CCS *Cates Control Systems*

KEY DIFFERENCES

Panel Shop	Control Panel Manufacturer

Software

Off-the-shelf software; has limitations	Top-tier customized manufacturing ERP software
Limited scalability	Scalable; streamlines and automates tasks
Software is not an integrated part of the process	Software ensures best practices are followed
Disjointed software; limited capabilities	Increases productivity, optimizes job functions

Quality/Consistency

Respond to quality issues as they occur	Proactive focus on quality
Proven consistency across small orders	Proven consistency across large orders
Copies on the floor (no formal system)	Documentation managed, revision-controlled
Tribal knowledge maintained in veteran staff	QMS documented work flows

Company Culture

"This is the way it's always been done."	Continuous improvement part of company values
Resistance to change	Willing to change "how it's always been done"
Culture often still being developed	Established corporate principles

Processes

Designed for a small number of units	Scalable for high-volume
Single process for OEM & custom panels	Separate processes for OEM & custom panels

Efficiency

Limited exposure to Lean principles	Lean principles implemented
"We've always done it this way" mindset	Dedicated Lean resources responsible for making
Resistance to change	changes that increase efficiency

Facility

Set work stations (cannot change configuration)	Modular, easily reconfigurable stations on wheels
Not easily expanded to increase production	Scalable
Organization is not a priority	Organized work, part storage & production areas
Limited investment in machinery and software	Significant investment in machinery and software

Delivery

Manual tracking	Order tracking through software
On-time delivery not scalable past small orders	On-time delivery performance for large orders
Manual BOM tracking/status	Automated BOM tracking/status
Customer must find part substitutions	Part substitutions proposed

Training

Informal training program	Established Learning Management System (LMS)
Each employee may perform task differently	All employees trained to perform task same way
Slow to get new people up to speed (on-job training)	Online LMS speeds up onboarding
Tribal knowledge maintained in veteran staff	Tribal knowledge removed from process