



E-Interview with Olli Isotalo (MacGREGOR Group)



Title of interview: Presentation of Company:
MacGREGOR Group
Name: Olli Isotalo
Functional Area: President
Organization: MacGREGOR Group
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MacGREGOR Group creates seamless engineering and service solutions for maritime transportation industry. MacGREGOR provides integrated cargo flow systems which optimise the function of specific ship types as well as terminal constructions and port systems by harmonising the essential cargo flow functions of access, stowage, care and handling.

Dear Mr Isotalo,

Question 1:

Which important way marks and/or organizational changes, innovations and market successes in the development of MacGREGOR were of greatest impact in recent times? Which competence marks could be achieved during this time? Which network relations (with respect to customers, partners, research efforts and media coverage) were of special relevance in this course of action?

Answer:



This year MacGREGOR celebrates its 70th anniversary. During this time the company has provided the shipping industry with innovative engineering solutions in response to shipowners' perceived cargo handling needs, and built-up a vast amount of experience.

This experience means that our specialists understand exactly what is demanded of cargo-handling systems, and enables them to devise technology that improves a ship operator's business.

Lately, we have seen new innovations such as electrically-driven cranes, hatch covers and RoRo systems. Furthermore, we are continuously expanding our service business through increased capacity and new innovative service products.

Having a production platform with manufacturing partners close to our customers, combined with close cooperation with our sub-suppliers, provides MacGREGOR with a unique opportunity to maintain a market-leading position in a highly competitive market place.

Question 2:

Which products and/or services form the backbone of your business activities? What has been planned for the future? Who are your main competitors? By which means does MacGREGOR excel in competitive business?

Answer:



The latest acquisition of BMH Marine, shows MacGREGOR's intention to further develop its bulk-handling capabilities. Our intention is to continue to expand within the marine cargo-handling field through investments in product development, as well as through future possible acquisitions.

Specifically within the service segment we have a clear target for further growth. Taking advantage of the synergies between the different divisions in MacGREGOR and between the business areas within the Cargotec Corporation will further develop our capabilities.

Being competitive does not only mean that you should be the lowest in price. Competitiveness has a broader definition including a willingness to develop the industry in general. Essential skills for this include continuous availability, reliability, and professional capability. The future lies in life-cycle management, which offers the industry innovative products and systems in combination with life time service commitments. A highly competitive market place continuously forces MacGREGOR to develop so that it maintains its leading position.

Question 3:

What is the typical profile of an employee of MacGREGOR? Which business background should he/she reflect? Which benefits distinguish your company as an employer from others? How would you describe the corner stones of your company's corporate culture and identity?

Answer:



Over the years MacGREGOR has developed from being a product-oriented company to a true partner to its customers. This has meant that, as a company, we have had to also develop our human resources. Skills have to be broader and an overall knowledge of the business' direction has to be acknowledged. The traditional salesman has become a professional business associate and the repairman has become a service engineer with the skills to foresee and avoid downtime. It is important that a MacGREGOR employee has the right experience, knowledge and skills.

Question 4:

Could you elaborate on some current customer projects? What is your responsibility within these projects? Whom do you co-operate with? How is your pertinent course of action with respect to these projects?

Answer:



MacGREGOR works closely with its customers. Our target is to be acknowledged as a partner in the early stages of design and to be awarded the responsibility of ensuring operational success. As a leading supplier of logistic systems to the most important navies of the world, we have learned how to take full responsibility. The toughest design criteria, combined with vast service and maintenance requirements, has brought us to where we stand today. However, earlier success stories will never ensure our future. Only by continuously improving co-



operation with customer and the industry as a whole, will we be able to succeed in the future. To be able to offer a life time concept, the end user has to have confidence in our capabilities.

Question 5:

What do you expect from the capabilities of the DMKN? Do you strive for an information exchange with competence officers of other companies in the field of research and/or development?

Answer:



Germany is a leading market in the shipping business. To support our activities in this area, we see DMKN as a possible channel to improve our communication with different stakeholders such as customers including shipowners and ship yards, classification societies, suppliers and authorities. We would like to make our achievements and professional resources more available to the market.

Question 6:

How do you perceive the possible development of MacGREGOR within the next 3 to 5 years? Where do you expect the most important developments and challenges in times ahead? Which success and/or competence factors do you consider to be most important?

Answer:



As mentioned earlier, we have to continue to invest in our operational performance to have the right skills, the right ability and the right attitude throughout the whole process. In the coming years there will be many new challenges and opportunities. However, MacGREGOR will continue its journey as being the leading marine cargo handling partner through organic development, as well as through new mergers and acquisitions.

Mr Isotalo, thank you very much for this interview.