



When O’Neal began the process of designating its various district operations as distribution or manufacturing facilities about a year and a half ago, the company had one main purpose in mind: providing customers with even greater value. By allowing specific facilities to focus on either (a) distribution (and first-stage processing) or (b) complex manufacturing primarily for Original Equipment Manufacturers (OEMs), O’Neal has brought enhanced focus to its systems and operations. This has led to more efficiency, greater accuracy, faster response, and an overall higher level of customer service – and value – that puts O’Neal at the forefront of metals service centers.

IT’S ALL ABOUT VALUE



Throughout its existence, O’Neal has adopted the practice of continuously expanding its products and processing capabilities according to demand and/or market potential. And that worked well for a long

time. This enabled the company to keep pace with customers’ changing needs, and offered them a one-stop resource for virtually everything from a simple shipment of carbon plate to complex machined parts to welded sub-assemblies.

It also did something else. It created two distinctly different lines of business: distribution and manufacturing. In most cases, these lines of business existed in the same location, under the same roof, utilizing much of the same equipment, the same inventory, and even many of the same people, including sales, administrative, and warehouse personnel. Yet the jobs they did, and the customers they served, were very different.

In some ways, operating in that fashion offered many efficiencies. And indeed, through extensive planning and

by applying Lean principles and best practices wherever possible, some savings were achieved. But it was an uphill battle as customers’ needs continued to evolve more and more, and as opportunities to grow both the distribution and the manufacturing sides of the business presented themselves. It became apparent that O’Neal could operate even more efficiently – and service its customers even better – by dedicating specific facilities to one type of business or the other. O’Neal had previously expanded the definition of a metals service center; and this was the time to refine it.

In total, O’Neal still provides all the products and services – if not more – that it did before. But now, instead of each and every district trying to be all things to all customers,

there’s a functional division among facilities that clarifies who does what; and it paves the way for each individual operation to focus on what it does best, and excel at it. All of which adds up to an even higher level of customer service, problem solving ability, and value.

The best way to think of this division of functions might be to consider O’Neal’s roots.

continued on page 6



By re-focusing 22 O’Neal districts on distribution, the company has returned to – and strengthened – its core business among transactional customers, whose main concern is getting the quality products they need, whenever and wherever they need them.



The company introduced the metals service center concept to the Southeast, serving as a distributor of metals products to a variety of customers who didn't need, and couldn't afford to pay for, the high-volume requirements set by the mills. Gradually, processing capabilities were introduced as value-added services; and those more advanced capabilities have played a key role in opening the door to a broader, more diverse customer base. So on one hand, by re-focusing certain districts on distribution and first-stage processing, the company has returned to – and strengthened – its core business among transactional customers, whose main concern is getting the quality products they need, whenever and wherever they need them. At the same time, certain other facilities have become part of a newly created division called O'Neal Manufacturing Services, which is fully dedicated to complex, multi-stage processing and manufacturing, and serves a group of customers with very specific and intricate needs.

The O'Neal Steel districts dedicated to distribution and first-stage processing are now led by Executive Vice President **Norm Browning**, working closely with Vice President of Sales

& Marketing **Jeff Simons** and Vice President of Purchasing & Inventory Management **Tom Ballou**, as well as six regional managers: **Gary Gray**, South; **Jeff Robertson**, Midwest; **Jerry Roberts**, Gulf Coast; **Steve Coulter**, Southwest; **Bobby Jackson**, Mid-Atlantic; and **John Simons**, Northeast. As Norm emphasized, these 22 strategically located O'Neal districts (see map on back cover) that are now dedicated to distribution are committed to providing customers with fast, accurate, dependable service. "Many of those customers have planned, high-volume demands for pattern-size or custom-size stock, while others have very immediate needs for smaller quantities of stock or cut parts. But whatever the case, we're now set up in such a way that we can be fully focused on handling transactional functions and providing the optimal supply chain solutions that represent real value to our customers and help streamline their operations – whether they're fully integrated manufacturers, fabricators, machine shops, job shops, or even smaller service centers. We can actually provide next-day delivery to two-thirds of the United States."

Heading up O'Neal Manufacturing Services is Executive Vice President **Steve McCracken**, along with Vice President

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of Sales & Marketing **Gerald Brockman** and Vice President of Operations **Jay Satterfield**. They oversee 10 dedicated manufacturing facilities (see map on back cover) that produce a wide array of complex components for applications such as heavy industrial machinery, elevators, agricultural and mining equipment, engine mounts, and power-generation equipment. Many of the division's customers originally purchased stock metal from O'Neal, followed by first-stage processed products, and then gradually developed a need for more manufacturing assistance. "The organizational and operational aspects of the manufacturing division are very unique," said Steve. "The planning, problem-solving, testing, prototyping, and quality assurance that go into every part are extensive and can be extremely technical. As part of our manufacturing services, we provide value engineering expertise and other

cost-control assistance. And, as an extension of our customers' manufacturing operations, it is essential that we manage our capacity and inventories to support their production schedules. Above all, our people have the expertise and proven ability to listen and learn, understand our OEM customers' manufacturing challenges, and then help them solve problems and achieve goals."

As stated earlier, O'Neal's move to re-dedicate specific districts to distribution, while also stepping up to fulfill customers' needs in full-scale manufacturing, represents a new day among metals service centers. The company is taking efficiency and customer service to a whole new level. It's helping an increasingly broad spectrum of customers streamline their own operations. And it's bringing extra value to each and every customer O'Neal serves. 🌟

O'Neal Manufacturing Services consists of 10 strategically located North American facilities fully dedicated to complex, multi-stage processing and manufacturing, and primarily serves OEM customers with very specific and intricate needs.

