

## Did you know

At GAMMA over 90% of the plant personnel is already part of the TPM process and that three teams were already approved for stage 1 and began stage 2?

## News from GAMMA

### We Are About To Begin TPM Stage 2

With the commitment of all the people of GAMMA and the advice of the consultant Luis Perez, we are currently training 14 teams with 312 officers at TPM.

It is worth mentioning the change in the manner the teams are working, the understanding of the methodology and how they are beginning to present Solutions to the problems found. We also want to offer a special recognition to the understanding and relation between persons, between the process and the results in security, productivity, quality, costs, deliveries and motivation.

After the respective audit the initiation of the activities of stage 2 was approved for two teams in April, and we expect another 3 teams to pass this stage in May.

## Our Participation in the Fair of Suppliers held by SIEMENS



For GAMMA – CORONA Insulators is not only a pleasure but also an enriching experience to participate in fair of suppliers held by SIEMENS last April 15.

We are grateful for the initiation and hope to participate for ever!

## News from CORONA

### Practical Guide for this Moment

We wish to share an article published in *Poder* magazine where Francisco Díaz, President of Organización Corona, refers to current moment.

“Lately, the avalanche of complex and discouraging topics has been constant. This has generated uncertainty to companies and managers. However, we cannot forget that the situation in Colombia is different from the one in the US or Europe. Our financial system is solid and we do not have a problem with active toxics. For this reason we should not overreact. This moment is affected by our lack of trust, so if we maintain a realistic but positive attitude, we can really help the country.

Managers must orient ourselves to act and in this direction I find five useful points for company leaders in our country. Being prepared is our responsibility, but how can we prepare?

The first thing is keeping adequate liquidity. Freeing cash and having a flexible debt structure is a key issue. This has always been obvious, but now it is absolutely necessary. Payments are critical, specially the foreign receivables, specially those from Ecuador and Venezuela, now that they are not covered by export insurance; however, the solution is not to abandon these businesses but to find doors with a good business plan

Second, the budgets are not very useful in situations like the one we are going through. It is more relevant to plan the use of new scenarios that go beyond the current economic moment. We are not trying to predict the future, but to understand how to adapt our business plan to different circumstances in the future. We must update carefully our projections for the next twelve months, EACH month. This will lead the company toward effective contingency plans.

If you need to lay-off personnel, do it right by consulting, if possible, with a company to help the laid-off employees, which will additionally be a message of respect for those who remain in the company. To cut down is no easy, and cannot be avoided. Try to keep until the end you frontal line with the customer. You must preserve sales and customer service as much as possible. We will survive with our commercial creativity, not our skills to cut down jobs.

Third, take good care of your talented personnel. In moments of uncertainty it is very important to calm your key players. Make sure of using you best talent in critical topics, even if it implies changes in the organization chart or your operative structure. Remember that while you protect

you talented employees, there will be others who will not, and this will provide opportunities to strengthen your work team.

Fourth, these are times for decided leadership and execution with a sense of emergency, supported by an internal and external communications plan. Transparency is also critical in these moments. Do not tell a partial story and try to make your personnel the public in general feel that they are well informed.

Fifth, this moment is an opportunity to make our companies more efficient and to buy others at a reasonable price. While learning from our difficulties, we can do better what we do and do more with the same or even with less.

This is the time to demonstrate that Colombian managers have evolved and are prepared to handle situations like this. This is the moment to think globally and act locally. Leaders do no wait. ¡Lets get to work!”<sup>1</sup>

## **News from our Customers and Suppliers**

### **Congratulations to FELIX TORRES Y CIA LTDA.**

We wish to congratulate FELIX TORRES Y CIA LTDA, for their 10 years of continued work and for the contribution they have made to the development of the Region and Colombia.

We are very proud. to be their supplier and friend.

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<sup>1</sup> [http://www.poder360.com/article\\_detail.php?id\\_article=1550](http://www.poder360.com/article_detail.php?id_article=1550)

## Transmission line between Colombia – Panamá



Directives of the new company presented the details of the Project to the representatives of both countries



The Presidents of Colombia and Panama and the managers of the electric companies ETESA and ISA in the formal ceremony of the beginning of operations of the new company ICP.

With the presence of Presidents Torrijos Espino, of Panama, and Alvaro Uribe Velez, of Colombia, the bi-national company Interconexión Eléctrica Colombia – Panamá S.A. -ICP-, an entity responsible for building and operating the energy transmission line between countries began activities in Panama on April first.

This is an important landmark in the consolidation of a bi-national Project that has been promoted by both presidents, as part of the integration process of both countries. Prior to this act, in August 2008, the presidents signed an act of intention in Cartagena that gave a new dynamic to the integration. This document was ratified in 2009 with the agreement registered by the National Secretary of Energy of Panama and the Ministry of Mines of Colombia to develop and implement the operative and commercial schemes in a coordinate manner to allow the electric energy exchange.

ICP is formed by equal parts by Interconexión Eléctrica S.A. E.S.P.-ISA- de Colombia and by Empresa de Transmisión Eléctrica S.A. -ETESA- of Panama

The electric interconnection between Colombia and Panama is based on the vision of a bi-national integration of electric energy marketplaces at regional level that will result on and improvement of the service quality and reliability, the optimization of available resources and in tariffs that could be more reasonable for final users.

The Project counts on technical and environmental feasibility studies carried out within the Framework of established actions by the environmental authorities of both countries. These studies were financed by IDB- International Development Bank- through non refundable regional technical cooperation.

The electric transmission line will join Colombia and Panama from the substation of Cerromatoso, in the department of Cordoba, until the Panama II substation, in the province of Panama. It will be developed in direct current at high voltage –HVDC-. The approximate distance will be of 600 kilometers, with an energy transport capacity of 300 Megawatts - MW- in the first stage, with a possibility of enlargement to 600 Megawatts-MW- in the second stage.

## Our Visitors

Colombia:

- Universidad Distrital (60 students)
- Instituto Tecnológico Metropolitano (15 Students)

## Contact us

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