

# CLOSE TO THE DEALERS AND ATTENTIVE TO THE CUSTOMERS FOR A WINNING DISTRIBUTION POLICY

**Q.:** What are the guidelines of Scavolini's distribution policy and in particular those of the 'Scavolini Stores'?

**A.:** The distribution policy is one of the keys to our success. We have always been particularly attentive to strengthening and qualifying our distribution network. A perfect example of this is the 'Scavolini Store' project launched in 2006, a strategic operation aimed at further reinforcing the brand identity. The Stores, of which there are currently about 60 in Italy, are specialist kitchen centres dedicated exclusively to Scavolini's production, that operate alongside more than 1,000 other outlets located throughout the country. Of the 350 outlets abroad, 50 are Scavolini Stores. Some of the recent openings were the Scavolini Store Milano Missori, inaugurated at the beginning of June 2011, a particularly important outlet right in the centre of the city, which follows the opening less than two years ago of the Store of over 1,000 square metres in Viale Enrico Martini (Corvetto area). We are working hard to qualify our distribution abroad, too. In November 2010 our sister-company, Scavolini USA, inaugurated the Scavolini Soho Gallery in New York, in the Soho area at 429 West Broadway. This is our first flagship store in the US and it is at the moment the largest kitchen store in Manhattan.

Still on the subject of distribution, for us it is essential to be close to our dealers whom we support with important campaigns in all the media, including national and local dailies and hoardings; and we have always paid great attention to training. Since 1994 we have been running the "Growing Together" project, a cycle of workshops for our dealers, which has, over the years, been very well subscribed all over Italy, thanks also to the important issues that are dealt with: sales techniques and psycholo-

gy, management control, marketing, management of customer services. The initiative continues this year with the 13th edition entitled "Selling the Scavolini product" dedicated to the optimisation of the whole process, which goes from the order of the kitchen to the fitting and after-sales customer service.

**Q.:** What role does the size of the outlet play and is there an 'optimum' size for the Scavolini Stores in Italy and abroad?

**A.:** The Stores are specialist kitchen centres dedicated exclusively to our production with an average surface area of around 300 square metres; they are located in city centres or in areas of high visibility and traffic. The Scavolini Stores abroad follow the same logic as the Italian ones, although it should be remembered that abroad we have always had only mono-brand outlets. That was the average size, but we also have larger stores like the one mentioned previously in Milan or the one in Turin of 700 square metres.

**Q.:** Mono-brand or multi-brand? Which direction is kitchen distribution going, also in relation to the markets?

**A.:** Commercial distribution, especially in the furnishings sector, is experiencing profound changes and is becoming increasingly specialised. We are faced with ever more informed and demanding consumers, not only in terms of the product itself, but more than anything as regards the quality of the service offered at the time of purchase and the after-sales service. The Store project most definitely follows this trend, although it is not the company's intention to substitute the existing distribution, but rather to work alongside it. In fact, the opening of Scavolini Stores did not lead to a "leaching" of the sales



Talking with **Vittorio Renzi**,  
Managing Director SCAVOLINI

from traditional outlets to this new distribution formula, but it generated development in the overall sales of the area, which can be attributed to the increased visibility of the brand.

For a long time our tendency has been to rationalise the distribution structure and develop a greater appreciation of it. The objective is to instil customer loyalty and to increase brand engagement. It's only natural that in this context we prefer to work, wherever possible, with those who "favour" us: exclusive dealers (that is, those who work only with us for kitchens, but have space for other products) or the mono-brand stores.



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**Q.:** What is Scavolini's approach to the consumer and how does it satisfy the consumer's expectations of product and service?

**A.:** The success of our firm is based on its capacity to respond to the – present and future – demands of the market. This capacity is born from the quality and optimisation of all the whole company in both production and sales, but most of all in the capacity to design and to carry out research to satisfy the needs of an increasingly broad and transversal public.

Meticulous attention is paid all round to the needs and demands of the consumer, which includes the exploration, analysis and transfer to design and planning of the aesthetic and functional expectations of the various socio-cultural groups that we target. Our Firm is very close to the issue of design, especially in recent years, during which we have cooperated with prestigious names on the national and international panorama of interior design, from Giugiaro to Karim Rashid, and from King & Miranda Design to Michael Young.

Another very important cornerstone of our philosophy is quality, in the sense of attention to the product from all angles, from the choice of materials to each stage of processing. Quality that is also reflected in the rigid standards of safety control during every stage of the production

*Scavolini started life in Pesaro in 1961 as a small artisan firm producing kitchens and subsequently developed into a large industry, becoming sector leader in Italy in 1984, a position it has held ever since. It has production facilities of 204,000 square metres, a workforce of 550, and an important following of suppliers in Italy. In 2011 Scavolini inaugurated its first solar panel system that guarantees 85% of the firm's energy requirements. In 2010 the turnover exceeded Euro 195 million. The Scavolini range includes over 40 models in 350 finishes.*



Scavolini Store Milano Missori



process, certified according to OHSAS 18001:2007 standards for Occupational Health and Safety Management Systems, which our Group was the first sector firm to obtain at the end of 2008.

We have always been very sensitive to the environmental aspect, which is tremendously important nowadays and the object of greater attention on the part of consumers. In order to demonstrate and increase our commitment in this area, in 2009 we launched the 'Scavolini Green Mind', an ambitious project that led to the adoption for the structures of all of our kitchens of Idroleb ecological panels made from 100% recycled wood that is FSC certified and with the lowest possible formaldehyde emissions,

with levels that are even lower than the limits imposed by the strictest Japanese standard F\*\*\*\* (4 stars) – and the choice of ZeroE Planet. The electricity used is produced exclusively from renewable sources with Zero Impact® on the environment, born of a collaboration between Edison – a leading operator in the energy sector – and LifeGate, which has been committed to the diffusion of eco-cultural values through projects of sustainable development since 2001.

This year we decided to produce our own green energy using two new solar panel systems that cover the roofs of the factory and guarantee 85% of our energy needs.

(P.G.)