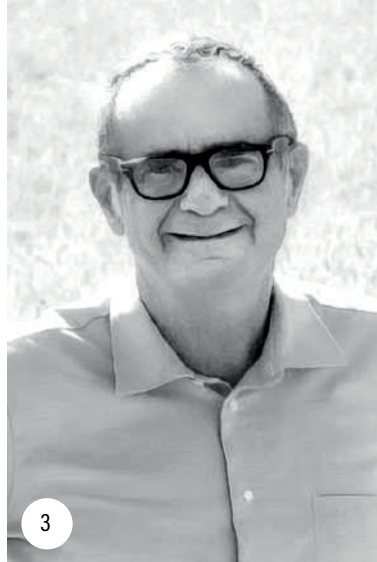
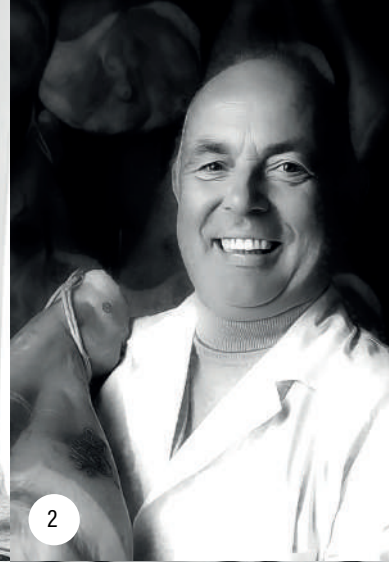


Digital and integration to stay connected Innovation as leverage for restarting



Participants

Daniela Maffoni 1
Chief Executive Officer
of Euro cosmetic

Carlo Galloni 2
President
of Fratelli Galloni

Silvio Grassi 3
Chief Executive Officer
of Molino Grassi

Alberto Fenati 4
Entrepreneur at the helm
of Alimenta Produzioni

Cristian Filocamo 5
Chief Financial Officer
of Mutti

Giuseppe Ghezzi 6
President
of EffeEmme

Attilio Castelli 7
Chief Executive Officer
of EffeEmme

Vito Nardi 8
Chief Executive Officer
of Enertronica Santerno





During the covid emergency technology has become central. Having reliable data and automated processes is now a competitive advantage. And for the restart, companies bet on digitization.

by Giorgia Pacino

At a time of uncertainties, technology can prove to be an important compass. The current situation, marked by the health and economic crisis triggered by the Covid-19 pandemic, has accustomed us to sudden changes to which we need to adapt at speed. Having a digital ally makes it easier to re-examine coordinates, change paradigms and start again with renewed enthusiasm. From the cloud to automation, from enterprise resource planning to analysis tools, digitization plays a key role in the ability to react to difficulties. The crisis has raised the level of risk: in order to stay in the market, companies must become familiar with the concept of flexibility and develop new business models, even if not necessarily innovative ones. Being able to rely on state-of-the-art Enterprise resource planning (ERP) allows for an increasingly closer integration of processes, a constant flow of information, and quick simplification of automatic systems.

SOLID DATA AND QUICK ORDER PROCESSING

"It is important for an entrepreneur to have solid data in order to make strategic and targeted decisions, because you cannot rely only on impressions or intuition. Such data makes it possible to plan company growth, not just in terms of turnover, but also of investments, and it allows you to take a long-term view while maintaining realistic profitability!" **Daniela Maffoni, Managing Director of Euro Cosmetic**, a company that develops and produces cosmetic products in the Brescia province, had to deal with a sudden and complete change of forecasts. Within a few months the company, thanks to the potential both of its production systems and organizational flexibility, was able to meet the increasing demand for sanitizing gel generated by the Covid-19 emergency.

"We were able to withstand the blow both because of our production capacity and because we were already committed to high volumes. We had already moved forward with the procurement of the required materials at the beginning of the year and were therefore ready, but the pace increased significantly," says Maffoni. "If we had not had a management system that allowed us to quickly process orders, while keeping high work standards, we would not have been able to respond so rapidly to market demands."

As it belongs to the chemical category, Euro Cosmetic never closed during the emergency. The staff involved in the production and filling process work in 'clean' rooms, inside which the risk of contamination is minimized thanks to the constant air exchange, and operators cannot become themselves carriers of bacteria. As laid out by Good Manufacturing Practices (GMP), included in the UNI EN ISO 22716 certification (guidelines for the production, control, storage and shipping of cosmetic products), staff involved in the manufacturing, dosing and packaging stages have always used disposable, sanitizing

**MANUFACTURING
FOLLOWS
A LINEAR CHAIN
WHICH
DOESN'T ALLOW
MISTAKES**

gloves. At Euro Cosmetic, standards regulate every single phase of the cosmetic production process, thus representing a guarantee of product quality and of safety for the end consumer.

One of the distinguishing features of the production of a chemical company is the procurement of raw materials. The manufacturing and packaging of products follow a linear process that does not allow for mistakes and requires rigorous supervision. That is why the management system is an indispensable tool for monitoring the measurement of the chemical raw materials, both when entering the warehouse and in the formula to be processed and mixed. A laser reader communicates between the extraction of the raw material in store and the formula being processed, making it possible to mix with the highest degree of precision. From the database to the plant machinery, each step of the process must be constantly monitored.

“Investing in Business Intelligence (BI) has been a significant added value for Euro Cosmetic, a process that we began a few years ago with Sinfo One, with the specific aim of increasing the quality level and the satisfaction index of our clients, who are important multinational companies and large-scale distribution players,” continues Maffoni. What did the company need at that time? Speed, safety and precision, above all.

We needed a reduction in working times in order to act more rapidly, while at the same time simplifying operations. We also needed clear data, so as to be able to cross-reference it, conduct market analyses, and receive reports in real time. “The system had already been tested to speed up the exchanges required for production. During the Covid-19 emergency, Sinfo One was able to guarantee a high standard of quality of service, the security of our data and that of our clients, and quick order processing, which translated into rapidity of information exchange with the suppliers, flexible management of business planning, and prompt responses to consumers.”

STANDARDIZING CUSTOMIZATION

Nobody could have predicted the pandemic and its impact on production activities. Nonetheless, those who in the past had invested in innovation may have turned out to be readier than others to face the new crisis. This was the case for Fratelli Galloni, the historic company from the Emilia region which, since 1960, has been bringing Parma ham to the world, preserving the tradition and craftsmanship of the production processes.

The company, which had its start in the factory in Via Don Minzoni in Langhirano (Parma), has grown to produce 300,000 pieces a year in three different production plants. In 2016 a fire burned most of the factory in a few hours, destroying 5,000 square metres of warehouse

Euro Cosmetic

HEADQUARTERS

Trenzano (BS)



TURNOVER

22 millions euros



STAFF

110



ACTIVITIES

Research and Development, Production and Sale of Cosmetic Products



Euro Cosmetic started its operations in Trenzano (Brescia) in May 2007, in a new building of 3000 m². Right from the start, the company enjoyed significant growth, with a turnover of about 500,000 Euro. It closed 2019 with a turnover of 22 million Euro, 12.5% up over the previous year. 110 employees, 66% of whom women. The average age is 35.

and over 80,000 dry cured hams. Instead of stopping, Fratelli Galloni decided to start over with more determination, building an even larger, more innovative and technological production plant.

"Ours was an informed decision: starting again by updating technology was a successful and essential move. While our production has roots firmly embedded in craftsmanship and tradition, we have always given great importance to technology. Innovating is part of our DNA: measurable data, interconnection, streamlining bureaucratic practices have allowed us to focus on the production processes in order to provide the greatest attention to our clients and our products."

Carlo Galloni, Chairman of Fratelli Galloni, puts it very well: beyond any possible marketing strategy, the company's true ambassador is first and foremost the dry cured ham that reaches the slicers of delicatessen shops and restaurants. The fundamental assets of a company such as the Galloni deli meat factory will always be its goods and buyers. In a constantly changing climate, it is important to know how to adapt in real time to new needs and changed business dynamics.

"Our clients expect to have a direct and customized relationship with us. Our size places us among the first five or six Parma ham producers in the world: we need to have great flexibility and at the

**AFTER
THE 2016 FIRE,
IT RESTARTED
WITH MORE
DETERMINATION**

Fratelli Galloni



HEADQUARTERS

Langhirano
(PR)



STAFF

50



TURNOVER

around 30
millions euros



OPERATIONS

ham production

Founded in 1960, it produces about 300,000 hams a year with a turnover of around 30 million Euro. 50 direct employees, about 15 artisans, 80 agents distributed over Italy and 30 distributors around the world.



Molino Grassi



HEADQUARTERS

Parma



TURNOVER

70 millions
euros



STAFF

62



OPERATIONS

Production
of organic flours

Seventh milling industry in Italy,
specialized in organic flours.

Turnover of 70 million Euro in
2019, 62 employees, 130,000
tonnes of grains processed
every year.

same time great control capability as well. Because of our significant size, we need to build a made-to-measure suit." In order to satisfy regional characteristics and customer needs, the SiFides solution, an extended ERP by Sinfo One adopted by Fratelli Galloni, has made it possible to organize its approximately 60 items by different categories, characteristics and levels of intensity, for a total of 1500 coded nuances inserted in the system, ready to match the wishes of their clients.

"It seems like a contradiction in terms, but we have succeeded in achieving a standardization of customization," asserts Galloni. The choice of maintaining an artisanal dimension in the production process has required specifically designed IT solutions - but BI as well, used both in its control and predictive functions, has enabled a constant adjustment of choices.

"This is all underpinned by the habit of analyzing risk," continues the Chairman. "We did not foresee the fire or Covid, but we had calculated hypothetically what would be the loss of product caused by an earthquake or flooding as well as the loss of a portion of market share as a result of custom blockades for political or health reasons. Innovation provides tools that make it possible to examine different hypotheses of market variation and the risk analysis enables us to face whatever comes with awareness and clarity."

Fratelli Galloni, working with Sinfo One, also has a Sales Force Automation (SFA) project under way, for the Web management of orders by the sales force and large clients, and another one aimed at management control through the automation of the warehouse and the definition of costs and stock.

"We always say that Galloni is a counter-cyclical company: our growth has often coincided with difficult economic times, but our ability to respond to periods of crisis is a strength that has allowed us to consolidate production in the Italian and foreign markets. Our attitude is to look to the future with confidence, which is also the reason behind our decision to carry out the innovation project, thus acquiring tools that guarantee even better mastery of data and constant control."

BRINGING ORDER TO GROWTH

It is not just a matter of being able to react in difficult times. Technology also helps us to bring order to growth, by managing an ever-increasing number of references and complexity of processes. From this point of view, the lockdown period brought intense focus on the flour market: during the quarantine, Italians became even more passionate about cooking and home baking, and there was also growing demand from professionals who needed to meet market needs.

Overcoming physical distance through good communication



LUCA MATTIOLI

Consultant JDE
of Sinfo One

The last few months have shown that digitization plays a central role in the ability of companies to respond to emergencies. Sinfo One knows this well. At the beginning of 2020 it had just started a project for the implementation of software solutions in the new plant of a foreign company. "We were right in the middle of this process when lockdown was imposed, and the timing did not fit well with our project goals: the first activities were meant to go live in the first week of April and the last ones in June," says **Paola Pomi, CEO of Sinfo One**.

The original plans involved the on-site presence of consultants four days a week, and we had to adopt a different method of communication to make it possible for our team to stay connected both with the foreign partner and with the different system suppliers. The organization of the work was set up through a daily morning call with all involved staff from purchasing, sales, warehouse, production areas, infrastructure and systems. Each area discussed the work already done and to be carried out. "This was the time for sharing any problems that had come up during the work and it was also a good meeting point for exchanging ideas and checking that every piece of the flow fitted together and was aligned, as we had designed it at the beginning," says **Luca Mattioli, Sinfo One JDE Consultant** in charge of the project.

Organizing the day

"The morning meetings allowed us to work with particular care and to be more precise in our communication, writing prompt emails and choosing the best words and recipients. Documentation acquired an important role, too." Key to the project was choosing to structure the work team into different areas, identifying a person in charge for each of them from Sinfo One and a counterpart from the client company to keep specifications up to date.

The leaders of each area, working under the Head of Project, assigned detailed tasks to the application and technical teams. Budgets and deadlines were monitored at the higher levels, while at the lower ones the most suitable solutions were chosen, with the project team leaders being responsible for both the results of their area and the interconnection between the different areas. Each "sub team" could choose independently the solutions to implement, dealing with any issues as they came up on a daily basis, and this allowed the entire work group to progress quickly. It was an apparently formal and hierarchical structure, which was, however, based on excellent problem solving through teamwork and great ability to delegate.

A responsibility for each level

The different teams set themselves the task of identifying the missing pieces, which had to do with the logistical and distribution problems that came up when the country where the plant was located also adopted restrictive measures to contain the pandemic. The work team provided solutions that made it possible to deal with the lack of integration of the totality of processes at that particular time, enabling operators to carry out manually activities that, once the system is fully operational, will be automated. Flexible and smart solutions, made possible by the choice of assigning responsibilities at the right operational level. "It's wasn't an easy time," says Pomi, "but it allowed us to prove that, if communication is done right, even physical distance can be overcome."

"There is a whole digital system regulating orders and production, which was put to a severe test during the period of high flour consumption for domestic use, in the months of March and April 2020," confirms **Silvio Grassi, Managing Director of Molino Grassi**, a fourth-generation company that specializes in the production of organic flours and semolina.

"From an IT point of view there were no major issues. We organized ourselves through a strict staff management protocol, we worked harder and the system supported us even under pressure." After the sales boom in March and April, we felt a boomerang effect on food and flour consumption. Some product categories never grew, while the increase of turnover for other ones during the two months of lockdown was immediately followed by a reduction in volumes in May. ERP, however, proved to be essential not just during this stage of constant changes. "We took a huge step forward to bring order to the significant growth that in recent years has taken place in the retail world, with an ever-increasing number of products."

Every day the state-of-the-art production systems of Molino Grassi grind 220 tonnes of durum wheat and 220 tonnes of soft wheat. Every year the company processes 130,000 tonnes of grains: 70,000 of durum wheat for the production of dried and fresh pasta and 50,000 of soft wheat to produce bread, pizza, sweets and fresh pasta.





Alimenta Produzioni



HEADQUARTERS

Riccione
(RN)



TURNOVER

21 millions
euros



STAFF

130



OPERATIONS

Production of
PGI piadinas

It produces and markets

Piadinas (PGI and non-PGI) and

Baked Products (Pizza Bases,

Saltimboccas and Pinsas). In

2019 Alimenta Produzioni srl and

Piada D'Oro srl (wholly owned)

had a turnover of around 21

million Euro. 130 employees and

administrators.

A long standing client of Sinfo One, Molino Grassi has been relying on the ERP SiFides solution for over 20 years. "The real innovation, which also helped us to manage this emergency more efficiently, was the installation of 400 pallet places at the beginning of the year, with everything that it entails in terms of IT management support, not just downstream with logistics and shipping, but also upstream. The new system supported a better organization of the production and packaging of products."

When customer orders arrive from the sales network, they are collected together in order to manage the production batches. The moment a single batch enters the packaging phase there is no longer room for human error: everything that was previously entrusted to manual handling is now managed through barcode readers and digital codes. "The advantages are obvious: absence of complaints, better management of product expiry dates, efficient inventory rotation, and constantly updated warehouse management"

EACH ACTION CORRESPONDS TO A PIECE OF INFORMATION

Digitization can radically change the world of operations, especially when it is introduced in areas, such as warehouses, involving a great deal of manual work. Forget data that arrives late, with loads received at one time and the components recorded in the office only after handling, as if the company worked on a differed basis. "Our new mantra is that each action corresponds to a piece of information."

Alberto Fenati, Entrepreneur at the helm of Alimenta Produzioni,

a company in the Romagna region that is one of the main producers of PGI piadinas and a leading player in the baked goods business, is well aware of the importance of data. After working for 15 years as manager in a food company, when it came to switching to Alimenta he played it safe by relying on the latest version of SiFides. "Setting up IT systems for Food companies is different from doing so for the Automotive industry, and this is why it's best to rely on those who have experience in this sector. More particularly, we preferred to work with a single company for both infrastructure and application systems: talking to just one partner is always easier."

Over 500 listed products, made in three different production sites. As for piadina, the recipe for the best technology is also made of simple ingredients: Web interface and everything in the Cloud, in order to reduce complexity and ensure maximum scalability. With the ERP it chose, Alimenta Produzioni covers everything from production progress to management control, from data storage to logistics. Kick-off is scheduled for the first days of December, go-live for October 1st.

"The technology has always been there. Now, with the Covid-19 emergency, even those who had no previous experience in this area



EVERY ACTION MUST BE FOLLOWED BY A CONTROL PHASE

realized, using the simplest systems, that digital can be a great resource. Many may have perceived a trend from this experience and, therefore, have greater confidence in the people in their company who are responsible for pushing technological innovation.”

Fenati is convinced that, in this area as well, it is necessary to have a medium-long term strategy. “The moment you try to circumvent the rules in order to achieve your goal quickly, the company loses. The same happens with data management, from the product master data to the bill of materials. The other mantra we want to apply is ensuring that each action must correspond to a control action in real time, improving the process vertically to avoid mistakes.”

SPECIFICALLY DESIGNED TOOLS TO RATIONALIZE PROCESSES

The emergency has severely tested the forecasting ability of many companies, with the need to monitor performances and be able to act quickly to improve their efficiency. At such an uncertain time, it becomes even more important to have the data and information needed to plan production.

Mutti



HEADQUARTERS
Montechiarugolo
(PR)



STAFF
650
(more than 1,200
in summer peaks)



TURNOVER
380 millions
euros



OPERATIONS
Production of tomato
passata and canned
food

The group has 650 full-time employees, with peaks of over 1,200 people in the summer months. It closed 2019 with a turnover of around 380 million Euro.

At Mutti, a tomato processing company based in Parma, 2020 is the year of reviewing processes. The Material Requirement Planning (MRP) project for the digitization of production planning will go live on January 2021; before that date, the company intends reviewing internally its working methods and times, in order to welcome the new tool with a much more structured process.

"Often we are still anchored to emails and loose sheets of paper. In this sense Covid has given us a clear message: because of the complexity and volumes we have reached we can no longer do without a coordinated process," points out **Cristian Filocamo, Chief Financial Officer of Mutti**. "During the emergency, the IT systems allowed us to carry out procurement, production planning and line management activities remotely. We realized that the investments made over the years in a number of modules in our ERP (SiFides, editor's note) or connected ones, even if silent compared to investments in marketing or in the plant, have been successful. In the long run you see the results."

Since 2019 Mutti has been investing in a BI project, to monitor the risk of product obsolescence in a predictive way: this model is not limited to a descriptive analysis of the past but can suggest actions to be taken. It has made it possible to obtain new performance indicators, including different market trends and the various product rotations, particularly useful in a rapidly changing context such as the current one. The transition to ERP by the former Copador plant, a company based in Collecchio and purchased by Mutti in 2017, will go live in January 2021.

2019 was also the year when the Product Lifecycle Management (PLM) project was implemented, with a module dedicated to the management of product specifications (nutrients, allergens, ingredients, complaints). "It's the classic programme that also requires a Change Management Activity, because it entails the review of very complex processes: some workflows involve almost 10 different people, each part of the mechanism," points out Filocamo.

We moved from an originally labour-intensive structure to an entirely digitized process. "If we had not implemented the project last year, we would now find ourselves in a very delicate situation." Before the pandemic outbreak, the company only had about twenty people authorized to connect remotely for any needs outside working hours. During the lockdown phase, the number of people working from home grew to 90. "This year we are implementing the part of the plan relating to quality," continues the CFO. "We are moving from tools designed in a customized way to a completely integrated system that collects from the PLM all the necessary information about issues relating to food safety and to the traceability of batches, ingredients, production lines and plants."



**FROM
A HIGH MANUALITY
TO A FULLY
DIGITALIZED
PROCESS**



EffeEmme



HEADQUARTERS
Cigliano
(VC)



TURNOVER
32 millions
euros



STAFF
around 1.000



OPERATIONS
Manufacture
of medical devices

Nata 40 anni fa in un garage, dal 2012 a oggi ha quasi raddoppiato il fatturato. Ha circa un migliaio di dipendenti tra la sede italiana in provincia di Vercelli e i due stabilimenti aperti in Romania (2003) e Tunisia (2012).

FORECASTING WORKLOADS

Since the health emergency has limited travel, the importance of having a system that makes it possible to integrate different Supply Chain solutions in an effective, as well as efficient, way has become even more evident. The Coronavirus experience has made the need to map the workloads distributed among the different plants a matter of greater urgency for many companies. This is the case for EffeEmme, a medical manufacturing company specializing in hemodialysis and infusion devices.

The company has a complex supply chain, because it is distributed among three countries: in addition to the Italian plant, it also operates in Tunisia and Romania. The project that EffeEmme is carrying out with Sinfo One has as its objective the effective integration of production chains, in order to better manage the company and meet clients' needs.

The linchpin of this process is the Distribution Requirement Planning (DRP), which will allow the company to forecast the workloads of individual plants, arrange transfers automatically, and shorten the delivery times of finished products. The new solution will be cloud based, multi-country and multilingual. This will enable EffeEmme not to compromise a larger innovative future: the company is evaluating the investment in a new production plant and needs to expand management to include new business.

"In the medical sector everything must be traced back and forth, so as to know with certainty the origin of each product component," points out **Giuseppe Ghezzi, Chairman of EffeEmme**. "In recent years, the company has developed greatly and we felt the need to have software appropriate for our growth capacity. In order to manage all the plants from the main headquarters and be ready for the next step, that is, connecting suppliers and clients, we need a particularly integrated system." A dialysis line consists on average of about eighty components connected to each other by small tubes, approximately twenty metres in total length. In order to assemble them, staff work on average 20 minutes on each line. Each component, down to the tiniest one, has its own batch number and, once the latter is assigned to a certain product, it can no longer be moved to other manufactures.

In the absence of a single system regulating all three plants, the planning is concentrated on the Italian production site, which, however, cannot follow in real time the progress of the production cycle in the different plants. And the consequence is that important pieces of the puzzle get lost. EffeEmme needs, therefore, to monitor production and distribution, so that the plants can start "talking the same language", through the integration of ERP and the automations given by the intercompany flows.



"We are a medium-small company that is a pocket-size multinational," says Attilio **Castelli, Managing Director of EffeEmme**. With three plants and about 1,000 people, the company remains a complex business in an extremely regulated sector. "All the processes regulating company operations can have an impact on two main objectives of the quality standards of our sector: patient safety and client satisfaction. Managing all that is not easy, especially when dealing with production sites located far away."

Each phase of the production cycles could be the source of problems that would have a cascading impact on products placed on the market. "All the materials we use must be checked and validated every time they enter the plant, to be sure they are compliant. Doing this in three factories where materials are moved between them to meet workload demand was becoming difficult with systems that were not well-structured," said Castelli.

EffeEmme also aims at greater efficiency in terms of Post Market Surveillance (PMS): all the products placed on the market must be followed and monitored, to verify that over the course of the product life cycle there are no degradations or deviations that may create problems for the health of the patient or of the operator using the devices. The objective is to manage to combine safety and care for product quality with the company's needs for operational flexibility.

**THANKS
TO ERP,
FACTORIES
'TALK THE SAME
LANGUAGE'**





AN INTEGRATED AND REMOTELY ACCESSIBLE ERP

Even for companies that never completely stopped their operations, the lockdown period was a testing ground for the stability of IT systems. Having at their disposal a managing system that can be queried remotely allowed companies to continue operations even at the times of greatest social distance.

Enertronica Santerno, a company operating in the power electronics and renewable energy sector, has recently concluded the transition from one management system to another.

Born in 2019 from the merger by incorporation of Enertronica and Elettronica Santerno, the company decided to keep the JD Edwards (JDE) management system of the acquired company, both because of its technical strengths and in order to adopt most effectively the new requirements and best practices already implemented in the past with the support of Sinfo One.

Choosing the ERP thus represented a sign of continuity within the relaunching of a new corporate and business model.

“Bringing two companies back under the same ERP is in itself a complicated goal. Doing it in the middle of Covid-19 was an adventure, with all the staff working remotely at the same time,” says **Vito Nardi, Managing Director of Enertronica Santerno**. “The process was successfully completed, within the deadlines we had set ourselves.

The IT systems helped us a lot: if the financial and monitoring aspects had not had the appropriate technical support and if the ERP itself had not been accessible remotely, the management and administrative sides of the merger process, and perhaps the entire operation of the company as well, would have stopped. Now, instead, we are equipped with a perfectly integrated system in the different national offices, which will allow us to continue to work remotely in the future as well.

Enertronica Santerno



HEADQUARTERS

Castel Guelfo
(BO)



STAFF

175



TURNOVER

62,8 millions
euros



OPERATIONS

Production of
inverters for
applications in the
Industrial Automation
and Photovoltaic
sectors

Born from the merger by incorporation of Elettronica Santerno into Enertronica S.p.A., it closed the 2019 financial year with consolidated revenues of 62.8 million Euro. It has 175 employees, 124 of whom in Italy and 51 abroad.



Thanks to these tools, all the operations relating to administration, project management, the development of business plans and reporting, which are key to the company's business model, remained operational. "We are a company that closes consolidated financial statements on a monthly basis: without an ERP that is highly customized to our needs, that allows warehouse management and inventory control in real time and the processing of dozens of reports for each business line, divided by different areas and different objectives, it would not be possible to draw up a consolidated balance sheet every month," points out the Managing Director.

**INVESTING
IN CLOUD AND
DIGITIZATION
WILL MAKE
THE DIFFERENCE**

Enertronica Santerno has managed to keep working without interruption thanks to its entirely web-based tools. 90% of the company's data is now in the cloud, and we are sure that investing in digitization will make the difference. We are a company that thrives on innovation applied to all business functions, from products to management and control tools. Maximum effectiveness and efficiency are achieved when all systems, including third party interfaces, are digitized and accessible. Innovation is the key to everything."