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Innovate or Else

By TIM SHEEHY - President, MMAC

Fortune magazine first published its list of the 500 largest publically traded companies in 1955. Today, just 13% of those original 500 companies are still on the list, an attrition rate of 87% over 60 years for the largest most successful companies! Of those joining the list only 20 years ago, fewer than 45% remain today. This track record provides a dramatic lesson about innovation as a core discipline for the survivors.

Going forward, the “I” word is ever more critical to competing in a world economy that shrinks barriers to entry, where technology leapfrogs development, and opportunity has a short shelf life. Despite all that is written about Milwaukee’s conservative ways, and its short-comings in new business starts, it can and does produce successfully innovative companies (and we do rank in the top 10 for Fortune 500 companies per capita). A.O. Smith, for example, used to build grain silos and car frames. Today, it is a world leader in hot water heaters and water purification products. Rockwell Automation is driving software development to move the factory floor into the “internet of things.” Innovation is not just big business here. Small and mid-size companies like Kenall are growing jobs through innovations like their patented lighting product that uses indigo-colored light to continuously clean hospital rooms — pretty darn cool, and innovative! (See story on page 10.)

Our goal is to support the region’s economy by improving its ability to innovate. We can increase the funding for research capabilities in our universities and strengthen partnerships with industry. Through our work with Milwaukee 7, we can form stronger industry clusters, which in turn foster the adoption of best practices. And through a relentless, long-term focus on K-12 education, we can improve students’ achievement. Our role in leading the business community is to feed innovation with a steady stream of talent – the foundation of a region’s capacity to innovate.
We're here to listen. Tell us your story.™

At Reinhart Boerner Van Deuren, we know that every trusted relationship begins with understanding. That is why our attorneys take the time to listen critically, learn the unique attributes of each client's business, and work together to build a foundation for success that goes beyond providing legal services.

While doing so, we draw upon an exceptionally broad base of experience and a deep knowledge of the industries and sectors we serve. This blend of active understanding grounded by informed perspective equips our attorneys to deliver uniquely creative, yet efficient, legal counsel.
MMAC Member Milestones

Congratulations to these companies celebrating membership anniversaries (Dec. 2015 - Feb. 2016)

95 YEARS
Robert W. Baird & Co., Inc.
Baird Capital Partners

75 YEARS
Dohmen Life Science Services

65 YEARS
Whyle Hirschboeck Dudek SC

55 YEARS
Cargill, Inc.
Pieper Electric, Inc.

45 YEARS
Graceland Cemetery
H.O. Bostrom Company, Inc.
Milwaukee Brewers Baseball Club

40 YEARS
Rite-Hite Company LLC

35 YEARS
Packerland Rent-A-Mat, Inc.

25 YEARS
Bern Office Systems

20 YEARS
Absolute Custom Extrusions, Inc.
The Bartolotta Restaurants
CliftonLarsonAllen
NovoPrint USA, Inc.
PKWARE, Inc.

15 YEARS
Coakley Brothers/Brothers Business Interiors
Corporate Financial Advisors LLC
MilwaukeeJobs.com
Music on the Move Plus
Northern Trust Company
Office of the Comm. - Major League Baseball
Transit Express, Inc.
Xorbix Technologies, Inc.

10 YEARS
Grant Thornton LLP
Hall Render Killian Heath & Lyman PC
Intelligent Conversations

Keller, Inc.
Midland Health Testing
Milwaukee Public Museum
Mitz & Rozansky SC
Patriot Partners SCM LLC
Penfield Children’s Center
Public Financial Management
RCB Awards LLC

5 YEARS
360 Direct
Able Access Transportation LLC
Allergan, Inc.
Ann’s Italian Restaurant
Carnevor
Complete Transportation LLC
Dairy Business Association
Desco Dental Systems LLC
Distil
The Firm Consulting LLC
Harrigan Solutions
Harvest Community Church
Health Payment Systems, Inc.
J.F. Ahern Co.
Just Service, Inc.
Kilpatrick Engine & Transmission
Laundry At Linens Limited
LJ Design & Manufacturing
MBD Wheel & Brake Repair Services LLC
Midwest Iconic Services LLC
Milwaukee Jobs Corps Center/MINACT, Inc.
North American Marketing Solutions
Paw America
Payroll Control Systems
RITUS Corporation
Rocket Clicks
Shorehaven Behavioral Health, Inc.
Superior Equipment & Supply
Surf on the Water
Telcom & Data, Inc.
University of Wisconsin-Parkside
W. T. Walker Group, Inc.
Winter Services, Inc.

1 YEAR
AAA Sales & Engineering
Apache Stainless Equipment Corporation
Asset Recyclers, Inc.
AXA Advisors LLC
Beal Associates
Blue Canyon Partners, Inc.
Businertia Group
CCB Technology
Cedar Crest Ice Cream
Central City Distribution Co., Inc.
City Partners, Inc.
Concannon Communications
Dale Carnegie Training
Darren Fisher Consulting
The Dickman Company, Inc.
Forward Thinking Communities
Gibraltar Industries, Inc.
Greendale Schools
Hansen Reynolds Dickinson Crueger LLC
Hom Wood Fired Grill - Bayshore
Home Care Assistance of WI
Home State Bank NA
Infinity Benefit Solutions, Inc.
InSinkErator
Jackson Lewis PC
KG Marketing & Bag Co., Inc.
Lean Culture Group LLC
LegalShield
Materials Converting LLC/Addev America LLC
Midwest Air Charters LLC
North Star Catering
OS, Inc.
Remodeling Innovations Group
Rightsize Facility Performance
School District of Greenfield
SimDex LLC
Spectrum Nonprofit Services LLC
Stafford Rosenbaum LLP
Sterling Law Offices SC
Stuck, Inc.
Thrivent Financial
TJM Innovations LLC
Train-2-Gain
Unlimited, Inc.
Village of Greendale
Village of Hales Corners
WHEDA
Whitnall School District
Wisconsin Club
Young Creative
Z.T. Distribution, Inc.

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INNOVATION
KEY TO LONG-TERM REGIONAL GROWTH

by Bret Mayborne, MMAC Director of Economic Research

Remember the game of word association? Quick, what’s the first word that comes to mind when I say: Silicon Valley? How about Raleigh/Durham? Austin? And what about Milwaukee?

Increasingly, innovation is recognized as a primary way in which prosperous regional growth is fueled. Milwaukee has long been viewed as stodgy in this regard, and the numbers suggest there is something to this. Among 40 large metros, Milwaukee ranked second to last in startup activity, according to the 2015 Kauffman Index and 106th of 127 metros in 2015 venture capital spending per capita, according to National Venture Capital Association figures.

Metro Milwaukee strong in patents, research
By some measures, the metro is clearly lagging on innovation but the question becomes, does Milwaukee have a firm foundation on which to build a stronger innovation future? In the MMAC’s recent benchmarking report, metro Milwaukee ranks above median in patents per capita (8th of 21 comparable metros), academic research dollars per capita (9th), and educational attainment of its working-age population (9th), while ranking below median on STEM employment (13th) and post-secondary degree production per capita (14th).

A foundation for innovation exists, but it’s notable that the metro area does not rank much above or below the mid-point — we are just kind of unexceptional — not the worst position to be in, but certainly not the best. In the past we might have blamed this situation on our conservative German heritage, but in recent years there have been proactive attempts to change our condition.
Entrepreneurial ecosystem growing

Additions to Milwaukee’s entrepreneurial ecosystem include institutions like BizStarts, MiKE, gener8tor, and Scale Up Milwaukee and the development of UWM’s Innovation Campus. These organizations have addressed aspects in the innovation and startup process previously unserved.

A recent Brookings report on accelerators placed Milwaukee as tied for eleventh in the number of accelerators for metro areas, on par with entrepreneurial hotspots such as Austin and Boulder. Accelerators seek to support growth-oriented businesses early in their entrepreneurial lives.

While accelerators are only one piece of the innovation puzzle, this ranking suggests that Milwaukee has recognized its weaknesses and is taking positive actions to change its innovation performance.

Local companies bring innovations to life

In every industry in metro Milwaukee there are significant, sometimes life-changing technologies and innovations that are being developed right here at home. This edition of Milwaukee Commerce includes six profiles of MMAC member companies leading the way with ground-breaking new ideas, methods and products. Certainly there are many more. And as we have all been told, if we are not innovating, chances are we won’t be around long enough to catch up.
Later this year, facilities will start to be evaluated for their rates of hospital acquired infections and those with high rates will have their Medicare reimbursement rates cut.
Imagine disinfecting a room with the flip of a light switch. Now imagine how valuable a product like that could be to hospitals and clinics. Kenosha lighting company, Kenall Manufacturing, is beginning to find out.

Last June, Kenall launched its patented product, Indigo-Clean – a light fixture that uses Continuous Environmental Disinfection technology to kill bacteria that’s been linked to hospital-acquired infections by using indigo-colored light. This light is absorbed by molecules in the bacteria, causing chemical reaction that’s identical to the disinfecting properties of bleach. The difference is that the light cleans continuously and without any harmful effects.

Kenall President and COO Patrick Marry explained that hospital rooms, emergency rooms and waiting areas are cleaned “episodically” but as soon as the cleaning procedure ends, bacteria begins to regrow. Indigo-Clean is a continuous approach to killing germs on both soft and hard surfaces. “Acquiring infections during a hospital stay is on the rise,” said Marry, and hospitals will soon have a financial incentive to drive those numbers down. “Later this year, medical facilities will be evaluated for their rates of hospital acquired infections and those with high rates will have their Medicare reimbursement rates cut.”

How prevalent is the problem? The Centers for Disease Control and Prevention estimate that one in 25 patients (roughly 650,000 patients each year) gets an infection due to a hospital stay.

The idea and technology behind Indigo-Clean actually originated at the University of Strathclyde in Scotland. There, University researchers have been studying the effects of a narrow band of light. The school has a strong tradition of partnering with business and industry. Dr. Clifford Yahne brought the technology and patent to Kenall a few years ago and serves as the company’s director of Clinical Affairs.

“This is an exciting product at the right time,” said Yahne who has a Ph.D. in physics and a background in the telecommunications, defense and medical industries. “This technology has great promise and I sought out Kenall as the right place to bring it to market.”

So far, Indigo-Clean is being tested at Milwaukee’s Frodert and Medical College, and is already being sold commercially in Las Vegas and New Jersey. Kenall moved its headquarters from Gurnee Illinois to Kenosha, WI last year. The company, which currently employs almost 400, continues to expand. Kenall was founded in 1963 and specializes in creating lighting products for challenging environments, such as food processing plants, prisons and healthcare facilities.
There is no doubt that the ease of technology has changed the way customers perceive service. The importance of customer experience in terms of timeliness, convenience and control has transformed the way people live their lives and perform even mundane day-to-day tasks. Retail, travel and hospitality industries have already adopted kiosks and other forms of self-service, and thanks to a local Milwaukee company, the healthcare industry is keeping pace.

Connected Technology Solutions (CTS) is a thought leader in point-of-purchase kiosks, digital signage and interactive displays and retail. Located in a new 65,000-square-foot manufacturing facility in Menomonee Falls, CTS has been providing interactive solutions across industries since 2002. In 2005, the company started to steer away from marketing style kiosks and focus its energy on a more economically stable sector. Through the integration of its newest interactive kiosk software, Kwerk, CTS has revolutionized the healthcare industry and patient experience.

Kiosks save time, offer convenience

Kwerk serves as the intermediary between the kiosk and electronic healthcare records database. Medical support staff are frequently overwhelmed trying to schedule appointments, update insurance data and collect co-pays. Offering check-in, co-pay and bill pay, signature capture for consent and other forms, the kiosk option helps manage patient flow and allows staff the necessary time to provide personal service to patients who need it. Kwerk personalizes the patient experience, which leads to greater efficiency and higher patient satisfaction. Today, CTS owns 95 percent of the market in healthcare and is growing.

In addition, CTS has just introduced the only kiosk with a self-disinfecting touchscreen. Using UV-C technology, CTS kiosks wash the screen with antimicrobial, bactericidal blue light killing germs, bacteria and viruses – even “superbugs” – in just 30 seconds or less.

Post-Affordable Care Act, the medical environment is increasingly open to improvements in efficiencies and patient experience. CTS saw the opportunity to modernize the healthcare industry and meet the needs of technology-driven consumers. Sandra Nix, CTS president, believes that, “If you don’t innovate, you die,” continuing to challenge the status quo in order to ensure the future of her company.
The 21st Century has been marked by an acceleration in the rate of technological innovation. From the small to the large and from the simple to the complex, almost everything is being disrupted. Accompanying this rate of change is an increase in the willingness of people to adopt new technologies. These two trends present a significant opportunity for organizations to develop new products and business lines and for the formation of new enterprises. However, capturing these opportunities requires tools, resources and people capable of engaging in this fast-moving, dynamic world.

Helping companies address technology challenges
The Milwaukee Institute helps organizations design and develop ideas and products capable of capturing these opportunities by: providing knowledge sharing about technological changes; infrastructure and services that allow companies to capture and deliver value; and talent development. The Milwaukee Institute is a nonprofit applied Computational Science Systems and Engineering Services organization. Our mission is to help make those challenges less daunting. Our high-fidelity modeling, simulation, visualization and data analytics software, systems and services will not only reduce the cost to solve these challenges, it will improve quality and save time.

Since 2007 the Institute has worked with academic and commercial organizations on a wide range of projects.

Projects include:
- Pharmacology and genomic studies at the Medical College of Wisconsin
- Rendering and production of high-fidelity animated movies of large-scale warehousing systems at HK Systems
- Product performance modeling at Briggs & Stratton
- Genomics studies for Microbe Detectives, LLC and UWM’s School of Freshwater Science
- Software performance benchmarking of engineering applications at Harley-Davidson
- Modeling and simulation of multi-tier supply chains at Rockwell Collins
- ”Big Data” analytics at Direct Supply

The Institute offers enhanced competitiveness and agility to manufacturers interested in benefiting from advanced manufacturing techniques. Industrial and scientific competition is increasingly global in nature. At the same time, the pace of innovation is accelerating, with a corresponding demand for increased functionality and quality. These accelerating characteristics require the use of advanced engineering techniques, developed both within new products and services, as well as in performing their research, development, manufacturing, distribution and after-market support systems.

Institute is accessible to public
The Institute is the only publicly accessible high-performance computer center in Wisconsin dedicated to advanced manufacturing. Our hardware and software technologies are state of the art. And we offer professional services to assist both first-time and experienced engineers with developing models of products, executing those models on our systems, and analyzing results. Using Institute systems and services allows companies to avoid capital and operating costs associated with purchasing, operating and maintaining hardware while benefiting from the use of shared resources.

The 21st Century presents significant technological opportunities and challenges. Against this backdrop, the Institute exists to help Southeastern Wisconsin and its businesses capture these opportunities and navigate the corresponding challenges.
Growing populations around the world are putting increasing pressure on hospitals to deliver care more efficiently than ever before. Healthcare systems and governments are seeking solutions that save time and money, empower clinicians to diagnose and treat patients more accurately, and connect patient and machine data across hospital settings. GE Healthcare, in Wisconsin and around the globe, is uniquely poised to help healthcare providers do just this.

Locally-made products help improve patient care
GE Healthcare makes everything from advanced imaging machines to maternal infant care products and software that can be used to process, analyze and probe mountains of medical data for actionable insights that can help improve patient care. Several of GE Healthcare’s technologies, such as computed tomography (CT) and magnetic resonance imaging (MRI) imaging, as well as patient monitors and anesthesia delivery machines, are developed right here in Wisconsin.

Smart machines help create better outcomes
Looking forward, healthcare is becoming increasingly data-focused, algorithmic and predictive. Today, hospital and clinic medical equipment, including GE MRI machines, will soon leverage cloud technology to share information, enabling them to spot clinical patterns faster than the human eye and even predict when the machine will need to be serviced. Tomorrow, data-driven insights from wireless biometric sensors and patient medical histories will be available to doctors before patients even set up appointments.

This cloud-based integration of advanced hardware, artificial intelligence software and next generation wetware — the data in our DNA — should empower doctors to make earlier, more accurate, care decisions and even predict future health issues.
data analytics is the health trend to watch

Cloud connects thousands of medical devices

The GE Health Cloud is a scalable, secure ecosystem connecting software, hardware and medical devices with industry-specific data analytics, apps and insights. It will connect to thousands of medical devices and mobile tools from multiple vendors to aid clinical outcomes, including 500,000+ GE Healthcare imaging devices. It will build capacity for bio-processing manufacturing and enable industrialization of next generation therapies. The

GE Health Cloud is designed to help improve patient care and drive clinical, financial and operational outcomes.

“We are starting an exciting journey that has all the potential to change the healthcare sector for the better,” said Tom Westrick, Vice President and Chief Quality Officer at GE Healthcare and MMAC Board member. “To fully realize this opportunity we need wide participation and collaboration across healthcare and business sectors.”

So while GE Healthcare in Wisconsin will continue to export medical devices around the world, the next wave of innovation will be far less visible, but no less powerful: healthcare data in the cloud, analyzed using algorithms and machine learning, and put into use by healthcare professionals to best serve patients.

GE Healthcare in Wisconsin

• GE Healthcare employs more than 6,000 people in southeastern Wisconsin.
• Wisconsin is the global hub for GE Healthcare Imaging, including the CT, MR and X-ray business.
• GE Healthcare’s Wisconsin employees have collectively earned more than 2,800 engineering degrees.*
• More than 500 global patent filings are made annually by GE Healthcare including numerous based on innovations developed in Wisconsin
• In 2015, GE employees in southeastern Wisconsin donated more than 37,000 volunteer hours to local schools and nonprofit organizations, along with employee giving and GE Foundation match in excess of $2 million in Wisconsin.
• GE Healthcare generates, directly and indirectly, approximately $154.6 million in local and state taxes through its operations, employment and spending statewide.*

*Based on 2011/2012 third-party research
At a time when the click of a mouse can break down physical and cultural barriers, globalization continues to shape the way people perceive the world. Whether an individual is catching up with a loved one across the country or a Fortune 500 company is closing a merger with its international trade partner, communication is the most important tool in that process. Logan Productions, Inc. recognized the importance of an efficient international communication platform. Founded in 1978, Logan Productions provides clients with live event and multimedia services, making great strides in web-based communication technology.

For its first 30 years, Logan Productions predominantly provided live event, entertainment production and recording services. When a client needed a presentation translated, Logan Productions: recorded the event/presentation; translated the recording; re-recorded the translation over the original presentation; burned the recording onto a DVD; and finally distributed the finished product.

In 2011 while working to meet the needs of a client's global audience, Logan Productions founder, Jim Logan, realized there was a disconnect between their services and their customer base. He decided it was time to step out of the box and push industry limits. In that moment, Global LiveCast (GLC) was born.
Testing, testing, 1-2-3 testing

Logan Productions uses in-house translators to produce real-time webcasts in any foreign language using their Global Live Cast technology.

From anywhere, to anywhere, in any language
Global Live Cast offers real-time interpretation of webcasts in any language. In-house translators watch the livestreaming webcast, simultaneously interpreting the presentation and broadcasting it out to the masses using HTML-based technology. Clients in a wide variety of industries use the service for hosting employee training sessions, knowledge-sharing or communicating one-on-one with global clients.

Integrating translation services and web-based communication is not an easy task. To deal with the variety in models, software, providers and interfaces, Logan Productions modularized its platform to convert all signals into a dynamic and seamless HTML stream. They also thoroughly test their client’s software and signal with their own to ensure compatibility and a successful broadcast.

No longer do physical barriers, time zones, language or technological limitations inhibit international communication. As a result, businesses do not need to limit their own paradigm of growth and relationship building, which in itself drives technological advancement. It is clear that innovation sparks innovation, and Logan Productions is a Milwaukee-based company at the forefront.
For most of us, childhood trips to a natural history museum probably centered on static displays of artifacts and dioramas with plaques relaying pertinent facts. You stood, you read, and you moved on. Times have changed and so has the way the Milwaukee Public Museum is engaging visitors.

Greg Post, director of Information Systems & Electronic Services, and Julian Jackson, vice president of Design, have teamed up to provide a ground-breaking and interactive visitor experience in the Museum’s Streets of Old Milwaukee and the Crossroads of Civilization exhibits.

“We’re thinking much more broadly about innovation,” said Jackson. “We’re not just looking at other museums for ideas, we’re looking at what Walt Disney World is doing. What do the best retail experiences look like?”

Streets of Old Milwaukee new again

Updating the beloved Streets of Old Milwaukee was a careful balancing act between preserving the best of that exhibit and introducing technology to enhance the experience. “We wanted to maintain the magic, but go deeper. There was a lot of pressure to get this right,” said Jackson.

Fortunately, Jackson and Post had a great base from which to build. When the exhibit premiered 50 years ago as an immersive experience, it was a completely new approach to historical education. In fact, it became known in museum circles as the “Milwaukee style.”

For those who have not seen the reimagined exhibit, you enter through a “moving” streetcar, complete with an evolving digital landscape that changes from the late 1880s to the present day. The exhibit offers its own free app, with a choice of characters to guide you as you explore. New sounds, sights, and even scents, add to the rich experience. And don’t worry – the candy store is still there at the end of the block. Visitors have responded positively – with key metrics such as attendance, length of visit and membership all up.

Bringing ancient history to life

Drawing on decades of Museum-led excavations, research and exhibit-building expertise, Crossroads of Civilization brings the ancient world
to life by presenting more than 200 artifacts from the Museum's collections alongside dynamic interactive technologies and all-new interpretive content based on emerging research.

“This exhibit is a great model for how we can use technology to include density of content. We keep the artifacts (like 4,000-year-old Egyptian mummies) front and center, and people can self-select where to go deeper,” explained Post. Technology also allows the museum to “future-proof” its exhibits by being able to change them easily over time – adding new story lines or new discoveries.

What's next for the Post and Jackson team? They are beginning to experiment with ideas for the Wisconsin Woodlands gallery on the second floor, potentially adding new effects and storylines. Over the next two years, MPM will be utilizing crowd sourcing to help the museum annotate its huge collection of insects and other invertebrates. “We need to continuously ask ourselves, ‘How do we get the community involved?’ We may be showcasing history, but the museum itself is a living institution,” said Jackson.
CHECK OFF SOME TO-DOs AT THE BALLGAME.

- Meet more of metro Milwaukee’s small biz top-level executives
- Enjoy high-end food options, two drink vouchers & game ticket
- Check out the spectacular view from Miller Park’s exclusive Gehl Club

Join 200+ top-level executives for an afternoon of baseball & business.

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WEDNESDAY, JUNE 1, 2016

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Questions?
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Register at www.mmac.org/events.html
UPDATE ON MMAC’S PUBLIC POLICY AGENDA FOR EDUCATION

By STEVE BAAS - Senior Vice President of Governmental Affairs, MMAC

We’ve all heard the complaint: our economy needs more skilled workers, particularly in the technical and vocational trades. One of the factors contributing to that challenge is a serious shortage of individuals at the K-12 level with the skills to teach vocational subjects. If teachers are not available to introduce students to these fields of study, students are not exposed to these fields in their early education and it is unlikely that they will consider them as viable careers after they graduate.

Licenses based on real-life experiences

This year, MMAC worked to help address this leak in our “talent pipeline” by creating a new class of “experience-based” teacher licenses for individuals with real life experience in technical and vocational fields.

Terri Phillips, executive director of the Southeastern Wisconsin Schools Alliance, explained the need for these changes before the Assembly’s Education Committee. “Our [school] districts have had great success finding mid-career professionals who are seeking an opportunity to teach their skills to students in the classroom…Because these candidates are still connected with the working world, there are more opportunities for internships, apprenticeships and other real life experiences.”

However, Phillips noted, “The current path to [teacher] licensure is expensive, long and too much to ask of a professional. Some of the licensure requirements are often irrelevant to what our teachers really need to know.”

Alternative path to the classroom

By creating an alternative path to the classroom for these professionals in technical fields, our legislative efforts are already paying dividends for schools and for teachers like Craig Griffie, a technology education teacher at Brown Deer Middle/High School.

“Now that I have the Experience Based Tech Ed teaching license, and no longer need to take night classes that have no application to my classroom, I actually have the time to advance my curriculum and to network with local businesses in the Brown Deer community,” said Griffie. “This means that my students have the attention of more of my non-teaching hours, so our projects are more rigorous and the learning is richer.”

We are grateful for the leadership of Governor Walker and state Senator Alberta Darling (R-River Hills) and state Representative Dan Knodl (R-Germantown), the Legislative co-authors of these measures.
In today’s global economy, competition to attract foreign investment is intense, with virtually every region around the world actively seeking investment. At the Milwaukee 7 Council Meeting in February, Brad McDearman, a nonresident senior fellow with the Brookings Metropolitan Policy Program, discussed the importance of foreign direct investment (FDI) and global trade to our region’s economic prosperity. The meeting also featured a panel discussion of FDI success stories involving local foreign-owned firms. The panel included Kyle Weatherly, former president of Solaris, Ty Staviski, CFO of Milwaukee Electric Tool Corp., and Aitor Sotes, CEO of Ingeteam.

McDearman is working closely with the Milwaukee Region to develop a tailored metropolitan global trade and investment plan through the region’s participation in the Global Cities Initiative, a joint project of Brookings and JPMorgan Chase. The plan will lay out targeted strategies to maximize international business development through FDI and exporting. Global trade and investment are critical to the long-term economic viability of the region. Exports, primarily in manufacturing, account for $15 billion of the region’s gross domestic product and have been the fastest growing sector of regional GDP over the past 10 years. Foreign-owned firms employ 30,000 workers in the Milwaukee metro area, with more than 40% of those in the manufacturing industry.

Jim Popp, Chase, talked about his firm’s commitment to helping metro Milwaukee companies go global through the JP Morgan Chase Export Grant Development program M7’s Council meeting.
AITOR SOTES, CEO of INGETEAM, said the company carefully considered factors such as workforce and supply chain in selecting the M7 Region for its location.

“For future companies that move here, helping them to navigate through the banking system and little things like getting cell phones make a difference. It sounds silly, but it’s a learning process. Milwaukee 7 gave us valid representation to help us establish new relationships.”

KYLE WEATHERLY, former President of SOLARIS, said that the acquisition of his family-owned firm by a foreign-owned enterprise allowed the company to continue to grow.

“All my interactions - whether with the MMAC, mayor, county executive or WEDC – have been fantastic. From an outsider looking in, I can’t say anything they could have done to be more helpful.”

TY STAVISKI is CFO of MILWAUKEE ELECTRIC TOOL CORP. The company – which is owned by Techtronic, an investment holding company based in Hong Kong – recently announced an expansion in Brookfield.

“If it wasn’t for the work that the Milwaukee 7, the City of Brookfield and WDC did with us five years ago, I’m confident in saying we would not have made the investments that we’ve made and not put the employees in Brookfield where we have.”

BROOKINGS MAKES CASE FOR COORDINATED EXPORT/FDI PROGRAM

The evening before the M7 Council meeting, economic developers and company representatives met with Brad McDearman to learn how FDI and exports are growing the national economy.

(Top left): Beverly Ferrara, M7; Bruce Glaub, BMO Capital Markets; Jennifer Jin, Whyte, Hirschboeck Dudek (Bottom left): Alan Perlstein, Mid-West Energy Research Consortium; Katy Sinnott, WEDC; and Jim Paetsch, M7 (right) Brad McDearman, Brookings
Business After Hours
@ Hotel Metro

MMAC and VISIT Milwaukee teamed up for a networking reception at Hotel Metro.

1. Terrell Morgan, Maldonado & Morgan, and Jason Korb, Korb + Associates Architects
2. Malico Watson and Rexx Igumbor, PC LAN Services
3. Annie Moskol and Andrea Tobias, SpringHill Suites Milwaukee Downtown; Audrey Ney and Danica Potier, Milwaukee Marriott Downtown

Business After Hours
@ The National Bobblehead Hall of Fame

RedLine Milwaukee and The National Bobblehead Hall of Fame brought Milwaukee professionals face to face in this unique exhibit.

4. Phil Sklar, National Bobblehead Hall of Fame & Museum, and Fran Jackson, VISIT Milwaukee
5. Andrea Michlig and Dana Garven, ThinkFAST Graphix, and Russ Jankowski, Redline Milwaukee Board Member
6. Mark Natzke, Clear Channel Outdoor Advertising, and David Koss, Really Resourceful Group
TBC’s Strategic Partnership Luncheon
The Business Council (TBC) held its annual luncheon in Feb. to celebrate ethnically-diverse businesses in the Milwaukee Region.

7. Jenny Alexander, Marquette University, and Citlali Mendieta-Ramos, Antigua Latin Restaurant and Catering – TBC co-chairs
8. Lynette Fortune, M E Cleaning Services, and Nikki Payne, Southeastern Wisconsin Regional Planning Comm.
9. Terrell Morgan & Julio Maldonado, Maldonado and Morgan, received TBC’s Business of the year award

11. (l to r): Amy Marshall, Nafessa Jackson, Greg Stoller, Noah Fenceroy, Queen Taylor, ManpowerGroup, and Tim Sheehy, MMAC
12. Elizabeth Ruby, Red Brown Klé, and Lou McGlothian Memorial Scholarship winner, Monica Farr

Jenny Alexander, Marquette University, and Citlali Mendieta-Ramos, Antigua Latin Restaurant and Catering – TBC co-chairs
Lynette Fortune, M E Cleaning Services, and Nikki Payne, Southeastern Wisconsin Regional Planning Comm.
Terrell Morgan & Julio Maldonado, Maldonado and Morgan, received TBC’s Business of the year award

Dele Ojelabi, Comcentia, and Kenya Simms & Robert Rydzewski, WEC Energy Group
Amy Marshall, Nafessa Jackson, Greg Stoller, Noah Fenceroy, Queen Taylor, ManpowerGroup, and Tim Sheehy, MMAC
Elizabeth Ruby, Red Brown Klé, and Lou McGlothian Memorial Scholarship winner, Monica Farr
Young professionals participated in a series of workshops to gain insights on various topics ranging from personal branding to emotional intelligence in the workplace. This year marks the second year of week-long events to help individuals grow professionally.

1. & 2. Steve Kessel coached attendees on transitioning into leadership roles within their company
3. — 6. Lunch and Learn with Jessica Ollenburg and her Six Hats of Thinking
7. Mentorship Morning with Paula Penebaker, YWCA
11.—13. Mentorship Morning with Katie Perhach, Managing Partner, Quarles and Brady, and John Daniels Jr., Chairman Emeritus, Quarles and Brady. They spoke to the group of young professionals about giving back to their community.

8.—10. Emily Vitrano, UPAF, interviewed Melissa Thornton, Owner/Creator of MilwaukeeHome, who described her journey to becoming a successful business owner.
Leinenkugel’s Wisconsin Red Pale Ale is brewed just for Wisconsin. Made with the finest quality ingredients including some hops, barley, oats and water from right here in Wisconsin. Its fresh hop aroma and flavor are balanced by rich malts that give it a distinct red hue. It’s a unique taste from Leinenkugel’s brewed for our friends and neighbors in our home state.

Join Us Out Here.
MMAC’s World Trade Assoc. hosts Chinese New Year Celebration

MMAC’s World Trade Association members celebrated the year of the monkey at Foley & Lardner’s office in Feb. Members gained insights on the recent financial crisis in China and how Chinese investment and trade play an important part in Milwaukee’s economic growth.

1. Lai (Dexter) Wei, Yichen (Cynthia) Song, Xinyaue (Joanna) Wu, Wei (Ivy) Xu, Yuchao (Norton) Shen, Concordia University; Feng Wei and XinXin Wang, Foley & Lardner
2. David Mungenast, Hansen Reynolds Dickinson Crueger; Winchell Cheung, Hong Kong Trade Development Council
3. Event host Zhu Julie Lee, Foley & Lardner
4. Ullice Payne Jr., Addison-Clifton LLC
5. JJ Johnson, Cornell; Susa Siy, TLX Technologies LLC
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Accenture Expert Series: Planning for Change
Members attended the second of four programs focused on managing change in the workplace and improving employee performance.

1. Bill King, King Innovative; Fred Varin, TopLine Results Corp.; Elvis Mejia, Crowne Plaza Milwaukee Airport
2. Kim Wall, Baensch Food Products Co.; Natalie Reames, Accenture; Lyn Hildenbrand, St. Joseph Academy; Annie Moskol, SpringHill Suites Milwaukee Downtown

WTA Compliance Series: Transitioning to ACE
Members learned from a local expert how to prepare export filings through ACE.

3. Jacob Schwanz, Bentley World Packaging Corp.
4. Sonia Ott and Ping Wang, Oshkosh Corp.
5. Randy Kupfer, VP - Export Division for M.E. Dey & Co., spoke to members about preparing export filings through ACE.
Smart Strategies for Securing Top Talent
How an effective workforce can be a key factor in driving growth

Companies in the U.S. are implementing new, effective ways to generate growth and move forward in a fast-paced business environment. According to a recent Bank of America Merrill Lynch survey, despite concerns about the 2016 elections and healthcare costs, the outlook for revenue growth is strong—85% of CFOs report that their company's profits will either remain the same or increase.

To capture growth for the long term, acquiring and retaining talent is key to seizing opportunities for expansion. In many cases, hiring and developing the right talent is more important than finding financing for a facility or plant expansion. Before taking on new business initiatives, CFOs are paying more attention to whether they can staff—rather than finance—a new project. But profound challenges remain, including a workforce nearing retirement age (especially in manufacturing), intergenerational differences between millennials and baby boomers, and identifying qualified, work-ready candidates.

CFOs are being held accountable to help solve the talent-growth equation, requiring them to expand beyond their core responsibilities. Here, a team of BoFAML executives that includes Charlie Harris, senior relationship manager, and Andrew Slocum, senior relationship manager, reveal best practices related to finding highly skilled workers.

ATTRACTING THE STRONGEST WORKFORCE

When talent is a scarce resource, CFOs will engage in talent development. This can take the form of managing the HR function, optimizing wages and benefits, and developing competitive compensation structures that fit the company’s financial plan. In many cases, CFOs, knowing the financial capacity the firm has, need to take the lead with creative ideas and methods to attract talent from competitors (or retain their best people), be prepared to increase salaries or to invest in training employees to fill gaps.

With a shallow talent pool for skilled workers, companies need to start early in their recruitment, partnering with colleges, universities and technical schools to create curriculum and degree programs that produce work-ready graduates. When possible, companies are inviting students to tour their operations and learn about career opportunities before they enroll in training programs.

TRANSFERRING "TRIBAL" KNOWLEDGE

According to the Pew Research Center, an estimated 10,000 baby boomers turn 65 every day. As this broad trend becomes a reality for many companies, CFOs need to partner with HR and benefits departments to develop hiring strategies to replace and educate those workers. For companies with aging workforces, managing the transfer of firm-specific, or "tribal," knowledge to the younger generations is critical.

Mid-size companies may be able to overcome smaller recruiting budgets by emphasizing that younger workers can stand out, be recognized for their contributions and advance faster in their professions. Alternatively, larger companies must act more current and hip with their offerings in order to compete with smaller businesses with more creative and nimble benefits.

Since millennials—who will comprise 75% of the global workforce by 2025—seek rapid growth in their careers, employers are required to closely match expectations where possible. In addition to offering benefits such as competitive 401(k)s, financial literacy training can reduce young workers' anxieties about money and lead to more satisfied, loyal and engaged employees. In fact, financial wellness programs are becoming the norm in workplace benefits, and include discussions around debt management, budgeting, college savings and personal savings habits. In short, employers are improving the personal lives of their employees, not just boosting financial acumen. Not surprisingly, in the Bank of America Merrill Lynch 2015 Workplace Benefits Report, 81% of mid-size companies said financial wellness will be a standard benefit program 10 years from now.

RECOGNIZING GENERATIONAL DIFFERENCES

Understanding what motivates the new workforce and its needs will help employers maintain a competitive edge in attracting talent. Millennials are seeking meaningful work from an employer committed to societal issues. In the course of managing the new, younger workforce, there is an opportunity to adjust the corporate culture. To this generation, these criteria can be more important than pay.

As a result, a clear statement of purpose and community engagement are important parts of a successful culture that can build brand favorability. Consequently, companies are incorporating community events into client interaction and employees' schedules, such as paid time off for volunteerism.

More flexible hours, family friendly schedules, and extended leave to care for aging parents are also critical components in packages for all workers. For long-term, experienced staff, achieving work life balance is top of mind. Offering consulting opportunities that allow them to travel and spend time with their grandchildren is an important benefit.

Going forward, CFOs have to bridge the gap between HR and finance, developing competitive compensation structures that not only bring in and retain the best talent but support company culture.

For more on how your Milwaukee local business can attract and retain the strongest workforce for future growth, contact charles.p.harris@baml.com or andrew.t.slocum@baml.com.

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Get a Grip on Your Business Vision

Award winning speaker and author Mike Paton, Visionary for EOS Worldwide, spoke to CEOs of Growing Business (CGB) members about confronting organizational issues within their companies.

1. Sue Snow, Jim McCombe and Dave Jentz, Exhibit Systems
2. Rick Appleby, ActionCOACH; Paul Stewart and Craig Burg, Desert Aire Corp.
3. Craig Coursin, Stier Construction; Fred D’Amato, and Tom Krist, WFA Staffing
5. Mike Paton, EOS Worldwide

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Dear Membership Friends,

We’ve been reading about innovation, entrepreneurial ecosystems (say what?), modeling the future, turning research into commercial products. In summary, rethinking what we’re doing, how we’re doing it and why.

Personally, I get a great deal of satisfaction out of visiting our members and actually seeing their creative and innovative approaches. One of my latest visits was the ‘old’ Cambridge Major Labs, which is now “Alcami Corporation.” They’re making life-saving pharmaceuticals in our own backyard…and they’re leading the way in not only production methods but also business measurements. And then there’s Milwaukee’s Cristo Rey School — using an innovative model that empowers students to pursue higher education. Their innovation is a rigorous curriculum and invaluable professional work experience through a Corporate Work Study Program. You should see that school and those students!

I could proudly go on and on. Instead, let’s turn the tables internally for a minute. Chambers of Commerce have been around since the beginning of dawn. MMAC, for example, is 155 years old. We’ve survived and thrived by keeping our eye on the ball and constantly re-engineering our methods and services. That process has served us well over the years. As we look forward, I’m asking our staff and our members — you — for ideas on how the MMAC can be more innovative in its approach to its mission:

To improve metro Milwaukee as a place to create jobs, invest capital and grow business.

And to take it one step further, how can MMAC members — you — contribute to those innovations? I would love to hear your ideas. (charrison@mmac.org or 414-287-4159). It’s bound to create some scintillating conversation. One process in which I know our members can participate is the growth of the MMAC as an organization for change. Who do you know that should be a member…and is not? That radical innovative approach is called a ‘referral.’ When we discuss innovative possibilities, be sure to think of a referral and I will do the same. It will benefit not only the MMAC and the region but each individual business as well. I hope my voicemail and email will overflow!

Cathy Harrison
MMAC Membership Director

2016 MMAC Member Business Directory correction
The revenue for Johnson Controls was incorrectly stated on page 28 of the 2016 edition of the Business Resource Guide, which is included in the Membership Business Directory. The correct amount is $37.2 billion.

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