

Creating value and getting people involved

Creating corporate value that can be broken down into its specific parts (point 2 of Table 4) is based on the appropriate management of the various types of corporate capital (point 3 Table 4):



Intellectual capital: intangibles corresponding to the organizational capital and to intellectual property (e.g. patents, procedures and protocols, organizational know-how).



Social and relationship capital: the set of relationships between the Stakeholder and other networks and the capability to share information so as to increase individual and collective wellbeing.



Human capital: people's competencies, capabilities and experience and their motivation to innovate.



Natural capital: environmental processes and resources both renewable and non renewable that provide good or services that support the past current or future prosperity of an organisation.



Financial Capital: the total of funds that the organisation can use to produce goods or provide services, also obtained through forms of financing.



Manufactured Capital: manufactured physical objects (buildings, machine plants, equipment) that an organisation can use to manufacture goods or provide services.

As can be seen from table 4 at point 4, each form of capital involves a different category of **Stakeholder**:

- **Internal stakeholders**, in the light of a system of values that sees which main point the active participation of the workers in the life of the company;
- **External stakeholders**, in view of the awareness of being not just a business but a real player in civil society which has an important impact of the wellbeing and on the development of the community at large and its area of reference.

Each type of Stakeholder was involved by way of various channels in specific initiatives at various intervals form quarterly to annually.

So as to bring about the continual improvement of its own activities and in terms of generating value to be shared with its Stakeholders, Dellas has identified specific Key Performance Indicators divided for each category of the company's interlocutor with which to monitor the achievement of a series of objectives for improvement, more specifically, apart from outlining the objectives reached in 2014, the targets for the following financial year (see points 7 and 8 of Table 4).

In involving the Stakeholders it emerged that there were no situations in a critical state.



1 Primary Objective						
2 Elements of value						
3 VALUE CREATION						
4	Capitals	Increase in Sales	Reduction of Costs	Increase in Cash Flow	Value of brand	Management of Risk
5	Stakeholders involved	Intellectual Capital	Social and Relationship Capital	Human Capital	Natural Capital	Financial Capital
6	Involvement Channels	Customers	Customers Suppliers Community	Human Resource	Environments	Shareholders Human Resources Banks Public Administration
7	Topics of involvement	Periodic meetings Assistance on customers premises Annual Report	Annual Report Internet Site Initiatives with consortiums and associations Social Initiatives	Training Initiatives, management development programs and specialised technical courses Annual Report	Internal Meetings Annual Report	Annual Report Distribution of Added Value Themed events, seminars, encounters
8	KPIs	After sales service at client and level of service in terms of reliability of supply	Qualitative excellence of product Reliability and regularity of payments Social and economic development of the territory	Improvement of competences, abilities and skills Increase of levels of safety in the workplace	Increase in the energy efficiency of the production machinery	Total added value produced Group Turnover Value of new plants and equipment bought
9	Objectives for improvement	Costs dedicated to R&D projects Hours dedicated to R&D projects Level of client satisfaction Average delivery time	Production lead time for MTO Years of service of Top 30 suppliers DPO (Days Payable Outstanding suppliers) Num. and value of donations to Onlus	Number of Persons trained Total hours of training Turnover of personnel Num. accidents	Consumption in equivalent CO2 Equivalent CO2 saved Energy (Kw) saved	
10	What we have done in 2014	Development of two projects aimed at the technical development of products, as well as to widen and renew the offer to the client (► sezione Section "Innovations in product and process")	Consolidation of relationships with "historical" suppliers and partial sharing of objectives of innovation and development Confirmation of the commitment of the company to collaborate for the socioeconomic development of the community at large in the reference area	Training activities in a program of managerial development Development of the MBO incentive system (► section "Human resources-incentive systems") Communicate to co-workers the corporate approach to sustainability with the setting up of the Ethical Code	Company becoming increasingly aware of its responsibilities, in creating processes and products, as regards the consumption of energy resources e to the disposal of refuse, with the scope of minimising the environmental impact of its own activities (► section "The Environment")	
11	What we will do in 2015	Continuation of R&D Projects in 2014 which have to be taken to the experimentation phase after that of industrial research	Request to suppliers to agree to follow Dellas' Code of Ethics, to share the values of social and environmental responsibility. Stakeholder engagement for analysis of materiality		Energy Diagnosis to get better efficiency And put to better use the energy available sources of energy	

► TABLE 4 - the creation of value and methods of involvement (4)