

Europe
North America
Latin America
Middle East
Asia-Pacific

Award winners | Europe | Italy

Andrea Menuzzo

Came Group

Now over 40 years old, the Came Group represents the success story of a father-and-son team – Paolo and Andrea Menuzzo. They have realized their dream of creating a global leader in their field – making and selling automated doors and security systems. Came's success is testament both to the patient capital concept of growth – taking things slowly and not building up high levels of debt – and to the importance of understanding your market and seizing opportunities. It also represents the triumph of the commitment and hard work of the Menuzzo family.

“From the age of six, I was living inside the company, understanding the mentality of the business and understanding the people.”

Andrea Menuzzo,
CEO, Came Group

Andrea Menuzzo knows a lot about international travel. As the CEO of Came Group, he spends at least 150 days a year on the road, overseeing the global business of the Italian family firm.

“A business like ours needs to grow internationally, and you have to be prepared to travel extensively to stay competitive,” says Andrea, who is part of the second generation of the Menuzzo family to work in the business.

Installation around the world

The Came Group is a classic family business widget maker, but very much a 21st century interpretation of one. It makes automated systems for doors and gates, such as those for electronic garages shutters, and it makes automated heating and lighting gadgets for homes, offices and factories.

It also makes security equipment, including burglar alarms, video entry systems, automated bollard security systems, parking systems, access control, and home and building automation.



Came is famous for its automated systems for doors and gates

Came's electronic bollards have been installed in such prestigious locations as the Pentagon in Washington, the Forbidden City in Beijing and the Louvre in Paris. As the need for greater personal and public security has grown, so has the need for products designed and made by Came. Nowadays, due to the Home and Building Automation, its main competitors include many of the biggest names in Silicon Valley. “If Apple comes out with a new tablet with a fast reaction time to lower screens, we have to adapt,” says Andrea.

The business started in 1972

It all adds up to a thriving business, with over €200m a year in revenues and with 28 branches around the world.

But as with all successful businesses, life began at a more humble level. Came was started in 1972 in the province of Treviso, just north of Venice. Treviso and the surrounding areas form one of the most economically dynamic parts of Europe, with the highest concentration of companies in Italy. Iconic Italian family businesses such as Benetton, De'Longhi and Luxottica were founded either in or near the province.

The close proximity to such great companies is not lost on the Menuzzo family. “There are lots of good examples of family businesses on our doorstep,” says Andrea. “That helps to inspire us at Came.” The firm's employees also embody a strong connection to the region. “Eighty percent of our Italian staff are from the provinces of Treviso and neighboring Pordenone,” says Andrea. “This helps us to connect with the community.” A strong commitment to their home location is a sentiment Came shares with many other family businesses.

Two brothers as passionate entrepreneurs

Came was set up by Andrea's father Paolo and uncle Angelo. Paolo was the businessman and Angelo the inventor. The business first sold automated garage doors in northern Italy. “Back then, it was very local,” says Andrea. “Pretty much all of the sales were done in north Italy.”

In these early years, Paolo, who is now 66, and older brother Angelo made huge sacrifices to get the business going, often working seven days a week. Paolo even mortgaged the family home to provide finance for the business. The brothers exhibited

all the traits of passionate entrepreneurs – willing to do anything to make the business successful.

In the 1990s, the business expanded abroad, firstly into the big European markets of Germany, France, Spain and the UK. “My father wanted to work with exclusive distributors in these countries,” says Andrea. “He was keen to give each market what they wanted – he was very good at knowing the importance of this.”

Andrea himself spent five years working for Came in Germany and a couple more in the UK before coming back to Italy. But it was the technology revolution during the 1980s and 1990s that really accelerated Came's growth. “We moved from a mechanical business, to one much more based on computer systems,” says Andrea. And by the start of the new millennium, Came had become a far larger concern. “We employed over 100 people in the 1990s,” he says. “But we now have more than 1,100 staff, with about 60% of them working abroad.”

The business grew organically but also through acquisitions, buying home automation specialist BPT and the French electronic bollard maker Urbaco. But the continuing importance



Andrea at a reception together with his father Paolo



The intelligent home is equipped by Came with video entry and lightning systems



Offices and public buildings are provided with access control systems by Came



Andrea's father Paolo is the President of the Came Group

“There are lots of good examples of family businesses on our doorstep. That helps to inspire us at Came.”

Andrea Menuzzo

of research and development for Came is shown by the fact that the company continues to apply for up to five new patents a year.

There was a great challenge that the hard work and entrepreneurial zeal of the first generation of Menuzzo family members were crucial to Came's success. And speaking to Andrea and seeing the accelerated success of the business in the last 10 years, it is clear that his contribution has made a big difference. It is often the second generation that transforms a very successful local business into an international business, which is exactly what Andrea has done.

Hard to distinguish between family and company

The second generation often understands the business even more than the first did, because of the time they have been around it. “From the age of six, I was living inside the company, understanding the mentality of the business and understanding the people,” he says.

But, as Andrea would be the first to acknowledge, it is more than an individual effort. He attaches a great deal of importance to Came's being a family business. “The advantage of being a family business for Came is primarily to do with being able to make quick decisions, which I think creates more dynamism.” he says.

And he adds that when the family meets, it is like having a board meeting: “There is very little to distinguish between the two.”

Grow the business through internal resources

When it comes to talking about the next generation, 39-year-old Andrea is, given his age, understandably not keen to make predictions. “I have three very young sons, and of course I would like them to come into the business. But it's a very long way away before we face that challenge,” he says.

Inevitably, for businesses that have grown rapidly like Came, the question arises of how to grow it even further. In true family business tradition, Andrea says that he and his father are not looking to finance growth through a stock market listing or to



Came Logistic Store is an automated warehouse for efficient logistics and customer service

bring in outside investors. “We can grow this business rapidly through internal resources,” he says. “Of course, that doesn't rule out anything in the future. But we are pretty content with how the business is growing now.”

Whatever challenges the Menuzzo family faces in taking Came to the next level, it is clear that Andrea and his father have the wherewithal to overcome them. Even if that means Andrea has to spend nearly two-thirds of the year abroad on business.

Andrea Menuzzo

CEO

Company name:	Came Group
Generation(s):	2nd
Founded:	1972 in Treviso, Italy
Industry:	Home and Building Automation
Employees (2013):	1,100
Revenue (2013):	€214m