

## SNAIDERO IMPROVES ITS PRODUCTION PROCESSES AND CUSTOMER SERVICE

SOLUTION REPORT

### VALUE OPPORTUNITIES

- *Improve customer service*
- *Create loyalty in the sales network*
- *Increase collaboration and cooperation with suppliers*
- *Optimize critical internal production processes*
- *Improve capability of production to react to planning changes*

### TXT E-SOLUTIONS RESPONSE

- *Demand Planning*
- *Production and Procurement Planning*
- *Operations Planning and Scheduling*
- *Web Supplier Management*
- *Product, Process, Price Configuration with ProJet2000 3D design module*

### RESULTS

- *Reduced production lead time*
- *Shortened order cycle*
- *Optimized use of critical production resources such as painting cells and finishing areas*
- *Optimized use of external resources with improved synchronization*
- *Internet portal established for management of supplier and reseller relations*
- *Made available to resellers a 3D configuration system that accelerates design process, dates orders and eliminates most errors, for better customer satisfaction*

### Corporate Profile

“Produce exclusively kitchens, with respect for the environment and using only the best materials. Design them to withstand the test of time and improve quality of life.” For more than 50 years, that has been Snaidero’s mission. From its handcrafting origins it has grown to be the number one European producer of modular kitchens. Its market presence features the Snaidero brand, plus Rational in Germany, Arthur Bonnet in France and Regina in Austria, for billing of over 300 million euros in 2000, of which 35% in Germany, 20% in France and 20% in Italy. Production occurs in 10 factories around the world, employing more than 2100 people.

### Supply Chain Context

Snaidero makes over 200 models of kitchens, with more than 800 variations. Customized or made-to-measure elements are produced for most customers, as well. The company operates through a network of 3500 distributors in 50 countries.

### Snaidero’s Challenge

Distribution and sales network, internal production, supplier management: the group

decided to undertake a broad-based initiative to improve processes in these areas. It rests on an ambitious plan to realize a true company portal in support of B2B relations with suppliers and resellers.

- The sales network represents an important heritage of experience and technical ability vis-à-vis customers, so the plan was to create incentives for their loyalty while at the same time improving customer service. The portal aims to furnish resellers with information and specific services, including an integrated tool for designing, preparing estimates and placing orders in connection with the Company via Internet.
- For the production processes, the goal was to optimise the activities of certain critical departments by improving their capacity to react to unforeseen events and sudden changes in planning.
- Collaboration with suppliers and their tight integration into the production process is a key point. This consideration led to a solution that integrates the supplier network more tightly, allowing better synchronization with the production plan.

## Why TXT e-solutions

The availability of the TXT Demand & Supply Chain solutions, specialized in the furniture industry, was an important factor for Snaidero in choosing TXT, but not the only factor. Equally crucial were TXT's technical competence and commitment to shouldering the client's problems, along with the ability to propose paths toward the stated goals. All these helped lead to a rapport of partnership that is now firmly consolidated.

## The Solution

The solution adopted consists in the use of TXT solutions for Demand & Supply Chain Management to establish an integrated supply chain covering the following activities:

- Demand definition
- Production planning

- Management of critical production departments
- Collaborative procurement planning with key suppliers, with synchronization and progress control
- Sales network management: order collection, tracking and confirmation, information for agents and resellers

Using TXT solutions, production planning, scheduling and progress control functions were set up for the departments performing furniture door cutting, painting, finishing and loading for shipping. B2B relations management with suppliers and resellers is taken care of by an advanced company web portal conceived as an integrating element for the firm's e-business processes and relationships.

The portal includes a system

based on TXT's solution for Web Supplier Management that allows real-time posting of scheduled deliveries as derived from the production plan, and provides indications of any gaps in supplier readiness. The portal also furnishes services – informative and operative – to resellers. These include a tool for configuring designs, placing and tracking orders, making rapid substitutions or changes and printing technical and photographic catalogs. In particular, a functionality based on based on TXT's solution for Product Process Price Configuration module and the additional module Projet2000 facilitates the composition of kitchens for final consumers in 3D graphics, approved design automatically transform into production orders for Snaidero.

“For some time we have been developing a context of true partnership for all our supplier, consultant and reseller activities and relations. With TXT this is already a reality, and the results could only be excellent.”

*Edi Snaidero - CEO, Snaidero R.*