



CSCMP 2025
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SUPPLY CHAIN
EUROPEAN CONFERENCE

JUNE 19-20 – University of Verona
VERONA, ITALY



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EUROPE



European Research Seminar
(ERS) ON LOGISTICS & SCM



UNIVERSITÀ
di **VERONA**

SAILING THE COMPLEXITY: MAIRE ANTIFRAGILE FRAMEWORK FOR SUPPLY CHAIN



European Research Seminar
(ERS) ON LOGISTICS & SCM



UNIVERSITÀ
di **VERONA**

Panelists



**Pilar
Molina**

*Group Supply Chain Transformation
Head of Department*



**Fabrizio
Gemma**

*Supply Chain Lead for Energy Market,
Italy, Central Europe and Greece*



WE MAKE ENERGY TRANSITION HAPPEN

COMBINING TECHNOLOGICAL LEADERSHIP WITH EXECUTION EXCELLENCE



NEXTCHEM

MAIRE Sustainable Technology Solutions

Unique portfolio of low-carbon and circular technologies.

WE ENABLE

TECNIMONT

MAIRE Integrated E&C Solutions

Superior execution track record in the downstream segment.

WE DELIVER

MAIRE KEY DATA

ORGANIZATION

BUSINESS GROWTH

~9.800 EMPLOYEES

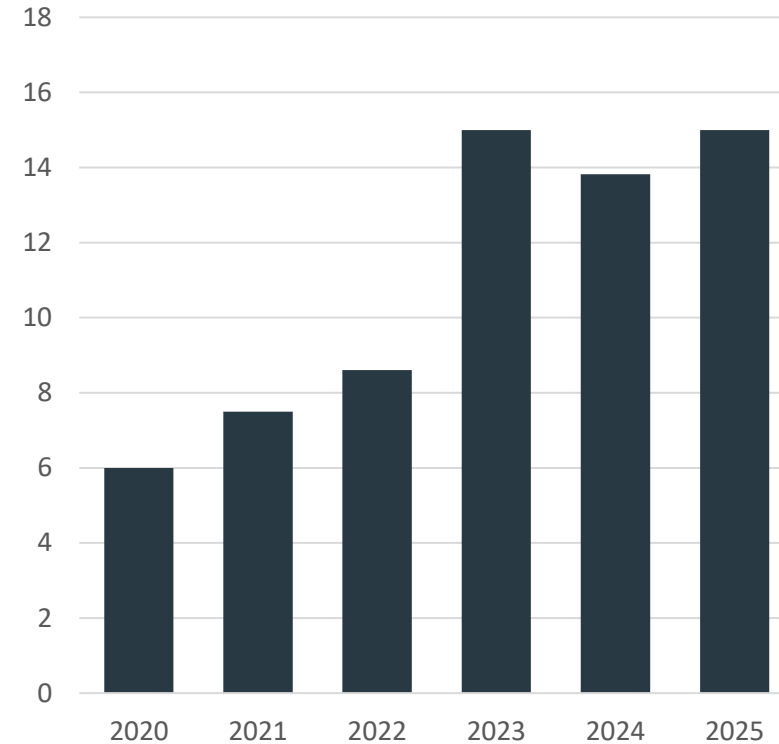
29.000 +

People engaged worldwide

+50 OPERATING
COMPANIES

+42k SUPPLIERS

MAIRE BACKLOG - bn€

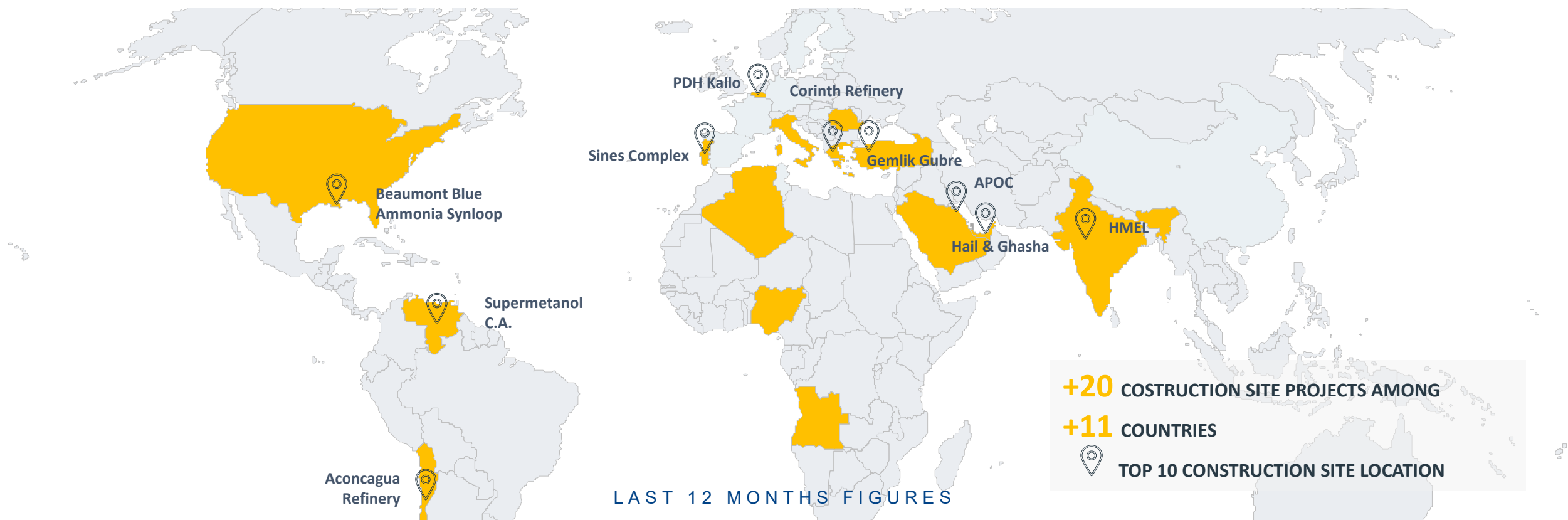


INTEGRATED E&C
SOLUTIONS

SUSTAINABLE
TECHNOLOGY
SOLUTIONS

MAIRE TRANSPORTATION FOOTPRINT ROUTES

 CONSTRUCTION SITE COUNTRY



+20 COSTRUCTION SITE PROJECTS AMONG
+11 COUNTRIES
 TOP 10 CONSTRUCTION SITE LOCATION

LAST 12 MONTHS FIGURES

+15k TRANSPORTS MANAGED
7.6M FT
+160k PACKAGES
+15k PACKAGES OVERSIZE
+1500 VENDOR POS
+45 COUNTRIES CONNECTED



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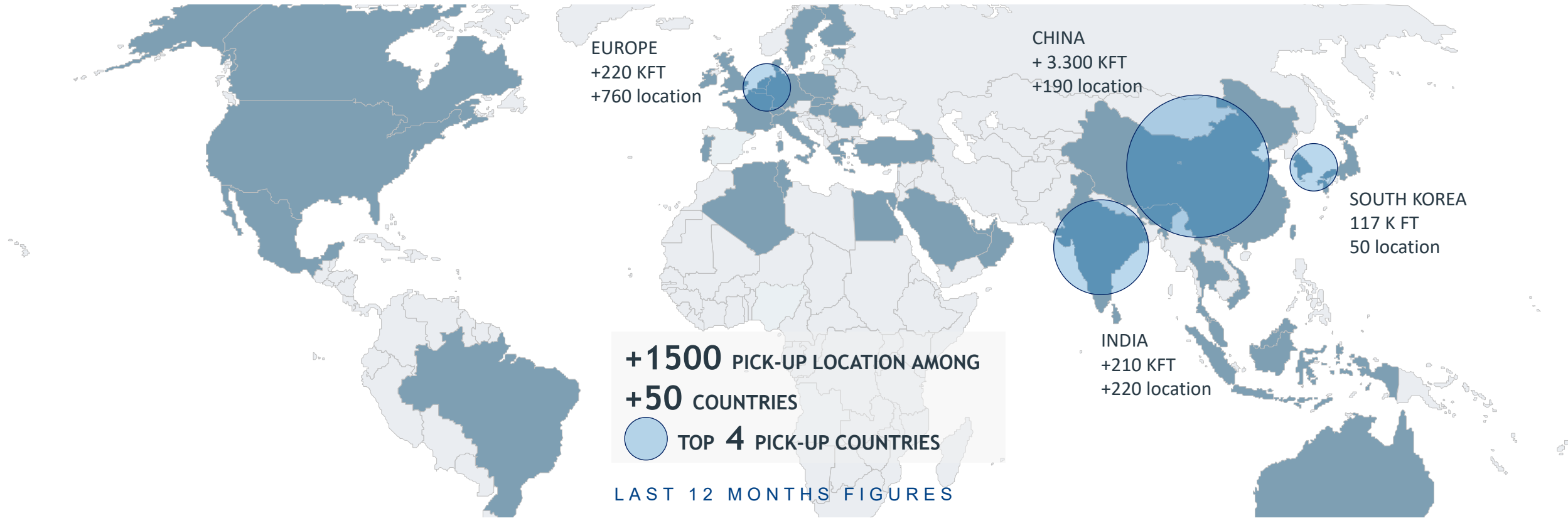
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MAIRE TRANSPORTATION FOOTPRINT ROUTES

 MATERIAL VENDOR SITE COUNTRY



+15k

TRANSPORTS
MANAGED

7.6M

FT

+160k

PACKAGES

+15k

PACKAGES
OVERSIZE

+1500

VENDOR
POS

+45

COUNTRIES
CONNECTED

RAPID BUSINESS GROWTH AND GLOBAL COMPLEXITY LED TO OPERATIONAL CHALLENGES & CRITICAL LACK OF OVERSIGHT

➤ How can I be more competitive?

Increased transportation cost impact **Maire competitiveness to win new projects** and **marginality**

➤ How quickly can I adapt my network to respond to disruptive events?

Networks must **respond quickly to disruptive events** but often face **challenges such as rigid infrastructures, limited visibility, and ineffective communication.**

➤ How can I measure my GHG footprint?

Businesses struggle due to rapidly changing regulations, **inconsistent reporting** standards, and **complex data collection** processes.

➤ How can I prevent extra costs and delays?

Poor communication and visibility among stakeholders often **result in extra costs and unexpected delays**, negatively impacting business performance

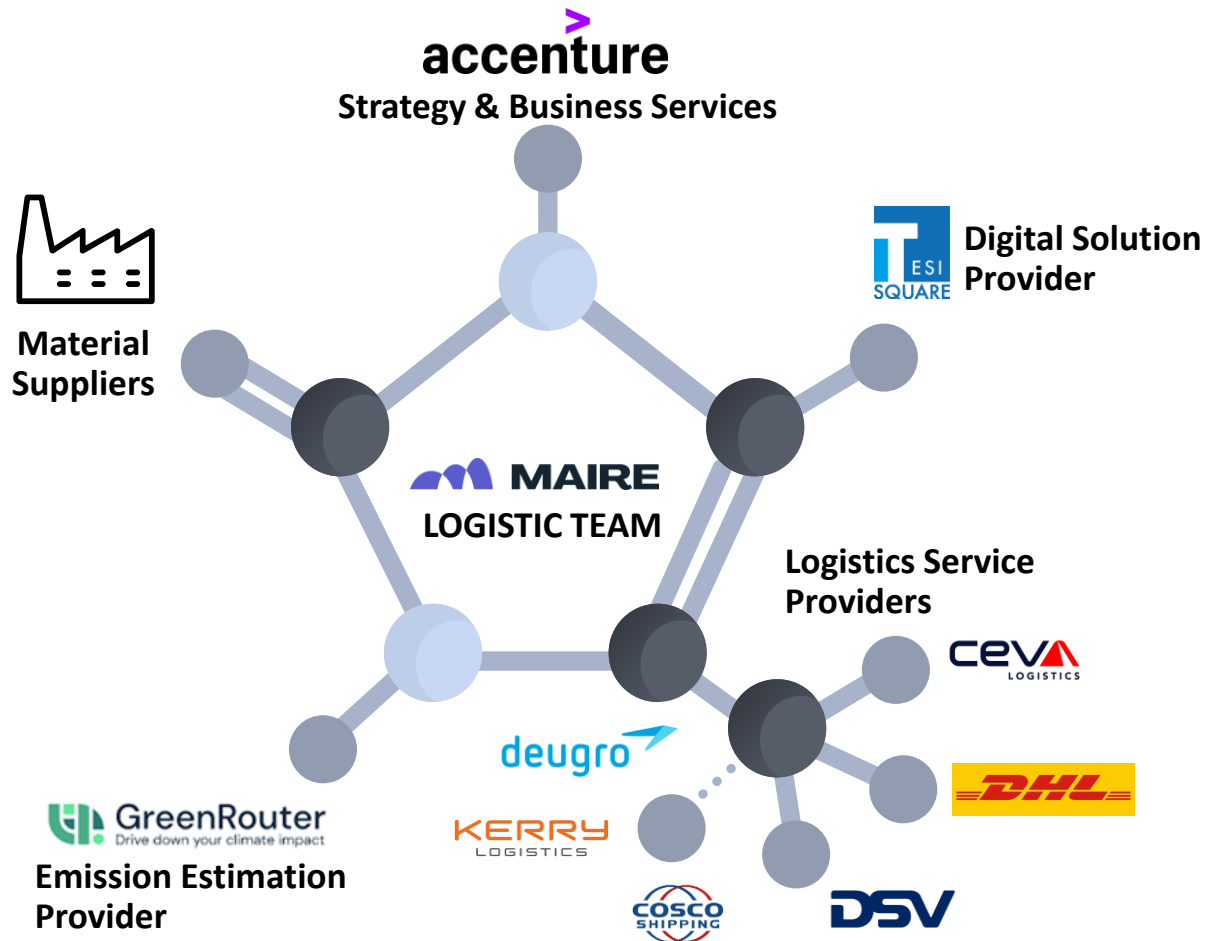
➤ How can I identify the best option for my transports?

Selecting the optimal transportation option is **time-consuming** as multiple variables need to be considered.

➤ How can I optimize my workforce?

When large scale Projects are your business as usual, misaligned priorities, **underutilized talent** and overlap of **clerical works** might happen.

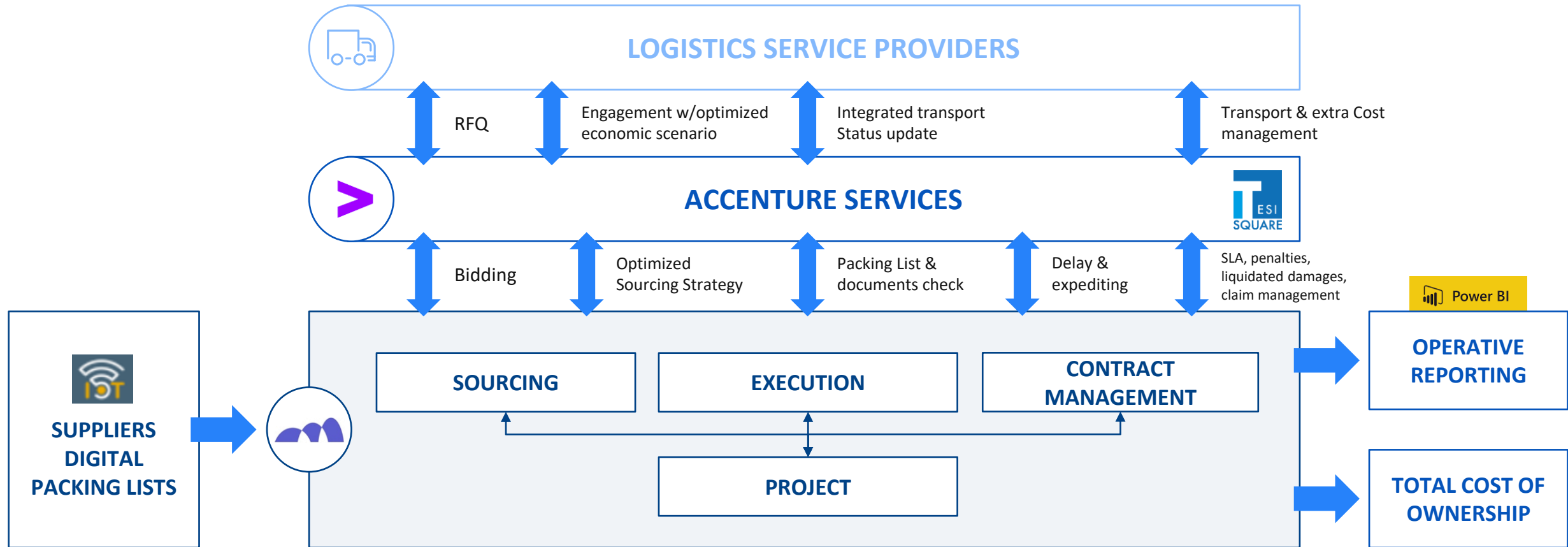
WE STARTED RE-THINKING THE WAY OF WORKING, IMPLEMENTING A FULL SERVITIZATION MODEL



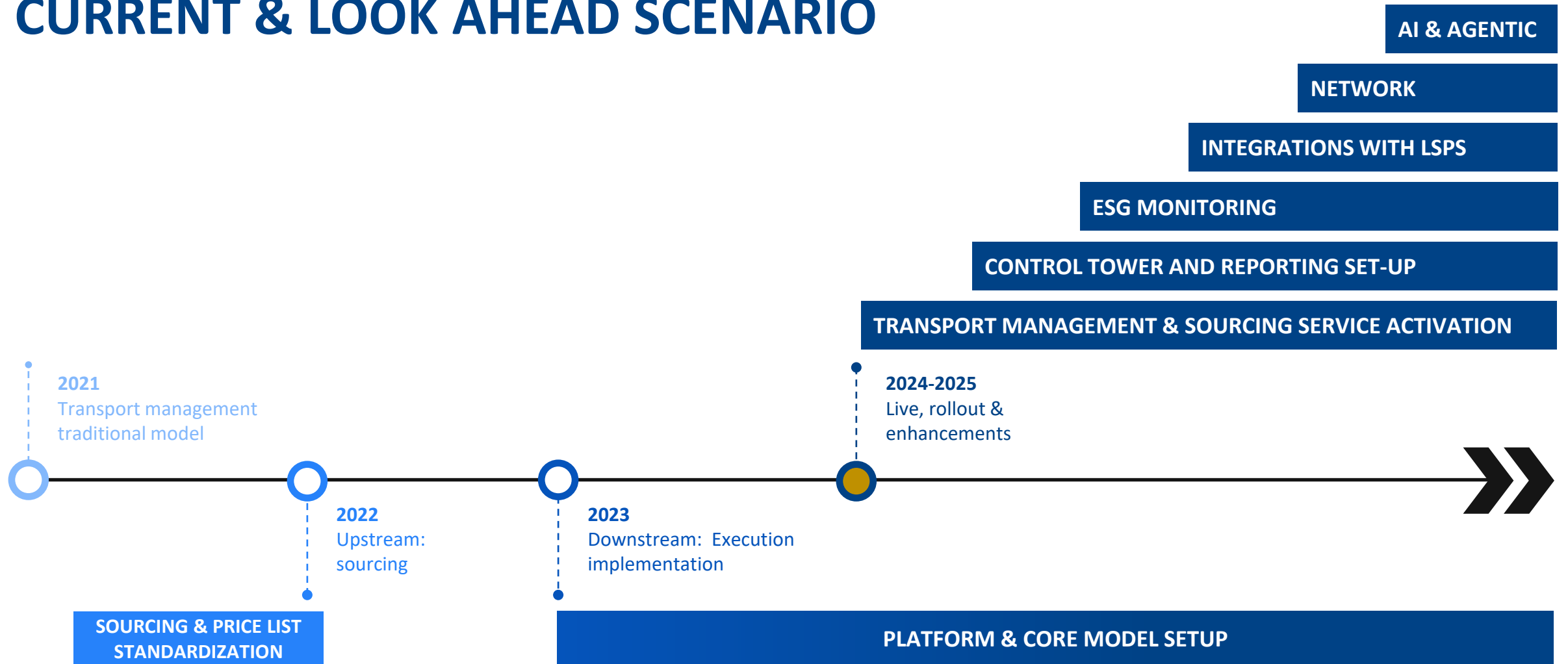
INNOVATION IS NOT ADDITIVE BUT SUBTRACTIVE

- Structuring microservices with clear accountability;
- Eliminating redundancy and complexity;
- In compliance with processes, procedures and policies, including cybersecurity.

OUR TRANSPORT FRAMEWORK: ENHANCED ACCOUNTABILITY TO ACHIEVE SAVINGS & GOODS TRACKING



CURRENT & LOOK AHEAD SCENARIO



OUR KEY INGREDIENT



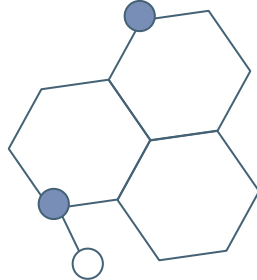
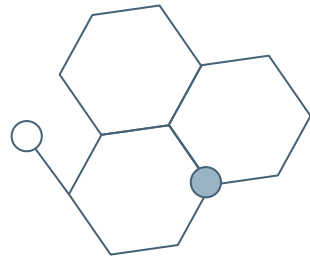
**DIGITAL ORCHESTRATION
& DATA INSIGHT**



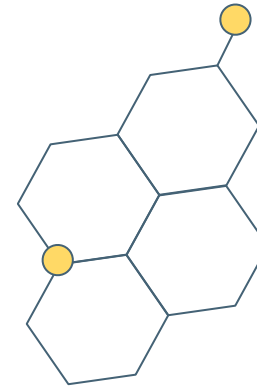
**FROM LOGISTIC PROVIDER TO
INFORMATION PARTNER**



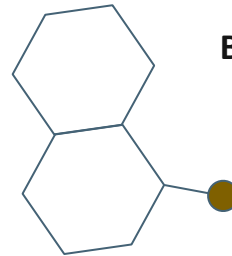
**RESOURCE
UPSKILLING**



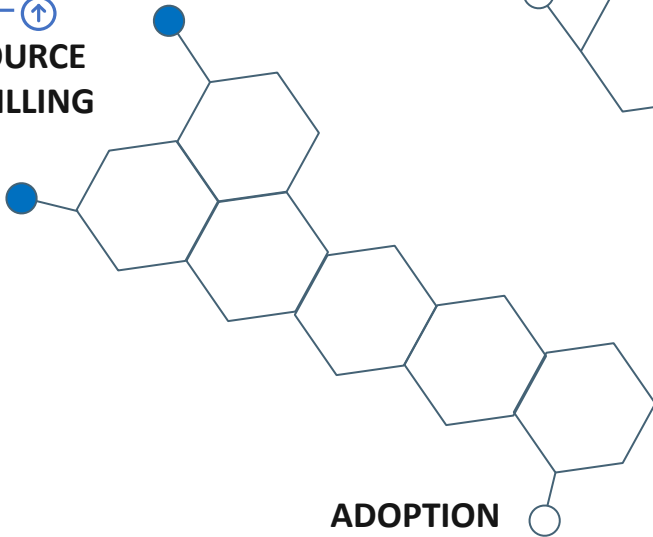
AI & AUTOMATION



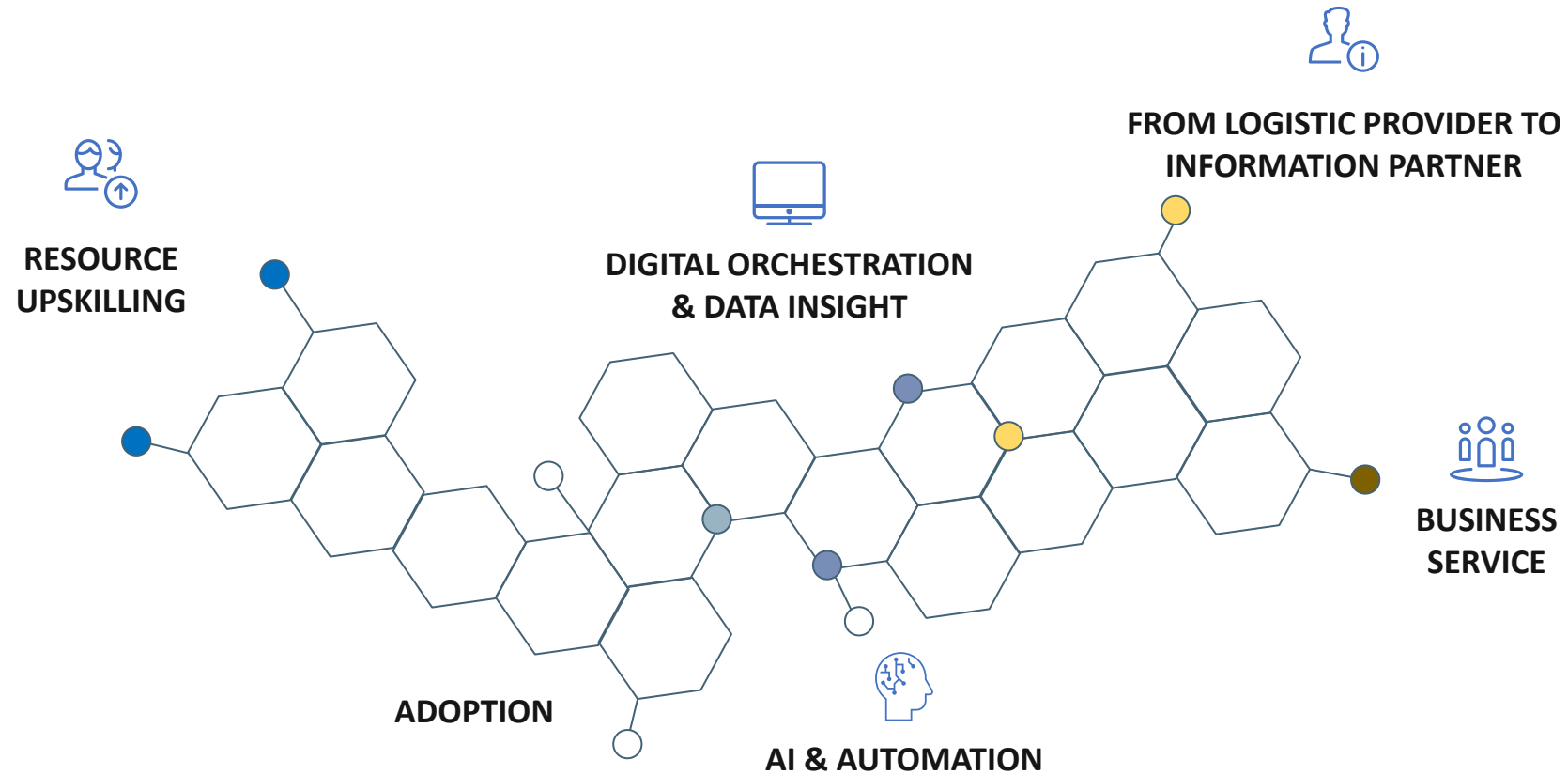
**BUSINESS
SERVICE**



ADOPTION

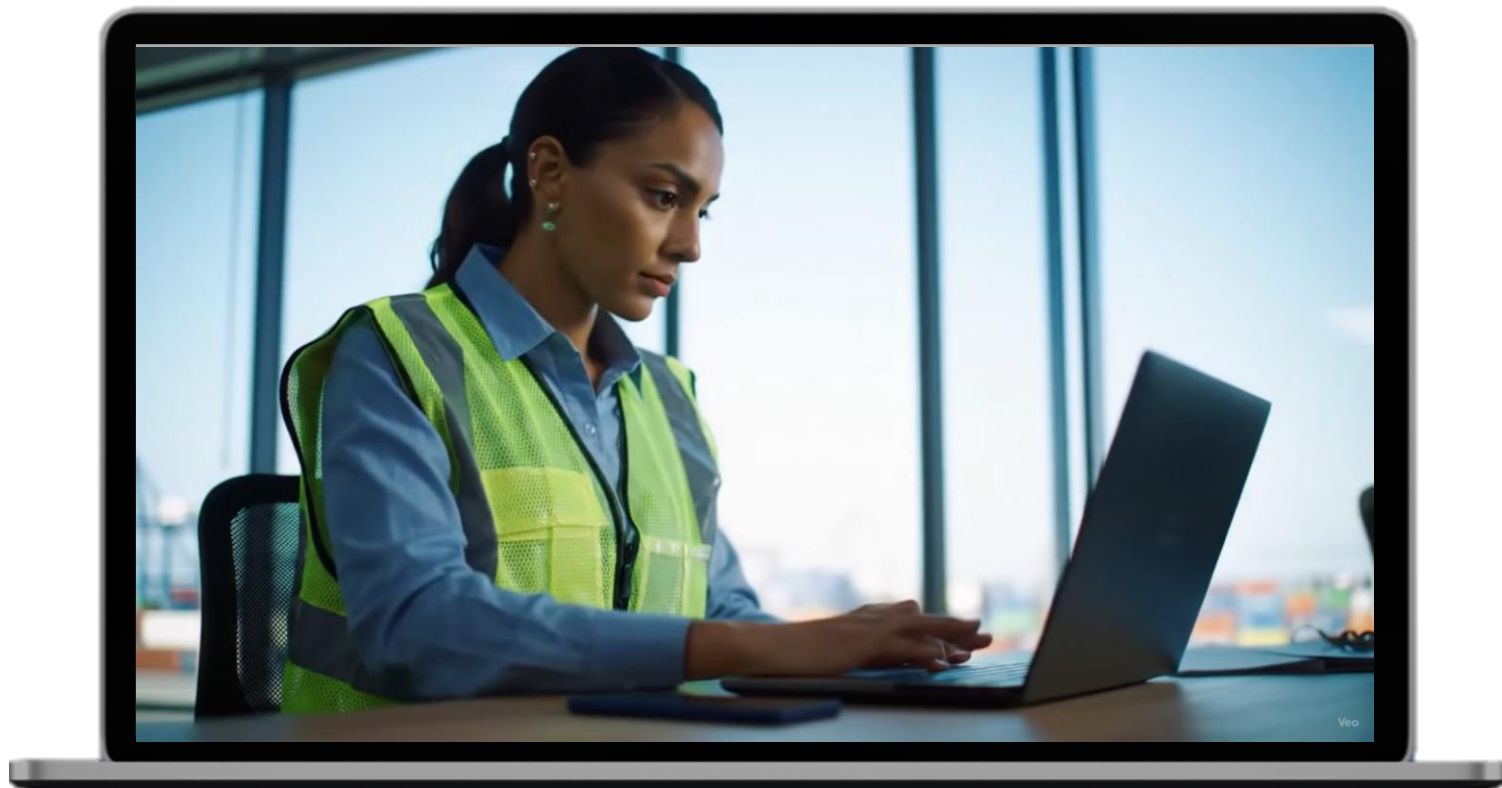


TO COMPOSE THE BACKBONE OF OUR FRAMEWORK





AI SUPPORTING DECISION MAKING



- LOAD OPTIMIZATION
- DIGITAL WORKFLOW
- CUSTOM DOCUMENT RECOGNITION
- MULTI-ROUTING
- TRACK & TRACE AUTOMATION
- CONTROL TOWER

DEVELOP NEW SKILL AND SUPPORT THE ADOPTION



Gartner

Newsroom

By 2028, 60% of supply chain digital adoption efforts will fail to deliver promised value due to insufficient investment in learning and development (L&D), according to Gartner, Inc.



- DIGITAL PILL
- DEDICATED TRAINING PATH FOR EACH PROFILE
- ON THE JOB SUPPORT SESSION

- BUSIENSS SERVICE TO BOOST ADOPTION, SCALABILITY AND COMPLIANCE
- RESKILL & BOOST EMPLOYE SATISFACION

OUR FRAMEWORK AT WORK

+12%

SAVINGS
GENERATED



+3.000

SHIPMENTS
PROCESSED
BY AI



150.000 +

PRICE LIST ITEMS
MANAGED
DIGITALLY



7

PROJECT
CURRENTLY
MANAGED



100+

DIFFERENT
ROUTES



8

CARRIERS
CONNECTED



+200

SHIPMENTS
WEEKLY



3 MILLION TONS

GHG EMISSIONS
OPTIMIZED



Contacts



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Molina**

*Group Supply Chain
Transformation Head
of Department*



**Fabrizio
Gemma**

*Supply Chain Lead for
Energy Market, Italy,
Central Europe and Greece*



**Massimo
Crivello**

*Chief Business
Officer*



CONTROL TOWER - ANALYTICS AND KPI DASHBOARD

UPSTREAM ← → DOWNSTREAM

SRM

SOURCING	PROCUREMENT	REPLENISHMENT	EXECUTION
ITEM MANAGEMENT	PRICE LIST & CATALOGUE	FORECAST & DELIVERY SCHEDULE	ORDER MANAGEMENT
ONE-SHOT BID MANAGEMENT	SCHEDULE AGREEMENT	COLLABORATIVE INVENTORY & STOCK COUNT VISIBILITY	WORK ORDER MANAGEMENT
MULTI-ROUND BID MANAGEMENT	LONG-TERM DECLARATION	CONSIGNMENT STOCK	INBOUND MANAGEMENT
AUDIT & NON-COMPLIANCE	PR & PO		INVOICE MANAGEMENT
			QUALITY CHECK

MAKE

PRODUCT TRACE
PRODUCT TRACEABILITY
BATCH MANAGEMENT
PRODUCT GENEALOGY

TMS

PLANNING	COLLABORATION	EXECUTION	COSTING
TRANSPORT PLANNING	CARRIER PORTAL ENGAGEMENT	TRACK & TRACE VISIBILITY	PRICE LIST RATE & SETTLEMENT
OPTIMAL CARRIER	REQUEST FOR QUOTATION	PALLET MANAGEMENT	RATE SIMULATION
ROUTE OPTIMIZATION	SLOT BOOKING	CLAIMS MANAGEMENT	TENDER
LOAD OPTIMIZATION	YARD MANAGEMENT	REAL-TIME VISIBILITY	
NETWORK MODEL MAP	OMNI COURIER	GREEN & SUSTAINABILITY	

SALES

SALES OPERATIONS	STORE MANAGEMENT	CONSUMER ENGAGEMENT
COLLABORATIVE REPLENISHMENT	BACK OFFICE OMNICHANNEL MOBILE	REMOTE SELLING
DEPLOYMENT	FRONT OFFICE	BRAND PROTECTION
ORDER & PA ORDER MANAGEMENT	POS OPERATIONS	PRODUCT TRANSPARENCY
DELIVERY NOTE	CHANNEL TRACEABILITY & CHECK	CATALOGUE ESG ENRICHMENT
INVOICE MANAGEMENT	AI-SUPPORTED PRICE & STOCK MANAGEMENT	

CROSS MODULES

VENDOR MANAGEMENT (PRE-FEED – RISK MANAGEMENT – PERFORMANCES)

AI-DRIVEN CONTRACT MANAGEMENT

DIGITAL DELIVERY (e-CMR/e-CUSTOMS/eFTI)

END-TO-END TRACEABILITY AND DIGITAL PRODUCT PASSPORT

EXTENDED INTEGRATION

EXTENDED EDI

e-INVOICE & B2AUTHORITY

MULTICHANNEL B2ANY CONNECTION

ON-FIELD INTEGRATION

DOCUMENT DIGITAL MANAGEMENT

VERTICAL HUBS

GIS

AI LLM/RAG

AI ML

RPA

BLOCKCHAIN

DIGITAL SIGNATURE