Attribute	Mass Production	Lean Production
Equipment/Machinery	Specialized to product	Flexible
Length of Production Runs	Long	Short
Design Process	Traditional	Computer-Aided Design/Design for Manufacturability
Inventory Holdings	High, at all stages of production	Low, Just-In-Time
Supplier Relations	Arms-Length	Frequent Communication and Long-Term Relationships
Quality Control	Repair Defects at End of Line	Stop line to prevent further defects
Planning/Authority	Centralized	Decentralized
Job Design	Specialized	Job Rotation
Work Organization	Individual Effort/Monitoring	Team Production/Group Incentives
Job Security	Low	High
On the Job Training	Low	High

Attribute	Trad'l Retailing	Lean Retailing
Market Share	Medium or Very Small	Large
Inventory Holdings	6 months, warehouses, "stock rooms"	1 week, no warehouses, empty stockrooms
Receiving	Crates unpacked and checked by hand	Automated - shipping barcodes
Internal Distribution	Periodic shipments from warehouses	Automated - through receiving direct to stores; robots and standardized storage
Inventory Tracking	Periodic "inventory" days - by hand	Automated - barcodes at the SKU level
Pricing and Sales Tracking	Manual	Automated - scanners at the checkout
Order Placement	Large orders, 6-18 months lead time	1 week to 1 month lead time; use last week's sales data
Supplier Relations	Arms-Length	Frequent Communication and Long-Term Relationships
Vertical Integration	Use Third-party shipping	Maintain own shipping and distribution
Planning/Authority	Centralized	Decentralized
Pricing	High/Sales	Everyday low pricing
Advertising	Low	High
Selection	Varies	Category Killers or Large Variety