

# MILWAUKEE COMMERCE

Spring 2014 - Volume 93, No. 1

THE CHANGING WINDS OF THE  
REGION'S ECONOMY 07

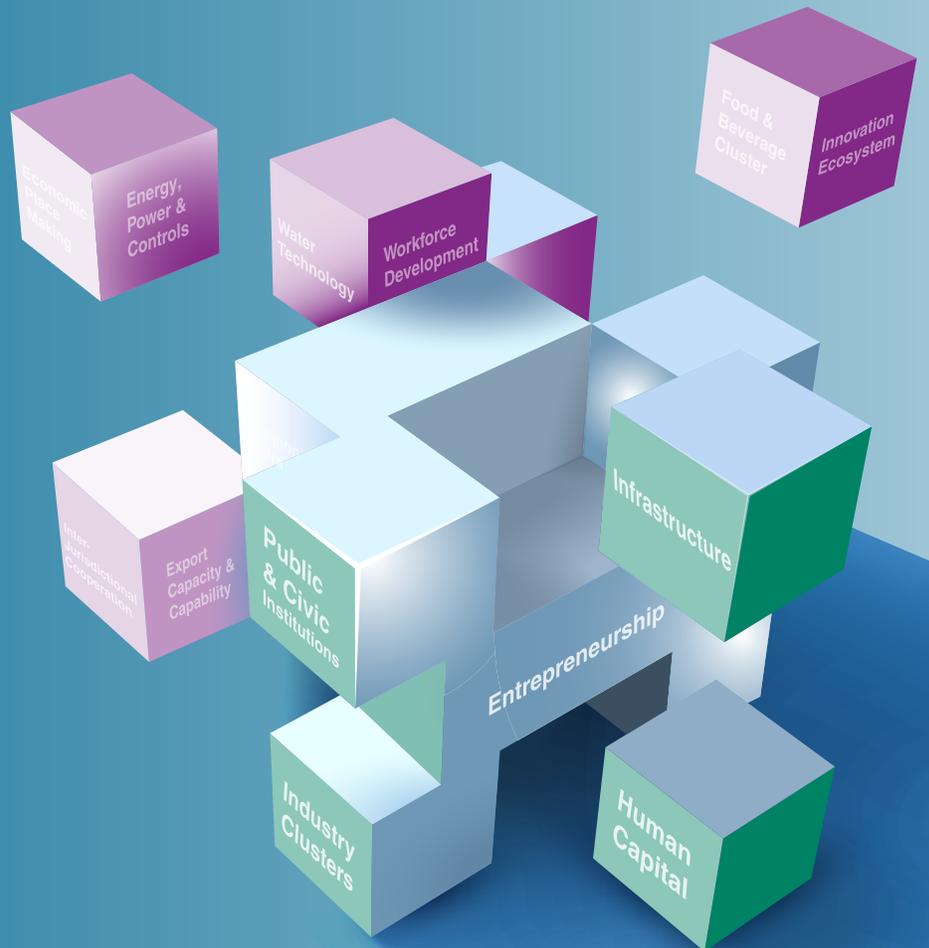
M7 REGIONAL PLAN SETS  
DIRECTION FOR ECONOMIC  
GROWTH 08

FEATURING PERSPECTIVES FROM:

Julia Taylor - The Greater Milwaukee Committee

Dean Amhaus - The Water Council

Jeff Fleming - Milwaukee Dept. of City Development



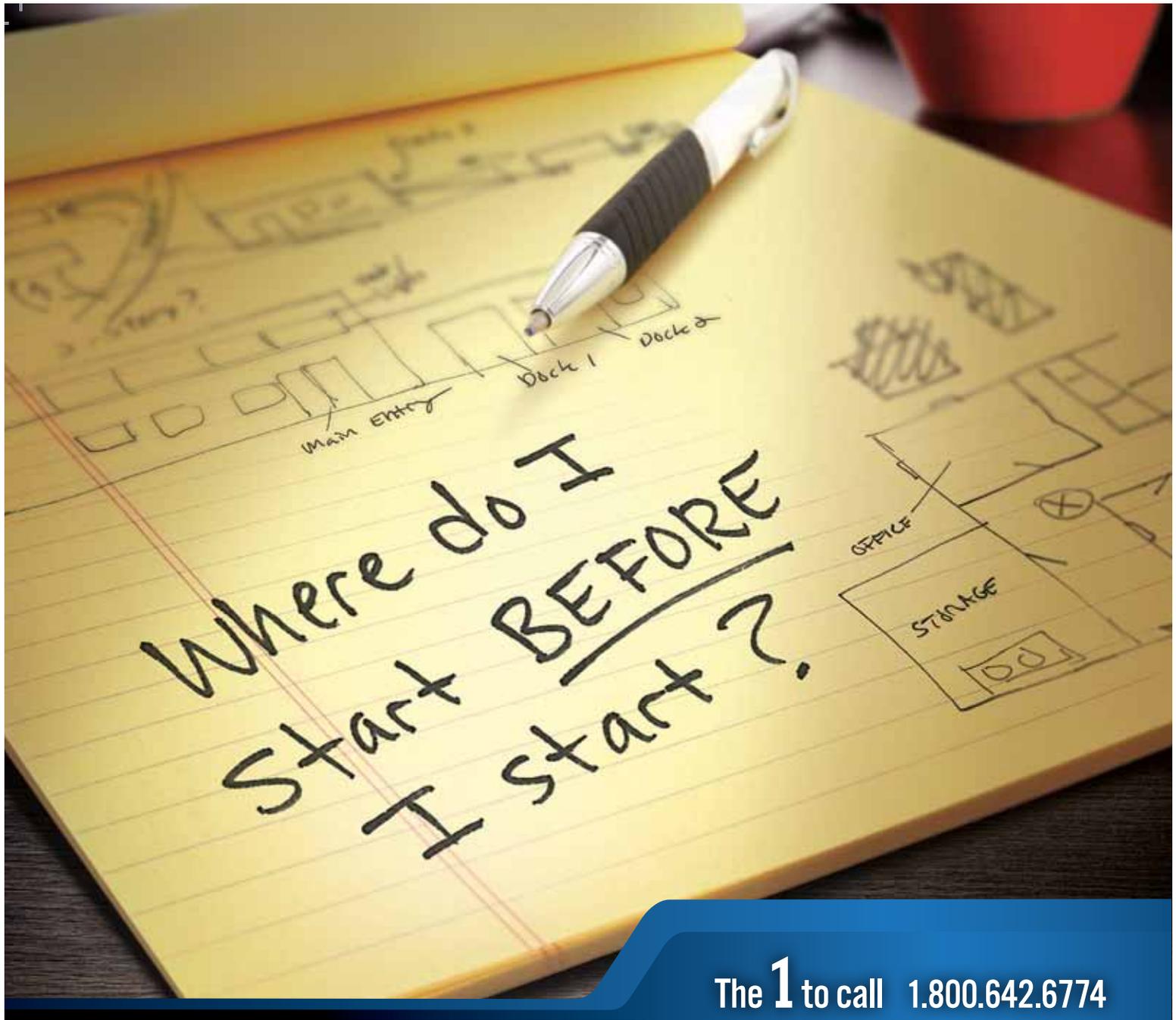
BUILDING ON OUR STRENGTHS

# The Regional Economic Development Plan

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This Issue:

## M7 REGIONAL PLAN SETS DIRECTION FOR ECONOMIC GROWTH

- 05 | PULL TOGETHER - OR PULL APART?**  
Tim Sheehy - *President, MMAC*
- 07 | THE CHANGING WINDS OF THE REGION'S ECONOMY**  
Bret Mayborne - *Economic Research Director, MMAC*
- 08 | M7 REGIONAL PLAN SETS DIRECTION FOR ECONOMY WITH A FRAMEWORK FOR GROWTH**  
Jim Zehner - *Communications Manager, Milwaukee 7*
- 10 | M7 REGIONAL PLAN FOCUSES ON NINE STRATEGIES**
- 13 | IMPLEMENTATION & NEXT STEPS**

### COMMENTARY

- 14 | THE WATER COUNCIL READY FOR NEXT WAVE OF DEVELOPMENT**  
Dean Amhaus - *President & CEO, The Water Council*
- 15 | FaB POSITIONS FOOD INDUSTRY FOR FUTURE**  
Shelley Jurewicz - *VP of Economic Development, Milwaukee 7 and Executive Director, FaB Wisconsin*
- 16 | ENERGY, POWER & CONTROLS INDUSTRY BUILDS ON HISTORY, WELL-POSITIONED FOR FUTURE**  
Alan Perlstein - *Executive Director & CEO, Midwest Energy Research Consortium*
- 17 | SCALE-UP MILWAUKEE AIMS TO FOSTER GROWTH-OBSSESSED REGION**  
Julia Taylor - *President, and Brian Schupper, Director of Policy, The Greater Milwaukee Committee*
- 18 | CITY PLAN BUILDS OFF MILWAUKEE 7'S REGIONAL FRAMEWORK**  
Jeff Fleming - *Communications Manager, Milwaukee Department of City Development*
- 19 | WHY THE M7 IS PURSUING AN EXPORT INITIATIVE**  
Bill Burnett - *Director, Global Cities Initiative VP Export Services, Milwaukee 7*

### IN EVERY ISSUE

- 21 | MMAC Program and Event Photos**
- 31 | MMAC Member Anniversaries**
- 32 | New MMAC Members**
- 35 | Upcoming Events**

**MMAC**  
Metropolitan Milwaukee  
Association of Commerce

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# Pull together - or pull apart?

By TIM SHEEHY - *President, MMAC*

**T**he past is defined by the rise and fall of great metropolises. Rising like Berlin, Atlanta, Shanghai; falling like Rio, Detroit, and Athens. The future will be less lenient on those regions that fail to plan, act and commit to economic development strategies.

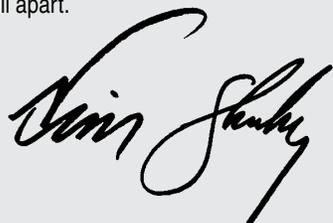
Why? Commerce is now truly a global game, investable capital is in its most fluid state, and technology is at its most disruptive point. Thriving in this fast shifting world requires talented people and metropolitan regions anchored by strong cities that have become the globe's most desirable location for talent.

So, if anyone still thinks that the Milwaukee area can compete for economic prosperity without acting as one connected region, please take a seat, because without a regional economic development strategy, Milwaukee won't be standing for long.

In this edition of *Milwaukee Commerce*, we encourage you to read and comment on the Milwaukee 7 Framework for Economic Growth. It is the product of a collaboration to update our regional strategy for economic growth. Yes, "strategic plans," especially those that don't have a quarterly earnings test to measure their substance, end up collecting more dust than jobs. What makes this strategic plan more than shelf material is the active engagement of the Milwaukee 7 leadership and staff and their commitment to act on the plan.

Since its inception in 2005, working under its strategic framework, the Milwaukee 7 has directly impacted 15,688 jobs in the region with a combined payroll of \$646M. Not a bad return on the \$12 million invested to date. M7's track record is not meant as guarantee of future results, but as a basis for holding the region's economic development strategy accountable to its investors and community partners. It is also a reflection of the commitment we will need to have as "one region" if we are going to continue to raise our prosperity.

No matter where we live, work, play or learn in this region, we are connected by a common economic bond, so it makes great sense to connect ourselves to a common economic development strategy. If we don't pull together, we will certainly pull apart.




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At Associated, we understand that businesses are the driver of our local economy's success and we are committed to doing our share. From financial solutions that make life easier for individuals, families and businesses to corporate giving and employee volunteerism, we seek to make life better for our colleagues and neighbors. Together, we are building a stronger Wisconsin.

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By LOU BANACH, Group Senior VP

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# The changing winds of the region's economy

By BRET MAYBORNE - *Economic Research Director, MMAC*

**M**ilwaukee's economic foundation was built on heavy industry. The city grew as a major port, a manufacturing leader and a beer production capital. Today, the region is a vibrant center for commerce with a unified commitment to economic growth.

In the past few decades, the global economy has experienced – and continues to undergo – a fundamental shift toward more knowledge-intensive products, services and processes. The Milwaukee region has also experienced significant challenges, including low growth rates, long-term job losses and rising poverty.

## The tipping point for change

The Milwaukee region has begun to make the transition toward a vibrant, new-economy environment. However, looking toward the future, the region's economy is at a critical inflection point. Deliberate, collaborative action to leverage strategic assets and address key challenges is needed to put the region on a path to inclusive new-economy prosperity.

The regional economy is large and diverse. Approximately 950,000 workers – employed in 52,000 firms – generated \$83 billion of real gross regional product (GRP) in 2011. The four-county Milwaukee metro area is the 36th largest in the U.S., and if it were a country, its size would rank it just behind Morocco and Slovakia.

## Slow rebound after the recession

At the same time, regional employment experienced a more dramatic decline and a more modest post-recession rebound than the U.S. as a whole, and currently (2012) stands at nearly 6% below 2000 levels. GRP similarly has grown more slowly than the nation (2001-2012), at a

The region's approximately 950,000 workers - employed by 52,000 firms - generated \$83 billion of real gross regional product (GRP) in 2011.

compound annual rate of 0.9% vs. the U.S. rate of 1.5%.

Modest GRP growth – despite employment losses – has been possible because of an 18% rise in regional productivity since 2001. While recent productivity growth has outpaced the U.S., the region remains nearly 4% less productive than the U.S. (2011). Despite rising productivity, wages have remained stagnant in the region (+0.1% compound annual growth since 2000), and the gap between the average regional wage and the average U.S. wage has widened to more than 6%.

Milwaukee's slow growth is partly due to a sluggish recovery and partly due to the demographics of Great Lakes states. The Milwaukee region has many assets at its disposal that could be used to grow out of this box. Rather than be a prisoner to the local trend, the region can grow and prosper through a rich set of industry clusters whose growth is fostered through national and international growth vs. local change.

While other regions are still working to identify their respective clusters, the Milwaukee region maintains three established cluster initiatives directly employing over 36,500 employees, while sectors supporting these clusters have employment of over 37,000. Many aspects of the regional plan feed back to providing a regional environment in which these clusters (and others) can flourish. Yet a plan is just a plan. Real change will come only through implementation.



# MILWAUKEE 7



## Regional plan sets direction for economy with a framework for growth

By JIM ZEHNER - *Communications Manager, Milwaukee 7*

Traditional Economic Development  
Subsidized Companies  
Reduce Taxes  
Train the Unemployed  
Municipal Competition  
Government-Led  
Success = Jobs

### The Changing Nature of Economic Development Practice

*New Economic Development*

LEVERAGING REGIONAL STRENGTHS

ADD VALUE

CONNECT TRAINING TO JOBS

REGIONAL COLLABORATION

PUBLIC-PRIVATE PARTNERSHIP

SUCCESS = DYNAMIC ECONOMIC GROWTH



To move the Milwaukee Region forward on the path to new-economy growth, the Milwaukee 7 Regional Economic Development Partnership engaged in an 18-month strategic planning process, known as Metropolitan Business Planning, to produce a shared roadmap for the region, aligning existing and new initiatives around a common vision for economic growth.

View the Milwaukee Region M7 Framework for Economic Growth Executive Summary and full plan at

**MKE7.COM**

Milwaukee 7 (M7), founded by the Greater Milwaukee Committee, the Mayor of Milwaukee and the MMAC, convened more than 150 regional stakeholders to brainstorm, analyze, vet and identify promising strategic initiatives to grow the regional economy.

The results of these activities have culminated in the Milwaukee 7 Framework for Economic Growth, a metropolitan business plan that features a detailed analysis of the levers that drive the region's growth and an integrated set of strategies (outlined on page 10) tailored to our unique assets and opportunities.

## Creating an action plan

To identify the region's place on the path to transformation and articulate a set of integrated growth strategies, M7 engaged a broad array of regional stakeholders in the process of Metropolitan Business Planning: a proactive, fact-based, action-oriented approach to targeting, aligning and leveraging regional assets for inclusive growth in the next economy.

Through coordinated execution of targeted initiatives, the region will achieve synergies and magnify growth across all parts of the economy, realizing its full potential in the new global economy.

There are five market levers that interact to define the characteristics, opportunities and performance of a regional economy:

1

Enhance industry clusters and concentrations

2

Develop and deploy human capital aligned with jobs

3

Foster innovation and entrepreneurship

4

Improve infrastructure and the efficiency of the built environment

5

Create effective public and civic institutions

Setting a new course for regional prosperity

# M7 Regional Plan focuses on **NINE STRATEGIES**

The global economy is undergoing a dramatic transformation that favors metropolitan regions, where assets concentrate and their dynamic interactions enable greater efficiency and productivity. A region that identifies its path to participate successfully in this transformation – intentionally building on its unique assets – will forge ahead.

Reflecting the assets, challenges and opportunities revealed in the market analysis and business planning process of the Milwaukee 7's regional plan, the Milwaukee Regional Framework for Economic Growth, an integrated set of nine strategies has been developed to move the Milwaukee region forward on the path to new-economy growth.

**Become a leading innovator, producer and exporter of products and services related to energy, power & controls**

1

**Become a global hub for innovation and start-up activity in water technology**

2

Leverage the region's geographic, supply chain and human capital advantages to **grow the food & beverage cluster**

3

**Enhance the export capacity and capability** of the region's firms, focusing on small-and medium-sized enterprises

4

Align **workforce development** with growth opportunities in targeted, high-potential industry clusters

5

Foster a dynamic, richly **networked innovation and entrepreneurship ecosystem**

6

**Catalyze "economic place making"** in the region's core cities and strategic locations throughout the region

7

**Modernize regional infrastructure** to enhance efficiency, cost-effectiveness and connectivity

8

**Enhance inter-jurisdictional cooperation** and collaboration for economic growth

9



The resurgence in U.S. manufacturing will lead to greater demand for industrial automation and controls equipment. The region's energy, power and controls cluster is large, highly concentrated and well-positioned for growth. Prominent companies in this cluster include world leaders Rockwell Automation and Johnson Controls.



The U.S. market for water and wastewater services and products is estimated at \$139 billion in 2012, while the global market is nearly \$500 billion. Our access to the Great Lakes – 21% of the world's surface fresh water – provides economic advantages. The region has a competitive edge in attracting and growing water-related industries, which benefit from close proximity to this plentiful resource. The Water Council is focused on water research and business acceleration.



Food manufacturers, processors and artisans comprise more than 300 firms and employ 14,000 people, creating one of the strongest concentrations among major U.S. markets. This industry also has a dedicated network of employers (FaB), focused on talent, innovation and business development. Initiatives include tailored curriculum at MATC, a career resource center and small business accelerator. Executives from Ocean Spray, Palermo's Pizza, and O&H Danish Bakery are leading this effort.



Given that the majority of the world's purchasing power is outside the U.S., increasing export activity is imperative to our economic future. The region has all the necessary components in place to develop a broader export base. The Milwaukee region was selected to participate in a national "Global Cities Initiative" to develop a comprehensive plan to increase exports.



Perhaps the most critical factor for increasing productivity is to upgrade and align the skills of the workforce with the occupations that are and will be demanded by employers. Solving this challenge is critical to the region's core cities and minority populations, whose unemployment rate remains high. Specific actions include: improving real-time data around supply and demand for certain skills, improving curriculum, and fostering career mobility.



There is significant momentum among private, public and institutional actors to boost new firm creation and build the competitive advantage of existing firms. High-priority clusters present opportunities for innovation and entrepreneurship. We must cultivate an integrated ecosystem for entrepreneurship; accelerate new technologies in legacy industries; stimulate tech transfer; and augment capital resources.



The physical development pattern in the region reflects its old-economy history and needs to be reshaped to align with next-economy drivers of growth. The region must reconnect its underutilized human capital assets to economic opportunities and better leverage its strategically located land assets.



High-quality transportation, broadband and reliable energy contribute to growth by enabling enhanced productivity of private-sector firms. Strategic investments to improve the transportation network will better connect workers to employers and suppliers to customers. Expanding and upgrading public transit is critical, as is re-building the aging freeway system.



Government fragmentation and disjointed approaches to economic development activities hamper growth potential. This strategy seeks to streamline government services; pursue opportunities that cross jurisdictional boundaries; and build solutions that include public, private and civic sectors working together.

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# EVOLUTION

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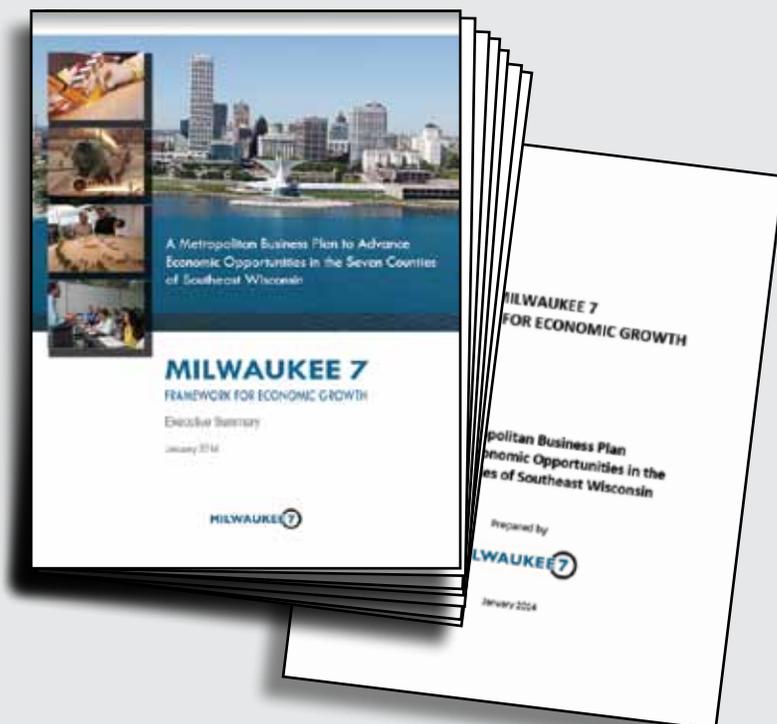
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## Implementation and next steps

The Milwaukee 7 Framework for Economic Growth is intended to be a living document. There are many pieces and many people involved in executing on these strategies. Some initiatives may falter, and others may not yet be developed.

As we look toward the future, the keys to success will be to:

- Foster awareness of the plan and solicit additional input
- Develop concepts for new initiatives that supplement and build on existing activities
- Define roles, responsibilities and a process for implementation

Implementing this plan will require the involvement of many stakeholders throughout the region. Join us!

For more information on how you or your organization can get involved, contact **Pat O'Brien**, Milwaukee 7 executive director at (414) 287-4112 or pobrien@mke7.com.

View the Milwaukee Region Framework for Economic Growth Executive Summary and full plan at [mke7.com](http://mke7.com).



# The Water Council ready for next wave of development

By DEAN AMHAUS - *President & CEO, The Water Council*

The Milwaukee Region has more than 250 food and beverage manufacturers that employ nearly 15,000 workers.

**T**he Water Council, the only organization of its kind in the United States, along with our members, partners and contributors enjoyed a vibrant 2013, celebrating the grand opening of the Global Water Center, the launch of The BREW accelerator program, and the groundbreaking of Reed Street Yards, a Global Water Technology Park.

Since the Global Water Center opened its doors in September 2013, 16 international buyer delegations have visited the Center, and 31 water-related organizations are housed within. Located in Milwaukee's historic Walker's Point neighborhood, the Center is a state-of-the-art facility meant to support and nurture startups to independence, while providing research space for universities and companies.

## Developing a new vision

Our Board of Directors, recognizing our tremendous growth, is developing a new Leadership Strategic Vision. This vision outlines our accomplishments and will synchronize The Water Council's mission, goals and strategic plan for future growth. This long-term plan will be completed this spring.

This year we will continue focusing on the Reed Street Yards, 15 acres that will soon be transformed into a global water technology business park. All underground utilities have been laid, Freshwater Way has been fully extended, and a water feature will be completed this summer.

## Accelerator program driven by mentors

The BREW, formerly the Global Freshwater Seed Accelerator, has begun accepting applications for its second round, which will commence later this year. The BREW, Unleashing Water Innovation, is the first mentor-driven seed accelerator in the world,

addressing global freshwater challenges. The first class of entrepreneurs experienced much success, winning awards, participating in conferences, and most importantly creating business connections that will support them to independence.

Looking forward, 2014 promises to be a tremendous year for The Water Council. We will host our 7th annual Water Summit, our largest ever. The BREW accelerator will welcome winners of Round II into the Global Water Center, a global solutions team of specialists in water-related fields will be developed to deploy to inquiring markets, and our colleagues at UW-Milwaukee School for Freshwater Sciences will debut its facility. As our global impact grows, we will continue to maintain our core principals of economic, talent and technology development in Milwaukee, regionally, and internationally.



**The Global Water Center is located at 247 W. Freshwater Way in Milwaukee.**



## REGIONAL PLAN STRATEGY

# FaB positions food industry for future

By SHELLEY JUREWICZ - VP of Economic Development, Milwaukee7

FaB – the food and beverage industry cluster network – is moving forward with ambitious plans to engage employers from throughout the region and beyond to build a talent pipeline for the industry and create innovations that will set the industry apart on a national scale.

FaB's mission is to make the Milwaukee Region the best place to innovate, expand or locate a food or beverage operation and enjoy a rewarding career. The goal is straightforward: grow the number of food and beverage makers and number of maker jobs.

## Industry background

Our Region and the entire state of Wisconsin offer significant concentrations of food and beverage manufacturers serving as world-class makers of everything from soy sauce to chocolate, to seasonings and syrups, to flavors and fragrances. We also support a number of industries that package, manufacture equipment for, and distribute product. Twelve global food companies have headquartered their operations here.

## Cultivating an educated workforce

One of FaB's leading strategies, working with its Careers Committee, is to ensure that the industry has built a pipeline of talent to fill current and future needs. Last fall, Milwaukee Area Technical College launched three new food maker technology programs, working closely with FaB employers. These employers understand the seed often needs to be planted earlier.

Just a few weeks ago, FaB employers held a career exploration fair with Vincent High School on Milwaukee's north side. Many of the students attending Vincent are involved in the school's urban agriculture program and will be taking Vincent's new food science program. The fair gave them the opportunity to talk directly with employers representing the full spectrum of the food industry.

## Sharing resources and benefits across the industry

The role of FaB's Innovation Committee is to develop and share resources to benefit product, process and systems innovations, and promote the exporting capabilities of existing companies, start-ups, and R&D/academia.

The committee helped to develop FaB's Marketplace Directory and its Co-Pack/Shared-Use Kitchen Directory, and is currently developing a Resident Expert Directory – all in an effort to give start-ups and growing businesses access to area resources. FaB serves as a partner in the annual Hottest Kitchen Entrepreneur Kitchen Challenge and is working to develop a food accelerator program.

The growth potential for the industry, and the cluster across the state, is exciting.

# FaB



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# Energy, power and controls industry builds on history, well-positioned for future

By ALAN PERLSTEIN - Executive Director & CEO, M-WERC

**T**he Mid-West Energy Research Consortium (M-WERC) was formed to catalyze, connect and leverage one of America's largest clusters of energy, power and control companies, educational and research institutions.

Headquartered in Milwaukee, building on a history of more than a century of industry experience and a spirit of innovation, M-WERC has positioned the region to once again take advantage of a key industry sector by bringing together the right stakeholders.

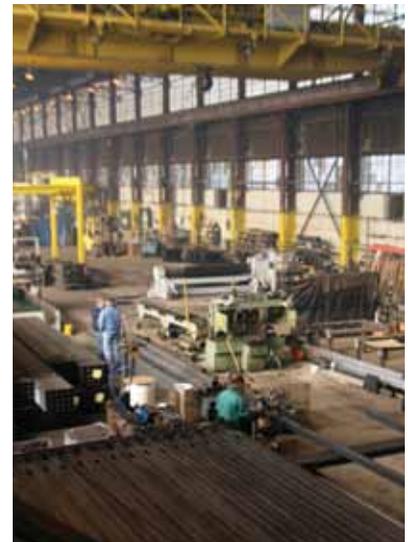
Through a number of strategic initiatives, M-WERC has already begun to position the region as a catalyst for the growth of companies and industries through technology innovation, market research and development, information sharing, workforce development, and strategic collaboration. In three short years the organization has grown from 7 to 70 members.

"The ultimate goal of this effort, like all of the cluster activities in the state, is to develop and attract new companies, new ideas and new jobs to the region," said Milwaukee Mayor **Tom Barrett**. "It's exciting to see the progress taking place." The recent WEDC economic

future study has shown the energy, power and controls industry to be the largest and fastest growing in Wisconsin.

"As we've seen with the development of other clusters in the region, the physical space, the building — creating that ecosystem, is often the catalyst that puts the cluster on the map," said M-WERC Executive Director **Alan Perlstein**. Construction is underway at the M-WERC Energy Innovation Center located in the former Eaton headquarters building on the northwest side of the city.

By creating an environment where entrepreneurs are paired with research institutions and mature businesses, M-WERC has created an environment designed to foster innovation. "We've already funded more than 20 projects valued at over \$2.4M of collaborative research on a variety of core technology and industry topics ranging from developing micro grid test facilities, to enhancements for fiber optic sensors. We're excited about what's to come," said Perlstein. "We also fundamentally recognize the importance of funding as it relates to research, which is why we've made access to capital for collaborative and applied research a benefit of membership."



**The Milwaukee Region has been a leader in energy, power and controls since the last century.**

By creating an environment where entrepreneurs are paired with research institutions and mature businesses, M-WERC has created an environment designed to foster innovation.



The 2013 Scalerator class and faculty celebrate the successful completion of the inaugural Scalerator program.



# Scale-Up Milwaukee aims to foster growth-obsessed region

By JULIA TAYLOR - *President*, and BRIAN SCHUPPER - *Director of Policy*  
The Greater Milwaukee Committee

**I**magine 60 new “scale-ups” — high-velocity growth companies — in the greater Milwaukee region by 2020. Imagine the impact of that growth on our region’s tax base and job creation.

Now, imagine a culture that embraces all types of entrepreneurship. The goal of Scale-Up Milwaukee is to increase the number of ambitious companies of all sizes and facilitate their growth while influencing the culture and environment in which they thrive.

With our key partners — including M7 — the Greater Milwaukee Committee (GMC) is demonstrating the massive benefits that will accrue as we systematize high-velocity growth.

Think of Scale-Up Milwaukee as a platform that engages the entrepreneurial community in six distinct “domains”: Policy, Finance, Culture, Supports, Markets, and Human Capital. Each domain has its own set of programs, institutional partners and engaged members. In the 2013 pilot phase, there were a number of early accomplishments:

- The first “Scalerator” event, in which 12 companies participated in an intense learning session. Based on what they learned, participants projected an average increase in 2014 revenues that are 25% above and beyond their previous projections.

- Monthly roundtables with Mayor Barrett and the region’s entrepreneurs to learn how the City can best support business growth.
- Convened 75 financial stakeholders in a workshop to identify strategies for unlocking capital flow to entrepreneurs.
- A Corporate Venture Forum, where 210 corporate representatives and entrepreneurs explored systematizing best practices.
- A facilitated entrepreneurial case writing workshop for 24 professors from 10 universities (from Madison to Chicago to Milwaukee).
- Promotion of Milwaukee’s reputation as a hub of entrepreneurship through traditional and social media.

But the secret sauce is how the activities reinforce one another so that the whole is greater than the sum of the parts.

In the next phase, we will develop educational programs for growth-oriented entrepreneurs and help to unlock capital. We will work with municipal, county and state governments to emphasize and support entrepreneurial growth while collaborating with local economic development groups, including a regional approach to mentorship and an interactive resource database.

# City of Milwaukee plan builds off Milwaukee 7's regional framework

By JEFF FLEMING - *Communications Manager*, Milwaukee Department of City Development

**L**eaders in Milwaukee city government, working with private sector partners, are finalizing the city's strategy for economic development: a set of priorities and direction to capitalize on regional opportunities for growth.

The process is nearing conclusion with a completed strategy scheduled to be in place by this summer.

Building on the regional economic framework spearheaded by the Milwaukee 7, the city of Milwaukee's plan has the stated goal of landing, within the municipal boundaries, a proportionate share of regional economic growth. The Milwaukee strategy prioritizes jobs and wages for Milwaukee workers. It also focuses on the development potential of specific sites within the city. Locations such as Century City (the former A.O. Smith site on Milwaukee's northwest side) and the Reed Street Yards (just west of the Global Water Center) are identified as locations with particular promise to capture investment by driver industries.

"The process of putting together this strategy for economic development has helped us hone our efforts," Mayor **Tom Barrett** said. "In some cases, it has affirmed the work we have been doing. It also has encouraged us to consider new approaches."

Consensus emerged during the process that Milwaukee's strategy should be built around four pillars:

1. Make sites within the city limits attractive for needs of regional driver industries;
2. Tackle barriers to full workforce participation by city residents;
3. Support local entrepreneurs and neighborhood-based business development; and
4. Capitalize on Milwaukee's distinct advantages and quality of life.

The planning process began with adoption of a set of 10 principles to guide actions. Reflecting

meetings with working groups involving 130 community leaders and local stakeholders, as well as best practices research, the draft plan delineates a dozen strategies and more than 40 action items. These range from maintaining a substantial shovel-ready inventory of industrially-zoned land to forming a Small Business Action Team within City government to improve services to business.

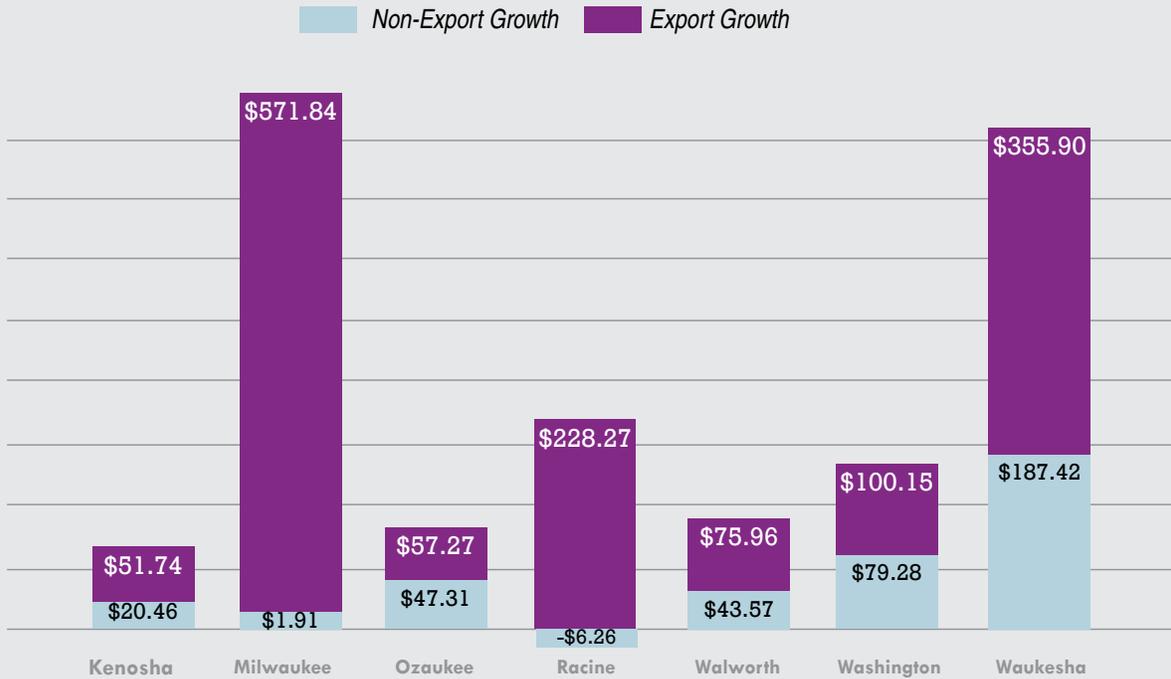
Mayor Barrett announced several of the proposed action items in his 2014 State of the City address in February. Work is already underway on these initiatives, including the formation of a partnership with KIVA.com, a web-based micro-finance platform, and a Milwaukee Entrepreneurship Week to be held later this year.

"Strong private sector employment is essential for Milwaukee's future, and connecting Milwaukee residents to good jobs continues to be a top priority for me," Mayor Barrett said. "It is important that city government is both efficient and effective in supporting those goals."



**The former site of A.O. Smith on Milwaukee's northwest side is part of the City's re-development plan. A 50,000-square-foot industrial building is to be completed by the end of the year.**

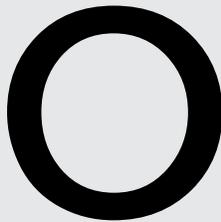
## The role exports play in our economic growth



### REGIONAL PLAN STRATEGY

## Why the M7 is pursuing an export initiative

By BILL BURNETT - Director, Global Cities Initiative VP Export Services, Milwaukee 7



Over the past four years, the M7 region grew at a healthy 1.9% average annual growth rate.

However, what's interesting about our growth is that 80% of it came from a growth in exports.

When we look at the data for each of our counties, it's apparent that every county's economic growth depends more on export growth than domestic growth. For Racine and Milwaukee counties, economic growth is entirely dependent upon growth in exports.

Exports are key to our existing economy. With the U.S. share of the global economy shrinking, our ability to grow will depend

upon our ability to grow our international transactions, primarily exports of goods and services.

With that in mind, the M7 along with the Wisconsin Manufacturing Extension Partnership (WMEP), the Wisconsin Economic Development Corporation (WEDC) and the MMAC's World Trade Association (WTA) applied to the Brookings Institution to be included in their Global Cities Initiative (GCI).

Launched in Los Angeles in March 2012, GCI is a five-year project of Brookings and JPMorgan Chase aimed at helping the leaders of metropolitan America strengthen their regional economies by becoming more competitive in the global marketplace.

GCI is built on the concept that the global economy is a network of metropolitan economies that are home to most of the world's population, production, finance, and sources of innovation. Combining Brookings' deep expertise in fact-based, metro-focused research and JPMorgan Chase's longstanding commitment to investing in cities, this initiative:

- Helps U.S. city and metropolitan leaders better leverage their global assets by unveiling the economic starting point of their communities on such key indicators as advanced manufacturing, exports, foreign direct investment, freight flow and

immigration.

- Provides these leaders with proven, actionable ideas for how to expand the global reach of their economies, building on best practices and policy innovations from across the nation and around the world.
- Creates an international network of leaders from global cities intent upon deepening global trade relationships.

The big goal is to double exports in five years. In the M7 region we've just kicked off the initiative with a market assessment, consisting of an online survey followed-up by interviews and focus groups of key industry leaders. The market assessment will form the foundation for developing our export strategy later this year, followed by a series of implementation steps.

The Global Cities Initiative will enable us to put in place new tools and strategies to leverage the power of our local economy to lift the region and provide an incremental 16% in revenues.

If you haven't yet contributed to the survey, please do so at [https://www.surveymonkey.com/s/M7\\_Global\\_Cities](https://www.surveymonkey.com/s/M7_Global_Cities).

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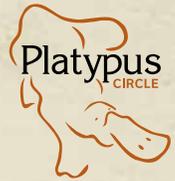


- Transferrable membership cards for FREE admission to the Zoo (parking included)
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For more information on a Platypus membership, go to:

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**WIPFLI**  
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1. **FUEL** Milwaukee's young professionals got a look behind the lens with area photographer **Scott Paulus**. In addition to corporate and commercial photography, Paulus has worked with the Brewers for many years.

2 & 3. Lt. Gov. **Rebecca Kleefisch** convened a tax reform listening session in February at the MMAC.



4. At the Milwaukee 7 Council meeting in Racine County, public and private leaders from throughout the region listened to Dr. Ed Gordon from Imperial Consulting on his ideas for growing the talent pipeline.

5. **Peter Coffaro**, Milwaukee Metro Sewage District

6. **Bradley Chapin**, BMO Harris Bank; and **Julia Taylor**, The Greater Milwaukee Committee

7. **Rick Vojtisek**, CliftonLarsonAllen





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1. *Executive Roundtable Forum – COSBE invited **Mike Erwin** (pictured), Tailored Label Products and **Mary Isbister**, GenMet, to discuss their businesses at an interview-style event on February 18.*
2. **Jim Palzewicz**, ActionCOACH of Elm Grove; **Jennifer Wolters**; and COSBE Director **Jon Teraoka**, W.I.S. Logistics
3. **Jorjan Loos**, CW Professional Services; **Randi Becker**, La Macchia Enterprises, Inc.; and **Kathy Fischer**, CW Professional Services
4. **Emily Phillips**, Robert W. Baird & Co., Inc.



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- MMAC's World Trade Association members celebrated the Chinese New Year in style with food, dance and presentations on resources for doing business in China.*
5. **Pat Kraft**, FirstPathways Partners; **Wei Speagle**, GE Healthcare; and **Bob Kraft**, FirstPathways Partners
  6. Dancers from the Milwaukee Chinese Community Center treated attendees to a performance.
  7. **Jian Sun**, Wisconsin International Academy, and **Angela Ahiman**, University of Wisconsin-Madison
  8. **Stanislav Dobrev** and **V. Kanti Prasad**, University of Wisconsin-Milwaukee



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Members went on-site for Business after Hours at the Boelter SuperStore. The business includes food service supplies, equipment and food facility design.

- 9. **Allan Fischer**, Doubletree Hotel Milwaukee City Center
- 10. **Andy Frazier**, Account Executive; **Jeff Jorgensen**, Global LT; and **Michael Mueller**, GE Healthcare
- 11. **Robin Flatley**, ELizabeth Residence, and **Lori Buley**, Rock Transfer & Storage
- 12. **Perry Zukowski**, FranNet Of Wisconsin

The annual TBC Strategic Partnership Luncheon, hosted by MMAC's Business Council, celebrates and encourages the success of ethnically-diverse businesses.

- 13. TBC Chairman **Nelson Soler**, Multicultural Entrepreneurial Institute
- 14. **Valerie Brown**, Victory Personnel Services, Inc., and **Una Van Duvall**
- 15. **Audrey Sellers**, Tri City National Bank
- 16. **Curtis Fleming**, Executive Commercial Cleaning LLC, with the 2014 Lou McGlothian scholarship recipient **Dante Gutter**



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Members of MMAC's World Trade Association learned more about export opportunities to Latin America through Free Trade Agreements. Speakers included commercial officers from Chile, Peru and Columbia.

1. **Cameron Werker**, Commercial Service, Bogota; **Laura Ebert** and **Damian Felton**, U. S. Commercial Service
2. **John Scheibel**, Trefoil Group, and **Anne McKinney**, AmCham Colombia
3. **Roberto Garcia**, Alpha Source, Inc., and **Claudia Paez**, Phoenix Products Co., Inc



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4. Milwaukee Mayor **Tom Barrett** gave MMAC board members an overview of the City's budget.

5. MMAC board member **James Popp**, Chase



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6. As a reporter, anchor and now health care executive, **Vivian King's** dedication to community has been constant throughout her career. FUEL members learned more about this passionate Milwaukeean at a March 13 luncheon.



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COSBE members learned about becoming "transformational leaders" from speaker and author Dr. Bob Wright at the CEOs of Growing Businesses event on March 27.

7. **Bob Hansen, Marie Schanke and Sandra Nix**, Connected Technology Solutions (CTS)
8. **Dave Stamm**, Stamm Technologies, and **Mike Zwell**, Wright Business, Inc.
9. **Dr. Judith Wright**, Wright Business, Inc., and **Keith Coursin**, Desert Aire Corporation
10. **Gary Peavler**, ActionCOACH of Elm Grove, and **Joe Pawlak**, Advanced Waste Services



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Sometimes businesses grow faster than expectations. Companies involved in the food and beverage industry learned how three companies were able to manage through that growth curve: Becky's Blissful Bakery; Rishi Tea; and Angelic Bakehouse.

11. **Marie Colmerauer**, Milwaukee Area Technical College, and **Angela Moragne**, That Salsa Lady
12. **Jennifer Goldbeck**, Delicately Delicious; **Paula Verbooman**, HGA; and **Laurie Hyllberg**, Kinsa Group
13. **John Maslowski**, Maslow Ventures; **Warren Widicus**, WWidicus Consulting, LLC; **Shelley Jurewicz**, FaB; and **Melanie Smythe**, Candacity LLC



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*More than 300 members attended the annual Madison Night in Milwaukee event at the Pilot House on April 8 to meet their legislators and staff members.*

1. State Sen. **Roberta Darling** and **Ronald Bast**, Go RiteWay Transportation Group
2. Milwaukee Mayor **Tom Barrett** and **Carla Cross**, The Business Council
3. **Michelle Mettner**, Children's Hospital & Health System, Inc.
4. **Nate Bogdanovic**, Personnel Specialists, Ltd.
5. State Rep. **Mary Lazach**
6. Many event sponsors provided their products for attendees including Baptista's Bakery and the Miller Park – Sportservice Corporation
7. **Matt Rinka**, Rinka Chung Architecture, Inc.
8. *The weather cooperated and attendees took advantage of the balcony overlooking Lake Michigan.* **Tiajuana Williams**, FDIC; **Olivia El-Amin**, New Horizon Center, Inc.; **Sharon Jordan**, Direct Supply; and **Alyssa Geisler**, Cresa



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- 9. Cheryl Berdan, State of Wisconsin
- 10. Robert Dennik, VJS Construction Services, and Ald. Terry Witkowski, City of Milwaukee
- 11. Event sponsor University of Wisconsin - Milwaukee
- 12. Sapphire Canser with Octavia Canser, Bonded Transportation Solutions, Inc.
- 13. Sarah Maio and Mark McCain, House of Harley Davidson
- 14. Robert Herget and Ali Barba, The Garba Group at Morgan Stanley Wealth Management with County Exec. Chris Abele
- 15. Sarah Zens, MMAC, and Bango from the Milwaukee Bucks
- 16. Mark Natzke, Clear Channel Outdoor, and Nick Anderson, The Firm Consulting



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1. Steven Wallace, founder and president of The Omanhene Cocoa Bean Company, explained how he is successfully importing product from Africa at this World Trade Association program in early April.

2. Avery Goodrich, Jr., FW Consultants, LLC; Cassandra Flagg, The Business Council; and Douglas Kelley, Center for Teaching Entrepreneurship

3. Tom Gaglione, Chase

4. Andrew Taylor, Morgan Stanley



5. Each year, FUEL "adopts" a number of non-profit organizations. Young professionals are able to engage with organizations helping the community and the non-profits benefit from their involvement.

6. Habitat for Humanity helped young professionals with the hammering contest.

7. College Possible is one of 10 "adopted" nonprofits of the year.

8. Our Next Generation members pose with with future volunteers.



9. Keynote speaker **Dr. Magda G. Peck**, founding Dean of the new University of Wisconsin-Milwaukee, Joseph J. Zilber School of Public Health, gave an impassioned speech at the Well City Celebration Breakfast on April 9. The Well City program, of which MMAC is a partner, encourages workplace wellness.

10. WELCOA Well Workplace Accreditation Award winners with **Gail Bennett**, Well City Milwaukee (center)

11. **Cathy Jacobson**, Froedtert Health



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12. Employers in the Food and Beverage industry cluster network – FaB – met with students from Vincent High School in their first-ever career exploration fair. Students were able to learn more about this vibrant industry in Milwaukee and the types of jobs available at these companies.

13. Palermo's Pizza was one of the companies featured at the career fair.

14. **Ryan McCumber**, Goodwill Industries of SE WI

CEO

COO

## CFO ROUNDTABLES

Candid conversations on healthcare costs, technology issues, supply chain management and outsourcing models.

*\*LARGE CFO roundtable for companies with 300+ employees to launch 2014.*

## Sales Manager ROUNDTABLES

Brainstorm with other business development execs on issues like compensation plans, effective recruiting/hiring, CRM systems and marketing strategies.

Participation in one executive roundtable is included in your MMAC dues.

For more information about the CFO, Sales Manager and other roundtable opportunities, contact Stephanie Hall at (414) 287-4124 or shall@mmac.org.

[MMAC.ORG/ROUNDTABLE](http://MMAC.ORG/ROUNDTABLE)

*Brought to you by MMAC's Council of Small Business Executives (COSBE).*

# MMAC member Milestones

Congratulations to these companies celebrating membership anniversaries (Nov 2013 - Apr 2014)

## ONE HUNDRED TEN YEARS

American Appraisal Associates  
A.O. Smith Corporation  
BMO Harris Bank  
The Bon-Ton Stores

## ONE HUNDRED FIVE YEARS

MillerCoors

## NINETY FIVE YEARS

Goodwill Industries of Southeastern WI

## EIGHTY FIVE YEARS

Ambassador Hotel Milwaukee  
Motor Castings Company  
Welke's House of Roses & Flowers

## SEVENTY FIVE YEARS

Sprinkmann Sons Corporation

## SEVENTY YEARS

Beltmann Relocation Group  
Uihlein Electric Company

## SIXTY FIVE YEARS

Auckley Commercial  
Boelter Company  
Deloitte  
Ernst & Young  
Forrer Business Interiors  
Great Lakes Rubber & Supply  
Poblocki Sign Company  
Pritzlaff Wholesale Meats

## SIXTY YEARS

Atlas Iron Works  
Buddy Squirrel  
CG Schmidt  
Derse  
Godfrey Braun & Frazier  
Spancrete  
WaterStone Bank

## FIFTY FIVE YEARS

Marquette University  
Shorewest Realtors

## FIFTY YEARS

Godfrey & Kahn  
M & M Office Interiors  
Maybar Manufacturing Co.

## FORTY FIVE YEARS

Melk Music  
Scribner Cohen & Co.

## FORTY YEARS

Milwaukee Admirals  
Milwaukee Area Technical College

## THIRTY FIVE YEARS

Bryant & Stratton College

## THIRTY YEARS

Aon Risk Services Central  
Hatch Staffing Services  
Milwaukee Magazine/Quad Creative  
Right Management  
Tishman Speyer  
Waukesha County Technical College

## TWENTY FIVE YEARS

Addiction Resource Council  
Growing Systems of Wisconsin  
Milwaukee Area Workforce Investment Board  
Rosen Nissan

## TWENTY YEARS

Creative Maintenance Solutions  
Gross Automation  
International Monetary Systems  
Joan Lloyd & Associates  
Lamers Bus Lines  
MahlerClean  
Marcus Center for the Performing Arts  
Precision Color Graphics  
TCF Bank

## FIFTEEN YEARS

Commercial Association of Realtors WI  
Core Creative  
Cornerstone Consulting  
Doering Leasing Co.  
Exhibit Systems  
Express Promotions  
Hurt Electric  
Italian Conference Center  
Making Technology Easy  
MCC Financial Service Centers  
Milwaukee World Festival  
Payne & Dolan  
Prism Technical Mgt & Marketing  
Quicksilver Express Courier of WI  
Steele Solutions  
Transformation Consulting Group  
Tyco Integrated Security  
Wolf's Cleaners

## TEN YEARS

Addison-Clifton  
Applied Management  
Argon Industries  
Belonger Corporation  
Boyle Fredrickson  
The Burish Group of UBS Financial Services  
Carpet Town  
Caspian Technologies  
Chortek  
Core Business Solutions  
Delta Air Lines  
Dematic Corporation  
Dewitt Ross & Stevens  
Digital Off Solutions-Xerox Sales Agency  
Diversified Printing Services  
Ewald Fleet Solutions

Exacta Corporation  
Exciting Events  
Federal Marine Terminals  
Fiduciary Management  
FPZ  
Garden Alliance  
Grover Corporation  
Gustave A. Larson Company  
Hentzen Coatings  
HUSCO International  
IEWC  
IndependenceFirst  
Interior Investments  
Jones Lang LaSalle  
Munson  
Office Depot - Business Services Division  
Plunkett Raysich Architects  
Professional Insurance Programs  
Reliable Water Services  
Schooley Mitchell Telecom Consultants  
State Farm Insurance Companies  
Total Team Construction  
Wisdom InfoTech  
Wolf Paving Co.

## FIVE YEARS

Affiliated Foods Midwest Cooperative  
Badger Door Sales  
Beauty  
Beer Capitol Distributing Co.  
Bukacek Construction  
Core Vision IT Solutions  
HellermannTyton Corporation  
Industrial Recyclers  
Kranz  
Menards  
Miron Construction Co.  
PAK-RITE/PR Case  
The Penworthy Company  
Rembrandt Commercial Cleaning Corp.  
SITE Staffing  
St Vincent De Paul Society - Milwaukee Council  
SURG Restaurant Group  
UMOS  
Zebbs Restaurant

## ONE YEAR

Advanced Wireless  
AIDS Resource Center of Wisconsin  
The Ailsa Group  
American Design  
Beacon Business Group  
The Benefit Services Group  
Berlon Industries  
Best Version Media  
Big Systems  
Blue Ribbon Management  
Chiropractic Company  
Connect.The.Dots  
Cresa Milwaukee  
Cynthia Martin Consulting  
Essential Industries

Fairfield Inn & Suites by Marriott -  
Milwaukee Downtown  
The Garba Group at Morgan Stanley  
Wealth Management GlobalEx  
Goetz Results  
The Good Jobs  
Grounds Maintenance Services  
Guy & O'Neill  
HM Graphics  
Ho-Chunk Nation  
Humber, Mundie & McClary  
I/O Technologies  
iPackage Media  
ITStaff  
Kerns Carpet One  
King Innovative  
La Coppa  
Ludman Industries  
Midwest Security & Fire  
Milwaukee Professional Firefighters Association  
Milwaukee/NARI Home Improvement Council  
Mindbenders Media  
NAIOP Wisconsin  
National Premium  
OfficeMax  
Planet Fitness - Downtown Milwaukee  
Preferred Freight Solutions Group  
Prolitec  
Proud Precision Painters  
Really Resourceful Group  
Rinka Chung Architecture  
Robert Haack Diamonds  
Rocketship Education  
Rose & DeJong  
Ryan Companies  
Saint John's Communities  
Sanofi  
SEKO Logistics  
South Milwaukee Performing Arts Center  
Staples & Associates  
STIR Advertising & Integrated Messaging  
StrateVantage Communications  
Sucor  
The Tool Die & Machining Assoc of WI  
Transamerica  
UPI Interactive  
Vilter Manufacturing /Emerson  
Climate Technologies  
Whole Foods Market - Milwaukee  
Windstream Communications  
Wisconsin Lift Truck Corporation  
Wonderware Midwest

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Milwaukee, WI 53233  
(414) 933-0302  
www.milwaukeeacademyofscience.org  
*Schools-Academic-Secondary/Elementary*

## Member Orientations

Wednesday, August 20, 2014

Thursday, November 6, 2014

7:30 AM - 9:00 AM

MMAC Offices - 756 N. Milwaukee St., Ste. 400, Milwaukee

Take a customized journey through the MMAC and learn how to maximize your membership. This briefing shows you what tools are available to help your business grow and provides opportunities to become involved. This is also a great chance to network with your peers. Whether you are a new member, 'seasoned' member or prospective member, come to meet the staff and learn about what the MMAC does for you.



>> View the full membership directory and market your company at [mmac.org/directory](http://mmac.org/directory)

#### RISHI TEA

Dan Boyea - Controller  
427 E. Stewart St.  
Milwaukee, WI 53207  
(414) 747-4001  
www.rishi-tea.com  
*Coffee/Tea-Retail/Wholesale*

#### SA-HERBST & ASSOCIATES

Ken Harenda - Manager  
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(414) 727-7900  
www.saherbst.com  
*Safety Consultants*

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# Your membership at work

By CATHY HARRISON -  
Director of Member Services, MMAC  
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Dear Member,

Right about now you may be asking yourself, "So what? What does all this economic development stuff have to do with me? I'm a relatively small local company. Okay, I might venture out to do business a little further than southeast Wisconsin, but I'm not an international Fortune 500 company...and I'm glad about that. So why do I care about these strategic plans and initiatives? How does it affect me?"

The science behind economic development has established that "Rising tides do in fact lift all boats," especially in an integrated regional economy like ours.

And the formula for success is really no different than what *you* use to run *your* company. Do you plan for business growth? Do you look for new customers? Do you work towards increased satisfaction for current customers so you can benefit from repeat business? Most importantly, do you leave any of those things to chance? Of course not. Well, that's what economic development is all about. It doesn't happen accidentally or by itself. Somebody has to have their nose to the economic development grindstone to help our region not only survive but thrive. And you have enough to do with focusing on your own business success. That's where we come into play.

Close your eyes. Remember what the Menomonee Valley looked like 20 years ago? That now-thriving strip of land didn't suddenly emerge from the depths. It's the result of enormous hard work, planning and collaboration.

As a small business, you support our economic development efforts through your MMAC membership. The more support the better. As Tim Sheehy, MMAC president said: "Pull together – or pull apart. This region will continue to grow only with your support and the support of other regional businesses." The tide is rising...

*Cathy Harrison*



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\* *Barron's* is a highly respected, weekly newspaper covering U.S. financial information. It has been published by Dow Jones & Company since 1921.  
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*We will not rest* 

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# Upcoming MMAC Events

Register online at [mmac.org/events](http://mmac.org/events)

## MMAC/COSBE BREWERS OUTING

Thursday, May 15, 2014

10:30 AM - Pre-game networking 12:10 - Brewers vs. Pirates

Enjoy food, drinks, prize drawings and fun in the exclusive Gehl Club while networking with other executives before and during the game. Package includes your game ticket, food & beverages.

## LUNCH WITH MMAC PRESIDENT TIM SHEEHY

Tuesday, May 20, 2014

12:00 Noon - 1:00 PM

Join us for an informal conversation over lunch with MMAC President Tim Sheehy and get plugged into the chamber's key initiatives for the Milwaukee region. Tim would like to hear from you and better understand your priorities. If you want to get to know your chamber better, this lunch is for you. **MMAC members only.**

## BIZEXPO 2014

Wednesday, May 21, 2014

9:00 AM - 5:00 PM

Make plans now to exhibit at the 2014 BizExpo where you'll have the opportunity to connect with area vendors and learn first-hand about their products and services. Choose from 20 strategy seminars that will offer business solutions and ideas to help you grow your company and hear from high profile speakers at 2 major events.

## BUSINESS AFTER HOURS @ SURG ON THE WATER

Thursday, May 22, 2014

5:00 PM - 7:00 PM

Join us at SURG on the Water – a party and banquet space (formerly Graffito's) for exceptional service in a contemporary atmosphere. This space overlooks the Milwaukee River and the nearby burgeoning Fifth Ward.

## EXPERT SERIES: AVOID THE PITFALLS OF CHANGE IMPLEMENTATION

Thursday, May 29, 2014

7:30 AM - 9:00 AM

Research shows that 70% of all changes attempted in organizations fail – a percentage that has not changed in decades. During this session, we will explore what causes programs to fail and what large and small businesses can do to manage through change. Hint: It's about more than a plan – it's about the people involved and how they execute! We'll cover the top 10 implementation pitfalls and give your practical actions to increase your odds of success.



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