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INSIDE THIS ISSUE:

12

SHOP PROFILE

Financial Strategy in a Bear Market

14

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How Wilson Tool was Held Ransom

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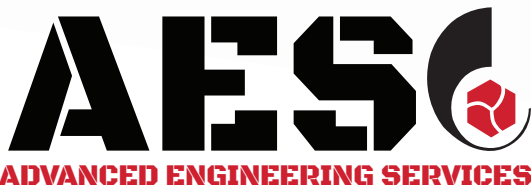


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INDEX

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12



Financial Strategy in a Bear Market
by Greg Sweeney

14



The Bad Guys are Improving, Too
by Jaimee Barnhart

FEATURES

- 10 Letter to the Editor
- 12 Financial Strategy in a Bear Market
- 14 The Bad Guys are Improving, Too
- 18 Addressing the Labor Shortage
- 22 Why Manufacturers Need a CRM
- 25 Future Faces of Manufacturing

ASSOCIATION NEWS

- 6 Board Chair Letter
- 8 President's Letter
- 26 Upcoming Events

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The Unseen Threat

by John Madsen



JOHN MADSEN

john@blacklinegrp.com

Hello valued members,

The theme for this edition is “safety and cybersecurity.” As business owners, we preach safety, our insurance companies grade us on our safety records, and based on your company size, OSHA may pay you a visit to examine your safety records and procedures.

We buy equipment sensors, hearing protection, and safety glasses, all to keep our most important assets safe. But oftentimes we oversee other, less obvious aspects of workplace safety.

Please take some time this week to read the article from our friends at Blue Ethos. In his letter to the editor, Drew Moldenhauer explains another way to keep our employees safe: How to survive an active shooter in your building.

Unfortunately, this has become almost a daily story on the national news. Few companies seem to have the money in a budget for this aspect of keeping their employees safe until it's too late, and the unthinkable happens. For the sake of your team, please take this seriously.

This month we are also sharing additional information pertaining to cybersecurity and protecting your employees' and customers' information, and steps you can take to prevent you from being held ransom from your own information.

The MPMA has had members who have experienced the evils of a ransomware cyberattack. Again, most small businesses do not believe it would or could happen to them. I hope you are correct in your assumptions, but read our cover article which includes input from many area experts who share more on the topic of cyber security. Being proactive could save you a great deal of money and plenty of headaches in the long run.

Best regards, and God bless,

John Madsen **PM**





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A Rising Tide

by Steve Kalina



STEVE KALINA
President / CEO

Minnesota Precision
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steve@mpma.com

You may have noticed in the past few magazines that the “President’s Letter” has been missing. Although I love sharing my thoughts with members, four years of the same voice can get old, and you should have the opportunity to hear from other respected peers. Thus, the new “Letter to the Editor” page. But once in a while, I still have something to say.

My 16-year-old niece is a hostess at a popular local restaurant. She recently shared her frustration over her hours being cut, not due to lack of business, but because the restaurant had over-hired. Her 20-year-old sister who works at a golf course has the same issue. Why is it that restaurants and golf courses have too many employees, but we can’t draw those young people into manufacturing? Exposure and awareness are two of the main reasons, but that’s not what I want to write to you about today.

I’m excited to share a new initiative that MPMA has launched, something I’ve been eager to do for the past two years. Imagine if one company could pick and choose from all the workforce solutions ever developed and combine them into one robust workforce recruiting, training, and development strategy.

You might remember the name Sandy Kashmark. She recently led the out-state manufacturing associations Central Minnesota Manufacturers Association (CMMA), Tri-State Manufacturers Association (TSMA) and Arrowhead Manufacturers and Fabricators Association (AMFA). She officially retired from that role earlier this year but simply isn’t ready to take a break, and is now doing some support work for MPMA. Sandy has already met with about ten of our members to find out what special workforce solutions they’ve developed. We are very grateful to those who have already met with Sandy.

The end goal is that we compile these solutions and best practices and then share them back with all our members. We want to make the return on investment high, and we believe it will be — a company that shares five solutions may find another six in return. Whether it’s how you’ve engaged with K-12 schools, how you’ve recruited unskilled young adults, how you’ve accommodated semi-retired folks that are looking for part-time work, or how you’ve developed in-house training and apprenticeship programs, I hope that when you receive a call from myself or Sandy, you’ll be willing to share. Even better, feel free to reach out to us with your ideas. As they say, “a rising tide raises all ships.” If we can increase exposure and awareness of our industry within our communities, we can help bring more people in to work for all of us.

On a related note, you’ve heard us use the phrase “one conversation” over the past couple of years. Our goal is to get everyone in the industry to have just one conversation with a son or daughter, niece or nephew, neighbor or even the person changing your tires. I’m here to assure you that this method works. Recently I posted on social media about opportunities in manufacturing. As I’m writing this, that post has over 46,000 views, 500 likes, 65 comments, 70 re-posts, and counting. What came out of that? Five conversations with young people wanting to learn more about manufacturing careers. One post that took me two minutes to write led to tens of thousands of people hearing the message, and potentially led to seven new additions to our industry.

If I can achieve these results from a simple social media post, imagine what you can accomplish with your one conversation.

Steve Kalina 

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The Threat No One Wants to Talk About

by Sergeant Rich Webb, Owner/Operator of Blue Ethos Specialized Training



**Sergeant Rich Webb,
Owner/Master Instructor**

It has been 23 years since Dylan Klebold and Eric Harris entered Columbine High School, armed with firearms and explosives and hell-bent on killing as many students and teachers as possible.

Since then, the frequency of these horrific incidents has only escalated. In 2020, we saw one active shooter incident occur approximately every nine days. Schools and places of worship are not the only targets. Workplaces, specifically manufacturing ones, become targets, too.

Each scenario shares eerie similarities. A disgruntled male employee, usually 40 or older, having problems at work, creates an endgame in the workplace. They have fantasized about carrying out the violent acts for some time. They have had numerous example scripts to follow from previous actors. Their escape plan is to end their own life, or have it taken by law enforcement once they arrive on the scene.

So, what do we do now? The answer is two-fold. We must practice prevention and train for the worst. When Klebold and Harris walked around the library at Columbine, they executed students and staff, but let several other students survive. Why? Through my research, I've come to believe that these students had some

level of relationship with the shooters. The shooters liked them.

How does this relate to the workplace? The natural response for humans is to metaphorically push people away that give us a "bad feeling." However, when someone with violent ideations is pushed away repeatedly, it only makes it easier to dehumanize the people around them. Once your coworkers aren't human, it becomes very easy to fantasize about hurting them. However, I truly believe that it is nearly impossible to hate someone that you have a relationship with. When we identify someone in the workplace that is getting pushed away from everyone else, we need to bring that person in closer – have lunch with them, invite them in on a work project, etc.

Fostering a respectful workplace is the foundation, but unfortunately, we must also plan and train for the worst. We know that when our brains are under stress, we revert to our past trainings and experiences.

In a real-life scenario, a massive amount of adrenaline and cortisol is dumped into our bloodstreams. You've likely heard that we will default to one of three types of responses – fight, flight or freeze. The freeze response is what we must train ourselves out of. Luckily training out of the freeze response is not hard. It just takes time and preparation.

For over a decade I have trained police officers and the public on how to do this. The best-prepared police officers I have trained and worked with are the ones who constantly visualize scenarios as they are driving around in their squad cars. The scenarios are high-paced and realistic. For example, they are driving around and visualize a robbery in progress that they happened upon while pulling into a gas station parking lot. If the clerk is getting robbed, where is the best spot to park that provides cover and concealment? Where is the cover (something that

protects them from bullets) when they approach the bad guy? What will they say on the radio to let their partners know they need help? How will they confront the bad guy? What will they do if he runs or if he attacks?

By putting themselves through these exercises these officers operate at a speed that others have a hard time keeping up with. They are just "clicking" at a faster level. Workers and management at every level can be trained to do this as well and with the proper tools at their disposal can increase survival rates.

Our bodies will not go where our minds have not already gone. Therefore, training is critical so in the event we find ourselves in an active shooter situation, we do not "freeze" and increase our chances of survival. PM

Sergeant Rich Webb, Owner/Master Instructor

With 15 years of law enforcement experience, Rich brings firsthand knowledge in leadership and tactics that are grounded in common sense and research-based knowledge. Rich has instructed countless classes in active threat response to law enforcement, schools, churches and commercial industries.

In 2014, Rich was involved in a shooting on the steps of a daycare facility after which he and his partner were awarded the Minnesota Chiefs of Police Medal of Honor. Since this incident, he has been passionate about educating the public and fellow officers on the realities of an officer involved shooting.

Rich has a passion for training. As leader of his department's Field Training Program, he has aided in creating professional, capable and compassionate police officers who are well-equipped to deal with the challenges of today's world.

Rich Webb and Drew Moldenhauer started Blue Ethos Specialized Training in 2019 to help public and private corporations become better prepared for an active threat.



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Financial Strategy in a **BEAR** MARKET

By Greg Sweeney, Senior Vice President & Chief Investment Officer at Bell Institutional, a division of Bell Bank.



Greg Sweeney

I don't golf very much. I am not very good at it, and I fully admit that I won't commit the time it takes to get better. Still, that doesn't stop me from having fun when I do get out for a game. I realized

a long time ago I didn't want to let golf get in the way of a nice walk and good company.

Someone once said to me, "Sweeney, you would be a great golfer if you knew what ZIP code your ball was going to land in." I'm afraid I couldn't disagree. Good and bad golfers alike all start on the first tee and finish on the 18th green. Good golfers reach the end using a series of consistent shots. Seventy-two strokes later, they are done. Bad golfers can't rely on consistency. Instead, they rely on persistence to reach the 18th green. The main difference is that the good golfers completed their round with more elegance.

Investment markets are neither consistent nor elegant, and never have been. To win, investors must be persistent:

Stay in the game, take the shots as they lie, and focus on reaching the goal of dropping the putt on the 18th green (or in my case, finding a beverage at the 19th hole).

Just like golfers, investors are faced with a series of frustrations, and getting through them requires that we remain calm and composed. Many golfers think their game will improve if they get a new set of clubs. Most quickly find out those new clubs perform the same way the old ones did. (The pro shop doesn't care because they're happy to have sold you a new set).

The same thing happens in the markets. Investors believe they should sell current positions and reinvest in new ones – only to find their new investments perform mostly like the previous ones.



“Investment markets are neither consistent nor elegant, and never have been. To win, investors must be persistent: Stay in the game, take the shots as they lie, and focus on reaching the goal of dropping the putt on the 18th green (or in my case, finding a beverage at the 19th hole).”

Plus, this new purchase interrupts that persistence we need to develop. So, while it may seem tempting to “time the market,” many experts would suggest persistency as a better approach.

Sticking with golf as a metaphor for the markets, I get the sense that today we are somewhere near the sixth hole, and we could be in for a frustrating game.

Expect a few hazards, some surprises and maybe even a good shot or two before the game is complete. Relaxing at the 19th hole and reliving that one good shot? That experience is still 12 holes away.

The combination of inflation, labor, supply, monetary policy, fiscal policy, war, pandemic, growth ambiguity and elevated stock multiples creates an unstable

cocktail of ingredients. Sure, there is always some degree of uncertainty in the markets, but this recipe is more complex. Eventually, we will get through it. In the absence of consistency and elegance in our game, look to persistence as the best way to reach the goal. PM

*Article written by Sweeney in May 2022.
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THE BAD GUYS

*are
improving,
too*

How manufacturers
can defend against
the growing field of
cybercrime

By Jaimee Barnhart

Work begins to stack up as the parts wait
for new machine programs to be created at
Wilson Tool in White Bear Lake, Minnesota.



A two-week window to complete software patches may not seem like a big deal to most, but it created a huge financial and logistical headache for a White Bear Lake-based tooling manufacturer.

“Unfortunately, all it takes is a little bit of vulnerability,” said Edson.

In fall 2021, the deployment of a software patch took a couple of weeks. During that time a “bad actor,” more commonly called a hacker, detected the gap and put themselves into Wilson Tool’s system. Once the patch was completed, the hacker was able to remain in the system undetected.

It wasn’t until mid-March 2022 that Wilson Tool discovered there had been a breach in their security after finding a ransom note in a text file on the server.

Because a majority of the company’s entities, including enterprise resource planning (ERP), programming software and historical data were interconnected, the bad actors were able to find a wormhole and lock them out of everything.

Instantly, everything, including all programs, servers, software machines and network connections were encrypted, deeming them inaccessible to anyone inside the company and leaving all power in the hands of the bad actors.

“We were pretty much left with nothing other than email and one phone line,” Edson said.

COMPANY-WIDE EFFECTS

In the days that followed, production nearly came to a standstill. Anything that wasn’t already on the floor might as well not have existed, according to Edson, since all machines and computers were considered unsafe to use, or generally unusable due to networks and licensing keys being down.

Once negotiations with the hackers were complete and Wilson Tool was able to secure an encryption key, IT worked around the clock to piecemeal everything back together in a secure environment, first at their headquarters and then at affected locations in England, Toronto and Italy.

As they worked tirelessly to get production back up to speed, production was only at 70% of its usual capacity.

Although the company was on the road to recovery within a few weeks, it’s

not difficult to surmise that when 30% of a business is affected, the long-term begins to look grim.

Though security and systems have been reinforced, today, Edson says, Wilson Tool is still about 3-6 months out from being “completely good.”

Effects of the cyberattack are still being felt by employees.

While those in IT felt it most on the front-end, now, employees on

they do in order to survive and grow stronger as a company.

AN UNSEEN THREAT

According to the National Association of Manufacturers’ Outlook Survey, 88.8 percent of surveyed manufacturers said they were positive about their company’s outlook and expected a 6.1 percent growth rate in sales during the next 12 months.



Manually staged customer orders wait for laser marking programming to be recreated at Wilson Tool.

the manufacturing floor are working overtime to make up for lost production.

Edson says almost all of the marketing material his department had been using for decades that was stored on their networks prior to the attack has been lost, and they’ve largely had to start from scratch.

In general, Edson says, though most departments now find themselves behind on projects due to playing catch-up, they’re grateful to have had the resources

Despite now-infamous supply chain issues, manufacturing remains one of the top industries in terms of demand in the global economy – which is why manufacturers, both big and small, are facing a growing and often silent-but-deadly threat.

From 2018 to 2019, the number of overall cyberattacks doubled, says Sam Bloedow, CEO and Founder of Thriveon, a Minnesota managed IT services company.

“The bad guys are smart too,” says Peter Durand, a founder of IT service provider Imagine IT.

For the first time since 2016, manufacturing replaced financial services as the top attacked industry in 2021. This represents 23.2 percent of the attacks that the IBM X-Force remediated last year, according to an article published by ASIS International, an organization for security professionals.

Hackers are after the return value on manufacturers’ intellectual property.

Even as cybersecurity protections evolve, the cybercrime industry grows right along with it.

“The bad guys are smart too,” says Peter Durand, a founder of IT service provider Imagine IT.

Organized cybercrime is made up of entities that have business models, org-charts and services they continuously develop and then resell to other hackers.

In 2021, the cybersecurity world was a \$6 trillion industry. By 2025, it’s projected to be a \$10.5 trillion industry, Bloedow said. It’s already the world’s third-largest economy after the U.S. and China.

Still, Durand estimates, only about 10 percent of all businesses truly understand the current threat landscape and are appropriately prioritizing cybersecurity investments.

Although there’s a common perception that hackers only want to go after the big



More products wait to be matched with customer orders at Wilson Tool.

corporations, in reality, smaller businesses are more vulnerable.

This can be for a variety of reasons, one of them being a lack of resources to hire internal IT staff.

Although the threats are growing and certainly daunting, Durand says there are a number of things manufacturing companies can do to protect against future cyberattacks.

MAKING A PLAN

“Anti-virus, firewalls, VPN and passwords aren’t enough anymore,” Durand says. “That was fine 20 years ago, now you need a much longer list of things.”

Durand calls the NIST framework for cybersecurity the gold standard for setting up a cybersecurity program in 2022.

There are five pillars in the NIST framework: Identify, protect, detect, respond and recover.

“Most breaches you hear about on the news happen because the company couldn’t detect the intruder,” Durand says.

When an intruder gets past cybersecurity measures like firewalls and VPNs, many companies don’t have the resources to detect that there is an intruder – the exact issue Wilson Tool ran into during their breach, resulting in a hacker existing undetected within their system for months.

It’s also important to increase awareness of security concerns throughout an organization.

“Eighty to ninety percent of all breaches start through an email,” Durand says.

Improving email security through repetitive security training and subscribing to Microsoft 365’s attachment-surveying service are small steps that can greatly improve the chances of avoiding a preventable attack.

Bloedow says with the rising concerns, it’s difficult for manufacturers to depend on work anymore unless they are CMMC-compliant.

Having the basics including two-factor authentication, Office 365 email, complex password policies, removing users’ local admin rights, air-gapping backups and not having an exchange

server all create a competitive advantage in the current atmosphere.

Jason Dahl, Senior Security Engineer at NetCenter, says he wishes there were more accessible resources for manufacturers who want to avoid a similar fate to Wilson Tool, especially given how vital manufacturing is to the global supply chain.

“It would be nice if there were things that stepped into the industry that said, you need to have this level of protection,” said Dahl.

Though it can feel like there is “always more” to do, Dahl says keeping systems up to date and scanning your network for any gaps are the basic starting points. PM

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Addressing the Labor Shortage Through Outsourcing

By Patrick Ley



Applied Care Services hires individuals looking to get job-related skills in a structured and supportive environment. In turn, those individuals provide quality services to manufacturing companies in the Twin Cities. Pictured below: A work station in the 5,000 square foot workspace.

This year Forbes reported that after a plummet in economic growth since 2019, American companies experienced a loss of just under 3.4 million workers. Finding help remains a huge barrier to business owners. Of course, the workforce shortage is partially due to the pandemic. But it is also a systemic issue. Many workers are aging out and retiring or headed towards retirement. For every three people leaving the workforce, we have only one younger person ready to replace them.

Deloitte forecasts the manufacturing sector could have a shortage of 2.1 million skilled jobs by 2030. As a result, 38 percent of manufacturing executives say that attracting new workers is their top priority.

Leaders in the industry must find a way to creatively address this problem while maintaining production. One solution that's gaining traction is outsourcing parts of the manufacturing process to a third-party supplier, which



can reduce expenses by up to 30 percent. Many small businesses already outsource at least a portion of their business processes – and increase in this practice across the board could help manufacturing businesses work through the market's current demands. There are three major points to keep in mind when a company considers whether to outsource labor for their manufacturing processes: Security, consistency and support.

SECURITY

Often information involved in manufacturing processes is sensitive and needs to be protected. When it comes to outsourcing these processes, security can quickly become a concern, especially in the event of an emergency. It's important to vet everything going in and out of the company's systems, both physical and digital. It's also important that outsourcing partners are able to work quickly, efficiently and accurately.

CONSISTENCY

Consistency is essential to business, and it becomes crucial in the event of a disaster or emergency. When a sense of continuity is not maintained, businesses suffer a decrease in customer satisfaction, a weakened brand and a large loss of revenue. With a high-quality, trusted third party to help manage the parts of production a company delegates, consistency can be achieved for a greater amount of product for a lower cost.

LABOR CONCERNS

Outsourcing can be a method of cutting labor costs. In most cases, it also increases productivity and increases return on investment. This helps companies produce better products and provides a more reliable workforce that is less prone to employee turnover.

New challenges call for new innovations. Multiple third-party suppliers around the Twin Cities Metro have adopted different forms of the outsourcing partner model to address the worker shortage. One of them is Opportunity Partners, a social enterprise nonprofit that addresses the worker shortage by acting as an external provider for a variety of business services and workforce solutions. Opportunity Partners offers responsive and quality-focused production services

such as blister packaging, shrink-wrapping, collating, labeling and sub-assemblies. Another is Applied Care Services, which provides jobs for their clients in their 5,000 square foot production space, matching their ready workforce with manufacturers needing assembly, sub-assembly, final assembly, packaging, labeling, kitting and shipping. The goal is to help individuals build job-related skills in a structured and supportive environment that meets everyone where they are at.

The labor shortage has created challenges that affect the entire supply chain. Companies that outsource back-office, manufacturing and labor processes are equipped to get back in control of their resources, putting them in a better position to handle any challenge the current market throws their way. **PM**

Patrick Ley is the Marketing and Customer Relations Director for Applied Care Services. He can be reached at patrick.ley@appliedcareservices.com.



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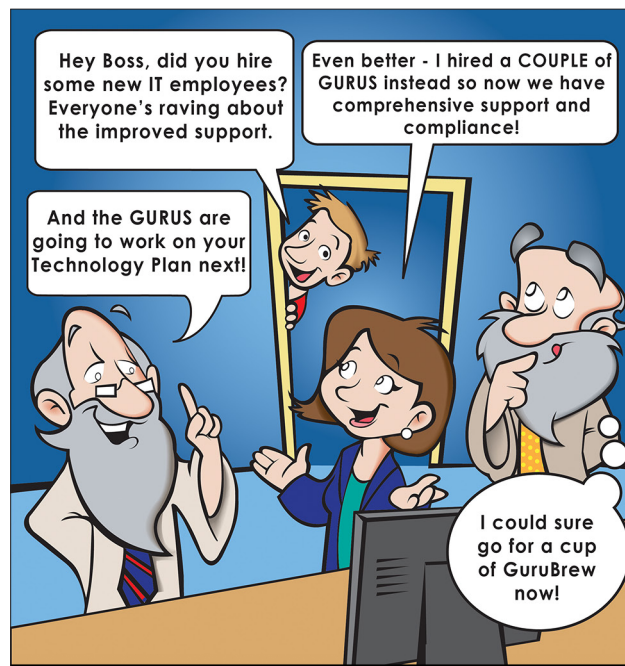
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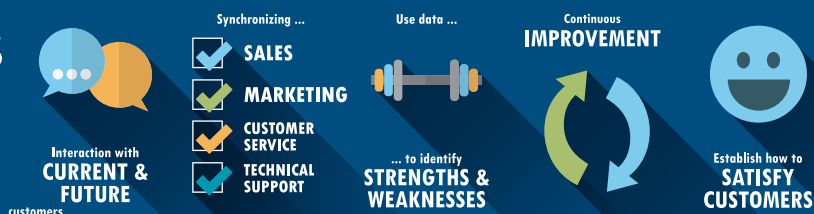
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Why Manufacturers Need a CRM

by Dave Meyer



Most manufacturers are great at business processes: managing supply chains, part runs and quality control, etc. However, Manufacturing expertise often doesn't translate over to sales and marketing. Lots of sales teams rely on a tangled web of spreadsheets, emails, sticky notes and handwritten notes. New deals and existing customer orders can easily get lost if you don't have a system to track every prospect and customer touchpoint.

But there's a solution to track all your sales and marketing in one place: It's called a CRM.

WHAT IS A CRM?

A CRM, or a Customer Relationship Management system, is simply software that tracks interactions with prospects and customers.

CRMs store contact information including names, emails, phone numbers and other identifying information in one place. Companies can also assign certain contacts to specific salespeople, or group multiple contacts under a single company.

A sophisticated CRM like HubSpot can easily log sales interactions with contacts, including emails, phone calls, voicemails and in-person meetings – all with minimal effort by the sales team.

WHY DO YOU NEED A CRM?

In manufacturing, business deals are won or lost on relationships. You need to make helpful connections, and usually, more than one person at a prospect company is working with more than one person on your sales team. CRM helps you track everything from a customer-centric perspective. Here are some other common “wins” that CRMs offer:

1. Centralize Your Customer Data

One of the biggest time-sucks for

salespeople is chasing down information. Poorly organized customer data creates chaos down the line if another salesperson needs contact information or when sales hands off a lead to marketing. One huge benefit of a CRM is it gives data one single place to live.

Instead of hunting down email addresses or forgetting to follow up, sales can track all interactions (emails, calls, visits to your website, orders, etc.) right within the CRM. This reduces the amount of lost info, repeat emails and frustration. Sales can also use the CRM to keep track of every deal as it progresses through their pipeline. Instead of having to keep a chart themselves, they can simply log into a CRM and see high-level the number of open and closed deals.

2. Anyone who needs it can access it

A CRM improves communication at the company level. As people go on vacations, sales reps might need to take over someone else's leads, or a formerly cold prospect might reach out and require immediate attention. Because all information is stored in one place, it's easy for anyone at your company to get contact information and see past activity. You won't lose information in your email inboxes – all customer conversations are tracked in the system automatically.

3. Easier reporting

A CRM isn't just a benefit for salespeople; it's also a tremendous tool for managers. Without a CRM, reps may (or may not) track their activity in a variety of ways. With a CRM, all activity is streamlined and easier for managers to view and analyze. You can set common goals, and make sure every person on your sales team is completing essential activities like calls, setting meetings and performing to their quotas.

4. It sets the stage for future growth

A system of spreadsheets and sticky notes may work in the short term, but as your business grows it becomes harder to manage. Switching to a CRM now means significantly fewer headaches later. A CRM can ramp growth in the short term by allowing you to analyze your sales team's performance more clearly. Having information centralized allows you to see the bigger picture, instead of trying to piece together disparate notes.

5. It increases sales efficiencies

A great sales tool helps you increase both your speed and quality at the same time. Within HubSpot's CRM, sales can create email templates and automated follow-ups to reduce the amount of time they spend writing emails. Additionally, you can automate sequences to help follow-up after attending a trade show, send helpful information over a period of time and send manufacturing spec sheets or additional information immediately after a prospect requests more information.

Taking your data from chaos to control will ensure your teams have all the knowledge they need to get their jobs done, without wasting precious time trying to track down a sticky note with a phone number on it. It also sets the stage for future growth and integration with your marketing. And wouldn't it be great to turn your website into a helpful member of your sales team, and then to be able to use it to drive new leads?

Dave Meyer is the President of BizzyWeb. He can be reached at 612-293-9323 or dave@bizzyweb.com.



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Future Faces: Where are they now?



Note from MPMA President Steve Kalina:

You may remember Morgan from our Future Faces feature in the March magazine. The main reason we wanted to highlight Morgan here is to show how successful industry-education-student partnerships can be. KURT Manufacturing understands that to engage an intelligent young person entering our field, is not by the traditional intern activities of stocking the steel shelves or de-burring for eight hours each day. Like other shops, they are finding that engaging, and more importantly trusting, young people in challenging value-add activities, is a way to excite them about the industry and hopefully lead to a long-term employee. Her instructors and managers were excited to share the following update!

Morgan graduated from St Francis High School in 2022 and landed a summer internship through her school's relationship with KURT Manufacturing.

Over the course of a few weeks, she's gone from operating a three-axis Haas mill in high school to a four-axis Mazak mill with a tool hive and a PALLETECH system at KURT.

She appreciates how she's been able to be part of the entire manufacturing process from start to finish, including Computer Aided Manufacturing (CAM) machine programming, set-up of fixtures and tooling, machining, inspection and assembly.

"Even as an intern, I am given real responsibility for critical tasks, and I am able to be helpful because of

what I learned in high school," Morgan says.

Steve Tschida, Engineering Manager at KURT, says it wasn't long after Morgan started that they knew she could be trusted to work with the machines.

"As we exposed Morgan to more tasks like inspection and CAD programming, she absorbed them like a sponge," Tschida said.

Morgan says the Saints Manufacturing program at her high school prepared her well to work and learn.

As a recent graduate and intern, she feels trusted by her company and like she can add value because of her experience and knowledge from high school.

Tschida says the program at St. Francis High School gave her the basics like reading micrometers, calipers and understanding of programming, and she did all the rest.

"Morgan is truly one of a kind," said Tschida. "She is smart, a quick learner, hardworking and so enthusiastic. She is not afraid to get her hands dirty and will volunteer to help with anything that needs to be done."

One of the coolest things Morgan has gotten to be part of at KURT is the set-up and installation of a new machine. She's been able to see in real life just how important tolerancing and process control are.

"Working for a company that trusts me enough to give me real meaningful work has been an overwhelmingly positive experience," Morgan says. "I'm really grateful for the experiences that they've given me and that they were willing to think outside the box and offer a position to a high school graduate like me and treat me as a regular employee the day I started."

Deanna Jylha, HR Manager at KURT manufacturing, calls Morgan a "gem."

"We are so lucky to have her here. She's such a bright addition to our group, and she has made an unbelievable impact in a few short weeks," Jylha said.

This fall, Morgan plans to continue her engineering education. Her experiences at Saint's Manufacturing and Kurt Manufacturing have prepared her to be successful both in her academic career and her career in the industry.

UPCOMING EVENTS



Register/learn more
about the events here



Toolbox Talks:

**South Central College and
Jones Metal Educational Tour**

Thursday, Sept. 22

Your IT Security Journey

Thursday, Oct. 13

**Theory of Constraints: Making your
Shop Run More Efficiently**

Thursday, Dec. 8

Signature Events:

Join MPMA at IMTS 2022 in Chicago, IL

Tuesday & Wednesday, Sept. 13-14

**11th Annual MPMA Shoot for
Scholarships**

Tuesday, Sept. 27

MN Statewide Tour of Manufacturing

Sat. Oct. 1 - Fri. Oct. 7



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