| **Persona** | **Top 3 Pain Points (2025)** | **What They Experience Daily** | **Business Risk/Impact** | **3 BIS Benefits (F&B Specific)** |
| --- | --- | --- | --- | --- |
| **CIO** | 1. No end-to-end traceability from supplier to shelf2. Disconnected systems (ERP, QA, lab data, WMS)3. EDI/API sprawl across retailers, logistics, and co-packers | - Recalls require 3+ systems to trace origin- No live visibility on production status- Vendor tools lack governance | - Risk of food safety non-compliance- $M+ exposure in recall events- IT overspend from redundant tools | 1. One platform for all flows (EDI/API/MFT)2. Live traceability dashboard from PO → pallet → delivery3. Centralized data control for all sites and partners |
| **IT Director / Head of IT** | 1. New retailer onboarding takes 6+ weeks2. Mapping specs differ per channel (Walmart vs. Sysco)3. QA, ERP, WMS data silos | - Teams rebuild 856/810 logic per retailer- Separate logins and formats across partners- Internal integration projects bottlenecked | - Delays in new customer launches- High IT support hours- Integration fragility affects ops | 1. 20K+ retailer templates (Walmart, Costco, Kroger, GPOs)2. AI-assisted mapping reduces setup time by 60%3. Canonical data model supports reuse across partners |
| **EDI Manager** | 1. Frequent ASN/INV failures on retailer portals2. Perishable deliveries rejected for label/data issues3. Real-time alerts missing for failed transactions | - Kroger flags misaligned GTIN- Sysco rejects pallets with wrong SSCC- No alert when file fails validation | - Chargebacks and re-delivery costs- Inventory loss on spoilage- Partner SLA violations | 1. Prebuilt GS1/VICS-compliant mappings2. Auto-validation of ASN before submission3. Real-time alerts by PO/GTIN/SSCC failure |
| **Customer Service Manager** | 1. CS team can’t see if the order left warehouse2. Distributors call asking for ETA3. No access to ASN/PO/Invoice data | - Agents email ops/IT for status- Delayed replies to retail buyers- Refunds or re-shipments caused by miscommunication | - Low OTIF performance- Frustrated distributor/buyer relationships- CSAT drop | 1. Portal for CSRs to check PO, ASN, shipment status2. Excel interface for ERP lookup3. 60–80% faster response on order inquiries |
| **Supply Chain Manager** | 1. Can’t match incoming POs to shelf life rules2. No alerts when inventory goes out of spec3. Batch/lot traceability is manual | - Shelf life dates tracked in Excel- Manual review of COAs- GTIN/lot not matched to shipment | - Inventory write-offs- Retailer compliance breaches- Risk of expired product in market | 1. Live PO, ASN, shelf life validation via BIS2. Lot and expiry data passed via EDI/API3. Batch-level traceability across entire flow |
| **Logistics Manager** | 1. ASNs sent after product arrives2. Pallet and GTIN labeling not standardized3. No visibility into 3PL/DC delivery flow | - Late delivery → missed dock window- Label errors = rejected at warehouse- Can’t confirm if truck will arrive on time | - Rejected loads- Spoilage in transit- Retailer chargebacks or late fees | 1. GS1-compliant ASN 856 with UCC-128/SSCC labels2. Real-time delivery tracking with 3PL API/EDI3. Syncs ASN, shipment, and warehouse systems |
| **CISO** | 1. Partner data shared via FTP and email2. No audit trail for food safety/supplier files3. External systems lack access control | - Recall audits can't verify who accessed data- Co-manufacturer shares specs via Dropbox- GDPR/FDA audit risk | - Legal exposure in traceability cases- Certification failure (BRC, GFSI)- Supplier data leaks | 1. Secure MFT with end-to-end tracking2. Role-based access by partner, plant, region3. Compliant logs for audit, traceability, food safety |
| **ICT Manager** | 1. Each plant/distributor runs separate tools2. Data mismatches between ERP and line-level systems3. Support tickets from line supervisors grow weekly | - Same PO shows different status in WMS vs. ERP- Regional tools not aligned- “Can’t see product in system” issues weekly | - Internal SLA breaches- Plant-level inefficiencies- High IT workload and frustration | 1. BIS centralizes integration across plants/sites2. Real-time sync of order, inventory, production data3. Self-service dashboards with live operational views |
| **Application Manager** | 1. PLM, QA, WMS not integrated to ERP2. BOM/spec changes not flowing to line ops3. QA holds not visible to planning | - Product formula updates missed by ERP- Ingredients on hold get ordered- Planning makes errors from bad master data | - QA failures- Compliance penalties- Waste from incorrect runs | 1. Integration of PLM, QA, ERP, MES into one flow2. Real-time push of spec/BOM/QA status3. Automation of hold/release status to ops |
| **E-commerce Manager** *(D2C or Retail Portal Sales)* | 1. Orders don’t sync from storefront → fulfillment2. Inventory is outdated on website3. No live order-to-shipment view | - Customer buys out-of-stock item- Refund requests spike- Warehouse can’t confirm orders | - Revenue loss from poor CX- Brand trust erosion- Over/under fulfillment | 1. Real-time sync of inventory across storefront, ERP, warehouse2. Order status tracking from cart to delivery3. Reduced cancellations and missed deliveries |

| **Persona** | **Core Challenges** | **What They See/Feel Every Day** | **What’s at Risk** | **3 Role-Critical BIS Benefits** |
| --- | --- | --- | --- | --- |
| **CIO** | 1. Fragmented data between ERP, QA, WMS2. No traceability from farm to shelf3. Too many disconnected tools (EDI/API/MFT) | - 4+ systems needed to track 1 recall- Visibility gap from vendor to shelf- Vendor tools create IT overhead | - Non-compliance with FSMA / EU 178- Multi-million dollar recall risk- IT OPEX bloated by 30% | 1. One platform connects ERP, QA, PLM, WMS, MES2. Live traceability from raw material to retail3. Centralizes all integration flows securely and scalably |
| **IT Director** | 1. Retailer EDI setup takes 6–8 weeks2. Plant systems don’t talk to central ERP3. QA and traceability steps disconnected from ordering | - Custom ASN/810s for every partner- QA data emailed manually- Batch status not synced with PO | - Retailer penalties (chargebacks)- Failed food audits- Overloaded IT backlog | 1. Plug-and-play retailer flows (Walmart, Costco, Sysco)2. Canonical format reuses logic across systems3. Real-time QA → ERP sync via API/EDI |
| **EDI Manager** | 1. Labeling errors on pallets (SSCC mismatch)2. 856s rejected daily by distributors3. No alert until retailer issues chargeback | - ASN gets rejected for missing GTIN- Team fixes shipments *after* they arrive- 3PLs send invalid data formats | - Lost inventory, rejections, late fees- $10–$50K/month in penalties- Supply chain gets blamed | 1. Prebuilt GS1/UCC-128 mappings2. Real-time validation and rejection alerts3. Auto-repair logic for recurring ASN/INV issues |
| **Customer Service Manager** | 1. Can’t confirm delivery or shelf date2. Buyers call asking “Where is it?”3. CS needs IT to check WMS/ERP status | - 50% of CS calls require IT lookup- ASN visibility lags 24–48h- Teams struggle with D2C returns | - Delays = lost reorders- Poor buyer experience- Burned CS team | 1. Live delivery ETA and ASN portal for CSRs2. Excel/portal plug-in shows PO, pallet, order status3. Cuts CS resolution time by 60–80% |
| **Supply Chain Manager** | 1. Shelf life data doesn’t flow with order2. QA holds discovered too late3. Batch-level traceability is manual | - Expired product sent to retailers- Holds not reflected in inventory- Can’t trace allergens/batches quickly | - Recalls- Write-offs due to spoilage- Compliance failure (BRC, IFS, GFSI) | 1. Shelf life + QA status embedded in order/ASN2. Lot traceability across full PO/invoice flow3. Alerting for expiry, temperature excursions, QA holds |
| **Logistics Manager** | 1. Late/missing ASN 856 = rejected load2. SSCC/UCC-128 labeling errors3. No visibility from 3PL to dock | - Driver arrives before ASN does- Mislabeling delays receiving- Inbound ETA = phone call, not system | - Rejected pallets- Missed dock windows- Spoilage risk from dwell time | 1. Real-time ASN push to retailer portal & DC2. SSCC label compliance pre-validated3. Integrated tracking from 3PL to dock appointment |
| **CISO** | 1. Specs, QA docs sent via unsecured email2. FTP for EDI lacks access control3. No visibility on external file access | - Can’t prove who accessed allergen info- Shared Excel docs with no trace- Supplier shares via WeTransfer/Dropbox | - FSMA non-compliance- Audit failure- Data breach affecting food safety trust | 1. Policy-controlled secure file exchange (MFT)2. Role-based access, logging, and audit trail3. Full traceability of every doc, file, and transaction |
| **ICT Manager** | 1. Every plant runs its own EDI workaround2. Regional ERP/WMS not aligned3. Support load triples during season peaks | - Support escalations from 3–4 regions weekly- Excel scripts fail during promo season- Can’t give SLA commitments | - Global data quality risk- SLA breaches- Overloaded IT helpdesk | 1. One BIS instance covers global ops2. Live sync between plants, ERP, WMS, QA3. Configurable SLAs + plant-level visibility tools |
| **Application Manager** | 1. PIM/PLM doesn’t sync with storefront2. ERP not reflecting QA/BOM changes3. Promotion launches get delayed from spec drift | - Label specs wrong at launch- Ingredient change missed by production- App rollout blocked by QA approval gaps | - Mislabeling risk- Launch delays- Frustrated commercial teams | 1. PLM → ERP integration with auto-validation2. Syncs BOM/spec updates to production3. Live QA/hold status embedded into order flow |
| **E-commerce Manager** | 1. Stock levels on site are inaccurate2. Order confirmations arrive late3. No visibility across cart → ship → confirm | - Customer orders out-of-stock item- Refunds and delivery complaints- Retail partners delist SKUs | - Lost revenue- Bad CX- Disrupted retailer relationships | 1. Real-time sync of inventory, order, shipping2. End-to-end visibility from cart to door3. D2C + retailer portal integrations in days, not months |

| **Persona** | **3 Specific Pain Points** | **Daily Breakdown (Real Symptoms)** | **Business Risk/Cost** | **3 Field-Ready BIS Benefits** |
| --- | --- | --- | --- | --- |
| **CIO** | 1. ERP, MES, QA, WMS systems don't sync2. No traceability from farm to fork3. Shadow IT tools for retailer portals | - Can’t trace a contaminated batch in under 24 hours- No live view from raw material to final product- Marketing & supply chain using Excel + FTP | - FSMA/IFS/BRC audit failure- Recall costs can exceed $1M- Lost trust with retailers and regulators | 1. End-to-end visibility: from raw material ID to retail pallet2. Unified BIS platform for EDI, API, and MFT3. Compliance-grade traceability logs per transaction |
| **IT Director** | 1. Retailer EDI setups take 6+ weeks2. Label/GTIN rules differ per customer (Walmart vs. Aldi)3. Site-specific systems with no global standard | - ASN rejected by one partner, accepted by another- Integration backlog grows by 20+ tickets/month- QA, shipping, and commercial systems disconnected | - Retailer delisting risk- Onboarding delay → missed promo windows- Escalated internal SLA violations | 1. Retail-compliant templates (GS1/UCC-128, 810, 856)2. CMA tool cuts partner onboarding time to days3. Canonical integration logic reused across brands/sites |
| **EDI Manager** | 1. ASN 856s fail due to GTIN/SSCC errors2. Labeling non-compliance leads to rejections3. No live alerting on failed file submissions | - Costco flags missing item-level GTIN- Rejections not visible until pallets are at DC- 3PLs use outdated formats, break the chain | - $25K+/month in chargebacks- Increased dwell time = spoilage risk- Support team burnout | 1. Auto-validates ASN vs. partner specs before submission2. Alerts for failed 856, 810, 997 in real time3. GS1-compliant mappings prevent label-based rejections |
| **Customer Service Manager** | 1. CSRs rely on IT to confirm shipment ETA2. “Where’s my order?” = 50% of daily calls3. Inability to track QA hold orders in real time | - Buyer calls require 3 emails, 2 logins, 1 day to answer- CS can’t access ERP/WMS directly- No visibility on blocked or delayed SKUs | - Lower OTIF scores- Buyer escalations- Refunds for miscommunication | 1. Portal view of PO, ASN, QA hold status by SKU2. Excel/API access for CS to real-time ERP data3. 60–80% faster case resolution + reduced IT load |
| **Supply Chain Manager** | 1. No alignment between PO and actual delivery2. Expiry dates/batch info missing in ASN3. Cannot preempt stockouts at DC | - Shelf life rules not enforced on inbound- No alert on incoming short-dated goods- Inventory buffers increased “just in case” | - Write-offs for expired goods- Lost sales from DC-level stockouts- Promotions miss distribution windows | 1. Expiry/batch traceability embedded in EDI/API flows2. Real-time alerts for PO/ASN mismatches3. Central dashboard of inbound delivery health |
| **Logistics Manager** | 1. ASNs arrive *after* delivery2. SSCC/UCC-128 barcode mismatch3. ETA from 3PLs comes via email or spreadsheet | - Receiving team holds pallets without data- Labels not readable at dock = unload delay- Delivery tracking depends on manual calls | - Late fees from missed dock slots- Inventory errors from mismatched shipments- Disrupted handoff between 3PL and warehouse | 1. Real-time 3PL → WMS → ERP ASN sync2. GS1-standard label verification pre-shipment3. Live shipment ETA dashboard with alerting |
| **CISO** | 1. QA, allergen, and ingredient docs exchanged via Dropbox2. Partner FTP sites lack access controls3. No audit log for who accessed food safety data | - No way to prove when and who received a spec- Data shared with co-manufacturers without approval- Cannot meet BRC/SQF audit traceability standards | - Audit failure = product removal- Risk of IP leakage- Brand damage with retailers | 1. Secure MFT with policy-based control per partner2. Role-based access logs with traceability down to file3. Fully auditable food safety data exchange |
| **ICT Manager** | 1. Regional plants use Excel-based EDI bridges2. No consistent EDI standard across network3. Can't maintain SLAs with local ops | - WMS integration works in one site, breaks in another- Local teams submit custom change requests weekly- Ticket backlog hits 100+ monthly | - SLA violations- Lost control over enterprise data model- Resource overload in central IT | 1. Single BIS deployment for all regions2. Shared logic, format, and compliance layer3. Live visibility of EDI/API health by plant/partner |
| **Application Manager** | 1. ERP, WMS, QA systems don’t reflect PIM changes2. Product spec updates lost in middleware3. Rollouts fail due to disconnected systems | - New SKU approved, but label spec didn’t sync- QA flagged allergen update not reflected in BOM- SAP rollout blocked by integration bugs | - Product launch d |  |

Italian market adaptation

| **Persona** | **3 Key Pain Points** | **Operational Symptoms (Local Context)** | **Risk/Cost in Italian Market** | **3 Seeburger BIS Benefits (Italy-Specific)** |
| --- | --- | --- | --- | --- |
| **CIO** | 1. Disconnected systems across ERP, MES, QA2. No end-to-end batch traceability (DOP, IGP)3. Manual tools to exchange data with Coop/Conad | - Can't trace ingredients from Puglia to shelf- QA and production data split between tools- Retailer portals accessed manually by sales/CS | - EU 178/2002 non-compliance- Recall fines & brand damage- IT budget overstretched | 1. One platform: ERP, MES, QA, logistics fully integrated2. Full traceability from origin to invoice3. Automates flows with Coop, Conad, Carrefour Italia via EDI/API |
| **IT Director** | 1. Retail onboarding (Conad/Coop) takes months2. ERP (SAP, Zucchetti) doesn’t talk to WMS or lab systems3. GTIN/SSCC rules change per buyer | - ASN errors from Esselunga- Spec changes not reflected across systems- New retailer = custom integration from zero | - Lost launch windows- €5–10k per onboarding- Integration backlog grows monthly | 1. GS1 Italy-compliant templates for local buyers2. Canonical flow works across SAP, Oracle, Zucchetti3. CMA tool cuts onboarding time by 60–70% |
| **EDI Manager** | 1. Coop or Carrefour portals reject ASNs due to SSCC/GTIN2. Frequent mismatches in pallet/case barcoding3. Manual correction of failed messages | - 856 rejected due to missing UCC-128 label- Must fix via Coop web portal manually- Delays in 997 = missed window | - Retail penalties- Rejected deliveries- Stress and rework for team | 1. Built-in GS1/ECR Italy compliance for ASN/INV flows2. Auto-alerts for failed submissions with pre-validation3. Auto-repair logic for recurring partner errors |
| **Customer Service Manager** | 1. Buyers call asking “è stato spedito?”2. ERP doesn't show real-time status3. CSRs need IT to check SAP/WMS/MES | - Buyer calls → email IT → wait 1–2 days- No visibility into blocked orders- Can’t track delivery ETA from Parma plant | - Poor buyer relationships- CSAT drops- Internal process friction | 1. Portal + Excel views of order, delivery, QA status2. Live ETA access without IT3. Reduces CSR response time by 70% |
| **Supply Chain Manager** | 1. Shelf life not validated before shipping2. COA/QA documents not synced with POs3. Batch ID and expiry missing in ASNs | - Fresh product rejected at DC- QA block not communicated to transport- Traceability failures on DOP lines | - Spoilage and write-offs- Audit non-conformance- Production line delays | 1. Lot, expiry, and COA data embedded in ASN2. Alerts on QA hold status in flow3. Compliant traceability from farm to pallet |
| **Logistics Manager** | 1. ASN arrives after the truck2. Label format non-compliant with GS1 Italy3. No visibility from 3PL → plant → Carrefour dock | - Rejected at receiving- Driver waits 1–2 hours- No ETA until phone call is made | - Late fees, rejections- Carrier penalties- Lost retail slot | 1. Real-time ASN + SSCC label sync2. Prebuilt GS1 barcode logic for major chains3. Live carrier tracking into Carrefour, Esselunga, etc. |
| **CISO** | 1. QA/ingredient specs shared by email or FTP2. No access logs for allergen data3. No encryption or audit for 3rd-party file exchange | - Co-packer sends Excel over email- No way to prove who accessed formula- GDPR exposure from retail doc sharing | - GDPR/FSMA fines- Failed ISO 22000 audits- Partner breach risk | 1. Secure MFT with role-level access and logging2. Full traceability per file, partner, access3. Eliminates email/Dropbox for regulated data flows |
| **ICT Manager** | 1. Plants use different tools and scripts2. No standard integration across Bologna, Bari, Milano3. Hard to manage SLAs regionally | - Weekly failures from local ERP setups- Data not aligned across warehouses- SAP vs. WMS mismatch requires manual override | - SLA failure- No visibility into local operations- IT stretched too thin | 1. Unified BIS layer across all Italian sites2. Real-time data sync between SAP, MES, WMS3. Reduces support load with centralized dashboards |
| **Application Manager** | 1. ERP doesn’t sync BOM/spec changes2. PLM not connected to QA or order systems3. Label/ingredient updates not reflected at line | - Ingredient spec changed → label not updated- PLM updates lost in ERP- Launches delayed due to QA/ERP mismatch | - Labeling risk (ingredient mismatch)- Delayed new product intro- Waste in production | 1. Live PLM → ERP → MES data sync2. QA/BOM integration in flow3. Alerts if spec or label change not implemented |
| **E-commerce Manager** | 1. Shopify stock not real-time2. No view from order → fulfillment3. Returns not reflected in inventory | - Items oversold, no WMS link- Refunds due to missed updates- No sync from site to SAP | - Cart drop-off- Lost D2C growth- Inaccurate stock positions | 1. Real-time stock + order sync with Shopify, Amazon2. Live order tracking into warehouse3. Return and refund process embedded in BIS flow |