Politecnico di Torino

BRAMBATI S.p.A TM

Innovative, Integrated, Traditional, Brambati

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Academic Year 2022-2023

Smart Strategy Board

BRAMBATI S.p.A TM

Purpose panel:

Purpose: Product quality, human resources' welfare, environment, customer satisfaction, friendly supply chain, and global partnerships (Mission statement)

Ambition: Creating and promoting environmental, social, economic, and international **sustainability** (Vision statement)

Customer Panel:

Target market: Coffee roasting, non-food granules, pasta, and confectionary industries

Value proposition: Sustainable and automated **turnkey plants**, innovative, highly performant, and ad-hoc products

Operation Panel:

Partners: Lavazza, University of Pavia, Alens, Motus
Suppliers: Electric material: **Siemens-** Pneumatic components: **Festo-** Motor gear: **SEW/BONFIGLIOLI-** Burners: **Weishaupt-** Other: **local furniture by small firms**

Core competencies: "Turnkey plants" for industrial plant for food and coffee, confectionary products, food and pasta processing and machinery, advanced technologies, and computerized systems for maintenance and machinery support

Finance Panel:

Financial Objectives:
Expected 40.000 Million euros of revenue and over 30 million euros in turnover
The **export share is 76%**

Competition and risk panel:

Competitions:
- Technological development for the Advanced Food Lab
- More adaptability of existing machines or new ones for soy processing and mug beans

Operation risks:
- Noise and Environmental
- Mechanical corruption
- Incidents of forced or compulsory labor

IT risks:
- Cyber-security attacks

People risk:
- Workers' incidences and disease

Market risk:
- Supply chain
- Time delay of suppliers and some critical materials, especially electronics

Resource Panel:

IT systems and data: Microsoft-based systems, ERP, cloud applications, engineering data, R&D data

Infrastructure: **10'000** square meters for offices, production layout and logistics, kneading machines for specific purpose (e.g., roaster and grinder)

People and talent: Customer Care service personnel, financial backers, people from different research domains.

Culture, value, leadership: Transparency, trust-based relationships, sustainable eco-design, waste reduction, study of feasibility, privacy, gender equality

Business Model Canvas

BRAMBATI S.p.A ™

Key Partners

- Lavazza
- Alens
- Università di Pavia
- Motus
- Stable suppliers located in Northern Italy

Key Activities

- Production of "turnkey" plants for the flour sector
- Production of complete systems for coffee processing
- Production of machinery for the chemical and plastic industry

Key Resources

- Technical and expertise employees
- People for Customer Care service
- Research entities
- Banks and financial bakers

Value Propositions

- Sustainable (possibly automated) "turnkey" plants for food industry
- Mechanical and electrical maintenance programs

Customer Relationships

- Web portal
- Ticket service
- Advanced Food Lab

Channels

- Fair and exhibitions
- Website and online blog
- Headquarters
- Social media

Customer Segments

- Coffee industries
- Confectionary products and biscuit factories
- Chemistry industries

Cost Structure

- Construction and production costs
- Installation costs
- Other costs
- Advertising
- Design costs

Revenue Streams

- Sales of ad hoc plants and machines
- Hardware and software maintenance
- Licenses
- After-sale service contacts

Core competencies & Key activities

«Turnkey» plants for the flour sector

- Storage, weighing, cleaning, conveyance, and batching of raw materials, both powder and liquids
- specialized in the initial part of the process
- Complete systems for processing granulated sugar and inverted sugar syrup
- The range of machinery can vary based on the required capacity, making the systems widely flexible

Coffee production plants

- Reception of green coffee, cleaning, storage, weighing, blending, roasting, conveyance, grinding, degassing and packaging
- The roasters can be the traditional type or with highly automated design, allowing complete flexibility in controlling the coffee roasting process, by adapting the features to the different customer requirements

Machinery for the chemical and plastic industry

- Raw material dosing and handling systems both in powder/pellet form and liquid, for plastic and pharmaceutical industries
- From reception from tankers to feeding specific process machines, through the storage, batching, weighing and conveyance

Purpose panel

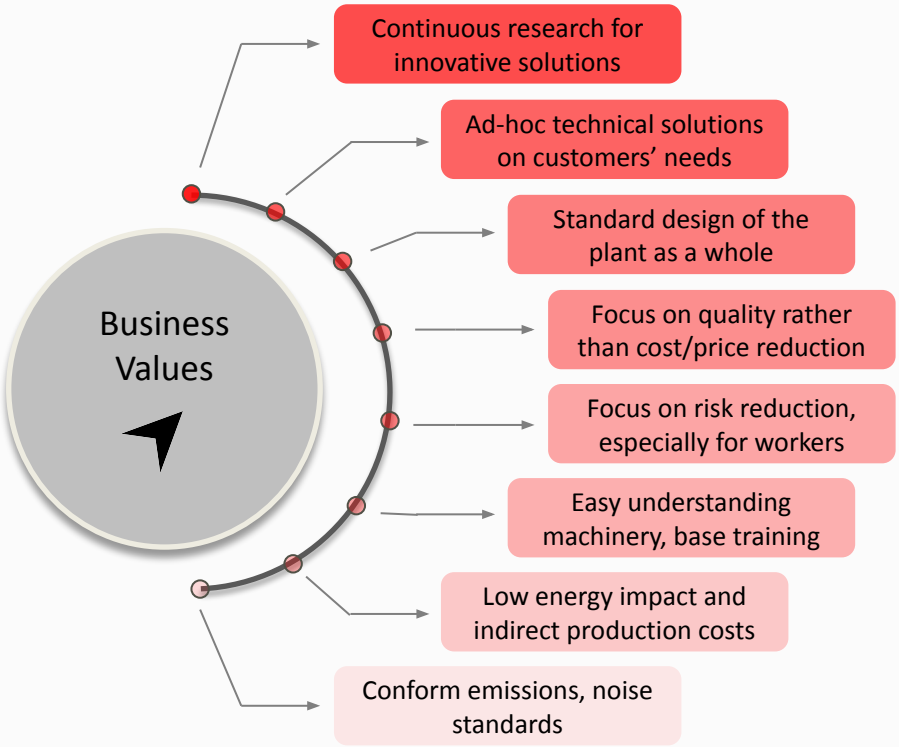
Customer satisfaction:
- Product quality
- Standards fitting
- High-performance products
- Flexibility of technical solutions
- Risk reduction
- Easy of use of plants and machines

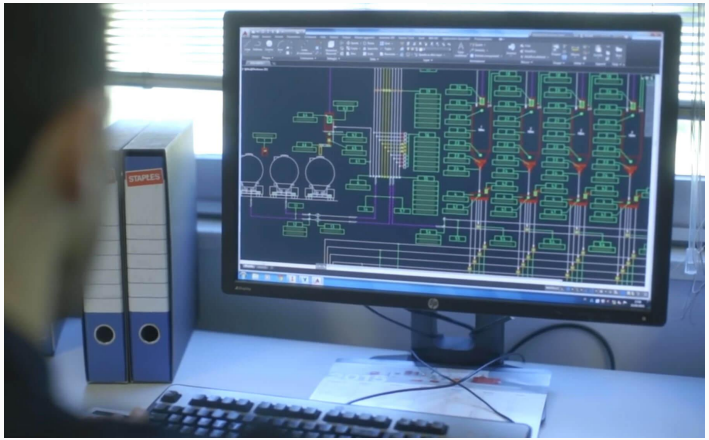
Sustainability:
- Environmental sustainability: environment-friendly plant life cycle, supply chain and quality of natural resources
- International sustainability: delivery and production of low-impact systems in an international market
- Social sustainability: citizens' safety, quality of life and welfare, conformity with hygiene, emissions, noise norms
- Eco-innovation and Eco-design investments
- Monitoring of the consumption

Economics:
- Brambati's dynamic strategy allows it to be one of the leaders in the international market since it also promotes the social and economic development of communities by introducing a circular economy approach

Human resources:
- Gender equality and increase in share of females employees
- Safety and welfare of the employees

Customer panel & Value proposition

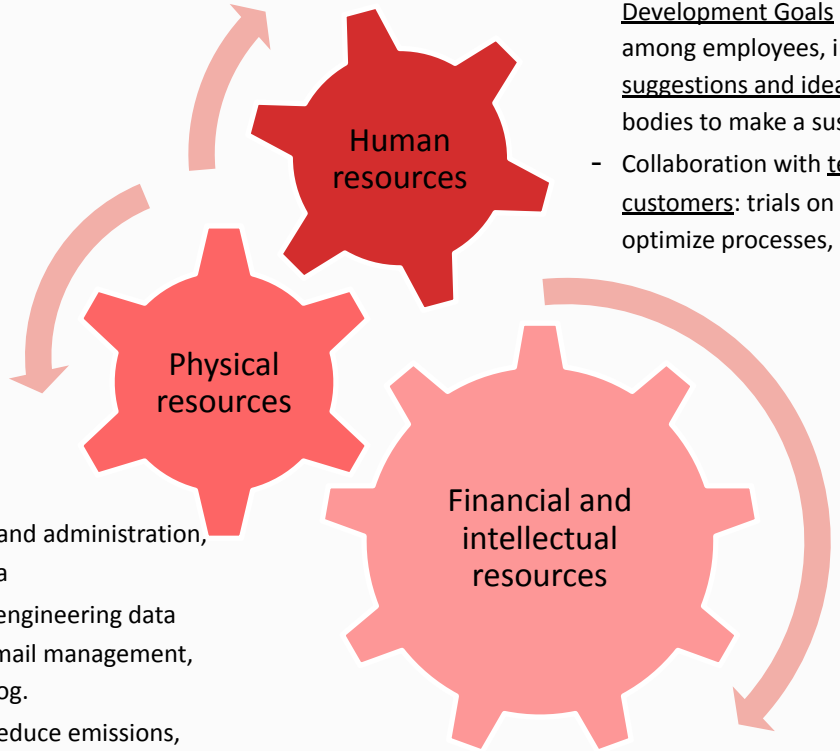




Resource panel & Key resources

Technical/expert employees and **people for the Customer Care service:**

- From the engineering stages to the production/workshop activities, installation, testing, and customer training stage
- Interaction with the customer, taken on a character of consultancy with trust-based relationship and transparency
- Efficient customer care service handled via tickets by the front office or the appropriate technician



Banks, **financial backers**, **research entities**, and **data sources**

- Social responsibility strategy in line with the Sustainable Development Goals (SDGS): campaigns to raise awareness among employees, internal channel for the submission of suggestions and ideas, and partnerships with research bodies to make a sustainable innovation
- Collaboration with technological suppliers and its key customers: trials on new processing ways, new manners to optimize processes, improvement of the rubber recycling

Infrastructures and **IT systems.**

- 10,000 square meters for offices of sales and administration, engineering department, operational area
- Microsoft-based systems, ERP and other engineering data for internal use, cloud applications for e-mail management, a company website, and an up-to-date blog.
- Replacement of the car fleet in order to reduce emissions, with a reduction of the carbon footprint linked to the direct or indirect movements of the company

Other foreign operations and activities:

- Visibility and rating of all the financial operators
- Evaluations of non-financial performances (e.g., sustain ability): Elite platform of Confindustria, Italiana Stock Exchange, Bocconi University

Partners & Key partners

Partnership contracts with:

- **Lavazza:** expansion of the existing green coffee partnership roasted coffee plant, increasing the flexibility, the storage capacity of the current plant and the quality of the control systems
- **The university of Pavia:** R&D projects of innovative products and services, production data models of roasting systems and predictive of the processing cycles
- **Alens:** consultancy concerning environmental matters (ZCT)
- **Motus:** leasing of Nissan Leaf electric vehicles → transport environment sustainability

The **main suppliers** (located in Lombardy, Piedmont, Veneto, and Emilia Romagna) provide:

- Electrical materials (e.g., **Siemens**),
- Pneumatic components (e.g., **Festo**)
- Motor gears (e.g., **SEW** and **BONFIGLIOLI**)
- Burners (e.g., **Weishaupt**)

Target market & Customer segment, relationship and channels

On one hand, Brambati is one of the leading firms in a multinational market that goes from Canada to Australia; on the other hand, is a B2B company providing machinery and implants for specific domains

The company takes alive the **relationship** with its customers in different manners:

- With the **Advanced Food Laboratory** to test machinery and simulate food processing activities on site
- By **Customer Care service** (Silver, Gold, Una-Tantum contract)
- Via e-mails
- Call center
- Via **website private area**
- Via social media like Instagram, LinkedIn, Facebook, and YouTube

Moreover, Brambati exploits other **channels** like

- Online blog
- Showrooms in Pavia and Melbourne
  International fairs and exhibitions

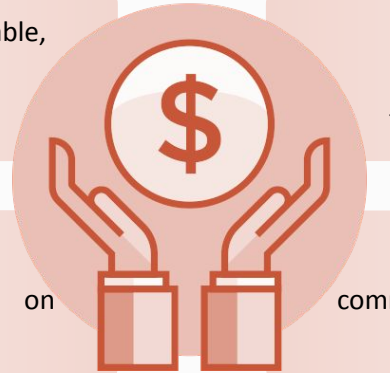
[redacted]

Cost structure

- **Economy of scope**, since for a single customer's request there can be more than one possible solution depending on the requirements.
- **Economy of scale**, trying to lower the costs of standardized parts to assemble later in the plants.

Value Driven since specific companies require complex material processing steps

Design costs (mechanical, electrical, IT): variable, dependent on the plants' size because the clients customize their own final product



Installation costs (material storage and shipping, all borne by Brambati, thanks to in-house professional fitters, or taken on-site for large installations far from the main sites)

Construction and production costs (physics, sensors, raw materials): variable, dependent on the production requirements

Non-technical costs (travel, presence of the commercial side, administrative side): fixed costs, independent on other business aspects

Other costs: **advertising**

Financial objectives & Revenue streams

After-sale service contracts:

- Customer loyalty, with possible low revenue acceptances
- Technologically *ad hoc* solution to be more competitive on the market
- License sale part
- Hardware and software maintenance
- Engineering development, in many cases not internally present in the company

Sales of ad hoc plants and machines:

The firm holds a percentage at the moment of the contract signing, a portion made on shipment of materials, and the final amount as the last tests are passed

The products prices of the firm can be divided in:

- **Fixed prices**:
  - Product features dependent on the standard components
  - Customer segment dependent on the loyalty discounts,
  - Volume dependent on the size of the plants
  - Independence on the unit quantity of plants commissioned.
- **Dynamic prices**:
  - Negotiation and discounts for trusted customers
  - Independence from the real-time market (except for the general tasks)

	2020 – 2021	2022
Net profit	1.2 mln	1 mln
Salaries	7.42 mln	7 mln
Total current assets	20.1 mln	20.17 mln
Turnover	30.16 mln	31.75 mln
Revenues	31 mln	40 mln

Competition and Risk panel

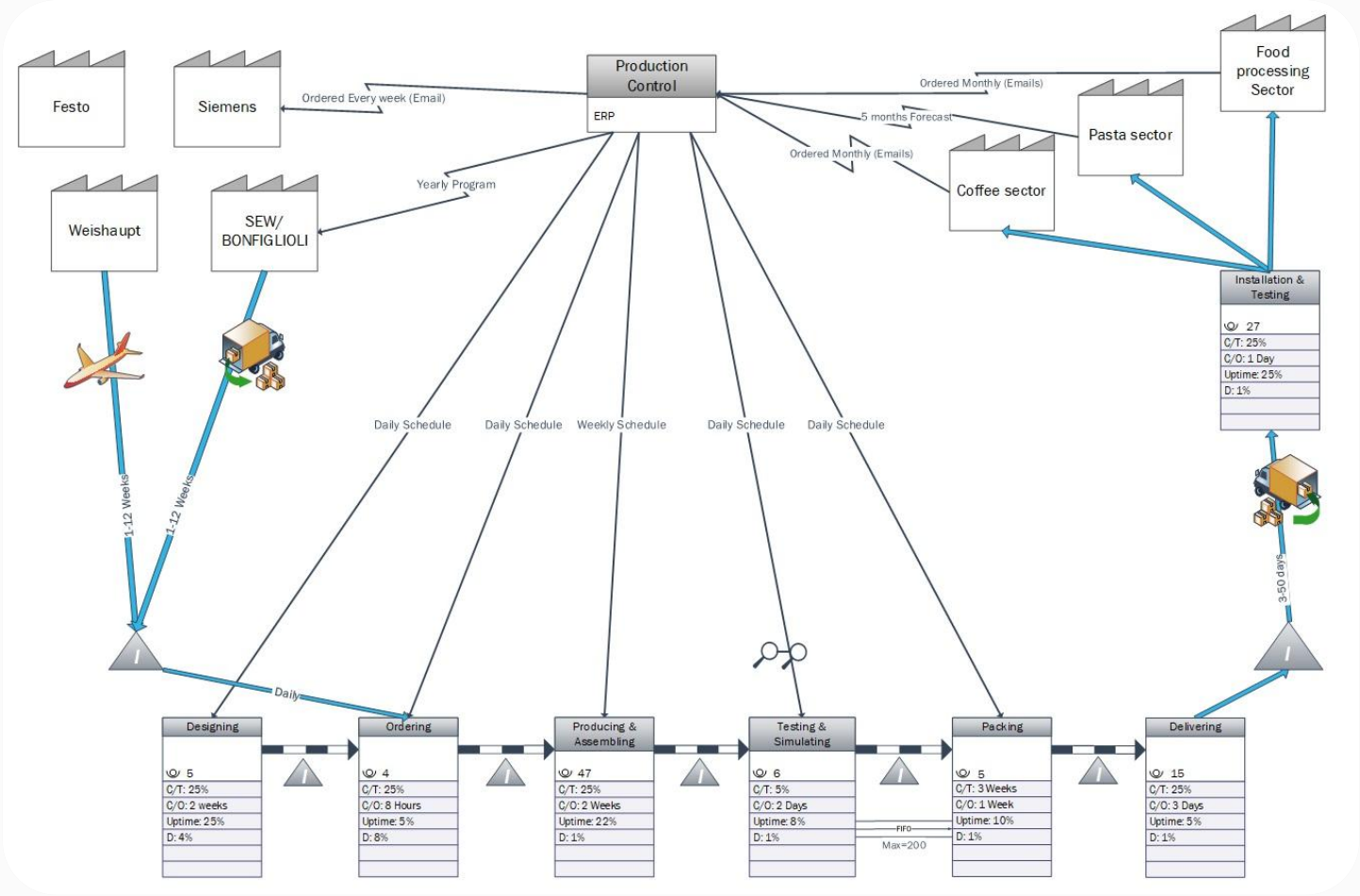
The **competition** that the firm is facing regards principally making technological development a corporate pillar in order to be competitive in the market through the **Advanced Food Lab.**

On the other side, there are important risks that the company must consider:

- **Operation Risks**: noise and environmental danger, mechanical corruption, suppliers' right to freedom of association, incidents of forced/compulsory or child labor
- **People-related risks:** workers' high risk of diseases related to their occupation
- **Market risks**: all over the supply chain area in increasing controls and auditing for all the suppliers → supervising
- **IT risks**: cyber-security attacks → increasing the security level of the systems and strengthening the awareness
- **Time delay** of supplies or of some critical materials, especially electronics

Value Stream Map

BRAMBATI S.p.A TM



Redesigning the business

What's the issue?
There is a problem with emissions and pollution since their regulations and norms depend on the geographical location of the customer's plant (worldwide)

What's the idea?
Our idea is to develop an algorithm that can compute the input gas and valves in order to respect the emission limits and reduce them

Which are the actors?
Burners and catalysts

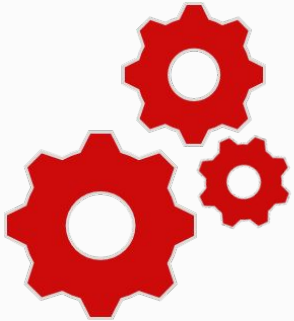
How do we intervene?
We intend to collect the data from the sensors located on the burners and the catalysts and test them with the algorithm, also asking collaboration with a university or a partnership with a consultancy firm

Where does it impact?
The impacts are various: from the value proposition to the risks and from the key partners to the costs structure

Data analysis

INPUT DATA:

- Dimensions of the burner
- Recipes of the client and quantity of the coffee used by the client
- Data about the client emissions
- Thresholds to be respected



TYPE OF DATA:

- Historical data that has been collected and mainly related to the burner and the catalysts
- Data collected by sensors

ALGORITHM:

Regression

To compute the emission values

To compute the optimal values of the valves, input gas and etc.

Smart Strategy Board (TO BE)

BRAMBATI S.p.A TM

Purpose panel:

Purpose: Product quality, human resources' welfare, environment, customer satisfaction, friendly supply chain, and global partnerships, reducing pollution and emission by developing a new computational algorithm for input gases **(Mission statement)**

Ambition: Creating and promoting environmental, social, economic, and international sustainability. Empower environmental sustainability **(Vision statement)**

Customer Panel:

Target market: Coffee roasting, non-food granules, pasta, and confectionary industries

Value proposition: Sustainable and automated **turnkey plants**, innovative, highly performant, and ad-hoc products. Guarantee the respect of the environmental norms worldwide and optimize gas consumption.

Operation Panel:

Partners: Lavazza, University of Pavia, Alens, Motus, Consultancy firm

Suppliers: Electric material: **Siemens-** Pneumatic components: **Festo-** Motor gear: **SEW/BONFIGLIOLI-** Burners: **Weishaupt-** Other: **local furniture by small firms**

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Finance Panel:

Financial Objectives:

Expected 40.000 Million euros of revenue and over 30 million euros in turnover

The **export share is 76%**

Costs:

Reduced on installation site: the installation manager does not require too much time to perform the emission tests. There is also no need to hire an expert in emission.

Augmented for software maintenance.

Competition and risk panel:

Competitions:

- Technological development for the Advanced Food Lab
- More adaptability of existing machines or new ones for soy processing and mug beans

Operation risks:

- Noise and Environmental
- Mechanical corruption
- incidents of forced or compulsory labor
- incidents of child labor
- Reducing risk because of fewer tests⇒ less gas consumed during testing ⇒ reduced emissions-related risks and environmental ones

IT risks:

- cyber-security attacks

People risk:

- workers' incidences and disease

Market risk:

- Supply chain
- Time delay of suppliers and some critical materials, especially electronics

Resource Panel:

IT systems and data: Microsoft-based systems, ERP, cloud applications,engineering data, R&D data sensors data

Infrastructure: **10'000** square meters for offices, production layout and logistics, kneading machines for specific purpose (e.g., roaster and grinder)

People and talent: Customer Care service personnel, financial backers, people from different research domains.

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Business Model Canvas (TO BE)

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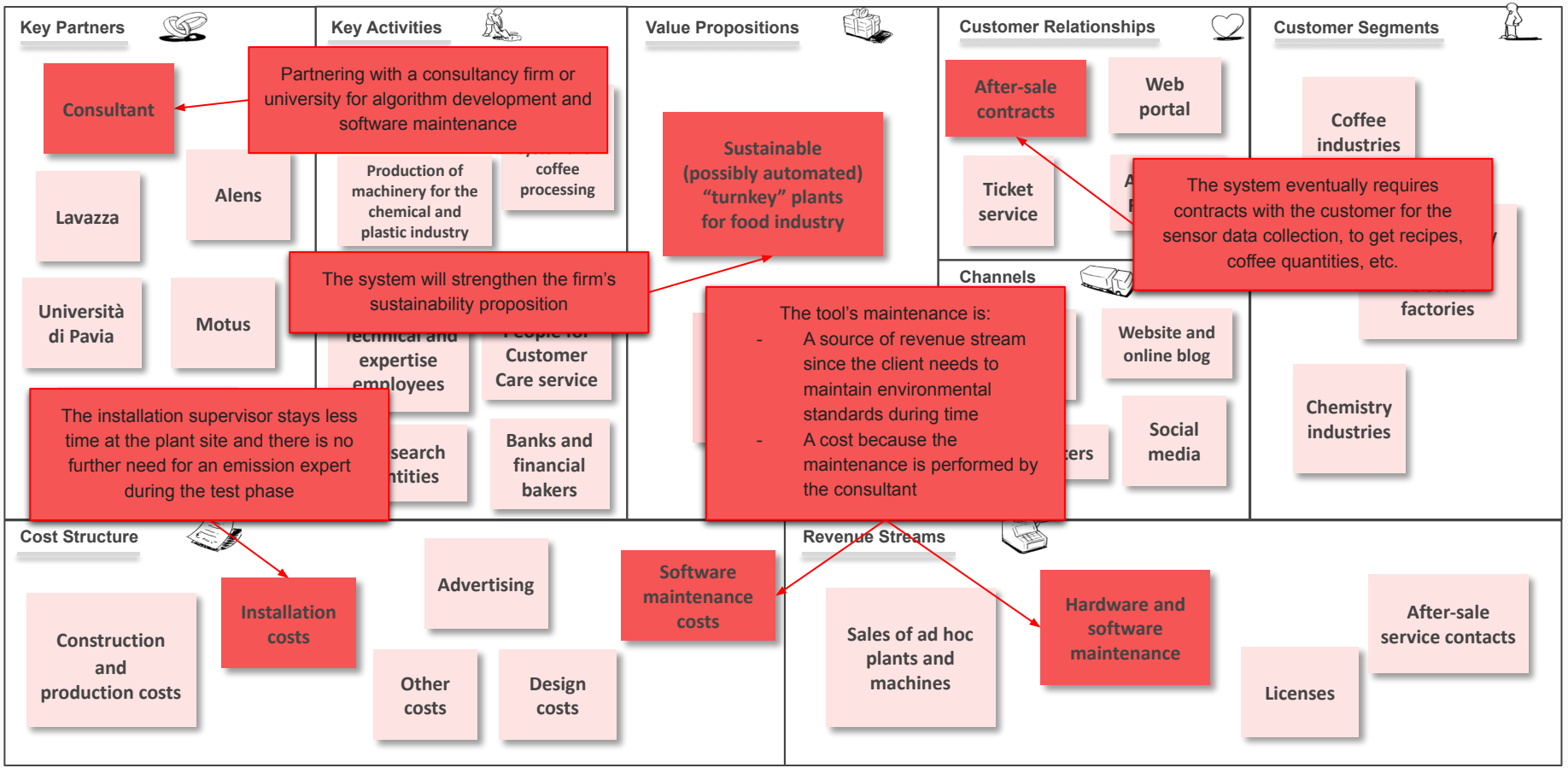

Value Stream Map (TO BE)

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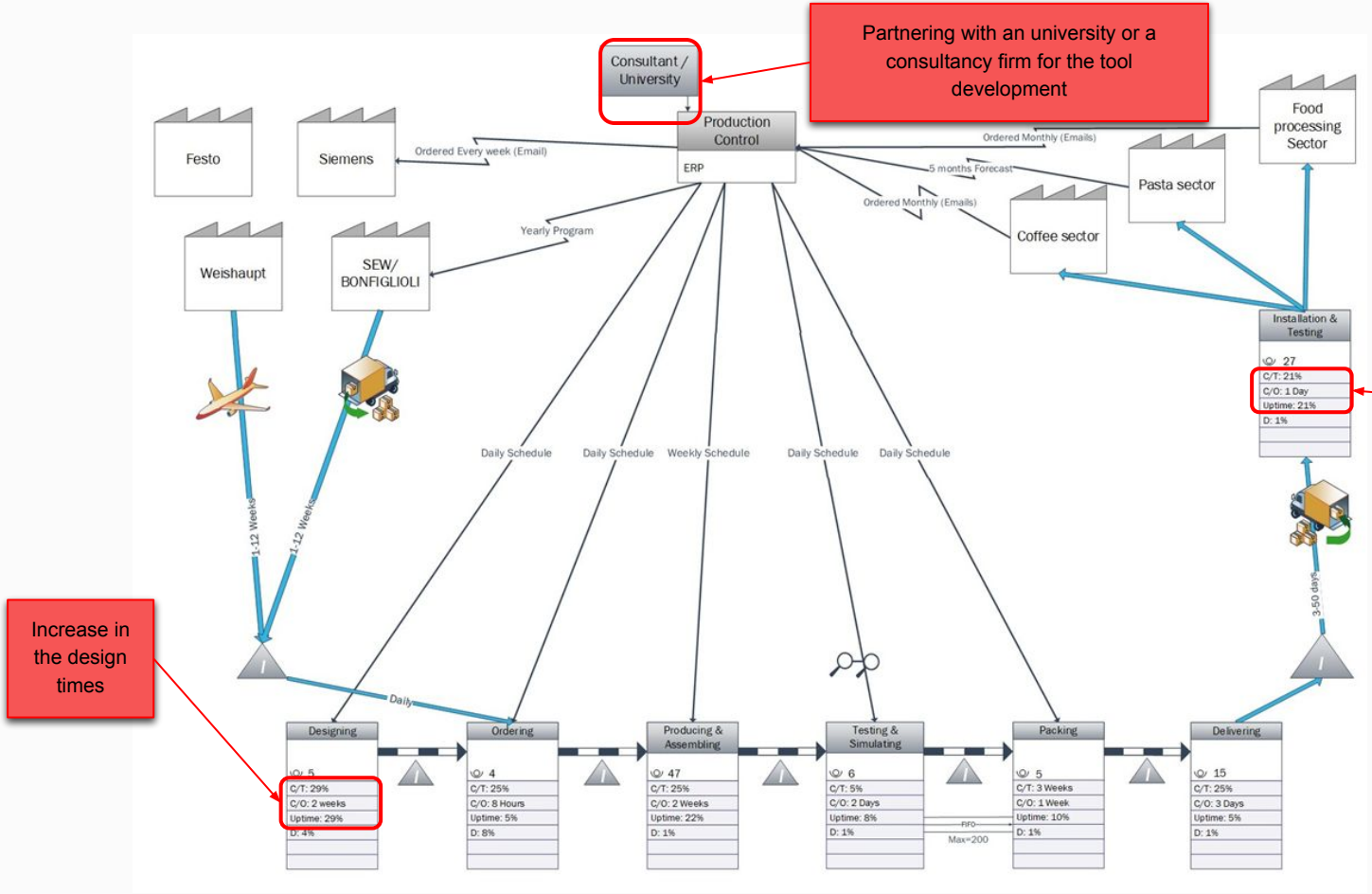

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Course:

01TXISM - Innovation Management

Professors:

Marco Cantamessa, Cristina Marullo

Group members:

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