

# MILWAUKEE COMMERCE

Spring 2013 - Volume 92, No. 1

OUR ROLE AS MILWAUKEE'S  
PRODUCT MANAGER **05**

ARE YOUR EMPLOYEES  
(REALLY) YOUR BEST ASSET? **06**

FEATURING PERSPECTIVES FROM:

**Mark Goldstein**, Goldstein Law Group

**Aleta Norris**, Living As A Leader

**Kristin Ihle & Denis Lichter**, Licter-Ihle

**Anne Nimke**, The Good Jobs



**NURTURE  
YOUR EMPLOYEES  
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This Issue:

## NURTURE YOUR EMPLOYEES AND CREATE A STRONGER ORGANIZATION

- 05 | OUR ROLE AS MILWAUKEE'S PRODUCT MANAGER  
Tim Sheehy - President, MMAC
- 06 | ARE YOUR EMPLOYEES (REALLY) YOUR GREATEST ASSET?  
Julie Granger - Vice President of Communications, MMAC

### COMMENTARY

- 09 | IMPROVING YOUR HIRING PROCESS  
Mark Goldstein - President, Goldstein Law Group, S.C.
- 11 | THE Y GENERATION: ATTRACTING & RETAINING YOUNGER WORKERS  
Aleta Norris - Co-founding Partner, Living As A Leader
- 13 | DEVELOPING YOUR NEXT LEADERS  
Kristin Ihle, Ph.D. & Denis Licher, Ph.D. - Partners, Licher-Ihle
- 15 | BECOME A TALENT MAGNET  
Anne Nimke - Co-founder, The Good Jobs
- 16 | MEMBER COMPANIES MAKING THE MOST OF THEIR CULTURE
- 17 | SLOAN AWARDS RECOGNIZE WORKPLACE FLEXIBILITY
- 19 | IS IT TIME TO OUTSOURCE?  
FINANCIAL LEADERSHIP - John Lauber - President/CEO, LauberCFOs  
PAYROLL SERVICES - John Washcovich - VP, Payroll Control Systems

### SPECIAL FEATURES

- 20 | M7 UPDATE: FIVE COMPANIES EXPANDING IN THE REGION

### IN EVERY ISSUE

- 21 | MMAC Program and Event Photos
- 27 | MMAC Member Anniversaries
- 28 | New MMAC Members
- 31 | Upcoming Events



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# OUR ROLE AS MILWAUKEE'S PRODUCT MANAGER

By **TIM SHEEHY** - President, MMAC

**T**he prospect for an economically prosperous Milwaukee is largely in the hands of the private sector companies located here who export their goods and services from this region. These companies, by definition, drive the resulting job growth that occurs within our regional economy.

So think of Milwaukee as a product we are selling to these exporting employers. The product benefits include: educated/skilled talent, capable infrastructure, a competitive cost profile and a high quality of life. Like any good product, these features must be distinct and marketable to our consumers and differentiate us from our competitors.

Who is in charge of Milwaukee's product improvement? While this is certainly a collaborative responsibility, front and center in this role is MMAC. Our membership invests in our ability to bring key issues to the forefront and get them resolved in a way that improves the business climate.

## TALENT TOPS LIST OF ASSETS

Top on that list is making sure that we grow, retain and attract the talented, skilled and educated individuals that will give Milwaukee a competitive workforce advantage. Here's a sample of what we are doing:

- Advancing policy changes that provide an environment attractive to high quality educators. Ensuring that parents have their choice of schools in MPS, charter, and private schools where dollars follow their decisions. Access, accountability and equity lead to more quality schools for parents to choose from in educating their children.
- Connecting employers with workforce development and technical training programs that meet their needs. One example is our Manufacturing Careers Partnership whose first project is to match the welding skills being taught at technical colleges with the needs of employers hiring welders. Job training that matches real job needs is the best employment strategy.
- Providing young professionals with an organization to connect to the community, to each other, and to the opportunities to grow their careers. FUEL Milwaukee's young professionals network is uniquely positioned to help employers attract and retain the talent they seek while connecting this young talent to all Milwaukee has to offer.

Our goal is to insure a solid pipeline of talent from early childhood through job-ready young adults that are lifelong learners. For more information on these, and other MMAC initiatives, see [mmac.org](http://mmac.org) and [fuelmilwaukee.org](http://fuelmilwaukee.org)




Associated Bank has been providing comprehensive financial solutions to Wisconsin communities for more than 150 years. We began as the Bank of Neenah in 1861, the same year the Metropolitan Milwaukee Association of Commerce launched in Milwaukee.

Metro Milwaukee businesses are the driver of our local economy's success, and create many well paying jobs that support our local communities. As these businesses continue to grow and change, Associated ensures that the commitment to these businesses remains unwavering. This kind of alliance not only benefits the community, but the economy as a whole.

As an extension of that commitment Associated is dedicated to giving back through philanthropic endeavors in the communities where we live and serve. With more than 3,000 hours spent volunteering annually, Associated's colleagues help ensure the strength and stability of local communities.

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By LOU BANACH, Group Senior VP

# Are your employees (really) your greatest asset?

By Julie Granger - VP of Communications, MMAC

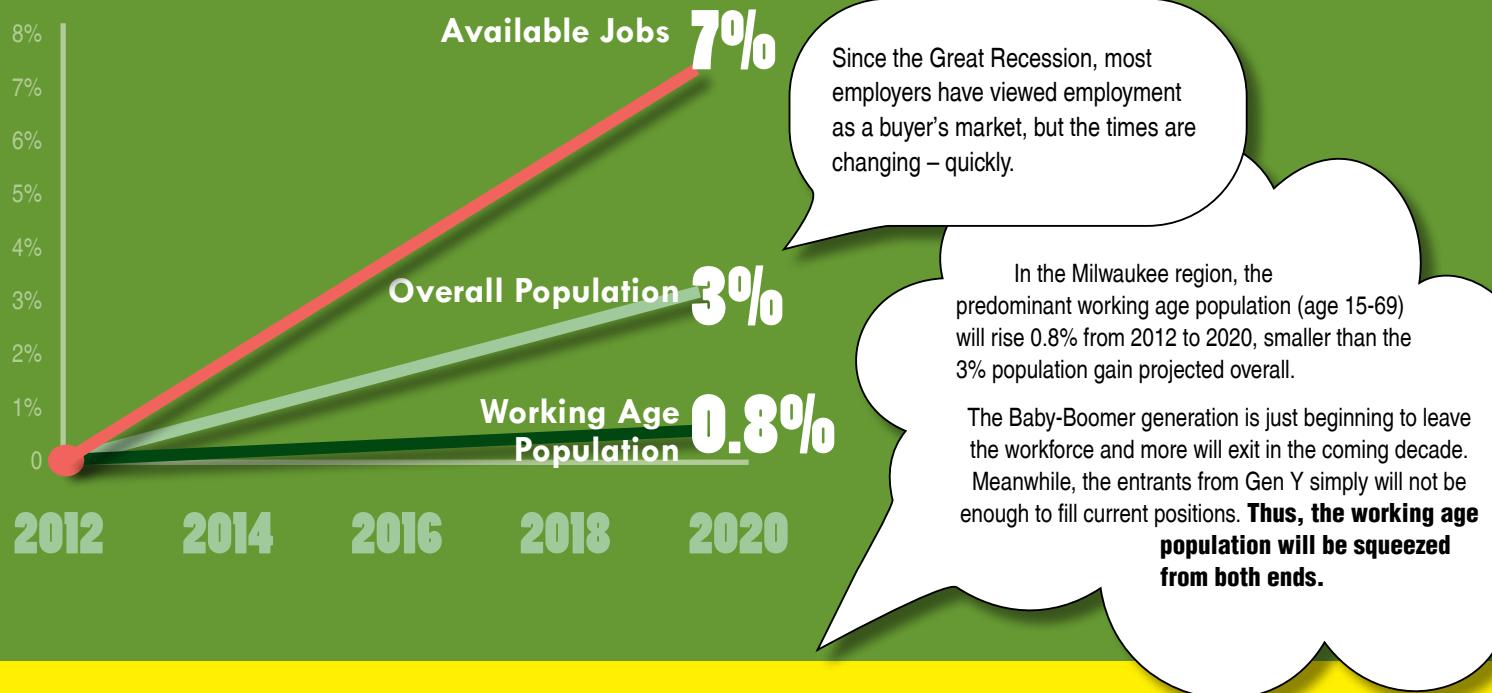
**Countless corporate marketing brochures and annual reports tell us employees are a company's greatest asset. Is it reality or cliché? What they really mean is that their BEST employees – the ones who are highly productive and do the hard work to grow their company and enhance their brand – are the ones that keep their business going and are a strategic advantage.**

**So how do you find them,  
keep them and cultivate them?**

**The advice we heard from MMAC members who live and work on this space:  
Understand the demographic trends, develop a cultural brand and walk the  
walk of being a great place to work.**



## Estimated increases in jobs and population by 2020



### It starts with finding the right people

It's estimated that the average employee will have 7-10 jobs before they retire. What can you do to make sure that good employees with great potential spend their careers with your company?

Use all recruitment means available. Today that includes social networks, personal networks and people completely outside your network. A diverse workforce mirrors your customer base and the community, infuses a broader scope of ideas into your company and brings new perspectives to your teams. Keep in mind, diversity comes in many forms: ages, genders, ethnicities, sexual orientations and physical abilities.

Once hired, companies must find a way to use the talents and strengths of everyone on their staff. People who are engaged and appreciated are more motivated to contribute and innovate. It gives them a personal stake in the success of their employers, which can mean more than any benefits package.

### It's all a big blur

Flexibility goes a long way toward employee satisfaction. Whether it's telecommuting, alternative work schedules, or giving – and sometimes requiring – 24/7 access to email and online projects, the line between work and the rest of life has changed forever. Employers need to evaluate their policies and the needs of their customers to determine appropriate parameters. Google, Inc., which holds the top

spot on *Fortune*'s list of the 100 best companies to work for, offers telecommuting and flexible hours. If you make it into the office, unique perks include on-site doctors, three free meals a day and a lap pool. On the flip side, their competitor, Yahoo, recently decided to require all employees work on site to promote creative collaboration. One size does not fit all. Notably, Robert W. Baird has placed 14th on *Fortune*'s list of 100 best companies.

### Brand your company – not just its products or services

If done right, branding your company means good candidates will seek you out. Creating a culture that sets you apart gets you noticed.

Consider participating in the When Work Works program, a nationwide initiative to bring research on workplace effectiveness and flexibility into community and business practice.

According to a number of sources consulted for this edition of *Milwaukee Commerce*, there are several "easy to say, harder to do" rules of creating a positive work culture. They include:

- Build trust
- Be transparent
- Provide regular feedback and recognize success
- Make professional development/growth opportunities a priority
- Provide a healthy and safe place to work
- Clearly define expectations



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# IMPROVE YOUR HIRING PROCESS

## THREE DECEPTIVELY EASY STEPS

By MARK GOLDSTEIN

**S**o much has been written recently about hiring. There are reports of a growing skills gap, with job seekers caught between old-world and new-economy skills. Other studies say there is not a skills mismatch, instead pointing to employers that are being too selective in searching for the optimal candidate.

From our perspective, there seems to be a mismatch of mindset — a growing gulf between employees hoping to land safely somewhere and employers wondering whether prospects bring enough of a “value-add” to justify the salary, benefits and training.

While there's no question it has become a buyer's market for talent, the sheer volume of candidates does not necessarily make hiring any easier. How do you set and gauge core competencies and other predictors of good alignment to improve your hiring process?

### ACCURATE POSITION DESCRIPTIONS AND JOB POSTINGS

Ensure that minimum job qualifications are, in fact, minimum job requirements. What is the basis for requiring a college degree, or a minimum lifting requirement of 50 lbs.? Purported job requirements that cannot be defended may line you up for a discrimination charge.

### FOCUSED INTERVIEWING

A recent *New York Times* article speaks of candidates being brought back for five and six interviews, over 30 days or more. Is this, as mentioned above, the search for the perfect candidate, or is it simply indicative of a lack of focus in the interviewing process? What precisely are you trying to learn in the interview? With respect to alignment (as opposed to job skills), script your questions to ensure you don't delve into impermissible territory. Ask the same questions of each applicant. Make no mistake, a candidate not hired after an elongated interviewing process is frustrated, and left to wonder if the reason they lost out was a legitimate one.

### ONBOARDING

You have invested a substantial amount of time and energy in identifying a good candidate. Spend a bit more time to ensure the employee's start at the company is a positive experience. Assign the person a mentor. Schedule 30-, 60- and 90-day check-ins. After all, even individuals desperate for a job can quickly become disenchanted. The cost of turnover is high (projected as high as six month's salary) and low turnover may very well represent your competitive advantage in this fledgling economy. ■

Attorney Mark Goldstein is president of Goldstein Law Group, S.C., a boutique law firm that counsels companies and organizations on corporate, labor and employment issues. Visit [goldsteinsc.com](http://goldsteinsc.com)

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Bill Hogan  
Principal, Milliman  
[bill.hogan@milliman.com](mailto:bill.hogan@milliman.com)

**N**ow that the presidential election has concluded, we must move ahead and continue to grow our businesses. One thing the last recession has made clear is that this is a different world with different risks to manage. The actuaries and consultants of Milliman's Milwaukee-area office have the skills to help.

For example, if you sponsor a pension plan, your business has been dealing with volatile interest rates and low asset returns. One answer is to adopt a “liability-driven investment” strategy; however, this strategy gives up the higher potential returns from the equity markets.

To mitigate the downside risk of equities, Milliman actuaries have created the “Milliman Protection Strategy”. This strategy protects downside equity risk while allowing the Fund to capture the upside performance. Don't give back those returns that your fund manager has worked so hard to get! Now is the time to get protected, while the values are rising.

We invite you to contact any of our local consultants in the Brookfield office for more information on the Milliman Protection Strategy or any of our risk management services.





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# THE Y GENERATION: ATTRACTING & RETAINING YOUNGER WORKERS

By ALETA NORRIS

Look around you. In what ways is your company's culture entrenched in the ways you've done business for the last 20, 30 and even 40 years? By this I mean the hierarchies, the rules and procedures, clock in and clock out times, requirements to 'pay your dues' before your opinion matters, expectations to leave your personal life at the door, and old refrains like, 'figure it out – that's what I did when I was your age.'

Employees, especially the emerging generation of workers, leave these kinds of organizations. Here's what the research is telling us:

## GEN Y REALITY

- 23.1% of new hires leave their jobs within the first year.  
*(2012 Allied Workforce Mobility Study)*
- 40% of college students and 45% of young professionals would accept lower-paying jobs if they had more access to social media, more choice of devices they could use at work and more flexibility in working remotely.  
*(2011 Cisco Connected World Technology Report)*
- For Generation Y (roughly ages 22-35), there is no clear line between the workday and personal time – they both blend and overlap. *(2012 Cisco Connected World Technology Report)*

I have talked with hundreds of leaders about the emerging workforce over the past few years, and I hear *unproductive* comments like: "I have better things to do than coddle these 20-somethings," and "Then I just won't hire anyone younger than 35."

**45% of young professionals would accept lower-paying jobs if they had more access to social media.**

**There is no clear line between the workday and personal time.**

The above statements are not a solution.

The Y Generation is 70 million strong. These young workers were raised differently than any generation before them. They have been tethered to technology and a life of multi-tasking, have had access to instant answers, have had a playbook in front of them for just about everything — from school to sports to travel. They've been valued, supported and guided throughout their lives. And, they've been given options.

Arriving in your organization, they have high expectations for leadership. Here are a few ideas that will help you meet expectations and enhance your likelihood of retaining them.

## RETAINING A YOUNGER WORKFORCE

1. Have a designed onboarding plan to get them up and running quickly.
2. Be clear about your expectations for performance, conduct and timeliness.
3. Ask them what's important. Honor what you can and explain the things you can't.
4. Shore up items 2 and 3 during the interview stage.

Employees join organizations and often leave as leaders. Are you doing your part to foster the productivity and loyalty of your employees? ■

Aleta Norris is a co-founding partner of Living As A Leader®, a leadership training, coaching and consulting firm. Visit [livingasaleader.com](http://livingasaleader.com).



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-Automotive News, Feb. '13

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-Lexus USA

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# DEVELOPING YOUR NEXT LEADERS

By KRISTIN IHLE, Ph.D. & DENIS LICHTER, Ph.D.

**W**e all know that strong leaders are essential to the success of any business. The big questions usually are, "Where can I find good leaders?" and "How can I develop leaders?"

Research over the last few decades has shown that leadership can be developed if you start with the right talent and provide the right kinds of experiences and support.

## IDENTIFY EMERGING LEADERS OBJECTIVELY

When developing leaders, it is important to be clear about what constitutes a strong leadership candidate. Current leaders in your company need to make sure they are not selecting future leaders based solely on performance. They need to guard against biases and ensure objectivity by gathering multiple, independent observations when assessing candidates. Creating an objective way to identify emerging leaders provides a sense of fairness and maintains an engaged workforce.

## TEACH THROUGH EXPERIENCE AND FEEDBACK

We know that most adult learners gain skills through doing. Research on leadership development shows that while some learning comes from training and independent study, most happens through on-the-job assignments. Feedback is also essential to learning, so on-the-job performance is not enough – assignments need to be supplemented with hands-on coaching to gain the most value from the experiences.

**Developing leaders does not necessarily require a large budget. It does require keen observation of your employees.**

Stretch assignments offer a valuable way to take future leaders beyond their comfort zones. When considering stretch assignments, it's critical to know what motivates employees. Daniel Pink, a best-selling author on the changing world of work and human motivation, suggests there are three core drivers to learning: autonomy, mastery and purpose. It is important to embed these drivers into the experience.

## ASSIGNMENTS SHOULD REQUIRE NEW LEARNING

To be most effective, the learning experience around each assignment needs to allow for initiative, have clear success/failure outcomes and provide a broader view of the organization. It also should require learning in new, unfamiliar situations that rely on others with more knowledge in a particular area. Finally, the assignment should reinforce organizational values.

Developing leaders does not necessarily require a large budget. It does require keen observation of your employees, thoughtful assignments that challenge them and consistent feedback that includes on-the-spot coaching. ■

*Kristin Ihle, Ph.D., and Denis Licher, Ph.D., are partners at Licher-Ihle, a team of psychologists providing expertise in talent management and organizational development. Visit [lichter-ihle.com](http://lichter-ihle.com).*



My husband, who had a passion for customer service, founded Jack Safro Automotive Group in 1967. It was a virtue that was learned at an early age...and practiced everyday of his life. We lost our Founder in 2009, but our mission continues today.

Our vision is the same for the future. Believe in your customers, your employees, your product, and success will follow. We consider our customers "one of the family" and feel the same way about our employees. If you can function as a team, you can accomplish just about anything.

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# BECOME A TALENT MAGNET

By ANNE NIMKE

**T**oday, job seekers have choices and have become more discerning. There are five generations in the workforce and regardless of age, individuals are looking not only for a job that matches their skills, but a job that is meaningful and matches both their individual life and work-style.

It is important for companies with hiring needs to become "talent magnets." It is not enough for companies to "post and pray!" (Translation: solely advertise your open position on a job board and hope the right candidates apply.) While recruiting may reside in your Human Resources department, it really is a marketing function.

So how do companies target and market themselves to these new discerning job seekers? How do companies find applicants that qualify for the job, fit their organization and become engaged and productive employees?

## FIRST

### Embrace that every candidate is a customer.

When companies sell to their customers – branding is key. When companies market to job seekers and employees, it is their culture that defines their employment brand.

## SECOND

### Turn culture into a competitive recruiting advantage.

Every company has a unique story to tell. The company's mission, vision and values are the voice of the company and can create a compelling story. The fun and caring employee programs and activities companies invest in are the quantitative markers of an attractive employment brand.

## THIRD

**Tell your story.** Don't wait until the interview to tell candidates what makes you special. The hiring process starts long before the interview. Make it easy for job seekers to learn about what is unique and special about your company in social media, on your website/career site, and through job postings.

Begin to get job seekers engaged with your organization during the very beginning of their job search, not just during the face-to-face interview and onboarding process. Now you're on your way to becoming a "talent magnet!" ■

Rather than being a single marketing channel (like a job board), The Good Jobs has created a "common culture language" illustrated by seven proprietary Badges. Employers can utilize The Good Jobs Badges to enhance all their marketing channels...job postings, social media, emails and other communication and outreach tools. ■

Anne Nimke is co-founder of The Good Jobs.

**It is not enough  
for companies to  
"post and pray!"**

**\$358,968,000  
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**\$25,000,000** Manufacturer - Equipment  
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**\$15,000,000** Manufacturer - Resin  
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# MEMBER COMPANIES MAKING THE MOST OF THEIR CULTURE

**Every business has a corporate culture — a collection of values, processes and priorities that make it unique. Establishing a well-communicated corporate culture and creating an environment where people are valued, developed and rewarded helps companies gain a competitive advantage with both talent and customers. Here are some ways MMAC member businesses**



Laughlin Constable is a creative agency that is considered an employer-of-choice, having received numerous family-friendly workplace awards, such as the prestigious Alfred P. Sloan Award for Business Excellence in Workplace Flexibility, Best Places to Work and *Working Mother* awards.

Unique benefits include:

#### **Family-Friendly Benefits**

- Examples include summer hours, family-friendly sick time, on-site flu clinic and on-site-training webinars so employees are not pulled away from family or personal time.

#### **Fun Perks**

- Perks include massages, themed luncheons, dance-off competitions, annual kid's holiday party, band-jam sessions and Wellness Wednesdays.

#### **Local Community Support**

- Laughlin Constable and its employees participate in the annual Movember event that helps raise awareness and funds for men's health issues, specifically prostate and testicular cancer initiatives. Men in the agency grow a moustache throughout the month of November and raise donations for the organization.
- The company supports National Bullying Awareness Prevention Month and participates in Blue Shirt Day to bring awareness to bullying in schools.

It takes talent to continue to be a global leader

in adhesives and sealants. At Bostik, talented employees give the company its competitive edge. Bostik's culture is a blend of "big company" stability and "small company" values, where employees can experience a career with purpose, in a place they can call home.

Ongoing commitments include:

#### **Volunteerism**

- Monthly opportunities to volunteer within the community
- Financial contributions to charities of choice based upon volunteer hours worked

#### **Professional Development**

- Participation on teams that offer cross functional, collaborative assignments across business lines

#### **Service Recognition**

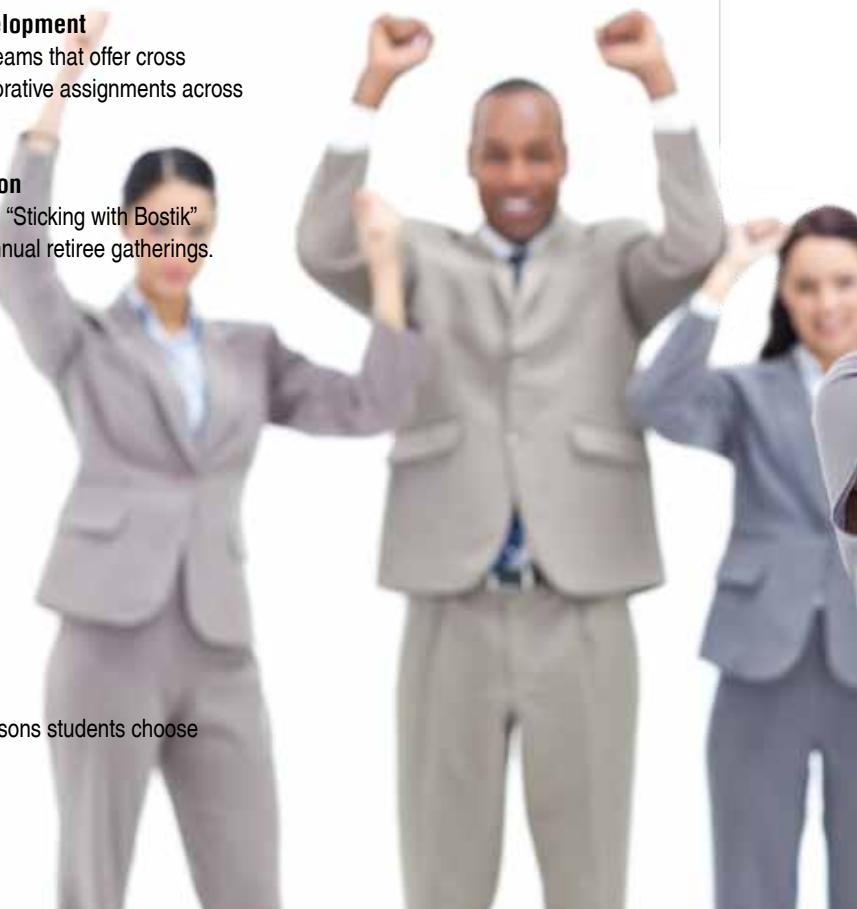
- Examples include "Sticking with Bostik" luncheons and annual retiree gatherings.



Herzing University is the concern and support they receive from its staff and faculty. This support forms the foundation of Herzing University's culture, built around a set of attributes integrated into students' education and embodied by university staff.

Supporting the local community is also central to Herzing University's culture. The university and its employees participate in a variety of charity events held at each of its campus locations. Each employee receives one day off with pay per year to volunteer for the cause of their choice.

One of the main reasons students choose



# SLOAN AWARDS RECOGNIZE WORKPLACE FLEXIBILITY

**M**ilwaukee joins more than 25 communities in promoting When Work Works, a national workplace flexibility project of the Society for Human Resource Management and the Families and Work Institute. For the 5th year in a row, Milwaukee employers will participate in When Work Works, benchmarking their own workplace flexibility practices against hundreds of companies, in various industries across the nation.

In 2012, Milwaukee was in the top 10 for the number of companies participating in the effort and winning an Alfred P. Sloan Workplace Flexibility & Effectiveness award — the centerpiece of the program's initiative.

FUEL Milwaukee, the Region's young professionals network and a service of the MMAC, has organized the effort locally since 2007 citing workplace flexibility as a desired employer characteristic for Gen X and Millennials.

"The younger generations work differently. They are connected to work through technology and tend to work non-traditional hours and don't limit work-time to the office," said Corry Joe Biddle, FUEL's executive director.

"When employers recognize the effectiveness and potential of non-traditional work practices, they can create flexible work arrangements that work for them and their talent."

When Work Works stresses workplace flexibility as an important talent retention strategy that gives employees options to balance work and life. According to the Life and Works Institute, organizations that provide more effective and flexible work environments have been shown to have more engaged and satisfied employees with fewer intentions of looking for new employment.

The initiative encourages employers to consider flexibility in the areas of time management, time/place of work, reduced time and time off, flex careers, work load management and company culture.

Companies employing 10 or more people are encouraged to participate in When Work Works and apply for the Sloan award by the **May 10, 2013 deadline**.

**For more Info about participating in When Work Works, visit [WWW.FUELMILWAUKEE.ORG/WHENWORKWORKS](http://WWW.FUELMILWAUKEE.ORG/WHENWORKWORKS).**



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- 3) Growth of sales and employment (averaged over the past three years)
- 4) In business for at least three years



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# IS IT TIME TO OUTSOURCE? **FINANCIAL LEADERSHIP**

# **PAYROLL SERVICES**

By JOHN LAUBER

Managing a profitable small- to mid-sized business continues to become more challenging. Consider that:

- The shrinking world economy allows competition to come from virtually anywhere
- Technology has increased the speed of doing business, placing strain on decision makers
- Pressure on margins has increased the risk of a misstep
- Lean staff requires everyone to multi-task, blurring the line between tactical and strategic
- Uncertainty seems to be the norm

All of these challenges increase the importance of financial leadership. This is where the need for an experienced financial person comes in — not just a bookkeeper or an accountant, but a chief financial officer (CFO) who brings upper-level horsepower and strategic financial insight to the business.

A true CFO will have the ability to proactively react to what's behind the numbers, to understand profitability by customer, segment or project, and to partner with the owner to address challenges and opportunities head on.

Larger companies have always had experienced financial professionals in this position. Smaller businesses often cannot afford or justify the cost of this full-time role.

A part-time CFO, working a day or so a week and functioning as a member of the company's management team, can effectively fill this critical role and propel your business to further growth and profitability.

John Lauber is president and CEO of LauberCFOs ([LauberCFOs.com](http://LauberCFOs.com))

**A part-time CFO can effectively fill this critical role and propel your business to further growth and profitability.**

**A good rule of thumb is to outsource the non-strategic functions. These are the operations that don't generate revenue, like payroll.**

By JOHN WASHCOVICK

Doing more with less is a common challenge facing most small- to medium-sized businesses each day. Knowing which operations to manage internally and deciding which functions to outsource can make a significant difference to your bottom line.

A good rule of thumb is to outsource the non-strategic functions. These are the operations that don't generate revenue, like payroll. There are several benefits of outsourcing payroll, including:

**SAVINGS** When you do the math and factor in the real time and effort spent managing payroll in-house, you may be surprised at the outcome and appreciate the value outsourcing your payroll may offer.

## INCREASED PRODUCTIVITY

Even if your payroll is perfect, there is no reward for excellence and it doesn't give your business a competitive advantage. Outsourcing the payroll helps to free up more time to focus on strategic functions like accounts receivable and sales, which will increase your bottom line.

## REDUCED RISK AND EXPOSURE

Payroll continues to become more complicated. On average, there are more than 8 million penalties assessed each year for incorrect filing of payroll taxes. When you outsource to a payroll provider, they assume the risks and responsibilities that come with filing your taxes on time and accurately.

**EXPERTISE** When you outsource payroll you can leverage the vendor relationship and raise the level of expectation higher. You should expect that your payroll provider has the experience and expertise that comes with outsourcing. When you factor in all the variables, outsourcing payroll should provide value and benefits beyond the bottom line for the small- to medium-sized businesses.

*John Washcovick is vice president of Payroll Control Systems, an independent payroll provider. Visit [pcspay.com](http://pcspay.com).*



## FIVE COMPANIES EXPANDING IN THE REGION

**The Milwaukee 7 partnered on five recent expansion and attraction projects that are adding more than 325 jobs and \$50 million in capital investment to the Milwaukee Region.**



**MILWAUKEE ELECTRIC TOOL CORP.** is expanding its research and development center with a \$6 million investment and will add 60 new jobs at its Brookfield headquarters in the coming years. As part of the investment, Milwaukee Electric Tool has established a global rotary hammer advanced development center as well as an advanced motor development and prototyping center.



**UNITED NATURAL FOODS** is planning to start construction this summer on a \$41 million organic food distribution center in Sturtevant. Based in Providence, R.I., the company will use the facility as a hub for its distribution throughout the Midwest, and create 220 jobs.



**CAMPBELL'S SOUP** has consolidated its spice production in Milwaukee, moving the work done at its New Jersey operation to Milwaukee and adding 10 production jobs. The company is retaining 35 jobs here at its local operation, bringing its total workforce to 45.

**Two Illinois companies have relocated to the Milwaukee area, a sign that Wisconsin's improved business climate is becoming more attractive to growing companies.**



**NOARK ELECTRIC** is a manufacturer of electrical components that is headquartered in China and has significant operations in Europe. The company has moved its U.S. operation from Rockford, IL to Oak Creek. Noark expects to have 19 technical and administrative positions in Oak Creek by 2015.



**FIRE SAFETY SALES** relocated from Bloomington, IL to the City of Milwaukee. A manufacturer and distributor of fire suppression devices, the company will bring 19 headquarters, sales and support staff positions to its new location. In addition to receiving a \$1.2 million line of credit from the Milwaukee Economic Development Corp., the firm expects to receive support through the federal EB-5 foreign investment program.



1 MMAC is engaged in many aspects of improving the talent pipeline, especially at the K-12 education level. At a recent briefing, MMAC Governmental Affairs Team members **Katy Venskus** and **Steve Baas** broke down some the details for members.

As part of its ongoing leadership series with Accenture, MMAC presented a seminar on making your company "change capable" on Feb. 7.

2 **Julie Anding** (pictured), with Harley-Davidson's HR dept., presented, along with **Paul O'Keefe**, a senior manager in Accenture's Automotive and Industrial Equipment practice.

3 **Jean Stevens** and **Jeff Hanan**, Patina Solutions, listened to case studies from the presenters.

4 MMAC's World Trade Association presented a panel discussion on the topic of "Doing Business in Africa." Attendees learned that while Africa represents a huge market, there are a number of challenges doing business in the many countries south of the Saharan Desert.

5 Presenter **Wayne Ramus**, GE Healthcare

6 **Pauline Klaffenboeck**, BMO Harris Bank, received The International Spirit Award from **Jane Dauffenbach**, president of Aquarius Systems, to honor her significant contributions to the development of international trade, as well as her years of service to the Milwaukee World Trade Association.

7 **Jason Fields**, GlobalEx LLC



View upcoming events at [mmac.org/events](http://mmac.org/events)

## MMAC PROGRAMS + EVENTS

In March, MMAC partnered with Visit Milwaukee for Business After Hours at the popular Great Lakes Distillery, where attendees sampled local spirits.

1 **Gary Aveni**, Professional Communication Systems; **Brandon Keien**, Tech Fusion; **Gary Peavler**, ActionCOACH of Elm Grove; **Heather Romano** and **Steve Crowe**, Professional Communication Systems

2 **Mike Schwab** and **David Balistreri**, Select Technical Staffing

3 **Mary Mroczenski**, Go Riteway Transportation Group, and **Terry Doyle**, U.S. Bank - Private Client Reserve

MMAC's World Trade Association rang in the Chinese New Year with a networking reception at the We Energies auditorium. Authentic Chinese cuisine was catered by Jing's.

4 **Mary Regel**, Bentley World Packaging LTD; **Tom Gehl**, Blue Ribbon Management LLC; and **Tom Bentley**, Bentley World Packaging LTD

5 **Lora Klenke**, vice president of international business development for the Wisconsin Economic Development Corp., talked about the Governor's trade mission to China in April.

6 **Omar Shaikh**, president of SURG Restaurant Group, described a life in the day of a serial restauranteur for members of MMAC's FUEL Milwaukee group, as part of its leadership series.



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MMAC's affiliate organization, *The Business Council*, is dedicated to fostering the success of ethnically diverse businesses. Each year, they hold a *Strategic Partnership Luncheon* to highlight the success that is possible through business alliances.

1



2



1 Attendees included **Bill Beckett**, CHRYSPAC

2 TBC awards a scholarship to a minority student with a 3.0 GPA or higher who is also eligible for financial assistance. This year's recipient was **Parice Beckley** (right).

3 **Emily Beckett**, CHRYSPAC, with Michael West and John Hermes from the Metropolitan Milwaukee Sewerage District, TBC's 2013 Business of the Year.

4 **Cedric Cornwall**, The Wisconsin Assoc. of African American Lawyers, and **Robert Taylor**, Taylor Law Offices

5 **Dennis Archer**, former mayor of Detroit, MI and now chairman and CEO of Dennis W. Archer PLLC, served as TBC's keynote luncheon speaker.

4



6 At COSBE's leadership forum, **Alex Molinaroli**, Power Solutions - Johnson Controls, Inc., spoke to nearly 100 executives on the strategic case for change within organizations.

5



6



View upcoming events at [mmac.org/events](http://mmac.org/events)

## MMAC PROGRAMS + EVENTS

*Manpower and the MMAC's World Trade Association partnered for a career exploration event with local professionals working in international business. Attendees included local college students and individuals seeking global careers.*

- 1 **Wendy Baumann**, Wisconsin Women's Business Initiative Corporation, and **Tracy Shilobrit**, StrateVantage Communications



- 2 **Jasper Henriksen**, Freight Forwarder, Leman USA (expat – UK, Denmark); **Damian Felton**, U. S. Commercial Service; **Pauline Klaffenboeck**, BMO Harris Bank; **Dan Horton**, Alverno College



- 3 *State Assembly Speaker **Robin Vos** spoke to the MMAC Board at their February meeting on the state budget.*

*MMAC hosted a Manufacturing Careers Partnership (MCP) luncheon for companies engaged in closing the skills gap.*

- 4 **Bryan Albrecht**, Gateway Technical College, and **Dr. Michael Burke**, MATC



- 5 **David Mitchell**, president of Monarch Company (and MCP co-chair), shakes hands with Dr. **Barbara Prindiville**, president of WCTC, and **Mike Sheils**, Dean School of Applied Technologies, WCTC



- 6 **Dan Keegan**, director of the Milwaukee Art Museum, imparts lessons learned and advice from his career experience to attendees at FUEL Milwaukee's April Leadership Luncheon.



**In March, MMAC's Council of Small Business Executives (COSBE) hosted Lieutenant Governor Rebecca Kleefisch at its board meeting at Lakeside Manufacturing to address economic development and the State's support of small business.**

- 1** Nancy Hernandez, ABRAZO Multicultural Marketing, and Lt. Gov. **Rebecca Kleefisch** speak after the meeting.

**More than 30 MMAC members exhibited their products and services at the Business After Hours Trade Show at the Marcus Center for the Performing Arts.**

- 2** DJ Q and Renee King, Music on the Move Plus

- 3** The setting provided a great backdrop for the United Performing Arts Group to kick off its annual fund-raising campaign. UPAF provided performers from Milwaukee Public Theatre and Skylight Opera Theatre to entertain attendees.

- 4** Nikki Lemler and Jennifer Klein, Welke's House of Roses

- 5** New York Times best-selling author, **Ron McMillan** (far left), spoke to the CEOs of Growing Businesses about transforming their company culture on March 21.

- 6** Tony Corona, Transamerica

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# MMAC MEMBER MILESTONES

Congratulations to these companies celebrating membership anniversaries (January, February and March 2013)

## ONE HUNDRED FIVE YEARS

Michael Best & Friedrich LLP

## ONE HUNDRED YEARS

Assurant Health  
Harley-Davidson, Inc.  
Quarles & Brady LLP

## EIGHTY YEARS

Hartwig Exhibit & Display

## SEVENTY YEARS

Badger Meter, Inc.

## SIXTY-FIVE YEARS

GE Healthcare  
Lemberg Electric Co., Inc.  
Oliver Adjustment Co., Inc.  
Taxman Investment Company

## FIFTY-FIVE YEARS

Brady Corp.  
CB Richard Ellis, Inc.  
MGIC Investment Corp.

## FIFTY YEARS

Godfrey & Kahn S.C.  
Hader Industries, Inc.  
M & M Office Interiors, Inc.  
Maybar Manufacturing Co., Inc.  
Milwaukee Plate Glass Co.  
Schaum Publications, Inc.

## FOURTY-FIVE YEARS

Guardian Credit Union  
University of Wisconsin-Milwaukee

## THIRTY-FIVE YEARS

Boy Scouts of America - Three  
Harbors Council  
Clean Power LLC  
Hyatt Regency Milwaukee

## TWENTY-FIVE YEARS

Acoustech Supply, Inc.  
Beck Chaet Bamberger  
& Polksky S.C.  
DeVry Univ-Keller Grad  
School of Management

Engberg Anderson, Inc.  
Girl Scouts of WI Southeast, Inc.

Krukowski & Costello S.C.  
M. P. Iding Company, Inc.  
Sharp Packaging Systems

## TWENTY YEARS

Batzner Pest Management, Inc.  
Capitol Stampings Corp.  
Westown Association

## FIFTEEN YEARS

Allen Edmonds Shoe Corp.  
American Woodwork, Inc.  
Heritage Printing  
Hotel Metro  
Lange Bros. Woodwork Co., Inc.  
Marquette University High School  
Metal-Era, Inc.  
NonProfit Center of Milwaukee  
Restoration, Inc.  
Rodrian & Associates/Rodrian  
Insurance Sid Grinker  
Strattec Security Corp.  
U S Cellular  
Westaff Services  
WI Business Devel. Finance Corp.

## TEN YEARS

ABAXENT LLC  
Actuant Corp.  
Allegra - Design Print & Mail  
Badger Packaging Corp.  
Cathedral Consulting Group LLC  
Computer Technologies of WI, Inc.  
Crivello Carlson S.C.  
Express Drug Screening  
GemEx Systems, Inc.  
Gilbane Building Company  
Grace Matthews, Inc.  
Greater Milwaukee Committee  
The Great Frame Up  
Humana, Inc.  
Independent Care Health Plan  
JADE International  
Knight-Barry Title, Inc.  
RFP Commercial, Inc.  
Schroeder Solutions  
Sign-A-Rama  
Staples Marketing LLC

VJS Construction Services  
Wagner Falconer & Judd Ltd.

**FIVE YEARS**

Better By Design  
ClearChannel  
Eddie Z's Blinds Drapery  
Gogolak Group, Inc.  
G P Dynamic LLC  
Greater Milw. Otolaryngology LLC  
Magellan Promotions LLC  
The Oilgear Company  
Solaris, Inc.  
SPX Transformer Solutions, Inc.  
Veolia Water Milwaukee LLC  
U-Haul Company of Eastern WI

**ONE YEAR**

Advertising Art Studios, Inc.  
Affinity, Inc.  
Alliance Forest Products  
All Modes, Inc.  
American Pasteurization Company  
Andretti Sports Marketing  
Antigua Latin Restaurant LLC  
Arnstein & Lehr LLP  
B&K Powder Coating Corp.  
Blommer Peterman S.C.  
Capital Electric Wire & Cable  
Caritas For Children, Inc.  
Cedarburg Pharmaceuticals, Inc.  
Community Warehouse  
Corix Infrastructure US, Inc./  
Corix Dascom Systems Group LLC  
DBI, Inc.  
Dynamic Innovative Solutions LLC  
Earthlink Business  
East Bank Storage  
Extraordinary Occasions  
Fiddleheads Coffee Roasters  
Fiserv, Inc.  
G.Moxie  
GE Energy Waukesha Gas Engines  
Gorman & Co.  
Hiercomm, Inc.  
Historic King Drive Business  
Improvement District  
Hydro-Thermal Corp.  
Integrated Time Systems  
Interactive Health Solutions

Kelmann Corp.  
Komisar Brady & Co. LLP  
M|GROUP  
ModernMed, Inc.  
My Dwelling LLC  
My Home Your Home  
National Heritage Academy  
Networkers Funding LLC  
Nistler Law Office SC  
Oberlin Filter Company  
Park Meadows Homes Assoc., Inc.  
Pizza & Sub Shop, Inc.  
Rebuilding Together Greater Milw.  
River Revitalization Foundation  
Savory Catering & Events  
Sherman Park Community  
Assoc., Inc.  
SITE Personnel Services, Inc.  
Stat Health Services, Inc.  
Stephen L.Werner CLU  
& Assoc., Inc.  
Sterling Engineering, Inc.  
Team, Inc.  
Telsmith, Inc.  
United Milwaukee Scrap LLC  
Utilities US, Inc.  
Verduras Tea House & Cafe  
WCF & Associates, Inc.  
W.M. Sprinkman Corp.  
Zacher Truck Service

# NEW MMAC MEMBERS (DEC. 2012 - FEB. 2013)

Support your fellow members by doing business together.

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Darryl Morin - President/CEO  
5012 W. Ashland Way • Franklin, WI 53132  
(414) 421-2819 ..... www.awimobility.com  
Technology Infrastructure Consulting

## **AIDS Resource Center of Wisconsin**

Michael Gifford - President/CEO  
820 N. Plankinton Ave. • Milwaukee, WI 53203  
(414) 225-1567 ..... www.arcw.org  
Health Care Services

## **Beacon Business Group, Inc.**

Steve Boylan - President  
14351 N. Thorngate Rd. • Mequon, WI 53097  
(262) 618-2503 ..... www.beaconbiz.net  
Business Brokers

## **Berlon Industries**

Mike Ebbin - President  
434 Rubicon St. • Hustisford, WI 53034  
(920) 349-3080 ..... www.berlon.com  
Manufacturing

## **Big Systems LLC**

Joseph Jones - President  
N59 W14053 Bobolink Ave.  
Menomonee Falls, WI 53051  
(262) 703-9000 ..... www.bigsys.com  
Signs

## **Blue Ribbon Management LLC**

Thomas Gehl - CEO  
875 N. Michigan, Ste. 3179 • Chicago, IL 60611  
(630) 404-1439  
Real Estate Developers

## **Chiropractic Company S.C.**

Kent McLeod - Vice President  
2332 N. Farwell Ave. • Milwaukee, WI 53211  
(414) 223-4550  
www.chiropracticcompany.com  
Chiropractors

## **Connect.The.Dots LLC**

Gary Billington - Founder/CEO  
175 W. Summerhill Pl. • Oak Creek, WI 53154  
(414) 322-3949  
Consultants

## **Cynthia Martin Consulting**

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(616) 406-7703  
Consultants

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Architects

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(262) 538-1657 ..... www.essind.com  
Chemical Manufacturing and Packaging

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(414) 771-4071 ..... www.milwaukeenari.org  
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# UPCOMING EVENTS

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## POLICY INSIGHTS WITH VP OF GOV. AFFAIRS STEVE BAAS

Tuesday, April 23 • 7:30 am - 9:00 am  
MMAC Offices, 756 N. Milwaukee St., Ste 400

## Food and Beverage Industry Forum "HOW TO GET YOUR PRODUCT ON THE SHELF"

Thursday, April 25 • 5:00 pm - 7:30 pm  
Kasana Concierge Gourmet, 241 N Broadway, Milwaukee

## COSBE'S EXECUTIVE ROUNDTABLE SPRING BREAKFAST

*Featuring Sarit Singhal, Superior Support Resources, Inc.*

Wednesday, May 1 • 7:30 am - 10:00 am  
Milwaukee Athletic Club, 758 N. Broadway, Milwaukee

## WISCONSIN INTERNATIONAL TRADE CONFERENCE

Tuesday, May 7 • 8:00 am - 6:30 pm  
Italian Conference Center, 631 E. Chicago St., Milwaukee

## BIZEXPO 2013

Thursday, May 16 • 9:00 am - 5:00 pm  
Potawatomi Bingo Casino Expo Center, 1721 W. Canal St., Milwaukee

## LUNCH WITH MMAC PRESIDENT TIM SHEEHY

Friday, May 17 • 12:00 pm - 1:00 pm  
MMAC Offices, 756 N. Milwaukee St., Ste 400

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## EXPERT SERIES: APPLYING CHANGE MANAGEMENT TO HEALTH CARE ORGANIZATIONS

Thursday, May 23 • 7:30 am - 9:00 am  
MMAC Offices, 756 N. Milwaukee St., Ste 400

## MMAC/COSBE BREWERS OUTING

Wednesday, June 5 • 11:30 AM - Networking, 1:05 PM - Game  
The Gehl Club, Miller Park

## BUSINESS AFTER HOURS @ PALERMO'S PIZZA

Tuesday, July 16 • 5:00 pm - 7:00 pm  
3301 W. Canel St.

## COSBE CEO GOLF OUTING

Monday, August 5 • 9:30 am - 7:30 pm  
Wisconsin Club - Country Club, 6200 W. Good Hope Rd.



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Managing Director**

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