What We Do and How are We Different?

CEO Gary Burnett, Sr. Shares His Thoughts

Although 2013 marks Burton Industries’ 35th year as an Electronics Manufacturing Services (EMS) provider, I still struggle when asked the questions: “What does your company do and how is it different?”

When you begin to explain that you manufacture electronic assemblies (this is when their eyes start to glaze over), they immediately assume you are an OEM with your own product, and they want to know what it does. When you explain you build other companies’ products for them (this is when they freeze up with the deer-in-the-headlights look) you can just about figure the conversation is over. It’s not that what we do every day isn’t exciting or meaningful. In fact, it’s full of challenges and changes every day, sometimes every hour, and if you thrive on that kind of environment like we do, then it’s pretty cool. But trying to communicate that to people outside of our industry or even

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Paperless Shop Floor Initiative Underway

By Gary Gibbs, IT Director and Mark Leman, COO

Burton Industries is taking the next major step in its paperless initiative. The Company is tackling what will be the largest project in the initiative, one which will have the broadest impact; conversion of the production floor and all related processes to a paperless system. The targeted “go-live” date is August 1, 2013 and we are well on the way to meeting that goal.

The company’s goal is to reduce waste and improve efficiencies wherever possible in order to provide our customers with the highest level of service; thereby “Moving from

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Our Difference

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new people on our team is sometimes difficult.

Lately, our team at Burton Industries has spent a few months trying to come up with an answer that really expresses our culture and commitment. We discussed what we call the givens in the industry: price, quality, and delivery. We call them the givens, because if you are not good at those three things in this industry you don’t last very long. So, if you’re in this business it’s a given you can perform fairly well at these three things. After 35 years, we’re not just good at the givens, we’re great. That is our culture and has been for a long time; we expect nothing less nor should our customers (and our scorecards reflect that). Good scorecards are great, but around here it’s not enough. We believe our customers deserve more. We hate the normal, the average; we thrive on exceptional.

So other than the givens; what is Burton Industries about? How do we answer those questions of what do you do and how are you different? What do we believe makes our company exceptional? Well, three things that aren’t givens are Service, Focus, and Continuous Improvement. We are about making the customer and the customers’ product better. What makes us different? Our business philosophy is different. Here it is in a nut shell: LOVE: love for customers and people. We believe that the work we do each day and how we perform it matters in making people’s lives better. Here is how we see it at Burton Industries.

Every company is made up of people.

Every company’s product in one way or another is used by people to make their jobs or lives better, easier or safer in one way or another.

All people go to work each day to make either their lives or their families’ lives better for today and for the future.

When our team walks through the door to start our work each day, we don’t just see the metrics of the givens that everyone in our industry focuses on. Our team sees much more; we see the faces of the people that are using the products that we build for our customers, and we see what those products mean for them and how they affect their lives. We see the faces of the people and their families at our customers’ facility, and we understand how they depend on us doing our job exceptionally well, so that they may do their job better, ultimately yielding a better product for the end user. The bottom line is that we are the foundation supporting a lot of people’s path to a better life.

Our team isn’t just sitting around with a pie in the sky philosophy. No, we are far from that. We are in constant movement, working tirelessly. We are manufacturers of electronic products; however, we believe in SERVICE and we have a servant mentality when it comes to our customers and the people we serve. We work every day with FOCUS and intensity to provide solutions that customers are faced with each day and to make sure the givens are exceptional and exceed expectations. We understand that what we did today has to be done better tomorrow and we thrive on CONTINUOUS IMPROVEMENT. We don’t take offense to the reality of business that it has to be better, smaller, faster, or more cost effective tomorrow than it was today. We understand the challenges and we see the faces of the PEOPLE that use the products we build. We recognize that by embracing a culture of exceptionalism, people’s lives can be enriched, whether it’s by a medical product that may save their life or an industrial control that keeps the heat on when it is -40 degrees F. It’s all work that matters and effects lives.

Burton Industries is not just another EMS company, we are a Unified Team. Everyone in our company believes in our mission of Service, Focus, Improvement, otherwise they don’t belong to our unified team. You can’t train the desire to serve, the focus to help people and the need to continuously make improvements into people; it’s something that is within their very fabric as a person. And when that unified team joins forces with a customer’s team, it drives exceptional results.

So, now when asked: “what does your company do?” We respond: “we make the products our customers sell better.” And when asked: “what makes you different?” Our answer is: “we help people.” Now when they see the passion in our eyes and our voices as we explain what we are really about, the conversation never ends.
Burton Industries Focuses on RoHS Product Quality

RoHS production drives many subtle and not-so-subtle changes to the PCBA manufacturing process. One example, is depaneling. Industry data shows that high temperature RoHS laminates are more brittle than FR4 and that depaneling RoHS laminates by traditional equipment such as board slicers or shearing tools, causes tiny fractures that allow moisture to be absorbed into the board. This can drive increased field failures.

Burton Industries has added a fully automated PCBA router to address both these issues, plus address the challenges of today's denser PCBA designs. During depaneling, the new router reduces stress on the board edge and components which may be close to the board edge. It also seals the board edge and requires no tooling.

The new router complements Burton Industries' procedures for handling and storage of moisture sensitive devices (MSD). These procedures include indicating the moisture sensitivity level in the part number, so that during production all associates are aware of special handling requirements. Proper packaging is verified during Receiving Inspection. All MSD devices are stored in moisture barrier bags with desiccant and a humidity indicator card. Dry cabinets are also used in the production area. Time out of packaging is tracked on an MSD tracking label. Any parts exceeding recommended exposure time are baked per J-Std-033.

The fully automated PCBA router is the latest addition to Burton Industries’ toolbox for ensuring high quality RoHS production.

Paperless Shop Floor

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The Ordinary to the Extraordinary!” While researching areas that Burton Industries can improve, the company always focuses on how any proposed change can help our customers (both internal and external) and add value.

A new Manufacturing Execution System (MES) will be implemented across all manufacturing operations - from initial job set-up, through engineering and quality, to final assembly, test and shipping. The system will improve traceability, allow for rapid response to inquiries for status and engineering changes, and provide for higher quality product.

The production floor will be transformed by immediate access to all manufacturing data at each work station; a nice improvement over the current use of paper “job folders.” Each work station will have easy, menu-driven touchscreen (or tablet) access to documents including work instructions, manufacturing drawings, quality documents, test and engineering data, and process flow. The improved technology at each production work station will reduce the time it takes to move from work order to work order as all documentation will be available at the “touch of button,” along with defect data analysis to make instant improvements.

The new MES will introduce improved accountability and ensure proper routing on the production floor, guaranteeing that quality processes are implemented and historical data for traceability and continuous improvement is readily available. Our customers will benefit from the improved data collection as we will have real-time access to how and when every unit was built, what documents and revisions were used, and whether there were any quality issues during the build. The improved accountability, traceability, and flow will result in improved first pass yields and less rework.

Data entry speed will be improved through the use of additional bar coding, and in-process serial number registration will make it easy to know the status of every unit in any given work order. This will allow our Program Managers to respond to any customer inquiries in “real time.” This will also allow for more rapid implementation of ECOS. Knowing the exact status of each work order in the process will let us know when an ECO can best be implemented for our customer. The document changeover will be seamless and serial number registration will target which assemblies have been manufactured to the new revision.

The company is currently running a pilot project through the new MES software for initial evaluation. That will be followed by a more intense pilot run involving further input from production staff to make those “final tweaks” before finalizing the set-up. Installation of computers, tablets, scanners, and network infrastructure will follow and the system will then “go live!”

This is an exciting time and major change is heading to Burton Industries’ production floor! The new MES system will reduce paper waste and improve process efficiencies, while also providing improved traceability and access to production data. Our customers will benefit from more rapid access to “real time” data and ECO implementation; improved quality and regulatory compliance; and increased value from the improved efficiencies. You don’t often find this level of technology and innovation in an EMS company of our size, serving our niche. This improvement will enhance our commitment to customer success. The integration of the MES system throughout the production processes is a great step forward and we are eager to put it to use improving our customer’s products.
Meaghan has been promoted to the Program Management team. She is a graduate of the University of Wisconsin, Stevens Point and has experience in customer service. Her major in Interior Design/Architecture provides her with a background in design development, marketing strategy and customer interaction. Meaghan worked on the production floor previously in our Test Department which also gives her a very good understanding of communication and information sharing needs among areas of the organization. She is a welcome addition to our internal business development team.

Sean has been promoted to an Assistant Manufacturing Engineer position on the production floor. He was been with Burton Industries for almost two years as Machine Operator in our SMT area. Sean joined the team with a foundation in electronics gained in a family business. Since then he has added internal training and additional skills through on the job training. His commitment to excellence, customer satisfaction and continuing education made him a great fit for the new position.

**Anniversaries**

- **Ramona Thelen**
  Handsolderer PTH
  5 years on December 26th

- **Terry Trolla**
  Handsolderer PTH
  5 years on January 7th

- **Petr Sevcik**
  Quality Manager
  1 year on January 9th

- **Jan Skoviera**
  Materials Buyer
  1 year on January 30th

- **Eric Their**
  Production Manager
  7 years on January 30th

- **Chris Kavinsky**
  Program Management Lead
  11 years on February 12th

- **Eero Angeli**
  Electronic Technician
  2 years on February 28th

- **Sue Pedrin**
  Inspector
  10 years on March 3rd

- **Loretta Vallone**
  SMT - Machine Operator
  11 years on March 18th

- **Anna Hill**
  Continuous Improvement Coordinator and Inspection Lead
  6 years on March 26th

- **Tony Grayvold**
  HLA Work Cell Lead
  1 year on March 26th

**Sales**

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for the OEM; therefore some OEMs don’t trust you when you explain that you are interested in serving them and their needs to help improve their business. At times Burton Industries has offered design or engineering services at no charge to help customers meet a deadline or solve a problem and they still think there is some hidden catch or agenda to pop up later, rather than just the desire to help them succeed. The sales team is continuing to work opportunities and leads resulting from its 2012 trade show activity.

**Upcoming shows include:**
- **AMCON** May 1, 2 – Denver, CO
- **Design2Part** May 7, 8 – Schaumburg, IL
- **Design2Part** June 5, 6 – Minneapolis, MN
- **AMCON** June 11, 12 – Kansas City, MO
New Team Members

Tiffany worked with us previously through a staffing agency while attending Gogebic Community College. She has brought a great deal of energy and positive attitude to the areas she’s worked in and is a great addition to the team.

Al joined the team as a Manufacturing Associate. He has very quickly shown his capabilities and has been awarded a Machine Operator position based on his previous manufacturing experience and abilities with Burton Industries. Al will be a Machine Operator in the through-hole technology work area.

Connections

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Burton Industries, Inc.
Headquarters
PO Box 250
Hazelhurst, WI 54531
Ironwood Division
1260 Wall Street
Ironwood, MI 49938

www.burtonindustries.com
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