

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



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

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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

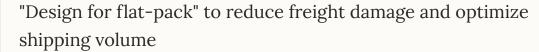
Quality Control Process

- 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



Custom inserts, honeycomb, and edge protection



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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

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