



SME eBusiness Case Studies

Combilift Ltd

This case study is one of a series produced by Enterprise Ireland to meet the need for in-depth eBusiness cases relevant to the needs of our client base, the majority of whom are small to medium enterprises (SMEs) in manufacturing or internationally traded services.

We in Enterprise Ireland hope the case studies not only illustrate the relevance of eBusiness to traditional Irish businesses, but also highlight the problems and pitfalls the case companies experienced and the solutions they adopted to overcome these problems.

These cases are only one of a range of eBusiness resources provided by Enterprise Ireland. Most of the other resources can be accessed through our eBusiness webpages

**[www.enterprise-ireland.com/ebusiness](http://www.enterprise-ireland.com/ebusiness)**

Here you can access more cases, "how to" guides about eBusiness and related topics, details of solution providers, access to our free eBusiness e-zine and discussion forum, eBusiness events guide and links to interesting reports etc.

We wish to thank the participating companies for their cooperation in the preparation and publication of these case studies.

Many of the case studies are about participants in our eBusiness Acceleration Fund Initiative under which grants of just under €12.7 million were made available to 102 Irish companies to encourage the early implementation of significant eBusiness projects. The funding for these grants and these case studies was provided to Enterprise Ireland by "The Information Society Fund" which was established by Government to progress the objectives of the Government's Action Plan for the Information Society.

## 1 . O v e r v i e w

Combilift Ltd was the first company in the world to develop an engine-powered all wheel drive four-way forklift that is now being successfully exported to 32 countries around the globe. The Combilift is a unique type of forklift used for lifting long loads and has the advantage of requiring less operating space than previous models of forklifts on the market.

Turnover has increased by 98% in the last year, a solid achievement in a highly competitive marketplace. The long-term aim is to develop Britain, the US and Germany as the company's main markets. It began exporting to the US a year ago and this now accounts for 15% of sales.

The objectives for the eBusiness initiative that is the subject of this case study were threefold:

- Network everyone within the company to improve internal communications, process management and speed of response to customers.
- Develop web site to draw in more customers.
- Develop extranet to improve communication with the international dealer network

These objectives were designed to underpin the five-year goal of selling the product in 50 countries worldwide. Key to this development was establishing the Combilift as a "solution sell" business. The web site was a key component of this communication strategy. The challenge was to communicate the unique value proposition offered by the innovative Combilift product and to create contacts to be passed on to local dealers.

The eBusiness initiative was part funded by a grant that was obtained through Enterprise Ireland's Acceleration Fund.

There were a substantial number of lessons learnt during the implementation to date of this project.

1. Suppliers may push what they want to implement rather than what you need.
2. Planning is critical to successful and timely implementation
3. Ensure that there is enough dedicated resource on the project
4. Ensure that the supplier has the appropriate implementation experience
5. Search engine optimisation is key

Overall, a key future challenge for Combilift is to make the necessary investments in infrastructure to enable to continuing growth of the business. The ongoing eBusiness implementation has made a significant contribution to that aim and has positioned Combilift well for their business to develop.

## 2 . B a c k g r o u n d

### 2.1 Company Background

Based in Clontibret, Co. Monaghan Combilift Ltd was the first company in the world to develop an engine-powered all wheel drive four-way forklift that is now being successfully exported to 32 countries around the globe. The Combilift is a unique type of forklift used for lifting long loads and has the advantage of requiring less operating space than previous models of forklifts on the market.

Combilift Managing Director Martin McVicar and Technical director Robert Moffett set up the company in Clontibret in March 1998. "We opted to make a specialised forklift aimed at the long load material market. With this in mind, we developed a machine that is a combined 4-directional forklift that can operate as a counterbalance front forklift and side loader. This is more effective at moving long loads than existing models which just move backwards and forwards," said Mr McVicar.

Combilift's innovative multi-directional forklift is the result of two years of intensive research and prototype development work by Martin McVicar and Robert Moffett. Both had previously worked in the forklift manufacturing industry and saw a gap in the market for a four directional forklift that could operate both indoors and outdoors. The Combilift is a combined forklift that can be operated forwards and backwards like a normal forklift or to the left and right like a sideloader. The Combilift forklift remains the only one of its type on the market and has now found a ready market among timber companies, PVC extrusion companies, aluminium extrusion plants, steel stockists, DIY stores and timber frame manufacturers.

In 1998 the company embarked on an extensive R& D programme and before the end of the year it had shipped its first consignment of new Combilift forklifts to Norway, Benelux and France. The company started out with a staff of just three but now occupies a 60,000 sq ft manufacturing plant and has a staff of 60. As a result of continued growth, the staff number is expected to be over 70 by the end of the year.

Combilift produces 10 units a week, which are sold in Europe, North America, South America, South Africa and Australia. Exports account for 93% and the main markets at present are Britain, Benelux and France.

The company has now set up a network of 52 dealers around the world and also sells its forklifts directly to customers in Ireland. Since going into production in 1998, it has delivered in the region of 1200 units including around 120 in Ireland. Growth has been impressive as the following production figures show:

YEAR	PRODUCTION
1998	18 units
1999	130 units
2000	320 units
2001	450 units

Turnover has increased by 98% in the last year, a solid achievement in a highly competitive marketplace. According to Martin McVicar, the market for the Combilift forklift is continuing to grow, "For most companies space is at a premium - using this type of forklift can help companies to reduce their warehouse space by 50% or to double the amount of stock within existing warehouses".

"We are planning for growth of at least 20% over the next 12 months"

The saving of space is achieved because the Combilift can carry long loads sideways rather than front- ways. "A conventional forklift carrying a six metre long load requires a six metre aisle but on our machine it only needs an aisle width of 2.5 metres", explained Mr McVicar.

The exponential growth rates over the last three years culminated in a turnover of IRE14.3 million for last year.

"We are planning for growth of at least 20% over the next 12 months", said Martin McVicar.

The long-term aim is to develop Britain, the US and Germany as the company's main markets. It began exporting to the US a year ago and this now accounts for 15% of sales. As part of its plans to expand sales in Europe, Combilift has now appointed product managers in both Britain and Germany.

Reflecting the technical background of its founders the company is continuing its programme of R&D and has recently developed a forklift with a smaller lifting capacity of 2,500kg. Combilift now offer a range of models

with capacities from 2,500kg up to 8,000kg.

Combilift has employed a lean production set-up to ensure a high return on investment. All materials assembled on site are pre-cut and supplied by subcontractors. This means the capital investment required for their on-site production capability is limited. Consequently, their ROI is very high. They order all the materials for their subcontractors and supply them with the jigs and fixtures for their production process. Combilift have invested in their MRP systems in order to enable this lean production model. All workers on the main assembly line are paid a piece rate, which enables Combilift to understand their costs very exactly at the product level.

Any customisation occurs at the end of the line. For example, if different forks or masts are required by customers. This has the effect of simplifying the main production process and enabling speed and efficiency gains.

"Combilift Ltd was awarded the title of DHL Exporter of the Year 2001 in recognition of strong focused growth built on a clearly defined strategy, which combines marketing flair and truly innovative products."

Combilift has achieved recognition of its success and growth. In 2001 they were named the DHL Exporter of the Year. Peter Lomax, Managing Director, DHL Worldwide Express commented as follows at the presentation of the award; "Combilift Ltd was awarded the title of DHL Exporter of the Year 2001 in recognition of strong focused growth built on a clearly defined strategy, which combines marketing flair and truly innovative products."

Also in 2001 Martin was named as the Ernst & Young Entrepreneur of the Year. Mr Enda Kelly, partner-in-charge of entrepreneurial services at Ernst & Young, made the following comments when asked what led to Martin winning: "What set Martin apart was the sheer tenacity he showed in bringing a hugely innovative product to an international marketplace, where he managed to take on some of the largest engineering companies in the world and beat them at their own game."

## 2.2. Business strategy

Combilift 's ongoing business strategy is composed of the following elements:

1. Manage national and/or regional dealers in key markets: UK, France, Germany, Benelux, Norway, Spain/Portugal, Italy, US and Canada.
2. Provide full technical and marketing support to these dealers, including:
  - Applications engineering, customer evaluations, warranty and spare parts.
  - Technical training including operator's manuals, spare parts manuals, driver training and dealer staff training (text manuals moving to internet training)
  - Marketing support including brochures, videos, demo machines, trade shows, inward visits, dealer meetings, PR.
  - Sales support including visits to existing/potential customers, co-exhibiting at shows.
3. Creation of a dedicated sales team within each key market to co-ordinate/ evaluate dealer actions and to manage key accounts directly, with large material handling customers. Combilift is already in the process of setting up these teams within the UK and US markets.
4. Open up new applications by identifying new opportunities through feedback from customers/dealers and through close co-operation between the R&D department and technical sales support.

The five-year goal is to sell the Combilift product in over fifty countries worldwide.

## 2.3. Market Background

The forklift truck manufacturing market is extremely competitive. There are over two hundred manufacturers worldwide. However, the majority of these compete in the market for the traditional counterbalance truck. Combilift compete in a sub-market focused on long loads. There are around forty competitors in this marketplace, manufacturing sideways and/or four way electric forklifts. Long loads account for around 10% of all materials handled today.

Within the long load market there are a number of significant competitors including:

- Baumann – the biggest sideloader producer in the world with a 15-20% market share.
- Hubtex
- Boss

Combilift created a niche within the market for itself by creating the Combilift truck, the first engine-powered, fourway, all-wheel hydrostatically driven industrial forklift capable of operating both indoors and outdoors. By competing within this niche Combilift have developed a significant head start on the rest of the market. However, there are competitors who have, and are developing, the technical capability to become an effective competitor. That is why it is critical that Combilift use its four year head start to optimise its competitive position. They are attempting to do this by focusing management time on developing a strong and worldwide dealer network to enable them to efficiently serve all their geographic markets.

The eBusiness project is a critical component of the supporting infrastructure required to effectively run and manage this worldwide dealer network.

#### 2.4. Customer case-studies

Martin underlined the company's marketing approach by saying "We're in the business of selling solutions here, the forklift is secondary."

The products are sold on the basis of the following three key benefits:

- The ability to use the Combilift in an indoor and outdoor environment
- The ability to save space and increase storage capacity as a result of using the Combi-lift
- The ability to handle long product more safely by travelling sideways.

The following two customer case studies provide an example of how the Combilift has been used to create value for customers.

##### Boise Cascade

The potential problem of handling 15 – 20 metre lengths of engineered wood at Boise Cascade's main UK distribution centre has been solved by the use of a multi-directional Combilift fork lift truck to offload and manoeuvre these exceptionally long loads in and around the premises.

A major global supplier of LVL (laminated veneer lumber) and BCI® joists for flooring and framing systems, Boise Cascade import the uncut products from manufacturing facilities in the USA to their new Upper Heyford plant in Oxfordshire. Managing director Mark Rees realised from the outset of operations that it would take a special machine to cope with the demands of handling such a product, and found the answer in the form of an engine powered 4.5 tonne capacity Combilift multi-directional forklift, designed primarily for handling long loads in confined spaces. Essentially three machines in one, it can efficiently unload the packed lengths, manoeuvre them sideways through the warehouse doors and stack them in narrow aisles before they are cut to exact customer requirements.

Manoeuvrable and versatile, even on semi-rough terrain and in harsh weather conditions, the Combi-lift's 4-way travel capability enables Boise Cascade to utilise their storage area to maximum capacity, both inside and out. According to Mark Rees "the Combilift was a great solution and I reckon we have saved a good 40% on storage space."

Due to the nature of Boise Cascade's products, certain individual requirements were addressed by Combilift, such as the supply of a fork attachment to increase fork spread and minimise flexing of the veneer when conveyed around the plant. As Mark Rees points out: "You need very specific equipment to successfully work with a product of such extreme length, and thanks to the specialist nature of the Combilift, it is perfect for the job."

## Timber Store plc

The acquisition of a Combilift multi-directional forklift truck has enabled Timber Store plc to increase the amount of panelled materials and timber they can store at their Crawley outlet, and has considerably speeded up loading and stacking procedures in restricted areas of the premises.

Selling a wide range of timber and building products from four depots around the South East of England, Timber Store need to run a streamlined operation to ensure quick and safe offloading of materials in areas of public access and alongside customers parked vehicles, as well as being able to carry as much stock as possible to satisfy client demand. The sheet storage area and cutting facility at the Crawley depot is particularly restricted, and was proving difficult to access using Timber Store's previous combination of side and front loaders.

The Irish built Combilift, with fully synchronised four-way steering, was designed specifically for moving long loads in confined spaces, and is smaller and more versatile than bulky sideloaders. Managing Director Simon Fox explains: "Neither of the old machines were manoeuvrable enough for the narrow space available, which caused a great deal of time consuming double handling of materials. After consulting Mexmast, our local forklift truck dealership, we had a short trial with the Combilift and realised it was the answer to our problems – it does the job of both."

A further benefit of using the diesel powered 4 tonne capacity truck is the extra storage space that has been created in the timber store, where packs of timber and roof joists measuring up to 5.4m in length are stored. An extra metre of stacking space in the lower racks has been gained due to the Combi-lift's extremely low platform height. As the Combilift operates in aisles as narrow as 2 metres, racking can be placed closer together for more efficient storage.

## 3 . Objectives for the eBusiness project

The objectives for the eBusiness initiative were threefold:

- Network everyone within the company to improve internal communications, process management and speed of response to customers.
  - Previously all PCs were standalone. This would enable them to stop "reinventing the wheel". They would be able to store information on solutions that they had previously designed and revise where necessary for new customers. Anyone in the company would be able to access them in a networked environment and allow efficient reuse of existing information. A key intention was to eradicate departmental overlap and improve coordination.
- Develop web site to draw in more customers.
  - The existing web site was static and brochureware-like. The intention was to encourage more contacts that could be passed on to local dealers. The intention was not to move to a transactional e-commerce site. The specialist nature of the product means that it will always need face-to-face selling and Combilift is keen not to disintermediate their dealer network because they are so critical to post-sales service.
- Develop extranet to improve communication with the international dealer network
  - The extranet was key to enable the growth of the business. As Combilift penetrate new markets, the complexity of servicing a global dealer network will grow exponentially. For example, in two years time it is expected that the US alone will have 80-90 dealers. A key issue is managing the distribution of spare parts through the dealer network. The extranet will contain an online spare parts manual. It will also contain an online trouble-shooting guide that will be regularly updated. An extranet will ease the process of growth enormously.

These objectives were designed to underpin the five-year goal of selling the product in 50 countries worldwide. Key to this development was establishing the Combilift as a "solution sell" business. The web site was a key component of this communication strategy. The challenge was to communicate the unique value proposition offered by the innovative Combilift product and to create contacts to be passed on to local dealers.

## 4. Decision – application and vendors

"They listened to what we wanted. All the others tried to tell us what we needed."

Ernst & Young consultants significantly shaped the decision regarding how to move forward with the planned eBusiness initiative. Combilift engaged Ernst & Young to run an 'eDiagnostic day'. During that day the Combilift and Ernst & Young consultants worked to establish the current state of capability and the desired state of capability for eBusiness. This enabled the production of the business requirements for the initiative.

Martin McVicar stressed the benefits of engaging consultants who have an "independent view", who do not have a product to push. The cost of the day was agreed to be money well spent. Ernst & Young encouraged Combilift to look at the big picture. They posed the question, "where do you want to be in five years time?" The answer was that Combilift wanted to be selling their product in 50 countries worldwide. In order to achieve that they realised they needed a strong and effective web site. Underpinning the website Combilift had to communicate to customers that they were in the business of selling solutions based on space saving, safer product handling and indoor/outdoor capability.

Ernst & Young recommended the web site designers, Catseye Internet Solutions ([www.catseye.ie](http://www.catseye.ie)), who worked with Combilift to develop the web site. Martin was clear as to why Catseye were chosen over potential vendors, "They listened to what we wanted. All the others tried to tell us what we needed."

Martin also pointed out how Ernst & Young encouraged them to move their focus to the 'solution sell' rather than focus on forklifts in their marketing material. It was key that the web site demonstrated this 'solution sell' capability in order to position Combilift correctly in the eye of the customer.

Earlier in the process of finding a suitable web designer to deliver the web site they required Combilift had met half a dozen different firms. They found that it was a real struggle to find someone who understood the commercial drivers of their business. Often they wanted to jump ten steps ahead while Combilift really just wanted to take one step at this point in time. Martin McVicar pointed out how the process of meeting so many firms that failed to offer what they wanted actually allowed them to increasingly clarify exactly what it was that they were looking for. He recommended that other SME's should go through a similar process to help them refine their thinking around their business requirements.

## 5. The Project

### 5.1. The eBusiness Solution – business requirements

The original business requirements that were outlined for the eBusiness initiative are grouped as follows:

#### Purchasing

- On-line links to major component suppliers (Ireland, UK and EU).
- JIT ordering of components
- Downloading of drawings/RFQ's
- Research new component suppliers, validation of CE/ANSI directives

#### Production

- Internal network for scheduling, safety, test assembly and final inspection
- On-line links to distribution suppliers (in/out)
- Development of driver access control utilising pin codes
- On-line manual for spare parts
- On-line diagnostic programmes for remote maintenance

## Marketing

- Links to dealers and major house accounts
- Database management and direct access to key target buyers using total life cycle cost modelling
- Production of Internet marketing data for transmission to existing/potential accounts
- Real-time logistics planning service for dealers and house accounts

## Training

- On-line driver training modules using simulated programming techniques
- Maintenance training support for dealer technical staff
- Virtual training courses from Combilift Training and Development Centre in Clontibret.

### 5.2. The eBusiness Solution – technical details

The technical infrastructure broke down to map to the three key areas of the initiative:

- Networking
- Web site
- Dealer extranet

## Networking

The key component of infrastructure to deliver the networking capability was to install an appropriate server. This was designed to deliver the following:

- Interdepartmental links
- Real-time anti-virus protection
- Automated back-up system
- Internal e-mail

It was also necessary to install an ISDN line and a high speed LAN modem to enable the sending of drawings to or the receipt of digital photos from customers and suppliers. Combilift also invested in a new data-networking infrastructure that involved completely rewiring the factory and offices. The project team looked at investing in a radio LAN to enable wireless connectivity but felt that it was insufficiently robust for a production environment.

Prior to the network being installed there were examples of communication breakdowns between departments that slowed down the completion of customer orders. Now that engineering, purchasing and spare parts are all connected the flow of orders through Combilift has been much smoother.

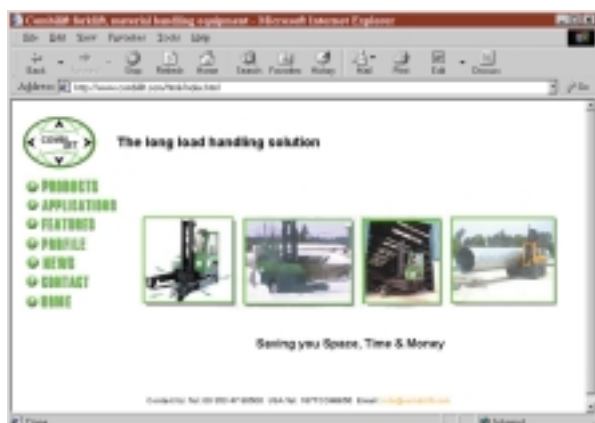
## Web site

As mentioned previously, Combilift engaged Catseye Internet Solutions to help them develop the customer website. The work involved:

- Design
- Launch
- Search Engine optimisation

The objective was to move the site beyond being a simple brochureware application to enable interaction with customers. Combilift are clear in that their objective is never to move to a sale via the web site due to the specialist and complex nature of the product. The intention is to create customer interest and then pass these customers on to their nearest dealer to complete the sales process.

Prior to this project the team did not realise the importance of and the investment of time required for search engine optimisation. They now realise that the manipulation of 'key' and 'meta' words is an ongoing process that is required in order to ensure that the site appears in the top ten searches for each search engine.



**Diagram 5.2 - Combilift Home Page**

#### Dealer extranet

The extranet facility for dealers is not yet active but it will include the following functionality:

- Operator manuals
- Spare parts manuals
- Interactive troubleshooting
- Order tracking

#### 5.2.1. IT System Requirements

##### Hardware

- PC & Server
  - Dell PowerEdge 2500 server
    - Dual PIII 1GHz processor
    - 1GB PC133 RAM
    - 2 \* 18GB + 4 \* 36GB Hard disks
    - MS Small Business 2000 Server
- Network
  - 3COM ISDN LAN modem
  - 3COM 3300 XM switch (24 Port)

##### Software

- Arcserve Advanced Back-up software
- InnoClulan Workgroup Anti-Virus (25 User License)

#### 5.3. Project Team

The project is still ongoing and having passed through a number of phases now there has been a number of people and organisations involved in the implementation.

The internal team has been led by Martin McVicar, the Managing Director. The project has been managed by Colin Gray, Combilift's IT Manager. Colin's background on the materials side of the business has proved invaluable. His deep understanding of the business processes and the supply chain has helped inform the development of the project.

Early in the project Dan Quely from Ernst & Young was employed to check the quotes and provide an independent, professional opinion. His expertise was in hardware and, again, it proved invaluable to have a third party, independent point of view.

The external team included Ernst & Young as discussed earlier. Their involvement was at the front of the project and they helped drive out the business requirements for the eBusiness development. Again, Combilift reiterated the importance of obtaining an independent point of view.

Catseye ([www.catseye.ie](http://www.catseye.ie)), as discussed earlier were the company chosen to design the new website.

#### 5.4. Project phases

The project broke down into a number of discrete phases. At this point in time the first two have been implemented and the third phase will be completed this year.

- Phase One

This involved networking all of the standalone PCs and installing a proper back-up system. Prior to this phase most systems weren't backed up at all due to the fact that the PCs were standalone.

This phase was started in July/ August 2001 and was completed by the end of October 2001.

- Phase Two

This involved developing the website to draw in more customers and position the Combilift brand as a "solution sell" business. This phase has only recently been completed.

- Phase Three

This phase will see the development and launch of the Combilift Extranet. This will enable the dealer network to obtain the information they require on, for example, spare parts and technical queries.

#### 5.5. eBusiness Project Benefits

At this point in time the benefits have been concentrated in improved internal efficiencies as a result of the reduction in departmental overlap resulting from the networking.

It is too early at this stage to tell but it is hoped that the new website will result in much increased traffic and leads generated for the dealer network. Search engine optimisation will be key to success here. The website will also benefit potential customers by providing sufficient information for them to make informed choices about short listing suppliers.

Finally, the dealer extranet will benefit the dealers substantially by saving them time in ordering spare parts, administering the transactions and in finding out technical information for the product. The extranet will also benefit Combilift, as it will give them the leverage to continue to grow the business exponentially.

#### 5.6. Set backs and difficulties

##### 1. Time taken to implement website

Combilift were open about the fact that the website was initially meant to be up in January but didn't actually get completed until March. The problem was that it had to go through a number of design changes before they were entirely happy with it. This related to the fact that they were not exactly sure what they wanted when they started out on the project. They admit that the failure to plan properly at the start of the project probably hindered them in this particular phase of implementation.

## 6. Lessons learnt

There were a substantial number of lessons learnt during the implementation to date of this project.

### 1. Suppliers may push what they want to implement rather than what you need.

An example the Combilift team used here was the use of Flash technology for the design of the website. Their suspicion was that this technology might be too leading edge for the market they are trying to address. A key requirement for anyone using their website would be to print off details to then study further offline. The use of Flash technology currently prohibits that. This is something they are exploring further in order to ensure it is optimised for the use of customers.

### 2. Planning is critical to successful and timely implementation

As discussed above, Combilift learnt through painful experience the importance of planning to timely roll out. The timing of the website rollout slipped due to a failure to plan thoroughly enough.

However, the experience has led them to start the planning process early for the next phase of implementation, the dealer extranet.

The challenge is to work out at the start of the project what tasks will need to be carried out and, critically, what slack must be placed in the plan in order to cope with unforeseen problems. Employing a strong and experienced project manager for an eBusiness implementation will vastly improve the chances of a successful and timely rollout.

### 3. Ensure that there is enough dedicated resource on the project

At the start, Colin Gray the IT Manager, was not working full time on the project. The implementation took more of his time than was originally thought. The learning was that a project like this needs a full time project manager from the start in order to ensure successful implementation. It is easy to underestimate the resource requirement and then difficult to make up for lost time later.

### 4. Ensure that the supplier has the appropriate implementation experience

It turned out that Catseye had never implemented a website for a technical manufacturing firm previously. With hindsight Combilift would have preferred it if their supplier had had this experience. It would have eased the path of implementation due to the existence of reference points and deeper experience.

One of the challenges facing many SME's is to ensure that they do not become the learning curve for suppliers as they break into new areas of technology or industries. The best approach is to ensure that similar implementation experience is a key criterion in the original choice of supplier. In Combilift's case this was complicated by the fact that all the suppliers they met had only built experience in implementing in the technology and media industry and not specifically manufacturing environments.

### 5. Search engine optimisation is key

At the start of the project Combilift did not realise how important this process was to the success of their website. Colin is now responsible for ensuring that the right words and metawords fed into all the major search engines will lead to a top ten listing for Combilift.

## 7. Future Plans

A challenge facing Combilift going forward is how to communicate a differentiated marketing message into different markets. Their research has found that in Europe the key issue is space saving because of the relatively high cost of storage space. In the US market, however, storage space is cheaper and the product is sold on safety of product handling. Different again, the Scandinavian market values indoor/outdoor handling capability. This is due to the predominance of timber and logging businesses.

The challenge they face is how to target the web site to the different markets. They want to ensure that the front web page creates a genuine hook for customers to stay and addresses their specific interests. This is a real communication challenge and they are currently exploring how to overcome this challenge.

Overall, a key future challenge for Combilift is to make the necessary investments in infrastructure to enable to continuing growth of the business. The ongoing eBusiness implementation has made a significant contribution to that aim and has positioned Combilift well for their business to develop.

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Address

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	+(353 1) 857 0000/808 2000	+(353 1) 808 2802	Wilton Park House, Wilton Place, Dublin 2.
	+(353 1) 609 2150	+(353 1) 609 2151	35-39 Shelbourne Road, Dublin 4.
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Louth	+(353 42) 935 4400	+(353 42) 935 4401	Finnabair Industrial Park, Dundalk, Co. Louth.
Sligo	+(353 71) 59700	+(353 71) 59701	Finisklin Industrial Estate, Sligo.
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