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**Why Hackers Love  
Manufacturers**

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COVER PHOTO : MERRIMACK MANUFACTURING | 217 Harrison Road | Bridgton, ME | 04009

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And just like that, it's been a year!

You hold in our hands, our 12th issue since taking the reins of The Gateway Magazine from the ever appreciated, incomparable power duo of Bill and Sharon Bryson who lovingly poured their blood, sweat, tears, and gas mileage into this very periodical for 20 long years. As we sit here, hitting our 1st anniversary, we too hope we can keep it going for two mighty decades. In order to achieve that, we need the support of all of our loyal advertisers who have been nothing but gracious for these 12 months. Much appreciation to all of you!

What have we learned? We've learned the value of keeping an actual landline telephone employed in our office. These devices still ring! And messages get left on the answering machine to boot! Maybe we'll invest in a micro-cassette machine this year... Okay, okay, let's not get too crazy.

We've also fielded some amazing stories over these passing months. Everybody that we've had the pleasure

of interviewing for our monthly features have such an interesting story to tell (which isn't always captured in its entirety within these pages - but we try). The manufacturing industry that is present here in the Northeast is strong, vibrant, and absolutely fascinating. We're humbled you've embraced us and allowed us to share your stories and put a spotlight on the daily grinds you all endure. It's admirable and inspires us to continue to grow and improve with each passing day. Thank you.

As always, if you've got a story to tell, we're all ears, and we're here to hear you out! Keep the lines of communication going and give us a shout whenever you feel the urge. Together let's work to keep these strong roots healthy!

And with that, it's now time to celebrate! Cheers!

Warmly,



THE  
**Gateway**  
MAGAZINE

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**For over 40 years, Merrimack Manufacturing Company (MMC), located in Bridgton Maine, has been loyally serving their customer base and stoutly growing their business – positioning themselves in the industry as a resource to help clients work through the entire manufacturing process, from prototype to production.**

Initially owned/founded by Robert Palme, Mark Gilmore and Alan Boyes, MMC has more recently established new ownership (as of 2020) with a renewed focus on engineering support for existing customers as well as providing valued expertise those soliciting their company's help. By way of background, new owners Andrew Vasiliauskas (Master of Science in Mechanical Engineering with 5+ years of experience as a project engineer at a large scale industrial machine shop) and Lukas Brewington (Bachelor of Science in Mechanical Engineering Technology with 10+ years of experience in CNC machining, program and design) are uniquely and fundamentally prepared to help meet the needs of your company. In addition to the new ownership MMC has been able to retain all of the key employees under previous ownership regime, making the operation a continually turnkey service provider with eyes on technological and fiscal growth.





### WHO EXACTLY IS MERRIMACK MANUFACTURING COMPANY?

Well, MMC is, from a geographical standpoint, a machine shop in the lakes region of Maine. Their focus is on contract and prototype manufacturing of precision screw machined parts for volume production across a wide variety of industries. Currently the facility has and operates 20 Brown and Sharpe screw machines with up to 2-3/8" bar capacity. In addition to the screw machine department MMC has a vast secondary operation department allowing them to efficiently manufacture the most complex parts a customer might desire. Some of the parts manufactured under the MMC roof range from bushings, to valves, to fittings.



### *Industries Served:*

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- ***Manufacturing***
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Merrimack Manufacturing Company reaches a wide array of customers with an active focus on serving those customers that currently source some of their products to international vendors. With the COVID-19 pandemic, it has become more apparent to MMC (and in general) that the United States has become a country with an economy greatly dependent on international manufacturing. One industry outside of essential services least affected by this pandemic is manufacturing. At MMC, it has become a passion of theirs to attempt to bring back the products and jobs to the United States which have been sourced internationally for far too long.

(CONTINUED ON PAGE 6)

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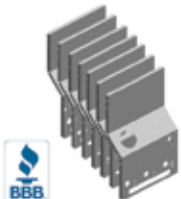
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### *Services and Support:*

Merrimack Manufacturing prides themselves on being positioned to work customers through the entire manufacturing process, from an idea testing prototype to final production to push a product to market.

### *Common Materials Used:*

- **Aluminum**
- **Brass**
- **Bronze**
- **Copper**
- **Mild Steels**
- **Plastics**
- **Stainless Steel**

Once a design and material has been agreed on, MMC utilizes JobBoss Enterprise Resource Planning (ERP) software for the entirety of the production process, from quoting to shipping. Further, MMC offers 3D design support using Fusion 360 as their inhouse CAD and CAM software to make parts as efficiently and succinctly as possible. The company is familiar with customer's different Lean Manufacturing techniques and demands, which ensures product(s) is delivered on time.

### *Application Examples:*

- **Appliances**
- **Assembly Equipment**
- **Construction Parts**
- **Conveyors**
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### WHEN A JOB / PART HAS BEEN RELEASED TO BE MANUFACTURED SEVERAL DIFFERENT OPERATIONS MAY BE REQUIRED:

#### *Primary Operations:*

Automatic Brown & Sharpe screw machines provide the majority of the machining at MMC.

#### *Secondary Operations:*

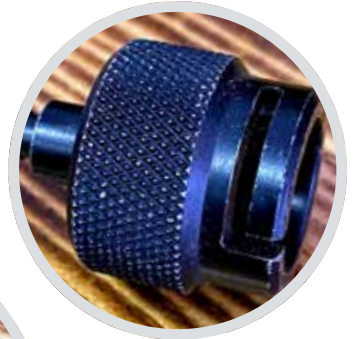
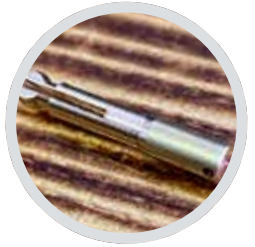
When making parts that cannot be machined in a primary operation, MMC utilizes the use of secondary operation machines which allows them to complete complex parts and jobs. Their fleet of CNC machines enables the ability to supplement the effectiveness of their inhouse screw machines with the efficiency of CNC machining.

#### *Finishing:*

MMC utilize their vibratory tumbler to deburr pieces and parts. Additionally, they have access to anodizing, plating, and other surface finishes by subcontracting to their direct network of local vendors.

#### *Standard Part Production List:*

- **Bolts**
- **Bushings**
- **Fasteners**
- **Fittings**
- **Flanges**
- **Hubs**
- **Molded Plastic Inserts**
- **Pinions**
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(CONTINUED ON PAGE 10)



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Currently, Merrimack Manufacturing Company are offering production quantities from small prototype runs to product runs up to 50k parts. They plan to continue with this range of quantities, but have actively positioned themselves to progress into a company that can handle contracts greater than 50k parts – part of the growth initiative plotted by the current ownership team.

### GREEN INITIATIVES

MMC has a recycling program in place to help optimize the use of some of the fluids within their machines. Due to the fact that they use different cutting oil for different materials, it has been deemed imperative to the operation that they separate and save as much oil as possible to reduce financial and economic impact. All oil drained from machines is filtered of any chips and sorted into drums for later use. All chips are separated by material to be recycled properly. Chips are then spun through their inhouse chip spinner and dryer. This cleans the chips of all machining oils, enabling the reuse of the oil and cleanly recycling of the chip byproduct efficiently and effectively.

The company is also excited to announce their quest of installing a solar panel array through the guise of Revision Energy in 2021. Currently they are active in figuring out the best path forward to installing a 36 kW rooftop solar system through Revision Energy during the first quarter of 2021. This project will generate roughly 42,960 kWh of electrical generation for the shop and offset 45,452 pounds of CO2 annually.

### MOVING THE INDUSTRY FORWARD

Merrimack Manufacturing Company is proud to push the industry forward under the notion of their product and service sets being “Made in America” and “Made in Maine”, with a keen focus on bolstering their footprint by continuing their daily operative quest of providing high quality products with excellent customer service no matter the quantity of the order or the length of the customer relationship. MMC’s turnaround time for product development exceeds customer expectations with the hope that new customers notice and appreciate the attention to their business satisfaction and details that they might not see with current suppliers / relationships.

With the newly upturned ability to purchase new machinery and technology as a result of likeminded investors, MMC is conveniently positioned to handle an uptick in increased work capacity as required to meet the demands of current and prospective customers and their ensuing net-new orders. Company leadership is excited to be able to support larger order contracts based on this, and to continue to streamline and improve upon the contracts and business relationships they already have in place. In short, the future has never been so bright. For Merrimack Manufacturing Company, the next step in their lineage is that of moving onward and upward with their customers best interests in mind!



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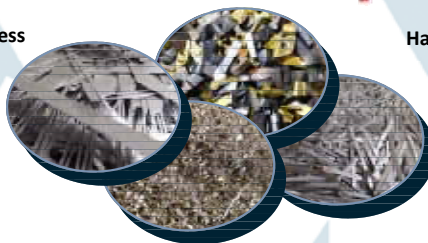
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## WHY HACKERS LOVE MANUFACTURERS AND HOW TO STOP THEM



**Manufacturing is consistently listed as one of the top industries targeted by cyber attacks.**

It's easy to see why. A multitude of networked machines makes for more potential vulnerabilities that hackers can exploit. An industry that prides itself on efficiency and avoiding downtime means manufacturers who fall prey to cyber attacks have extra motivation to pay ransoms and get systems back online quickly. Fiercely guarded intellectual property and classified information fetches a premium on the black market.



Kelser Corporation President Jim Parise says, “It may seem like small job shops tucked away in New England towns would be off the radar for hackers, who typically operate internationally. But manufacturing firms with 50-100 employees are actually a sweet spot for cybercrime. Companies that size typically have data worth stealing and a lot to lose if their systems are held hostage for days or longer. They also don’t usually have state-of-the-art defenses.” Though that is beginning to change thanks in part to new Federal standards in NIST 800-171 and more recently CMMC, the Cybersecurity Maturity Model Certification.

“The key is for cybersecurity not to be an afterthought. Security needs to be a core principal behind every process and product,” says Parise, whose team at Kelser Corporation in Glastonbury, Connecticut, routinely works with New England manufacturers to recover from and prevent cyber attacks, as well as manage their entire IT infrastructure and strategy. With many manufacturers ramping back up as COVID-19 restrictions are lifted, now could be an ideal time to reexamine how your company operates from a cybersecurity perspective.

### *Manufacturing firms with 50-100 employees are actually a sweet spot for cybercrime.*

#### HOW TO PREVENT THE MAIN TYPES OF CYBER ATTACKS AFFECTING MANUFACTURERS

“No defense is perfect,” says Parise, “but the more aware you are of what to look for, and the more layers of security you have in place, the stronger your position becomes.” While there are many types of cyber attacks (and they are often combined), here are three big ones that affect manufacturers and best practices to combat each.

#### RANSOMWARE

##### *What is it?*

Think of it as cyber extortion. Hackers remotely lock data or systems and demand payment to turn over the key. “For manufacturers, who put so much into optimizing each day for maximum output, it’s maddening to have a cybercriminal come out of nowhere and shut it all down,” says Parise.

##### *How to fight it*

- **Cybersecurity awareness training** – Ransomware typically gets into the system through a phishing email with a malicious link or attachment. Firewalls and filters can prevent employees from opening infected emails, but the strongest defense is a keen eye and a high level of suspicion.
- **Backups** – While not as good as avoiding the attack in the first place, having a secure backup system that can restore quickly will minimize downtime inflicted by ransomware and avoid difficult decisions about paying hackers.



(CONTINUED ON PAGE 18)

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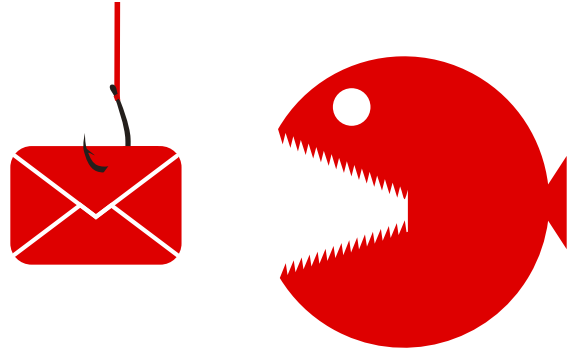
### SPEAR PHISHING

#### *What is it?*

Hackers research your company and create extremely realistic emails designed to trick you into giving them access to data or funds. “This could look like an email from the actual CMS your company uses asking you by name to reset your password,” says Parise. Another common example is an email that appears to be from the CEO demanding an immediate wire transfer to an actual client, using account numbers that, of course, belong to the hacker.

#### *How to fight it*

- Manufacturers love finely tuned processes, so strict protocols – such as, no one will email asking for wire transfers, or always confirm transmission of sensitive data by phone or in person – are your best defense here.



### IOT CYBER ATTACKS

#### *What is it?*

IoT (internet-of-things) attacks prey on equipment that is connected to the network. “The worst-case scenario for manufacturers is that hackers gain control of expensive CNC machines or other equipment and damage or destroy it,” says Parise. “More often, an IoT device is used as an entry to the company network in order to steal data.”

#### *How to fight it*

- Segment your network so that machines and equipment are separated from files and business operations. That way, a breach of an office computer won’t spread to a machine on the shop floor and vice versa.
- Limit connectivity of machines. “Just because you can network equipment, doesn’t mean you should,” says Parise. Leave machines off the network if they don’t need to be there.
- Understand and manage openings through your firewall into your environment. Often, vendors establish connectivity to devices in order to remote in for support, perform upgrades or other maintenance activity.

(CONTINUED ON PAGE 20)



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### 'THE DAY STOPS' – A REAL LIFE EXAMPLE

“When the cyber attack occurred,” remembers Pete Schauster, president of Empire Industries, a pipe hanger manufacturer in Manchester, Connecticut, “questions about inventory from customers that normally took 30 seconds to answer took an hour or two because we had to run out to the warehouse and physically check inventory. And that’s just here in Connecticut. We didn’t have the ability to check inventory in our warehouses in Atlanta or Phoenix. We’re a customer driven company, and not having that system in front of you to answer those questions... the day stops. You can’t generate purchase orders. You can’t ship material. You can’t do anything. It’s a loss of business, for sure.”

*“You can’t generate purchase orders.  
You can’t ship material. You can’t do anything.”*

Empire was hit with a ransomware attack that shut down the company’s business operations for more than a day. They were lucky—they had backups, and their equipment on the shop floor wasn’t networked with the affected computers in the office. Still, it was a wakeup call. “It can happen to anybody,” says Schauster. “You hear the news about large companies being hacked, and you’re like, ‘That’s never going to happen to us.’ But it did.”

Empire hired Kelser to remediate the attack and shore up their defenses. Now Kelser collaborates with Schauster and Empire’s IT staff on initiatives such as choosing the right cyber risk insurance policy and migrating servers to the cloud. “We’re a small company who has very good retention in our employees,” says Schauster. “Inevitably, you put your blinders up and think of doing things in a way that you’re used to doing them. The cyber attack and bringing in Kelser was the beginning of us thinking about technology strategically. Obviously, everyone uses technology in the building, but how does it relate to where we want to be two, five, 20 years from now?”

(CONTINUED ON PAGE 22)

*“You hear the news about large  
companies being hacked, and you’re like,  
‘That’s never going to happen to us.’  
But it did.”*

*- Pete Schauster, President of Empire Industries*



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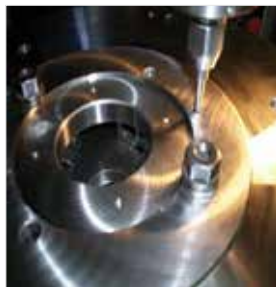


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## WHY HACKERS LOVE MANUFACTURERS

```
4 # Prevent database truncation if the version is < 3.10.0
6 require 'spec_helper'
7 require 'rspec/rails'
8
9 require 'capybara/rspec'
10 require 'capybara/rails'
```

### NIST, CMMC SET HIGH BAR

“WNIST 800-171 and CMMC, the Cybersecurity Maturity Model Certification, are federal standards that apply to manufacturers anywhere in the supply chain of the Department of Defense. By the end of 2020, CMMC compliance will be a requirement for DoD contract awards. NIST 800-171 went into effect in 2018, but since it takes time to meet the very strong standard, large manufacturers are only recently beginning to demand compliance of their suppliers, some of which are enlisting the help of IT consultants like Kelser.

“NIST and CMMC are some of the strongest cybersecurity protocols in the world,” says Parise. “Even if compliance isn’t mandated by your customers, these standards provide a valuable roadmap for strengthening a manufacturer’s defenses.”

Take the time to explore the National Institute of Standards and Technology (NIST) cybersecurity framework (this can be found at [www.nist.gov/cyberframework](http://www.nist.gov/cyberframework)), which includes best practices and guidelines you ought to be considering for your own operative IT framework.

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"We are proud to partner with companies – including MuShield – committed to delivering the highest quality products on-time, every time," said Kim Cadorette, vice president of Operations for BAE Systems' Electronic Systems sector. "We look forward to continued collaboration and success."

*For more information visit [www.mushield.com](http://www.mushield.com).*

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