



Goal:

After experiencing phenomenal growth as a Cincom customer for nine years, Trane decided to accelerate its success by upgrading with a new CONTROL implementation.

Challenge:

Implement a new system to keep up with the current manufacturing demands as well as the growth anticipated throughout Trane's 15 North American plants.

Solution:

Convert its Cincom CONTROL installations to the Oracle relational database, and eventually use the same Cincom software on HP servers.

Key Results:

- Threefold increase in inventory turns.
- Manufacturing volume has more than doubled.
- Significant improvement in batch run times.
- Dramatic increase in uptime.

Profile in Success: **The Trane Company**

Doubling the Number of Plants on CONTROL™



Situation

In 1987, the first Trane Company plants went live with Cincom's CONTROL, and began a journey that has enabled the company to double its manufacturing volume and increase its inventory turns by threefold. By the end of 1998, 15 plants within this giant international heating, ventilating and air-conditioning producer were using CONTROL on a relational database, as the company continued to successfully re-engineer its business processes.

Ten Years of Cost Savings and Growth

For the Trane Company, one of the world's largest heating, ventilating and air-conditioning (HVAC) producers, partnership with Cincom began in the 1980s when the company decided to replace its homegrown MRP II systems.

"We originally went with Cincom in 1987," said Tom Heffernan, vice president and controller of Trane's eight-plant North American Commercial Group (NACG). Since the move to Cincom, Heffernan said that La Crosse, Wisconsin-based Trane NACG has more than doubled its manufacturing volume, and "our inventory turns have increased over threefold."

"Through that whole process," added Dick Pearse, business systems manager of Trane's 1,800-employee La Crosse manufacturing operation, "we found that the biggest benefit was [that] the cost structure associated with maintaining the old batch system disappeared. We became an online system versus a batch system," the 24-year Trane veteran said, "and we re-engineered a lot of our business processes."

Trane's manufacturing volume doubled, and its inventory turns tripled, during 10 years on Cincom's CONTROL.

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World Headquarters • Cincinnati, OH USA • US 1-800-2CINCOM
Fax 1-513-612-2000 • International 1-513-612-2769
E-mail info@cincom.com • <http://www.cincom.com>



Cincom "Fits Well with Our Type of Business"

By 1996, after nine years with Cincom, Trane NACG managers decided to continue the journey by converting their Cincom CONTROL installations to the popular Oracle relational database. By the end of 1998, Trane officials in North America had 15 Trane plants – in both Trane NACG and the Tyler, Texas-based Unitary Products Group division – using the same Cincom software on HP servers.

"I think Cincom has been a good partner," said Heffernan, a 27-year Trane employee. "It's one piece of our whole business system, and it fits in very well with our type of business – the configure-to-order, engineer-to-order type business," he said.

"Cincom really knows their customers. They (Cincom) get involved with their business and learn what that customer needs."

– Karol Wolf, Systems Analyst, The Trane Company, Tyler, Texas

In Waco, Texas, Trane database administrator Richard Rutherford has worked with CONTROL for six years. "Cincom provided us with all the tools and everything we needed to make this happen," Rutherford said. "If you have the resources of Cincom behind you, the conversion is not as difficult as it would be if you had to do it by yourself," he said.

In La Crosse, Gary Vegel and Renee Bogie oversaw many of the implementation details both before and after the new Cincom system was implemented.

"We've noticed a vast improvement in batch run times," said Vegel, the business system administrator in charge of the CONTROL start-up in La Crosse. "Our uptime increased dramatically since we've implemented," he said.

Bogie, a materials operations specialist at La Crosse, liked the step-by-step approach that Cincom and Trane used to educate end-users. This training started with instructions on how to use the Windows graphical user interface. Next, Trane employees were taught the differences between the old and new Cincom systems. Then, one month after implementation, end-users were taught shortcuts to make their jobs easier.

"What really sets Cincom apart from all these other software manufacturers is that they're willing to take you on a journey, versus telling you to hire a consultant to do the same," Dick Pearse said. For Trane and for Cincom, both the journey and the destination have paid real dividends.