



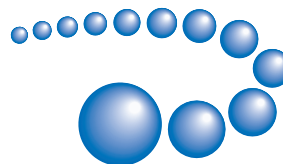
Headquartered in Columbus, Georgia, Kysor//Warren has been providing refrigeration solutions to the supermarket industry for more than 100 years. Their customers include the nation's largest supermarket chains such as Wal-Mart and Food Lion. Now part of London-traded Enodis plc, Kysor//Warren is a leading manufacturer of frozen, medium temperature and heated display merchandisers, mechanical refrigeration systems, and remote mechanical and electrical houses.

### Summary:

In 2002, one of the many problems facing Kysor//Warren was how they interacted with their customers. Constructing a quotation was a manual process, very prone to mistakes, and slow. The finished quote was ugly and contained far more information than the customer wanted. As a result, buyers had a hard time understanding the proposal. The quotation process needed to be overhauled. It needed to become modern, fast, and automated.

In January 2004 Kysor//Warren partnered with Configure One to radically streamline the quotation process. The implementation of Configure One became a critical component of Kysor//Warren's Lean initiative for the office, eliminating delays, errors, and waste.

Kysor//Warren is now realizing significant benefits with improvements in customer responsiveness, BOM accuracy, and internal communication. The feedback from the customers has been outstanding. They really like the new quotations as they show the level of information that the customer needs. The accuracy of information flowing to the shop floor has improved, reducing the opportunity for rework and improving customer satisfaction levels.



# Configure One

## Kysor//Warren: Need For Change

When Ralph Schmitt joined Kysor//Warren as president in August 2002, the company was in a critical state. They were losing money, losing customers, and revenue had declined by 60 percent from 1998 to 2002. Kysor//Warren had not stayed abreast of the changes in the industry during the 1990s. They had become complacent and the company's quality, delivery, and responsiveness to customer demands were lagging behind their main competitors. The company had to be turned around or shut down.

Looking back, Ralph Schmitt explained the problems: "Our supermarket customers have a wide variety of requirements. There is virtually no standardization. We build a highly-engineered product, in low volume, with high variability, and configured-to-order. So, with our customers all wanting something different, our challenge is to have an approach that will provide that variety, provide it quickly, and at a manufacturing cost that will be competitive."

"One of the many problems we had three years ago was how we interacted with our customers. We provided a quote in response to an RFQ on every order, even those where we have a contractual relationship. Constructing a quotation was a manual process, very prone to mistakes, and slow. The finished quote was ugly. It was a big stack of paper that was a complete bill of materials (BOM) and contained far more information than the customer wanted. As a result, buyers had a hard time understanding our proposal. Our quotation process needed to be overhauled. It needed to become modern, fast, and automated."

Bryan Benson, CIO, explained the old process: "We have a national sales network and they would call the customers' requirements into our customer service group. Customer service developed the quote and sent it back to the sales person. Realizing just how bad the quote looked, the sales force would sometimes extract the important information and enter it into a Word document before sending it to the customer. This took additional time and introduced the possibility of additional errors."



*Ralph Schmitt, President, Kysor//Warren.*

## Listen, Respond, and Deliver

*Kysor//Warren lives by their tag line:  
"Listen, Respond, and Deliver."*

"We have a sister company called Kysor Panel Systems in Fort Worth, Texas, that makes walk-in coolers for the same customers as Kysor//Warren," said Schmitt. "These are the large rooms at the back of grocery stores where product is stored before it is taken to the display cases. Kysor Panel has been very successful with the same customers that we serve by being more responsive than their competitors. This is at the heart of Kysor Panel's success. Looking at how Kysor Panel succeeded, we decided to differentiate ourselves from our competitors in a similar way. Kysor Panel became our model for success. So we committed to our customers that Kysor//Warren would be as good as Kysor Panel in its responsiveness. We are going to 'Listen, Respond, and Deliver' tailored solutions faster and better than anyone else."

## Search For a New System

Kysor//Warren realized that to get an accurate, understandable quote to their customers quicker than their competition they needed a different approach. They needed a new system. Bryan Benson explained the selection process:

"Ralph Schmitt and I were familiar with another configurator from our previous experience. During the course of evaluating that vendor, we learned that Kysor Panel had already selected Configure One and had an implementation underway. I reviewed Configure One and asked them some tough questions. It soon became clear to us that



Configure One was a company that was not going to let you struggle or one that was going to let you down.”  
“The decision came down to Configure One and another vendor. After conducting vendor audits and evaluating the software from both a technical and user standpoint, we selected Configure One. We felt that Configure One would be easier to use when it came to maintaining the configuration rules. Kysor Panel’s commitment to Configure One was also important. The deciding factor was that we didn’t want outside consultants doing this work for us. It seemed to us that the other product was more programmatic, required more Boolean logic, had more overhead and if we needed to do something quickly, we felt we might struggle. Configure One seemed a lot more intuitive and that has proved to be the case,” said Benson.

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## Implementation

The implementation process for any configuration software is not easy. It requires detailed planning, adopting best practices, and dedicated product-knowledgeable resources.

“We started the initial planning with Configure One in 2003, but we really started the implementation January 2004,” said Benson. “The first step was to get trained on the product. Next, we broke down our cases into structures (lighting, shelving, end-panels, etc.) so we could see how they related to each other as we went through the configuration.

If we specify a certain type of shelving, obviously some lighting is not acceptable. All the different ways we could configure a product had to be put into the system. The next step was to put the rules in place and start testing. We then had to decide which product groups (subsets of product lines) we were going to convert to Configure One. We decided to convert only those product groups with historical sales that exceeded a certain threshold and which collectively accounted for over 95 percent of our volume.

“After engineering finished defining the rules, we had to make sure that customer service could use the application to configure a product efficiently using the configuration menu selections. The toughest part of the whole process was learning to look at your products differently. Engineers look at it from an engineering perspective as bits and parts. You have to look at it from a customer perspective of what does it look like, what functionality does it need in temperature, size, and number of doors. Our customers are concerned about merchandising, not how an end-panel fits to a back-panel. We had to start looking at things from a customer perspective, and we had to deal with a learning curve for the engineers to do that.”

## Integration with ERP

Kysor//Warren uses BPCS from SSA Global as their ERP system. Kysor//Warren's IT department had written over 1000 pieces of custom code in the BPCS order entry module. This was integral to the way the quotations were produced. Kysor//Warren did not want to migrate this custom code forward and this was in effect preventing them upgrading to the latest version of BPCS.

"We really needed to move from the 'green screen' version of BPCS to a modern web-based version," said Schmitt. "We couldn't do that while the front-end order entry piece was so heavily modified and we didn't want to migrate all that custom code. By replacing the BPCS order entry module with Configure One we set the stage for an eventual BPCS upgrade."

Configure One replaced the functionality in the BPCS order entry module. Now Configure One feeds BOM and customer-specific pricing information directly into BPCS, and pulls customer-related data and costing information out of BPCS. Information sent from Configure One to BPCS is then exploded to the full BOM for manufacturing.

## People, Not Just Software

When a company purchases a business application it is buying not only the software product, but also the vendor's expertise. This was an important consideration for Kysor//Warren. Bryan Benson explained:

"Configure One is a young company, but they have very good engineering talent. Their consultants are top notch."

"Configure One is a young company, but they have very good engineering talent. Their consultants are top notch. What I mean by that is they really listen and want to be part of your team. They come in and really learn your business. They don't generalize your business, they learn what you do and figure out your differentiators. They worked very hard and helped us understand how to do the right things. Even though we went back and forth on some issues, they stayed with us and kept going. They virtually guarantee that you will not fail. I was very, very impressed."

## Benefits

Although Kysor//Warren has been live with Configure One for less than a year, they are already realizing significant benefits with improvements in customer responsiveness, BOM accuracy, and internal communication.

"The quotations are the biggest area of improvement, as they look a lot more professional," said Benson. "Our customers are very happy, because they can now understand our quotes. We are still coming up to speed on Configure One, so not all possible configurations are available yet. We are getting more accurate and our speed is increasing, as we get more experienced. Typically, it would take five days for a quote to get to a customer. Currently, we are down to three days, but this is due to the backlog as it's our busy season. Under normal circumstances I envision that we will get a quote out the same day."

"Behind the scenes, because it contains the engineering rules on what can and cannot be built, we are cutting down on the errors that used to be propagated into manufacturing," said Schmitt. "The feedback from the customers has been outstanding. They really like the new quotations. They are modern, fresh, and clean, and they show the level of information that the customer needs. The new quotation format is already a contributor to the enhanced competitiveness of Kysor//Warren."

When implementing a new business application, sometimes companies find unexpected benefits that come as a pleasant surprise.

"One benefit that I didn't really expect is an enormous improvement in our internal communication," said Benson. "The system has been a conduit for better communication among manufacturing, customer service, engineering, and sales. Information now gets around the organization far more quickly. It's makes us more effective, so we can turn things around faster."



“Configure One gives us the capability to handle more orders without any additional staff”

Bryan Benson has a clear vision of how Kysor//Warren will use Configure One to further improve their processes in the near future:

“While calling on customers, our sales associates will be able to access Configure One via the Internet with a wireless connection, configure the cases and line-ups, create either a long or short quote depending on how much detail the customer wants to see. They will then send the quote in a PDF file via email before they leave the customer’s facility. Now taking that even further, we want to make this available to our independent reps. Ultimately, we want some of our key customers, where we have pre-negotiated contract pricing, to develop their own quotes. They will be able to enter their own orders over the Internet. This is where we want to be.”



## Supporting Lean Techniques

Many manufacturing companies mistakenly think Lean is just about manufacturing. Kysor//Warren recognized that Lean principles are just as important in the office environment. Ralph Schmitt explained their approach:

“We had adopted Lean as soon as I arrived back in 2002. Lean is for the entire enterprise, not just manufacturing. Before Configure One, all the Lean initiatives were in the factory. Taking Lean into the office area is something we are committed to doing. Our first step outside manufacturing was the ‘front-end’ of the business, by which I mean quotation/configuration, order acknowledgement, and release of the order to the factory. The implementation of Configure One is a critical component of our Lean initiative for the office. We have eliminated a tremendous amount of delays, errors, and waste.”

## Growing Business

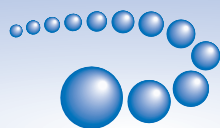
Due to their improved competitiveness, Kysor//Warren’s business is growing in a mature market.

“Configure One gives us the capability to handle more orders without any additional staff,” said Benson. “This is in effect cost avoidance. In the future we plan to use our customer service group in a different way. They will be our experts and deal with any problems rather than just entering the orders.”

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