

# **GEICO TAIKISHA - STRATEGY & ORGANIZATION FOR MAKING A SUSTAINABLE WORLD**

*Milan- 19<sup>th</sup> October 2018*

*Mario Gibertoni*

*CMC-Global Academic Fellow*



Mario Gibertoni, former officer of the Military Navy, has gained basic skills in multinational companies (Fiat Iveco, Fiat Teksid, Beretta Armi), where he has assumed increasing operational and decision-making responsibilities, both in the technical-organizational areas and in general management of companies. Graduated in economics and having a significant business experience, in 1983 he decided to enter the world of Management Consulting. He then specialized in the Toyota Production System in Japan, at the prestigious JUSE (Union of Japanese Scientists and Engineers) and in the US at the Asq (American Society for Quality).

He is a management consultant, university professor, author of specialist books, scientific referent and lecturer on organization and operations at the Sole 24Ore Business School and, finally, Chairman of Gruppo Studio Base, which he founded in 1983. In 2013 he specialized in Industry 4.0 and Digital Transformation at the Fraunhofer Institut and the University of Stuttgart where acquiring the necessary know-how on the subject to support, with counseling and training sessions, client companies on the issues of Smart Factory and to lead them towards Industry 4.0. For his work he received numerous international awards. In 2018 he has become [CMC-Global Academic Fellow](#).





*Per noi l'impegno verso la Comunità e il Territorio è parte integrante del fare impresa. Sentirsi responsabili verso le persone e la città in cui operiamo significa anche prendersene cura.*

***Our commitment to the community and the territory is an integral part of doing business. Feel accountable to the people and the cities in which we operate also means to care for it.***

**Arabnia Ali Reza.**

*Fare ricerca vuol dire investire in tecnologia e nelle persone.  
E non si può fare innovazione tecnologica se prima non si agisce  
sulla mentalità delle persone"*

*"Mio padre crede che in un'azienda ci debba essere un  
"ambiente gentile"*

***Do research means investing in technology and in people  
you can't help technological innovation unless you will not  
affect the mentality of people".***

***"My father believes that in a company there should be a '  
friendly and loving environment"***

**Daryush Arabnia Reza.**



Long-standing industrial tradition (1963), with a leading role **in supplying car manufacturers with complete automated paint plants.**

It has built some of the most significant **plants** in the world, integrating already existing plants, modernizing lines that had become obsolete, and building green-field turnkey factories.

It is a **global industry leader** in the planning and construction of turnkey automated car painting systems whose main customers are global car manufacturers.

Through continuous innovation of the processes and technology solutions, technology and know-how investments and human resources development, Geico has achieved **excellence.**

The Geico and Taikisha **partnership** dates **2011**, when Geico consented to a partial acquisition of Geico by Taikisha.

Geico and Taikisha today have a joint presence in 28 countries:

- over 52 offices
- 6 manufacturing units
- annual turnover of \$1.8 billion
- over 5.000 employees, of whom more than 1,000 are engineers and painting industry specialists

Founded by **Giuseppe (Pippo) Neri** and **Giancarlo Mandelli**, the company's original name was Neri & Mandelli.

**Partnerships** were soon done: first with **Drysys Equipment**, a company engaged in the car treatment and painting system sector together with Carrier since 1905, then with **Haden**, an international industry giant.

The oil crisis and the tense political climate of the 1970s lead Haden Drysys to sell its shares to **Gecofin**, run by the Neri family.



**Pippo Neri**



**Arabnia Ali Reza**, son-in-law of Pippo Neri, who was managing the Nigerian branch, returned to Italy to manage FAST, a company manufacturing paint tinting and mixing machines.

In 1994, after the sad death of Pippo Neri, Arabnia and his wife **Laura** took control of the company.



**Arabnia Ali Reza**

In 1997 part of the company was acquired by **Comau**, (Fiat Group). By 2006 Geico was back in the hands of the Arabnia family, which took over Haden Drysys patents and launched the **all Geico project international network**, a global network of direct branches and strategic partnerships, which guarantees its geographical presence and increases projects capabilities.

In 2009, during the economic crisis, Arabnia decided to stake everything on **innovation and development**, with a view to being competitive and to displacing competitors on recovery of the market.

2011 is the year of the alliance with **Taikisha**, the Japanese giant specialised in the construction of car painting systems. As a result, Gecofin obtained **greater financial strength and the possibility to open up to a broader internationalization process, while maintaining technological leadership.**



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2013 is the opening date of the new **Pardis Innovation Centre**, the most important **R&D center** in the world in the car-painting sector (the result of the 2009 investment of 11 million euros). Here new, pioneering Geico technological solutions take shape and where more than 20 working prototypes of different technological solutions are displayed.

On its 50th anniversary, in 2013, Gecofin also inaugurated the **Giardino dei Pensieri di Laura** (Laura's thoughts of garden) inside the company; here you may find the "perfect balance of physical and mental wellbeing".

16 June 2020 should have been the **Energy Independence Day**, the deadline day for the development of an energy self-sufficient painting system (70% reduction in consumption).



**In 2017**, Geico hit the target: thanks to the high level of engineering innovation and continuous technological research, car bodies are now produced in Geico with renewable energy and energy consumption has gone from 900 kWh, to 270 kWh.

Geico corporate **strategies** essentially focus on:

- strong human resources development
- continuous method, process and product innovation
- constant willingness to invest in technology and know-how
- diligent and targeted penetration of international markets and new customers
- set of global commercial and technological alliances
- continuous project execution efficiency improvement
- systematic control of fixed costs

The Geico and Taikisha partnership aims to **achieve:**

- sustainable size
- financial stability
- competitive solutions in terms of both time and prices
- technological organization
- global infrastructures
- innovative product development and project management approach
- continuous solutions in the ecological and energy-saving field

Loyalty, transparency, consistency, determination, company identity pride and passion are the enterprise's **values**.

The **mission** is to understand and pursue customer expectations, providing the best and most competitive technological solutions, with respect for people, the local community and the environment.

The **core business focus** is on painting systems for the automotive industry, with continuous investment in innovation and in process engineering and services.



The company's **focus** is on verticalising know-how with an internal workforce of highly qualified professionals.

The main focus is on **people**: customers, employees, suppliers and partners.

Understanding expectations, respecting differences and encouraging passions in order to create a healthy and challenging work environment, is essential for Geico Taikisha, who aims to focus on **ethics** by encouraging honest, dignified and respectful behavior, both internally and externally.

Many efforts have been put on **human resources: youth and old aged employment**, continuous **training** thanks to the Training Fridays, which are based on the concept that sharing is the basis of knowledge and knowledge the basis of growth.

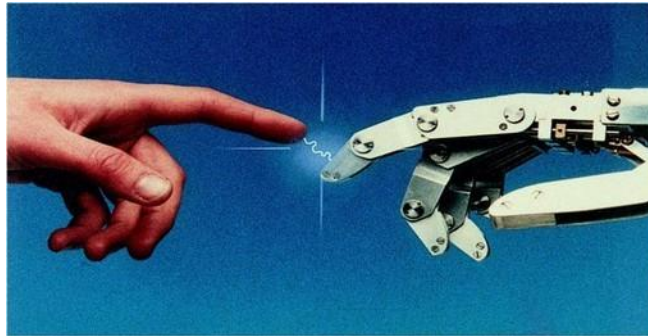


Many **cultural initiatives** too, for example:  
Teasing Fridays, cultural events to which well-known and respected Italian personalities (as writers, journalists and entrepreneurs) are invited to talk about some of their life experiences.

Painting, photography and sculpture exhibitions, along with corporate events, tournaments and social meals.



**In Geico Innovation is considered happening when technology meets humanity giving birth to increasing possibilities and thus building together the Industry 4.0 Smart Paintshop.**



Among the weaknesses and threats of the company, the most perceivable are:

- A highly bond to automotive cycles company; hence, if the sector is subject to a sudden crisis, there will be a lack of investments issuing from the stakeholder companies;
- New competitors;
- A highly centered governance on the person of dott. Ali Reza Arabnia.

The company's strengths are numerous and partially in contrast with its weaknesses and threats:

- Investments in technology and innovation;
- Employee-centred attitude highly concentrated on empowerment, team work, staff involvement in the company's vision and mission and in its values, loyalty and corporation pride and training;
- Strong leadership;
- Tendency towards the ecological and energy-saving field.

In general terms, what did impress you the most in the Company you visited?

Thinking to the topic of our Conference, i.e. Consulting for a more Sustainable World, what do you think you learned from your visit?

Did you find some approach that you would like to replicate in your future professional activities in the Sustainability field?

On the other hand, which way of doing did not convince you, so that you would try to avoid it, willing to be most effective in your approach?

Any doubts? Any questions?

Further comments ...

## What about the future?

**What are your suggestions to help Geico  
construct a MORE SUSTAINABLE WORLD?**





## THANK YOU FOR YOUR PARTICIPATION!



### The 6<sup>th</sup> CMC International Conference of Management Consultants

18-19 October 2018 | Milan – Italy | Congress Center Confcommercio | Corso Venezia 49

## MAKING A SUSTAINABLE WORLD

Creative thinking | Digital revolution | Friendly and disruptive innovation