

PRESS RELEASE

Sirmax revolutionizes its internal organization: the Research & Development department (now *Opportunity to Market*) increases productivity by 20% with Conside's "Lean Agile" project

This will bring a wider range of innovative products to the market, anticipating trends and proposing sustainable solutions

Cittadella-Vicenza, April 19, 2022 – Less than two years after its start-up, **the results of the "Lean Agile" project, implemented by Sirmax Group thanks to the collaboration with Conside**, a Vicenza-based consulting company specializing in 4.0, Lean production, improvement strategy, management and business organization, are already tangible and concrete. **The project has revolutionized Sirmax's Research & Development department**, changing its internal organization model to promote the implementation of increasingly innovative products and processes.

Since spring 2020, Sirmax Group, a company based in Cittadella (Padua, Italy) specializing in the production of polypropylene compounds, engineering plastics, post-consumer compounds and bio-compounds for a wide range of applications, has applied an internal management system aimed at optimizing innovation processes. Existing management practices have been reconsidered to not only increase production efficiency, but also to increase innovation activities, **with the aim of designing materials able to anticipate market trends, also from the point of view of sustainability.**

For this purpose, a specific model developed by Conside has been applied, recording significant improvements: **12 months after the launch of the Lean Agile system, the productivity of Research & Development resources increased by 20% (calculated as the ratio between the number of samples and prototypes with a positive outcome and the number of Innovation and Development resources).**

The process involves starting from an idea – for example, an innovative antibacterial plastic or a new compound suitable for contact with food – and understanding whether the market may like the product through data analysis and commercial comparisons. Development and production times are then studied, and the cost and financial feasibility are calculated. Finally, adaptability to customer requirements is considered. This is a much shorter process than those used in the past.

"Sirmax has grown over the years thanks to the excellence of its products and its ability to grasp the evolution of the market," explains Massimo Pavin, Sirmax Group president and CEO. "Now we must change course, adopt a new approach, and reverse the process: today we must focus on strategic,

concrete and innovative projects. It is therefore extremely important to select the right ideas and quickly transform them into innovative and sustainable solutions”.

This does not mean applying a repetitive and standardized process, but rather an agile organization model in which new creative ideas and a rigorous process schemes merge to allow for faster, more punctual proposal development.

“Everything started with Massimo Pavin’s idea to completely redesign the organizational structure of the company’s R&D department,” adds Gianni Dal Pozzo, CEO of Considi, “with the aim of increasing market response speed while simultaneously intercepting different opportunities with new high-tech applications. Based on this input, Considi has designed an extremely dynamic structure in which different areas interact with each other in a proactive flow”.

More specifically, the **Opportunity to Market** department created within Sirmax is divided into three areas: **Strategic Marketing**, which deals with the collection and analysis of market data and the launch of new products; **Innovation**, which is responsible for long-term projects, i.e. the most innovative and far-reaching projects originating from the decisions of a committee; **Development**, which works with short- and medium-term projects, i.e. those supported by commercial requests.

The Opportunity to Market, Commercial and Supply Chain departments contribute to creating new customers and products for Sirmax through the **Innovation Committee**, a coordination mechanism placed at the intersection of the three departments, which has an overview of all projects, coordinates their progress, and markets them through Strategic Marketing activities.

The task of examining projects – which previously fell to the R&D department – is now carried out through a web-based portfolio management tool produced by Considi called ‘Swirl’, a term that evokes a constant and continuous vortex of evolving ideas. The tool makes it possible to manage all the different processes and their feasibility from an economic and financial point of view, ensuring that everyone is aware of the progress and production flow of the products. **Everyone can contribute to the projects with ideas, everything is programmed, and data is immediately and clearly available.**

“With the same number of staff and by reallocating resources in a more balanced way, the Lean Agile project increases speed and efficiency,” says Dal Pozzo. “Until now, the company received requests from the market and fulfilled them by customizing them according to the client’s needs. Now it is also able to optimize its proactivity by suggesting new products of its own design to be put on the market, increasing quality, innovation, and sustainability”.

Sirmax Group

Sirmax Group, with headquarters in Cittadella (Padua), is the leading independent European manufacturer (and among the top global manufacturers) of polypropylene compounds used across all sectors: automotive, household appliances, power tools, household, construction, and furniture. Active since the 1960s, today Sirmax boasts 13 production plants: 6 in Italy (Cittadella, Tombolo, Isola Vicentina, San Vito Al Tagliamento, Salsomaggiore Terme, and Mellaredo di Pianiga), 2 in Poland (2006-2019), 1 in Brazil (2012), 2 in the USA (2015-2020) and 2 in India (2017). Sirmax also has a sales office in Milan, Italy, and other branches in France, Spain, and Germany. Sirmax has acquired significant market shares in Europe, North and South America and Asia, and has become a global player on the international market. Among its clients are Whirlpool, Bosch-

Siemens, Electrolux, Karcher, Philips, Honeywell, ABB, Technogym, Stellantis, Volkswagen Group, Daimler, De' Longhi, BMW, and Audi. In 2021, Sirmax Group had a turnover of 480 million euros and employed 800 people worldwide.

Conside

Conside, based in Grisignano di Zocco (VI), Milan and Brescia, is one of the leading Italian consulting firms in the field of Operation & Innovation Management, specializing in services related to the Toyota Management System and Lean Organization. With a team of over 60 professionals, Conside helps companies in Italy and abroad increase competitiveness by applying the principles of the Toyota/LEAN System for a sustainable growth, also thanks to the technological opportunities of Industry 4.0. Conside is a Toyota Academy exclusive Partner for Italy and Toyota Engineering Corporation (TEC) exclusive Partner for Europe. In 2018, the company entered Borsa Italiana's Equity Markets Partner network and partnered with ISP Forvalue of the Intesa Sanpaolo Group to help companies face the challenges of the 4th industrial revolution. In 2019, Conside collaborated with T2i and Talent Garden Padova for the creation of I-Center, the Innovation Hub for Small and Medium Manufacturing Enterprises. It also activated an important collaboration with the Lean Center of the CUOA Business School for the dissemination of Lean culture in Italy. In recent years, it has also built a partnership network with its subsidiaries (Prorob, Ergoal, Sinedi, Sviluppo Formazione, CHR, Mixa and Vitale - Zane & Co Srl), which brings together more than a hundred professionals based in the Northeast but with a presence throughout Northern Italy.

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