

LECTRA®

MAKE IT PROFITABLY

Make it with Lectra

How upholstered furniture manufacturers can improve their margins.





With the costs of raw materials and labor increasing, and an already competitive market becoming increasingly diversified, upholstered furniture manufacturers like you are finding it more and more difficult to protect margins.

Consumers are driving demand. They have a seemingly insatiable appetite for all that is new, and use their home interior to express their personality. Globalization means that the world is their furniture store, with all that implies for you in terms of competition and pricing. You have no choice but to rise above the morass by offering better service: customization; capsule collections; more models and variants in a wider choice of materials; with an increasing range of functions and embedded technology. You know what sells, and have to produce it.

It is therefore essential to control costs, effectively deploy hard-to-find skilled staff, optimize efficiency and minimize wastage at every stage of the product design, development and manufacturing process. Such imperatives impact your profitability because they add time and expense to the business of making furniture.

Lectra offers you a way to anticipate and control costs to make real material and financial savings throughout the production process.



Anticipate costs during design and **product development**

The aim is to ensure that all designs selected for production are technically feasible and financially viable. As its name implies, Lectra's "Design to Cost" approach is all about designing furniture while keeping the production cost in mind. This makes it easier to control your margins throughout the process, from design to production.

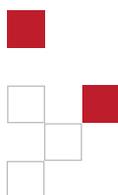
Questions like those below provide a simple checklist to help anticipate and reduce likely costs – as well as keep you on course for profitability:

- “How does this style impact margins, and what is the right balance between the two?”
- “How can we reduce development time and material use?”

- “How can we shorten the design validation cycle so we get a firm fix on costs?”
- “How can we reduce the number of physical prototypes?”

In addition, these questions will help you identify areas in which significant cost savings can be made, such as prototyping.

Each physical prototype costs three to five times the final cost of a manufactured piece, and, traditionally, each new model requires anything from three to eight prototypes.





That's why forward-thinking companies are increasingly harnessing the possibilities of 3D virtual prototyping to allow designers to assess the interplay between materials, design, feasibility and cost.

They can test multiple alternatives in order to find the best solution to satisfy both aesthetic and cost specifications including changing dimensions, cut or style lines, and using standardized parts to reduce costs. All of these impact margins so anticipating their cost implications at the design stage delivers actionable insights that will ultimately lead to better decision-making, ensuring you send only the most profitable models into production.

Developing a prototype using Lectra's DesignConcept solution takes only half the time needed to do it manually. Virtual prototypes can be used later to develop other products in the same range very quickly, for example taking a two-seater sofa model to create an armchair and three-seater sofa. Not only that, but the ability to experiment in a virtual environment makes it easier for the prototyping team to get it right first time.

In addition to ensuring all products meet the required cost-to-value ratio, concurrent prototyping and costing make it possible for several people to work on a model simultaneously: material use is forecast earlier and accurately, giving a real competitive edge when replying to tenders and purchasing raw materials.

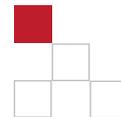
DesignConcept Furniture is Lectra's solution for designing, appraising costs, prototyping and developing upholstered furniture models.

"The number of prototypes we create today can vary from style to style. With this advanced technology, we aim to get down to one physical prototype before validation on every piece we develop."

Glenn Khahn
Vice President of Manufacturing
Klaussner Home Furnishings, USA

FAST FACT

Lectra has already helped customers reduce prototyping costs **by 20%**.





Control costs during pre-production

Once a model has received final approval, our DesignConcept solution automatically generates technical specifications, with sewing and internal structure plans containing comprehensive details of all elements, including wood and foam, which can be sent to the production department. Accurate documentation is an essential element in the quest for operational efficiency – it should always be completely up to date, taking into account all modifications which may be made later on. In addition, with DesignConcept, any changes to the 3D model are automatically reproduced when it is flattened back down to 2D for industrialization.

To help eliminate the risk of error, Lectra's pattern-making and 3D software employ a system of dependencies which create links between pieces. Modifications made to one piece are automatically transferred to all linked pieces, eliminating the tedious and time-wasting task of making the same change multiple times.

To optimize fabric consumption, DiaminoFurniture, our automatic marker-making solution, positions the pattern pieces on the material, evaluating many different 'what-if' scenarios to find the most efficient combination. This will give you an accurate estimate of how much fabric will be necessary so that you can calculate the cost, just as if it was in a real production situation.

You can go even further by simulating different combinations to find the best mix of models and variants for maximum

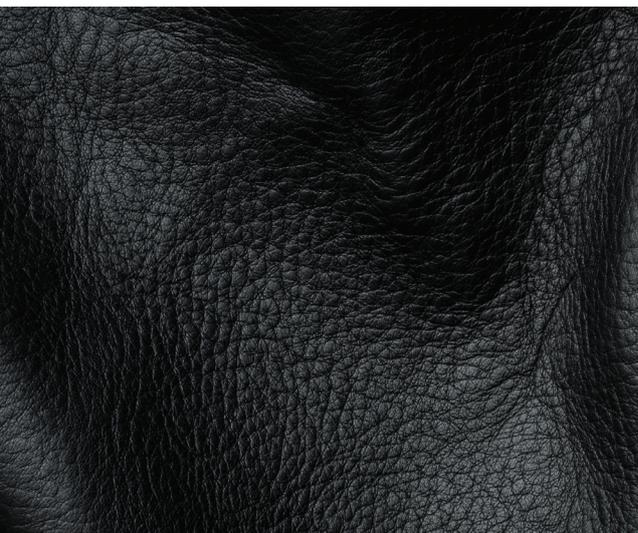
fabric and leather savings. For leather, these functions are carried out by our LeatherNest software taking into account quality zones and premarked defects.

Remember, with patterned fabrics it's essential that the different parts match perfectly for the aesthetic of the finished piece. You can define pattern-matching rules to give you the right finished quality with minimum material use.

When you rely on manual methods in the design and production of upholstered furniture, you inevitably build time and money into the process, reducing profitability. But why reinvent the wheel? Standardized structures can be saved and reused so that the product development cycle is radically shortened for future models. This reduces the cost of managing and developing new elements for each model and means furniture companies can industrialize new models very quickly.

FAST FACT

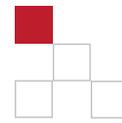
The fabric or leather cover can represent up to **60%** of the final material cost.



"Today, we are able to show material savings of between 5% and 6%. We are able to achieve better efficiency, and that's the most important thing for us in this project."

Leif Jarle Aure
Technical Manager
Ekornes, NORWAY





Secure costs during pre-production

Material use may have been optimized during the pre-production phase, but to ensure profitability, cutting needs to be accurate too. Reworking rejected pieces costs time, material and money, so production has to be consistent and the quality repeatable.

Complete visibility means that costs can be managed effectively and margins secured. Companies need to be checking and controlling accuracy of cost.

Automation and standardization help bring you closer to operational excellence and zero errors, which is why all Lectra solutions incorporate error-reduction tools.

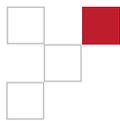
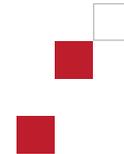
VersalisFurniture is Lectra's leather cutting solution for upholstered furniture, delivering operational excellence in the cutting room.

And for cutting leather, VersalisFurniture automates the production process, freeing the operator to ensure the smooth running of the machine and limiting production errors. It offers the perfect balance between flaw identification, nesting, cutting and offloading, thus boosting efficiency, optimizing material use and improving reliability. With the Versalis, repeatability is guaranteed - no matter how many times the operation is performed. So waste goes down and productivity increases.

The whole upholstered furniture workflow becomes error-free, seamless and easily replicated.

FAST FACT

Non-quality can cost on average at least €10,000 each month.



Reach your business goals with Lectra

We are proud to deliver the lowest total cost of ownership for cutting systems, measured by cost per cut part.

Long-life consumables, low electricity consumption and maximum availability through the embedded intelligence connected to our call centers all make your production more profitable. Not to mention the best material saving available on the market.

Lectra's automatic data flow ensures that all the information for each of your models is always available, from prototype to production. We also offer software to oversee leather costs. It compares supplier quality and surface area estimations with the quality and surface area actually delivered. This means you can base any supplier review or reclamation on hard data.

A partnership for change and growth

But advanced technology is only part of the story.

With over 40 years' experience, Lectra is creating and implementing the most effective process improvement solutions for today's challenges, building efficiency and agility into every step – from design and prototyping right through to production. We believe that sharing expertise is essential for success. Our product methodology is built on partnership, combining proven ability with real-world practicality to drive engagement, rapid results and sustainable change, and our consultants are uncompromising in their goal to help you remain competitive and profitable.

“With the Versalis, we were able to increase productivity. We’ve doubled it: from 70 hides a day with a team of four, we’re now cutting 140 hides a day with the same size team. The quality is higher, there are almost no rejected parts.”

Dean Leullier
Production Director
Duvivier Productions, FRANCE

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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