Global eCommerce Transformation

International Coffee Producer

Executive Summary

A globally recognized coffee producer headquartered in Italy embarked on a digital transformation initiative to unify and modernize its eCommerce capabilities across its Italian, North American, and broader European markets. The program required coordination across multiple third-party solution providers and careful navigation of diverse cultural and organizational dynamics. Differences in regional leadership priorities and collaboration styles added complexity to alignment efforts. Through comprehensive project and program management, the initiative launched successfully—on time and on budget—enabling scalable growth and operational efficiency across regions.

Client Background

A premium Italian coffee brand with a global presence, operating a sophisticated supply chain and manufacturing plant in Italy, sourcing beans from around the world, and distributing globally. The company maintains core operations in Italy with growing market demand and operations in the United States and multiple European countries.

Business Landsape

- Headquarters and core business functions based in Italy, including manufacturing.

- Commercial operations based in the United States and multiple European countries.

- Multiple third-party vendors involved across all regions (eCommerce, logistics, marketing tech, analytics).

- Legacy digital infrastructure with fragmented integrations and region-specific processes.

Project Objectives

- Deliver a modern, scalable eCommerce platform for global use.

- Harmonize business processes across Italy, the USA, and Europe.

- Create a cohesive digital customer experience.

- Integrate key third-party systems into a unified architecture.

- Foster alignment across diverse cultural and leadership environments.

Challenges & Complexities

Cultural & Communication Barriers

- **Challenge:** Vast cultural differences between Italian, American, and European teams created ongoing friction and communication breakdowns.

- **Solution:** Facilitated cross-regional workshops with structured agendas, bilingual support, and role clarity. Served as neutral liaison to mediate tension and establish mutual respect.

- **Outcome:** Built trust and fostered productive collaboration between teams despite language and cultural barriers.

Competing Strategic Objectives Across Markets

- **Challenge:** Differences in regional leadership perspectives introduced complexity in aligning on shared priorities and maintaining consistent scope. Evolving market needs and strategic focus areas across the Italian and US teams contributed to natural shifts in direction as the program progressed.

- **Solution:** Created and enforced a unified set of guiding principles and decision-making frameworks. Scheduled joint executive alignment sessions and used data to anchor decisions.

- **Outcome:** Achieved consensus on key priorities and established a shared vision across all leadership teams.

Complex Ecosystem of Add-On Solutions

- **Challenge:** Integration of multiple third-party solutions (marketing, logistics, fulfillment, CMS) across Italy, the US, and other European countries increased risk and scope ambiguity.

- **Solution:** Defined detailed solution architecture with clear ownership for each component. Facilitated cross-vendor planning sessions and consolidated documentation.

- **Outcome:** Streamlined integrations and ensured all vendors were aligned on scope, timelines, and interdependencies.

Our Role | Program Management & Project Management

RPSI provided end-to-end program and project management leadership across all workstreams, including eCommerce, ERP, CRM, WMS, integration, and data, supporting operations in Italy, the United States, and broader European markets. The engagement focused on ensuring execution excellence, fostering cross-functional coordination, and driving alignment between business and technology teams.

- Developed and maintained comprehensive project plans, timelines, and critical path deliverables, ensuring visibility and accountability across regions and vendors.

- Defined and enforced clear project goals, governance structures, and guiding principles to support disciplined execution.

- Acted as the central coordination point between global and regional executive stakeholders, third-party vendors, and internal teams.

- Facilitated project-wide communication, resolved interdepartmental conflicts, and mediated cultural differences across geographically diverse stakeholders.

- Delivered structured RAID (Risks, Assumptions, Issues, Dependencies) tracking, milestone-based planning, and cross-vendor alignment to maintain momentum and prevent scope drift.

Execution, Results & Lessons Learned

Execution of the global eCommerce transformation required precise coordination across multiple regions, time zones, and vendor ecosystems. Joint discovery sessions and cross-regional workshops were conducted to align business processes, unify customer experience, and define integration touchpoints. Key milestones included process design sign-off across Italy, the US, and Europe; vendor integration and data model alignment; platform configuration and multi-language user testing; and ultimately, an on-time, on-budget go-live.

The project delivered a seamless digital experience across all major markets and successfully integrated third-party solutions for logistics, marketing, and analytics. Leadership trust and cross-regional collaboration significantly improved, laying a scalable foundation for future international growth. Regional teams reported positive feedback on the process, coordination, and outcomes.

Key lessons included the importance of early cultural facilitation, anchoring executive decisions in shared data and governance principles, and maintaining structured cross-vendor alignment.
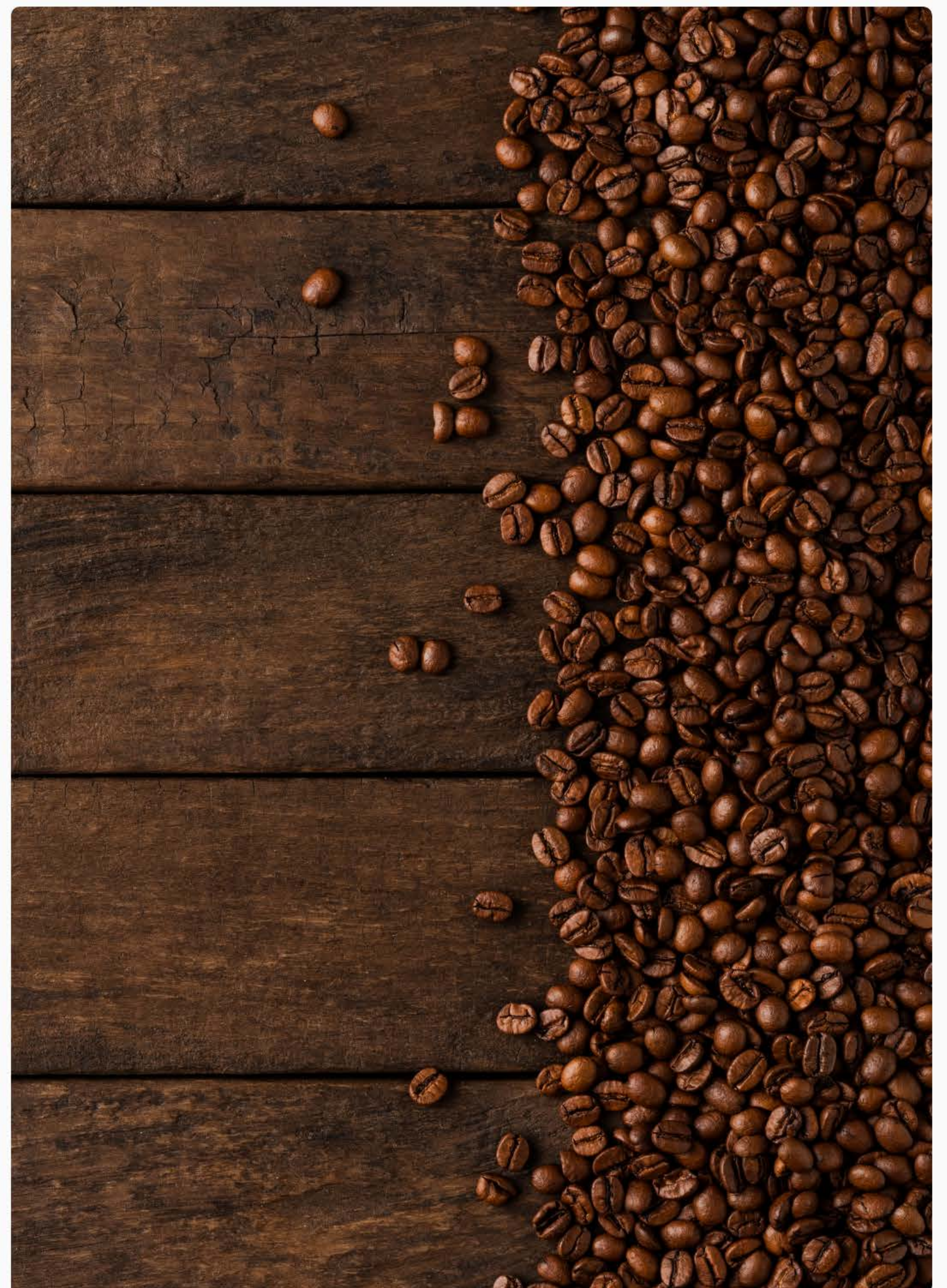
Client Testimonials

"Yaffa was the key in the orchestration of our largest and most successful global IT project to date; an Italian and US website migration to Salesforce Commerce Cloud involving over 50 technical integrations, 10+ external vendors, as well as a global, cross functional internal team.

Yaffa's strong attention to detail, ability to clearly and succinctly communicate executive updates combined with knowledge and expertise in both the business and technical side of implementations were great assets to our team. We affectionately call her "the puppet master" because of her extraordinary ability to diplomatically manage the most challenging of technical project issues, cultural differences, and resourcing challenges throughout the project."

Sr. eCommerce Manager

I had the privilege of working with Yaffa on a global eCommerce platform project at illy Caffe when we migrated from IBM WebSphere to Salesforce Commerce Cloud. As an implementation and change management consultant, Yaffa's expertise guiding and advising illy's North American and Italian teams through a multi-pronged integration and upgrade was invaluable. She not only imparted a structured, and disciplined approach to project management, she helped us navigate cultural differences, proper requirements documentation, and instilled the need for fact-based internal communication strategies to meet the unique needs of each market. Everyone from the C-Suite to SMEs held Yaffa in high regard, and we utilized her techniques and frameworks as a model for all future technology projects thereafter. I cannot say enough great things about her.

Senior Director, eCommerce