#7 Have Fun

Mr. Cava, you started your business and worked as a full-time engineer for two years. How did you manage that?

Of course, that was tough. But that's how I learned my first lesson: that I must delegate a lot. I do that until today. Every morning I sit down and write a list: O like Operatives is delegated immediately, everything under M goes to my manager, and only C like company stays with me. If I have trust, I delegate 100 percent. And when my managers or employees make mistakes, I stand behind them. I really encourage people to stand by their mistakes. That's the only way to learn.

With 470 employees you are still the sole owner and manager, is not that a bit anachronistic?

I get an offer to sell at least once a week (laughs). But I do not do that, also because of my staff, because I have seen too often that companies went down the drain afterwards. For most companies, numbers are top priority, but for us, these are the three factors: customers, employees and fun. We work hard, but also celebrate well. It must be fun to work.
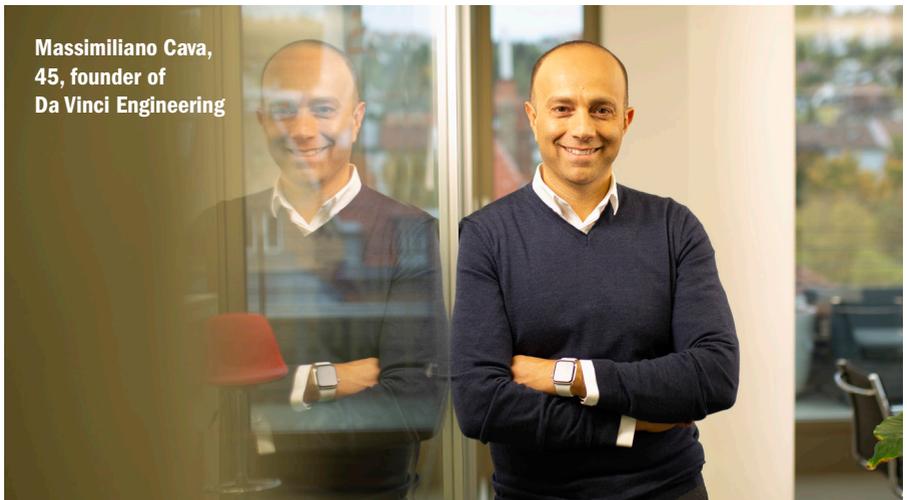
Do you still know all the employees?

No, but I only hire managers I'm sure will appreciate their people. This paid off in the crisis year of 2008. My employees were even prepared to give up 20 percent salary. Luckily, things did not get that far and we even paid bonuses.

DA VINCI ENGINEERING GMBH

The Stuttgart engineering office offers services for the automotive industry and others in the areas of autonomous driving and connectivity.

34 Mio. Euros Turnover (2018),
Founded in **2005, 470** Employees (2019),
Nr. 165 Overall Ranking

Massimiliano Cava,
45, founder of
Da Vinci Engineering

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