



# Barilla SpA Harvard Case Solution & Analysis





# Barilla SpA Harvard Case Solution & Analysis



## Presenters

Carmin Di Vito

Glenn Ichikawa

Sarah Song

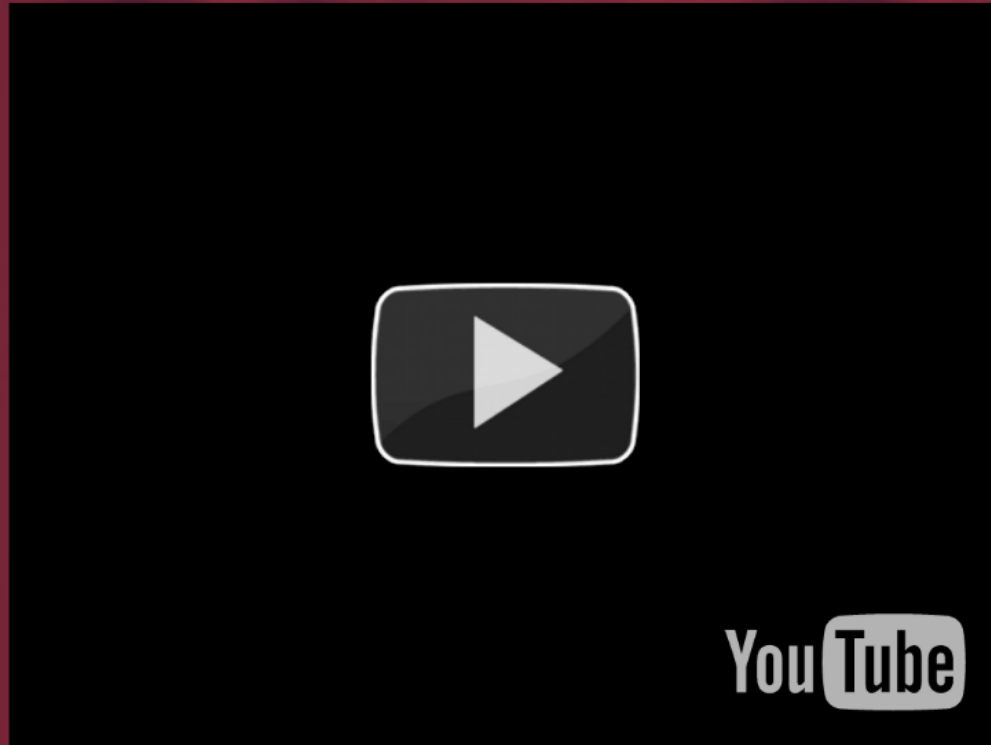
**Production and Operations  
Management 475.21  
Dr. Norma Davis**

# Agenda

- Background
- Analysis
- Issues & Challenges
- Recommendations
- Summary/Conclusion



# A Story of Barilla





# Background

- Founded in 1875 by Pietro Barilla in Parma, Italy
- Began as small shop in Parma to vertically integrated corporation
- Flour mills, pasta plants, and bakery-product factories.
- 1968 constructed 1.25 million square meter state of the art pasta plant in Pedrignano
- 1990 Barilla was largest pasta manufacturer, making 35% of all pasta in Italy, 22% of all pasta in Europe, and 29% share of Italian bakery products market
- 1990 Barilla organized into 7 divisions

# Pasta Industry Background

- 18 kilos per capita pasta consumption in Italy/year
- Pasta types have seasonality- pasta salads (summer), egg pasta and lasagna (Easter)
- Italian pasta export market experiencing growth to other European countries as much as 25% per year in early 1990s



a, Italy  
y integrated

duct factories.  
er state of the

# Analysis

- Manufacturing
- Distribution
- Sales and Marketing