

## Introduction

A key distinction to be done upfront is between engineering within manufacturing businesses and engineering services. The declination of our consulting services might be different within these areas, although the principles, in many cases, might remain the same. For a need of synthesis, we will have here a single section, specifying details in some cases. We invite you to contact us to discuss specific challenges, solutions and services for your specific case.

## Typical Subjects for Engineering as a function within a company and for Engineering Services Providers

Engineering is powering ideas. Achieving effectivity and efficiency in doing it is a major challenge. How to transform ideas in practical applications is the meaning of engineering itself and it is a whole world of opportunities and challenges. An additional areas which typically is giving challenges and opportunities is the ability of the engineering area of supporting the business, its ability of thinking and acting entrepreneurially while keeping the necessary objectivity and critic view of the business ideas.

Challenges and opportunities come from the skills and technology management, as it is fundamental ensuring these are adequate to implement the business strategy and obtain the wanted results.

A recurring subject, especially for Engineering Services Providers, is defining the business itself, the vision and mission, identifying what is the customer's problem the business aims to solve, therefore defining a strategy and aligning processes, structures, skills, teams and technology to this strategy.

## The solutions for Engineering as a function within a company and for Engineering Services Providers

From our experience, it is fundamental that the engineering always conceive its work, plan and realize it according to the following key principles:

- Engineering shall be an added value for its customers, whether internal or external.
- Engineering shall be a competitive advantage for the business.

We have a vast and successful experience in ensuring that the principles above are respected and that engineering is efficient and effective, delivers solutions aligned with the business strategy and contributes to increasing its assets with excellence in conceiving and realizing technologies and their deployment.

We can write some key words as a guideline of the services we offer, being sure the details can and shall be worked out in cooperation with the Customer.

- •Synergies and contribution of the engineering on the overall business strategy.
- •Improvement of the organization and processes.
- •Team management and knowledge management, automation, digitalization, knowledge transfer, leadership.
- Technology and innovation management.
- Product improvement, including cost reduction and value enhancement activities.

Some details are reported below.

•Know-how management: internal/external: we support companies in defining what are the areas of expertise within the company and the market requirement, then we support aligning them.

We identify what is the know-how necessary to implement the strategy and how the requirement is fulfilled internally.

We organize the know-how, including, generating improvement also in digitalization, software, manuals, etc.

- Process improvement for manufacturing companies, ensuring engineering is integrated with the other functions, contributing to the product improvement and delivering competitive advantages addressing the customer's needs, reducing the product cost and enhancing the product value. Usually, an area of focus is how to address change, both in terms of market change and contract modifications.
- •Processes improvement for Engineering services providers: from the initial customer contact, through the bidding phase, the initiation of the project in the team, the project management (central areas include also competences, engagement, earned value, customer management), the cash management, the customer satisfaction and project closure.
- •In general we contribute improving sales, business development and customer management, which are key areas typically offering potential. This is particularly relevant for engineering services providers.
- We improve integration across the company, ensuring this to move as a coherent body, while valorising diversity and individual contributions. This include an in-depth team-building work, work on the leadership and the internal structure, ensuring linking each area with a positive team spirit and with practical links.

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