

Demand Driven

at 

8 years of learning, one Group planning standard

**We light the path for
you to lead the way**

From a local Cestas
implementation to a multi-ERP,
multi-site Group platform

21K

RETAILERS, MANUFACTURERS
AND BRANDS WORLDWIDE
USE LECTRA

1/3

OF YOUR WARDROBE
IS DESIGNED WITH
LECTRA SOFTWARE

2,800+

EMPLOYEES AROUND THE WORLD

70%

OF THE TOP 50
MANUFACTURERS USE
LECTRA SOLUTIONS

€506,7 M

2025 REVENUES

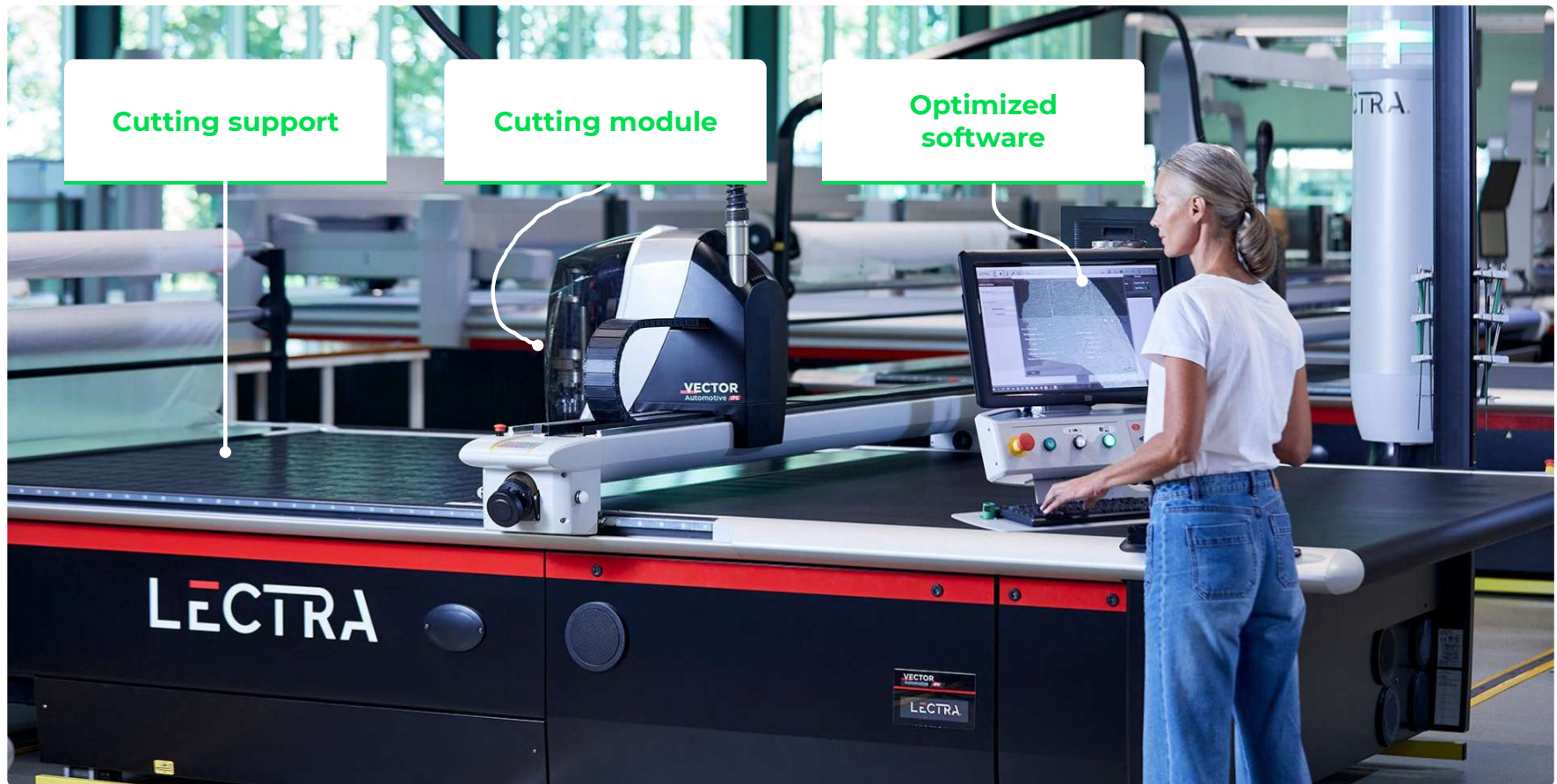
1/2

OF THE VEHICLE INTERIORS
WORLDWIDE ARE PRODUCED USING
VECTOR CUTTING EQUIPMENT

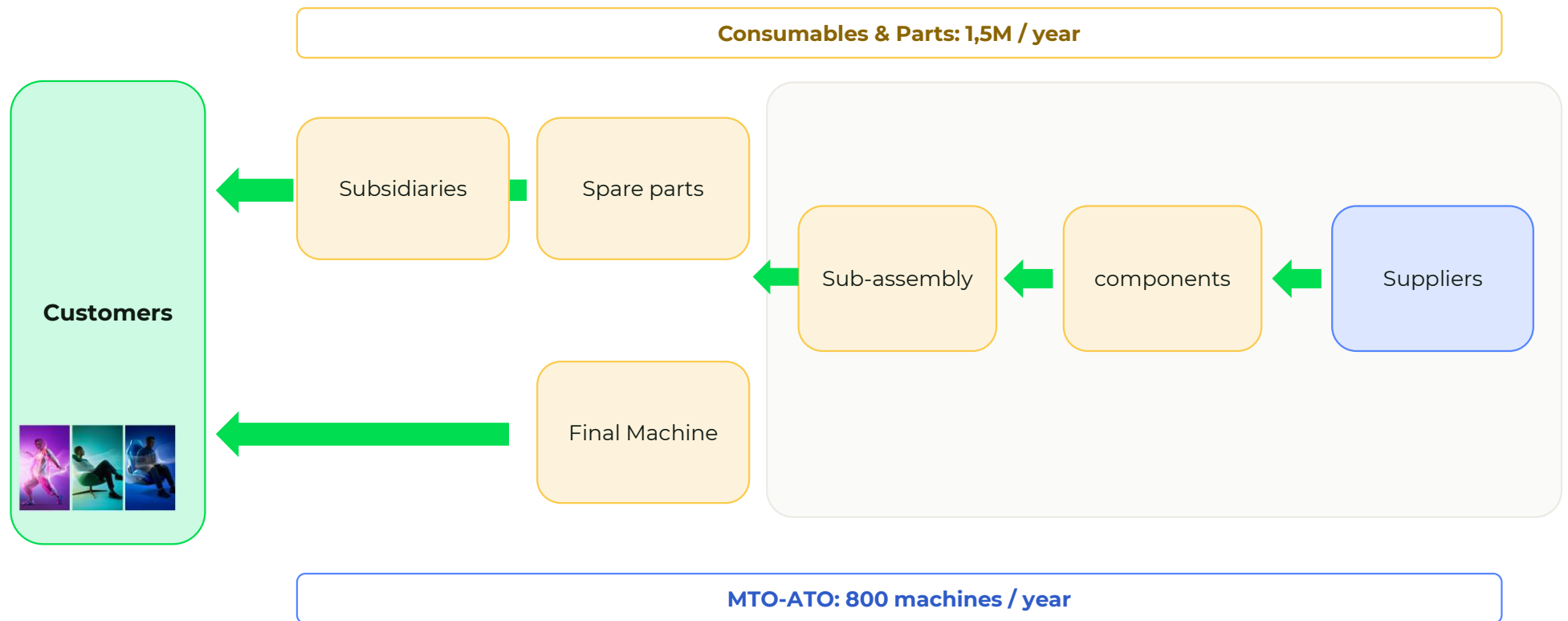
80%

OF LEADING
SUPPLIERS USE
LECTRA SOLUTIONS

Confidential information

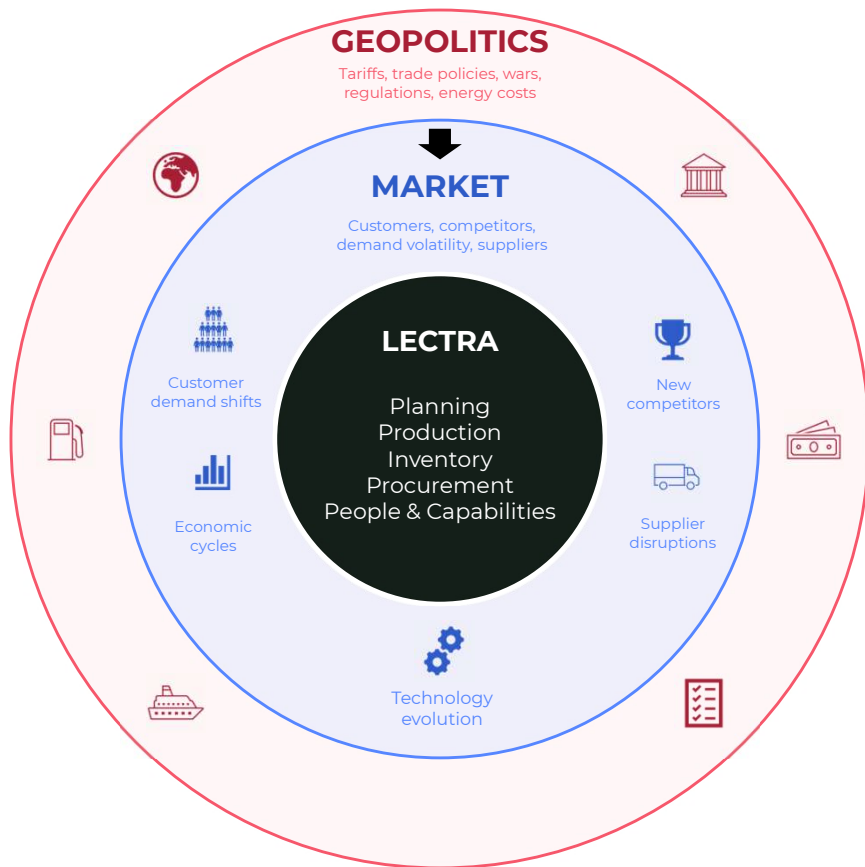


200,000 SKU





EXTERNAL EVENTS CREATE A CHAIN OF IMPACT DOWN TO LECTRA



Geopolitical Events

Global decisions and disruptions beyond our control



Market Reactions

Uncertainty, volatility and shifts in the market



Business Impact

Changes in demand, supply, costs and constraints



LECTRA

Operational impact on our plans, resources & performance



EXAMPLE: US TARIFF CHANGES (2025)

New tariffs announced



Market uncertainty increases



Customer demand shifts



Supply chain adjustments needed



Inventory & planning impacts



LECTRA performance at risk

HIGH CONTROL LOW
VARIABILITY



LOW CONTROL HIGH
VARIABILITY

We control our internal processes, influence the market, but must adapt to geopolitical disruptions.

The real VUCA: three shocks in four years

Not a textbook framework — the actual sequence that forced Lectra to unify planning

LECTRA (INTERNAL) 1

Gerber Technology, the major competitor, acquired as a merger (2021) with now three sites to unify.

ORGANIZATION 2

Two brands, two ERPs, one service promise — a real sales/plant tension resolved only when new leadership arrived in 2024.

GEOPOLITICS 3

US tariffs hit Lectra-branded sales, lifted Gerber's; flows rerouted via Mexico.
The elephant in the room, named on stage, not avoided.

THE THROUGH-LINE 4

Three shocks, one answer: DDMRP must become the shared language absorbing all of them before Infor unifies the ERP landscape in 2028.

Cestas

Industrial production site — Gironde, France



LECTRA 

Quarterly
Forecasts



Early / late

Teams under pressure

DDMRP
Discovery

Customers

2015

-

2018

Subsidiaries
X 15

Spare parts

Final Machine

2019

2020

2021

Finite
capacity
planning

Shortages /
high inventory

Sub-
assembly

components

FR – CESTAS

Suppliers

2022

2023

2024

2025

2026

Why Demand Driven seemed like the right answer

A method to absorb variability, not another forecast layer



The limits of forecast-driven MRP

Traditional MRP is a push technique based on forecasts. In a dynamic environment, forecasts are never fully reliable, and shortages still happen despite safety stocks.

**MINDSET
SHIFT**



The Demand Driven logic

DDMRP uses a pull approach based on real demand, with buffers that make priorities visible and planning more responsive.

WHY IT FIT LECTRA

Demand Driven connected three needs at once: resilience, prioritization and standardization.

Cestas

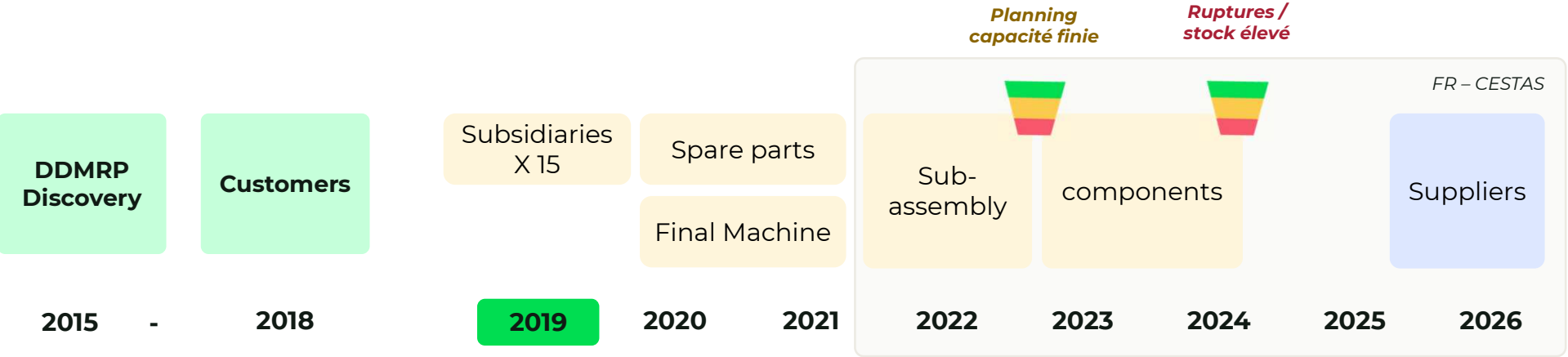
Industrial production site — Gironde, France

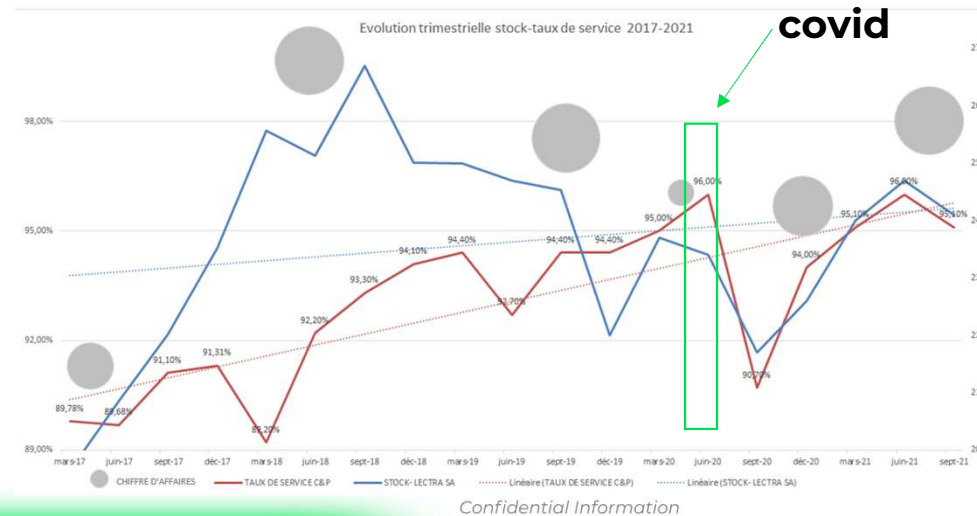
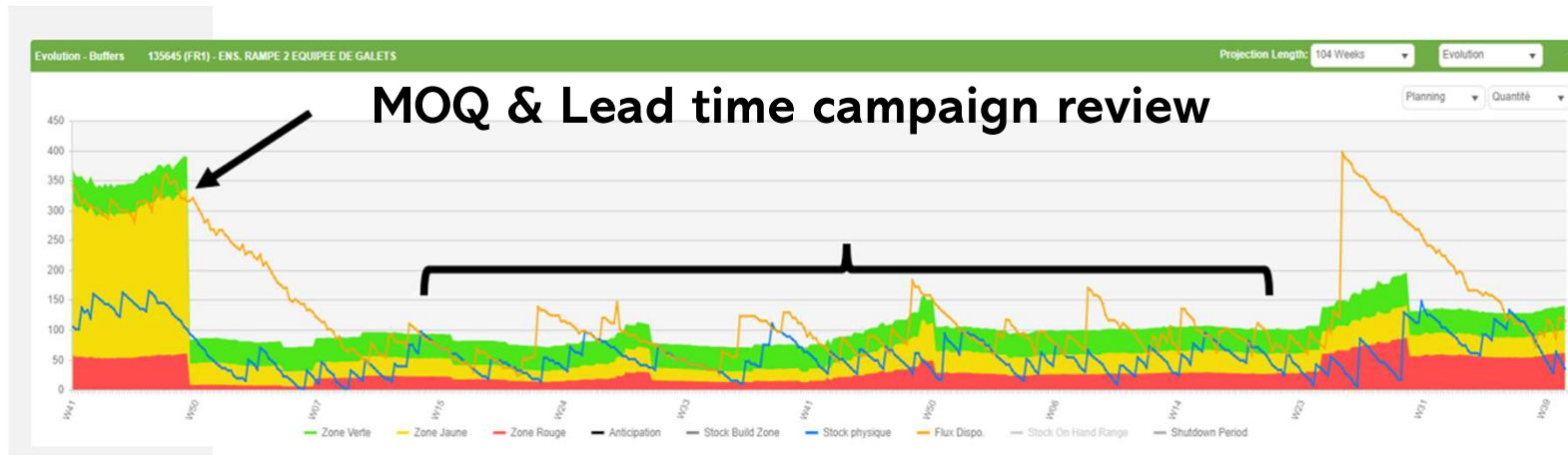


Service Rate ok

Stock NOK

Adapt the Operating Model





Cestas

Industrial production site — Gironde, France



LECTRA 

Before: inventory optimization

After: Securing deliveries

Sales acceleration

Discovery DDMRP

Customers

Subsidiaries x15

Spare parts

Final Machine

Finite capacity planning

Shortages / high inventory

Sub-assembly

components

FR – CESTAS

Suppliers

2015

-

2018

2019

2020

2021

2022

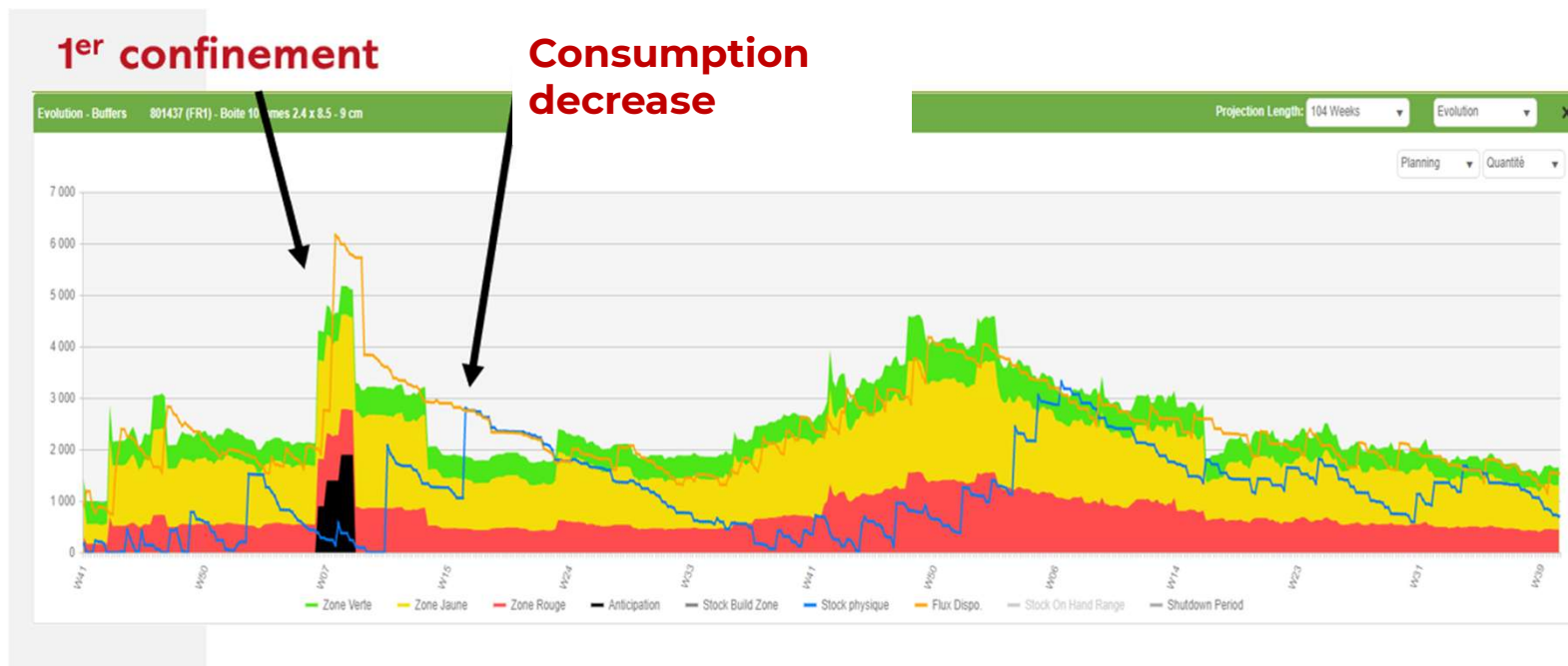
2023

2024

2025

2026

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Lectra 1973

Premium — vertically integrated

+

Gerber 1968

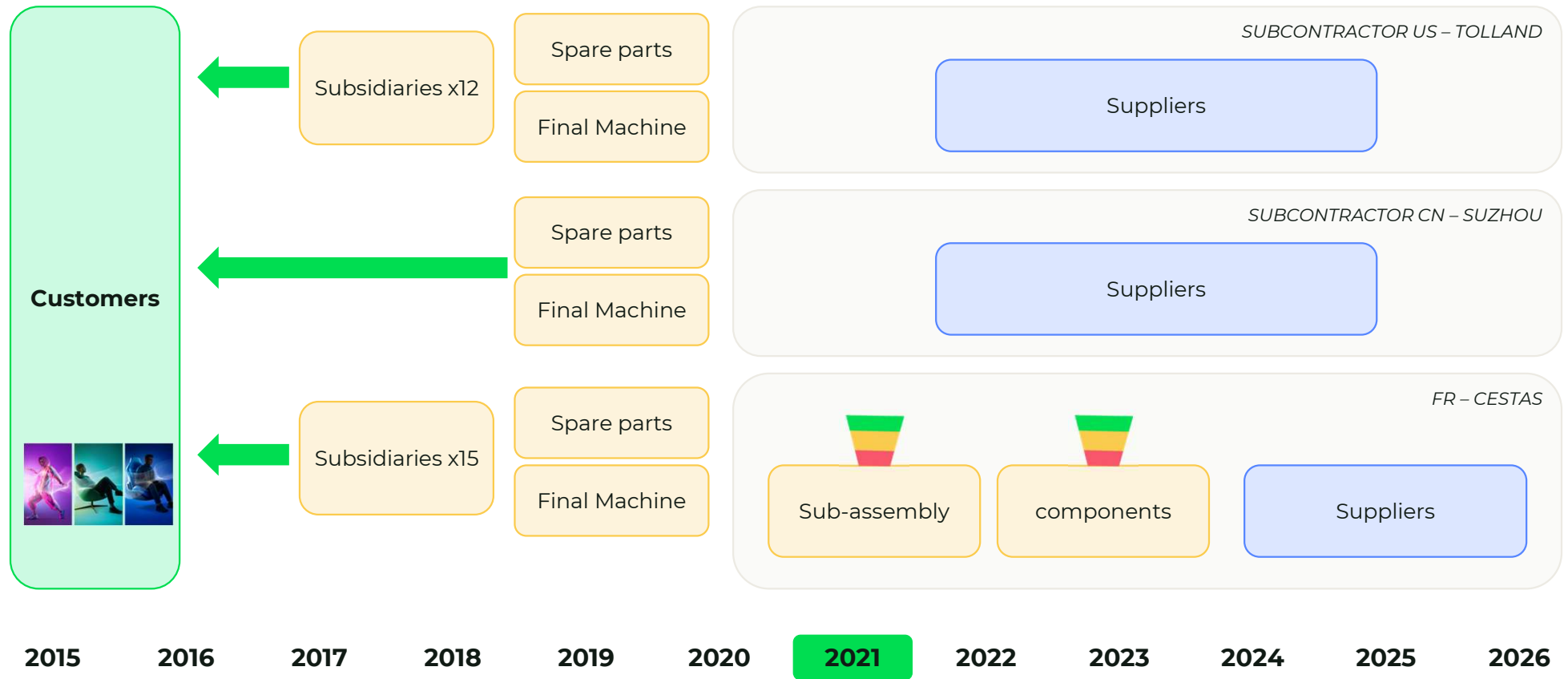
Entry level — Fabless

Criterion	Lectra (before 2021)	Gerber Technology (before 2021)
Headquarters	Paris, France	Tolland, Connecticut (USA)
Year of creation	1973	1968
Dominant geography	Europe, Asia	North America
Industrial site	Cestas (France)	Subcontracting Tolland (USA) + Suzhou (China)
Industrial model	Highly integrated	More distributed, historically less integrated
Sales network	Direct subsidiaries	Mix of subsidiaries, agents and distributors
Main markets	Fashion, automotive, furniture	Fashion, textiles, composites, technical industry
Offer	Software, cutting, services	CAD, PLM, cutting, automation, services

Lectra + Gerber

External growth — 3 production sites, 2 ERPs

LECTRA 



2021: Gerber integration — 2 ERPs, 3 production sites

The problem that needed to be solved

A unified organization still operating with fragmented planning tools and processes



Different tools

Oracle ERP & AZAP,
SAP ERP & GIB, with
planning visibility
presented differently by
tool mix.



Different processes

Teams and suppliers
managed differently
depending on the
combination of site,
ERP and tool.



Fragmented visibility

No single consolidated
way to see priorities,
buffers, shortages and
planning signals.



Scaling pressure

The same method had
to work across Europe,
Americas and Asia, with
time zone constraints.

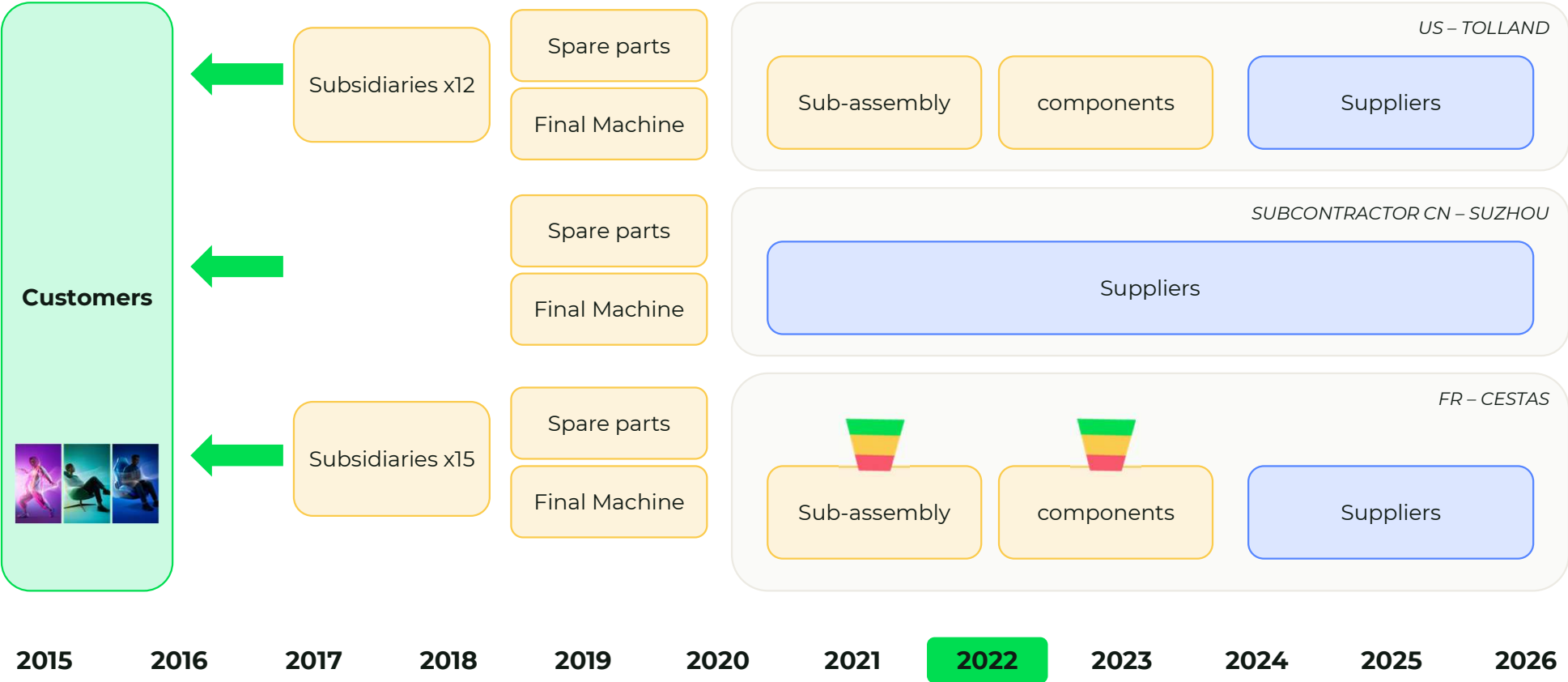
THE CHALLENGE WAS NOT “HOW TO ADD ANOTHER TOOL”.

The challenge was how to create a common flow management language across a multi-site, multi-ERP Supply Chain.

A VUCA context made this more urgent: demand volatility, supply constraints, global time zones and increasing complexity after external growth.

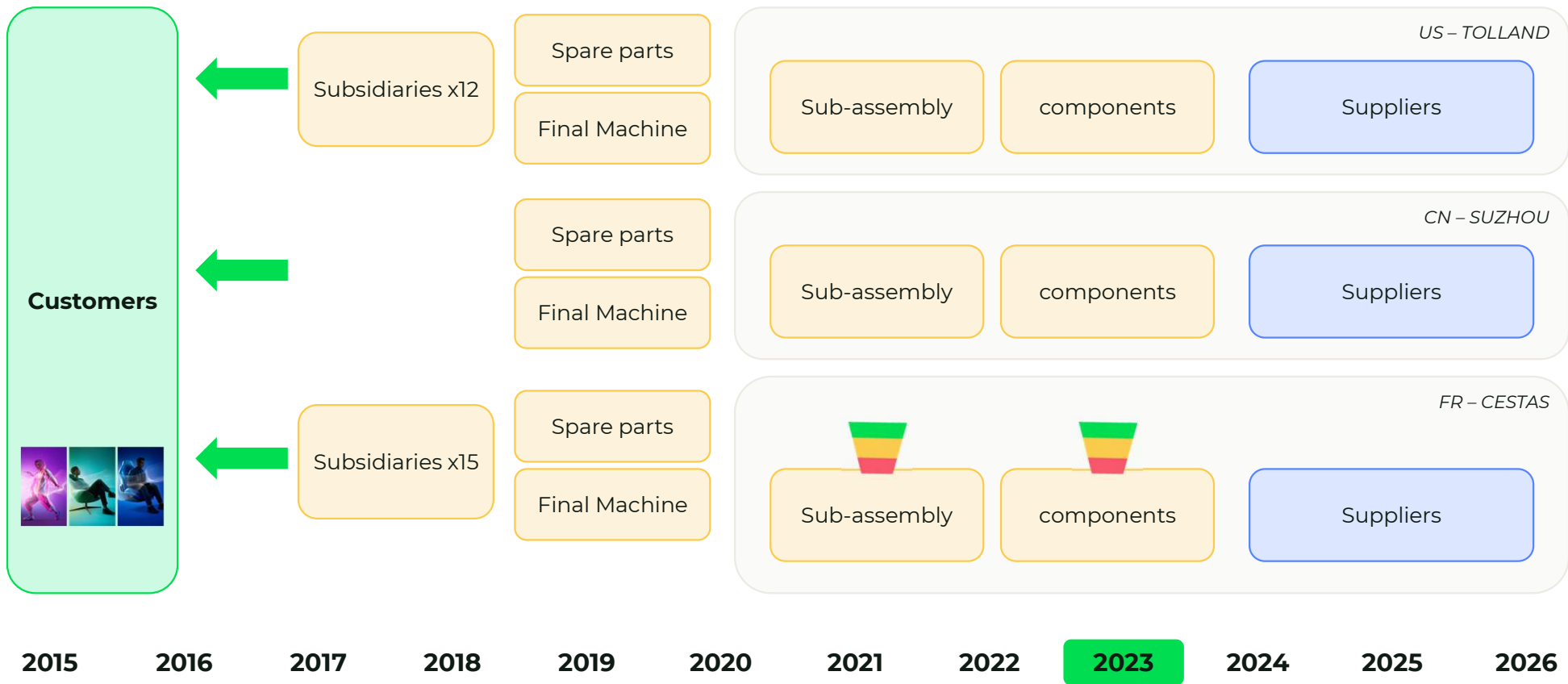
Organization changes

Scope covered in 2022 — Tolland equipped,
Suzhou pending



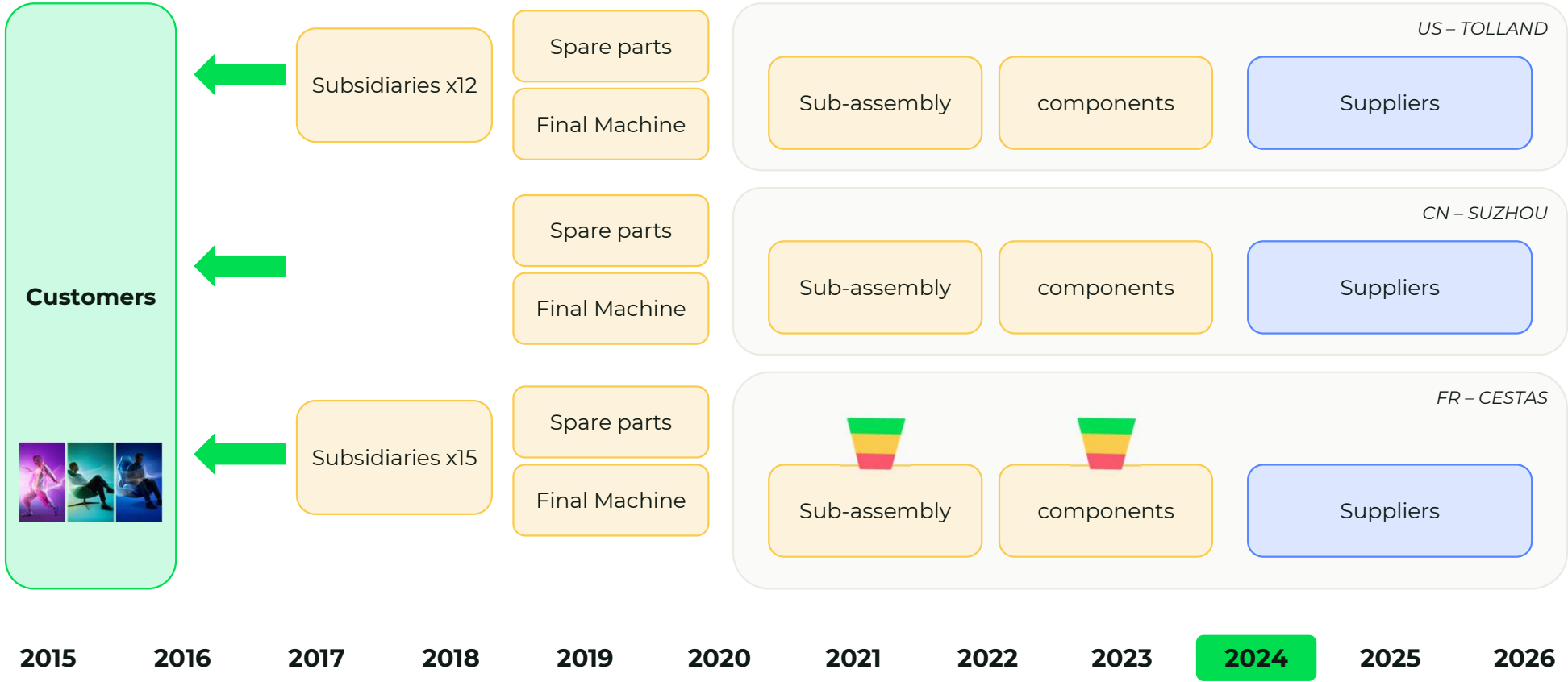
Organization changes

Scope covered in 2023 — Suzhou equipped in turn



DDMRP rollout

Scope covered in 2024 — three sites on the same standard ready to roll out



The rollout: four lots, Oct. 2025 to Jan. 2027

One delay already reshuffled the sequence — proof the strategy works as designed

1

Lot 1 — Gerber spare parts (SAP)

Launched Oct 2025, live Feb 2026: fast, low-cost, stock down without hurting service

DONE

2

Lot 2 — Tolland production (SAP)

Launched Mar 2026; go-live pushed from mid-July to mid-Sept 2026 — SAP stability risk plus summer leave.

GO LIVE NEXT WEEK

3

Lot 3 — Lectra spare parts (Oracle)

Launched May 2026, live end Oct/early Nov 2026 — the historical Oracle scope, running in parallel.

IN PROGRESS

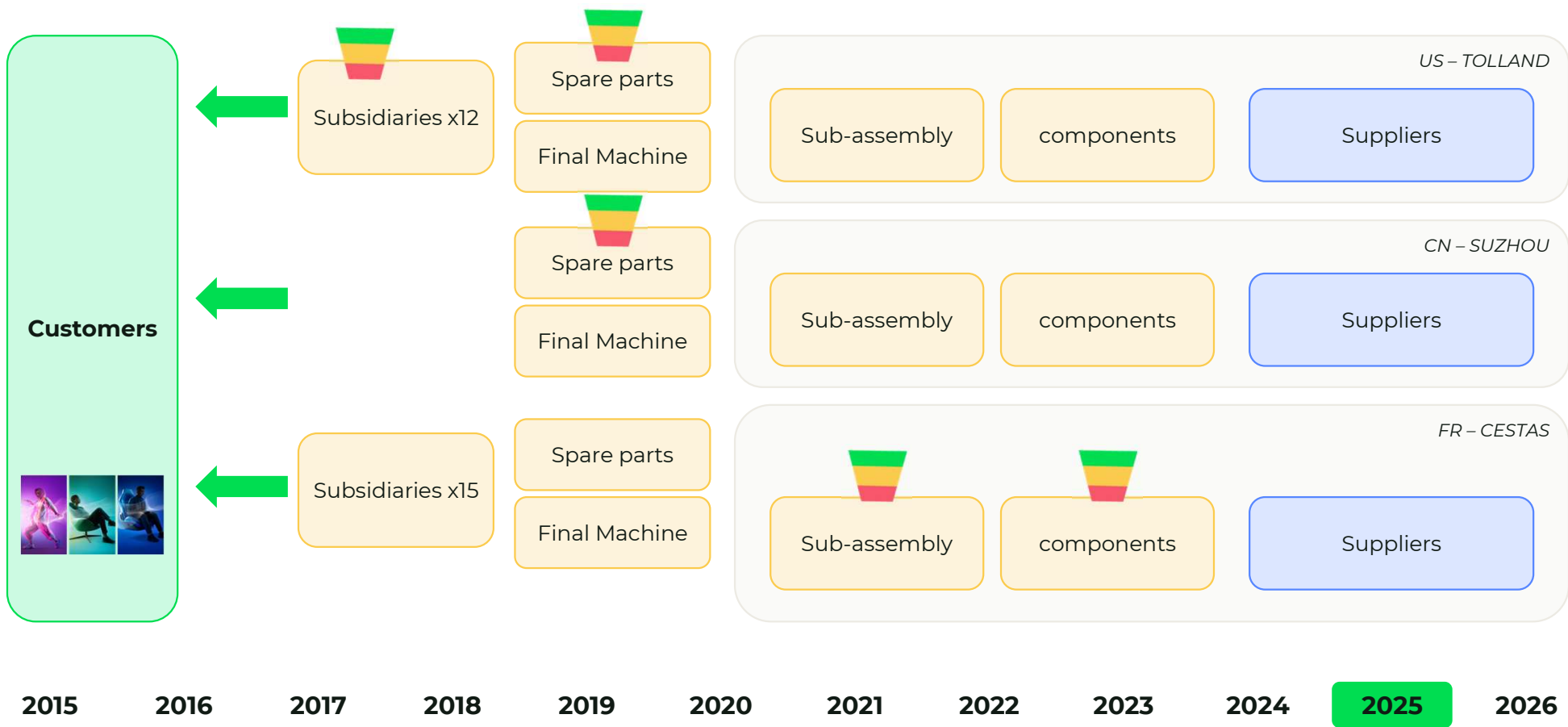
4

Lot 4 — Suzhou production (SAP)

Kicks off mid-Oct 2026, targets Dec 2026 — capitalizes on Tolland's data-cleaning playbook

NOT STARTED

DDMRP rollout



Proof beats promises

What Lot 1 already delivered, and what Lot 2 taught us the hard way



8 years of local learning

Cestas built practical DDMRP knowledge for procurement and sub-assemblies, and for connecting b2wise with Oracle.



Lot 1 live: proof at last

Gerber spare parts (SAP) went live in February 2026. Six months in: stock down, service held — the first Group-scale proof point.



Data cleanup, at scale

Tolland's article base fell from 112,000 to 19,000 references — a human deployment as much as a technical one.

THE SUZHOU WAKE-UP CALL

The go-live of lot 1 in Tolland triggered a wave of order cancellations in Suzhou, the main customer of the distribution network. Also, the 12-hour time difference between the two zones produces a loss of responsiveness that no one had anticipated.

The fix, in days not months

A same-day partial data import now bridges that gap, with a 4-hour SLA to get a stalled customer back up and running.

The Suzhou wake-up call

Cascading order cancellations after the US DDMRP go-live

WHAT HAPPENED

~RMB 600k of cancellations per week, then RMB 3m at once: the Gerber network is interconnected and the impact on Chinese suppliers was not anticipated. "We had forgotten to warn them."

2,2 M RMB

Feb 10, 2026 — cancellations triggered by removing the C&P forecasts

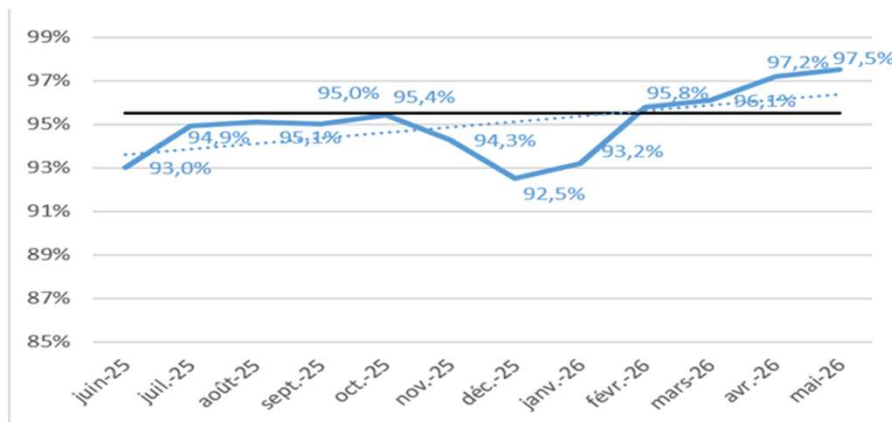
3,3 M RMB

Feb 28, 2026 — cumulative after Chinese New Year, reducible to ~RMB 200k by end 2026

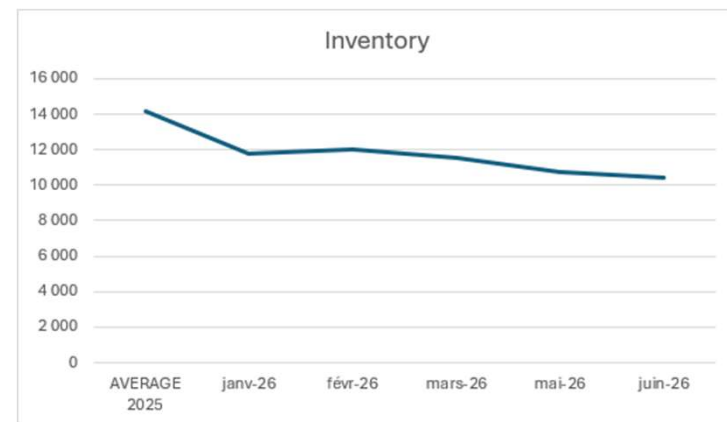
735 k RMB

3 PCBA lines with no forecast and no safety stock defined by Tolland

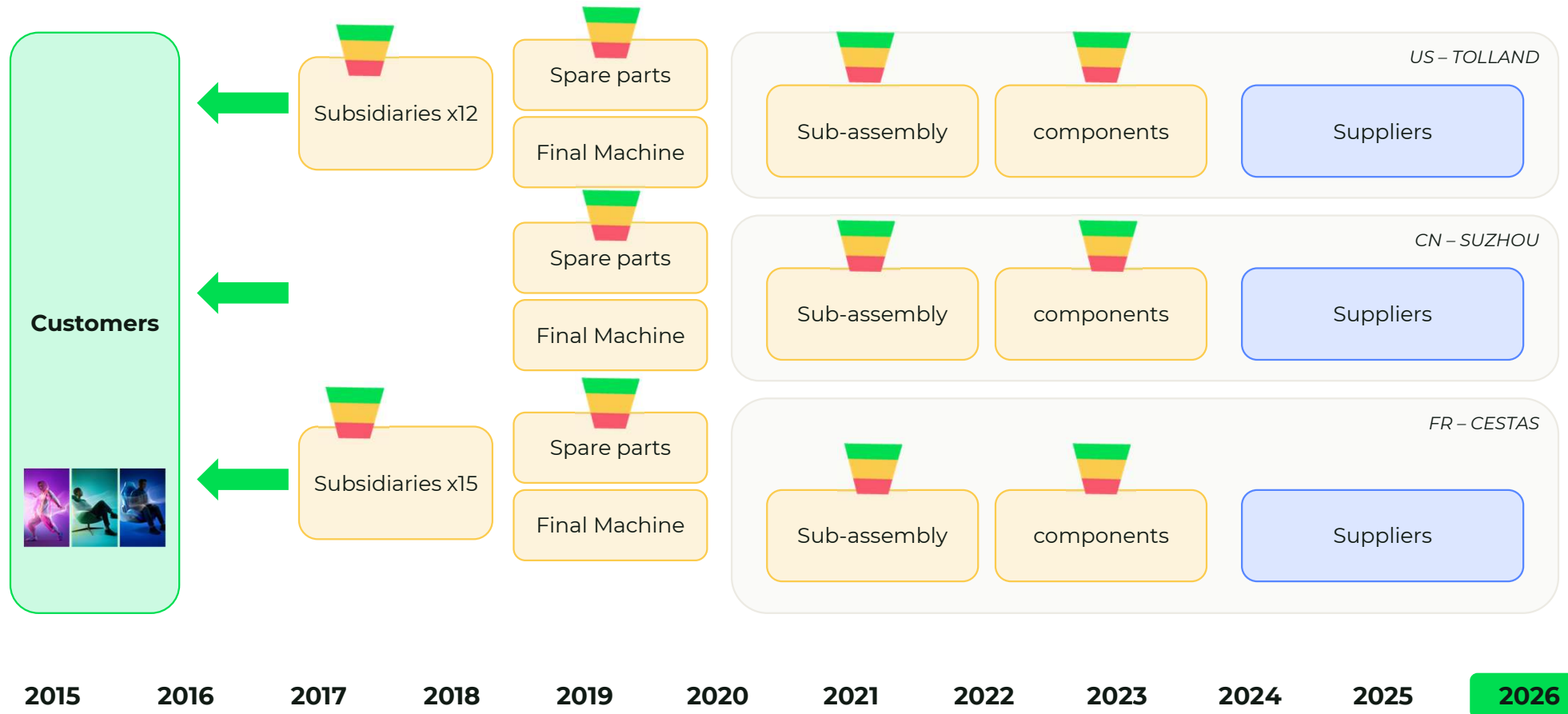
Service level — June 2025 to May 2026



Inventory — 2025 average to June 2026



DDMRP rollout target



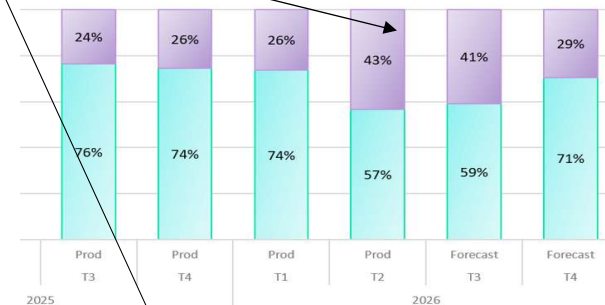
DDOM continuous improvement

MPS Vs CMJ

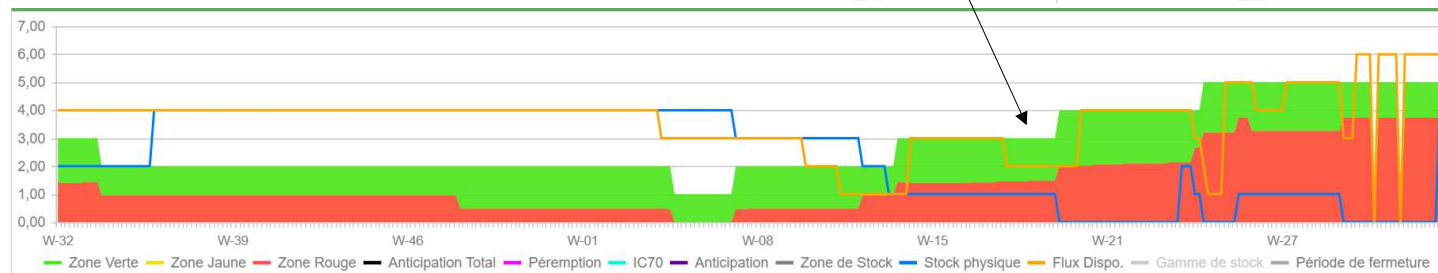
Machine	CMJ (based on 100 last days)*60 days	Prod 2025				2026 MPS				Actions done
		T1	T2	T3	T4	Prod T1	Prod T2	T3	T4	
Total A model	22	35	38	17	19	15	25	31	23	01/23: Anticipation zone +7 mach 06/26: Anticipation zone +4 mach
Total B model	28	40	41	43	44	45	33	30	45	08/04: Addition of a validated 15-machine anticipation zone

■ A model

■ B model

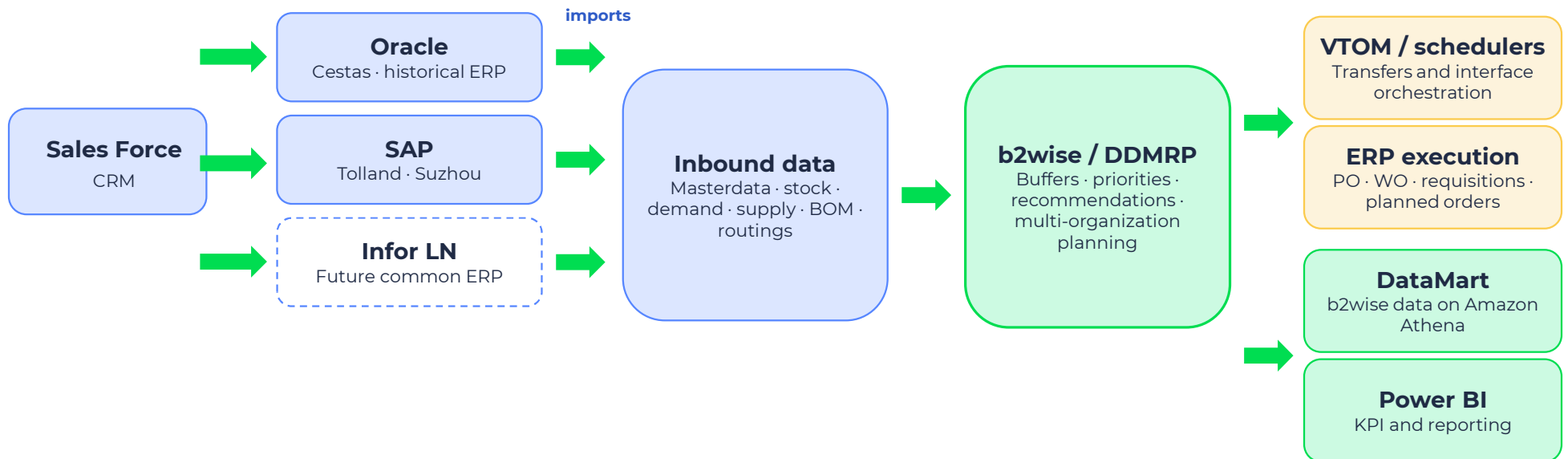


A_model example



The target architecture: one planning layer, several source systems

b2wise works as the DDMRP planning layer above the transactional ERPs



ONE PLANNING LAYER

b2wise sits above Oracle, SAP and tomorrow Infor LN — one method and one set of priorities, whatever the ERP underneath.

Conclusion: what I take away from 8 years of DDMRP

The method becomes a Group asset if it stays simple, reliable and actively run

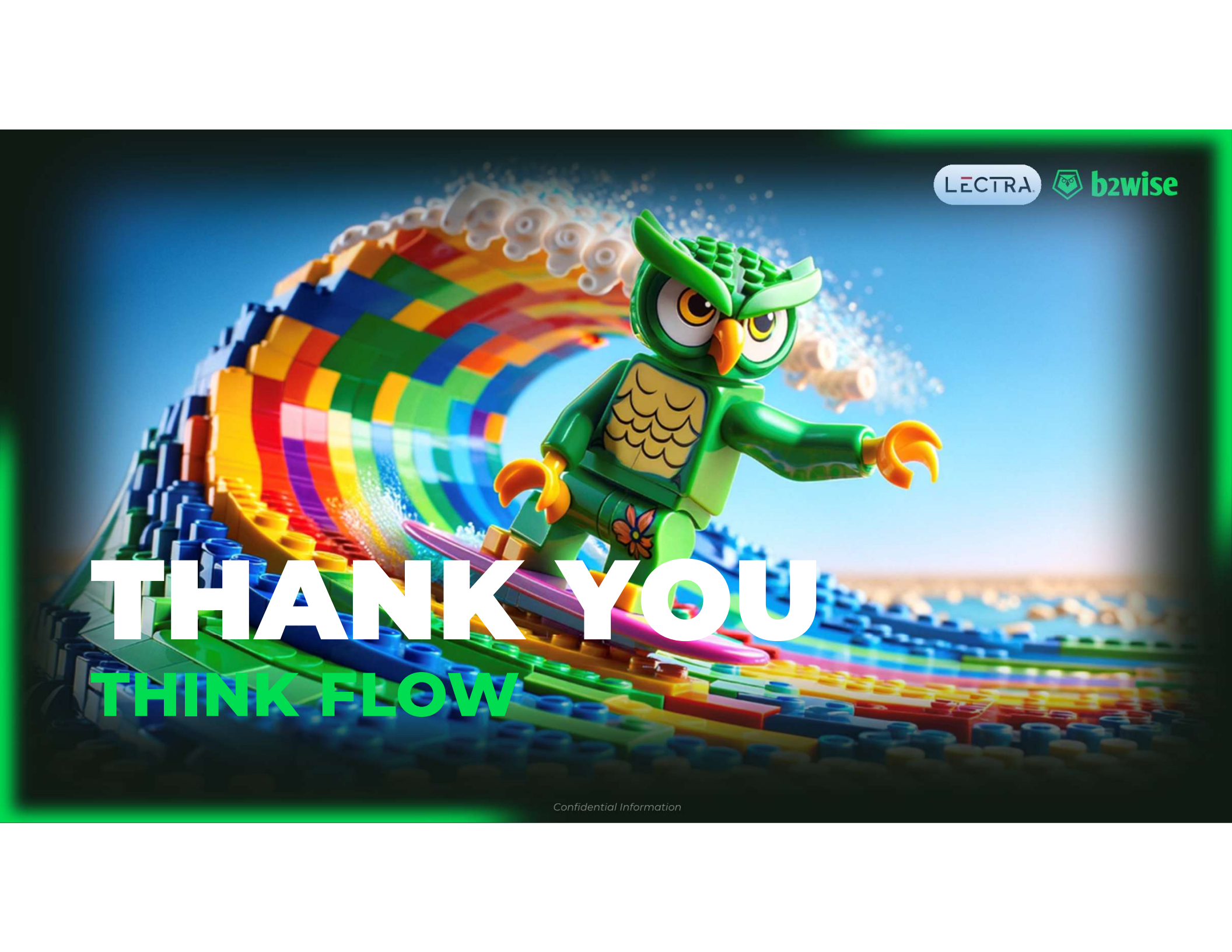
- 1 A common language** Service, inventory and priorities are decided with a shared logic.
- 2 Data is the foundation** Scope and parameters determine how relevant the recommendations are.
- 3 The standard must stay alive** Same method, adapted to manufacturing, procurement and distribution flows.
- 4 People make the difference** Training, certification, routines and support secure adoption.
- 5 2026 is the scale-up** DDMRP / b2wise becomes a Group Supply Chain resilience building block.

FROM CESTAS TO THE GROUP

Turning the experience into a shared, measurable and lasting standard.

LECTRA

 b2wise

A vibrant LEGO scene featuring a green owl minifigure with yellow eyes and orange beak, surfing on a purple and pink wave. The wave is constructed from a large, multi-colored rainbow arching over a blue and green base. The background is a bright blue sky with white clouds. The text "THANK YOU" is overlaid in large white letters, and "THINK FLOW" is overlaid in green letters below it.

THANK YOU
THINK FLOW

Confidential Information



VALÉRIE MARIESCU

Supply Chain Director

LECTRA®

APPENDIX

A little about me

Supply Chain as a transformation role, not only an operational function



Valérie Mariescu

Supply Chain Director at Lectra, based in Cestas. Scope: forecasting, inventories, procurement and demand planning.



My background

ISLI graduate after business studies, with two decades of experience at Lectra as of Juillet 2026.



My angle today

What 8 years of DDMRP taught us: method, data, governance, adoption, and the shift from a site success to a Group standard.

MY CONVICTION

DDMRP is not an IT project. It is a decision-making operating model for flow, resilience and collaboration.

What Lectra does

Industrial intelligence technology for fashion, automotive and furniture



Industry 4.0

Software in SaaS mode, cutting equipment, data and associated services.



Markets

Fashion, automotive and furniture customers, served with software, equipment, data-driven services and consulting.



Global footprint

Presence in more than 100 countries, with three production sites: Bordeaux-Cestas, Suzhou and Tolland.

1973

 Founded

2,800+

 Employees worldwide

€506.7m

 2025 revenues

75%

 Recurring revenues

WHAT MATTERS FOR THIS CASE STUDY

The operating footprint: three production sites, worldwide distribution and a Supply Chain that must work across regions, systems and time zones.

Quantifying the challenge

The problem became measurable through scope, data volumes and project load



27

Distribution subsidiaries
in one design exercise



1 → 3

Factories in scope



112k → 19k

SKU cleaned up at
Tolland alone



4

Lots, across 2 ERPs
(2025–2027)

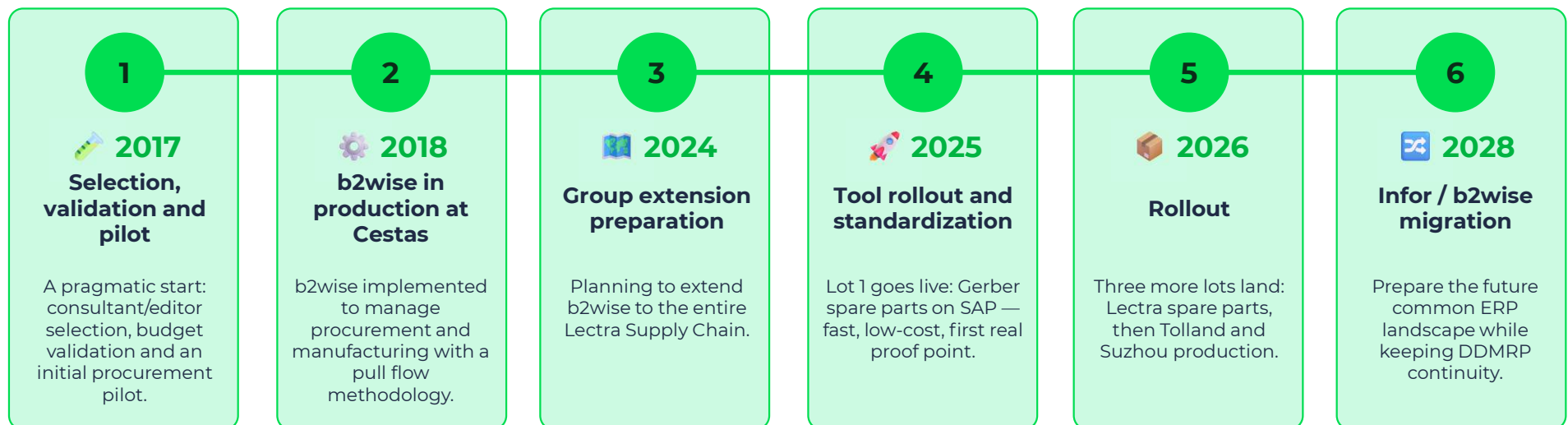
KEY MESSAGE

Cutting Tolland's article base by 90% wasn't a side effect of the rollout — it was the project.

Data quality is the real Supply Chain topic.

Implementation journey: from Cestas to Group scale

The first implementation created the learning base for the program



FROM LOCAL FIX TO GROUP LEVER

The journey started as a local operational solution, then became a Group transformation lever.

External growth changed the scale of the challenge

Gerber turned a local solution into a multi-site, multi-ERP Group question



Before external growth

One main production site near Bordeaux using Oracle, with a DDMRP model already deployed locally.



After Gerber integration

Two additional production sites in the US and China, working with SAP, plus an expanded distribution network.



Strategic implication

The model had to become scalable across ERPs, time zones, sites and distribution locations before the future common ERP.

THE KEY LEVER

Standardization: one method, one planning language, but enough flexibility for different flows.

Next steps: secure scale before accelerating

The next phase is about robustness as much as rollout velocity

- 1**  **Secure batch capacity** Measure Oracle/SAP extraction, transfers, b2wise imports and DDMRP calculation times.
- 2**  **Strengthen data governance** Clean obsolete items and clarify ownership of master data, parameters and buffer policy groups.
- 3**  **Complete 2026 batches** Protect Batch 2/3/4 milestones through readiness gates and structured hypercare.
- 4**  **Prepare Infor integration** Use the Oracle and SAP lessons to design the future Infor / b2wise interface.
- 5**  **Industrialize analytics** Move from ad-hoc extracts to DataMart / Power BI dashboards for operational and executive views.

Biggest lessons learned

Eight years taught us that the method only works if the operating model is disciplined

-   **Data is the method**
A buffer is only as reliable as item status, lead time, MOQ, source list, BOM/routing and consumption history.
-   **One environment needs governance**
Common settings, local settings, security filters and ownership must be explicit before scale.
-   **Adoption is not training only**
Certification, workshops, hypercare and daily rituals are what make the method sustainable.
-   **Architecture is a business topic**
Batch delays or imports are not IT noise; they directly impact planning, procurement and production.
-   **Standard does not mean copy-paste**
The method is standardized, but distribution, procurement and manufacturing need different design choices.

THE REAL UNLOCK

Not “DDMRP + b2wise”, but **method + data + governance + people + architecture.**

From Cestas to the Group

Three shocks, one shared language — and the next ambition: making it a true Group standard.

Resilience

Standardization

Data discipline

People adoption

ERP readiness

Thank you

Questions & discussion