

Summary

Carmine Donzelli
Afterthoughts about Melfi.

In this short paper, Carmine Donzelli presents some pieces of a 1994 interview with Cesare Annibaldi and Maurizio Magnabosco – two of the leading Fiat top-managers – about the innovative Melfi plant.

Donzelli adds some comments about the topical question of the social and economic consequences of this kind of productive changes.

Domenico Cersosimo
From Torino to Melfi.
Reasons and routes of Fiat's southern localization

This article reviews the chronology and models of Fiat's automobile productive decentralization in Southern Italy. Privileged viewpoint of the analysis is the change from a fordist paradigm into a toyotist one, who assumes its highest expression in the new lean plant in Melfi.

Giuseppe Della Rocca
Social relations in the automatic plant.
Lessons for Melfi

This article analyses the Fiat Cassino's and Termoli's plants that are based on a large automatic process and a wide investment of the technology. The author shows the limits of technology and describes the reasons that have moved the Fiat to accept the model of the lean production.

Giancarlo Cerruti
Integrated Factory at Fiat Auto and some dualistic features in Lean Production

In this paper, the Author analyses two key issues, related to the establishment of the Integrated Factory, that is the Fiat version of the Japanese production sy-

stem applied to the Italian car manufacturing. The Author highlights the presence or the lack of continuity between the previous tayloristic-fordist system and the new production manufacturing organisation and in the implementation of new labour policies.

Subsequently, the Author conceptualises the Integrated Factory as a complex social and organisational dualistic system. The system itself is managed by negotiation among various actors. In this ambit the negotiation between Unions and management may play an important role.

Sergio Bruni

Flowing factory. Just in time coproductive model in Melfi

The article examines the development of the relations between Fiat and its subcontractors; it put in evidence like during the 50s and 60s the dominant production's model was the vertical integration, whilst in the following years a cooperative model was prevalent.

The article analyses the position and the characteristics of the subcontractors located in the south of Italy and examines in detail the coopartnership's model of Melfi's factory.

Angelo Pichierri

Lean production and local environment

The article deals with prerequisites and effects of «lean production» neglected in the current debate on the subject. The first part of the article is devoted to territorial aspects of recent industrial adjustment; both in prosperous and in declining areas, the success of the latter is increasingly depending on the features of local social formations. The role of local (regional) actors, and their interaction with supranational ones (European Union) are constitutive features of an emerging European industrial model.

Accordingly, region is a decisive field for testing the pretended frugality of lean production. Relationships between lean plants and local environments, and ongoing changes in the logic of location, are discussed through concepts of organizations theory (technical core, task environment) and systems theory (control, regulations), tentative typology of interactions between new (lean) plants and different local environments is finally proposed.

Bruno Cattero

«Participants» or «Participated»?

*An open letter to Italian unions on the regulation
of the lean production and the German case*

In the unusual form of an «open letter», the article first considers the dilemmas for interest representation involved in the transition to lean production.

Focusing on how the «German model» responds to these dilemmas, the author reviews the problems of inter-firm bargaining (producer-suppliers network) as well as team work within the German automobile industry. His subse-

quent analysis of the collective agreements reached in German firms reveals a contradiction: Germany is leading in Europe in embedding lean production within an explicit bargaining process which rests on a commitment to negotiation and company agreements. Yet, the institutional structure of codetermination (*Mitbestimmung*) seems ever less adequate to manage these norms that itself produces because the «company constitution» remains based on the Fordist company model.

The final section of the «letter» is devoted to the implications of the German case for the Italian unions. Following a brief critical review of the Fiat Melfi agreements, the author ends with an appeal to the unions to overcome their division. This is the first redundancy to be eliminated in the Italian transition to lean production.

Ada Becchi
Naples

All experience as administrator of the Municipality of Naples represents an extraordinary opportunity to analyse the local society. The Municipality is a very important income generator, because of the number of jobs directly or indirectly financed as well as the money transfers paid. But only some sections of the local society are involved in these circles of redistribution. Another part who would enjoy of services, whose supply is hindered by redistribution, lives as a stranger in the city. These peculiar relations make difficult changes in local politics, and particularly those changes which were supposed to be the logical consequences of the new rules established to vote the local government or which were expected after the election of a leftist local government in december 1993.