



RED WING
SHOES®

CASE STUDY

COMMERCIAL METALS COMPANY

MIDWEST AREA REGION



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—JAY LAYTON
Midwest Area Region
Safety Coordinator

Founded in 1915, Commercial Metals Company (CMC) is a steel and metal manufacturer headquartered in Irving, Texas. More than 11,500 employees work at CMC mills, fabrication plants and recycling facilities in 29 US states and Poland.

CHALLENGE

Upon being appointed Safety Coordinator for CMC's newly created Midwest Area region, which includes five existing rebar manufacturing locations in Illinois and Missouri, Jay Layton saw an opportunity to address a lack of consistency in how safety footwear was being specified and purchased.

At his previous role at another location, Layton noticed that many facilities had their own set of safety protocols and requirements for their work boots, making program administration labor-intensive and generally inefficient, especially across multiple locations. Workers were also given a modest dollar allowance for buying their safety footwear, encouraging many to invest in lower-quality, lower-priced boots that rapidly failed and needed replacement several times per year.

Around the time Layton took on his new role, several acquisitions introduced new cultures and new teams working together, driving a need for company-wide consistency. “There was lots of change happening across the company, and part of any sound change management strategy is to keep safety as standardized and optimized as possible,” Layton said. “It was the perfect time to take a closer look at building consistency into our safety footwear program.”

Layton sought a cost-effective program that offered comfortable and rugged footwear that workers would be excited to wear. The ideal program would also be easy to replicate across all CMC locations.

SOLUTION

Layton and his team ultimately chose Red Wing for Business as the exclusive safety footwear partner for the Midwest Region facilities he oversees. He says he chose Red Wing primarily for the program's product selection, quality reputation and many retail stores that are within an easy driving distance from the facilities. Going exclusively through Red Wing for Business allowed Layton to increase the safety footwear stipend for the region, due to the projected cost savings realized from replacing employees' work boots less often.

"We replace footwear on an as-needed basis, and I advocated increasing their allowance to encourage our employees to invest in the quality footwear needed to stay safe and productive," Layton said. ***"Plus, there is a bit of administrative time that goes into each boot replacement, so the longer a boot lasts, the more my team can focus on other work and the more productive our crews can be. When you look at it this way, higher-quality boots actually end up costing less in the long run."***

Layton's team takes advantage of the program's secure digital voucher feature that replaces paper vouchers. Each digital voucher includes a scannable QR code that includes all data and specifications needed for an employee to make a purchase. Since safety footwear replacement is based on necessity instead of a certain amount of time passing, Layton decided to make his digital vouchers expire after one month to encourage employees to replace their work boots as soon as possible. "I was sold on the digital vouchers right away, because they can't get lost or damaged like the paper vouchers we were printing out in the past," Layton said. "Digital vouchers also make it far more efficient to manage each employee's footwear status, including the 30-day expirations. And we love that updates happen in real-time."

BENEFITS

One year into the Red Wing for Business program, Layton has seen major progress in how efficiently and consistently work boots are being issued to employees across CMC's Midwest Area region.

"The boots are lasting noticeably longer than the other brands we've used in the past, which is reducing the related administrative duties for my team," he said. "The stores also know exactly what our employees need for specifications, and our employees appreciate the personalized service they receive to find the right boots and fit. Equally important, our people seem proud to be working in Red Wing boots. It's like a fashion show whenever somebody gets a new pair."

Layton says the Red Wing for Business program will be easy for other locations and regions within the company to adopt, due to the fact that CMC is set up as a corporate account. "Purchases from all Red Wing stores are already set up to go through one cost center in a totally automated process, so any location could be up and running in no time. I strongly encouraged everyone across CMC to take a closer look at this program — or any company with crews in the field, for that matter."

THE SAFETY PROGRAM THAT FITS YOU AND YOUR CREW

Red Wing for Business can help you maximize crew safety and minimize your workload with best-in-class digital solutions that deliver fast, accurate, at-a-glance visibility over employee eligibility, compliance, voucher redemption, invoicing and tracking — all at your fingertips.

Convenience and choice from the largest distribution network — Your employees can redeem their secure digital

vouchers for the safety footwear they need — anywhere, anytime — at 1,200 retail locations, 170+ mobile stores and 24/7 online ordering — to help keep them safe, comfortable and productive on the job.



IN-STORE



ON-SITE



ONLINE



RED WING FOR BUSINESS

Learn more about all the ways Red Wing for Business can provide head-to-toe PPE for you and your crew, visit redwingsafety.com.