



COMPETIZIONE E SUCCESSO
COME MIGLIORARE L'EFFICIENZA DELL'IMPRESA

Giovedì 10 giugno 2004

**Unindustria VE
via Delle Industrie , 19 Marghera
VENEZIA**

CONFINDUSTRIA – AICQ – EFQM – APQI

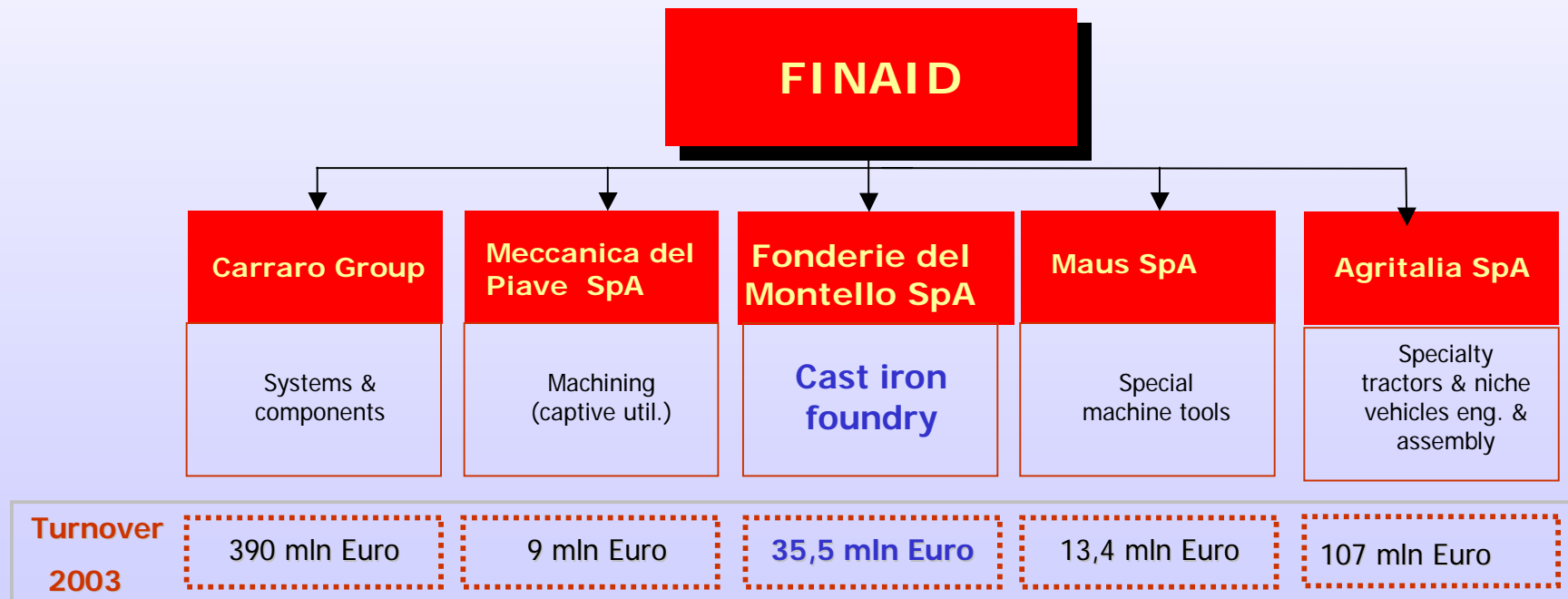
Relatore F.Bordin General Manager



Fonderie del Montello S.p.A.

Via Cal Piccole, 28 - 31044 MONTEBELLUNA (TV) Tel 0422/28487 Fax 0423/284822

FINAID - Carraro Family Holding Group - holds activities synergical to the Group core business, such as **FONDERIE DEL MONTELLO S.p.A.** (*cast iron foundry*), MECCANICA DEL PIAVE S.p.A. (captive machining), MAUS S.p.A. (special machine tools), and part of shares of AGRITALIA S.p.A., manufacturer of specialty tractors based on Carraro drivetrain.

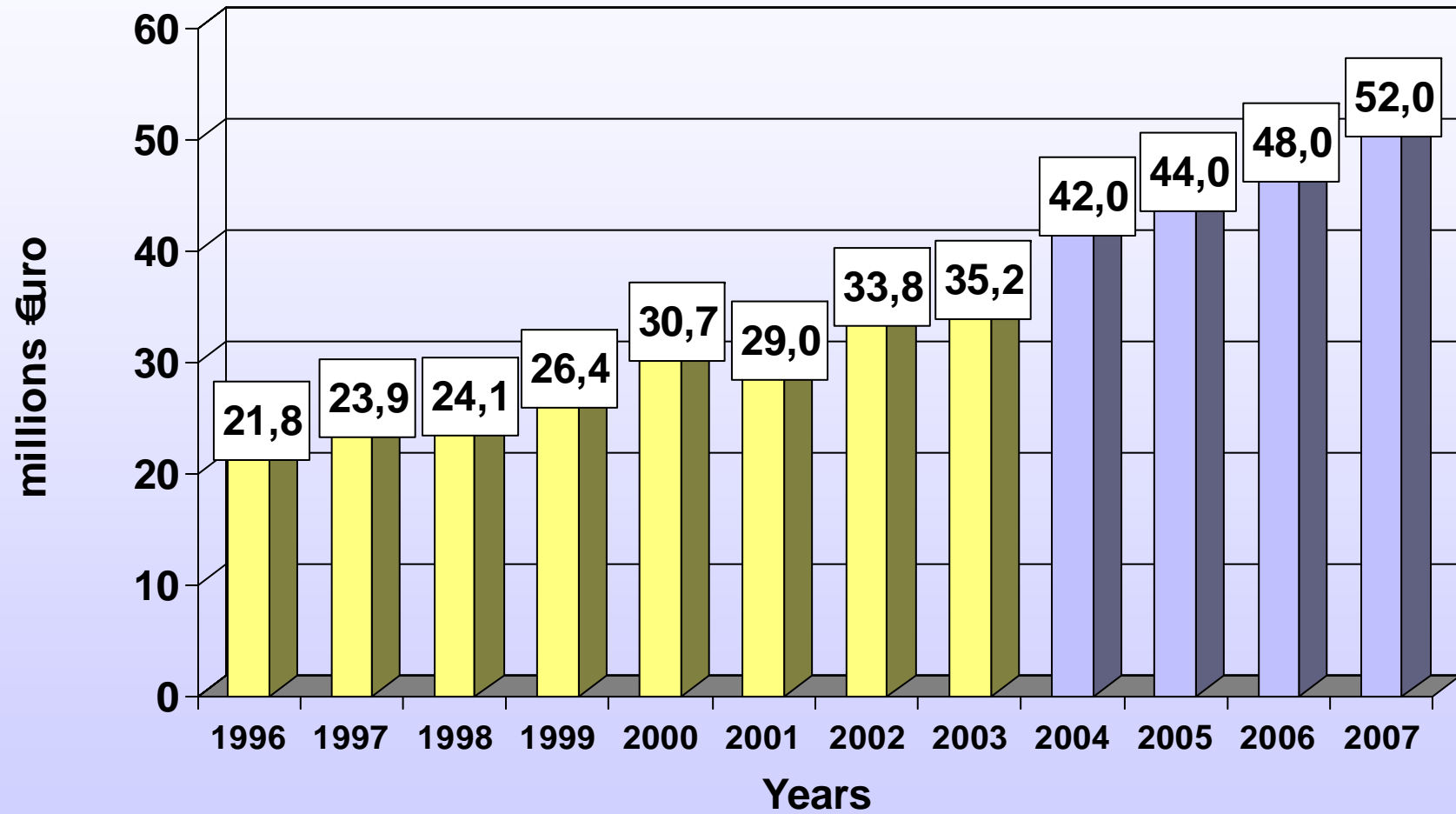


BUSINESS PROFILE

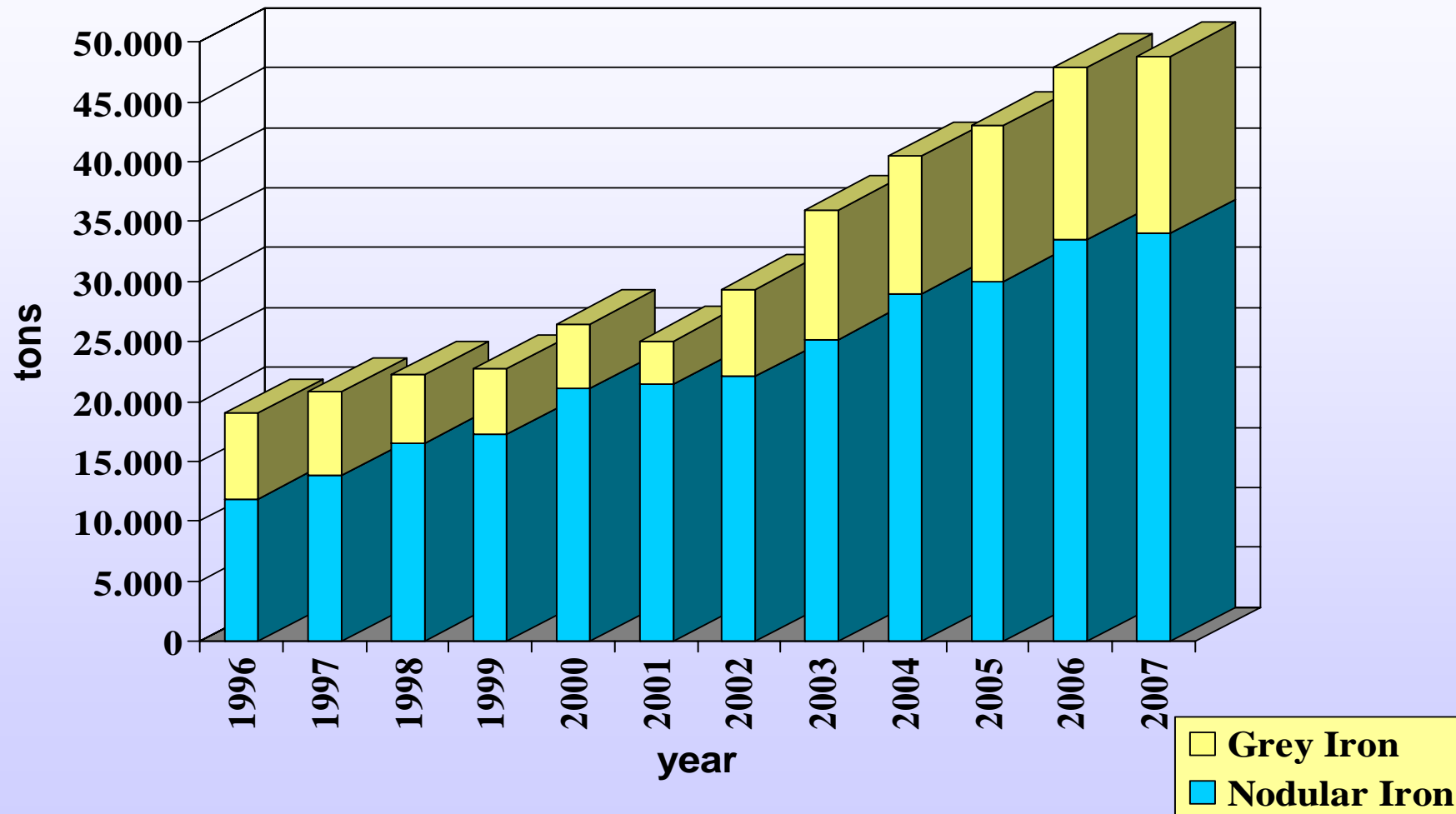
Turnover 2003	→	35,4 millions €
Production 2003	→	35.539 ton.
Capacity 2004	→	45.000 ton.
Employees	→	195
Material	→	Nodular and grey iron
Cast weight	→	15 – 400 kg
Moulding plant	→	1300x900 mm x 400+400 mm
Melting plant	→	Production capacity : 20 T/ h n°2 holding furnaces / capacity of 110 Ton



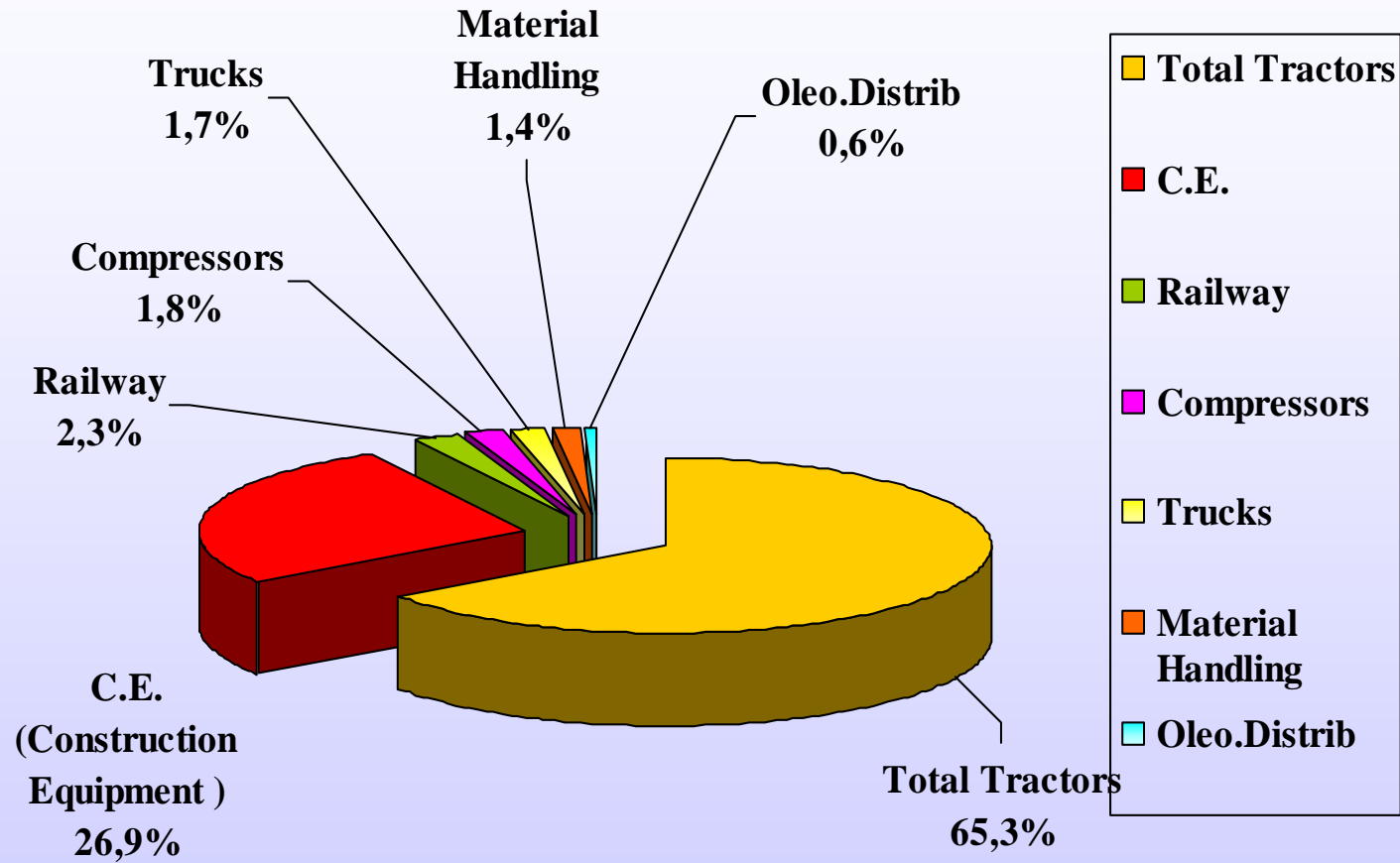
Turnover



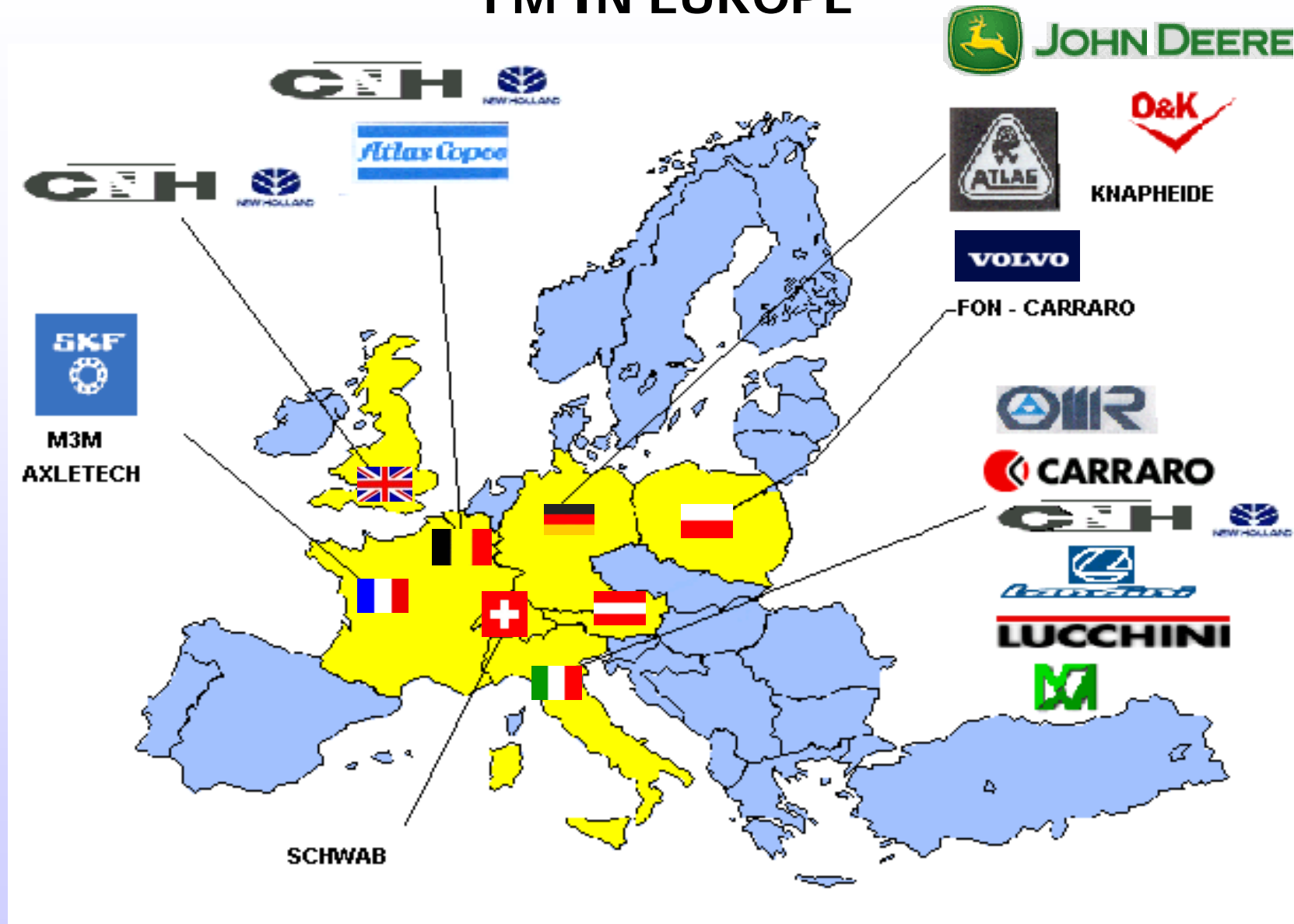
Production by Iron type



Products per sector



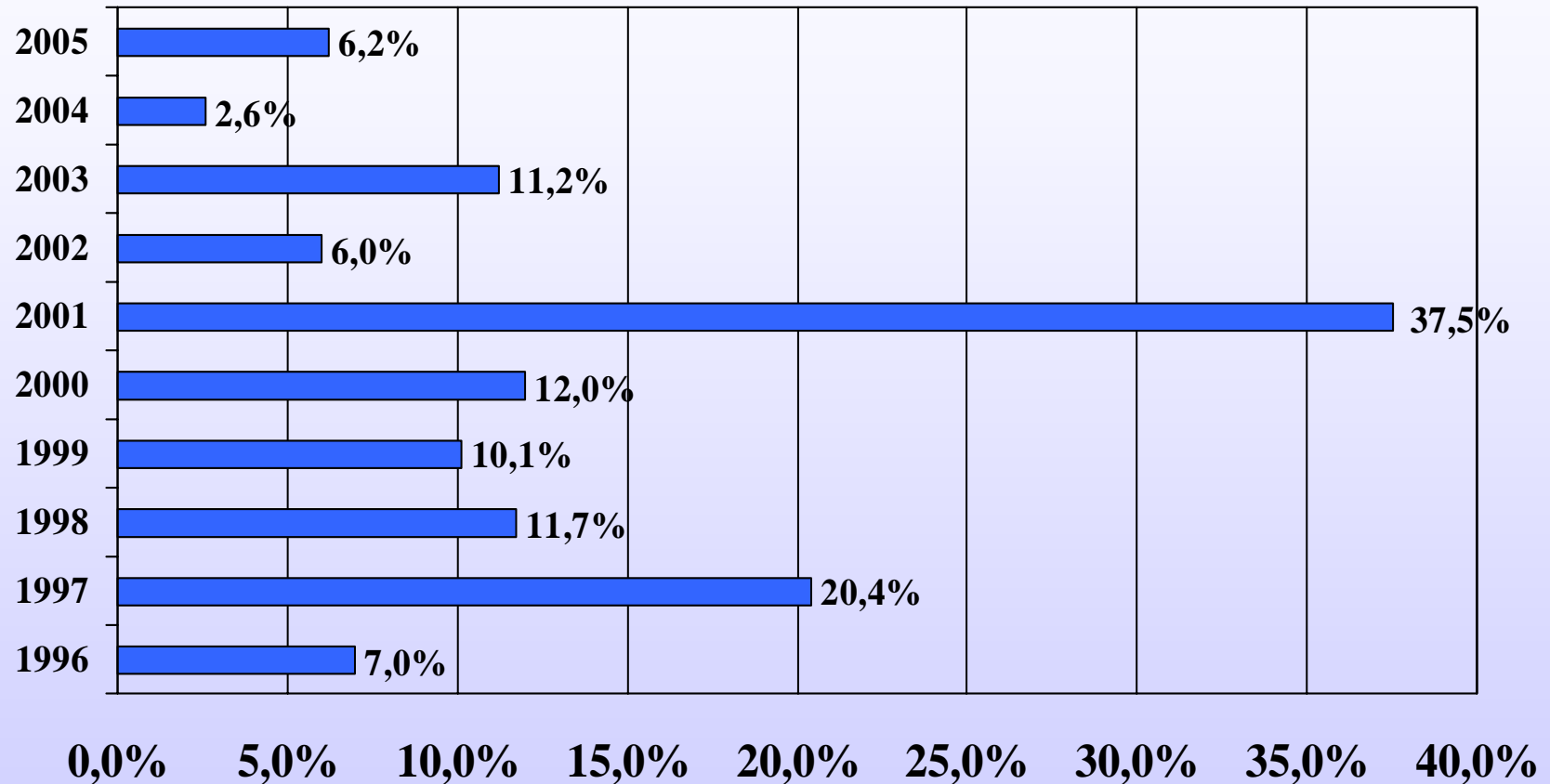
FM IN EUROPE



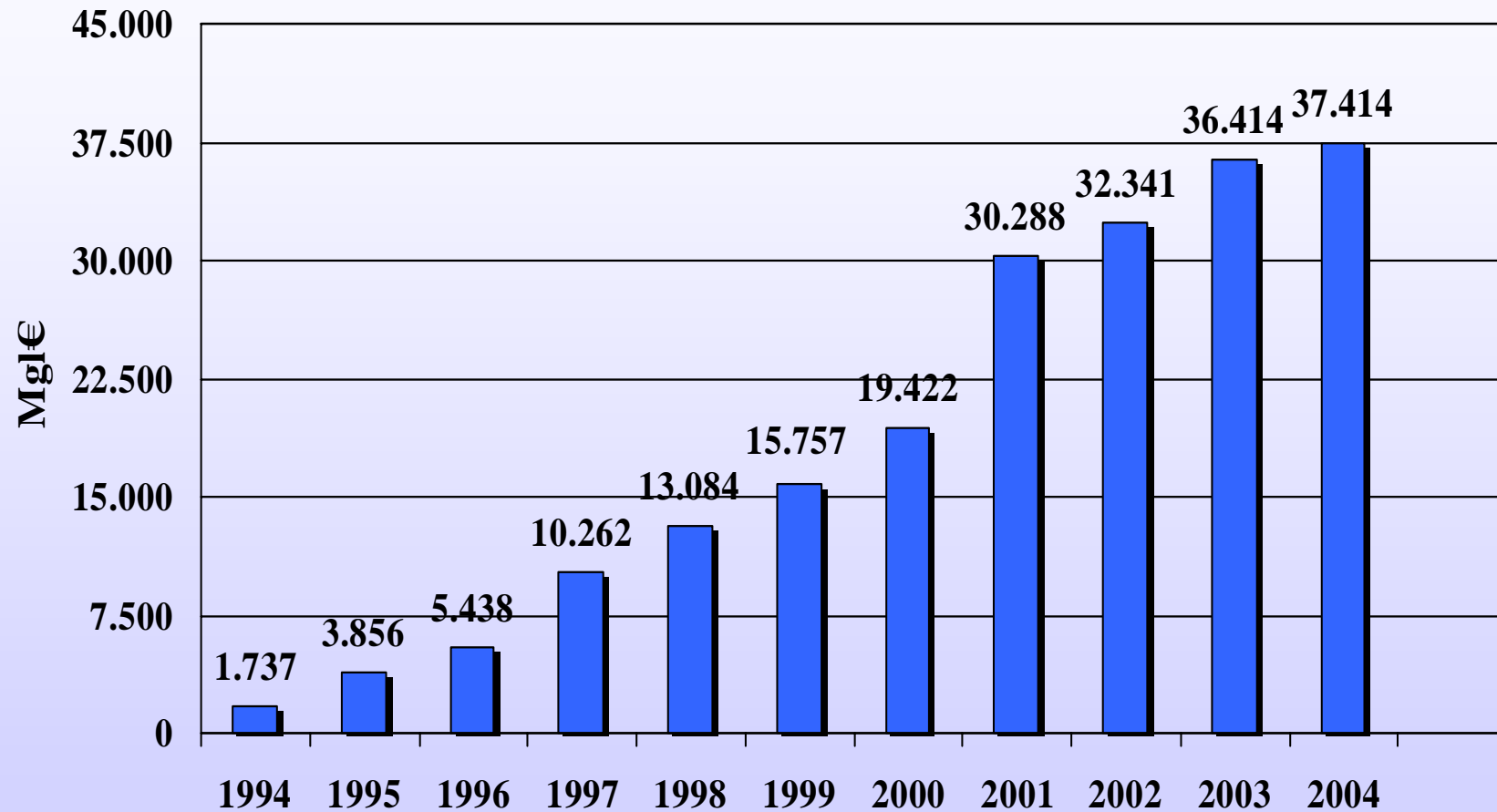
"COMPETIZIONE E SUCCESSO – COME MIGLIORARE L'EFFICIENZA DELL'IMPRESA"
UNINDUSTRIA VE 10 Giugno 2004

Fonderie del Montello S.p.A.

Investments in % of turnover

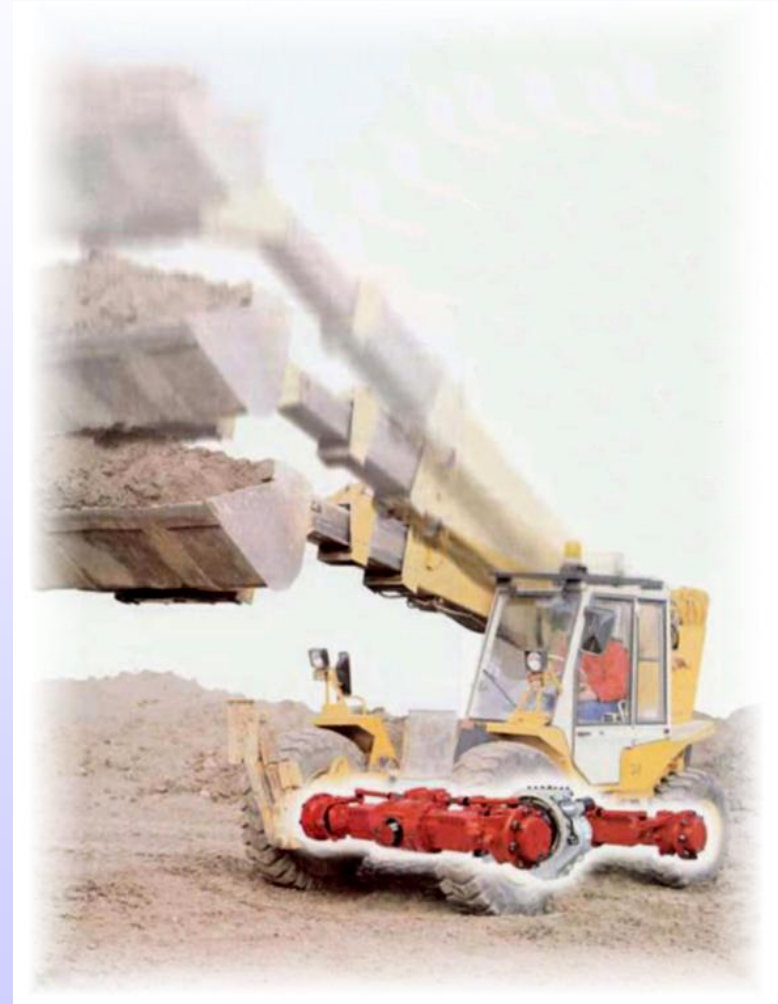


Total Progressive Investments Years 1994 – 2004



Where our products are installed

Construction equipment



"COMPETIZIONE E SUCCESSO – COME MIGLIORARE L'EFFICIENZA DELL'IMPRESA"
UNINDUSTRIA VE 10 Giugno 2004

Fonderie del Montello S.p.A.

Agricultural equipment



Lift Trucks



Railway

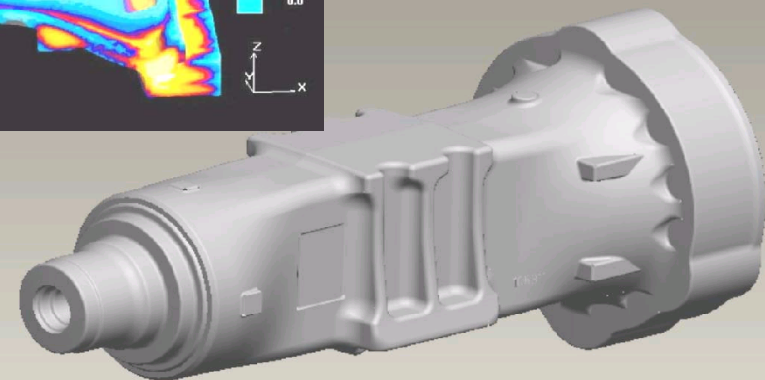
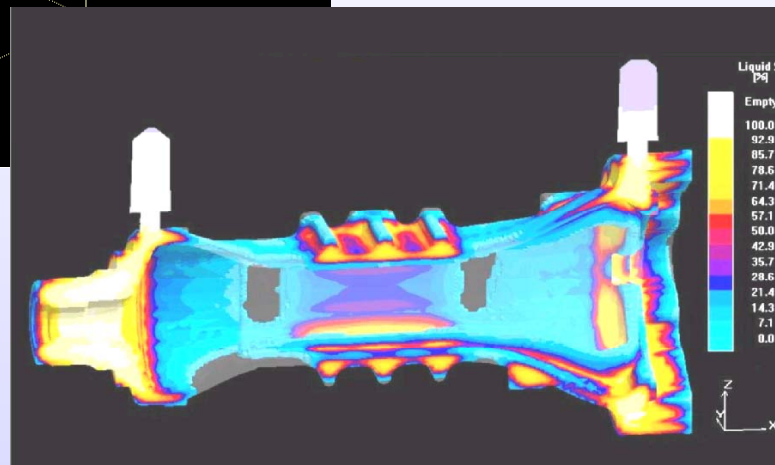
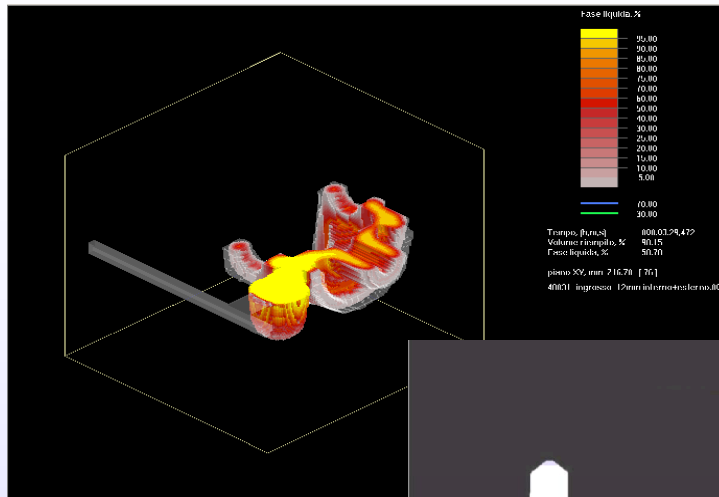


Laboratory

- **Chemical Lab**
- **Metallurgical Lab**
- **Radioactivity control (since 1998)**
 - Radiometric Analyser CS CO AM (Caesium - Cobalt- Americium) for production control , dust and slag
 - Radiometric control Track Portal CS CO AM for incoming raw materials
- **CND Non-Destructive Control**
- **Metrological Lab**
 - 3 axes conventional control
 - 6 axes mathematical file/casting control



Magma Soft



"COMPETIZIONE E SUCCESSO – COME MIGLIORARE L'EFFICIENZA DELL'IMPRESA"
UNINDUSTRIA VE 10 Giugno 2004

Fonderie del Montello S.p.A.

CERTIFICATIONS ACHIEVED



INTEGRATED MANAGEMENT SYSTEM

1995



UNI EN ISO 9002 : 1994 - Quality

2000



UNI EN ISO 14001 : 1996 - Environment

2002



UNI EN ISO 9001 : 2000 - Quality

2003



OHSAS 18001 : 1999 - Health & Safety

Certification in progress

Within 2004



EMAS registration 761/2001 - Environment



Our Quality Journey

1986	➔	Introducing CWQC - Company Wide Quality Control
1988	➔	Q101 FORD Homologation - Quality System FORD
1990	➔	Q1 Nomination FORD
1992-1994	➔	PDCA - 7 Tools – SPC – FMEA deployment
1995	➔	Certification Quality System Iso 9001-94
1997-1999	➔	Introducing the new processes dashboard by intranet
2000	➔	Launching of the Knowledge Management Project
2000	➔	Certification Environment System Iso 14001- 99
2000	➔	Introducing TQM & EFQM model by 1st participation to IQA
2001	➔	Winner 1st Regional Quality Award 2001 (Veneto)



Our Quality Journey

2001-2003

Continuing implementation of EFQM model by the participation to IQA

2002

Certification Quality System Iso 9001 : 2000

2002

Introducing an own KIFB " Key indexes Foundry Benchmarking "

2003

Certification Occupational Health & Safety System OHSAS 18001

2004

Winner Italian Quality Award edition 2003

2004

Partecipating to EQA-2004 (European Quality Award)



Prize awarded



T.Q.M. (Total Quality Management)

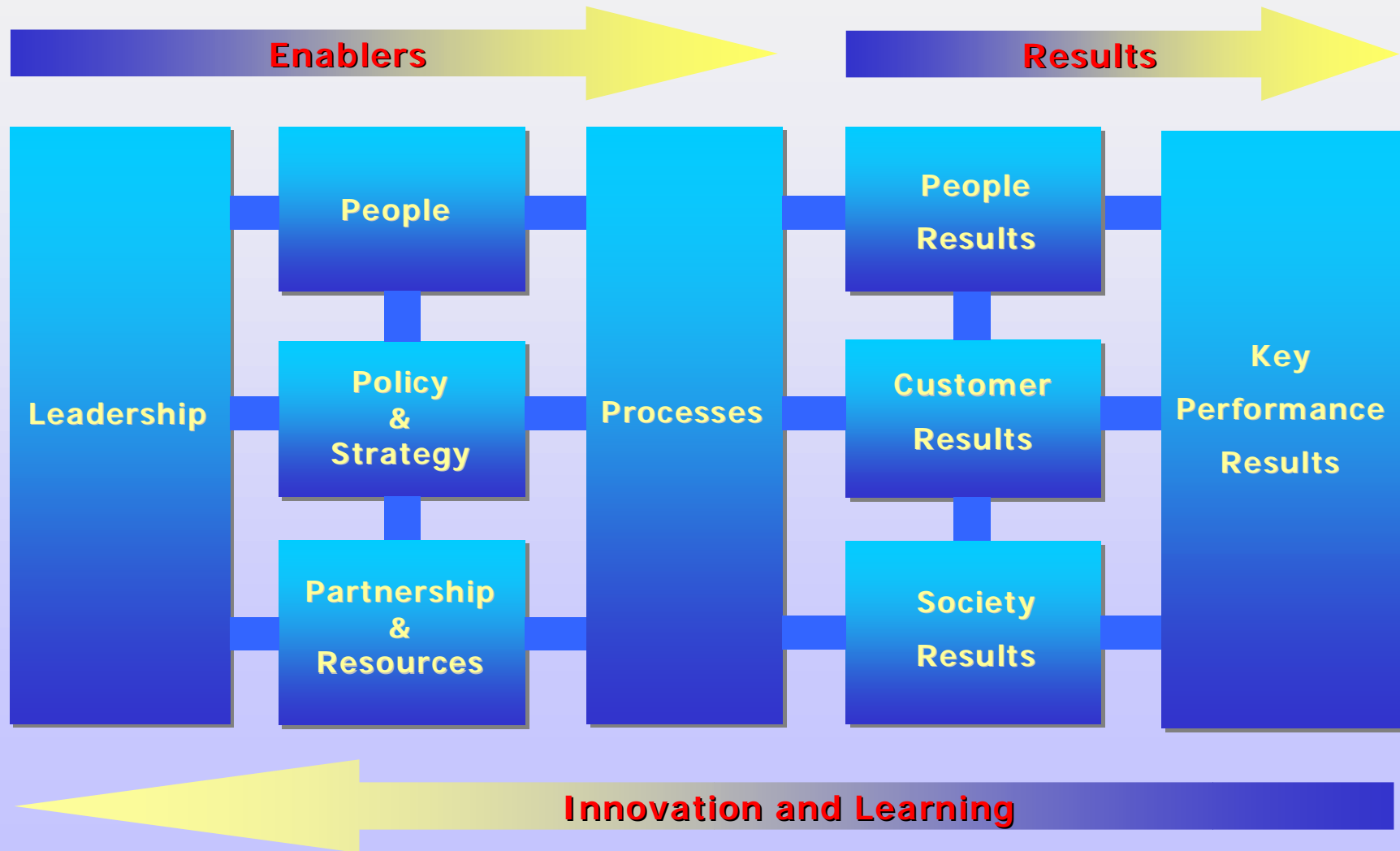
Regional Prize Italian Quality Award	2000
Winner Regional Italian Quality Award	2001 (Veneto Region)
Finalist Italian Quality Award (IQA)	2001 (National mention)
Finalist Italian Quality Award (IQA)	2002 (National mention)
Winner Italian Quality Award (IQA)	2003



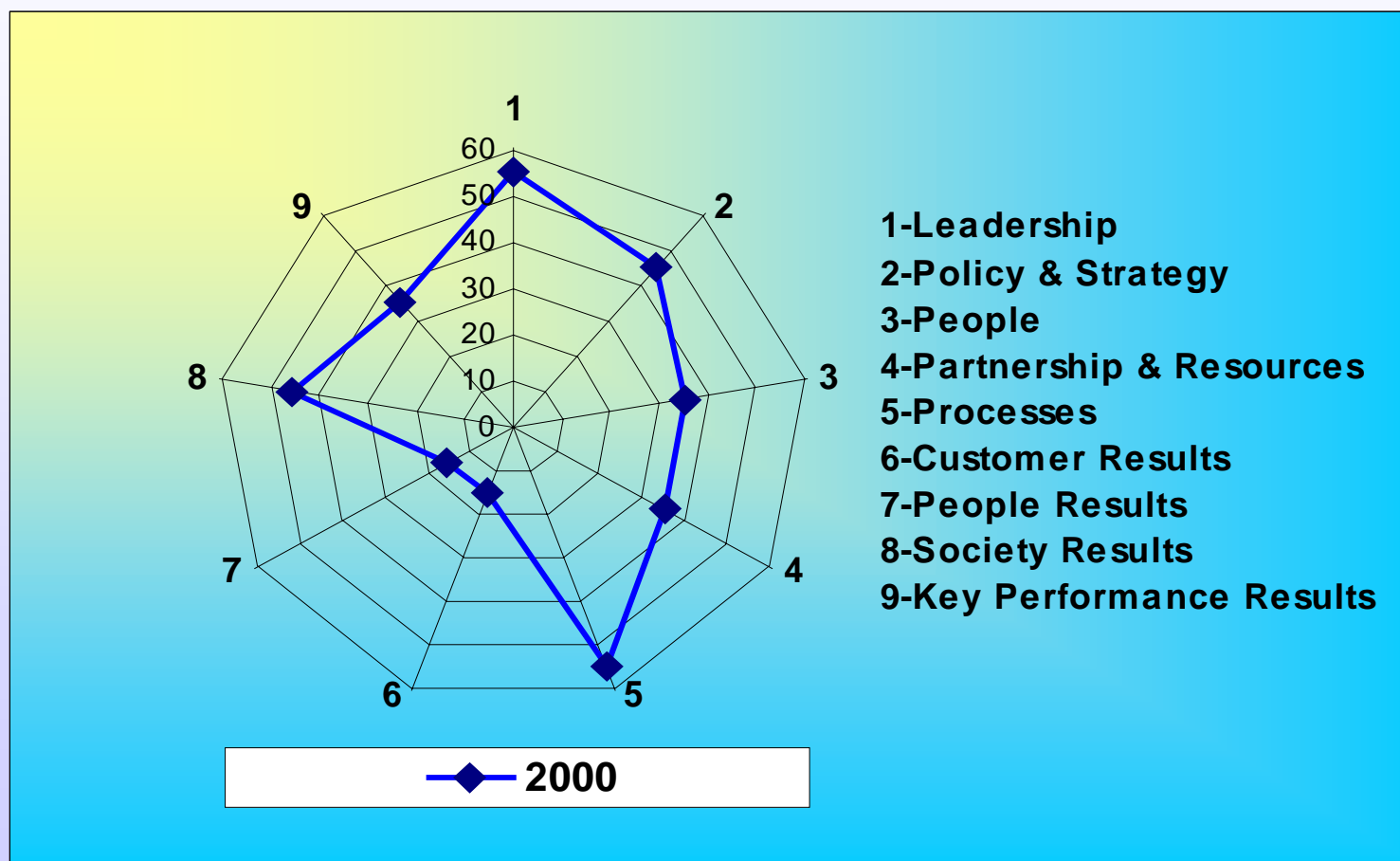
"COMPETIZIONE E SUCCESSO – COME MIGLIORARE L'EFFICIENZA DELL'IMPRESA"
UNINDUSTRIA VE 10 Giugno 2004

Fonderie del Montello S.p.A.

The EFQM Excellence Model



Evaluation 1st Year of participation to IQA (Italian Quality Award)



BENCHMARKING STARTED ACTIVITIES



Benchmarking in Fonderie del Montello Spa

- **Economic and Financial benchmarking**
- **Process – Key Indexes Foundry Benchmarking – (KIFB)**
 - **Economic indexes**
 - **Production indexes**
 - **Personnel indexes**
 - **Productivity indexes**
 - **Environmental indexes**
- **Customer satisfaction benchmarking**
- **People satisfaction benchmarking**

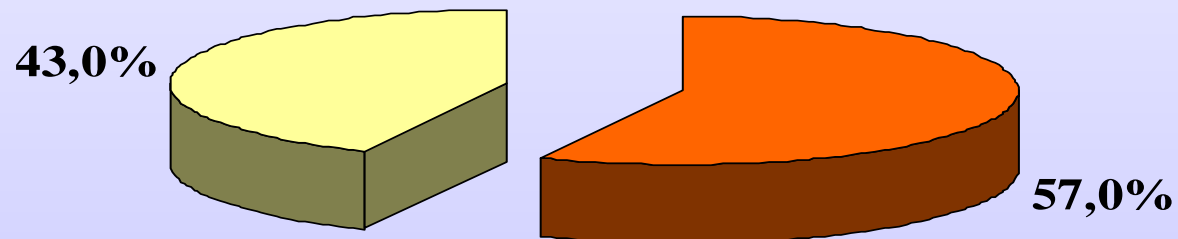


Key Indexes Foundry benchmarking Year 2002

Reference Sector :

*Castings in nodular iron for the Italian
"Mechanic and Transport Industry"*

Italian foundries involved : N° 8



■ **SAMPLE BENCHMARKING**

■ **OTHERS**

BM 01



Key Indexes Foundry benchmarking (KIFB)

(more than 160 indexes per year since 1996)

Key Indexes Foundry Benchmarking "Mechanics Industries and Transportations"

1996	1997	1998	1999
2000	2001	2002	All

F1
F2
F3
F4
F5

Foundry

ECONOMIC INDEXES

- Total Turnover
- Export/ Turnover
- Investments / Turnover
- Depreciation + leasing / Turnover
- Cash flow+leasing/turnover
- Ebitda / Turnover

PRODUCTION INDEXES

- Delivered Production
- Net Production Grey Iron
- Net Production Ductile Iron
- Total Net Production

PERSONNEL INDEXES

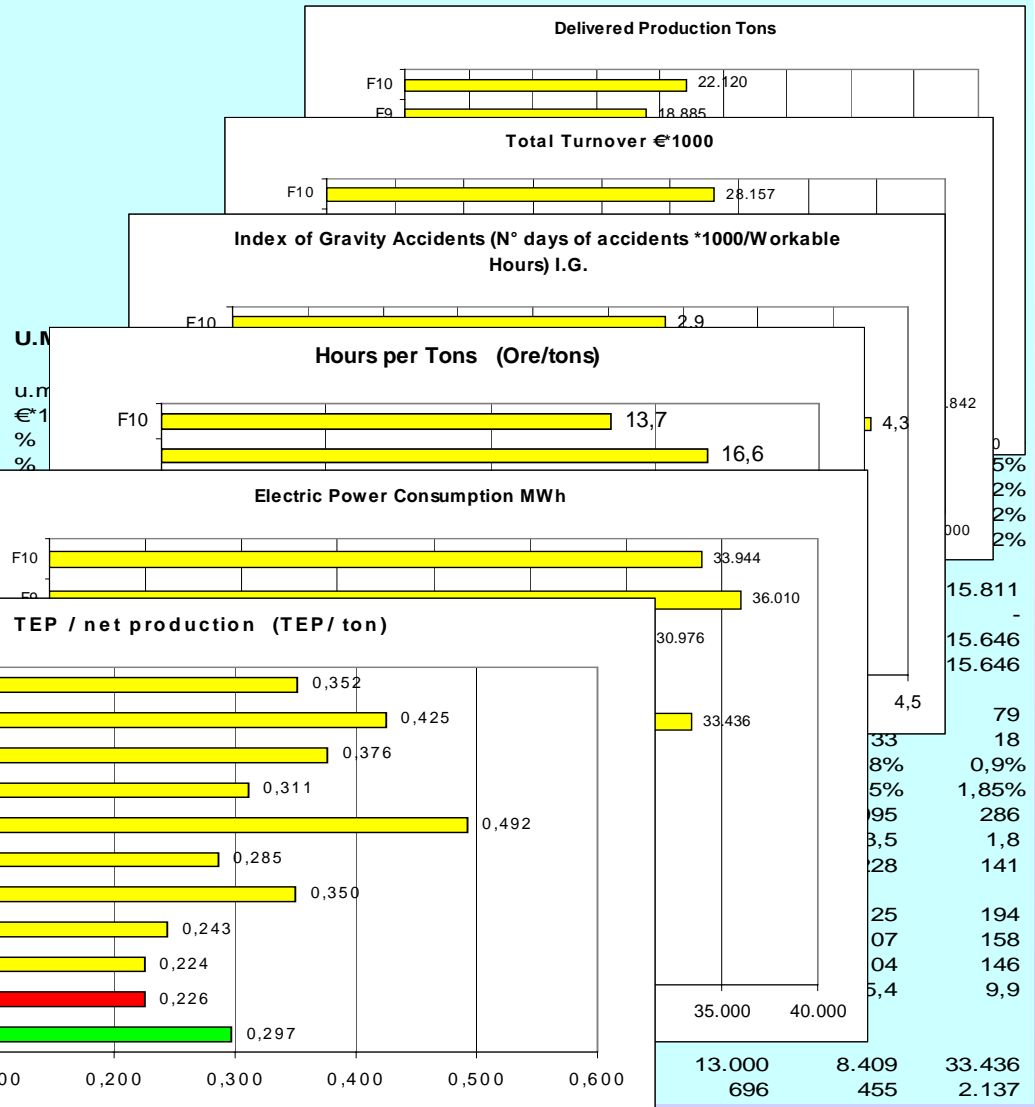
- Blu Collars
- White Collars
- Accidents (Lost Hours per Accident / Workable Hours)
- Total Percentage of Accidents
- N° of Days Accidents
- Index of Gravity Accidents (N° days of accidents *1000/Workable Hours) I.G.
- Index of Frequency Accidents(N° accidents*1000/Workable Hours) I.F.

PRODUCTIVITY INDEXES

- Turnover / Grand Total Personnel
- Tons / Personnel
- Tons / Grand Total Personnel
- Hours per Tons

ENVIRONMENTAL INDEXES

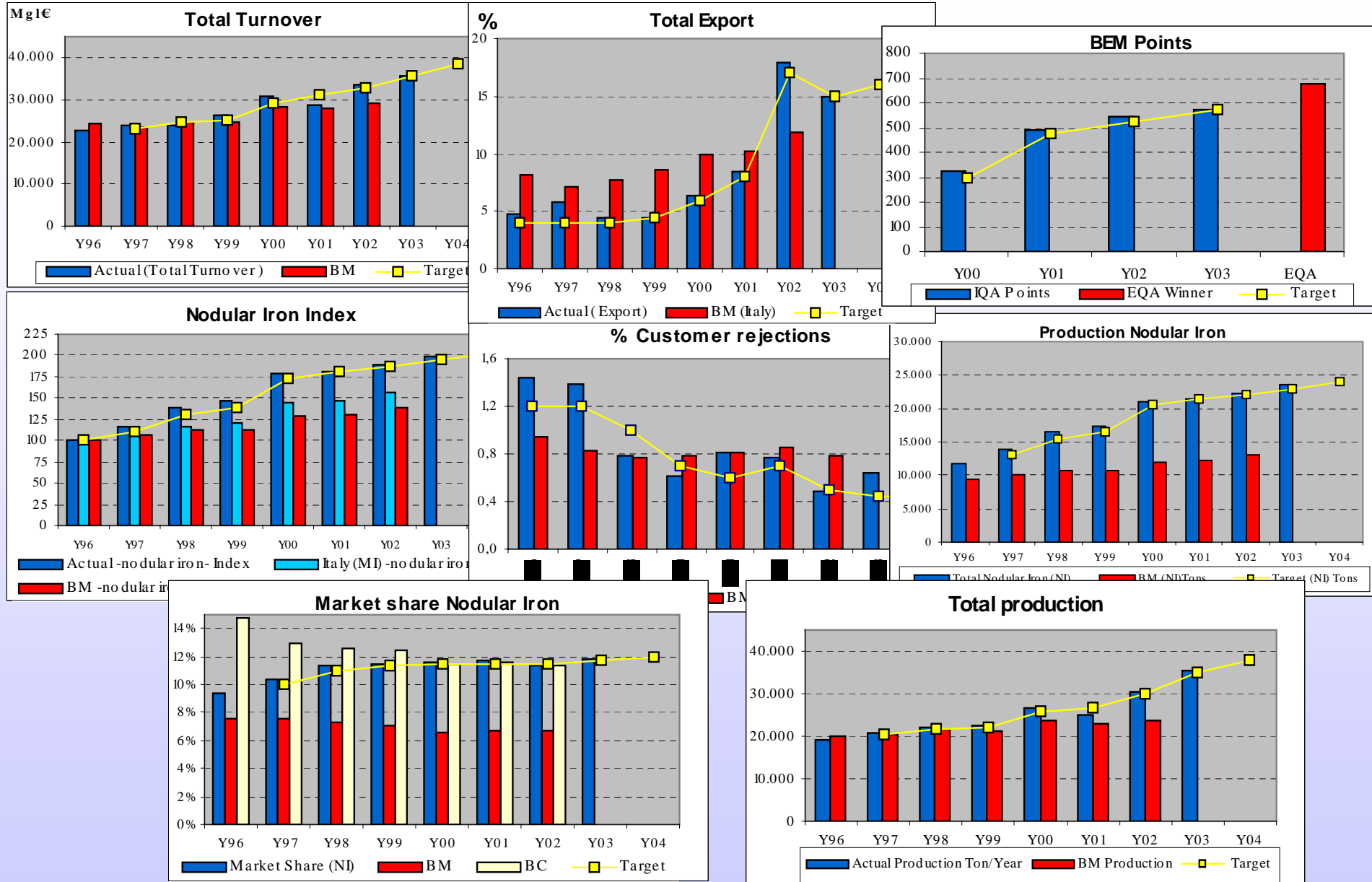
- Energy
- Electric Power Consumption
- Consumption Elec. Pow./ net production



"COMPETIZIONE E SUCCESSO – COME MIGLIORARE L'EFFICIENZA DELL'IMPRESA"
UNINDUSTRIA VE 10 Giugno 2004

Fonderie del Montello S.p.A.

Some results of KIFB : Key Figures BM

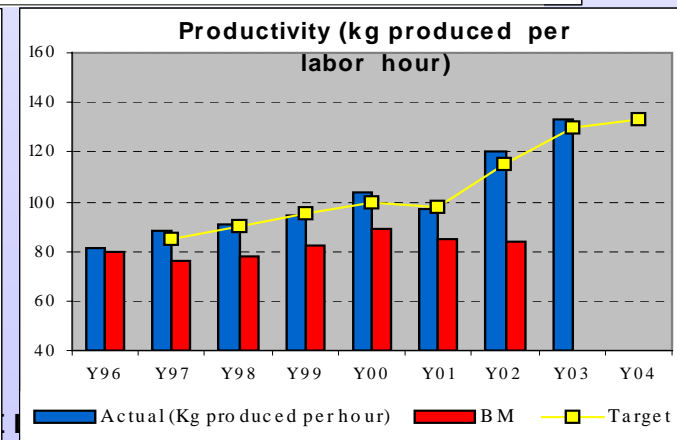
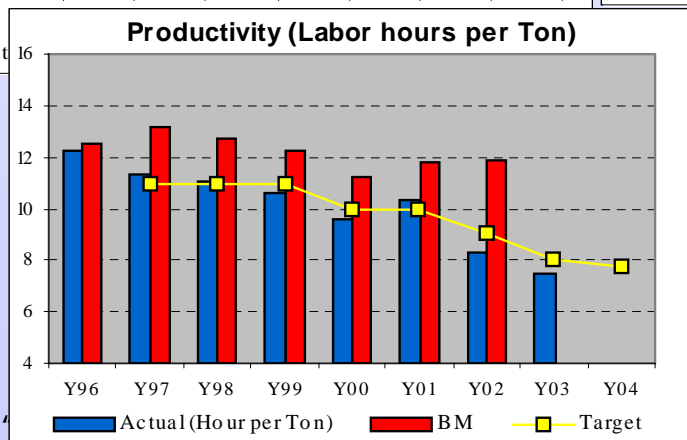
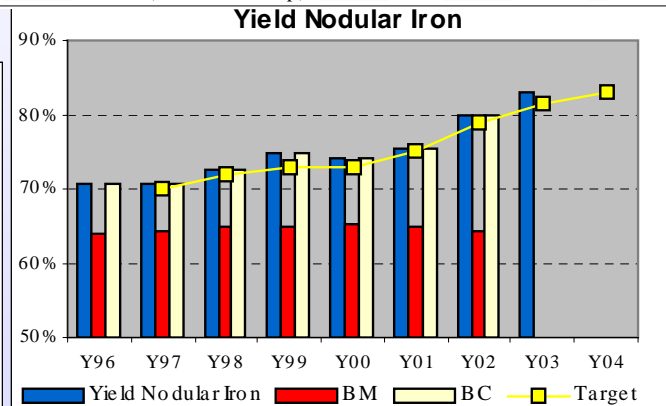
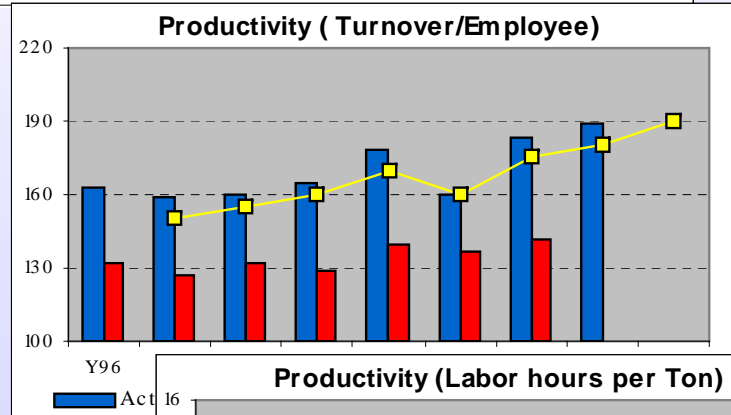
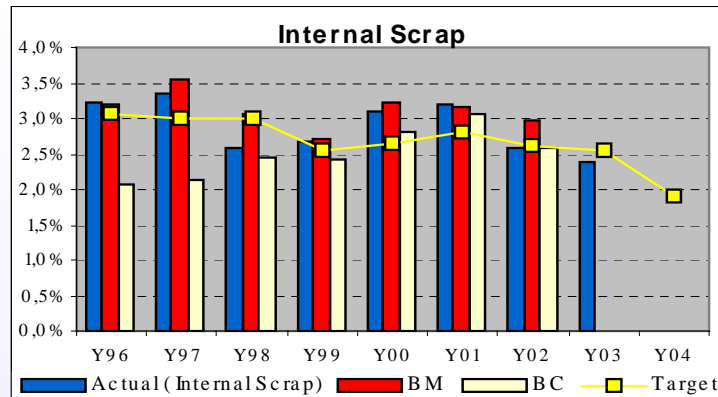
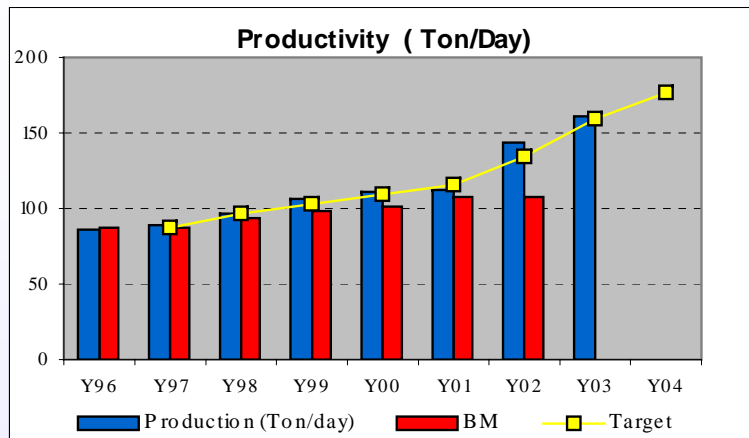


"COMPETIZIONE E SUCCESSO – COME MIGLIORARE L'EFFICIENZA DELL'IMPRESA"

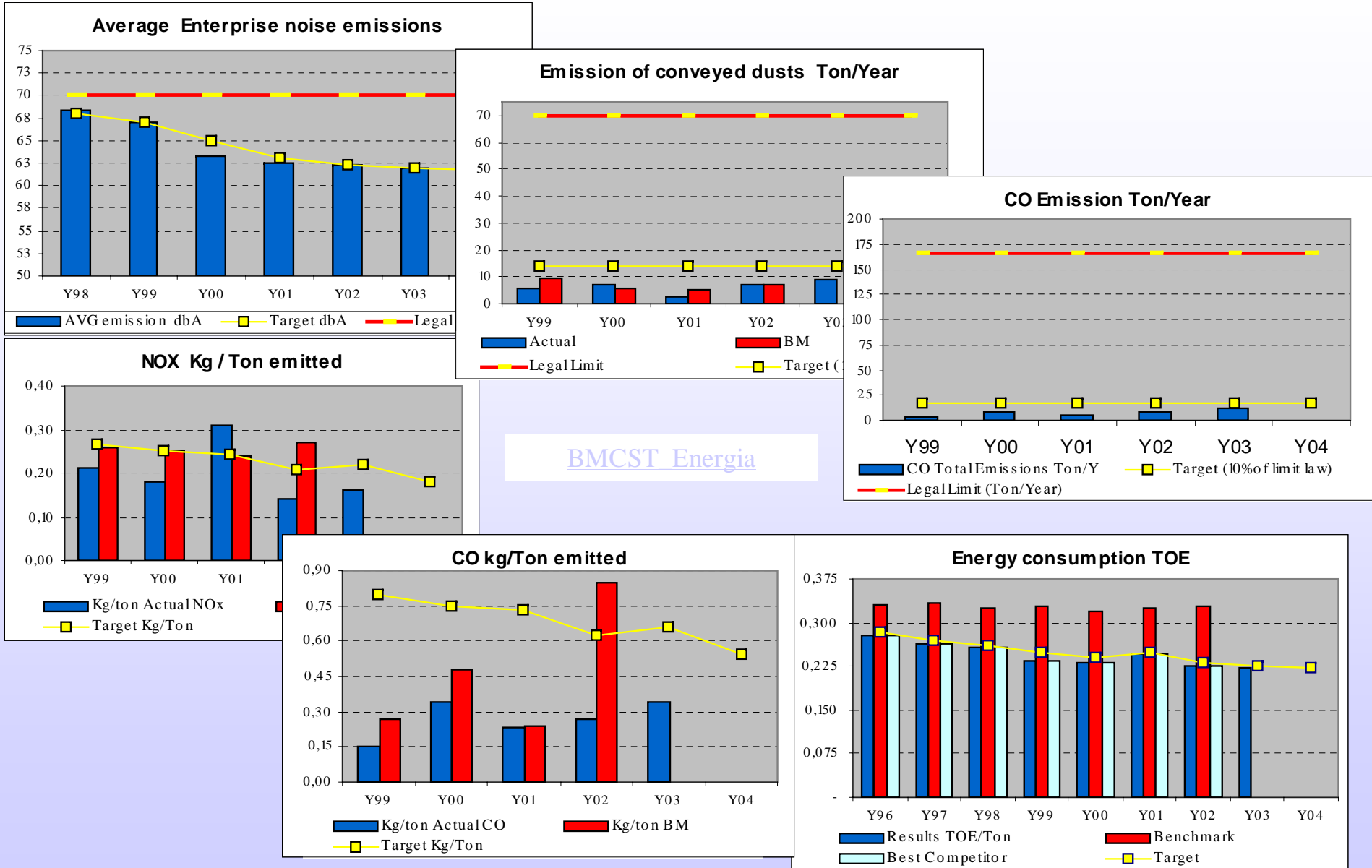
UNINDUSTRIA VE 10 Giugno 2004

Fonderie del Montello S.p.A.

Some results of KIFB : Productivity BM



Some results of KIFB : Environment BM



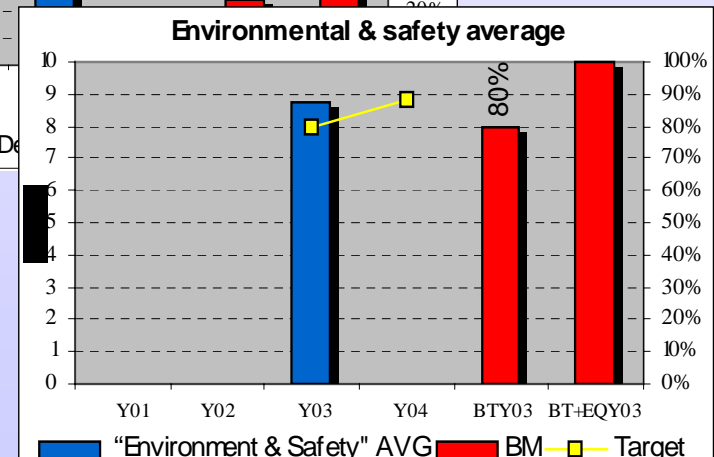
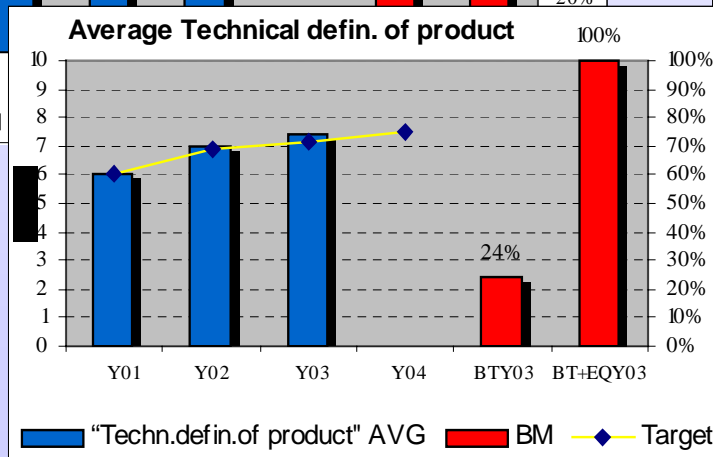
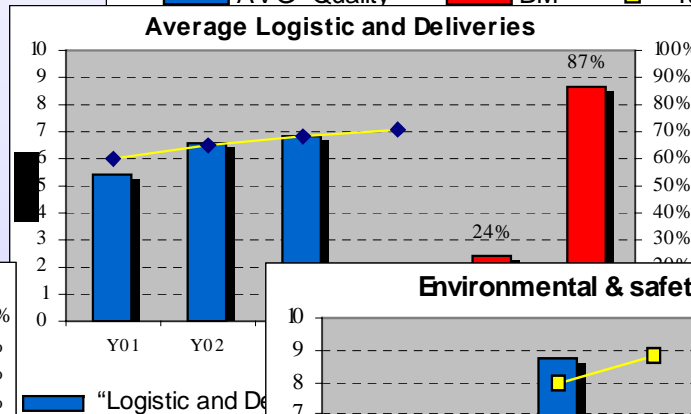
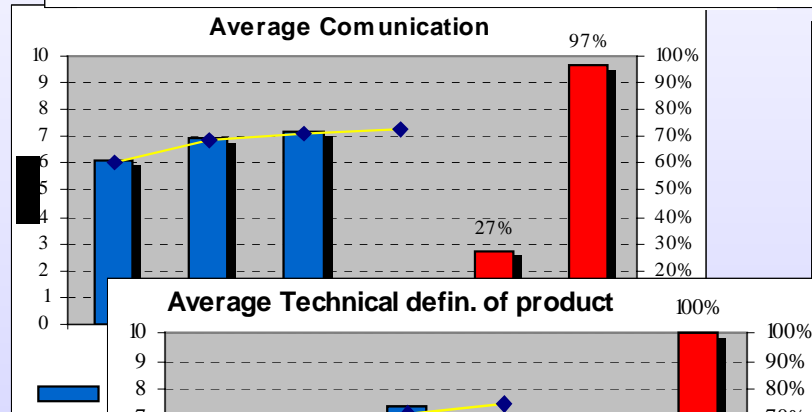
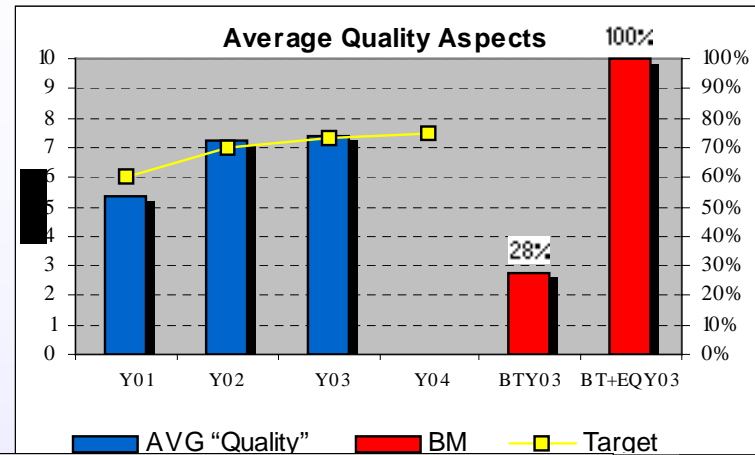
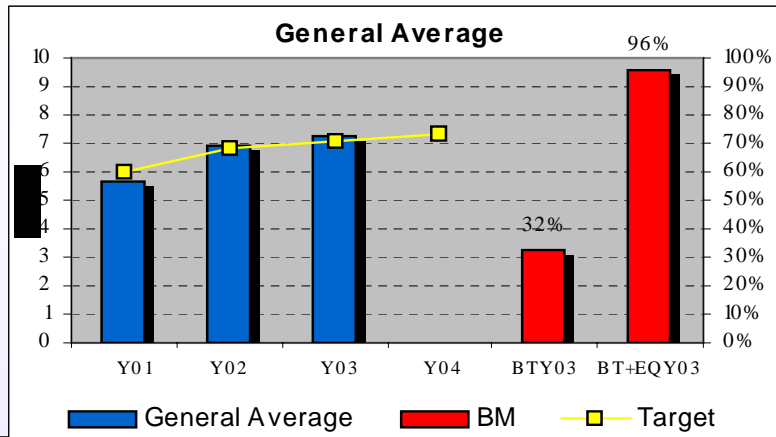
BMCST Energia



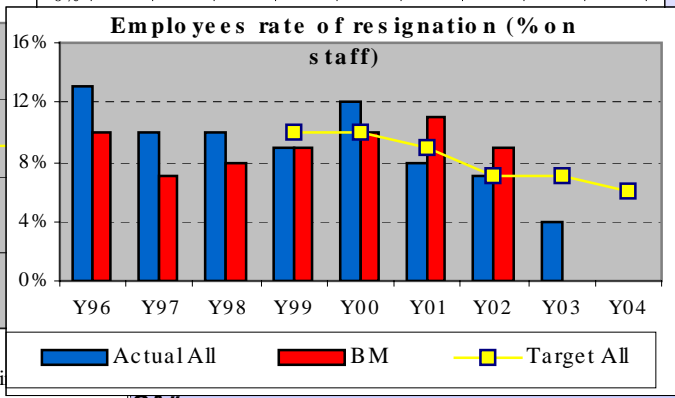
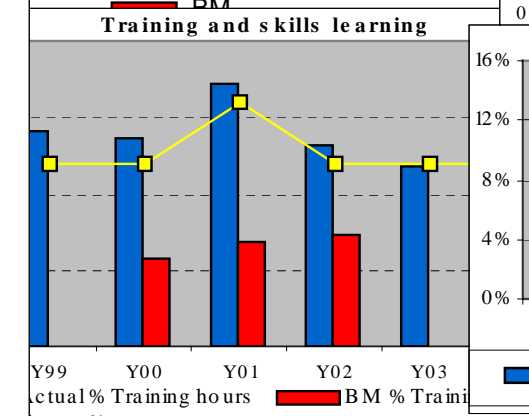
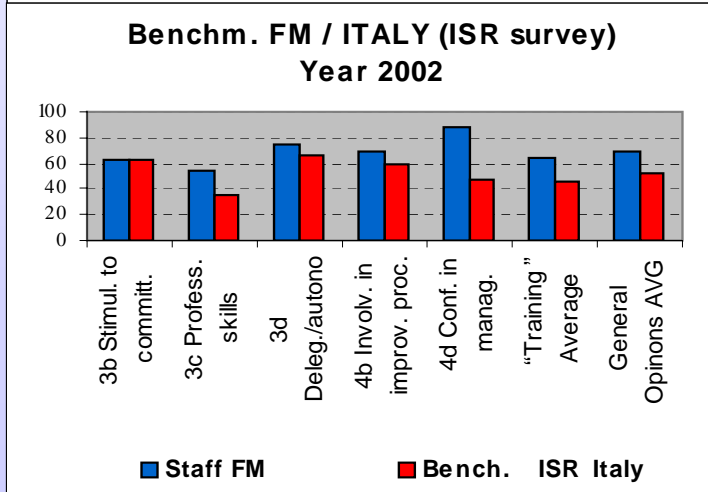
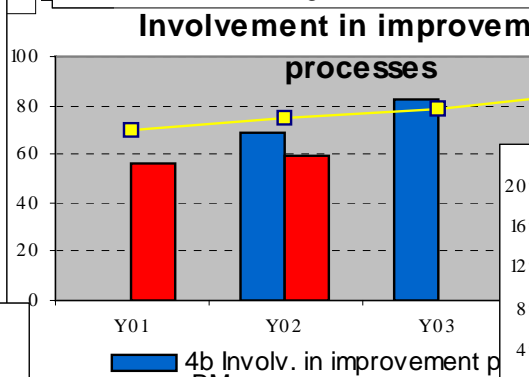
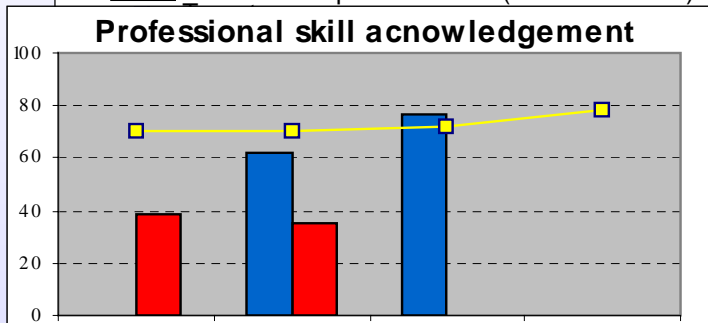
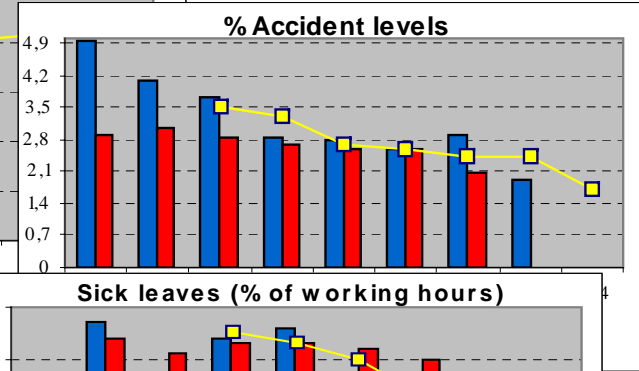
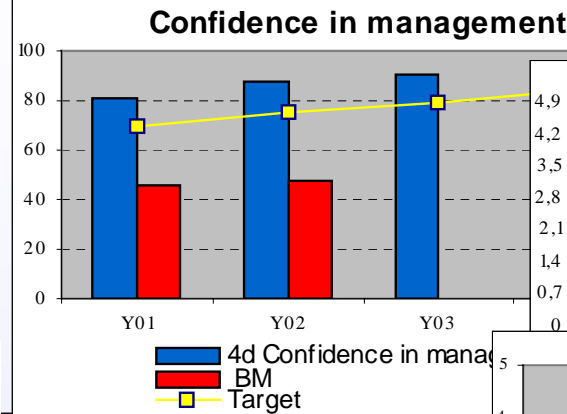
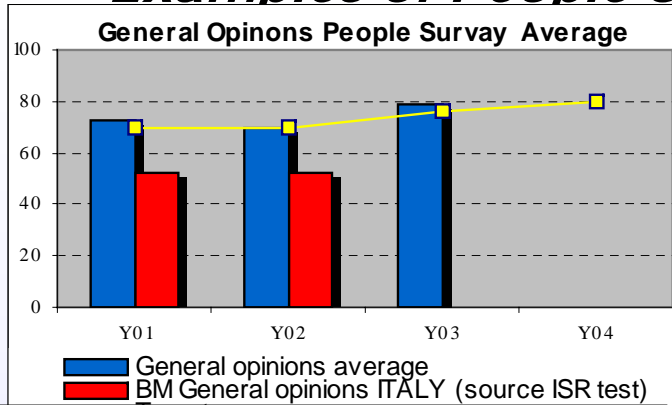
"COMPETIZIONE E SUCCESSO – COME MIGLIORARE L'EFFICIENZA DELL'IMPRESA"
UNINDUSTRIA VE 10 Giugno 2004

Fonderie del Montello S.p.A.

Examples of Customer Satisfaction benchmarking



Examples of People Satisfaction : Internal Survey + KIFB



"COMPETTIZIONE E SUCCESSO"

UNINDUSTRIA VE 10 Giugno 2004

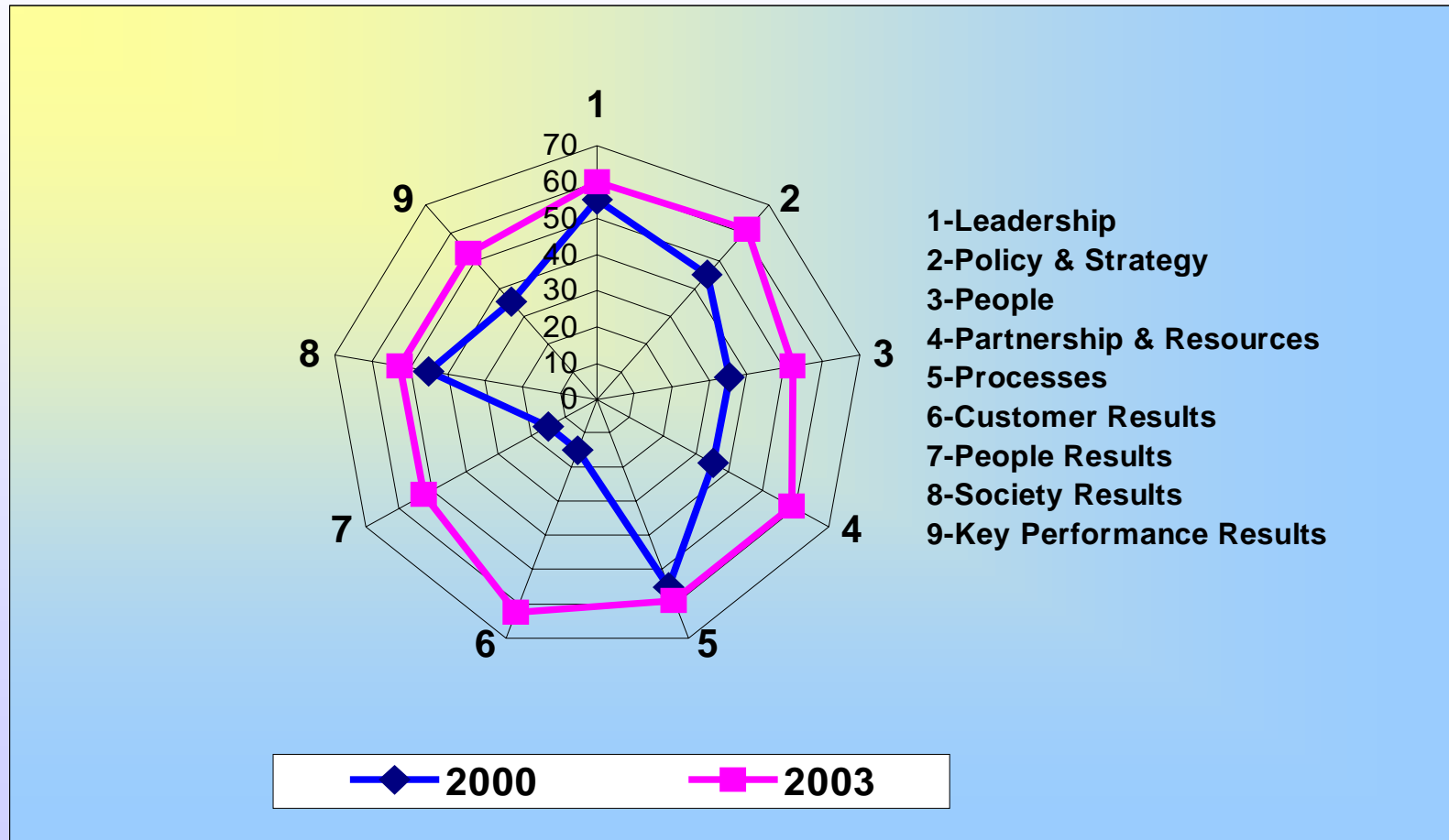
"SA"

Fonderie del Montello S.p.A.

Why did we adopt the EFQM Model ?



Comparison evaluation IQA 2000 and 2003 (Italian Quality Award)



Dall'esperienza (PQI-EFQM) abbiamo ottenuto :

- Il continuo miglioramento delle Performance Aziendali
- L'apprezzamento dei Clienti più importanti
- L'apprezzamento delle Autorità Locali e di Categoria
- L'apprezzamento dei Fornitori più importanti
- Un clima aziendale di fiducia nel Management
- Una crescente misura del grado di soddisfazione dei Clienti
- Una crescente misura del grado di soddisf. dei Dipendenti
- Una crescente attenzione ai problemi Ambientali
- Una crescente attenzione ai problemi della Sicurezza
- Una cresciuta immagine e visibilità aziendale
- **Un metodo scientifico per risolvere "quasi" tutti i problemi aziendali !**



Dall'esperienza (PQI-EFQM) abbiamo appreso :

- Il **coinvolgimento** come Strategia del miglioramento
- L'**impegno** dei **Leaders** e del **Personale** fanno la differenza!
- Delegare , responsabilizzare e **valorizzare** il personale
- Pianificare a medio lungo termine
- Conoscere chi sono gli Stakeholders
- Riconoscere le esigenze degli Stakeholders
- Benchmarking indici chiave come strumento strategico
- Definire i processi e gli indici chiave
- Si può misurare tutto (anche quello che non pensavamo)
- Lavorare in **TEAM**
- Applicare regolarmente il metodo PDCA ovvero RADAR
- Auto-valutarsi obbliga ad affrontare i problemi e fare le AC
- Non esiste una fine al processo di miglioramento
- **Più si prosegue , più diventa stimolante e interessante !**



Dall'esperienza (PQI) abbiamo rilevato :

- Che il TQM è uno strumento di valutazione utilizzato da Clienti leaders esteri per l'Audit di qualifica.
- Che i dati di confronto sono difficilmente reperibili per la scarsa diffusione tra le aziende della cultura del TQM.
- Che in Italia il modello EFQM è poco diffuso e conosciuto.
- Che il Premio Qualità Italia (PQI) generalmente è associato in riferimento alla qualità del prodotto-processo
mentre in realtà è un premio alla
"ECCELLENZA del BUSINESS d'IMPRESA".





Fonderie del Montello S.p.A.

Quality and Competitiveness in the respect of the Environment and Safety



Via Cal Piccole, 28 - 31044 MONTEBELLUNA (TV) Tel 0423/2847 Fax 0423/284822