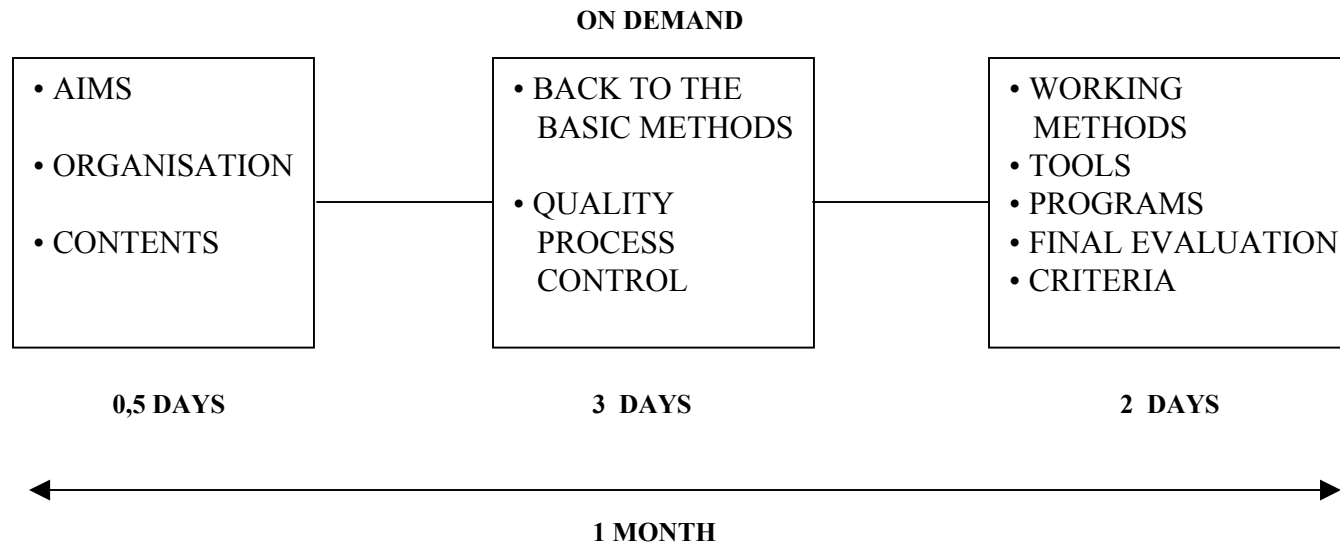
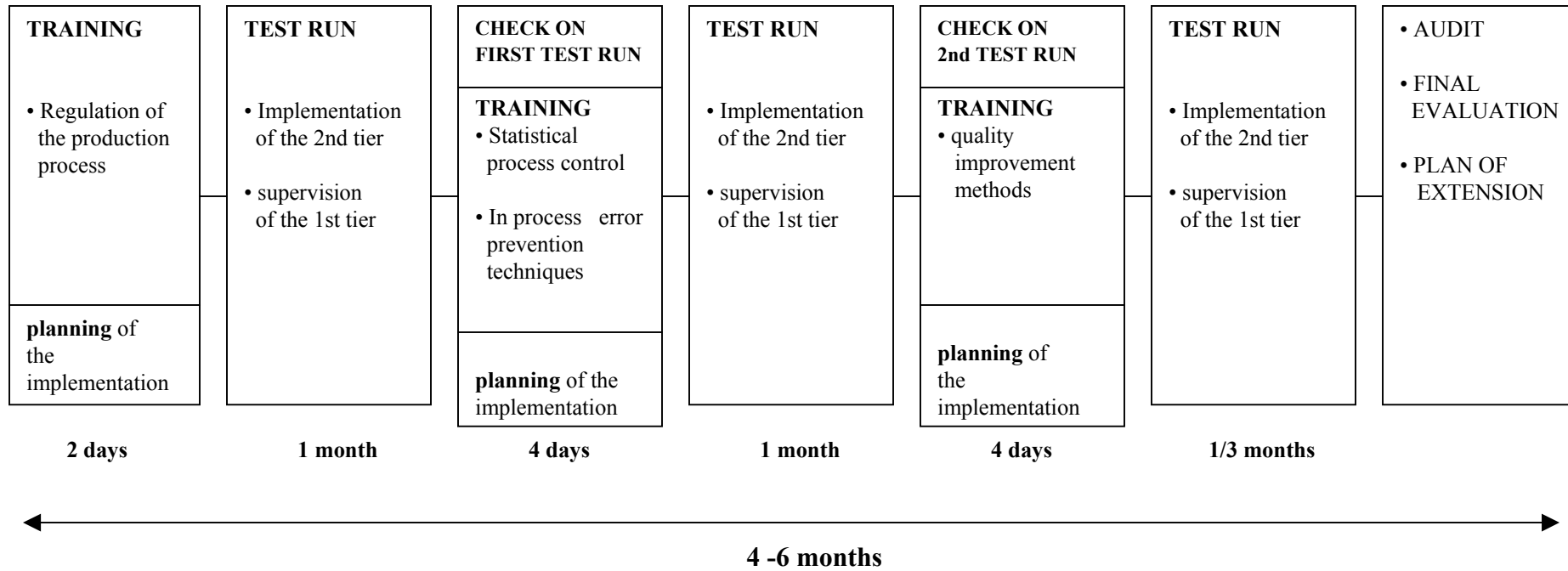


## WORKSHOP WITH FIRST TIER SUPPLIERS



EACH FIRST TIER SUPPLIER IS CALLED ON TO UNDERTAKE TWO MODULES ( AND ON DEMAND A THIRD ) WITH THE AIM :

- TO SHARE AIMS, ORGANISATION AND CONTENTS OF THE PROJECT
- IF ADVISABLE AND REQUESTED TO REVISE FOR THREE DAYS THE BASIC METHODS OF QUALITY PROCESS CONTROL
- TO ACQUIRE AND TO SHARE WORKING METHODS, TOOLS, THE PROGRAM OF THE GUIDED GROWTH AND OF THE FINAL EVALUATION



- The program is focused on 1 ( or 2 ) product and process
- At the end of the program the 2nd tier must propose a plan of extension to all the products supplied to the 1st tier

**TECHNOLOGICAL GUIDEBOOK**

THE MOST USEFUL TOOL DEFINED AND UTILIZED DURING THE PROGRAM

**FOR EACH TECHNOLOGY**

PLASTIC MOLDING  
METAL STAMPING  
MACHINING  
RUBBER  
WIRE HARNESS  
PLATING  
PAINTING  
HEAT TREATMENT  
METAL CUTTING

**CONTENTS:**

- ANALYTIC FLOW CHART OF EVERY PHASE OF THE PROCESS
- CHARACTERISTICS AND SPECIFICATIONS OF THE PRODUCT- PROCESS - RAW MATERIAL
- CONTROL METHOD FOR EVERY CHARACTERISTIC
- GUIDE DOCUMENTS FOR CONTROLLING AND REPORTING

IN ORDER TO ASSURE THE IMPROVEMENT IS USEFUL  
TO START FROM THE BASICS

## THE RESULTS OF EXPERIENCE

THE PROGRAM GAVE US THE OPPORTUNITY TO LEARN DEEPLY ABOUT THE REALITY OF 2ND TIER SUPPLIERS NOT WELL KNOWN UNTIL THEN

**POINTS OF STRENGTH**

- DEEP TECHNOLOGICAL EXPERTISE IN THE SPECIFIC FIELD, WITH GENERALLY 20-30 YEARS OF EXPERIENCE AND A GOOD ABILITY OF INNOVATION
- HIGH FLEXIBILITY: THAT IS ABILITY TO PRODUCE NEW PRODUCTS IN LIMITED TIME AND TO ANSWER JUST IN TIME TO THE REQUESTS OF THE CUSTOMERS
- COMPETITIVENESS ON THE PRICES

**POINTS OF WEAKNESS**

- IN MANY CASES THE STRONG DEPENDENCE ON A SINGLE CUSTOMER ( OFTEN THE EQUIPMENT IS OWNED FROM THE CUSTOMER )
- COMPETENCES AND SKILLS ARE TECHNICAL BUT NOT BUSINESS AND MARKETING ORIENTED
- THE ENTREPRENEURSHIP IS INDIVIDUAL AND NOT MANAGERIAL

## AN OUTLOOK TO THE FUTURE

IN ORDER TO GO OVER THE WEAK POINTS AND TO FURTHER STRENGTHEN THE SECOND TIER SUPPLIERS, IT SEEMS TO BE NECESSARY:

- 1) TO GO OVER THE TRADITIONAL TRAINING AND TO DESIGN AND PLAN CONSULTING SERVICES NOT ONLY OF QUALITY AND PROCESS CONTROL BUT ALSO OF:
  - BUSINESS MANAGEMENT
  - FINANCE
  - MARKETING
  - PLANNING OF THE DIVERSIFICATION
  - ENTREPRENEURSHIP
- 2) TO PLAN A PRELIMINARY ANALYSIS IN ORDER TO ORIENT THE TRAINING AND THE CONSULTING SERVICES TO THE REAL NECESSITY OF THE SUPPLIER
- 3) TO INVOLVE, AS IN THE GUIDED GROWTH PROGRAM, THE MOST IMPORTANT 1ST TIER IN THE PROGRAM, BUT ALSO TO HELP THE SECOND TIER TO BECOME LESS DEPENDENT ON A SINGLE CUSTOMER AND TO LOOK FOR THE OTHER CUSTOMERS AND OTHER MARKETS

## CONCLUSIONS

- GUIDED GROWTH IN PIEDMONT IS NOT ONLY USEFUL BUT NECESSARY IN THIS PERIOD OF WEAK BUSINESS CYCLE
- IS ADVISABLE TO EXTEND THE PROJECT FROM THE TRAINING TO A MORE COMPLETE CONSULTING SERVICE
- OEM AND 1ST TIER MUST BE INVOLVED BUT HAVE OTHER PRIORITIES IN THIS PERIOD AND ARE UNLIKELY TO PROMOTE A NEW PROGRAM
- THE PIEDMONT REGIONAL GOVERNMENT SEEMS TO BE THE LEADING INSTITUTION WITH AN EYE TOWARDS THE CONSOLIDATION OF THE AUTOMOTIVE DISTRICT