

ROSA MARIA

Case Study



Challenge:

To improve the efficiency of its business, Rosa Maria, a Brazilian textile company, specializing in the manufacture of women's clothing, needed to control its production capacity to meet evolving consumer demand. The company also needed to adapt its production process to be more agile and flexible to fulfill the requirements of both local and global markets.

Solution:

The company adopted DELMIA Ortems' advanced planning and scheduling solution for Supply Chain Planning & Operations to enhance visibility, flexibility and coordination of its production lines and for inventory management.

Results:

DELMIA cut production lead time by 50%, reducing product delivery from 90 to only 45 days. By improving production capacity, simplifying workload balance and inventory control in its own production line and that of its suppliers, DELMIA helps generate important gains, such as a reduction of Rosa Maria's total inventory by 37% and that of its intermediate stock by 23%.



“Our greatest dream has always been to organize and plan production with world-class quality and excellence. Now, with DELMIA, we are making that dream a reality.”

— Onesia Liotto, director of Rosa Maria

VISIBILITY, FLEXIBILITY & COORDINATION: CHALLENGES OF A COMPLEX PRODUCTION

Rosa Maria, one of Brazil’s leading women’s fitness fashion companies, needed to manage a complex environment with more than 45 different suppliers and production of more than 300,000 articles per month. Its clothing is distributed in 30 of the most important retail chains in Brazil and in more than 15 stores in Argentina, Chile, Colombia, Peru, Mexico and the United States. These daunting challenges required Rosa Maria to improve its agility and to simplify its processes to remain competitive.

“Our challenge has always been to organize and plan production involving dozens of suppliers and hundreds of machines,” Onesia Liotto, director of Rosa Maria said. To address this issue, the company decided to look for an advanced production planning and scheduling (APS) system that could improve the performance of its production unit. DELMIA ORTEMS Supply Chain Planning & Operations solution, developed by Dassault Systèmes, was selected based on its advanced features for scheduling and control of production flows.

“With the support of DELMIA, we are able to align our production capacity with evolving business demands,” Liotto affirmed. She said that using the solution will help position the company on a global level within the sportswear production market, by enhancing visibility, flexibility and coordination on production lines and by improving inventory management. Investing in technology and through continuous development, the company seeks to ensure on-time delivery to major retail brands with which it does business.

Rosa Maria’s director affirmed that the main goal of the company with the adoption of new digital solutions was to improve operational efficiency, overcoming the challenge caused by the lack of control over the pace of production which, in the past, generated interruptions in the factory and considerable waste of raw materials.

From EXCEL to Advanced Planning and Scheduling (APS)

Rosa Maria began to implement the Advanced Planning and Scheduling (APS) solution from Dassault Systèmes, initiating a true internal transformation with a new digital environment. Until 2015, production control of the factory was done manually using EXCEL spreadsheets. “Factory planning was time-consuming and generated errors,” Liotto said. “Defining a two-week production schedule used to take 12 hours of work. Today with DELMIA, planning production for a full-year takes only 30 minutes, with more accuracy, and complete control over inventory and raw materials,” she said. Thanks to a simple and intuitive interface, only one person is needed to plan and monitor the annual production of thousands of articles.

Solving the complexity of its industrial environment was essential to Rosa Maria’s business transformation. “We reduced our production lead time by 50%, shrinking production delivery from 90 to only 45 days. This enabled us to optimize our production capacity, increase our ability to process new orders, including those linked to specific campaigns, and to expand sales throughout the country,” Liotto declared. “I recommend DELMIA for clothing companies around the world who want to have better visibility and control over their production,” she said. “In effect, the solution meets all of our company’s expectations.”

INVENTORY REDUCED BY 37% THANKS TO ENHANCED PREDICTION OF RESOURCE UTILIZATION

DELMIA has also improved the company’s operational management, simplifying workload balance and control of inventories in the production line and at its suppliers. According to Liotto, in addition to decreasing the time required to produce and organize the plant’s planning, the project generated important benefits, such as a 37% reduction of its total inventory and a 23% reduction of its intermediate stock.

DELMIA provides planning and scheduling capabilities for collaborative production, enabling manufacturing companies to more accurately predict the resources needed throughout their operations, from receipt of orders to delivery of the products to retailers and customers. “It also improves our flexibility and the ability of our production managers to make the right decisions, even when changes occur in the process,” Liotto said.

DRIVING INNOVATION WITH AN APS

DELMIA is also able to analyze and manage more than 70 constraints, such as type of product, color, size and delivery due date, which are required to optimize the complete scheduling of operations. “We have more visibility, integration and control over raw materials used and a plant’s workflow,” Liotto said.

“Without this solution, it would be impossible to expand our production as we have done in recent years and, at the same time, deliver orders on time and in compliance with each retailer’s specific characteristics,” she said. In effect, according to Rosa Maria’s director, the company today can claim that it is more competitive thanks to the digital transformation enabled by state-of-the-art technology from Dassault Systèmes.

The integration between its commercial and production activities also helps to increase the company’s competitive edge, positioning Rosa Maria as a player capable of handling new demands from its customers who change their preferences with each season. “Rosa Maria is ahead of the market thanks to the use of DELMIA,” said Vanessa Maciel Husemann, sales director, responsible for sales and deployment of the DELMIA Planning & Scheduling solution at Rosa Maria.

PLANNING AND SCHEDULING TO ADVANCE IN THE FUTURE

Rosa Maria is always looking for ways to improve its products and to continuously innovate to help ensure its sustainability. Today, the company is able to expand its production and distribution of sportswear. “Our greatest dream has always been to organize and plan production with world-class quality and excellence. Now, with DELMIA, we are making that dream a reality,” Liotto said.



Rosa Maria manages a complex environment with more than 45 different suppliers and over 300,000 articles per month



Inventory management is operated without interrupting production

“We reduced our production lead time by 50%, shrinking production delivery from 90 to only 45 days. This enabled us to optimize our production capacity, increase our ability to process new orders, including those linked to specific campaigns, and to expand sales throughout the country”

— Onesia Liotto, director of Rosa Maria.

Focus on Rosa Maria

Manufacturer of women's sportswear.

Products: fitness and sports clothing for women

Employees: 140

Headquarters: Brusque, Brazil

For more information

www.rosamaria.net.br

About G2A

G2A is a Brazil based consultancy company specializing in ERP implementation and Planning & Scheduling Solutions. Since 2009, G2A has been a partner of DELMIA Ortems Advanced Planning and Scheduling Solutions successfully developing numerous large scale projects across various industries within South America.

For more information

<http://g2a.net.br/>



Our 3DEXPERIENCE® platform powers our brand applications, serving 12 industries, and provides a rich portfolio of industry solution experiences.

Dassault Systèmes, the 3DEXPERIENCE® Company, provides business and people with virtual universes to imagine sustainable innovations. Its world-leading solutions transform the way products are designed, produced, and supported. Dassault Systèmes' collaborative solutions foster social innovation, expanding possibilities for the virtual world to improve the real world. The group brings value to over 220,000 customers of all sizes in all industries in more than 140 countries. For more information, visit www.3ds.com.

