



# Siena Living: Contemporary European Furniture

A design-led furniture brand with EU manufacturing and strategic component sourcing, targeting €100M annual revenue with 50% gross margins.

# Company Overview

## Business Model

Design-led furniture brand with EU manufacturing + strategic component sourcing

## Financial Targets

€100M annual revenue with 50% gross margin

Materials budget ~€30M/year

## Positioning

Contemporary, durable, flat-pack where smart; EU-made quality, fast lead times

Headquarters: Milano, Corso Buenos Aires 33, 20124

Website: [sienaliving.it](https://sienaliving.it)



# Target Market & Product Range

## Customer Segments

- Multi-brand retailers
- Design e-commerce platforms
- Hospitality sector
- Selective direct-to-consumer

## Product Categories

- **Casegoods:** sideboards, wardrobes, storage systems
- **Tables:** dining, coffee, desks (wood + metal)
- **Seating:** dining chairs, stools
- **Upholstery:** 2-3 seat sofas, lounge chairs

# Manufacturing Excellence

## Core In-House Processes

- CNC panel cutting, drilling, edgebanding
- Sanding and waterborne/PU finishing
- Light upholstery and assembly cells
- Quality assurance

## Outsourced Components

- Metal frames and legs
- Tempered glass
- Stone/ceramic tops
- Complex foam springs

## Plant Philosophy

- Mixed-model cells
- Takt scheduling
- Kanban on A-items
- Poka-yoke jigs for repeatability



# Strategic Sourcing

40-60 active suppliers with dual-sourcing for A-components and single-sourcing for C-items



Supplier terms: Net 60-90 days with 2/10 net 60 cash discount; safety stock 4-6 weeks on core components

# Additional Key Material Categories

Category	Annual Budget	Example Suppliers
Solid wood & veneers	~€2.4M	BalticVeneer OÜ, Tyrol Timber GmbH
Upholstery components	~€2.1M	FlexFoam Industries NV, SpringNest Polska
Finishes	~€1.5M	AquaCoat Chemicals GmbH, PureFinish SRL
Packaging	~€1.8M	PackHive SRL, EcoCarton BV
Inbound logistics	~€1.2M	EuroLane 3PL NV, MedCargo Group SRL
Tooling/MRO	~€2.1M	CutMaster Tools GmbH, ProEdge Regrind SRL

Supplier performance measured through OTIF (On Time In Full) and PPM (Parts Per Million defect) KPIs with service penalties for critical misses





## Target Cost Structure

€480-500

Sideboard COGS

From €1,000 retail price

Materials €220-260, labor/overhead  
~€240

€370-400

Wood+Metal Table COGS

From €800 retail price

Materials €180-210, labor/overhead  
~€190

€620-680

3-Seat Sofa COGS

From €1,400 retail price

Materials €320-380, labor/overhead  
~€300



# Quality & Compliance Standards

## Material Standards

- FSC/CARB certified panels
- Graded solid wood
- Kiln-dried moisture specifications
- Low-VOC waterborne/PU finishing cycles
- FR-certified upholstery options

## Quality Control Process

- Incoming AQL (Acceptable Quality Level) checks
- In-process quality inspections
- End-of-line audit
- Traceable BOM/versioning
- Supplier scorecards (price, OTIF, PPM, NCR cycle time)



# Logistics & Systems



## Packaging Strategy

"Design for flat-pack" to reduce freight damage and optimize shipping volume

Custom inserts, honeycomb, and edge protection



## Transport Solutions

EU groupage for regional replenishment

Ocean shipping for extra-EU inputs

Fuel-indexed contracts



## Data Management

ERP/MRP with BOM version control

SKU architecture with 3-5 hero SKUs per family

VMI dashboards and eKanban for reorders





## The Siena Living Promise

# Clean design, honest materials, EU quality, quick repeats

### Brand Pillars

- Contemporary European design aesthetic
- Durable construction with quality materials
- Smart flat-pack solutions where appropriate
- Fast lead times and reliable delivery

### Business Approach

- Pricing disciplined by target-costing per BOM line
- Strong service metrics to retailers and projects
- Sustainable sourcing and manufacturing
- Efficient operations to maintain 50% gross margins