



CASE STUDY

CONSUMER PRODUCTS
Garland Group



**MANUFACTURER
DEVELOPS NEW MARKETS
BY PRINTING USER
MANUALS ON DEMAND**

When the Garland Group's John Mensinger says his product brochures are going like hotcakes, believe him.

A subsidiary of the Welbilt Corporation, the largest supplier of commercial food equipment in the world, the Garland Group – which includes Garland, U.S. Range and Vent Master – is a leading manufacturer of commercial cooking equipment such as cook ranges, vent systems and ovens.

While being number one means many things to Garland – innovation,

customer satisfaction, quality products – it does not mean relaxing long enough to bask in the glow of past success, especially when the market turns flat as it has over the past eight years.

As the competition began turning up the heat, Garland employees worked aggressively finding ways to bring their products to market faster.

To improve productivity and quality assurance, Garland has initiated what it calls cellular manufacturing. Here, a product is manufactured from beginning to end by a team of employees, all working at the same location. All processes, including fabrication, assembly, welding and painting are performed in one area by a dedicated, cross-trained team.



There remained, however, one hitch to this innovative manufacturing solution: documentation.

"This industry lives and breathes on lead time," says Mensinger who is manager, sales/service literature department for the Freeland, Pennsylvania-based company. "When a customer compares vendors, one of the first questions asked is, 'How fast can I have it?'"

"With cellular manufacturing, we have to keep current 'use and care' manuals for 94 different products in up to 13 languages," Mensinger explains. "These manuals support products ranging from as low as 50 and up to several thousand units sold annually."

Although Garland tries to secure at least five days lead time for orders, sometimes – in fact, oftentimes – customers need that cook range yesterday.

On top of this pressure, documentation procedures were not making Garland employees' lives any easier. Since Garland is ISO 9000 certified, it is

required to include all documentation complete with part numbers with each appliance. And if the product literature order was still at the printer, an appliance could languish on the production floor until that documentation finally arrived.

"We had to treat manuals as production parts and, by doing so, integrate them into the production process," says Mensinger.

Xerox Provides Recipe for Success

Garland management recognized that it was time for new technology solutions in order to keep pace in an industry where change is constant. At about the same time, Mensinger read an article about a successful Xerox installation.

"It became obvious that it was the type of system we needed," he says.

A Xerox Business Systems solutions team was invited to conduct a needs-analysis for Garland. The consensus: in-house, on-demand printing to

reduce costs and better serve the manufacturing process.

The solution: a Xerox DocuTech 135 Network Publisher System with an automatic document feeder and an in-line

signature booklet maker, and a Xerox DocuColor 40 Digital Color Production System.

As part of the Xerox Business Systems agreement, XBS also arranged for two highly trained key operators, who have become an integral part of the Garland business, managing all print jobs.



"With on-demand printing, we have complete control over the production job," says Mensinger. "Final proofing is made whenever the job is ready for printing. With electronic transmission, no one has to drive to our facility and, perhaps, even return with modifications.

"Prior to the arrival of the DocuTech, there was a lack of control regarding the process," he observes. "Once a print order was given to an outside vendor, the literature was completely out of our hands until the completed job was returned."

Other costs associated with the old printing method were also high. Urgently needed print jobs could be produced by outside vendors, but at a premium. Further, routine print jobs required a minimum run of 2,500 to 5,000 manuals with two to three weeks lead time.

Literature was then stored in sizeable quantities near the production floor.

"Since the area is industrial in nature, some of the printed inventory became





dirty and had to be discarded,” explains Mensinger. “And, since most Garland products are continuously improved and updated, significant quantities of printed literature were being scrapped as obsolete, at great expense.”

Pursuing New Markets

Today, on-demand printing has reduced cost, waste and lead time for Garland. According to Mensinger, additional benefits include:

- Timely shipment of equipment with complete documentation.
- Faster, easier-to-control print process.
- Zero shelf inventory – over 625 square feet have been returned to plant operations.
- Provides technical artists with more lead time to prepare page layouts.
- Facilitates immediate distribution to those who must approve proofs.
- Delivers completed print materials in an hour or a half day, rather than two to three weeks.

In addition to saving time and money, Garland has also been able to pursue new markets, thanks to the Xerox DocuTech 135’s ability to handle special fonts and characters for foreign languages – including the “CE” mark, a European seal of approval similar to Underwriters Laboratory (UL) approval in the United States.

Because the fast-food markets in the U.S. and Europe have decelerated during the 1990s, many fast-food restaurant chains have concentrated on expanding into eastern Europe, Latin America and the Pacific Rim.



The good news for Garland: each of these new restaurants would require cooking appliances. By relying on its new on-demand capabilities, Garland is able to generate native language parts literature, service tips bulletins and user guides quickly and in small quantities.

In fact, recently a large global fast-food chain took delivery on Garland’s new clam shell grill – an appliance made exclusively for them that features heated upper platens that lower onto the meat, cooking both sides at the same time – an order that required product literature to be produced in 13 different languages. Not only was Garland able to fulfill the order, but was even able to custom design the manuals complete with the customer’s logo – and all within the necessary timeframe.

Garland’s new manufacturing flexibility has also enabled the company to serve additional global restaurant chains in the same manner.

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When I saw the process, I knew the Xerox solution was a good fit for us.

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In short, Garland has successfully served up an in-house, on-demand print effort that has increased customer satisfaction by providing faster response, shorter delivery time and easier accessibility for production printing – while also saving the company money by eliminating waste and document obsolescence.

Unlimited Future Possibilities

“My feeling is that we haven’t even scratched the surface of what we’re going to be able to do with on-demand printing using these systems,” says Robert Beebe, Garland’s Group Director of Marketing.

For example, one new activity currently being planned is to provide a support service for dealers in creating materials for promotional mailings. “We would create the elements, store them here electronically, and then let the dealers browse our library of materials and choose what they’d like to put together for a given promotional mailing,” Beebe explains. “By doing electronic paste-up and printing the materials on our DocuTech and DocuColor systems, we would be giving the dealers a much simpler and less expensive way to create their direct-mail materials.”

Adds Beebe: “I think this could give us a real competitive advantage in the marketplace – and we wouldn’t have that flexibility without the Xerox equipment.”

GARLAND SOLUTION DETAILS

Xerox Equipment Used:

- Garland implemented a Xerox DocuTech 135 Network Publisher System, which is linked to a file server. The DocuTech generates up to 135 pages per minute at 600 dpi resolution, and also offers a full range of sophisticated publishing tools including digital scanning and imaging and electronic paste-up.
- A Xerox DocuColor 40 Digital Color Production System complements the DocuTech 135 by generating up to 40 full-color pages per minute.
- The file server acts as an electronic repository for all multi-language versions of Garland’s user manuals.

Typical Jobs Produced:

The majority of Garland Service and Parts’ print jobs fall into five categories:

- Use and Service manuals: printed in 11" x 17" signature booklets, two-color, printed in English and another language and saddle-stitched.
- Parts literature: printed on 8.5" x 11" bond, multi-page with many diagrams and schematics.
- Service Tips and Service Bulletins: printed on 8.5" x 11" bond, single page.
- Service Agency Lists: printed on 11" x 17" bond in two colors.
- Yearly Parts Price List: printed on 8.5" x 11" bond in black; 70 pages, stapled with a color cover.

