Vendor Managed Inventory: Barilla SpA
Barilla Supply Chain

- Barilla Dry Product Factories
  - 65% TL to Barilla CDCs
  - 35% TL to Barilla Run Depots

- Barilla CDCs
  - 90% TL to Grande Distribuzione
  - 10% TL to Distribuzione Organizzata

- Grande Distribuzione
- Distribuzione Organizzata

- 18 Barilla Run Depots
  - LTL to Independent Supermarkets
  - LTL to Signora Maria Shops

Chain Supermarkets
Independent Supermarkets
Signora Maria Shops

TL = Delivery in truck-load quantities.
LTL = Delivery in less-than-truck-load quantities
Sales at Cortese Northeast DC

Week
Orders from Cortese Northeast DC to Pedrignano CDC

Mean = 300 Quintals
Std. Dev. = 227 Quintals
## Bullwhip at Barilla

<table>
<thead>
<tr>
<th>Causes</th>
<th>Impact</th>
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Barilla Case

Laura Rock Kopczak, Panos Kouvelis, Hau Lee, Warren Hausman
JITD (VMI) Proposal - Why Should Barilla Have Decision Rights?
## Resistance to JITD

<table>
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<tr>
<th>Inside Barilla</th>
<th>Solution</th>
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<th>Distributors</th>
<th>Solution</th>
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</table>
Selling to the CEO...

Barilla

Distributor