

# AM&T

Alliance for Manufacturing & Technology

[www.amt-mep.org](http://www.amt-mep.org)

## HELPING MANUFACTURERS PLAN, PERFORM, PROFIT & GROW

March 2015 • Volume 21 • Issue 3

### Inspiring Tomorrow's Manufacturer Today!

**MFG  
DAY**  
10.02.15

MANUFACTURING DAY is OCTOBER 2, 2015



Join the Movement!

### Join Us for MFG DAY 2015

Since Manufacturing Day occurs the first Friday in October each year, it shouldn't come as any surprise that this year's MFG DAY will be held on: October 2, 2015

As always, MFG DAY events on any calendar day are welcome. In the past, we've had quite a few MFG DAYS - and even weeks and months - occur in September, October, November, and December. Every day has the potential to be MFG DAY.

So if you have a date in mind, don't be shy. Join us by visiting [mfgday.com](http://mfgday.com) and putting your event on the map!

Put Your Event on the Map by hosting one, register at <http://www.mfgday.com/user/register>

### How Big Was MFG DAY 2014?

You probably know about President Obama joining us for MFG DAY 2014, but just how many others made it to events? Nearly 400,000!

Learn more at <http://www.mfgday.com/news/manufacturing-day-2014-smashes-all-participation-goals>

### Watch American Ingenuity at Work

See Science Channel's new show, "All-American Makers," put makers' ideas and inventions to the test. Tune in to see what America is making on Wednesdays on the Science Channel at 10/9 Central Time.

Learn more at <http://www.sciencechannel.com/tv-shows/all-american-makers/>

**AM&T and MEP Proudly Serving U.S. Manufacturers since 1988!**





Alliance for Manufacturing & Technology

## HOW WE HELP

- Business Assessments
- Strategic Planning
- Lean Enterprise
- Supervisory Training (TWI)
- Project Management
- ISO/AS Quality Systems
- Sales and Marketing
- New Opportunity Identification and Growth — Markets, Products, Services, Customers

AM&T is a not-for-profit economic development organization that receives significant financial support from the New York State Foundation for Science, Technology and Innovation (NYSTAR), and the National Institute of Standards and Technology (NIST) Manufacturing Extension Partnership (MEP). AM&T is a NYSTAR® designated Regional Technology Development Center for the Southern Tier and is one of nearly 50 MEPs located across the country. AM&T works directly with regional companies to increase their competitiveness and profitability.

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MEP • MANUFACTURING EXTENSION PARTNERSHIP



Empire State Development  
Division of Science, Technology & Innovation

# What Do Great Managers Do?

By: Chris Anderson

What do Great Managers do within a group? Average managers play checkers, while great managers play chess. Do you play checkers or chess?

## Great Managers Play Chess

Great managers capitalize on each person's unique qualities. In checkers all the pieces move the same way, but in chess there are different pieces that move in different ways. Great managers discover what makes each person unique and then takes steps to leverage each person's unique talents for their group.

## Top Five Tasks of a Great Manager

Work is broken down into work centers or groups that are led by a manager of that group. A manager's job is to "get the work done" but not necessarily do the work. Here are the top five tasks of a Great manager:

### Great Managers Prioritize

A Great Manager defines the group's goals and prioritizes what work needs to be done to meet those goals. Managers set priorities and provide focus.

### Great Managers Organize the Work

A Great Manager assesses the work, divides it into controllable activities, assigns the right people to accomplish the tasks, and then follows up on the tasks to ensure that what needs to be done gets done. Managers organize the work.

## Great Managers Communicate

A Great Manager integrates a group into a team through feedback. How something is said is just as important as what is said about performance, pay, placement, and promotion. Managers communicate, provide feedback and listen well.

## Great Managers Measure Performance

A Great Manager monitors group goals, evaluates priorities, and appraises communication to understand performance. Managers measure what's important.

## Great Managers Develop their People

A Great Manager develops people through training, challenging assignments, and regular feedback in order to fill gaps in performances or to move the group to achieve higher levels of performance. Managers train their people.

## In Summary, the Top Five Tasks of a Great Manager:

1. Set Priorities
2. Organize Work
3. Communicate
4. Measure Performance
5. Develop their People

## What Makes a Great Manager?

Great Managers play chess. They discover what makes each person unique and then capitalize on each person's unique qualities for maximum performance. How does your company encourage great managers?

## Made in the Southern Tier

Increase Your Exposure –  
add your company to this FREE directory of manufacturers



AM&T has launched **Made in the Southern Tier** – an online directory that showcases our region’s companies and the vast array of products that are manufactured here.

Inclusion in the directory is free to all Southern Tier manufacturers. Benefits include:

- Enhanced exposure to top-level search engines such as Google
- Greater likelihood that world-wide customers can find you
- Ease of finding regional suppliers and partners for your production needs
- One source for regional companies to find manufacturing suppliers

In addition to descriptive text and contact information, the company profiles include logos, product images, videos, and more – a comprehensive yet compact showcase.

Learn more at [www.amt-mep.org](http://www.amt-mep.org). Click on “About the Directory” or “View Manufacturers”.

To qualify for inclusion in the directory, a company must be a manufacturer, with a NAICS code between 311-Food Manufacturing and 339-Miscellaneous Manufacturing. Also, the company must be located in one of the following New York counties: Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, and Tompkins. When a new company profile is submitted, it will be reviewed and confirmed by AM&T staff before it appears in the directory.

If you represent a Southern Tier manufacturer and would like to include your company in the directory at no cost, please complete the information form at:

[www.blog.amt-mep.org/?p=525](http://www.blog.amt-mep.org/?p=525)

## Don't Get Left Behind on Innovation

By: Luis Gallardo

If the innovations of 2014 have proven one thing, it's this: We are living in the future. With the announcement of the Apple Watch and with Google Glass hitting the market, technology is clearly picking up speed, and there's no sign of it slowing down.

Although becoming innovative is crucial for companies in 2015, getting there isn't easy. When prioritizing innovation this year, allow these three tips to guide your efforts:

- Be vigilant and flexible. Remember that the status quo is no longer acceptable, no matter how well a company is faring in today's market. Always be aware of the changing climate to identify potential challenges and opportunities and be ready to adapt.
- Look for creative applications. Applying old concepts to new industries has been key to innovation in nearly every industry. We've seen Nespresso fuse coffee and luxury, and even McDonald's adopted Ford's production model to make hamburgers.
- Empower your employees. Companies rely on their workers to inspire innovation, and that includes founders and people without a Ph.D., MBA, or scientific background. Your staff members are one of your greatest resources. They hold intimate knowledge of your company, so it's vital that you make them feel comfortable sharing their ideas and innovations.

There are many exciting business and technology innovations ahead, and that can feel daunting. But by keeping an eye on emerging trends, you can use them to your advantage, building knowledge, credibility, and revenue this year.

# Job Development Authority Loan Program



## What is the Job Development Authority (JDA)?

- JDA provides direct loans for the growth of manufacturing and other eligible businesses within New York State by assisting in financing a portion of the cost of acquiring and renovating existing buildings or constructing new buildings ("Real Estate" projects) or for purchasing machinery and equipment ("M&E" projects).
- In most cases, JDA loans can lend up to 40% of the total project cost of Real Estate or M&E projects.
- Loans can be made for up to 60% for those projects located in Empire Zones or economically distressed areas.

## JDA Financing Structure

- The combination of a bank loan and a JDA loan allows up to 90% financing of a project.
- Loans can be from \$250,000 - \$3,500,000.
- JDA Real Estate Loan is normally a second mortgage loan, subordinate to a first-mortgage loan provided by a bank.
- M&E Loans are secured by a first lien, co-equal with the bank's lien, on the M&E being financed.
- 50% Bank Loan.
- 40% JDA Loan.
- 10% Borrower Equity.

## Requirements

- The Borrower must secure a letter of commitment from the bank detailing the bank's portion of the project cost.
- Personal guarantees are required from any person owning 20% or more of the Operating Company for whose benefit the JDA Loan is being made.
- The Borrower must provide at least 10% of the project cost as an equity contribution to the project.

## What are the costs involved with utilizing JDA?

- \$250 Application fee.
- JDA charges a 1% one-time fee to the borrower on the JDA portion of the loan as opposed to higher fees charged by similar programs.
- In Real Estate Transactions, NYS Mortgage Recording Taxes are waived for the JDA portion of the loan amount.

**Contact Jim Cunningham  
at 607-725-1225  
for more information**

# Seminar on Best Practices of Successful Exporters

## OVERVIEW

Join Mohawk Global Trade Advisors, the U.S. Commercial Service, and M&T Bank for an insightful look into the programs, tools, and techniques used by the country's most successful export companies. (3 CES Credits)

- U.S. Commercial Service Overview
- Banking, Documentary Collections, Letters of Credit and More
- Export Compliance and International Transportation Tips

Seminar includes breakfast. Space is limited, so please register by March 4th to reserve your seat.

**DATE:** March 11, 2015  
**TIME:** 9:00 am to 12:00 pm  
**LOCATION:** Mohawk Global Logistics  
123 Air Cargo Road  
North Syracuse, NY 13212  
**COST:** \$50.00  
**REGISTRATION:** <http://mohawkglobalta.com/seminars-events/event-registration/?ee=69>

## Operation: Start Up & Grow

### Veteran Business Conference

Ready to start a business?  
or expand your existing business?

Find all the resources for veterans in one location at this **FREE** conference!

The **8th Annual Operation: Start Up & Grow** is the premier veteran business conference in Upstate New York for veterans and members of the military community who want to start or expand their own small business. Don't miss it!

**DATE:** March 19, 2015  
**TIME:** 8:30 am to 1:30 pm  
**LOCATION:** SRC Arena  
Onondaga Community College  
Syracuse, NY  
**COST:** FREE  
**REGISTRATION:** <http://www.sba.gov/operationstartup>  
or call 315-471-9393

## Spring 2015 Quality Conference

The Binghamton Section of  
The American Society for Quality "ASQ"  
in Conjunction with  
The Institute of Electrical &  
Electronic Engineers "IEEE"  
**Presents The Spring 2015 Quality Conference**  
For more information or to register  
visit [www.asqbingham.org](http://www.asqbingham.org) or  
call Bob Lerner at 607-348-6022

**DATE:** April 18, 2015  
**TIME:** 9:00 am doors open  
9:30 am Registration & Networking  
10:00 am to 4:00 pm Preceedings  
**LOCATION:** The Broome County Public Library  
185 Court St  
Binghamton, NY  
**COST:** \$15 ASQ Members / \$25 Non-Members



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## Benefits of Becoming an AM&T Associate

- Four free hours of consulting services
- Your company's profile will be featured in the "Associates' Corner" of our monthly newsletter, which is distributed throughout eight counties: Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tompkins, and Tioga. Also, the newsletter is featured on our website giving your company worldwide exposure
- Discounted fees at AM&T sponsored seminars & workshops
- A free Performance Benchmark and Transformation Planner (\$2,500 value)
- A link to your company's website from ours
- Assistance with Technology Transfer, Funding Sources, Venture Capital Investment, Networking, Research & Development Programs, etc

Call Jim Cunningham at 607-725-1225 to ask about becoming an associate.

More information at [www.amt-mep.org](http://www.amt-mep.org)

## Associates' Corner

The Buckingham name is well known to linemen and arborists throughout North America and internationally as a company they rely on to do their jobs efficiently and safely.

Buckingham's roots were established in 1896 when Wilmont Stephens, owner of a Binghamton blacksmith shop, began producing pole climbers. In 1913, W. H. Buckingham purchased the firm and changed the name from the Stephens Company to what is now known as Buckingham Manufacturing Co., Inc. Today, the company is known as Buckingham Group following the addition of two distribution companies and a training company.



H. Andrew Batty Jr. and a new management team took ownership in 1984. Today, he and James Pennefeather continue to guide the company as they expand and improve the original product line; introduce new product lines; expand their sales and distribution system domestically and internationally; and introduce new manufacturing technology and reorganized production.

Buckingham is a medium-sized company with the expertise and agility to develop and deliver quality products based on customer requirements, lead times, engineering changes and schedule changes. Their diverse work force contributes to the breadth and depth of their

knowledge and experience and senior management continues its commitment to quality improvements.

Today, Buckingham is ISO 17025-2005 Accredited, ISO 9001:2008 Certified and is a CSA Group Qualified Testing Facility. Buckingham is primarily responsible for the design and manufacture of climbing and work positioning equipment, fall protection gear, and accessories specifically designed for the electric, telecommunications, cable and professional arborist markets. The company follows all applicable standards including OSHA, ANSI, ASTM, CSA and CE requirements pertaining to their product line.

Mr. Batty explained that Buckingham's on-going success is dependent on its loyal customer base and the continued addition of new and satisfied customers. "Outstanding customer service is the backbone of a successful company and our customers appreciate the knowledge, experience and flexibility of our staff." In sharp contrast to the national norm, Buckingham's customer service staff has long tenure at Buckingham. "Our service representatives know the products, interface with our shop managers and frequently work directly with manufacturing to satisfy customer requirements."

For more info, contact: Jim Nichols at 607-773-2400 or [www.buckinghammfg.com](http://www.buckinghammfg.com).

## Associates' Corner

Standard Printed Circuits, Inc. is an independent manufacturer of Microwave/RF and high speed digital printed circuits working for the Military, Aerospace, and Telecom Industries. Operating

continuously since 1967, SPC has become a leader in utilizing the full spectrum of advanced dielectrics to produce multilayer PCB designs up to 24 layers. 80% of their product line consists of PCBs used in both passive and active RF components including: Couplers, filters, dividers, com-



**SPC**  
Standard Printed Circuits, Inc.  
building today for the needs of tomorrow

biners, antennas, and amplifiers making SPC one of the most experienced RF/Microwave PCB shops in North America.

By employing some of the most advanced technology in the industry, SPC routinely processes to precision tolerances for circuit alignment, line control,

PIM reduction, thermal management, and superior bonding to PTFE substrates. A wide selection of final finishes along with their dicing capabilities completes SPC's ability to provide their

customers with a full menu of in-house capabilities.

SPC offers quick turn prototypes to medium volume production quantities. They are ISO 9001, AS 9100 C, ITAR registered, and UL certified.

Visit them at  
[www.standardpc.com](http://www.standardpc.com)

## Around the Southern Tier

Mar 11	Best Practices of Successful Exporters - See Page 5
Mar 12	Business After Business - The Chemung County Chamber - 607-734-5137
Mar 12	Business After Business - The Corning Area Chamber - 607-936-4686
Mar 17	MWBE Contractor Readiness Training Part 1 - SBDC at Binghamton University - 607-777-4024
Mar 19	Steps to Grow and Build Your Business - The Chenango County Chamber - 607-334-1400
Mar 19	Educational Technology Day 2015 - Ithaca College - 607-274-7000
Mar 19	5 Vital Legal Actions to Perform in 2015 - The Tioga County Chamber - 607-687-2020
Mar 19	Operation: Start Up & Grow - See Page 5
Mar 24	MWBE Contractor Readiness Training Part 2 - SBDC at Binghamton University - 607-777-4024
Mar 24	Business After Hours - The Chenango County Chamber - 607-334-1400
Apr 07	MWBE Contractor Readiness Training Part 3 - SBDC at Binghamton University - 607-777-4024
Apr 09	Facilities 101 - CCMR - <a href="http://www.ccmr.cornell.edu/fac101">http://www.ccmr.cornell.edu/fac101</a>
Apr 18	Spring 2015 Quality Conference - See Page 5
May 19	2015 Symposium - CCMR - <a href="https://www.ccmr.cornell.edu/symposium/">https://www.ccmr.cornell.edu/symposium/</a>

Please add [mailbot@amt-mep.org](mailto:mailbot@amt-mep.org) to your address book or safe list to receive AM&T e-News. To subscribe to electronic or paper versions of our newsletter or to update your mailing address visit: [www.amt-mep.org](http://www.amt-mep.org) then select News and Events from the menu.

Return Service Requested

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## HELPING MANUFACTURERS PLAN, PERFORM, PROFIT & GROW

We are a team of experienced, skilled consultants and trainers dedicated to helping manufacturers in the Southern Tier of NY plan, perform, profit & grow. Our goal is to have manufacturers remain, grow and prosper in the Southern Tier.

AM&T uses a comprehensive, overall business approach to create significant and long-lasting business improvements. Our experience is that individual improvement methodologies will provide some measurable benefits on their own, but it is the combination of them across the whole value chain that will lead to dramatic gains.

### WE HELP BUSINESS LEADERS:

- Assess their current state
- Articulate and define their desired future state
- Train their workforce in improvement methodologies
- Implement process improvements across the whole value chain
- Identify new opportunities
- Achieve and sustain growth and breakaway results

### AM&T DELIVERS:

A third-party survey for 2008-2013 reported impacts of:

- 3,461 jobs created or retained
- \$622 million in increased or retained sales
- \$15.0 million in cost savings
- \$44 million in investments
- \$845 million total impact
- 4.6 out of 5.0 Customer Satisfaction

### OUR SKILLS:

- Business Assessments
- Strategic Planning
- Lean Enterprise
- Supervisory Training (TWI)
- Project Management
- ISO/AS Quality Systems
- Sales and Marketing
- New Opportunity Identification and Growth — Markets, Products, Services, Customers

Our integrated, comprehensive approach, applied to the whole value chain, can make a difference. We are "hands-on", roll-up-your-sleeves people and we're passionate about manufacturing.

**Call Jim Cunningham at 607-725-1225 to ask how we can help.**