



# MILANO FINANZA



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## Interview with Pier Francesco Guarguaglini

### The quality challenge

**M**anagers attending recent conventions in Rome and Birmingham were promised that 2007 would be the year of Finmeccanica's international success. Now for the Milan convention of 3 December, Chairman and CEO Pier Francesco Guarguaglini has set his sights even higher in order to hit the target set by analysts, because a collective effort is going to be required if the €16.5 billion revenue mark is to be reached by 2010.

**Question.** The market seems content with your results but always seems to expect more from you. And you haven't shaken off your competitors. Is growth becoming more difficult?

**Answer.** Well it's certainly harder than the road that's brought us to where we are. We no longer have the surprise factor on our side, and we're constantly subject to close scrutiny by analysts and competitors. We've made certain commitments to our investors. The results we're aiming for in 2010 and beyond are simply the sum of the challenges undertaken by the various individual companies which make up the Finmeccanica Group.

But in order to honour these commitments we need everybody behind us, with an eye to quality in particular, which I understand as a total philosophy, a way of being first and foremost, and then a way of doing. Quality products which are traceable and certifiable have to lie behind the success of any group which, like our own, aims to be a technological pioneer on the international scene. But we're looking at personnel quality too, since this is the first and most precious asset we rely on for overseeing change and developing innovation, and satisfying the demands set by the competitive environment. We haven't spoken to the analysts as yet about our quality ideas, preferring to keep to the figures and targets, but at the Milan convention we want to go into this aspect a little more: speed of delivery, innovation and customer support.



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**Q. Is there a unit of measurement for quality?**

A. For Finmeccanica the only unit is customer satisfaction. We have to know how to understand aspirations, developing genuine customer intimacy. It's only by gaining their trust that we can hope to succeed in a world changing both in terms of expanding markets and in terms of decision making and operational philosophies. If we sign an important contract in the US or the UK we know we are dealing with very demanding customers who aren't going to make any concessions on the basis of our history or nationality. And in emerging markets such as India and China it's even tougher: competition is very fierce, and you have to build your own credibility. And it's harder yet to meet the demands of systemic customers, involving a whole series of individual subjects all asking for an integrated solution, to the extent often of entrusting us with their entire national security.

**Q. And does this require a change of role?**

A. Yes. We have to know how to go from being a supplier to being a partner, always remembering that winning a client over begins rather than ends when you manage to sell them a product.

Even our traditional customers are changing: budgets are shrinking, the risks are greater, but the demands in terms of efficiency and competitiveness are as high as ever.

And so we have to be able to meet customer demands quickly but also in a personalised manner, offering high quality. And of course at a competitive prices.

**Q. What challenge are you presenting to your Group managers?**

A. To strive for excellence. There are no half measures. In other words we can't be happy if we're judged to be good, we have to be seen as excellent.

Quality, speed of delivery, innovation and customer support are all vital for the performance and credibility of Finmeccanica.

To those working in the individual companies of the Group, I would say this: you must always remember, in your every professional act and decision, that the customer has to be at the centre of everything, because it is the customer who judges the quality of our work. That applies to the Group

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