

The merger between All4Labels and Nuceria was completed in record time. Four months were enough to put together a global packaging group of over 500 million in turnover, 29 production plants and 3,000 employees, which aims to have its say on the international markets. Keystone of the operation: the sharing of values by the protagonists, all with a clear entrepreneurial identity and a common vision. A question and answer session with Guido Iannone, general manager of Nuceria Group, and now also Vice-President Sales & Business Development of the group ... who speaks to us between the lines of the difference between courage and recklessness.

Nuceria: growth and continuity

By Stefano Lavorini





From the left →
Guido Iannone (Vice-President Sales & Business Development All4Labels Group) and Antonio Iannone (CEO Nuceria Group).



“If we want everything to remain as it is, everything must change” wrote Giuseppe Tomasi di Lampedusa in *Il Gattopardo*. Is there anything of this paradox in what you have achieved?

Everything stems from the desire to aim for something that projects our industrial reality into another dimension... A carefully conceived and programmed “quantum” leap, that we all faced with enthusiasm and determination.

In fact, a true and proper merger between two important concerns has been completed: Nuceria, benchmark in Italy in the field of labeling and integrated packaging and All4Labels, among the prime global packaging groups.

For our part, consistent with our vocation for change, at the very time of our greatest growth (in 2017 Nuceria’s revenues amounted to € 65.5 million, Ed.) we once again chose to be disruptive and innovative: we have therefore reinvented our business model to respond to the demands of a global market that requires proximity, that is made up of multiplant concerns, but with local cultural roots.

We are convinced that today there is only one way of doing business and that is to as quickly as possible implement projects to acquire new market shares, and diversify and expand one’s product portfolio.

How did you get to make the merger with All4Labels?

Decisive the fact that All4Labels was born from the merging of three companies - Rako, X-label and Baumgarten: all family businesses, with a strong identity and a leader in their respective markets, who decided to come together to offer a better service to their customers and explore new business opportunities.

The reason why we became part of this group is because it was built on the respect and strengthening of the different identities.

Hence at the basis of the operation there is the common belief in the “value of entrepreneurship”, so that the individual realities are able to continue to guarantee their customers commitment, closeness, empathy, listening and speed.

And indeed if the operation took place in such a short time it is because there is a combination of ideals, of values, approaches, entrepreneurial styles and managerial skills.

At the basis of our success, is the fact that for some time we have embarked on a path of managerialisation in continuity with our roots and our Italian character. With this in mind, the merger has accelerated the process, because we have grafted our resources, skills and knowledge onto an already efficient model.

What advantages have you gained?

Becoming part of a larger family, which shares with us the passion for the development of packaging solutions designed for new and more sustainable ways of consumption, allows us to expand our know-how and consolidate our relations with our customers.

This means ensuring a longer and more solid timespan for our companies, also thanks to the process of world wide diversification.

Hence at the basis of all this lies the strong sharing of an industrial project, designed in the interest of our partners, our companies and our employees.

What changes in organizational terms?

Technically, the merger was carried out through a share exchange, which makes the Iannone family shareholder of the group and that keeps it in charge of the activities in Italy, taking on additional responsibilities within the new globalized structure.

All members of the Nuceria team are called upon to contribute to the common growth, taking on global challenges: My father Antonio continues to be the CEO of Nuceria Group and my sister Paola, while maintaining her role as head of sales for the paper converting division, has joined the group’s marketing board. For my part, I am honored to be part of the All4Labels shareholders board, representing the family, as well as the group’s Global Management Board as vice-president, heading one of the global sales business units.



What qualitative and quantitative goals have you set yourselves?

The speed of change is fundamental and we aim to reach 1 billion turnover in 5 years, both through organic growth in all regions of the world and through new M&A operations. Strength and enthusiasm are the driving force behind this process of creating wealth and human value. What we like to think is that, thanks to the new structure, we can aspire to leave a mark on our industry, rewriting the rules of the game. And indeed, internationalization has always been the priority for us: Our Milan facilities represented a first step to establish our presence in Europe. However having facilities in Italy alone was not enough seen as an international company. Now Nuceria is part of a large group with 29 plants throughout the world, a turnover of over 500 million euros and 3,000 employees. A totally different ballgame.

After the merger, in terms of your offer, have you identified overlapping areas?

The All4Labels group makes about 75% in the self-adhesive label market and 25% in the flexible packaging market, an area in which we were already planning significant investments thanks to the mini-bonds issued in January. Indeed in our Nocera plant the flexible division is coming into being, with wide-web printing machines. Hence the entry of Nuceria into the group brings an additional capacity of proven value. Things are different as far as the folding division is concerned in terms of converting, which for the group translates into a diversification of the offer. It is certainly a further element of synergistic positivity, so much so that already in these months the cross-selling effect on All4Labels customers is having positive repercussions. The group strongly believes in the "one stop shop", and for this reason we will invest even more in the flexible and folding sectors in the coming years. In short, we have nothing to be afraid of, only a great desire to get down and do things.

Will your growth be focused on multinational players?

Ours is a project of all-round growth. Safe to say the merger meets the needs of multinationals, but the goal is also that of wishing to offer all our customers greater competitiveness. We will therefore strive to allow local market to grow, which will benefit from some concrete competitive advantages of the group's overall activities, developing the Italian structure.

Ultimately, in the light of events, what distinguishes courage from recklessness?

Strength of spirit and determination in facing risks and sacrifices, with awareness and a sense of responsibility towards ourselves and others... This is what courage is for us, which is quite another thing from making rash, unpondered choices. We are certainly not "sleepwalkers on a ledge" and the sense of the entire operation lies in a care for planning that has always featured in our entrepreneurial approach. Certainly it was not our first courageous choice. Courage and lucid madness belong to our DNA and have always characterized the most important phases of our growth. Being able to see what others do not see. This is what I learned from my father Antonio, who not only founded Nuceria but who once again acted as a great visionary, and by driving change, opened the way to the future.

