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ANNUAL REPORT



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TO OUR INVESTORS & PARTNERS

2013 was a capstone year for The Right Place. Not only was it another year of record projects, investment and jobs, but it also marked the conclusion of our 2009-2013 five-year strategic plan. Thus, this year's report is a review of 2013, as well as the results of our five-year plan.

This was one of the busiest and most productive years in our history. Our business development team completed a record-setting 18 projects, 30 percent higher than any other year in the past five years. From food processing and manufacturing, to call centers and corporate headquarters, these projects demonstrated that West Michigan continues to experience capital investment and job creation at all levels.

The year culminated in the announcement that newly formed SpartanNash will establish its global headquarters in West Michigan, retaining 620 jobs and adding up to 372 new jobs over the next three years.

When we launched our five-year strategic plan in 2009, we established very aggressive goals: 5,000 new and retained jobs, \$500 million in capital investment, and \$175 million in new payroll. Since making that commitment, we have driven and witnessed some of the most dynamic economic growth in many years. By the end of 2011, despite some of the most challenging economic conditions, we had surpassed our five-year metrics.

As a result of this success, The Right Place has completed 67 development projects, spurring over \$749 million in capital investment and creating or retaining over 11,000 jobs that are injecting \$370 million in new payroll into West Michigan.

We share this incredible success with you, our investors, stakeholders and partners. Without the support of your time, talent and treasure, these results would not have been possible. Your continued investment in The Right Place ensures that West Michigan's economy will continue to grow and new opportunities will be created in the region for years to come.

Thank you for your continued support. We look forward to our continued partnership to advance the West Michigan economy in 2014 and beyond.

Michelle Van Dyke

Chairman, The Right Place, Inc.
Regional President, Fifth Third Bank

Birgit M. Klohs

President & CEO, The Right Place, Inc.



ADVANCING THE WEST

MICHIGAN ECONOMY

MISSION

The Right Place drives regional Economic Development initiatives to stimulate economic growth, wealth creation, and operational excellence by focusing on productivity, innovation, and the retention and creation of quality employment in the West Michigan community.

VALUE

Building on more than 25 years of knowledge and experience in understanding the opportunities and challenges affecting the West Michigan economy, The Right Place, Inc. develops and implements comprehensive strategies to retain, expand, and attract businesses vital to the region's long-term health. These strategies include marketing the region globally, connecting area businesses to national and international resources, identifying emerging growth opportunities, and strengthening the global competitiveness and innovation of area firms. Through these and other activities, The Right Place is fostering an environment of sustainable economic growth, high quality employment, and wealth creation for the West Michigan economy.





BY THE NUMBERS

2013 RESULTS

2,583

CREATED JOBS

GOAL: 1,000

1,682

COMPANIES ASSISTED

GOAL: 1,500

\$102,762,138

IN CAPITAL INVESTMENT

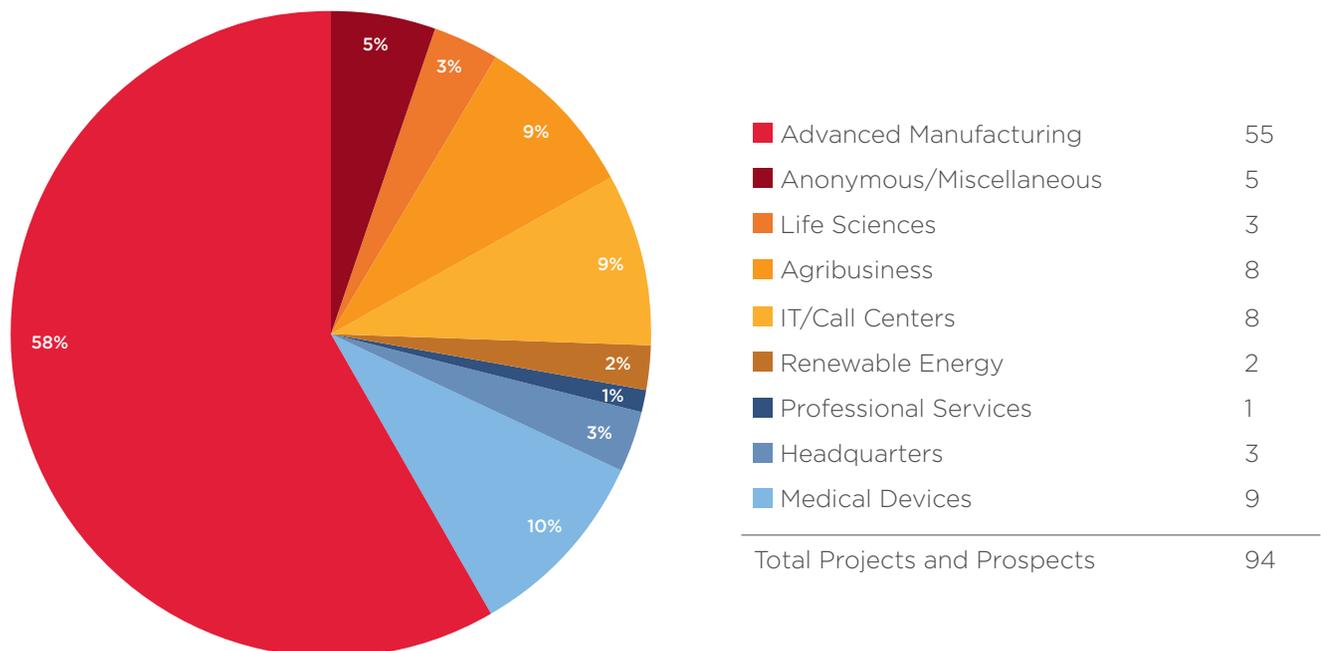
GOAL: \$100 MILLION

\$67,707,241

IN NEW PAYROLL

GOAL: \$35 MILLION

PROJECTS AND PROSPECTS BY INDUSTRY SECTOR





2013 BUSINESS DEVELOPMENT PROJECTS

Company	Jobs Retained	Jobs Created	Payroll	New Investment
Herbruck's Poultry Ranch Inc.		55	\$1,900,000	\$17,500,000
Surrey Precision Tool/Stiles Machinery		5	\$500,000	\$1,000,000
Challenge Mfg. Company		40	\$724,838	\$2,286,666
Grand Rapids Chair Company		55	\$1,566,240	\$2,500,000
R&S Logistics/Belmont Engineered Plastics	50	62	\$3,900,000	\$5,210,000
Precision Aerospace Corp.	186	40	\$1,414,400	\$5,000,000
Thierica Inc.	87	63	\$2,145,528	\$4,565,072
Process Automation Concepts, Ltd.		1	\$120,000	\$10,000
Elite Apple		34	\$1,504,000	\$6,600,000
Rock River Fabrications			\$1,504,000	\$6,600,000
Teleperformance		500	\$11,820,000	\$4,066,107
Battenberg LP		1	\$85,000	\$12,000
Belding Tank	54	12	\$300,000	\$170,000
Firstronic LLC		110	\$4,518,800	\$2,450,000
Cargill Kitchen Solutions		28	\$914,784	\$10,600,000
Grand Rapids Inkjet Company		2	\$100,000	\$84,000
Ventra Grand Rapids 5 LLC		150	\$3,861,000	\$16,296,797
SpartanNash	620	372	\$29,627,611	\$18,271,496
ISG, Inc. dba Composittech		56	\$2,705,040	\$1,640,000
Total	997	1,586	\$67,707,241	\$102,762,138



2009-2013 5-YEAR RESULTS

WHEN METRICS MATTER

In January 2008, The Right Place board of directors, its staff, and an external consulting firm began the process of what would become the 2009-2013 strategic plan. The process involved countless interviews with local business and community leaders, the organization's board of directors, and staff leadership. That input was then combined with extensive research on external economic variables and global economic trends that could impact West Michigan's economy and its businesses. Based on that information, several strategic growth industries and key initiatives were identified to take on over the next five years.

Most importantly, at the end of the planning process, The Right Place leadership team and board of directors established three simple, but critical, metrics for success: Capital Investment, New/Retained Jobs, and New Payroll. These would be the indicators in which The Right Place's success or failure would be evaluated and determined.

INITIAL GOALS

The Right Place completed its strategic planning process in the fall of 2008. The organization hosted a series of public interviews on the plan to introduce the five-year strategy, initiatives, and strategic growth industries.

At that time, the organization made a commitment to the following metrics:

- 5,000 new/retained jobs**
- \$175 million in new payroll**
- \$500 million in capital investment**

At the end of 2011, three years into our strategic plan, The Right Place had surpassed its five-year goals. Despite three very economically challenging years, The Right Place and West Michigan experienced a level of economic growth unseen in our 29-year history.

REVISED GOALS

Based on that success, The Right Place leadership team and board of directors established revised goals for the remainder of the five-year strategic plan. Accounting for current growth and economic trends, The Right Place announced the following revised goals in 2012:

- 8,500 new/retained jobs**
- \$280 million in new payroll**
- \$550 million in capital investment**

FINAL RESULTS

Since January 2009, The Right Place team has completed 67 economic development projects, spurring the creation of:

- 11,207 new jobs**
- \$371 million in new payroll**
- \$749 million in capital investment**

Despite an economic crisis and two years of recovery, our organization has nearly doubled its original commitment to the region.

Today, more than 11,000 West Michigan citizens now have full-time, quality jobs, injecting more than \$370 million in new disposable income into West Michigan retail businesses, restaurants, entertainment venues, and other local establishments.

THIS IS WHY THE RIGHT PLACE EXISTS.

FINAL RESULTS
11,207
NEW/RETAINED JOBS

FINAL RESULTS
\$371M
NEW PAYROLL

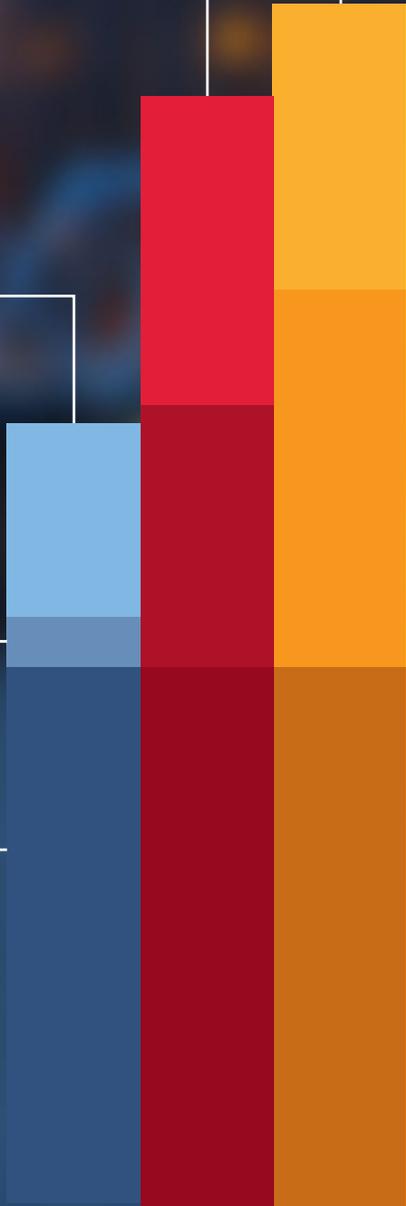
FINAL RESULTS
\$749M
CAPITAL INVESTMENT

REVISED GOALS

- 8,500 NEW/RETAINED JOBS
- \$280M IN NEW PAYROLL
- \$550M IN CAPITAL INVESTMENT

INITIAL GOALS

- 5,000 NEW/RETAINED JOBS
- \$175M IN NEW PAYROLL
- \$500M IN CAPITAL INVESTMENT





FOSTERING SUCCESSFUL GROWTH



TELEPERFORMANCE [PROFESSIONAL SERVICES]

In March, The Right Place announced that Paris-based Teleperformance Inc., a global leader in outsourced customer relationship management, was coming to Grand Rapids, Michigan.

The new customer support center at 2680 Horizon Drive SE, Grand Rapids, will serve as an inbound customer care center for the nation's leading telecommunications company.

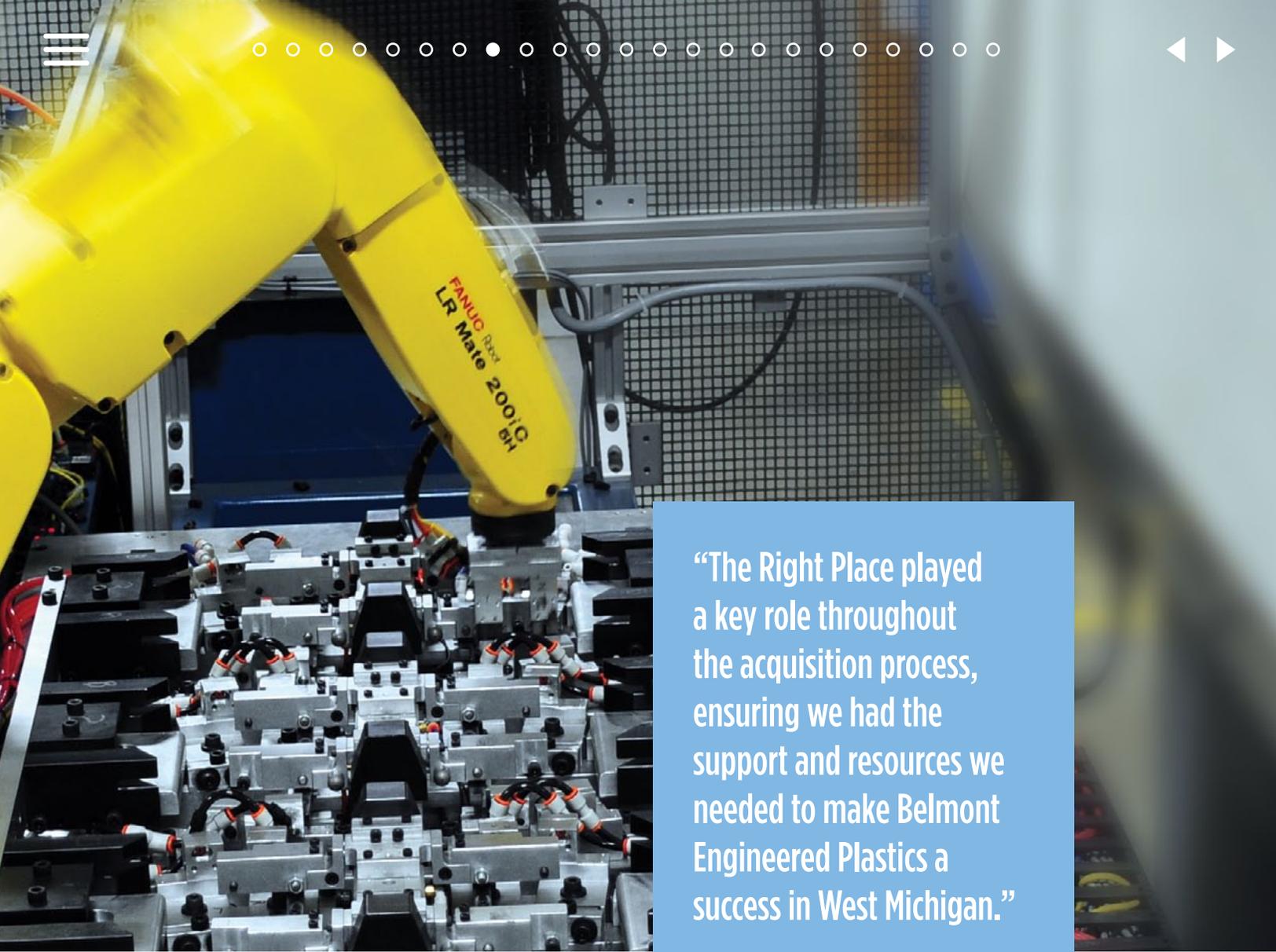
So why West Michigan? Global customer relationship centers rely heavily on two major factors: talent and technology. West Michigan's solid telecommunications and fiber-optic infrastructure provide a reliable technology platform on which to build and expand. With more than 49 official languages spoken in our region and 82,000 area college students with flexible work schedules, West Michigan is quickly becoming a high-demand area for the customer service and call center industry.

Ultimately, Teleperformance will invest a total of \$3.79 million, creating 500 new full-time positions, including customer care agents, supervisors, trainers, and IT specialists.

“The process of locating a large customer care center like this is very complex. With assistance from The Right Place and the MEDC, this new facility is now a reality. We’re excited to be part of the West Michigan community and are confident that Grand Rapids has the workforce and resources Teleperformance needs to succeed.”

- Jim Phillips, Vice President of Recruitment, Teleperformance





“The Right Place played a key role throughout the acquisition process, ensuring we had the support and resources we needed to make Belmont Engineered Plastics a success in West Michigan.”

- Stephen King, CEO
Belmont Engineered Plastics

BELMONT ENGINEERED PLASTICS

[MANUFACTURING]

In January, Kimberly-Clark announced intentions to close a manufacturing facility in Belmont, Michigan, and eliminate the jobs at that location. Soon after, a Tennessee-based company approached both Kimberly-Clark and The Right Place about the possibility of acquiring the Belmont facility and its operations.

After several meetings with the new company, The Right Place was tasked with building the financial and business case to keep the operations and jobs in West Michigan. Our business development team wasted no time assembling a project team of state, regional, and local resources to build that case.

The project was publicly announced in April. Not only would the newly formed Belmont Engineered Plastics remain in West Michigan and retain 50 current employees, but thanks to the negotiations with The Right Place business development team, the new ownership also committed to an additional 62 net new employees and \$5.2 million in capital investment over the next three years.



“I’m pleased to invest in Western Michigan and look forward to bringing additional jobs to the region. We appreciate the support of The Right Place and believe that our strong partnership with state and local leaders will ensure the continued growth of our business and community.”

- Dennis Eidson, President and CEO of SpartanNash Company

SPARTANNASH

[FOOD PROCESSING]

When The Right Place was first informed of Spartan Stores’ intention to merge with Minneapolis-based Nash Finch, we knew big changes were on the horizon for the company and its West Michigan presence.

Spartan Stores Inc., one of the largest grocery distributors in the United States, was merging with the Nash Finch Company, the second-largest publicly traded wholesale food distributor in the United States. The resulting merger would create a nearly \$8 billion publicly traded company and a centralized global headquarters for the newly formed SpartanNash.

During subsequent meetings with the Spartan leadership team, The Right Place business development team learned two important details: first, the location of the company’s new headquarters was yet to be determined, and second, the competing location for the new headquarters would be Minneapolis, Minnesota.

Minneapolis is a larger city than Grand Rapids, with arguably more resources, more Fortune 500 companies, and more large publicly traded companies than most cities in the United States. Over our 29-year history, The Right Place has “competed above our weight-class,” and we were ready for the challenge.

Working in collaboration with our partners at the state, regional, and local levels, The Right Place was able to retain another critical corporate headquarters to West Michigan. Today, SpartanNash remains in West Michigan, 620 jobs will stay in the region, and up to 372 new jobs will be coming to our community over the next three years.



CHALLENGE MANUFACTURING [MANUFACTURING]

U.S. automotive supply chain manufacturers are under increased pressure to locate production facilities within close proximity of final assembly plants. With four production plants in Kent and Ottawa counties, and business on the rise, Challenge Manufacturing was under similar pressure.

“As a proud West Michigan-based manufacturer, we are very pleased that this latest expansion of our business will happen at home. The support of state and local economic development made expanding in West Michigan much more economically feasible.”

**- Boyd Vor Broker, Vice President
Finance, Challenge Manufacturing Company**

When the company won yet another supply chain contract, it reached out to The Right Place and Lakeshore Advantage for assistance. With a goal of keeping the company’s new jobs and investment in the region, the two economic development organizations partnered with state and local support to ensure that 180 new jobs and \$10 million in capital investment stayed in West Michigan.

Today, Challenge Manufacturing employs more than 1,000 across its four plants in West Michigan.

ELITE APPLE [FOOD PROCESSING]

With new advances in growing technology and breeding, today’s West Michigan apple growers are placing increased demand downstream on regional processors and packagers. However, this year Sparta-based Elite Apple Co. worked with The Right Place to launch a new state-of-the-art processing facility to keep up with demand.

The Right Place business development team provided support for the project, facilitating the approval of local tax abatements to bring Elite Apple’s idea to reality.

Today, a new \$7 million, 55,000-square-foot apple processing facility is now located on 10 Mile Road in Sparta Township, in the heart of what’s known as “The Ridge.” The new facility has the capacity to process up to 1 million bushels of apples annually.

FIRSTRONIC [MANUFACTURING]

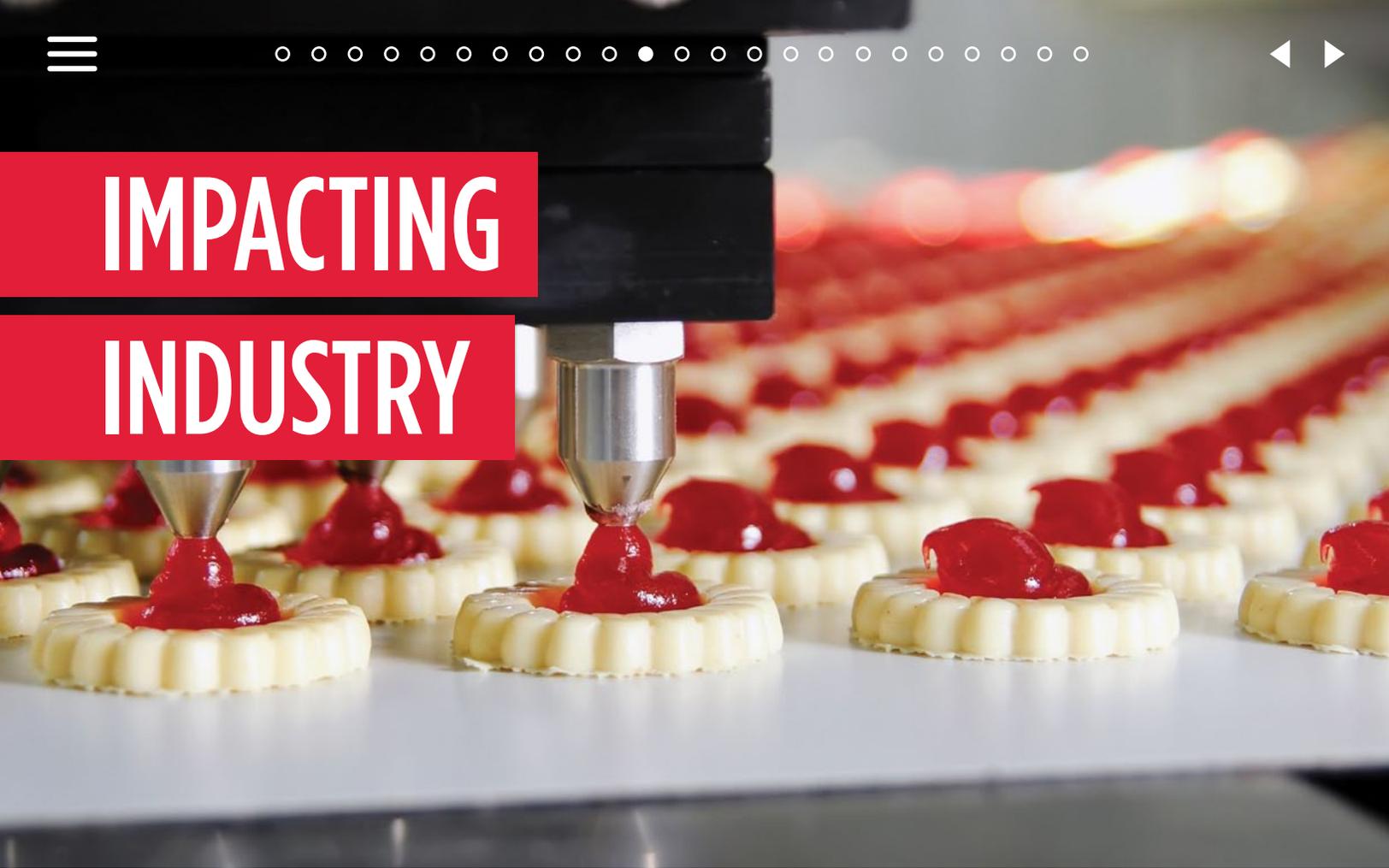
Firstronic LLC is a leader in advanced electronics manufacturing for a wide range of industries, including automotive, industrial, and medical device. This year, experiencing unprecedented growth, the Grand Rapids-based company announced a major expansion to its facility and workforce. Plans include an investment of \$2.45 million and the creation of 110 new jobs, increasing its total employment by nearly 150 percent.

Working with The Right Place and its economic development partners, the company was awarded a financial and workforce training package that enabled it to expand the facility and train new employees while remaining a financially balanced manufacturer.

Although Firstronic serves a variety of industries, it’s the company’s growing medical device manufacturing that is particularly interesting. Firstronic’s high-tech electronic manufacturing capabilities are an important part of the medical device industry developing in West Michigan.



IMPACTING INDUSTRY



FOOD PROCESSING AND AGRIBUSINESS

MICHIGAN MIFOOD SUMMIT 2013

This year, The Right Place hosted its second annual statewide food processing summit in partnership with Michigan Department of Agriculture & Rural Development (MDARD) and several other organizations in West Michigan. More than 200 attendees participated in the event, highlighting industry best practices and sharing knowledge and information. Topics and ideas discussed at the event spurred new ideas for future targeted events in 2014.

STRATEGIC PLANNING FOR THE FUTURE

Through a partnership with Purdue University, The Right Place and members of the West Michigan Economic Development Collaborative facilitated a group of 70+ food processing and agribusiness business leaders through a “Strategic Doings” process around four issues: Talent & Brainpower Pipeline, Quality Connected Region, Entrepreneurship & Innovation, and Marketing & Branding the Food/Agribusiness Industry. This effort will be used to develop a West Michigan Food Processing and Agribusiness Council in 2014.

OPERATIONAL EXCELLENCE IN FOOD PROCESSING

This year, a new program was developed through the Michigan Manufacturing Technology Center that focuses on continuous improvement at all levels of a food processor’s facility. The purpose is to drive more strategic support of Hazard Analysis and Critical Control Points (HACCP) and food quality and safety programs and establish some of the most advanced food processing facilities in the country.

For more information on West Michigan’s agribusiness industry, visit: www.rightplace.org/agribusiness



MEDICAL DEVICE MANUFACTURING

PARTNERING WITH THE GRAND RAPIDS SMARTZONE

As West Michigan's medical device industry continues to grow, so do our efforts to support that growth. This year, The Right Place signed an agreement with the Grand Rapids SmartZone to provide leadership to the MiDevice medical device consortium of companies, as well as to market the region's medical device manufacturing capabilities.

MARKETING WEST MICHIGAN'S MEDICAL DEVICE INDUSTRY

With support from the SmartZone, eight West Michigan members of MiDevice joined The Right Place at two national medical device tradeshows. Exhibiting together at these events enabled West Michigan to demonstrate its wide industry expertise, but more importantly, the end-to-end collaborative nature of our region.

For more information on MiDevice, visit: www.midevice.org

For more information on West Michigan's medical device industry, visit: www.rightplace.org/lifesciences

DEVELOPING BUSINESS
RELATIONSHIPS WITH
**EUROPE
CHINA &
JAPAN**



INTERNATIONAL BUSINESS DEVELOPMENT

STRENGTHENING EUROPEAN RELATIONSHIPS

This year, The Right Place partnered with the West Michigan Global Initiative (WMGI), Lt. Governor Brian Calley, Department of Agriculture and Rural Development Director Jamie Clover Adams, and members of the Michigan Economic Development Corporation (MEDC) to conduct a trade mission to the Netherlands. The Right Place met with several companies in the food processing and production industry that offer potential solutions and/or partnership opportunities for West Michigan's agribusiness sector. The Right Place President and CEO, Birgit Klohs, then traveled from the Netherlands to Germany for several more meetings with German companies that have business relationships with West Michigan.

OPENING NEW DOORS IN CHINA AND JAPAN

In April, eight members from the Chinese embassy and Chinese consulate in Washington, D.C., traveled to Grand Rapids for two days to meet with members of The Right Place and area business leaders. The trip was conducted in partnership with Amway Corp. and The Cohen Group.

Later in the year, Klohs traveled with Governor Rick Snyder and members of the MEDC to China and Japan for an 11-day trade mission. In Beijing, they met with executives from several companies, as well as the mayor of Beijing, the minister of agriculture, the minister of industry and information technology, members of the China Entrepreneur Club, and CCPIT, the most critical organizations in China for foreign direct investment. In Japan, Klohs met with the Chair of the Japanese Medical Device Association and participated in the U.S./Midwest Japan Association Conference in Tokyo, where Gov. Snyder was a keynote speaker.



ATTRACTING GLOBAL BUSINESS TO WEST MICHIGAN

INFLUENCING SITE LOCATION CONSULTANTS

Site location consultants provide site selection and incentive negotiation services for many of the world's largest companies. Often assisting with the process of determining locations for new facilities, expanding facilities, or relocating operations, site selection consultants are at the forefront of today's largest deals.

This year, The Right Place traveled with the MEDC to Atlanta, Chicago, and New York to meet with more than 50 site selection professional representing companies from around the world. The consultants participated in a panel discussion that explored their perceptions of Michigan's business climate and discussed the many opportunities available in Michigan and West Michigan.

PURE MICHIGAN 400

In August, The Right Place participated in a special event for site selection consultants in conjunction with the Pure Michigan 400 NASCAR race. Leading consultants from across the nation were treated to a VIP experience that included a weekend stay in a community of their choice and special access at the Michigan International Speedway on race day. During their time in Michigan, consultants also met with Michigan business and economic development leaders.



BUSINESS RETENTION

IN WEST MICHIGAN

SUPPORTING WEST MICHIGAN'S BUSINESS COMMUNITY

Every year, The Right Place business development team conducts more than 300 business retention visits with West Michigan companies. These visits provide business leaders with the opportunity to sit down with The Right Place and discuss any strategic opportunities or concerns that may affect their business in the future. Based on those discussions, our team is able to connect the company with the right tools and resources to help them continue to succeed in West Michigan.

Supporting West Michigan's existing business community is The Right Place's top priority. Our organization believes that regional economic growth starts at home with the strong, growing businesses already here in West Michigan. As a result of that belief, 15 of The Right Place's 18 projects in 2013 involved local businesses here in the region.

For more information on The Right Place's business support services, visit: www.rightplace.org/support



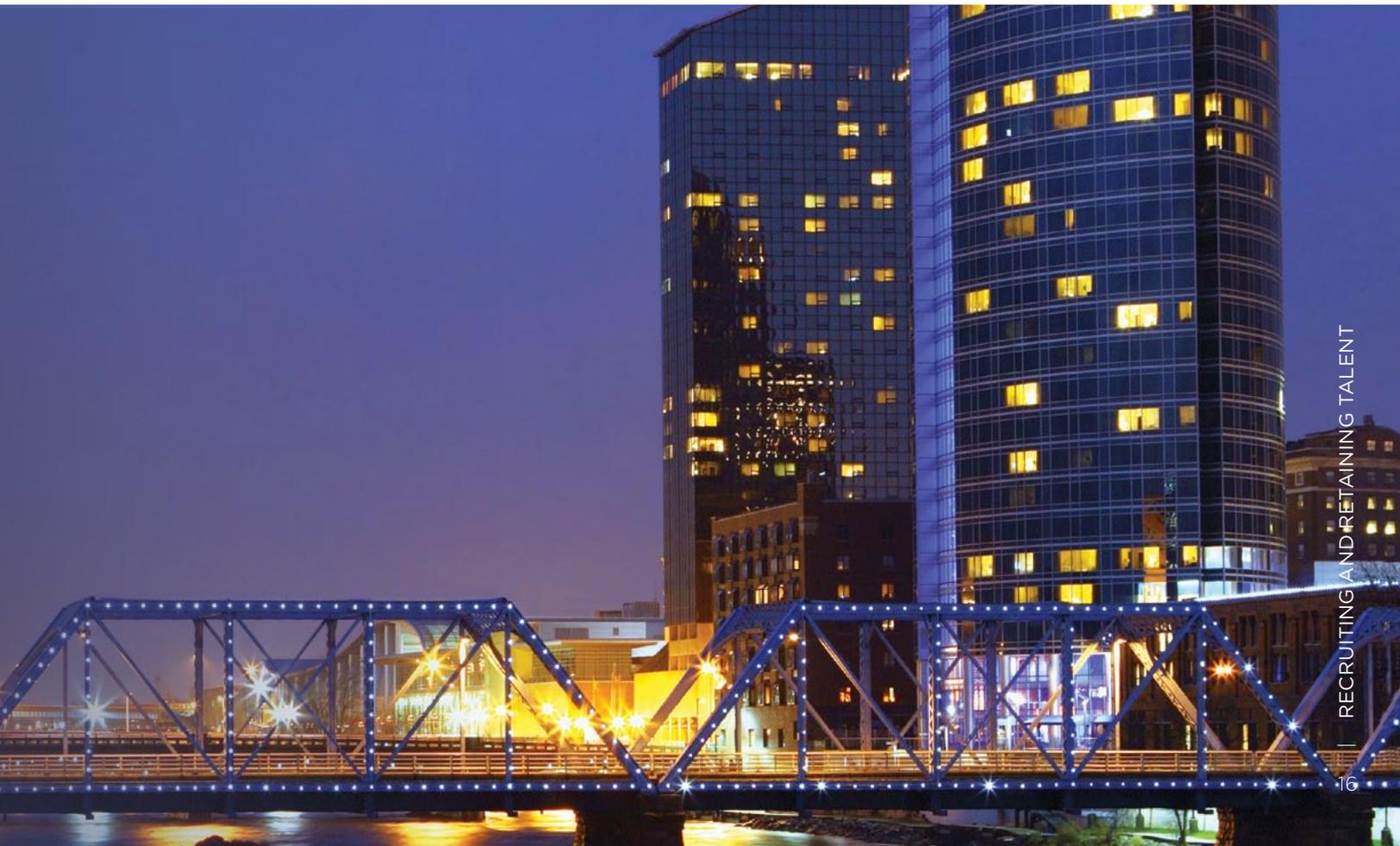
RECRUITING AND RETAINING TALENT

RETHINK WEST MICHIGAN

In an effort to attract talent back to West Michigan, on November 27 (Thanksgiving Eve), The Right Place partnered with Hello West Michigan, the MEDC, and several area colleges and universities to host an innovative recruiting event called ReThink West Michigan. The after-work event was designed to target early- to mid-career professionals who were in West Michigan for the holidays and were interested in hearing about career opportunities.

Companies such as Spectrum Health, Amway, Haworth, and Steelcase were on hand to meet potential candidates in a fun, laid-back environment. Community leaders were also on hand to talk about the many exciting developments taking place in the region. More than 150 individuals attended this evening of networking and promotion.

For more information on ReThink West Michigan, visit: www.rethinkwm.com





BUILDING NEW OPPORTUNITIES



INNOVATION

INNOVATION “BIZ OPPTS” FOR WEST MICHIGAN

What started as an experiment in 2012 is now a new collaborative business-to-business tool for West Michigan companies. The Right Place Biz|Opp network was created to link West Michigan companies with innovative supply chain and product development opportunities. As Right Place clients reach out to us for connections and assistance, we are now able to share those opportunities with 3,500 professionals across West Michigan through The Right Place Info Stream channels. This past year, seven “Biz Opps” resulted in 49 new opportunities for West Michigan businesses.

To sign up for The Right Place Info Stream, visit: www.rightplace.org and sign up at the top of the page.

TEACHING INNOVATION THROUGH COLLABORATION

What if there was a perfect tool for creativity — the Swiss Army knife for innovation? This past year, The Right Place and New North Center in Holland, Michigan, developed a new collaboration to bring the Swiss Army knife to 70 West Michigan businesses. In partnership with our colleagues in Newaygo and Allegan, businesses learned a new set of innovation tools that have the potential to feed their company’s innovation pipeline. As a result, 70 businesses in West Michigan now have the tools they need to drive innovative thinking within their own organizations.

THE WEST MICHIGAN INNOVATION COOPERATIVE

Launched in 2008, the Innovation Cooperative is a group of four innovation-driven companies in West Michigan: BISSELL Homecare, Faurecia, Steelcase, and Whirlpool. This past year, the group began meeting with area funding resources, venture capital and angel firms to start building a network of clients, entrepreneurs, and businesses to fund and provide global awareness and validation for West Michigan innovation. The model is based on the San Diego - CONNECT innovation model for discovering and supporting new technologies in a local region.



For more information on innovation resources available through The Right Place, visit: www.rightplace.org/innovation



DRIVING REGIONAL COLLABORATION FOR ECONOMIC GROWTH

WEST MICHIGAN ECONOMIC DEVELOPMENT COLLABORATIVE

Created in 2011, the West Michigan Economic Development Collaborative (WMEDC) is a group of economic and workforce development professionals within a 13-county area in West Michigan known as Region #4. The goal of the collaborative is to streamline and integrate the economic development support network throughout the 13 counties. The group meets on a monthly basis to share best practices and work on regional issues related to economic growth.

This year, the WMEDC hosted a regional Legislators Day event to provide a report to local legislators and discuss key issues critical to economic growth in the region. The group also began the process of creating a Regional Prosperity Initiative that encourages enhanced collaboration between regional planning agencies, metropolitan planning organizations, workforce development agencies, adult and higher education institutions, and economic development organizations.

IONIA COUNTY ECONOMIC ALLIANCE PARTNERSHIP

In 2011, The Right Place formed a strategic partnership with the Ionia County Economic Alliance (ICEA) to promote economic growth in Ionia County. Since that time, this partnership has brought new jobs, new investment, and new economic prosperity to the county.

2013 was yet another year of economic growth for ICEA and Ionia County. In February, ICEA assisted family-owned Herbruck's Poultry Ranch with a \$17.5 million expansion at three of its facilities, two in Saranac and one in Ionia. It's expected that 50 new jobs will be created over the next three years. Then, in October, ICEA assisted Odessa Township and Cargill Kitchen Solutions to support the company's \$10.6 million expansion that will create 28 new jobs over the next two years.



West Michigan Region #4



MANUFACTURING ASSISTANCE

“MMTC’s market diversification program helped us put our company on a growth path again. By focusing on future growth opportunities and investing in technology, we are now a more competitive company.”

- Don Martines, President and Owner, West Michigan Grinding and Machine

STRENGTHEN THE GLOBAL COMPETITIVENESS OF WEST MICHIGAN’S MANUFACTURERS

The Michigan Manufacturing Technology Center – West (MMTC-West) continues to have a positive and profitable impact on hundreds of small and medium-size manufacturers across West Michigan. Providing a variety of manufacturing technical support services, from the production floor to the executive office, our MMTC-West team is building more globally competitive manufacturers throughout West Michigan.

GRINDING OUT A NEW GROWTH PATH

After nearly 50 years of providing tight tolerance machining and grinding, West Michigan Grinding and Machine’s business had shifted from 80 percent grinding and 20 percent precision machining to the exact opposite. The company’s business model had shifted, and Don Martines, president and owner, knew he needed a new growth path. The MMTC-West team worked with West Michigan Grinding to build a new sales and marketing growth model, focusing on the company’s growing machining capabilities. The plan included the development of a new company brand, a new website, a full market analysis of ideal customers, e-marketing campaign templates, and direct mail strategies.

West Michigan Grinding and Machine’s decision to take a more strategic approach to its sales and marketing efforts is paying huge dividends. Sales increased from \$1 million in 2009 to \$1.8 million in 2012, with new sales expected to hit \$2.4 million by 2014.

Read the full story at: www.mmtcwest.org/wmgm

*2013 METRICS OF SUCCESS



* MMTC-West measures its success by its customers’ success. Each project is analyzed based on quantifiable impacts such as increased sales, new customers, and overall cost savings.



FINDING PROFIT IN THE PROCESS

Brillcast, an innovator in decorative and functional zinc die castings, faced increased pressure from one of its largest customers to further reduce cost and decrease lead times beyond previous agreements. To make it work and keep the customer, company leadership knew they would have to make significant improvements in several areas of their production processes and plant layout. MMTC-West facilitators worked with Brillcast to document time and waste of the current production process. Based on the documentation results, a smarter, more balanced production and part flow process was established.

Creating collaborative work cells reduced weekly order times by almost 50 percent. Brillcast worked with vendors to better manage orders and inventory, reducing packaging costs by \$9,382.50 per month. Further cost and time were saved by reducing skid movements from 1,839 per week to approximately 640, eliminating the need for two forklifts at the facility.

Read the full story at: www.mmtcwest.org/brillcast

“MMTC lean manufacturing experts improved production flow and increased efficiency that saved thousands of dollars a month in lost time and facility space.”

- Jeff Doornbos
CEO, Brillcast Inc.

INVESTING IN A LEAN MANUFACTURING CULTURE

Lean manufacturing practices have existed in manufacturing for decades, but using those practices to transform your business culture is something quite different. MMTC-West’s new Lean Manufacturing User Group is doing just that. This past year, five West Michigan manufacturers took lean thinking in their own companies to a new level. In an open, collaborative environment, each company worked to leverage its current lean practices to create and build a larger transformational lean culture throughout its business. The program has been so successful that a second-phase effort will begin in 2014.

MANUFACTURING INDUSTRY COUNCILS

West Michigan’s open, collaborative manufacturing environment is a unique, competitive advantage for our region. To ensure that this collaborative spirit continues to be nurtured and encouraged, The Right Place and MMTC-West facilitate two industry councils. These councils support the ideas of collaboration and sharing of best practices.

MANUFACTURERS COUNCIL

Convened in 1989, The Right Place/MMTC-West Manufacturers Council has a vision is to strengthen the West Michigan region as an international center for business innovation and manufacturing excellence.

Discover Manufacturing Today Video Challenge

The Discover Manufacturing Today Video Challenge was designed to bring manufacturers, educators, students, and parents together to address and change the misperceptions about today’s manufacturing careers. Thirty-nine teams of high-school students (103 students) from eight local schools worked with 27 local manufacturers to create one- to three-minute videos about their experience and today’s career opportunities in manufacturing. The competition culminated with a screening premiere at a Celebration Cinema in Grand Rapids. More than 150 students, parents, companies, and schools attended the award ceremony to view videos on the big screen and celebrate the winning entries.

See the 2013 results and more at: www.facebook.com/DiscoverManufacturingToday

SUPPLY CHAIN MANAGEMENT COUNCIL

The Supply Chain Management Council is dedicated to supporting the competitiveness of West Michigan manufacturers by promoting best practices in integrated supply chain management.

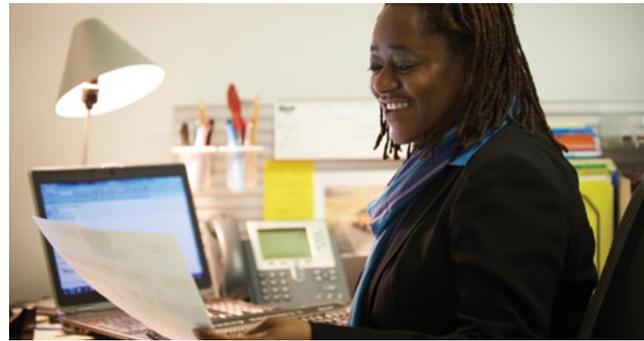
2014 Commodity Trends Outlook

During this sold-out event, West Michigan manufacturing supply chain managers heard from commodity experts on industry forecasts for 2014. The goal of the event was to provide West Michigan manufacturers with the commodity information and knowledge they need to succeed. Using this forecast data, supply chain managers are able to formulate a sourcing strategy and create a successful commodity strategy for 2014.



THE RIGHT PLACE

TEAM



Birgit Klohs

President and CEO

Tim Mroz

Vice President,
Marketing and Communications

Twayne Howard

Chief Operating Officer /
Assistant Treasurer

William Small

Vice President, Technical Services /
MMTC-West Regional Director

Rick Chapla

Vice President,
Business Development

Therese Thill

Vice President,
Business Development

Jackie Beering

Accounting Clerk

Karen Benson

Director, Innovation Services

Jarred Copeman

Research Intern

Jess Cruz

MMTC-West Business
Development Specialist

Eric Heys

Marketing Coordinator

Bryan Howard

MMTC-West Business
Development Specialist

Tami Hugger

Assistant to the President

Eric Icard

Business Development Manager

Natalia Kovicak

Events Director

Jill May

Director, Fund Development

Maulin Pont

Executive Assistant /
Office Manager

Alex Roy

Web Content Manager

Megan eSall

Business Development Manager

Kaitlyn Vaughn

Events Intern

Theresa Walker

MMTC-West Executive Assistant

Jennifer Wangler

Ionia County Business
Development Specialist

Amy Winkler

MMTC-West Client Coordinator



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Community Foundation and
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Economic Alliance /
Area Manager
Consumers Energy



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Rockford Construction
Company Inc.



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& Judd LLP



Sean Welsh*
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The PNC Financial
Services Group

*Executive Committee Member



INVESTORS

Accounting

Baker Holtz
 Beene Garter, LLP
 Crowe Horwath, LLP
 Dan Carter Advisors CPA PLC
 Deloitte LLP
 EHTC
 Ernst & Young LLP
 H&S Companies, PC
 Hungerford Nichols CPAs+Advisors
 Plante & Moran, PLLC
 PricewaterhouseCoopers
 Rehmann

Advertising and Public Relations

Alexander Marketing

Business Services

Ameritemp Staffing
 Custer Workplace Interiors
 DWH
 Express Employment Professionals
 Fettig
 Goodwill Industries of Greater Grand Rapids
 Grand Rapids Area Chamber of Commerce
 HR Collaborative
 Hoyt Treasury Services, LLC
 Huizenga Group
 Ionia County Economic Alliance
 The KR Group
 Manpower Inc.
 Newaygo County Economic Development Office
 Pondera Advisors
 PRA Global Business Development
 Protravel International Grand Rapids
 Sustainable Research Group
 William Charles Corp.

Construction: Associations

American Subcontractors Association of Michigan
 Associated Builders and Contractors, Inc.
 West Michigan Mechanical Contractors Association

Construction: Architects, Engineering & Consulting

Driesenga & Associates, Inc.
 Fishbeck, Thompson, Carr & Huber, Inc.
 Moore & Bruggink, Inc.
 NTH Consultants Ltd.
 Progressive AE
 Tower Pinkster
 URS

Construction: Electrical Contractors

Feyen Zylstra
 Van Haren Electric Inc.
 Windemuller

Construction: General Contractors

The Christman Company
 Dan Vos Construction Co.
 Erhardt Construction
 Lamar Construction Company
 Owen-Ames-Kimball Co.
 Pioneer Construction
 Rockford Construction Company, Inc.
 Skanska USA Building
 Triangle Associates, Inc.
 Wolverine Building Group

Construction: Mechanical Contractors

Andy J. Egan Company, Inc.
 Pleune Service Company
 River City Mechanical
 Total Fire Protection
 Van Dyken Mechanical, Inc.

Construction: Subcontractors & Suppliers

Brigade Fire Protection Inc.
 Etna Supply Company
 Graybar Electric Company, Inc.
 Kent Companies
 Kerkstra Precast, Inc.
 Quality Air Heating & Cooling
 Riverside Integrated Systems, Inc.
 S. A. Morman & Co.
 SecurAlarm Systems, Inc.
 Vos Glass, Inc.
 Williams Kitchen & Bath

Education

Aquinas College
 Calvin College
 Cornerstone University
 Davenport University
 Ferris State University
 Grand Rapids Community College
 Grand Valley State University

Energy

AMRA Energy

Finance: Banks

Bank of America
 JPMorgan Chase Foundation
 Chemical Bank
 Comerica Bank
 Fifth Third Bank - Michigan
 First National Bank of Michigan
 Founders Bank & Trust
 Grand River Bank
 Huntington Bank
 Lake Michigan Credit Union
 Macatawa Bank
 Mercantile Bank of Michigan
 PNC Financial Services Group
 The Bank of Holland
 United Bank of Michigan
 Wells Fargo
 West Michigan Community Bank

Financial Services

Northwestern Mutual

Food Processing

Butterball Farms, Inc.
 Cole's Quality Foods, Inc.
 Gordon Food Service
 Litehouse, Inc.
 Michigan Turkey Producers
 Roskam Baking Co.

Foundations

The Fremont Area Community Foundation
 Frey Foundation
 Grand Rapids Community Foundation
 The Keller Foundation



Government: Cities

City of Cedar Springs
City of East Grand Rapids
City of Grand Rapids
City of Grandville
City of Kentwood
City of Lowell
City of Rockford
City of Walker
City of Wyoming

Government: Counties

Kent County

Government: Townships

Ada Township
Algoma Township
Alpine Township
Caledonia Township
Cannon Township
Cascade Charter Township
Gaines Charter Township
Grand Rapids Charter Township
Lowell Township
Nelson Township

Health Services/Hospitals

Hope Network West Michigan
Metro Health
MVP Sports Clubs
Mercy Health Saint Mary's
Spectrum Health

Individuals

Michael and Susan Jandernoa

Investment Management

Midwest Capital Advisors
RDV Corporation
West Michigan Global Initiative
The Windquest Group

Law Firms

Barnes & Thornburg LLP
Clark Hill, PLC
Dickinson Wright PLLC
ImLaw, PC
Law Weathers
Miller Canfield
Miller Johnson
Mitchell Intellectual Property Law, PLLC
Rhoades McKee
Smith Haughey Rice & Roegge
Varnum
Warner Norcross & Judd LLP

Logistics and Distribution

Classic Transportation & Warehousing
Nichols

Manufacturing

ADAC Automotive
Alro Steel Corp.
American Seating
Amway
The Armada Group
ATEK Medical Manufacturing
Autocam Corp.
Betz Industries
BISSELL, Inc.
Burke E. Porter Machinery Co.
Carter Products Company, Inc.
Cascade Engineering Inc.
D & M Metal Products
Davidson Plyforms
DeWys Manufacturing
Eclipse Tool & Die, Inc.
Flexco
GE Aviation
Gentex Corporation
Gill Industries, Inc.
GR Spring & Stamping Inc.
Grand Rapids Controls LTD
H & H Metal Source
H&L Advantage
Haviland Enterprises, Inc.
Herman Miller, Inc.
Irwin Seating Company
Kent Design & Manufacturing
Kent Manufacturing Company
Knappe & Vogt
Lacks Enterprises
Medbio, Inc.
Nucraft Furniture Company
Paragon D&E
Pridgeon & Clay, Inc.
Ranir, LLC
Rapid-Line, Inc.
RoMan Manufacturing, Inc.
Root Lowell Manufacturing
Spectrum Industries
Steelcase Inc.
Terryberry Company
Thierica, Inc.
Universal Forest Products, Inc.
Viking Group
Wolverine Coil Spring Co.
Wolverine World Wide, Inc.
Woodward
X-Rite

Media

MiBiz
MLive Media Group

Real Estate: Associations

Commercial Alliance of REALTORS
Grand Rapids Association of REALTORS

Real Estate: Industrial/Commercial/Property Managers

Colliers International
CWD Real Estate
Demco Lormax Stern Industrial Holdings, LLC
Eenhoorn, LLC
Francis Realty Company, Inc.
Friedman Management Company
NAI Wisinski of West Michigan

Retail

Fox Motors
Meijer Inc.
Meritage Hospitality Group
SpartanNash

Risk Management / Insurance

Blue Cross Blue Shield of Michigan
Farmers Insurance Group
Hylant
Mills Benefit Group, LLC

Telecommunications: Data Infrastructure

US Signal Company, LLC

Unions

Operating Engineers Local #324
West Michigan Plumbers, Fitters and Service Trades, Local #174

Utilities & Sanitation Services

Consumers Energy
DTE Energy
ITC Transmission
Louis Padnos Iron & Metal Company



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