

“It is my roadmap”: Cleveland Steel Tool ties every initiative into one plan

A TESTIMONIAL FROM CLEVELAND STEEL TOOL

CLEVELAND STEEL TOOL

LOCATION
Cleveland, Ohio

FEATURED LEADER
Mark Dawson, President

ENGAGEMENT
CESMII SM Roadmap

Cleveland Steel Tool was founded in 1908, the same year Henry Ford introduced the Model T, to make patented punches for the automotive leaf spring industry. Today it is a leading American maker of ironworker punches and dies. From its plant on Cleveland’s east side, it also builds custom tooling, often with 24-hour turnaround on special sizes, for the steel and metal fabrication industries. Its shop runs brand-new CNC machines alongside much older mills that are still productive, staffed by a highly experienced team of 25 employees.

Too many initiatives, no single plan

CST already had a lot in motion: an ISO program, ERP, CRM, CAD/CAM, continuous improvement and 5S, plus new automation efforts. What it lacked was a way to put them in order. That is what led President Mark Dawson to the CESMII Smart Manufacturing Roadmap, facilitated by NxGen Group with support from ManufacturingWorks.

> **“The number one benefit for us is prioritization. Where should we focus our efforts?”**
>
> MARK DAWSON, PRESIDENT

At the outset, the most urgent need was a way to measure plant productivity.

Built with the whole company

The roadmap started as a generic questionnaire and, after a few iterations, became CST’s own. Nearly every employee took the assessment, and in-depth interviews with about half the company shaped the priorities. Every employee is already part of at least one initiative team, such as safety, continuous improvement, ISO or 5S.

The assessment held few surprises, Dawson said. What changed was what came next: CST now has better communication and metrics from the CNC machines on its shop floor.

IN PARTNERSHIP WITH MANUFACTURING WORKS NxGen Group

Results

One plan

All of CST's technology initiatives aligned in a single roadmap

Connected CNCs

CNC machines added to the network to collect more data

Better metrics

Improved communication and metrics from shop-floor CNC machines

What changed

Before the roadmap, CST had many initiatives running side by side. The roadmap brought all of its technology initiatives together into one document and one effort, giving the team a shared plan for where to focus. Since then, CST has connected more of its CNC machines and added software to manage the data they produce.

> **"The roadmap we are completing is not the CESMII roadmap. It is my roadmap, it is the objectives that I have, and includes input from virtually every person in organization."**
>
> MARK DAWSON, PRESIDENT, CLEVELAND STEEL TOOL

PROJECTS SHAPED BY THE ROADMAP

- **Adding CNC machines to the network to collect more data**
- **Adding software to manage that data**

See what's possible for your organization.

A CESMII Smart Manufacturing Roadmap aligns your people, processes and technology to accelerate results and minimize risk.

Get Started Today!

THE ASSESSMENT COVERS SIX CRITICAL AREAS

1. Manufacturing strategy & leadership
2. Manufacturing excellence & culture
3. Data-driven processes
4. System infrastructure & integration
5. Workforce optimization
6. Supply chain resiliency & agility

A LIGHT LIFT FOR A SMALL TEAM

240+ manufacturers and 2,500+ individuals in the CESMII benchmark

5–10 hrs core-team commitment, far less for everyone else

100% remote-capable, so you set the pace

ABOUT CESMII

CESMII – the Smart Manufacturing Institute – has a total current investment commitment of $201M from Department of Energy funding and public/private partnership contributions, with a mandate to create a more competitive manufacturing environment in the US through advanced sensing, analytics, modeling, control, and platforms. CESMII is one of 17 Manufacturing USA institutes on this mission to increase manufacturing productivity, global competitiveness, and reinvestment by increasing energy productivity, improving economic performance and raising workforce capacity. For more information about CESMII, its history and Smart Manufacturing, visit cesmii.org.

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