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manufacturing-summit.com

An Interview with:

Cesare Ceraso
Manufacturing Plant Director
Stanley Black & Decker



1 What do you foresee as being the biggest game changers in your industry over the next 5-10 years?

The Fourth Industrial Revolution is different from the others by velocity, scope, and systems impact.

The speed of current breakthroughs has no historical precedent. When compared with previous industrial revolutions, the Fourth is evolving at an exponential rather than a linear pace. Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

So it is difficult to identify exactly which innovations will have the most impact.

Certainly in the world of manufacturing the advancement of HRI technology (Human-Robot Interaction) will have a significant impact. At the same time we will see the spread of 3D printers outside the fields of prototyping and low volume production.

Digital is the main reason why just over half of the companies on the Fortune 500 have disappeared since the year 2000 and even now any skilled engineer can take control remotely of any connected 'thing'. This capability will create incredible scenarios that will reshape the mobility and the way we do our work.

2 What advice would you give a younger you?

In times like these, where the speed of innovation technology and its accessibility has no precedent in the past, I think that a young man who is about to start a managerial career or rather a young man who wants to be a leader must truly focus on soft skills.

It will not be technology that makes a difference, but the ability to make profitable technology before anyone else.

It's not the big fish that ate the small ones; it's the fast that eat the slow.

To give speed to our business it is essential to know and apply emotional intelligence that is the core of soft skills.

There is only one area which a business or any organisation needs to address if it wants to go from averagely successful to excellent: how well the people in the business work together.

This is the value of emotional intelligence in the workplace.

Truly great leaders identify, understand and not only manage their own emotions, but are able to do that with others in a very empowering way. This is having emotional intelligence.

“Digital is the main reason why just over half of the companies on the Fortune 500 have disappeared since the year 2000”

3 What are your three biggest challenges on a daily basis?

A lean leader must have a daily business approach, strong and disciplined, focused on value creation.

We must put in place the maximum concentration on the continuous improvement of processes in order to eliminate waste.

Only those who focus on the processes and not on the results achieve excellence.

Basically the three main challenges are:

1. Stay focused avoiding multitasking to eliminate or reduce the managerial activities with no value (email, meetings, conversations not oriented to the wellness of the team, the secrecy and opacity of some data).
2. Maintain the daily practice of the testimony consistently between vision and action throughout.
3. Monitor the daily energy level of the team, work to increase the level of happiness of each component, because it is happiness that leads to success and not the vice versa.

4 What has been the proudest moment of your career to date?

It was when I applied the principles of lean in a volunteer organisation that was involved in the distribution of relief supplies to refugees.

See that the use of logic as the one piece flow or value stream mapping has improved the lives of many children has been priceless.

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