



# SPECIALISTA GLOBALE NEI SISTEMI FRENANTI



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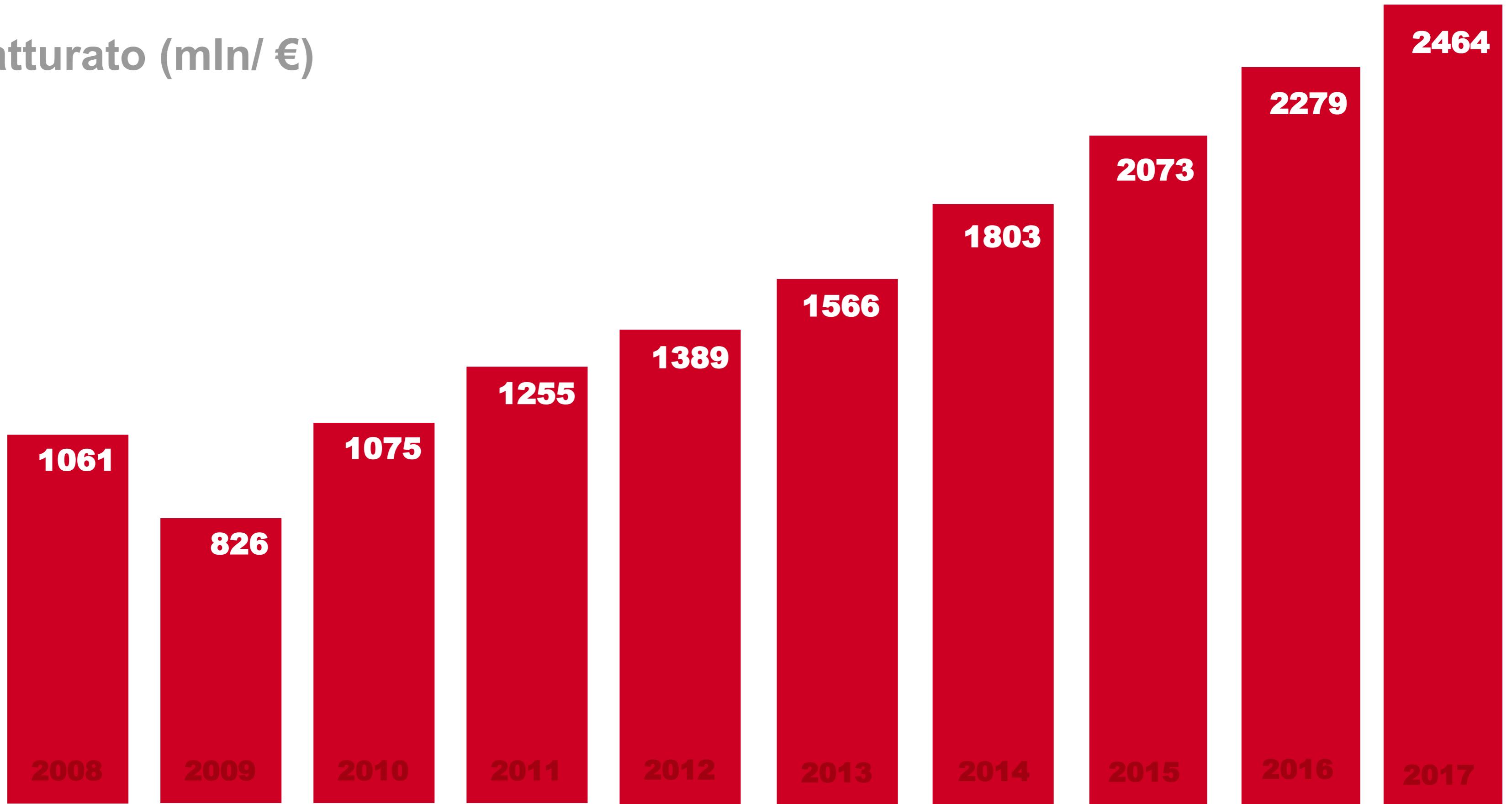
# DESIGN INTEGRATO



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# fatturato (mln/ €)



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**9.837**

**dipendenti  
a dicembre 2017**

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# CINQUE BUSINESS

**auto  
& truck**

dischi freno



**auto  
& truck**

sistemi frenanti



**moto**

dischi freno  
sistemi frenanti  
ruote



**after-  
market**

componentistica  
sistema frenante



**perfor-  
mance**

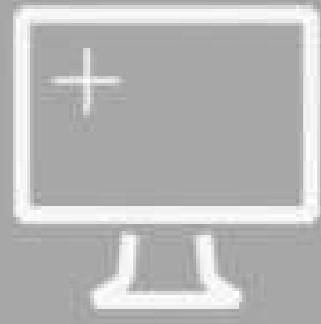
impianti da  
competizione e  
componentistica  
tuning  
ruote moto



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# CONTROLLO DI TUTTA LA CATENA DEL VALORE

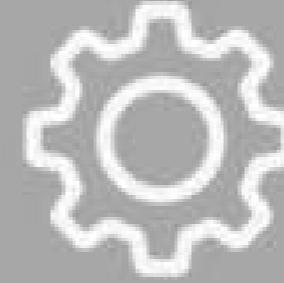
ricerca  
& design



fonderia



Lavorazione e  
assemblaggio



controllo  
qualità



logistica



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# PRESENZA IN TUTTO IL MONDO

**NORD  
AMERICA**  
USA  
Messico

**AMERICA  
LATINA**  
Brasile  
Argentina

**EUROPA**  
Italia  
Germania  
Spagna  
Svezia

Regno Unito  
Repubblica Ceca  
Polonia  
Russia

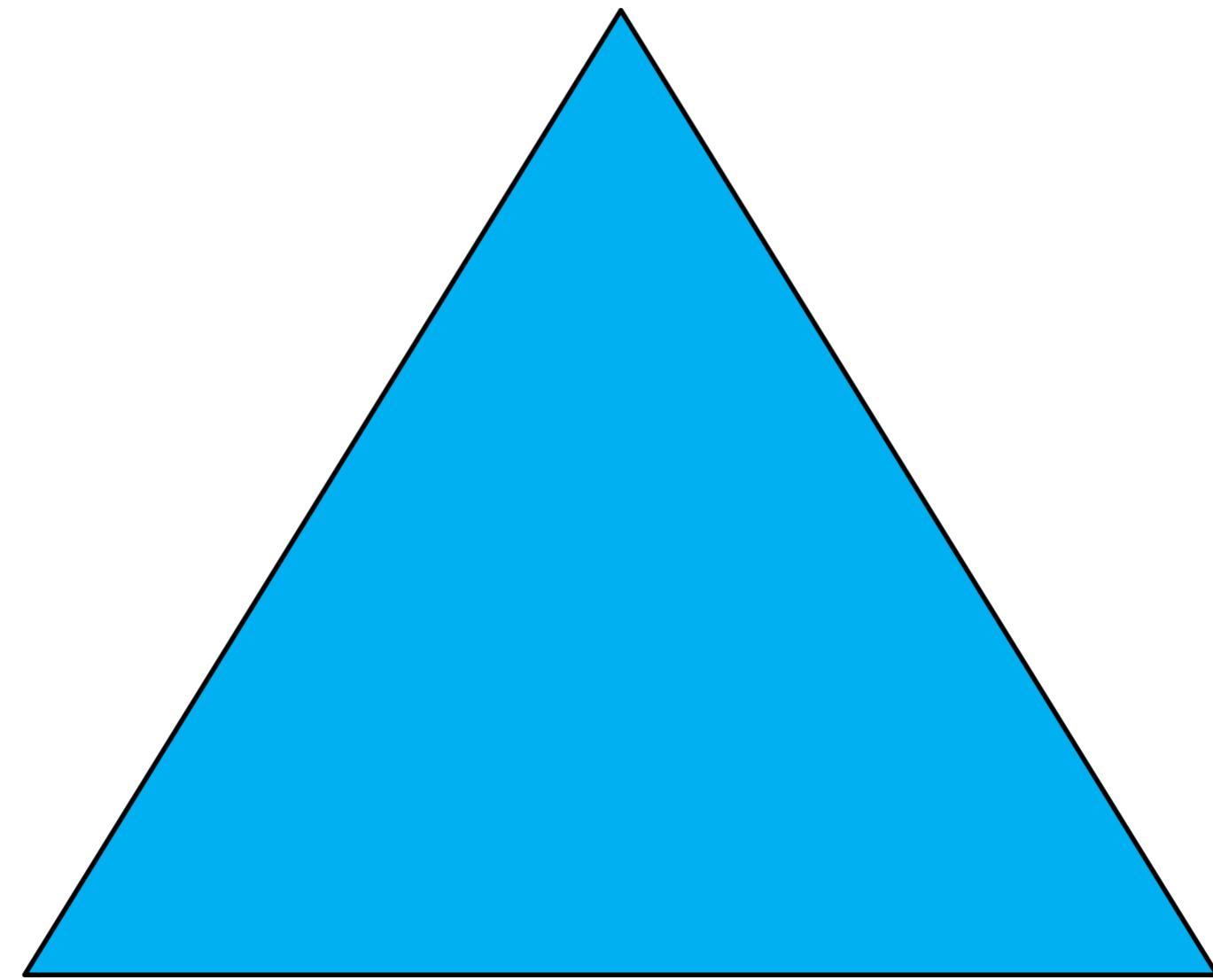
**ASIA**  
Cina  
India  
Giappone



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## Central Functions



**Div/Business Units**

**BU/DIV Functions**

**Regions/Countries**

**Country Functions**

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# Talent Management System

		Talent Strategy & Business Alignment								
Organization & Governance	Talent Planning Process & Solution Design	Engagement Strategy	Integration Strategy	Talent Systems Strategy	Change Management Strategy	Measurement Strategy				
	<b>Workforce Planning</b>		Enterprise Skills Gap Assessment Critical Talent Assessment		Diversity Planning Talent Forecasting Scenario Planning		Talent Segmentation Critical Role Identification			
	<b>Capability &amp; Competency Management</b>			Job Profiles	Competencies	Behaviors	Experience	Skills		
	<b>Talent Acquisition</b>	Leadership Development	Executive Education Leadership Curriculum Assessment & Evaluation		Action Learning Job Rotation Coaching & Mentoring		<b>Total Rewards</b>			
		Succession Management	Talent Profiles Assessment & Calibration HIPO Identification		Talent Reviews Talent Pool Management Talent Mobility		Rewards & Recognitions Pay for Performance Benefits for Talent Development Experiences			
		Career Management	Skill Assessment & Transferability Career Planning & Development Professional & Management Tracks		Employee Brand Coaching & Mentoring Talent Mobility					
		Performance Management	Goal Alignment Skill Gap Analysis Coaching & Development		Bench Strength Assessment Performance Evaluation & Calibration Performance Based Pay					
<b>Learning &amp; Capability Development</b>			<b>Learning &amp; Capability Development</b>			<b>Learning Content</b>				
Learning Strategy Audience Analysis Learning Programs Formal & Informal Approaches			Deep Specification		Learning Agility		Learning Content Learning Architecture Knowledge Management Measurement & Evaluation			
<b>Process Design &amp; Mapping</b>			<b>Talent Infrastructure</b>			<b>Talent Systems</b>				

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# Tratti organizzativi (oggi)

- **Modello organizzativo stabile ma aperto al cambiamento e all'innovazione**
- **Equilibrio tra Div/BU/Funzioni/Paesi**
  - DIV/BU
  - Regioni/Paesi pieno ruolo (strutturato nei processi/matrici)
  - Funzioni (centrali e Div/BU) con crescita coordinata al centro e nei paesi
- **Piattaforme**
- **Pochi layers**
- **Ampio span of control**
- **Matrice**
- **Riporti con sistema a supervisori multipli (doppio gerarchico)**



# Trend organizzativi (int.)

- Modello organizzativo nei paesi multi-business da estendere
- Organizzazione per piattaforme richiede continua manutenzione



# Trend organizzativi (est.) - 1

- **65% dei bambini scolarizzati oggi saranno impiegati in ruoli che ancora non esistono (US dept. of Labor)**
- **Entro il 2020 1/3 delle competenze ricercate per molti ruoli non sono ancora considerate come cruciali (World Economic Forum)**
- **30% dei ruoli sul mercato del lavoro attuale sarà sostituito entro il 2025 (World Economic Forum)**



# Trend organizzativi (est.) - 2

- Demografia (generazioni a confronto, sempre più a lungo)
- Organizzazione (agile, swarm, ecc)
- Trasformazione digitale
- Costrutto di “Lavoro”
  - Datori di lavoro/contratti multipli?
  - Nuove professioni (e chi ci dialoga)





**Le cose semplici le sanno fare tutti,  
le cose difficili le sanno fare in pochi.  
Noi dobbiamo fare quelle difficili.**

**Emilio Bombassei**  
*Fondatore*

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