

The logo for AM&T (Alliance for Manufacturing & Technology) is displayed in white, bold, sans-serif font on a red background. The letters 'A', 'M', and 'T' are large, with an ampersand between 'M' and 'T'.

AM&T

Alliance for Manufacturing & Technology

www.amt-mep.org

A close-up photograph of a manufacturing process, likely grinding or cutting, showing bright orange sparks flying from a dark metal workpiece. The background is dark and out of focus.

**HELPING
MANUFACTURERS
PLAN, PERFORM,
PROFIT & GROW**

January 2012 • Volume 18 • Issue 01

A festive winter scene featuring a large, brightly lit Christmas tree with colorful lights and ornaments. The tree is set in a snowy landscape with evergreen trees and a brick archway in the background. A red cardinal is perched on a branch in the foreground, and two ducks are visible near a small stream or path. The sky is dark with falling snow.

***Holiday Greetings
from your friends at AM&T
Many Wishes for a Successful
and Rewarding 2012***

Jim Cunningham
Bob Edwards
Ed Gaetano
Lloyd Johnson

Bob Mann
Michael Meador
Carol Miller
Kathy Peacock



Alliance for Manufacturing & Technology

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.

This publication is funded in whole or in part by NYSTAR. Any opinions, findings, conclusions or recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the views of NYSTAR.

HOW WE HELP

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



MEP • MANUFACTURING
EXTENSION PARTNERSHIP



Empire State Development
Division of Science, Technology & Innovation

UPS Freight® Savings Program Available to Friends of MEP

Southern Tier manufacturing companies can receive a minimum 70% discount on UPS Freight LTL (Less-Than-Truckload) services by signing up as a “Friend of MEP”. There are no fees or minimum shipping requirements.

This discount is available through AM&T’s membership in the American Small Manufacturers Coalition which has partnered with UPS and the Manufacturing Extension Partnership (MEP) to create this freight savings program for manufacturers.

The program provides significant savings for most companies using commercial freight carriers. Participating members have saved an average of \$500 per shipment* off net shipping charges.

Member discounts apply to LTL freight shipments weighing 150 lbs – 20,000 lbs that are:

- Inbound shipments billed collect to your company
- Outbound shipments prepaid from your company
- Shipments billed to your company as a third party

Enrollment in the program is free -- see the box below for instructions on how to start the process by signing up as a “Friend of MEP”.

After signing up, within 2-3 days the UPS Freight Savings program will send you an email with your account information.

For enrollment, rate quotes, or questions regarding your discounts, contact UPS at 866-443-9303, ext. 4080 or associations@upsfreight.com

To Enroll

Complete and submit the sign-up form at www.smallmanufacturers.org/friendsups (In the form’s “MEP Assistance Center” space, enter AM&T)

* Based on 2010 member shippers over a 12 month rolling average. Results may vary.

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”

Michelangelo

13N Grant Now Available for Advanced Manufacturing Training - FINAL ROUND

Applications Currently Being Accepted (until 12:00 p.m. on April 10, 2012)

All training must be **completed by April 20, 2012**

Applications will be accepted on a first come/first basis until funds are exhausted.

Early Applications are Strongly Encouraged

Purpose:

The purpose of this Request for Proposals (RFP) is to solicit projects that will support employer strategies and local efforts for lifelong learning for the development of the incumbent (employed) worker by providing funds for upgrading the occupational skills of those workers conducted in an institutional, work site setting on or off-site. This initiative targets training to support the Advanced Manufacturing sector's needs. Applications that support "green" or environmentally sound practices are also encouraged.

Eligible Counties:

Chautauqua, Cattaraugus,

Allegany, Steuben, Schuyler, Chemung, Tompkins, Tioga, Broome, Chenango, Delaware, and Otsego.

Eligible Businesses:

Any private, for-profit manufacturing business that has 4 or more full-time, permanent employees that reside within the 12-county area listed.

Type of Training Allowed:

Companies may use an outside training provider or in-house trainer. For in-house training a minimum of 4 trainees is required for each course. Courses may be delivered on or off site. Only training that results in acquisition of transferable skills is eligible. Training periods cannot exceed 90 days.

Match Requirements:

An employer 50% match is required. Training wages can be used to meet this requirement.

Maximum Award:

The maximum award is \$15,000 and includes any previous awards under the STNY 13N Grants (issued in late 2009 and again in 2010). Training costs are reimbursed to the business.

Applications and Additional Information

All interested businesses will need to be reviewed to ensure the business is eligible to receive local, state & federal grant dollars.

All interested applicants MUST first inquire prior to submitting their application in order to be provided with a contact for assistance with the application process. Initial inquiries and questions should be directed to: Lori Haner, Business Services Manager – CSS WIB at 607-937-8337 x1113 or via email at hanerl@csswfny.com for program administration inquiries for this project.

Request for Proposal packets are available at www.csswfny.com. Look at the bottom half of the web page for 'Incumbent Worker Training Request for Proposals'.

For information about how AM&T can assist, please contact:
Jim Cunningham
607-725-1225
jcunningham@amt-mep.org

Supplier Opportunities for Next Generation Rail Equipment

Learn more about the upcoming railcar and locomotive supplier opportunities for US manufacturers and a recently formed partnership between NIST MEP and the US Transportation Department to re-establish a domestic supply base to support inter-modal transportation in the United States. The objective of this effort is to have 100% of the supply chain in the USA.

We are trying to connect rail industry Original Equipment Manufacturers (OEMs) with a broader domestic supply base, to include both traditional and non-traditional rail suppliers. The large car builders and OEMs have provided contact information and websites where prospective suppliers can learn more. If you are interested in becoming a Rail Industry supplier, please call Jim Cunningham at 607-725-1225 for more info.



Alliance for Manufacturing & Technology

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 nine counties: Broome, Chemung, Chenango, Delaware, Otsego, 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

A Simple Vision: Planning for the New Year

Vision is the ability to plan for the future based on everything that you have learned so far. But if you don't know what you want, then it's hard to plan for it — regardless of intellect or ability.

What do you want? We're facing the New Year, again. And I can't help but wonder – are you any closer to that dream?

Simple Questions

Did you hire the people you thought you needed? Did you train or retrain the team that you already have?

Did you expand or enhance the products or services that you offer? Have you improved your bottom line with better marketing?

Did you launch that business? Did you let go of something that doesn't work?

Have you positioned yourself to move forward, even if it's baby steps? Did you learn something new that can advance your business? Have you prepared to execute it as soon as possible?

Vision is simpler than we think.

It's seeing the future — based on what you saw yesterday, what you see today and what you imagine for tomorrow. And if you have the foresight to benefit from the team around you, then you are really on to something.

Planning doesn't have to be complicated, but it has to take place — consistently. And you don't have to wait to the New Year to do it, but you do have to do it — religiously, because "shooting from the hip" may get you started, but it can't

sustain a business beyond your lifetime.

What do you see, do, and expect?

Vision is not only the ability to see, it's also our strategy for doing something about what we see, and our right to expect a new future because of those actions.

Take the time to jot down your three biggest lessons from this year. Be aware of how you learned those lessons. What price did you pay to know what you know?

For some, these lessons will be top of mind.

For others, you'll have to dig a little. To help you unearth your hidden lessons, record your three biggest successes and failures of the year. You can learn from everything, so write them down, because even the mistakes carry insights if we pay attention.

Beside the failures, write down what you learned and three things you can do to keep them from happening again.

Beside the successes, write down:

- what you learned,
- the actions that you will imitate in future projects, and
- three things you can do to make it better the next time around.

This exercise is a jumping-off point.

If you discover the lessons, you can build something stronger in the new year — one day, one deliberate action at a time.

By Jamillah Warner
Small Business Trends

Start the New Year off right

We can help you develop your plan.
Contact Jim Cunningham 607-725-1225
jcunningham@amt-mep.org

Are You a Project Manager?

Today, everything is a project with more and more people finding themselves in a project management role of some type. You don't have to have the title of Project Manager to manage projects.

A **Project** is a temporary collection of related tasks to achieve a desired and usually unique result.

What do you think? Do you find yourself managing a collection of related tasks to achieve a desired result? If so, you qualify as a project manager. Businesses today are evolving, downsizing,

If you're interested in training or consulting help with Project Management, please contact:
Lloyd Johnson
607-227-6229
ljohnson@amt-mep.org

and pushing more work down the organization chart. You may be a project manager and not know it. But what if you haven't been trained as a Project Manager with the necessary skill and tool sets?

What Is Project Management?

Projects are unique events and not processes, yet **project management** is definitely a process and not a unique event.

Project Management is a disciplined utilization of tools and methods for successfully describing, organizing, and controlling a project.

Project management is a structured process of disciplined actions that follows a common Plan-Do-Check-Act (PDCA) cycle found within the five phases of project management.

What Are the Five Phases of Project Management?

1. Project Initiation
2. Project Planning
3. Project Execution
4. Project Monitoring & Control
5. Project Administrative Review & Closure

All projects go through the same five project management phases that typically culminate in some type of project management phase review. Each project management phase has a distinct purpose, importance, and set of outputs designed to ensure that the project manager is moving the project toward the desired result.

Following a disciplined project management process should help you to eliminate common project issues resulting from poor buy-in, projects failing to learn from past mistakes, or difficulty in getting final acceptance for your projects.

TWI – Building Supervisory Skills

In 1940, it became apparent that the demand for military equipment would be greater than anything we had ever experienced as a nation. To meet the demands of our defense, a completely new approach to training and the use of people in industry was established, called the Training Within Industry Service (TWI). As a result of TWI, in combination with lean production, productivity skyrocketed, especially in aircraft and shipbuilding. However, as orders began to decline in 1944, TWI was quickly forgotten and "lost" for more than 60 years.

Today some of those basic methodologies are being rediscovered, helping US businesses build supervisory skills, workplace stability and improved competitive positions.

TWI has three specific job training components for production supervisors -- job instruction, job methods, and job relations. Each component is a ten-hour course that teaches practical supervision skills.

Job instruction (JI) teaches supervisors how to plan for the correct resources they would need in production, how to break down jobs for instruction, and how to teach people safely, correctly, and conscientiously.

Job methods (JM) teaches supervisors how to analyze jobs and make simple improvements within their realms of control. Every activity is considered for improvement. Supervisors learn to question why an activity is done this way, and if it could be eliminated, combined with

something else, rearranged, or simplified.

Job relations (JR) teaches supervisors to treat people as individuals and solve basic human-related problems in production rather than to ignore them.

Taken together, these three courses help supervisors create a basic routine, discipline, and sense of fairness in work teams.

For more information about AM&T's TWI programs or to schedule an initial meeting to discuss the potential benefits to your organization, contact:

Lloyd Johnson
607-227-6229
ljohnson@amt-mep.org

The Goals of Economic Development

In 1989, Phil Burgess, President of Denver's Center for the New West (now defunct), gave a presentation called "Expanding Choices in America's New Economy." In his talk, Burgess, who is credited with first coining the phrase "economic gardening," argued that "new hope, increasing wealth and expanding choices are the universal goals of economic development."

Each community will find a different path to achieve the goals of new hope, increasing wealth, and expanding choices. But three things are clear: each community must assess and build upon its existing assets, address the gaps in its resources, and develop a support system at the local level that creates a positive instead of a negative cycle for all its citizens. It is the task of the community's leaders to initiate and drive this virtuous cycle, and the task of every citizen to contribute to the betterment of the community.

Community development and economic development cannot be separated. They are part of the same ecosystem, one which ultimately produces both hope and expanding choices for all its members.

Section 41 R&D Tax Credits Can Be Substantial for Manufacturers

R&D tax credits were established in 1981 by Congress to encourage and assist companies to engage in research and development, and thereby become more productive and competitive. As a manufacturer, you may be unaware that many of your efforts to design your products qualify as R&D and may make you eligible for tax credits for expenditures associated with these activities.

Your company may qualify for extensive credits if your research expenditures meet the Federal requirements. These R&D credits may be applied to taxes due or to future tax liability. They may be retroactive for three years in addition to the current year and carry forward for twenty years.

Eligible expenditures include: the salaries and wages of the engineers working on a project, the cost of supplies, and third party contractor fees getting SLA or FDM prototype parts made by a rapid prototyping service center. In addition to expenditures, tasks performed by executive leadership, legal, manufacturing, sales engineers, operations and IT are also evaluated. Additional R&D activities,

that qualify for this credit include:

- Implementing Lean Manufacturing
- ISO 9000 and other standards
- Developing a new business component (product, process, software system, etc.)
- Improving an existing business component

Work-specific criteria under the IRS definition include:

- A technical advance must be targeted
- Uncertainty must exist (or be subsequently discovered) in doing the work
- The work must have been carried out in a systematic manner
- Some documentation of the work must exist

Eligible Costs Include:

- Salaries/wages of technical and support staff
- Tooling, materials, scrap consumed in the R&D work
- Subcontractor charges related to the R&D work

For information on R&D Tax Credits, please contact:
Jim Cunningham
607-725-1225
jcunningham@amt-mep.org

Top Five Apps For Executives on the Go

Here are some recommendations to stay on top of your business while running a company from the road.

Getting everything done from the road can be stressful, so one online mobile app store recommends these smartphone apps to help you stay in touch and in control. All are free for the iPhone. The same or similar apps are available for Android, Blackberry, and others.

Evernote: Allows users to create geotagged voice, photo and text notes that are then shared with workstations. You can also access complex notes created on workstations in the field through the iPhone interface.

NetworthIQ: This application supervises your personal net worth as well as your company's finances. Additionally, it allows you to compare your company's success to your competitors in the industry through an interactive tool.

BizExpense: Hate expense reports? Who doesn't! BizExpense won't make them go away, but it will help keep track of expenses and scan receipts on the spot. You can then export the results to an Excel file so that you can sync-and-go at the end of a trip rather than spend the afternoon remembering business lunches.

ThinkFree: For CEOs who are constantly on-the-go, ThinkFree Online is essential. This document-management and sharing application is the perfect app for groups of people editing and revising documents as it offers Desktop, a Microsoft Office compatible word processing, spreadsheet and presentation tool.

Scanner Pro: Paper meets the iPhone in Scanner Pro, which turns the iPhone's camera into a simple scanner for receipts, notes and document details. A steady hand and innate sense of parallel surfaces are important for best results.

Get apps: www.appitalism.com

By Steve Minter

Around the Southern Tier

Jan 2	Local State of the State Luncheon ~ The Otsego Chamber ~ 607-432-4500
Jan 11	Speed Networking ~ Chemung Chamber ~ 607-734-5137
Jan 11	Transforming Problems into Opportunities ~ Corning Area Chamber ~ 607-936-4686
Jan 11	Business After Business ~ Tompkins Chamber ~ 607-273-7080
Jan 19	Business After Hours ~ Greater Binghamton Chamber ~ 607-772-8860
Jan 19	Networking @ Noon ~ Tompkins Chamber ~ 607-273-7080
Jan 24	Economic Forecast ~ Greater Binghamton Chamber ~ 607-772-8860
Jan 25	Women-Owned Business Roundtable ~ SBDC in Binghamton ~ 607-777-4024
Jan 26	Business After Business ~ Chemung County Chamber ~ 607-734-5137
March 2012	Lean Training - Topic: TBD ~ Location: TBD ~ 607-774-0022 ext 308
May 2012	Lean Training - Topic: TBD ~ Location: TBD ~ 607-774-0022 ext 308
June 2012	Supervisor Training ~ Location: TBD ~ 607-774-0022 ext 308

Please add 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 then select News and Events from the menu.

Return Service Requested

AM&T DIRECTORY

www.amt-mep.org

Tel: 607-774-0022
Fax: 607-774-0026

Jim Cunningham x311

Business Developer /
Principal Consultant
jcunningham@amt-mep.org
mobile: 607-725-1225

Robert F. Edwards x307

I.T. Administrator /
Webmaster
redwards@amt-mep.org

Ed Gaetano x304

Executive Director
egaetano@amt-mep.org
mobile: 607-760-3864

Lloyd Johnson x312

Principal Consultant
ljohnson@amt-mep.org
mobile: 607-227-6229

Bob Mann x305

Principal Consultant
rmann@amt-mep.org
mobile: 607-725-8226

Michael Meador x314

Principal Consultant
mmeador@amt-mep.org
mobile: 607-342-3208

Carol Miller x316

Principal Consultant
cmiller@amt-mep.org
mobile: 607-237-8031

Kathy M. Peacock x308

Finance Administrator /
Notary Public
kpeacock@amt-mep.org

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 CAN HELP YOU:

- Assess your current state
- Articulate and define the desired future state
- Train your 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 2005-2011 found:

- 2,956 jobs created or retained
- \$608 million in increased or retained sales
- \$17.1 million in cost savings
- 137:1 return on investment
- \$818 million total impact
- 4.7 out of 5.0 Customer Satisfaction

OUR SKILLS:

- Business Assessments
- Strategic Planning
- Lean Enterprise
- Supervisory Training (TWI)
- 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.