

## SUCCESS STORY:

### FOUR SQUARE/TRE REAPS THE BENEFITS OF ISO CERTIFICATION

"Through AM&T's efforts FourSquare/TRE was able to develop and implement an effective ISO 9001 quality management system, under an aggressive schedule, which produced significant improvements in our product yields and provided access to increased numbers of customers. They were also helpful in providing access to financial resources necessary to acquire funding to support the development of the process and its full implementation." — Rick Haddock, President

#### COMPANY

FourSquare/TRE was founded in 1989 as a mold shop and initially focused on quick turnaround production molds and short-run injection molding projects. They have grown to become a full-service injection molding company with a focus on injection molded components, engineering / design support and assembly / finishing services.

#### SITUATION

FourSquare/TRE wanted to expand its customer base and believed that obtaining ISO certification would provide them with an advantage over their competition in bidding situations and the organizational support needed to accommodate an influx of new business.

#### SOLUTION

AM&T and FourSquare/TRE began a close partnership through which a series of steps were taken to move them toward readiness for certification.

FourSquare/TRE's implemented quality system was officially certified to the requirements of the ISO 9001:2015 Standard during the 4th quarter of 2018. This certification was achieved as a result of a very aggressive schedule and resulted in a registrar's conformance audit that did not identify any non-conformances or opportunities for improvement. As a result of achieving their certification, FourSquare / TRE has positioned themselves as a logical choice to potential customers who are seeking a source with a proven, well controlled and implemented quality management system.

#### RESULTS



More successful customer development and improved customer retention



Expected Increased sales of 25%



New process development and equipment investment of \$170,000



Improvements in First Pass Yields, currently at 99.5%



SUCCESS STORY: FourSquare/TRE Reaps the Benefits of ISO Certification (More on p. 3)



# SUMMER 2019



## A MESSAGE FROM OUR EXECUTIVE DIRECTOR

*It's an exciting time for manufacturers! The pace of change is rapid, and the promise of a Fourth Industrial Revolution is great.*



Manufacturers throughout the United States are facing a new set of challenges and exciting growth opportunities. Given the manufacturing industry's important role, how firms react to these changing conditions is critical not only to the companies themselves, but to our country, our communities, our citizens, and ultimately, and our economy.

It's an exciting time at AM&T too! We've added new staff and services to better support our Southern Tier Manufacturers in these challenges and opportunities.

Last month we rolled out our updated website with new service areas including Innovation and Growth, Operational Excellence, Workforce Development, and other value-added services.

The website highlights include:

- Expanded consulting services and training offerings
- Postings of AM&T and other local events and news that may be of interest
- Register and pay for events online or choose to be invoiced
- Become an associate and pay online or choose to be invoiced
- Access an extensive list of manufacturing resources listed under our new Partners menu

We will be continuing to enhance the site and hope it becomes a valuable resource for the manufacturing community.

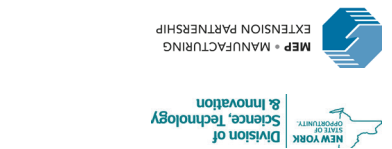
In the coming months, AM&T will be focusing on manufacturing and technology trends to watch including Additive Manufacturing, Collaborative Robots ("cobots"), Smart Manufacturing, Cybersecurity and Workforce Development in its upcoming newsletters and online postings.

Also, we are planning on rolling out a Technology Road Mapping/Advanced Manufacturing Implementation Strategy service that will use experts to assess your products, manufacturing processes and equipment to identify current and pending technologies that your company can implement now and into the future to give your company a competitive advantage.

We look forward to continuing to help our regional manufacturers innovate and improve. If there's something you'd like to learn more about, please contact me at 607-237-8031 or email me at [cmiller@amt-mep.org](mailto:cmiller@amt-mep.org).

Enjoy the summer!

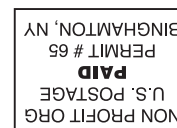
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Alliance for Manufacturing & Technology





## 5 THINGS HIGH-GROWTH COMPANIES DO DIFFERENTLY

Want to grow your business? Find out how high-growth companies are embracing innovation to drive growth.

In today's fast-changing market, maintaining the status quo isn't an option. Even with advancing technologies, competition for talent, and new regulations that can change business conditions regularly, a recent survey conducted by Vistage found that 70 percent of small and midsize business CEOs are projecting revenue growth this year.

While some of these growth expectations are fueled by expansion tactics such as acquisitions, entering new geographies, and marketing efforts, our analysis uncovered something else: High-growth companies (those that achieved 10 percent or greater revenue growth last year and forecast 10 percent or greater growth this year) are making bigger bets on innovation.

Analysis of the survey of 1,432 CEOs conducted late last year suggests these high-growth companies are 39 percent more likely to develop new processes to improve existing products and services. This kind of incremental innovation is important -- but it's just the start.

High-growth companies are also 37 percent more likely to rely on radical innovations -- the kinds of breakthroughs that give the world something it's not seen before. Risky? Maybe. Rewarding? Definitely: They are 50 percent more likely to provide new products and services, and 58 percent more likely to develop patentable technologies.

The good news is, if these companies have done it, yours can. Here are five innovation lessons from top-performing small and midsize businesses that are featured in our latest report.

### 1. NEVER STOP IMPROVING

From accelerating processes to tightening workflows to clarifying communications, high-performing companies are relentlessly focused on getting better. How do they succeed?

It starts with a senior team that recognizes innovation as a key source of competitive advantage. It continues by their creating a culture of experimentation and open communication that encourages innovation from both the top down and bottom up.

### 2. SEEK OUT RADICAL INNOVATION ON A SMALLER SCALE.

What makes an innovation "radical" has nothing to do with size and everything to do with impact. For example, introducing a new product or capability, along with a new message to market, can serve as radical innovation on a smaller scale.

Driving disruption can lead to tremendous rewards, but it requires tough decision-making and strong leadership on the part of the CEO.

### 3. IF SOMETHING BREAKS, USE INNOVATIVE THINKING TO FIX IT.

At one time or another, every business has something go wrong. What separates high performers from the rest is how they react to that challenge. They don't play the blame game, wait for others to fix it, or just rely on what worked last time.

Instead, they assess the situation quickly, pivot rapidly around an innovative solution, and rally a team around that shared goal.

### 4. PICTURE YOUR WORST-CASE SCENARIO.

What would you do if Amazon announced a solution that targeted your customers and made your go-to-market model irrelevant? What if a competitor acquired a smaller player, launched a better product, or hired your superstar? Prepare for these scenarios before they happen. Why not take your team offsite for one day to proactively brainstorm innovative solutions?

### 5. LEVERAGE THE RELENTLESS PACE OF CHANGE.

Respect the fact that there is no status quo anymore. Things are always changing. As a CEO, the question you must ask yourself is: Do I recognize, anticipate, and leverage that pace of change, or do I wait for a crisis to hit that will force me to innovate under pressure? In either case, innovation is required for survival and growth. Better to choose the former.

By Joe Galvin, Chief Research Officer, Vistage

Published by inc.com on: May 24, 2019

In upcoming newsletters, AM&T will be focusing on manufacturing technology trends to watch including Additive Manufacturing, Collaborative Robots (cobots), Smart Manufacturing, Cybersecurity and Workforce Development.

If there's something you'd like to learn more about, please contact us at 607-774-0022 or [info@amt-mep.org](mailto:info@amt-mep.org).

## NEW EMPLOYEE PROFILES



AM&T is pleased to announce we have two new consultants on staff.

Join us in welcoming Deborah Forbey and Glenn Neu.

### DEB FORBEY

Deb is a GE Certified Master Black Belt with 19 years of Lean Six Sigma experience; she has received numerous awards during her career as an MBB including being recognized by The Six Sigma Management Institute with an award for Coaching Excellence.

Prior to acquiring Master Black Belt certification in 2000, Deb spent 15 years working in manufacturing and new product development in roles such as Designer, Product Development Engineer and Engineering Manager.

Deb is also certified as a TWI Job Instruction and Job Relations trainer by the TWI Institute; as a Project Management Professional (PMP®) by the Project Management Institute and Lean Product Development and Lean Office trainer by NIST MEP.

Deb is a graduate of Cardinal Stritch University, with a Bachelor of Science degree in Business and has completed post graduate work at the University of North Florida's school of Business and SUNY Oswego.

### GLENN NEU

Glenn has over 35 years in the manufacturing sector and has worked in a variety of operations and management functions, including Quality Management, Engineering, New Business Development, Supply Chain Management and Production Control.

At AM&T, Glenn works with organizations to develop and implement ISO quality systems, and is a certified AS9100 Lead Auditor, and ISO9001 and ISO 13485 internal auditor.

In addition, Glenn provides supervisory training and is certified from the Training Within Industry (TWI) Institute in Job Relations, Job Instruction and Job Methods. Glenn also has a broad understanding of Cybersecurity, Lean, Six Sigma and short run SPC.

Glenn attended the University of Wisconsin at Madison where he studied Industrial Engineering and Corning Community College where he studied Computer Science.

## AM&T 2020 PHOTO CONTEST

Do you have new piece of innovative equipment to show off? A cool process to share? A new product to showcase? We want to see it!

AM&T is kicking off a photo contest for its 2020 calendar. We're asking Southern Tier manufacturers to submit a picture from their manufacturing operations to create our 2020 calendar, which is distributed to over 400 regional manufacturing companies and partners.

Send in a photo and your company may be selected for our 2020 Southern Tier Manufacturers Calendar. All photos will be posted on our website, [amt-mep.org](http://amt-mep.org).

Go to [amt-mep.org](http://amt-mep.org) and fill out the form and submit your high quality, high resolution photo(s).

Pictures must be submitted digitally by 8-31-19.

Calendars will be distributed to our client companies and upon request in the fall of 2019.

Here's our first shot!



Kennedy Valve Company, Elmira, New York

## EVENTS FOR MORE DETAILS AND EVENT REGISTRATION VISIT: <https://www.amt-mep.org/events/>

### RISK MANAGEMENT WORKSHOP

Wednesday, July 17th  
10:00 am – 2:30 pm  
Hilton Garden in Horseheads, NY

ISO Registrars are placing an increasing emphasis on the subject of risk during their visits and are looking for more evidence that clients understand risk issues and are properly addressing the subject.

AM&T has developed a Risk Management Workshop that provides attendees with an understanding of the risk management process, and how to apply risk analysis to their processes.

We are offering this training at no cost. Pre-registration is required.

### LEAN SIX SIGMA WHITE BELT PROGRAM

Friday, August 9th  
8:00 am – 12:00 pm  
AM&T's location in Binghamton

In this half-day seminar, you will gain a broad understanding of the Lean Six Sigma improvement methodology, concepts, and language.

This course provides an overview of Lean Six Sigma concepts and language and an introduction to the Define-Measure-Analyze-Improve-Control (DMAIC) process improvement cycle.

We are offering this training at no cost. Pre-registration is required.

### LEAN SIX SIGMA GREEN BELT CLASS

September - November 2019  
9/19, 9/20, 10/17, 10/18, 11/15  
AM&T's location in Binghamton

In this interactive course you will gain a solid base of knowledge of the theory, composition and implementation of a Lean Six Sigma initiative.

This instructor-led course is 40 hours long, and you will have access to your MBB instructor between sessions to assist with application & project completion.

Check out our website for additional details. \$1,500 per participant (\$1,300 per participant for associates). Enroll early to potentially qualify for a training grant.

### EXPORTNY PROGRAM

Program Dates: 9/24, 10/8, 10/22, 11/5, 11/19, 12/3, 12/10  
The Innovative Technologies Complex, Binghamton University

If you are a manufacturing or technology company in the Southern Tier, you should be connected to the global market.

Many successful exporters derive more revenue from outside the U.S. than from within it. How do they do it? What steps can you take to do the same? And how can you build export operations that are both effective and compliant? Join the ExportNY Program this fall.

Enroll early to potentially qualify for a WDI grant. Visit our website for more information.