

MAKE IT FASTER

Make it with Lectra

How upholstered furniture manufacturers can be faster to market and reduce production lead times.





In today's globalized markets, consumers expect more for less – and quicker than ever. Time is a very valuable commodity. And in the 30 years we've been working with upholstered furniture companies, we've seen it become increasingly scarce.

In our experience, to speed up manufacturing there is no substitute for efficient product development and smart processes.

These create the ideal platform to grow, to reduce time to market and to deliver the widest choice of products in the shortest possible time. That's important because the business landscape is changing so rapidly. In this fast-moving marketplace, your competitors could be on the other side of the globe or just across the street.

As well as markets opening up, consumers have also become more demanding. Not only do they want their upholstered furniture faster, they also want more choice than ever before – of styles, complex materials, customization and modularity. What's more, they also want to update their upholstered furniture more often. The challenge for manufacturers is to meet this demand, while still making upholstered furniture that is both competitively priced and profitable.



No time to sit still

Similar to the fashion industry, the world of upholstered furniture is constantly on the move. It revolves around the latest trends and season's collections, which means there's a small window to be 'in the now'. That's why it's important to understand exactly what customers will be looking for, before they even start browsing. Knowing when and who to target with the right products is vital to making the most of your opportunities.

Even when you know you need to work faster, and be more agile and smarter, it can be difficult to get started. At Lectra, we believe change begins with people and ideas. In this Lite Paper series, we'll share our experience and expertise to help you identify more productive ways of working, discover different technologies and rethink your decision-making process during product development and production.

It's essential to remember that there's no need to sacrifice quality for speed. In fact, it makes complete commercial sense to invest in producing either customized or mass market products. In this case, your focus would be developing scale – your capacity to manage modularity, more variants and all the inherent complexities.

Quicker to prototype, faster to market

For manufacturing processes and technologies, the future has arrived. In the digital age, you can use powerful upholstery product development software, such as 3D virtual prototyping, and a design-to-cost approach to reshape your business to be more responsive, increase profits and build in efficiencies. With this 3D technology, designs can be quickly and easily approved by all relevant parties at the design and product development stages, therefore reducing the risk of producing a model with costly errors. You can make more designs – of unlimited modularity, customization and materials choice – faster, which means more validations. And, because you save time in the manufacturing process, you can get your finished products to market and deliver faster.





Be faster **to market**

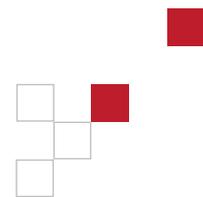
To get products to market faster, you have to analyze your whole manufacturing process. Decision-making and approvals occur at every stage and can have a significant impact on timings. However, by automating crucial processes with Lectra's 3D design software and virtual prototyping solutions, everybody can have a clearer picture of designs and their costs at an early stage - without the need for physical prototypes. You can make modifications quickly, share them easily and make better-informed decisions, faster. And you won't waste valuable time and resources on unprofitable designs.

This efficiency has never been more important. Customers are increasingly demanding upholstered furniture that matches their lifestyle, meaning designs are becoming more complex. They want sophisticated modular pieces, reclining chairs with moving parts and furniture with embedded audio visual technology. You may also need to manage increasing numbers of seasonal collections and one-off variants.

To meet the demand for these complex pieces, you need to master efficiency throughout the design, industrialization and production processes.

Lectra helps by automatically feeding data updates made at the design and prototyping phases (in 3D) into the industrialization phase (in 2D). This data is also updated automatically in the technical binders. It's not only changes to fabric or leather that are automatically updated, but also other crucial changes such as those to wood and stitching.

This saves huge amounts of time and also eliminates the errors that so often occur when manually updating data between stages. As a result, you can speed up the industrialization phase and get complex designs to market faster.





Top five ways to **cut time to market**

From initial sketch to a short run of products for retailers to display, each stage is a chance to save valuable time, effort and cost without compromising on quality. Here are five ways you can tackle your time-to-market challenges:

1. Anticipate costs

The best way to manage costs and design to a budget is to agree and anticipate costs up front. This limits the possibility of wasting time on designs that are not financially viable, thus protecting your margins.

2. Design more, do more

Virtual prototyping, automation and optimization of your design office workflows make it easier to manage multiple models and their respective prototypes. This creates significant savings in new design creation and decision making, and enables you to develop more design options in the same amount of time.

3. Bring internal teams closer together

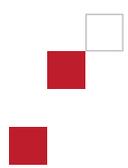
With Lectra's solutions, you can empower your design, industrialization and production teams to collaborate better and increase efficiency at every stage of the validation process. This means you can speed up the total manufacturing time and minimize errors.

4. Make more of your data

When your product development data is accurate, comprehensive and up-to-date, you can handle change requests faster. With automatic parametrization, it's simple to modify or customize models in a single change. Even if your new design alters the scale, data for each element (such as wood, foam, patterned fabric etc.) will automatically update in both the design software and technical binders. Thanks to 3D to 2D flattening of pieces, you can industrialize your models quicker than ever while maintaining maximum accuracy.

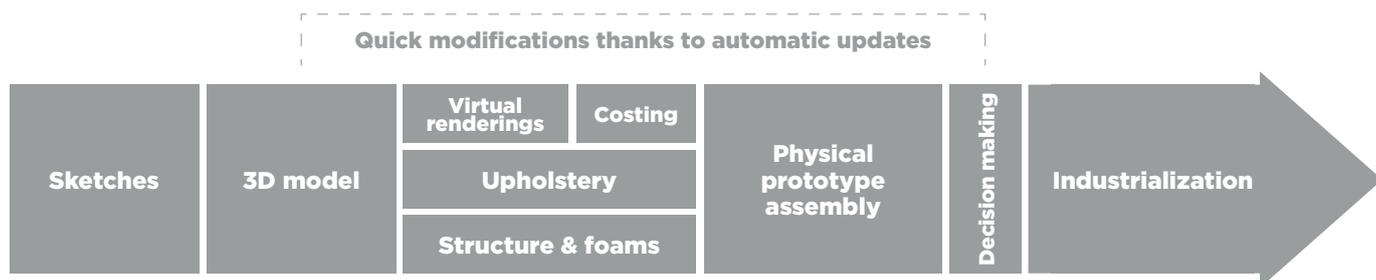
5. Adapt to change quickly and effectively

Having the right technology alone isn't enough to achieve continuous improvement; you also need to understand how to get the most from it. That's where Lectra's expertise comes in. Our consultants can work with you to understand how best to integrate new technology with your current processes, technology and business culture, guaranteeing you the best return on investment.



QUICK FACT

A physical prototype costs three to five times the final cost of a manufactured piece. And each new model requires anything from three to eight prototypes.



Reduce **lead times**

Today's consumers want – and expect – their new upholstered furniture faster.

In the past four years alone, delivery times have decreased on average by 40%. But this expectation puts huge pressure on manufacturers, as they need to identify ways to reduce the time between order and delivery. Logistics times can't be reduced – they already work around the clock to deliver goods quickly around the world – so time must be saved during production instead.

Here are five ways you can shorten your production process:

1. Be flexible

Build flexibility into your production process. While you cannot anticipate orders before they're received, you can be better prepared. With the right technology and organization, it's easier to deal with urgent orders, customization levels and the increasing number of variables that impact your speed to market.

2. Be lean

Connecting the production line with data helps you to streamline the whole process while limiting errors, which is an essential step to get the most out of each fabric and leather cutting line. Adding value in these processes helps you minimize waste and maximize your resources.

3. Save materials

Benefit from the most advanced calculation algorithms. Through research and continuous innovation, it's now possible to optimize material consumption by up to 5% – including fabric, patterned fabric or leather.

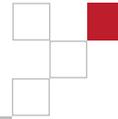
4. Focus on quality

Technical innovation can play an important role in quality assurance, from design through to the final product. By integrating the software chain, you can improve production accuracy, avoid human error caused by miscommunication and ensure standardized data quality throughout the process. The result? Shorter production time and no compromise on cut quality for consistently high-quality final goods.

5. Track and trace

To achieve continuous improvement, it's important to track and trace production issues, report regularly and measure against key performance indicators (KPIs). This also helps you improve uptime, performance and quality (OEE). And, if you go one step further, you can predict and fix issues before they become disruptive thanks to preventive maintenance.





“Lectra’s technology has helped us evaluate the comfort and feasibility of a product from the very early stages of the process. This translates into time savings and a greater awareness of design choices.”

Massimo Romanutti
Plant Manager
Moroso

GET IN TOUCH

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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