



MILANO FINANZA



€4,80

Uk £ 3,40 - Ch fr. 11,50
Francia € 7,60

MF il quotidiano dei mercati finanziari

Classeditori

ANNO XIX - NUMERO 239 - SABATO 1 DICEMBRE 2007

Con L'Atene delle Assicurazioni Leader 2007 a € 6,10 (€ 4,80+€ 1,30) - Con la Guida Mifid a € 9,80 (€ 4,80+€ 5,00)

Spedizione in A.P. art. 1 c.1 L. 46/04, DCB Milano

Interview with Giorgio Zappa

Creation of Value

The market is the North Star, marking the course to be followed for the creation of wealth. Chief Operating Officer Giorgio Zappa will be stressing the concept to the managers meeting in Milan for the annual Finmeccanica convention, because this is the primary response to the total quality challenge laid down by CEO Pier Francesco Guarguaglini.

Question. What exactly does following the North Star of the market mean in terms of the Group?

Answer. It means knowing your client base well enough to be able to identify the targets to set, to offer new solutions ahead of market developments, and to make competitive and flexible bids. In other words to make sure that what you're offering translates in terms of quality orders for the Group. It's absolutely essential for us to adopt a new approach, and abandon habits picked up over the years of dealing with a national armed forces clientele. Nowadays we have to adopt a more listening approach, more reactive and proactive, and



mimi di uomini,
titudini, per ti
dall'evoluzio
cato. E la ris
essere sincer
individuare s
che che even
possono co
re il
clier
è

Giorgio Zappa

Creation of Value

segue da pag. 28

we have to be multicultural because the markets are expanding both in geographical terms and in terms of supply. It's up to us to make sure that the Group is capable of swiftly following the course indicated by the market and to correct any weaknesses.

Q. Change takes time. How far along the line is Finmeccanica?

A. The client-centric philosophy is spreading through the Group, not just as some empty formula but as an operational reality, as our Chairman Mr. Guarguaglini pointed out. Every single one of us has to ask ourselves how the client will benefit, both in the present and in the future, from what we are doing, whichever sector we are operating in, from research to planning, from organisation to finance and image. This convention is going to go into all of the aspects of the implementation of total quality. We must think of innovation and its economic value in terms of pay-back. We are investing heavily in technological research, and so we have to be sure that this investment is properly oriented. We also need to think about customer support, which involves management of activities which are new to us. We have to ask ourselves whether we are equipping ourselves sufficiently well in terms of personnel, resources and attitude, in order to derive value from market developments. And the answer has to be honest if we are to be able to immediately identify practices which might possibly affect client benefit.

Q. So a revision of the Group's operational models is already in full swing?

A. The machinery has to function in accordance with market expectations. The core competencies of the Group are still those identified at the last convention in Birmingham: processes, know-how, technology, products, organisation, assets and of course personnel. But they can only be seen as such if they contribute to the creation of wealth for shareholders. And right now I would add that they also have to create a benefit for the customers, thus ensuring the creation of value which is sustainable in the long term.

Q. There's also a lot of stress on the time factor. It only used to be important for basic commodities. Is this no longer the case?

A. No, it's now a key factor in our market, in fact increasingly so. Compliance with established terms is our calling card. Punctuality is a sign of trustworthiness, because it shows whether a partner is serious and indicates the level of cooperation that can be expected from them. A delivery that's made without delays shows evidence of team work, but compliance with delivery terms is part of a larger concept because it involves the entire process: from the bid through to customer support, from the final delivery through to after-sales service. We have to put ourselves in the place of a customer who might be entrusting a company with complex parts of an overall program. The first thing they're going to do is evaluate credibility in terms of punctuality. And if they have a negative impression in that regard it's going to reflect on the capacity of the company to satisfy tougher demands. Even the best product or system is spoiled if it's delivered late, because it's not going to deliver all of its potential.