SUMMER 2016

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NEW GENE DA BANK SCHEDULES SLASHING COSTS BY UP TO 25%



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A QUARTERLY NEWSLETTER FOR OUR GENIE CUSTOMERS

EDITOR-IN-CHIEF Catherine Kerton, Genie

WE VALUE YOUR FEEDBACK www.genielift.com.au/yoursay

GOT A GREAT APPLICATION WHERE YOU HAVE USED YOUR GENIE EQUIPMENT?

We would love to hear about it. Please contact <u>catherine.kerton@terex.com</u>

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Brad Lawrence General Manager, Terex AWP Australia

Lean is all about the customer

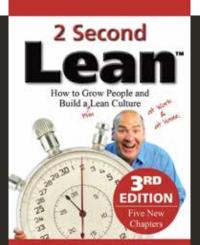
Genie has been on the lean journey for over 25 years, and it is only just recently that I discovered that "lean" is all about the customer! This surprises me given Genie has always been a very customer-focused business, but for some strange reason, the connection has never been made between continuous improvement and the customer.

Lean was developed by Toyota in Japan over 50 years ago and is now recognized as best practice in manufacturing and operational excellence. Often when people talk about lean, they focus on the tools rather than the purpose. We get caught up on visual boards, 5S, Kaizen events and value streams, but we fail to draw the connection between these tools and the customer. Without the connection to the customer, lean becomes very inward focused as opposed to outward customer-focused.

The centre of lean should always be the customer. Lean, or "continuous improvement" which it is often known as, is simply the elimination of waste that the customer is not prepared to pay for. Customers will not pay for anything that does not provides value in their eyes. Our job is to identify what is value added activity, and what is not and eliminate all non-valued added activity. This can simply be achieved by asking ourselves: Does this activity make my customer money? If it doesn't then get rid of it. In lean, terminology non-value added work is called "waste."

At Genie we are on a journey to eliminate all waste. The first step in removing waste is to know the eight wastes so well that they start to stand out. The eight wastes are – overproduction, over processing, inventory, defects, transportation, motion, waiting and underutilized employee potential. Every team member at Genie Australia has been empowered to identify their waste and get rid of it. They are achieving this by "fixing what bugs them." More often than not, if something frustrates you at work it is more than likely waste. We have also started videoing our improvements so these can be shared across the business. In our current business environment, customers cannot and will not pay for our waste. Every time we can find an improvement in our business, the customer wins. If you want to know how to simply apply lean to your business, then a good place to start would be to download the book "2 Second Lean" by Paul Akers. Paul is not a lean guru but simply a small business owner who has very successfully applied lean to his business in a simple and easy to understand way. Paul also posts hundreds of lean videos on his website and YouTube, which you can view for free.

Happy reading, and as always, if you have any comments you can call me directly at 0408 884461 or email me at brad.lawrence@terex.com.



Paul A. Akers

Like to learn more about 2 Second Lean by Paul Akers?

Contact Brad Lawrence via email brad.lawrence@terex.com to receive a hard copy of the book 2 Second Lean.

Safety is the name of the game for Access Hire New South Wales and Sydney Metro Northwest

Sydney Metro Northwest (formerly known as North West Rail Link) is the first stage of Sydney Metro and is Australia's biggest public transport project. Sydney Metro Northwest will cost \$8.3 billion¹ and will deliver reliable, high capacity, public transport to Sydney's North West for the first time. It is planned to be open to commuters by the end of 2019. In 2014, the New South Wales Government awarded Northwest Rapid Transit (NRT) consortium the operations contract to deliver the project.

Employment and safety

The project's construction phase will involve thousands of construction workers. The tunnelling phase alone is expected to support around 900 jobs². With so many workers involved, issues of safety on the 16 worksites³ of the North West Rail Link are paramount, and it's for this reason, NRT designated the week starting 25 July 2016 as Sydney Metro Northwest Safety Week, which elevated work platform (EWP) supplier, Access Hire New South Wales, and Genie was delighted to support.

"Safety is the number one priority for our customers and for our business," said James Howell, Sydney General Manager of Access Hire New South Wales (AHNSW), which is a major EWP supplier to many of the operators involved with NRT. "We put our machines up in the air, working at height. This is the highest risk operation on any worksite in Australia so we take safety very seriously, and this is why we were keen volunteers at the NRT Safety Week."

To this end, Access Hire New South Wales had Peter McGrath, NSW Service Manager attend Safety Week, along with Major Projects Manager Clint Haggett, Sydney Sales Manager Gary Johnson, and NSW Sales Manager David Tripodi. Access Hire New South Wales also invited Mitch Ely, Genie National Operations Manager, Terex AWP, and Mal McIntosh, Genie Training and Technical Support Manager Asia Pacific, Terex AWP Australia.

In addition to its executive support, Genie supplied expert technical advice on the Bienergy GS™-2669 RT rough terrain scissor lift and a Z-34/22 DC lift with Operator Personal Alarm (OPA), both of which were demonstrated at Access Hire New South Wales trade display as part of Safety Week. The Genie machines were fully optioned (as standard AHNSW specification) with the latest safety features, in keeping with the NRT Safety Week theme. Howell said: "It was great having the guys from Genie there as they know the products well. Having the OEM there in support proved how important safety is to those customers, and it was critical to our backing of Safety Week."

Ely concurred, "Access Hire New South Wales was involved in some of the events, and Genie supported them. We set up a stand at a jobsite and the workers from Northwest walked through a small expo type situation, which focused on safety solutions. We were supporting Access Hire New South Wales and were proud to be there.

"It's very important we support our customers such as Access Hire New South Wales. As a manufacturer, we're not fully exposed to Tier 1 customers. To get exposure we need to assist and work with our rental customers."

Genie Lift Pro gets a look in at Safety Week

Safety Week was another opportunity to promote the comprehensive Genie Lift Pro[™] Machine Specific Operator Training. "We talked a lot about Genie Lift Pro," said Ely. "We found that everyone was interested in the program as a possible Tier 1 construction company product."

Howell agreed, "It's a fantastic innovation and a game changer for the industry. So many sites are moving to include Verification of Competency as part of their induction process. These site standards can vary from project to project, so having Genie Lift Pro in place where people are validated on the equipment they're going to use, means that Safety Officers on a construction site can feel confident that operators know what they're doing."



North West Rail Link

Northwest Rapid Transit (NRT) was awarded the contract to construct the \$3.7 billion Operations, Trains and Systems (OTS) project for Sydney Metro Northwest⁴. This includes building new railway stations, delivering a new generation of metro trains and buildings, and operating the Sydney Metro Trains Facility which will see the installation of new tracks and converting existing railway lines to metro status. NRT will operate Sydney Metro Northwest for 15 years. Additionally, CPB John Holland Dragados won the contract to construct the tunnels and station civil works. The contract for the surface and viaduct civil works went to the Italian-based Salini Impregilo joint venture.

⁴ http://www.sydneymetro.info/northwest/ project-overview

¹ http://www.transport.nsw.gov.au/media-releases/83-billion-north-west-rail-link-open-late-2019

² http://www.transport.nsw.gov.au/media-releases/getting-job-north-west-rail-link-tunnel-boring-machine-ground-october ³ http://www.sydneymetro.info/northwest/project-overview

Busy Badger is a Hi-Rail Success

If you need to work in the air, yet be safely grounded on heavy rail tracks, then look no further than the brilliantly innovative Badger.

Manufactured exclusively for Victorian-based Oz Equipment Rentals for the highly variable rail conditions in Australia, the Badger is an adaptation of the rough terrain Genie Z-45/25 JRT articulated boom.

The brainchild of Oz Equipment Founder Shane Bennett, the Badger innovatively extends or retracts to fit the three gauges used in Australia – narrow, standard and broad. Since coming to market in 2013, the Badger has been conscripted for use in the Victorian Governments' *Level Crossing Removal* project¹, for the tram depot refurbishments in Melbourne and in stabling yards.

"Oz Equipment identified there was a strong demand for hi-rail machines and Shane chose Genie for this project," says Mitch Ely, Genie National Operations Manager, Terex AWP. "The Badger is the only machine in its class, which can be adjusted to all three rail gauges used in Australia. It's a snazzy little unit."

The Badger brainwave

The inspiration for the Badger came to Bennett after working on a project for one of Australia's largest development companies. "They own a couple of hi-rail machines; however, the company that modified those

1 http://levelcrossings.vic.gov.au/

machines left the industry," said Bennett, who identified an opportunity to develop a highrail mechanism for a boom lift. "Years ago, an electrical company in Melbourne used a knuckle boom that they half bolted a rail mechanism onto," he said. "So, the concept of hi-rail machines was not new, but I wanted to make one that was gauge-adjustable. Choosing Genie was a no-brainer, as I had been a customer since 1999."

Genie lift quality and compliance

More than any other machine, the geometry of the Genie Z-45/25 JRT lends itself thoroughly to the work required of a hi-rail machine. "We could adapt the adjustable gauge to other machines; however, there's a lot of physics involved such as centre of gravity and stability, which the Genie Z-45/25 JRT has in spades."

In relation to meeting the compliance challenges, Bennett said achieving WorkCover approval was just the tip of the iceberg. He had to satisfy the many railway stakeholders in Victoria and in other states and territories. "Melbourne Metro Rail Authority has different requirements to VicTrack, which is different again to regional service V-Line and Melbourne's Tram Network," said Bennett. "The requirements in NSW, South Australia, Western Australia, Northern Territory, and Queensland are different again. We just continue to adapt the machine to meet the necessary compliance issues." "We're also continually looking to make the machine better, and over the journey, we've made quite a few changes to the way it operates, including a complete overhaul of the electrical and hydraulic systems - we just continue to adapt the machine to meet the market's requirements."

Patenting his invention

Bennett is shrewdly putting patents in place to protect his investment in the Badger. "We're in the process of patenting the gauge adjustability along with the design. We can't patent the idea of a hi-rail machine, as the idea is already in the marketplace."

A commercial success

Given the Badger's overwhelming market response since launching three years ago, Oz Equipment Rentals has added additional machines to its fleet. "We've even sold a couple of machines to mining companies, with others interested too," said Bennett. Moreover, with the plethora of rail infrastructure projects in the pipeline around Australia such as Melbourne Metro Rail Project² and Sydney's light rail projects³ to name just two, it's fair to expect the Badger will be busy for the foreseeable future.

The Badger highlights the benefits of Genie 360

The development of the Badger is a classic example of Genie 360 Support, which takes care of every aspect of a customer's AWP needs from initial sales and service through to technical support, operator training, and maintenance "The ongoing development and enhancement of the Badger is an example of how Genie continually thinks outside the square and provides great after sales service," said Ely. **G**



Melbourne Metro Rail Project

The \$10.9 billion⁴ Melbourne Metro Rail Project² is being developed by the Melbourne Metro Rail Authority and is one of Australia's largest infrastructure projects. In summary, it involves two nine-kilometre underground rail tunnels that will transform Melbourne's public transport system.

The project will expand the City Loop, enabling major improvements in capacity, reliability and efficiency of train lines serving Melbourne's growth areas in the north, west and south-east. It will also create 3,500 jobs during peak construction, and will include five new underground stations to be located at Arden, Parkville, CBD North, CBD South and Domain⁵.



Sydney Light Rail

The \$2.1 billion CBD and South East Light Rail¹ is a new light rail network for Sydney, currently under construction.

The 12km route will feature 19 stops, extending from Circular Quay along George Street to Central Station, through Surry Hills to Moore Park, then to Kensington and Kingsford via Anzac Parade and Randwick via Alison Road and High Street. Construction will be completed in 2018 and services will start running in 2019.

- ² https://www.ptv.vic.gov.au/projects/rail-projects/
- ³ http://www.sydneylightrail.transport.nsw.gov.au/
- ^₄ http://metrotunnel.vic.gov.au/
- ⁵ http://www.premier.vic.gov.au/work-begins-on-the-melbourne-metro-rail-project/



Genie Z-62/40 Articulating **Boom Lift**

A compact and hardworking unit, the Genie Z-62/40 articulating boom offers an outstanding working envelope, vertical and horizontal reach, manoeuvrability and servicing. In all of these areas, the new Genie Z-62/40 boom lift provides significant enhancements over the model it replaces, the Genie Z-60/34 boom lift.

Kurt Kinder, Terex AWP Regional Sales Manager for New Zealand, Queensland and the South Pacific said: "Genie has completely re-envisioned the previous model boom lift to make the new Genie Z-62/40 boom better fit customer needs in today's marketplace.

"We increased the height, outreach, transportability and key features while decreasing the overall weight of the product.

"This is sure to be a sought after machine with our customers in a wide range of industries, including construction, mining, petrochemical, telecommunications installation and maintenance. We look forward to making it available to them."

In designing and producing the new Genie Z-62/40 boom lift, the goal was to build on the strengths of the previous model, and enhance them, according to Kinder. "It's an evolutionary process whereby the new model offers features and key product specifications that customers ask for and desire the most.

The Z-62/40 boom lift was designed with serviceability in mind and has enhanced access to electrical and hydraulic service points. A swing-out engine tray allows for easy access to either side of the engine assembly to quickly service the starter, exhaust or filters. "This reduces service cost and down time to help maximise ROI," said Kinder.

For further information:

Hi Reach Access Solutions Purchases First Genie Z-62/40 **Articulating Boom**

New Zealand based Hi **Reach Access Solutions in** Nelson has become the first hire company in the country to purchase the new Genie Z-62/40 articulating boom.

It joins an every growing range of Genie lifts that now dominate the fleet belonging to this popular South Island hire company.

Since joining the company Shane Harwood son of Hi Reach Access Solutions Charlie Harwood has been most impressed with the entire Genie product. "The new Genie Z- 62/40 has some fantastic features particularly the Genie Fast Mast™ boom

system that allows the operators to go straight up the side of a wall," says Shane Harwood. The system also allows the operators to descend and retrieve material and go straight back up again. I can see this being a winner with our customers."

Kurt Kinder, Terex AWP Regional Sales Manager for New Zealand, Queensland and the South Pacific has known Charlie Harwood for many years, and he knows that Charlie is appreciative of the reliability and back up offered by Genie and its New Zealand distributor Youngman Richardson & Co Ltd. "This is the reason that Hi Reach Access Solutions keeps on coming back to Genie, but it's the level of ongoing support between the companies that is most important to them," said Kinder.





Rental Firms Seek Out Equipment Financing Specialists as Banks Tighten Lending



With some of Australia's leading banks experiencing weak financial results driven by an increase in bad and doubtful debt charges¹, its anticipated more rental companies will look to equipment finance specialists to fund their purchases.

Equipment finance is a viable alternative

Equipment finance specialists, such as Terex Financial Services (TFS), have been established to provide financing solutions for rental companies, and other equipment buyers, to tailor lending and payment packages that are specifically structured to complement customers' cash flow and budgets. "Genie and TFS are an integral part of the access industry - so we understand the dynamics of the hire industry and equipment market far better than the average banking institution,' said Phillips. "We believe this perspective is always valuable to our customers - but it is especially important in a tight lending environment where traditional banks only see risk in our industry, while we see opportunity. We can work with customers to create financing solutions that will help them to achieve their business goals."

Given their more general approach to lending, it is not surprising traditional banks view loans for access equipment as riskier than lending against cars and trucks, which they regard as easier to dispose of in cases of default. When lenders see risk, it is only natural that they tighten credit and charge higher rates. Equipment financing specialists bring a different perspective. This helps specialist finance partners such as TFS to provide funding when other sources have dried up.

Understanding rental company's businesses – and a holistic approach

In addition, specialist lenders with a better understanding of customer business dynamics and risk, including TFS, can maintain competitive rates and offer loan terms and payment plans, which better match equipment lifecycles and cash flows. TFS can also help assist in all areas of asset management, from the analysis of future equipment values through to the disposition of used equipment, which traditional banks cannot do for customers.

According to Phillips, obtaining financing is often a time consuming task, so TFS works hard to provide a reliable, flexible and responsive service. Unlike a traditional bank, it is a one-stop shop for an equipment customers' financing solutions, including trade-in programs, cash flow management and working capital conservation and ownership and lease options. Because TFS understands customers' businesses, it can help get them the equipment they need with financial solutions based on each business's unique goals and objectives. "We don't view finance as our only business - but as part of the comprehensive support that we provide to our Genie and Terex customers," said Phillips. "Our overall aim is to help our customers be more successful by providing all of the equipment, parts and services needed to meet their objectives.

"We take a holistic view – because if we help them succeed, ultimately we will succeed too as they buy more of our products and services."



"The banks have suffered from increased loan defaults in the home mortgage space, and as a result, we're seeing restricted lending in other areas such as for equipment finance."

Adam Phillips Country Manager Terex Financial Services (TFS)







New Maintenance Schedules Slash Costs by up to 25%

A tranche of consolidated maintenance protocols, as part of Genie 360 Support program, will potentially reduce the maintenance costs of a Genie scissor or boom lift by up to 25%.

"Genie 360 Support takes care of every aspect of our customer's AWP needs from initial sales and service through to technical support, operator training, and maintenance," said Mitch Ely, Genie National Operations Manager, Terex AWP. "By carefully scrutinising the maintenance criteria on Genie machines, analysing their operating histories, warranty data, customer feedback, design criteria and overall performance of a particular machine class, we have reduced some of our maintenance requirements.

"These schedule amendments will save money for our customers, slash down-time in the workshop and generate more productivity, which is what Genie 360 Support is all about."

For example, 250 hours was a standard trigger for an engine service for all Genie elevated work platforms. After reviewing engine performance data, Genie has extended service interval out to 500 hours. "For customers with large Genie fleets their return on investment will be increased due to less parts expenditure and improved utilisation," says Ely.

Time and cost savings

By the same token, the requirement for hydraulic oil replacement was every two years, a procedure, which can be costly for rental companies. Under the new schedule, Genie is recommending the replacement of hydraulic oil only as required. "Likewise some of our products operate reduction hubs in the wheels. Previously, the reduction hub oil was changed annually. Now it's changed every two years," says Ely. "By extending certain parts of our maintenance schedules, we are reducing maintenance running costs by up to 25% and reducing hours off the time the machines are out of action in workshops."

As part of the ongoing AWP leader's commitment to continuous improvement, Genie separated the maintenance requirements from the service manuals and consolidated these into one maintenance manual for boom and scissors respectively, according to Ely. "The decision to consolidate the manuals and extend service schedules reflects the Genie focus on continuous improvement, which the company lives and breathes by," he says. "We apply lean principles to everything we do, and consolidating our maintenance requirements into one maintenance handbook, is a perfect example of the Genie customer value proposition in action." G "Genie 360 Support takes care of every aspect of our customer's AWP needs from initial sales and service through to technical support, operator training, and maintenance,"

Mitch Ely Genie National Operations Manager, Terex AWP



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Maintaining Appearances Onsite

The new maintenance protocols for Genie boom and scissor lifts, which are a major initiative associated with the Genie 360 Support program, have been given a significant tick of approval by heavyweight national rental equipment company, Onsite Rental Group.

"There are a bunch of cool things around the new protocols," says John Glover, National Service Manager, Onsite Rental Group, which has over 30 branches nationwide. "Performance, torque and engine specifications are all in the one spot for booms, which makes it an easy point of reference," says Glover. "If you need a torque specification or a hydraulic spec, you can go to one single document and it's all there.

"For those working on the fly and you want to know what a setting or a spec is, you don't have to go back and look up a machine's serial number or service manual, it's all in the protocol document. This generates efficiencies in accessing information as you're working from a single point of reference."

The new protocols can be accessed from smart phones and tablets, which will prove invaluable to technicians in the field, says Glover. "Technicians don't need to have a huge number of manuals with them, and the maintenance protocols are now easier to access."

Extending service checks is a big saving

The new protocols have fine-tuned the maintenance procedures, according to Glover, and will save Onsite money, cut machine downtime and generate more equipment productivity. "There might have been checks that were done quarterly or biannually, and these can now be completed annually," says Glover. "Some of the requirements for the checks have been extended and this means you save time with your servicing regimes as you're not doing them as regularly."

Onsite Rental Group has a policy of conducting safety checks between hires. "This won't change with the new servicing extensions but not having to do boom



ropes and basket overload checks every quarter is a time saving measure," says Glover. "These new protocols can save an accumulated three hours of servicing time per boom lift, per year."

Genie 360 Support is all encompassing

A veteran of more than 25 years in the EWP rental industry, Glover believes the new maintenance protocols underline the value proposition Genie 360 Support is delivering to the market. "Genie always strives to deliver top class aftersales service," he says. "I like Genie as it makes good products, and Genie 360 Support with its VOC training is a good initiative. It is a stepping stone to making sure that from operator training to service training, to making our techs better, it's all encompassing, and I think that is a good thing for our industry." **G**





Genie Has Strong Presence at HIANZ Conference

"We consider Youngman & Richardson are the face of Genie in New Zealand. We back them to the hilt, and I visit New Zealand regularly. They have the same ethos as us, they are professional at what they do, and they have a lot of experience in the game."

Kurt Kinder Regional Sales Manager QLD, NZ & South Pacific Terex AWP





The crew from our New Zealand distributor Youngman Richardson & Co Ltd was out in full force representing a wide range of Genie products at the 2016 Hire Association of New Zealand (HIANZ) annual conference and trade show.

The HIANZ is particularly important for Youngman Richardson & Co Ltd as the company is the principal sponsor of the organisation and accordingly maintains a high profile throughout the event. Youngman Richardson has had a long association with HIANZ that goes back almost 40 years when the organisation was first established. "Given that the hire business is huge for us the benefits of being constantly at the forefront of the industry are enormous," said Ed Richardson, General Manager, Youngman Richardson & Co Ltd. "This of course provides a great platform for us to extensively and positively promote Genie products to what, essentially, is a captive audience."

The 2016 conference held in Rotorua over two days was attended by delegates from all over Australia and New Zealand and involved an extensive program of workshops, trade shows, presentations and networking opportunities that culminated in Youngman Richardson & Co Ltd hosting the Hire Excellence Awards Dinner on the final evening.

It was the first time the conference had been held at the new Rotorua Convention Centre, and because of its size, most of the activities, including the trade show, were held under one roof. For that reason the increased amount of space and height allowed us to showcase a full range of Genie product in a comfortable and realworld environment.

"Having Kurt Kinder Terex AWP Regional Sales Manager for QLD, NZ and South Pacific attend the conference and trade show was important to us because it meant that our customers were able to access additional product knowledge on the range," said Richardson. "Kurt has some previous working experience in New Zealand, and I am sure he would have noticed the positive mood of the conference, which is due in part to a buoyant economy particularly in the construction sector," he said.

Youngman & Richardson has represented Genie in New Zealand for nearly 20 years. "They are massive name in the EWP sector in New Zealand, which makes for a great synergy with one of the biggest AWP manufacturers, Genie," said Kinder. "They offer full parts and service and have plenty of infrastructure around New Zealand. Ed Richardson is a people person, has a lot of product knowledge and is very dedicated to his customers."

Swift Hire Starts With Genie

With only a few months of trading behind them, New Zealand start-up company Swift Hire is feeling very confident about their future prospects.

Based in an industrial area south of Auckland the company, Swift Hire, with its fleet of scissor lifts it purchased from Genie distributor, Youngman Richardson & Co Ltd, is already starting to see the value of acquiring good quality equipment from the get go.

Acting on some good sound advice to 'go with the best,' Owners Aaron Beard and Mark Gregory decided to launch with a range of Genie machines. "Although it came down to two superior brands, in the end going with Genie became a no brainer," said Swift Hire's Aaron Beard. "Our business plan is to develop long-term customer relationships. This can only be achieved with good service and a good quality product, which is exactly how we want to be seen in the marketplace."

Youngman Richardson & Co Ltd, the New Zealand distributor for Genie, played a big part in getting the order secured. This result can also be attributed to Youngman Richardson's reputation and a strong commitment to customer support. Beard and Gregory identified this as a big plus. It also helped that both Swift Hire founders have hire

Genie GS-3246

backgrounds and have worked previously with Youngman Richardson. This combination of factors proved enough to seal the deal.

Launching with Genie scissor lifts

To start their fleet Swift Hire settled on the GS-1932 and the GS-3246 scissor lifts as its preferred options. Genie is known for its performance, reliability, serviceability and value, but according to Beard, it's the onboard diagnostics that really sets them apart. "The ability to be able to troubleshoot with the operator and make adjustments on the spot is one thing. The other is the fact that we can plug our laptops into the machine to find out what the machine has been up to is another benefit. This to our way of thinking makes them ideal for the hire industry."

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Swift Hire is already looking to its future expansion beyond the scissor lifts. According to Beard, market feedback will be important to making those decisions, but it appears likely that Youngman Richardson & Co Ltd and Genie will figure in those plans.

Kurt Kinder, Terex AWP Regional Sales Manager, QLD, NZ and South Pacific, said Beard and Gregory have been around the industry for many years and have recognised that Genie offers great service backup and reliability. "This is the reason that Swift have chosen to partner with Genie," said Kinder. "New hire companies come to us for advice, but it's our level of ongoing support that helps give them the best possible start."

Genie GS-1932



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And we're just getting started.



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