work that now occupies the finance committee is to define the capital needs that will be available in the medium to long term and negotiate a new agreement with the banks to ensure the oxygen that businesses need in their day to day. In the longer term, the structural finances that the Group needs are being analysed, and the actual structural finance options that will be available must be decided on, to define the levels of debt of the Group and manage fundraising figures according to the amounts defined. The work of the Committee is to make proposals to the Board of Directors and General Council and then follow up on the decisions made.

The Finance Area where he concentrates on optimising the Group treasury based

on the monthly provisions that are made by means of intra-cooperative loans, from Businesses with surpluses to Businesses that are working on the base line. In addition, he works in fulfilling all the communication commitments and all the obligations acquired in the re-financing contract. In addition, this Area coordinates the subjects that may affect the operations of the financial departments of the ULMA businesses derived from legal changes, tax and accounting regulations, etc. as well as those derived from changes in the internal regulations: POGU, and other decisions like flexible retribution, etc. That involves managing relations with the administration, banking entities, auditors, etc.

The insurance policy of the Group is also determined, deciding how to cover the risks, if with global policies like in the case of risk of damages, accidents, transport, civil responsibility of administrators or with individual policies like that of civil responsibility. Another field of action is that of preparing the necessary information for reporting of the ULMA Group, MONDRAGON Corporation and other fields, trying to automate the processes and adapting the Management Panel to current needs.



**JOKIN UGARTE**  
Head of the Financial Area of the ULMA Group and the Coordinator of the Finance Committee

*On a financial level, we have two key areas of action in the Group. On one hand, the Fundraising and Financial Management, which involves managing a new framework of working capital lines, searching for new alternatives to financing and current debt renegotiation, optimizing short term treasury (intra-cooperative surplus and loans) and Fiscal Consolidation. On the other hand, coordinating different activities such as insurance management, banking relations and negotiations, auditor coordination and management, tax and legal issues, reporting to group members, and support to businesses in the most relevant negotiation processes.*



*The financial sector takes care of the setting up and management of the group's financial resources, making them available to the needs of the Businesses.*

# The Value of a Brand

>> JB: JUANJO BRIZUELA  
Branding Consultant

>> DS: DAVID SANCHEZ  
MIK Director

>> TL: TXELU LEKANDA  
IK4 Communications Director

>> CS: CARLOS SARABIA  
Brand and Communication Coordinator -  
ULMA Group

« To begin with, do you think the value of a brand can be measured?

**CS;** Yes, the value of a brand can be measured. The difference is in the value given to that measurement. The value of a brand depends on many factors but what really matters is what the user-client perceives about the brand. As I have mentioned in other forums, we at ULMA did a brand audit in 2007 to find out the measured value of our brand. We then learned that, according to the established criteria for these purposes, the value of our brand was about 100,000 million former pesetas. Obviously, the real value of a brand will always be determined by the amount that someone is willing to pay for it. I insist in the fact that a measurement of the value is fine if there is a system to back it up, but what is truly relevant is the perception that our partners, our clients and our collaborators have of our brand. A key aspect is our reputation, which in the end is what gives us that value gradually.

**JB;** Indeed, what you say is true, but I would go a step further. Although in the English world, there are accepted ways on how to measure a brand, in the European side of things there is no clear criteria on what are the critical factors to measure, nor from a business perspective, assets, etc. The true guiding value of a brand is how much more additional money or extra charge is someone willing to pay to be able to hire a brand or not. In other words, when there are similar conditions, or products, equivalent services and when a whole load of other variables are equal, how much would a person or company be willing to pay extra to be able to hire a brand or not.



In the case of ULMA, it would be the same key factor, the extent to which someone is willing to pay a premium for your products and services would indicate the rise in value of your brand. In the case that someone does not value it, that it is not being considered, then there is a problem, in the first instance of differentiation and in the second instance of relevance; that your product is equal to others. That would be a sort of starting point... how to make someone be willing to bet on you, knowing that your offer is similar and...what could be different in your offer. That would be the value.

**DS;** I believe that all this issue about the brand, just as in everything that is intangible within the field of management, measurement is difficult. Much has been done and we have advanced well, but I still feel that in many cases it is a matter of faith, believing in it or not. There comes a moment when a manager or someone that has to make a decision will bet on a brand or not, beyond quantitative value studies, etc. what really comes into play to determine if you bet on a brand is the faith of that person in having a positive result because other things are too difficult or at least for us it is very difficult to convince someone quantitatively of the value of a



*We are very concerned as to how we initiate in emerging markets, though we should also be about how to manage multiculturalism*



brand. Therefore, I feel we should continue along this line, to quantify with new measurements or already existing ones but never lose sight that we must work on the beliefs of the people that have to bet on it. I do not think we should only have the way of let us quantify to convince someone. I do not think we have had good results that way. I think we've had better results when we have tried to change someone's beliefs on an intangible element and then the phrase "I believe because I see" would be appropriate, and give competition examples where products and services comparisons are done, and it is exactly the same but clients pay 15% more. That is what encourages a belief.

**TL:** Can you measure the value of a brand? Of course, there are methods as Juanjo said. There are plenty of criteria to measure, that is what was done with ULMA, a review was done and an accounting value was given to the brand. However, how much is the ULMA brand really worth? Well, if the Chinese were to come and make an offer... how much extra is someone willing to pay or not pay, or simply to pay for that brand instead of another one? I always remember something that was told many years ago about a Ford executive regarding the process of the purchase of Jaguar

**“**  
*In the future,  
 the difference will be made  
 by the intangibles,  
 and the greatest intangible  
 of them all is the brand*

and it spoke about the intangibles; they made an assessment of Jaguar's assets, the value of the factories, equipment, machinery, technology, etc. They calculated that it was 1,000 million. How much did Ford pay for Jaguar? 3,000 million. What was worth 2,000 million? The brand, the make. It was worth 2,000 million. That was the difference. How much extra are you willing to pay? Jaguar's technology was not superior, did not have better features, but having that brand name gave you an additional bonus for which you were willing to pay more.

**DS:** That is why it is important when you include these issues on the agenda not only to bet on the quantitative aspect but also to make people see that they have to take a risk on all those topics that you will never be able to show them with numbers. It is a harder road to take because changing

someone's beliefs is much more difficult. If someone thinks that the name of the brand is insignificant, it will be very difficult to change that belief.

**JB:** It is also more complicated in an industrial context. It has greater complexity in an industrial scope but it is much more interesting. In an industrial environment, where there is probably much more product rotation, I think you can see the perfect example from the brand name perspective since it is no longer just product, it is product linked to a service, to an after sales service, linked to customer service, to maintenance, to belonging to a business group, to your experience, etc. There are many variables around a sector. "I trust in ULMA". "Why?" "It's the same machine as that of the Slovenians but I trust in ULMA". "Why?" "Well, because they have been many years in the industry, because the brand name belongs to a corporation, etc."

**CS:** I find very interesting the analysis that we just heard about the fact that we identify ourselves with the experiences of a brand. There is a technological scope but beyond that, there are aspects that the client user is living with his own experiences. Brands draw closer to the client through his own perceptions.

**DS;** Along this line, there is another aspect which is the ability to tribe, the ability to share that experience with many clients so that the feeling of belonging becomes a key aspect of the brand. When someone has an Apple or a Harley Davidson he becomes part of something else, it is a way to share your life, an experience.

**TL;** I think all that is inherent to the brand. Develop a name, a corporate identity understood as a set of symbols that identify you, as a brand architecture, which used to be called brand loyalty, what makes your consumer go for your brand again. Certainly, you have built in ULMA a brand corporate identity along all these years. I congratulate you.

« **Currently, many of the management axes that are projecting in companies, even without fully realizing it, are based on the brand, what do you think are the most relevant?**

**CS;** I get the impression that when we think about medium to long-term projections we pull from concepts related to the brand. When we need to position ourselves as an employer group the term is Employer Brand. When we have a need from a social point of view, we want to make a Social Brand. Even lately, from a personal point of view, when we want to position ourselves, we talk about Personal Brand. That is, they are management axis that are developing in businesses and that include the value of the brand to enhance it in some way.

**TL;** It is a fundamental aspect of a business, of the person, of any kind of entity. The brand is what you are in the sense of identity or image, what you project and what is received on the other side, and we have to consider it in any management plan.

**DS;** I think there is an element that we have to keep track of and I think it is taking place in this area. They are Brand Partnerships. In what sense? Well, in the sense that if I want my brand to be social, is technological, be the best, I have to visualize partnership formulas

when building brands that perhaps were never seen before. I have no data, I speak from perception, but before we wanted to be more seclusive when making a brand and now we see that if I want to create a brand It is going to be harder so we turn to alliances with other organizations to collect those attributes. This is being done successfully in the U.S. by large companies in the sense that I, as a large company, have that perception from the public but I need to have the freshness of a starting brand or more related to the technological world. To do this, I will do some type of process in which, with the excuse of sharing a certain product, a certain process or service, I am receiving the image that the starting brand has. I think that it is going to be very difficult to develop all those brand variables by ourselves. For example, ULMA may have a number of attributes but it may be difficult for it to have others. It might be very interesting to simply open up to a brand partnership and see what attributes another brand will provide.

**JB;** There is much talk now about new brand territories, in other words, a brand having its own space related with its product or service but it can reach different symbolic fields with a more social or cultural nature, but before that a brand must be legitimate and credible. Where you cannot reach, you obviously need help from someone that can help you, but not everybody is capable. I find it a challenge to establish a network of relationships that an organization may have. On the other hand, in that wide field of movement that the brand has, to what point do we align the whole internal collective in that direction, because to the extent that a brand becomes consistent we will have an important brand, it could be that we tend to project a certain

There is a phenomenon that we must not lose sight of:  
Brand Partnerships



>> DAVID SANCHEZ: MIK Director

image where we haven't even resolved internally the direction where we have to go, the projection gets multiplied by the amount of people that you have inside your house, and also with the people you have around you who are providers, collaborators, etc. in the measure that this attitude might exist and that coherence I believe it is two axis we must keep in mind...We are now also before a paradox, on one hand there are certain concerns or emphasis in protecting and defending the brand, to set up protective shields all around so that no one can tamper with it, on the other hand it is when more people are capable of giving an opinion and express things about an experience that they've had with something. It is like two protective barriers that are facing each other, like warriors with their shields and weaponry, one to attack and one to defend himself, when it is a lot easier, we have to open it, when you can be more transparent it is a lot easier to reach meeting points than if we start defending ourselves.

**DS;** Which leads us to the third conflict, it is an external conflict, those who completely handle the brand; I give my opinion about ULMA, about FAGOR, ORBEA, etc., and there is still people that think that it can be silenced; I usually show a slide that says: "I'm sorry but Internet cannot be closed down".

**CS;** When you were talking before about brand partnerships, a local and recent example came to my mind, which was so well managed that it has turned into

brand unification. It has to do with Laboral Kutxa. Despite not being a partnership model but rather a fusion, they followed a procedure that from my point of view has been managed very well because from our environment and perception the evolution of Caja Laboral into Laboral Kutxa has been very natural. I am not sure if it is linked to the concept of partnership that you referred to but I am mentioning it because it seemed to me very well managed as I said before.

**DS;** Yes, it is true, although it is a passive partnership. You do not find there the issue of wanting to receive the attributes of a brand, there was a need and then it was done very well.

**JB;** I don't know if it was done right or wrong, it seemed to me a common sense decision.

**TL;** I think it is very likely that the future will find more flexible relations between brands. The name will be more or less successful but it will be anchored that way, by a system with more variety, more flexibility, I make an alliance with this brand and this other one because of common objectives, but perhaps later on partnerships will turn different ways.

**« The emergence of digital technology is changing the way we understand business. Brands are also entering the online world but in your opinion, in the technological world that we live in, How can you build and position a brand?**

**TL;** That requires a preliminary step, which is a very considerable change of mentality of the decision makers inside companies. You are much younger and perhaps you might be saved but some of us had to do a quantum evolution leap towards the digital world. It is a complicated issue that affects very basic issues in human evolution, which is to accept that there is a different paradigm, and this is very difficult. Not too long ago in the University of Deusto, Denis Roca spoke about his children and said that they were digital orphans because they had no parents in the digital world; it is a situation you find

in the business world, most managers are unable to perceive the change that this entails in our entirety. There are some that do, and basically what needs to be done is realize that this is a change in attitude not only for the company's Branding and Communications department but for the company as a whole, from the first to the last. The reaction of...since we cannot control everything our people are going to say, let us forbid our people to speak. That is precisely the opposite stance to the one we should have. Since we know that our people will speak inevitably, let us provide the means so that they speak out, and if we do it right, they will speak well. If a brand is doing well, it is unlikely that negative things will be said. Even if there is an attempt for malicious and ill-motivated talk, the ecosystem is very democratic and there will be many more voices that will help the overall image correspond to reality. The success of the companies in the digital environment will come at the moment that the thinking heads realize that change.

**DS;** I think there are a number of forms or attributes when managing the brand in a digital environment, which companies are not going to undertake until they start banging their heads. Those who try to force that mentality in this new framework are going to hurt themselves, I believe you have to do the first step, you have to suffer the first blow, it is very difficult to change someone's mentality if he hasn't received a slap on the back of the neck.

Let us realize that we have to go through that bad experience. Then there are a number of concepts that brands cannot live without, like the social concept. We are really working on the concept of open brand, meaning, how the brand model includes not only your input but also those that your users are giving that brand. How do you build a brand in a collaborative way? That is the challenge, to build a brand collaboratively with your users. However, there are also other challenges, that of transparency, you obviously cannot go out to a public square without hiding your fears. When you go out into the digital world with a brand well made, with transparency, you realize that it could be the basis to find interesting people with that social component, to attract and hire talent. In addition, this takes us to another area that no one likes, where you lose a certain amount of control. I like to have control but that ends up in the gutter. You have to learn to live with greater uncertainty, and I think we have to incorporate all those elements in brand management.

**JB;** I find everything about the brand in the digital environment fascinating. Two things, I think managers have to be aware that in the cultural change we are talking about business and you have to see how the digital world affects your business. In addition, evidently, the brand is an important part, it is an additional onion layer but it is from when your business starts being digital or not, and I think this is fundamental. It is a matter of associating with many people from different backgrounds, each with their own expectations that need to be addressed. It is such a great cultural change that you cannot focus on the detail but on the greater view, although the greater view is so large that you have to go step by step. I think the digital and communications world at last is being given appropriate value. Up to now, brands have informed us and I think there is a slight difference between informing and communicating. We basically understood the world of brands and communication as a world of information and we forgot about feedback, when it is digital there needs to be more incoming and outgoing communication.



>> TXELU LEKANDA: IK4 Communications Director



*The real value gauges for a brand is how much more money, what additional charge, could someone pay to be able to hire a brand or not*

*Transparency is essential, either you say it and you pronounce a logical discourse or someone else will say it for you, as long as you are open, communication will be easier. Empathy does exist. We can have a specific image of the ULMA brand, but I have my own image and I want an offer for me and that answers me personally. Managing customization is very important.*

**CS;** *I think you have made quite an accurate description. I would just like to add a couple of things based on our experience from all these years. Although it is true that the cultural change towards the digital world is complicated, it is even more complicated when we are part of an industrial group where the main focus is on the traditional concepts of brand and communication. This makes us lag behind and the cultural change gets even a bit more complicated. Ultimately, may you be in the online world or the offline world, they are both acceptable means and what is essential is that you develop one field or the other, the important thing is to be consistent in every message you incorporate to one environment or the other. If you are consistent with who you are and what you say these channels will serve to enhance the brand value.*

**DS;** *In this regard I think that in the industrial world you can make the mistake of putting together all this digital space together with the most common variables of scope, audience, number of people, etc. You have 400 million followers but the industrial world is not interested in that, yet it does interest a consumer company. When we approach it from this digital perspective in industrial companies it should come from the world of relationships and knowledge, we need to view the digital world as a space where nowadays greater amount*

*of knowledge is being generated and at a greater pace, and that's the approach we should have, explaining it from that perspective. From a scope standpoint it may not be interesting, but if I am able to convince you that there are technologies in which you are working where you can find very small developments, located on the other side of the world, but which you can nail down easily, I can see the immediate value.*

**JB;** *Recently, a colleague said that in marketing we have gone from trying to segment markets to allowing the consumers to segment themselves. The evolution of social networks has gone from being generalist to being specialist; it's like when we make our twitter list, I determine my niche, what I want to see each day, it's a culture issue, instead of saying 'since I don't understand it, I will defend myself' we have to look for someone that will teach you, we need to see the opportunity instead of fear.*

**TL;** *If I see in the social networks that there is talk about wine being spoiled we have to see it as an opportunity. They are giving you clues that there is a bad batch. The opposite response is to ignore it and they will not ever buy again.*

**« How relevant and what role do you assign the brand in the internationalization processes in which our companies are currently involved?**

**TL;** *I would not speak about internationalization anymore. Currently we are all exposed. There are no longer borders with industrial processes; the market is the world. What is a foreign market? Bordeaux? There is no internationalization if outsiders already know everything you do and say.*

**CS;** *The launch process of a brand to those markets is important. I do not know if you have thought about cases such as franchises. Franchises have their constraints; they are business purely based on the brand. A franchise is very easy to start and very easy to close down and put the stamp on the competition. There is a tendency to turn to a franchise at*

*difficult moments but the link is very weak, depending basically on results.*

**JB;** *Today in any business you have to be where the market is, but the problem is that many industries have been so comfortable in their natural market and their comfort zone that they now have problems. They may go to Brazil, Slovenia, etc. and you are nobody. You have to see if you are able to earn the trust of a market where you are completely unknown.*

**DS;** *I would include a small nuance, is the world global or globally local? A brand has its own attributes and meanings but is they good globally, or is China and India so different that my brand cannot be the same one? We speak about managing multicultural people; ULMA probably has employees in Brazil, China, etc. The way we treat a Mexican person is different from the way we treat a Chinese person. Is the brand good for all places? That is one more concept of how do I manage a brand.*

**CS;** *We are very concerned about how we manage our launch in emerging markets, however we should also be concerned about how to manage multicultural. What does that mean for all our people?*

**DS;** *That is an issue taking place with Basque companies and cooperatives, we have global products and services but we have local organizations, and with the brand, it can be something very specific which can be a problem, but if we now think about the management model, with*



>> CARLOS SARABIA: Brand and Communication Coordinator - ULMA Group



>> JUANJO BRIZUELA: Branding Consultant

personnel management the problem can multiply, we have to keep it in mind with the branding because we are local, but it is our products and services that our international, not the organization, and that generates many hidden problems which are not clearly seen on the decision tables, yet, they are there.

**« Finally, how is the value of a brand as ULMA valued from the outside?**

**CS:** Logically, I am a bit biased but I would like to reflect on this. I think in ULMA, because of our character and personality, we are not very inclined to recognize our success. I feel that with the ULMA brand we have a really important case of success. Twenty years ago we had no brand. Today, thanks to the fact that all our businesses have gone in the same direction we have accomplished brand unification, which has brought definite results from my point of view. That is of great value on a group level. We have to be fully aware of it as a first step to continue moving forward. At this moment, I understand that our brand is in a process of reflection both in the channels that it must use as well as in the values that it must place on the table to reach a position in the foreign markets where our businesses are developing their activities. In the end, we must benefit from the value of our brand and be aware that we have achieved something very important as well as equity for all.

**JB:** I believe that the effort and work

that ULMA has done in the last few years has been tremendous and of great merit. To unite very different businesses and very distinct products under one single umbrella has incredible value. I don't know who has contributed to whom but what's clear in my mind is that there has been a two way interchange, from what ULMA is as a corporative concept and each of the businesses in each of their sectors. There has been quite a remarkable work done. If I could now rate the first main industrial groups in the Basque Country on a brand level I think ULMA could be among the first 5, together with Fagor, Gamesa and Sener. I believe ULMA is right there but there are two problems: first, that ULMA has not believed it, perhaps because of the Guipuzcoa mentality, and the lack of desire to raise our head higher. I think there is a certain feeling of not believing in yourselves. You have a brand that is worth a lot more than you realize. I think the problem right now is called dimension, I think you need to resize the scope of the ULMA project as well as the brand that goes with it. It is a complex challenge but very exciting at the same time. I think, internally, you are not quite aware of the value of the ULMA brand. You have an exciting job ahead.

**DS:** I think that when you were talking before about how to rate a brand you mentioned about acknowledgement that people recognize the brand and I think ULMA has accomplished that. Even though it is not a consumer brand, it is a well-recognized brand in society because besides all the components that can be associated to the ULMA brand, there has been a great effort done also to associate it with its environment. Being present in socio-cultural initiatives where you would not expect to find this type of brand has its value. I suppose that this also has to do with the very existence of the ULMA Foundation as a helping element in this respect to make it a well known brand, besides the attributes related with technology, and surprisingly - in the sense of not expected, and not because of a lack of effort - that it has been linked to social topics. Perhaps the next challenge that ULMA has comes from the better understanding of digital

means of which we spoke before, related more with knowledge and not so much to scope, related more with technological conversation and not so much to publicity. Perhaps, these could be some challenges that the brand could try to take on in the coming periods of time since the basis are practically laid. It is a well-known brand, and it is a brand with a technological component and a considerable social component thanks to the constant and persistent work through many years.

**TL:** "I work in Oinakar, my father worked in Enara, how does that relate to ULMA? We are more about what we do than what we say..." These are phrases that I have heard in this house throughout the years. What I mean is that you have had a tremendous evolution and you have done work quietly in that sense of immeasurable value. You have progressed greatly, and people have adopted the brand and appreciate it, as well, but I still think you do not take enough advantage of the brand due to your mentality. It is a brand that would be among the most powerful and best rated ones in the business sector nationally, and even though you are not inclined to show it off as a banner and you rather hide it, you are already exposed, everybody sees it, everybody knows it, and if you don't position it where you would like it to be, others will position it for you, and it is such a serious subject to deal with it carefully because we spoke about internationalizing but the difference in the future will come from intangibles, and the greatest of intangibles is the brand. Not only outwards but also inwards.

**JB:** Your have finished a phase, with its good things and not so good things that you have done, but you have to start to write a new chapter in the book. It is a challenge but it is a phase you cannot avoid. It is not a problem nor criticism, but rather the opposite. It has been 20 years but now another world comes; now brands do not belong to us. It is a challenge, a challenge for the future with all its complexities: internationalization, local market, global market, people, cultural diversity, products, innovation, etc. and that is where the ULMA brand has to be.

# Iker Larreategi

## ULMA Agrícola expatriate in México



>> Nevado Toluca 4.690 m.

*"It was back in 2001 when I had my first contact with Mexico. At that time I came as an academic exchange student at Tecnológico de Monterrey, in the city of Monterrey. After a few months upon returning to San Sebastian to work and to finish my career, I decided that I liked Mexico enough to go back, so I started looking for a job that could take me there. After rejecting a few offers to work in the Basque Country I returned to Mexico this time as a business scholarship holder from the Basque government and after a year in this endeavours I ended up in ULMA Agrícola. Once in ULMA and being still 24 years of age, Alberto Galdos (back then the Export Manager and currently Manager of ULMA Agrícola), Jose Irizar (back then Area Manager of ULMA Agrícola Business within ULMA Construcción) and Carmelo Bilbao (back then ULMA Construcción Manager) placed their trust on me and I have been more than 10 years in a job and country that really fascinate me. From here we manage the North and Central American markets, and besides Mexico we have been able to take care of interesting projects mainly in Guatemala, Panama and Costa Rica.*



*My life as an expatriate  
is not a division of friends,  
workmates, family...  
but a multiplication  
of these circumstances*

*ULMA Agrícola of Mexico was born with the aid of the subsidiary ULMA Packaging in Mexico and then years later we have helped the subsidiary ULMA Construcción in this country from ULMA Agrícola when*

it was required. I think this leaves it clear that the brotherly principals and values that unite all the businesses within the ULMA Group have transcended international borders, and that the relationships abroad are the same or better than the companies in Oñati, since both the professional and personal support is essential when someone has to face a new country, culture and different idiosyncrasies.

What can I say about Mexico beyond what everybody knows? We could sum it up by saying that it is a country with huge contrasts. Several of the world's richest men are Mexican according to the Forbes list and 50-60% of the country lives close to or below the poverty line. Mexico features and leads some of the most advanced business areas in the world and at the same time it still has the famous "bite" especially in the government sector. Mexico is the most violent country in the world without a declared war, but the common Mexican person is noble, a good friend and friendly as no one else in the world. The coldest beers and the hottest food are some of the other contrasts that attract thousands of tourists each year and especially "gringos" (as Americans are called here) to their beaches and coasts. It is difficult to speak of a single Mexico when we are dealing with a country that has 4 times the area of the Iberian Peninsula, but the City of Mexico (Federal District) shows well the country's contrasts.

In terms of work, it is a country with enormous bureaucratic difficulties and where, as they say in this land, you had better have a "sharp fang". I was lucky that during my scholarship from the Basque government in Mexico I had the opportunity to get to know quite thoroughly the successes and failures of many Basque companies in the land of Mexico; Fagor, Danobat, Danona, Iparlat, Irizar, Gestamp, CAF, Matz-Erreka, Elay, RPK... and I've been able to extract from them enough grounds so that the subsidiary of ULMA Agrícola, although with ups and downs, continues to be important within ULMA Agrícola and that the staff turnover during this period has been truly low, despite the preconceived ideas that people have when speak about Mexico. The branch



>> Euskal Etxea

*To do business in Mexico,  
the personal relationship  
between seller and buyer  
is a decisive factor*

staff is as much involved with the values and the breathing of the company as any headquarter employee could be and this is so even without the need for the parent company to get involved. I think the workers from the parent company that have slowly passed through here can vouch for that.

The fact is to apply here the same values that are found behind not only the Basque cooperatives but the feeling and behaviour in the business that have developed throughout the years in the small and family businesses of the Basque Country. Another one of the important differences in the way business is done in Mexico is that beyond having a good product and a good price, the key is found in the personal relationship between seller and buyer. Something that has always existed in our own land and that I feel has been disappearing as we have become (northern) "Europeans".

Personally I married (and got divorced) to a Mexican woman and I currently enjoy Mexican nationality. I am in no rush to return to San Sebastian, although I do believe I will retire near the Cantabrian sea, so it could be said that the process of expatriation

and integration in the destination country has been completely satisfactory. I go back to Oñati, and my house in San Sebastian, 2 or 3 times a year, which makes me not miss it more than what's strictly necessary. You could say that my life as an expatriate was not a division of friends, workmates and family but a multiplying of everything around me. All through it, my constant relationship with the Euskal-Etxea's people of Mexico has been essential, besides celebrating all the Basque holidays, no one can take away from us the dinners in the Txoko, the Fronton pala (bat) games, and of course, mousse. I am not encouraging you to come to Mexico because truly we are already too many. There are so many Spaniards arriving to Mexico in the last two years that the government has toughened the measures to enter the country for work reasons. When I arrived to this country, people came with a work contract from outside but the economic crisis is so bad over there that people are coming with their education but empty-handed as it had not happened since post-civil war times. The only difference is that now they come with an education, back then they just came hungry, but in both cases eager to work. Nevertheless, if you decide to come here you will be welcomed by the Mexican people, as it has always been from the first exiles of the Republic. Lastly, just a word of advice to all those people who are travelling the world: **WHEREVER YOU GO, YOU WILL FIND THE HAPPINESS YOU BRING WITH YOURSELF.**

# Healthy Cooperative

## Part 2

**In the second part of this report we will introduce the essential elements to create and maintain a healthy and profitable cooperative, what steps to take and what are the healthy habits.**

A healthy work environment (adapted from the WHO definition. Aenor) is the working environment where everybody regardless of hierarchies collaborate in a process of continuous improvement to promote and protect health, safety and the welfare of the workers and the sustainability of the work environment.

### Four Aspects:

- **Safety and health regarding the physical work environment.**
- **Health, safety and welfare regarding the psychosocial work environment, including the organization of it and the organizational culture.**
- **The personal health resources in the work environment.**
- **The ways in which the community looks to improve the employees' health, that of their families and other members of the community.**

The health of the workers should be considered as a whole, not focusing only on health surveillance activities such as regular medical check-ups or first aid but also in accident and occupational illness prevention efforts and to protect them from physical and mental risks that their job post could expose them to.



>> Images are extracted from the list of Commitments

In this sense, we take into account ergonomics, work environment, toxic material, personal and collective protective equipment, etc. Also, it is important to promote a better organizational climate, appropriate stress management will be sought and vaccination procedures will be taken into account, as well as safety at work and preventive advice and measures about disease.

Similarly, it would be good to offer from communication and information in health education and healthy lifestyles and self-care to programs directed to partners and employees. Some practical actions could be: promoting physical exercise and healthy eating habits within the work environment, specific actions such as increasing the use of stairs or making it easier the access to healthy food and drinks in vending machines during snacks and business meals, etc.

All this is fine but to educate means more than giving a large amount of information but rather to put it into practice through tangible and familiar actions. Promoting healthy behaviour produces social, family, economic and productive benefits both for the workers and for the cooperatives. For example, tobacco usage and exposure to polluted air from smoking has been greatly reduced by the implementation of legislation, which prohibits smoking in the workplace. We can also work with health insurance that most healthy companies offer their workers, providing information and prevention plans about illnesses and diseases common to the various work areas:



given by RSE of MONDRAGON

muscular problems, stress, cardiovascular disease, etc.

### Promoting health and health education

Health education includes a wide range of topics. One of these issues has to do with promoting healthy eating and a balanced diet, and along these lines we could point as examples of good practices by providing healthy menus in the company's dining room, promoting the consumption of healthy breakfasts, provide good hydration (nearby and well located fresh water dispensers for the use of all workers). When organizing meetings, offer fruit, juices and water instead of cakes and pastries, raise awareness and promote the reduction of alcohol intake.

Another aspect to keep in mind is promoting sports and physical activity in the cooperative's environment. In this sense, practical actions could be promoting an active lifestyle inside and outside of the workplace, enabling areas for practicing sports activities or gyms inside the workplace, organizing activities, sports events and competitions, which in turn promote team work and healthy competition, participating in activities and competitions between different cooperatives, sponsor sporting events and discount coupons and reduction in expenses for employees, promote awareness programs and disease prevention, and bringing attention to risk factors and unhealthy behaviour.

All these ideas will depend on the

initiatives, features and capabilities of each cooperative. But if you want to reach the level of a healthy company you have to work according to a strategic plan based on health, safety, welfare and sustainability. Additionally, it will help to strengthen the corporate image as a health reference, which will turn the cooperative into an attractive place both for current as well as future partners and employees.

In these difficult times where many people suffer changes in their health due to the unstable labour market, offering a healthy work environment, with clear communication and with people willing to listen and to acknowledge their teams, not only will it bring benefits to the employees but it will strengthen the cooperative's image as a place where the healthy work concept is one of the essential corporate values. It is a challenge for all to direct all health planning and actions so that the cooperative becomes a promoting environment towards different activities and habits to achieve greater productivity and better health. All health promotion plans further strengthen relations between the cooperative and society and that becomes a competitive edge with the competition and an attractive bonus towards partners and current and potential employees.

## HEALTH IN THE WORKPLACE IS ESSENTIAL TO BE DISTINCTIVE



**IÑAKI IGARZABAL**  
Health and Work Safety  
Coordinator ULMA Group

*I firmly believe that one of our new challenges for the 21<sup>st</sup> century is the conversion of our cooperatives into healthy organizations. One of the keys to success is for everybody that makes up the cooperative to work in a continuously improving process of the variables such as physical work environment, psycho-social environment, a pleasant work environment, measures for better reconciliation of work and personal time, flexible schedules for better performance at work, etc. in order to preserve our overall health and that of our organizations. Knowing who works and is part of our cooperatives and offer them attractive and healthy conditions not only will benefit the partners and employees but will also turn the cooperative into a well-respected and admired workplace. Because of all this, being a healthy cooperative doesn't only benefit a good work environment for all of us, but it also stimulates improvement, it increases employee engagement, it improves talent retention and it can turn the cooperative into a reference in its sector, not only for the clients and providers but for the actual partners and employees as well.*

# Aitor Otxoa finishes the “Pierra Menta” for the eleventh time

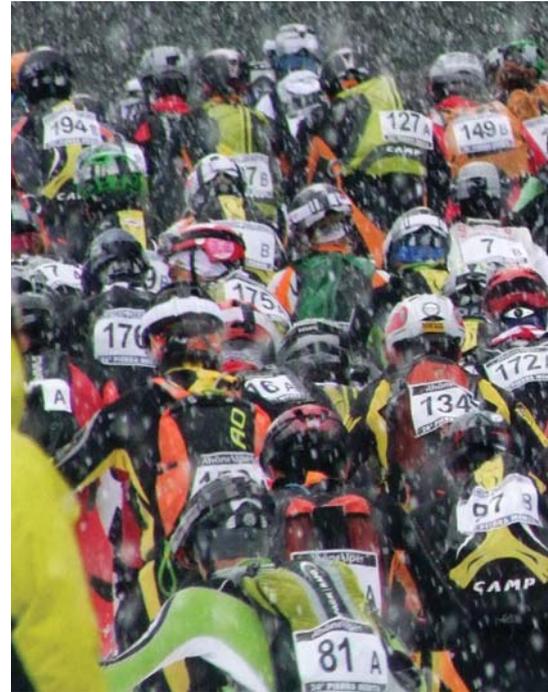
Aitor has participated eleven times in this test, known as the unofficial downhill ski world championship. Seen from the number of events he has participated in, we could say that Aitor is a veteran, since only one other skier surpasses him statewide

The Pierra Menta, a competition that takes place in the Alpine village of Arâches, is the most important downhill ski competition in the world and, according to its followers; it is regarded as the Tour de France of skiing. Undoubtedly, the technical difficulty and hardships characterizes a test that accumulates a positive slope of 10,000 meters during four days in four 20-30 kilometres stages.

Arâches is located in the Rhône Alps region, next to Albertville, and every year both locals and foreigners turn completely towards the organizing of this championship. During the week of competition, about two hundred



Ski Line >>



participating couples and large crowds come to this small town. The most famous attraction of the championship develops especially in the ridge of Mount Gran Mont (2686 m.), where around 4,000 people gather to see skiers passing by. This year, France 3 public television has broadcasted live this competition to offer this sporting event to an ever-increasing audience.

Aitor Otxoa works in the flow pack of ULMA Packaging but every year he goes to this small town in France to meet with many other elite athletes. This year he participated next to Balen Tolosa, from Zizurkil, but previously, for five years, he competed with Arkaitz Letamendi, another Packaging worker. Pairing up with Arkaitz he managed to be among the top 50 in two occasions. It is important to note that not everyone that wants to participate in the trial can do so, since it is very difficult to enter the inscription list and usually many athletes are left out without competing. The organizers are the ones who evaluate the achievements in the competition itself or in other similar ones to come up with the list. Moreover, this competition is known to be very technical and to be filled with many ridges, passages, etc. where it is often necessary to use crampons. Aitor is also a well known athlete in the Euskal Telebista sports team. Otxoa collaborates with this team carrying a camera on his



chest recording a great variety of amazing images.

Link to watch the competition offered by the Mara-Mara program in ETB:

<http://bit.ly/11Yqj71>

In the future, Aitor hopes to continue competing in this sporting event and, as he says, he would be satisfied if he could do it 15 times, and who knows, even if it sounds to be a dream, he might reach 20th place.



*I started to go to the mountain when I was small,  
with my father and the Aloña Mendi group.*

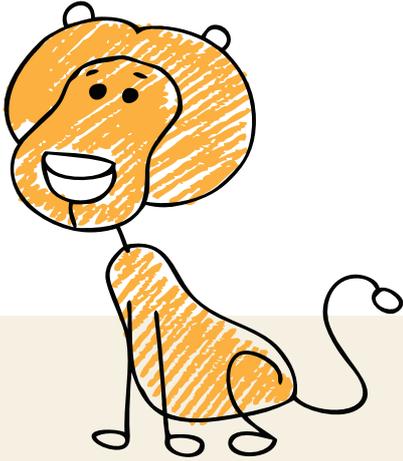
*Every Sunday we would climb mountains in the Basque Country.  
At times, training in the winter is hard; I leave work at half past four  
and I always have to use the front light to see anything.  
Sometimes I have to work away and when I do I work many hours,  
so it is difficult to train.*



<< Aitor and Arkaitz



<< Aitor and Balen



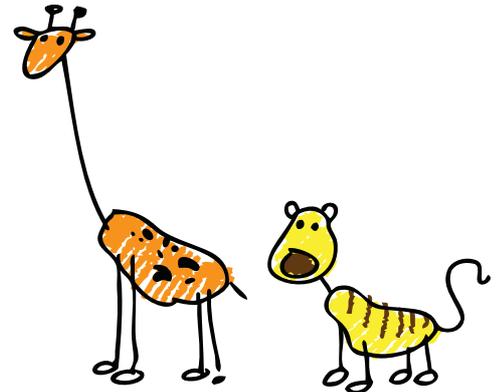
## LET'S PAINT THE ANIMALS

### FIFTH PAINTING CONTEST PARTNERS/EMPLOYEES' CHILDREN ULMA GROUP

The ULMA Group organizes its fifth painting competition for the children of our partners and employees: **Let's Paint the Animals**. The main objective is that children have the opportunity to express through a drawing or painting the animals they love most.

- **Theme:** Our animals.
- **Participants:** All the children of partners and employees from ULMA can enroll. Participants will be divided into two categories. Children up to 5 years of age and children between the ages of 6 to 10.
- **Presentation:** All the artwork will be sent to the Main Departments of ULMA, Garagaltza auzoa, 51 22PK 20560 OÑATI (Gipuzkoa) or by email to [begira@ulma.com](mailto:begira@ulma.com). Ref. Painting Contest.
- **Date by:** Before 26<sup>th</sup> of September.
- **Prizes given on:** 17<sup>th</sup> of October 18:00 h.
- **Technique and material:** Free technique in a DIN-A4 size sheet.
- **Jury:** The jury will be composed of member from the ULMA Group communications committee. The jury's decision will be published in the ULMA Group's intranet: Portalde.
- **Prizes:** A bicycle equipped according to each category.

All drawings sent in will get a small gift. The drawings will be kept as property of ULMA.



### RETIREMENTS: From 1<sup>st</sup> of May to 31<sup>st</sup> of August, 2013

**Thank you and enjoy!  
Congratulations**

José Luis  
Uribe Arandia



Santiago  
Mendiola Ayastuy



Ignacio  
Cortabarría Aguirre



GO AHEAD AND SEND US YOUR IDEAS;  
As always, our suggestion box is eagerly awaiting your ideas and opinions;

ULMA Group. Central Departaments  
Garagaltza Auzoa 51 - Apdo 22.  
20560 OÑATI (Gipuzkoa)  
Ref.: Begira. Email: [begira@ulma.com](mailto:begira@ulma.com)