DIALOGUE

LIFE IN THE FAST LANE

European manufacturing thought leader Dario Castello, Ferrari CIO, reveals how technology

is helping to drive the legendary Italian sports car company ever faster.



14/ME POLL / BY PAUL TATE

With the prospect of continued industry turmoil and uncertainty in the year ahead, European manufacturers want to become more agile. But many face technology and cultural challenges in becoming so.





20 / ROUNDTABLE REPORT

TAKING A MORE STRATEGIC VIEW OF THE PLANT In a meeting in Prague, MES

software users said that, in addition to cost and efficiency benefits, the technology will play an increasingly important role in enabling agility.

28/ SPECIAL REPORT / BY STEPHANIE NEIL

IS THE SIEMENS + UGS MERGER WORKING?

More than a year after its bold acquisition of UGS, Siemens appears to have successfully absorbed the PLM provider. But the basic premise of the merger — the digital factory — is still in its early stages.





32/SOFTWARE/ BY MARK HALPER

Now That's Service!

C&C Group centralizes distribution and deploys demand

forecasting software to help reverse fortunes for brands like Bulmer and Magners.





In May 2009, Leo Apotheker will succeed Henning Kagermann as chairman and CEO of the world's largest application software company. In anticipation, Kagermann discussed software trends, SAP's prospects, and his own future.

38/SUPPLY CHAIN/ BY MARK HALPER

Assembly Required

Customers are evaluating German car seat maker Recaro's plans to hand off assembly to DHL, but Recaro remains confident they will come around.



40/ DUTSOURCING/ BY LAUREN BIBBONS PAUL

Ensuring Quality Across Oceans

Maintaining quality is paramount if you are using contract manufacturers. Avoiding pitfalls



comes down to gaining visibility into supply chain processes and acting proactively rather than reactively.

A EDITOR'S LETTER

PAUL TATE

Even as European manufacturers struggle through the economic downturn, executives should be training at least one eye on future growth prospects.

BOPINION

BY LISA BODELL

The new year — even an economically challenging one - presents a chance to eliminate waste, hone processes, and encourage innovation.

5 D OPINION

PIERFRANCESCO MANENTI

Manufacturers need to examine their processes and communication methods to optimize their collaborative product development efforts.

A B ROAD TRIP

BY MARK HALPER

Like Budapest's famous "chain bridge," supply chain innovation can have unexpected beginnings.



STARTERS

- Supply Chain Déjà Vu
- Of Mice and Supply Chains
- Shades of Green
- Can Cisco Sew Up the Turkish Textile



- Educating the Next-

Gen Process Pros