

# Bialetti and NTT DATA: make forecasting a best practice



## Bialetti profile

Bialetti represents Italian excellence in the world of coffee. From the Moka Express coffee maker invented by the company in 1933, to new espresso machines, and all the way to coffee production, Bialetti has influenced consumer habits and the collective imagination for almost a century. Its journey has been marked by insights and successful encounters, creativity and inspiration, future vision and a deep passion for coffee.

Faced with new supply chain dynamics, Bialetti has established a structured process for sales and operations planning, exponentially improving forecast accuracy and transforming its approach to planning and warehouse management.



From 2017 to 2024, the accuracy of our forecasts has more than doubled. The company's goal to build an effective demand planning department has produced great results over time."

**Silvia Baselli**, Demand and Supply Planning Manager, Bialetti Group

70%

Bialetti's forecasting  
accuracy

6%

Customer fill rate  
improvement

24%

Reduction in finished  
products stored

## Scenario

### Reengineering the supply chain

Today, Bialetti is a modern coffee company that, alongside its industrial production, has developed strong expertise in the world of coffee through its own roasting facility and a network of stores across Italy that offer customers a direct experience of the Bialetti world. The company, headquartered in Coccaglio (BS), has production facilities in Europe, and a network of over 100 stores and 6 sales branches that support a global expansion plan.

With the opening of Bialetti stores, the company complemented its industrial activities by entering retail. This had a significant impact on supply chain dynamics and paved the way for a completely different approach to planning and logistics.

**Demand analysis and forecasting, as well as sales planning, needed to make a qualitative leap** within an effective and structured data-collection system — in short, they had to become best practice. This marked the beginning of the collaboration between Bialetti and NTT DATA, which led to some of the main initiatives being implemented that radically innovated supply chain management in recent years.

**NTT DATA began working with Bialetti in 2011**, originally just to support this transformation. The first structured long-term demand forecasting system for industrial production was developed as a result. By doing this, NTT DATA established the process and organizational conditions required for implementing a true sales and operations planning (S&OP) process.

## Challenges

### Rebuilding demand and supply planning based on new criteria

“When I joined Bialetti in 2017, there was not yet an S&OP process,” says Silvia Baselli, Demand and Supply Planning Manager of the Bialetti Group. “To implement it, we decided to continue along the path started by NTT DATA, creating a Demand and Supply Planning team within the company and involving all relevant functions and stakeholders to develop a new forecasting system tailored to Bialetti’s needs.”

Furthermore, the decision to focus the group’s business on the coffee sector — as opposed to the previous multicategory strategy — represented a further evolution in sales dynamics. The collaboration with NTT DATA evolved to meet a clear objective: **design, implement and continuously develop the forecasting and planning**

**system based on new process and system criteria.**

The main needs were to keep the purchasing cycle under control, have reliable purchase estimates and predict any possible impact on inventory; in parallel Bialetti needed to constantly increase planning accuracy.

**NTT DATA provided consultancy to implement forecasting optimization initiatives for the entire Bialetti ecosystem**, including retail stores. Criteria were set for demand forecasting with increasingly detailed analysis, store classification and identifying consumers’ unique purchasing behaviors to standardize sales forecasts for each store and thus improve forecast accuracy.

Built on statistical foundations, the process began to deliver results, encouraging the company to invest in expanding and innovating the system. As a result, this became a continuous activity, which over the years has generated a series of projects to consolidate and refine Bialetti’s new approach to forecasting.

## Projects

### Tools for constantly improving performance

Following the initial intervention on-demand forecasting, new projects were launched in which NTT DATA supported Bialetti in the continuous improvement of performance.

“One of the strategic tools in this process has been DPIC, a database of statistical data shared by NTT DATA’s clients and used anonymously as a market benchmark that allows us to identify new areas for improvement by comparing ourselves with companies operating in contexts very similar to ours,” says Silvia Baselli.

### Demand Planning Intelligence Consortium (DPIC)

is an NTT DATA tool that collects data (both forecasts and historical series) from its more than 170 members, companies representing over \$100 billion in revenue. It uses a proprietary classification engine that detects demand behavior across multiple dimensions, such as variability and seasonality, offering a more accurate picture of volatility and the factors determining demand predictability.

“The use of DPIC has enabled us to produce, year after year, a dynamic snapshot of Bialetti’s forecast accuracy compared to market standards,” says Fabrizio Carle, Managing Director | Technology Consulting at NTT DATA. “This has helped us, on the one hand, to identify the milestones needed to achieve satisfactory performance, and on the other, to clearly communicate to Bialetti’s management the necessity, effectiveness and advantages of the initiatives undertaken.”

**The use of a powerful data visualization system has made it possible to present data in the form of easily**

**understandable infographics**, starting from complex KPIs. The system produces intuitive documents that make it easy to engage the highest corporate levels on the topics under discussion. Unlike standard business intelligence reports, the documents provided by the system are based on forecast data and therefore provide visibility over the coming months — an asset that is important for finance and for supply chain management.

## Benefits

### Forecast accuracy confirmed by the figures

Thanks to the projects implemented, the statistical algorithms and the sophisticated demand segmentations, performance has improved year after year, currently positioning Bialetti among the top levels for forecast accuracy.

The figures clearly validate this success: in just a few years, **Bialetti's forecasting accuracy has reached nearly 70%**, a significant increase compared to the past, with important benefits for inventory, purchasing and production management. **The customer fill rate has improved by 6%** over the last three years, showing a strong upward trend in the company's ability to fulfill orders and a higher quality of customer service. In the same period, **there was a 24% reduction in finished products stored** at the Coccaglio warehouse, a sign of greater logistical efficiency.

"Working with a Partner who has learned to understand the company's most complex dynamics has certainly been a key strength," says Silvia Baselli. "NTT DATA has provided us with a comprehensive valuable support: from the ideation and development of innovative projects, to process adaptation and up to the needed technical interventions."

The results achieved so far represent a solid foundation for planning new future projects in the pursuit of continuous innovation.

## Outlook

### A collaboration focused on the future

One of the next steps should involve a project to centralize the warehouse governance of the five foreign subsidiaries,

which will allow for centralized control of supply flows and warehouse movements, wherever they are located in the world. The plan includes both the technical implementation of a new module for Bialetti Industria and a process review of roles and shared guidelines between the headquarters and the subsidiaries.

NTT DATA supports these transformation objectives through the definition of periodic roadmaps that outline a path for aligning the organization and systems with technological evolution and new business challenges. This focus includes ongoing support for processes and KPIs, the development of projects to continuously improve performance and, finally, the proposal of new ideas to bring innovation to the company, such as the introduction of AI tools to enhance analysis and forecasting.

"NTT DATA provides us with ongoing support with regard to strategy development, maintenance, new project initiatives and innovation. It is a highly structured and well-established partnership that has certainly produced great results over time," concludes Silvia Baselli.

“

We put our expertise and experience in Corporate Supply Chains at Bialetti's service, and in turn, Bialetti took a very pragmatic and results-oriented approach. This synergy enabled us to satisfy shareholders and create an exciting and positive environment.”

**Fabrizio Carle**, Managing Director | Technology Consulting di NTT DATA

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