

# KCMA CORPORATION INTRODUCES THE EXECUTIVE TEAM

➤ KCMA Corporation introduces our Executive Team with president Masaaki Hirose, Vice President of Operations Al Quinn, and advisor to the President, a long term veteran of KCMA, Gary Bell. Our focused senior managers all have 20-plus years in the heavy equipment industry. As determined go-getters, our Executive Team is ready to take KCMA to its next level. In opening our doors to their

vision and character, the following are interviews regarding their personal views of this company and their philosophies. This is the first in a series of conversations with the executive team.

## **What leader(s) do you look up to and why?**

**Masaaki Hirose:** I think a leader should have ownership, and always be positive. Even in a difficult situation, always positive and looking for the solution. Positive thinking is important; otherwise you cannot find the solution.



Masaaki Hirose, President



Al Quinn, Vice President of Operations



Gary Bell, Advisor to the President

**Al Quinn:** The leaders that I look up to are those that set high expectations. I think a lot of leadership is about having a vision or desire for where you want to get to, and pushing to get there, often before you're even sure on what action you may have to take. So, there's not a specific leader that I can think of, but I would say sports coaches, in particular football coaches, are good examples. They don't always know exactly where they can get to but they keep pushing to improve, and pushing to get better; it's an iterative process.

**Gary Bell:** I don't have any real role model...As far as leadership goes, I've always thought instead of me having subordinates I always thought that we have this team, that we all have this different role. I never think of people as working for me, it's more working with me. When I was a kid they used to teach theory X and theory Y form of leadership. And the theory X form of leadership was very autocratic, top down, you're my subordinate, and you do what I say. Theory Y was very cooperative and we're a team. So I was always of the inclination that the theory Y form was a better method of leading.

**If you could give someone just starting out in the industry a valuable piece of advice, what would you say?**

**Masaaki Hirose:** Listen to the customer. In my opinion to manage a company and manage a family, it's the same. You have to have that vision and goal. Like a family, you have to have the working parts, you have to find the resolution, and make it work.

**Al Quinn:** I would say don't wait for someone to give you permission to take action. You are better to take action and if you are thinking about the company you are probably doing the right thing, and people will appreciate that. I think too

many people wait to be given permission to do something and I think that is a mistake. You need to take action and initiate it yourself.

**Gary Bell:** We work in the real world, and these people are real people that don't worry about where you went to school, what degree you have, or what kind of car you drive, or whatever. It's how hard you work and 'can I trust you?' 'Are you honest?' 'Are you going to deal straight with me?' To me that's always been key—so understanding that—and appreciating how different this industry can be from other industries. I would say, don't look at it as a job as much as an opportunity to experience real value and real people, and what people can do with their lives if they apply themselves. You don't need or have to go to the right schools, and politic with the right people to be successful.

**What is KCMA doing to help the dealer and customer today? And tomorrow's plans?**

**Al Quinn:** Today is really all about doing the basics better. We are not really trying to innovate at this point. We are just really trying to fix the fundamentals, get our pricing in line, improve our product support, introduce ConSite and really do the basics. I think the next step is where it starts to get interesting, where we see the opportunity to innovate and how to go to market. We are not really ready to talk about that yet, but that's really the next stage we are working on—and trying to look at different options to implement that.

**Masaaki Hirose:** KCMA will focus on the wheel loaders. HCM has distributors all over the world, but most of the distributors are our subsidiaries. To help them we can support them, to help them to improve their performance.

**Gary Bell:** To help the dealers we have improved our pricing position on the product. We have provided incentives to help the dealer expand his participation level in the market.

**And the number one question we hear now that the word is out that KCMA is owned by Hitachi Construction Machinery Group, is "When is KCMA going to offer Hitachi excavators?"**

**Masaaki Hirose:** I must say we have a partner, very good partner, John Deere, who is authorized to sell the excavator for Hitachi, in USA.

**Al Quinn:** I think the reality for us is that we have a great opportunity first with wheel loaders. The best answer is if you want to have a better future, you make the best of what you've got, and that's really where we are. We've got to just do the best job we can with the wheel loaders and the future will look after itself in a good way.

**Gary Bell:** I would say the job of this company is to sell wheel loaders. Not to anticipate selling anything else, but the success of selling our wheel loaders in many ways would determine whether we have the opportunity to sell anything else.

*In the next issue we will get to know the KCMA Executive Team better and delve into some industry specific and company specific topics. Stay tuned!*

I think a leader should have ownership, and always be positive. Positive thinking is important; otherwise you cannot find the solution.

—Masaaki Hirose, President