

Testimonianza aziendale ITT Friction Technologies

*INNOVAZIONE E PROJECT MANAGEMENT:
STATO DELL'ARTE E UN'ANALISI NEL SETTORE AUTOMOTIVE*

20 aprile 2018 ore 14:00 - 16:30

Politecnico di Torino

Aula Magna Lingotto - Via Nizza, 230 (Torino)

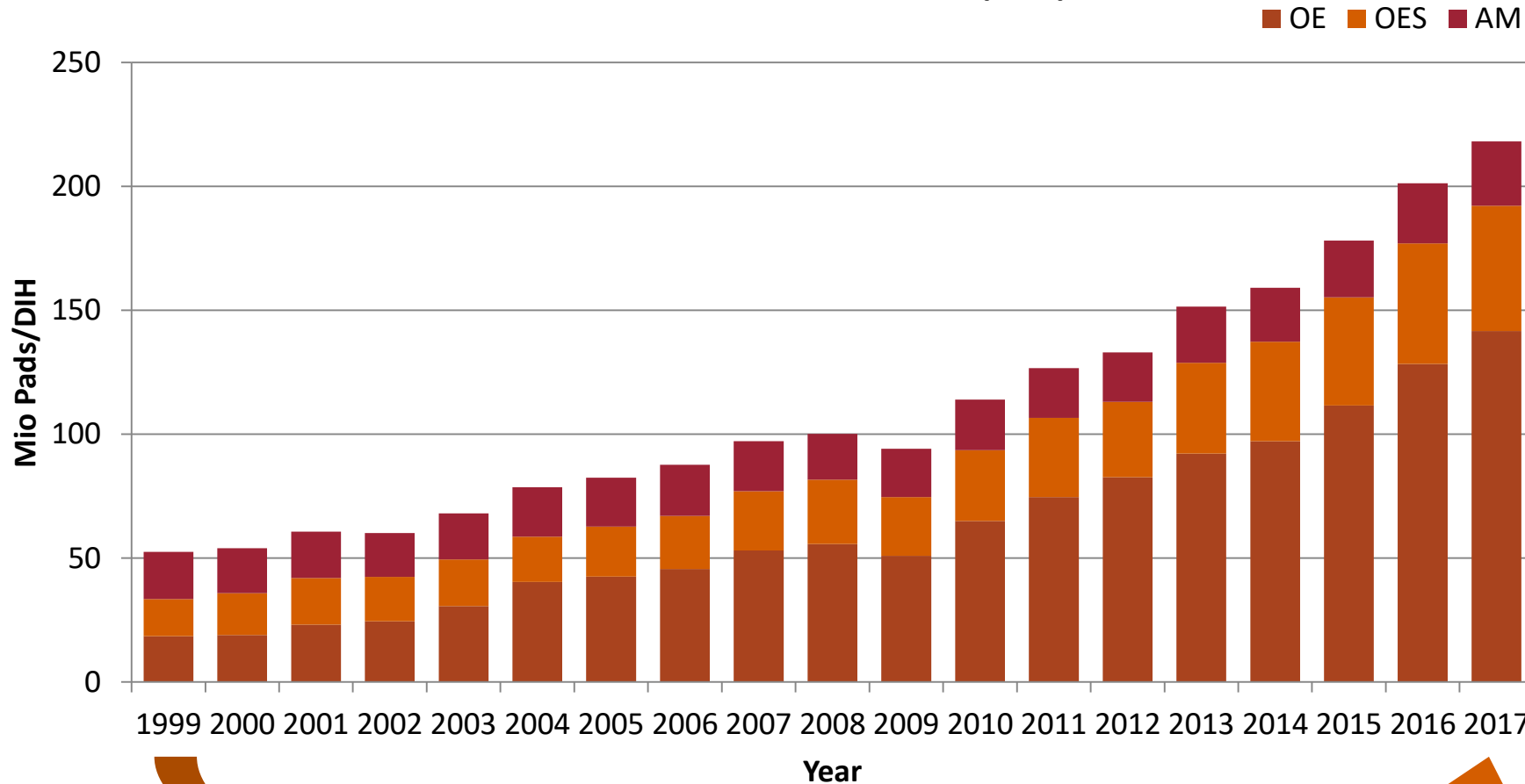




**Safety
First**

ITT Friction – Business Growth

Total Brake Pads and DIH sold (Mio)



Sustainable and organic growth with gain of **market share** from the competition and opening to **markets/products new to ITT Friction**

Why to start a PM transformation Journey?



5 PLANTS ALL AROUND THE WORLD

- ✓ SAME PRODUCTION PROCESS
- ✓ SAME MACHINERY TECHNOLOGY
- ✓ MATERIAL PRODUCED: LOW STEEL, NAO AND CU FREE
- ✓ GLOBAL PRODUCTION QUANTITY: UP TO 200 MILLION PADS/YEAR

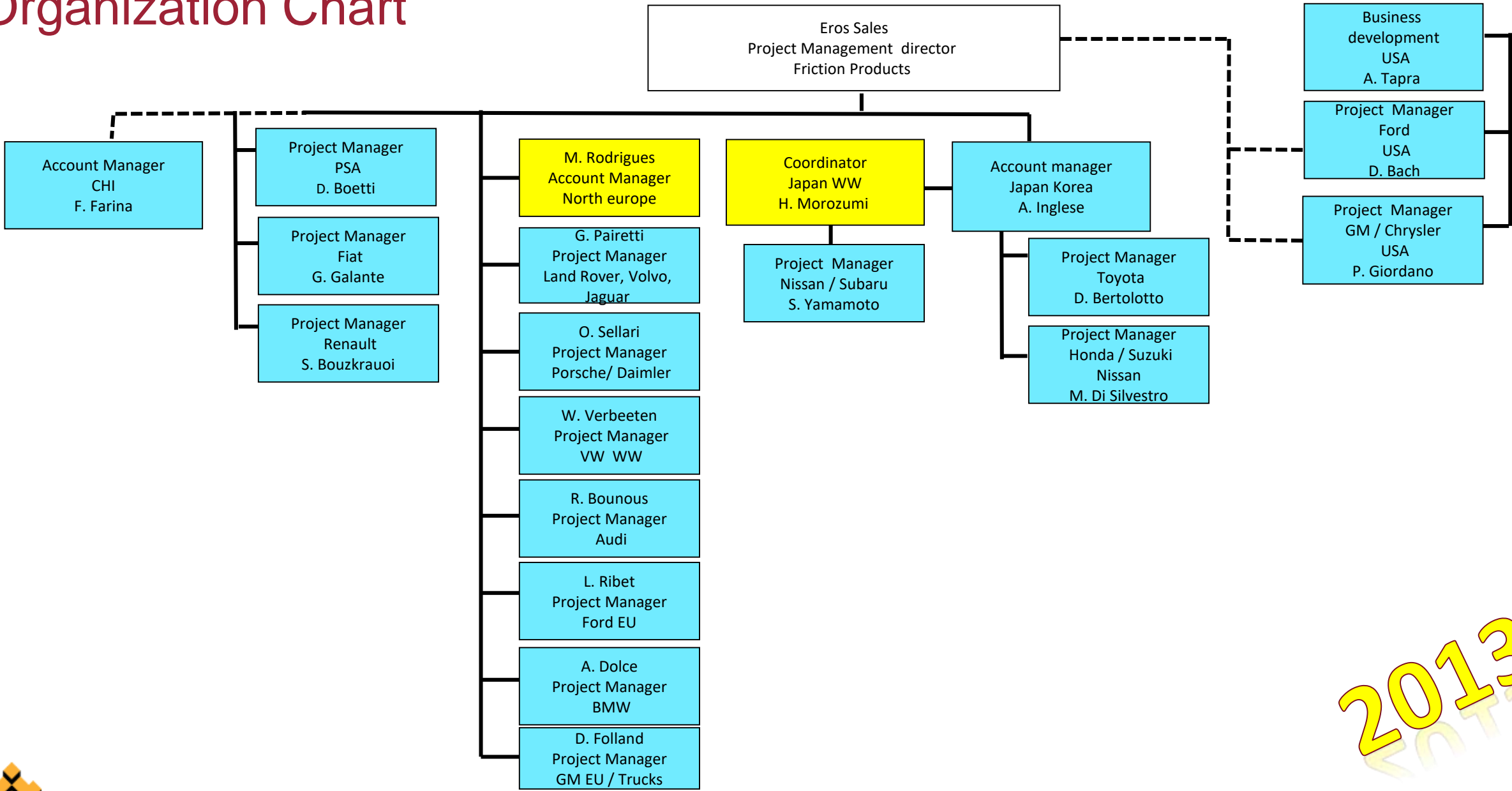
- ✓ Increased complexity on OEM Platform Strategies (development costs, project risks, time to market, etc.)
- ✓ WW Market
- ✓ Global Footprint
- ✓ Increased number of projects (> 450 in 2017)
- ✓ Business opportunities selection (capacity planning, project profitability, etc.)

ITT Project Management Structure

Program Orientation



Organization Chart

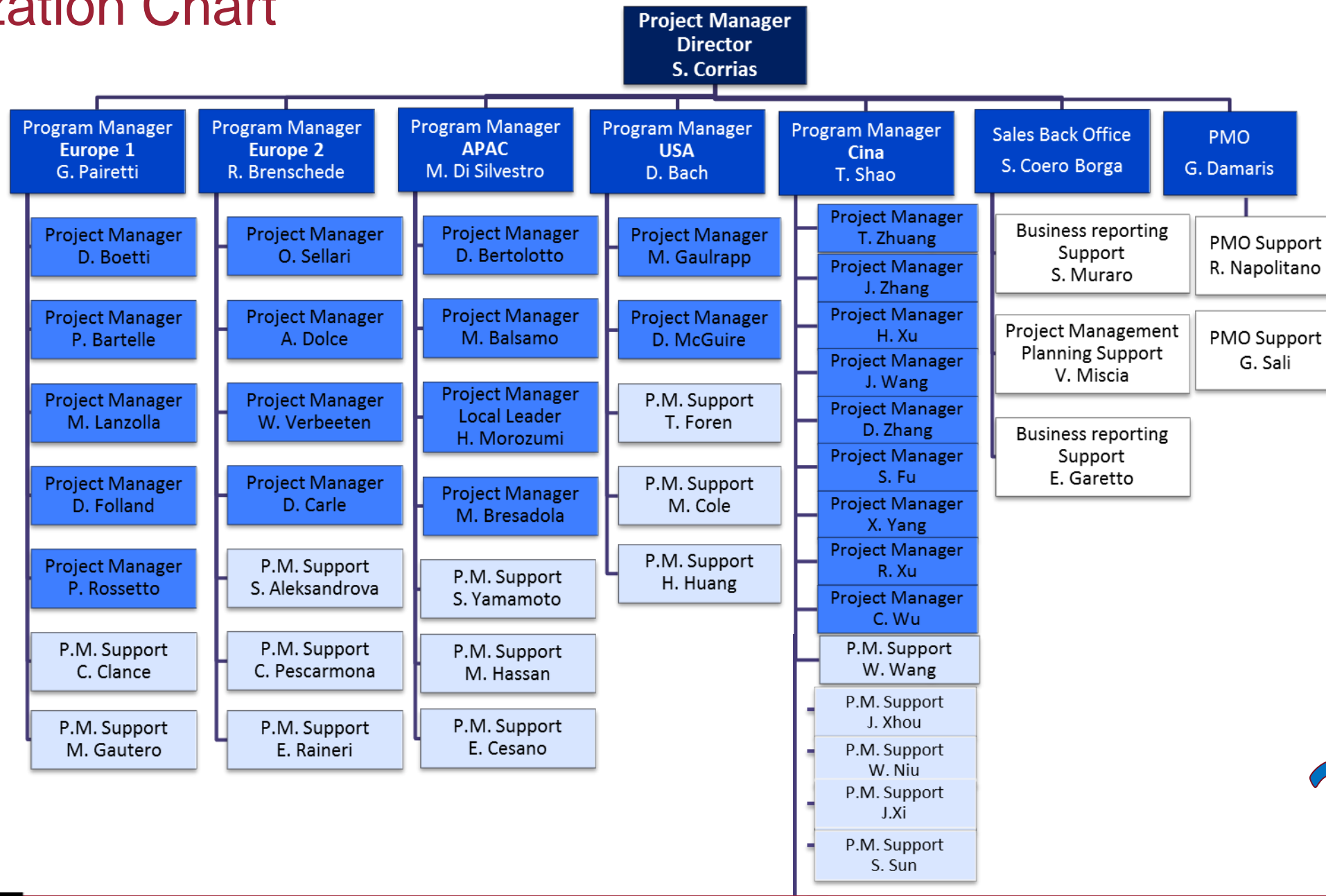


2013



PM Organization as it was

Organization Chart



2017



ITT

Organization well-defined by Job Profile

Coverage Europe 1 and Europe 2

Legenda

I: Project Informed (Area Coordinator)

A: Project Assistance

R: Project Responsible

S: Project Support (PM on demand)

(*) Shared with USA

Area	EUROPA 1	Tel	Mobile	email	PSA	RPNO	FCA	IVECO	VCC (CMA)	VCC (SPA)	JLR	FORD EU	GM Eu	TRUCK
Area Program Manager	Giancarlo Pairetti	184		giancarlo.pairetti@itt.com	I	I	S	I	S	R	S	I	I	I
Project Manager	Davide Boetti	367	39.329.052.4011	davide.boetti@itt.com	R	R		S						
Project Manager	Diter Folland	+49 614 27953	+49 171 5886771	diter.folland@itt.com								S	R	R
Project Manager	Davide Carle	-		davide.carle@itt.com		S	R				R			
Project Manager	Paolo Rossetto	081		paolo.rossetto@itt.com	S			R	R					
Project Manager	Pietro Bartelle	248		pietro.bartelle@itt.com						S		R	S	S
PM Support	Michela Gautero	068		michela.gautero@itt.com					A	A	A	A*	A*	
PM Support	Clelia Clance	078		clelia.clance@itt.com	A	A	A*	A						A

Area	EUROPA 2	Tel	Mobile	email	VW	BMW	DAILMER	PORSCHE	AUDI
Area Program Manager	Reinhard Brenschede	+49 614 279 53113	+49 160 954 41924	reinhard.brenschede@itt.com	I	I	I/S*	I/S	I/S
Project Manager	Wihelm Verbeten	+49 614 27953	+49 171 237 0544	wihelm.verbeten@itt.com	R				
Project Manager	Andrea Dolce	342		andrea.dolce@itt.com		R			
Project Manager	Oliver Sellari	383	+39 335 577 4920	oliver.sellari@itt.com			R		
Project Manager	Roberto Bounous	343	+39 335 577 50 56	roberto.bounous@itt.com	S			R	R
PM Support	Aleksandrova Sevdalina	072		aleksandrova.sevdalina@itt.com		A/S			
PM Support	Consuelo Pescarmona	168		consuelo.pescarmona@itt.com	A				A
PM Support	Elena Baravalle			elena.baravalle@itt.com				A	A
PM Support	Elisa Raineri	087		elisa.raineri@itt.com			A		

Coverage APAC and NAM

Legenda

I: Project Informed (Area Coordinator)

A: Project Assistance

R: Project Responsible

S: Project Support (PM on demand)

(*) Shared with USA

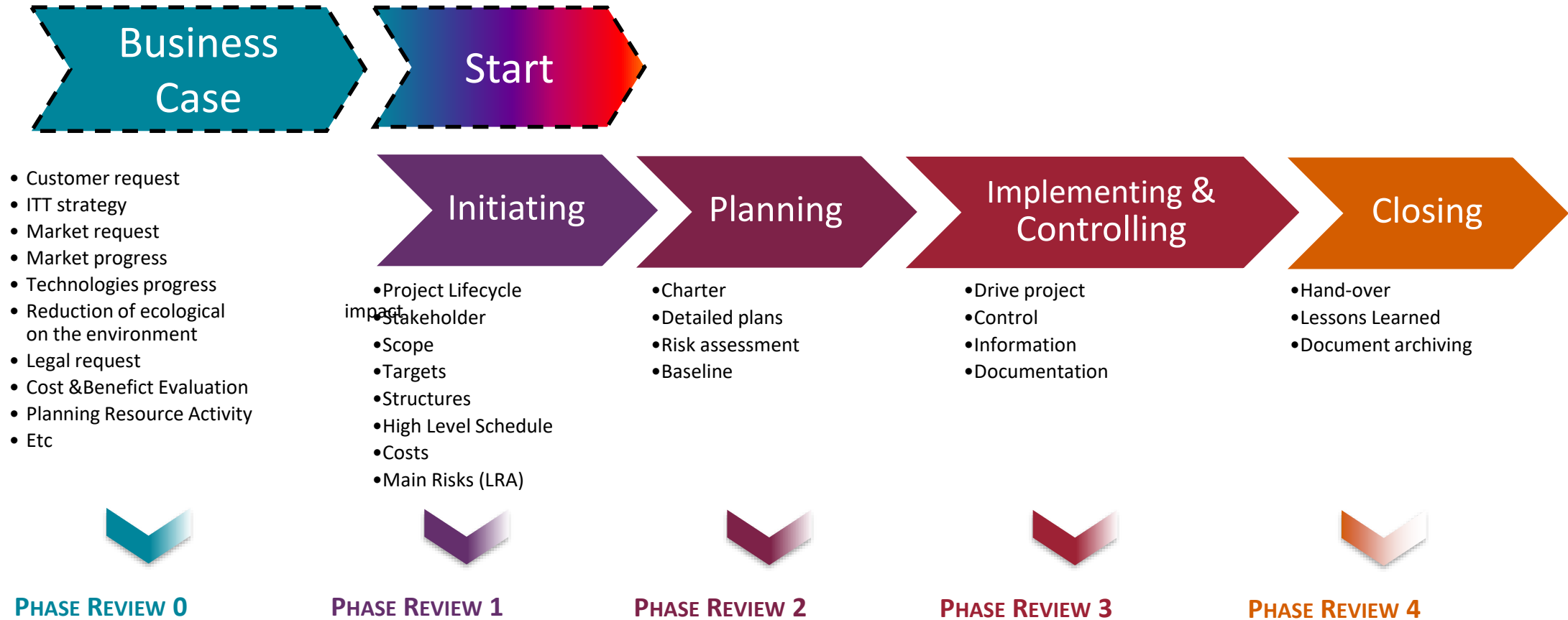
Area	APAC	Tel	Mobile	email	TOYOTA	NISSAN	HONDA	MAZDA	SUBARU	HYUNDAI
Area Program Manager	Massimo Di Silvestro	100	+39 348 808 6413	massimo.di.silvestro@itt.com	I	S	I	I	I	S
Project Manager	Marco Balsamo	781		Massimo.balsamo@itt.com	S	R	R	S		
Project Manager	Davide Bertolotto	130		davide.bertolotto@itt.com	R				S	R
Project Manager	Monica Bresadola	725		monica.bresadola@itt.com		A	S	R	R	
Project Manager	Hiroki Morozumi	+81 462 57 5538	+81 902 149 2268	hiroki.morozumi@itt.com	A	A	A	I	I	
PM Support	Shinichi Yamamoto	+81 462 575 538	+81 (80) 9533-6868	shinichi.yamamoto@itt.com	I	I	I	A	A	
PM Support	Muzammal Hassan	-		muzammal.hassan@itt.com		A	A			
PM Support	Elisa Cesano	073		elisa.cesano@itt.com	A				A	

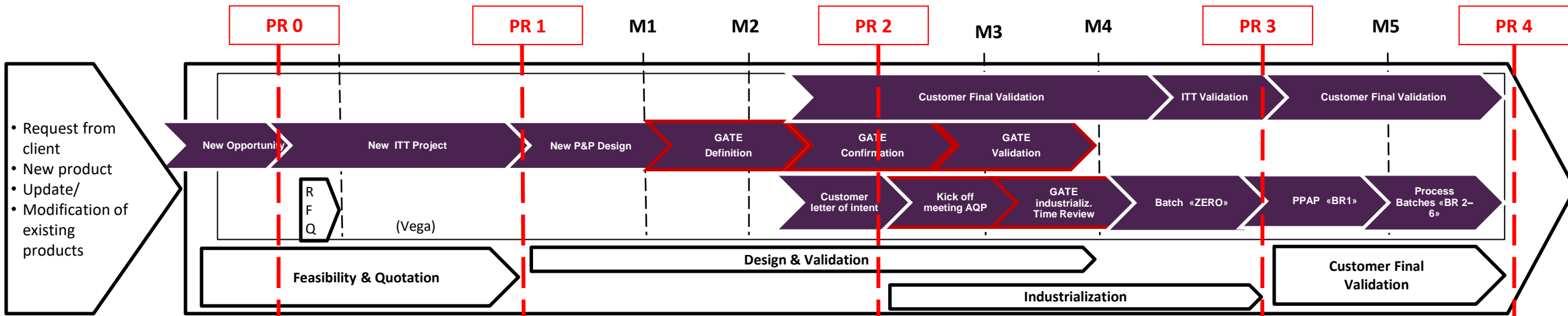
Area	NAM	Tel	Mob	Email	FORD	GM	FCA	HONDA	TESLA
Area Program Manager	Derek BACH	+1 (248) 863-2154	+1 (248) 520-8345	derek.bach@itt.com	R	R	I	I	R
Project Manager	Matt GAULRAPP			matt.gaulrapp@itt.com	I	S	R	R	I
Application Engineer	Todd FOREN	+1 (248) 863-2145	+1 (248) 345-6187	todd.foren@itt.com		I	A	A	
Application Engineer	Marc COLE	+1 (248) 863-2134	+1 (248) 200-8183	marc.cole@itt.com	A	A	I		A
PM Support	Michela GAUTERO	068		michela.gautero@itt.com			A*		
PM Support	Clelia CLANCE			clelia.clance@itt.com	A*				



Cross Functional Approach to the business

ITT Projects phases – from the PAST to the FUTURE





ITT ORGANIZATION	WP000	WP100	WP200	WP300	WP400
Project Management	WP010	WP110	WP210-1 WP210-2	WP310	WP410-1 WP410-2
Sales	WP020	WP120	WP220	WP320	WP420
R&D	WP030	WP130	WP230	WP330	WP430
Technical Dept.(UT)		WP140	WP240	WP340	
Project Cost Managem.		WP145	WP245	WP345	
Quality		WP150	WP250	WP350	WP450
Sales Inventory Operations Planning		WP160	WP260	WP360	
Purchasing		WP170	WP270	WP370	
Finance		WP180		WP380	
Technologies		WP190		WP390	
Supply Chain				WP395	WP495

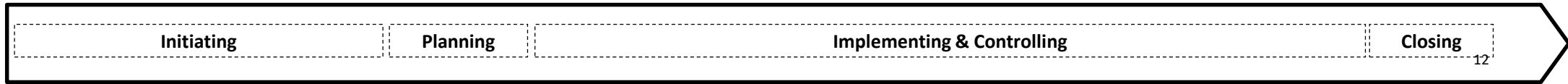
Start

Quote

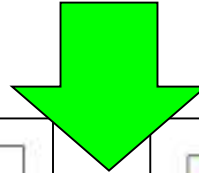
Award meeting

Start PPAP

SOP



ITT Friction Process GO LIVE!



 ITT <i>Engineered for life</i>	OPERATING PROCEDURES			PO 7.1-03
	Drafted by: IPMA Allemandi-Bouzakraoui	Date of issue: 27.01.2016	Updated on:	Page 1 of 17
Section: 7 – PRODUCT REALIZATION				
Title: PROJECT MANAGEMENT				
Department Affected: Sales, PM, R&D, Quality, UT, Tech		Approved by:		
Distribution: ALL		L.SCARABELLI		

***Project Management
Procedure go live in 2016***

 ITT <i>Engineered for life</i>	OPERATING PROCEDURES			PO 7.2-01
	Drafted by: S.ALLEMANDI	Date of issue: 26.04.2015	Updated on: 28.01.2016	Page 1 of 10
Section: 7 – PRODUCT MANUFACTURE				
Title: REQUEST OF QUOTATION AND AWARD MEETING				
Departments Affected: ALL		Approved by:		
Distribution: SALES, R&D, PM, QUALITY, TECHNICAL		L. SCARABELLI		

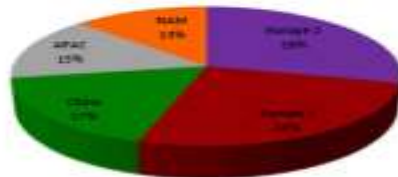
***Sales Procedure Update
In 2016***

ITT Friction - PM Metrics

Average Nr of Projects by Area

The graph below shows how many projects (all categories) with PM involvement are allocated to each area

PM Area	Avg Nr Of Project Q1	%
Europe 2	95	29%
Europe 1	86	26%
China	57	17%
APAC	49	15%
NAM	42	13%
Totale complessive	328	100%

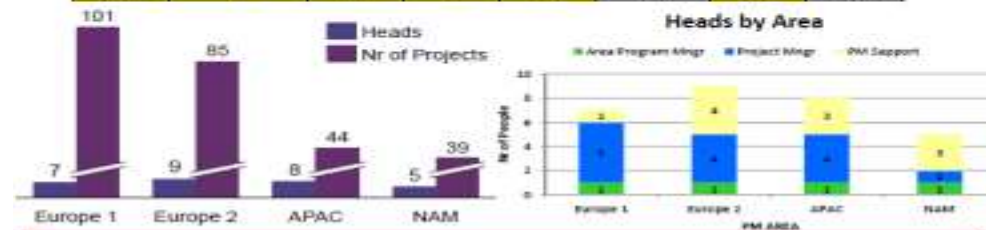


Europe 1 and Europe 2 cover the 55% of all ITT projects with PM involvement Yes

Heads per Area at the end of Q1

In this slide it is possible to identify how many person are allocated to area in percentage.

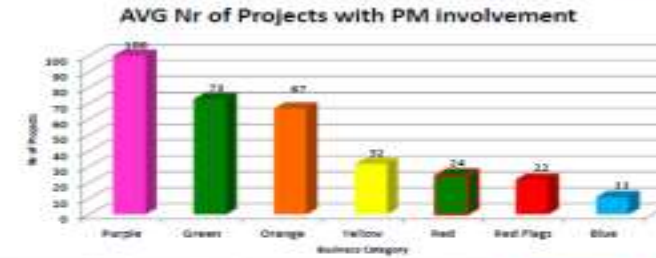
Head by Area	Area Program Mgr	Project Mgr	PM Support	Heads	% on Tot Heads	Nr of Projects	% on Nr of Projects
Europe 1	1	5	1	7	24%	101	31%
Europe 2	1	4	4	9	31%	85	26%
CHINA	* China PM Coverage is a WIP			-	0%	62	19%
APAC	1	4	3	8	28%	44	13%
NAM	1	1	3	5	17%	39	12%
TOTAL	4	14	11	29	100%	331	100%



Data refers to all the projects with PM involvement at the end of March

Average Nr of Projects vs Business Category

The graph below shows how many projects with PM involvement are present in BU according with the business category.



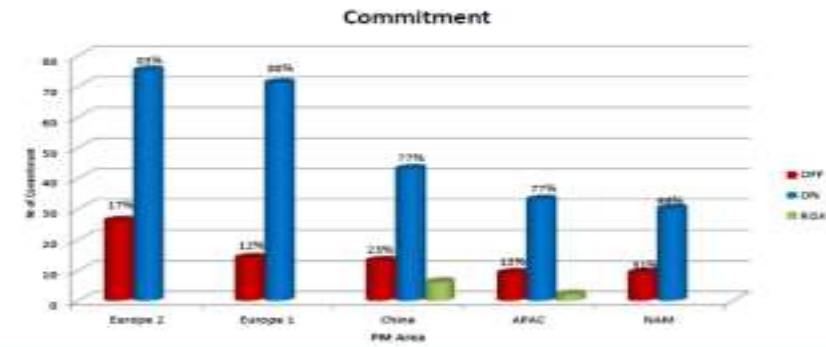
- ✓ Blue = Future Opportunity w/o RFQ
- ✓ Orange = Future Opportunity with RFQ
- ✓ Yellow = Replacement to re/win
- ✓ Purple = Awarded / Won
- ✓ Red Flags = Mass Production with Issues



Average nr. of Projects with PM involvement in Q1: 328

Commitment at the end of Q1

According with the sales office manager, those are the projects considered ON and OFF and where the PM is involved



Risk on Lavidia PQ34 (China) and Honda Vezel 2XP NAO and LS (APAC) lost, but pads shipped until September



Challenges and Next Steps



Challenges

- Culture and mindset
- Processes are not bureaucratic procedures



Next steps

- Business opportunities selection
- Proper resource allocation and management
- Optimize project profitability
- Increase Company know-how and PM managerial skills
- Drive the change



Thank You