

# MILWAUKEE ELECTRONICS NEWS

Q2 2022

## About Milwaukee Electronics

Milwaukee Electronics designs and manufactures custom circuit board assemblies for the medical, transportation, military, logistics and a variety of other industries. The company has ISO 13485 medical manufacturing capability in its Portland plant.

The Company operates over 135,000 square feet of manufacturing in Portland, Oregon; Milwaukee, Wisconsin; and Tecate, Mexico. In addition to EMS and product design and engineering services, it offers PCB layout and DFM services through its San Diego PCB Design business unit and quick-turn prototyping and on-demand assembly through its Screaming Circuits business unit.

## Tony Bell Takes Helm at San Diego PCB Design

Tony Bell has been named Division Manager for SD PCB Design. He joined the division in October. Previously, he served as Functional Manager PCB,



*Tony Bell*

AMER region for Plexus. He earlier served as a PCB design engineer with Plexus' Engineering Solutions Group and in a variety of technical roles in Plexus' EMS operations. He has also served as an adjunct electronics instructor for ITT Technical Institute and has held technical support positions with Digital Connections and

Werner Electric Supply.

"In the short time that I have been working side-by-side with Tony, I have found him to be a highly productive, competent, and humble person. He is very easy to work with and commands the respect of customers and technical people. I am excited to have Tony in a position to take SD PCB Design to a new level," said Clint Hanson, VP of Engineering.

Tony received his Associate and Bachelor of Applied Science degrees in Electronics and Communications Engineering Technologies from ITT Technical Institute-Green Bay. He also holds a Bachelor of Music degree from the Lawrence University. He is also a Lean Six Sigma Yellow Belt and working toward a Green Belt.

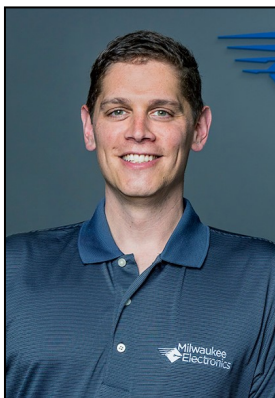
## Message from Jered

# Adapt and Evolve is the Theme of the Day

As we cross the mid-point of 2022, we still face the challenges of supply/demand imbalance, inflation and labor availability, as do all the companies in our industry.

That said, we are continuing to adapt and invest in tools that force multiply our team, improve efficiency and increase our capacity.

In this issue, we discuss new leadership at our SD PCB Design operation, recruiting pro-



*Jered Stoehr*

cess enhancements, a 15% increase in the square footage of our Mexico facility and ways customers are using the advantages of our Screaming Circuits and EMS operations in different segments of their outsourcing strategy to ensure every project has a solution that fits its requirements. We are also enhancing both purchasing and production systems and will discuss those in greater detail in Q3.

If I were to pick a theme for this current environment, I would say it is, adapt and evolve. The current challenges are likely to continue through 2023 and business models must reflect that. One of the advantages of our business model has been the flexibility it offers our customers. In the current environment, there is a need to enhance organizational efficiency and

our ability to offer customers both transactional, streamlined solutions for layout and prototyping, as well as a comprehensive EMS solution for volume production supports that. We offer both Midwest and West Coast production operations for companies looking a Made in USA solution or proximity to their facilities. Our facility in Tecate, Mexico provides a cost-effective nearshore solution for margin sensitive products. Our BPO team in India provides a cost competitive solution for a range of engineering tasks and our Singapore IPO is staffed with a knowledgeable team focused on solving critical sourcing challenges and managing our Asia supply base. Combine that with our SD PCB Design layout capabilities and Screaming

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## Proto and Production Under One Roof Increases Flexibility

One size fits all has never been a good solution for outsourced manufacturing. Scale that back into the engineering prototype realm and requirements can be even more unique. Fortunately, Milwaukee Electronics EMS and Screaming Circuits prototyping and smaller volume manufacturing services enable customers to choose the solution that makes the most sense for their projects.

A key difference in the service models are the amount of documentation and prep time associated with the service. When prototyping leads directly to volume production, having a full new product introduction process (NPI) makes sense be-



*Screaming Circuits' equipment options are optimized for fast changeovers.*

cause that process helps identify and correct issues that could otherwise cause issues in production. Conversely, at the engineering prototype level there are printed circuit board assemblies (PCBAs) that may never ramp to volume production. The engineering team just wants to test design assumptions early in development and the final product may have significant differences. Speed is the critical requirement for those orders.

Volumes are another area that may be a factor. In some cases, products need

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## Strategic Recruiting for the New Normal

It's no secret that there is a growing labor shortage throughout the U.S. The manufacturing industry faces even greater challenges because migration to a service economy means many potential employees don't even think about manufacturing career options.

Additionally, low unemployment rates have created an environment where some employees feel comfortable accepting jobs, trying the workplace for a week and moving on to another employer if that job doesn't feel right.

The result is the need to design recruitment and retention policies that attract and keep good fit employees.

In attracting and retaining employees, Milwaukee Electronics focuses on three key elements:

- An onboarding process that ensures new employees get the training and guidance they need
- Growth opportunities
- Flexible work arrangements.

During the onboarding process, employees go through basic HR training and then

are assigned to someone in their area who acts as both a trainer and mentor. Basic training takes about two weeks. Specialized training such as IPC-A-610 operator training is given to employees in jobs that require it. Throughout the process, employee aptitudes and interests are assessed. If they are a better fit for a different job, they may be moved to that job.

Manufacturing jobs have the ability to be transformational, because on-the-job training increases employee skill levels and compensation. Milwaukee Electronics enhances that by offering a tuition reimbursement program that lets employees pursue job-related degrees at accredited universities, community colleges and trade schools. The Company also promotes from within, enabling employees who increase their skills to have a career path rather than just a job.

Perhaps the biggest change in the workforce that COVID has driven is the desire of employees to have more flexible work arrangements. While production personnel must work onsite, the Company's Portland, OR location offers two work schedule options: an 8-hour/5-day workweek from Monday-Friday and a 12-hour/3-day shift

that provides four shifts per week to enable 24-hour/6-day coverage for Screaming Circuits operations. Hybrid remote/office work arrangements and in some cases totally remote work arrangements are available in all U.S. facilities for administrative and some engineering personnel. This gives employees greater opportunity to find a work/life balance that fits their needs.

Recruiting has also evolved. Local recruiters and online recruiting sites are used. There is also an employee referral program that pays employees who recruit a new employee after the new employee completes six months on the job.

"Today's employees want work/life balance, the ability to be part of a team and the ability to grow and make a difference. Our approach to onboarding, training opportunities, internal promotion and flexible work arrangements helps them achieve those goals," said Jered Stoeher, Milwaukee Electronics' CEO.

## Service Options

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time to gain market acceptance and volumes in that timeframe may stay low. Screaming Circuits' Short-Run or Choice-Production services provide a solution that can support migration to the Milwaukee Electronics' higher volume model when demand increases.

"Since both service options are literally under one roof, our organization and our customers have the flexibility to choose which option makes the most sense. We are seeing companies start as Screaming Circuits prototyping customers and grow into EMS volumes, but we also see EMS customers who have unique projects they feel are a better fit for the Screaming Circuits transactional Full-Proto model," said Kellie Schwab, Director of Product Management.

Utilizing this one company approach gives engineering and purchasing team the best of both worlds.

"If there are a significant number of engineering prototypes on an annualized basis, identifying a source that specializes in prototypes willing to set up a corporate account may represent an option that has the project institutional memory and procurement support capabilities found at a full service contract manufacturer, with the flexibility and

speed of a job shop," added Kellie.

While Milwaukee Electronics' EMS business model is consistent with the typical EMS industry full service model, Screaming Circuits offers both transactional and corporate business models with varying levels of support and speed, depending on customer requirements.



*Milwaukee Electronics' EMS production option supports products with complex inspection and test needs.*

Prototyping corporate accounts can be set up to eliminate much of the front end administrative "setup" work necessary for order processing and a system that conforms with that particular customer's standard practices and/or special requirements can be set up to enable engineering teams to source as efficiently as their purchasing counterparts do at an EMS

level.

EMS Program Managers or Screaming Circuits Customer Service Managers can help customers choose the best option when their projects may be a better fit in one service or the other.

"The benefit our customers see is continuity. There is one supplier to manage with a standardized quoting format. Our teams know each other, and we have models of what ideal fit business looks like for each service option. When projects evolve in a way that makes transferring to a different option a good idea, we can transfer the institutional knowledge that we've built up with the program as well," added Kellie.

Support isn't limited to prototyping or volume manufacturing, San Diego PCB Design can support similar transactional or corporate account approaches to PCB layout.

"Essentially, we just want to provide a service that is best suited for our customers' needs by providing a range of options instead of forcing them to conform to a one size fits all business model," said Kellie.

## Message from Jered

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Circuits prototyping/low volume solutions and you have single-source formula for a broad range of outsourcing needs. I think the element many of our customers miss is just how customizable these options can be. While our selection may have been based on one requirement, our continuing evolution in capabilities and service delivery options offers opportunities for delivering greater value. From

setting up a corporate account for engineering prototypes or PCB layout to simplify the ordering process for resource-challenged engineering teams to regionalizing manufacturing based on best fit locations, our team can help your team improve overall outsourcing efficiency and value.

We are continuing to invest in options that will improve customer experience (CX) over time. While we can't change the current

challenging business conditions, we can focus on making your job easier. If you think it is time to learn more about ways the Milwaukee Electronics is adapting and evolving, talk with your program manager or contact me directly at [jstoehr@milwaukeeelectronics.com](mailto:jstoehr@milwaukeeelectronics.com).

**Jered Stoehr**  
CEO



## Capacity Expansion in the Tecate, Mexico Plant

It is no secret that there is increasing demand for manufacturing in Mexico because of its combination of offshore pricing and near-shore logistics simplicity. Milwaukee Electronics has seen growing business at its Tecate, Mexico facility for several years now. In May, an expansion adding 6,500 sq ft. was completed to support customer requirements for added capacity.

The manufacturing area was increased by 3,000 sq ft and the rest of the expansion increased existing warehouse space.



*Above: The warehouse portion of the expansion is already fully operational.*

*Left: Exterior view of the expansion.*



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