

# Optimize production with digital technology

## The transformation of the food sector hinges on Data management

by Federica Biffi in collaboraton with Cecilia Cantadore

### EXCERPT | Amica Chips

#### Interview with:

Luisa Mariani Moratti

Owner and Member of the Board of Directors of Amica Chips

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### STARTING FROM THE ANALYSIS TO REORGANIZE THE WORK

Despite the more or less slight decline in the F&B market due to the pandemic, in the last two years companies in the sector have become convinced of the need to invest, without further delay, in digital transformation in order to, for example, renew production, expand warehouses, etc. This is the case of Amica Chips, a Mantuan company producing salty snacks, mainly chips, with headquarters in Castiglione delle Stiviere, where its production sites are also located: in particular in October 2021, a new process of digitization began which marked a change of pace for the organization. "We have chosen to implement the Oracle JD Edwards ERP software to analyze the business from a new point of view," explains **Luisa Mariani Moratti, Owner and Member of the Board of Directors of Amica Chips**. "While in the past management focused on productivity and profitability indicators, today, thanks to the new systems that have been introduced, is also taking into consideration other aspects that are proving useful for being prepared in case of unforeseen events and for accurately evaluating the costs that can affect continuity and performance."

The company is led by Alfredo Moratti, who founded Amica Chips in 1990 and now runs it together with his wife Luisa Mariani Moratti, their two children, Laura and Oscar, and their son-in-law Nicola. The family dimension is an important company feature: "Our company structure allows us to work with a lot of passion and this is reflected in the quality of the products. This is why we hold the second/third place market-share in Italy with our brand. We constantly challenge ourselves to maintain quality and this makes us proud because today's consumers know how to appreciate our work in this direction. Major Large Retail chains (GDO) have chosen us as their private label, further evidence of the trust placed in our product. We are also keen to broaden our horizons abroad," says Mariani Moratti, "where the company is carrying out a remarkable development plan with excellent business prospects. Sales turnover in 2022 is up by 16% and is returning to the pre-Covid level."



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In order to support revenues, Amica Chips, in partnership with Sinfo One, has undertaken a digitization process, starting from the analysis of the current situation of the organization: the Parma-based software house highlighted the areas on which to focus and the elements to be improved: "This work has provided visibility on aspects that we had never evaluated until now. For example, we plan to analyze machine downtime, unforeseen events and production stops, in order to understand to what extent they negatively affect processes; we want to take action to prevent problems and, at the same time, include accidental costs into a broader analysis," explains the entrepreneur. Also, the goal is to identify areas that are over-staffed and others that have insufficient staff, in order to implement an internal reorganization of the areas of work.

Managed by the owners and by two employee representatives, and involving the entire staff, the ERP implementation phase is expected to take over a year, and will also bring about a cultural change. Moratti explains: "Information that we did not have before will allow us to set up a different work system that leaves less room for the interpretation and subjectivity of individuals, so as to reduce errors and increase efficiency, while supporting people's work." The system makes it possible to schedule orders in a timely manner thus avoiding, for example, production peaks, to manage the warehouse so that there is always the right amount of space available for incoming goods, to plan promotions according to production, and to orchestrate the activities of all company areas, establishing a constant connection between Management, Administration, and sales

and production areas. Lastly, the availability of accurate and updated data in real time is also a plus for suppliers, who find in Amica Chips a competitive and reliable partner.

## Amica Chips

Founded in 1990 by Alfredo Moratti, Amica Chips holds the second place market-share in Italy. The company operates in two adjacent sites, one dedicated to the production of potato chips and one to extruded snacks. It is present in more than 25 countries, representing the Made in Italy sector through its commitment to research and attention to product quality. It is present in all Eataly stores, the well-known chain of Italian food halls.



**HEADQUARTERS**  
Castiglione delle Stiviere  
(Mantua)



**STAFF**  
300



**TURNOVER**  
98.6 million euros  
in 2021



**OWNERSHIP**  
Family-run business