

ForwardFocus

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Inside this Issue:

- 3 Outside the Box
- 6 Manufacturing News
- 7 Bounty MT Style

News about
MANUFACTURING

Montana Manufacturing Center

University Technical Assistance Program

Lattice Grows Space and Polishes Performance

By Deborah Nash, MMEC

Balancing “supply and demand” puts a lot of pressure on small manufacturers. Increased demand is an opportunity to thrive but it requires adding capacity at some point and doing things differently. Sometimes it means shifting internal priorities to stay flexible and responsive. Lattice Materials in Bozeman accepts the challenges readily in the high growth arena of infrared optics and precision manufacturing.

For Lattice, a leading supplier of silicon and germanium products to the world market, a recent facility expansion was driven by increased demand for its products from the defense industry and more call for value added customization such as curving, CNC machining, and polishing, according to Plant Manager Dave Allard. Lattice also grows crystals on-site to ensure a supply of needed material. Demand for its products has been growing about 20% per year.

Its optics, sputter targets, and other custom parts are found in an amazing variety of applications such as lenses and windows for night vision optics, motion sensors, critical components for revolutionary surgical instruments and even beam steering mirrors for CO₂ lasers. Some are used in airborne applications for the military like in jet fighter and attack helicopter systems. Customers include small prototype companies as well as Fortune 500 corporations.

The handsome new, two-story Lattice building, completed in 2004, includes more administrative and manufacturing space, integrating with existing facilities

at the location where the business started in 1989. Anticipating continued growth, it has increased its manufacturing space by 30 percent. But, like most manufacturers, early growth came in bits. Equipment was added by necessity and placed where it would fit without considering flow.

“We’re not unlike most small manufacturers in that way, ending up a bit fractured,” Allard said. “But with new space allocations, what we’re doing with production space will be based on MMEC recommendations. MMEC help really got our people thinking more in terms of the art of manufacturing — how we are doing what we do. How we could do things differently.” The company currently employs 42 people.

To realign and polish production flow, Lattice asked the Montana Manufacturing Extension Center (MMEC) to perform studies in three areas that would expand and move into new space: the ingot room, the shipping area, and a special review of how its “clean line” could be expanded and still fit into the flow. The moves would allow the growth room and custom, value-added production areas to expand into freed-up space, according to Mark Shyne, MMEC field engineer. He worked on the project with graduate students in the University Technical Assistance Program (UTAP) in the MSU College of Engineering.



Lattice Materials facility after a recent expansion.

Challenges

“Our challenges included fitting expanded production into allocated space and taking a close look at reducing materials handling. The raw material at Lattice is unique,” Shyne explained, “starting with silicon ingots [the size of a 3-pound coffee can or larger]. These are susceptible to chipping and breakage as product moves through production. Less handling minimizes breakage.”

“Really focusing on less handling was really huge for us,” Allard said. He estimated that handling has been reduced 30-40 percent with the changes now in place.

However, some planned changes have taken a back seat to new pressures on the silicon supply that elevated the need for more crystal growth capacity at Lattice. New solar technologies have put heavy demand on the worldwide silicon supply.

The advancement of a silicon cell that turns sunlight directly to electrical energy is behind some of this, Shyne said.

(continued on page 4)

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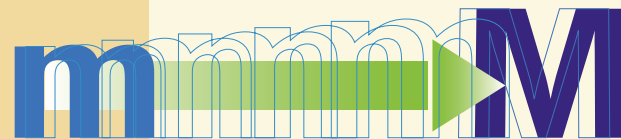
Partnering – It's Huge



I must take a moment to brag – this will come as no surprise to those of you who work with our great field staff — Mark Shyne, Kreg Worrest, Todd Daniels, Al Deibert, Dale Detrick and Bill Nicholson. During the first two quarters of 2005, MMEC ranked Number One in **customer satisfaction** among the 59 MEP centers. During the second quarter, we ranked second in the nation for **leveraging client investment**, up from fourth best.

How do we know that? MMEC is measured using a strict set of performance guidelines and survey data under the national NIST MEP measurement system. Results are based on an independent third party survey of each client project a year after project close. This congressionally mandated report gathers results (real, not hoped for) in key areas such as improved profits/decreased costs, investment, and job creation/retention. Customer satisfaction is a raw score. “Investment leverage ratio” is reported client investment divided by federal investment in the MEP center.

When you consider 59 centers nationwide, most with more and larger manufacturers, this achievement is nothing short of **STELLAR** performance in partnership with our clients. It is also good news for Montana because it says Montana manufacturers are doing well!

**Partnerships grow Manufacturing**

The entrepreneurial spirit of Montana companies is also alive and well. One innovative sector receiving attention this fall — aerospace — met in two policy events that brought together scientists, policy makers and private companies from Montana and the U.S.

Both events aimed at spurring new and expanded business opportunities, educational opportunities, and cluster

development. The cluster potential to create good paying, high-tech jobs and attract additional companies to Montana is huge. For instance Scientific Materials estimates a need for 100 new employees within three years. Manufacturing (\$35,000) pays about one-third more than average wages overall (\$26,000) and advanced manufacturing averages half again as much as manufacturing. You do the math.

The aerospace connection is strong here in precision machining, coatings, transport, laser photonics, semiconductors, sensor technology and more. Scientific expertise at our universities also contributes. At both recent events, Chris Jenkins, the new head of Mechanical and Industrial Engineering in the MSU College of Engineering, shared just one of the possibilities for aerospace and beyond in ultra-lightweight technology, his special field of research. He noted:

“A great many technologies are weight-critical: ground and air transportation, spacecraft, military, biomedical, recreational, etc. Every pound to orbit costs upwards of \$10,000; every pound placed on the warfighter reduces his effectiveness and possible survivability; every pound added to an automobile requires exploitation of US and overseas oil reserves and threatens national security.... Ultra-Lightweight Technology in Montana (ULTiMT) seeks to become a national focal point for technology developments leading to revolutionary ultra-lightweight material/structural systems.”

The payoff in terms of increased capability and reduced energy cost is great.

The aerospace horizon is exciting with countless partnering opportunities. Is your business manufacturing and supplying parts or services to aerospace? We'd like to know. Grow the contact list by calling us at 406-994-3812.

Steve Holland, MMEC Director

One Montana company is...

Thinking Outside the Box – Literally

By Deborah Nash

If you've driven U.S. Highway 93 along Flathead Lake, you've no doubt seen the billboards advertising Three Dog Down, its comforters, its national magazine recognition. But did you ever see the one north of Polson that hung upside down?

“That billboard brought in more customers in the next few weeks than the ten others combined,” says Bob “Three Dog” Ricketts, owner of Three Dog Down (www.threedogdown.com) and its manufacturing counterpart Doctor Down (www.doctordown.com) in Polson. The company manufactures and sells down comforters, pillows, duvet covers and the highly specialized Rescue Wrap®, medical transport bedding.

Invoked as a roadside experiment during wind damage repairs by the owner, the inverted billboard paradoxically portrays Bob's business and life philosophy: moving forward requires “changing paradigms, doing things differently, making what you do memorable.”

Inside Three Dog Down, a shopper is immersed into an eclectic mix of items all related to promoting Montana and staying warm and safe. In addition to pillows and comforters, one will find Montana-made huckleberry products, slippers, blankets, coats, the famous three-dog thermometer and more. Inside is also the World's Smallest Theater (three seats) where visitors can view bits of Butte, Montana memorabilia and, if the timing is right, enjoy a song by Bob as he plays his accordion. He's as passionate about marketing Montana as he is about marketing his company. His songs are part of that passion.

Bob has a number of ideas on marketing Montana and its products, and he shares them freely. His ideas are bold, some more do-able than others. Most



Bob Ricketts in the World's Smallest Theater.

require changes in vision, attitude and imagination. And all are offered as catalysts for productive dialogue on how to draw people and their dollars to Montana.

In promoting his own business, he admittedly has had both great successes and some failures along the way. But one thing is for sure. He definitely “thinks outside the box” taking that to a literal interpretation in one of his favorite campaigns, a

“design a box contest.” It is one that also rewards his community and the state of Montana.

Tapping Creativity

“Tap the kids in your elementary schools for kid art on your boxes,” he says. “I provide mine with pizza and art supplies (and boxes). The kids provide the creativity in the form of artwork and stories, including their school, name and grade.

Enclosed in the boxes that go out is the message, “If you like the design, let Three Dog Down know.” This creates a buffer between viewer and actual student artists, just in case, Ricketts adds. And it keeps teacher time with the students where it should be.

“The first time I did it, I received a 50 percent response rate and some of the nicest letters. I passed them along to the school. One of my favorites was of three dogs chasing and biting at each other.” It was an obvious favorite of a UPS delivery man who wrote saying he enjoyed the box so much he hated parting with it and added, “Your box put me in the Christmas spirit!”

Ricketts passes the responses on to the students and said it can be very educational, as some responders include their area brochures and even an occasional gift. A Mardi Gras cake with the traditional king baked inside was one. Another was a photo of “The Shaq,”

basketball star Shaquille O'Neal.

“An old guy in San Diego even sent an autographed ball from the San Diego padres, probably worth \$400.” The ball was delivered to the young artist, Ricketts wistfully confirms.

“It's a great concept. It works well in rural areas, though some schools might see it as promoting a business. It has minimal cost, and dollars go to the school. Kids love the praise they receive for their designs. It's a real self-esteem issue.”

More Opportunity

Shipping boxes are an opportunity for other unique promotions. Two end panels on his printed cartons show a map of Montana “conveniently located between Moscow and London.” It lists the ten top reasons to visit Montana in reverse order. Number one, in capital letters, of course: **THREE DOG DOWN**. The main panels highlight the company, always with a vein of humor coursing through.

He encourages other businesses to “get on the box bandwagon” to promote themselves and their area. Groups of businesses could get together to buy in larger lots. Except for some template art, the cost is the same for printing all four panels on a flat carton, and Ricketts has found the cost of printing to be cheaper than large stickers.

His less successful promotions usually involved tying a sales promotion to current news events.

“I got more advertising than I wanted on one,” he reminisces.

Another ad, offering customers a complimentary tour of the Unibomber

(continued on page 6)



Lattice Grows Space (continued from cover)

According to Mark Stevens, the company's production engineer, Lattice is adding significant capacity to its crystal growth department.

Started by Identifying Value Stream

"Using a value stream mapping approach to get started, we carefully looked at flow from a 'what will it look like three to five years out' point of view in terms of personnel, automation, volume, and new technologies. We explored variations for each area, especially for the clean line," Shyne said of the project methodology.

To add capacity in the cleaning area, an additional rinse sink and ultrasonic cleaner were placed in the system along with better lighting, exhaust and storage.

"The new clean line increased throughput with the addition of a heated ultrasonic rinse. The parts air dry much faster, usually eliminating the hand drying of parts which was done previously," Stevens said. "MMEC helped us find a great solution."

tower capacity and an energy saving recommendation to upgrade those controls."

The MMEC/UTAP engineers were always there to respond to Lattice questions and needs, Stevens said.

Because applied research complements the engineering graduate studies UTAP engineers have undertaken, "we can go the extra mile for the client; that's a great benefit of working with UTAP," Shyne said.

Feedback From Employees

During improvements, special attention was paid to feedback from employees. "These are the people who know how things are done; they have ideas about how to make things work more smoothly. Their input is important," Shyne said.

Seth Partain, a UTAP engineer on the project, agrees, saying, "We really tried to make sure all employees from an area were in on what happened at meetings with floor supervisors and management – we wanted to assure that alternatives would be shared." Lead employees were asked to show iterations to their people, and large paper layouts were posted in several areas.

"I spent time in the plant observing and talking with employees. I mapped out the sequence of production for each type of part. Then I interviewed employees for exactly what goes on, what frustrations they were experiencing and any recommendations," he said.

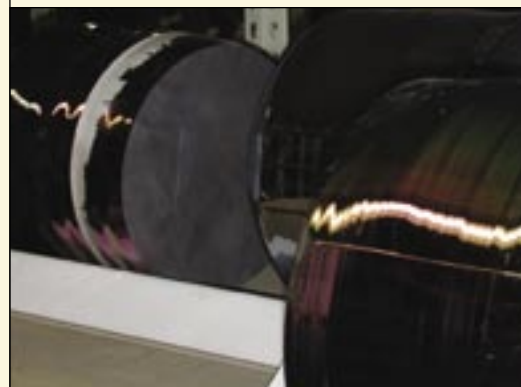
Back at the office, the processes were reviewed by Shyne and the UTAP team, exploring improvements based on what employees identified, what the team had seen, and best practices from Lean Manufacturing. Several flow scenarios were then developed using Visio and Autocad software with a related strength/weakness analysis. These were presented in meetings with Lattice staff.

"The early iterations were the focal point for discussion to reach a final layout configuration," Partain said. "Where employee feedback really came into play was in accompanying final reports – where I captured feedback that you could not put in drawings."

Lattice employees Andrea Salsbury

from the ingot room and Yea Miyakawa from shipping provided significant feedback for their areas during the process.

Many of their ideas were incorporated in the final layout. Salsbury seemed pleased with the interactions with MMEC/UTAP. [See companion story] "During construction we were kept



Silicon ingots are beautiful and pack powerful attributes for use in the laser photonics industry.

informed. [The engineers] sat down and got our opinions on how to work better, what we wanted for flow, what would work best for us. When they thought something might work better, they tossed out their ideas and asked for feedback," Salsbury said.

"Yea even provided me with a sketch of what she had in mind," Partain said.

Salsbury is a materials technician and has been with Lattice for more than 14 years. Miyakawa has been with the company 12 years.

Outcomes So Far

The expansion and changes to meet growing demand for Lattice products has raised employee satisfaction, reduced handling, and improved safety. Flow is becoming more streamlined and new equipment has been added.

"We expect another 20 percent growth year and a few additional employees. With better workflow, we should see even more [growth]," Stevens said. "We are eager to push other changes through."



Lance Falkenstein monitors a growth chamber, which operates at over 2000 deg. F

Throughout the project, MMEC looked at topics that came up outside the scope of the project and researched them for Lattice, like lighting improvements and putting them in touch with a local lighting specialist. Stevens said he appreciated the extra support, and plans are in the works to retrofit new lighting in the older part of the building. MMEC also provided an assessment of future cooling

Ag Companies Get Innovation Funds

(Lattice continued)

The MMEC/UTAP project results will provide more breathing room within Lattice's promise of fast turnaround for customer orders, even for specialty parts. "We anticipate more flexibility, no longer being pushed to the max to ensure that we meet our delivery times," he said.

Tapping specialists can help with growth challenges.

"Mark Shyne and the whole MMEC staff provide a wonderful resource to businesses. It is like having an experienced manufacturing engineering department on your staff at a fraction of the cost," Allard said.

MSU News Service

BOZEMAN — The Montana Agriculture Innovation Center funded three Montana value-added agricultural producer business enterprises at its August board meeting: Timeless Natural Foods of Conrad, Fort Peck Water Users Association and Peaks and Prairies Oilseed Growers LLC.

"Our business was looking at additional funding to further analyze our options and ability to expand our current operations in Conrad," said David Oien of Timeless Natural Foods said. "One needs to analyze the marketplace as well as current best practice manufacturing processes before considering investing nearly \$1.5 million in expansion." The \$10,000 MAIC funding will cover the remainder of its research, help expand sales and examine the feasibility of hiring additional staff.

The Fort Peck Water Users Association received \$15,000 to study a barley based micro-ethanol facility.

Peaks and Prairies LLC was awarded \$5,600. Kent Wasson, an agricultural producer in Malta and principal in Peaks and Prairies LLC, asked the center for help to develop marketing materials and provide further testing of its biobased oils and lubricants.

Employees Pleased with New Digs/Improvements at Lattice

Progress on expansion and improvements to meet growing demand for Lattice Materials products has raised employee satisfaction, reduced handling, and improved safety. A layout and corresponding recommendations to realign production flow came from MMEC/UTAP. We visited Lattice this fall to look at some of the changes that have already taken place.

In the ingot room there are more and better retrieval ladders, storage shelving, and bins. Related work stations are more accessible. And a forklift can now move about, eliminating the need to unload pallets onto smaller carts which has significantly reduced materials handling.

An extra computer workstation was added in the area preserving the back to back benches so two can work in the area at the same time. "This was very beneficial," Andrea Salsbury, a technician in the Lattice ingot room, told MMEC, adding, "Overall, there is not as much running back and forth. We were able to bring the X-ray machine and spectrophotometer we use into our work area making them more accessible. It definitely tightened up the flow."



Andrea Salsbury measures optical and mechanical properties using tools that are now at eye level.

Now materials are on shelves right in the ingot room with plenty of storage for full ingots and cut parts as well as finished goods. According to MMEC field engineer Mark Shyne, MMEC/UTAP applied the concept of a visual work space using color coded bins and such for storing and identifying

materials in the expanded storage area.

"Categorizing materials and labeling different scan targets makes them easier to access when we retrieve for job specs," Salsbury said. "And Core stock is now inside and accessible; it used to be outside the ingot room doors and locked up. These changes also reduce breakage and are a time saver.

An additional benefit of the changed space is that storage shelves take advantage of natural light from large windows in the area. "I really like that," Salsbury said.

"I know I'm enjoying the room!" she remarked with a broad smile. She estimates that it almost tripled the size of the ingot room. Previously, she had been working in a tiny space, with needed materials in a separate area of the plant.

A visit to the shipping department revealed that it has already filled the ex-

panded space pretty well. "But definitely a better flow," reported employee Sandy Whittecar. "More packaging room and more inspection space."

The shipping space is now in the newer part of the building, with more floor space and air-conditioning. A bigger pass through window for finished goods orders was added and has been very helpful, she said.

Far more goes on in this space than one might first think.

"Final inspection of finished goods is done in this area. This is the first time after parts are cleaned (mounting wax and particulate is removed in the cleaning line) that they can really check a final part before the customer sees it," Shyne explained. The space is now more professional, has good lighting, and a tiled floor. There is room for all shipping supplies and order handling. An additional inspection station with more gauges and equipment has been added for more efficiency and output.

Yea Miyakawa, from shipping, was especially pleased that her ideas were incorporated during the move. To protect the floor, for example, she wanted pallets stopped at the door to keep pallet jacks from marking up the tile. And, indeed, her lighter weight cart is used to facilitate moving the supplies across the room.

Manufacturing News

Renewable Fuels

Montola Growers has been purchased by Missoula based Sustainable Systems, a renewable fuels firm (www.sustainable-systems.com), to expand regional production of oilseed crops for processing into higher value biofuels, lubricants and culinary oils. Montola is an oilseed crush and refining plant in Culbertson formerly owned by Sheridan Electric Cooperative.

Gold Medal Award

CM Manufacturing (www.cmman.com), Missoula, was awarded the Best Value Gold Medal from Defense Supply Center in Richmond, VA. The award is given to contractors that meet 100% quality and on-time delivery standards. CM manufactures landing gear components for Department of Defense and provides parts for every aircraft flown by the U.S. military. Richard Johnson, President, has been in the aerospace industry since 1986 and brought CM Manufacturing to Montana in 1996.

Celebrating 50 Years

Columbia Falls Aluminum Company (www.cfaluminum.com) first went on line in August 1955 just northeast of Columbia Falls near Tea Kettle Mountain. At the height of its success, the plant operated 5 potlines, employed 1200 people and produced 180,000 tons of aluminum annually. Due to increasing costs of energy and the raw material alumina, CFAC currently runs only one potline and employs 150.

Butte Heritage

Seattle-based company **SeaCast, Inc.**, is breaking ground for a new manufacturing plant this fall at Silicon Mountain Industrial Park west of Butte. The plant will employ about 30 workers. SeaCast makes precision investment casts for aerospace, appliance and automotive parts and is an offshoot of Butte Hardsurfacing Co., a business founded in Butte in the 1940s.

Job Cuts & Energy Prices

Advanced Silicon Materials is cutting more than 20 jobs at its Butte plant to adjust to a cyclical polysilicon market and skyrocketing electricity bills, according to a mid-September company announcement. It is also laying off technical and administrative workers in Moses Lake, Wash. Renewable Energy Corp. of Oslo, Norway, bought ASiMI this spring and is shifting to polysilicon for solar energy uses.

Strategic Merger in Bitterroots

Corixa Corp., a biopharmaceutical company developing vaccine adjuvants and immunology-based products that manage human diseases, with facilities in Hamilton, recently sold to large pharmaceutical company GlaxoSmithKline in a merger agreement. A planned plant expansion that will bring about 100 new jobs to the area is expected to go forward, according to a press release. The facility currently houses research and manufacturing operations and employs more than 100 people. Glaxo has been a partner with Corixa in research and development of vaccine antigens and a leading customer for its adjuvants.

More Fuel

CHS Inc. of St. Paul, Minn., announced that it will spend \$325 million to upgrade the Laurel, Montana refinery so it can produce more fuel. Construction on a coker for the facility to increase gasoline and diesel fuel production without increasing crude processing capacity is expected to begin in early 2006. Tentative completion by Aug. 31, 2008.

Strand Board Takes Bite

Stimson Lumber Co. (www.stimsonlumber.com) announced in August the layoff of 120 workers at its Bonner plywood plant effective on Oct. 3. A Missoulian article about the layoffs, said it will mark the end of commodity plywood production at the mill, attributable to increased competition from oriented strand board (OSB) manufacturing. The Bonner site will continue to produce studs and premium panels and will still employ about 330 workers.

Got News? Send us your company news briefs using MFG News in the subject line to dnash@coe.montana.edu

Help with our MAILING LIST MAKEOVER

MMEC is updating its MAILING LIST and customer database. Over the next few months, we will be contacting you for an update on your company contact information to keep the quarterly manufacturing newsletter Forward Focus, future training dates, and conference information reaching you in a timely manner.

This information is stored on a secured system and is not rented or sold. We value your time and your trust and want to keep you informed about manufacturing news and events in Montana. So, please, don't hang up when we call!

Outside the Box (continued from page 3)

cabin, included a humorous fine print disclaimer "subject to FBI approval." It didn't even pass muster with an area media outlet. Anyone who knows him, realizes these campaigns were done in humor, but raising people's ire is not what a merchant wants to do.

"I learned you have to be careful with your message," he says.

Montana Musings

Ricketts is not impressed with the multi-faceted license plate sales for Montana. "When traveling out of state, we've lost our identity," he claims. "Montana has lost a branding opportunity that a unified image of Montana brings."

He is drawn to clever marketing like that used by the Peabody Hotel in Memphis. It has duck crossing signs on its grounds and even duck-shaped bars of soap in its rooms

(www.peabodyhotels.com/defaultFlash.htm).

"You have to be clever, memorable. The big thing is this. If you are not born rich, you have to think harder – that's Montana." With the state's low advertising budget, there are some things that have worked well that could be expanded on, but do things differently, he recommends. Not the same things over and over.

"I'd like to get people talking about how to do that for Montana. For example, change the speed limit on a select group of signs to 74.5 miles per hour."

Add to that a follow-on message like "That half mile difference is to get you to think. We want you safe. Come back again," he suggests.

Another approach for Montana is based on the model of a WalMart greeter, putting visitor stations at key entry points into the state. Ricketts envisions handing out free brochures there and asking people if they want the full book for \$20. That "Insiders Guide" could contain \$500 worth of coupons from Montana stores and establishments. It would generate 1.5 million in advertising sales for the state and prompt visitors to drop into communities and spend more dollars, he says.

"Montana needs an end run for the state, and creativity is the answer."

Sharing the Bounty Montana Style

Havre — ENELL Sports Bra recently sent a huge gift basket to Oprah Winfrey in appreciation for a significant business surge that resulted from its product being featured

on her popular national television show in mid-May.

In a typically Montana gesture, ENELL owner Renelle Braaten collected more than 20 products made in Montana to fill the basket as a way to give back to the



Gift basket with a flair

Braaten worked for several years to try to generate interest...the gift basket is her way to give back to the state she loves.

The items she sent included wickless candles from Clear Montana Reflections in Malta, a gear bag from Red

Oxx in Billings, a Grit-Gitter for hot tubs from SWS and a Hurley chew toy from West Paw Design in Bozeman. Also added were a variety of food products, clothing items and jewelry

from businesses in Red Lodge, Choteau and Columbus. Even a specialized bicycle seat from Air Rider Seats in Whitefish and a Rescue Wrap from Doctor Down in Polson were in the mix.

Braaten hopes the gift might trigger future publicity for some of the unique items made across the state.

"With any luck...and these types of things can use a lot of that!...something might catch her eye," she said.

The ENELL product is a superior support bra for the full-busted woman. Oprah reportedly uses the product herself. As a result of the TV exposure, the company received thousands of orders via phone and website (www.enell.com) in just the first six days, "exceeding the number of orders usually received in a day by leaps

and bounds," Braaten said. The garment is sewn in Puerto Rico and packaged and sold in Havre. Braaten worked for several years to try to generate interest in her product on the Oprah Show and recognizes what a great opportunity it has been for her business.

Such a huge influx of orders can create problems for small businesses. ENELL sought guidance from MMEC and Chinook Engineering to assess capacity issues and improve the order queue to meet demand effectively, keeping its customers happy.



ENELL garment fills niche

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More SuccessfulTo Visit Your Area MMEC Field Engineer
Call 406-994-3812**We Can Help!****UTAP Has New Faces**

Two graduate students, **Matt West** in the MSU College of Engineering and **Tanner Everson** in the UM School of Business Administration, have joined the University Technical Assistance Program to work with Montana manufacturers while they work toward advanced degrees in engineering and business respectively. Both work with MMEC field staff providing technical, marketing and research assistance to companies in support of economic development in the state.

**Tanner Everson**

West is from Idaho Falls and earned a bachelors degree in Industrial Engineering at MSU in May 2005. He served as a summer intern for three years at the Idaho National Engineering and Environmental Laboratory.

Everson is from Plentywood, Mont., and earned a bachelors degree in Business Management from Rocky Mountain College in Billings in December 2004. He has been involved with marketing research projects through Students In Free Enterprise and served an administrative internship in 2004 with MassMutual Financial Group.

Carl Coletti is the new UTAP Marketing Supervisor working with Everson through the Montana World Trade Center in Missoula. He is a business advisor with more than 25 years of global business experience including service as general manager and director of International Business Development for Honeywell, Inc. He holds a B.S. degree in Industrial Engineering and Management from the University of Massachusetts at Lowell.

**Matt West****Carl Coletti**

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