

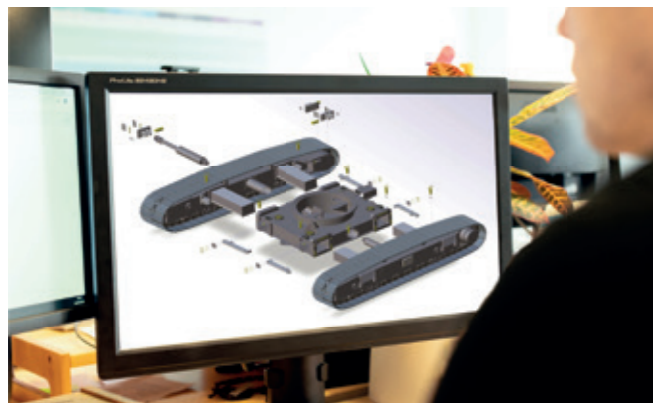
# winning choices

## The values that made the company

Product quality, attention to the environment, continuous innovation, territorial autonomy. However, at Italttractor Itm, people come first

There are entrepreneurial realities of prime importance on a world scale that sometimes you simply don't know. It's because they operate in niche sectors, maybe, or because they have always focused on the concreteness of their work, rather than on communication. Italttractor Itm is one of them. A few eloquent figures are enough to prove its size: a total turnover of around €450 million, 1,600 employees and production facilities located all over the world (from Brazil to India, from China to Texas, from Australia to Germany and Spain). These characteristics define a company that is an absolute leader in its sector: the construction of undercarriages, which are used, depending on the case, by agricultural machinery, construction machinery, or inside mines, one of the most particular and specific markets. While the size is global - and the ownership, since 2012, American - the heart and brain are deeply rooted in Italy. More specifically in Valsamoggia, in the heart of the famous 'Motor Valley', of which this specific production can be considered in some ways a branch. After the pioneering years of the original company, founded

at the height of the economic boom in the Modena area, the difficulties encountered at the turn of the millennium brought new leadership (the Titan group) and, since 2006, a new Chief Executive Officer. Maria Cecilia La Manna, originally from Romagna but with a profoundly Anglo-Saxon background, has been at the helm of Italttractor for the past 16 years, and much of the growth, dynamism and vision of the company has come from her expertise and decision-making skills. "I am not an entrepreneur, but in fact I do consider myself one. When I arrived, I knew little about this specific production sector, but over the years the constant challenges have made me increasingly passionate about this company, and although my task in relation to the owners is always to ensure the achievement of strategic objectives and the shared budget, I feel a strong sense of responsibility to give an increasingly sustainable and concrete future to the company and to all those who work there". For such a large and articulated entity, the objective inevitably passes through the integration of multiple activities and interventions. First and foremost, the company keeps a watchful eye on the various markets where it operates, with the ability to relate to each of them in different ways. "Being a global player means tackling each territory from a specific point of view, recognising



Engineering Department



Maria Cecilia La Manna, Chief Executive Officer of Italttractor Itm

### AN ACADEMY TO PASS ON SKILLS

Sixty years of history and a high-level production structure on a global scale deserve to be known and passed on, also as a tool for growth and training. This is why Italttractor is about to launch the Itm Academy: "A school that leverages the experience gained to create transversal skills, through specific study sessions," La Manna points out.



Being a leader for this product means making complete undercarriages, also on demand, based on the different needs of customers and sectors

its peculiarities and differences - stresses La Manna - This presupposes a capillary organisation, attentive to making the most of people area by area. The relationship with the various territorial managers is based on trust, and allows them to make the most of local skills. It's a business model that mixes leadership and territorial autonomy. Also thanks to this approach, Italttractor has grown geographically steadily, investing in developing countries such as Brazil (a very important area, especially for the agricultural and mining market), China (since 2009) and lastly India ('a market destined to grow a lot,' says the CEO). And such an articulated location also allows great production flexibility: the "multiplant" system is of fundamental importance and very topical, in times conditioned by variables such as the cost of energy, transport and raw materials. This global vision, however, does not lose sight of Italian activity. Three of the company's production plants are located in Italy (Ceprano, Fanano and Potenza) and, above all, there is its headquarters, just outside Bologna, where all the main inputs, including in terms of research and development, come

from. "Innovation has always been at the heart of our investments," continues La Manna. "We have launched an Industry 4.0 investment programme, which should lead us, over the next three years, to significant growth in terms of efficiency and therefore to good levels of competitiveness of our Italian plants. Being always at the top is also necessary in order to constantly guarantee product quality, a topic on which the company focuses a lot, whether it is a matter of complete undercarriages - also made on demand, based on the different needs of customers and sectors - or components. "Being a leader for this product means doing research in



Testing Laboratory

many directions. Firstly, this applies to the different materials, with a 360° focus on new developments. Reducing environmental impact is an issue that is very close to our hearts: for this reason, for example, we are developing products with no oil, or with biodegradable oils, and we continue to work on product life, to minimise soil contamination and thus improve the eco-sustainability of our products". Then there is IoT

technology, a crucial element in innovation. "We are the first in this field to combine sensors with our products. There is more and more reason to use components to enable autonomous driving: so, from the original metalworking company, we are entering the field of electronics, the application of artificial intelligence and digital technology. However, last but not least, people come first. "The people who work are always in the first place - concludes La Manna - and these years, marked by Covid, which have brought significant economic changes, but above all cultural and social ones, have stimulated us to reflect more in this regard. This is why we have started a process of listening and sharing our values more widely, truly involving everyone who works in the company, at every level: because without clear and shared values, you cannot remain a leader". ■

## THE FUTURE BELONGS TO THE YOUTH

Looking to the future means first and foremost focusing on young people. This is what the "Itm needs youth" project is all about. "We have brought graduates or undergraduates from various backgrounds into the company - says CEO Maria Cecilia La Manna - and I must say that they find it very interesting. This is a great satisfaction for me, because we do not produce luxury goods, but we are still attractive to young people. This is also thanks to the constant relations we have with various universities in Italy and around the world.

