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# BOELTER

COMPANIES

FOR *exceptional* CUSTOMER SERVICE



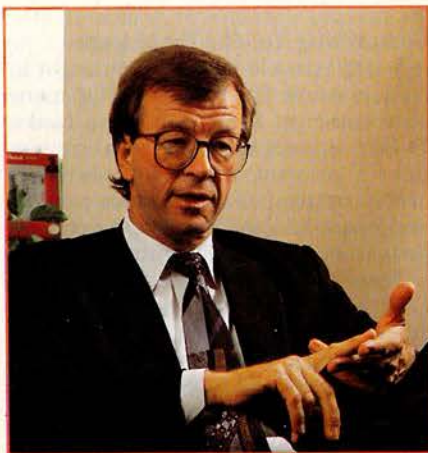
## 1990 DEALER OF THE YEAR

BILL BOELTER (FRONT) EMPOWERS HIS DRIVERS TO GO THE EXTRA MILE.



# D 1990 Dealer of the Year:

## THE BOELTER COMPANIES



***Bill Boelter still builds business by satisfying one customer at a time.***

*By Brian J. Ward and Jan Sellers*

If anyone is looking for a one-sentence summation of the state of the E&S market today, here it is:

The Customer Is Supreme.

The surge from the baby boom is over, and the chain boom is over, too, or at least greatly reduced. Overcapacity is complicating industry life at every level. Basically, if you want to have a boom, you're going to have to make it yourself.

Which is exactly what The Boelter Companies have done. The Milwaukee-based firm has nearly tripled in size over the past decade, despite a struggling Rust-Belt economy, and the firm's growth in the past two years has actually accelerated. It's been a battle of share, and Boelter has taken it from a swarm of broadline and traditional E&S competitors.

Boelter has done it the only way that really works in a buyer's market—by taking the best possible care of the cus-

tomers. First time, every time, and better than anyone else can.

That doesn't sound like an earthshaking insight, but it's a fundamental too often forgotten as the customer gets lost in the blur of "shrewd marketing." Instead of earning bigger margins by selling a higher standard of service, some myopic players have focused only on cutting costs and boosting productivity, employing high-tech tools and financial wizardry.

All of which is just slightly beside the point. The customer doesn't care about your overhead or your productivity. If your improvements don't improve the *customer's* satisfaction, all the bean-counting efficiencies in the world won't matter.

For leading by example, for refusing to back off its stated goal of *exceptional* customer service, and for raising the standards of the industry, the editors of *FE&S* proudly name The Boelter Companies 1990 Dealer of the Year.



**I**mmediately it hits you. At Milwaukee-based The Boelter Companies, the air crackles with an energy not often seen under ordinary management. Employees take pride in their work. They care about it, in equal measure with their concern for co-workers and customers. Everywhere there is an *esprit de corp*, an all-for-one-and-one-for-all beyond anything Robin Hood's merry band ever saw.

It's all part of a new corporate culture that has evolved in two stages over the past decade, a culture that's growing increasingly successful each year.

How successful? In the last three years alone—hardly industry heydays—E&S sales rose by nearly 50%, to \$21.6 million. Disposables, too, took off, pushing total sales to more than \$32.5 million. Even during nearly three-fold internal growth in the past decade, margins also rose.

Not to dwell on the numbers, however. As President and CEO Bill Boelter emphasizes, numbers are not the point. "Take care of the customer, give *exceptional* service," he declares, "and the numbers take care of themselves."

#### Shifting To A Brand New Culture

That simple dictum, it turns out, is now the cornerstone of the Boelter operation. Management has a lock on the numbers, of course, much more so than most E&S dealerships. But the single focus of every employee is to take the best possible care of every single customer, regardless of account size or the profitability of one item over another. It's an old-fashioned idea, recast for the service-driven '90s.

The first phase of the shift began in 1980. "We were understaffed and under fire," recalls Boelter, who then

had been president of the family-style operation for 17 years after receiving his post-graduate management degree.

Volume in 1980 was still rising, edging past \$13 million, but profits were down. Boelter and his father, the late founding chairman F.W. Boelter, were so tied up in hands-on tactics that they had no time to focus on more strategic, long-term planning.

To grow further, and improve work conditions, Boelter would have to change the family-management approach that had worked so well since the firm's opening in 1929.

Gradually, he began moving the firm to a broader, more professional management structure. First priority was a top-notch operations manager. Then a finance officer, and managers for contract sales and supplies.

During the next several years the pieces began to come together. By 1986, profits had brightened and business had outgrown the old downtown facility. The firm relocated to its current pride-and-joy, a 85,000-sq.-ft. building near the interstate on the west side of Milwaukee. To reflect broadening services and independence of specialized departments, F.W. Boelter Co. Inc. became The Boelter Companies.

At that point, Boelter says, the management structure itself was right, but some of the individuals still weren't well matched to their positions.

"I read every book I could get my hands on about business cultures. Especially on service businesses, not patent inventions," he says. "I needed to know what separated the successful firms from the rest."

The key, he learned, was to create the right mix of people, planting "catalyst" personalities that would naturally

promote a cultural change. He began with a new approach to hiring.

"I changed my priorities," Boelter says. "Instead of looking for what people knew—asking what their greatest accomplishment was, all that stuff—I started looking for upbeat attitudes." Such attitudes proved crucial in retaining and attracting sufficient talent during a period of rapid growth.

Since 1987 the staff has grown from 80 employees to its current level of 150, a third of which are sales-related. To reduce layering, middle management has been held to a minimum. Fourteen people report directly to Boelter. Another 10 report directly to Sharon Valentine who, as v.p. of operations and chief financial officer, is Boelter's "strong number two."

#### Committing To The Employees

Several people have been brought in from outside the company, but many have come up from within the ranks. In fact, Boelter makes internal promotions a priority, a widely known fact in the company that motivates employees to put in long hours and extra efforts to become the best they can be.

The fact Boelter has 21 Certified Foodservice Professionals on staff, more than any other dealer in the country, and another eight expecting to be certified soon (*see sidebar*).

"We've taken the gloves off about education," says Boelter. "We'll pay up to \$1,500 per year per employee, even if it's not job-related," he says.

Supporting employee efforts both on and off the job is paying off. Turnover, historically lower than average, is now "virtually nil," Boelter says.

With the well-educated and motivated staff capable of handling all

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*Take exceptional care of customers, and numbers take care of themselves.*

short-term functions in recent years, Boelter is free to look further down the road, to systematically review internal and external workings of the company, beginning with internal.

**Quality Teams Take Hold**

To get the broadest possible management input, Boelter pulled together eight "quality teams" to affect change. Some teams deal with internal functions; others focus on external.

Valentine, v.p. of operations, also serves as internal quality manager. She is helping launch the internal teams, and serving as a coordinator and liaison among them. Overseeing external quality teams is Jean Vermilyea, table-settings product manager and external quality coordinator.

"The idea is to redesign systems to get things right the *first* time," Valentine says. "The quality teams started in April, and about half the company is now on one or more of the teams. Within a year or 18 months, everyone will be involved."

One team focuses on quality measurement tools—ways to identify and rate quality. Another implements and monitors customer feedback tools. A third oversees corrective actions.

Other teams are responsible for human resource development programs, supplier partnershiping, and other aspects of quality improvement.

Riding the crest of "exceptional service," sales territory has spread to the west and south. A contract-only branch has been added recently in Minneapolis, which in its first year added \$1.5 million to Milwaukee's \$7 million-plus contract design tally.

Other recent launches also are taking hold. Interior design is seeing huge



Sharon Valentine, v.p. operations, also serves as CFO and internal quality manager. Currently she devotes most of her time to streamlining systems. John Aiello, formerly head of sales for the foodservice division, is now v.p. of sales for the newly formed industrial products division.





### *Gone is top-down management; broad employee input and empowerment are in.*

growth. An industrial products division, launched January 1, is well on its way to a \$1-million-plus year.

John Aiello, who left his post in the foodservice division to take charge of industrial sales, says the move into an unfamiliar market has been difficult, but he adds the challenge has been rewarding.

"It's a difficult type of sale," he says. The clients—manufacturing companies, hospitals, nursing homes—are huge concerns, and getting the order requires patience, he says. "It takes a while, but the orders are *big*."

#### **A Full Line Of Specialties**

Another growing source of revenue is equipment maintenance. "We do most of our own refrigeration service now," Boelter says. "And with our floor machines, we provide service contracts too, so the whole service aspect is falling into place."

Through all the growth, the product mix hasn't changed dramatically.

Overall, roughly a third of E&S vol-

ume, which excludes paper, is heavy equipment; kitchenware accounts for another 20% to 25%. Contract work represents nearly 40% of E&S business, half of it negotiated.

A healthy walk-in business is growing, too. A 10,000-sq.-ft. walk-in showroom attracts buyers with retail-quality merchandising. One section serves commercial foodservice customers, and another displays industrial products. A third section, recently added, is for domestic retail shoppers, and features a full residential display kitchen.

Also offered is a hospitality basket service, welcome baskets for v.i.p. hotel guests and others. Salespeople in the showroom are thoroughly trained in product knowledge, and again, the focus is on personal care.

"We decided a while back that if we just take exceptional care of the customer, the numbers would follow," says Showroom Manager Dawn Enzenroth, reinforcing the philosophy. "And they have. Showroom business just keeps going up and up."

To keep up with growth, Valentine and other key managers take no chances on the technology. The old System 36 computer system was approaching critical mass with the increased volumes it was handling, so she recently approved installation of a new AS400 system, coupled with personal computers. Steve Jacobs, data processing department head, oversaw the project.

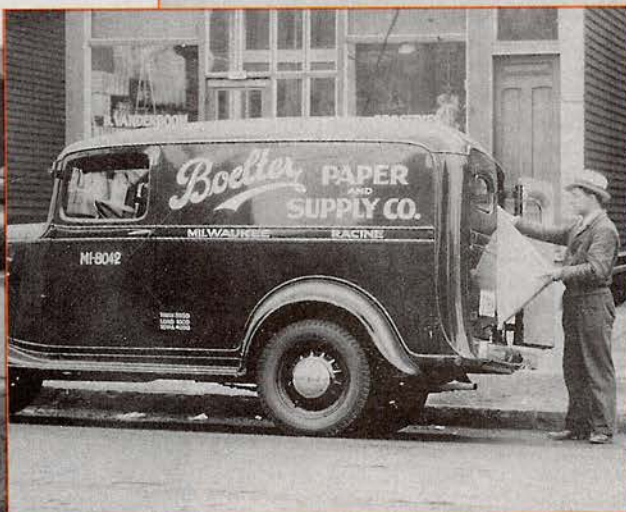
#### **Keeping Pace With Technology**

It's an interactive system, with live input from multiple remotes instead of the traditional batch processing. Purchasing, credit, receiving, all departments get real-time updates. All told, 45 remotes are tied one way or another to the mainframe.

Though Valentine retains duties as chief financial officer, she now spends most of her time with "purchasing, subbing, when to push trucks, a lot of customer-oriented things," she says. An amazing fill-rate of more than 99% on high-priority line items (those accounting for 80% of volume) and



Boelter's new home, acquired in 1986, is an 85,000-sq.-ft. showplace. The full-line dealer has come far since beginning in 1929 as a paper house.





## *Eight quality teams monitor and modify all internal and external systems.*

### THE LEARNING TREE

Paul Brodbeck, the contract sales manager who doubles as the company's CFSP instructor, boasts that his Level I ring rivals the Super Bowl rings of design clients Bart Starr and Bob Long.

That may be more than enough incentive for the Boelter employees who stream into the biweekly classes and morning tutorials he and designer Jon Fischer conduct. There are 21 Certified Foodservice Professionals at Boelter, another eight close to it, more than at any other dealership in the country.

It's grassroots motivation, says Bill Boelter, who credits Brodbeck and Fischer for getting the company involved. Says Brodbeck: "If you wait for the perfect idea, it'll never come. You have to lead by example."

#### Level I:

Bill Boelter  
Paul Brodbeck  
Jon Fischer

#### Level II:

Steven J. Casper  
Steven G. Stern  
Jean Vermilyea  
Kim Woolsey  
Annemarie Zingale

#### Level III:

Richard Garnarcz  
Cynthia Ann Geisert  
Pam Hancox  
Donald J. Johnsen  
Charles K. Johnson  
Larry J. Matel  
Thomas J. McDonald  
Frank J. Nega  
Peter M. Novak  
James Oakley  
Megan R. Scott  
Nancy A. Staples  
Elizabeth Teiken

There's more: Boelter also offers up to \$1,500 a year in educational grants to each employee. The money can be used toward manufacturer schools, seminars, college or high-school degree programs.

—JLS

97.5% for the rest attest to concerted efforts to take care of the customer.

Purchasing Manager Peter Novak has seen his staff grow from four in 1987 to seven today, while inventory has grown from 7,500 line items three years ago to more than 9,000 today.

Increasingly sophisticated management reports help. A sales order status report, which includes estimated shipping dates, keeps salespeople and customers informed. Inside salespeople get an updated report daily, so call-ins get up-to-the minute information. Outside people get their own copy weekly.

Other notable tools include a daily report that selects for items at or below reorder point, and another report that lists only special orders with status. Hunting through huge reports that include too much information now is

a thing of the past.

The special-order report is particularly useful, he says, because more special-order items are being brought into stock. Customers know it, too, and that's another improvement, he says.

"Two years ago we might add an item without telling the customer. He never knew he was getting the service," he says. "Now we'll ask him if he wants us to stock it. That way he sees he's getting special treatment, and he remembers it."

Even with automation and information management, however, Novak says success still comes down to people.

"The improved fill rate is due mainly to the expeditors," he concludes, and to their tenacity in tracking problem orders and staying on top of suppliers, even with daily phone calls if necessary.

Jean Marie Vermilyea, table-settings product manager, reviews orders with John Gisch, marketing manager.





### *Line items have jumped to more than 9,000, and fill rates currently top 99%.*

Once merchandise arrives, Mike Harrer takes over. As warehouse manager and traffic coordinator, Harrer oversees the staff, a 65,000-sq.-ft. warehouse, 9,000 line items plus special-order storage and staging.

The workload has risen dramatically in recent years, he says, pulling out one of several reports he keeps at hand.

#### **Warehouse Activity Doubles**

Look at this," he says, shouting over the din of a passing forklift. "In May of 1987 we received 2,573 line items and picked 15,095. This May it's up to 4,470." Picks also nearly doubled.

"You can't keep hiring people. You have to find better ways to do things," he says. Careful scheduling allows just three dock receivers to take in 15

trucks per day, significantly up from recent years. A zone system speeds stocking without unnecessary legwork.

Deliveries, too, are up 50% while mileage is down, thanks to better routing and increased customer density.

More merchandising is being bought on pallets, too, to speed service and save labor. The labor savings more than offset the extra cost of the pallets.

Perhaps the biggest lump-savings has come from a new narrow Drexel forklift. Swivel forks allow operation within aisles less than 6-ft. wide, allowing denser storage. By compressing the aisles in one section of the warehouse, Harrer estimates storage area is up by 10,000 sq. ft.

Constructing an addition that large was quoted at \$500,000, he says, so the

\$50,000 forklift was a huge savings, not an expense.

It's all part of an operation that Boelter knows is already one of the best E&S dealerships in the country, but nobody's resting at that. Preparing for the future is a never-ending project, and every employee is reading, looking and listening for new ideas, regardless of where they may turn up.

"Comparing ourselves with others in our industry helps, of course," says Boelter. "But I'd rather compare us with outstanding companies in *any* industry."

Continued growth is virtually assured, but for Boelter it's not an issue.

"This is a service industry. Big is not necessarily better," he says. "If you know the customers better, know their needs, then the rest will come."



Pete Novak, purchasing manager, oversees a staff of six and 9,000 line items. At right, Kelli Bost (l.) and Office Manager Bette Bukvich keep office functions flowing smoothly.







At Boelter, people will tell you that numbers don't matter. Numbers are not top priority. The company's overriding philosophy, de-emphasizing numbers by stressing quality—dollars will follow—has been a rewarding one.

But don't believe it when someone from Boelter says that numbers don't matter. They most certainly do.

It's just that certain kinds of numbers are valued more highly; they're tallied as a matter of pride, not profit. At Boelter, pride is in the number of customer survey cards returned, or the number of points the contract-design department receives in a post-project job rating, or the number of minutes it takes goods to reach the showroom from the warehouse.

#### Details Add Up

Time, for example, is particularly important to Showroom Manager Dawn Enzenroth. If goods are not up from the warehouse within 15 minutes of ordering, she or one of her six staffers hand the customer \$5.

For Paul Brodbeck, contract sales manager, it's a matter of pride that the lowest composite job rating a contract sales specialist has received is 7.2 points out of a possible 9.0. It marks only a .7-point difference from the highest 7.9 rating, a consistency Brodbeck is proud of. He's mindful of another number, too. "The highest score wasn't mine; I came in second."

Sales numbers are obviously monitored, but the company's trio of product-line managers looks beyond them. "The supply division hit a milestone figure last year," comments Don Johnsen, supplies sales manager, "and we didn't even know it until after the fact."

Of course, Johnsen does know the numbers. Computer printouts alert him and fellow product managers to each salesperson's weekly sales; the sheets include category breakdown, vendor identification, and monthly and yearly comparative-sales data. The purchasing department supplies both daily and weekly sales-order status reports, outlining inventory availability and shipping dates, to all salespeople.

#### Management By Results

Knowing—but not managing by—those numbers, has meant steadily rising results. Boelter's E&S sales volume rose 20% last year, to \$21.6 million. The company's growth outstripped that of all but seven of the 1990 Giants.

Equipment sales contributed nearly half of that total, but much of the company's sales strength is in supplies: kitchenware, permanent tableware and janitorials have made up a steady 40% of the company's sales over the past few years. Paper and disposables, which accounted for an additional \$12 million in sales last year, also is a particularly strong growth area.

Weekly reorders of disposables have become a major means of snaring equipment and supplies orders, according to Dick Garncarz, product manager for smallwares, equipment and disposables. But Garncarz tags the company's growth to its internal workings and emphasis on customer service. Markedly low turnover, he says, indicates a more experienced sales and service crew as well. "I believe the message is getting out," he says.

Among those taking that message out on the road are Jean Marie Vermilyea, product line manager for table settings, and Vita Carini, table-setting

specialist. Since Vermilyea took the post a year ago, her campaign of table-setting presentations and operator visits has paid off big: Tabletop installations have tripled. Her explanation is simple: "We're making doing business easier for the customer."

Johnsen, who spends more than half his time on the road with the 22-person sales force, cites the company's lack of bureaucracy as the root of its sales success. "The flexibility to do whatever is necessary to compete is fantastic," he says.

One such move, beefing up inventory with hundreds of new specialty items, had immediate results. "The number of items per order has shot up, and the average order size has grown dramatically."

Now Johnsen is building up the sales force—it's nearly doubled in the past few years—and working for a broader, more balanced product mix among them. "Overall," he adds, "I don't think we have even scratched the surface of what's possible."

#### An All-Star Supporting Cast

In this team-oriented company, however, all share the credit. If sales have improved substantially, it's because of the support outside salespeople receive from other departments, especially the internal sales team. Elizabeth Teiken oversees a crew of nine inside sales reps; each handles four or five route salespeople.

Their jobs were made easier two years ago with the introduction of hand-held order entry. No more 4:50 p.m. phone rush: Outside reps now key in, phone and transmit orders. With that load off their shoulders, inside reps take time to ride along on sales



**Big growth proves  
Boelter's axiom of  
stressing quality  
performance.**

calls. The on-the-road training has boosted the number of promotions from inside to outside sales posts.

Cindy Geisert, an inside sales rep who spent the early part of her 10 years at Boelter selling outside, says the changes in the past few years are nothing short of revolutionary. "When I was outside, there was no inside sales support. We did our paperwork at night," Geisert reports. "Now, the relationship and the communication are unbelievable."

She attributes the openness to the man in the corner office. "At how many companies can you, an employee, walk into the president's office and say, 'I'm mad,' and get a response? With Bill, you do."

**Design's Entrepreneurial Spin**

Paul Brodbeck shakes his head. "There's no mystery about how Bill manages. He lets you know that if you want to manage a department, it's yours for the taking. You just have to earn your spurs. That's how I did it."

Prompted by those entrepreneurial instincts, Brodbeck has spent the last year heading Boelter's contract design division, a three-office operation that recorded sales of \$8.5 million in 1989. Along with supply sales, contract work—responsible for 20% of total company business—is the base for Boelter's growth in the E&S market.

The Milwaukee office, with its staff of 12—including six designers—handles the bulk of the operation, but contract work also is handled in the year-old Plymouth, Minn., operation and Appleton, Wis., distribution center.

The suburban Minneapolis office is a separate company and a story in itself. The entrepreneurial spirit that es-



Contract sales manager/CFSP instructor Paul Brodbeck oversees a 12-person department as well as the work of interior designer Amy Boyce (above). Before embarking on a company-granted, two-year leave-of-absence, Cindy Geisert (r.) passed on some tips to fellow inside sales rep Sandy Silverman.





**BOELTER DEMONSTRATES 'VALUE ADDED' WITH BRICK AND MORTAR**

If The Boelter Companies had slumbered for many years, awaiting a cultural rebirth, then perhaps its potential for expansion also lay dormant. With facilities reaching out in all directions today, however, it seems company roots were nurtured well.

Only three years ago, Boelter's domain was limited to eastern Wisconsin. But business plans established at that time called for expansion to the south and west, increased branching and possible acquisitions.

Faithful to plan, the territory spread to the west and south, and now includes all of Wisconsin, with increasing presence in northern Illinois. Locations include a new showroom and redistribution center in Appleton, the product of both acquisition and construction; a sales force in Madison; and farthest from home, a contract-design division in suburban Minneapolis.

The move to the fiercely competitive Minneapolis market in 1989 came only after lengthy deliberation, Bill Boelter says. A host of broadline and traditional competition already dominated the high-turn, replacement and supplies business.

"You'd be insane to go up there full-line, with paper and everything," Boelter says, his eyes widening at the thought. "But the specialty niche approach was relatively low-cost,



**Boelter's new Fox Cities showroom and redistribution center replaces an outdated unit in Green Bay.**

and it appeared to have good chances for success."

Besides contract strength, Boelter had another advantage. "Bob Jahnke, our vice president of contract sales, knew the Minneapolis area well," he says. "Plus, he's an entrepreneurial type, and functions well that way."

Jahnke's staff includes two contract designers, an interior designer, one CAD opera-

tor and two in administrative support.

The Boelter emphasis on contract work is not lost on the new branch, whose talent includes Norb Thibodeau and CAD operator Mike Dorman. Jim Oakley, former v.p.-sales for Northwest Supply, came along when



**Bob Jahnke runs the Minnesota contract division.**

Boelter acquired the firm last year. Oakley has significant management responsibilities, including expansion of the Fox Cities contract-sales department.

The sales territory radiates from Appleton, one of the booming Fox Cities, to most of central Wisconsin. It reaches south to the edges of the Milwaukee and Madison territories, and northwest to Stevens Point and Wausau, and west to the edge of the Minnesota and Madison branch territories.

Appleton effectively replaced the former operation in Green Bay, whose local economy couldn't match the Fox Cities' rapid growth profile. Even then, the investment to match Milwaukee's standard of facilities and service was made from a long-term perspective.

"We spent \$750,000 to establish Appleton," Boelter says. "That didn't make any sense dollar-wise, but it allowed us to become a part of the community, and therefore differentiate ourselves from the food houses."

Boelter seems hesitant to plunge headlong into new regions, not so much because of the cost but because, he says, "We want to improve our quality of service before we expand our territory."

Profits must also meet company standards. "The further we go from Milwaukee, the lower the margins," Boelter notes. "Customers in rural areas don't perceive what we are, what we're worth, compared to customers in Milwaukee."

The value-added concept is best demonstrated by brick and mortar—housing people and product locally—and not a far-flung warehouse pictured in the company catalog. It calls for commitment. "You have to invest in a local identity, and become part of the community," Boelter emphasizes.

—Greg Richards

**Buttons ask, 'Why Should I Buy From Boelter?' The answer: 'We care about you.'**

established it runs deep in Boelter's design department, a trait personified by self-described maverick and former ginseng farmer Bob Jahnke. The 36-year industry veteran heads the five-person office there.

Jahnke had joined Boelter as vice president, contract design, in 1986, when annual design volume hovered at the \$3 million level. Staffing up, installing CAD, and drawing on favors earned from his two decades at the original S.J. Casper Co. put the department's volume on an upward trend.

When the decision was made to open a separate, contract-design company in the hot—and competitive—Minneapolis market, he jumped at it.

"The only way to grow design sales was to move into another area," says Jahnke. "And we had more than our share of the amount of work available in Milwaukee."

The Milwaukee-area market is tight, agrees Brodbeck. However, chain work for two longtime clients has held firm, and contributes more than \$1 million of business annually. Business and industry projects, particularly renovations like the one at the Johnson Wax

**Don Johnsen, supplies sales manager, heads an expanding sales force.**





### *More than two-thirds of customers began as clients in the design department.*

building, form a healthy base for the division's two institutional specialists. Overall, the division handled more than 100 jobs last year.

The Minneapolis area is also tight, owing at least as much to the wealth of competition as to a slow economy. Jahnke reels off a list of eight firms, including Sysco and Rykoff-Sexton branches, his company goes up against on every bid. And bid they do; the private sector is slow, but there's healthy activity in schools, hospitals and B&I operations.

Both Boelter design offices maintain modem links, backing up one another on projects, and sending designs between four CAD stations. New to the network is the Appleton office, which just installed its first CAD station.

Strong demand from Minnesota clients prompted the recent addition of interior designer Charles Conrath to that office. Likewise, Milwaukee's three-year-old interiors department may be primed for growth. In 1989, it handled 10 projects; this year looks even more promising.

#### **Interior Motives**

The one-woman department of Amy Boyce, ISID, is currently handling eight jobs, including Milwaukee's Performing Arts Center, two truckstops, and a country club.

When Boyce came aboard last November, her first jobs were in-house: re-designing and enlarging the accounting and purchasing departments, and creating a meeting facility. She

also handled design for the Appleton complex. Now things are so busy, she's setting up office space for a second interior designer.

The entire contract-design division plays a crucial role in pulling in new E&S customers, says Brodbeck. Appropriately, he takes the long view of the department's purpose. "About 80% of the company's customers started out as engineering clients," he says. "This department is not meant solely to be a profit center, but to create a long-term customer for the company."

#### **READER INTEREST REVIEW**

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Dawn Enzenroth (l.) and Vita Carini oversee the 10,000-sq.-ft. retail showroom and "Kitchen Galerie." Product line manager Dick Garnarz also heads a quality team.

