

Inside this Issue:

- 3 Employment Rebound
- 5 Deadly Wastes
- 7 Govt. Contracting

Plus

Upcoming
Events

ForwardFocus

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Montana Manufacturing Center

University Technical Assistance Program

LEAN Layout, Vision Build Muscle at All American Pharmaceutical in Billings

By Deborah Nash, MMEC

Just as a well formulated supplement boosts a person's energy, a well laid-out production flow using Lean Manufacturing concepts boosts business vigor.

No where is the surge in energy more evident than at All American Pharmaceutical and Natural Foods in Billings. The full service contract manufacturer of nutraceuticals and dietary supplements saw sales rise and material handling and work in process (WIP) go down after its January 2006 move to 100,000 square feet of renovated space in the former K-Mart building in Billings Heights. Previously the business had operated out of several buildings totaling 40,000 square feet, where growth had begun to outstrip capacity.

The company provides custom labeling and formulation in liquid, capsule, powder and tablet variations for customers in the industry worldwide. It employs 65 people and 10 outside sales offices. Jeff Golini, CEO and master formulator, holds a number of patents for improved nutritional supplements including a product on the market by the name of Kre-Alkalyn. A former body builder, he is also a consultant and author of "The Dangers of Creatinine," a book about this compound and its controversies in sports nutrition.

With the increased muscle at its new site, All American Pharmaceutical is now readying the launch of yet another innovative product, Kre-Celazine, focusing on joint health (www.kre-celazine.com).

The Right Tool

"There is no question in the minds of prospective customers who tour our new facility that we can grow with them," said Golini. When I tell them we spent two to three years with engineers in the design and production flow, that's very powerful."

Every process is now in its own clean room, storage and laboratory facilities for research, development and testing are on the premises. Everything has an orderly flow from incoming materials through production and back out the door at shipping.

Artificial intelligence completely runs the facility from the secured entries to the positive air flow and air exchange. Air exchange is at 700 cu. ft. every minute, and every room has positive air flow to avoid cross contamination. The facility utilizes Lean Manufacturing concepts in the layout designed by Dale Detrick, Field Engineer at the Montana Manufacturing Extension Center.

"I see this new building as a tool for us. The right tools help you improve performance and get better results," said Joe Archer, Vice-President of Sales and Marketing at the firm. "I've seen the positive change in sales in just the speed of orders getting out the door. We're fulfilling a commitment from Jeff to customers that 'as you grow, we will

grow.' It's exciting and is definitely opening opportunities for us."

The highly automated, state-of-the art facility was also designed to meet drug-level rather than nutraceutical-level specifications, according to Golini, who had anticipated that industry safety guidelines would become a competitive



Automated capsule and tablet filling line increase capacity.

advantage; indeed, they were later mandated in the Bioterrorism Act.

"I embraced the regulations, while many competitors try to minimize or circumvent them. I want zero chance of anything getting into the food chain," the CEO said.

To assure the greatest purity and sanitation in their products, robust testing methods are used and production crews wear scrubs, hair nets, foot covers and gloves, changing in a special room before entering the various production areas. Building features also focus on this area.

(continued on page 4)

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Worker Shortage: Catalyst for Innovation

Montana's unemployment rate, one of the lowest in the country at about 2.5 percent, is putting pressure on wages and creating greater challenges in recruitment and retention of workers.

The upward movement in wages is a welcome change, but by itself creates more retention issues for manufacturers. And despite wage gains, Montana continues to rank near the bottom for business climate in many national surveys. Competing on salary alone is not the solution.

Montana Chamber Choices, a private sector response to the need for health insurance for families, is one tool companies are using to compete for workers. I believe the program's growing success is one of the silver linings created by the worker shortage. Over 9000 lives are now covered in this insurance program, far exceeding the most optimistic expectations when it was launched. Over half of those enrolled were previously uninsured. The program's rapid growth speaks to businesses recognizing the value of offering coverage and its role in the recruitment and retention battle.

Eureka! Winning Ways

is designed for how manufacturing companies think.

How people are otherwise responding to the tight labor market is worth a look. A recent NPR newscast of the Billings Community Leadership Breakfast made note of the fact that employers are having better success with recruitment by matching employees to the business culture and seeking people who enjoy being part of a team. Workers also want to be valued and have challenging work. The breakfast's sponsor, Celebrate Billings, is a coalition of business, education and community groups working to enhance the

quality of life in the community. They recognize it as another way to bolster the area's recruitment and retention.

Companies are turning attention to improving job conditions, better internal communication, a more defined corporate culture, and flexible work hours. One Missoula manufacturer exemplifies how cultivating a positive corporate culture can improve morale, lower turnover and add to the bottom line. Evaluating and fitting employees to appropriate task was part of a larger quality improvement project. The owner also committed funds and in-house talent to redesign the company break room as a true refuge from the rigors of the production floor. The room now has tiles cut in-house that imbed the corporate brand into the floor along with a bright, industrial room motif that reflects its business to business focus.

Employees at a Bozeman firm take regular time-outs for music and movement interludes to counter potential ergonomic injuries from repetitive motion. Its corporate culture is highly productive, yet fun, and keeps employees engaged. Training, an often overlooked tool for improving recruitment and retention, is key in this firm and a great way to grow talent inside a company, too.

Montana companies are also investing in innovation to improve efficiency, increase throughput, avoid unnecessary expansion and gain capacity. These things enable more production with the same number of workers, reduce costs and directly improve the bottom line. They position a company to achieve top line growth that increases sales and revenue and taps more value from employees.

MMEC is now expanding its delivery services to assist with top line growth for developing new markets and new products in a timeframe that fits the demands of today's competitive world: *Eureka! Winning Ways* is designed to help create, select and execute measurable smarter ideas for growing your company. Our field staff have under-

(continued on page 7)

Good News! Montana's Manufacturing Employment Rebound

By Pat Barkey, Assoc. Director, BBER,
Univ. of Montana

Perhaps the time is right to take the wraps off a story that's been unfolding in communities around the state over the last two and a half years, but has yet to make the jump onto most business media radar screens. It's the story of Montana manufacturing's quiet employment rebound from the job losses suffered during the tech bust and recession earlier in the decade. And it's happening at a time when job totals for manufacturing nationwide have continued to tread water.

Of course, there's more to tracking the health of manufacturing than simply counting the numbers of workers on payrolls. The manufacturing environment of recent years has ratcheted up the pressure on companies everywhere to make more with less — even for those companies who manage to hold onto or even expand their market shares.

That's what makes Montana's recent growth in manufacturing employment all the more remarkable. Coming at a time when productivity gains are putting the brakes on growth in labor force for many manufacturers, the news that manufacturing companies in our state are adding significantly to their payrolls is especially worthy of attention.

How significantly? Since the beginning of 2004, Montana manufacturers have added 1,790 net new jobs to payrolls. That's a 9.6 percent increase. As the graph (Fig. 1) makes clear, that increase in hiring took place as national manufacturing payrolls fell by two percent.

The rebound in net job creation across the state has been spread across many industries. Of the 19 three-digit NAICS manufacturing industries with a presence in Montana, all but three had more jobs in the first quarter of 2007 (the most recent date with available payroll data) than at the beginning of 2004. In terms of net new jobs, machinery, fabricated metal products, and electronic equipment manufacturing employers saw the strongest growth. Thanks to increased overtime and hours, however, it



Pat Barkey

was petroleum and coal products manufacturing that saw the largest increase in wages, paying \$5.3 million more to its workforce in 2007 than during the same quarter three years earlier.

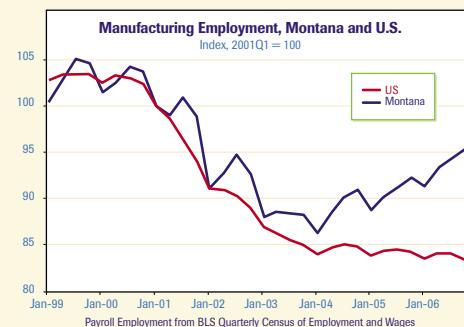
The geographic pattern of growth in manufacturing employment around the state has been more mixed. Flathead and Gallatin counties enjoyed very strong growth — 1,413 net new payroll jobs created in just these two counties alone since 2004 represent more than 3 out of every 4 jobs created statewide. On the other side, Missoula County's loss of 184 manufacturing jobs over the last three years reflects largely the fortunes of its wood products manufacturing employers.

Nine of the 34 counties in the state with workers reported on manufacturing payrolls saw declines since 2004, with the remaining 25 enjoying higher employment levels.

Why Montana manufacturers have been doing so much better than their national counterparts is another tough question to definitively answer. Certainly the strength of exports is part of the story. Historically Montana exports nearly 10 percent of its manufactured products abroad, with more than half heading next door to Canada. Strong demand for nat-

ural resource-based products undoubtedly is playing a role as well.

These kinds of statistics, however robust, still do not capture much of the dynamism of Montana manufacturing today. Entrepreneur-run and family operated manufacturing companies, for instance, may not have paid employees



and are not reflected in these totals. And of course, the innovations and improvements in products and manufacturing processes show up only indirectly in these kinds of simple head counts.

Yet jobs remain a fundamental connection companies make to the communities they call home, and in the case of Montana manufacturers in recent years, the message is clear. Manufacturers in Montana are performing well above the national average.

Investment, Competition, Education — “Helping Montana’s Workforce through The New ICE Age” will be the focus of the 2008 Economic Outlook Seminars. The annual sessions are presented in nine Montana communities. They include national, state, and local area economic forecasts and basic industry reports. Montana’s Commissioner of Higher Education Sheila Stearns will be the featured guest, and Steve Holland, Director of the Montana Manufacturing Extension Center, will give the closing luncheon presentation. Economic Outlook is sponsored by the UM Bureau of Business and Economic Research and First Interstate Bank.

Look for a session in your community beginning in late January 2008:

Missoula, Friday, Jan. 25
Helena, Tuesday, Jan. 29
Great Falls, Wednesday, Jan. 30
Billings, Tuesday, Feb. 5
Bozeman, Wednesday, Feb. 6

Butte, Thursday, Feb. 7
Kalispell, Tuesday, Feb. 12
Lewistown, Tuesday, March 11
Havre, Wednesday, March 12

For details and registration go to Web site: www.bber.umt.edu

All American Pharmaceutical (continued from cover)

Unique Challenges

These are some of the unique challenges that arise when designing production flow for a pharmaceutical building, as operations are in separate rooms to control air flow and isolate materials, according to Detrick.

The layout evolved as the company's plan for growth took shape, with as many as 14 iterations. Key management also attended the MMEC Lean Manufacturing workshop to better understand the proposed production flow and its goals.

"Obviously, there was a lot of back and forth interaction between Jeff's people and me," Detrick said.

Positioning the laboratories was the toughest step in the layout because they are so integral to every production step: testing and measuring incoming materials, in-process formulations and finally finished goods. In the initial drawings, the labs had been centrally located.

"But fitting a new layout into an existing structure often requires compromises," Detrick said. In the final location, the labs could not be in the center. "It took several iterations to ensure that the labs ended up in a good place."

Of the additional benefits in the larger building, room sizes were no longer dictated by equipment measurements taken at the old facility but rather by how the CEO envisioned future growth. In fact, some of the old equipment was never installed in the new facility in an effort to stay focused on Lean and prepare for four phases of automation.

An Iterative Process

Initially, Golini's goal had been to consolidate operations from several smaller buildings into one 40,000 sq. ft. space, what he calls a "battleship approach," where everything is on board to improve efficiency.

"One of our key customer concerns is always whether we can grow with them," both Golini and Archer said. Reviewing the early layout made it clear that



Jeff Golini

while flow would improve, capacity issues would not be solved.

With growth in mind, the team explored enlarging to 60,000 sq. ft., then 80,000, but realized that would consume most of the available property, hindering any further expansion. The search for available properties in the area

continued until Golini saw in the former K-Mart building a perfect square shell to address functionality using Lean & automation. Again the layout was retrofitted to the larger space with the adjusted positioning of the labs.

The final layout was shared with the Billings architectural firm, Collaborative. The layout definitely kept the Lean focus and expedited the move, Golini said. "Dale always stressed that Lean cut wastes."

With the redesign, the eight Lean wastes were actually reduced by 55 percent in the first quarter from an estimate of 40 percent. And with increased capacity, the company saw an increase in sales of 130 percent.

"Our old facilities wouldn't have handled the increased sales," Archer said. The move also opened other opportunities, one of those being the laboratory space at the heart of the business.

Labs at Heart of Growth

All American Pharmaceutical uses advanced testing methods in the labs that are fast and comprehensive, starting with every barrel or parcel of incoming material, Golini said.

"Using near-infrared, sophisticated

test equipment that doesn't destroy the sample is enabling us to test every incoming drum. We do full microbial testing, assay purity, and check for contamination, stimulant or steroid additives," he explained. "It's very popular with customers, because while it's expensive to set up, it now takes 30 seconds to test a product." The test provides a look at product in its entirety looking for both chemical and physical properties.

According to the Kre-Alkyn Web site (www.getkrealkalyn.com), "Jeff was the first scientist to introduce the new product testing technology called Near Infrared Analysis (NIR) to the Supplement and Nutraceutical Industry," and earned him the title "The Founding Father of NIR."

Golini now spends more time in the



Cone, paddle and ribbon blenders are capable of mixing from 300 to 10,000 pounds of ingredients at one time.

research and development lab where he thrives. He has a particular passion for helping startups with their formulations or packaging needs, having faced many inflexible suppliers himself when, as a body builder in the 1980s, he started experimenting with improved supplements. Out of that frustration, he began manufacturing for himself and in 1992 brought the fledgling business to Billings in 8,000 sq. ft. of space. It has since

(continued on next page)

"Now Jeff's here long hours because he can get things accomplished."

grown from 3 employees to 65 today in the new facility.

"I see the positive change in Jeff, the hours he puts in," Archer observed. Before, long hours were required just to manage very manual operations. "Now he's here long hours because he can get things accomplished and give our customers the great products they deserve."

MMEC Helping Build Muscle

Golini is extremely pleased with the new space. "I can't speak more highly of Dale without whom we probably would not be in this facility," he said. "Without the expertise, we would have approached it all wrong; set it up incorrectly. His delivery was spot on."

"Whoever came up with the idea of Manufacturing Extension did a great thing," Archer said of the kind of help the company received. He also speaks highly of the Lean workshop and how it has impacted him. "I can see it in the attitude of staff. They're not bumping into one another and have room to get the job done. It makes for a happier crew."

"I'm even using it [Lean concepts] in sales...in tune with its goals and what we can do to help that here in production."

As part of the strategy to become a preferred employer and the No. 1 manufacturer in the country, All American Pharmaceutical has implemented a PS (performance sharing) Incentive program for employees where sales puts a portion of sales commissions into a fund to share with employees. The company is also exploring workforce training funds with the assistance of Regional Development Officer, Al Jones, located at Big Sky EDA, in an effort to continue to attract skilled employees.

The powerful, high energy environment has management anticipating another 40 percent growth year ahead.

DEADLY WASTES in Manufacturing

Whether job shop or production facility, Lean Manufacturing can help you see through new eyes, reducing or eliminating these wastes for continuous improvement, less stress & happy customers.

• OVERPRODUCTION

Making more, earlier & faster than required

• INVENTORY

Any part/product not in motion (raw, WIP, finished)

• DEFECTS

Rework, scrap, re-graded material, customer returns

• NON-VALUE ADDED

Effort that adds no value

• WAITING

Idle from down equipment, set-up, quality issues, unbalanced workload

• PEOPLE

Not using capabilities & experience

• MOTION

Movement of people or machines that does not add value

• TRANSPORTATION

Excess movement of parts and materials

Want to know more? Contact your area MMEC Field Engineer.

Interactive Website for Montana Agro-Energy Program

Looking for more information, events or peer discussion on bioproduct and renewable energy development? The MT Department of Labor has a new interactive Web site just for you at <http://dli.mt.gov/wired> where you will find topical information, an e-calendar of upcoming events, and a Discussion Forum where you, peers and specialists can share ideas. More detail is also available on Montana's Agro-Energy Plan, inspired by WIRED.



sponsored by USDOL ETA

Manufacturing News

DoD contracts will boost Central Montana economy

Spika Welding & Mfg. Inc., was recently awarded two sizable contracts for aircraft maintenance platforms for the U.S. Department of Defense. Together, these total over \$5M in sales and will result in a good deal of money entering the Central Montana economy, according to Tom Spika, President of the Kolin-based company, 25 miles Northwest of Lewistown. Spika also announced it has broken ground on a new \$800,000 facility just west of Lewistown.
www.spikawelding.com

Two manufacturing firms tie for top honors

Diversified Plastics, Inc., www.diversifiedplastics.net, of Missoula tied with **Honeyland**, Inc. of Wolf Point for the 2007 Montana Family Business of the Year awards at the Montana Family Business Day held recently in Bozeman. Diversified Plastics is a second generation business owned by Brad Reid. Honeyland is a fourth-generation Rodenberg family business more than 50 years old that got its start in Manhattan, Mont., in 1922. The two companies received top awards in the category of medium family businesses with 30-50 employees.

Exports Growing; Are You?

U.S. exports are growing four times faster than the economy as a whole, But too few small businesses are taking advantage of export markets. The US Foreign Commercial Service (US-FCS) has regional export assistance centers to assist in exporting goods and services (including workforce development) where you can explore export opportunities by industry or find local or overseas offices at <http://www.export.gov/eac/index.asp> Also check out the Export Yellow Pages and its free membership at www.exportyellowpages.com

Ribbon Cutting in Hamilton

Mid-October ribbon cutting ceremonies at **GlaxoSmithKline's** 130,000 sq. ft. biotechnology production addition in Hamilton marked the facility's official opening. The facility is part of the firm's global vaccine development program and is expected to employ up to 300 people.

Prospera Honors Manufacturer at Awards Ceremony

Spencer Williams and his company **West Paw Design** won the Entrepreneur of the Year award at the annual Prospera Business Network Banquet this fall. West Paw Design was selected because of its impressive growth over the past decade and its commitment to reducing its environmental impact. The company has grown from five to more than 30 employees over 10 years despite competition from corporations that manufacture overseas. Its pet bedding is made mostly from recycled plastic soda bottles, and it uses organically grown catnip.
www.westpawdesign.com

Laurel Manufacturer Showcased in "Cool Tools" Series

Woods Powr-Grip, Laurel, showcased its vacuum hand cups on the new television series, "Cool Tools" that aired Nov. 29 on the Do It Yourself Network, according to news in the Laurel Outlook. Since 1964 Woods Powr-Grip has manufactured a unique tool that eases the challenge of lifting and maneuvering sheets of glass and smooth stone safely and keeping them in one piece.
www.powrgrip.com



SEND NEWS BRIEFS
For the MFG NEWS!

ForwardFocus is a Newsletter for
Montana Manufacturers Published Quarterly

Feel free to contact MMEC about manufacturing topics or issues that concern you and send your company news briefs to

dnash@coe.montana.edu

MMEC Board Member News

The MMEC's Advisory Board held its fall meeting in Polson. Four manufacturing plant tours were part of the agenda. The highly informative tours took place at DRS-TSI in Polson, Mission Mountain Food Enterprise in Ronan, Plum Creek's Pablo Sawmill and S&K Electronics, also in Pablo. The group observed productivity improvements that included automation and workspace innovations and heard more about the challenges and rewards in each of these diverse industries.



Skip Cleek, enthusiastic facility manager at Mission Mountain Food Enterprise, explains how bottling line works.

During the meeting four new manufacturing members were elected for three-year terms starting in January: Dave Shannon, plant manager at Beall Trailers of Montana in Billings; Don Profota, President of Lattice Materials in Bozeman; Darrell Miller, co-owner of Marks Miller Post and Pole in Clancy; and Jim Wright, Vice-President of Operations at Semitool, Inc. in Kalispell. They replace outgoing members Steve Anderson of Artisan's Doors of Montana, Robin Béquet of Béquet Confections, Robert Gibson of Simms Fishing Products and Jim Markel of Redd Oxx Manufacturing.



The Three Dog Adventures' Molly Trolley takes MMEC Board members and staff to tour sites in Polson, Pablo and Ronan.

Are You Ready for Government Contracting?



Patti Renevier

Billions of dollars are spent each year on parts, goods and services for federal, state and municipal governments. Montana's Procurement Technical Assistance Centers (PTAC) can assist you to understand government contracting, the paperwork involved and necessary resources to help get you started. PTAC consulting services are free of charge.

Bozeman's PTAC, hosted by Prospera Business Network, a non-profit economic development organization in Bozeman, is the latest center to join the Montana network. PTAC centers are also located in Billings, Great Falls, Kalispell and Missoula.

Patti Renevier is the PTAC Manager for the Bozeman sub-center. She is available to help grow and expand your business through government contracts and has over 25 years experience in government procurement. Like other PTAC managers, she can help in determining your company's suitability for government contracting and in securing the necessary registrations. She can help in preparing and interpreting bid specifications and understanding contract requirements, things that otherwise might deter a small business from seeking this kind of revenue source.

An electronic bid matching service is available through Montana PTAC that sifts through 6,000 websites daily to compile specific opportunities of interest. This service will notify daily of bidding opportunities advertised by Federal, State, or

local government agencies, as well as unadvertised bids under \$25,000 (small purchases) from the major defense buying centers. It also shows who is winning awards.

The assistance provided by the Montana PTAC is established through a contract with the Department of Defense. If your company is poised to go to the next level with operational and financial resources in place to ensure contract compliance, government contracting just might be for you. Contact Patti Renevier at (406) 587-3113 or your area's PTAC manager.

The Montana PTAC office that oversees the sub-centers is located in Billings, headed by Maureen Jewell who became the director of the first PTAC in Billings in 1995.

Worker Shortage (continued from page 2)

gone extensive training to deliver it. The proven growth system is designed for how *manufacturing* companies think. It is a disciplined system based on Dr. W. Edwards Deming's Plan, Do, Check, Act cycle for taking action and was developed by Doug Hall, Founder of Eureka! Ranch and Compete Smart 2008 keynote speaker. We have several December pilot projects underway. Stay tuned for more.

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President
Spika Welding & Manufacturing
Moccasin, MT

Corey Stapleton

State Senator
Billings, MT

Joe Unterreiner

President
Kalispell Area Chamber
of Commerce
Kalispell, MT

Best Wishes to Joe McClure in his new position as CEO at Ernest Health Long Term Acute Care Facility in Billings. McClure resigned as Director of Big Sky EDA at the end of November.

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To Help Manufacturers To Be
More Successful

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- Safety Officer
- Office Supervisor
-
-

Upcoming Events Across Montana

Entrepreneurship Education for Successful Bio-Energy Production

Dec. 18 at Fort Belknap; **Dec. 19** at Rocky Boy; **Jan. 8**, 2008 at Havre

Project workshops to examine economic and financial issues related to oilseed production, oilseed processing, biodiesel production, government incentives, and regulations. Free admission. See details at <http://dli.mt.gov/wired>

NCAT Oilseed and Biodiesel Production Workshop Jan. 9-10, 2008

MSU-Billings College of Technology campus

For farmers, educators, governmental personnel, and business owners interested in learning more about on-farm biodiesel production and raising oilseed crops, uses, permitting, and taxation. Hear real-world experiences from farmers and businesses, along with guest speaker Dr. Jon Van Gerpen of the National Biodiesel Education Program at the University of Idaho, and from Montana scientists. Fee \$45 or \$35 with pre-registration by contacting tammyh@ncat.org or 1.800.275.6228.

Ag & Construction Expo Jan 10-12, 2008

Billings Metra Event Center. "Big iron and heavy equipment" will be the focus of the sixth Ag Technology & Construction Expo highlighting the latest in goods and services available to the agriculture, construction, industrial and commercial buyers in this region. Learning sessions available. Free admission and parking. www.AgandConstructionexpo.com

MMEC ISO 9001-2000 Internal Quality Auditor Training January 15-16-17, 2008

THREE DAY Workshop, in Kalispell

Drive continuous improvement. Get your team of auditors fully trained with MMEC Instructor and coaches. Sessions will be held at Semitool, Inc. 655 West Reserve. \$750 registration fee. Includes valuable ISO 9001-2000 Standards – a \$100 value – live audit experience at Semitool, training materials, lunches and refreshments. Pre-register by Wednesday, Jan. 9 at www.mtmanufacturingcenter.com/Training/scheduled_training.htm

MAGIE Show Jan. 17-20, 2008

Great Falls Expo Center. MAGIE, the Montana Agriculture and Industrial Exposition in Great Falls, is a regional trade show for the farming and ranching communities featuring products and services from all over the Pacific Northwest, Montana, the Dakotas and Canada, produced by KMOM Radio. Complimentary merchant tickets or on sale at door.

Made-In-Montana Marketplace Trade Show Feb. 29 – March 1, 2008

Great Falls Civic Center, to link buyers with authentic Made in Montana products. Strategically timed for spring-summer buyers. Dec 31 deadline for exhibitor registration. Learn more at www.ci.great-falls.mt.us/events/madeinmontana/exhibitors.htm

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