# FOR LM ASC MAGAZINE





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### **ANGELA VIEIRA**

Corporate Image and Communication Director

AUTO-SUECO COIMBRA GROUP

Fall is here. Oh, how I love this season! We're back from our vacation feeling revitalized, while the children are back in school eager to embark on the discoveries of a new school year. At work it's a time when we give our all to reach the goals we've set. However, for me, this fall has been particularly special.

At the end of my vacation, I heard the best possible news to help me get back to work on a real high: we had won the Exame magazine award for best company in the industry for the fourth time. Congratulations to all. The day after this great news, I had the honor of going to Singapore to attend the Volvo CE Dealer Conference to share our story of success

Opening the conference at 8:30 a.m. before an audience of 200 Asian guests and a first row filled with Volvo CE top management was a great responsibility! My goal was to talk about how ASC has become a multinational corporation operating in Portugal, Spain and the U.S., touching on what we have done differently and significantly to achieve revenues of 500 million euros over a 40-year period.

Mr. Tony Helsham, President and CEO of Volvo CE, spoke immediately after my 30-minute presentation and focused on our success story. He pointed out to the audience that he had invited ASC because we are Volvo CE's largest client in the world and we are the best partnership that Volvo has with a Dealer. This public recognition by the President and CEO of Volvo was a very emotional moment that I will never forget.

After the conference I had the opportunity to travel to the United States with a group of partners, managers and some directors of the Group's Portuguese and Spanish companies to meet with top-level executives from ASC USA. It was a trip also filled with great emotion, sparked by our recently executed project in America that has made us so proud!

Last but not least, I would like to discuss our new corporate image. It is the image we have chosen in order to project the ideas that are the driving force behind our Group. We hope everyone likes it and, above all, we hope this vital spirit continues to be present and felt throughout the company, so that we can continue to be a united team of merit and great value.

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# WORDS FROM A FOUNDING PARTNER

# AUTO-SUECO (COIMBRA), LDA.



ERNESTO GOMES VIEIRA

March 6, 1941

Born in Aveiro, Portugal

Managing Partner of ASC since April 1, 1959

Career path at ASC:

- After-Sales Manager 1970-1985
- Cars and Trucks General Manager 1986-2002
- Member and Vice-President of the Management Board 2003-2007

### STRONG FAMILY VALUES MAKE ASC GROUP RESILIENT AND ENDURING .

Driven by a true "sense of mission", the Vieira family moved from Aveiro to Coimbra in September 1958.

In those days, Auto-Sueco, Lda., was based in Porto, and was the Volvo importer and distributor for northern Portugal. The two partners in the business, Luis Oscar Jervell and Ingvar Poppe Jansen, had been so impressed by the personal and professional qualities and astute business sense of Ernesto Rodrigues Vieira that they invited him to be the Volvo dealer for central Portugal (Automobiles, Trucks and Buses). At the time (1955-1958), ERV was the Volvo Dealer in the Aveiro District. His success and remarkable dedication led to the invitation to establish Auto-Sueco (Coimbra), Lda., a partnership owned 50% by the Vieira family and 50% by Auto-Sueco, Lda.

Thanks to my father's noble, valuable family spirit, he made a point of having his children live for and take responsibility for the "ASC Project." As a result, when I was 18 and my brother Carlos 22, we joined our father as Founding Partners of ASC. The articles of incorporation were formalized on April 1, 1959.

I fondly recall all of those steps and what was almost a "blood oath" that we made to one another to ensure that our family project and the new company ASC could not fail!

Today, we can safely say that it did not. It did not fail because an excellent work ethic was instilled, together with a specific focus, unmatched dedication and mutual trust among the partners, which ASC's history can attest to with pride and enthusiasm.

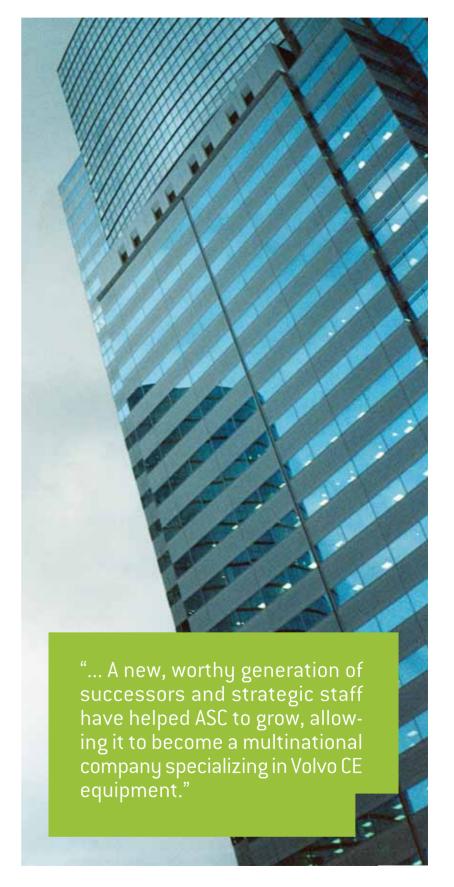
In 1970, partner Poppe Jansen handed over the import business of Volvo BM (Industrial Machines) to ASC. Through the commitment and dedication of my brother Carlos, we all banded together, beginning a new business line that today is responsible for our main corporate identity and reputation.

Almost 50 years later I can say that the "great family spirit that has united us in this ASC project" still remains!

A new, worthy generation of successors and strategic staff have helped ASC to grow, allowing it to become a multinational company specializing in Volvo CE equipment.

The recent expansion into Spain in 1999 and into the U.S. in 2004 are proof that we believe in ourselves and in the valuable, excellent professionals who work with us, as well as the corporate symbiosis among our partners. All of this allows our supplier, VCE, to trust in this group of people who set us apart from all the rest for all the right reasons.

### **ERNESTO GOMES VIEIRA**



# LATEST NEWS

# **EXAME MAGAZINE AWARD**

## AUTO-SUECO COIMBRA: THE BEST IN THE AUTOMOTIVE INDUSTRY

Considered one of the 3 best companies in its business area since 1990, and the winner of 3 awards as Best Automotive Sales Company, this year Auto-Sueco Coimbra was once again honored by Exame magazine.

Congratulations to us all. As the winning team, we once again received the Exame award as the best company in the Portuguese Automotive Industry. It is an honor that, most of all, validates our team spirit, our vitality, and the importance of each and every ASC Group employee.

The "Exame 500 Biggest&Best" award is handed out according to extremely rigorous criteria that assess the performance and vitality of each company and its contribution to the country's national wealth. In order to recognize the best of the biggest, these parameters are judged by various stakeholders in the corporate economy, from shareholders to workers and customers to suppliers. They are also assessed by a jury consisting of Exame, Deloitte Consulting and Informa D&B Portugal.

To compete in this edition, a company's net sales must exceed 43.5 million euros. However, this criterion alone is not enough. To guarantee reliability of the information, companies were excluded if, despite having the required sales volume, they did not provide a balance sheet and income statement.

After careful analysis of all the data made available by the companies, the jury decides on the 20 biggest and best in each industry. In so doing, it considers factors such as sales and net income growth, solvency, and general liquidity. These indicators help assess the companies' contribution to the economy, verify their vitality, measure their profitability, and understand their financial equilibrium.

Rewarding the elite of Portuguese companies involves complex and careful analysis. To be considered the best — not once, but four times — is not only a source of great pride for the whole team, but also proof that we are headed in the right direction. It is proof that our vision as a company contributes both to the growth of the industry and to the development of Portugal's economy.

We would like to highlight the fact that over 70% of our net income originated from Group companies outside of Portugal.

The award ceremony was attended by the Portuguese Minister for Economic Affairs, Dr. Manuel Pinho. This certificate is dedicated to all of us. It is thanks to the performance and dedication of us all, without exception, that we are today among the best companies in Portugal: a great team that deserves every recognition.



# ASC ANNOUNCES THE LAUNCH OF THE NEW VOLVO V70 AND XC70 WAGONS

July marked the arrival of the first units of the new Volvo V70 and XC70 wagons. Based on a new technological platform that was also used in the new Volvo S80, the new Volvo wagons arriving in the Portuguese market are highly functional and yet very luxurious and sporty. Both models boast the first back seat in the world that allows installation of two child seats with two height adjustment positions, allowing children to travel as safely as possible throughout the various phases of their growth.

The XC70 model is now even more dynamic, on and off the road, thanks to such systems as Hill Descent Control, which provides better control in steep terrain.

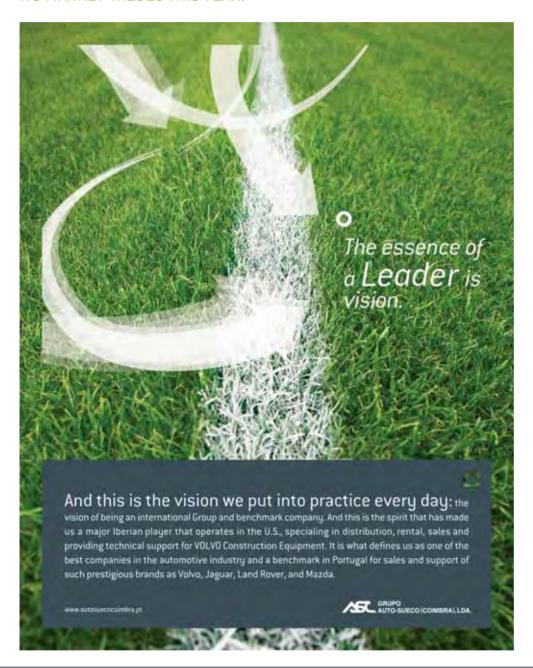
The new Volvo V70 wagon equipped with a D5 185 hp engine, 295 lb-ft of maximum torque, and six-speed manual transmission will have a suggested retail price starting at 60,250 euros. The Volvo V70 wagon will also be available with gasoline engines. The new T6 engine is quite remarkable with its turbocharged 3-liter inline array, all-wheel-drive capability, six-speed automatic transmission, and maximum 285 hp. This is the first time Volvo is offering six cylinders in its top-of-the-line wagons.

The new Volvo XC70 AWD will also offer a D5 185 hp six-cylinder inline engine. This model comes with a 3.2-liter normally aspirated engine with automatic transmission and a maximum of 235 hp, a car built for comfort and torque. The Volvo XC70 D5 has a base price of 67,450 euros. The first units will be available at Volvo dealers in July.



# NEW IMAGE. GREATER PROXIMITY. "THE ESSENCE OF A LEADER IS VISION."

THIS IS THE CONCEPT FOR THE NEW IMAGE OF ASC GROUP, WHICH IS STRENGTHENING ITS MARKET VALUES THIS YEAR.



Proudly and in recognition of the entire group, we have decided to remake our image and reaffirm our corporate vision: to be an international Group and benchmark company.

The new image created by Santa Fé Associates projects a greater proximity to customers and partners using elements that represent dynamism, teamwork, commitment and dedication. This image will more faithfully portray the company's internal attitude, leaving behind the less open and somewhat distant communication of the past.

In this new graphic, the field represents a team, professionalism, fair play, unity and loyalty. The line in the center looks like a solid lane marker on a road, alluding to a vision, the company's path from its initial founding idea to its future goals, as well as straightness, discipline and objectivity. The arrows represent the company's various areas of operation and the vitality of its teams, which move within different spheres, but in the same direction.

These elements are more open and energetic and represent the essence of a company that has managed to go global and become a major Iberian operator present in five U.S states, specializing in distribution, rental, sales and technical assistance for VOLVO construction equipment. It is what defines us as one of the best companies in the automotive industry and a benchmark in Portugal for sales and support of such prestigious brands as Volvo, Jaguar, Land Rover, and Mazda. These are the values that have helped Auto-Sueco Coimbra grow. These are the values we wish to foster so we can grow even more.

# INDEPENDENT STUDY OF 450,000 VEHICLES REVEALS: MAZDA IS THE MOST RELIABLE AUTOMAKER IN THE WORLD

An automobile warranty company recently published results from one of the largest and broadest car reliability studies in the world. Out of 25 car brands and over 450,000 vehicles (in the U.S. and United Kingdom), Mazda ranked number 1 in an evaluation that highlighted its models' real quality and how this promotes the well-being of its owners and reduces their costs.

This 2007 Reliability Classification also confirms that despite the amount of attention paid to such factors as the look of a car's interior and its attractive design, Mazda remains committed to implementing a sophisticated quality control system in producing its cars.

According to the Reliability League Table 2007, 92% of the Mazdas studied -3 to 9 years old - did not suffer any type of mechanical failure. The results were expressed in terms of mechanical failures per 100 vehicles and placed Mazda ahead of all of its competitors (including luxury brands), with a malfunction rate of a mere 8.04% (for vehicles with this age).

WARRANTY DIRECT\* - "RELIABILITY LEAGUE TABLE" 2007 TOP 10 RESULTS

MANUFACTURER INCIDEN

1 Mazda 8.04

2 Honda 8.90

3 Toyota 15.78

4 Mitsubishi 17.04

5 Kia 17.39

6 Subaru 18.46

7 Nissan 18.86

8 Lexus 20.05

9 Mini 21.90

10 Citroën 25.98



\* Warranty Direct was launched in 1997 and is the first and only direct personal warranty company operating in the United States and United Kingdom. As a privately owned insurance intermediary, Warranty Direct operates within the automotive and household appliance markets.

\*\* Number of mechanical failures reported by owners for every 100 vehicles aged between 3 and 9 years old.

# **HIGHLIGHT**

# GRAND OPENNING CELEBRATION IN THE U.S.

New ASC USA facilities in Asheville NC and Buford in Atlanta.

Almost three years since the acquisition and establishment of ASC Construction Equipment USA, Inc, which began with twelve Branches across five states, namely North and South Carolina, Georgia, Alabama and Tennessee, the company currently boasts eighteen facilities operating in these five states. In 2005, ASC USA was identified by Volvo CE as the largest independent dealerr of Volvo Construction Equipment in North America.

As planned, new facilities were built in Asheville and Atlanta, boasting vast spaces and modern conveniences, equipped with state of the art office and garage technology. These facilities were officially inaugurated on September 26 and 27 with pomp and circumstance. Ribbons were cut, enthusiastic speeches were made and plaques were unveiled for posterity. The plaques were slightly different from the norm! Not your usual plaques . . . See plaque photo.

They included the partners of Auto-Sueco (Coimbra), Lda, members of the Management Board, some directors from ASC Portugal, Volmaquinaria in Spain, the Board of Directors and some executives and staff of ASC USA. Representing Volvo CE was Mr. Scott Hall, Executive Vice-President of Sales and Marketing, and Denny Slagle, President and CEO for North America, and his top-level executives.

### ABOUT ATLANTA

Atlanta is the capital and the most populous city of the state of Georgia, and the core city of the ninth most populous metropolitan area in the United States. As of July 2006, the city of Atlanta had a population of 486,411 and a metropolitan population of 5,138,223.

Atlanta ranks third in the number of Fortune 500 companies headquartered behind New York City and Houston. Several major companies are headquartered in Atlanta, including four Fortune 100 companies: The Coca-Cola Company, Home Depot, UPS and AT&T Mobility (formerly Cingular Wireless), the largest mobile phone service provider in the United States. Other headquarters for some major companies in Atlanta include Arby's, Chick-Fil-A, CNN, Earthlink, Equifax, Georgia-Pacific, Oxford Industries, Southern Company, SunTrust Banks, and Waffle House.

Delta Air Lines is the city's largest employer and the metro area's third largest. Delta operates the world's largest airline hub at Hartsfield-Jackson Atlanta International Airport and, together with the hub of competing carrier AirTran Airways, has helped make Hartsfield-Jackson the world's busiest airport, both in terms of passenger traffic and aircraft operations.

### ATLANTA MARKET

The Atlanta market for construction equipment, with 1,400 GPPE units yearly, represents 20% of the market covered by ASC Construction Equipment.

To compete in this market, where the main competitors have 3 and 4 branches, and traffic makes travel very complex, ASC Construction Equipment developed a strategy to serve the market with 3 branches forming a triangle around the city to optimize coverage. The Buford branch is the first step in the implementation of this strategy.

The new branch, representing an investment of \$7.5 million dollars, will have around 50 employees serving customers North of Interstate 20. It will become the leading branch for the Atlanta market and the logistic platform for the used equipment business with several bays and a paint booth dedicated to this critical business.

This is a first step, a flag in the Atlanta market, and other investments will follow to make ASC Construction Equipment a major player in this very important market



It is designed with the purpose of providing an excellent environment for employees that will enable them to give superior service to our customers and show our pride for the products we represent.



Brad Stimmel speeches at the Atlanta openning. João Mieiro, Bill Cummins, Ricardo Mieiro, Paulo Mieiro, Rui Faustino - ASC USA Board od Directors members, Scott Hall and Carlos Vieira.









Workshop:
Total Area: 13,690sf (1,271sm)
umber of Field Mechanics: 5
Number of Shop Mechanics: 5
1 Department Head, 1 Field/Shop Foreman
Number of repair stations: 14, including 1 training bay and 2 welding bays
- Bulk oil available at each repair station with used oil centrally located at rear of shop
- Two 10-ton overhead cranes with 26' below hook
- Mechanics reading room
- IT network for mechanics, including PROSYS and VCADS
- Ceiling mounted radiated heating

Auxiliary Bays: Wash, painting, and painting preparation
Area: 5,560sf (516sm)
Number of stations: 2 wash bays, 1 paint booth
Manual wash with spray gun
Paint/drying booth
Training:
1 training classroom with 20-student capacity
A/V capability
Parts Warehouse:
Area: 11,332sf (1,053sm) including tech library and training spaces,
and a parts mezzanine
Offices:
Total Area: 10,745sf (998sm)
- First floor 6,442sf (598sm)
- Second floor 4,303sf (400sm)
Independent air conditioning distributed according to zones
Network and power supply at each work station
Customer parts counter

### **ABOUT ASHEVILLE**

Asheville is the largest city in . As of July 2006, the city of Asheville had a population of 68,889 and a metropolitan population of 398,009.

In 2007, Asheville was named one of the top seven places to live in the U.S. by Frommer's Cities Ranked and Rated, 23 of 200 metro areas for business and careers by , and the best place to live in the country by Relocate-America. It was also named one of the world's top 12 must-see destinations for 2007 by travel guides.

Asheville and the surrounding mountains are also popular in the autumn when fall foliage peaks in October. The scenic runs through the Asheville area and near the.





# VOLVO TO EXPAND EQUIPMENT BUSINESS IN INDIA

Volvo Group plans to expand its construction equipment and road development business in India. This move comes after the company's recent acquisition of Ingersoll-Rand's {IR} heavy road construction equipment division for \$1.3 billion (€ 941 million), IR has a manufacturing plant in Bangalore.

According to Erie Leblane, Managing Director, Volvo India Private Limited, the company will use the IR facility at Bangalore to produce machines such as hydraulic excavators and wheel loaders for the Indian market. Leblane said the company is currently integrating the sales and distribution of road machinery business of IR with Volvo. The company intends to use the plant to produce other construction equipment products in India for the global market.

Currently Volvo does not have production capacity for excavators in India and imports them from its Korean plant. Volvo has a 13% market share of the excavator market in India, behind L&T Komatsu, Tata-Hitachi. In 2006, Volvo sold approximately 800 machines in India including excavators, wheel loaders and graders with revenues of approximately \$100 million [€72 million].





# REPORT

# ASC WAS HONORED AS THE GUEST SPEAKER AT THE ASIAN DEALERS CONFERENCE VOLVO CE

Growing with Volvo was the theme of the Volvo CE Dealer Conference, Asia Region, held in Singapore during the last week of August.

The goal was to show Asian dealers how to organize their business to be able to grow with Volvo CE. Volvo top management invited ASC to this conference to share its story of success and growth with Volvo.

The Dealer Conference was held in Singapore, where Volvo CE has its headquartes for the Asian region. ASC was the guest speaker at the Volvo Dealer Conference, Asia Region.

The Conference began with an evening cocktail reception at the Swedish Embassy in Singapore.

The next morning at the conference hall, the agenda was as follows:

- Presentation, ASC Growing with Volvo 40 years Angela Vieira
- The Future with Volvo CE Tony Helsham, President, Volvo CE
- Growing with Volvo in Asia Eberhard Wedekind President, Volvo CE, Asia Region. After a coffee break, workshops were held with various groups on Branding, Vision & Strategy, Infrastructure, and Investment.

### Who was present:

All of Volvo CE top management:

- The President, Mr. Tony Helsham
- The Executive Marketing and Sales Vice-President, Mr. Scott-Hall
- The President, Volvo CE, Asia Region, Mr. Eberhard Wedekind
- The General Director of World Factories
- Marika Fredriksson, Senior Vice-President of Finance and CFO of Volvo CE.

All the dealers of the Asian region, particularly India and China.

Tony Helsham opened the conference by explaining who his guest speaker was and why he had chosen ASC:

because ... "ASC is Volvo CE's biggest client in the world, but not only is it the biggest, it is the best partnership that Volvo CE has ever had with a Dealer."

These words made us feel extremely proud. It was very touching, rewarding and prestigious to have been welcomed in such a way and to have felt the great appreciation that Volvo CE has for us. We began our presentation by explaining that we started with nothing 40 years ago and today we have reached a total sales revenue of 500 million euros from Volvo CE products.

We concluded by summarizing the basic ideas that drive us, define our culture and which we wish to instill:

### Passion

Belief in the business

Confidence in Volvo

Followers of Volvo best practices

Vision and ambition

Sustained growth

Deriving maximum benefit from the value chain

Internationalization

Export of the Portuguese model

Respect for local cultures

Investment in human resources

Investment in facilities

Financial solidity
Continuity









Photo 1 - Eberhard Wedekind handing Angela Vieira a gift as a souvenir of her participation in the Conference.

Tony Helsham and Angela Vieira

Photo 3 - Participants at Conference

# LATEST NEWS

# THE VOLMAQUINARIA FACILITIES IN CABANILLAS (GUADALAJARA, MADRID)

HAVE BEEN OPERATING AT FULL CAPACITY SINCE JULY 1, 2007.

For people who buy and own Volvo equipment, performance is what matters most, but the only way to maintain a machine's original characteristics is to use original replacement parts and specialized technicians with a thorough knowledge of the equipment.

Our sales team works and serves customers in a professional technical environment, capable of responding to all customer needs. (See photo of the Sales Dept.) At the replacement parts warehouse in Cabanillas, operations are conducted efficiently using a Megalift automated carousel-style vertical system measuring 28 ft. high, 23 ft. long and 13 ft. wide. (See photo of Luis Jato, Replacement Parts Department Director). The garage has an area of 43,000 sq. ft. where mechanics have the necessary resources to perform their work under ideal conditions. (See general garage photo.)

The company's employees have a strong understanding of our customers' businesses and can suggest the best solution and equipment for each operation.

At the new spacious, well-lit Cabanillas offices, Volmaquinaria employees dedicate themselves to their work in a positive, proactive manner. [See photo of the inside of the offices.]

Volvo's core values of quality, safety and concern for the environment are considered crucial to our work in Cabanillas, especially when it comes to establishing business relationships. Our customers are never alone. We offer lifelong service and we train our service technicians with this in mind. Our service network was built on the foundation of customer care. This is our strength. [See photo of the training room.]











# LEISURE

# TALLADEGA CUSTOMER DRIVING EXPERIENCE

The phrase "Gentlemen, Start Your Engines!" will bring smiles to the faces of many ASC customers, but not for the reasons you may think. NASCAR Racing is serious business in the Southeastern part of the United States. The season doesn't end before fans are making plans for next year. What better way to spend your day than at a Customer Driving Experience, where YOU become the driver? On September 7, 2007, customers from ASC were given just that opportunity. Spending their time with Volvo Construction Equipment staff, learning how to safely maneuver around turns on the track and hearing about new Volvo products were just a few of the days activities.

Per Mr. Kent Dillard of Dillard Excavating, "It doesn't matter if you are not a fan of the sport. When you drive that car yourself, you have new appreciation for those professional drivers."

Mr. Chris Sneed of RCS Grading added, "This was by far one of the best times I have ever had. It is clear that ASC went the extra mile to make this a top notch experience for us and we really do appreciate it." Both Dillard Excavating and RCS grading are customers of the Asheville, NC region. Mr. Don Harrell and Mr. Mark Pouncy, both of Couch USA Redi-Mix said "We have enjoyed our day so much with Volvo and ASC that we hope we'll be able to come back next year." Couch is a Montgomery, AL customer.

SJ&L Contracting were guests of the Huntsville, AL region with Mr. Jacky Eakes and Mr. Josh Chandler in attendance. SJ&L recently purchased a new G930 Motor Grader and were looking at the EC210C Crawler Excavator as an addition to their fleet. "We were blown away with the experience. We tried to imagine what it would be like to drive an actual race car, but it far exceeded anything we expected."

Speeds ranged from 160mph to 190mph with our own Tom Malatino bringing home a first place drive time. Prizes were given to both the slowest and the fastest drivers. Each participant received a framed photo of themselves in front of the Volvo Race Car, certificates of completion recording their top speed and desk-top miniature helmets with their name on the visor.

As the sun began to set, we left the track a little tired, a bit sunburned, but most importantly: betting we'd go faster the next time. After all, we're now licensed to DRIVE!







# PORTUGAL November ASC Open House for Customers in Oporto SPAIN Octobre 19 "Barbecue" for employees and their families in Cabanillas. U.S. Octobre 25 "Open house" for Customers in Asheville. November 20

# LATEST NEWS

### SPAIN

- New Volrental director: Ildefonso Garcia.
- Establishment of two new Volvo Rents franchisees
  - $\cdot$  Volrental Córdoba, with our Cligena and Valmopsur dealerships
  - · Volrental Cantábrico, with our Lejarza dealership.



# **NEW FACES**



JOSE LUIS GARCÍA MOCHALES

COUNTRY . SPAIN

COMPANY VOLMAQUINARIA DE CONSTRUCCIÓN ESPAÑA, SA.

POST SAFFTY MANAGER

Jose Luís García is 33. He earned his degree as a Technical Agricultural Engineer from ICADE-ICAI University with a specialization in Workplace Safety. His career has always been linked to risk prevention, since he worked for Spain's two main work accident and occupational disease insurance companies (FREMAP and ASEPEYO) for seven years. In October of this year he joined the Volmaquinaria team, ensuring that all Volmaquinaria workplaces in Spain comply with risk prevention laws and that they adequately train workers to perform their respective job functions and prevent occupational accidents.

# **INTERVIEW**



ARMANDO RAMOS
COUNTRY PORTUGAL
COMPANY AUTO-SUECO (COIMBRA), LDA.

20ST CUSTOMER SERVICE AGREEMENTS MANAGER CONSTRUCTION EQUIPMENT - ASC PORTUGAL

Armando Ramos, 35 years old, enjoys challenges and pursuing new business deals and opportunities. That trait and the fact that Auto Sueco Coimbra (ASC) is a market leader made him decide to leave his previous job at Barloworld STET (a Caterpillar distributor). His duties were similar (maintenance contracts and total service manager), but the challenge is greater. "ASC offered me the opportunity to develop this product/service."

Armando Ramos has ambitious goals for his new job: significantly increase the number of active service contracts and obtain a greater balance between Total Maintenance contracts and preventive maintenance contracts. He hopes that by 2009 he will have attained a significant level of maturity, both internally and externally.

Although he has been with the company for only a short time and has held his current position for even less time (six months and two months respectively), Armando Ramos says that his integration into ASC has exceeded his expectations. He points out that the work environment is extremely pleasant and his colleagues possess very good technical skills. These two factors will help him grow as a person and a professional.

It is interesting to note that Armando Ramos's first job was that of Garage Chief. However, he quickly understood that in order to evolve professionally he would have to seek out opportunities instead of waiting for them to come to him.

# **INDICATORS**

