

A Life of SUCCESS

Benelli Armi is diversifying its production line and remaining focused on the strong North American market.

Images courtesy of Benelli Armi

After earning his degree in engineering, Luigi Moretti, Chairman and Managing Director of Benelli Armi, went into business as the owner of an automotive dealership, focusing on the manufacturing sector. He spent some time around the trade field and founded five different companies active within the trade field. When he turned 30 he got his start in the mechanical industry and the shotgun sector. From 1976–1996 he was the administrator of Fabbrica Pietro Beretta and from 1984–2001 he was chairman and managing director of the Meccanica del Sarca company, with a focus on developing components. In 1983,

Luigi became managing director of Benelli Armi. He spearheaded a complete renovation of the organisation in 1998 and subsequently became president.

In 1995, Luigi acquired the majority of Palazzoli, the oldest electrical engineering company in Brescia. Following the modernisation of plants and products, the company is now the leader in the Italian market as well as various markets in Europe and the Middle East. Luigi is also a member of the board of directors of the Beretta Holding, Benelli USA, Lewden Electrical Industries, and Guido Glisenti Foundries. He has been vice president of Federauto, has been a member of the board of directors of

Assindustria of Pesaro since 1997, and on the executive committee of Assindustria of Brescia since 2008.

The Beretta company purchased Benelli Armi in 1983 as the company was going through some financial difficulties. Luigi needed to revive the company and notes that there were two main points of focus for the business. “One was to expand the product line in order to meet the customer’s needs and wants. The other was to simplify and modernise the manufacturing process.”

Benelli decided to refocus their agenda on the production of shotguns that fire 3.5-inch shells. “Producing the 3.5-inch was a choice that I made following my ›

“Benelli’s sales within Europe have stayed strong but even more so in the US and Canada, where we are a leading producer and sell approximately 50 per cent of our production.”
- Luigi Moretti



As featured in
The CEO Magazine
For more info visit
theceomagazine.com

Engraving, the Italian fine Art



*Bottega Incisioni
C. Giovanelli*

www.giovanelliengraving.com

strategy to expand the product line. Next, I automated the production. 'Handmade' is only a good choice when you produce 10 guns per year rather than 200,000. To ensure high-quality standards, you need to automate as much as possible.

"Italy is a changing nation and markets across the country are declining along with the economic situation, which has subdued market conditions and made selling a much more difficult task. Benelli's sales within Europe have stayed strong but even more so in the US and Canada, where we are a leading producer and sell approximately 50 per cent of our production. We have two subsidiaries dedicated to those two markets."

Russia has also proven to be a very quick-growing market for the organisation. Benelli is the number one player in Russia where the company's main sales consist of shotguns and hunting rifles. The UK is a very traditional market for Benelli with many shotgun owners, rather than hunting rifles or sports rifles. This is a great market for Benelli as the company produces some of the most well-known shotguns and highest-quality shotguns in the world. "Within Europe, Russia is growing fast, whereas Spain, Greece, the UK, Germany, France, Sweden, Norway, and Finland are holding steady."

There are a few key values that drive Benelli as a business; however, the overarching principle is one of relationships and how to best maintain them. "In my opinion, listening to and communicating with the customer is paramount. Innovation is not just an intuitive process. We dedicate a lot of time communicating with our customers in order to learn their needs. Another important value is good relationships within our team. People who visit our company say that we work well both internally and externally."

Within three years Benelli want to start producing and selling over-and-under shotguns as the



company recognises the huge potential of this sector. "Our aim is to expand our product line to over-and-under and this will be our main focus for the next few years. So far, we've only offered semi-automatic shotguns, pump-action firearms and rifles, and we've never ventured into the side-by-side or over-and-under territory. The manufacturing process for these firearms is quite different so this brings both technical as well as technological challenges."

Innovation is a driving force at Benelli, which is fuelled by the various teams within the organisation. "Our method is to elaborate a five-year plan with the technical department. We agree on the right timing to introduce innovation in our actual product line following—if possible—instructions from the marketing team who've collected data and identified potential areas of interest. This five-year plan is discussed and, if necessary, revised twice a year."

Another key facilitator for innovation and collaboration is Benelli's presence at trade shows. "We have two main events: the SHOT Show in the US, and the IWA in Nuremberg, which is mainly dedicated to the European market. This is when we present



new products. So if we want to introduce a new product in 2015, we know that in January and in March we should present it to the market at the SHOT Show and IWA."

What sets Benelli apart is the consistency of high quality along each step of the production chain. The company has a talented and dedicated team of highly skilled engineers, craftsmen, and workers contributing to the company's ongoing success. Benelli has also reduced the turnaround order-fulfilment time meaning product can be delivered into the buyer's hands within a week. This is achieved through a strong and dynamic network of seller service personnel alongside a fantastic logistics chain. >



assistance throughout the production process and paying invoices promptly. “A small team follows and maintains relationships with the suppliers, while a larger team of 25 employees is involved in what I call ‘static’ quality control. Simultaneously, our engineers take care of ‘dynamic’ quality control visiting the suppliers, and making sure they abide by our quality and timing standards.”

As the arms market grows more diverse, Benelli is developing its products to deal with these market changes. “The future will bring new challenges and we’ll do our best to meet them by continuing to do what we do: keeping the communication flow with our customers in order to better understand their needs. The US, for example, is a very dynamic market where hunting and sport shooting are continuously developing, so we need to constantly develop new products to follow these trends. This is our future.” •

Benelli understands what its customers want and focuses on providing new and innovative ways of delivering top-quality shotguns and rifles to shooters around the globe. “Around 10 years ago we

devised and implemented our own customer and supplier relationship-management program. We did not follow industry standards—we improved them, and we abide by them. This is very important.”

While customer relationships are paramount, Benelli also values close collaboration with its key suppliers, providing technical

“Working with Benelli has been a great challenge for MCM. Thanks to the corporate executive’s vision, the historical managers have ensured the new generation has been thoroughly trained. Now the propitious atmosphere combines drive for innovation to memorable experience”
- Mr. Gabriele Gasperini, President, MCM



OVERALL PROJECT MANAGEMENT FOR COMPLEX CO-ENGINEERING SOLUTIONS

Established in 1978 with headquarters in Italy and branches in France, Germany and United States, MCM integrates mechanical engineering, electronics, and management software systems, providing a tremendous and unparalleled competitive edge.

MCM is specialised in design, manufacturing, and installation of horizontal machining centres with 4-5-6 axes, FMS (Flexible Manufacturing Systems), and turnkey solutions.

As forerunner in a more and more demanding market, the strong technological background of MCM has grown, becoming an important reference reality for various application sectors such as aerospace, defence, automotive, general mechanics, and energy.

www.mcmspa.it

