

Veloce



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Guideline 1:

Value-First AI

Principle:

Use AI only where it creates measurable operational and financial impact.



Application:

- Prioritize Route Optimization and Demand Forecasting—the highest-ROI use cases, addressing margin compression directly.
- These initiatives can unlock 15–25% cost improvements before expanding into more advanced areas.
- Higher-complexity applications (e.g., robotic sorting) should follow only after early wins establish financial and organizational momentum.

Guideline 2:

Build a “Bionic” Workforce

Principle

AI must be positioned as a tool to augment staff, not replace them, to mitigate the risk and the resistance.

Application

- With driver turnover at 18%, Veloce must avoid resistance by integrating AI as a “co-pilot.”
- Drivers gain better delivery window management; managers gain improved planning tools.
- The company should uphold its commitment to 100% digital literacy by 2026, ensuring all staff can work effectively with AI-enabled systems.



Guideline 3:

Prioritize Data Foundations



Principle:

AI only works when the underlying data is complete, clean, and integrated.

Application:

- The first strategic step must be implementing the CIO's enterprise data platform.
- Address current issues: legacy systems, fragmented data, and lack of real-time analytics.
- Without a unified data backbone, AI tools cannot deliver reliable routing decisions or operational insights.



Guideline 4:

Merge Sustainability & Intelligence



Principle:

Treat digital transformation and sustainability as a single, integrated strategy.

Application:

- Use Fit for 55 and upcoming emissions regulations as a catalyst for AI-enabled efficiency.
- Every AI investment should support both performance improvement and carbon reduction (e.g., maximizing load factors, reducing unnecessary trips).
- In this model, sustainability becomes a driver of cost efficiency—not a constraint.



Organizational Structure:

Current Challenge

- IT seen as a support function, not a strategic partner
- Hub managers feel overloaded and disengaged from top-down initiatives

Recommendation

Hub-and-Spoke Governance Model

- AI Transformation Office (Hub): Central CoE for data standards, infra, ML Ops
- AI Product Owners (Spokes): Embedded in Parcel, Express, Logistics; translate operational needs into AI requirements
- Steering Committee: CEO, COO, CHRO to oversee workforce impacts and role reductions



Processes & Tools:

Current Challenge

- Operational skepticism due to past failures (e.g., TMS)
- Poor data quality blocks reliable AI deployment

Recommendation

"Shadow Mode" + Integrated Workflows

- Shadow Mode: Run AI algorithms alongside manual processes for 1 quarter to validate accuracy.
- Human-in-the-Loop: Simple feedback mechanisms (“Report Issue” button) for driver & warehouse apps.
- Data Quality Gateways: Validation at point of capture to prevent dirty data entering the system.



Culture & Leadership:

Current Challenge

- Culture prioritizes intuition over data; 67% fear job loss
- 30% show active resistance, especially in operations

Recommendation

Transparency + Lighthouse Hub Strategy

- Reframe narrative: From “Efficiency” → “Augmentation”
- Lighthouse Hub: Fully AI-enabled pilot hub (e.g., Bergamo) as a proof point for skeptics
- Leadership Behavior: Executives consistently ask, “What does the data say?” to model data-driven culture



Skills & Aptitudes:

Current Challenge

- Only 8% have AI familiarity
- Middle managers lack capability to redesign processes around AI

Recommendation

Tiered Capability Building

- Frontline: Digital fluency and tool usage only.
- Middle Management: Data translation skills for staffing, planning, process redesign.
- Executives: Decision intelligence training to understand AI limits & risks.



Openness to Ecosystem:

Current Challenge

- Veloce is in “Early” maturity; cannot build everything with small internal team

Recommendation

Strategic Buy vs. Build

- Buy: Customer Service AI Platform → use external vendors
- Build: Focus internal talent on Route Optimization & Operations (core differentiators)
- Partner: Create university pipelines (e.g., Politecnico di Milano) for junior data talent



Thank You

