

The *Easier to Sell* Index for Manufacturers

Manufacturers have built the data, the systems, and the teams behind genuinely complex products. The hard part is getting sales, the channel, and the customer to the same answer. We named that distance the Sales Gap, and this is who's closing it.

135

MANUFACTURERS
in the published index

8

CORE VERTICALS
each with its own playbook

10

QUESTIONS
one ruler for every site

EXECUTIVE SUMMARY

The Sales Gap, *in One Page.*

Manufacturers hold deep product truth: catalogs, spec, configuration rules, and the people who know them cold. The Sales Gap is the distance between that asset and a digital experience that guides a seller, a dealer, or a customer to a confident solution. Across the 135 sites in this index, here is where the market stands.

35 _{/100} THE TYPICAL SITE'S SCORE the middle of the market, on a 0 to 100 ruler	14% ARE ACTIVELY SELLING guidance, configuration, and handoff working together	64% GIVE NO PRICE SIGNAL no MSRP, no range, no "from \$X" anywhere	1 of 135 HAS AI ON ITS CATALOG the most visible open space in the market
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WHAT THE AUDIT SAYS

- **The data is built.** Catalogs, spec libraries, and configuration knowledge are deep across the cohort. The asset every manufacturer needs to sell digitally already exists.
- **The selling layer is not.** Most sites leave the seller, the dealer, and the customer to find the answer alone. Handoffs arrive blank; configurators dead-end before a quote.
- **The frontier is empty.** Exactly one site grounds an AI assistant in its own catalog. Whoever ships next owns the most visible open space in the market.

THE TOP FIVE, AND WHAT SETS THEM APART

01	ClosetMaid CABINETS & CLOSETS A design tool, guided finders, combinable filtering, and the cohort's only grounded AI assistant – the most complete selling experience in the index.	75 _{/100}
02	Allegion · Schlage DOORS & WINDOWS Two configurators in the primary nav, a price on every variant, and a guided finder – a full selling flow on a hardware site.	70 _{/100}
03	American Standard Brands PLUMBING, KITCHEN & BATH Priced variants plus a Room Planner, so the homeowner, the designer, and the showroom work from one configured space.	70 _{/100}
04	Galls UNIFORMS & PPE Runs the uniform program online: a customizer, saved emblems and sizes, and a configured order routed to an agency rep.	70 _{/100}
05	Herman Miller CONTRACT FURNITURE A 3D configurator with live pricing on a full Revit/CAD library – trade tooling opened to every visitor, shareable with the dealer.	70 _{/100}

One leader per vertical. Sub-Zero, Wayne Dalton, and Yale Commercial also scored 70; the full ranking is in the back of this report.

FOREWORD

What We're *Seeing*.

Manufacturers have done the hard part. The product data is deep, the systems behind it are real, and the people who hold it together know the catalog cold. Complex, configurable products get specified, built, and delivered every day on that foundation. Across the 135 sites in this index, that work shows, and it deserves credit.

The job that remains is alignment. A configurable sale runs through a seller, a channel partner, sometimes a pro, and an end customer, and all of them have to land on the same answer. The stakes are high: a wrong configuration is a remake, a missed delivery, an unhappy customer. Most websites still leave each person in that chain to find the answer alone. We named that distance the Sales Gap: the space between the product truth a manufacturer already owns and a digital experience that guides a seller, a dealer, or a customer to a confident solution. Of 135 sites, exactly one runs an AI assistant grounded in its own catalog. The frontier is empty.

A handful of manufacturers are closing the gap. We ran this research because we work in this category and could not find a comparable benchmark. The point isn't to grade the cohort. It's to name the gap and show who is closing it.

**Marc Uible**

GM, SALES AND MARKETING · THREEKIT

CONTENTS

What's in This *Report.*

01	Executive Summary	the index in one page
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HOW WE SCORE

Ten Questions, *Three Numbers*.

Every site is scored on the same 10 questions, each a 0, 5, or 10. Five build the Channel Enablement Score (0 to 50): how well the site arms the people who sell – reps, dealers, distributors, designers. Five build the Buyer Assist Score (0 to 50): how well it guides a visitor to a confident answer. Together they make the composite (0 to 100). Nothing else feeds the number.

CHANNEL ENABLEMENT • Q1 - Q5

- 01 Spec-grade content (BIM, CAD, Revit, submittals)
- 02 Bundles, kits, or project templates in the nav
- 03 Pricing guidance the channel can use (MSRP, ranges, "from \$X")
- 04 Save, share, and resume across sessions
- 05 A lead handoff that carries configuration, intent, and budget

BUYER ASSIST • Q6 - Q10

- 06 Multi-attribute, combinable catalog filtering
- 07 Search that understands a natural-language question
- 08 A guided selling flow, quiz, or recommender
- 09 A visual configurator (2D or 3D, multi-attribute)
- 10 A grounded AI assistant trained on the catalog

HOW TO READ THE SCORES

0 means the capability is absent. 5 means a limited version exists. 10 means it works the way a modern seller or specifier expects. This is a snapshot of the public web in a single audit window, not a measure of any team's effort or skill. Plenty of strong teams sit mid-table because the roadmap hasn't reached this layer yet.

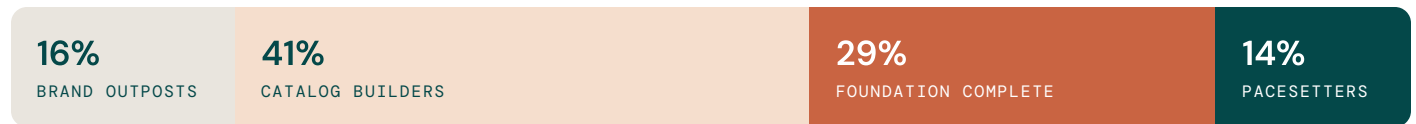
**CHANNEL + BUYER
= COMPOSITE**

0 TO 100

STATE OF THE MARKET

Where 135 Sites *Land Today.*

Every audited site falls somewhere on this line. Most of the market has built the catalog and stopped; about three in ten have the expensive pieces waiting to be wired together; a small group is actively selling.



Brand Outposts

16% OF SITES · SCORE 0 - 19

What they're doing: A corporate site: brand story, locations, investor pages, a contact form.

What's missing: There is no path for a seller, a dealer, or a customer to act. Every sale starts from a cold conversation.

Catalog Builders

41% OF SITES · SCORE 20 - 39

What they're doing: The catalog is online: product pages, spec PDFs, basic filtering, a dealer locator. The largest group in the market.

What's missing: Research starts on the site, but the selling still happens entirely offline. Leads arrive as blank forms.

Foundation Complete

29% OF SITES · SCORE 40 - 59

What they're doing: Deep spec content, real filtering, often a configurator or a guided flow. The expensive pieces exist.

What's missing: The pieces aren't wired together into a guided path, so the work doesn't reach the seller or the quote.

Pacesetters

14% OF SITES · SCORE 60 - 100

What they're doing: Configuration, guidance, and a handoff that carries context, working together as one selling flow.

What's missing: Even here, almost none have grounded AI on their catalog. The top of the market is still wide open.

No site crossed 75 this year. The space above the leaders is the most interesting territory in the market.

KEY STATS

What 135 Audits *Show.*

The cohort averages 20.2 of 50 on arming its channel and 14.2 on guiding the sale. That 6-point split is the Sales Gap, and it runs under every number here.

79%

HAVE CATALOG FILTERING

The catalog is built.

Filtering and spec content are largely solved across the cohort. The selling experience on top of them is not. That split is the Sales Gap in one line.

27%

PRICE THE FULL CATALOG

Most sites give no price indicators at all.

Two-thirds of the cohort offer no signal of any kind: no MSRP, no range, no "from \$X." Some guidance, even a range, is one of the most common traits of the leaders.

19%

HAVE A REAL CONFIGURATOR

A configurator only counts when it's wired in.

Just under half the cohort has some configurator; far fewer route the result to a quote, a dealer, or a rep. The tool matters less than the wiring.

42%

OFFER SAVE AND SHARE

Save and share serves the seller too.

A saved build is what the dealer sees when the lead routes. Almost no site offers a true project room yet.

1 of 135

RUNS GROUNDED AI

Grounded AI is wide open.

Fourteen sites run something AI-shaped; exactly one grounds it in its catalog. On spec content this deep, an assistant is a feature release, not a rebuild.

2.5×

SPREAD IN VERTICAL MEDIANS

Readiness varies more by industry than by company.

Median scores run from 50 in contract furniture to 20 in medical and dental. The vertical deep dives are the heart of this report.

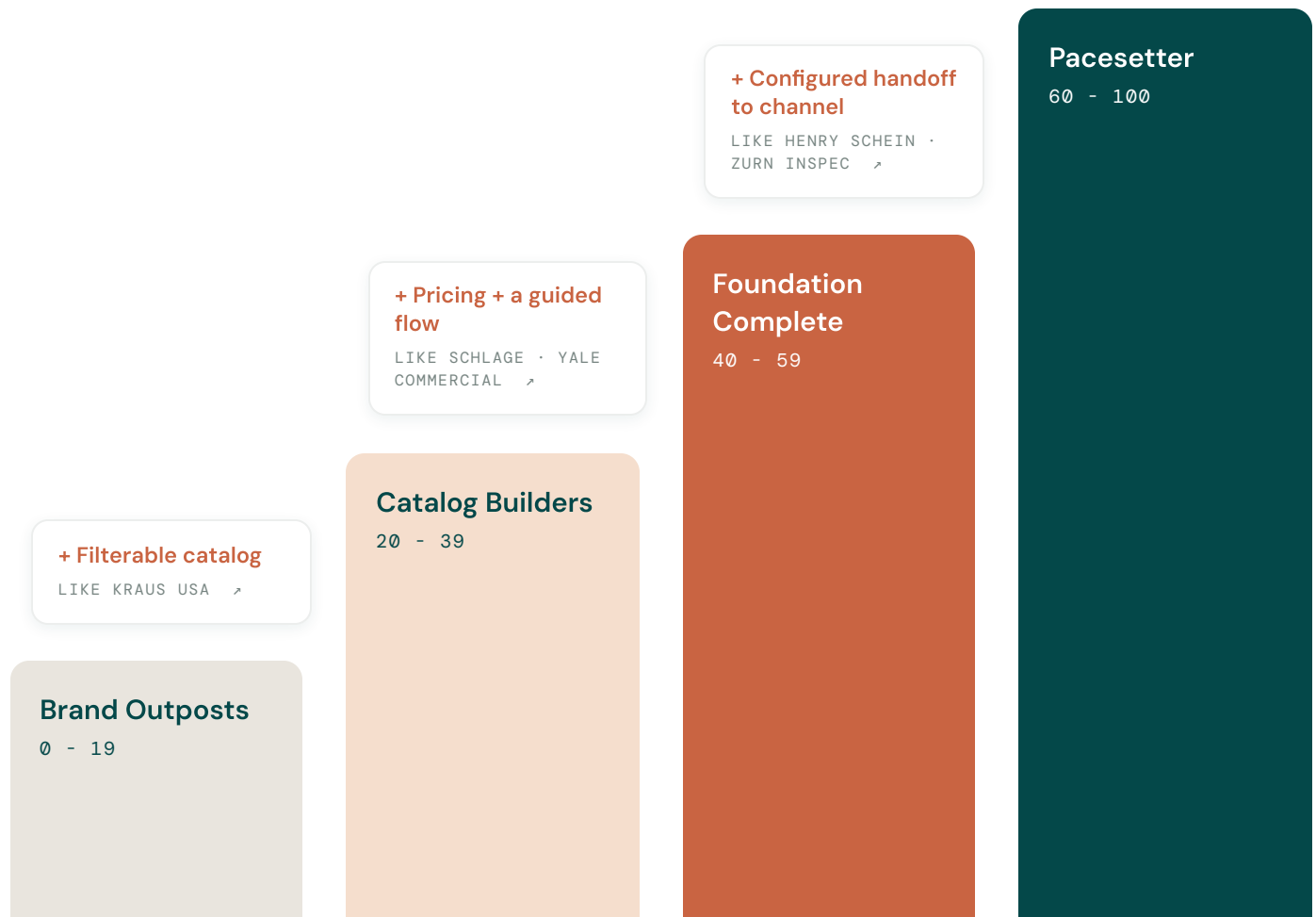
35 / 100 median composite score**75** highest score (ClosetMaid)

FIND YOUR BAND • THE CLIMB

The Cheapest Single Move From One Band to *the Next*

Score your own site on the 10 questions, find your band, and climb one step at a time. Each riser shows the move that, in this cohort's data, most reliably lifts a site to the next band, plus a manufacturer that shows it done well. The top step opens onto the one capability no site has claimed yet.

↑ STILL UNCLAIMED:
GROUNDED AI ASSISTANT



FIND YOUR BAND • IF YOU'RE HERE

What Your Band Already Does Well, and What to *Focus On Next*

These are typical profiles for each band, not a verdict on any one site. The dots are what sites like yours usually have in place. The plus marks are the moves that tend to come next, each with a cohort brand that has shown it done well.

If You're a Catalog Builder

COMPOSITE 20 - 39 • 41% OF THE COHORT • THE LARGEST BAND

WHAT YOU LIKELY ALREADY DO WELL

- A spec library and product PDFs
- Basic catalog filtering on the PLP (product listing page)
- Collection or category pages
- A dealer locator for handoff

WHERE SITES LIKE YOURS FOCUS NEXT

- + **Show pricing guidance.** MSRP, a range, or "from \$X" is the single biggest mover in the data. LIKE SCHLAGE, JAYCO
- + **Add a guided flow.** A "help me choose" quiz or recommender. LIKE YALE COMMERCIAL'S SMART STUDIO
- + **Add a visual configurator.** A 2D or 3D build, even a simple one. LIKE AMERICAN STANDARD'S ROOM PLANNER

If You're Foundation Complete

COMPOSITE 40 - 59 • 29% OF THE COHORT • CLOSEST TO

THE TOP BAND

WHAT YOU LIKELY ALREADY DO WELL

- Visible pricing of some kind
- A spec, BIM, or CAD library
- A configurator or guided flow, often both
- Combinable or near-combinable filtering

WHERE SITES LIKE YOURS FOCUS NEXT

- + **Carry configuration into the handoff.** Route a configured draft quote to the rep, not a blank form. LIKE HENRY SCHEIN, ZURN INSPEC
- + **Add save, share, resume.** A project that survives a session and a colleague. LIKE ZURN'S INSPEC
- + **Ground an AI assistant in the catalog.** No site in the cohort has done it yet.

Foundation Complete sites already match Pacesetters on spec depth. What usually separates the bands is the wiring: a guided path to a configured, routed handoff.

If You're a Pacesetter

COMPOSITE 60 - 100 · 14% OF THE COHORT · THIS YEAR'S LEADERS

WHAT YOU LIKELY ALREADY DO WELL

- Both layers active at once
- Visible pricing and real filtering
- A configurator or strong bundle nav
- A handoff that carries context

WHERE SITES LIKE YOURS FOCUS NEXT

- + **Ground an AI assistant in the catalog.** Nearly every Pacesetter scores 0 or 5 here. The one capability that redefines the top of the band.
- + **Deepen save, share, resume** into a true cross-session project room shared with the channel and the end customer.

ONE MORE CUT

Which Way Do *You Lean?*

Your band says how far along you are. Your posture says which side you have invested in. Subtract your Buyer Assist Score from your Channel Enablement Score. More than 5 points of Channel means you lean Channel-side. More than 5 points of Buyer means you lean Buyer-side. Within 5 points, you are Balanced. Each lean points to a different next move.

CHANNEL > BUYER

Built for the people who close.

You've built for the people who actually close deals. The next move is helping the visitor get to a confident answer before they reach the dealer. A guided flow on the homepage and a grounded AI assistant on the existing spec content are the two highest-impact adds. The pull-through math is in your favor.

BUYER > CHANNEL

Built for the visitor.

You've built a strong commerce experience. The next move is arming the dealer or specifier with the same digital quality. A persistent project room (like inSpec), submittal export, and a lead handoff that carries configuration forward are the unlocks.

BALANCED (WITHIN 5 PTS)

Two stories under one number.

Balanced at a high composite score means you're a Pacesetter, and the remaining move is almost always the same: a grounded AI layer. Balanced at a low composite score means both sides are still being built, and the framework names which question to invest in next, wherever you start.

THE EIGHT VERTICALS

Eight Industries, *Eight Playbooks.*

The framework is one ruler, but every industry plays a different game. The pages that follow are a deep dive into each of the eight core verticals: the report card, the leader, and the specific moves that win. Start with the one that is yours.

#	VERTICAL	LEADER	TOP SCORE	MEDIAN	SITES
01	Contract Furniture	Herman Miller	70	50	12
02	Cabinets & Closets	ClosetMaid	75	45	12
03	Uniforms & PPE	Galls	70	45	12
04	Plumbing, Kitchen & Bath	American Standard Brands	70	40	23
05	Vehicles, Powersports & Machinery	Jayco	60	35	13
06	Foodservice	Hatco Corporation	45	30	13
07	Doors & Windows	Allegion · Schlage	70	30	32
08	Medical & Dental	Henry Schein	65	20	12

Ranked by median composite score. Contract furniture is the most digitally mature; medical and dental has the widest single opening in the index. The eight verticals cover 129 of the 135 published sites; the remaining 6 sit in adjacent categories (window treatments, pool & outdoor, building products, education, memorial) and appear in the rankings and appendix.

VERTICAL DEEP DIVE

Cabinets & Closets

One brand turned the entire design-and-buy journey into a website. *The rest of the category still runs it through the showroom.*

12 SITES SCORED audited in Cabinets & Closets	75 _{/100} TOP SCORE ClosetMaid, the category Pacesetter	45 _{/100} MEDIAN SCORE the closet-systems middle	50 _{/50} BEST BUYER SCORE ClosetMaid, the highest in the cohort
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THE CABINETS & CLOSETS FIELD

ClosetMaid (75) shows how far an online cabinet experience can go.

#	COMPANY	CHANNEL	BUYER	COMPOSITE
01	ClosetMaid	25	50	75
02	Organized Living	30	25	55
03	California Closets	30	20	50
04	Hafele America	35	15	50
05	Richelieu Hardware	35	15	50
06	Fabuwood	25	20	45
07	Wellborn Cabinet	15	15	30
08	Bertch Cabinet	15	5	20
09	Closets by Design	10	10	20
10	Closet Factory	0	5	5
11	Wood-Mode	0	5	5
12	MasterBrand Cabinets	0	0	0

Five sites cluster at 45 – 55 (a Foundation Complete Composite Score), and the custom-cabinetry segment has the widest room to bring its design-led process online.

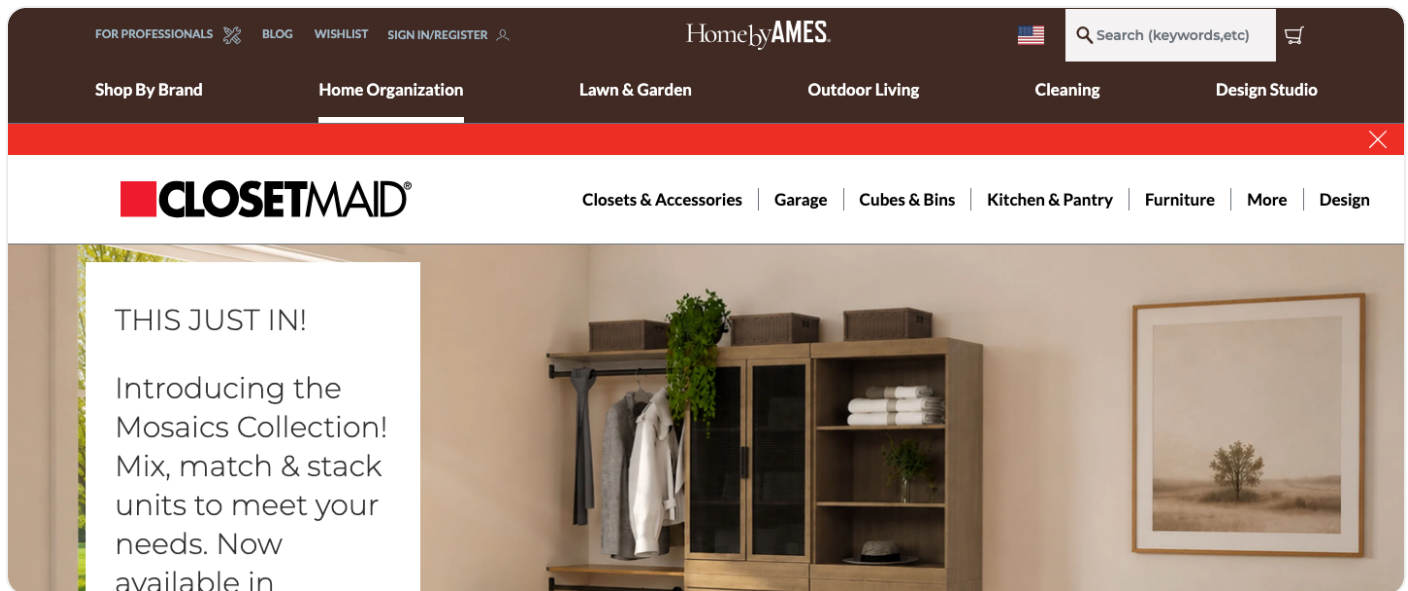
INSIDE THE CATEGORY LEADER

ClosetMaid

PACESETTER · COMPOSITE SCORE 75 · CHANNEL SCORE 25 / BUYER SCORE 50

ClosetMaid carries the highest Buyer Assist Score of any site in the cohort, 50 out of 50. It is what a cabinet website looks like when it is built to sell.

● closetmaid.com



WHAT TO NOTICE · BUYER ASSIST SCORE (50/50)

A storefront with a brain. Visible pricing, a closet design tool, guided product finders, combinable filtering, and an on-site assistant, the most complete self-serve buying experience in the entire 135-site cohort.

- **It is the only site in the cohort with a grounded AI assistant.** A catalog-trained helper answers buying questions in natural language, a capability worth watching as the category matures.
- **It lets a buyer design, price, and buy in one place.** A configurator, visible pricing, guided finders, and combinable filtering make the site a buying tool from end to end.
- **Its clearest next step is the dealer handoff.** Routing the configured design to an installer with full context (its one open question) would extend an already category-leading experience.

WHAT THE LEADERS SHARE

The leaders bring the design consult online, and the strongest hand the dealer a real project, not a blank lead.

50%

OF THE CATEGORY

A design configurator

Plan and visualize a closet or cabinet build on the site itself. The leaders use it as the start of the buying journey, not a showroom afterthought.

50%

OF THE CATEGORY

Visible pricing

A starting or configured price on the page. It lets a buyer set a budget before booking a measured quote.

33%

OF THE CATEGORY

Guided product finders

A quiz or finder that narrows a deep catalog to the right system. Only a third of the field guides the buyer this way; every leader does.

- **They move the consult onto the website.** A planner or configurator turns a showroom-only start into a self-serve one, the shared move at the top of the category.
- **They hand the channel a working file.** A saved, guided design that routes to the dealer or installer turns a cold inquiry into a quotable project.

WHAT THE MID-TABLE IS MISSING

Here is the surprise: in this vertical the configurator is not the missing piece. California Closets and Organized Living, the best-known names below ClosetMaid, both already run one and both show a price. What holds them at 50 to 55 is the back half of the funnel. California Closets never lets a buyer save a design and come back to it, and neither catalog can be searched in plain language. The unglamorous features, save, search, an assistant that answers, are the ones still on the table, and they are cheaper than the configurator these sites already built.

RECOMMENDATIONS FOR CABINETS & CLOSETS WEBSITES

1 Hand the finished design to the dealer.

Send the configured plan, with dimensions, finishes, and accessories, to the local installer.

Custom cabinetry installs through a dealer, so a design that arrives with the lead lets the dealer quote the real project instead of starting from a blank page. For most sites here, it is the one piece still missing, and the one the channel feels most.

2 Give the designer and the dealer a shared room.

Let a saved design persist and route across the homeowner, the designer, and the installer.

This is a designed, multi-party purchase. A project everyone can see keeps the consult aligned and saves the dealer from re-gathering what the site already knows.

3 Move the design consult onto the site.

Put a closet or cabinet configurator and a room planner where the catalog sits now.

The purchase is a designed one, and the brands that moved planning online (ClosetMaid, California Closets) sit at the top of the field. A guided start qualifies the lead before the showroom appointment.

ClosetMaid settled whether a closet can be sold online, not just browsed. It can. The open question for everyone else is how much of the design consult they will move off the showroom floor.

HOW AI TRANSFORMS SELLING · CABINETS & CLOSETS

Five Ways AI Helps Sell *Cabinets & Closets*.

This is how Threekit's AI Sales Agent works: grounded in your catalog, configuration rules, knowledge base, and design content, and pointed at the way this vertical actually sells.

01 Start From Anything

Upload speech, text, notes, pictures, or forms – or take a guided quiz.

A homeowner uploads a phone photo of the closet and measurements scribbled on a notepad; a dealer pastes the notes from a measure appointment. The agent turns either one into a working design brief. No upload? A guided quiz: reach-in or walk-in, budget, finish.

02 Valid Recommendations, Explained

Recommends valid products and configurations, with explanations and confidence.

The agent proposes three systems that actually fit the wall, explains why the 25-inch-deep tower won't clear the door swing, and shows its confidence on each, so the buyer and the dealer trust the starting point.

03 Change Without Starting Over

Refine the build in plain language; the project keeps its state.

"Make it white oak, add a double-hang section, keep the budget under \$4,000." The design updates in place. The buyer who comes back next weekend picks up where they left off.

04 Share and Collaborate

Work the project with the channel and the end customer in one place.

The homeowner, the designer, and the installer comment on one shared design. The installer sees exactly what was promised, and the measure appointment starts from the plan instead of a blank tape measure.

05 Outputs That Close

Produces proposals, quotes, and CPQ/ERP-ready outputs.

A priced proposal with elevations and a parts list the dealer drops straight into their quote, with SKUs ready for CPQ and ERP. The lead arrives as a project, not a contact form.

VERTICAL DEEP DIVE

Doors & Windows

The companies that let a buyer configure and price a \$40 lock have a clear next move:
bring that experience to the \$4,000 opening.

32

SITES SCORED

the largest vertical in the cohort

70_{/100}

TOP SCORE

Schlage, Yale & Wayne Dalton

30_{/100}

MEDIAN SCORE

room to climb across the field

3

SITES AT THE TOP

hardware and garage doors lead the way

A LARGE, VARIED FIELD

Three sites lead at 70, setting the bar for a large and varied field.

#	COMPANY	CHANNEL	BUYER	COMPOSITE
01	Allegion · Schlage	30	40	70
02	Wayne Dalton	40	30	70
03	Yale Commercial (ASSA ABLOY)	40	30	70
04	JELD-WEN	20	25	45
05	Overhead Door Corporation	20	25	45
06	ProVia	20	25	45
07	Dormakaba USA	25	15	40

Hardware (Schlage, Yale) and garage doors (Wayne Dalton) lead. Window and door makers bring deep spec content and a clear opportunity to add configured selling. Showing the top 7 of 32; the full roster is in the appendix.

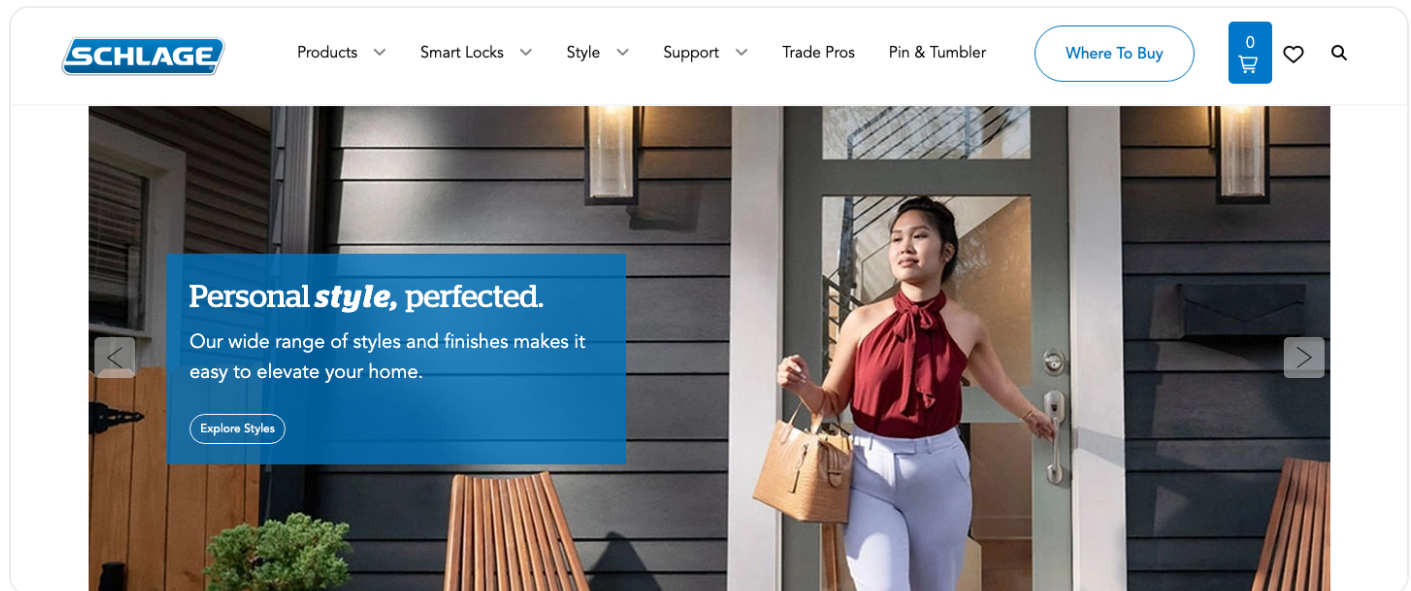
INSIDE THE CATEGORY LEADER

Schlage

PACESETTER · COMPOSITE SCORE 70 · CHANNEL SCORE 30 / BUYER SCORE 40

Schlage treats a lock as something a buyer can configure, price, and put in a cart, a model the rest of the vertical can build on.

● schlage.com



WHAT TO NOTICE · CONFIGURATOR + PRICING

Configure it, see the price, add to cart. Pin & Tumbler Studio and Schlage Custom sit in the primary nav, every variant carries a price (\$20.99 – \$329), and a guided finder narrows the catalog, a full buying flow on a hardware site.

- **Two named configurators live in the main nav.** Pin & Tumbler Studio and Schlage Custom let a buyer build a finish-and-keyway combination visually.
- **Every variant shows a price.** \$20.99 to \$329 on the product page, a self-serve number that qualifies the buyer before they ever reach a store.
- **Guided selling does the narrowing.** A product finder plus combinable filtering walks a homeowner to the right lock, with a light AI layer that points to where the category is heading.

WHAT THE LEADERS SHARE

The three sites at the top run a complete selling flow, and their architectural lines hold the spec depth to extend it.

47%

OF THE CATEGORY

A visual configurator

Build a finish-and-keyway (the cut that sets which key fits) combination visually, on the consumer side. The three leaders build their whole buying flow around it.

13%

OF THE CATEGORY

Visible variant pricing

A price on every variant, not a dealer quote. Just one in eight sites shows one, and all three leaders are among them.

34%

OF THE CATEGORY

Guided product finders

A finder that walks a homeowner to the right lock or opening. Paired with the configurator, it carries a first-timer end to end.

- **They sell direct on the consumer side.** A configurator, guided finders, and a cart let a homeowner self-serve a lock from start to finish.
- **The spec depth is the channel's foundation.** The same companies' architectural lines carry deep BIM and submittal content, ready to power a configured, dealer-routed opening.

BUILT THE TOOL, SKIPPED THE NUMBER

The telling pattern here is what the mid-table already owns. Makers like ProVia, Overhead Door, and Alside run a real product configurator and route it to nothing: no number, no quote, no configured handoff. They built the expensive tool and skipped the wiring. Connecting the configurator they already run to a dealer-routed, quotable lead is the highest-return move in the category, and it costs a fraction of what the configurator did. The architectural lines have the deep spec content; the wiring is what turns a high-consideration purchase into a qualified, dealer-routed lead.

RECOMMENDATIONS FOR DOORS & WINDOWS WEBSITES

1 Send the configured unit to the dealer.

Carry the built spec, with size, finish, glass, and hardware, into the local dealer's hands.

Doors and windows install locally. When the configured unit arrives with the lead, the dealer quotes the real opening instead of restarting from a blank inquiry, and deep spec content finally connects to a sale instead of ending at a PDF.

2 Extend the configurator to the architectural line.

Let a specifier or dealer build a door or window unit visually, the way Schlage builds a lock.

The configurator already runs on the consumer side of these same companies. Bringing it to the architectural opening is a feature release on content that is already built, not a project from scratch.

3 Publish installed-price ranges.

Show "from \$X" or configured guidance on windows and doors.

A homeowner replacing windows budgets in ranges before calling anyone. A range qualifies the lead and shortens the dealer's cycle on a purchase that otherwise starts with a cold quote request.

The hard part is done. These companies built a configurator good enough to sell a \$40 lock; pointing the same tool at a \$4,000 opening is a product decision, not an engineering project.

HOW AI TRANSFORMS SELLING · DOORS & WINDOWS

Five Ways AI Helps Sell *Doors & Windows*.

This is how Threekit's AI Sales Agent works: grounded in your catalog, configuration rules, knowledge base, and design content, and pointed at the way this vertical actually sells.

01 Start From Anything

Upload speech, text, notes, pictures, or forms – or take a guided quiz.

A contractor uploads a photo of the existing opening and the jobsite measurement form; an architect pastes a spec section. A homeowner takes a quiz instead: replacement or new construction, climate, style.

02 Valid Recommendations, Explained

Recommends valid products and configurations, with explanations and confidence.

The agent recommends complete, valid units – size, glass, hardware that actually go together – explains egress and energy-code fit, and flags its confidence, so a first-timer and a specifier both get a defensible answer.

03 Change Without Starting Over

Refine the build in plain language; the project keeps its state.

"Black exterior, tempered glass on the pair by the tub, keep everything else." The whole opening schedule updates without re-entering a single unit.

04 Share and Collaborate

Work the project with the channel and the end customer in one place.

The builder and the homeowner review the same opening schedule, and the dealer watches it settle before quoting. Nobody re-keys the order from an email thread.

05 Outputs That Close

Produces proposals, quotes, and CPQ/ERP-ready outputs.

Quote-ready line items, submittal-style spec sheets, and a configured order the dealer's CPQ and the manufacturer's ERP can ingest directly. The \$4,000 opening finally sells like the \$40 lock.

VERTICAL DEEP DIVE

Plumbing, Kitchen & Bath

The deepest bench of leaders in the index, *where visible pricing and a real configurator are simply how the best sites compete.*

23 SITES SCORED audited in Plumbing, Kitchen & Bath	70_{/100} TOP SCORE American Standard & Sub-Zero	40_{/100} MEDIAN SCORE the strongest mid-pack in the cohort	5 PACESETTERS the deepest leader bench in the index
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THE DEEPEST LEADER BENCH IN THE INDEX

Five Pacesetters, the deepest leader bench in the index.

#	COMPANY	CHANNEL	BUYER	COMPOSITE
01	American Standard Brands	35	35	70
02	Sub-Zero Group	40	30	70
03	DXV by American Standard	40	20	60
04	Kraus USA	40	20	60
05	Zurn	45	15	60
06	Hot Spring Spas	30	25	55
07	Aquatic Bath	35	15	50
08	Sundance Spas	25	20	45
09	Waterworks	30	15	45
10	Master Spas	15	25	40

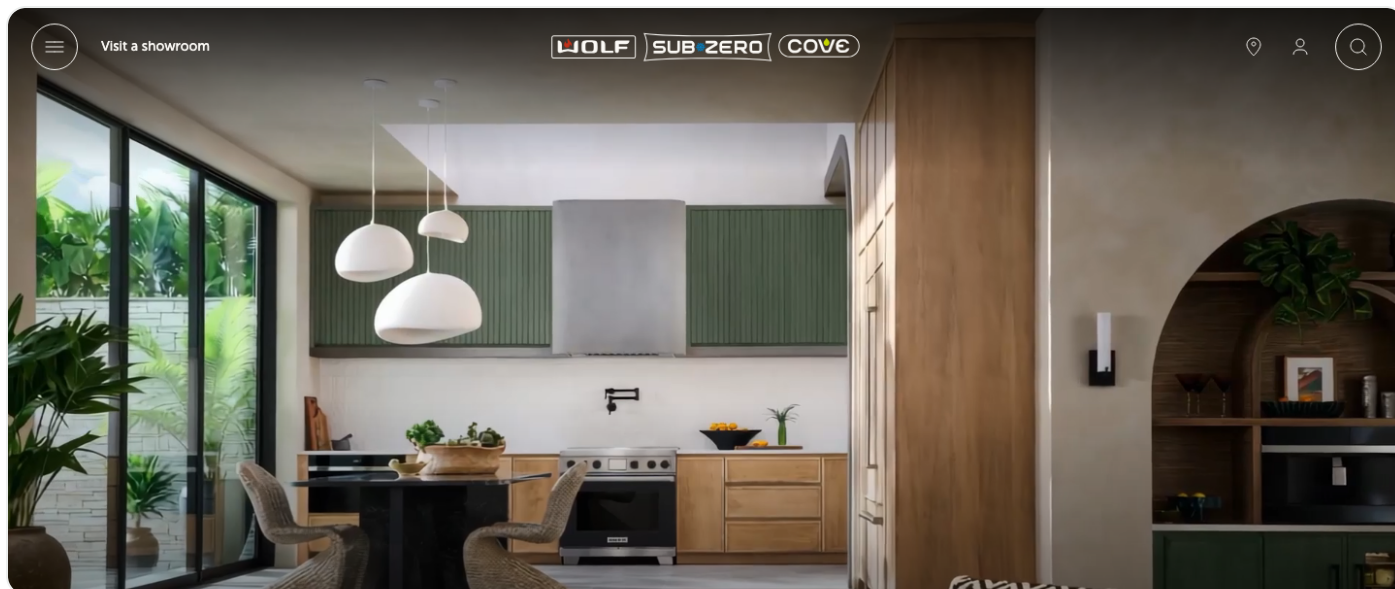
American Standard and Sub-Zero top at 70, with DXV, Kraus, and Zurn at 60. The well-known brands in the middle bring strong equity and a clear opening to add configured selling. Showing the top 10 of 23; the full roster is in the appendix.

INSIDE THE CATEGORY LEADER

Sub-Zero

PACESetter · COMPOSITE SCORE 70 · CHANNEL SCORE 40 / BUYER SCORE 30

Sub-Zero built the tool a kitchen actually needs: a visual configurator that knows what fits with what, and it shows the price.

subzero-wolf.com**WHAT TO NOTICE · CONFIGURATOR (Q9) + PRICING (Q3)**

Reveal: design the kitchen, see the spec, save it. A drag-and-drop configurator validates appliance compatibility, surfaces live opening, electrical, and plumbing specs, and saves a shareable project, with verified MSRP on the product pages.

- **Reveal is an industry-first visual configurator.** A drag-and-drop canvas of compatibility-validated appliances with live opening, electrical, and plumbing specs, the design tool a real kitchen needs.
- **It prices a premium, dealer-routed category.** Verified MSRP on the product pages (a DE50i ice maker at \$5,430) gives the buyer a number to plan around.
- **It saves and shares the build.** Reveal stores multiple configurations to an account and exports shareable client PDFs, so a homeowner, designer, and dealer work from one spec.

WHAT THE LEADERS SHARE

The leaders keep the homeowner, the designer, and the showroom working from one spec.

48%

OF THE CATEGORY

A multi-product configurator

Design the whole room, not just pick a single product. Under half the field offers one; every Pacesetter does.

48%

OF THE CATEGORY

Visible pricing

MSRP or configured pricing on the page. The leaders treat it as standard in a category most brands route to a showroom for a number.

35%

OF THE CATEGORY

A save-and-share project room

Persist and share the build across the homeowner, designer, and dealer. The leaders use it to keep a months-long decision aligned.

- **They keep the buying group aligned.** A save-and-share project room (Zurn's inSpec is the model) carries the build across the homeowner, the designer, and the dealer.
- **They make the showroom's job easier.** A configured, saved room arrives at the dealer as a real project, so the consult starts from the buyer's plan instead of a blank counter conversation.

THE HOT-TUB MAKERS ARE THE TELL

The most buyer-ready sites in this vertical are not the faucet giants. They are the hot-tub makers. Hot Spring and Sundance sell a configured, financed product and build their sites like powersports dealers: guided selling, a configurator, and a price on the page. TOTO and Brizo, far larger brands, sit at 20 to 30. The lesson the middle of the pack can borrow is that a higher-consideration buying flow lifts the score more than brand size does, and the spec content these brands already own is the foundation for it.

RECOMMENDATIONS FOR PLUMBING, KITCHEN & BATH WEBSITES

1 Route the saved room to the showroom.

Let a configured, saved room arrive at the designer and dealer as a working project.

Baths and kitchens are bought as rooms, not parts, and they close through a showroom. American Standard's Room Planner and Sub-Zero's Reveal save the whole space for the people who finish the job, which is how the category actually sells.

2 Give the project a shared home.

Add a save-and-share project room across the homeowner, designer, and dealer.

This is a months-long, multi-party decision. Zurn's inSpec is the model: one build, visible to everyone who has to agree on it.

3 Put a number where the buyer plans.

Show MSRP or configured guidance on the page.

Every leader in the category shows a price, and it is what lets a buyer budget before the showroom. One move among several here, but the one the middle of the pack is most consistently missing.

At the top of this category, a price and a configurator stopped being a differentiator and became the cost of competing. The brands in the middle already have the equity. What they are missing is the price.

HOW AI TRANSFORMS SELLING · PLUMBING, KITCHEN & BATH

Five Ways AI Helps Sell *Plumbing, Kitchen & Bath*.

This is how Threekit's AI Sales Agent works: grounded in your catalog, configuration rules, knowledge base, and design content, and pointed at the way this vertical actually sells.

01 Start From Anything

Upload speech, text, notes, pictures, or forms – or take a guided quiz.

A homeowner uploads bathroom photos and a saved inspiration screenshot; a designer uploads the floor plan PDF. Or a quiz: rough-in locations, budget, finish direction.

02 Valid Recommendations, Explained

Recommends valid products and configurations, with explanations and confidence.

The agent assembles a valid suite – faucet, fixtures, and the valve trim that actually matches the rough-in behind the wall – explains the compatibility, and scores its confidence on each piece.

03 Change Without Starting Over

Refine the build in plain language; the project keeps its state.

"Swap brushed nickel to matte black across the whole room." One instruction, the entire configured space updates, and the saved project survives the months this decision takes.

04 Share and Collaborate

Work the project with the channel and the end customer in one place.

The homeowner, the designer, and the showroom work one project room, the way Zurn's inSpec already proves the category wants. Everyone agrees before anyone drives anywhere.

05 Outputs That Close

Produces proposals, quotes, and CPQ/ERP-ready outputs.

A showroom-ready quote, a spec package for the designer, and ERP-ready SKUs for the order desk. The consult starts from the buyer's plan, not a blank counter conversation.

VERTICAL DEEP DIVE

Medical & Dental

One distributor turned the website into a place a clinician can actually buy. *The equipment makers haven't followed yet.*

12

SITES SCORED

audited in Medical & Dental

65_{/100}

TOP SCORE

Henry Schein, the category Pacesetter

20_{/100}

MEDIAN SCORE

the widest opening in the cohort

10 of 12

HAVE THE SPEC FOUNDATION

strong content, ready for a buyer layer

ONE LEADER, A WIDE-OPEN FIELD

Henry Schein leads at 65, and the rest of the field has the widest opening in the index.

#	COMPANY	CHANNEL	BUYER	COMPOSITE
01	Henry Schein	40	25	65
02	Stryker	15	10	25
03	Getinge	10	10	20
04	Hill-Rom (Baxter)	15	5	20
05	KaVo Kerr	10	10	20
06	Midmark Corporation	10	10	20
07	Skytron	10	10	20
08	Steris	15	5	20
09	Medtronic	5	5	10
10	Owens & Minor	10	0	10
11	Sunrise Medical	10	0	10
12	Invacare	5	0	5

Henry Schein's lead is the largest in the cohort, the clearest single opportunity in the index. Seven sites share a strong Channel Enablement Score and the most room to build the buyer side.

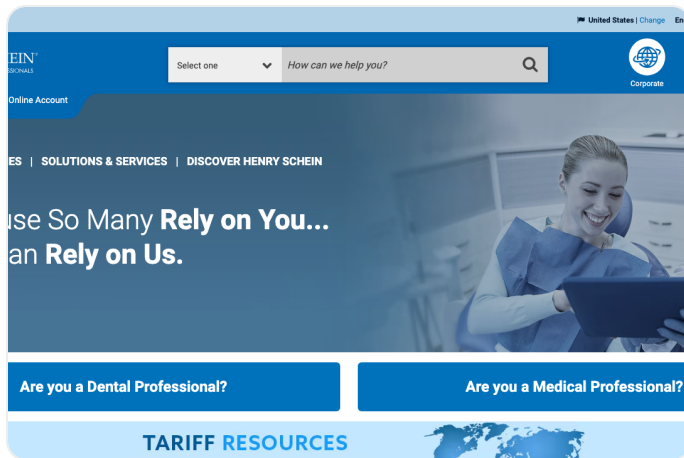
INSIDE THE CATEGORY LEADER

Henry Schein

PACESETTER · COMPOSITE SCORE 65 · CHANNEL SCORE 40 / BUYER SCORE 25

The buying experience the equipment makers send their customers to find lives on their distributor's site. They could build the same thing.

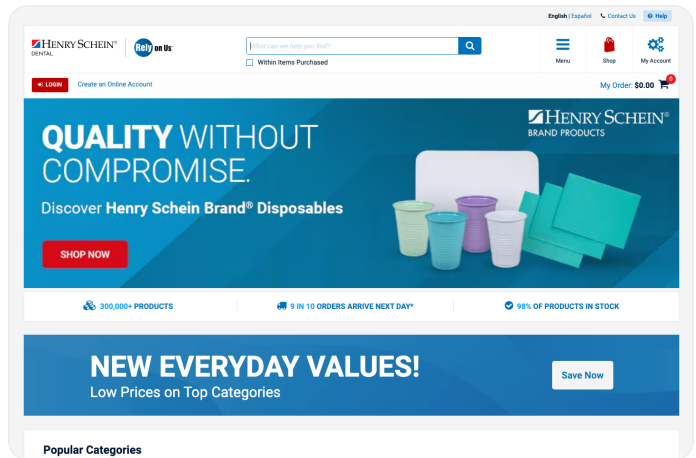
henryschein.com



WHAT TO NOTICE · BUYER ASSIST SCORE

The front door is a store. "Shop Supplies," a product search bar, and "Create an Online Account" sit in the primary nav, the buying posture the rest of the vertical is positioned to adopt.

henryschein.com/us-en/dental



WHAT TO NOTICE · PRICING (Q3)

A live storefront, not a brochure. A cart, 200,000+ products, next-day delivery, and "Deal of the Week" pricing, the priced buying surface that defines the top of the vertical.

- **It puts a price on a rep-routed category.** "Web Priced Products" and "Top Deals" in the global nav, with real pricing across a 200,000+ SKU catalog.
- **It behaves like a buying tool, not a brochure.** Account history, reorder, search-within-purchases, and combinable filtering let a practice find and re-buy without a phone call.
- **It still protects the channel.** Complex capital deals route to a rep, but the buyer arrives qualified and with context, instead of starting cold.

WHAT THE ONE LEADER DOES DIFFERENTLY

The site at the top gives the clinician and the rep something to work with before the first call.

8%

OF THE CATEGORY

Visible pricing

A number a buyer can take to a budget owner. Only one site in the whole vertical shows one, which is exactly why it leads by the widest margin in the index.

50%

OF THE CATEGORY

Catalog filtering

Find the right product without a phone call. The top sites pair it with search and an account.

42%

OF THE CATEGORY

Working search

Look something up and actually find it. The leaders treat the catalog as a store a buyer can navigate alone.

- **The leader treats the catalog as a store.** Pricing, filtering, and search let a clinician self-serve instead of waiting on a quote, the move the rest of the vertical is set up to make.
- **Pricing is the decisive characteristic.** The one site that shows a number leads the vertical by the widest margin in the index.

ASSEMBLY, NOT CAPABILITY

Henry Schein leads the next site by 40 points, the widest gap in the index, and the reason is assembly, not capability. KaVo built a real configurator and wired it to nothing, no price, no search, no quote, so it sits on an island. The spec content across the vertical is excellent (Steris carries the deepest Revit library in the cohort); the pieces exist, just rarely on the same site. The first equipment maker to put three of them in a row, a price, a configured-to-quote handoff, and a shareable build, owns a buyer who researches for weeks and buys by committee.

RECOMMENDATIONS FOR MEDICAL & DENTAL WEBSITES

1 Wire the configurator to the quote.

Route a configured build to the rep as a draft quote, with options and context attached.

An operator or imaging suite gets specified piece by piece, from chair to delivery system to imaging, before anyone buys. KaVo already built the configurator; connecting it to a quote matches how these rooms get designed, strips weeks of email out of a six-figure decision, and hands the rep a deal instead of a lead.

2 Give the committee something to pass around.

Let a visitor save a configuration and share it across an account.

Nobody signs off on a \$150,000 surgical table alone. The decision runs through the practice owner, procurement, clinical staff, and value analysis, so a saved, shareable build lets them align before the rep call instead of after it.

3 Show a price, even a range.

Put MSRP, GPO-tiered pricing, or “configurations from \$X” on the page.

Capital purchases get approved against a budget and a GPO contract. A clinician needs a number to start that conversation, and the one site that shows one leads the vertical by the widest margin in the index.

A median of 20 is not a verdict on these companies. It is a measure of how much room is left.

Henry Schein proved a clinician will buy from a screen, and the equipment makers have every spec sheet they need and almost none of the buying tools.

HOW AI TRANSFORMS SELLING · MEDICAL & DENTAL

Five Ways AI Helps Sell *Medical & Dental*.

This is how Threekit's AI Sales Agent works: grounded in your catalog, configuration rules, knowledge base, and design content, and pointed at the way this vertical actually sells.

01 Start From Anything

Upload speech, text, notes, pictures, or forms – or take a guided quiz.

A practice manager uploads the floor plan and a list of current equipment; or answers a guided quiz on procedures, operatory count, and budget cycle. The agent builds the brief a rep would normally spend two calls gathering.

02 Valid Recommendations, Explained

Recommends valid products and configurations, with explanations and confidence.

It recommends valid operatory packages – chair, delivery system, imaging that actually integrate – explains GPO and compatibility fit, and shows confidence, so the clinician brings a defensible option to the committee.

03 Change Without Starting Over

Refine the build in plain language; the project keeps its state.

"Make operatory 3 left-handed delivery and add intraoral imaging." The suite updates without re-specing the room, through every revision a committee decision takes.

04 Share and Collaborate

Work the project with the channel and the end customer in one place.

The practice owner, procurement, and value analysis review one shared configuration instead of a forwarded PDF chain. The committee aligns before the rep call, not after it.

05 Outputs That Close

Produces proposals, quotes, and CPQ/ERP-ready outputs.

A draft quote routed to the rep with options, intent, and budget attached, ready for CPQ and the GPO paperwork. Weeks of email come out of a six-figure decision.

VERTICAL DEEP DIVE

Vehicles, Powersports & Machinery

Powersports put a configurator on the consumer machine. *The opportunity is to bring it to the industrial one.*

13 SITES SCORED powersports, RV, marine & machinery	60 _{/100} TOP SCORE Jayco & Polaris	35 _{/100} MEDIAN SCORE industrial has the room to climb	3 BUILD-AND-PRICE LEADERS Jayco, Polaris, Kubota set the model
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CONSUMER LEADS, INDUSTRIAL FOLLOWS

Consumer powersports lead; industrial machinery has the opening.

#	COMPANY	CHANNEL	BUYER	COMPOSITE
01	Jayco	35	25	60
02	Polaris Industries	35	25	60
03	Kubota Tractor Corporation	30	20	50
04	Tracker Marine	30	15	45
05	Mercury Marine (Brunswick)	15	25	40
06	Dexter Axle	25	10	35
07	Thor Industries	15	20	35
08	Genie	20	10	30
09	Yamaha Motor Corporation USA	25	5	30
10	JLG Industries	15	10	25
11	John Deere C&F	20	5	25
12	Snap-on Incorporated	15	10	25

Jayco and Polaris top at 60, with Kubota at 50. The industrial-machinery segment has the clearest opening to bring Build & Price online. Showing the top 12 of 13; the full roster is in the appendix.

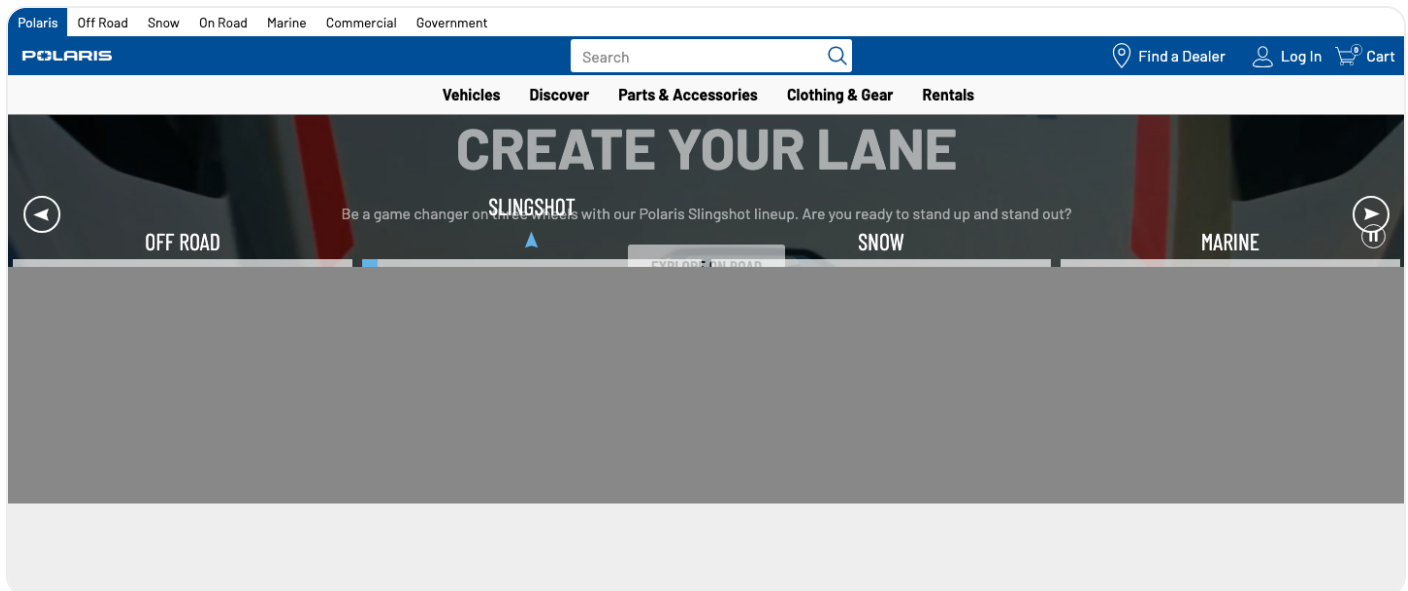
INSIDE THE CATEGORY LEADER

Polaris

PACESETTER · COMPOSITE SCORE 60 · CHANNEL SCORE 35 / BUYER SCORE 25

Polaris does on a \$30,000 side-by-side exactly what the industrial line is set up to do next: let the buyer build it and see the number.

polaris.com



WHAT TO NOTICE · BUILD & PRICE + DEALER HANDOFF (Q5)

Build it, price it, send it to a dealer. A Build & Price configurator with MSRP, combinable filtering, and a handoff that carries the configured machine to a local dealer, the loop the industrial line can close next.

- **Build & Price puts a number on a configured machine.** A buyer specs trim, accessories, and options and sees MSRP, qualifying themselves before the showroom.
- **The configured build routes to a dealer with context.** The lead arrives qualified (a perfect Q5), not as a blank inquiry.
- **Filtering and pricing do the pre-sale work.** Combinable filters and visible MSRP let a buyer self-qualify online, the model the industrial machines are ready to adopt.

THE SHARED MOVE: BUILD, PRICE, ROUTE

The leaders let a buyer build a machine and hand the dealer a qualified, configured lead.

46%

OF THE CATEGORY

Build & Price

Configure a machine and see the number. Under half the field offers it, mostly on the consumer side; the leaders make it the front door.

46%

OF THE CATEGORY

Visible MSRP

A price to budget against before the dealer call. The leaders show one so a buyer self-qualifies before the showroom.

15%

OF THE CATEGORY

A configured dealer handoff

The build routes to the dealer with full context, not a blank inquiry. Just one in seven sites does it; the leaders all do.

- **Build & Price is the shared move.** Configure trim and options, see MSRP, then route to a dealer with the build attached.
- **The consumer playbook is ready to travel.** The same makers run it on powersports and RVs; the industrial line is where it hasn't gone yet.

DEERE'S OWN PLAYBOOK

The cross-industry surprise is John Deere. Its construction and forestry site scores 25, with no configurator and no price, though the same company defined build-and-price in agriculture. The powersports and RV makers, Polaris and Jayco, are a decade ahead of the machinery giants on their own websites. The industrial buyer wants exactly what the consumer buyer already gets, and the playbook is in-house, sold through the same kind of dealer network. It is simply pointed at the wrong line.

RECOMMENDATIONS FOR VEHICLES, POWERSPORTS & MACHINERY WEBSITES

- 1 **Deliver the build to the dealer ready to quote.**
Send the configured trim, attachments, and options to the local dealer with the lead.
These machines deliver and service through dealers. Polaris already does this: the build arrives qualified instead of as a blank inquiry the dealer has to restart, and the dealer's first call is about closing, not re-gathering specs.
- 2 **Bring Build & Price to the industrial line.**
Give heavy machinery the configurator the powersports line already runs.
The same parent companies' consumer lines prove the model works. The technology is in-house, the dealer network sells the same way; the industrial machine is just the next place to point it.
- 3 **Show MSRP or a total-cost range.**
Publish a configured price or a financing range.
A configured machine is a budgeted capital purchase. A number lets a buyer self-qualify before the dealer call, so the dealer spends time on real prospects.

Polaris and Jayco already run this playbook on a side-by-side and an RV. The tractors and lifts sell the same way and mostly still answer with a brochure. The build-and-price loop is already in-house, waiting for the industrial line.

HOW AI TRANSFORMS SELLING · VEHICLES, POWERSPORTS & MACHINERY

Five Ways AI Helps Sell *Vehicles, Powersports & Machinery.*

This is how Threekit's AI Sales Agent works: grounded in your catalog, configuration rules, knowledge base, and design content, and pointed at the way this vertical actually sells.

01 Start From Anything

Upload speech, text, notes, pictures, or forms – or take a guided quiz.

A buyer says the job out loud: "200 acres, gravel drive, heavy snow in winter." A fleet manager uploads a spec request form. Either way the agent starts from the work, not the model lineup.

02 Valid Recommendations, Explained

Recommends valid products and configurations, with explanations and confidence.

It recommends valid machine-and-attachment combinations, explains why the loader needs the higher-flow hydraulics for that mower, and shows confidence, the judgment a good dealer brings, available at 10pm.

03 Change Without Starting Over

Refine the build in plain language; the project keeps its state.

"Add the cab heater, drop the second attachment, show me the payment difference." The build updates in place, and the buyer returns to it after payday.

04 Share and Collaborate

Work the project with the channel and the end customer in one place.

The buyer and the dealer collaborate on the configured machine before the showroom visit, so the first conversation is about closing, not re-gathering specs.

05 Outputs That Close

Produces proposals, quotes, and CPQ/ERP-ready outputs.

An MSRP'd build sheet routed to the dealer with full context, ERP-ready. The lead arrives qualified, configured, and financeable, the Polaris playbook, automated.

VERTICAL DEEP DIVE

Contract Furniture

Built for designers for years. *The leaders just opened that tooling to the buyer, too.*

12 SITES SCORED audited in Contract Furniture	70 _{/100} TOP SCORE Herman Miller	50 _{/100} MEDIAN SCORE a digitally mature vertical	4 PACESETTERS designer-built, opening to buyers
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FOUR PACESETTERS, ONE SHORT PATH

Four Pacesetters show the upside of opening trade tooling to the buyer.

#	COMPANY	CHANNEL	BUYER	COMPOSITE
01	Herman Miller	40	30	70
02	KI	35	30	65
03	OFS	40	25	65
04	TUUCI	30	30	60
05	Allsteel	30	25	55
06	ASI Group	30	20	50
07	Kimball International	25	20	45
08	Global Furniture Group	30	10	40
09	Watson	30	10	40
10	Knoll	20	15	35
11	Haworth	15	10	25
12	Humanscale	10	15	25

Herman Miller leads at 70, with KI, OFS, and TUUCI at 60 – 65. The rest of the field has the same trade tooling and a clear opening to put it in front of buyers.

INSIDE THE CATEGORY LEADER

Herman Miller

PACESETTER · COMPOSITE SCORE 70 · CHANNEL SCORE 40 / BUYER SCORE 30

Herman Miller gives a walk-in buyer the same tools it gives a design firm: a 3D configurator with a live price, on top of a full Revit library.

hermanmiller.com


Designed for everybody


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[Plan for workplaces →](#)

WHAT TO NOTICE · 3D CONFIGURATOR (Q9) + LIVE PRICING

A 3D configurator with a real price. 3D Cloud powers spin-view, AR, and accurate live pricing across 8+ iconic chairs, backed by a full Revit/CAD library and published price books, so the designer and the buyer use one site.

- **The configurator carries a live price.** 3D Cloud by Marxent gives spin-view, AR, and accurate pricing across 8+ chairs, a buyer configures an Aeron and sees the number.
- **It serves the designer and the buyer at once.** A full Revit/CAD/SIF spec library and published price books sit alongside a real e-commerce cart with combinable facets and save-to-wishlist.
- **It still hands off cleanly.** Configurations download and share to clients or dealers, so the trade relationship is reinforced, not bypassed.

WHAT THE FOUR PACESETTERS HAVE IN COMMON

The leaders open the trade's own tooling so the dealer, the designer, and the buyer work from one site.

58%

OF THE CATEGORY

A visual configurator

Configure a chair or workstation live. A full configurator is more common here than anywhere else, and the leaders open it to the buyer, not just the dealer.

75%

OF THE CATEGORY

Published list pricing

The price-book number on the page. The leaders pair it with a cart, so a buyer can act on it.

83%

OF THE CATEGORY

A full CAD & Revit library

Everything a designer needs to specify. Near-universal at this maturity, and the foundation the leaders build their buyer experience on.

- **They serve the designer and the buyer at once.** CAD and price books for the trade, a configurator and a cart for everyone else.
- **Opening the tooling is the move.** The leaders put the configurator and the price in front of any visitor, not only a dealer login, on top of tooling the whole field already has.

PRESTIGE RUNS BACKWARD HERE

In this vertical, brand prestige and buying experience run in opposite directions. The design icons, Knoll at 35 and Haworth at 25, sit below the workhorses, KI and OFS at 65. The difference is access: KI and OFS opened their configurators and price books to any visitor, while the icons kept the same tooling behind a trade login. The shortest climb here is not building anything. It is unlocking what already exists.

RECOMMENDATIONS FOR CONTRACT FURNITURE WEBSITES

1 Open the configurator to everyone, not just the trade.

Let any visitor configure and price a chair, not only a dealer login.

Herman Miller, KI, and OFS already put a real configurator in front of every visitor. Opening the existing tool captures the researcher ready to self-serve a \$1,500 chair without touching the dealer who closes the larger project.

2 Publish list pricing on the page.

Show the price-book number where the buyer can see it.

Contract buyers and the designers serving them already work from list pricing. Publishing it, the way the leaders do, turns a trade portal into a buying tool without undercutting the dealer.

This is the rare vertical where the tooling is already paid for. The configurators and price books exist, behind a dealer login. The leaders just unlocked the door. It is a permissions change, not a build.

HOW AI TRANSFORMS SELLING • CONTRACT FURNITURE

Five Ways AI Helps Sell *Contract Furniture*.

This is how Threakit's AI Sales Agent works: grounded in your catalog, configuration rules, knowledge base, and design content, and pointed at the way this vertical actually sells.

01 Start From Anything

Upload speech, text, notes, pictures, or forms – or take a guided quiz.

A designer uploads the floor plan and finish schedule; an office manager describes headcount and growth and takes a short quiz. The agent turns either into a workable typicals plan.

02 Valid Recommendations, Explained

Recommends valid products and configurations, with explanations and confidence.

It recommends valid workstation typicals – panels, surfaces, power, and storage that actually fit together – explains lead-time and finish-program fit, and scores confidence per option.

03 Change Without Starting Over

Refine the build in plain language; the project keeps its state.

"Re-spec all 120 stations from fabric grade A to B and show the savings." One instruction, the whole project updates, and the spec survives every value-engineering round.

04 Share and Collaborate

Work the project with the channel and the end customer in one place.

The designer, the dealer, and the client review one living spec instead of versioned SIF files in email. The trade relationship is reinforced – everyone works the same project.

05 Outputs That Close

Produces proposals, quotes, and CPQ/ERP-ready outputs.

A priced proposal, spec output the dealer's tools can consume, and a CPQ/ERP-ready order. The walk-in buyer gets the Aeron; the dealer keeps the 400-seat project.

VERTICAL DEEP DIVE

Uniforms & PPE

The best guided selling in the index, *and the biggest opportunity to turn it into a sale.*

12 SITES SCORED workwear, uniforms & industrial PPE	70 _{/100} TOP SCORE Galls	45 _{/100} MEDIAN SCORE two business models, one ICP	4 PROGRAM LEADERS Galls, Ariat, Wolverine, Carhartt
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A WIDE RANGE, ONE CLEAR PLAYBOOK

A wide range across two business models, and a clear playbook to climb it.

#	COMPANY	CHANNEL	BUYER	COMPOSITE
01	Galls	45	25	70
02	Ariat	40	25	65
03	Wolverine	30	25	55
04	Carhartt	30	20	50
05	PIP (Protective Industrial Products)	25	20	45
06	UniFirst Corporation	20	25	45
07	Vestis Corporation	20	25	45
08	Ansell	25	15	40
09	Dräger	20	20	40
10	Medline	15	20	35
11	Alsco Uniforms	10	0	10
12	LION Group	10	0	10

Galls and Ariat lead; the industrial-PPE makers (Ansell, Dräger) have the best guided selling in the cohort and a clear opening to add a price and a cart.

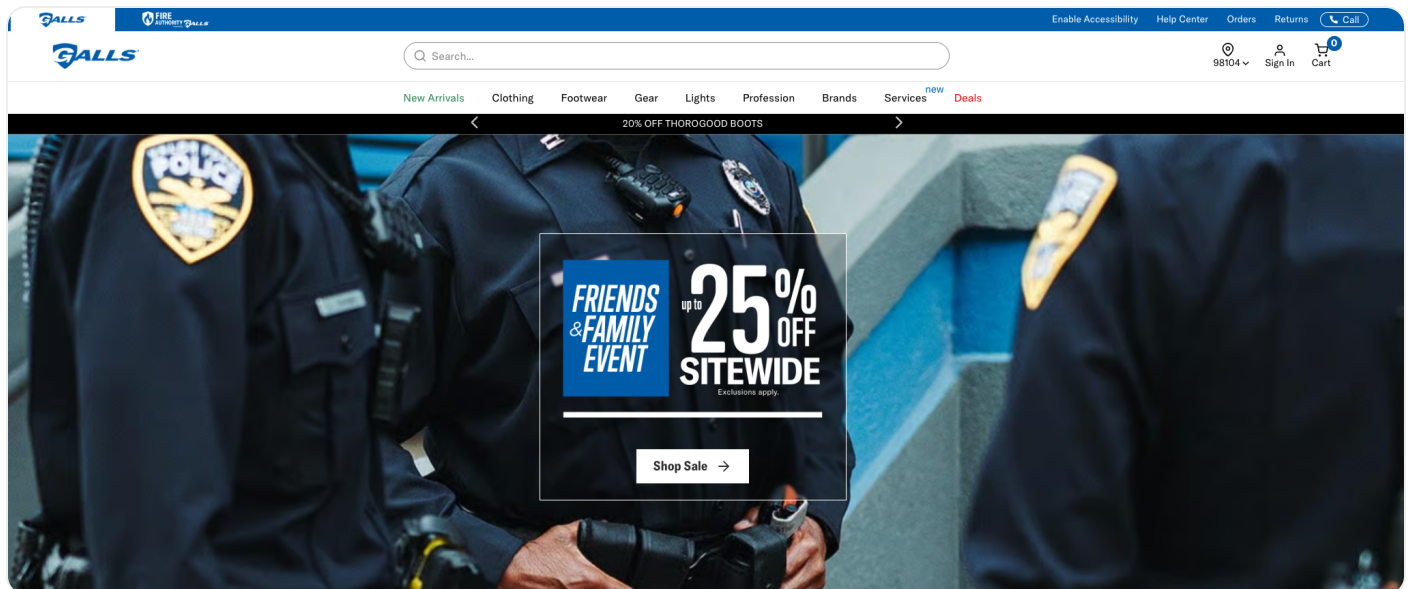
INSIDE THE CATEGORY LEADER

Galls

PACESETTER • COMPOSITE SCORE 70 • CHANNEL SCORE 45 / BUYER SCORE 25

Galls doesn't just sell uniforms, it runs a uniform program online, with the logos, sizes, and reorders built in.

galls.com



WHAT TO NOTICE • CUSTOMIZER + PROGRAM HANDOFF (Q5)

Build the uniform, route it to the program. The GCU customizer and eEquip portal save digitized emblems, preload logo, quantity, and sizes, and hand a fully configured order to an agency rep, a real B2B uniform machine.

- **It runs a B2B uniform program online.** The GCU customizer and eEquip portal save uniform profiles and digitized emblems, then route a configured order (logo, quantities, sizes) to an agency rep (a perfect Q5).
- **It prices and filters a complex catalog.** Visible pricing, combinable facets across brand, size, color, and profession, and program bundles let a quartermaster self-serve.
- **It saves and shares for reorder.** A program room stores profiles and lets a buyer "send the link to your team", exactly what a recurring uniform contract needs (a perfect Q4).

THE PROGRAM-AS-SOFTWARE PATTERN

The leaders run the whole uniform program online, for the agency and the wearer at once.

58%

OF THE CATEGORY

A decoration customizer

Add logo, embroidery, and sizing online. The leaders make it the core of a real, repeatable program.

42%

OF THE CATEGORY

Visible pricing & a cart

Price and order, instead of “request a quote.” The outfitters at the top all let a buyer check out.

83%

OF THE CATEGORY

A save-and-reorder program room

Stored profiles, emblems, and sizes for recurring orders. The leaders use it to own the reorder.

- **They turn a program into software.** A customizer plus a priced cart lets a buyer decorate, size, price, and order in one place.
- **They are built for reorder.** Saved profiles and program rooms serve the recurring, roster-based nature of uniform and PPE contracts.

THE BEST FINDER DEAD-ENDS

The most striking single gap in the index lives here. PIP and Ansell score a perfect 10 on guided selling, better than any apparel brand in the cohort, and then neither lets a buyer see a price or check out. Dräger’s VOICE selector narrows 1,700+ hazardous substances to the right respirator and stops at a contact form. The best product finders in the index dead-end one click short of an order; connecting them to a cart, the way Galls and Carhartt already do, is a shorter step than building the finder was.

RECOMMENDATIONS FOR UNIFORMS & PPE WEBSITES

1 Build for the reorder.

Store profiles, emblems, and sizes for the next order.

Uniform and PPE buying is recurring and roster-based. A saved program room, where Galls scores a perfect Q4, is what a multi-location agency, a distributor, or a contractor needs to come back without starting over.

2 Connect the selector to the order.

Wire the hazard, glove, or boot finder to a quote or a checkout.

PPE makers built the best guided selling in the index and then stop at “call us.” Handing that selector off to a configured order, the way the outfitters’ customizers already do, finishes an experience that is most of the way there, and hands the rep a qualified one.

3 Add a decoration customizer.

Let a buyer add logo, embroidery, and sizing online.

A company uniform program is defined by custom decoration. Galls and Carhartt let a buyer configure it, which is the line between selling a catalog and running a program.

Dräger and PIP built selectors good enough to pick a respirator or a cut-resistant glove from a thousand options, then stop and ask the buyer to call. The outfitters don’t. Wiring those selectors to a cart is the whole game.

HOW AI TRANSFORMS SELLING · UNIFORMS & PPE

Five Ways AI Helps Sell *Uniforms & PPE*.

This is how Threekit's AI Sales Agent works: grounded in your catalog, configuration rules, knowledge base, and design content, and pointed at the way this vertical actually sells.

01 Start From Anything

Upload speech, text, notes, pictures, or forms – or take a guided quiz.

A quartermaster uploads the roster spreadsheet and the logo file; a safety manager describes the hazards on the line or takes a guided hazard quiz, the Dräger VOICE idea, carried to a finish.

02 Valid Recommendations, Explained

Recommends valid products and configurations, with explanations and confidence.

It recommends compliant gear – the right cut level, the right FR rating, the right fit program – explains the compliance reasoning, and shows confidence, so the safety case writes itself.

03 Change Without Starting Over

Refine the build in plain language; the project keeps its state.

"Add the 12 new hires, swap the polo to navy, keep the embroidery." The program updates without rebuilding the roster, order after order.

04 Share and Collaborate

Work the project with the channel and the end customer in one place.

The agency rep, the program owner, and the wearers work one program room: sizes, emblems, and approvals in one place instead of a spreadsheet relay.

05 Outputs That Close

Produces proposals, quotes, and CPQ/ERP-ready outputs.

A priced program proposal and reorder-ready CPQ/ERP outputs. The world-class selector finally ends in an order instead of "call us."

VERTICAL DEEP DIVE

Foodservice

No leader has emerged yet, *which is exactly why this is the most winnable vertical in the index.*

13

SITES SCORED

commercial kitchen & refrigeration

45_{/100}

TOP SCORE

Hatco, Metro & Vulcan tie

30_{/100}

MEDIAN SCORE

spec-rich, with room to grow

2

ALREADY MOVING

Hatco & Continental built configurators

THE LEAD IS WIDE OPEN

The category lead is wide open, the top score in the vertical is 45.

#	COMPANY	CHANNEL	BUYER	COMPOSITE
01	Hatco Corporation	30	15	45
02	Metro (InterMetro)	20	25	45
03	Vulcan	20	25	45
04	Continental Refrigerator	30	10	40
05	Beverage-Air	20	15	35
06	Wolf Range (commercial)	20	15	35
07	Delfield	20	10	30
08	Hobart Corp (ITW)	20	10	30
09	Duke Manufacturing	15	10	25
10	Manitowoc Ice (Welbilt)	20	5	25
11	Welbilt	15	10	25
12	ITW Food Equipment Group	5	0	5

Hatco, Metro, and Vulcan tie at 45; the lead is unclaimed, and the first site to combine the pieces takes it. Showing the top 12 of 13; the full roster is in the appendix.

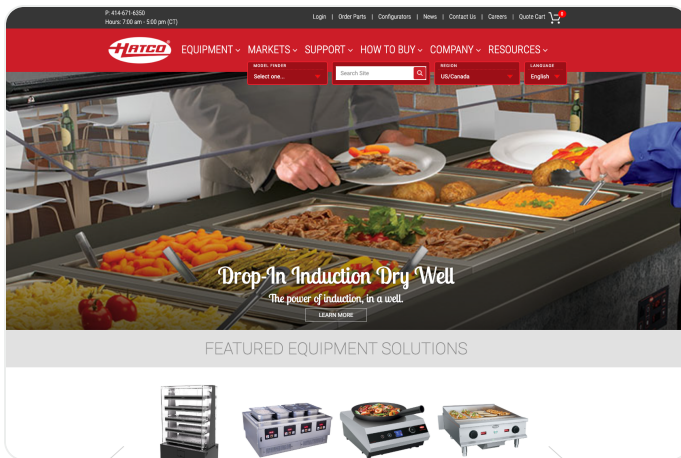
INSIDE THE CATEGORY LEADERS

Hatco & Continental

NO PACESETTER YET • TOP SCORE 45 • THE TWO MOVING FIRST

Foodservice's lead is unclaimed. Two sites are already building the pieces the winner will need, a configurator that ends in a quote.

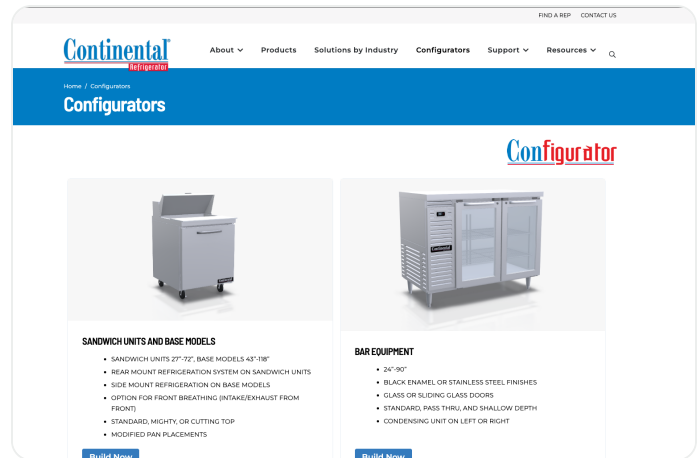
hatcocorp.com



HATCO • CONFIGURATOR (Q9)

A real product configurator. The Flav-R-Shield sneeze-guard builder offers 360° views and multi-attribute selection, generating a spec sheet and a quote, paired with a full KCL/Revit CAD library.

continentalrefrigerator.com



CONTINENTAL • CONFIGURATOR → QUOTE (Q5)

A 3D builder that routes the order. A true 3D configurator across 9 product lines outputs a model number and parts list, then sends the full configured context to a rep.

- **They built configurators where the vertical had none.** Hatco's 360° sneeze-guard builder and Continental's 3D unit configurator are the first real visual configure flows in Foodservice.
- **They connect the spec to the sale.** Both generate a spec sheet or parts list and route a configured order to a rep, building on the KCL CAD libraries every brand already has.
- **The full set is still up for grabs.** Pricing and save/share are the remaining pieces, which is exactly why the category lead is open and these two are first in line.

THE ONE INSTINCT THE EARLY MOVERS SHARE

The sites moving first share one instinct: connect the spec library to a configurator.

85%

OF THE CATEGORY

Deep KCL & Revit CAD

The spec library dealers and consultants design from. Near-universal here, the raw material the whole vertical is sitting on.

62%

OF THE CATEGORY

Combinable filtering

Narrow a deep equipment catalog by attribute. The leaders make a large catalog navigable.

23%

OF THE CATEGORY

An emerging configurator

A visual configure-and-quote flow, still rare in this vertical. Only Hatco and Continental have built a real one, which is why they're first in line for the lead.

- **The spec infrastructure is already universal.** Deep KCL and Revit CAD libraries serve the dealers and consultants who design kitchens.
- **The two moving first added a configurator.** Hatco and Continental built real configure-and-quote flows, the first sign of the category's next chapter.

THE HARD TOOL BEFORE THE EASY ONE

Foodservice built the hard tool before the easy one. Hatco and Continental run the only real configurators in the vertical, and neither has working catalog filtering, the most basic buyer tool there is. The spec libraries are universal (85% carry deep KCL or Revit CAD); the configurators are first; the simple connective tissue, filtering, pricing, save-and-share, is what no one has assembled yet. The lead is open because the pieces are scattered, not missing.

RECOMMENDATIONS FOR FOODSERVICE WEBSITES

1 Route the configured unit to the rep as a quote.

Send the built model, with options, specs, and segment, to a rep automatically.

Continental already does this: the configurator output routes a full parts list and model number to a rep, matching how a dealer or consultant actually specs a kitchen, and arriving as a quotable order instead of a contact form.

2 Be first to give consultants a shared project.

Let a dealer or consultant save and share a configured kitchen build.

No site in the vertical does this yet. In a category specified by consultants across long projects, the first shareable project room is a capability the whole field lacks, and a reason for the channel to start on your site.

3 Put the CAD spec, the configurator, and a price in one flow.

Connect the KCL/Revit library to a configure-and-quote experience.

The spec infrastructure is already universal here. The winner is whoever links it to configuration and a number instead of leaving them on three separate pages.

Nobody owns this category yet. The CAD libraries are universal, Hatco and Continental have the first configurators, and no site has assembled the whole flow. In a field this early, the first complete buying experience sets the standard everyone else gets measured against.

HOW AI TRANSFORMS SELLING • FOODSERVICE

Five Ways AI Helps Sell *Foodservice*.

This is how Threakit's AI Sales Agent works: grounded in your catalog, configuration rules, knowledge base, and design content, and pointed at the way this vertical actually sells.

01 Start From Anything

Upload speech, text, notes, pictures, or forms – or take a guided quiz.

A consultant uploads the CAD floor plan or a photo of the existing line; an operator answers a quiz on covers, menu, and utilities. The agent starts from the kitchen, not the catalog.

02 Valid Recommendations, Explained

Recommends valid products and configurations, with explanations and confidence.

It recommends valid equipment packages – units that clear the hood, match the electrical panel, and fit the line – explains the spec compliance, and scores confidence per unit.

03 Change Without Starting Over

Refine the build in plain language; the project keeps its state.

"Switch the range from electric to gas." Downstream specs, clearances, and the parts list update together, through every revision the project takes.

04 Share and Collaborate

Work the project with the channel and the end customer in one place.

The consultant, the dealer, and the operator align on one kitchen build instead of passing marked-up CAD drawings. The spec stays whole from drawing to order.

05 Outputs That Close

Produces proposals, quotes, and CPQ/ERP-ready outputs.

Spec sheets, model numbers, and a parts list routed to the rep as a quotable order, CPQ and ERP-ready. The first complete buying experience in a vertical where the lead is still unclaimed.

THE TOP 40 RANKING

The 40 Highest-Scoring Sites *in the Cohort.*

Sorted by composite score descending, alphabetical within ties. The full cohort is in the appendix.

#	COMPANY	VERTICAL	CHANNEL	BUYER	COMPOSITE	BAND
1	ClosetMaid	CABINETS & CLOSETS	25	50	75	PACESETTER
2	Allegion · Schlage	DOORS & WINDOWS	30	40	70	PACESETTER
3	American Standard Brands	PLUMBING, KITCHEN & BATH	35	35	70	PACESETTER
4	Galls	UNIFORMS & PPE	45	25	70	PACESETTER
5	Herman Miller	CONTRACT FURNITURE	40	30	70	PACESETTER
6	Sub-Zero Group	PLUMBING, KITCHEN & BATH	40	30	70	PACESETTER
7	Wayne Dalton	DOORS & WINDOWS	40	30	70	PACESETTER
8	Yale Commercial (ASSA ABLOY)	DOORS & WINDOWS	40	30	70	PACESETTER
9	Ariat	UNIFORMS & PPE	40	25	65	PACESETTER
10	Henry Schein	MEDICAL & DENTAL	40	25	65	PACESETTER
11	KI	CONTRACT FURNITURE	35	30	65	PACESETTER
12	OFS	CONTRACT FURNITURE	40	25	65	PACESETTER
13	DXV by American Standard	PLUMBING, KITCHEN & BATH	40	20	60	PACESETTER
14	Jayco	VEHICLES, POWERSPORTS & MACHINERY	35	25	60	PACESETTER
15	Kraus USA	PLUMBING, KITCHEN & BATH	40	20	60	PACESETTER
16	Polaris Industries	VEHICLES, POWERSPORTS & MACHINERY	35	25	60	PACESETTER
17	The Shade Store	WINDOW TREATMENTS	35	25	60	PACESETTER
18	TUUCI	CONTRACT FURNITURE	30	30	60	PACESETTER
19	Zurn	PLUMBING, KITCHEN & BATH	45	15	60	PACESETTER
20	Allsteel	CONTRACT FURNITURE	30	25	55	FOUNDATION COMPLETE

#	COMPANY	VERTICAL	CHANNEL	BUYER	COMPOSITE	BAND
21	Hot Spring Spas	PLUMBING, KITCHEN & BATH	30	25	55	FOUNDATION COMPLETE
22	Organized Living	CABINETS & CLOSETS	30	25	55	FOUNDATION COMPLETE
23	Wolverine	UNIFORMS & PPE	30	25	55	FOUNDATION COMPLETE
24	Aquatic Bath	PLUMBING, KITCHEN & BATH	35	15	50	FOUNDATION COMPLETE
25	ASI Group	CONTRACT FURNITURE	30	20	50	FOUNDATION COMPLETE
26	California Closets	CABINETS & CLOSETS	30	20	50	FOUNDATION COMPLETE
27	Carhartt	UNIFORMS & PPE	30	20	50	FOUNDATION COMPLETE
28	Hafele America	CABINETS & CLOSETS	35	15	50	FOUNDATION COMPLETE
29	Kubota Tractor Corporation	VEHICLES, POWERSPORTS & MACHINERY	30	20	50	FOUNDATION COMPLETE
30	Richelieu Hardware	CABINETS & CLOSETS	35	15	50	FOUNDATION COMPLETE
31	School Specialty	EDUCATION	35	15	50	FOUNDATION COMPLETE
32	Fabuwood	CABINETS & CLOSETS	25	20	45	FOUNDATION COMPLETE
33	Hatco Corporation	FOODSERVICE	30	15	45	FOUNDATION COMPLETE
34	Hayward Pool Products	POOL & OUTDOOR	35	10	45	FOUNDATION COMPLETE
35	JELD-WEN	DOORS & WINDOWS	20	25	45	FOUNDATION COMPLETE
36	Kimball International	CONTRACT FURNITURE	25	20	45	FOUNDATION COMPLETE
37	Metro (InterMetro)	FOODSERVICE	20	25	45	FOUNDATION COMPLETE
38	Overhead Door Corporation	DOORS & WINDOWS	20	25	45	FOUNDATION COMPLETE
39	PIP (Protective Industrial Products)	UNIFORMS & PPE	25	20	45	FOUNDATION COMPLETE
40	ProVia	DOORS & WINDOWS	20	25	45	FOUNDATION COMPLETE

THE PACESETTERS • BEST IN THE INDEX

The 19 Sites That *Cleared 60.*

Sixty is the line where a site is actively selling, not just publishing a catalog. At 60 and above, configuration, guidance, and a handoff that carries context start showing up together. These sites cleared that line, drawn from across the verticals and reaching it by different routes.

COMPANY	COMPOSITE SCORE	INDUSTRY
ClosetMaid	75	CABINETS & CLOSETS
Allegion · Schlage	70	DOORS & WINDOWS
American Standard Brands	70	PLUMBING, KITCHEN & BATH
Galls	70	UNIFORMS & PPE
Herman Miller	70	CONTRACT FURNITURE
Sub-Zero Group	70	PLUMBING, KITCHEN & BATH
Wayne Dalton	70	DOORS & WINDOWS
Yale Commercial (ASSA ABLOY)	70	DOORS & WINDOWS
Ariat	65	UNIFORMS & PPE
Henry Schein	65	MEDICAL & DENTAL
KI	65	CONTRACT FURNITURE
OFS	65	CONTRACT FURNITURE
DXV by American Standard	60	PLUMBING, KITCHEN & BATH
Jayco	60	VEHICLES, POWERSPORTS & MACHINERY
Kraus USA	60	PLUMBING, KITCHEN & BATH
Polaris Industries	60	VEHICLES, POWERSPORTS & MACHINERY
The Shade Store	60	WINDOW TREATMENTS
TUUCI	60	CONTRACT FURNITURE
Zurn	60	PLUMBING, KITCHEN & BATH

METHODOLOGY

How We Audited. *What We Measured.*

SPONSORSHIP & DISCLOSURE

Threekit commissioned and funded this research. The 10-question rubric and scoring anchors were set by the research team, and Threekit had no editorial review rights over findings, scoring, or rankings. Per-component scores are published alongside the composite so readers can apply alternative weightings. Every company in the published cohort is named and scored, including customers of the sponsor.

COHORT & VERTICALS

150 of the largest and most recognizable configurable-product manufacturers in North America, identified through trade rankings, public revenue data, and category coverage, all audited on the public web during a single window (April – May 2026). The cohort is weighted toward companies with non-trivial channel structures (dealers, distributors, reps) and configurable physical products. One vertical (flooring and surfaces) and three additional sites fell outside the index's target profile and were removed from the published cohort, which stands at 135; every statistic in this report is computed on the published 135. This report publishes deep dives on the eight verticals where the index is most actionable; the appendix names the full published cohort.

SCORING ANCHORS

Each of the 10 questions scores 0, 5, or 10: 0 means the capability is absent, 5 means a limited or unfriendly version exists, 10 means it works the way a modern seller or specifier expects. Questions 1 – 5 sum to the Channel Enablement Score (0 – 50), questions 6 – 10 to the Buyer Assist Score (0 – 50), and the two together to the composite (0 – 100). On pricing (Q3), buyer-visible pricing of any kind earns full credit: MSRP, a range, or “from \$X” all count equally; a MAP policy in the footer does not.

WHAT WE DID NOT MEASURE

Buyer-side interviews, conversion outcomes, internal analytics, dealer surveys, mobile parity, and time-series change are all out of scope. The audit captured desktop-rendered sites in one window; sites that returned bot-blocks were re-audited with a longer wait, and any that still failed are excluded from quantitative claims.

LIMITATIONS

The cohort is a sample of large, recognizable manufacturers, not a probability sample; findings generalize to the cohort, not the universe of manufacturers. All scoring followed the same published rubric, with boundary cases re-scored against the anchors. Alternative weightings preserve the distribution shape; specific rankings shift modestly.

APPENDIX · THE COHORT

The 135 Companies *in This Report.*

The published cohort, alphabetical. Every site was scored on the public web during the audit window.

Allegion · Schlage	Hill-Rom (Baxter)	Polaris Industries
Allsteel	Hobart Corp (ITW)	Polyglass USA
AlSCO Uniforms	Hot Spring Spas	Pool Corp / SCP
Alside	Humanscale	ProVia
American Standard Brands	Hörmann USA	Quanex
Ansell	Invacare	Reeb Millwork
Aquatic Bath	ITW Food Equipment Group	Richelieu Hardware
Ariat	Jayco	ROHL (House of Rohl)
ASI Group	JELD-WEN	School Specialty
ASSA ABLOY Door Group	JLG Industries	Sierra Pacific Industries
Atrium Windows and Doors	John Deere C&F	Skytron
AZEK Company (TimberTech)	Just Manufacturing	Snap-on Incorporated
Bertch Cabinet	KaVo Kerr	Steelcraft (Allegion)
Beverage-Air	KI	Steris
Bradley Corp	Kimball International	Stryker
Brizo	Knoll	Sub-Zero Group
California Closets	Kolbe Windows & Doors	Sundance Spas
Carhartt	Kraus USA	Sunrise Medical
Closet Factory	Kubota Tractor Corporation	Symmons Industries
ClosetMaid	Kwikset (Spectrum Brands)	The Shade Store
Closets by Design	LCN (Allegion)	Thor Industries
Continental Refrigerator	LiftMaster (Chamberlain Group)	Toro Company
Cornerstone Building Brands	LION Group	TOTO USA
Curries	Manitowoc Ice (Welbilt)	Tracker Marine
Delfield	Mansfield Plumbing Products	Trimlite LLC
Dexter Axle	Master Spas	TUUCI
Dormakaba USA	MasterBrand Cabinets	UniFirst Corporation
Dräger	Matthews International	US LBM
Duke Manufacturing	Medline	Vestis Corporation
DXV by American Standard	Medtronic	Von Duprin (Allegion)
EMCO Enterprises (Andersen)	Mercury Marine (Brunswick)	Vulcan
ES Windows	Metro (InterMetro)	Waterworks
Fabuwood	Middleby Corporation	Watkins Wellness (Masco)
Forest River	Midmark Corporation	Watson
Galls	MTI Baths	Watts Water Technologies
Genie	ODL Inc	Wayne Dalton
Gerber Plumbing Fixtures	OFS	Weather Shield Windows and Doors
Getinge	Oldcastle BuildingEnvelope	Welbilt
Global Furniture Group	Organized Living	Wellborn Cabinet
Hafele America	Overhead Door Corporation	Wolf Range (commercial)
Hatco Corporation	Owens & Minor	Wolverine
Haworth	Pentair	Wood-Mode
Hayward Pool Products	Pfister Faucets	Yale Commercial (ASSA ABLOY)
Henry Schein	PGT Windows (Miter Brands)	Yamaha Motor Corporation USA
Herman Miller	PIP (Protective Industrial Products)	Zurn

FROM THREKIT

Make It *Easier to Sell.*

This index measured where the path to a sale breaks: the handoff that arrives blank, the configurator that never reaches a quote, the seller and the dealer working from different answers. Threkit's AI Sales Agent closes that gap. It takes your catalog, configuration rules, knowledge base, and design content and turns it into an expert seller that guides your reps, your channel, and your customers to the same right answer – configured, qualified, and routed with full context. Deploy on your website, in your channel portal, or with your reps.

[Schedule a Demo →](#)

threkit.com