

PURCHASING'S GATEWAY TO NEW SOURCES

No. 275

FREE SUBSCRIPTION

# THE Gateway MAGAZINE

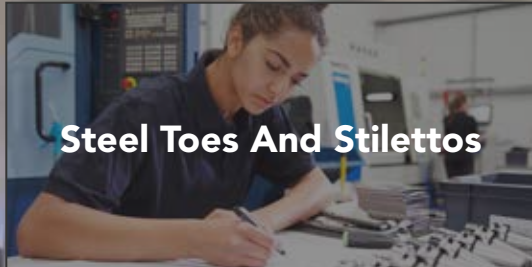
KEEPING PURCHASING DECISION MAKERS INFORMED

25,000+ readers read THE GATEWAY in over 7,500 companies

May 2022



SEE PAGE 3



Steel Toes And Stiletto

SEE PAGE 3

BE SURE TO SHARE YOUR STORIES: [WWW.THEGATEWAYMAG.COM](http://WWW.THEGATEWAYMAG.COM)

COVER PHOTO : INTELLIGENT CUTTING SOLUTIONS | Newington, CT

# CONTENTS

MAY 2022 | ISSUE 275

## INDUSTRY INSIGHTS

**03** ICS: A Cut Above, A Cut Ahead

**13** Steal Toes And Stilettos

## INDUSTRY NEWS

**25** Upcoming Events

**26** Regional Press

Greetings, Gateway community. What's good? How is spring treating you? We're still dealing with a lot of cooler temperatures it seems, but warmer days are soon upon us (or at least we hope they are...).

This month's issue of the Gateway welcomes newcomers Intelligent Cutting Solutions (ICS) out of Newington, Connecticut who are here to tell us all about their waterjet cutting service. The company, founded in 2020, has experience quick growth in the marketplace, which is an interesting success story given that they opened during "pandemic times." We hope you enjoy it. We've also included an interesting piece they had included in their blog which details ten reasons waterjet cutting ought to be considered for some of the cutting jobs out there.

ICS's blog post also led us to the idea that, if you've got a solid blog going on your site and want to repurpose some of the stories you're telling and submit some industry insights to us, we'd be happy to run them and give your content more legs and greater exposure. Please consider it!

Our second feature this month is a bit of a departure from what we've normally been doing. We received a book from two manufacturing leaders, Shannon Karels and Kathy Miller called "Steel Toes and Stilettos." The book is about their collaborative journey of transforming a traditionally run batch operation to a Lean enterprise—characterized by authentic leadership, an inclusive culture, and excellent business results. They had some interesting insights to share, and we had a blast interviewing them for this story! Let us know what you think! And, while we're at it, we LOVE interviewing folks and learning more about what they've been up to, so if you have a story you'd like to share and expound upon, let's work together to tell it!

All our best,



May 2022

1

THE  
**Gateway**  
MAGAZINE

## PUBLICATION MANAGER

Matthias Roberge

## EDITORIAL DIRECTOR

Chris Hislop

## ART DIRECTOR

Adam Kaufmann

## SOCIAL MEDIA

Eileen Gillis

## ADVERTISING INQUIRIES

(877) 463-4020

[info@thegatewaymag.com](mailto:info@thegatewaymag.com)

Hours: 9am-5pm Mon-Fri

## MAILING ADDRESS

PO Box 70

Portsmouth, NH

03802

## FOR FREE SUBSCRIPTIONS

[www.thegatewaymag.com](http://www.thegatewaymag.com)

## CHANGE OF ADDRESS:

In ordering a change of address, give both the old and new addresses. Allow two months for change to become effective. The publisher will attempt to handle unsolicited articles with care, but magazine assumes no responsibility for them.



© 2022: Reproduction in whole or in part  
without permission is strictly prohibited.

# ELECTROPOLISHING SERVICES

- ⊖ New England's Largest Electropolisher
- ⊖ ISO 9001 & 13485 Certified
- ⊖ 12 Electropolishing Lines
- ⊖ Precision Rates of Removal (.0001")
- ⊖ Small & Large Parts
- ⊖ Custom Packaging Services
- ⊖ Expedited Service Available



New England Electropolishing  
800-672-6616  
www.neelectropolishing.com  
sales@neelectropolishing.com



## RIGGING & FABRICATION



INDUSTRIAL TRANSFER & STORAGE INC.

- Lifting Capacity Over 100,000 lbs
- Servicing New England, The U.S., & Internationally
- New 10 x 12 CNC Plasma Table
- Specialists in Plant Relocation & Strategic Machine Moves

Successfully Moving Industry Since 1984

**508-765-9178**

Southbridge, MA • www.industrialtransfer.com

## WHERE QUALITY COUNTS

# CNC Machining

**Prototype & Production Quantities**  
Let us put our engineering and machining talents to work for you!

### Precision Milling

AutoCAD Design  
Master CAM Machine

### Precision Turning

Design Capability  
Quick turnaround

Personalized Service

**Now offering LASER PART MARKING**

Using our new  
**TRUMF VMC1 LASER MARKING MACHINE**

We offer one-stop shopping where we will handle your complete job. So whether heat treated, plated or painted we can supply to your requirements the way you want it.

**ISO 9001:2000**  
**SAE AS9100**

## R & S REDCO, INC

106 Finnell Drive, Ste 24 Weymouth, MA 02188  
Tel: 781-331-4300 Fax: 781-331-4800  
www.rsredco.com Email: sales@rsredco.com

## Teflon™ coatings

Improve part performance  
with unique properties of Teflon™ coatings!

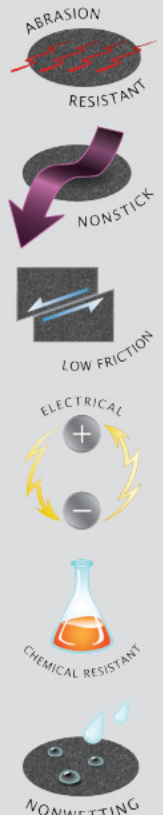
Coatings can be applied to:

- metals
- elastomers
- ceramics
- composites
- rubber
- glass



### As a licensed industrial applicator, Donwell...

- provides custom coating services to your specifications.
- coats both small and large parts to close tolerances in quantities from 1 to 1,000,000.
- has over 50 years of high-performance coating application expertise.



1-800-864-2702  
www.donwell.com

For FREE Coating Sample



Use of the Teflon™ mark requires a direct trademark license. Customers and distributors of Donwell can only resell LICENSEE's product as licensed with the Teflon™ mark.



## ICS: A CUT ABOVE, A CUT AHEAD

### **The Background**

Intelligent Cutting Solutions (ICS) was started by co-owners and Presidents Darius Kania and Ibrahim Ibrahim in July of 2020. The apparent gap in the cutting service industry was the catalyst for the co-owners to build ICS. Through their decades of aerospace manufacturing experience, they came to the conclusion that the industry lacked a state-of-the-art waterjet company. Other fabricators and machine shops offer their waterjet cutting services as a small percentage of the whole business, but at ICS, they exist solely to provide waterjet cutting services to their customers. Other qualities Kania and Ibrahim felt most companies fell short on include a company that was able to provide same-day quotes, quicker lead times, and valuable customer communication. As a result of these revelations, the two entrepreneurs joined forces and began the hard work of opening their waterjet cutting facility.

When production at ICS began in 2020, their facility was home to two Flow waterjet machines. Just two short years later they expanded their capabilities by adding two more machines, doubling their possible project-load. Despite the many challenges and hardships associated with opening a new business amidst a global pandemic, the ICS team has found tremendous success!

## Offerings

From medical device manufacturing to architecture, waterjet cutting is utilized in almost every industry. Although a majority of ICS's work resides within the aerospace industry, the immense versatility of this technology allows for a wide range of products to be manufactured for any industry. This method of cutting is the aerospace industry's premier choice due to its high precision nature and the lack of HAZ (heat-affected zones) associated with this process.

ICS primarily offers abrasive waterjet cutting which is an erosion process where a highly pressurized stream of water is mixed with an abrasive garnet to pierce through and cut the selected material. While they do offer pure waterjet cutting (no abrasive garnet added), the garnet is what makes cutting through hard, thick material possible. This cold cutting process results in no thermal distortion or damage, and no necessary edge cleanup. ICS's machines allow them to cut through stone, ceramic, metals, alloys, composites, rubber, plastics, foam, glass, and stacked/laminated materials of varying thicknesses up to 11". Waterjet cutting is a highly precise process that allows ICS to maintain tight tolerances and offer an edge finish that is superior to other cutting methods.

Within ICS's facility, there are two Mach 500 machines and two Mach 300 Flow waterjet machines. The two Mach 500 machines feature automatic taper compensation, Dynamic XDTM cutting head technology allowing them to cut 5-axis, and the HyperJet® 94i-S Intensifier Pump which delivers 94,000 PSI. The two Mach 300 machines feature conventional dynamic cutting heads. Along with the leading technology, the ICS team is comprised of six highly skilled and experienced team members. The lead waterjet operator and drafter at ICS joined the team with over 12 years of experience operating flow machines. Other members also have decades worth of experience in the manufacturing industry that they bring to ICS. Team members are trained to offer the best customer service possible and are committed to exceeding all of their customer's expectations by ensuring efforts to provide the quickest, most efficient services.



## Certifications & Quality Management Systems

ICS's certifications serve as proof that they have implemented and satisfied all the requirements of a quality management system. The practices they implement help reduce defects in the supplier chain, improve overall quality, increase customer satisfaction, and reduce the amount of time spent on audits. ICS is ISO9001:2015, AS9100D and ITAR certified. These standards allow them to increase business efficiency, boost customer satisfaction, adapt to changes in the industry, address product safety concerns, and prioritize the prevention of counterfeit parts.





## Intelligent Cutting Solution's Capacity

ICS's current infrastructure supports projects of all scales, from prototypes and low-volume orders to recurrent high-volume production. In addition to completing the project, the team will also handle all aspects of your delivery to see the project through. Their thorough contract review process ensures that all delivery instructions are executed properly and communicated with their customers. Custom containers, shipping methods, order tracking, and local delivery (for those in New England) can be arranged with the ICS team.

ICS also offers deburring, material sourcing, vendor-managed inventory (VMI), and stock and release programs as value-added services to their customer base. Their material sourcing program utilizes their partnerships with local and national material suppliers, to offer customers the fastest and most cost-effective material options. The team has also developed and implemented disruption plans to avoid delays due to the inevitable supply chain issues we see in today's manufacturing landscape.

## HERE'S WHAT THEIR CUSTOMERS HAVE TO SAY

*"We cannot say enough about the quality and great turnaround times from ICS. They are going to be an asset to our company. It has been very easy communicating with Rick to get exactly what we need. We are looking forward to a long relationship between ICS and our company."*

*"Amazing company which far exceeds customer's demands with its exceptional customer service and lead time. Definitely, a place I would recommend to all companies in need of water-jet."*

*"Everyone I have dealt with at ICS has been really great. All are very friendly, professional, and just a pleasure to work with. RFQs are responded to promptly and your pricing can't be beaten."*

**Parting words**

The business that was built just two years ago has quickly grown to one of the leading choices for waterjet cutting in New England due to their advanced technology, customer-centric approach, and competitive pricing. They are committed to educating the public on waterjet cutting and work one-on-one with businesses to pinpoint how they can use this revolutionary technology to optimize their manufacturing operations.

**Contact Information:**

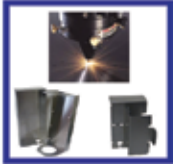
ICS  
Intelligent Cutting Solutions  
39 Progress Circle Unit C,  
Newington, CT 06111

Phone: **860-926-1155**  
Web: **[www.icscuts.com](http://www.icscuts.com)**





# Your Project: From Prototype to Production



## Solutions & Services

### Precision Sheet Metal Fabrication

Capacity: 1/4" Mild & Stainless Steel, Aluminum, Lexan & More!

Our 70+ yrs. Engineering experience  
3D Design Assistance  
Shearing, Laser Cutting, CNC Axis Bending, Welding, Assembling

Prompt Attention & **ON TIME** Delivery



7 BROOKFIELD STREET  
Worcester, MA 01605  
SALES@HOWARDPRODUCTS.BIZ  
508-757-2440  
www.Howardproducts.biz



SCAN ME



# VACUUM AND ATMOSPHERE HEAT TREATING + BLACK OXIDING

## PROCESSES

- ♦ Hardening
  - ♦ Tempering
  - ♦ Annealing
  - ♦ Carburizing
  - ♦ Carbo-nitriding
  - ♦ Normalizing
  - ♦ Stress Relieving
  - ♦ Precipitation HT
  - Commercial Black Oxide
- ISO 9001 and AS 9100



**Nadcap  
Certified**

**Federal  
Firearms  
License**

## MATERIALS

- ♦ Tool Steels
- ♦ Stainless Steels
- ♦ High Speed Steels
- ♦ Alloy Steels
- ♦ Carbon Steels
- ♦ Super Alloys
- ♦ Non-Ferrous
- ♦ PH Steels



Tel: 860-523-9090  
Fax: 860-236-8052

565 Cedar Street  
Newington, CT 06111

Andy@sousacorp.com  
www.sousacorp.com

# Metal Stampings

Double Action    Deep Drawing

Washers • Discs • Rings  
**UP TO 80" Diameter**  
**500 TON CAPACITY**

Stampings to 3/4" thick  
Short or long runs  
Wire EDM



Tool & Die Makers  
Quick Turn Around  
CAD/CAM Design

## Peter Forg Mfg. Co.

130 YEARS OLD AND GROWING

888-625-4577    Fax 617-625-0331  
50 PARK ST. PO Box 433 SOMERVILLE, MA 02143  
www.peterforg.com

# HEAT TREATING

- Vacuum High Pressure Quench
- Non - Ferrous Heat Treat
- Austempering
- Marquenching
- Carburizing
- Nitrogen Tempering
- Solution Heat Treating
- Water Quenching

## MATERIALS

- High Speed Steels
- Alloy Steels
- Tool Steels
- Stainless Steel
- Aluminum
- Plastics



## OTHER SERVICES

- Bright Hardening
- Cryogenics to -300°F
- Glass Bead Blast
- Grit Blast Clean
- Plastics Thermal Treatment
- Precipitation Hardening
- Anneal & Normalization
- Metallography
- Stress Relieving



Consistent On Time Delivery  
Pickup & Delivery Available  
Member MTI / ASM

134 Ashland Ave. Southbridge, MA 01550  
www.hardlineheattreating.com

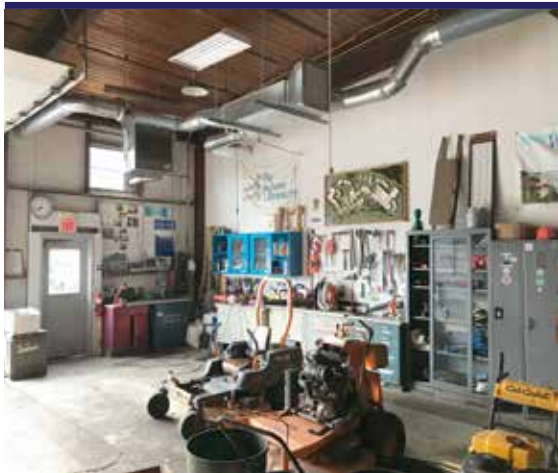
Tel: (508) 764-6669 Fax: (508) 764-6654

# FRESH CLEAN AIR EXPERTS

**FRESH AIR IS NEEDED IN ALL SHOPS    EMPLOYEES NEED FRESH AIR**

**EXHAUST THE MACHINE SHOP ODORS WHILE SAVING ENERGY**

**AIR TO AIR HEAT EXCHANGERS TO VENTILATE YOUR AIR CONDITIONED SHOP**

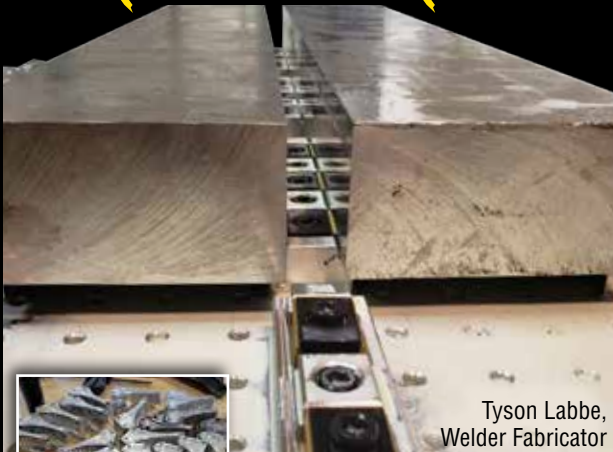


**800 622 8078**



**www.ventusa.com**

## GRIP IT & RIP IT!



Tyson Labbe,  
Welder Fabricator

**We're showcasing  
our IG customers  
ALL YEAR LONG!**



**Great design Tyson!**

**#freakinggreen**



Free Design Consults  
MiteeBite.com 800-543-3580

## RIGGING AND HEAVY HAULING

- ◆ 70 Years Experience
- ◆ Forklift Capacity to 60,000 lbs
- ◆ Machinery Moving
- ◆ Mill-Wright Services
- ◆ Domestic & Export Crating
- ◆ Inside Storage / Warehousing

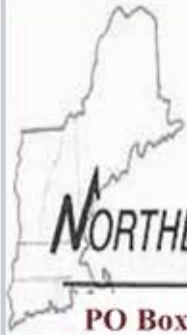


Tel. (603) - 623.1533

**RIGGERS**

**lpcote.com**

# Wire & Sinker EDM Services



- ✦ 5 Axis Wire EDM
- ✦ Orbiting Sinker EDM

Tel: 207-743-7273  
Fax: 207-743-7269

**NORTHEAST TOOL & DIE CO., Inc.**

PO Box 28 16 Aldrich Ave. Norway, ME 04268 [www.northeasttool.com](http://www.northeasttool.com)



- ✦ Metal Stampings
- ✦ Precision Machining
- ✦ Prototypes
- ✦ Fixture Tooling
- ✦ Compound Dies
- ✦ Progressive Dies
- ✦ Secondary Dies
- ✦ Injection Molds

Quality Tooling Solutions since 1992



## PLASTIC DESIGN INC

Specializing in plastic fabrication & plastic components

- Corrosion Resistant Products
- Biomedical Research Products
- Laboratory/Clean Room Products
- Wet Process Equipment
- Custom Design and Fabrication
- Engineering & Installation Assistance
- Mass Production
- Direct & Wholesale Sales
- Raw Materials Sales
- Stainless Steel Products

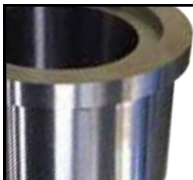


CUSTOM  
DESIGN AND  
FABRICATION  
OF PLASTIC  
PRODUCTS

ISO 9001: 2015 Certified  
North Chelmsford, MA

978.251.4830

[www.plasticdesigninc.com](http://www.plasticdesigninc.com)



**BAY STATE  
MACHINE**  
GRINDING & HONING



## GRINDING & HONING SPECIALIST

- ID-20" Swing
- OD-84" Long
- Surface Grinding 24"x60"
- CNC Cylindrical

ID & OD GRINDING  
HONING  
SURFACE GRINDING  
CNC CYLINDRICAL

Top Quality • Any Quantity • Pickup & Delivery • Same Day Quotes

Plainfield, CT tel: 860-230-0054 [baystatemachine@hotmail.com](mailto:baystatemachine@hotmail.com)



## TRACEY

GEAR & PRECISION SHAFT

ISO 9001 CERTIFIED

Custom Gears  
Thread Grinding  
& Precision Shafts

Serving New England  
since 1945

740 York Avenue  
Tel: 800-774-GEAR

Pawtucket, RI 02861  
[www.traceygear.com](http://www.traceygear.com)

[sales@traceygear.com](mailto:sales@traceygear.com)



**PAUWAY CORP.** Accredited  
**Nadcap**  
THINK OF THE FINISH BEFORE YOU START!

Aerospace & Defense Painting • C.A.R.C. Coating Specialists  
Dry Film Lube & Teflon Coatings • Industrial Painting  
EMI/RFI Shielding • Powder Coating • Silk Screening  
Pad Printing • Laser Marking & Engraving • Contract Manufacturing  
Assembly • Custom Packaging • Stripping & Sandblasting

866-247-4082  
63 North Cherry Street  
Wallingford, CT 06492

AS9100 & ISO 9001 Certified  
[www.pauwaycorp.com](http://www.pauwaycorp.com)



# EXPERIENCE THE UGM DIFFERENCE

SINCE 1954, UNITED GEAR & MACHINE HAS BEEN USING INDUSTRY LEADING MACHINERY AND TOOLING TO MANUFACTURE PRECISION SPLINES AND GEARS FOR THE SPACE, DEFENSE AND AEROSPACE INDUSTRIES.

- ⚙ OVER 40 GEAR SHAPING AND HOBGING MACHINES
- ⚙ WE OFFER CNC GEAR GRINDING
- ⚙ WE CUT SPUR GEARS, INTERNAL & EXTERNAL SPLINES, WORMS, WORM GEARS, CROWNS, HELICAL GEARS, RACKS, TIMING BELTS AND BLIND KEYWAYS
- ⚙ ON SITE BROACHING FACILITY FOR INTERNAL SPLINES, SERRATIONS AND KEYWAYS
- ⚙ INDUSTRY LEADING INSPECTION EQUIPMENT WITH 2 CMM GEAR ANALYZERS
- ⚙ IN HOUSE TOOL ROOM TO PRODUCE FIXTURES AND SUPPORT FOR GEAR SHOP
- ⚙ LARGE ENOUGH TO MEET TECHNICAL DEMANDS, SMALL ENOUGH TO ADAPT TO IMMEDIATE NEEDS



1087 EAST STREET SOUTH, SUFFIELD, CT 06078 | WWW.UNITEDGEARCT.COM | 860.623.6618 | SALES@UNITEDGEARCT.COM

## SHARPLES

# STEEL RULE DIES

- Serving Manufacturers since 1967
- Anvil Plates – Stainless and Hard Ground Steel
- Lasercut Dieboards and Die Bases
- CNC Bending of All Heights of Steel Rule
- Waterjet Cut Ejection
- Custom Perforation



**CREATIVE.  
INTRICATE.  
EXCEPTIONAL.**

CALL 508-695-5656 OR VISIT SHARPLESDIE.COM



**LASER  
CUTTING  
SERVICES**

36 6th Rd. Woburn, MA 01801

*Plate, Sheet, Pipe & Tube*



### SHEET & PLATE CUTTING

Carbon Steel up to .875"  
Stainless Steel up to .50"  
Aluminum up to .375"  
Brass & other Alloys

### TUBE & PIPE CUTTING

3/4" up to 8.625" Diameter  
Up to 6" Rectangular & Square  
Square to Round Transitions  
Elbows  
Coping & Mitering



Welding, machining and full metal fabrication services available.

617-479-7374    www.quality-laser.com

Email: info@quality-laser.com



# CONNECTICUT TOOLING & MACHINING ASSOCIATION

**Dee Babkirk**, CTMA Executive Director  
For more info contact: [director@ct-ntma.org](mailto:director@ct-ntma.org)  
Learn more at: [www.ct-ntma.org](http://www.ct-ntma.org)

The Executive Suites  
440 North Main Street  
Bristol, CT 06010  
P: 860.604.8963 F: 860.254.7191

**UNITED**  
**CENTERLESS GRINDING & THREAD ROLLING**  
 25 Rosenthal Street ■ East Hartford, CT 06108  
 phone: (860) 289-2987 ■ fax: (860) 289-3142  
 web: [www.unitedcgtr.com](http://www.unitedcgtr.com)  
 e-mail: [njgoulet@unitedcgtr.com](mailto:njgoulet@unitedcgtr.com)



Precision Metal Stamping      CNC Machining  
 Precision Assembly              Secondary Operations

*The best place to start your precision metal part*

Phone: 860 -349-1756 | [www.hobsonmotzer.com](http://www.hobsonmotzer.com)

ISO 9001:2015 CERTIFIED    IATF 16949 CERTIFIED

• Tungsten Carbide    • EDM Wire    • Inconel    • Titanium    • Ferrous    • Nonferrous

*Specializing in Recycling Industrial Scrap*

# HARDING

## METALS, INC

Creating recycling solutions for any type of business

- Utilizing our easy to deal with staff
- With our clean and uniform equipment



Handling all types of metals, in any form

- From mild steel to high-temp aerospace alloys
- Chips, punchings, turnings, borings, skeletons, inserts, bits. **You produce it; we handle it.**

**Call or email us about Recycling and Reconditioning your Cutting Fluids**

**1-800-370-JUNK (5865)**  
 42 Harding Dr. Northwood, NH 03261

[info@hardingmetals.com](mailto:info@hardingmetals.com)  
[www.hardingmetals.com](http://www.hardingmetals.com)

*Big enough to get things done, small enough to do them efficiently.*

# CONSUMABLE SUPPLIES

**Highest Quality. Competitive Prices.**

SMS carries a large selection of metallurgical supplies for your in-house lab needs. We cover all of your sample preparation requirements and are *happy to provide samples to evaluate.*

- Grinding Papers
- Polishing Cloths
- Diamond Suspension
- Diamond Paste
- Hot Mount Powders
- Mounting Clips
- Mold Cups
- Saw Blades
- Cold Mount Epoxies
- And so much more...



**Sturbridge  
Metallurgical  
Services, Inc.**

**Shop  
ONLINE**

[www.smslabs.com](http://www.smslabs.com)  
1-866-340-5288

# JCB



Performance Machine, LLC

(603) 415-0110 Concord, NH

## PRECISION MULTI-AXIS MACHINING

Specializing in Mill/Turn Machining of  
Stainless Steel and Non-Ferrous metals:

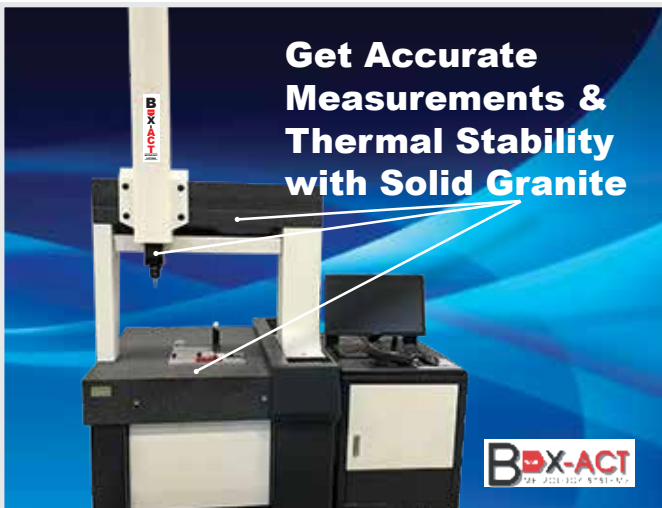
**316L • 304L • Nitronic 50/60**

**17-4 H1150 • HH1150 • H900**



[www.jcbperformance.com](http://www.jcbperformance.com)

**Get Accurate  
Measurements &  
Thermal Stability  
with Solid Granite**



**B/X-ACT**  
2011 2012 2013 2014 2015

B/X-ACT offers manual and DCC CMM models with touch probe tools and optional video edge detection. They are **affordable, compact, and traditionally built** with sturdy granite cross beams, rams and tables. All come with user-friendly Heidenhain IK-5000 Quadra-Check® metrology software for defining and storing routine measurements, modifying requirements, and recalling exact specifications for repeat production runs. Simply program once, then just Walk-up And Measure (WAM).

Call us to learn more  
413-786-4662



[www.ablemts.com](http://www.ablemts.com)

# HEAT TREATING



- VACUUM
- INTEGRAL QUENCH
- CONTINUOUS BELT
- NITRIDING
- STRESS RELIEVING
- ANNEALING

\*Pick up and Delivery Available\*

**Certified By General Dynamics for AMS 2759**

**Aluminum Heat Treating      Long Vertical Capability**  
**Sandblasting                      Parts Cleaning**  
**Brazing                                Straightening**

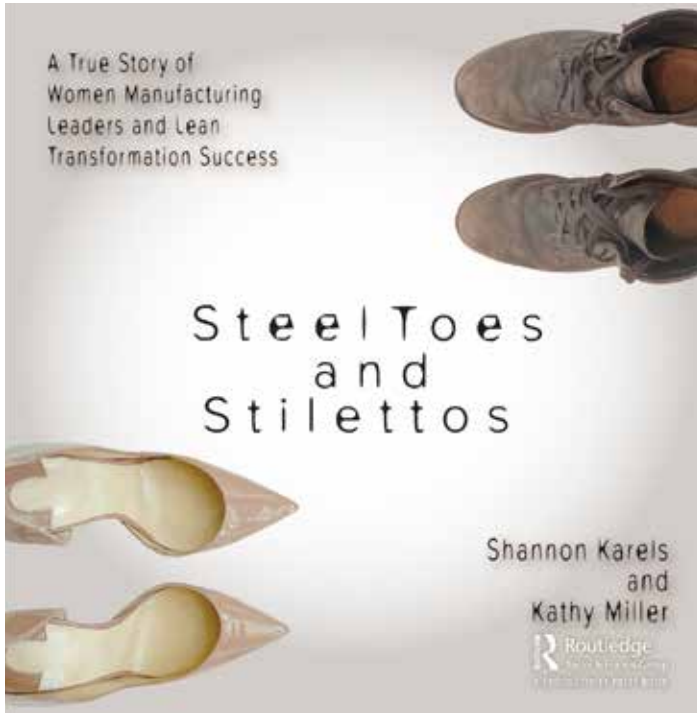
## COUNTY HEAT TREAT

32 Howe Avenue | Millbury, MA 01527  
Tel: (508) 865-5885 Fax: (508) 865-4033  
Website: [www.countyheattreat.com](http://www.countyheattreat.com)

**ISO 9001: 2008 CERTIFIED**

Centrally Located in New England. 2 miles from MA Pike, Exit 10A  
24 Hour Service and weekends if Needed.

YOU DON'T HAVE TO BE FASTER THAN THE BEAR, YOU JUST HAVE TO BE FASTER THAN THE SLOWEST GUY RUNNING FROM IT. – GATEWAY COOKIE PROVERB



*Back in Q1 Shannon Karels and Kathy Miller released their book, “Steel Toes and Stilettos,” a book about the journey the two manufacturing business leaders went on to transform a traditionally run batch operation into a lean enterprise—characterized by authentic leadership, an inclusive culture, and excellent business results.*

Shannon Karels is a Sr. Operations Manager who has led multiple lean transformations and run operations for two large publicly traded corporations across various industries. She started her career in supply chain management and progressed through lean and operations leadership roles.

Kathy Miller is a Senior Operations Executive who has held numerous global vice president and director roles both in manufacturing and lean enterprise leadership. Kathy is a Shingo Prize Recipient for Large Businesses as a Plant Manager. She started her career in Operations as a 17-year-old co-op student at a vehicle assembly plant, and progressed through engineering, marketing, lean, and operations leadership roles, working for four large publicly traded corporations in executive roles.

The Gateway caught up with the two to discuss their book and gain some insight into their experience within the industry.

First of all, let’s talk about your book, “Steel Toes and Stilettos.” Right out of the gate that line conjures up quite the image. What were your goals behind this project? What was the impetus that led you to write it?

**K&S:** We wanted the title to be meaningful and memorable and send the message that being successful in what has traditionally been a man’s world does not have to be mutually exclusive from the feminine traits that are part of our identity. We hoped that right at the book cover, we would inspire and empower women in STEM careers and those thinking about entering it. Additionally, we realized we had a really good story of successfully transforming



**Shannon Karels**  
**Senior Operations Manager**



**Kathy Miller.**  
**Senior Operations Executive**

manufacturing cultures and processes based on lean thinking, tools, and methodologies. Although not overly prescriptive, we offer a roadmap to those aspiring to transform their operations toward greatly improved operational performance. We want factories and the people who work in them to thrive.

How'd you meet your partner in crime (co-author) for this book? How does each part of this tandem add to the overall narrative that is within these pages? In other words, what did you both bring to the table, and when did you decide, 'yeah, this is an interesting idea; let's run with it.'?

**K&S:** We met when Kathy, the Global Vice President of Lean, Quality, and Strategy Deployment was visiting the plant Shannon (Supply Chain Manager) was working in to do a review. Kathy needed to borrow a pair of safety shoes for the plant tour and was taken to the visitor closet to choose from a vast array of men's safety shoes – none of which would fit. Shannon, upon witnessing the dilemma, came forth and offered Kathy to borrow her shoes. Fortuitously, we wore the same size shoe! (Of course, this story of the origin of our relationship contributed to the book's title as well.) A couple of years later, a lean manager position became available at the division Kathy was responsible for and that's how we started working directly together.

In "Steel Toes and Stilettos," we offer different perspectives of the story. Kathy's perspective is from the General Manager position where she was responsible for the P&L and all functions within the business. Shannon's perspective was from the change agent, responsible for driving the business transformation at all levels of the organization. Although our objectives were the same, we felt that offering the story from each role would appeal to a wider audience. The facts of the events were the same, but our respective perspectives could be vastly different. This is true in almost everything that takes place in life that involves multiple people.

We also have very different personalities and strengths. We wanted to show how we leveraged

these, as well as the rest of the teams to enable our success. Diversity of thought produces better results. For example, Kathy excels at creating inclusive cultures where everyone's voices are heard, it sets a clear vision, and creates teams to help implement that vision. Shannon's strengths lie in her ability to take the vision and determine all the details to execute it successfully.

***What led you to make a career within the manufacturing industry?***

**Kathy:** I needed a way to pay for college and found a co-op program at GMI (now Kettering University) where you could work for 6 months in a plant as a paid cooperative education student and go to school for the other 6 months of the year. It allowed me to get an education without so much financial debt. So, as a 17-year-old I started to work in a vehicle assembly plant as a Suggestions Coordinator. I fell in love with a functioning vehicle coming off the end of a moving assembly line every 60 seconds, and I was in and around manufacturing for most of the rest of my corporate career thereafter.

**Shannon:** I was recruited for my supply chain degree by a large manufacturing company right out of college. I spent my first 10 years or so in various supply chain functions working in the plants, then moved into lean and operations leadership roles thereafter. I've spent my career in various industries in the manufacturing sector.

***What are a few things you know today that you wish you'd known (and could lean on) back when you began?***

**Shannon:** I wish I had known that when they say "patience is a virtue" to apply that and give yourself and others a little grace to not be perfect. It will all work out without putting extreme pressure on yourself.

**Kathy:** I wish I had known about resilience skills much earlier in my career. Always a competitive and dedicated team member, I took all the goals and challenges very seriously. Sometimes this led to more

short-term angst than was productive for a long career in and around Operations. Somewhere along the line, I learned to breathe before reacting!

***What's the significance of Lean manufacturing? You lean (see what I did there) on this topic substantially as a driving force for the dialogue within this book.***

**K&S:** Lean manufacturing is a set of tools and methodologies based on the Toyota Production System introduced many decades ago. The foundation of this operating system is respect for people, with the goal of getting products to the customer at their rate of demand. This is accomplished by eliminating as much waste in processes as possible. We were both offered the opportunities to learn about and apply these concepts to businesses we were in earlier in our careers. They became core to how we lead businesses and generate transformational performance results.

***What are you hoping people take away with them when they read "Steel Toes and Stilettos"?***

**K&S:** We hope that people can relate to our story and see that there are tools and techniques available to create positive work cultures while achieving excellent business results. We also hope that we show that staying true to your authentic self and leveraging your strengths to contribute is possible! Finally, by developing positive workplace relationships and acknowledging and addressing the realities of the business environment, you can generate impressive performance results.

#### WHAT DID YOU GET OUT OF WRITING IT?

**Shannon:** Revisiting my leadership journey throughout the story and how I grew, was a great reminder of the type of leader I want to be. I can use that experience to share lessons learned with others and help them grow as well.

**Kathy:** The book is one way to get my message out into the world. I am passionate about successful manufacturing, as I owe much of what I have in my life to this industry. Through my decades of experience and my recent education in Positive Psychology, I have compelling evidence of how creating inclusive environments in this environment contributes to thriving businesses that generate impressive results. The book enables me to spread this message to more people in a means that is digestible, and hopefully enjoyable. (People like to read stories.)

***Another topic you hit on quite heavily is inclusion within the workplace. Can you speak to the strides that have been made to bring that to the forefront in today's manufacturing world, and, what work is left to be done to keep that train rolling?***

**K&S:** We have seen the entire spectrum of organizational inclusion in the many plants we have worked with and toured. We are strong advocates that inclusion needs to be a central part of an organization's culture, through its values and its processes. Inclusion should not be a buzzword that appears in formal presentations only. It must be the core element of the actions of organizational leadership.

It starts with leaders spending time with their teams where work takes place and developing positive relationships with the members of that workforce, whether in the offices or on the shop floor. Active listening and honest feedback are core ingredients in developing positive workplace relationships that embody trust. Processes must also support this philosophy. Giving employees the training to contribute to their work environment through problem-solving or initiation of proactive initiatives that are meaningful to them reinforces that the leadership team values everyone's input. When teams learn what boundary conditions exist for their ideas (for example, there are no unlimited funds, or quality and safety must never be compromised), and see that many of their ideas do contribute to

the mission and success of the organization, more effort and loyalty naturally emerges. It is important that achievements are celebrated, and failures are treated as opportunities to learn.

***Along those lines, let's talk about culture. What's the importance of culture in the workplace and how does it affect productivity, and, at the end of the day, the ol' bottom line?***

**K&S:** In our experience, creating a psychologically safe and inclusive culture is the key to performance improvement. When you are starting from scratch, it takes time to build trust and set the norms for how work will be done within an organization. Leaders will be tested, so they must act with authenticity and integrity. In "Steel Toes and Stilettos," the stated values were to work as a team – no walls, no victim mentality, operate with trust and respect, work hard – have fun and achieve work-life balance. In our experience, all performance metrics improve over time in such an environment (the magnitude may vary). In the three years we worked together, productivity improved by 16%, and profitability by 50%. These were not atypical results in operations we have led.

***What are common mistakes manufacturing operations continually make that are handicapping their overall plant's potential? What are easy ways they can avoid said mistakes?***

**K&S:** Adhering to basic manufacturing discipline is the most common thing we observe that holds an operation back. So many issues could be avoided if established processes were adhered to. In our experience, most safety and productivity issues fall into this category. The second common mistake is not getting to the root cause in problem-solving initiatives – many teams develop workarounds or address surface-level symptoms. Most quality and delivery issues fall into this category. The third common mistake is not developing relationships with team members that are authentic and drive accountability. There are no easy answers to any of

these mistakes. It takes unrelenting commitment, resilience, consistency, and integrity to realize an operation's potential.

***Can you speak to the current state of manufacturing and the ongoing challenges associated with supply chain issues and other areas left compromised in the wake of the global pandemic we've all been living through? How can we collectively best navigate these challenges?***

**K&S:** The supply chain issues associated with the global pandemic have been well documented. Our advice for going forward is to continue to focus on lead time reduction throughout your extended value streams, avoid adding material requirements that are inflated when you do not receive what you truly need, and develop long-term relationships with suppliers that are fair and respectful through all the business cycles.

And don't forget the relationships with employees, who have left the workforce in droves wanting more work-life balance and questioning the conditions in which they have been working. As employers, we need to sincerely recognize the message being sent by employees about being engaged in meaningful work, having positive workplace relationships with their bosses, and recognizing what is needed to have fulfilling, balanced lives.

Find the book online at any of the major retailers (Amazon, Barnes & Noble, etc.).

***What led you to make a career within the manufacturing industry?***

**Kathy:** I needed a way to pay for college and found a co-op program at GMI (now Kettering University) where you could work for 6 months in a plant as a paid cooperative education student and go to school for the other 6 months of the year. It allowed me to get an education without so much financial debt. So, as a 17-year-old I started to work in a vehicle assembly plant as a Suggestions Coordinator. I fell in love with a functioning vehicle coming off the end of a moving assembly line every 60 seconds, and I was in and around manufacturing for most of the rest of my corporate career thereafter.

**Shannon:** I was recruited for my supply chain degree by a large manufacturing company right out of college. I spent my first 10 years or so in various supply chain functions working in the plants, then moved into lean and operations leadership roles thereafter. I've spent my career in various industries in the manufacturing sector.

***What are a few things you know today that you wish you'd known (and could lean on) back when you began?***

**Shannon:** I wish I had known that when they say "patience is a virtue" to apply that and give yourself and others a little grace to not be perfect. It will all work out without putting extreme pressure on yourself.

**Kathy:** I wish I had known about resilience skills much earlier in my career. Always a competitive and dedicated team member, I took all the goals and challenges very seriously. Sometimes this led to more short-term angst than was productive for a long career in and around Operations. Somewhere along the line, I learned to breathe before reacting!

***What's the significance of Lean manufacturing? You lean (see what I did there) on this topic substantially as a driving force for the dialogue within this book.***

**K&S:** Lean manufacturing is a set of tools and methodologies based on the Toyota Production System introduced many decades ago. The foundation of this operating system is respect for people, with the goal of getting products to the customer at their rate of demand. This is accomplished by eliminating as much waste in processes as possible. We were both offered the opportunities to learn about and apply these concepts to businesses we were in earlier in our careers. They became core to how we lead businesses and generate transformational performance results.

***What are you hoping people take away with them when they read "Steel Toes and Stilettos"?***

**K&S:** We hope that people can relate to our story and see that there are tools and techniques available to create positive work cultures while achieving excellent business results. We also hope that we show that staying true to your authentic self and leveraging your strengths to contribute is possible! Finally, by developing positive workplace relationships and acknowledging and addressing the realities of the business environment, you can generate impressive performance results.

***What did you get out of writing it?***

**Shannon:** Revisiting my leadership journey throughout the story and how I grew, was a great reminder of the type of leader I want to be. I can use that experience to share lessons learned with others and help them grow as well.

**Kathy:** The book is one way to get my message out into the world. I am passionate about successful manufacturing, as I owe much of what I have in my life to this industry. Through my decades of experience and my recent education in Positive Psychology, I have compelling evidence of how

creating inclusive environments in this environment contributes to thriving businesses that generate impressive results. The book enables me to spread this message to more people in a means that is digestible, and hopefully enjoyable. (People like to read stories.)

***Another topic you hit on quite heavily is inclusion within the workplace. Can you speak to the strides that have been made to bring that to the forefront in today's manufacturing world, and, what work is left to be done to keep that train rolling?***

**K&S:** We have seen the entire spectrum of organizational inclusion in the many plants we have worked with and toured. We are strong advocates that inclusion needs to be a central part of an organization's culture, through its values and its processes. Inclusion should not be a buzzword that appears in formal presentations only. It must be the core element of the actions of organizational leadership.

It starts with leaders spending time with their teams where work takes place and developing positive relationships with the members of that workforce, whether in the offices or on the shop floor. Active listening and honest feedback are core ingredients in developing positive workplace relationships that embody trust. Processes must also support this philosophy. Giving employees the training to contribute to their work environment through problem-solving or initiation of proactive initiatives that are meaningful to them reinforces that the leadership team values everyone's input. When teams learn what boundary conditions exist for their ideas (for example, there are no unlimited funds, or quality and safety must never be compromised), and see that many of their ideas do contribute to the mission and success of the organization, more effort and loyalty naturally emerges. It is important that achievements are celebrated, and failures are treated as opportunities to learn.



***Along those lines, let's talk about culture. What's the importance of culture in the workplace and how does it affect productivity, and, at the end of the day, the ol' bottom line?***

**K&S:** In our experience, creating a psychologically safe and inclusive culture is the key to performance improvement. When you are starting from scratch, it takes time to build trust and set the norms for how work will be done within an organization. Leaders will be tested, so they must act with authenticity and integrity. In "Steel Toes and Stilettos," the stated values were to work as a team – no walls, no victim mentality, operate with trust and respect, work hard – have fun and achieve work-life balance. In our experience, all performance metrics improve over time in such an environment (the magnitude may vary). In the three years we worked together, productivity improved by 16%, and profitability by 50%. These were not atypical results in operations we have led.

***What are common mistakes manufacturing operations continually make that are handicapping their overall plant's potential? What are easy ways they can avoid said mistakes?***

**K&S:** Adhering to basic manufacturing discipline is the most common thing we observe that holds an operation back. So many issues could be avoided if established processes were adhered to. In our experience, most safety and productivity issues fall into this category. The second common mistake is not getting to the root cause in problem-solving initiatives – many teams develop workarounds or address surface-level symptoms. Most quality and delivery issues fall into this category. The third common mistake is not developing relationships with team members that are authentic and drive accountability. There are no easy answers to any of these mistakes. It takes unrelenting commitment, resilience, consistency, and integrity to realize an operation's potential.

***Can you speak to the current state of manufacturing and the ongoing challenges associated with supply chain issues and other areas left compromised in the wake of the global pandemic we've all been living through? How can we collectively best navigate these challenges?***

**K&S:** The supply chain issues associated with the global pandemic have been well documented. Our advice for going forward is to continue to focus on lead time reduction throughout your extended value streams, avoid adding material requirements that are inflated when you do not receive what you truly need, and develop long-term relationships with suppliers that are fair and respectful through all the business cycles.

And don't forget the relationships with employees, who have left the workforce in droves wanting more work-life balance and questioning the conditions in which they have been working. As employers, we need to sincerely recognize the message being sent by employees about being engaged in meaningful work, having positive workplace relationships with their bosses, and recognizing what is needed to have fulfilling, balanced lives.

***Find the book online at any of the major retailers (Amazon, Barnes & Noble, etc.).***

HAVE A STORY IDEA? LIKE WHAT YOU'RE READING?

*We would like to hear it. Contact us to give us your input or feedback.  
We're always looking for new stories to discuss.*

**chris@thegatewaymag.com or Call: (877) 463-4020**

**Quality Turned Machined Parts**  
New Hampshire Machine Products, Inc.

- QUICK TURNAROUND ON QUOTES
- JOBS PRICED COMPETITIVELY
- BROAD RANGE OF MATERIALS



**QUALITY TO CLOSE TOLERANCES:** Utilizing single spindle automatic screw machines from 1/32" through 2" capacity, as well as CNC equipment.

**SUPPORTED BY:** A broad range of secondary capabilities to include drilling, threading, tapping, milling and slotting.

**AUDIT INTENSIVE:** Complete internal tracking of all orders start to finish.

**PROCESS CONTROLLED:** Includes raw material traceability.

**QUALITY:** Quality assurance programs performed to MIL-STD-105D.

**PRODUCTION RUNS:** From 50 to 100,000 pieces.

**CALL OR FAX US REGARDING YOUR  
SCREW MACHINE REQUIREMENTS AND WE  
GUARANTEE YOU A QUICK, COURTEOUS  
AND INTELLIGENT RESPONSE.**

**NEW HAMPSHIRE MACHINE PRODUCTS, INC.**



CUST. TEL. 1-800-639-9404

Reg. Tel: 603-772-4404 Fax: (603) 772-6043

10 KINGSTON RD.— P.O. BOX 975

Exeter, NH 03833

[www.newhampshiremachineproducts.com](http://www.newhampshiremachineproducts.com)

E-Mail: [barbara@newhampshiremachineproducts.com](mailto:barbara@newhampshiremachineproducts.com)

**FABRICATION & MACHINING  
FOR ALL INDUSTRIES**

CNC Milling/Turning

VMC: 40" x 120"

HMC: 78" x 118"

Turning: 16" x 24" cc

Manual Milling/Turning

Vertical Milling: 40" x 250"

Horizontal Milling: 72" x 72"

Turning: 48" x 240" cc

**AWS Certified Welders • ISO 9000 Compliant**



**Innovative  
MACHINE • INC.**

40 Snow Road • Winchester, NH 03470

Tel: 603-239-8082

Contact: Terry Haskins

[www.innovative-machine.com](http://www.innovative-machine.com)

[tmhaskins@innovative-machine.com](mailto:tmhaskins@innovative-machine.com)

# ABLE Air

## Air Compressor Sales and Service

Serving  
Vermont,  
New Hampshire  
and Maine

www.ableairne.com



- We service ALL Brands of compressed air equipment
- Compressors, vacuum pumps, air dryers, blowers...etc.
- 24-hour emergency service
- Air piping design and installation
- Flow and KW metering

- Reliable
- Energy Efficient
- Fixed speed from 3 hp to 605 hp
- Direct coupled one-to-one drive compressors
- Variable speed drive compressors from 10 hp to 350 hp
- German engineering at its finest!
- Rotary screw compressors for every budget!



**KAESER**  
COMPRESSORS  
*Built for a lifetime.*

**New England's Original Dealer and Still the Best Place to Buy Your New Kaeser**

**For prompt, professional service, call: 1-800-462-0228**

Serving New England For Over 50 Years



## NORTHEAST 3D SOLUTIONS

ne3d.net

### 3D PRINTING & SCANNING SERVICES

#### 3D Printing Services

- Rapid Prototyping Parts
- Parts for End Use
- Workholding for Machining
- Machinery & Wear Parts
- Lost Wax Models
- Corrosion Upgrades
- 3D Part Modeling
- Reverse Engineering
- Engineering Support

#### 3D Scanning Services

- Product/Tool Inspection
- Tool and Die duplication
- Spare part development
- Scan to CAD Comparison
- Product Development
- Replication/Reproduction
- Quality Assurance/Control
- Visualization/Animation
- Sculpture and Art



Northeast 3D 156 Wall St. Springfield VT 05156 Tel (802)698-3764



Solutions & Services

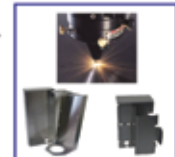
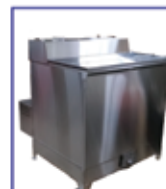
## "Precision Contract Fabricating"



Precision Sheet Metal Fabrication  
Capacity: 1/4" Mild & Stainless Steel,  
Aluminum, Lexan & More!  
Our 70+ yrs. Engineering experience  
3D Design Assistance  
Shearing, Laser Cutting, CNC Axis  
Bending, Welding, Assembling  
Prompt Attention & **ON TIME** Delivery



Supply Chain Issues?  
Planning is the key to our success.



7 BROOKFIELD STREET  
Worcester, MA 01605  
SALES@HOWARDPRODUCTS.BIZ  
508-757-2440

www.Howardproducts.biz



# SUMMER VENTILATION

Fresh Air is needed in all facilities

Employees need **FRESH AIR**

## BRING THE OUTSIDE...INSIDE



800 622 8078



[www.ventusa.com](http://www.ventusa.com)

## We Armor Your Assets

# MuShield®

AS:9100D | ISO 9001:2015 Certified | ITAR Registered Company

For over sixty years, The MuShield Company has been a worldwide industry leader as a manufacturer of custom magnetic shields and precision sheet metal fabrication.



For Orders and Pricing:  
Contact MuShield today for more information

[ 888.669.3549 ]

The MuShield Company, 9 Ricker Avenue, Londonderry, NH 03053 | Toll Free: 888.669.3539 | [info@MuShield.com](mailto:info@MuShield.com)  
[MuShield.com](http://MuShield.com) | [MuMetal.com](http://MuMetal.com) | [HydroformingManufacturing.com](http://HydroformingManufacturing.com) | [CryoPermShielding.com](http://CryoPermShielding.com)



"YOU'VE GOT THE GUTS TO FIND YOUR OWN PURPOSE." – MADELEINE ALBRIGHT

# HIGH PERFORMANCE ALLOY SPECIALIST



**NICKEL  
COBALT  
STAINLESS STEEL  
ALUMINUM ALLOY  
ALUMINUM EXTRUSIONS**

**WATERJET CUTTING  
EDM CUTTING  
MILLING & TURNING  
SAWING  
SHEARING**



- Near Net Shape Cutting
- Laser Quality Inspection
- Finish Machining

11 Britton Drive Bloomfield, CT 06002  
Tel: 860-882-0019 or 800-214-0475  
Fax: 860-882-0967  
sales@aalloys.com www.aalloys.com



**ISO 9001:2000  
AS 9100B Certified  
P&W LCS APPROVED**

## Bodycote

- Specialists in the thermal processing of components used in aerospace & defense industries
- Maintains major accreditations (ISO 9001:2000, AS 9100, Nadcap) and approvals from prime aerospace manufacturers and their supply chains



Call 860.225.7691 or visit [www.bodycote.com](http://www.bodycote.com) for more information

BERLIN Connecticut    SOUTH WINDSOR Connecticut    IPSWICH Massachusetts    WORCESTER Massachusetts    LACONIA New Hampshire    CINCINNATI Ohio

### Processes

- Carburizing
- Electron beam welding
- Ferritic nitro carburizing
- Honeycomb brazing
- Induction treating
- Lindure®
- Nitriding
- Pit nitriding
- Vacuum heat treating & brazing

### Materials

- Aluminum
- High temp alloys
- Tool steels

THE  
**Gateway**  
MAGAZINE

ENJOYED THIS  
MONTH'S FEATURES?

Read these and many more  
on our website!

[WWW.THEGATEWAYMAG.COM](http://WWW.THEGATEWAYMAG.COM)

GO NOW!

From start to finish,  
prototype to progressive...



**WE ARE YOUR  
ONE STOP SHOP!**



**WIRE EDM  
PRECISION TOOL & DIE  
CNC MILLING  
METAL STAMPING**

**11 Center Street  
Raymond, NH 03077  
(603) 895-1200  
info@shookustools.com**

**TDF Metal Finishing, Inc.**  
7 & 9 Electronics Ave Danvers, MA 01923

**PROCESS**

- ▶ Anodizing, Black, Clear, Red, Blue, Gold, Green
- ▶ Anodize, Hard
- ▶ Black Ebonal
- ▶ Black Oxide
- ▶ Black Passivate
- ▶ Brass
- ▶ Bright & Matte Tin
- ▶ Bright Dip
- ▶ Bright Nickel
- ▶ Cadmium
- ▶ Caustic Etching
- ▶ Chemical Film
- ▶ Copper
- ▶ Electroless Nickel
- ▶ Electropolish
- ▶ Gold
- ▶ Passivate
- ▶ Phosphate
- ▶ Pickling
- ▶ Rhodium
- ▶ Silver
- ▶ Zinc

**SERVICES**

- Clean Room Finishing
- Sandblasting
- Baking—High Temperature
- Salt Spray Corrosion Testing
- X-ray Florescence Thickness
- Vapor Blasting
- Buffing
- ROHS COMPLIANT CHEMICAL FILM
- ROHS COMPLIANT ZINC
- Environmentally Responsible
- High Tech Waste Management
- Quick Turnaround
- Sample Pieces

ISO 9001:2008, 8251QM8001, 11 May 2013

**Tel: 978-223-4292 Fax: 978-223-4297**  
Web: [www.tdfmetalfinishing.com](http://www.tdfmetalfinishing.com) Email: [info@tdfmetalfinishing.com](mailto:info@tdfmetalfinishing.com)

**ACCURATE METAL SALES & FABRICATION**  
A Division of Industrial Transfer & Storage, Inc.

Mild Steel  
Stainless Steel  
Aluminum  
Hot Rolled • Cold Rolled  
Abrasion Resistant

Sheared • Plasma Cut  
Bent • Rolled • Saw Cut  
Punched • Drilled  
Welded • Fabricated

**Where Service is Stronger Than Steel**

Open M-F  
7a-5p  
508-765-4929

In House Design Services • Mig & Stick Welding • AWS D1.1  
[www accuratemetalsales.com](http://www accuratemetalsales.com)  
Southbridge, MA

"BY TAKING CARE OF YOUR VEHICLE, IT WILL MORE LIKELY TAKE CARE OF YOU.  
AND IT WILL DO IT FOR A LOT LESS MONEY." – PAT GOSS

**June 2: East Hartford, CT // 4:00pm-5:00pm**

**CCAT - TOUR YOUR ADVANCED TECHNOLOGY CENTER**

Tour of CCAT followed by lite fare

<https://www.eventbrite.com/e/ccat-tour-your-advanced-technology-center-tickets-250638625877>

**June 7-9: Manchester, NH // 8:30am-5:30pm**

**ARMI BIOFABUSA SPRING SUMMIT**

Join us in-person in Manchester, NH for the 2022 Spring Meeting in the Millyard. Members are invited on Tuesday, June 7 and both members and non-members are invited to join on Wednesday, June 8 - Thursday, June 9, 2022

<https://www.armiusa.org/events/2022/6/7/spring-2022-meeting-in-the-millyard>

**June 16: Keene, NH // 8:00am-4:00pm**

**PRINCIPLES OF LEAN MANUFACTURING A ONE-DAY INTERACTIVE WORKSHOP**

Filtrine Manufacturing

<https://www.nhmep.org/workshops/principles-of-lean-manufacturing-a-one-day-interactive-workshop/>

**July 22: Farmington, CT // 9:00am-7:00pm**

**CTMA 29TH ANNUAL GOLF OUTING**

CTMA is happy to announce their 2022 gold event, hosted by Tunxis Country Club in Farmington, CT.

Registration Deadline is July 15th

<https://ct-ntma.org/event/ctma-pma-golf-outing/>

**DAPRA CORPORATION WELCOMES NEW VICE PRESIDENT OF SALES AND MARKETING ACCELERATING GROWTH STRATEGY**

Dapra Corporation is pleased to announce the addition of Jim Henning as VP, Sales and Marketing for the Milling Solutions business unit. Henning’s responsibilities will encompass sales team leadership, accelerating Dapra’s revenue through channel partner development, expansion of brand awareness, and direct contribution to the company’s marketing and business strategies. Henning will be based in Atlanta, GA.

Jim brings over 20 years of sales and leadership experience to Dapra, with his most recent experience being the Sr. Manager, Global End Market Strategy at Kennametal. Prior to joining Dapra, Jim gained expertise growing and leading high-performance sales teams in North America at Valenite, Walter, and WIDIA.

“We are excited to add Jim to our team and he is an outstanding addition. He brings a deep blend of channel partner experience and a complete understanding of what it takes to deliver partner success,” said Dapra CEO Shawn Lawlor. “Jim’s sales leadership and his strong background in building sales organizations will accelerate Dapra’s continued evolution and further cements our commitment to our partners and the industry.”

*About Dapra Milling Solutions*

*Dapra Milling Solutions, a division of Dapra Corporation, has been providing high-quality milling solutions for over 65 years. With a focus on indexable milling and work holding, in combination with high-level applications expertise, Dapra Milling provides trusted solutions that deliver quality, productivity, and performance that can be counted on day after day.*

*About Dapra Corporation*

*Dapra Corporation is a U.S.-based multi-generation family-owned provider of high-quality engineered solutions for various manufacturing environments. From milling solutions to permanent part marking equipment Dapra continues to develop and invest in solutions to empower the success of manufacturers across North America.*

## HENKEL TO INVEST IN EMERALD TECHNOLOGY VENTURES' SUSTAINABLE PACKAGING INNOVATION FUND

As part of its corporate venture capital activities Henkel Adhesive Technologies has committed to invest into a new packaging fund launched by Emerald Technology Ventures (Emerald), a Zurich, Switzerland-based venture capital firm. Emerald has longstanding experience in industrial technology and advanced materials, well-established role linking conglomerates with startups, and track record of strong returns for Limited Partners. Focused on catalyzing sustainable low-carbon solutions in the packaging sector, the fund will provide Henkel as a Limited Partner an annual deal flow of several hundred startups and exposure to thousands of innovative solutions.

Henkel Adhesive Technologies is a global leader for adhesives in a broad variety of packaging and paper applications across industries. The business unit aims to pioneer new solutions for a sustainable development focusing on CO<sub>2</sub>-reduction, circular economy and safety. In its packaging businesses Henkel constantly launches new products that help reduce emissions, that enable circular solutions through compatibility with recycling, debonding, new designs and sustainable raw materials and that improve the safety of products, for example in the food industry.

“Packaging is among our core businesses at Henkel and sustainability has been an integral part of our strategy for decades”, explained Paolo Bavaj, Head of Corporate Venturing, Henkel Adhesive Technologies. “Over the course of our partnership with Emerald, we have become familiar with their skilled and diversified

team of experts. We are convinced that they are a strong partner who can help us gain access to startups in a broad variety of fields, from material and technology innovation to recycling improvement. We see excellent overlap between Henkel’s ambition to lead with sustainable solutions and Emerald’s capabilities.”

The Emerald packaging fund – the first and only venture-backed investment fund targeting the full packaging lifecycle – aims to catalyze leaps in the advanced materials and industrial technologies for sustainable packaging that will both benefit the planet and earn significant returns. The fund will target investments in the categories of low footprint feedstocks; functional and smart materials; design for reuse and recycle; collection, sorting, cleaning and recycling technologies; digital and connected solutions; and new business models.

“The fund is a recognition that the packaging industry plays an increasingly proactive role in the shift toward a circular, low-carbon economy,” said Emerald Managing Partner Gina Domanig. “As we reimagine the future of packaging, we’re excited to join with giants of the global industrial landscape in a mission to supercharge the technologies that will make that transformation a success.”

In recent years, Henkel Adhesive Technologies has invested in several advanced material-focused venture capital funds globally, including an investment into the Emerald Industrial Innovation Fund in 2016. As a limited partner of these funds, the company has access to an annual deal flow of more than 3,000 start-ups per year with a regional focus on North America, Europe, Israel and China.

GOT PRESS? GET THE WORD OUT.

***Make sure we're on your press outlet hit list. Advertisers in the Gateway have access to promote news and events right here to YOUR target market.***

**[chris@thegatewaymag.com](mailto:chris@thegatewaymag.com) or [Submit at thegatewaymag.com](http://thegatewaymag.com)**



**Spur & Worm Gears  
Internal / External Splines  
Broaching, Hobbing, Shaping**



**JoVal Machine Company, Inc.**

515 Main Street Yalesville, CT 06492

Tel (203) 284-0082 Fax (203) 284-9605

www.jovalmachine.com



*PRECISION MACHINING  
- SINCE 1963 -*

- Precision Machining -
  - Toolmaking -
  - Jig Grinding Service -
- CLASSIC JIG GRINDING**

jiggrind@snet.net  
classicjiggrinding.com

Ph (860) 870-4900

Fax (860)870-1900



Contract and prototype manufacturing of precision screw machined parts for volume production

217 Harrison Rd.  
Bridgton, ME 04009

www.merrimackmfg.com

207-647-3566  
info@merrimackmfg.com

**MINI-BROACH MACHINE CO., INC.**

Contract Broaching Services, Broaches, Tooling, Broach Sharpening, & Broaching Machines, with over 45 years experience.

info@Minibroach.com

Tel: (978) 386-7959

Fax: (978) 386-7123

**Rush Broaching Services Available!**



(860) 928-7965

(860) 928-7965

Fax (860) 928-1408

10 Senexet Road • Putnam, Connecticut • 06260

Plating of Hard Chrome, Electroless Nickel, Mass Finishing Media, Equipment and Supplies  
Mass Finishing, Tumbling & Deburring  
Web Page: www.nationalchromium.com



**Fast Hole, Wire and Sinker EDM  
Precision Tools, Dies, Jigs and Fixtures**

**Border Tool and Die,**

DBA Bengtson Tool and Die



240 Gale Street Canaan, VT 05903  
T: 802-266-9666 F: 802-266-9667

richard.btd@gmail.com

Federal Firearms Lic  
# 6-06-009-07-7G-03042

**CTLASER**  
& ENGRAVING

**YOUR ONE STOP SHOP  
FOR ALL YOUR PART MARKING NEEDS**

203-265-9366 | sales@ctlaserengraving.com  
www.ctlaserengraving.com

**DYNAMIC BALANCING**



*Industrial, Medical & Commercial applications from one piece to large production runs.*

Pump Impellers - Fan Wheels - Prototype Development  
Gears - Motor Armatures - Sheaves and Pulleys -  
Flywheels - Couplings - Much More

8 Donnelly Road, PO Box 303 Spencer, MA 01562

[www.ne-spintech.com](http://www.ne-spintech.com)

Tel: 508-885-5300 Fax: 508-635-6831

Companies that use  
WD-40....

Du-Lite's RG-55 cost less, last longer and protects parts from corrosion for up to 18 months when stored indoors.

ASK FOR FREE SAMPLES

CALL 860-347-2505

OR EMAIL: [dulite@sbcglobal.net](mailto:dulite@sbcglobal.net)

[WWW.DU-LITE.COM](http://WWW.DU-LITE.COM)

**WANTED OLD GAS FORK LIFTS**



We Buy Old Forklifts for Parts. Gas or Electric, Large or Small, Running or Not.

We pay reasonable prices. Call Walt 860-508-9164 Will Pick Up and Pay Cash

**Also Electric Forklift Batteries Wanted**

**WANTED OLD ELECTRIC FORK LIFTS**

Wanted Used Electric Forklifts, running or not.

Also looking for LARGE Used Batteries good or bad. Must be reasonable, we pick up and pay cash.

Call Walt: 860-508-9164



# MANUFACTURING **BOLD** MARKETING SUCCESS

## 10+ Years of Results Driven Sales Leads and Acquisitions

We're defined by who we are. Hardworking. Experts in both traditional and digital worlds. Lovers of great creative. Our workboots are never clean. Let's push the bounds of manufacturing and keep the shop floor bustling with innovation.

**603.436.2065**



[BOLDWERKS.COM](http://BOLDWERKS.COM)



871 Islington Street | Suite L5 | Portsmouth, NH 03801

## HAVE YOU SEEN OUR ONLINE DIRECTORY?

*Signup for the Gateway Magazine newsletter and don't forget to share your showcase piece!*





PROMOTE YOUR COMPANY  
IN THE GATEWAY MAGAZINE

---

25,000+ readers read THE GATEWAY in over 7,500 companies

---

**info@thegatewaymag.com or call: (877) 463-4020**

LOOKING TO HAVE A FEATURE DONE ON YOUR COMPANY?  
*We would like to hear it. Contact us to give us your input or feedback.  
We're always looking for new stories to discuss.*

---

**chris@thegatewaymag.com or Call: (877) 463-4020**

THE  
**Gateway**  
MAGAZINE

