



Making things go smoothly

Optimizing spaces and resources, creating a constant and constructive dialogue between the various companies in the group and a variety of its experts: this is the task of Giovanni Casarini within the large, multifaceted and multinational reality that Lippert is

Words Enrico Bona

Lippert is a rapidly evolving company that is growing year after year with an increasing and incisive presence in the RV sector in Europe. To better manage this change, experts are needed who are able to maintain a dialogue with the various parts of the business. This is a fundamental role of the Lean Manager: we met Giovanni Casarini, the man who has the task of creating uniformity and sharing between the various entities of the Lippert group in Italy.

Aboutcamp BtoB: Where do you come from, and what is your experience of Lippert?

Giovanni Casarini: I come from Bologna, in Italy, the city where I still live. Having a fairly nomadic role, I can keep living there because I visit all the Italian plants, not only the RV ones, but also those connected to the railway sector. I often also travel to Polyplastic's plants in the Netherlands and, if it wasn't for Covid, I would have travelled a lot more. I come from a consultancy background and have done 14 years of consultancy in the field of business organization, optimization of operations and, therefore, improvement of efficiencies, reorganization of spaces, layout, assembly and choice of machines. I have been with Lippert since June 2019 and

I came with experience in Metallarte having followed some projects with Michele Checcucci around 2010. In 2019, after Lippert had entered the field, Michele convinced me to join them.

Aboutcamp BtoB: When you joined Lippert in 2019, what were you initially responsible for?

Giovanni Casarini: The first activity, which is partly still in progress, was the transition to a single management system for the entire group. Lippert was created as a group of many small companies, and has established itself as a large group made up of small companies. My role was to help to organize the structure. The first activity was to try to make all these companies part of a group in which procedures and organizations were shared as much as possible. This made it easier to map and better understand the potential of each one, and start using common metrics to work all as one company as well as speaking the same language. At the same time, we also started the change of the company's information system and ERP. We created a model of processes and integrated them into those companies where certain management structures did not yet exist.

Aboutcamp BtoB: How many facto-

ries have you worked on?

Giovanni Casarini: I was asked, along with others, to design the future processes for a total of six plants for the RV sector and two business units for the railway part, in Tuscany and Lombardy.

Aboutcamp BtoB: In this journey you have made important optimizations in the San Casciano headquarters and brought a series of productions there, optimizing all your processes...

Giovanni Casarini: Yes, we have brought new product families into the existing San Casciano production site, concentrating the ranges of doors and steps, sheet metal working and also using the site as a mechanical R&D workshop for the group; plastic moulding, on the other hand, has always remained in San Casciano. Finally, we have concentrated the bed production centre in Pontedera.

Aboutcamp BtoB: What concrete advantages does this type of optimization bring?

Giovanni Casarini: First of all, it improves the rationalization of space so that for the same square metres, the productivity volumes increase. It improves the sharing of indirect resources: the logistics part has been reorga-



nized and the warehouses have been increased with better information management activities. The programming and all the indirect production support activities have been organized in a highly efficient way and were able to cope with the incredible surge in volumes we had at the end of the last year.

Aboutcamp BtoB: How has there been a transfer of know-how from the United States, and is this process managed in complete autonomy or have there been guidelines?

Giovanni Casarini: Right from the start, the United States elected Lean as “The Way” for continuous improvement. As for the Company Core Values, in Europe we are fully aligned with this methodological approach and keep in contact with frequent meetings; we have a cost-benefit and return on investment reporting system that is shared with the headquarters in America. The entire company network contributes to communications among the various plants, with all the advantages that being part of a large group entails for each one. We want to share knowledge because, if the entire cultural level of our plants grows, the level of involvement grows and this is also reflected in the performance.

Aboutcamp BtoB: What is the most difficult challenge you have faced in recent years?

Giovanni Casarini: The most difficult, in my opinion, is particular to the RV sec-



tor: there are always urgent requests and very demanding customizations. The companies acquired by Lippert had, and still have, their strong points in the service, in some cases even before the product. The biggest challenge is to maintain efficiency without losing the natural strengths of the group’s RV companies.

Aboutcamp BtoB: If tomorrow Lippert acquires another company, with the experience you have now with these processes, would the integra-

tion of this new company be faster than in the past?

Giovanni Casarini: Yes, of course. We have learned a lot from our experiences and we already have a consolidated group of companies that all work on the same IT system and have already had experiences of sharing resources. By traveling between the factories and involving those who already had experience in solving specific problems, a group of people was formed which is now able to facilitate the project of fully understanding new realities.

Lippert surpasses 550,000 hours of community service with its “Culture of Caring” Initiative

Lippert kicked off 2022 in a big way as it announced that team members have volunteered more than 550,000 hours in communities across the world since 2017. The community service effort, known as the 100,000 Hour Volunteer Initiative, is part of Lippert’s focus on creating a culture that empowers and supports team members to give back and make positive differences in their local communities.

Each year, the company challenges its 14,000+ team members to volunteer more than 100,000 hours of service to organizations that align with their passion and interests. In 2021, more than 50% of team members participated in various volunteer events, activities, and small acts of kindness.

Despite the ongoing challenges of the COVID-19 pandemic, team members found new and creative ways to give back in 2021 and volunteer more than 100,000 hours. Some of those activities included making weekly phone calls to homebound senior citizens, holding cookouts to honor emergency workers, coordinating a snow shoveling challenge to help neighbors in need, taking a pie in the face to raise money for charity, and making heated blankets for the homeless.

“It’s truly incredible and humbling to see how our team members from all over the world continue to make a difference in ways that are meaningful and impactful. Serving alongside one another helps us strengthen our rela-



tionships, our teams, our culture, and ultimately the community. Our hope is that other businesses follow the lead we are setting because that will truly make a difference in this world we live in as we make business a force for good. We’re excited to see all that’s ahead in 2022,” said Jason Lippert, President and CEO of Lippert.