



CPM Project | Case Study



Luxottica Group

Luxottica Group is the world's leading designer, manufacturer and distributor of prescription frames and sunglasses in the premium and luxury segments. Thanks to an extensive distribution network in both the retail business and in the wholesale Luxottica Group today is present in all major markets worldwide.



The wholesale distribution network covers 130 countries worldwide, with direct presence in 38 markets.

The current portfolio includes 30 brands: 10 brands are totally owned and 20 in license. Among the owned brands is Ray-Ban, Vogue, Persol, Arnette, Revo and Oakley.

The licensed brands include Bulgari, Burberry, Chanel, Versace, Dolce & Gabbana, Prada, Polo Ralph Lauren and Tiffany & Co.

Project Background

Over the years, Luxottica has achieved world leadership in the optical industry through vertical integration model of wholesale and retail in one area, a brand portfolio among the strongest and most balanced in the industry, high quality, constantly improving, product quality, efficiency and flexibility of the production structure, able to respond quickly to market changes.

The adoption of the vertical integration model between design, production, distribution, wholesale and retail has allowed Luxottica Group to become the world leader in its field, and the producer of glasses with the lowest production costs.

Issues and Requirements

- Optimize the level of each part of the Supply Chain.
- Integrate processes in order to develop excellence in terms of the intercompany processes.
- Identify an appropriate system for monitoring critical success factors that can simplify the definition of objectives.
- Improve the entire process of performance monitoring.

SDG Solutions

- ▶ Processes analysis and improvement to achieve the best performance
- ▶ Action on the Management and Datawarehouse systems, to make the information available with the frequency, timeliness and detail required.
- ▶ Design of a complete Operation Performance Management (OPM) model

Results



- Uniqueness of information and rules sharing as key elements to successfully implement the system of individual targets.
- Broader perspective than the Supply Chain processes and deeper than the Group's analytical skills.
- Each business area adds value to the supply chain thanks to the management lever it controls.
- Effective management of the Performance Measurement system.

Acqua di Parma, Armani, Benetton, Champion, Clarins, Compar Bata, CrisConf, De Rigo, Dolce & Gabbana, Etro, Fendi, Geox, Grupo Hevige, Golf'Us, Gucci, H&M, Hurley, L'Oreal, Loro Piana, Luxottica, Original Marines, Prada, Pronovias, Puig, Puma, Ferragamo, Stroili Oro, Teddy, Tod's, Valentino Fashion Group, Areas, Condis, Euronics, Metro, Nuance, Rexel.

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OF BENETTON.

Salvatore Ferragamo

L'ORÉAL

GUCCI



ETRO

H&M

 Champion
AUTHENTIC ATHLETIC APPAREL


PUMA®

D&G
DOLCE & GABBANA®

Hurley)

TOD'S

F
FENDI


VALENTINO

 Loro Piana

ARMANI

PRADA

GEOX

LUXOTICA®

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