Colonial Mills, Inc.

> **"** Our improved operational efficiencies using Infor ERP SyteLine save us over $100,000 annually, but our ability to ship products to customers quickly is priceless. **"**
>
> BILL TURGEON, CIO, COLONIAL MILLS, INC.

About the company.

Colonial Mills, Inc. (CMI) is the leading manufacturer of braided-texture rugs and accessories in the United States. Based in Pawtucket, Rhode Island, the company distributes throughout the country to major retail customers and also drop-ships orders directly to consumers from Internet sites. As CMI began facing more foreign competition and increasing pressure to lower prices, the company believed it needed to upgrade its ERP system to maintain its market position as industry leader in on-time shipment and low turnaround time on orders to shipment.

INFOR™

Setting the strategy.

When CMI began evaluating its ERP system with the operational goal of improving on-time shipment rates and reducing the number of days from order to shipment, it realized the current system, including the latest upgrades, was far from adequate. Bill Turgeon, CIO, CMI, explains, "We had no visibility into gross profits and costs, with 150,000 items that needed billing but were not in the system. We also needed to boot users off the system for an hour every time we performed an MRP run to get requirements."

The technology goal at CMI was to install an ERP system that would enable entry, tracking, and shipment of a product within a five-day timeframe, and would provide quick visibility for identifying a product that appeared to exceed the five-day standard.

Getting business specific.

When representatives from every functional department at CMI began reviewing other ERP products, the overwhelming majority voted for Infor™ ERP SyteLine. "We chose Infor by a landslide because of its robust functionality, ease of use, and technological stability, flexibility, and scalability—by far the best," says Turgeon. "More than 80 percent of our orders are received via EDI, and SyteLine's advanced pricing matrices allow us to post the vast majority of these orders automatically. Combined with the scanning solution we developed in-house to assist the data collection module and enable scanning at the source, this streamlined version greatly reduces the number of manual entries needed. And other users can continue working on the system while we perform runs using APS mode in SyteLine throughout the day." Copley Consulting Group, an Infor business partner, was an essential participant in CMI's implementation of SyteLine.

facts at a glance:

> company .... Colonial Mills, Inc.
> solution .... Infor ERP
> product .... SyteLine
> platform .... Microsoft Windows® Server
> database .... Microsoft SQL Server™
> industry .... Manufacturing & Distribution
> revenue .... US $12 Million
> employees 120
> country .... USA

Seeing results.

After Infor ERP SyteLine was implemented within a reasonable time and all users were following established procedures, CMI began seeing immediate operational improvements. Notes Turgeon, "The two most important measurements determining the health of our business are the on-time delivery percentage, and the number of days from the time an order comes in until the time it ships out the door.

"Before SyteLine, life was a nightmare. We were constantly rebooting servers, and we had no visibility into the manufacturing process. The bill of materials that needed to be in the system to provide visibility required too much time to enter, and that process was error-prone. Our numbers showed 81 percent on-time delivery, and 7.5 days to shipment."

After implementing Infor ERP SyteLine, Turgeon asserts that the process became smooth and efficient. "Now we can view all details within the manufacturing process— the gross profit per customer and gross profit per item. We can also run the financial reports at any point during the month to check our status against budgets, alerting us to potential problems so we can react in time. The company quickly achieved 92 percent on-time delivery and only 3.75 days to shipment—a dramatic improvement. Most of our competition quotes delivery of 20 days or longer."

One of the reasons CMI was able to realize process improvements quickly was Infor ERP SyteLine's ease of use. According to Turgeon, "New employees who were not affected by the phenomenon of unlearning our old process were particularly fast in understanding the streamlined process directed by the Infor application. But everyone likes the user interface—the ease in searching for data and the ability to export to Microsoft® Excel® and Word." Turgeon also notes that the new system saves him several hours of work each month. "Previously, I spent four to ten hours a week writing ad hoc queries. Now I need only one to two hours to write queries, allowing me time to spend on strategic activities that are more valuable to the company."

The portable scanning system that CMI also implemented enables the company to speed up job moves between work centers. Turgeon elaborates, "SyteLine gives timely and accurate information so we can prioritize orders. We color-code inventory locations for staging orders by priority, and color-code job tickets by day to provide visibility into due dates. In addition, our investment in scanners and employee meeting time to explain the process paid off in increased productivity."

When asked about the company's ROI, Turgeon responds, "Our improved operational efficiencies using Infor ERP SyteLine save us over $100,000 annually, but our ability to ship products to customers quickly is priceless."

According to Turgeon, even though the rug designs CMI manufactures now are the most complicated in its history, its production rates and other key measurements translate into the highest profitability. "We credit SyteLine and a dedication to lean principles. The application made all the difference in helping us maintain our position as industry leader in on-time shipment and low turnaround time on orders to shipment."

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Doing business better.

CMI continues to search for ways to build on its strengths of customer service, quality, and a focus on understanding its customer needs in order to serve them better. "Our primary customer goal is to establish relationships based on trust and kept promises," says Turgeon." When we quote five days to shipment, everyone is dedicated to meeting that timeframe. Using SyteLine, we are confident we can deliver now and into the future as we work to develop value-added ingredients for our customers."

Copley Consulting Group is a premier business partner for Infor in a product selling and service capacity. Copley has successfully deployed Infor's solution offerings in a variety of companies ranging from start-ups to Fortune 500 enterprises over the past 15 years.

About Infor.

Infor acquires and develops functionally rich software backed by thousands of domain experts and then makes it better through continuous innovation, faster implementation options, global enablement, and flexible buying options. In a few short years, Infor has become one of the largest providers of business software in the world. For additional information, visit www.infor.com.

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