

## MANAGING the unexpected

**Behind the efficiency of the Lavazza logistics network lies the signature trademark of Tesisquare, founded in 1995 to help companies create digital ecosystems for their supply chain. At the base of these systems is a dedicated platform, which facilitates the exchange of information and enables safe work in real time.**

Behind the Lavazza success story lies an efficient cutting-edge network. A system that ensures precision management of all the flows of goods and information, guaranteeing high levels of control and the ability to provide real-time responses to the needs of a widely diverse global clientele. This network was set up also thanks to collaboration with Tesisquare, founded in 1995 to help companies create digital ecosystems for their supply chains, improving the performance of vast complex corporate structures. Each system pivots around a dedicated platform, designed to centralise the exchange of information in a data hub shared by all the business partners. This ensures safe, collaborative, real-time work, preventing and solving problems before they significantly impact operations, maintaining efficiency high and reducing response times.

"The Lavazza supply chain," explains Silvia Barbieri, supply chain director, "manages the process that takes the finished product onto the market, whether to business clients or the end consumer. Through all its distribution channels, Lavazza strives to guarantee the best coffee experience in all its forms, always offering a moment of pleasure with the perfect product any time of day and whatever the occasion. And the supply chain contributes to the goal of delivering a quality service." A crucial aspect for guaranteeing the quality of company's service is collaboration with its suppliers. "We use a fully outsourced service and this calls for a continual exchange of information," continues Barbieri. "It requires state-of-the-art technologies and collaborative practices that help to maintain control over what happens in the network. Examples include management of procurement and transport, and the slot booking system for our main warehouse, which allows us to follow the progress of stock and distribution processes in real time. This is enormously helpful, especially at more critical times, when it helps to synchronise the tasks of the various players concerned."

Lavazza has a large export quota (over 70% of its total volumes) and one of its strategic goals is to develop further growth on global markets, the United States in particular and China, where it has a local partnership agreement. In this context, "being able to count on efficient IT tools, which allow us to scale operations, makes managing development much easier," asserts Barbieri. "We have put in place a solution for management and exchange of all the necessary export documents. This has resulted in precise operations and an efficient process. The aim was to reduce the need for operator intervention to management of exceptions and process control, leaving the system to deal with all the automatable operations." Attention to service quality is a top priority also during the distribution stage, thanks to a control tower.

"This centralised platform," adds Barbieri, "provides a complete real-time vision of the final stages of distribution, allowing us to optimise communication with our consignees. All these tools together enable us to anticipate and efficiently manage the unexpected, maintaining control even in the event of those glitches that are fast becoming the norm occurrence in our daily lives. Thanks to this combination of tools, we can stay fully in control even in a constantly evolving context." In short, the Lavazza supply chain leverages a combination of state-of-the-art technologies, collaborative platforms and strategic partnerships that enable the company to keep high standards of efficiency, quality and sustainability on an ever more complex global market. "Lavazza is exploring new opportunities to improve its supply chain, such as the introduction of a digital system for the CMR (international transport document). We are assessing the possibility of adopting an e-CMR system, which could represent a huge leap forward. At the moment we are obliged to obtain a signed paper copy from our consignees. This is an outdated way of doing things. As soon as the regulations and market conditions permit, we will adopt these innovations to further improve our operational efficiency."

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