



1878

International
Trucks
& Tractors

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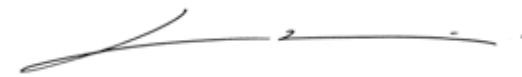
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THE MOST IMPORTANT REASON for explaining the past is to help to build the future. This necessity is the impetus for this book. Nearly 140 years of history help us to understand that there are often times of great difficulty and that the current crisis we are experiencing is simply one more. By reflecting on yesteryear, we can learn how to act in the years to come.

It is impressive to think that in 1878 Alberto Ahles moved from Germany to Spain to sell the first agricultural machines. It seems impossible that an import company survived a civil war and two world wars, which cut the supply lines to the material it sold. Subsequent adversities, including several years of economic policies which blocked or severely restricted imports, the disappearance of brands, or the loss of distribution contracts, have forced many people to use their imagination, common sense, strategic thinking and best efforts in order to overcome all these obstacles.

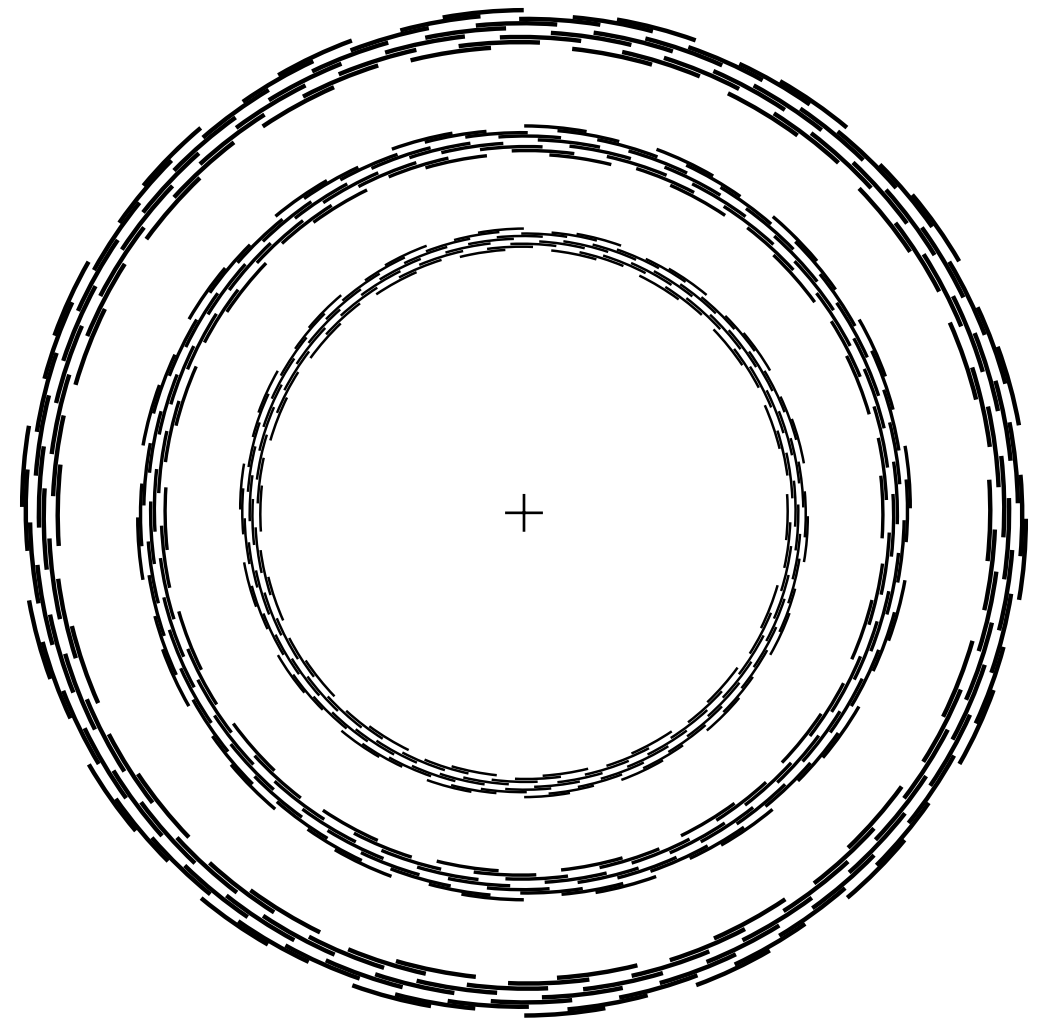
During my thirty years at the company, I have met hundreds of people whose work in the group has made us what we are today. I would like to thank them. ITT is a team, with people who are keen to promote growth in the sectors we understand and for the business we love. I invite you to accompany us on this journey.



XAVIER DOMÈNECH MIR

IGNITION
Alberto Ahles
and Felix Schlayer

1878 – 1918





Felix Schlayer, engineer, entrepreneur and diplomat.

One of the most significant changes in the history—or prehistory, to be exact—of mankind was the birth of farming. This “invention” brought radical transformation: man became a settler instead of a nomad; eating habits changed; the first cities were created; writing, the first laws, and coins were developed, and so on. This initial revolution took place around 8500 BC, in the Neolithic Period, and was followed by many other changes, some progressive, some abrupt, but farming in Spain progressed at a very slow, almost imperceptible pace until the end of the 19th century, when it began to incorporate the advances from the recent Industrial Revolution.

It was during this period, in 1878 to be precise, that the German Alberto Ahles, about whom we only know that he had been vice consul for his country in Madrid, opened an agricultural machinery trading business in Barcelona, on premises at 15-17 Paseo de la Aduana, now called the Avinguda del Marquès de l’Argentera. It was one of the first businesses of this nature to be founded in Spain. In the following years various British companies would also open offices around the country, particularly in Madrid, Andalusia and the north.

Ahles began as the representative for a French shop, more precisely as successor to the branch of a Parisian company called Noël, but soon the adverts in the press were only using his name. Initially Ahles sold manual tools such as hoes, pruning shears or sprayers, and animal traction implements such as ploughs or cultivators. In 1884, however, he became the representative for Ruston, Proctor and Co., one of the main manufacturers of locomobiles. These were portable steam engines which permitted the mechanisation of certain labours performed in the countryside and which were also known as “road locomotives,” in other words traction apparatus with wheels, which do not need rails to move around. Until then, the English brand’s representative in Spain had been Amador Pfeiffer, but in 1877 a gas explosion in his factory killed him and his wife. Although Pfeiffer’s heirs continued the business, Ruston chose Ahles to be the exclusive agent in Catalonia, Aragon, Navarra, the Basque Country and Valencia.

An advert from 1888 published in *La Pagesia* (‘Farmers’) magazine gives us details on the company created by Ahles: “Large warehouse of agricultural, winemaking and industrial machinery, awarded



A Ruston, Proctor & Co. locomobile, a traction machine with a steam engine.

with over 400 gold and silver medals. The best apparatus to combat mildew. The cheapest, strongest and most practical. With just one Catalan apparatus, more than sixteen thousand vines can be sprayed in an eight-hour workday. Acids do not attack this apparatus, it never decomposes. Order the Catalan apparatus to protect against disease in the vineyard with the true privilege of invention.”

Various conclusions can be drawn from the note. Firstly, it seems that the company, despite its short existence, had already won a large number of prizes at fairs and exhibitions, and this was before it went to the famous Barcelona Universal Exhibition of 1888, which was inaugurated exactly one week after the advert was published. It can also be observed that the tools advertised were manufactured in-house and, more specifically, that the sprayer for mildew had a royal patent, which implies a substantial guarantee of its quality.

Nor is the observation that the apparatus were cheap and strong a trivial one. For the arid lands of the Iberian Peninsula, the farm implements and tools imported from northern Europe performed poorly, in addition to which their high prices could not compete with the low cost of manual labour in Spain at the time. Alberto Ahles combined imports with tool manufacture, depending on which activity he con-

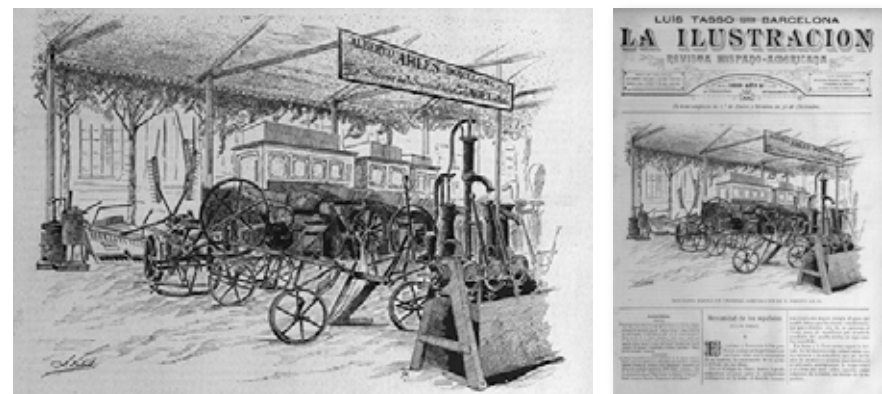
sidered would better satisfy the needs of the farmers. Therefore, it is no surprise that he gained such popularity and prestige in record time.

For its part, the official magazine for the Universal Exhibition reflected that, at the event, “Alberto Ahles, one of the most distinguished representatives from the agricultural sector in Barcelona, and one who has worked the most to popularise the use of French and Spanish machines, is establishing his premises in an area which covers no less than 450 square metres.”

Four years later we find Ahles at the Badalona Agricultural Exhibition. According to the publication *Arch de Sant Martí* (‘Rainbow’), one of the stands which most caught the eye was “that of Mr Albert Ahles of Barcelona, for his magnificent machines of all kinds, which worked perfectly, like the Brabant ploughs, the Bajac double plough, the fixed plough, etc., which were demonstrated in the field tests.”

Alberto Ahles’ business developed, aptly, at full steam. In 1895 the entrepreneur hired his compatriot Felix Schlayer, a 22-year-old engineer (born in Reutlingen on 20 November 1873), who would play a vital role in the company in the years to come.

The accolades in the press came one after the other. *El Gato Negro* (‘The Black Cat’) wrote about the Barcelona Agricultural Competition Fair of 1898, stating: “Alberto Ahles’ large store of machinery reserves one of the superb departments in the warehouse for agricultural machinery, and when reviewing the abundance of machines and apparatus on display and their merits, one easily comprehends the



Print published in the magazine *La Ilustración* (‘The Illustration’) showing Alberto Ahles’ machinery on display at the Barcelona Universal Exhibition of 1888.

high number of prizes that the Ahles company has won in as many exhibitions as it has taken part in to date.” The following year, *El Progreso Agrícola y Pecuario* (‘Agricultural and Livestock Progress’) noted that the firm traded “ploughs, rollers, harrows for all types of crops and terrains, machines to sow, reap, pick, thresh, winnow and fertilise the harvests, apparatus to prepare feed for livestock...”. A vastly extensive catalogue, which ran “to 200 pages” and contained “almost 1,000 prints,” according to the advert.

In the same year, Ahles extended his agreement with Ruston, this time as the exclusive representative in the whole of Spain and for a period of ten years. As mentioned above, Ruston was one of the largest agricultural machinery manufacturing companies. However, even though there was no sign of it as yet, times were changing. In 1899 Henry Ford created his first business, the Detroit Automobile Company, which failed only to be replaced in 1903 by the still existent Ford Motor Company.

In 1900 Ahles made his employee Felix Schlayer partner and consequently changed the name of the company to Alberto Ahles y Compañía. By this juncture, the central headquarters had been trans-



1897 company catalogue and 1899 edition of ‘Agricultural and Livestock Progress’, advertising “Alberto Ahles’ large warehouse of agricultural and winemaking machinery” in Barcelona.

ferred to Madrid (to 26 Calle Barquillo) and its business radius encompassed the whole country, with branches in Barcelona, Palencia, Medina de Rioseco (Valladolid) and Badajoz. Over time, new branches would open in Cordoba, Seville and other locations.

Various sources allow us to relate that in the early years of the new century the Alberto Ahles y Compañía’s catalogue included tools and ploughs, steam tractors, Ruston locomobiles and threshers from Britain, Deering reapers (this American company would be integrated into the International Harvester Company in 1902), Brabant Melotte ploughs from Belgium, Rud Sack planters and cultivation material, and Heinrich Lanz threshers, both German companies.

Rud Sack is of particular importance because it collaborated with Alberto Ahles y Compañía on the design for a planter with flexible harrows created especially for the Spanish market. The machine was devised and designed by King Alfonso XIII’s agricultural advisor, Manuel Mariátegui y Vinyals, the Count of San Bernardo, and tested by the king himself in 1902. Known as the San Bernardo, it would be a great

sales success for many years. A contemporary advert argued, “It is undoubtedly the most perfect planter, while also the most practical, for the special conditions in Spain. It is solid under trying conditions, almost exclusively made of steel and wrought iron, thereby resisting rough treatment from farm labourers.” A 1906 advertising pamphlet states that Alberto Ahles y Compañía obtained the invention patent for twenty years and it was inadvisable “therefore to believe in offers for machines similar to the San Bernardo, as in reality nobody can sell anything similar.”

More details on the invention are given by an article published some time later in the newspaper *ABC*, which explains that the monarch tested the machine, along with those from other brands, at the

Alberto Ahles y Compañía’s catalogue included Ruston locomobiles, Deering reapers, Brabant Melotte ploughs, Rud Sack cultivation material and Lanz threshers.



King Alfonso XIII (identified by the 'I' written on the photograph) attending the demonstration of an early model of the Rud Sack San Bernardo planter.

ALBERTO AHLES Y C^{IA}
ALCALÁ 68. - MADRID

BARCELONA, SEVILLA, CÓRDOBA, TAFALLA, PALENCIA, RIOSECO, BADAJOZ

| | | |
|---|--|---|
| <p>La novedad agrícola del año.</p> | | <p>La novedad agrícola del año.</p> |
|---|--|---|

Nueva sembradora RUD SACK - SAN BERNARDO

Advert for the Rud Sack San Bernardo planter. Presented as “the agricultural novelty of the year.” The model was introduced in 1900 and continued to be manufactured until 1912.

Agricultural Congress held in Madrid. As a result of these trials, he bought equipment almost exclusively from Alberto Ahles y Compañía for the El Prado estate. The piece categorically states, “The celebrated San Bernardo sowing machine is a creation from the Ahles company and has resolved the sowing problem in such a way that several thousand of these planters are used in Spain today.”

These types of demonstrations were not only performed at special occasions such as the Agricultural Congress. The article says that the company had performed “modern apparatus and machinery tests and trials in more than fifty farming regions since 1901, to which end these apparatus were transported in wagons, with a staff of four mechanics under the orders of the technical director, in order for the tests to convince labourers of the positive benefits of these productive machines.” The text concludes that Alberto Ahles y Compañía “today justly occupies first place in Spain among those dedicated to this industry.” Therefore, not only did Ahles innovate by importing the most advanced machinery of the time and creating designs especially devised for the conditions of Spanish fields, but also by using marketing techniques never before seen and which are still used today by International Trucks & Tractors (ITT), the company which inherited his legacy.

In 1902 somebody who would have a vital role in this story came onto the scene: Pere Parés Serra, from Can Mataverres in El Prat de Llobregat, Barcelona. His grandson, Francesc Parés Canalías, tells us how his grandfather entered Ahles y Compañía: “He went to the Born market each day to sell the lettuces and fruits his father cultivated. He would get off the train in Barcelona and walk from the Estación de Francia to the market. Each day he would walk past the agricultural machinery shop on Calle Marquès de l’Argentera.” As Pere Parés was the second son, not the primogenitor, he was conscious that he would not be able to take over the family business and that he had to look for employment away from home, so “one day he went into the shop to ask for work and they hired him.” He began working for the company as a porter, moving ploughs and tools from one site to another with a handcart. Soon, however, he became an assembly mechanic, and it was not long before Felix Schlayer, noting Parés’ talent for sales and his en-

thusiasm for agricultural machinery, offered him a position travelling around Spain.

It proved to be a very wise decision, as Parés' career in the company would progress remarkably. Two years later, Parés had become extremely knowledgeable about the Spanish territory, particularly about the fertility and size of the farm estates in Andalusia, and he asked Mr Schlayer if he could open a branch in Seville. It opened in the heart of the city, on the now famous Calle Sierpes, at what used to be number 80. There is no doubt that Alberto Ahles and Felix Schlayer appreciated the young man's professional capacity, business vision and sales aptitude,

Felix Schlayer patented a thresher described by the newspaper ABC as "thoroughly ingenious" with "a great advantage over all other known threshers".

as they entrusted such a large branch to an employee who had started on the lowest rung of the company ladder just four years earlier.

The Seville branch opened on Calle Sierpes because it was situated very close to the *Círculo de Labradores* (the Labourers Circle, today the *Círculo Mercantil e Industrial*, or Trade and Industry Circle), the place where the landowners met. The choice proved to be a sound one and the office brought in steadily increasing profits to the company. On the

personal front things were also going well for Pere Parés. He was married two years later and made his home in the flat above the shop. In 1908 the couple's first son, Pedro Parés Fernández, was born.

This year also brought important events for Alberto Ahles y Compañía. The Madrid headquarters moved from Calle Barquillo to a more spacious and central location at 68 Calle Alcalá. Felix Schlayer patented a thresher described by the newspaper *ABC* as "thoroughly ingenious" with "a great advantage over all other known threshers." Also in 1908, the National Agricultural Machinery Syndicate was founded, with King Alfonso XIII as honorary president. It defended the benefits of a nationally produced thresher against its foreign competitors, such as the Ruston brand sold by Ahles. Mean-



A photograph from the Parés Hermanos archive, showing a primitive grain packer.



Product label. At the time the company had eleven branches in Spain.

while, in the fields, the steam-driven machines or locomobiles began to be substituted by vehicles with internal combustion engines, in other words tractors.

The first decade of the 20th century was a period of progress for both the sector in general and the Ahles company. We know that in 1904 Ahles y Compañía opened a new branch in Salamanca, at 24 Calle Zamora, and that in 1907 the company was present at the Regional Fair, where they could not collect any prizes because they attended without entering the competition. However, in 1910 (1912 accord-

ing to some sources), to everyone's surprise, Alberto Ahles withdrew from the business. The historian José Ignacio Martínez Ruiz details the reasons given by the trader himself: "On the one hand, Ahles acknowledged that he had made money (some 300,000 pesetas per year for the previous five years, from an annual turnover of some 2.5 million pesetas), but on the other hand, he stated that the conditions for the development of the agricultural machinery sales business in Spain had changed. The threshers and locomobiles were no longer paid for on the spot, nor after 30, 60 or 90 days, but over periods of two, three or even four years, which therefore required a substantial sum of capital to finance the sales. In 1909, for instance, the instalment agreements signed by his clients rose to a total of one million pesetas, but he met with nothing but problems from the Spanish banks when he sought deductions. As a result, the financing problem proved to be one of the most serious of many issues which hindered the implementation of modern machinery in the Spanish fields." A problem which, as any businessperson knows, arises every so often and is not so different in today's economic climate.

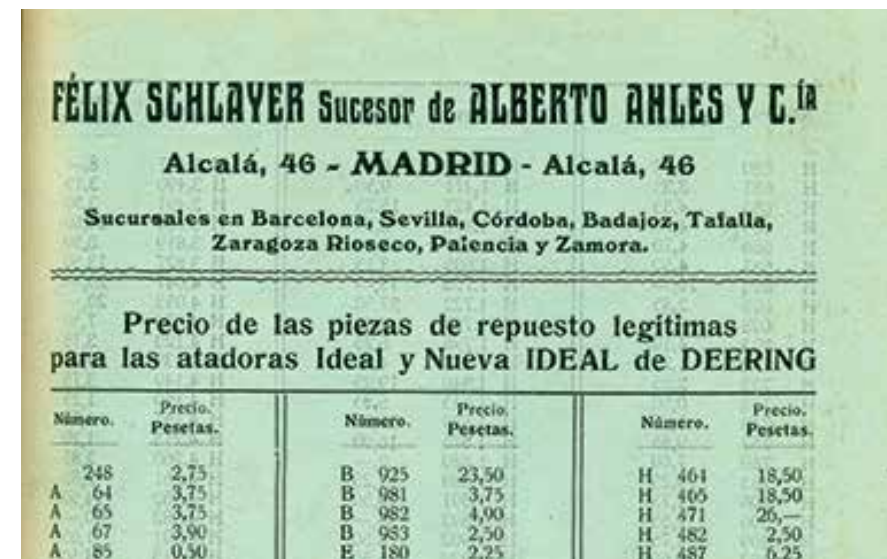
Alberto Ahles disappeared in the same mysterious way as he had arrived. We know nothing more of him. However, he ensured he left the reins for the business in good hands. As was customary at the time, Felix Schlayer changed the trading name to Felix Schlayer, Sucesor de Alberto Ahles ('Felix Schlayer, Successor to Alberto Ahles') and knew how to maintain the brand's prestige. In 1911, for example, he won a prize of 250 pesetas in the contest for sprayers for trees and animal pens organised by the San Isidro Catalan Agricultural Institute.

In Seville, this year also saw the birth of Pere Parés' second son, Francisco ('Paco') Parés Fernández, whose own son, Francisco ('Curro') tells us, "When I was just a boy, I went to Seville and Gloria, the wife of the branch boss, Manolo Madueño, told me, 'Look, little Curro, that's the balcony where Mr Paco was born.' Manolo responded, 'Woman, it was a bit further inside.'"

In 1912 the business had at least 11 branches across the whole of Spain. Aged 39, Schlayer faced the challenge of expanding the legacy left to him at a time when a conflict was brewing which would profoundly change the map of Europe and the lives of its citizens.

On 28th June 1914, Gavrilo Princip, a young Serbian nationalist, assassinated Archduke Franz Ferdinand of Austria. This event sparked a contest in which the various European powers clashed over the division of the Austro-Hungarian Empire, culminating in what we now call the First World War.

These circumstances deeply affected the progress of Felix Schlayer's company. The businessman, a reserve army officer, was mobilised by Germany. As a result, he suddenly had to abandon the business in order to fulfil his duty to his country. Nonetheless, he did not leave the project adrift, but ensured he left it in good hands before leaving. Faced with the task of choosing a trustworthy person to place at the head of the organisation, he named Pere Parés Serra as director general, who thereby completed a spectacular professional trajectory which had begun twelve years earlier, when he had walked into the door of the Barcelona shop asking for work. The diligent employee, by now deeply knowledgeable about the business, accepted the challenge and, resolute about taking over the company reins, moved with his family to Madrid. He knew that while the war lasted he would have to make important decisions without being able to consult or contact his patron in any way.



FÉLIX SCHLAYER Sucesor de ALBERTO AHLES Y C.^{IA}
Alcalá, 46 - MADRID - Alcalá, 46
 Sucursales en Barcelona, Sevilla, Córdoba, Badajoz, Tafalla, Zaragoza Riaseco, Palencia y Zamora.

Precio de las piezas de repuesto legítimas para las atadoras Ideal y Nueva IDEAL de DEERING

| Número. | Precio. Pesetas. | Número. | Precio. Pesetas. | Número. | Precio. Pesetas. |
|---------|------------------|---------|------------------|---------|------------------|
| 248 | 2,75 | B 925 | 23,50 | H 461 | 18,50 |
| A 64 | 3,75 | B 981 | 3,75 | H 465 | 18,50 |
| A 65 | 3,75 | B 982 | 4,90 | H 471 | 25,— |
| A 67 | 3,90 | B 983 | 2,50 | H 482 | 2,50 |
| A 85 | 0,50 | E 180 | 2,25 | H 487 | 0,25 |

Spare parts catalogue for the Ideal and New Ideal grain binders from Deering, a brand founded in 1894 and integrated into the International Harvester Company in 1902.



Felix Schlayer in his official German Army uniform at Issenheim, Alsace, 1915.

Despite Spain's neutrality in the conflict, while the Great War raged on, the possibility of importing merchandise from the usual source countries was severely limited, almost nil. European industry turned its hand to the construction of artillery shells and tanks and the agricultural machinery companies on the peninsula had no option but to begin manufacturing their own tools, mainly ploughs and implements for animal traction.

With sole responsibility for the Felix Schlayer brand, Pere Parés faced the challenge and searched for the formula to produce his own machinery in order to subsist despite the restrictions imposed by the war. The new director general decided to establish contact with Patricio Echeverria, Irimo and other steelmaking companies from the north of Spain to help him to manufacture apparatus. Thus, during this complicated period, Parés managed to launch successful products such as the mouldboard plough and the Guyot winch, the Plutón plough and the Victoria plough, "the most practical, economical and

erto Ahles y C^{ia}, FELIX SCHLAYER
Alcalá, 46 - MADRID
Sales: Barcelona, Sevilla, Córdoba, Tafalla, Zaragoza, Ríoseco, Palencia, Ba

LOS MEJORES
ARADOS GIRATORIOS DE
NUEVA CONSTRUCCIÓN, ESPECIAL-
LES PARA LAS CONDICIONES DE ESPAÑA

„VICTORIA“

Profundidad
15 a 25 cm.
Volteo perfecto.

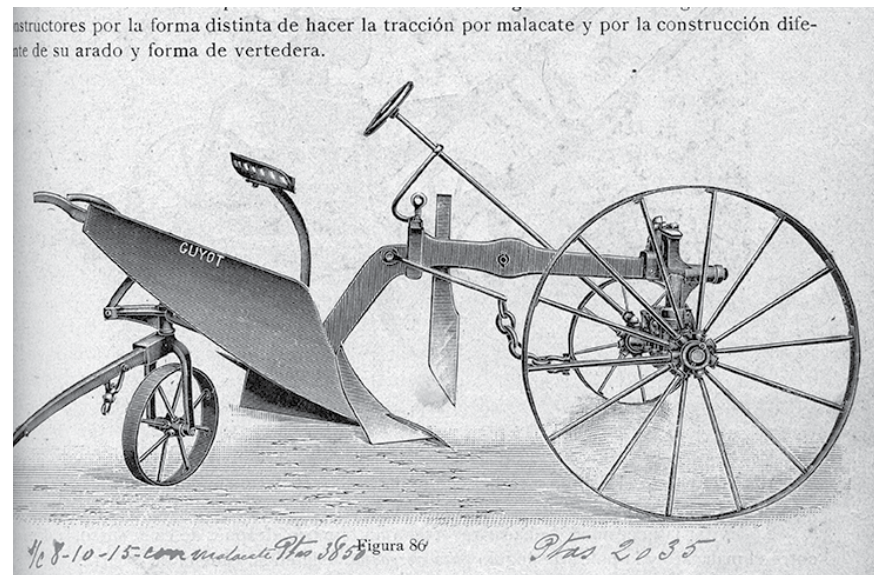
El arado con doble vertedera

más práctico, más económico y más s
para tierras fuertes y arcillosas.

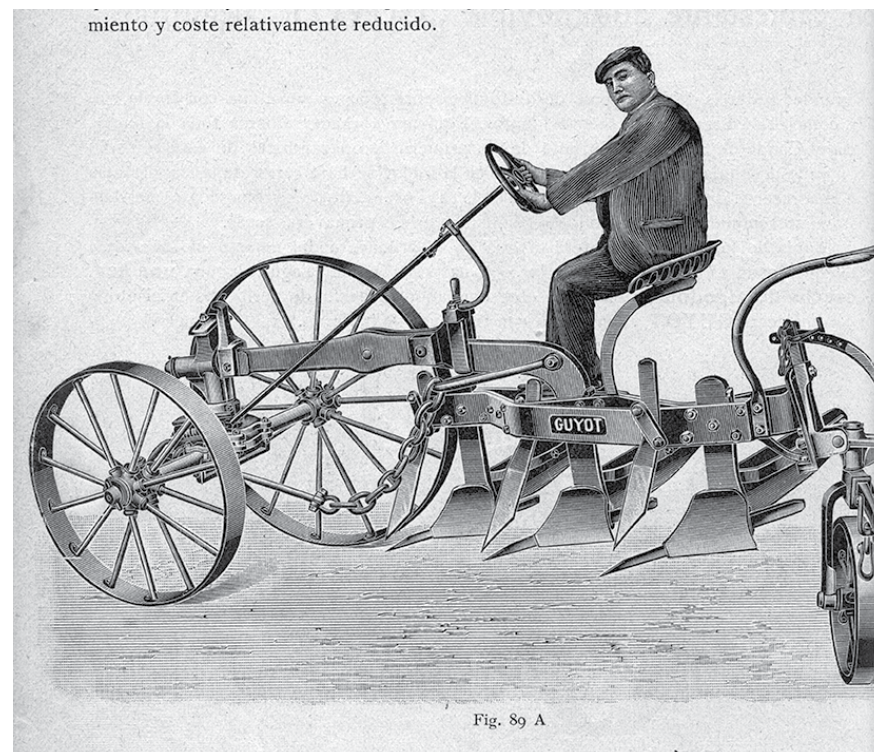
precio del arado „Victo-
ria“ sin timón Pesetas 85,
el par de rejas de acero
forjado, con punta pico
de pato „ 15,
14-50

Muelle amortiguador, de patente,
favizando el tiro al ganado y evi-

Publicity in the press from the era of the Victoria double-mouldboard plough, a model especially devised by Felix Schlayer for the arid Spanish terrain.



Deep-ploughing machine with Guyot winch (mouldboard plough). The handwritten note indicates that it can be dated to 1915.



Guyot winch plough, devised for vine cultivation. Both illustrations come from the Felix Schlayer, Sucesor de Alberto Ahles catalogue.

robust plough with a double mouldboard for hard and clay soil” according to the publicity of the time.

In North America the political and economic situation was very different from the one in Europe. They were beginning to manufacture lorries and tractors, vehicles which were rapidly introduced on the old continent once the war ended. As the expert José Germán Pacheco writes, this innovation meant a radical transformation in the agrarian world: “The implementation of the tractor and the lorry condemned hundreds of thousands of horses to obsolescence.” Consequently, “this freed up thousands of hectares which had previously been cultivated for fodder to feed the horses.”

However, while the world conflict was running its course, an equally ferocious battle was unleashed on the commercial field. In 1917 the United States joined the Allied Powers of the United Kingdom, France, Russia, Italy and Japan. The following year the United States Government sent a report to the American Consulate in Madrid requesting “a list of the American clients of Felix Schlayer,

The United States Government requested “a list of the American clients of Felix Schlayer, who is suspected of being a German Army captain.”

ex-consul for Norway in Madrid, who is in fact suspected of being a German Army captain.” Suspicion and mistrust of citizens from enemy countries were common and, although the U.S. Government report was founded on speculation, it was correct in its analysis of the situation. The American spies had records indicating that Schlayer’s company imported and distributed items originating from American companies such as the International Harvester Company, the Deering Plow Company and the Simplicity Incubator Company from Indianapolis. They considered it likely that other U.S. companies had made sales or agreements to award representation to Mr Schlayer’s firm.

The report ordered a tight restriction on the company receiving any type of merchandise from the United States due to its director being a recognised enemy. It also recommended that this information be

transmitted to both the U.S. companies cited as having a relationship with Schlayer's company and any additional firms known to the War Trade Board who could have had correspondence with Schlayer.

We have no record of whether Pere Parés received either an incognito or open visit from a representative of the U.S. government, but there was not much time for one, as a few months later, on 11th November 1918 to be precise, the armistice was signed. Nonetheless, the United States order prohibiting the company from establishing any deals with American companies became effective.

Once the conflict had ended, Felix Schlayer was liberated from his military and patriotic duty and returned to Spain with a clear objective: to pick up what remained of his company. Added to the difficulties in importing European products was the newly imposed prohibition against imports from the United States. Schlayer thought that in such circumstances the business had probably run into the ground or been liquidated. To his surprise, he discovered that everything was still fully operational, thanks to Pere Parés Serra, the guardian who had defended his interests through thick and thin. As mentioned above, in order to keep the organisation afloat during this period, Pere Parés Serra had to use Spanish manufacturers to deliver all the pieces which would allow a degree of industrial development in the country.

Not only had Parés managed to stop the business from falling apart, but he had also succeeded in bringing in large profits, which he carefully deposited in the Bank of Spain in the form of gold coins. A wise decision, which must have left Felix Schlayer speechless when he returned from his enforced exile. The entrepreneur found his company in good shape and, thanks to his loyal collaborator, he had a treasure trove which would allow him to move forward with ample means. However, the tremendous efforts made during the four years of the war, plagued with obstacles and difficulties, must have taken a great toll on Parés. Once he had passed on the accounts to Felix Schlayer, he stayed with him for almost another year before leaving the business and returning with his family to his hometown, El Prat de Llobregat, for a well-deserved rest.



Pere Parés Serra in 1919. The text extolls: "To my unforgettable boss, Mr Felix Schlayer. I came in green and after 17 years I leave white and peeled, but with money, gratitude and friendship."

The Landscape
**SHAPING THE
ENVIRONMENT**

WE TAKE THE LANDSCAPE FOR GRANTED. With the passing of the seasons we see the fields change colour, and in the city, from time to time, a demolition or a construction causes a subtle alteration in the skyline. However, in the long run, almost everything we see is new, created by the hands of mankind (even many forests used to be orderly vineyards). What happens is that it changes slowly. The activities responsible for these modifications are agriculture, communications, and urbanisation, precisely the three activities represented in the ITT motto: cultivate, transport, construct. We only distribute the equipment, but it makes us proud to provide our clients with tools with which they harvest produce from the earth, transport merchandise and raise buildings and infrastructures. All these transformations accompany us as we journey around Spain and the world. On our infinite trips to visit clients in order to demonstrate our products, from the window of the train or car beautiful signs of civilisation swiftly succeed one another. Josep Pla told us, “I have never understood why poets, instead of writing odes to wild nature and disorder, don’t write about perfect vegetable plots.” That is the intention of this photographic collection: to pay homage to the human capability for shaping the environment.



















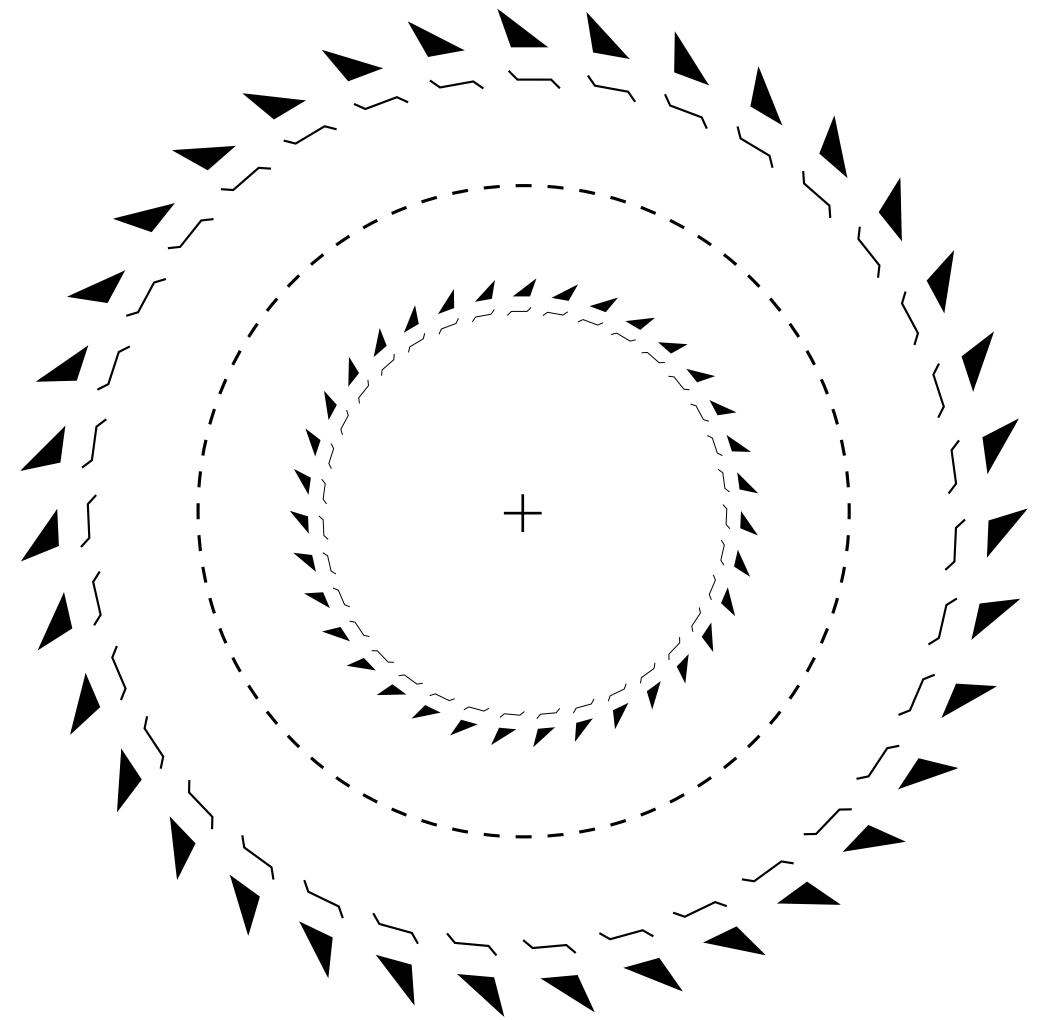


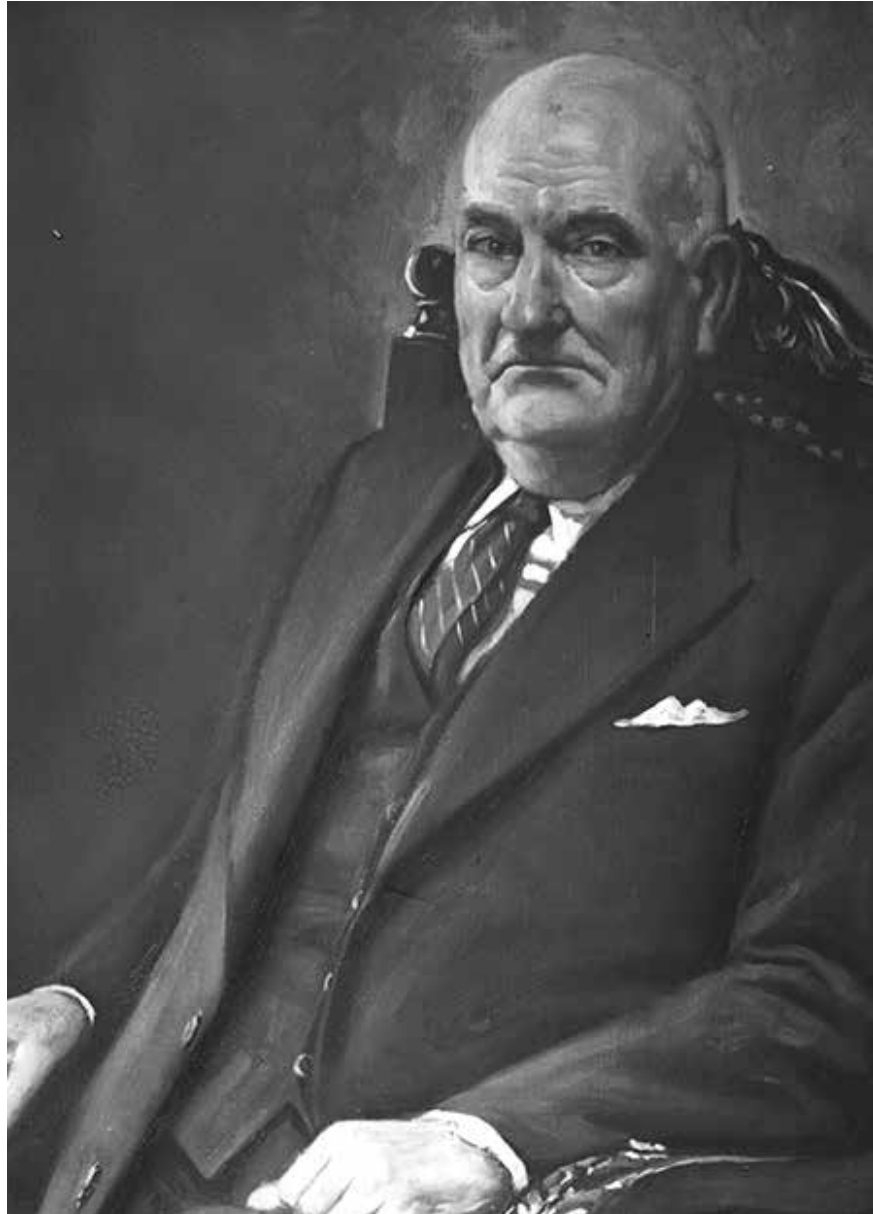


TRACTION

Pere Parés Serra

1919 — 1945





Pere Parés Serra, 1945.

Being an entrepreneur and a tireless worker, after a year of rest and apparent reflection, Pere Parés Serra felt he had regained his strength. However, this time instead of asking Mr Schlayer's permission to re-join the company, he asked his former employer to put him directly in charge of the Barcelona branch. This office was the one with the lowest sales volume in the whole of Spain, as it mainly functioned as the delivery centre for imported machinery. Grateful for his earlier services, his former patron acquiesced. Thus, in 1919 Pere Parés Serra founded a business on the same premises he had entered as porter in 1902. He was authorised to name it Pedro Parés, Sucesor de Alberto Ahles y Felix Schlayer (Pedro is the Spanish version of the Catalan name Pere). Schlayer considered it fair not to charge him for the cost of the transfer (premises, furniture, etc.) and limited Serra's payment to the value of the stored merchandise.

The timing could not have been better. After the war, the whole of Europe, including Spain, experienced a period of economic growth. Commercial and technological change intensified. According to historian José Ignacio Martínez Ruiz, advanced agricultural machines were developed in these years. An example of this is the Heliaks heli-co-axial thresher designed by Felix Schlayer, who continued with his business and his role as inventor.

Pere Parés was also committed to innovation. During this period he presented the Parés grain winnower and the Canigó model. The former was advertised as being "strong, light, equipped with steering wheel with crank, ready for driving force. It is different from the normal, commonplace winnowers because, as well as the ventilation functions to remove dust and light bodies, it is equipped with compartments for classifying all types of grain with interchangeable sieve plates perforated in different shapes and sizes."

In 1925 Pedro Parés Fernández, Pere Parés Serra's eldest son, entered the business, aged 17. By day he worked in the company offices on Paseo de la Aduana; by night he went to the Industrial School to continue his studies in Mechanical Expertise. Around the same time, Felix Schlayer, by now old and tired, chose to retire and liquidate his company, to which end he closed some branches and transferred others. It is not known whether it was as a result of one of these transfers or



Two views of the Pedro Parés premises at 15-17 Avenida del Marquès de l'Argentera, Barcelona.

due to an agreement arranged by Parés himself, but the latter began to represent the German brand Fahr in Spain. The Fahr company had been founded in 1864 by Nikolaus August Otto, who invented the four-stroke internal combustion engine with Langel Carl.

As a result of this agreement, the following year Pere Parés Serra sent his son to the Fahr factory in Cologne so he could work on the agricultural machine assembly line, thereby gaining a sound working knowledge of the machines he would later have to sell. Pedro Parés Fernández stayed there for almost a year, collaborating with the local engineers on the design and commissioning of a smaller reaper-binder

for two horses, the first of many reaper-binders of this size produced by the various agricultural machinery brands in this period.

Pere Parés Serra travelled to Germany often for trade dealings with Fahr, but also to develop relationships with other companies. To learn the language, he went to a teacher who suggested three or four hours of class per day. Parés Serra did not have that much time available and proposed an alternative: he would pay a full salary to the teacher for him to accompany him all day long and talk to him in German, and for every word he spoke in Catalan or Spanish, a certain amount would be deducted from his pay. No doubt this method was highly effective.

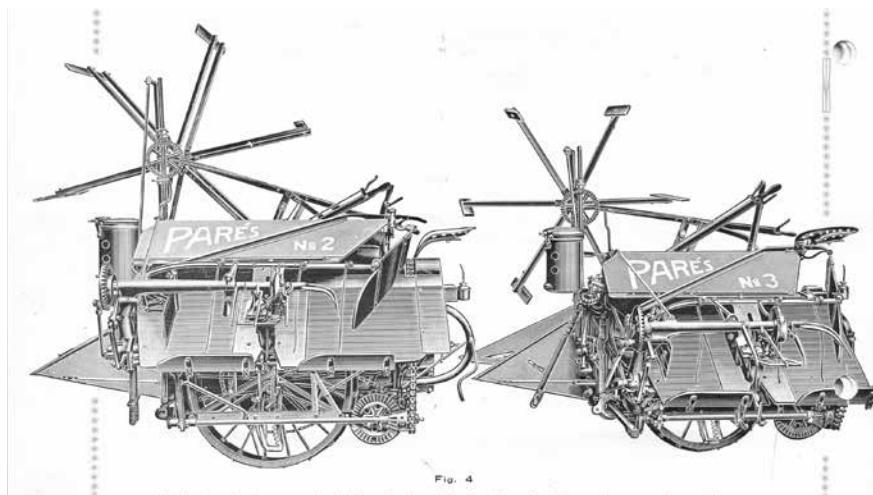
Francesc Parés Canalías talks of his grandfather's trips: "He was advisor to the Class family and many other manufacturing clans in Central Europe. He was the Spanish expert in agricultural machinery. The German manufacturers showed him their latest developments and he gave them his opinion." It should be noted that in those days travelling took much longer and was far more arduous than it is today; to embark on these journeys required a decidedly adventurous spirit. "When they had to visit northern Germany, a region which

Pere Parés was advisor to many agricultural machinery manufacturers in Central Europe. They showed him their latest developments and he gave his opinion.

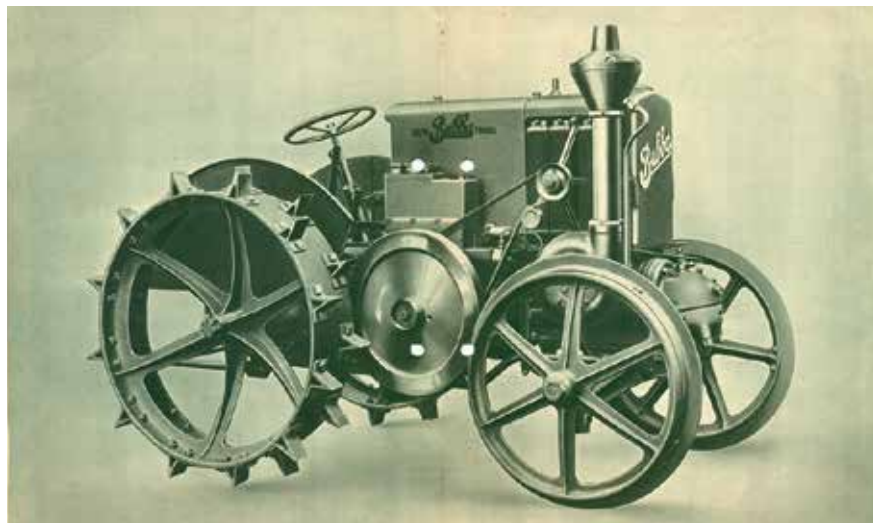
today forms part of Poland, my grandfather travelled by train with my aunt Conchita, and my father and uncle flew on the first regular Lufthansa flights, on sailcloth seaplanes with mica windows. They flew following the courses of rivers and, if it was foggy, they flew so low that they had to soar abruptly to avoid the bridges. If the weather was very bad, they had to touch down on the river and tie the plane to a post. They would sleep at an inn and continue their journey the following morning." Francesc Parés Canalías is well aware of the excitement generated by these trips, so remote from the conveniences of travel nowadays. He explains that his father told him that on one occasion one of the propeller engines caught fire before taking off from the

airport. The operators extinguished the fire, repaired the engine and started it up again as if nothing had happened.

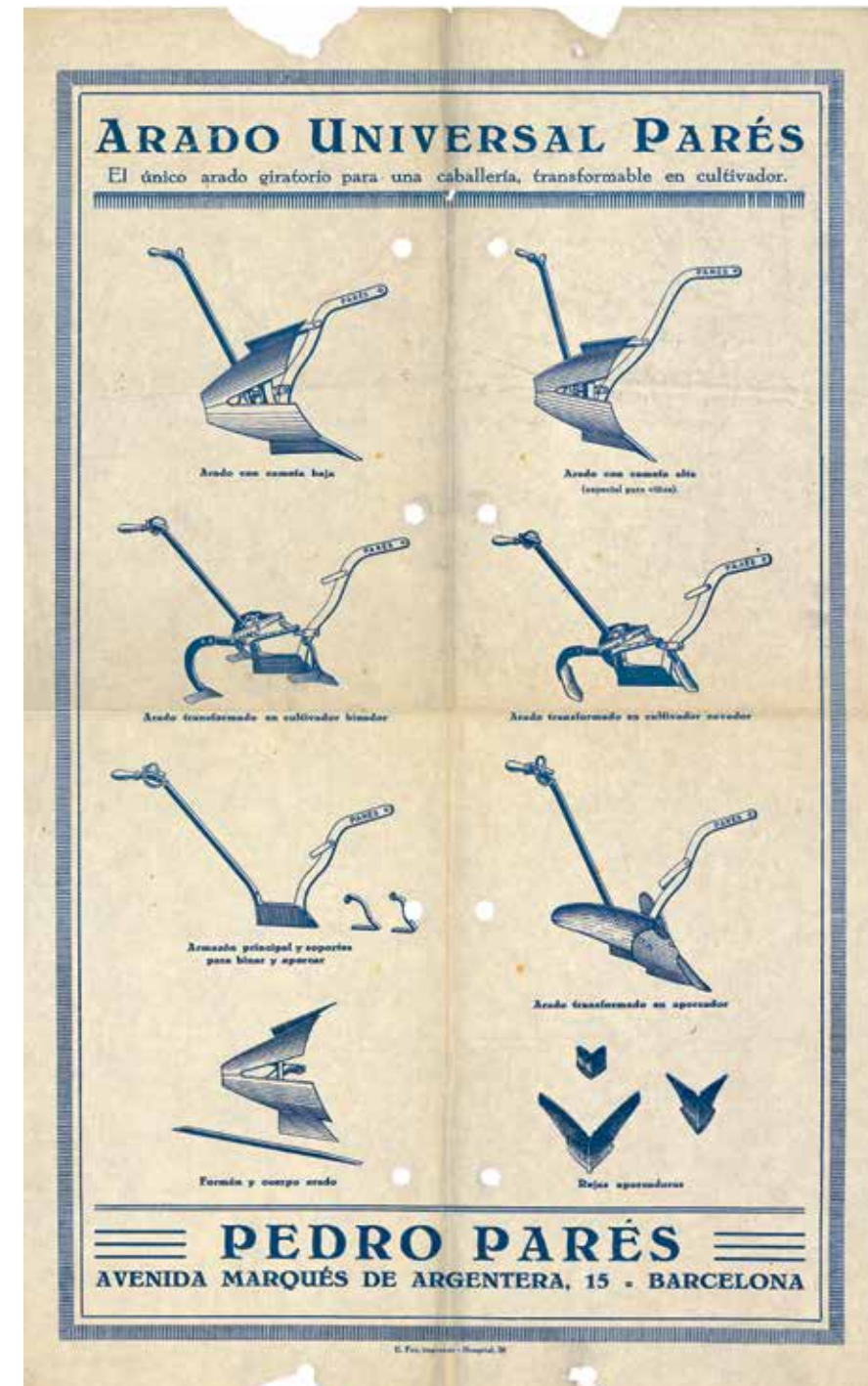
In 1927 Fahr began manufacturing tractors and Pere Parés was responsible for commercialising them in Spain, though these were not the first tractors included in the company's catalogue. Parés already distributed the Bubba UTB3, an Italian-designed *testa calda*, which can still be found today in some areas of Italy. The appellation *testa calda* ("hothead") comes from the fact that the cylinder head had to be



Prints of the Parés binders, models N°2 and N°3.



The Italian Bubba tractor, commonly known as the *testa calda* ("hothead").



As well as importing machinery and tools, the company manufactured their own plough designs. The photo shows an advertising page for the Parés versatile plough, which transformed into a cultivator.



Pere Parés Serra poses amidst the machinery he sold.

heated with a hot bulb before the engine could start. This model had a semi-diesel engine with a horizontal cylinder. Juan Artigas, a former employee of Parés and coordinator of the Federation of Associations of Friends of Period Agricultural Machinery (FAMAE), humorously explains that its rattle helped digestion: “The judders in the cylinder helped your food settle down.”

Pere Parés Serra’s second son, Francisco Parés Fernández, also entered the business aged 17. This happened around 1928, when the technological revolution and the growth of the company were in full swing. Just as his elder brother had done, he combined work with his studies in Mechanical Expertise at the Industrial School. The following year, Pedro Parés Fernández travelled the length and breadth of Spain promoting the own-brand Pelfort ploughs. These were suspended reversible ploughs without wheels, with a single or double furrow, expressly designed for the new Fordson tractors, the first units of which had just arrived in the country. Thanks to the dedication of the Parés family (and others), tractors, ploughs and other machinery steadily replaced manual labour and animal traction in tillage, reaping, threshing and other farm work.

In 1931 the company opened a branch in Zaragoza. Pedro Parés Fernández was appointed office manager and he stayed in the post for three years. At that time the main machines imported by the company

were the Fahr reapers, the Lanz threshers and tractors, and the Hanomag caterpillar tractors, all German brands. These were complemented by various ploughs, both for animal traction and tractors, which came from France and Germany, and other machines and implements designed by the Parés company.

In the same year, once again following in his brother Pedro’s footsteps, Francisco Parés Fernández was sent to Cologne to work on the Fahr factory assembly line in order to learn about the machinery in depth before moving on to sales. The following year, returning from Germany, he began work as a travelling mechanic and salesman. He was responsible for starting up the machines sold across Spain. By that time the first Holder moto-cultivators, the Flotters thresher and, their Spanish equivalent, the Parés thresher had been added to the Parés portfolio. The Holder moto-cultivators significantly contributed to the mechanisation of Spain’s smallholdings.

In 1934 Pedro returned to Barcelona to take charge of the administration of the company headquarters while Francisco Parés took over from his brother as manager of the Zaragoza branch. However, he continued to make frequent trips around the

country and, as a result, the following year a new branch manager was appointed: Alejandro Burillo Espier. On 3rd July 1936 Francisco Parés returned definitively to Barcelona.

Since the beginning of the decade, after the 1929 Wall Street Crash and the end of Primo de Rivera’s dictatorship, Spain experienced growing economic and political instability. In the early summer months of 1936 the possibility of a military coup was palpable. Fifteen days after Francisco arrived in Barcelona, on the sadly famous 18th July, the National Uprising started the Spanish Civil War.

The Parés family regrouped in Barcelona and the business would not fall into the hands of the insurrectionists until the end of the war.

*Thanks to Parés
(and others),
tractors, ploughs
and other machinery
steadily replaced
manual labour and
animal traction in
farm work.*



Pere Parés's son wrote: "The old man stands in the doorway. Nobody can destroy him. Watch out for him!"



Left: Spanish edition of 'A Diplomat in Red Madrid' by Felix Schlayer. Right: image of the author in his old age, when he had already left the agricultural machinery business.



The Barcelona premises of Parés y Compañía after the Civil War.

However, the Zaragoza branch soon fell under the dominion of the nationalists, severing communication between the two branches for the next three years.

Meanwhile the now retired Felix Schlayer had maintained his residence in Madrid and was acting as consul for Norway, a post he had also apparently occupied years earlier. At the time of the insurgency, the Norwegian Ambassador was on holiday in his homeland and Schlayer acted as his proxy. Thanks to his memoirs, written soon after the war ended, we know that he actively denounced the multiple abuses committed in Republican Madrid. Among other events, he witnessed the massacre in Paracuellos de Jarama, where more than four thousand prisoners from Madrid's jails were shot. Schlayer also tried to get Ricardo de la Cierva out of the country. De la Cierva was the brother of the inventor of the gyroplane and was working at the embassy. They tried to pass him off as a Norwegian subject, but at the last moment, just as the young lawyer was boarding the plane, the deception was discovered and he was arrested and shot.

Although this event meant that the Republican government looked upon the Consul with suspicion, Schlayer continued to do everything he could to save innocent people. He even had an interview with the Republican leader Dolores Ibárruri, known as *la Pasionaria* ('the Pas-



Façade of the Parés y Compañía headquarters in Zaragoza, at 28 Calle San Vicente de Paúl.



Operational demonstration of various Massey-Harris machines in 1952, probably in Morocco. The model in the photograph is the 744.

sionflower’), and with the President, Juan Negrín. However, in mid-1937, seeing that his own life was in danger, he and his wife managed to escape in extremis from the country, as described in one of the most exciting chapters from his book *Diplomático en el Madrid rojo* (‘A Diplomat in Red Madrid’), published in Germany in 1938 and belatedly translated into Spanish in 2005, with several subsequent editions.

The story is as follows. Felix Schlayer and his wife travelled to Valencia to board a steamboat sent by the French government to pick up refugees. When they were already aboard, a secret police patrol appeared and ordered Schlayer to accompany them to the police station to stamp the departure in his passport. He refused to do so, knowing that it was a pretext to imprison him. The ship’s captain and the French consul were present during the conversation and became nervous, shouting at him to disembark, otherwise they would have problems with the Spanish government, which might not let them set sail and then they would not be able to take any refugees out of the country. Just then, Schlayer noticed the arrival of the car belonging to the business consul from a Central European country (he does not specify which one). He went and asked the driver to take him to the Norwegian Consulate, where the business consul dealt with the police and “they had to accept and acknowledge the diplomatic passport, but they insisted on examining my luggage again, hoping to find some pretext to arrest me.” No such pretext was found and he and his wife were finally able to board the steamboat. Schlayer adds a note of gratitude to her: “My wife had serenely and courageously accompanied me in this risky and tricky situation. While our luggage was being searched, she demonstrated she knew how to talk to these men, appealing to their consciences in such a moving manner that their chief ended up asking me if I would allow him to say goodbye to her, which he did, apologising to her and kissing her hand.”

Although Schlayer’s political sympathies clearly lay on the side of the insurgents and his narration sometimes has a biased tone, nobody can question the fact that the former entrepreneur and consul saved the lives of eight hundred people, giving them shelter in the Norwegian Embassy. As such he has become known as “the Spanish Schindler”. Once the war ended, Schlayer returned to Spain and went to live in Torrelodones, Madrid, where he died on 25th November 1950.

During the Civil War, the trading activity by the Parés Company practically came to a standstill. Meanwhile, agro-industrial progress in the rest of the world continued apace. In 1938 the Australian Tom Carroll, an engineer at the Canadian company Massey-Harris, designed the first self-propelled harvester, which represented an authentic revolution in grain harvesting. To advertise the invention, in 1944 the company initiated one of the most audacious publicity stunts of all time. Starting from Texas, 500 of these machines cut vast swathes through several states, harvesting thousands of hectares of cereals. The following year the so-called Harvest Brigade repeated the event in South America; it was filmed and this recording was used for many years to come by the diffe-

To their surprise they discovered that Mr Burillo had remained in his post and had maintained the relationships with the agents who had stayed in the country in order to liquidate accounts.

today. The first result of this combined technology was the Ford 9N (deriving from its launch date of 1939), nicknamed “Little Grey Fergie” due to the colour of its bodywork. It enjoyed extraordinary success, selling more than 300,000 units in eight years. The agreement remained intact until Henry Ford’s death in 1947.

It would not be accurate to say that nothing significant happened in Spain in these years. In 1939, when the Civil War ended, the Parés family re-established contact with the Zaragoza branch, expecting to find the business in ruins, literally or at least financially. To their surprise they discovered that Mr Burillo had remained in his post and had maintained the relationship with the agents who had stayed in the na-

rent representatives for the brand (including Parés) to promote the model.

1938 was also an important year for two other large companies in the sector. Henry Ford and Harry Ferguson made a gentlemen’s agreement to sell tractors with patents from both brands: the spark plug ignition from Ford, which ensured safety, and the Ferguson three-point hitch system, a hydraulic mechanism which controlled the ploughs of the tractor. The Ferguson system was such a revolutionary advance that it is still used



Alejandro Burillo kept the Zaragoza office operative during the Civil War. This image from 1958 shows him at the recently opened premises at 5-7 Calle Fernando el Católico.

tional arena in order to liquidate outstanding accounts. In the same way that Pere Parés Serra had fulfilled his mission during the Great War, on this occasion it was Alejandro Burillo who did so. During two periods of great adversity, the men left in charge of the business unsupervised had proved themselves more than worthy of the trust placed in them.

Despite their efforts, 1940 can be considered to be a second ‘year zero’ in the eventful history of the merchant saga. It is worth remembering that no sooner had the Spanish Civil War ended than the Second World War began, prolonging the impossibility of importing tractors and tools from the brands they had previously represented. This combined with the difficulties in obtaining raw materials from national manufacturers and the scarcity of spare parts, forced the company to trade used machines and made it impossible to subsist. They had to start over and take it step by step. In both Barcelona and Zaragoza the workforce was reduced to a minimum and their work largely consisted of recovering machines abandoned during the war, chasing debtors, and carrying out a genuine reconstruction of the business. The com-



Parés chisel plough, an implement which tills the soil below the arable layer without inverting the earth. This model was made by Talleres Mariano Alegre in Huesca.



The bulky Flother cereal thresher, a notable brand manufactured in Germany, distributed by the Parés Company for several years.

pany was forced to reorganise its list of suppliers and turned its gaze to importing machines from North America. Once again the Parés family proved that where there is a will there is a way, and that all obstacles can be overcome with imagination and hard work.

Pere Parés Serra realised that a new era had begun, that the circumstances were different and that he had to introduce new know-how into the company if they were going to survive. To this end he decided it was a good time to bring his sons Pedro and Francisco into the business. He changed the company from a privately owned enterprise into a limited partnership and changed the name to Parés y Compañía.

The Parés brothers shared responsibilities: Don Pedro worked mainly in administration and importation while Don Francisco worked in sales and post-sales service, although they took joint strategic decisions. Francisco's position meant he had to take endless trips around the country, never doing less than 70,000 kilometres per year (almost the equivalent of travelling twice around the circumference of the Earth). The sociable nature and adventurous spirit of this family had been a key factor in the company's development, facilitating the creation of a commercial network which would grow steadily and which would otherwise have been very difficult to build.

With a view to progressively increasing the business, in 1941 the company acquired another premises in Barcelona, at 20 Calle Buena Ventura Muñoz, around the corner from 8 Calle Nàpols, which would later become the site for the company headquarters.

In 1945, with the process of recovery and creating trade ties in full swing, Pere Parés Serra received a letter from his friend Hislop, the former representative of the International Harvester Company in Spain (one of the companies previously represented by Felix Schlayer) and incumbent vice president of Massey-Harris. The letter offered Parés representation of his present firm in the peninsula and the Balearic Islands. Needless to say, this news was received enthusiastically. The brand would be by far the most important brand in the Parés y Compañía catalogue for decades to come.

Francesc Parés Canaliás, Francisco Parés Fernández's first son, was born in the same year. On 7th May 1945, the day Germany signed its unconditional surrender and the Second World War ended in Europe



Pere Parés Serra in his element: a wheat field ready for reaping. The businessman contributed to the mechanisation and increased productivity of Spanish farming.

(although it continued for several months in Asia), Pere Parés Serra retired. He died three years later at the age of 68.

In 1950 Juan Artigas joined the company as the spare parts service manager, later becoming sales director for Catalonia. He never met Pere Parés Serra, but comments: “I know that Don Pedro was an intelligent man, a tenacious worker, and a good salesman with a huge talent for commerce. After he retired from the business, he would appear in the office from time to time, and those who met him said he was a very honourable and energetic person with an extraordinary professional capability.” However, once retired, his attitude changed remarkably. Francesc Parés Canalías says that if the old man visited when his sons were not there, he gave the workers the day off and closed up shop. “My father was furious!” laughs Francesc.

Advertising
**'THE ART
OF SELLING**

THE SUCCESSIVE PROPRIETORS of the businesses which have led to ITT as it stands today have been businessmen, given that they directed companies. On occasion they were also manufacturers, as they designed and produced agricultural and industrial machinery. However, above all they were salespeople. They imported, distributed and sold equipment. Despite the diversity of historical periods, the evolution of technology and the varying business sectors, they all shared the same commercial vocation. From Alberto Ahles' presentations at exhibitions to make himself known and to take away as many medals as possible, through to the itinerant demonstrations of products to individuals, adverts in the press or participation in public events, the companies related to International Trucks & Tractors have spared no efforts in reaching the buyer, instead of expecting it to be the other way around. Having the most prestigious international brands has never been enough; renown and trust have constantly been cultivated through comprehensive training for dealers and a reliable technical service. Most importantly, though, they have been fostered through creative advertising, the participation in fairs, and unique promotional activities. They are initiatives of a very diverse nature, but that share a single purpose: to seduce.

ALBERTO AHLES Y CIA
FELIX SCHLAYER, Sucesor

Locomóviles de vapor monocilíndricas „RUSTON“
CLASE PSG
Timbradas á una presión de 8 kilos por cm. cuadrado



La figura anterior representa una Locomóvil monocilíndrica „RUSTON“, clase PSG, con los últimos perfeccionamientos, presentando todos los órganos importantes descritos en las páginas precedentes.

Precios á quien los pida.

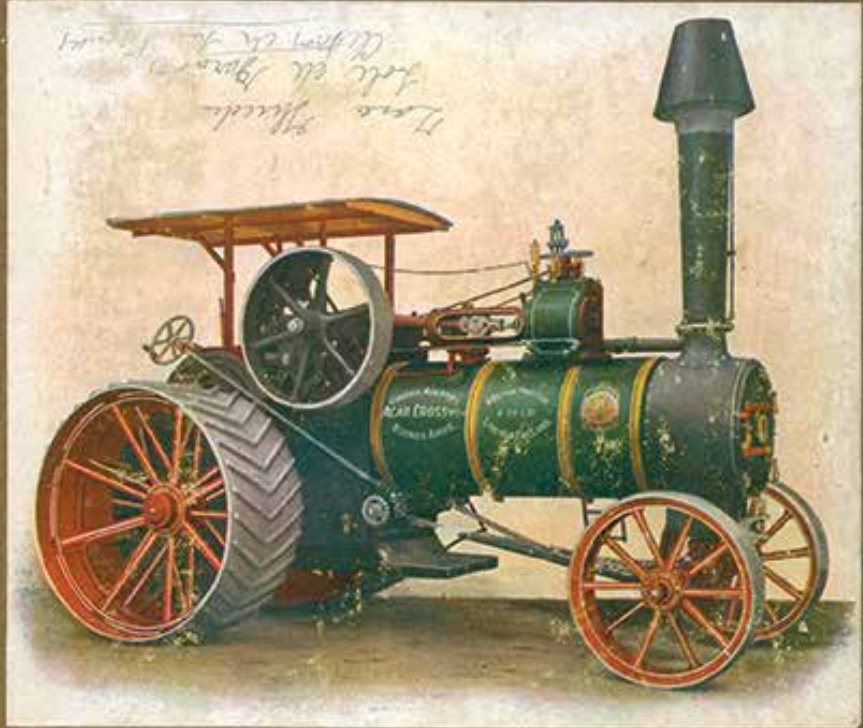
— 12 —

Ruston, Proctor & Co. locomobile
This British company was founded in 1884.


Ruston, Proctor & Co. locomobile

A more modern catalogue for the brand.

RUSTON, PROCTOR & Co., Ltd.
LINCOLN, England

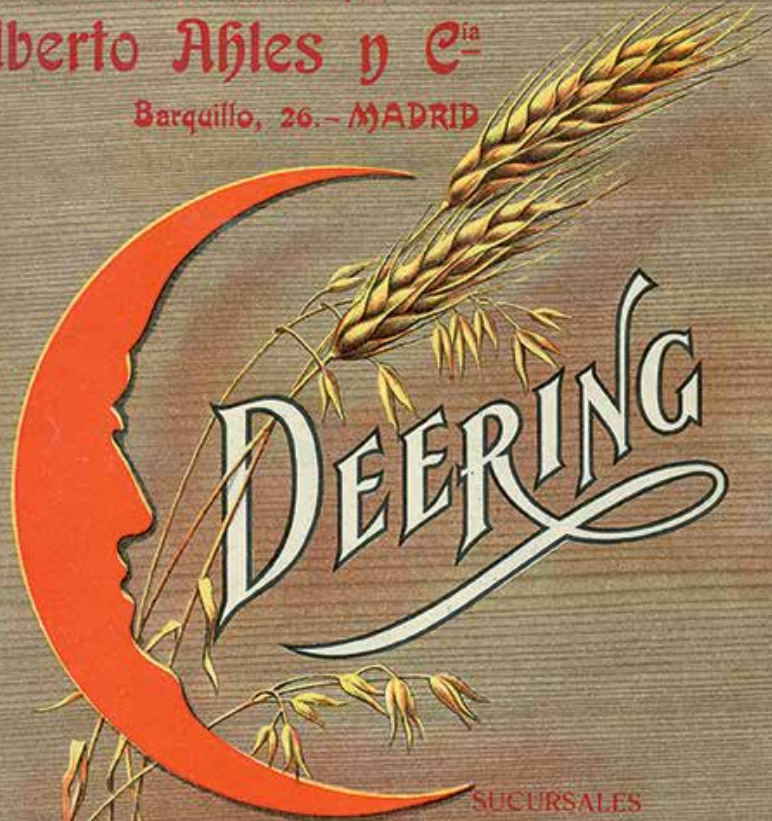


Representantes exclusivos en España:
ALBERTO AHLES & Cía. - MADRID
 Calle de Alcalá, 46



Únicos Importadores en España
Alberto Ahles y Cía
 Barquillo, 26. - MADRID

66 SPANISH EUROPEAN



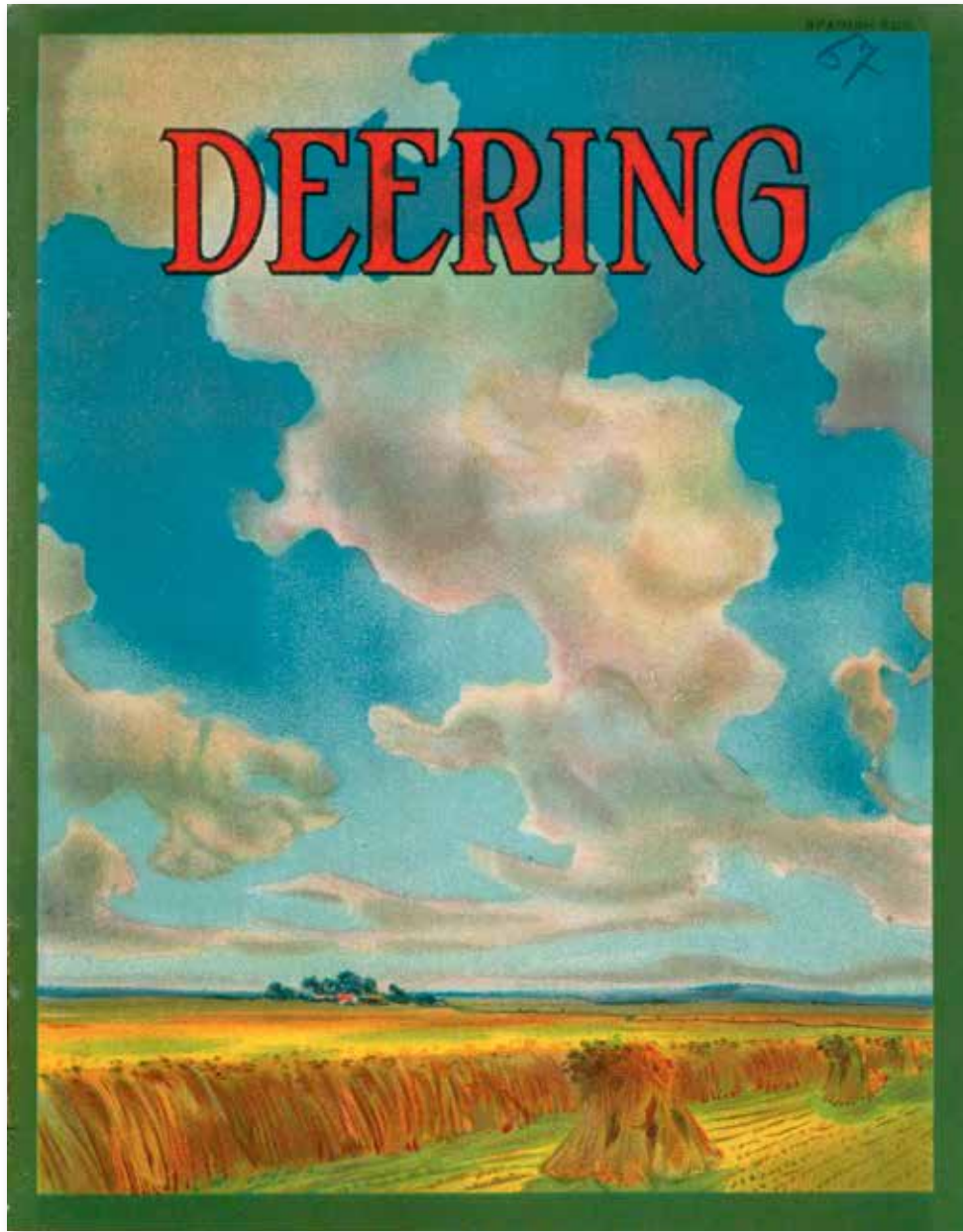
SUCURSALES
 Barcelona * Córdoba
 Palencia
 Rioseco * Sevilla * Badajoz

1900-1902, Deering

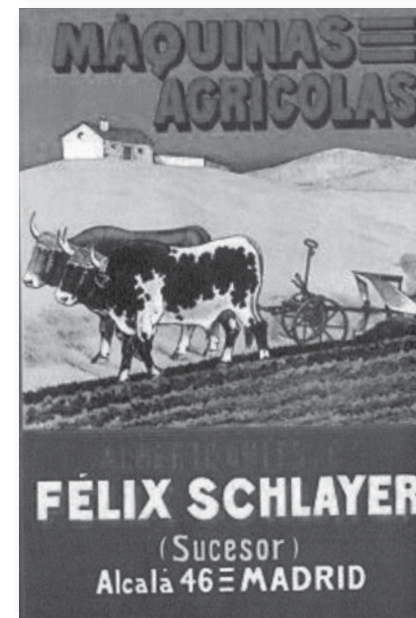
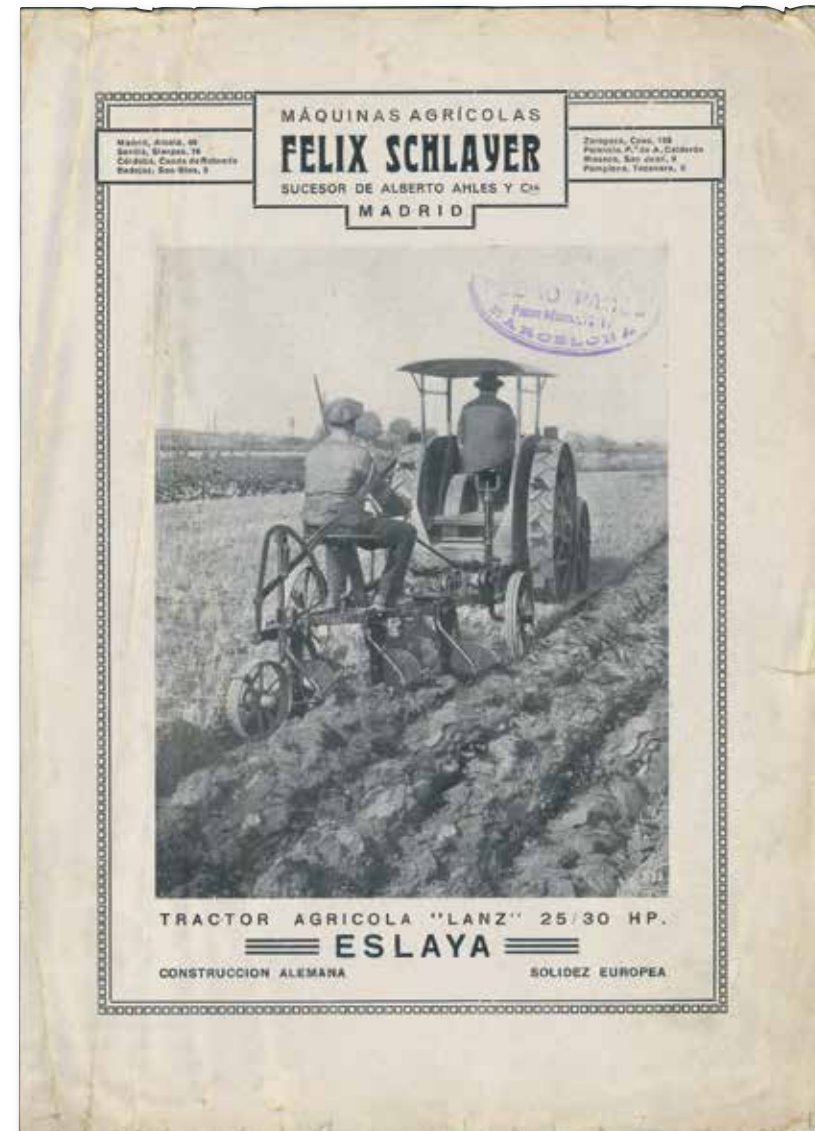
The American company was founded in 1874 and in 1902 it was integrated into the International Harvester Company.



Deering
On the front cover, Deering, and on the back cover, the International Harvester Company logo.



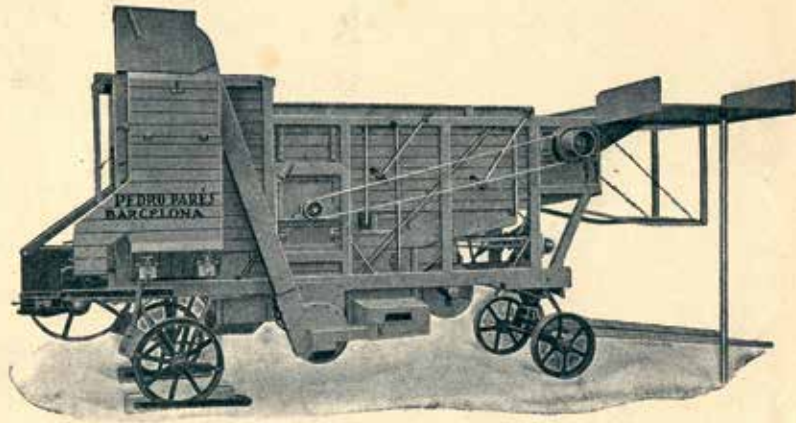
Lanz
This German brand was one of the most notable in Felix Schlayer's portfolio.



Felix Schlayer
Advertising played an important role in the development of the company.

Parés

Thresher designed by the company. It is a Blat N°00 model, which was followed by the N°01 and the N°02 models.



Trilladora BLAT-PARÉS n.º 00 con cilindros laminadores

Pedro Parés

Two adverts dating back to when Parés only had dealerships in Catalonia.

PEDRO PARÉS
Avenida Marqués de Argentera, 15
(antes Paseo Aduana)
BARCELONA

Segadora atadora Parés n.º 3, tipo pequeño, para dos caballerías.
Nótese la altura del sembrado por la persona situada en el mismo y la perfección con que deja atados los gavillos.

SUCURSALES:

| | |
|-----------------------------------|------------------------------------|
| FIGUERAS: Calle Rutlla, 9 | LÉRIDA: Ramón Castañón, 1 |
| GERONA: Pl. y Margall, 9 | MOLLERUSA: Plaza M. Bertrán, 9 |
| LA BISBAL: Calle de los Arcos, 17 | PALMA MALLORCA: Sindicato, 194-196 |

Pequeños Equipos de Material de Trilla

PEDRO PARÉS
Avenida Marqués de Argentera, 15
(antes Paseo Aduana)
BARCELONA

SUCURSALES:

| | |
|------------------------------------|---------------------------|
| FIGUERAS: Calle Rutlla, 9 | LA BISBAL: Calle Nueva |
| GERONA: Pl. y Margall, 9 | LÉRIDA: Ramón Castañón, 1 |
| PALMA MALLORCA: Sindicato, 194-196 | |

Pedro Parés

Another advert from the period. Photographs were beginning to replace prints.

PEDRO PARÉS
(Antes ALBERTO AHLES y C.º)
Avenida Marqués de Argentera, 15
(Antes Paseo Aduana)
BARCELONA

SUCURSALES:

| | |
|------------------------------------|--|
| FIGUERAS - Calle Rutlla, 9 | MOLLERUSA - Plaza M. Bertrán, 9 |
| GERONA - Pl. y Margall, 9 | PALMA DE MALLORCA - Sindicato, 194-196 |
| LA BISBAL - Calle de los Arcos, 17 | LÉRIDA - Ramón Castañón, 1 (según Ramón Fernández) |

Sección especial de material de trilla

Pedro Parés
An eye-catching double-page advert showing the main ploughs and machines sold by the company.



Fig. 2101 - Arado automático **PINCHER** basico con terreno.



Fig. 2102 - Arado automático **PINCHER** basico con terreno.



Fig. 2103 - Arado automático **PINCHER** rastreado.



Fig. 2104 - Arado reversible **PELFOR** basico con y sin terreno, con enganches especiales para tractores FARMALL, FORDSON e INTERNACIONAL.



Fig. 2105 - Tractor **FARMALL**.



Fig. 2106 - Arado reversible **PELFOR** basico con y sin terreno, con enganches especiales para tractores FARMALL, FORDSON e INTERNACIONAL.



Fig. 2107 - Arado de un solo disco **CZSP**.



Fig. 2108 - Arado de dos discos **CZSP**.

EL MEJOR MATERIAL
PARA LA MOTOCULTURA
Pedro Parés
Avenida Marqués Argentera, 15
Teléfono 17634
BARCELONA



Fig. 2109 - Arado 600 para profundidades de 40 a 50 cm.



Fig. 2110 - Arado automático para inversión de terreno.



Fig. 2111 - Cultivador automático de 13 rejas flexibles. (A petición se puede suministrar con rejas rígidas).



Fig. 2112 - Cuerpo de grada de paletas de 0,70 m. ancho de trabajo. (Se pueden suministrar varios cuerpos según la anchura deseada).



Fig. 2113 - Scañaberas de 3 y 4 puetos anchura, 20, 22 y 24 rejas respectivamente.



Fig. 2114 - Gradas de discos con palancas para graduación de inclinación y profundidad.



Fig. 2115 - Cultivador automático de 11 dientes rígidos.



Fig. 2116 - Cultivador automático de 13 rejas flexibles.

Los grabados de este prospecto se entienden a título de información y con reserva de modificaciones.

Fahr

Productivity has always been a deciding factor for purchases in the world of farming.

LA GUADAÑADORA
SEGADORA **COMBINADA**
FAHR

es la máquina ideal para el pequeño agricultor

¿POR QUÉ?

porque: con la compra de una sola máquina hace el trabajo de dos máquinas.

porque: como guadañadora es la guadañadora indicada para el pequeño labrador y le hará la siega tan perfecta como la mejor.

porque: como segadora le hará la siega de cereales mejor que cualquier agavilladora dada su construcción especial.

porque: se construye en dos tamaños, o sea para una sola caballería y para dos caballerías.

porque: el espacio que ocupa es menor al que le ocuparían una guadañadora y una segadora.

porque: está garantizada por la tan conocida y famosa casa **FAHR de Alemania.**

PEDRO PARÉS
BARCELONA
Avenida E. Maristany, 15 - Tel. 17634

ZARAGOZA
Conde Aranda, 5 - Teléfono 3174

Various

The Welger, Vigatà and Lanz brands. The latter was a pioneer in tractor manufacturing.

Welger
PRENSA PARA EMPAQUETAR IMPERATOR

R. VIGATÀ
La Pala Automática "VIGATÀ" Para Tractor

El Nuevo Tractor Agrícola LANZ
para el campo y demás trabajos agrícolas
con 2 ruedas motrices
Transporte cómodo con el eje de 20 Caballos

Modelo **L**

LANZ

**1949, Granollers**

Parés Hermanos ploughs on display at the Ascension Fair.

BUBBA
TRACTORES AGRÍCOLAS E INDUSTRIALES A ACEITES PESADOS

LOS ÚNICOS QUE FUNCIONAN CON FUEL-OIL, EL COMBUSTIBLE MAS BARATO DEL MUNDO

PEDRO PARÉS
Av. EDUARDO MARISTANY, 15 - TELÉFONO 17634
BARCELONA
CONDE ARANDA, 5 - TELÉFONO 3174
ZARAGOZA

Bubba

The Italian brand was another of the early tractor vendors.

Lanz
Simplicity,
robustness and
value for money
were the reasons
for purchasing
a Lanz tractor.

Las múltiples razones

que hablan en favor
de la construcción y la adquisición de los
tractores **LANZ** a aceites pesados
incomparables por su

Simplicidad
Robustez
Economía



PEDRO PARÉS
BARCELONA - Avenida E. Maristany, 15
ZARAGOZA - Conde Aranda, 5

Las Novedades más Sensacionales

En la industria de la maquinaria agrícola,
de la renombrada marca



Presentadas por sus Agentes exclusivos para España

PARÉS Y C.^{IA}, S. EN C.

Avenida Marqués Argentera, 15
BARCELONA

Sucursal en ZARAGOZA: San Vicente de Paúl, 28

1946-1949, Massey-Harris
The Canadian brand was incorporated into the catalogue in 1946 and marked a watershed for the company.

LOCALES EN CONSTRUCCION
PARA LAS OFICINAS,
ALMACENES Y
SERVICIO
DE

PARÉS Hnos. S. A.

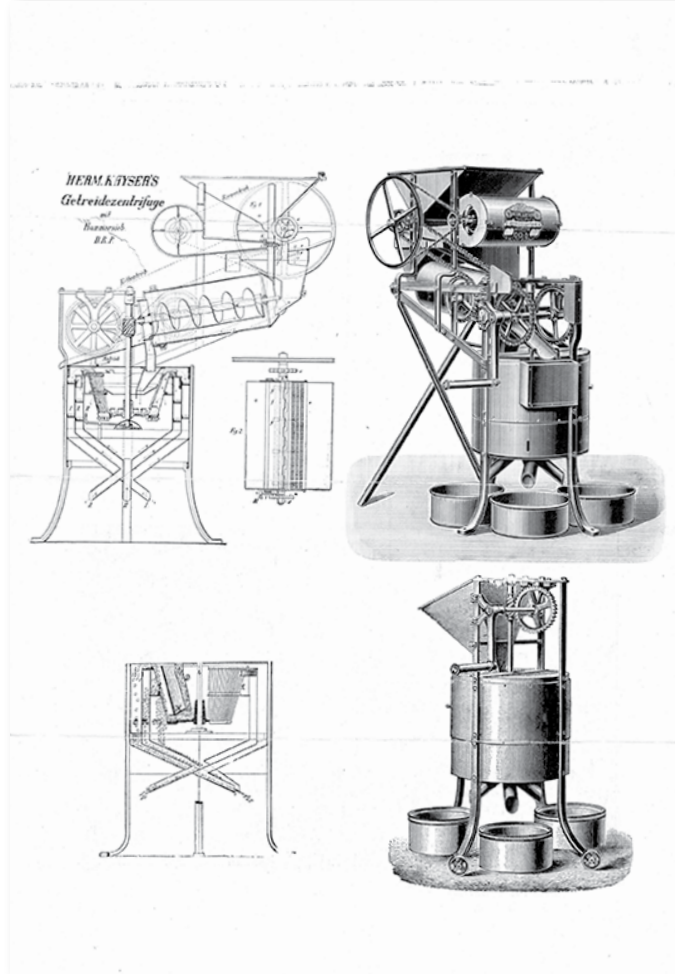
DOMICILIO ACTUAL
SAN VICENTE DE PAUL 28



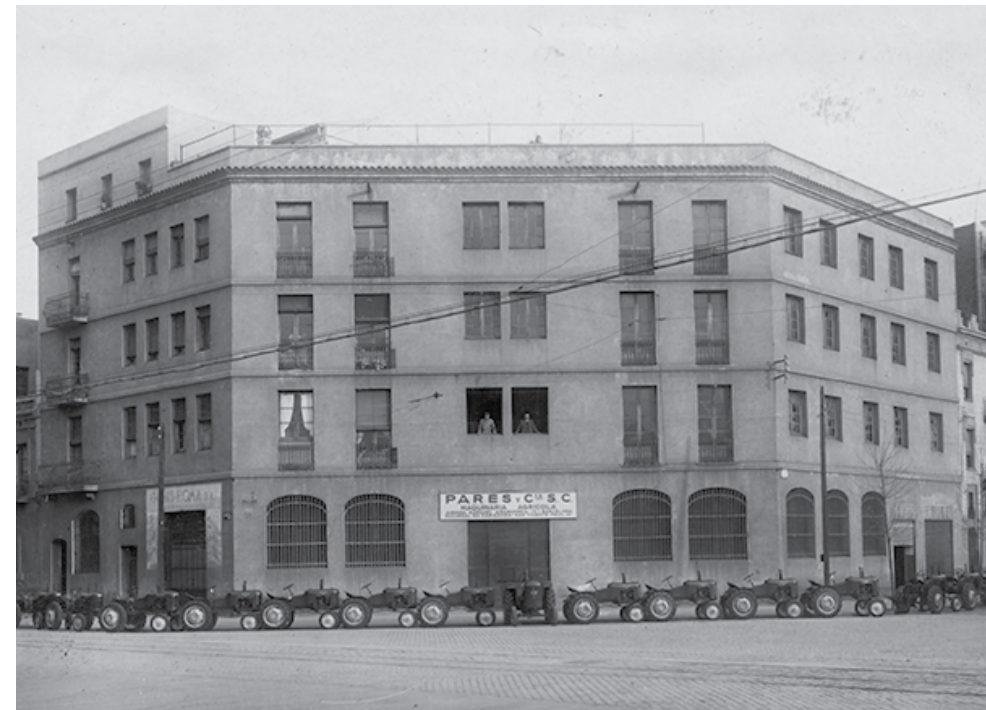
1956, Zaragoza
The new office, located at 5-7 Paseo de Fernando el Católico, was inaugurated in 1957.

Art and technology

A curious prospectus which accompanied the technical data for the machine, with both suggestive and tender illustrations.



1946-49, Barcelona
Massey-Harris Pony tractors in front of the Parés premises at 20 Calle Buenaventura Muñoz.



1957-65, Vic
Parés exhibition
at the Mercat
del Ram, the
traditional
spring fair in Vic,
Barcelona.



1962, Antequera
Machines presented by Parés at the Antequera Fair, Málaga.



1953-54, Vic
Mercat del Ram Fair in Vic, Barcelona.



1962, Madrid
Francisco and Pedro Parés at a banquet at the Lardi restaurant, with executives from Massey Ferguson.



1952-1965, Lleida
Exhibition of Lanz and Massey Ferguson machinery at the Sant Miquel Fair.



Fahr

The German brand brought great innovations to the agricultural sector, including the four-stroke combustion engine.



Delegación para Cataluña: Tavern, 1-BARCELONA (6)

AGRICULTOR:

Vd. ha trabajado duramente para lograr el éxito de su cosecha. Con máquinas **MASSEY-FERGUSON** asegurará la recolección!

MASSEY-FERGUSON
LIDER MUNDIAL DE LA MECANIZACION AGRICOLA

PARÉS Hnos. S.A.

BARCELONA: Buenaventura Muñoz, 20
MADRID: Alcalá, 167
ZARAGOZA: P.º Fernando el Católico, 5-7
SEVILLA: Luis Montoto, 74-76

Agentes, Servicio y Recambios en toda España

1962, La Vanguardia Parés seldom advertised in the press, one advert coincidentally appeared on the same day that Xavier Domènech Mir was born.



Alcázar de San Juan

Farming material exhibition in Alcázar de San Juan, Ciudad Real.



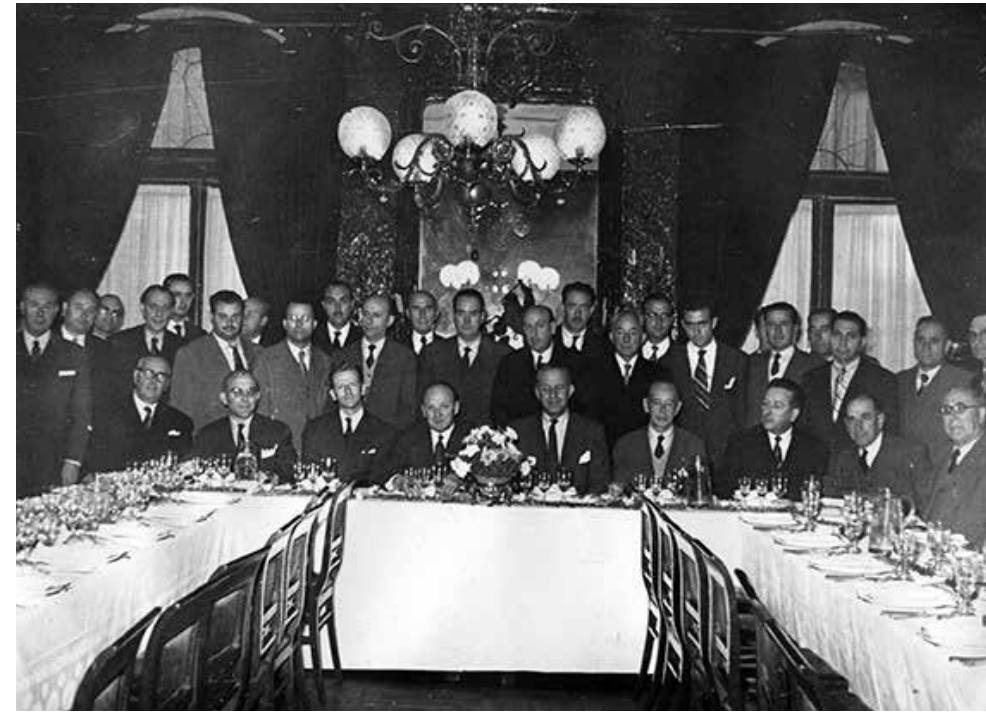
1964, Barcelona

A tractor on loan from Parés Hermanos flattens the sand in the Plaza Monumental bullring.



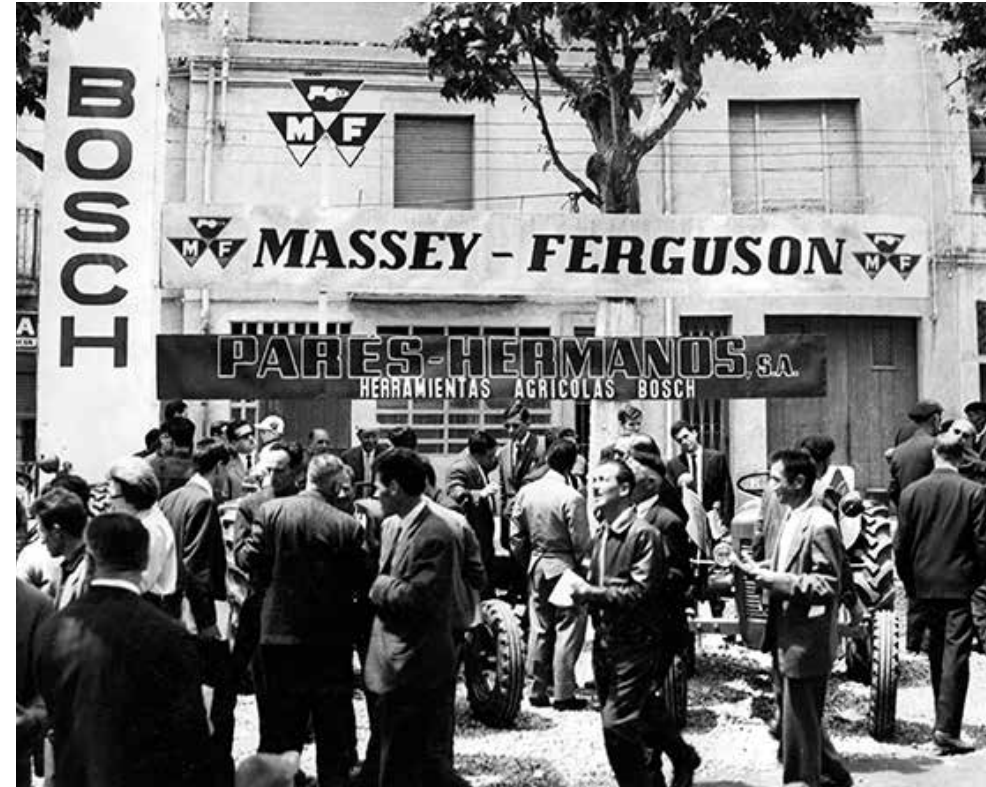
Madrid

Meeting of Parés dealers in Spain at the Lardi restaurant.



1963, Granollers

Parés Hermanos exhibition at Granollers Fair, Barcelona.



1961, Granollers
Parés Hermanos
at the Feria de
la Ascensión
in Granollers,
Barcelona.



**Massey
Ferguson**
Illustration
depicting an
MF 25 tractor
with baler.



Cóndor
The Spanish
brand of moto-
cultivators,
Cóndor, was also
distributed by
Parés Hermanos.



Fair activity
José Ventura
Quintana, director
of the Madrid
branch, between
two hostesses.



1965, Pamplona
Massey Ferguson
service meeting.



1957-1965, Massey Ferguson
This photo and bottom left: the Parés Hermanos stand.



1962, Zaragoza
Right: the Parés stand at the Showcase Fair.



Lanz
Parés sold Lanz
threshers and
tractors during the
1940s and '50s.



1953, Madrid
Parés Hermanos
present Massey-
Harris machines
at the Country
Fair.



1967, Bilbao
Echevarri and
Parés share a
space at the Bilbao
International Fair.



1960-1965, Noain

Coach to Noain, Navarra. José Ventura Quintana and Francisco and Pedro Parés are among the passengers.



1962, Madrid

Banquet at the Lardi restaurant. We can see Robert Campbell, Francisco and Pedro Parés, and Mr Soonius, Massey Ferguson delegate.



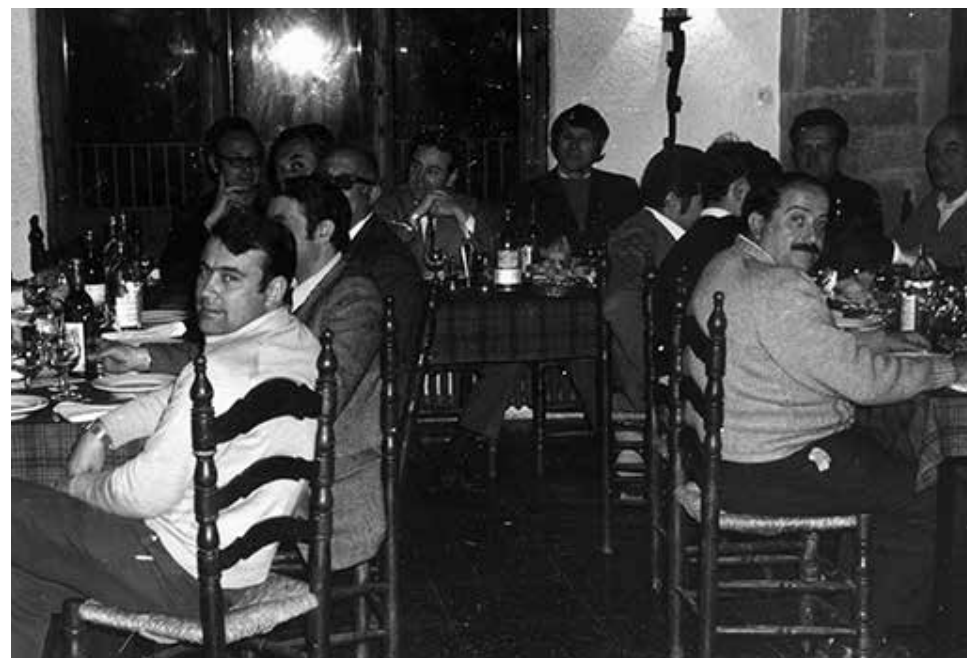
1967, Madrid

At the Country Fair: Miguel Moreno López (first on the left) and José María Carreño (third from left).



1975, Sant

Quirze Safaja
The Parés annual conventions were held at the Hotel Mas Badó, in Sant Quirze Safaja, Barcelona.



1963, Barcelona
Massey Ferguson tractor loaned by Parés for the autumnal parade at the Mercè festival.



1963, Lleida
Float pulled by a Massey Ferguson at the Battle of Flowers.



1962, Sitges
A Massey Ferguson 25 participates in the popular carnival in Sitges, Barcelona.



1967, Vic
Presenting the
Select-O-Speed
automatic
transmission
at the Mercat
del Ram in Vic,
Barcelona.



1967, Barcelona
Miss Barcelona,
Miss Catalonia
and her maids of
honour on a Ford
4600 backhoe
loader at the
Showcase Fair.



1974, Mollerussa
Parés Hermanos stand at Mollerussa Fair, Lleida.



1974, Mollerussa
The blue bodywork identified the Ford tractors.



1967, Barcelona
Representatives of the United States Embassy visit the Parés stand at the International Showcase Fair.



1974, Zaragoza
At this year's fair, a Ford 9600 was mounted on a revolving stand with an electric motor.



Burgos
Presentation
of Ford
construction
equipment to
potential buyers.



Burgos
This type of
informative
and promotional
activity was
common for
many years.



1970, Girona
Ford construction material at the Sant Narcís Fair.



1968, Amposta
Stand for the Talleres Giner dealer at the Amposta Fair, Tarragona.



1963, Barcelona
A Massey Ferguson 35 pulls a float at the Festival of Mediterranean Song on Montjuïc.



1963, Barcelona
Ford machinery on display at the International Showcase Fair.



Lleida

Ford construction material at the Sant Miquel Fair. In the foreground stands a Supertigre 842.



Burgos
Presentation
of Ford
construction
equipment.



1965, Barcelona
Homage to
Vicente Izquierdo
to celebrate
his Working
Merit medal.



Parés Hermanos
Company advert.
In the 1960s and
'70s Parés had
four delegations.



1978, Barcelona
The new Parés headquarters at 126-138 Calle Ávila occupied a warehouse and three storeys.



1997, Martorell

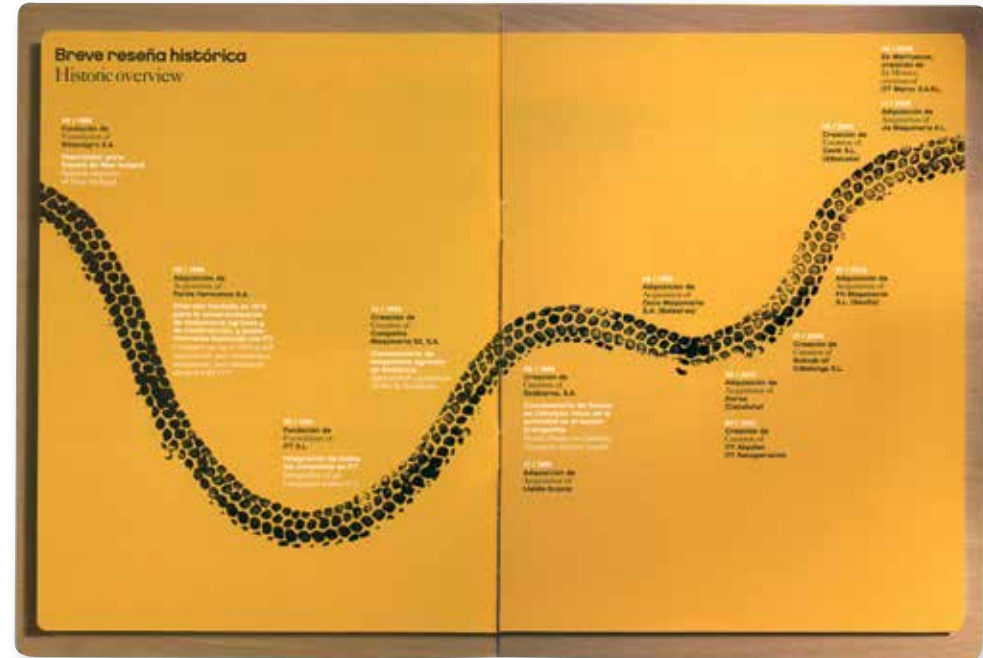
The purchase of the Scania dealership in Barcelona represented the company's entry into a new sector.



2008, ITT International Trucks & Tractors Annual Report.



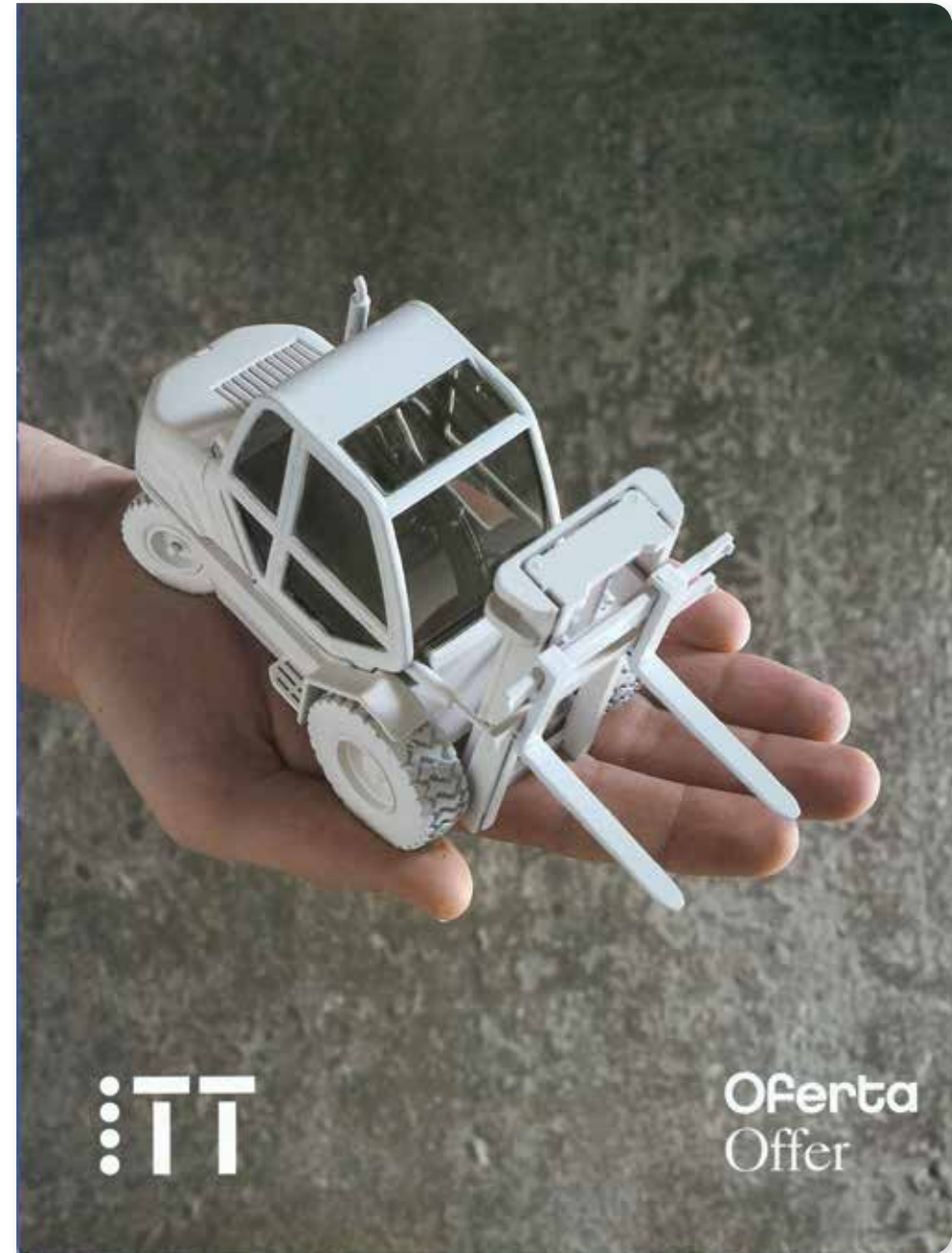
2008, ITT Double spreads from the ITT Annual Report.



2008, ITT
The brands
the company
represents in
the agricultural,
transport and
construction
sectors.



2008, ITT
The Offers
section of the
annual report.



2009, ITT
The identity of
the ITT Alquiler
rental business.



ITTalquiler
Renting

Movimiento de tierras

Gama Ligera



Minicargadoras de ruedas 1,6-3,5t



Minicargadoras de orugas 0,8-2,8t



Minixcavadoras 0,8-5t



Midixcavadoras 7-13t



Retrocargadoras

Gama Pesada



Excavadoras de orugas 19-38t



Excavadoras de ruedas 12-21t



Palas Cargadoras 14-23t

Compactación de tierras



Rodillos lanza 720kg.



Rodillos Tandem 1,5-3t



Rodillos compactadores 8-19t

Dumpers



Dumper giratorios 4x4 3,5-9t



Autohormigonera 1200-2000l

Elevación y manipulación de cargas



Carretillas 4x4 1,5-3t



Manipuladores telescópicos 5-18m

Gama agrícola



Tractor convencional 80-200cv.
Tractores especiales 65-95cv.
Tractores para jardinería

Implementos



Martillos



Barredoras



Retros Mini



Horquillas



Zanjadoras



Ahoyadores



Fresadoras



Extendedores de asfalto



Descepadoras

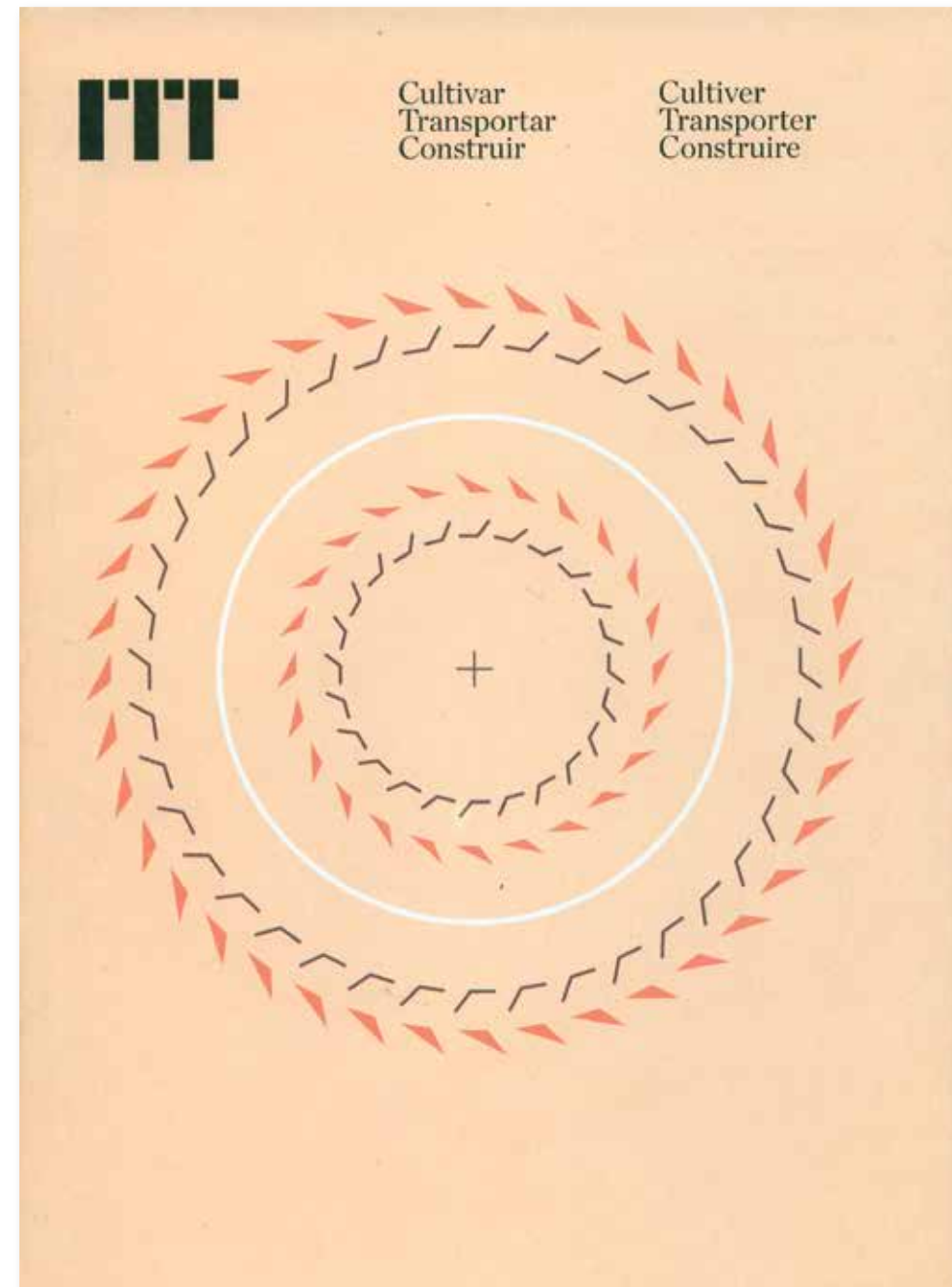


Patines Comp.

2012, ITT
Presentation of
the new image in
the annual report
for the company.



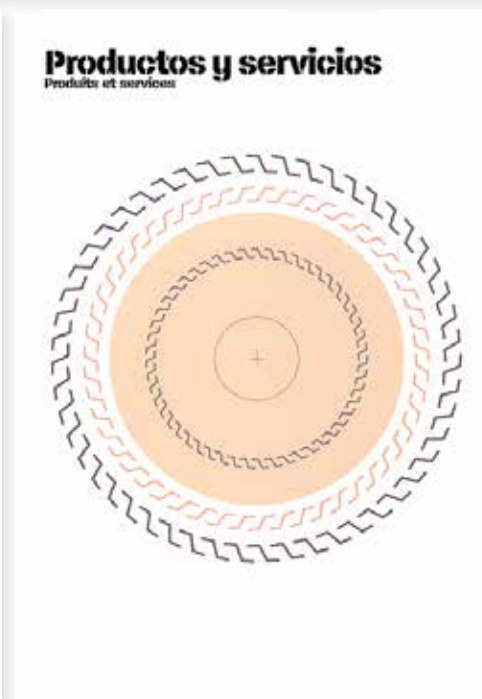
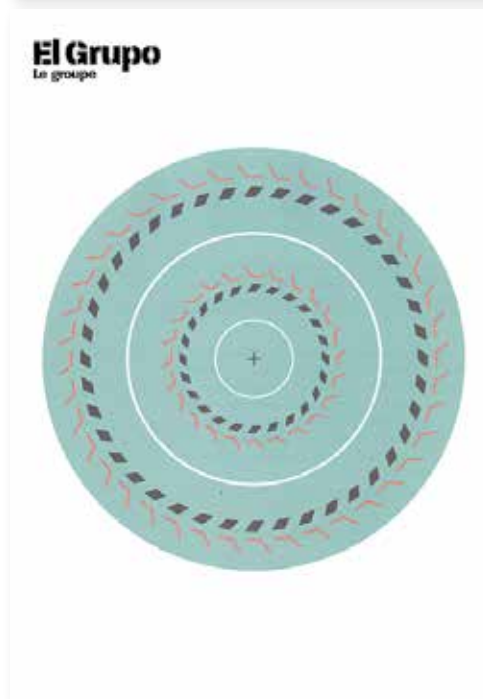
2014, ITT
New annual
report for the
group, which
includes the latest
acquisitions.



2014, ITT
This year's annual report reflects the entry into the Chilean market.



2014, ITT
The brand image is inspired by the wheel and seeks to create the illusion of motion.



2014, ITT
The group distributes agricultural, transport and construction equipment.

Servicio Técnico
Service après-vente

22 talleres propios y un equipo de 300 técnicos para atender el mantenimiento y reparación de los equipos tanto en nuestro taller como in-situ.
22 ateliers propres et une équipe de 300 techniciens pour s'occuper de la maintenance et de la réparation de matériel aussi bien dans nos ateliers que sur place.

8,1
MIL de ventas en facturación de fuerza de trabajo
MIL de ventes en chiffre d'affaires d'équipe d'ouvriers et atelier

Servicios Financieros
Consulting financier pour la vente

Contamos con un equipo propio para ofrecer las mejores condiciones de financiación con diferentes modalidades. Buscamos la mejor oferta de productos que se requieren y ofrecemos equipos de ocasión para su compra.
Nous disposons d'une équipe chargée de rechercher les meilleures offres de financement avec différentes modalités financières collaboratives. Nous recherchons la meilleure offre de produits que se requièrent et offrons des équipements d'occasion pour sa vente.

Buscamos las mejores condiciones de financiación
Nous cherchons les meilleures offres de financement

ITT Trading

Equipos de ocasión de toda la gama de productos presentados tanto del mercado nacional como de importación. Buscamos la mejor oferta de cualquier producto que se requiere y ofrecemos equipos de ocasión para su compra.
Équipement d'occasion de toute la gamme de produits présentés tant du marché national que de l'importation. Nous recherchons la meilleure offre de produits que se requièrent et offrons des équipements d'occasion pour sa vente.

Consulte nuestra oferta de equipos usados en nuestra web: www.ittgrupo.com
Consultez notre offre de matériel d'occasion sur www.ittgrupo.com

2014, ITT
60% of the group's employees work in the area of post-sales service.

2014, Morocco

The mechanics at Vimo ITT Lavail demonstrated their expertise when they completed the strenuous Paris-Casablanca rally in a Renault 4.



2014, Barcelona
The ITT office at
284 Calle Valencia,
Barcelona.



2014, Barcelona
Meeting room
at the ITT
Barcelona office.



2014, Barcelona
The ITT group
logo which
welcomes visitors
as they enter the
Barcelona office.

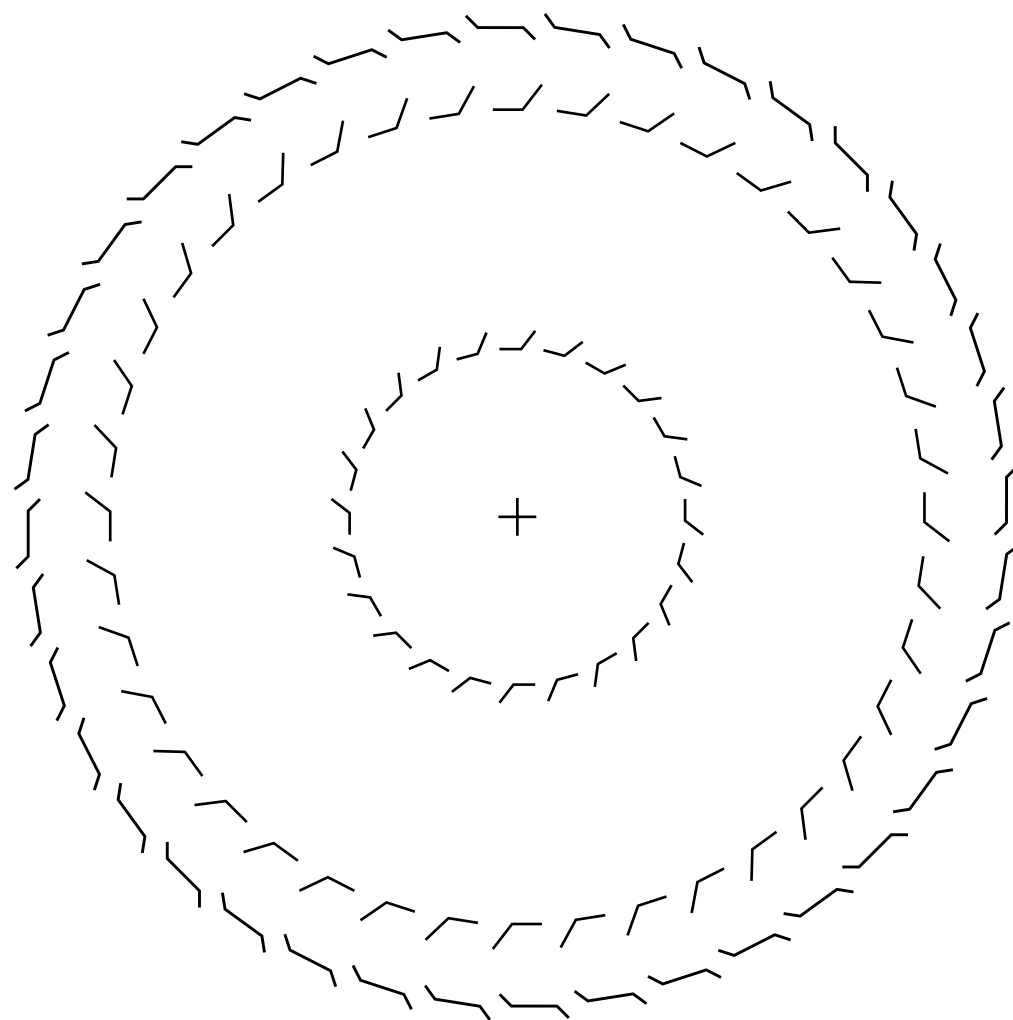


International Trucks & Tractors

ACCELERATION

Pedro and Francisco
Parés Fernández

1946 – 1972





Pedro y Francisco Parés Fernández, 1965.

With the Parés Fernández brothers now running the business, their hard work paid off and they finally achieved their goal, so diligently pursued since the Second World War had uprooted their dealings with German companies. In 1946 they signed a contract with Massey-Harris, a company with its headquarters in Toronto, Canada. This new source of business had an equally positive collateral effect. In order to manage the official administration for imports, which involved visits to various ministries in Madrid, the company struck up a business deal with lawyer Miguel Moreno López. Over time this relationship developed into a friendship and, later still, into a solid professional commitment, with Don Miguel becoming a partner in the company in 1952.

Largely thanks to the efforts of their new ally in Madrid, Pedro and Francisco Parés Fernández began importing and selling an increasing number of tractors.

During this period, the company also imported two of the automotive cereal harvesters with which Massey-Harris had surprised the world a few years earlier. The first two units of this machine to arrive on Spanish soil were assembled piece by piece by Francisco Parés in the El Rosalino farmhouse in Carmona, Seville. This purchase marked a milestone both in the history of the company and in that of the mechanisation of Spanish fieldwork. The working capability of these first harvesters not propelled by animals enormously reduced the time and effort invested in grain cultivation by farmers.

Shortly afterwards, in 1947, Henry Ford died, and Harry Ferguson understood the pact they had made nine years earlier to be terminated, which had allowed Ford to sell tractors with the Ferguson patent. However, Henry Ford II continued to produce machines with his rival's patent and Ferguson sued him for infringement. The so-called "lawsuit of the century" began on 1st January 1948 and was not settled until six years later. In 1954 Henry Ford II was found guilty and sentenced to pay 9,250,000 dollars to the plaintiff.

Meanwhile, on this side of the Atlantic, in 1949 the name of the company was changed to Parés Hermanos to reflect the fact that the brothers were now in charge of the business. Don Pedro and Don Francisco had spent their entire career trading in agricultural machinery. They had trained for it, they knew the product, they had walked the land,



Massey-Harris tractors parked in front of the Parés y Compañía display office in Barcelona. Pedro and Francisco Parés Fernández pose by the side of the first vehicle, the Pony model.

and they had spent years being de facto managers, turning to their father only to ask advice in particularly delicate or conflictive situations. They had created an organisational structure which put them in a leading position in the sector.

The market of the time, however, functioned atypically, to say the least. The economic blockades against Spain in Europe and America forced the country to use their wits to make progress. For example, tractor imports lay in the hands of potato and orange farmers. These products were among the few which Spain exported and, consequently, created the only means of obtaining foreign currency, which they then exchanged with the government for pesetas. Like any other company wanting to import tractors, the Parés company had to follow a series of convoluted steps in order to do so. First the horticultural exporters had to receive payments in a foreign currency. Next, the farmers had to notify the Ministry of Agriculture of their intention to purchase machinery. Finally, petitions from this ministry were sent to the Ministry of Trade, which subsequently distributed the limited number of vehicle units that could be acquired with the available currency among the different importers in the sector as they saw fit.

Under this state of affairs, the possibilities to develop the business were very limited and the company generated low returns. Nevertheless, perceptible progress was made, albeit slowly. During this period the Parés brothers hired two mechanics who would remain in the company until their retirement, exemplifying the type of person which formed the backbone of the company and displaying the type of character which was required to prosper in such a situation. José Forcada Estragués was the workshop manager and José Pedro Pallerols, known as “Pepito de Sarrià”, spent entire months travelling around Spain, repairing machines for clients. Forcada worked for the company for nearly 30 years; Pallerols for 35. Such a commitment from the employees would probably not have been so forthcoming had the business owners not led by example.

“Forcada was an unwitting genius,” comments Francesc Parés. “My father couldn’t send him to the clients’ farms, because he repaired the breakdowns so well that the machine never broke down again. He always said that things were badly designed, that he could have done it much better.” As for Pepito de Sarrià, on one occasion he was sent to repair a tractor at Monte Julia, Francisco Godia’s farm in Binaced, Huesca, and the proprietor took him to Madrid by car to find the spare part required to complete the task. Godia was the first Spanish driver to compete in Formula 1 racing and it seems he exhibited his skills at the wheel, which did not please Pepito in the slightest. Upon his return, the mechanic went to the president’s office in an agitated state and, referring to himself as usual in the third person, said, “Mr Paco, Pepito de Sarrià will go wherever you send him, but I will never get in Mr Godia’s car again.”

Another notable addition to the Parés workforce was Juan Artigas, who joined the company in 1950. Artigas had responded to an advert published in *La Vanguardia* newspaper for a job in the spare parts section at Motormóvil, a company which also sold farm machinery. The managers of the two companies were friends, so when Francisco Parés Fernández commented to his counterpart that they needed someone to manage the spare parts of the 170 tractors they were going to import from America, the latter passed on the curriculums he had received. Months after Artigas had applied for the job at Motormóvil, Francisco Parés Fernández called at his house, waving a



The Massey-Harris 890 cereal harvester, a model made in France.

piece of paper, and asked, “Did you write this letter, sir?” “Yes,” came the reply. The following day Artigas went to the Parés company offices on Calle Marquès de l’Argentera and they sealed the deal. However, there was one obstacle still to overcome.

“I don’t speak a word of English,” Artigas warned.

“The catalogues have figures.”

“Oh, in that case there’s no problem!”

Even though Spain was officially neutral during the Second World War, General Francisco Franco’s dictatorship and his sympathy towards Nazi Germany left the country outside the Marshall Plan, the American government’s economic aid programme for the Allies to facilitate their recovery after the war. Nonetheless, from 1950 onwards, the United States gave Spain an agricultural loan in order to support the government in the hope it would prevent the country from falling into the orbit of the Soviets. Thus, Parés was allowed to import 170 Massey-Harris tractors, considered to be an astronomical number at the time.

Juan Artigas had been hired for his mechanical expertise, but he soon stood out for his commercial vision. On one occasion, when he entered the Barcelona offices on Calle Buenaventura Muñoz, Artigas saw a sign on the door, which read: “Clients are forbidden from entering. Wait in the lobby.” The clients were the farmers who brought the documenta-

tion asserting that the Ministry had allocated them a certain number of tractors or harvesters. As the machines arrived from Canada, Parés distributed them to the end clients, who were eager to put them to use. They sought a solution, which could not always be provided with the necessary agility. Artigas warned Francisco Parés that, sooner or later, this trading dynamic was going to change and that if the company continued with this attitude, when the change came they would find themselves in great difficulties, not just in finalising sales, but in even being received by the clients. Five minutes later the sign had disappeared for good.

Effectively, the world was changing and the company had to adapt rapidly if it did not want to get left behind. So, in 1952 Parés Hermanos became a public limited company and, along with Pedro and Francisco Parés Fernández, some trusted employees became shareholders. These included Miguel Moreno López, the person responsible for the dealings with the authorities in Madrid, Francisco Creus Pujadas, the director of accountancy, and Vicente Izquierdo Solanas, personal secretary to Francisco Parés.

The following year the Ministry of Agriculture liberalised the sales of tractors with a horsepower of 20 or under. In the same year, Parés sold around two hundred units of the Pony, the Massey-Harris model which complied with these specifications. In view of the company’s performance, it was deemed a good time to broaden their commercial network. At the time there were only the headquarters in Barcelona and the Zaragoza branch, to which they added an office in Madrid, buying a plot of land at 187 Calle Alcalá to build on, eventually inaugurating the new site in 1955. José Ventura Quintana was made manager and he would later become another shareholder in the company.

Around this time, Franco wanted to buy harvesters for his farm estates and the various importers gave him personal demonstrations.

In 1952 Parés Hermanos sold around two hundred units of the Massey-Harris Pony model. In view of the company’s performance, they decided to establish an office in Madrid.

The Parés showed him a Massey-Harris model. According to Miguel Moreno, the dictator asked Francisco Parés if spare parts were available for the machine. The businessman told him that spare parts were not subject to quotas and therefore would not be difficult to acquire. Franco was not convinced.



Tractors on the Monte Julia farm estate, property of Francisco Godia Sales, in Binaced, Zaragoza.



Farmers with a Massey Ferguson 35 in Granollers, Barcelona, 1962.

“Yes, but if the machine breaks down and you have no spare parts until you import them, that will be a problem.”

To which Mr Parés replied seriously, “Look, if the machine breaks down, we will disassemble another one from the warehouse or we will smuggle one in.”



Parés Hermanos service van. Due to the legal name of the company and the brand it distributed, this photograph can be dated between 1952 and 1956.



A young Francesc Parés Canalías proudly shows a cereal harvester made from Meccano in a photo from the end of the 1950s.

Francesc Parés Canalías explains, “They say that Franco started to laugh. In the end, however, he didn’t choose our machine. This put my father’s mind at rest, as he would have had to give it to him as a gift.”

In 1956 Massey-Harris bought the English firm Harry Ferguson. The Canadian company was already a large multinational, but after the takeover and under the name Massey Ferguson, it became an outstanding player in the sector at a global level. Ferguson had an agent in Spain, Carlos de Salamanca, the oldest importer of Rolls Royces and Bentleys in the world and a company which still represents the most prestigious British automobile brands. However, due to their eleven years of excellent work importing Massey-Harris machines, the new group chose Parés Hermanos as the general representative in Spain for all their material. As a result, over the next decade Parés would be a key agent in the massive introduction of harvesters to the country.

The deployment of the Parés company around Spain continued. In 1957 the Zaragoza branch moved to a company-owned building at 5-7 Paseo de Fernando el Católico. A year later it would open an office at rented premises in Seville and in 1965 this would move to a building built by the company, located at 14 Calle Luis Montoto. Francesc Parés personally supervised the building project, as he explains: “I was very young. While I was still studying, at the weekend I would fly



Sign at the construction site for the Parés Hermanos offices, warehouses and services at 5-7 Paseo de Fernando el Católico in Zaragoza. The building was inaugurated in 1957.



By day: the spacious Parés premises (1,100 m²) at 5-7 Paseo de Fernando el Católico in Zaragoza.



Interior of the offices at 5-7 Paseo de Fernando el Católico in Zaragoza.



By night: another image of the Zaragoza branch, inaugurated in 1957.



Some of the machines and ploughs on display at the Zaragoza branch.



Two Parés Hermanos mechanics take a break. Their workday involved visiting clients at home to repair machines.

from Barcelona to Madrid, and then on to Seville to see the works and the plans, before returning and explaining the situation to my father.”

1960 is another important date in the company history. It was the year Parés Hermanos first imported a non-agricultural machine, the first backhoe loader from Massey Ferguson to be imported to Spain. Although only one model was initially sold, it laid the foundation for a new line of business that would be of great importance to the company in the future: industrial machinery.

Xavier Domènech Mir, the current president of the group which absorbed Parés Hermanos, comments, “For many years, Spain has been the largest market for backhoe loaders in the world.” This is due to the fact that “the existence of salespersons who believe in the product facilitates their implementation and ends up creating a culture around it.” Parés Canalías shares this vision: “My grandfather introduced the first Belgian press and the first Bubba tractor. He was a pioneer, an innovator. Bear in mind our circumstances: we were in an isolated Spain subject to quotas, where it was difficult for importers to import. So you long to think of new things to import. This leads you to search constantly for ways to expand the business. My grandfather

had this attitude, so did my father, and so did I.” The counterpart to this behaviour is what he calls the “missionary effect,” as he explains: “Introducing all this was extremely difficult at first, because it was completely new to everyone. This is where our interest in continuous courses comes from, to train people.”

As well as being the year in which it began importing industrial equipment, 1960 was also when Parés began manufacturing machinery other than ploughs. Their link to the government, Miguel Moreno, had sought authorisation from the incumbent Minister for Industry, Gregorio López-Bravo, to manufacture tractors. The government denied permission, but promised to concede it in the near future and suggested that in the meantime the company prepare itself by manufacturing harvesters. Parés obtained a licence from Massey Ferguson and joined forces with Garteiz Hermanos to found the agricultural motorisation public limited company Motorización Agrícola S.A., known as MASA, in Noain, Navarra. Its first director was José María Castellanos, ex-director of Massey in Algeria. He was later substituted by Pedro Olabarría, a recently graduated engineer who would end up being a shareholding partner in Maquiagro, a company which will soon appear in this story.

In 1960 Parés first imported a Massey Ferguson backhoe loader, thus opening a line of business that would be of great importance to the company in the future.

Francisco Parés Fernández’s son, Francesc Parés Canalías, began his collaboration with the company in 1961, aged 16, accompanying his father on the first Tuesday of each month to MASA. With hindsight, Francesc reflects that he learned more about the business from his father than from anyone else: “He would tour Spain for a fortnight and then go home. There were days when I said, ‘Papa, enough! I have to go to bed!’ He was a tireless worker. He had emotional intelligence; he was in charge of public relations for the company. He thought it was very important for me to have a practical education. He was a self-made man, titles meant little to him.”



Massey Ferguson tractor manufactured by MASA in Noain, Navarra, 1960-1965.



Massey Ferguson 31/12 harvester, also manufactured in Spain by MASA.



Massey Ferguson 812 harvester with grain tank manufactured by MASA.

From a technical point of view, another important teacher for Francesc Parés was Josep Maria Bordes, as he explains: “When I joined the company, my father made me spend time in every department. The first one I worked in was technical assistance, where Bordes was director. He viewed me as the son’s boss, not a real employee, and he didn’t want to make it easy for me. He gave me the Massey 65 catalogue and told me to translate it into Spanish. I did the best I could and handed it in. Then he gave me four more manuals. I didn’t know whether to complain about it to my father, but I decided I wouldn’t and that not only would I translate them, but also learn them inside out.”

The following year, 1962, was also of great importance for the Parés brothers, who saw that the company was at the beginning of a splendid stage in its history. At the end of the year, the government decided to liberalise imports, thereby putting an end to the interventionist policy that had dominated the market for more than two decades. Although the decree to liberalise the manufacture of agricultural machinery would still take some time to arrive, the removal of the prohibition on imports undoubtedly contributed to the company’s

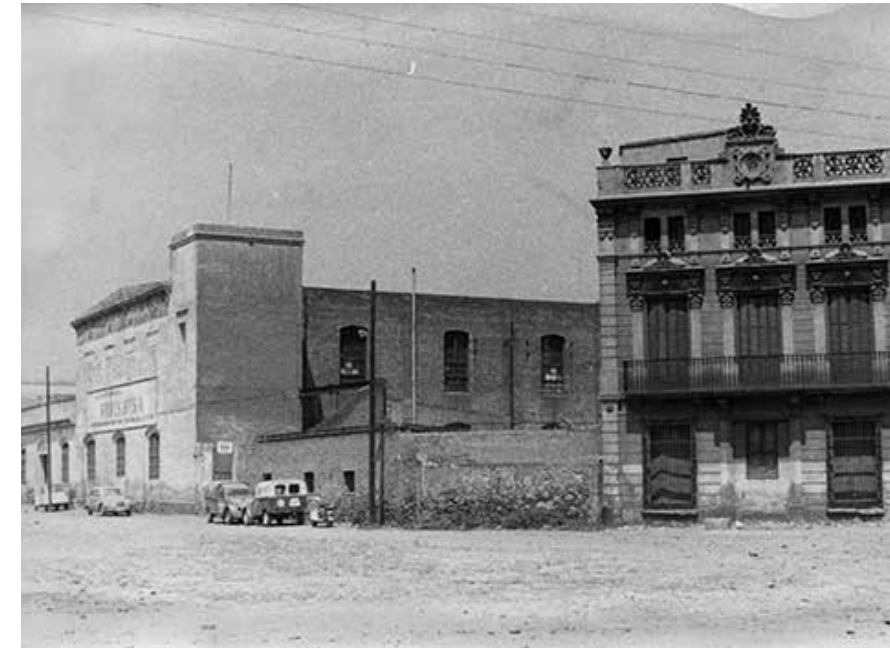
exponential increase in sales. They sold 2,500 tractors in a single year and imported products which had previously been non-existent in the Spanish market, such as the Hydor compressor. At the height of its activity, Parés imported products from 32 different manufacturers. As a reflection of this business growth, the company acquired a building for the sole purpose of storing imports, at 126-138 Calle Ávila in Barcelona.

Nonetheless, reaching this point had not been easy. “For four or five years we would leave home on a Monday with the dealers to sell machines to the farmers and return the following Saturday or Sunday morning,” recalls Juan Artigas. Francisco Parés Fernández used to say that the company salesmen and mechanics could be considered the “apostles” of farm mechanisation.

The company products were mainly brought to the farmers’ attention at fairs for the sector, including the Showcases at Zaragoza, the Madrid Country Fair or the Artés Fair, in the Barcelona province, and through the press, although newspaper advertising was somewhat unusual. A good example of this is the advert which appeared in *La Van-*



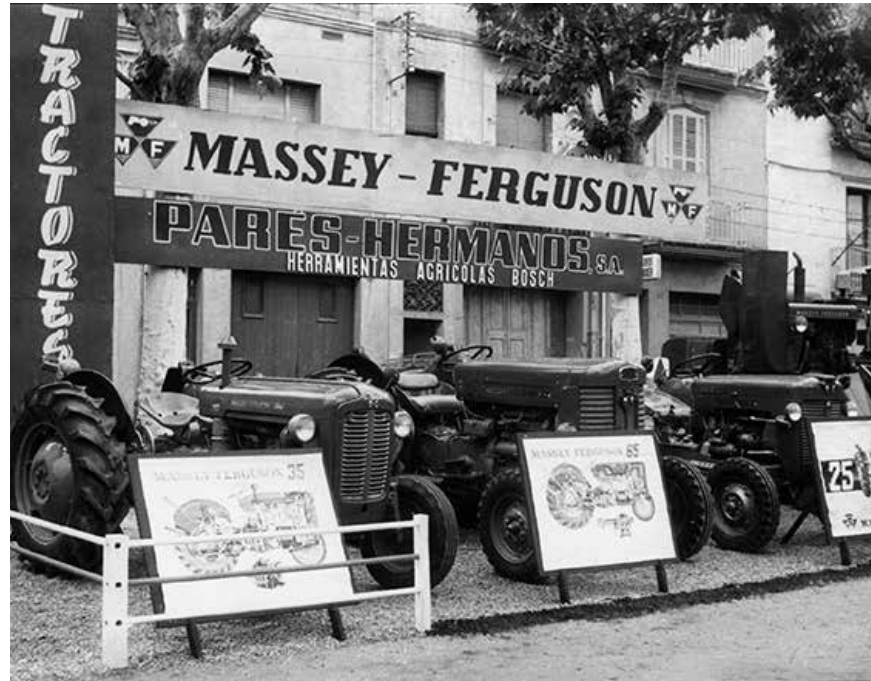
Service and delivery van used in Seville. Photograph from 1961.



Parés Hermanos warehouse at 128 Calle Ávila, Barcelona, in 1966.



Central Parés office at 20 Calle Buenaventura Muñoz, Barcelona. 1966.



Parés Hermanos exhibition at the Feria de la Ascensión in Granollers, Barcelona province, in collaboration with Herramientas Agrícolas Bosch, the farm tool dealership in the city. May 1962.



Exhibition of Massey Ferguson machinery at the National Official Showcase Fair at Zaragoza, which took place between 2nd and 20th October 1963.

guardia newspaper on 20th May 1962, coincidentally the day on which Xavier Domènech, the current president of the ITT group, was born.

Equally important were the equipment demonstrations in the field. The salespeople for the group travelled all around Spain showing the farmers the features and qualities of the different machines which might interest them. There was no need to advertise these visits. When they arrived in a town or village, word spread and everyone showed up. That is how the Parés machines were introduced into the Spanish countryside. This, however, was not the only recourse used for sales. The Parés dealerships loaned machinery for all types of parades and pageants: carnivals, the annual procession of the Three Wise Men on 6th January, and all manner of local festivals. These events were used to raise awareness of the brands imported by Parés. In reality, the brands were already the best known in the sector, but it was always deemed positive to participate actively in the social and cultural life of the town where the machines were used.

By the mid-1960s the Spanish agricultural market was expanding rapidly and the Parés company was reaping the rewards of decades of sacrifice, while simultaneously continuing to sow the seeds for the future, yet without any apparent immediate need to produce any novelties. In 1965 something occurred which would eventually effect a profound change in the course of the firm's history. To explain it, we must go back a few decades.

Ford had been represented in Spain since 1907, but in 1920 the first branch of the Ford Motor Co. in the country opened in Cádiz. The factory later moved to Barcelona and changed its name to Ford Motor Ibérica only to change once again to Motor Ibérica when the American company ceased to be a shareholder. The licensing contract with Ford was valid until 1965. When the time came to renew the contract, Ford wanted to join the company again as the majority shareholder, something the Motor Ibérica partners were not willing to accept. The negotiations dragged on. Massey Ferguson saw an opportunity in these troubled waters and bought shares in Motor Ibérica to the surprise of nearly all parties, including Parés Hermanos. The Massey representatives promised they would continue to rely fully on the Parés brothers, but at the moment of truth they offered



Francisco and Pedro Parés and a Ford representative signing the contract with the brand, 1965.

a meagre part of the business, limited to the sale of farm machinery in Andalusia.

The deal was considered unacceptable. After twenty years of dedication and effort, Parés had to settle for second place as agent for the Canadian brand. However, there was an unexpected turn of events. In the midst of negotiations between Massey and Parés, Ford offered the latter exclusive representation of their agricultural and industrial machinery in Spain. “While my father and my uncle were on the road, one day Allan Shanks and Peter Fowles appeared in the office asking for Messrs Parés,” explains Francesc Parés Canalías. “I attended them. They wanted to offer us the representation of Ford in Spain. I told them I thought it would be difficult, as we were associated with Massey. But they replied that they would wait until the last second. As soon as Massey confirmed they were only offering us the tractors for Andalusia, we called Ford and signed with them in less than a week.”

The relationship with Massey Ferguson came to a definitive end at the end of August 1965 and the contract to represent the Ford farm tractors and backhoe loader equipment was signed on 3rd September. At the time Francesc Parés Canalías was at Stoneleigh, the Massey



The renovated Parés site at 126-128 Calle Ávila, Barcelona, in an image from 1987.

school in England. “I received a telex from my father, which said: ‘We have left the reds. We are with the blues. [A reference to the colour of the bodywork for the respective brands.] I will wait for you in Basildon [the Ford factory] on Monday.’” Francesc had just been disassembling a harvester with a Polish colleague in a training exercise for his course. He left a message for his partner, saying he hoped the machine would work when he reassembled it, and left.

Almost overnight the Parés company bade farewell to one of the great brands in the sector (the change also meant that the shares in the MASA factory in Navarra passed to Motor Ibérica) and welcomed another giant with which it would establish a lasting relationship, bringing with it great satisfaction.

The new situation, however, required a period of adaptation. To train the Parés employees in the workings of the Ford models, the manager of the Agricultural Machinery Central from the company in Detroit, Louis Turf, came to Spain. The product was presented to the dealers by holding meetings at the four main sites: Barcelona, Madrid, Zaragoza and Seville. Juan Artigas later travelled on a fortnightly basis to the Henry Ford Institute of Agricultural Engineering in Boreham,

a centre located in an elegant 18th-century mansion in the county of Essex, England, to attend product presentations and ‘T to T’ (trainer to trainer) courses. Upon his return, he would in turn train the Parés salesmen and mechanics.

Meanwhile, Francesc Parés Canalías was sent to the United States to learn about the Ford products and philosophy first hand. “I spent just one weekend in New York. I put on trainers and went running in the Bronx. From New York I flew to Detroit, where I was greeted by Mr Orbegoso. He gave me the keys to a Mercury, a credit card and a map showing the locations of my hotel and the office, and said,

Almost overnight the Parés company bade farewell to one of the great brands in the sector and welcomed another giant which would bring great satisfaction: Ford.

‘We’ll see you tomorrow morning.’ I had never seen a car that size. I read the instruction manual and drove around the car park until I felt ready to take it onto the street.”

After a few days they sent him to a school belonging to the brand in Paris, Texas. “I flew to Paris with a Peruvian colleague in a DC-2. The town’s mayor and the school’s director were waiting for us. We were the first two foreigners to visit the centre. The town was incredible. They immediately took us to buy a hat and some

boots. At lunchtime, the sheriff took off his gun belt and hung it on the coat rack where everyone left their coats. At that time, unlike nowadays, there were subsidies for deforestations. There was a fear that there wouldn’t be enough food for the world population. Ford had produced a film on the subject entitled *The World Can’t Wait*. For 20 years, the company leased a large farm in Texas, rent-free, and established a school. With their public-works machinery they deforested a plot and converted it into agricultural land, cultivating it with the farm machinery. It was also used for work experience.”

Being a traveller and a sociable person forms part of the Parés DNA. Traits which permitted the different generations of the family in this entrepreneurial saga to open themselves up to the world and ven-

ture to explore new markets with an open mind and an extraordinary capacity to adapt, thereby facilitating the transitions over the years. They travelled to negotiate contracts, to learn, to visit clients, and so on. In this vein, shortly after his trip to America, Francesc Parés set off on a new expedition around Europe to publicise the company to the companies which manufactured machines with Ford engines or component, this time by car. “I travelled through Europe in a Seat 600, spending three months away from home without staying more than two consecutive nights in the same city,” he recalls.

However, the knowledge flowed in both directions. Visitors from Ford frequently arrived at the Parés company. The American firm offered ‘world tours’ to its executives so that they could learn how the different delegations worked, and Spain was one of the favourite destinations. Francesc Parés relates an anecdote about these visits: “When introductions were made, our staff often said, ‘Mr So-and-so, this is Don Pedro,’ to which the Americans responded, ‘Hi, Don!’”

The reorientation towards Ford as the main supplier occurred without neglecting other representations and while actively contin-



Visit from Pedro and Francisco Parés (second and fourth from left) at the Yale-Trojan factory in Batavia, United States. Photo taken on 27th February 1969.

uing to seek other business opportunities. In 1966 Francisco Parés Fernández went on a trip to Italy and managed to obtain the concession for OMFP aggregate mills for Spain. In the same year his son Francesc became a partner in the company. Two years later Parés collaborated with another Spanish firm on the design of vibrators to harvest olives, especially devised for use with a new high-quality tractor, which was then beginning to be commercialised: the County Super 4, a four-wheel drive traction vehicle mounted on the chassis of a Ford 5000.

Parés Hermanos was also the first European company to import the Ford 8000, a tractor with 115 or 120 horsepower, depending on the version. Thus, the first units of the model to arrive in Europe were received in Spain and they had an excellent reception. New versions of this model, the 9000, the 9600 and the 9700, are still used in our fields. The success of this gamble owes much to the extraordinary knowledge of the market acquired by the Parés company over the years. “We saw that there was a demand in Spain for powers greater than 100 CV,” says Juan Artigas. “In general, farms in Europe are smaller. Plus, in Spain the tractor needs twice as much pulling capacity than in France, Germany or England, because the earth is harder, more tenacious. So, the 8000 would be of more interest here than there.” The business had been attentive to innovation long before it was called Parés. This characteristic has its roots in the company founded by Alberto Ahles and was successively passed on to Felix Schlayer, the Parés family, and the present ITT.

Another quality common in the diverse projects as the baton was handed on over the years is the search for excellence. The company has always worked with the best firms in the sector. Artigas explains, “With the machines we sold you spent 10 or 20% of the purchase price on replacement parts at the end of their useful life. With nationally produced machines, you spent 100%. Not because Spanish engineers weren’t good. I knew many of them and they were among the best in the world. The problem was that in 1950s Spain, there was no quality steel because there were not enough of the raw materials. We lacked the necessary chrome, nickel and molybdenum to give suitable mechanical resistance to the steel. The talent was there, but not the means to create quality products.”



Signing of the contract with Ford: Miguel Moreno, Francisco Parés, the Ford representative, Pedro Parés and Francesc Parés Canalías. The portrait of Pere Parés Serra presides over the act.

Francesc Parés confirms the data on the low consumption of replacement parts: “A Ford delegate was convinced that we were hiding the original spare parts and that we were selling pirated ones, based on the fact that the consumption of replacement parts in Spain was much lower than in other European countries. I said, ‘Let’s check.’ We took a list of one hundred labourers to whom we had sold tractors, went to visit them and gave them a questionnaire he had prepared. The conclusion we came to was that the tractors in Spain didn’t break down. What happened was a phenomenon related to the concept of brand names. If you buy a very cheap car, you put it through the mill, but if it’s a good one, you take better care of it. We gave very good technical assistance, but the farmers also looked after the machines very well.”

With the aim of increasing its range of agricultural machinery to meet the needs of Spanish farmers, in 1969 Parés incorporated a new brand into its portfolio: Antonio Carraro di Giovanni, an Italian



Parés Hermanos exhibition at an industrial fair in 1967. In the centre of the image stands a Davis continuous train trencher, made in the United States.



The luxurious lobby at the Parés company's Seville branch, with a central location at 14 Calle Luis Montoto. This delegation was inaugurated in 1966.

manufacturer of compact four-wheel drive tractors. Responding to the needs of a Capuchin convent, they had created an articulated or reversible tractor, a machine in which the driver could change position, thereby enabling them to either push or pull a plough.

The Carraros were a family of tractor manufacturers from Campodarsego, Padua. “The grandfather, Giovanni Carraro or ‘Nono’, drove a Jaguar and the factory was expressly built with aisles wide enough for the car to drive through on his visits,” relates Francesc. “To obtain the import licence for a tractor, you had to take it to Madrid to document its power. Depending on the power, the Government awarded you a diesel quota at a subsidised price. The Antonio Carraro tractors had Ruggerini engines and they always gave us ones with a lower power than specified. My father often sent a telex of complaint about the matter to Don Antonio Carraro, who finally responded, ‘Don Paco, calm down. Don’t you know that the *cavallini italiani* [Italian horses] are a little more *piccolo* [smaller] than the Spanish ones?’”

In 1971 Parés Hermanos opened a branch in Lleida, purchasing premises from their former agent for the province, José María Llovera. In the same year Francesc Parés Canalias became director of the firm’s commercial department, and used his position to incorporate new brands of ploughs and implements into the catalogue. As a result, he once again travelled intensively around Europe. He visited all the specialist fairs on the continent to find out which were the best manufacturers.

This is how he obtained the representation of Hardi, the largest European manufacturer of pesticide sprayers and sprinklers. “Mr Hartvig Jensen did not want to give it to me, because he wanted a company from his sector. In the end I convinced him over dinner and made him sign a menu.” Following the marketing precepts learned from the Americans, they came up with an original way of gaining at-

Over the next few years, more new brands were added to the company’s catalogue, including both the Danish firm Farendløse and the Irish Sugar Company in 1972.

tention for the brand. “At the Granollers Fair we filled a Hardi sprin-
kler with water and perfume and sprayed it. The farmers loved it,”
reveals Francesc Parés.

Over the next few years, more new brands were added to the
company’s catalogue. Specific examples from 1972 include the addi-
tion of the Danish firm Farendløse, manufacturer of drum mowers,
and the Irish Sugar Company, which sold an advanced beet harvester.

1972 signalled the end of a very successful period for the com-
pany and the following year would bring a new change of vital im-
portance for its future direction. After Pedro and Francisco Parés
Fernández both retired, there was a new crew to run the ship. Fran-
cisco’s son, Francesc Parés Canalías, would be chosen as company
director, while Manel Roig would become responsible for commercial
direction. An extremely well prepared team, they would give great
impetus to the company, but they would have to face an unexpected
and merciless enemy.



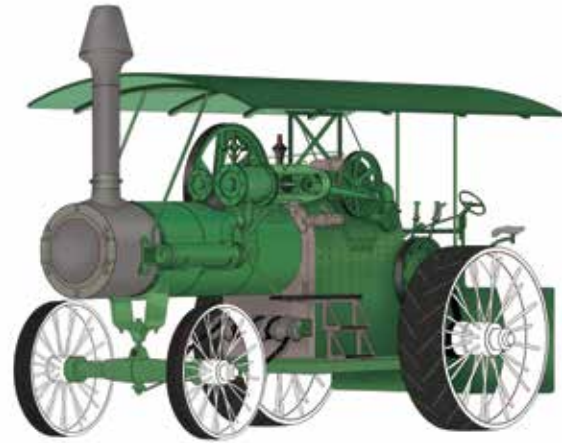
View from the interior of the Parés Hermanos central office in Barcelona, at 20 Buenaventura Muñoz, the corner of 8 Calle Nàpols. Photograph from 1953.

The Machines
**PAST AND
PRESENT
CLASSICS**

ITT DISTRIBUTES EQUIPMENT FOR PROFESSIONALS, specialist tools for sowing, harvesting, tillage, earth-works, transport, compaction, lifting, manipulating loads, and so on. From the beginnings of the business by its predecessors at the end of the 19th century until today, the company has sought to obtain representation of the best manufacturers in the world to ensure the maximum benefits from the performance of the equipment. As a sign of the admiration we have for these machines, we have prepared this illustrated album of harvesters, tractors, excavators and trucks which have made history, whether because they represented a significant technical advance, satisfied the specific needs of Spanish clients better than others, were a milestone in the company portfolio, or have simply left a lasting impression on the farmers, construction workers and hauliers. To all of us these machines are authentic museum pieces. Here is a brief chronological summary of 140 years of technological development from the beginning of the Spanish Industrial Revolution through to the second decade of the new millennium.



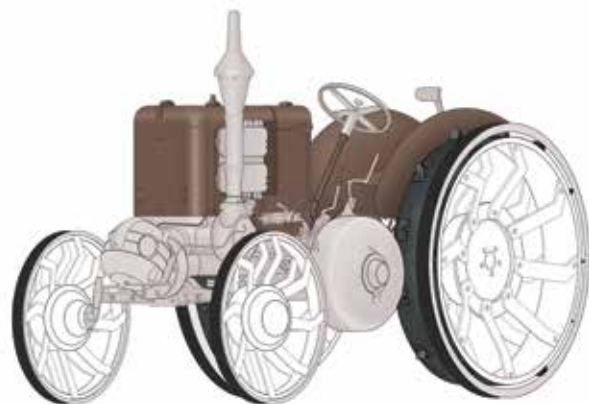
Ruston, Proctor & Company grain thresher (1906-1930)



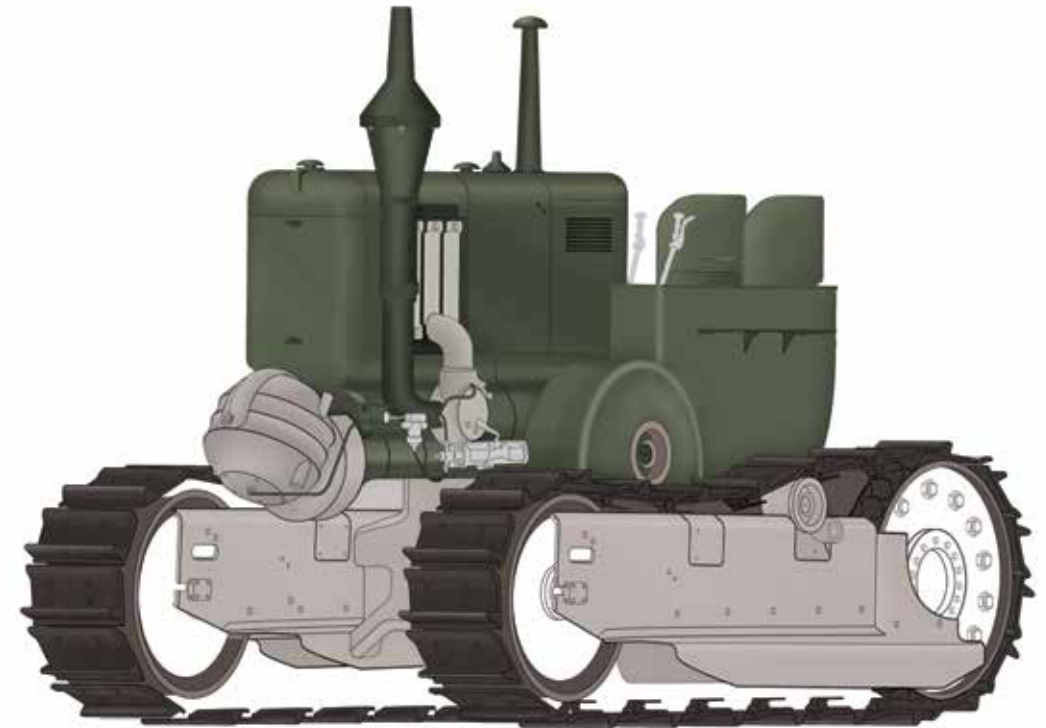
Ruston, Proctor & Company locomobile (1907-1918)



Bubba tractor (1926-33)



Lanz D7500 farm tractor (1935)



Lanz Bulldog D1560 caterpillar tractor (1936-43)



Massey Ferguson 780 grain harvester (1955)



Massey-Harris 820 tractor (1954)



Massey-Harris 35 (Perkins Diesel) tractor



Fiat 110-90 tractor (1986-2003)



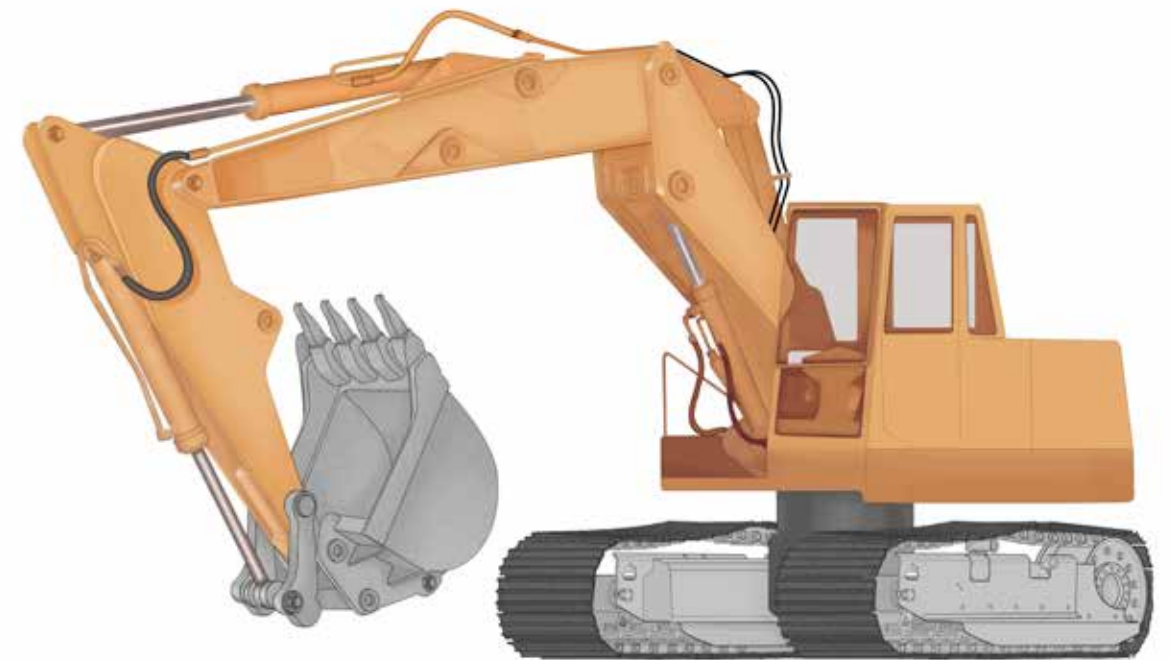
Ford TW25 tractor (1983-89)



Ford 2000 tractor (1965-75)



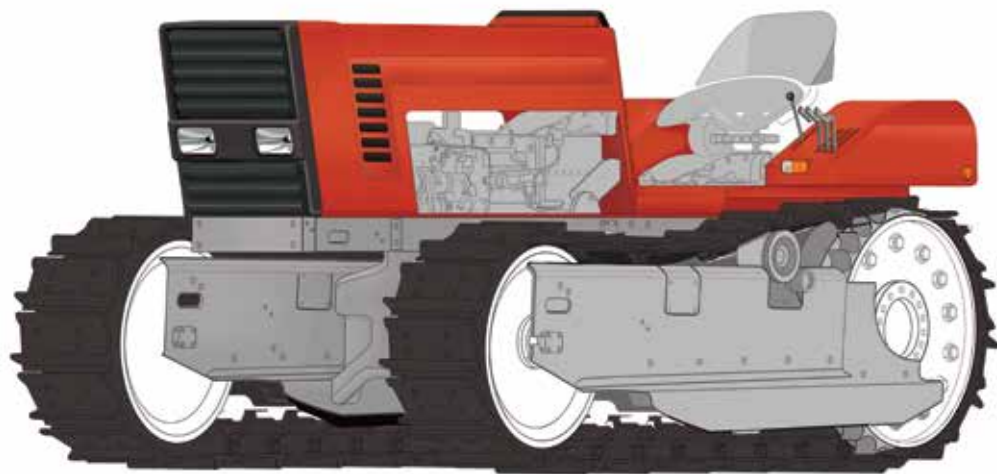
New Holland 8070 grain harvester (1982)



Ford H47 crawler excavator



Ford 7840 tractor (1991-95) and New Holland D1000 baler (1991)



New Holland Fiat 8285 caterpillar tractor (1994-96)



CaseIH Maxxum 115 tractor (2007-14)



Scania Touring tourist coach



Bobcat S175 mini loader



Scania 113 truck (1987-95)



New Holland LB110 backhoe loader



Takeuchi TB1140 crawler excavator



Manitou MT732 telescopic handler



Bobcat E35 mini excavator



New Holland VL5080 grape harvester



Hamm 3414 compactor



Scania truck with Schmitz semi-trailer



New Holland CX8080 harvester (2012)



New Holland W170C wheel loader

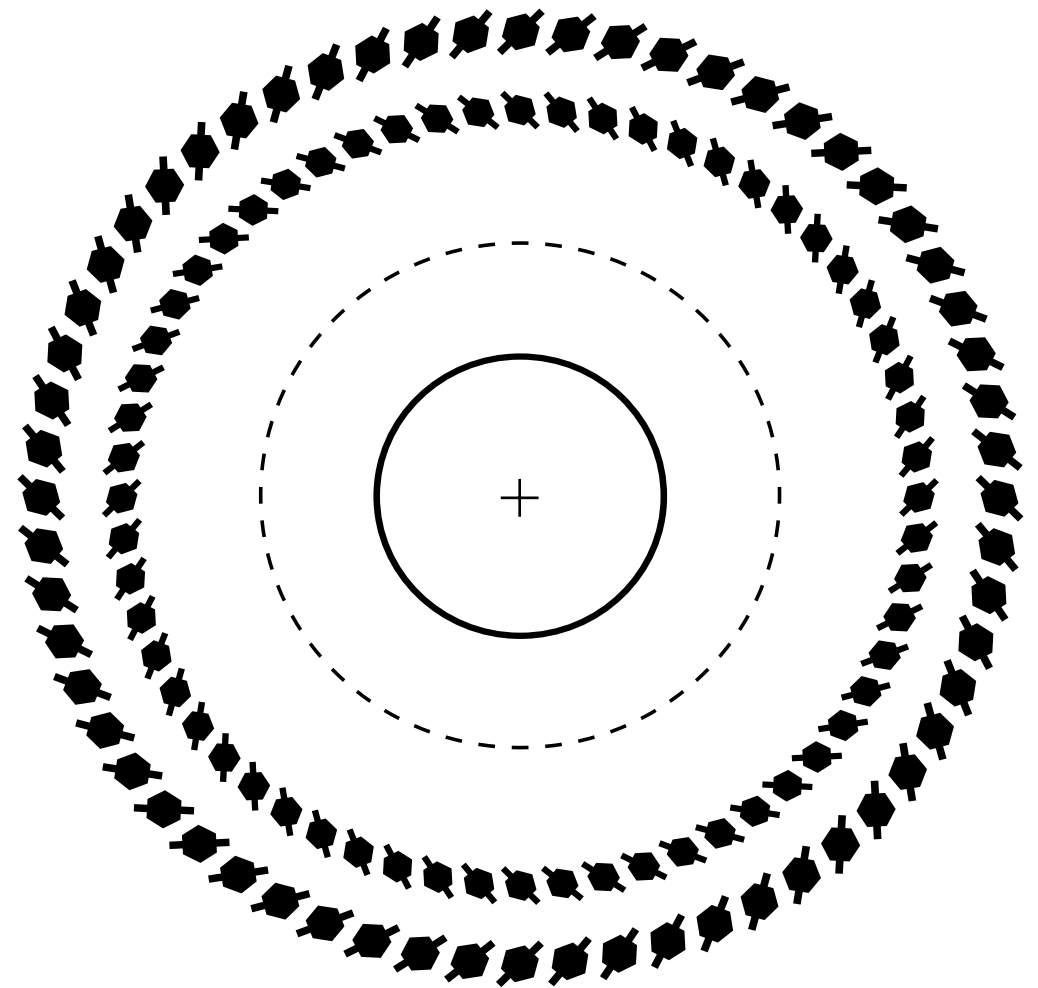


New Holland T7250 tractor (2011-13)

CHANGING GEARS

Francesc
Parés Canalías

1973 — 1983





Francesc Parés Canalías, 1973-83.

In 1973, with the arrival of Francesc Parés Canalías as director, a new chapter in the history of the company began. It was also a year with significant events happening around the world. The oil crisis, arising from the OAPEC embargo on crude oil exports to countries which had supported Israel in the war against Syria and Egypt, brought high inflation and a reduction in the economic activity in the United States and Europe. Perhaps more importantly, it also brought the first awareness in these countries of their dependence and fragility. Ideas about energy waste and sustainability came well before, but it was at this point that they took hold in the collective subconscious of Western societies.

Difficult times lay ahead and Parés prepared for them. In the three years prior to the crisis, in his role as commercial director, Francesc Parés Canalías had already committed to expanding the range of brands the company represented and mainly did so by including manufacturers of ploughs and tools. Once appointed managing director, he promptly continued to make the changes which would ensure the survival of the company in the newly arising circumstances.

The first task the board of directors entrusted to the new executive manager was to draft a company development plan. Francesc Parés presented a detailed plan establishing the new policies: the opening of new branches and a general restructuring. The plan, which was phased in between 1976 and 1980, was key to capturing new investors. It led to the company Investors in Industry (3i), a reputable investment banking and private equity multinational based in London, buying a quarter of the company's shares.

In 1974 the company began to trade in Bamford fodder equipment and balers. The following year Francisco Parés Fernández, understanding how ideal caterpillar tractors were for Andalusian soil and seeing that Ford lacked these models, became interested in Landini. However, the Italian brand belonged to the Massey Ferguson group, Ford's direct competitor. Massey would only give Parés the representation of the Landini *cingolatti* (continuous track tractors) provided they took wheeled tractors too, while Ford only accepted that its Spanish representative purchase caterpillar machines on condition that they were any brand except Landini. Eventually, after lengthy negotiations,



Francesc Parés Canalías greeting the Minister for Agriculture, José Delamo Espinosa, at the 1981 Agricultural Machinery Fair in Zaragoza, in the presence of Messrs Erskine and Carreño.

they managed to square the circle and Parés was able to add another prestigious name to its portfolio.

The Ford Motor Company also expanded its contract conditions with Parés. In November 1976 Ford awarded the company the representation for its line of construction equipment in Spain. Some years earlier Parés had already taken its first step in this sector with the purchase of the Massey Ferguson 750 backhoe loader, but this area began to play an important role in the business after the Ford agreement was signed.

By then, the office in the Spanish capital had become unmanageable due to the rapid urban growth around it. Loading and unloading material generated traffic jams and the warehouse and workshop spaces were not large enough. As a result, land was purchased in the neighbouring town of Alcalá de Henares and building on the new site was completed in the same year.

The company continued to expand and new capital was injected, shared between 31 shareholders. The office in Lleida was closed and the branch for Catalonia and the Balearic Islands was established in

Sant Andreu de la Barca, a town situated around 20 kilometres from Barcelona. Two other branches were also inaugurated: one in Valencia, which covered the coastal area and the adjacent provinces of Albacete, Cuenca and Murcia, and the other in León, which was responsible for northwest Spain. The aforementioned Alcalá de Henares site covered the central region of Spain while the Seville branch managed the south. Meanwhile, the buildings at 126-138 Calle Ávila in Barcelona were demolished before construction began on a spacious new warehouse and three-storey offices for the company headquarters.

The new building was inaugurated in 1978, the centenary of the founding of the company. The pamphlet produced to celebrate the anniversary, entitled “One Hundred Years at the Service of Agriculture and Construction”, provides data on the company’s circumstances at the time. It describes Parés as “an organisation which employs 200 people and occupies 30,000 m² of useful space around Spain,” representing the following brands: Ford, County, Antonio Carraro, OMFP, Massey-Ferguson-Landini, Hydor, Irish Sugar, Hardi, Farendløse and Bamford, a genuine ‘who’s who’ in the world of farm machinery and public works equipment.

To commemorate the centenary, Parés invited all its distributors in Spain to Barcelona for a gala dinner. The company has always been renowned for the imaginative creativity of its commercial events, often using rather daring techniques to grab the attention of collaborators and clients, while simultaneously positioning itself as a modern and solvent company. On this occasion, before the dinner, the firm invited the guests for a guided tour of the city’s main tourist sights, including the Liceu Theatre. As the salespeople were admiring the decoration in the theatre’s seating arena, to their surprise the curtain rose to reveal the latest models of Ford tractors.

In 1978, the centenary year of its foundation, Parés Hermanos was an organisation which employed 200 people and occupied 30,000 m² of useful space.



Units of the Ford 2000 at the Sant Narcís Fair in Girona, at the Parc de la Devesa, 1970.

At another event, this time to present a new series, a tractor was disassembled and the parts were taken up to the first floor in the Hotel Palace in Barcelona, where they were reassembled. Finding themselves in a small room with a machine that nobody could possibly have brought up the stairs or in the lift, let alone into the room, made a great impression on those present. Francesc Parés had taken the idea from some students at Boreham, who had played a joke on their instructors by taking apart a Ford tractor before putting it back together in the training centre's pub. Such capers in unusual places were typical at Ford and the directors encouraged their representatives in different countries to imitate them, a philosophy which complemented the Parés concept of public relations to perfection.

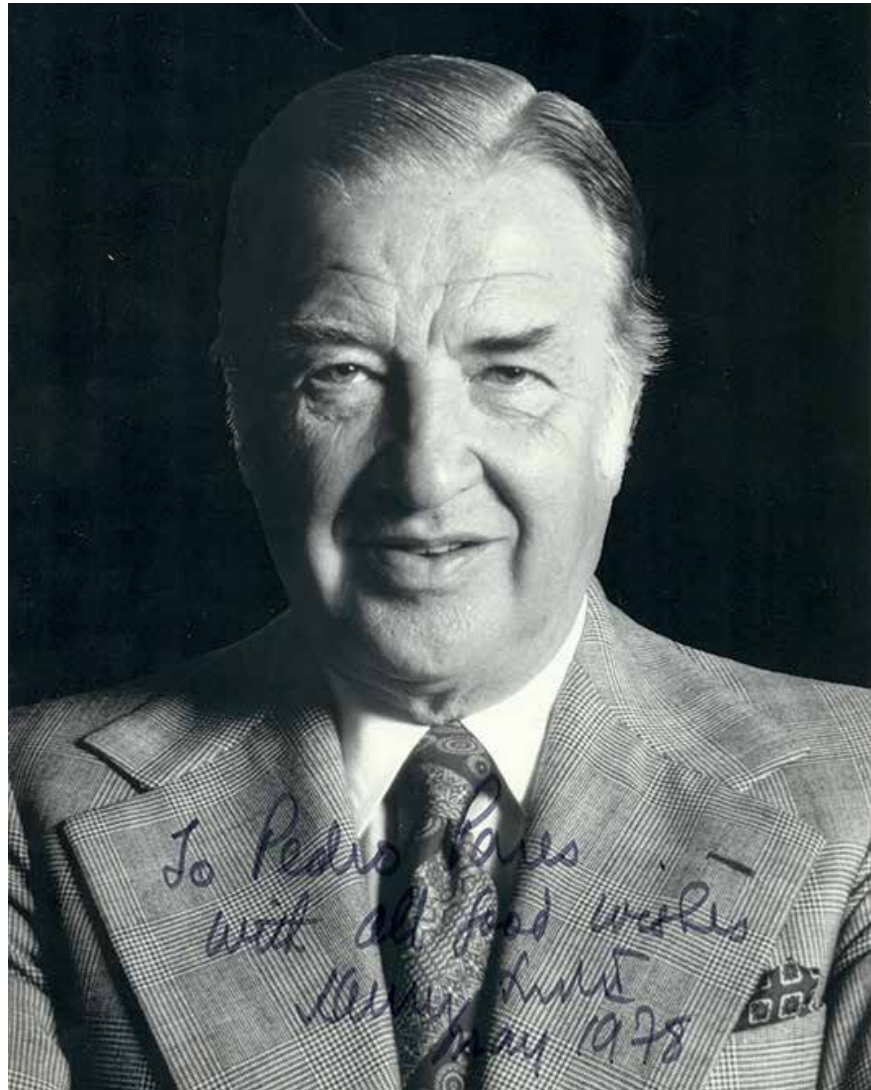
By then, the American company was under the leadership of Henry Ford II, the founder's grandson. The businessman had successfully directed the transformation of the company into the fourth largest industrial group in the world through a canny employment policy. This included hiring the so-called 'whiz kids', young engi-



Francisco Parés, Mario Villela and Pedro Parés at the Ford factory in Basildon, England, in 1965.

neers and economists who had worked in the statistical department for the American Air Force during the Second World War, and Lee Iacocca, the designer of the Ford Mustang. 'HF2' was a man of strong character and strict morals. "He forbade his workers from getting divorced, until he did so himself. The following year there were 250 divorces at Ford," explains Francesc Parés.

In 1980, as envisaged in the development plan, the *Parés Hermanos Organisation Manual* was presented. It argued that the group had to be renowned for three traits: the quality of the service it gave to clients; the recruitment, training and motivation of a workforce prepared for and imbued with the most modern business management methods; and as an organisation which sought the utmost efficiency in its resource management. Following these principles, the company was split into two divisions: Financial Operations, placed under the management of Antonio Cirera, and Commercial Operations, led by José Giné Davi, both highly qualified directors called expressly to occupy these posts.



Henry Ford II in 1978, the centenary of the company: "To Pedro Parés, with all good wishes".

According to Juan Artigas, one of the company's most remarkable values was indeed "their customer service philosophy, treating each client as though they were the best of friends, regardless of whether they owned one tractor or ten." Another, he adds, was "the continuous training of our dealers. We introduced them to new products in order to give them an incentive to sell and to inspire loyalty to Parés Hermanos and the brands we represented". Artigas himself travelled constantly to the Ford school in Boreham and to the Product Depart-



Ransomes Cavalier 2800 harvester in action in a field belonging to the Raimat company. Before New Holland arrived, Parés represented this brand for three years.



Francisco Parés Fernández, Francesc Parés Canalías and Pedro Parés Fernández at the Ford factory in Basildon, England.

ment in Basildon, both in England, to familiarise himself with the characteristics of the machinery as well as preparing him to communicate this knowledge to others.

At the beginning of the 1980s this philosophy brought Parés new allies. One of these was Lansing Bagnall, a manufacturer of forklift trucks and machines for interiors, with whom a joint venture was started. Another was Kverneland, a leader in the plough sector. Not knowing how the Spanish farmers would respond to the Norwegian brand, Juan Artigas asked a good number of clients whether they would be willing to pay a higher price for a better quality plough. The answer was a unanimous affirmative. That year he submitted an order for 150 units, an import figure which multiplied by ten after five years.

The Kverneland prestige was justified. On one occasion, Artigas had the following conversation with one of the owners of the Hermanos Brun concession in Zuera, Zaragoza:

“I used a machine for the first time two weeks ago and I’ve already broken it in half.”

“Well, the Kverneland doesn’t break.”

“Ha! I don’t believe it. It’ll break even sooner.”

“Look, I’ll let you have it for ten days. At the end of the ten days, you can either bring me a lorry with all the broken pieces from the plough or you can bring me a cheque.”

After the agreed trial period, the farmer came without a lorry and holding a cheque.

“What happened?” asked Artigas.

“I couldn’t break it.”

Even though Artigas knew about the thermal treatments and the resistance of the ploughs, he had taken a considerable gamble in risking a plough which cost almost a million pesetas (the equivalent of 6,000 euros, twice as much in today’s money, adjusting for inflation). If he had lost the bet, he would have had to pay for the machine with a year’s salary. His trump card, and that of Parés Hermanos in general, was his sound knowledge of the product and the client.

Adding to the 1973 oil crisis, in 1975 came the liberation of the Russian wheat reserves. From one year to the next, the demand for agricultural machinery diminished and many clients stopped payments.

With the company in the midst of an expansion phase, however, the global socioeconomic context took a turn for the worse that backed Parés Hermanos into a corner. Adding to the 1973 oil crisis, in 1975 the liberation of the Russian wheat reserves gradually provoked a fall in the price of grain around the world and, consequently, the ruin of many smallholdings and large farms alike. From one year to the next, the demand for agricultural machinery diminished and many clients stopped payments on outstanding instalments. “Based on historical data, we normally allowed for unpaid debts of around 20 million pesetas, but suddenly this value rose to 100 million. This created an extraordinary cash flow crisis, which was aggravated by the banks,” recalls Francesc Parés. The trend had instantly changed from one of vigorous growth to one of deep decline.

The director called an urgent meeting to decide how to solve the crisis and, after long discussions, made a drastic decision: “To stop paying the client with the most money and which needed us most. In other words, Ford.” The multinational accepted the new conditions, but in response demanded permission to submit the company to an exhaustive inspection. Auditors were sent and, among other things, obliged the company to make a substantial reduction in the structure. Redundancies were made, in some cases affecting people who had been linked to the company for many years. Another requirement

New Holland approached Parés to offer them the representation. The company had displayed its resolve in adversity and had weathered the storm.

was that Parés end their agreements with implement firms, which the company logically heeded. However, Francesc Parés devised a strategy to maintain them anyway: he made a proposition to the brands they represented, specifically Kverneland, Hardi and Carraro, for the joint creation of a new company which would be responsible for importing their products to Spain. As a result, Parés Implementos SA (PIMSA) was founded, the direction of which was entrusted to Manel Roig Monner.

These were difficult times, but with the expeditious measures in place the company was back on track and the accounts began to yield positive results. The Parés company never feared opting for drastic solutions when they were the only chance to keep the company afloat. Nonetheless, the emotional cost of these decisions always has repercussions, the effects of which are not usually evident until later on.

In the midst of this turbulent situation appeared New Holland, an outstanding manufacturer of harvesters and machines devised for fodder production. The Spanish firm Santana made harvesters under licence from New Holland, but at the time it was also feeling the effects of the crisis and Jean Mal, the delegate for New Holland in Spain, approached Parés Hermanos to offer them the representation. The company had displayed its resolve in adversity and had weathe-



From left to right, Francesc Parés Canalías, Miguel Moreno and two Ford technicians at Boreham House, the training centre for the American company in Essex, England.

red the storm. This time Ford had no objections. The Detroit-based company had decided to sell its line of tractors and focus on automobiles, and was therefore not concerned about Parés working with its former competitors.

In 1982 a refocusing strategy led Parés Hermanos to sell its participation in PIMSA, which changed its name to Productos e Implementos SA (thereby keeping the same acronym). The venture was brief for all involved. After a few years, the remaining firms which had joined forces to create the company went their separate ways in the Spanish market.

His utter commitment to work took its toll on Francesc Parés Canalías. Years of passionate dedication to the company, added to the rough waters he had had to navigate during his years as director just to keep it afloat, led him to resign in 1983 once the economic situation of the group had recovered and he could be sure he was leaving the firm in good shape. He sold his shares for the symbolic price of

one peseta each. “Once I had the company cleaned up, I realised that I had spent an unrecoverable emotional and personal capital. I had managed to save Parés Hermanos, but only by antagonising everybody. I couldn’t continue, I was drowning,” he admits. So, after ten years directing the company and overcoming all manner of obstacles, Francesc Parés Canalías abandoned ship, not knowing how the company would proceed without him at the helm.



Signing of the New Holland distribution contract. Francesc Parés Canalías and Jeff Barenberg, vice president of the multinational in Europe.



The representation of New Holland in 1982 gave a new impetus to Parés, although two years later the distribution went to Maquiagro, which took over Parés before creating the ITT group.

Timeline

**NEARLY
140 YEARS
OF HISTORY**

OUR HISTORY

1878

Alberto Ahles

Alberto Ahles

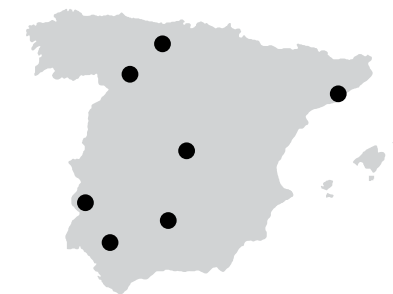
In 1878 the German diplomat established his farm machine and plough import business at 15-17 Paseo de la Aduana in Barcelona.

1900

ALBERTO AHLES & Cia.

Alberto Ahles & Cia.

In 1900 he employed his compatriot Felix Schlayer, an engineer by profession, to design ploughs and agricultural implements.



1880

1890

1900

1910

Pedro Parés

During the First World War, Pere Parés was left to run the business. When Schlayer returned after the war, Parés took a year's sabbatical before creating his own company.

1912

FELIX SCHLAYER



Felix Schlayer

Alberto Ahles withdrew from the business in 1912, leaving Felix Schlayer a solid company with eleven branches across Spain.

1920

PEDRO PARÉS

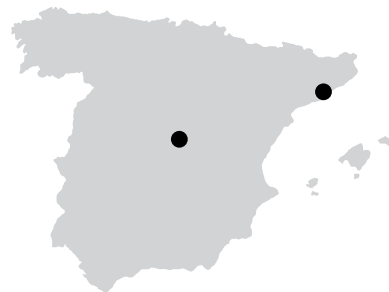


Pere Parés

Initially employed as a porter by Ahles and Schlayer, Pere Parés made rapid progress and, after the First World War ended, he set up on his own.

1940

PARES Y CIA. S. EN C



1920

1930

1940

Parés Hermanos SA

Following the death of Pere Parés Serra, in 1949 his sons changed the name of the firm to Parés Hermanos SRC and in 1952 it became a public limited company.

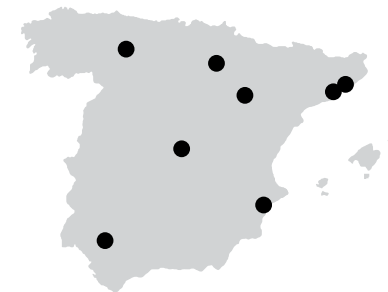
1952



Pedro y Francisco Parés Fernández
The two brothers shared the responsibilities in the inherited business, which expanded under their harmonious joint direction.

1960

Motorización Agrícola S.A.



1950

1960

1970

Creation of ITT

After some years simultaneously managing Parés Hermanos, Tecnitractor and Maquiagro, in 1991 the shareholders Manuel Esteve, Ramon Ariño and Pedro Olabarría, along with Xavier Domènech, merged them into International Trucks & Tractors (ITT).

1980



1984

Maquiagro SA

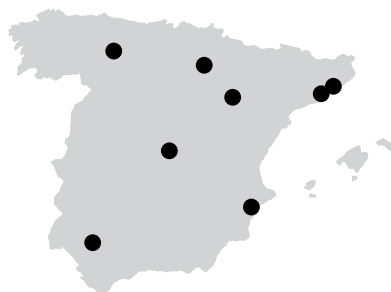


Francisco Parés Canalías
The founder's grandson modernised and expanded the business. After overcoming the crisis at the end of the 1970s, he retired in 1983 due to differences with his partners.



Ramon Ariño Arenas and Xavier Domènech Mir
The two associates formed a complementary team, diversifying and internationalising the business to guarantee its survival.

1991



1995 ScaBarna

2001 Itt Recuperación

2002 Bobcat of Catalunya

2001 ITTalquiler

1995 CM3 Compañía de Maquinaria 93, S.A.

1999 Osca Maquinaria



2000

2005

FH MAQUINARIA

2005

Cevit

2006



2005



With the creation of ITT in 1991, the company entered the transport sector and strengthened the construction equipment business. Lines were created for rentals and second-hand trade, and more dealerships were acquired with a growing number of brands. In the first decade of the new millennium, the company also began to establish itself in new markets: first in Morocco and later in Chile and France. All these changes led to a renovation and reorganisation of the corporate image in 2012. A milestone in the history of the group was the 2005 alliance with the French company Lavail, which expanded progressively until the creation of ITT Lavail in 2013. Today the group has 500 employees and 41 delegations.

Scatt

2011

ITT BoxSolutions

ITT Recuperación

ITT Bobcat of

ITT Maroc

ITT Alquiler

ITT CM93

ITT

Cevit 
ITT Lavail

2010

MACH₁₀

MACH₁₀
ITT Lavail

2011

Cosecha Mecánica
ITT Lavail

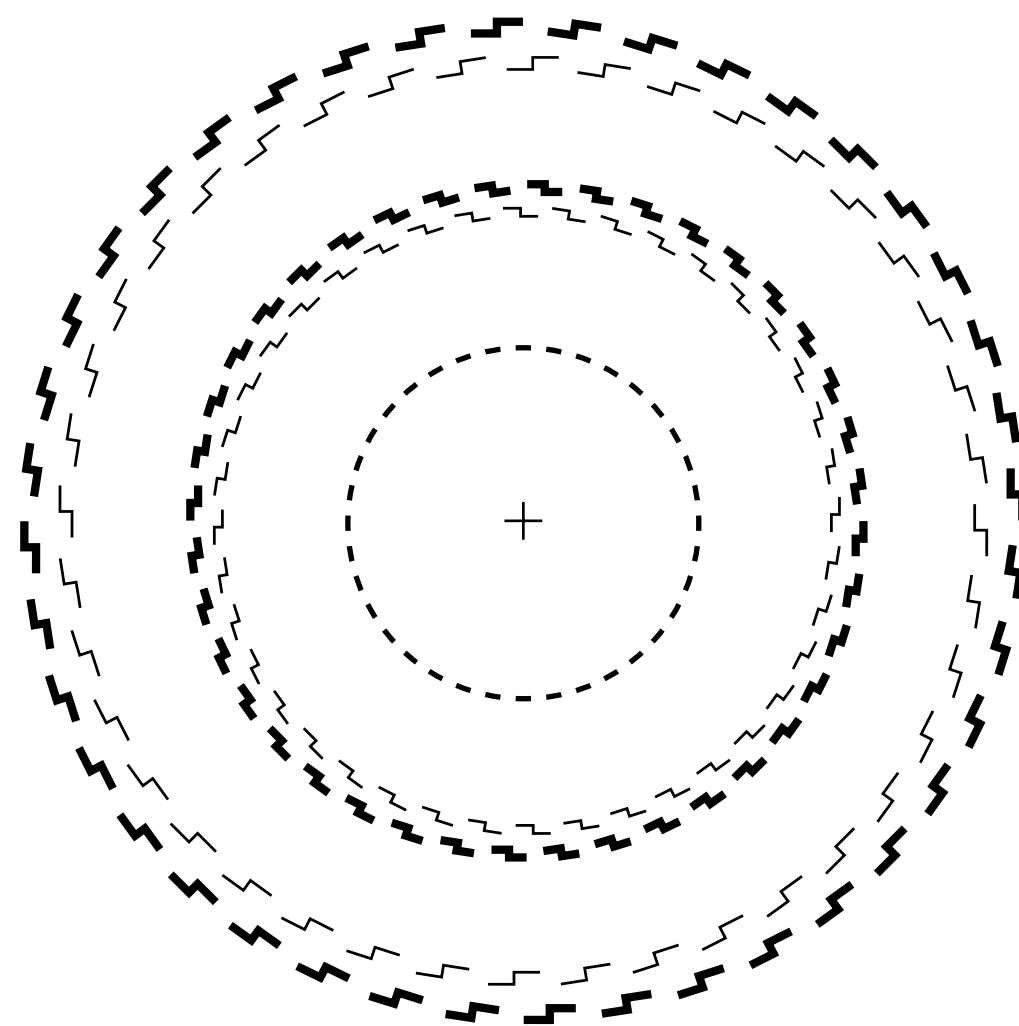
2013

Vimo
ITT Lavail



A NEW DIRECTION
Ramon Ariño Arenas
and Xavier Domènech Mir

1984 —





Xavier Domènech Mir and Ramon Ariño Arenas, 2014.

We have reached the latest chapter in the history of the company.

Shortly after Francesc Parés Canalías left the family business, a group of entrepreneurs created a new company in Barcelona with the pre-approved aim of representing the agricultural machinery multinational Sperry New Holland in Spain. Manuel Esteve, Ramon Ariño and Pedro Olabarría were the founding partners of Maquiagro.

Pedro Olabarría was the former director of MASA and had subsequently worked for Motor Ibérica, the importer for Massey Ferguson at the time. Manuel Esteve and Ramon Ariño Arenas had met at the automobile accessories company, Harry Walker. The former left the company to create the Spanish subsidiary of Hidráulica Vickers, part of the Sperry group, and the latter joined Numax-Electrospiro, a firm selling vacuums and fans. Esteve soon called Ariño to his side, initially offering him the position of controller at Vickers. Later on, Esteve wanted to promote him to manager, but Ariño refused. “At first they hired a person found by talent scouts. His methods were completely dishonest, they fired him and they asked me once again to take on the role. Acting against my instincts, I accepted,” recalls Ariño.

By then, New Holland formed part of the Sperry group. The brand importer in Spain was Parés Hermanos, but sales were still reflecting the last throes of the crisis and the multinational wanted to study other options. In 1983 Ramon Ariño was asked to find the best possible representative for Spain, and he set to the task with the help of Xavier Domènech Mir, whose role at Sperry was precisely that of analysing the risks assumed by Parés Hermanos in the sales of New Holland products, the financing of which came from the Sperry group. They explored many possibilities, none of which convinced them, but they realised that their study had given them a thorough knowledge of the business. As Domènech explains, “Manuel Esteve, president of Sperry España, made a suggestion: ‘Why don’t we do it ourselves? We know how.’” They presented a business plan, which Sperry accepted, and in 1984 Maquiagro was created as the distributor for New Holland products in Spain.

Two years later Ford bought New Holland from Sperry. The American multinational used Parés to distribute both its agricultu-



Mr Preety, Ford representative, presents the 1986 Five Star Excellence Award to Pedro Parés Fernández and Manuel Delgado, manager of PHSA.

ral and construction products in Spain while the New Holland cereal harvesters and skid steer loaders were distributed by Maquiagro. This situation raised the question of which of the two companies would be responsible for importing the two brands to the peninsula from now on. Both companies tendered for the representation and the group eventually decided to go with Maquiagro.

In 1984, therefore, Maquiagro obtained representation for one of the most powerful brands in the sector and four years later the company bought out Parés Hermanos. Ramon Ariño admits, “This acquisition was quite tricky. Manuel Esteve’s negotiating skills were very important. He gradually bought shares from various shareholders and he joined the board of administration.” Maquiagro thus became a notable importer of agricultural machinery (tractors and harvesters) and light construction equipment (skid steer loaders and backhoe loaders).

At the time of the acquisition, Parés Hermanos distributed Landini tractors as well as the Ford models. A large section of the Italian models were direct competition for Ford, so Maquiagro decided to create a new company for sales of the Landini brand. It was called Tec-

nitractor and Antonio Esteve, the incumbent commercial director of Parés, was appointed director.

The proprietors of Maquiagro offered the post of commercial director to Antoni Llorca (who had previously occupied the same position at Parés Hermanos), as he had the necessary experience to manage the role. “For whatever reason, he said no. So then we then thought of Xavier Domènech. He was prepared, he had the commercial spirit, he was someone we could trust, so we offered him the post and he accepted. Shortly afterwards, Antoni Llorca told us his circumstances had changed and that he was now ready to take on the role. We told him it was too late and that he had missed his chance. He accepted this fact and joined the team under Domènech’s management. The two worked side by side for several years. They led the company together and had a very good working relationship,” explains Ariño.

A year later Xavier Riera was hired as an associate in the commercial team. He later became a partner in the ITT group. As he tells us, “I was working in a financial corporation and was looking to change jobs. I thought my future lay in the world of real estate and wrote to a recruitment company. When I went to see them they told me that my profile didn’t match this line of work, but that I could be of use in a company which distributed agricultural machinery. The suggestion surprised me, but I went to see Ramon Ariño and Xavier Domènech. They seemed open-minded and honest, we clicked, and here I am today.” He was hired in 1989 and the following year he moved to Seville to manage the harvester business in Andalusia. In 1993 he left the organisation only to join it again in 1997 as manager of ScaBarna.

In 1989 Spain suffered an extreme drought. As is habitual in the sector, the previous October Maquiagro had commissioned the factory to produce the machines it expected to sell the following financial year, but the climate conditions led many farmers to postpone their purchases and Maquiagro was left with 30 harvesters in stock. Xavier Domènech explains this represented “an immobile capital equivalent to four million euros today. One day an international intermediate trading in Turkish machines called the Parés office from Germany and asked, ‘Do you have any machines?’ ‘Yes.’ ‘We’ll buy them.’ We gave them an offer to which they responded, ‘Come to Germany and we’ll

discuss the price.’ I replied, ‘That’s the price. If you’re interested, I’ll come; if not, don’t waste my time.’” Not only did they make the sale and thereby solve a serious problem, but the buyer also became a regular client and continues to buy vehicles from the firm today.

When asked if the period was difficult, Domènech argues, “They caught me at a young age and I was game for anything.” Despite being older than Domènech, Ramon Ariño shares his enthusiasm: “We had fun, because we enjoyed our work.” However, it was not a piece of cake. “There was a period of trips, trips and more trips,” says Ariño. They travelled around the peninsula and the Balearic Islands. Domènech assures us that he knows almost every town and village in Spain, but the work was very demanding. He notes, “I went to Salamanca thirteen times without ever visiting the cathedral.” The two associates recall some of the situations they encountered. Domènech says, “I earned 62,000 pesetas a month. A plane ticket to Granada cost 72,000 pesetas. If you made a trip with no sales, it was very serious for the company. There was no margin for error.” Above all they travelled to make sales to the end client. “In the client’s house,” Ariño explains, “the father would be sitting in a corner and you would talk to the son. But when the father nodded, that was what sealed the deal. You would have supper, finishing at two o’clock in the morning, and at six o’clock the next morning you drove off in your car. It was like that every day.” Domènech adds, “The client would ask, ‘Where shall we meet?’ and I would reply, ‘I’ll come to your house.’ There, you could size up the client. That was how we assessed the risk. We would say, ‘This client will pay.’” The purchase of agricultural machinery represented a huge investment for the client. “There was a buyer at the Zaragoza Fair who prayed in the cathedral for three days in a row before signing,” comments Domènech.

The anecdotes from these years are endless. Domènech explains, “If a client couldn’t pay, we would dissolve the contract and take the machine away. I drove while Ramon sat in the back seat typing a contract dissolution agreement on a small Olivetti typewriter, with carbon copies.” On one occasion, he explains, “We made a mistake, selling a machine to a client in Seville who couldn’t pay. The fault never lies with the non-payer; the fault lies with the person who gave the credit. This farmer said he wouldn’t return the machine; he had nothing and there-

fore had nothing to lose. I offered him 500,000 pesetas for the machine (it cost 10 million) and he accepted. I asked Ramon to make a deposit in my account so I could write a cheque without going overdrawn. I didn’t have that kind of money.” If they suspected the risk of non-payment, they didn’t close the deal. He states, “We wanted to sell, but business is business. Selling without getting paid isn’t selling, it’s giving.”

After a few years managing Maquiagro, Tecnitactor and Parés Hermanos simultaneously, in 1991 the associates decided to merge them into a single company: ITT. One of the shareholders had been proprietor of the public limited company International Therapeutic Technologies, which distributed products to facilitate the mobility of disabled patients. The services provided did not achieve the expected results and the company ceased its activities. When searching for a name, the new company came up with the idea of using the same initials. “We liked the name ITT and wanted to keep it, as we were used to it. We thought of terms to fit the acronym and the result was International Trucks & Tractors,” explains Ramon Ariño. What is curious about this name is that the company did not yet represent any lorry brands, as it would later on. “The ‘trucks’ part was a premonition,” laughs Ariño.

A complex process began for the merger with Parés Hermanos. The first step was to restructure the company, reducing the workforce from 127 employees to 35. “I will never forget the first person we had to let go,” says Domènech. “I spent two days with him and couldn’t pluck up the courage to tell him. I didn’t sleep for two nights and when he took me to the airport, I said, ‘Look, I’m a coward. I came here with the task of firing you and I haven’t had the heart to do it. Now I’m leaving. I’m sorry, but you’re fired.’ His surprise was immense.”

Coincidentally, in the same year that ITT was founded, and only five years after Ford had acquired New Holland, the American company

After a few years managing Maquiagro, Tecnitactor and Parés Hermanos simultaneously, in 1991 the associates decided to merge them into a single company: ITT.



Xavier Domènech Mir and Ramon Ariño Arenas at the press conference for the new Ford 40 series and New Holland TC harvesters in Madrid, 1992.



Ford tractors at full throttle in one of the regular demonstrations to promote new models to clients.

sold its agricultural division (with the Ford New Holland brand) to the Fiat group. This led to the creation of Fiatgeotech, the embryonic version of what is today one of the world's largest manufacturers of equipment for agriculture, transportation and construction, CNH Industrial.

The consequences of the Fiat group acquisition were devastating for ITT, the reason being that Fiat had its own subsidiary in Spain with a solid infrastructure for the distribution of its agricultural equipment. Hard but fruitless negotiations followed, and a few months later an agreement was signed which ended ITT's distribution of Ford and New Holland in Spain. The representation passed to the Fiatgeotech subsidiary, which was renamed New Holland España. As compensation, Fiat paid ITT for the remaining assets and retained part of the workforce. "This agreement caused me the greatest heartache of my professional life. The deal was completed in the Hotel Ramada in Barcelona, now Le Méridien. I remember walking up the Rambla with tears in my eyes," admits Domènech. "After eleven years of fighting for a project, we were left with nothing. At that moment, we practically didn't exist."

Soon, however, an unbeatable professional opportunity presented itself to Xavier Domènech. His commercial capability and business experience had come to the attention of one of the top global bosses at Fiatgeotech, Franco Fusignani, who urged him, "You have to come and work for us." Domènech replied, "I'm not built to work for a multinational, I wouldn't feel comfortable." Fusignani insisted and Domènech agreed to meet with him and Rafael de Ansorena, director general at Fiatagri in Spain and Portugal. "They made me go to Modena, to a spectacular restaurant, where we were served excellent wines, all of which came from winemakers who were clients of theirs. They offered me a salary I couldn't refuse."

Finally, for a few months Domènech established a professional collaboration with Rafael de Ansorena and Carlos Ibáñez, president of Fiatgeotech in Spain, to organise the distribution of New Holland in Spain. This required the unification of the networks of official dealerships for the Fiatagri and Ford New Holland brands, searching for the best candidate in each region. This was undoubtedly key to laying the foundations for the solid commercial network organisation which the New Holland brand possesses in Spain today.

In the same year, 1993, there was a drought and a severe economic recession in Spain. However, thanks to the contacts they still had at New Holland, the ITT managers were presented with the chance to buy Tramas, a large concession in Andalusia for the Fiatagri brand, belonging to the Abengoa group. Domènech explains, “I presented the project to the partners. It was difficult to analyse, but I believed in it. Ramon Ariño said to me, ‘I support you. If nobody else gets on board, you and I will do it together.’” However, both Pedro Olabarría and Manuel Esteve agreed to proceed. This led to the creation of Compañía Maquinaria 93 (CM93), official distributor for the brand in Córdoba, Granada, Málaga and Jaén.

To support the venture, Domènech invested his compensation payment to become a partner in ITT. The other shareholders viewed this positively. “I have always believed that those who strive for the company must feel a stronger connection with it than just clocking in and clocking out,” argues Ariño. Hence, Xavier Domènech abandoned his collaboration with New Holland España and joined forces with Ramon Ariño to lead the development of the new ITT business, the official New Holland dealership in a large area of Andalusia.

One of the conditions imposed by CNH before approving the deal was that ITT stopped representing Landini. Both companies sold caterpillar tractors and between them they controlled more than 65% of the market. “So we left Landini in 1996 after negotiations which were far from easy,” corroborates Domènech. ITT subsequently began a tandem process of product diversification and internationalisation. As the businessman explains: “After the experience of importing a solid, well-known brand and getting walloped, I decided I would never put all my eggs in one basket again.”

News from the European and Spanish political and economic arenas soon came to accompany this change in direction, an event which radically transformed the economy on the continent. On 1st November 1993 the Maastricht Treaty came into force, effectively the constitution for the European Union, which included the principle of free trade between member states. Suddenly, Europe’s markets were open, facilitating the importation of all manner of products.

In 1994, due to the reduced volume of business which remained in ITT after the loss of the Ford New Holland imports, Pedro Olabarría



The Compañía Maquinaria 93 delegation in Granada, ready to begin an open day.



Another perspective of the Compañía Maquinaria 93 premises in Granada, with all the equipment on display for the clients.

sold his share of the company. The remaining partners were Manuel Esteve, Ramon Ariño and Xavier Domènech.

ITT then initiated a policy of expansion to different sectors and areas within the realms of machinery distribution in Spain. The group's current configuration stems from this period of growth, mainly through acquisitions, and was propelled by two decisive factors: on the one hand, the need to diversify in the face of the possible effects of uncontrollable policies from the manufacturers, and, on the other, the sound commercial practices, the professional seriousness and the financial acumen of the founding partners.

During this period, Xavier Domènech had a hunch: "I said to Ramon that we had to dive into the construction business, which was about to flourish in Spain. Why did I think that? I don't know." Following this impulse, CM93 began selling construction machinery, initially with New Holland Construction and later with other brands and companies from the same group.

The entry into the transport sector was somewhat different. In 1995, Pedro Olabarría, who no longer worked for ITT, was offered the distribution of Scania in Barcelona. He was not interested, but he passed it on to his former associates, leading to the creation of ScaBarna. This company would soon expand its sphere of influence with the acquisition of the Lleida-Scania dealership.

"This operation was a little riskier than the CM93 business," says Ariño. "Scania was a highly prestigious brand, but not very well known. We inherited an unwieldy organisation in Barcelona, which had to be changed." The investment was substantial, but the success was extraordinary. Even though they were new to the sector, they eventually became the largest private Scania dealership in Spain. "Our entry into the world of transport produced a boom. ITT went from having no turnover in 1993 to invoicing nearly 180 million euros in the early 2000s. Over time, the transport sector has come to represent half of our business," Xavier Domènech explains. "Starting from scratch is no drama. What you need is the will. We re-employed some of the people we had made redundant, and here we are today."

One of the people they hired again was Xavier Riera, who in 1997 took on the management of the new company, ScaBarna. He says,



Delivery of 52 Scania lorries to Transportes Trota in Lleida.

"Even when I was no longer with the company, I never lost touch with Ramon and Xavier. The situation was managed well and it was easy for me to go back. ScaBarna is what helped us to overcome the crisis that came later. During the last few years of recession, most of the group's profits have come from this business. Transport has been a more stable sector than agriculture. Sales did fall here as well, but maintenance and the workshop continued." Moreover, in 2000 the trailer brand Schmitz-Cargobull was incorporated into the portfolio, and 2013 saw the acquisition of the Scania dealership in Palma de Majorca.

Over the first decade of the 21st century, ITT experienced great success thanks to the new acquisitions and the recovery and continuous growth of the Spanish economy. In 1999 it bought Osca Maquinaria, a veteran Majorcan company founded by an ex-priest and originally focused on the manufacture of tractors and harvesters, but by then selling agricultural and construction machinery from several brands, among them New Holland.

In 2001, Ramon Ariño decided to retreat from the front line. "I left a couple of years before retirement age. I had been working since I was fifteen! But I wanted to keep my hand in because I had collaborated in the creation and development of the company, and held it close



Xavier Riera, manager of the ScaBarna business, with Josep Padrós from Autocares Padrós, delivering the new coach for the Barcelona Football Club first team, 2004.



The local sporting press widely reported the new coaches, which incorporated a good number of safety measures and conveniences for passengers.

to my heart.” As well as being a partner, Ariño continues to act as official advisor for the ITT group. “Even now I don’t make any decisions without talking to him first,” says Xavier Domènech. “And when I do, it puts my mind at rest. He always says yes, but I know him and he would tell me if he didn’t agree with something.” Ariño is grateful for being consulted. “It is stimulating being able to contribute still. It helps to keep my brain ticking.”

Domènech considers Ramon Ariño to be a generous person with sound values, which he knew how to transfer to the company. “Ramon has taught me a great deal,” says Domènech. The feeling is mutual. Ariño says Domènech showed him “friendship above all and complete involvement. Living and breathing what we were doing, working all hours. This acceptance of the circumstances is not always easy to find.”

The other ITT partners agree with Domènech’s appraisal of Ariño. Xavier Riera says, “Ramon Ariño is extraordinary. In terms of humanity, there’s nobody better, and in terms of business, he is the ideal complement to Xavier Domènech, who is also a great guy. You could say they are ‘sense and sensibility’. Ramon is a person with great common sense and Xavier

is a person with the ability to see business where nobody else can. I have been lucky to have them both beside me, letting me learn. There are probably companies in which information is power, but in this case everything is shared and we have all learned.”

For his part, Ramon Ariño believes, “The only thing I might have brought to the table is an emphasis on the fact that nobody could ever accuse us of deceiving them. We have tried to make things clear for the client, the supplier, and the bank, basically in all our relationships. And we have tried to understand people, to see that that the company is not just the people at the top, but the enterprise as a whole. In times of good results, everyone in the organisation has shared them. If you don’t crea-

Over the first decade of the 21st century, ITT experienced great success thanks to the new acquisitions and the recovery and continuous growth of the Spanish economy.



Ramon Ariño in Córdoba in 2000, explaining the annual results for CM93 to workers.



Xavier Domènech, director general of ITT, with Sergio Marchionne, president of CNH Industrial N.V.

te a solid base, everything falls apart. Trust is vital. In the long run, we see the consequences: the company is very highly regarded.”

The acquisitions continued and new companies were founded. In 2001 ITT purchased Darsa, a company with premises in Parets del Vallès (Barcelona) and Tarragona, dedicated to selling construction machinery with a post-sales service. In the same year the group also created ITT Alquiler, which aimed to cover the demand for construction and public works equipment hire, and ITT Recuperación, dedicated to selling recovered spare parts. According to Domènech, the latter company brings “a touch of anarchy. If it didn’t, it would be impossible for it to succeed. Even engines have an exhaust pipe.”

In 2002 another notable piece was added to the ITT puzzle: Bobcat of Catalunya. When the group had acquired Osca in 1999, they met Vicente Suárez, the manager of Bobcat in Spain. “We organised an initial meeting and it was not a success. I made lots of mistakes,” admits Xavier Domènech. “We took him to a very modern restaurant, the most sophisticated one in Barcelona, which was not to his liking. He said, ‘I don’t trust you in the slightest, I don’t like you.’ We replied, ‘Give us time; get to know us. If nothing changes, we’ll go our separate ways, but give us a chance.’ He listened to us and we soon transitioned from enmity to an unbeatable relationship.” Aside from the first poor impression, the situation was further complicated by the fact that the brand already had a dealership in Catalonia, the one with the best sales in Spain. “Suárez said, ‘I don’t like how this dealer handles the business. Are you interested in it? We’re going to cease its activity anyway. Plus, I’ve talked to the employees and all of them would come with you.’” Domènech had some reservations, but finally Bobcat broke the contract with the dealership, which subsequently took them to court. The case had a positive outcome and the torch was passed to ITT. In the words of Xavier Domènech, the financial returns were “spectacular. Bobcat of Catalunya, with a team led by Joan Biosca, had a turnover of seventeen million euros. We became one of the best-selling distributors of Bobcat in Europe. Seeing how the ex-employees of the company worked really impressed me. I learned a lot from them. All I did was try and make the project run smoothly. They did everything themselves.”



The president of the International Agricultural Machinery Fair in Zaragoza presents the award for technological innovation to Ramon Ariño and Xavier Domènech.

In 2002 ITT also took over distribution for the CaseIH brand (belonging to CNH) in Andalusia and the following year the group acquired FH Maquinaria, the dealer for New Holland public works machinery in Seville. The original manager was Manuel Amo, who still works for the group today.

In the same year ITT welcomed Ignacio Pérez Echagüe, a future partner in the group. With a degree in agronomy from the University Polytechnic of Madrid and an MBA from the IE Business School in Madrid, he had worked in Spain and the United Kingdom for New Holland (currently CNH Industrial) and for other companies before joining ITT. While working for New Holland, he met Xavier Domènech in his role as manager for the Compañía Maquinaria 93 dealership. They understood one another and in 2003 Pérez Echagüe joined the team, as he explains: “Until 2006 I managed ITT Alquiler, the machinery hire business. From 2007 until the beginning of 2014 I took on the CM93 business in Andalusia, which distributed the CNH products. Since the new investment in France, I have been involved in the launch of the new Vimo project. I combine these roles with collaboration on various

development aspects for the group alongside Xavier Domènech and the rest of the executive team.”

In 2005 Cevit was established, the dealer and distributor for New Holland grape harvesters for a large part of the Castilla-La Mancha region. It is a region with one of the largest surface areas of vineyards in the world. The idea of establishing Cevit there came from Pierre Lavail, proprietor of the New Holland dealership in Toulouse, France, who is very knowledgeable about winegrowing machinery. “After a conversation with Ignacio, Pierre came to see me,” explains Domènech. “He told me that lots of Spanish farmers contacted him to buy machines and that he wanted to move there, but would prefer to do it hand-in-hand with a company which knew the territory, like ours. I took it with a pinch of salt. I said, ‘Draw up a business plan and we’ll take a look.’ In the end we went for it. He said, ‘At business school they teach you never to start a company at 50%, so we’ll have to split it another way.’ I replied, ‘We will only start a company if it’s at 50%.’ He assured me it wouldn’t work and I told him we were not a business school. We did it and it turned out well. Nothing went according to our business plan: everything we predicted would rise fell and everything we said would fall rose, but the overall result has been very positive.”

In 2006 ITT Maroc was created to facilitate the entry of certain products, mainly from the construction sector, into Morocco. There have been many transactions with different clients in the country, and this is still an issue the group has to deal with in the future for a more stable deployment in the country.

With the creation of Cevit a solid and lasting alliance between the Lavail and ITT groups began. Over the years they have continued to develop international machinery distribution projects. Testament to this is the creation of MACH10 in 2010, the representative for Bobcat and Doosan in the southeast of France, with its headquarters in Toulouse.

The recession came in 2008, the signs of which Xavier Domènech had already sensed the year before. “We began making cuts from the first signs of a fall in 2007, which meant we were a little less burdened. You could tell from the market. We have travelled a great deal and that means listening, listening and listening. Talking to both distributors and clients, we could tell that things weren’t going well.” It was then



The Renault 4 with which Vimo, the company created by the new ITT Lavail group, put the skills of their mechanics to the test to prepare them for the most difficult challenges.

that the policy of diversification initiated fifteen years earlier proved to have been a wise one. The agriculture and construction businesses fell dramatically (the drop in the market in five years was 65% and 95% respectively), but the transport business remained more stable thanks to the post-sales service, which allowed the group to continue. In 2007 ITT had almost 400 employees and in a period of two to three years this figure was reduced to a little over 200; a tough but necessary adjustment for the company to adapt to the existing volume of business.

At the beginning of the crisis, the company made provisions in case it was forced to close; that way it could face liquidation without difficulty. Fortunately, it was not necessary to implement the measures, although the group did have to designate more than six million euros to the restructuring caused by the recession, mainly spent on redundancy packages, stock depreciation and expenses from the unpaid debts of clients. Ramon Ariño explains, “I have always believed that I had to live off my salary and that the company profits were for the company. You have to have cash to respond to your obligations and for

the employees, in case you have to close up shop one day. This has given us great financial solidity.”

In October 2012 a business plan was formulated, showing that the worst had passed and that, if matters were handled well, the survival of the company was assured. Indeed, in 2013 the results presented a slight improvement. The efforts (including substantial salary reductions, especially in the higher echelons of the organisation) had been effective. “We saw that we could do it and said, ‘Right, now we can start to invest,’” states Domènech.

Having reorganised the group and assuming that the results of their operations would not be optimistic, they continued to make investments. In 2009 the New Holland dealership was extended across the entire province of Seville. In the same year an internal improvement process was initiated to ensure the group was as competitive as possible. ITT implemented a new information and management system, and centralised the administrative and accountancy services. Finally, they invested in changes to the technical and post-sales service areas. “This, which at one point was considered a necessary evil, has been our main source of profitability and sustainability during the crisis,” acknowledges Ignacio Pérez Echagüe.

A year later the truck bodywork brand Box Solutions was created and new premises for CM93 were inaugurated in Seville. At the press conference for the event, Pérez Echagüe expressed his optimism: “Despite the crisis, business opportunities always exist and we are obliged, on the one hand, to detect them and, on the other, to work diligently and imaginatively.” The CM93 business strategy was growth with profitability. “A multitude of business opportunities arise for us to assess. What is essential is to be attentive to a client’s every possible need and to try and offer a solution by any means possible: finding a machine anywhere in the world; selling it over the Internet; rent-to-sell formulas; maintenance contracts; fleet management with GPS, and so on.” Evidently innovative solutions, both commercially and technologically. “It is about finding how to add value,” explains Pérez Echagüe.

Four years on, in 2014, the director continues to manifest the same confidence in the project: “The crisis has allowed us to make a

number of changes in our working practices and to have an extremely agile company in a very competitive position to support its growth.” The crux is to understand the current economic climate as an opportunity, not an obstacle. “There were difficult moments and hard decisions were made, and we still have lots of work to do. It’s a continuous task; you can’t take your foot off the accelerator.” At present CM93 has establishments in all the Andalusian provinces except for Almeria, as well as in Catalonia and the Balearic Islands, with a total of ten delegations. It sells construction and public works equipment by Bobcat, Doosan, New Holland Agriculture, CaseIH, New Holland Construction, Case

“The crisis has allowed us to make a number of changes in our working practices and to have a company in a very competitive position to support its growth.”

Construction, Takeuchi, Manitou, Ausa, Hamm, Astra and Atlas Copco, and it offers technical assistance for Allison and ZF transmissions.

However, let us return to 2011, when the business began to get back on track and an important change of shareholders occurred in the group. Manuel Esteve decided to withdraw from the business and, through a management buy-out, Xavier Domènech and Ramon Ariño acquired his shares. The executives took advantage of the change to facilitate the entry of new partners into the group, employees with key responsibilities: Xavier Riera, Ignacio Pérez Echagüe and Isaac Briones, the current director of corporate finance. This stems from the desire of the two remaining founding partners to reward dedication and to make “people feel very involved in what they are doing,” in the words of Ariño. They also invited someone external to form part of the project: Miquel Ginesta. “He is an economist with experience as a professor at ESADE Business & Law School, an auditor at Arthur Andersen (now part of Deloitte), and a businessman in the logistics sector, as well as being on the board of other companies. He is also very knowledgeable about our group, as he audited it early on. We wanted someone who could provide us with an outsider’s point of view and we completely trusted his criteria,” relates Xavier Domènech.

Meanwhile, the small Cevit dealership in La Mancha created with the French partner, Lavail, in 2005 had grown continuously. The drive of its managers had led the company to make sales and provide services in countries far and wide, including France, Israel and Canada. Unintentionally, Cevit became an export company. “The guys said to me, ‘Where shall we go? Where shall we go? We have to sell!’” explains Xavier Domènech. So, they investigated the South American market and opted to establish the company in Chile.

Hence, in 2012 Cosecha Mecánica was created, centred on the mechanisation of vineyards and olive farms. “We didn’t find anyone to manage it, so Pierre Lavail took two youngsters from Toulouse. Now we have two Spanish mechanics who hardly speak any French and two French mechanics who hardly speak any Spanish sharing a small flat in Chile. The manager of Cevit and Cosecha Mecánica, Santiago García, visits them all the time and makes them a Spanish omelette.” Xavier Domènech relates the anecdote with feeling, as someone who has experienced, in essence if not in detail, similar situations.

This human capital has been key to the development of the company. Another example worth mentioning is that of Juan Romero, a salesman in the CM93 delegation in Córdoba. In a career spanning twenty-one years, he sold an impressive total of 1,170 new tractors, the equivalent of 55 tractors per year, a record in the company and probably in the entire sector. At a ceremony held in his honour when he retired, Pérez Echagüe described him as “a champion for his colleagues and his company. Speaking well of the technical service we have, of the product and of the company has been a constant in his dealings with clients, collaborators and suppliers. He treated all types of clients well, regardless of whether they were the grand landowners of Córdoba or plain and simple farmers. Romero has a unique gift for using language adapted to each circumstance.”

During this period, the company continued to win new concessions. In 2012 ITT obtained the dealership for Bobcat-Doosan in Valencia and Castellon, and in 2013 that of Case Construction in Andalusia, Extremadura and the Balearic Islands, as well as that of Scania in the Balearic Islands. Xavier Domènech argues, “We have done a great deal in times of crisis.” The closure of many companies

permitted ITT to open up new territories. The expansion of the Scania representation led to ScaBarna (a name geographically localised to Barcelona) being renamed as the more generic ScaITT. Xavier Riera explains, “Once again we are now the dealer which purchases the greatest volume of trucks, coaches and spare parts from Scania.” The company currently represents the Swedish firm in Barcelona, Lleida, part of the province of Huesca, and the Balearic Islands. It represents Schmitz in Catalonia and the Balearic Islands, as well as the small trucks and pick-ups brand Isuzu, also in the Balearic Islands.

In 2014, when the dark clouds of the crisis were seen to be diminishing, ITT made one of the largest investments in its history. Together with the Lavail group, it bought three companies with a combined annual turnover almost equal to that of ITT. The three agricultural machinery dealerships are situated in the French region of Picardie, to the north of Paris, one of the richest farming areas in Europe.

One of the companies, Vimo, belonged to the automotive group Gueudet and had a conflict of interest with another company, meaning that New Holland wanted a change in ownership. In 2013 a purchase protocol agreement was signed, the company was audited, and the deal was soon confirmed. By contrast, the two other dealerships, Bernard and Bernardi, were companies experiencing financial difficulties and were in the midst of insolvency proceedings. In cases like this, the purchase process tends to be lengthy due to the legal complexities. However, at a certain point, the receivers saw that the situation was unsalvageable and the operation was rapidly concluded. In March 2014 the Lavail and ITT groups took possession of the three firms and merged them, thereby creating a large dealership with a potential volume of business approaching 70 million euros. The new distribution company has kept the name Vimo. The investment for the new project was made exclusively from ITT’s own resources, testimony to the solvency and financial prudence of the group over many years.

The new investment marks a significant milestone in the collaboration between the ITT and Lavail groups. They have formed a strategic alliance with a multitude of synergies for the future development of both common business projects and ventures in the respective organisations.



Open day at the Vimo ITT Lavail delegation in Courcelles-sous-Moyencourt, in the Picardie region, in the north of France.

The combined consolidated business of the two groups reached a figure of 203 million euros in 2014, with almost 500 employees and 41 delegations in Spain, France and Chile.

Every company has the impulse to grow. In the sectors in which ITT does business – agriculture, construction and transportation – “the clients are growing all the time and we have to do the same,” notes Xavier Riera. Domènech adds, “Our aim is for our employees to be able to improve their job prospects. We have a team of very good people and they have to have the chance for promotion and self-realisation.”

Using somewhat unusual language for the world of business, Riera states: “There is a basic concept at ITT: take very good care of the workforce, love them. We have a minimal turnover of staff, because people like working here.” Domènech associates it with the flexibility of the organisational structure: “The key is that everyone naturally slots in to where they fit best. We try to ensure that everyone working for the company has a task they feel comfortable with, which is normally related to what they know how to do.”

The company not only takes care of its workforce, but also its clients. “The brands are important, but the most important thing is to be on the client’s side, especially when they have a problem,” says Riera. Domènech agrees: “When I travel and they ask me to fill out immigration forms, in the occupation box I should put ‘businessman’, but I don’t, I put ‘salesman’. To be a salesperson you have to give great service. That is why we have a team of 150 mechanics. We like having clients, and to have clients you have to have brand names. We are basically salespeople. Just like the Parés family, Felix Schlayer and Alberto Ahles.”

In summary, it is a question of trust. Ignacio Pérez Echagüe explains, “The contract for the New Holland dealership dates back to 1993. Not even a comma has been changed and twenty-one years have passed. But it is a daily struggle. We have to coexist in this atmosphere of uncertainty and limit investments to the short term. There is no such thing as a secure environment in the world of business, even less so in ours. A multinational can change ownership, philosophy and distributors. This is an uncontrollable factor. Xavier Domènech and Ramon Ariño have lived through this experience already, and that leaves its traces.” Riera views it in the same light: “Xavier stands out for his ability to listen, to invite people’s opinions. He feeds off a lot of information and has the ability to read people. It’s a skill not everyone has and it enables him to manage resources and people efficiently.”

Ultimately, that is precisely what the world of business is: the management of resources and people.



Ramon Ariño Arenas and Xavier Domènech Mir, the two director generals ITT has had, at the offices in Barcelona, 2014.

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