

MAKE IT EFFICIENTLY

Make it with Lectra

How upholstered furniture manufacturers can improve efficiency.



Today, consumers want more. More choice, more customization, more competitive prices and more quickly. Paradoxically, delivering those benefits can leave your business with less.

You can lose quality as you rush the speed of manufacture – and lower margins as you respond to the intensifying pressure for competitive pricing.

That's why efficiency has never been so important for upholstered furniture manufacturers. Permanent, sustainable efficiency is fundamental to satisfying increasingly demanding consumers without sacrificing the profitability of your business.

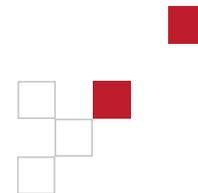
By improving process agility, you increase efficiency and stay ahead of the competition.

Operational excellence and lean manufacturing are the twin cornerstones on which to build when maximizing the efficiency of your process and using company values to your best advantage. Based on 30 years of working with the furniture industry, Lectra understands that operational excellence should permeate everything to:

- Enhance flexibility and agility
- Improve performance
- Increase quality.

“The adoption of digitalized and automated cutting techniques gives us a major boost in terms of manufacturing efficiency. It has allowed us to achieve our objectives in terms of being able to handle smaller batches as well as reducing costs.”

Pan Chaoping
Lean Production and Planning
Management Director,
KUKA





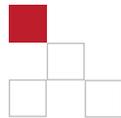
Enhance flexibility and agility

The manufacture of upholstered furniture is a complex process.

Daily production is made up of multiple orders, models, variants, and options – each in a different material. The increased popularity of modular and customized furniture only adds to the challenge. The inherent complexity of these orders and associated data makes it difficult to optimize production scheduling, increasing costs and requiring more time.

To remain competitive, you need to simplify your manufacturing process so you can be flexible and agile in your response to consumer demands.

Key to success is the ability to adapt to change quickly and effectively. Successful companies have managed to reduce development time, costs and material use while avoiding errors and shortening lead times. The chosen solution should make your daily work simple – however stringent the quality requirements or complex the production.



A case in point

Single ply cutting is currently the most widespread form of production in Europe and the USA, both in terms of volume and in just-in-time organization. Delivery times have been reduced by 30% over the past four years. With the increased variety of models and customization, manufacturers have had to reorganize in order to optimize production and cutting order and roll management. This would be impossible without an automated process.

Two tips to enhance your flexibility and agility

1. Improve your model and data management with a solution such as Lectra's DesignConcept software. This automates design modifications to your models and their variants, ensuring that changes applied at the 3D stage of the design process are automatically applied in the 2D stage. Changes will be updated on the technical data sheet too, so that you can be sure that all departments are using the most accurate and up-to-date information. The more you can automate your process, the more you can remove the risk of error, and the earlier you can be sure your data is reliable. You can also minimize the costs of any changes that come later on.

2. Get the right mix of people, process and technology. Even the most skilled people won't be able to work at optimum efficiency without the right tools. Innovative software alone is not enough to improve efficiency. And without effective processes, workflow will suffer. The ideal solution needs the right mix of all three elements. It is also important to ensure effective change management, so that all projects run smoothly, to get the best from your investment over the long term.

DesignConcept Furniture is Lectra's solution for designing, costing, 3D virtual prototyping and developing and industrializing upholstered furniture models.



Improve performance

The ultimate goal for making your business more efficient is getting more for your money and improving your bottom line. Whatever type of material is being used, from leather to plain or patterned fabric, you should be looking to produce the same or more with less material. And you need to find ways to increase productivity without increasing resources.

Manufacturers should also consider ways to improve their process flows, whilst reducing variability and unexpected elements in production. This can help to reduce wasted time and the costs that result from downtime. With anti-error systems and visual management, errors are detected automatically and costly mistakes eliminated. They can optimize resources whilst reducing operator dependency. It is this lean philosophy that helps improve performance and eliminate wasted time, while improving quality.

Manufacturers need to consider how technology impacts their processes. Using unsuitable consumables, such as blades, underlay paper etc. will adversely affect quality and productivity. You may save money in the short term, but the overall cost to the business could outstrip any savings made.

Lectra is helping furniture companies around the world improve their performance and increase efficiency. We provide a complete chain of dedicated software, equipment and professional services for furniture manufacturers. The entire production process is optimized, offering the perfect balance between each phase, thus boosting efficiency and ensuring reliability.

When looking to improve performance, here are a few things you may want to consider:

“Isn’t purchase price the most important factor when investing in new manufacturing projects?”

There is always a temptation to buy on price above all else. However, have you ever calculated the cost of non-quality, under-performance terms of material use and productivity for your company? What about the cost of missing a delivery deadline for your cutting room?

With our expertise, we can draw on best practice in the industry to advise you on how to optimize processes to suit your production requirements and business strategy.

FAST FACT

For a company producing on average 200 seats per day, these costs can reach several hundred euros per day for production.

“Can I be confident that our solutions will avoid downtime?”

Many companies see maintenance costs as an option, and these are often among the first to be cut in order to make savings.

At Lectra we believe the opposite is true: that investing in maintenance will actually save you money. Our experts provide daily support including preventive maintenance on our solutions and define the best combination of consumables to prolong the lifetime of your investment. In addition, built-in sensors constantly monitor the system and alert you when they detect that it is functioning abnormally. You are able to take remedial action before a breakdown occurs. Key metric displays are also accessible in real time, so you can see instantly whether cutters are running to their maximum efficiency.

Beware of false economies that promise you immediate savings but which, in the long term, will cost more.

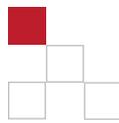
“How can I be sure I’m getting the best return on investment (ROI)?”

Evaluating the return on investment before buying a solution would seem obvious. Lectra has the expertise to advise you on the best investment to make, in line with your strategic objectives. Once in place, you need to be sure that your investment is yielding the expected return over time. We can help you set relevant key performance indicators (KPIs) so you can accurately measure performance as part of your continuous improvement.

For example, when analyzing the leather cutting process, we can see if there are fluctuations in yield or production, help you identify any bottlenecks and solve them.

To ensure you get the maximum return on your production investment, we developed both the Versalis and Vector solutions to remove as much non-cutting i.e. non-productive time as possible while still guaranteeing cut quality.





Increase **quality**

Consumers not only want low prices, they want quality. This is one of the key factors that will help any furniture manufacturer be more successful. The more your products gain a reputation for quality, the stronger the loyalty of your customers will be. They will be more likely to buy from you again and may even go on to act as advocates for your brand.

But it is not as simple as checking quality levels at the latter stages of cutting and final production. Quality needs to be an integral part of your manufacturing process from start to finish, because, apart from being inefficient, non-quality has a high cost in terms of wasted time and materials: one estimate puts it 'on average' at least €10,000 each month.

Getting it right first time makes good business sense.

Three ways you can improve quality

1. Coherent, accurate data

This is important at every stage, from design to production as it facilitates repeatability. Why reinvent the wheel? Standardization saves you time and money. As an example, inner structures, including foam, can be standardized and easily repeated. This radically shortens product development time. To achieve this, you need to be sure that everyone is working from a single, accessible and accurate data source and always up to date.

2. Blended innovation and expertise

Technology alone brings benefits to a business, but unless you optimize the entire process, you're not getting as much as you can from your investment. This is where Lectra can help. At the production stage, for example, our technology and expertise work together to provide the best cutting quality, and ensure you get the finished product quality you require.

3. Ensure continuous improvement

Quality is not a one-off event, but a continuous process. Lectra strives to create long-term, win-win relationships. In this way, initial quality can be secured and then consistently improved to create a genuine competitive edge for your business.



"Since we have started using this equipment, there have been no more mistakes. As a result, our material consumption rate has improved by 2-3 percentage points"

Thunder Chen
COO,
Trayton Group

Success with **Lectra**

Best practice gained from working with the biggest names in upholstered furniture manufacturing is helping all our customers to overcome their challenges and meet their strategic objectives.

We offer expertise combined with flexible, end-to-end solutions that stretch from product development to post-production. This enables furniture producers to make the right decision at the right time, for maximum benefit.

We can help you organize and analyze production processes, from design to cutting, to make the most efficient use of resources, both human and material. So, no matter what orders come your way - customized, limited run or mass production - you'll always be ready to meet them on time, in full, whatever the level of quality required.

"Lectra today has many assets: consulting expertise based on lean manufacturing fundamentals, intelligent industrial equipment, integrated software suites covering the entire chain, from design to production, as well as outstanding customer care."

Céline Choussy

Chief Marketing and Communications Officer,
Lectra

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To discuss any of the issues covered in this Lite Paper in more detail, contact us at:

<https://www.lectra.com/en/contact>

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About Lectra

For forward-looking companies that breathe life into our wardrobes, car interiors, furniture and more, Lectra is committed to crafting the premium technologies that facilitate the digital transformation of their industry. Lectra's offer empowers brands and manufacturers from design to production, providing them with the market respect and peace of mind they deserve. Supporting the furniture industry, Lectra offers CAD software, cutting room solutions and expert services dedicated to upholstered models. Founded in 1973, today Lectra has 32 subsidiaries across the globe, serving customers in over 100 countries. With more than 1,700 employees, Lectra reported revenues of \$333 million in 2018. Lectra is listed on Euronext (LSS).

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