



THE ORGANISATION AT THE SERVICE OF PASSION

At our meeting in 1997 when they purchased their very first DECO for the French market, the directors of MGB told us the reasons for their choice. The DECO machines were bought with a particular goal in mind, to do more than cam-type machines and to provide the option of finishing parts completely while remaining very flexible.

How did these forecasts materialize? Did the machines do what they were supposed to do? How did MGB deal with market changes?

To find out more, decomagazine met up with Ms Véronique Roda, CEO, Ms Valérie Burnier, Financial Director and M. Yves Roda, Technical Director.



In the company entrance, from left to right: Mr Yves Roda, Technical Director General, Ms Valérie Burnier, Financial Director and Ms Veronique Roda, CEO.

decomagazine: After 10 years of DECO, how do you rate your decision to “go DECO” in 1997?

Véronique Roda: The figures speak for themselves. We currently have over 60 DECOs in service, if our decision was the wrong one, we wouldn't be here today... and we definitely would not still be with DECO!

dm: 2 years ago, (decomagazine 32) we spoke about markets, you told us you were working 90% for the connectivity business and 10% for

the medical sector... these percentages are still the same today, how is that possible?

Véronique Roda: Our core business is without doubt the connectivity business and the electronics sector. The fact that we are doing 90% of our business in this sector does not mean we are not evolving. Today's parts are smaller and more complex than what we used to do and for new applications such as the automotive, aeronautics and aerospace sectors... This all-roundness is also one of the reasons that has pushed us to buy DECO.

dm: You say that you produce 10 % of parts in medical and that the level is stable. Are the parts so different to produce?

Véronique Roda: Actually, we are highly skilled in the production of such parts and have also invested in specific equipment for this market but we have preferred to focus on diversification within the Mil-aero sector...

dm: You still have cam-type machines running alongside DECO machines, how do you decide which part to produce on which type of technology?

Yves Roda: The technological decision naturally depends on the type of part that we have to produce, as well as the size of the series run. But we are in need of a machine for straightforward parts in small volumes at a competitive price and it's no surprise if I tell you the Micro 7 seems an ideal machine for these markets.

Véronique Roda: We have developed a real partnership with Tornos, which goes right up to assisting with the definition of new products, which is why

we are already quite familiar with this machine. We are looking forward to testing it!

dm: Coming back to your machines, at the time you wanted to eliminate all fixture-changing or "secondary" operations, is this mission accomplished?

Yves Roda: Definitely, nowadays, our workpieces are completely finished on our turning machines. Of course, we still carry out additional operations if requested to by the customer, including marking, treatments, assembly or packaging.

dm: So you don't simply supply parts?

Véronique Roda: We mentioned partnership earlier... a valued partnership with our suppliers, but also with our customers who we provide with a genuine centre of competence. Of course, we could "simply produce parts in a specified time", but we can also bring real added value to our customers by providing them with engineering, additional services and international logistics..



To expand the range of solutions the company can offer, MGB recently installed a new Sigma 20.



25 DECO in this part of the workshop, the MGB workshop is an example of cleanliness and tidiness.

dm: How do you recruit and train your personnel?

Yves Roda: First of all, our company does not include low-skilled operators, all our personnel working in bar turning are professional, skilled regulators. Our company provides them with the support of a centralised programming department. All our staff is continually trained and MGB is very involved with schools and universities. We are lucky to be located in a catchment area where the culture of precision is in the genes. This helps us strengthen our personnel.

Véronique Roda: There are always people in training at MGB! We know that company performance depends on the relationship between man and machine expertly backed up by faultless organisation and logistics.

dm: We know that finding skilled personnel is not easy, how do you do it?

Valérie Burnier: First of all, we are extremely demanding as far as selecting the right profiles is concerned; we need people who are experts in their area and who have what it takes to face up to a lot of different challenges. We also prioritize internal promotion. What's more, we have a policy of contin-

uous investment, not only in equipment, but also in the working environment. This policy, backed up by ISO 14001 certification, ensures that all our personnel benefit from the best possible working conditions.

dm: Do you still find personnel to work on cam-type machines?

Yves Roda: We were recently looking for such personnel and I admit to being surprised at the number of applications from young people who are highly skilled in mechanics and for whom setting cam-type machines is a genuine passion.

Véronique Roda: Passion is, I believe, a word which is fairly representative of us. Our DECO are machines which allow us to produce parts of ever-increasing levels of complexity, and our setters take on veritable challenges to "innovate and win that little extra which makes all the difference".

This idea of optimisation is actually what motivates us at all levels, whether it's making an offer, setting up a process, machining, we know that only the sum of all these little "victories" will make MGB stand out from the rest.



dm: This passion at the service of your customers. How do you plan your work?

Véronique Roda: It's one of the elements that represents a real challenge. Today, visibility is a few weeks and we can go from a customer request from 1000 to 100,000 parts. To meet the requirements of very small series runs, we have actually created a prototype and production centre for parts in TPS¹. In this unit, the operators are also responsible for programming. It's a genuine well-equipped mini workshop that enables us to shoulder our customers in the development stage of their new products and be very reactive for small series.

dm: So it's actually an extra service for your customers?

Yves Roda: Absolutely. We can do pre-series, trials and even research into likely developments in machining technologies. For example we know that due to the unavoidable trend towards miniaturisation, we have to anticipate our customers' requests and find solutions for turning and drilling in ever-decreasing diameters.

dm: You are painting a picture of an organisation at the service of passion, what about pricing?

Véronique Roda: One more challenge! As we have already mentioned, all our processes are optimised to be able to offer the best possible prices. It is true that in our sector, customers often only talk about the price, they believe that quality and traceability are given. Lead times are also something often difficult to reduce. So we have to operate our system in the best possible way to produce parts in optimum conditions. For parts with a high added value, whether in terms of machining or additional operations, the competition is less tough. Rather than "low cost", we head toward "best cost", i.e. the full optimum purchase price for our customers which guarantees total control of all parameters ... it's a trend that goes well with MGB – quality at the best price and lead times.

dm: Do you consider the market as being more difficult today than 10 years ago?

Yves Roda: 10 years ago, it was difficult to make a

¹ Very small series.



Optimum working conditions also mean wonderful scenery for MGB.

living and to make good parts to satisfy the customer... Today, you have to innovate all the time and be highly reactive, or even proactive. Almost anyone can buy a machine set up by Tornos and produce parts. So you have to stand out from the crowd.

dm: And what about the future?

Véronique Roda: We see partnerships taking on new importance in the future and supplying global solutions will be essential. This will be done with our customers of course, but also with our suppliers.

dm: Is it a sort of "global value chain"?

Véronique Roda: Absolutely, it's no longer about supplying a part or a machine but working together to reach a common goal at the end of the day!

MGB SA

Number of turning machines: approx. 100

Number of DECO: more than 60

Production sites: Marnaz(F), Boston (USA), Shanghai (China)

Target markets: 60% Telecom, 30% Mil-aero, 10% medical

Parts produced per year: 55 million

In the next edition of your decomagazine, you will be able to read more about MGB in a report on the 100th machine sold by Alain Tappaz – director of Tornos France to MGB in an interview with Mr. Jean-Paul Burnier, former CEO and newly retired.