



Case study

Loro Piana creates its own customized planning solution with Quintiq

LORO PIANA





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Loro Piana operates in the luxury goods sector. Its mission: uncompromising quality. For six generations, the company has provided exclusive cashmere and wool fabrics to the most sophisticated and demanding customers. For more than 20 years, in the same tradition of excellence, Loro Piana has offered these same high-end clients finished garments through its international network of 135 directly managed shops and selected multi-brand sales outlets.

Today, Loro Piana is structured into two divisions. The Textile Division produces fabrics and yarns for use in clothing and exclusive materials for interiors and

furniture. The Luxury Goods Division uses the most refined fabrics and yarns to develop and produce an exclusive line of men’s and women’s leisurewear, knitwear, homeware, accessories, gifts, and other services tailored to the needs of the client.

Loro Piana’s Textile Division uses the Quintiq Company Planner to manage its fabric finishing department – one of the most critical strategic areas of the entire production cycle.



In search of an outstanding planning system

“The Loro Piana Group is committed to achieve excellence at every stage of development, production, and distribution of its products – and Quintiq is assisting us in this quest for excellence”
– Nicola Gussetti,
Operations Director
at Loro Piana Textile

For the most part, planning within the finishing department used to be done manually across three levels. “Every week, the orders and related departmental workload for the following months would be calculated on a [biweekly] basis. However, this macro planning was unable to account for remachining tasks and orders with a short lead time whose impact was difficult to quantify,” says Nicola Gussetti, Operations Director of Loro Piana’s Textile Division. “Since the finishing department also used a flow shop system preceded by a warehouse, we would plan the starting point of the pieces and try to organize production on the most critical machines, at least in part. Finally, rush jobs were monitored by assessing delays and deciding which tasks should have priority by physically following the pieces of one machining process after another. All of this meant that we were unable to balance production flows efficiently, which had a negative impact on the reliability of our delivery dates and our productivity.”

In order to handle growing competition and clients’ constant demand for a higher level of service, Loro Piana was looking for a more powerful and efficient planning solution that would enable them to operate efficiently and effectively in a very complex environment with more than 60 machines in continuous or intermittent use, more than 2,000 machinable products and 1,000 machining cycles, a variety of production types and over 90 staff. “We were looking for a solution that could provide integrated management at this level of complexity, a solution that was versatile enough so that modifications could be made independently, and last but not least, a top-level international company with proven results.” Gussetti explains, “Our decision to use Quintiq was made very quickly because they could offer us the flexibility that is vital to operate within a complex, specialist environment such as the textile industry.”



A complex, challenging project: A customized system

The main difficulties during the implementation phase of the solution involved modeling all of the usual aspects of a textile finishing department, as well as a few features specific to Loro Piana. In spite of this, because of the extreme flexibility of Quintiq's solution, the results exceeded expectations. "We made the Quintiq system our own, adding new functions and logic that we only decided to implement during the development of the project as we discovered the features and potential of the tool," Gussetti explained.

A shared solution that has everyone on board

Quintiq has the approval of the whole team at Loro Piana. "The direct users who were using the capacity planner every day could see the potential of what we were creating right from the initial phases," Gussetti said. "Indirect users, whose role it is to implement Quintiq's planning within the department, were hesitant and such remained until they realized that the system would bring only benefits." Thanks to Quintiq's project management methods, all those involved were able to actively contribute to the development of the solution. The management at Loro Piana was also pleased, since qualitative improvements were immediately visible across the department.



Increased level of service and better use of resources

The project began in May 2011 and went live in October of the same year. Initial improvements could be seen in the first few months of 2012 with the rationalization of planning, enhancement of analysis capabilities and ability to predict availability on batches of finished products and visibility of the machine load. All of this has made it possible to avoid bottlenecks, increase productivity, and maintain a level of service to clients.

Quintiq: present and future

“We now have just one planner, Quintiq, and all the planning revolves around Quintiq,” said Gussetti, in reference to the Loro Piana finishing department. The company is now looking to the future and other ways to extend the solution to the spinning and weaving departments, with a goal to establish a company-wide integrated production planning system.



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