SPARKLE

Sustainable Precision Agriculture
Research and Knowledge for Learning
how to be an agri-Entrepreneur

ITALY

MARCHESI MAZZEI SPA AGRICOLA

BUSINESS MODEL CANVAS in the field of SUSTAINABLE PRECISION AGRICULTURE

STUDY CASES COLLECTION

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INFO COMPANY

MARCHESI MAZZEI SPA AGRICOLA

Address: Estate Castello di Fonterutoli
Via Ottone III di Sassonia n°5, Loc. Fonterutoli
I-53011 Castellina in Chianti (SI)

Founding date: 1435

Extension: Estate Castello di Fonterutoli 640 Hectares

Crops: Vineyards, Olive Oil, Lavender (Essential Oils), woodland

Number of employees: 50 full time for Tenuta Castello di Fonterutoli. 110 employees with seasonal workers. Other 16/20 employees in the Guest department

Contact
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Social https://www.facebook.com/marchesimazzei/
https://www.instagram.com/marchesimazzei/
https://www.youtube.com/channel/UCPdlctC3kGcHrY0JYYpwkCg

Date of the interview: 20/09/2018
Name of the interviewed person (specifying his/her role in the company):
Gionata Pulignani, technical director - Sergio Corridori, administrative director
Name of the interviewer: Euroteam Progetti

INFO PA introduced

What kind of PA innovation was introduced in the company?

In 2006, Marchesi Mazzei developed a product traceability software from the vineyard, to the winemaking, up to the bottling. Since 2008 they have developed a plan to analyse the vigor index with the purpose of creating a vigor mapping.

In 2010 they started a project to develop a new telemetry application that Marchesi Mazzei developed in collaboration with Professor Marco Vieri of the University of Florence, Bibbiani Macchine Agricole (Monteriggioni, SI) and Soft 2000 (Florence), and which could become a marketable product.

A final project in chronological order, which takes place in collaboration with Syngenta and the University of Florence, is underway to develop a model that allows adapting the dose rate sprayer to the real development of canopy.

They plan to continue with vigor mapping and telemetry together with a Spanish partner. The objective is to extend the telemetry to the entire fleet of tractors for variable rate seeding and nutrition.

Finally they intend to acquire the FSSC Certification (Food Safety System Certification) 22,000 requested by importers.

Why? What was the motivation / problem to solve?

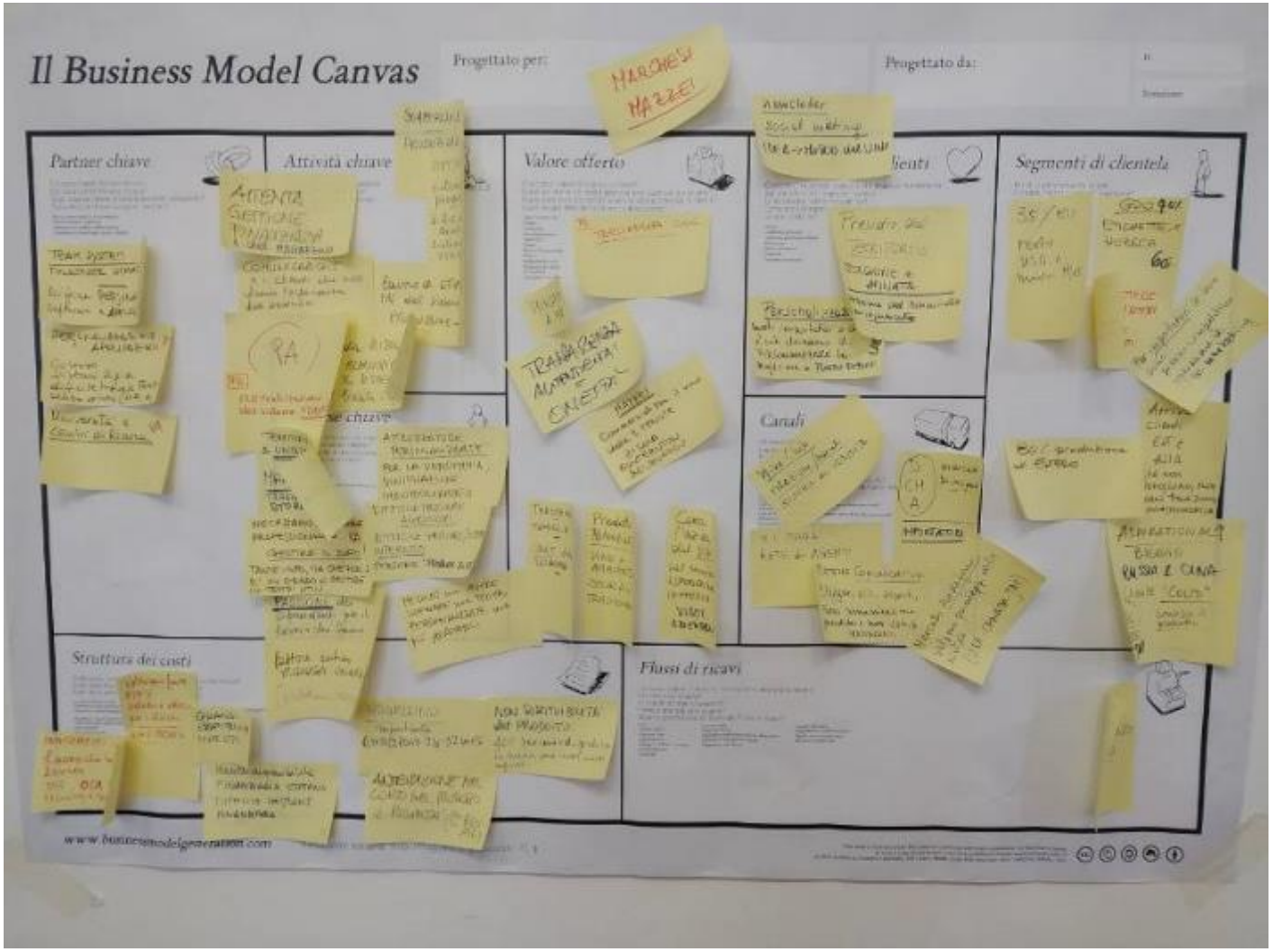
- Guarantee the traceability imposed by current regulations
- Standardize and minimize system errors
- Collect reliable certified data for process management to improve product quality.

How did you learn about these new technological solutions?

Thanks to research centres, partner universities and network of providers.

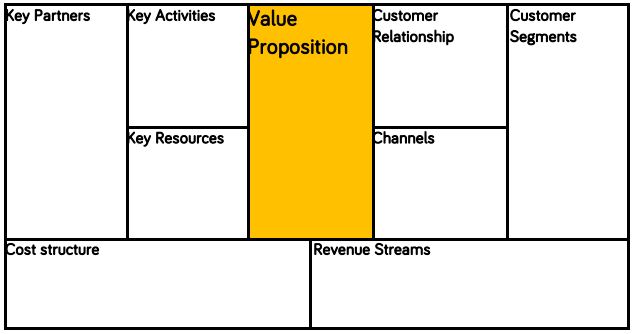
Have you been supported / assisted / trained by someone?

Yes, by partner network, research centres and universities, suppliers


Il Business Model Canvas
Progettato per:
Progettato da:
Partner chiave
Attività chiave
Valore offerto
Segmenti di clientela
Canali
Struttura dei costi
Flussi di ricavi
www.businessmodelgeneration.com

BMC - report

Value Proposition

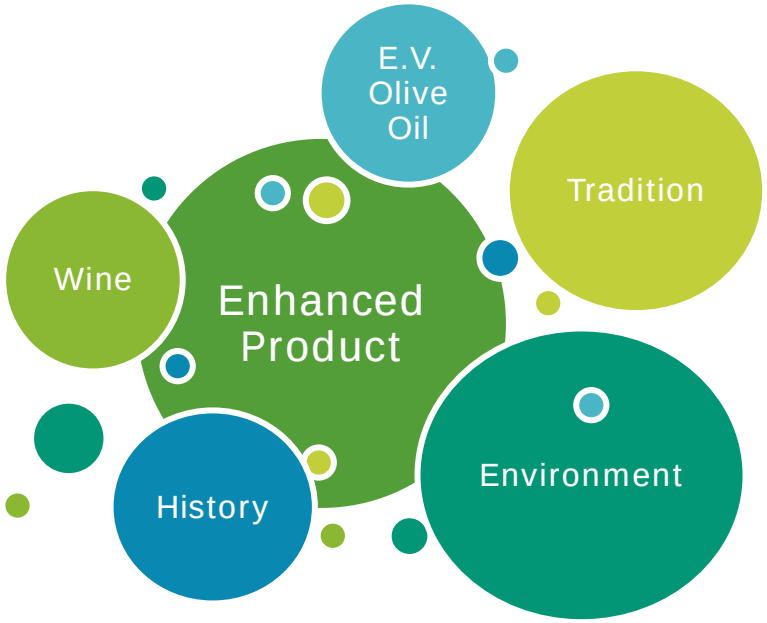


- Wine (90%), 20 labels marketed
- Oil (10%)
- Lavender and essential oils
- Wine Tours and wine tasting
- Hospitality: B&B and tavern
- Identity
- Sustainability
- Quality
- Brand equity

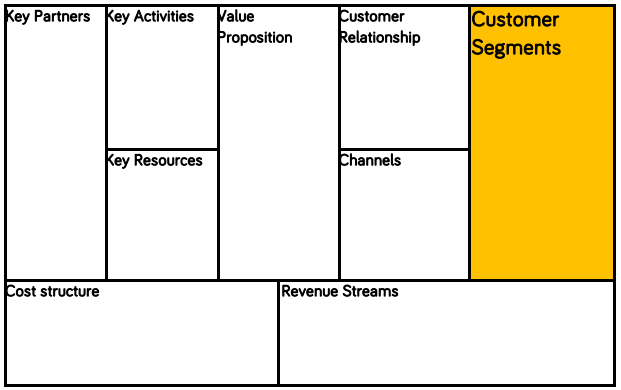
Marchesi Mazzei SPA is the agricultural company that owns the 3 estates:

- Castello di Fonterutoli, Siena, Tuscany
- Belguardo, Maremma, Tuscany
- Zisola, Noto, Sicily

In 2017 Marchesi Mazzei produced 1.400.000 bottles in all 3 estates. For over six hundred years the Mazzei family has been producing wines. In all properties, the harvest is done exclusively by hand.
Marchesi Mazzei offers: transparency, authenticity, honesty. Visits to the vineyard and tastings let you know the company live in a total and immersive experience.
The value offered goes beyond the sale of products and includes enjoying the environment, history and tradition.



Customer Segments



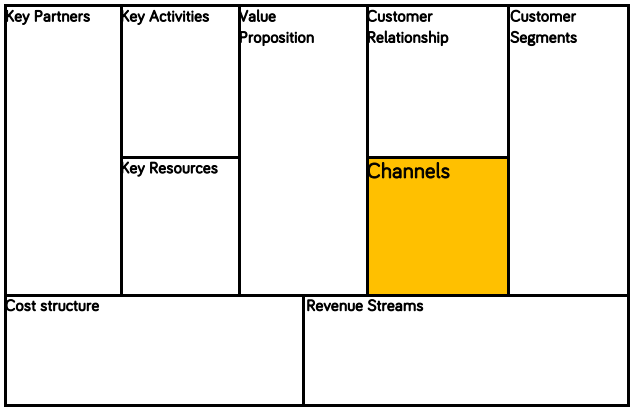
- Marchesi Mazzei sells its products mainly in Europe (35%), the rest is sold on other markets, especially the USA and Japan
- 80% of the product is exported

There are approximately two types of customers:

- product connoisseur, Europe, USA, Japan
- Aspirational Brand, does not know the product, seeks a status benefit.
- 40% of the production goes to large-scale distribution
- 60% of production concerns labels for the HORECA system

Recently the company has invested in hospitality, addressing a high-end tourist segment that in addition to wine is interested in other assets of the company: tradition, history and territory.

Distribution Channels

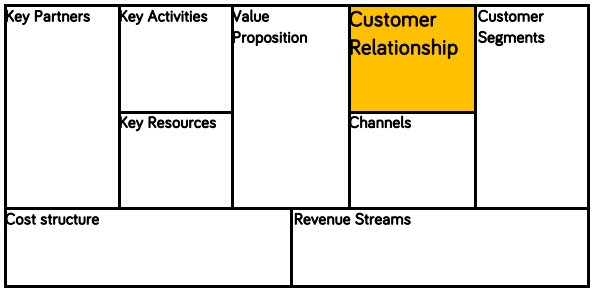


Product Ambassadors: network of wine bars, restaurants, small quality shops - HORECA

- large-scale distribution
- Importers for the markets of Germany, Austria and Switzerland
- Exporters for the most distant markets: USA, Canada and Japan, for which the scores of sector magazines are essential
- Network of representatives agents for ITALY

The digital communication system takes place through the site and social networks: Facebook, Instagram and YouTube. The communication channel of wine bloggers was not interesting because it proposes a generalist and not always transparent communication.

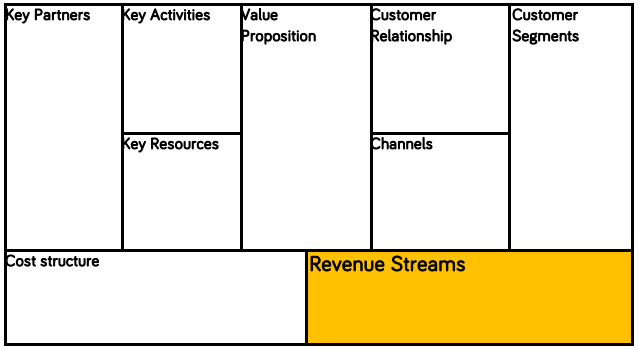
Customer Relationship



- Social Media Marketing
- Newsletter
- B&B, Tavern, *Società Orchestrale*
- Wine Club/ Ambassadors
- Wine Tours and Tasting
- Events
- P.R.

The relationship with the customer communicates the lifestyle and philosophy of the company through the below-the-line channels: transparent, sustainable, enthusiastic

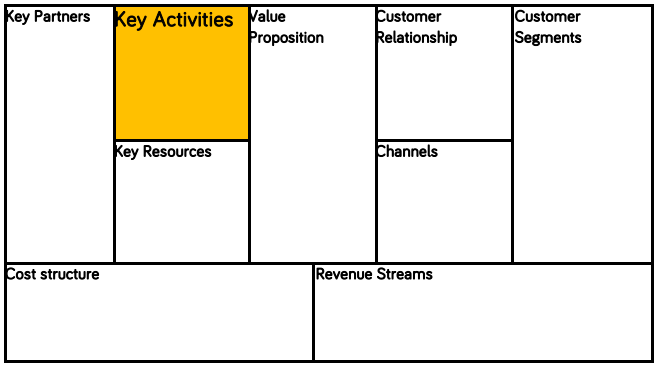
Revenue Streams



- 90% wine sales
- 10% oil sales
- Wine Tours and Tasting
- Hospitality

In 2017 Marchesi Mazzei had a turnover of 13.3 million euros.
The sales margin to the final consumer is higher than in the horeca and large-scale distribution system

Key Activities

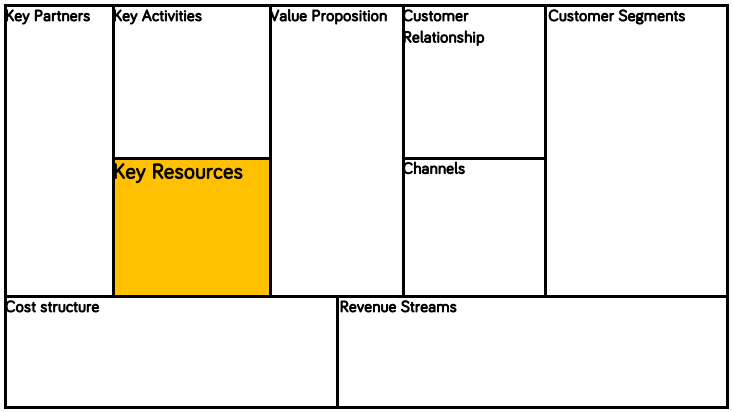


- Planning
- Viticulture
- Winemaking – innovation in the process
- Marketing
- Selling

Research for production innovation for a standardization and optimization of the system.
A careful financial and warehouse management is very important.
An efficient sales network for both large-scale distribution and Horeca products.

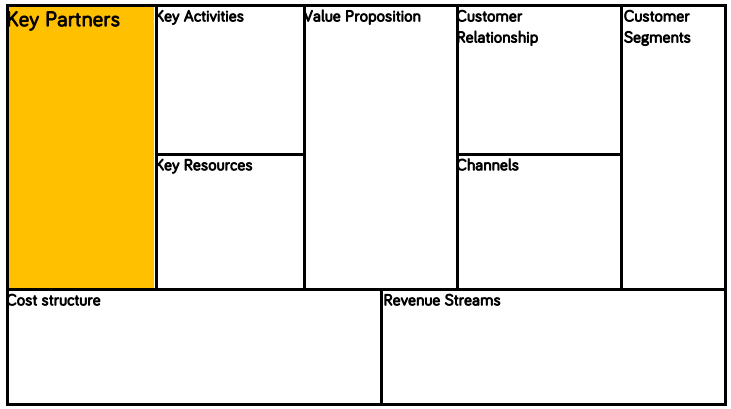
An increasingly optimization of the production / marketing chain.
Communication: it is very important to communicate with customers who cannot make a direct experience of the product in the company.
Communication: institutional communication must be resolved, at local, regional and national level.

Key Resources



- Uniqueness of the territory
- Brand: identity and history
- Wine Cellar
- Competent and motivated human resources
- The necessary financial means to make investments in PA too.
- Availability of customized equipment for harvesting, winemaking and bottling.
- Human resources are a critical success factor, in addition to technical skills, which should increasingly integrate different fields there are passion and curiosity for the job too

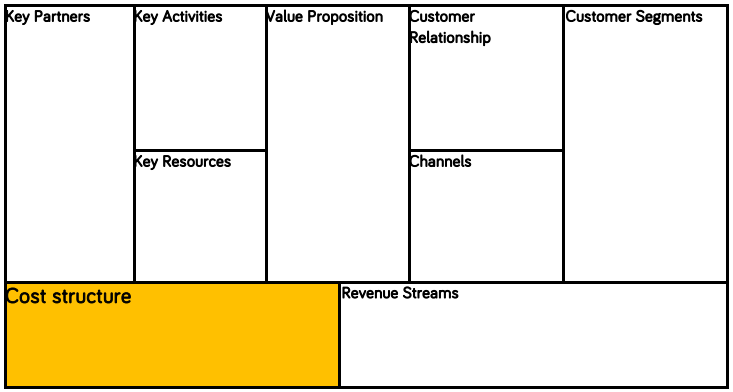
Key Partners



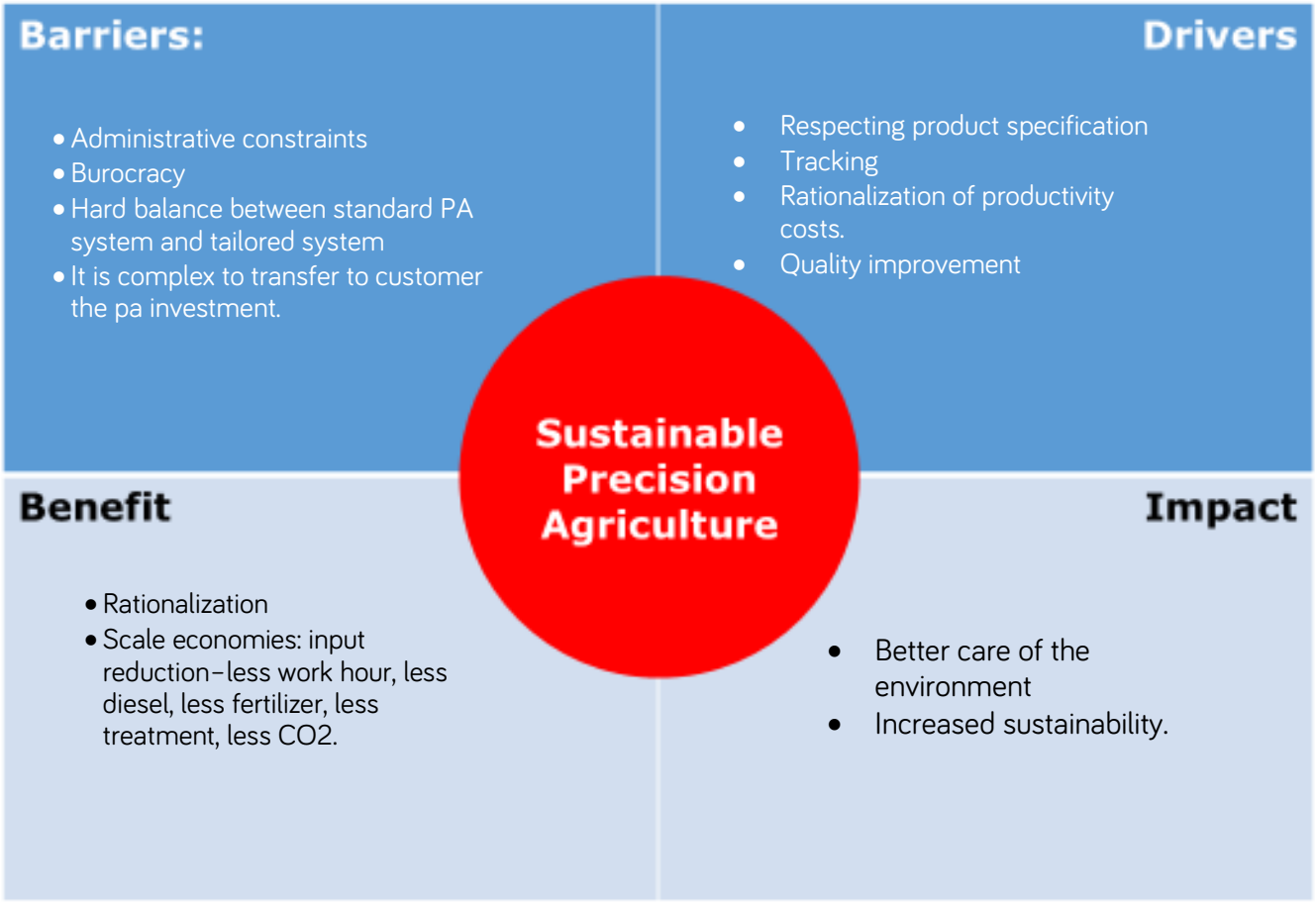
- Ambassadors
- Restaurants
- Wineshops
- Large-distribution supermarkets
- Importers
- Suppliers

Companies: BASF, Bibbiani Macchine Agricole, Bucher Vaslin, CBC Bioguard Europe, Claas, Oenodev, Soft 2000, Syngenta.
Research centres: CRA Entomology of Firenze, Horta Srl, University of Florence, University of Pisa.
It would be desirable to improve the collaboration by the administrators, with whom to share a project for the territory.

Cost Structure



- Selling
- Equipment
- Packaging and Label
- Certification fees
- Transport
- Wine Growing

All PA projects have been self-financed by the company, without resorting to public or private funding.
For this reason, it would be useful to have more flexible financial instruments, both public and private, to support the farm's liquidity.

IMPACT ANALYSIS