

TANGRAM S.r.l.



***Business Development Consultancy***



## *Our social responsibility*

Tangram has been operating in South Tyrol since its foundation in 1994. In these years it has been firmly rooted in the territory, creating a network of relationships with interest groups and stakeholders both locally and further afield.

Through paying particular attention to its corporate identity, declared values and mission, Tangram has established over the past decade or more its role in the territory as an agent for change.

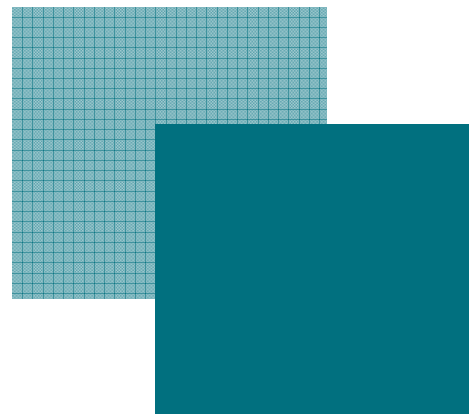
A constant theme has been the underpinning idea that an enterprise is not an entity dedicated exclusively to capital accumulation but one able to contribute to harmony and a sense of value and citizenship in the community and territory as a whole.

The role of any company as one producing an economic return should stand alongside its social commitment to be performed as part of the community. A profit orientated company can, therefore, be considered as having a positive influence on the community when it plans and equips itself with the means enabling it to play a greater role in the life of a community.

Tangram in pursuing its corporate growth has adopted a development model attentive to three dimensions: social, economic and environmental, wherein only thanks to a clear comprehension of their mutual interaction and dependency is it possible to plan a development compatible with a prosperous yet principled and caring world.

In this view of sustainable development the constant interaction with the territory has generated an ethical force that has led companies to create employment but also wealth of community, producing quality and innovation and enhancing its own professional competencies and those of its co-workers.

The basic principle of this philosophy is that to regard a company as successful means looking at the social dimension in which it operates and the attempts to build economic values together with its own stakeholders, creating a mentality and a culture founded on active participation and learning, where the customer can plan together with its partner/supplier.



In creating medium/long-term values, even economical ones, one cannot disregard however the need to work in tune with the actual environment in the most sustainable of ways, and to consider the reality of being part of a vaster system that involves different protagonists, where every individual or individual entity is a supplier of values to all the others.

From the territory Tangram takes the resources that become the productive factors for its development, on which fall back the effects produced by the company behaviour; all this generates propeller drives for a coherent and equal development. This two way unambiguous relation with the territory gives way to a process where responsible behaviour translates in concrete and measurable actions; this mechanism of value generation brings growth to the whole community. The ethical values called to sustain this process make up the force and drive to feed this endogenous mechanism that intends to generate values to the advantage of all.



Tangram's philosophy and values as cited above may be summarised in the concept of "sustainability at 360°", comprising three aspects:

- ◆ economic sustainability, i.e. operating in a way that decisions to do with enterprise give value not only in the short-term, but above all are capable of guaranteeing the continuity of the company in the long-run;
- ◆ social sustainability, i.e. promoting ethical standards in business embracing the expectations of the different interlocutors in respect of the common shared values;
- ◆ environmental sustainability, i.e. minimising the direct and indirect environmental impacts a company's own productive activity, so preserving the natural environment for the benefit of future generations.

It is with these elements in mind that Tangram has worked actively and with due diligence so as to follow a development path that has already led the company to implement an organisational system focusing on quality, ethics and environment. Compliance with ISO 9000 norms is of course an essential requirement and to supplement this Tangram has engaged in further processes regarding ethical and environmental certification, with the constant aim of creating and applying instruments and models which help it measure the productivity and efficiency of its own management system.

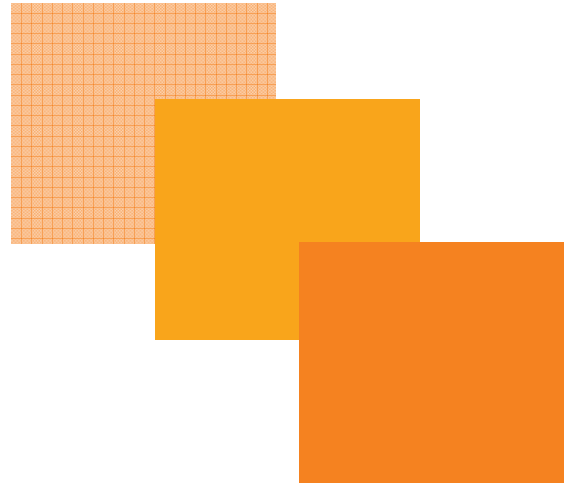


## *Developing innovation with enterprises*

The perspective of an ever dynamic and reactive market requires from organisations a continuous innovation of their own processes. This necessitates a continuous professional update of their own teams, the aim being to make compatible what is produced with the requisites and times requested by the market.



In South Tyrol there are few enterprises that have a R&D area, even though the desire for “innovation” to better compete is present also in SMEs.



The entrepreneur of an SME often has “good ideas” to innovate his or her own company, but has neither the time to pursue them nor the resources to plan and control the efficiency of the experiment.

Tangram addresses this field of research and has invested in technological innovation projects, where the customer is an active project partner, and the risk is distributed equally between Tangram and the partner-customer. In this context Tangram wants to propose itself as a vital and willing player in community development, demonstrating a dynamic involvement in new areas of interest, new models and applications which are able to support an entrepreneurial development of the territory itself.

## Mendelspeck

*Organisation and optimisation of the production process  
Planning of new methods for speck production*

## Ambach

*Support in the planning and production of new types of boiling pans*

## VIRTOOLproject

*Development of a virtual didactic environment for the simulation of productive processes of machine-tools*



## ACTIONS FOR A LOCAL DEVELOPMENT

### *Acting locally in an innovative way*

**T**angram has developed in a territorial context which is particularly innovative as far as productive investments, available technological and financial resources, tradition, innovation sources and “good practice” are concerned. Its presence in the entrepreneurial world and experience gained in several diverse sectors, has allowed the company to adopt the role of an active listener and overview trends in the territory regarding training issues and requirements.

Analysis and research activities, based on the gathering of inputs external to the planning, have as a main aim the observation and the study of training and vocational requirements, so as to evaluate the opportunities and the competencies of the territory, all elements useful in the pursuit of a sustainable development. The operational procedure, that begins thanks to an attentive appraisal of the entrepreneurial economic world, consists in elaborating innovative training proposals with the purpose of creating methods and adaptable tools to be made available to the enterprises and the subjects, and which will prove essential in the definition of operational strategies and the planning of services matching the demands of the users.

Some projects, co-financed by the European Community, have realized training and support actions addressed to special sectors of participants present in the workforce.



Research activity has also manifested itself in training plans directed at public and private bodies, and in the experimentation of innovative models and techniques.

The interest shown towards particular issues concerning environment, ethics, and personal development, has resulted in Tangram promoting, together with local protagonists of development strategy and clients themselves, specific actions to encourage interest in these themes, themes to be expressed in new approaches to work for an ethical and sustainable development of the enterprise. These particular methods and focus of attention are geared to the promotion of values which are important for the growth of the economic and social community. In particular, Tangram, as a driver of change, promotes social responsibility, and alerts companies, public and private institutions, to an entrepreneurial development more sensitive to the human factor.



## Project “Atlante”

*Collaboration with “CFP Mattei” (Vocational training school) in Bressanone, development of a system of operative actions to sustain the professional growth of the workers through specific training and skill assessment, for the purpose of supplying tools for an active job research.*

## Project FRAME

*Carried out in EQUAL environment in partnership with other public and private subjects, it aims to improve and increase the professional skills of “over 50” (over 45 for women) employed and unemployed, also through company intergenerational courses, or rather of transmission of the competencies between older and younger forces.*



## SKILLS


### *Creating competencies to compete Promoting the growth of skills*



**P**eople are the main capital of each company, and the knowledge, developed inside the company, represents the principal factor in effective achievement of goals. Managing knowledge is the task of any organisation which wants to excel, to increase the value of its own intellectual patrimony and to improve the ability to use tangible information, as a document, and intangible, as the memory of a maintenance man or the capability of an employee in the drawing up of a document.

The management of the competencies is a strategically relevant issue for the competitiveness of enterprises. People are the raw material for each organisation, the human capital constituted by skills, competencies, good will, motivation, a coming together of elements that represents the necessary ingredient for the success of a company; this is the principle on which to concentrate so as to succeed in bringing on and training people working in the organisation and improving those competencies which help distinguish the company from others.





Management of the competencies and development of people in the SME sector in South Tyrol

*Financed by the European Community, in collaboration with the “Associazione Industriali” (Industrial Association) and RSO (Consultancy and training company)*

“Azienda Energetica” (Company for electric utilities) - ALPENMÖBEL

*Analysis and evaluation of skills in the company  
Definition of the activities and responsibilities of each function, development of an internal measurement and certification model*

Project for skill assessment

*Consultancy for the project implemented by “Ripartizione 20” Department 20 for the professional re-employment of people with psycho-social troubles*



# “ORGANISING” THE COMPANY

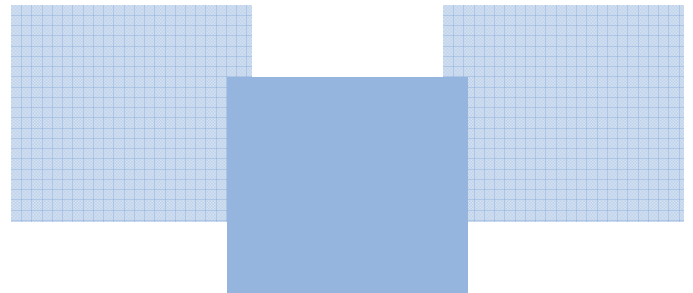
## *Organising complexity to create solutions*

Clients are becoming more demanding, and with technology and technological means continuously advancing, also the “game rules” keep on changing.

The distinguishing competency of the small and medium size enterprises (SME) is the capability to adapt, quickly and constantly, their own behaviour to the demands and requests of the external environment, to develop organisational and management solutions, and appropriate techniques. Tangram proposes innovative solutions, experimenting instruments and models which contribute to the company organisational system so increasing productivity and effectiveness in a process of continuous improvement. “Improving the organisation” means obtaining a lean, more effective and dynamic company.

For the purpose of an evaluation of knowledge and competencies inside organisations, the aim is to build together with the customer/partner a relationship based on continuous comparison so as to find effective solutions.

The aim of the partnership with the customer is the reinforcement of the internal management system, a system which can be realised through:  
the requalification of the process from the point of view of the system, optimising the phases of each working activity and identifying responsibilities and persons involved;  
a constant focus on the client, to satisfy its implicit and explicit requirements;  
the development and the growth of the human capital in the company.



An outsourcing consultancy service is a means through which companies are able to commit company roles or activities to specialised structures so reducing administration costs and optimising production levels, and, above all else, a means of obtaining well-qualified and trained staff who can value the organisation as a whole from an objective point of view.





## Companies of ALI Group

*Management of quality systems  
Implementation of common synergies*

### Independent

*Consultancy for the purpose of assuring quality of the product and of the service*

### TechnoAlpin

*Mapping of critical analysis of the processes to identify opportunities of improvement*



# PLANT DESIGN PLANNING

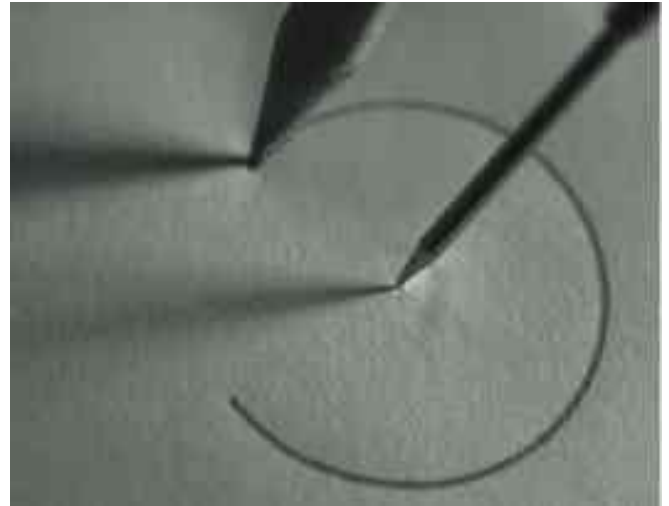
## *Planning with respect to security and environment*

The environment that surrounds us is a precious resource that society must protect with the aid of various instruments.

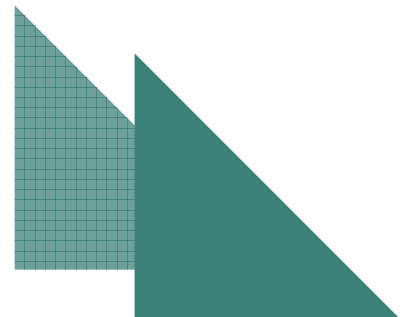
Moreover the planning process has to equip itself with instruments able to monitor and adapt its own activities to the new need of energy saving and other environmental impact affecting the community. Attention to environmental and security aspects is an important one when talking about sustainability.

Plant design planning performed by Tangram for public and private institutions, particularly in collaboration with IPES and ASL, is directed particularly to dispose security plans on construction sites and environmental aspects linked to the company's working activities.

Consultancy is characterised by specialised support in the elaboration and realisation of projects in the area of plant design; the final output of this service being meeting the thermal demand of the building.



Consultancy is concerned primarily with sustainable development, the use of particular materials and research of solutions that result in an energy saving for the location and the lowering of any environmental impact. The care in the elaboration of the planning, shared step by step with the customer, is a value that distinguishes Tangram's service and is a requisite we consider essential and that allows us to offer specific solutions appropriate to the housing needs and the "wellness" and security of the customer.

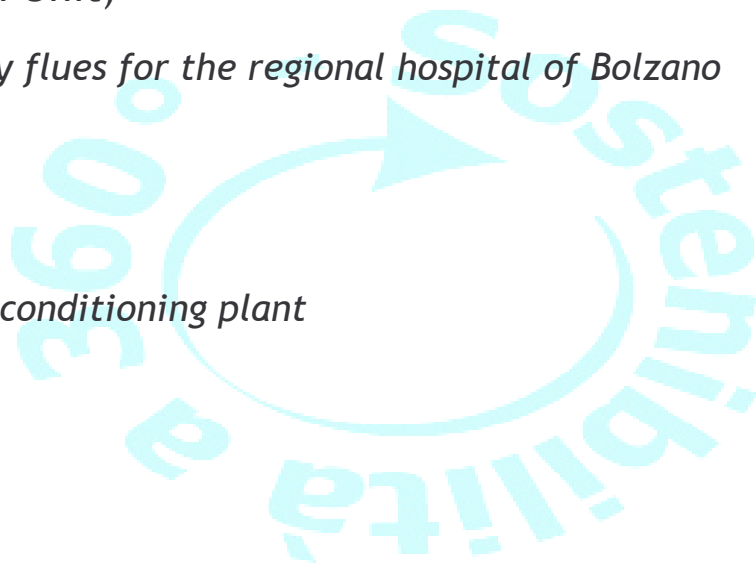


ASL (Local Health Unit)

*Planning of chimney flues for the regional hospital of Bolzano*

Museum “Ötzi”

*Planning of the air conditioning plant*



## *Orienting the new enterprise*

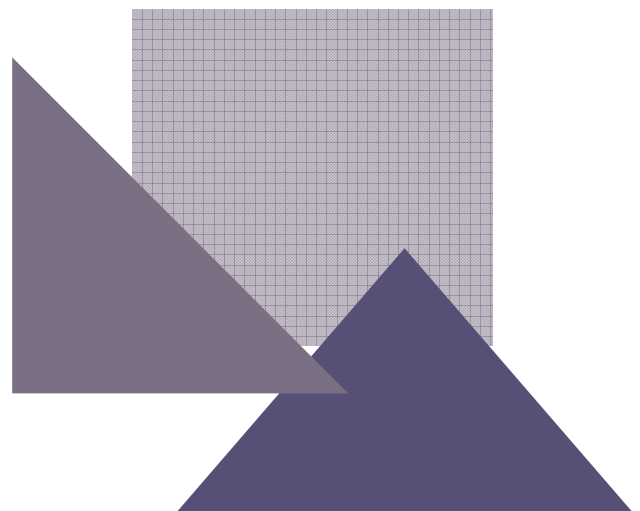


Specific training and consultancy in companies focuses on the transfer of techniques and instruments for the planning of entrepreneurial activity. Such activity includes the drafting of a business plan and identification of those transversal competencies that the new entrepreneur must possess in order to direct a company.

In both an economic and dynamic context the foundation of new enterprises is a continuous development and innovation factor for the territory.

Tangram works to spread a culture that promotes the birth of new enterprise initiatives, orientated and informed about opportunities and problems regarding the creation of new enterprises themselves or autonomous working systems. In this perspective it proposes to sustain the entrepreneurial development in the territory through integrated system actions that emphasise in no small way female and juvenile entrepreneurship.

Making use of theoretic training in class, individual paths and specialised assistance in companies, Tangram actively assists in planning both personal and personalised solutions.



## Training course and support activities for the start up of a new enterprise

*Collaboration with “Consorzio Lavoratori Studenti” (Student workers pool) of Bolzano. Involved immigrant women, female entrepreneurs in the orientation towards and knowledge acquisition re elements of company structure and activity and in the self analysis and appraisal of their own personal abilities.*

## Project “Women on their own in Tourism”

*Involved female entrepreneurs from the tourism sector in several Italian regions. The aim was to identify specific actions for the development of female involvement in enterprise and offer real support services (mentoring, assistance, training), created on the basis of personal requirements.*

## Maintech

*Coaching for entrepreneurs, definition of company roles, assistance in the drawing up of a business plan*





## Trade Associations

ADEGI Asociación de Empresarios de Gipuzkoa - Spain  
APA LVH Associazione Provinciale Artigiana - Bolzano  
C.N.A. Confederazione Nazionale Artigiani Pavia - Pavia  
Camera di Commercio di Bogotá - Colombia  
Camera di Commercio di Lodi - Lodi (MI)  
Centro Estero CCIAA Lombarde - Milano  
CESVIP Centro Sviluppo Piccola Impresa - Piacenza  
Comitato Punto Nuova Impresa - Milano  
Essex Training & Enterprise Council - United Kingdom  
FORMAPER Azienda Speciale CCIAA Milano - Milano  
FORMAS Azienda Speciale CCIAA Varese - Varese  
Instituut voor Midden-en Kleinbedrijf Voorlichting - Holland  
Irish Business & Employers Confederation - Ireland  
L.I.F.T. Lippisches Fortbildungszentrum für neue Technologien - Germany  
PROFI FORMA Profissionais da Formação - Portugal  
Punto Nuova Impresa Kiev - Ukraine



## Consulting and Training Societies

Accademia Teatro alla Scala - Milano  
Career Counseling - Milano  
C.C.C.E. Conception Cooperation Consulting Europe - Germany  
C.L.S. Consorzio Lavoratori Studenti - Bolzano  
C.T.M. Centro Tecnologia e Management - Bolzano  
DECATHLON CONSULTING - Milano  
E.B.S. European Business School - Milano  
E.C.A.P. Emilia Romagna Centro Formazione Professionale - Modena  
E.N.A.I.P. Busto Arsizio - Busto Arsizio (MI)  
E.N.A.I.P. Cantù - Cantù (CO)  
E.N.A.I.P. Lombardia - Milano  
E.N.A.I.P. Varese - Varese  
EDUCATION&TRAINING - Bolzano  
I.M.H. Instituto de Máquinas-herramienta - Spain  
INDEPENDENT L. - Merano (BZ)  
Istituto Tecnico Industriale "G.Galilei" Bolzano - Bolzano  
Libera Università Carlo Cattaneo - Varese  
Parco Scientifico Tecnologico Valle Scrivia - Tortona  
Scuola Alberghiera "C.RITZ" Merano - Merano (BZ)  
Scuola Professionale "E.MATTEI" Bressanone - Bressanone (BZ)  
Scuola Professionale "G.MARCONI" Merano - Merano (BZ)  
Scuola Professionale "L.EINAUDI" Bolzano - Bolzano  
Scuola Professionale "R.BAUER" Milano - Milano  
SYSECA Berlino - Germany  
UNEFOR Associação Universidade Empresa para a Formação - Portugal  
USEB - Bolzano



## Informatics / Electronics

D.NET - Bolzano  
DATOR - Bolzano  
E.BISCOM - Milano  
ENEL Direzione Alpi Nord Est - Trento  
EPSON ITALIA - Milano  
KELVIN Motori Elettrici - Besnate (VA)  
PHILIPS-Divisione Sistemi Medicali - Milano  
SIDERA - Bolzano  
SIEMENS Sistemi medicali - Milano  
MICROTEC - Bressanone (BZ)

## Utilities and Service

A.E.-E.W. Azienda Energetica - Bolzano  
AS Laboratorio Analisi Ematologia - Bolzano  
Centro Trapianti - Bolzano  
Day Hospital - Bolzano  
B.S.C. Bike Suspension Center - Cermes (BZ)  
CENTRALAUTO - Bolzano  
CONSORZIO AUTOSCUOLE - Alto Adige  
CROCE BIANCA Bolzano - Bolzano  
DAL COL S.r.l. - Merano (BZ)  
GEA Associazione per la solidarietà femminile - Bolzano  
GEOINFORM - Bressanone (BZ)  
HDC DATAMEDIA - Milano  
KAIROS - Merano (BZ)  
Progetto O.A.S.I. - Cagliari  
PROMOS - Milano  
SR Servizi di Ristorazione - Bolzano  
TERME - Merano



## Engineering-Mechanical Industry

AB Srl - Novate Milanese  
ALPI Casseforme - Monguelfo (BZ)  
AMBACH-ALI - Caldaro (BZ)  
APPARATE BAU - Laghetti (BZ)  
ATZWANGER - Bolzano  
AUTOINDUSTRIALE - Bolzano  
CITROËN Hispania - Spain  
CLARK HURT - Arco (TN)  
CLERPREM - Carrè (VI)  
COFLER Utensili - Rovereto (TN)  
COMENDA - Cassina de Pecchi (MI)  
EMPRESA NACIONAL « BAZAN » de Construcciones Navales Militares - Spain  
FAE ITALIA - Fondo (TN)  
FARINAPRESSE - Suello (LC)  
Fonderie FASA - Paderno Dugnano (MI)  
FORNITECNICA - Milano  
FRIULINOX - Taiedo di Chions (PN)  
GRANDIMPIANTI ALI - Cernusco sul Naviglio  
HOONVED - Vengono S. (VA)  
IRINOX - Corbanese (TV)  
IVECO Defence Vehicles Division - Bolzano  
LAINOX - Vittorio Veneto (TV)  
LEITNER - Vipiteno (BZ)  
LIMEA FISMA - Milano  
M.P.H. - Milano  
MAINTECH Engineering - Udine  
MARENO - Mareno di Piave (TV)  
MARMIX - Bolzano  
MILLUTENSIL - Milano  
OLIS ALI - Sedico (BL)  
OMFF - Milano  
O.M.B. Lavorazioni Meccaniche - Mandello del Lario (LC)  
PICHLER F.lli - Laives (BZ)



ROPAT - Bolzano  
SILKO - Vittorio Veneto (TV)  
SIME - Villasanta (MI)  
SIMI - Cormano (MI)  
SNOWSTAR - Gussago (BS)  
SOMI - Bolzano  
TECHNOALPIN - Bolzano  
TEKNOCALOR - Merate (MI)

## Public Service

Agenzia del Lavoro di Trento - Trento  
AsseforCamere - Firenze  
Azienda Speciale ASL di Bolzano - Bolzano  
Azienda Speciale CCIAA di Lecce - Lecce  
Casa di riposo "G.Moroni" - Castellanza (MI)  
Consiglio di Borsa - Milano  
Diputación Foral de Gipuzkoa - Spain  
Esercito Italiano Comando Truppe Alpine Bolzano - Bolzano  
I.R.E.F. Istituto Regionale Lombardo Di Formazione Per L'amministrazione - Milano  
Provincia Autonoma di Bolzano Ripartizione 20 - Bolzano  
Provincia Autonoma di Bolzano Ripartizione 21 - Bolzano  
r.b.o. regionaal bureau onderwijs - Holland  
Università Milano Bicocca - Milano  
XUNTA DE GALICIA Consellería de Educación e Ordenación Universitaria - Spain

## Paper and Printing Industry

ARCONVERT - Arco (TN)  
Arnoldo Mondadori Editore - Segrate (MI)  
B.E.L. - Bolzano  
FEDRIGONI Cartiere - Verona  
TECNOCOATING - Brescia



## Chemical Industry

BEN Biochemical Enterprise - Milano  
CHEMIDOX - Bareggio (MI)  
DU PONT OPERATIONS ITALIA - Bolzano  
THUN - Bolzano

## Food Industry

DR. SCHÄR - Postal (BZ)  
LA RISTORAZIONE - Milano  
MENDELSPECK - Termeno (BZ)  
PARTNER - Bolzano  
SIEBENFÖRCHER G. & Co. - Merano (BZ)

## Wood Industry

ALPENMÖBEL - Bressanone (BZ)  
DAMIANI LEGNAMI - Bressanone (BZ)  
MAGAGNA LEGNO - Bressanone (BZ)  
PEDROSS KARL - Laces (BZ)  
PIRCHER OBERLAND - Dobbiaco (BZ)  
PLUNGER & Figlio - Fortezza (BZ)

## Manufacturing and Commerce

ALBER'S - Lana (BZ)  
NATURALLOOK - Bolzano



## Constructors

AMAC di CALLIGIONE - Merano (BZ)  
BENEDINI Costruzioni - Merano (BZ)  
BETONLANA - Lana (BZ)  
BITUMISARCO - Bolzano  
CASER & Figli - Merano (BZ)  
DE.CO.BAU - Bolzano  
DOMUS RESIDENZ - Bolzano  
HABITAT - Bolzano  
HOBAG BAU - Bolzano  
LANCINI Costruzioni - Bolzano  
MORIGGL - Glorenza (BZ)  
P.I. RABBIOSI GIUSEPPE - Bolzano  
PANA - Bressanone (BZ)  
PORFID STRADE - Bolzano  
REPETTO COSTRUZIONI - Bolzano  
ROTEC Italia - Bressanone (BZ)  
S.F. OBEROSLER - Bolzano  
SEESTE BAU - Bolzano  
TECNOSPORT SYSTEM - Bolzano  
ZIMMERHOFER - Campo Tures (BZ)





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