



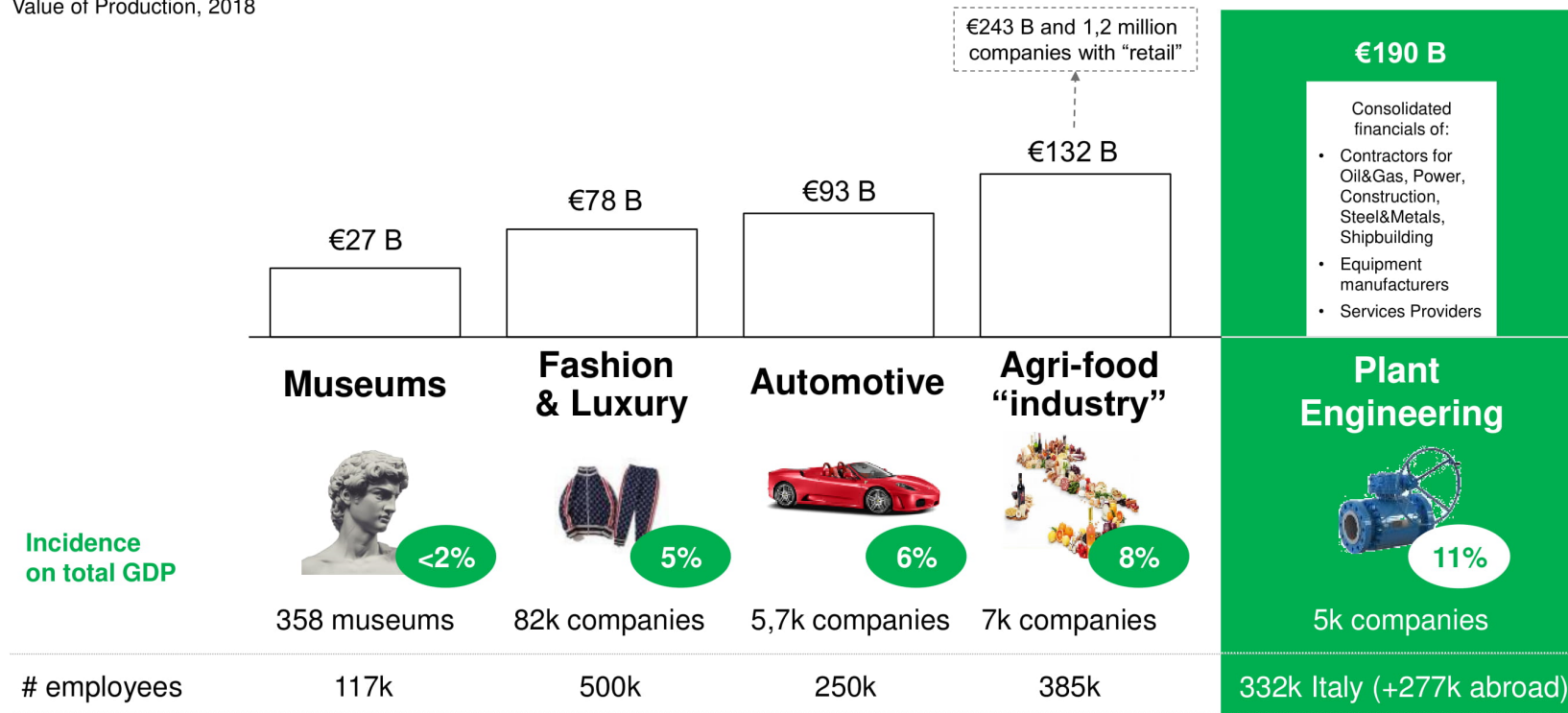
ASSOCIAZIONE NAZIONALE DI
IMPIANTISTICA INDUSTRIALE



The Italian plant engineering supply chain

A leading value chain for what Italy is famous for

Value of Production, 2018

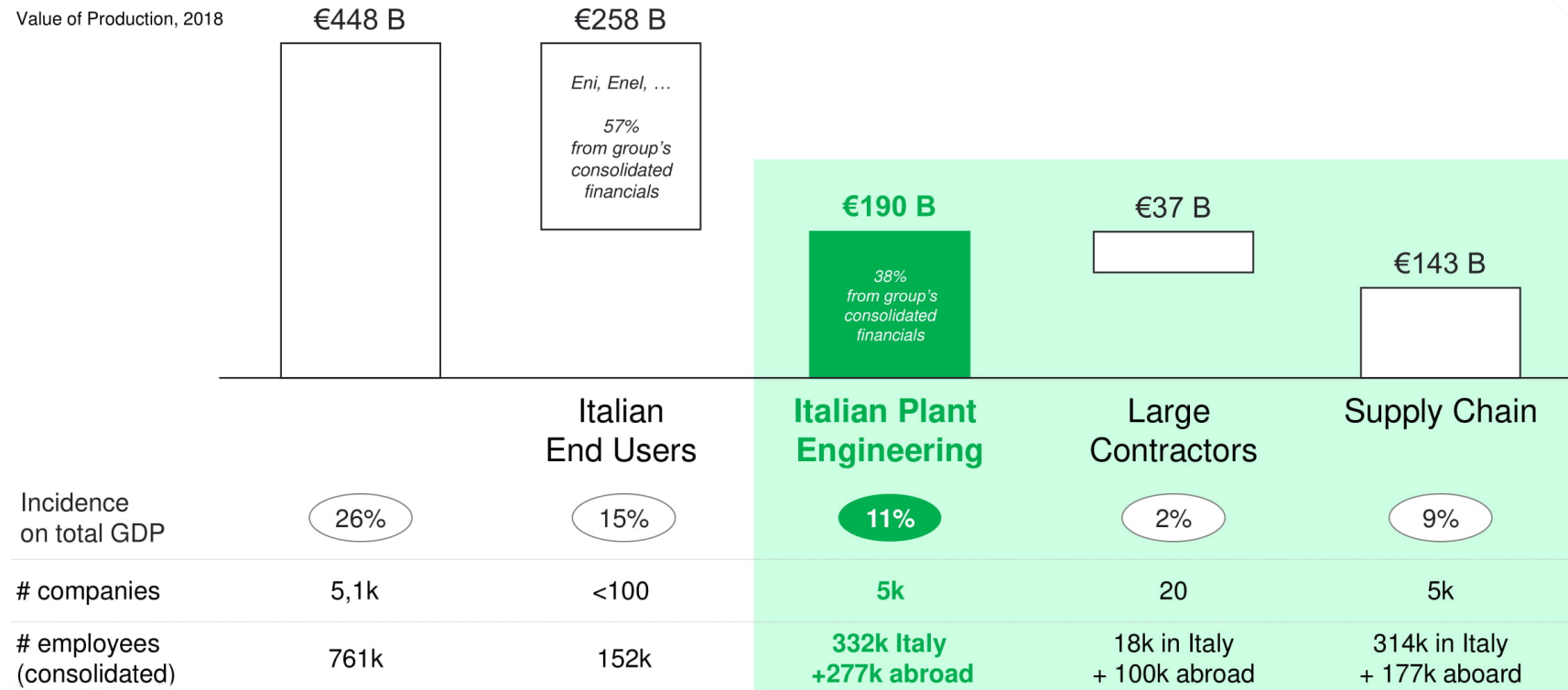


Source: analysis by Cribis D&B and SupplHi on Cribis D&B, BCG, Quattroruote, AlixPartners and ICE public data. Note: not considering Italian End-Users (Eni, Enel, ...)



The Italian plant engineering supply chain

5.000 companies representing 11% of Italian GDP ...



Progetto Filiera Sostenibile

The project aims to define guidelines and actions for the **Italian plant engineering supply chain** to improve **growth** and **competitiveness** in Italy and in the world.

Starting from the analysis of the industry, the project will define areas in which processes, systems, and collaborative solutions can improve performances.

STAKEHOLDER ENGAGEMENT

A new **model of stakeholder engagement** could give us a **competitive advantage** in the global market: the goal is to switch from transactional-based relationships to **collaboration**, **Animp** it's the ideal campus for the whole process and **technology** will be the enabler.

The project will be developed through **four streams** in **10 months**.

Each stream will have a different team, plan of the activities, PM, specific goals and follow up, with the aim to develop different **Proof of Concepts** to be tested in orders.



Objectives of each stream

Sustainability

- Align GCs and end-users by defining the recommended set of information and metrics required to assess suppliers' ESG performance, and develop a digital platform to collect, update and share these information.
- Develop metrics and methods to create the Life Cycle Assessment of a plant or a sub-unit, expressed in environmental footprint.

Supply chain finance

- Investigate costs and benefits of supply chain finance instruments to mitigate performance risks.
- Develop a set of services and solutions to lower financing costs and potentially improve working capital of companies by leveraging their roles and respective relations.
- Investigate requirements and benefits of an ESG qualification in order to access to green finance (e.g. Green bond).

Synergies

- Map which activities are Core-Distinct and Core-Related to define where a transversal economy could reduce costs.
- Define Business Support (e.g. Doc. Control., Eng. Support services, etc.) and Back Office (e.g. IT, HR, etc.) activities that could be pooled, and create a collaboration between suppliers and GCs to share ownership and risks on those portions of business.

Middle East section

- Identify the possibility of sharing tools of the Italian supply chain abroad in a context that requires technology transfer and relocation of parts of the production.
- Build a reference point for the Italian companies in ME that brings information on tender notices and local content requirement, and that disseminates knowledge to the SMEs on how to invest in the region.



Key Benefits



- **Cost and time reduction** in answering to a singular **ESG questionnaire** on a digital platform
- **Lower financing costs** (lower interest rates) and **easier access to credit** (short-term financing)
- Access to **best of service and best of technology** on non core-distinct and core-related activities shared with other GCs or suppliers
- Focus on the **core activities** that attract and retain clients and talents
- Access to crucial informations to **invest in ME**



General Contractors

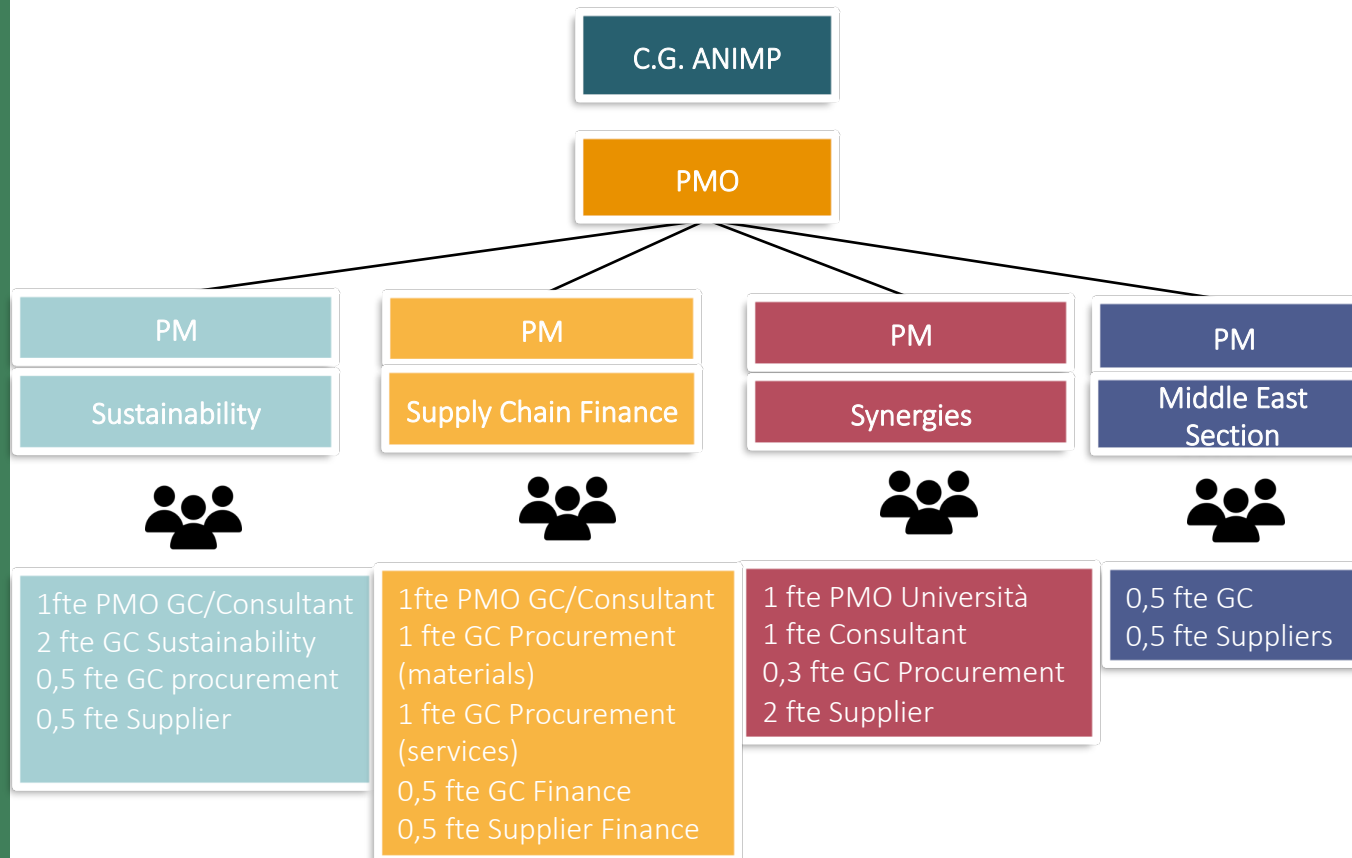
- Strengthen of the suppliers' base
- **Cost and time reduction** in collecting information on suppliers' **ESG** performance
- **Mitigation of performance risk** (e.g. reduction of delays on projects due to suppliers' performance)
- **Cost reduction on non core-distinct** and core-related activities shared with other GC or suppliers
- Focus on the **core activities** that attract and retain clients and talents
- Take advantage of business opportunities in the Middle East with a **stronger Italian supply chain**

The Italian industry

- Development of **long-term relationships**
- Promote **investments in Italy**
- Facilitate **reshoring**
- Valorize **regulations and practices already adopted in Italy**
- Develop business opportunities in the Middle East through a **strategical support**



Governance



ROLES

STEERING COMMITTEE

- Definition of objective and guidelines

PMO

- Overall coordination of the program
- Check of consistency of solutions, corrective actions

AGILE TEAMS

- Development of contents
- Running the agile sprints
- Summarising the proposals for the steering committee

PROJECT TEAM

- Team Leader: ANIMP
- Key Role: GCs specialists
- Strategy Advisor: Bain
- Program Enabler: Accenture
- Solution providers: SupplHi
- Academic Partner: POLIMI



Timing and activities

