

CASES

FIorentINI

Each production process is strictly controlled by Italian and foreign certification bodies which test all our processes and finished products.

The new plant was built with the utmost attention to environmental sustainability issues; for this reason, the area is surrounded by 10,000 square meters of greenery within which more than 100 trees have been planted. We have also put solar panels on the roof to be able to recover energy from solar radiation. The energy produced in this way corresponds to the energy needs of 100 flats.

The automatic warehouse is equipped with an ENERGY RECOVERY SYSTEM: it is a system for saving and recycling energy with low impact emissions.

There is an electricity saving of 407.400 kwh/ year.

This system also creates free hot water : (17.302.118 l/year 60 °C & dT 45°C) and the reduction of annual CO2 emissions (375.623 ton/year).

Biological is the product, created with certified raw materials, whose cultivation excludes the use of synthetic chemicals, pesticides, herbicides and genetically modified organisms.

In conclusion, the growth of organic in the consumption of Italians is consolidated and organic is a key factor in the growth of food sales.



- 225,418 total number of people with celiac disease recorded in the AiC 2020 Budget

- Analyzing the trend of diagnoses in the last three years (2018, 2019 and 2020) in Italy the annual average that is recorded of new diagnoses is around 9,000 people

- Gluten-free on packaging is represented either by the claim (most common, 11% of products) or by the crossed out ear of corn logo issued by the Italian Coeliac Disease Association, (2.6% of products)

- Between June 2019 and June 2020, sales of gluten-free products grew by +4.1%

New trends

NEW TARGET OF REFERENCE: MILLENNIALS (also known as Generation Y), i.e. young people born between the 1980s and 2000. A study carried out by the Elixir catering group has analyzed their table behaviors; the following are the key trends that emerged:

Flexible hours : They skip breakfast on average twice a week. This suggests that they often have an appetite for mid-morning snacks.

Practicality : like the easier solutions offered by large retailers. For 42% of respondents, in fact, speed is the most important factor.

Always connected : 66% of millennials prefer outlets that are active on social media, showing a real need to integrate technology into their dining and shopping experience.

Healthy Diet: 92% of the sample say they eat healthily, or at least intend to. Real food choices, however, suggest otherwise. The appreciation received by French fries and hamburgers, in fact, is clearly higher than that of fruit and salad.

To meet the needs of MILLENNIALS, we have created a brand new line of non-fried snacks with a much lower fat content than the average similar snack on the market.

Producing in Private Label contributes to the realisation of the mission, i.e. the clearance of well-being for the few in favour of the idea of well-being for all. With the advent of the organic food phenomenon in the middle of the 80's, many competitors have turned to specialised channels, while Fiorentini has gone against the trend, by starting a work of convincing the buyers of the large-scale retail trade on the organic products, involving also the commercial channel of the discount stores with the creation of a new organic production.

A GLOCAL business idea:

GLOBAL because the company produces and sells products known and consumed all over the world that do not only belong to the Italian food tradition.

LOCAL because it uses the Italian nature of the raw materials and know-how as distinctive elements of the global product.

Fiorentini is present in more than 55 countries.
It is Italian leader in the private label production of puffed cereal biscuits.

NOT JUST A PRODUCT, BUT A SERVICE

The analysis of the customer's needs, the study of the product, customisation vs. the standardisation of foreign competitors.

TREND IS OUR FRIEND

A commercial spirit rather than an industrial one, our DNA devoted to innovation, our attendance at the most important world trade fairs in the sector and our continuous exchange of ideas with strategic customers in cutting-edge markets often enable us to be a first mover on the market, through the launch of new products and/or the innovation of existing products, thus achieving a strategic advantage over our competitors.

REACTION SPEED

The typical command structure of a family business means that the decision-making process is streamlined and rapid, and an idea is translated into a product in times that would be unthinkable for more structured companies with more widespread decision-making responsibility.

MADE IN ITALY

Italian taste, the raw materials, the packaging style, the customer's attention, the fantasy of innovation.



NEW MARKET IDENTITY: distinctive, different, unique and recognisable.
New positioning: Premium.

NEW IN 2021: E-COMMERCE

fiorentinialimentari.it is transformed into the shop of the new millennium, where consumers can buy directly from around 100 products, including crackers and bread substitutes, sweet and savoury snacks, breakfast cereals, sugars and sweeteners and cremes to spread.

E-commerce represents a great new opportunity for us to establish direct contact with the final consumer: by offering them the chance to discover and try out the many products sold through our online shop, we are able to get to know their tastes and preferences even better, so as to direct the sales strategies of the large-scale retail channel towards their satisfaction.

NOVIS GAMES

A social impact game tech start up that was born in 2019. For blind people it is difficult to play normal video games, so they came up with an idea: non visual games.

There are over 1.181.019 video games in the world and just 675 games with blindly accessible options.

But accessibility gaming is very expensive, hard to implement and very time consuming. Their solution: The pioneering gaming environment that enables developers to craft accessible modes for their video games incorporating audio-based and custom features.

Microsoft is the first big player in the gaming industry. So they started collaborating with Microsoft, working on Gen A-eye (AI) = Unlocking accessibility for games with low and no vision.

It includes:

- High tech solution
- Game agnostic
- Cost effective
- Automated
- Tested

They wanted to foster an environment where everyone can enjoy the magic of gaming, regardless of their visual abilities.

GILAC

The owners Giuseppe Piovano and Adelmo Castelli (died in 2019). Both have a business and entrepreneurial background.

Giuseppe, who has been the chief of a textile firm for over 15 years, has a nuanced knowledge in both Chemistry and Management.

Adelmo, as an experienced manager, knows how to analyze market and build strategies.

Because of their love for beer, they decided to establish their own brewery in 2007, which quickly became one of the frontrunners of the now crowded Italian craft beer industry.

Beer is in food and beverage which is at the highest level of the market. But Gilac is not in the same market as Heineken, Moretti, Beck's... They serve different sellers.

Craft beer vs industrial beer (so they had to split the industry, in order to manage the rivalry)

In the market space there was an increase of competitors in Italy since 1995.

Generally, there are no quality requirements of raw materials and/or production process. Typically "craft beer" refers to small producers and companies.

The Italian legal definition of craft beer mentions the absence of the pasteurization and microfiltration steps. So it sends a message of authenticity.

The business strategies:

By lowering a cost or by bringing in the mind of the customer that the product is different.

Customers experience (the impact of music)

Habits

Influencing factors in Small Businesses

Positive factors: E-commerce, Social Media, Technological advances

Negative Factors

-Lack of experience, lack of commitment, lack of strategy

Gilac's strategy: labeling There are awards, labels and certifications to certify the production process, its environmental or social impact, as well as the origin of the product. Gilac is a member of Turin's "Maestri del Gusto" association, whose members are selected by Slow Food.

Gilac's strategy: price & experience 2021-22 Price: outlet, lower temporary prices Diversification:

a range of 14 products to suit all customer tastes Engagement: open day to promote the quality

production In addition: e-commerce

HAIER

(Simone Pezzoli)

HAIER is a chinese company and is ranked in the top 100 companies in the world.

They bought Candy and other companies in the US and Australia to diversify the product.

HAIER is ranked number 1 company globally in Major Appliances.

It is the fastest growing company, because with the acquisition of Candy Hoover Group in 2019, Haier Europe encompassed the entire European domestic appliance market: from ultra-high premium to more affordable ranges.

Haier Europe made further improvement in process and market approaches, achieving growth in its main businesses, and becoming the fastest-growing company.

VISION:

First customer choice in smart home solutions

Being ranked the top 3° in the industry by 2025 in EU-25.

Having the first IoT ecosystem for outstanding experiences.

STRATEGY:

Develop an ecosystem of services enabling the exploration and industrialisation of new business and value creation models

Delight consumers with a rich and relevant connected user experience, adding value to all product lines and families.

RenDanHeyi: a unique organization model

To achieve zero distance to consumers, Haier flattened the traditional organization into a dynamic network, in which employees act as entrepreneurs.

Employees are at the core and are driven by users' needs and expectations to create value. Low bureaucracy and people's empowerment are key.

Ren = refers to employees that act as entrepreneurship

Dan = is the value created for users

Heyi = means the integration or alignment of employee value and user value realization

Driven by the need for greater autonomy, around 2013 Haier embraced the microenterprise (ME) as the elementary organizational unit based on three essential rights:

Right to Make Decisions

Work and priorities are managed locally to be best able to cope with the context, without depending on centralized decision-making.

Right to Hire Talent

The team is allocated on the spot, to address dynamic objectives, without imposed constraints, by leveraging braveness, innovativeness, and reputation.

Right to Distribute Compensation

Compensation is distributed in the micro-system, to motivate people to perform in line with objectives,

Micro-Enterprise

There are different types of MEs:

User MEs are focused on exploring user needs and delivering innovation, in line with the zero-distance approach.

Incubating MEs constantly exploring new business opportunities and extending Haier's product and service lines into new areas (e.g. e-gaming, biotechnology, health care)

Node MEs are focused on providing services to other MEs and are a result of former supporting departments (HR, RED, logistics, supply chain, etc.) being split up.

MEs work with one another in a collaborative structure, based on "temporary contracts" that define their relationships.

Microenterprise: The Leading Goal

Leading goals not set by the "organization"

Leading goals are set by the Micro Enterprise

Leading goals set the "future target" and not how to get there

Milan Experience Design Center

Located in our headquarters in Brugherio, Milan Experience Design Centre creates modern and revolutionary branded product experiences that anticipate and reflect European cultural diversity expanding product line connections and shortening the distances with our consumers.

WashPass: The rental washing machine

The first washing system born from the collaboration between Haler and Nuncas®

- Subscription-based service - A new professional washing experience, which guarantees maximum effectiveness and minimum consumption.
- "Zero Thoughts" Wash - Installation, maintenance, and refilling of detergents are included in the service.
- Up to 70% better washing quality - Greater effectiveness with less waste thanks to the exclusive Active Ingredients by Nuncas® based on the innovative Disaggregated Chemistry.

hOn

Intuitiv: Light, friendly and satisfying experience for different users' needs

Open: hOn embraces multiple brands and connects with service providers in total safety.

Adaptive: hOn is a living ecosystem that adapts itself to brands and products.

Our Ecosystems: fostering rich scenarios in the Smart Home

From products to experience

Physical products economy

Service and parts economy

"Civilization's" economy

Sustainable ecosystem economy

IoT - Zero Distance to Consumers

Multicontrol = Multiple access points to home appliances (App, Hub, Smart speakers, wearables...)

Valuable Features = To support users at 360° (Home management, Contents, Maintenance, Efficiency.)

Services & Ecosystems = Hyper-personalized scenarios (e-commerce, Partners, Widgets, OTA.)

They start with the idea of what to produce (physical product, maintenance...)

How to sell (forecast and planning...)

Digital technology as business enable (business acumen, digithinking, data and IA, story telling...)