



GHI Hornos Industriales: exploration and entrepreneurship in a three-generation family business

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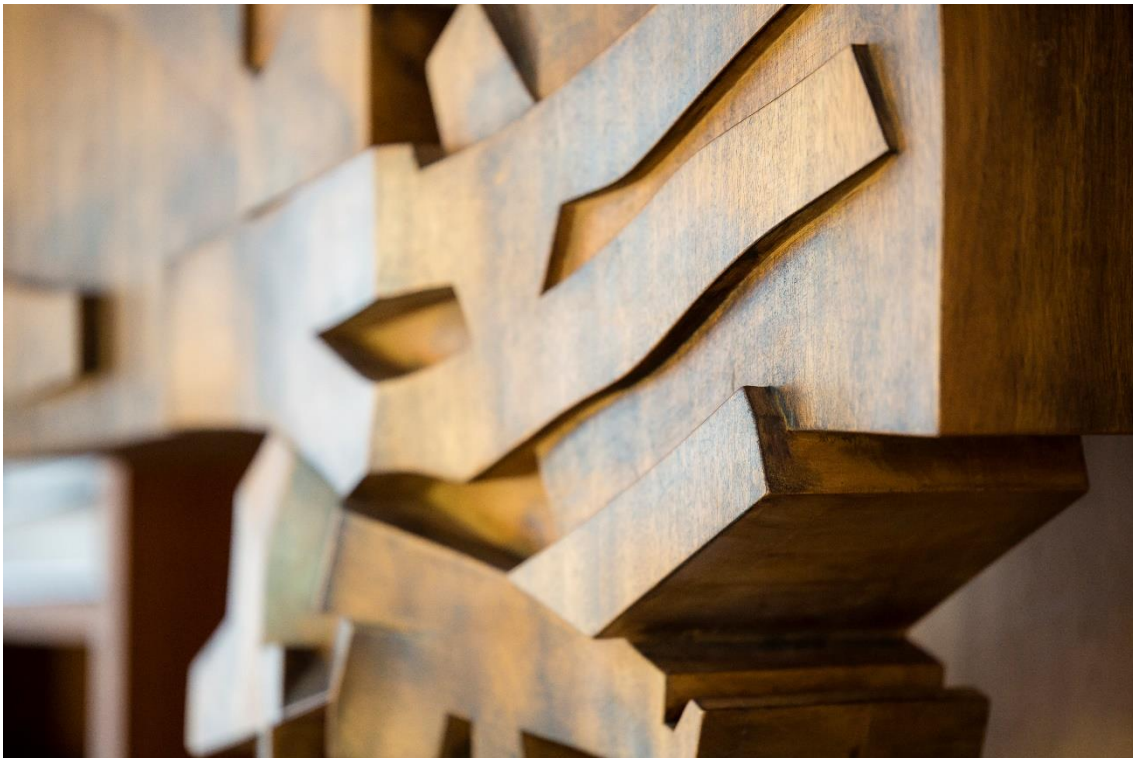
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From the outside, GHI Hornos Industriales looks like a classic industrial plant. But after we parked the Citroën C3 in the spaces reserved for visitors and entered the building, we were surprised to see a wooden sculpture by Nestor Basterrechea. The figure represents a lush tree whose leaves unfold into branches spreading out in different directions. The striking thing about this tree is its double trunk, which symbolises the dual parentage of the company, whose offices on the upper floors are a hive of activity where engineers devise, discuss, analyse, and provide solutions to client companies.

Fig. 1. Sculpture at GHI Hornos Industriales



Source: GHI Hornos Industriales

The two brothers Iñigo and Salvador Guinea invited us to join them on a tour of the plant: parts of a vast furnace presiding over the factory, warehouses integrated with the suppliers' ones, and the bustling activity in the Obeya (Japanese for large room or war room) rooms, where engineers, technicians, and operators were working in front of colourful panels covered in post-it notes with the tasks of each project. Once they had explained the production process and the management changes that have been introduced in recent years, we settled in a modern meeting room where a metal figure of two letter "A"s drew our attention. The company was given the award by the Antonio Aranzábal Foundation at the Family Business Conference 2021 held at Deusto University. After reminiscing about the event, we delved into the company, its history, and its future.

Fig. 2. The Guinea family receiving the Antonio Aranzábal Award



Source: Antonio Aranzábal Foundation and Deusto Business School

The beginning

Some businesses spring up in the most difficult of times. And this was the case of GHI, which was created by the three founding brothers, José María, Miguel, and Salvador, in the midst of the Spanish Civil War in 1937. These three engineers from Oñate had completed their university studies in Bilbao and, although the family had a foundry in the province of Gipuzkoa, they decided to start their own business project in the outskirts of Bilbao.

A few months after the firm was set up, Miguel abandoned the business venture and went to work in Barcelona, handing over his share to his two brothers. In those early days, the two engineers drafted the first designs at the offices of the insurance company owned by Salvador's in-laws, and it was there that the first electric furnace was created in 1938.

- *“There’s always been a business in our family, both on my mother's and my father's side. When we were little, my father was always away, working, and travelling, and the truth is that the company didn’t represent something positive for me during my childhood; there were problems after problems... and that is what we saw at home. I even told my father that I didn't want to be part of the company. This now makes me realise how important it is to create a company culture and pass on to our children the idea that the company means much more than just problems.”- Cecilia Guinea, GHI family shareholder.*

The 1940s and 1950s were years of intense activity for the company, and 1947 saw the inauguration of the Guinea brothers' factory. Also, in the 1950s, the first generation took advantage of sending some furnaces to a fair in Colombia to sell them there, thus starting to export to this country and consequently to Latin America, one of its main markets and a lifeline at various times in the company's history.

In the 1960s and 1970s, the second generation gradually became involved in the enterprise, four of José María's children and one of Salvador's, Ignacio. Together, the cousins continuously promoted innovation and internationalisation.

- *"I remember how demanding it was for my father, working 30 hours a day and travelling all over the world; his whole life was dedicated to the company. But they were very enterprising for those times and had a vision. Above all, they were so committed, and they really had considerable merit for jeopardising their life and their capital and for devoting everything to the company."* - Iñigo Guinea, CEO of GHI.

Fig. 3. Inaguration of the Galdaka factory in 1947



Source: GHI Hornos Industriales

In fact, this second generation of the family designed SEAT's first heat-treatment plant in Spain, conceiving it not as a set of isolated pieces of equipment but rather as an integrated plant, sowing the seeds of the current business project.

- *"From the very beginning, the founders were restless when it came to looking for licences and partnerships with companies in the United States, England, Germany, and Japan. Moreover, even before it became fashionable to export, they sold their first furnaces in Colombia in the 1950s. From then on until today, we have set up 8,000 installations in 48 countries around the world."* - José Berasategui, Managing Director of GHI.

It was also early on that they saw the advantage of international partnerships for incorporating cutting-edge technology in various fields for their clients, creating a group of companies with different industrial activities.

- *“They were the ones who negotiated the first licence with an American company from Pittsburgh, a world leader in the manufacture of arc furnaces, though it wouldn’t come into force until a couple of years later because Spain was in the middle of the civil war. Then, in the 1970s, when it took two days to get to Japan, they reached an agreement with Daido Steel, a Japanese manufacturer of furnaces and specialised steel, to provide GHI with technological support.”* - José Berasategui, Managing Director of GHI.

Thanks to these international encounters, they could explore what other more developed countries were doing and introduce cutting-edge technology into their products. As a result, they improved their production processes, making it possible to offer a better product and service to their customers, and thus improving their positioning and competitiveness.

- *“We installed the first CAD system in GHI following a visit to Japan in 1982. It was such a novelty that all the customers who visited the company stopped to see it.”* - José Berasategui, Managing Director of GHI.
- *“There was a plotter that printed the plans in colour, and customers were more interested in the colours than in the actual content of the design.”* - Iñigo Guinea, CEO of GHI.

Indeed, many examples like the one mentioned above helped the company provide a better service. Particularly worth mentioning is one that followed a visit to Japan: a centrifuge installed in their foundry to manufacture centrifugally spun tubes, which was the first of its kind in Spain.

However, the company not only experienced growth: it also suffered and a great deal.

- *“Thanks to internationalisation and, especially, our preponderance in the Latin American market, Venezuela, Colombia, and Brazil, we’ve been able to weather many difficult moments. We’ve managed to survive all the crises, the 1970s oil crisis and the 1992 crisis. In 1994, there was even an Employment Regulation Plan which meant the company could lay off workers if it was having difficulties and this was terrible; the market collapsed from one day to the next, and we ended up not only receiving no orders at all, but some of the orders placed were cancelled, which was even worse. We almost didn’t count 2009; we went from having a record of orders in 2008 to falling once again to zero orders in 2009. The dedication of the workers, who endured some very challenging months without any conflict, is what saved the company. They trusted Ignacio, and he had a lot of influence over the workforce. With a great deal of effort and sacrifice on the part of everyone involved, owners and workers alike, we managed to move forward. Ignacio was very demanding, but he had a big heart and valued the family nature of the company. Many of the workers were related to each other and not even in the worst of times did he consider firing anyone”,* recounts José Berasategui, General Manager of GHI.

Reciprocity between the owners and the employees was very strong, particularly after the only strike in the company that lasted three months in 1978. Ever since then, problems have been resolved through dialogue.

José Berasategui, who joined the company in 1988, has lived through three decades at GHI and has been Ignacio Guinea's right-hand man. After completing his final degree project at university, this engineer from Bilbao joined the company and became part of the general management. Because of his relationship with Ignacio and his respect for him, he never considered any other career option.

- *“In this business, trust is an essential factor. You must be able to show that you can carry out the project, as you are often asked for solutions that you have yet to come up with, and it is only the trust that others have in your reputation that works. Ignacio was a man of his word, and he never broke it, even if it meant losing. If he had made a commitment, he saw it through, even if it wasn't the most convenient thing to do.”* - José Berasategui, Managing Director of GHI.

Ignacio Guinea's goal: unifying the shares

During those years, the company grew significantly, reaching the point of having more than 200 people in the factory. But this expansion was not only limited to the company itself. The family set up many different types of enterprises in that period, with some of them linked to the business activity of GHI Hornos Industriales, such as refractories, automation, and foreign trade, while others were the result of the family's asset management, such as real estate companies.

- *“With a forward-looking approach, my father wanted to create a group, which ended up having 30 companies. He founded and bought enterprises for the group to grow, knowing that this would make it easier to organise the distribution of ownership in the future.”* - Iñigo Guinea, CEO of GHI.

Ignacio Guinea had had the idea of setting up a legacy from the very beginning. With five children and 11 grandchildren, he had started buying his shares in the company from his siblings when his father died and later bought them from his cousins.

- *“Unifying the shares was my father's wish for years, and he finally achieved it in 2015. The fact that there were two branches meant going back and forth to make any decision. José's work was essential, as he spoke to both sides, although at times this put a brake on many initiatives.”* - Salvador Guinea, GHI Board Member.

Fig. 4. Ignacio Guinea



Source: GHI Hornos Industriales

These attempts to unify the ownership lasted for almost 25 years, a constant effort by this entrepreneur who was convinced that it was best for the project to be in the hands of a single branch of the family.

- *“Whenever he made an offer at one price, he would also offer to sell his share for the same price as an alternative. He was very fair and a man of his word. My mother said that he liked the factory a lot, though he said that it was a sacrifice and that he stuck by his duty. The truth is that he had an iron will: he contributed 52 years to the company, despite joining late at nearly 30 years of age, and he never gave up on what seemed impossible: obtaining 100% of GHI. In the end, he achieved his goal.”* - Iñigo Guinea, CEO of GHI.

Finally, after countless attempts, Ignacio managed to buy 100% of the group in 2015, and shortly afterwards, in 2016, he passed away due to illness. Following the structuring of the legacy among the successors, Iñigo Guinea took over the leadership of the GHI group at the end of 2017, supported by his siblings Salvador, Cecilia, and Catalina.

- *“When my father obtained 100% of the shares, it was a time of great excitement. Iñigo joined and when my father passed away, the business was doing well, thank God.”*
Salvador Guinea, Director of GHI.

The undertaking of the third generation: the strategic approach

Following various professional experiences outside the family business, Iñigo Guinea, Salvador Guinea’s grandson, Ignacio’s son, and third generation of the entrepreneurial family, entered GHI in 2015 and worked with his father, who was present in the company until his death. Salvador, Iñigo's brother, also joined the management of the business, six months after him.

- *“Ignacio had an impressive technical background. His hobby was furnaces, and up until his very last days, he would bring his drawings and sketches to the factory. It was a company where the factory and the technical aspects took precedence over the financial or marketing aspects or the systematisation of management. Iñigo, on the other hand, has a lot of previous experience in business management, which has made it possible for him to bring new ideas to the company in terms of business development, systematisation, digitalisation, and environmental orientation, which has helped create the new GHI.”*- José Berasategui, Managing Director of GHI.

Fig. 5. 80th Anniversary event for GHI Hornos Industriales



Source: GHI Hornos Industriales

In 2017, on the celebration of its 80th anniversary, the company was rebranded, and GHI Smart Furnaces was created, giving the company a new identity that boosted its international reputation thanks to the English logo. The company was thus already aiming to renew itself, and its key objectives were indicated in the strategic plan that was put in place in 2018.

- *“My brother Iñigo is a strategist. He took charge of a project for the future in which we had faith in, and he encouraged us to support him and to move forward, and that’s what we did.”* Salvador Guinea, CEO at GHI
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Fig. 6. New logo for Smart Furnaces



Source: GHI Hornos Industriales

In January 2018, the project took off, focusing on a strategy that sought to specialise the company. Until then, the manufacturing programme was very extensive, covering some 200 different types of furnaces.

- *“Starting from scratch every year is very difficult, but that was the business we had. Every furnace was different, and there were no repetitions or recurrences. In addition, my father had to contend with dispersed shareholding, which slowed down the decision-making process. The last few years were hard as everything revolved around my father and he was elderly at that point. The company needed to evolve and improve. We had to rethink what we were doing well and what we were not doing so well and needed to improve. It was challenging for us as we had just joined the business, and everything was new. It took us two years to visualise the new project.”* - Salvador Guinea, CEO of GHI.

The strategic choice focused the company's efforts on projects that brought the greatest differential value to the market, i.e., those requiring considerable investment in innovation and development.

- *“The change has been radical in that we have gone from having an extremely broad manufacturing programme to concentrating on just a few options. We have chosen to specialise in some areas, of which we want to be at the forefront. Although we still*

serve the traditional customer, we have systematised all enquiries and requests that we receive according to the degree of standardisation and the level of R&D needed. Based on these criteria, we assess the enquiries and decide whether to send a quote or not. Something that was unthinkable before. In the past, we accepted everything.”- José Berasategui, Managing Director of GHI.

Thus, the company decided to focus on aluminium recycling furnaces, wheel rims, hot stamping, and primary aluminium. However, this initial decision regarding the portfolio has since been adjusted in practice in light of the crisis caused by the COVID-19 pandemic.

- *“The R&D involved in hot stamping furnaces is impressive, but when the world came to a halt in 2019, new plants stopped being built. As to primary aluminium and wheel rim furnaces, their sales are lower, despite being very good products. That’s why, in the end, we chose to bet on aluminium recycling furnaces.” - Iñigo Guinea, CEO of GHI.*

Strategic objectives of the new GHI business project

The new family generation established three strategic objectives that underpinned the new business project: increasing efficiency by incorporating methodologies and systematisation, in particular, the Lean methodology; investments that would allow for the renovation of the installations and the regeneration of the workforce; and the development of the digital services portfolio.

But identifying the strategic focus was not enough and the successors started restructuring the factory in 2018 by implementing the Lean philosophy.

- *“One aspect that has proven to be crucial is the systematisation of management, especially introducing the Lean methodology, which has been no easy task. We started with a pilot project, progressing gradually, thanks to key staff members who made it happen. You have to take advantage of the circumstances to make changes; you have to be able to see an opportunity and grab it. It wouldn’t have been possible in other circumstances.”- José Berasategui, General Manager of GHI.*

When it came to how the factory was distributed and organised, it had followed a traditional way of doing things that had basically remained the same for many years. Through the experience he had gained in other companies, Iñigo saw the opportunity to begin changing this, and although the new philosophy was not immediately accepted, three years later, the workshop today is renewed and organised under the Lean philosophy. But incorporating the new methodology meant not only overcoming strong internal resistance, it also entailed a new type of relationship with GHI's key suppliers, which in turn required a transformation on their part.

“Many of our suppliers are close to us, and our transformation also partially depends on them. We have to transform together and be more efficient in general. While some accept the challenge, others don’t and strongly resist change. We have to pull them along, and their willingness depends not so much on the size of the company or the age of the managers but on their mentality. It really is a question of mentality and willingness to accept the challenge to go further, even if this change requires effort.”-
Iñigo Guinea, CEO of GHI.

In addition to the methodology or systematisation provided by *lean*, GHI's second challenge was to invest heavily in order to become competitive in these high value-added niches. This investment involved different aspects like technology, organisation, facilities, people, and skills.

- *“The project has been greatly transformed, as has our way of working, and even the space in which we work. The generational changeover of the staff has greatly facilitated this transformation. The management style has also changed, and there are now two management committee meetings a week where the general manager, Iñigo, and I get together with the heads of each department: financial, technical assistance service, commercial, engineering, production, 4.0, and business development.”* - Salvador Guinea, CEO of GHI.

Alongside these investments was the regeneration of the workforce. Young talent, mostly engineers in different areas, has gradually been incorporated into the company, providing crucial support for the new business project. In fact, the regeneration of the business project itself was also aimed at attracting and retaining the talent that the organisation needed for its strategic transformation. As a result of this plan, a large number of people were recruited at a very high rate, rejuvenating the workforce.

- *“We took on nearly 50 new employees in a single financial year, which has been an enormous effort but well worth it.”* Iñigo Guinea, CEO of GHI.

Fig. 7. Open-plan office at GHI Hornos Industriales



Source: GHI Hornos Industriales

Making the company more appealing has involved a communication strategy, as well as renewing the firm's image and renovating its facilities, presenting a challenging project for the future, along with attractive working conditions and an interdisciplinary work environment in hybrid teams for each major project GHI undertakes.

- *“We have a foundation of workers aged between 40 and 50 years old, who helped us to integrate the young people who were joining the company. What also made things easier was that we had some slack in 2020, which granted us time to adjust and integrate people. Our challenge now is to keep the talent we've trained.”- Iñigo Guinea, CEO of GHI.*

Fig. 8. GHI Hornos Industriales at its 80th anniversary event in Euskalduna



Source: GHI Hornos Industriales

Thirdly, based on visits to customers and listening to their needs, GHI Smart Furnaces were vigorous in tackling the creation of new digital solutions to offer other services that would provide differential value to the customer. By analysing the data collected at the aluminium recycling facilities, certain aspects that needed improving were identified in two critical areas for its clients: the combination and treatment of raw material, which in turn has an impact on the energy used in its heating in the furnace. Any improvement in either of these two aspects has a crucial impact on efficiency for GHI customers. For this reason, the area of data analysis or big data, within the concept of industry 4.0, has been significantly developed and the company currently has eight people dedicated exclusively to digital solutions and support services. Its goal is to digitalise entire plants so as to considerably improve efficiency for customers.

GHI Smart Furnaces focuses on exploration. Key to the transformation towards digital services

- *“It’s an area we’ve always been concerned with and believed it to be the future. For years now, we’ve been hearing how data is the oil of the 21st century. We started to mess around with the data we had, and we set one of our staff’s leading engineers to work on it”,* recalls Iñigo Guinea, CEO of GHI.

The first major change that showed that the matter was indeed a serious one was when the managers of two new key areas of the new strategic project, data and technical assistance services, were incorporated in the GHI board of directors. These two areas, which are closely linked, went from being support areas to business ones. In fact, technical assistance services need data to solve problems and fulfil their mandate, and the data area needs know-how, i.e., accumulated technical knowledge, to be able to define how to exploit the gathered data and thus obtain value from it.

- *“We got started with Industry 4.0 because Iñigo was convinced we should. We bet on it, and we’re more and more certain of it.”* José Berasategui, General Manager of GHI.

Without many years of specialised knowledge of production processes, materials, quality, temperature, and waste, gathering data is pointless. Data becomes valuable when, in addition to being able to capture it, you have the specialist knowledge to exploit it and gain even more insight that allows you to become increasingly competitive.

- *“We began with a small pilot test with a trusted customer. We asked if they would let us gather data on the process to see how it went. We soon saw the potential and that we needed to develop not only infrastructure and a software platform, but also people with technical knowledge who could exploit it.”* - Iñigo Guinea, CEO of GHI.

In 2018, GHI undertook an intensive yet highly focused exploration of the various alternatives that would allow them to advance in their journey towards big data analytics.

- *“Among the interesting things we found were third-party platforms that were already starting to be used by some of our big customers. But we found nothing that was adapted to what we focused on; our value was in the specialised know-how we had on metal casting and the ability to interpret the data associated with that whole process. So, what we decided to do was to hire a programmer and develop our own data mining platform.”*- Iñigo Guinea, CEO of GHI.

By 2019, the company was developing its own open-source platform, increasing its capabilities within the data area to form a team of eight people working on algorithms that provide valuable information based on captured data.

- *“Partnerships have been a decisive factor. In our exploratory activities in 2020, we discovered a Galician company: AMV Soluciones, which was founded by a mathematician and had about ten developers. It was highly specialised in metal casting and, in addition, it had the licence for an American software that allowed it to exploit data aimed at optimising foundry processes. What the company lacked was what goes on inside the furnace, something we mastered. Together we mastered the whole process”,* recounts Iñigo Guinea, CEO of GHI.

The close collaboration between partners, especially with AMV Soluciones and GECSA, a company belonging to the family-owned group with extensive experience in industrial automation, allows GHI to jointly approach clients by offering them a high-value digital service that aims to transform the business model and reposition GHI in the market.

- *“I’d say that we have two types of collaboration. On the one hand, the relationships we’ve always had with manufacturers of complementary equipment that are not our competitors, but with whom there is a transmission of information to capture opportunities and approach customers together. And on the other hand, we’ve recently opened up to collaborate with a series of strategic partners that allow us to offer turnkey projects. We are not only integrators, but we also provide service. To do this, we’ve had to broaden our range of strategic partnerships”,* explains José Berasategui, Managing Director of GHI.

Fig. 9. BeyondAlea Partners

The infographic features the BeyondAlea logo at the top right. Below it, the title 'OUR HISTORY' is written in large orange letters. Three dark blue rounded rectangular boxes are arranged horizontally, each containing a logo and a brief description of the company's expertise.

- ghi** (SMART FURNACES): 80 years of innovation in manufacturing industrial furnaces. Tailor-made comprehensive solutions including designing and manufacturing industrial furnaces, turnkey plants, technical assistance services and digital consulting services.
- AMV SOLUCIONES** (OPTIMISATION SOFTWARE): Experts in developing and implementing management and optimisationsystems for foundries, with its own brand, AMV ALEA, a world leader in the optimisationand chemical control of ferrous and non-ferrous materials.
- gecsa**: Comprehensive and customised solutions, such as designing and manufacturing special electrical conductors, automation, industry 4.0 and industrial process control, electrical engineering, and consultancy.

Source: GHI Hornos Industriales

Finally, in 2021, GHI's new digital platform BeyondAlea was born, its mission being to add value in optimising metal melting processes. BeyondAlea is a unique digital 4.0 platform that integrates all processes in metal melting and alloying, from the selection of raw materials and equipment to the quality of the final product. The visualisation platform is by GHI, while AMV provides its MES (Manufacturing Execution System) which is connected to the reporting and visualisation platform. The combination of data from both sources offers a great deal of value to customers, helping them make quality mixes to optimise the casting process.

Specifically, BeyondAlea allows the following:

- Optimises charges: Lower costs by considering the variability of the raw material and the final specification of the alloy.
- Adapts scheduling: Scheduling adapted to workflow. Accurate control of capacities and operation times.
- Monitors the process continuously: Monitoring of the production process and detection and correction of anomalies in real time by using sensors along the whole process that automatically report data to the information system.
- -Quality improvement: Reduction of defects, real-time corrections, and a more consistent final product through the continuous improvement of chemical precision, owing to Machine Learning that makes it possible for companies to learn from production data to predict the behaviour of raw material and power profiles.

Thanks to this platform, the customer can choose between the different modules offered to customise and scale the service they receive. The various modules allow Industry 4.0 to be applied in sensing, capturing, and analysing data in real time to maximise metal yield, minimising costs and process times on a single platform. The main modules are *Metalflow*, *Boost*, *Planner*, and *Advisor*.

Fig. 10. BeyondAlea modules



Source: GHI Hornos Industriales

- *“Although our core business is still the furnace, we’ve been offering comprehensive solutions for some years now. We develop auxiliary components such as loading and cleaning devices or fume purification systems. We take care of everything from spare parts to technical assistance services and, most recently, predictive maintenance services through a monitoring system for the entire plant that allows us to capture and interpret data to supervise all the equipment and optimise the client's production process. We’ve gone from manufacturing furnaces to offering our customers turnkey production plants and a monitoring service for these plants.” - José Berasategui, Managing Director of GHI.*

The future

Today GHI Smart Furnaces is a business with industrial roots that has been launched in the world of integral and digital solutions in metal casting. A business backed by a united family who is aligned with the company's future project.

- *“I’m delighted with the company. We have an exciting project ahead of us that we believe in, and we’re united. We didn't think my father was going to achieve what he did as it was very complicated, but he managed to, and thanks to his determination, the company has remained and we’re still here.” - Cecilia Guinea, family shareholder partner of GHI.*

There is a future. GHI has a project aligned with the times, and that solves crucial issues for the future of its clients.

- *“We’re involved in the Green Factory, the Digital Factory, and even the Dark Factory. We’ve projected the company into the future, and we’re active in all types of manufacturing. That’s the way things are going, and if we do it right, we have a future.”*- José Berasategui, Managing Director.

There is a future. And this means having flexible, collaborative, and dedicated people in key positions, bringing together their efforts; it means working on projects where teams made up of interdisciplinary profiles collaborate in the *Obeya* room to achieve the best results for the client. All of this has been fundamental for transforming a company that has metamorphosed in only five years of leadership by the new family generation.

- *“I’m optimistic because I believe we’re moving with the times. Our concerns are the environment, the circular economy, saving energy, and emissions. Producing a kilo of aluminium from old aluminium uses 5% of the energy it takes to produce it for the first time from bauxite, and we make sure that the production is efficient and of high quality.”*- José Berasategui, Managing Director of GHI.

There is a future. Within the company, everyone has been moving in the same direction and the shareholders are aligned; moreover, the natural generational change in the workforce has allowed the company to overcome inertia and transform the entire organisation, from the shop floor to the management committee.

- *“After all my father’s effort, we had to keep going. We have absolute confidence in my brother Iñigo. My mother has suffered way too much, but now when she sees us, she’s excited. It has been worth it; we’ve managed to make the project our own, and we’re proud of it.”*- Cecilia Guinea, GHI family shareholder.

There is a future. This is what the project and the new family generation exudes. A future based on the following pillars:

- Concentrating on exploration, which can be seen in how the organisation of the company and the business itself have been transformed and which is reflected in different areas: Strategic commitment to niches in which know-how and experience allow GHI to offer flexibility to customers.
- Focusing on the medium to long term, being aware of and facing environmental challenges, and offering Smart solutions to customers.
- Being open to external collaborations in key areas of the business that allows the company to go beyond its own capabilities while always seeking to offer added value to its customers. For the project to evolve, it is necessary to open up and rely on the support and know-how of others.

“Twice a year, we hold meetings with what we call the “Council of Sages”. They are experts in whom we have confidence. We propose four or five topics at each meeting, and their opinion helps us.”- Cecilia Guinea, GHI family shareholder.

- Consolidating flexibility in the internal organisational structure and culture, teamwork, learning orientation, and fresh ideas that encourage entrepreneurial behaviours.

There is a future. The new family generation of GHI Smart Furnaces is looking forward to creating this future.

- *“The objective is to make it to 100 years, and we have to achieve this. And what about the next generation? They’ll gradually become part of GHI, but without losing sight of the end goal. The challenge for the future in the family sphere is the protocol, and we’re convinced we have to follow it and begin preparing for the fourth generation.”- Cecilia Guinea, GHI family shareholder.*