

Partnerships

Workforce

Strategic Growth

Philanthropy

Life Sciences

Sustainability

Advanced Manufacturing

Collaboration

Innovation

Economic Development

# 2011 ANNUAL REPORT



# Looking Ahead

## To our investors and partners

Entrepreneur and foundation founder Ewing Marion Kauffman believed that the best social program is a good paying job with benefits. And thanks to you and our many partners, West Michigan's newly hired can now say the same.

This is the third annual report we've shared with you since the adoption of our 2009-2013 strategic plan and we are happy to report significant changes to our regional economy since 2009. Today, West Michigan's 6.5% unemployment rate is among the lowest in the region and 2 points lower than the State's. Our local companies are retooling, rebuilding and re-hiring.

Given the state of the economy during the last three years, we have put even more emphasis on serving local companies: assisting them in entering new markets, securing new customers, and increasing efficiency. We have also collaborated with area education partners to improve the skill set of our regional workforce, and we have supported urban redevelopment and Brownfield initiatives to the point that our region's industrial space now at a premium and office vacancy rates fell steadily last year.

In 2011, we reached out even farther to our peers. The Right Place partnered with Lakeshore Advantage to create a 13-county West Michigan Economic Development Collaborative (WMEDC). The WMEDC provides a forum for us to address issues of collective interest, to share knowledge of the region's assets, to strengthen our national and international marketing efforts, and to leverage our resources to increase jobs and investment throughout West Michigan.

You will see on the following pages that—thanks to you and your peers—we have already met or exceeded most of our five-year strategic goals. We are increasing those goals so we may challenge ourselves to secure even more jobs and investment.

As Kauffman suggests, a good paying job with benefits is an important part of building an economy, but there is more to it than that. As more of us return to theaters, shops and restaurants, we preserve West Michigan's quality of life and support the organizations that provide those amenities. Those returning to school or staying in school increase their job and salary opportunities upon graduation. And those joining the workforce gain the financial freedom to choose how they want to live their lives.

West Michigan is what it is because of your investments in The Right Place and in the region. Thanks to you, we are emerging from the recession and once again becoming a region supported by extraordinary, innovative companies creating new business opportunities, new wealth and new jobs.

Sincerely,



Doug DeVos,  
Chairman, The Right Place, Inc.  
President, Amway Corporation



Birgit M. Klohs,  
President & CEO, The Right Place, Inc.

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THE  
RIGHT PLACE

Advancing the West Michigan Economy

# By the numbers

## 2011 RESULTS

**\$80,908,275**  
IN CAPITAL INVESTMENT



GOAL: \$100,000,000

**1,421**  
CREATED JOBS



GOAL: 1,000

**\$45,991,760**  
IN NEW PAYROLL



GOAL: \$35,000,000

**1,152**  
COMPANIES ASSISTED



GOAL: 1,500

■ 2011 RESULTS

■ ANNUAL GOAL

(Through December 2011)

## 2009-2013 PROGRESS

**\$447,173,183**  
IN CAPITAL INVESTMENT



GOAL: \$500,000,000

**7,417**  
CREATED/RETAINED JOBS



GOAL: 5,000

**\$259,203,106**  
IN NEW PAYROLL



GOAL: \$175,000,000

**4,115**  
COMPANIES ASSISTED



GOAL: 7,500

■ 3-YEAR PROGRESS

■ 5-YEAR GOAL

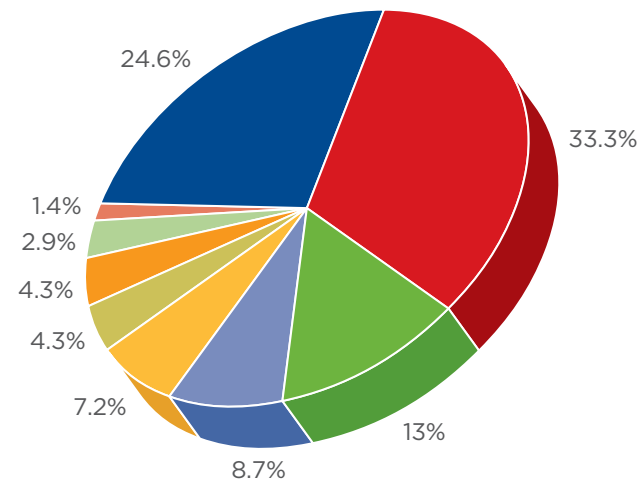
(Through December 2011)

## 2011 Business Development Projects

Company	Jobs Created	Payroll	New Investment
Atomic Object	30	\$2,020,200	\$983,000
Knape & Vogt	122	\$3,114,904	\$1,240,000
Intervention Insights	39	\$3,540,888	\$4,000,000
Biondo Boats	5	\$425,000	\$1,500,000
Hearthside Food Solutions	302	\$7,632,144	\$17,400,000
Gordon Food Service	127	\$5,804,916	\$32,300,000
Plasan Carbon Composites	202	\$9,989,708	\$18,047,500
OMET Americas Inc.	12	\$600,000	\$1,100,000
Festida Foods	20	\$500,000	\$3,562,775
Booking.com	562	\$12,364,000	\$775,000
<b>Total</b>	<b>1,421</b>	<b>\$45,991,760</b>	<b>\$80,908,275</b>

## Projects and Prospects by Industry Sector

Industry Sector	Projects & Prospects
Manufacturing	23
Agribusiness & Food Processing	9
Information Technology	6
Retail	5
Alternative Energy	3
Bio-Life Sciences	3
Construction	2
Transportation & Logistics	1
Anonymous/Confidential	17
<b>Total</b>	<b>69</b>



# Leading economic growth across West Michigan

While communities across the country struggle to gain long-term traction, West Michigan continues to experience stable, long-term economic growth and investment—and this was evident in this year’s development projects. Working with our strategic partners, we led growth and expansion projects that added more than \$80 million in capital investment and created 1,421 jobs throughout metro Grand Rapids.

## Booking.com continues to expand in West Michigan

Three years ago, The Priceline Group—a global leader in online hotel reservations—established its first North American customer care center in Wyoming, investing \$7.7 million to renovate a former Siemens Dematic facility and creating 400+ jobs in the region. This year, the group considered other locations across North and South America to expand their support in the Americas, and landed right back in Wyoming, thanks to the expert support provided by The Right Place and its partners. The expanded center will create an additional 562 jobs that offer health benefits, shift premiums, second-language premiums, and annual bonuses for employees. Business development experts credit the multi-lingual skills and work ethic of West Michigan’s workforce for the win. “Jobs with health benefits and incentives such as those offered by Booking.com are at a premium, and without the skills sets available here, and the work of MEGA and the city of Wyoming, this success would not have been possible,” says Susan Jackson, The Right Place’s vice president of business development.

## 562 jobs and \$770,000 in capital investment



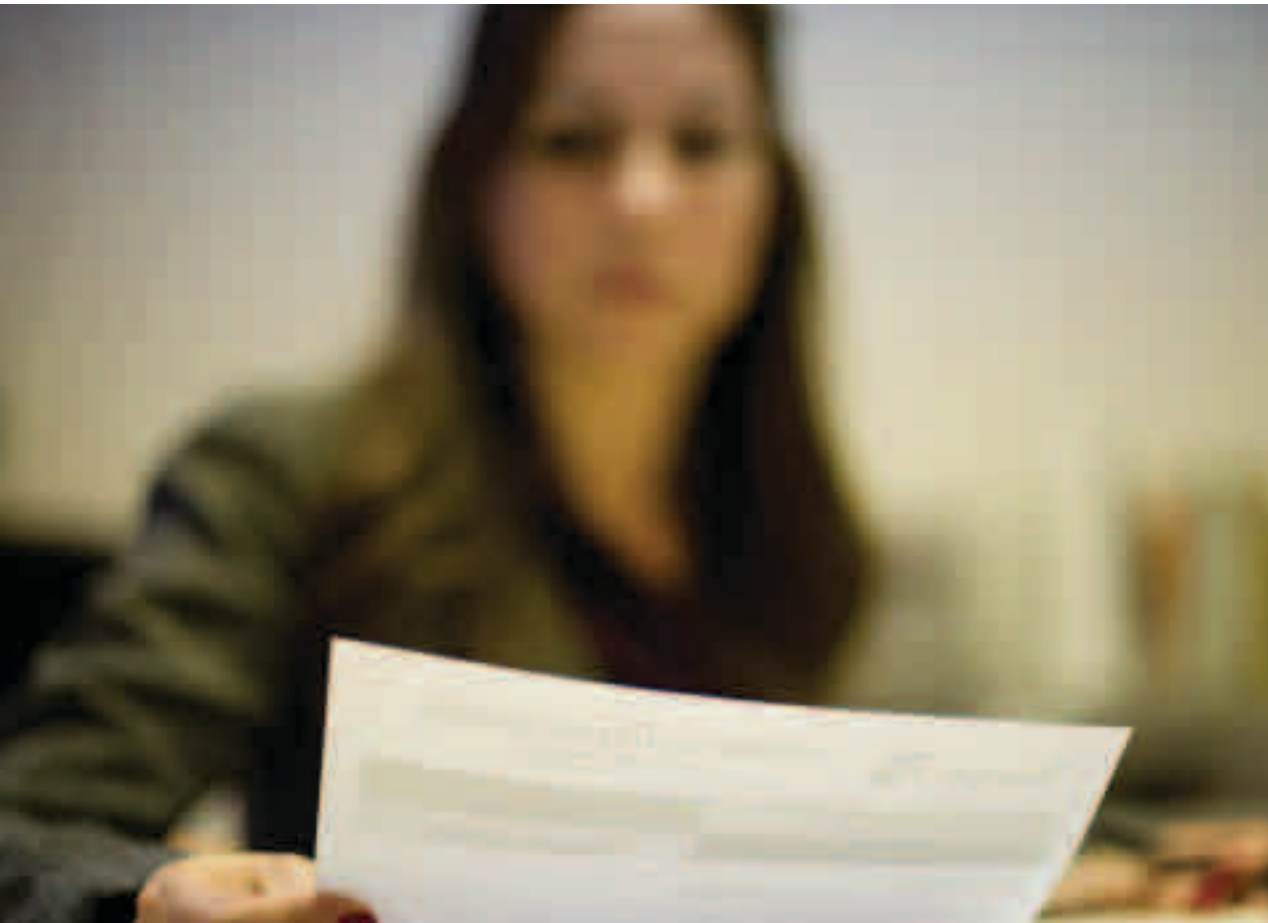
The best social program ever created was a good paying job with benefits.”

– Ewing Kaufman, Ewing Kaufman Foundation

## Atomic Object expands team and facility

One of West Michigan's leading software development firms, Atomic Object, designs software solutions for a wide range of companies. With a phenomenal 25% growth per year and the launch of the firm's Atomic Object Embedded division earlier this year, the company needed to expand its team and Wealthy Street facilities. In partnership with the City of Grand Rapids, The Right Place team provided strategic development support and services to assist in the expansion project. The expansion brought 30 new high-tech jobs and nearly \$1 million in capital investment to the region. "Supporting highly sophisticated IT companies like Atomic Object is essential to supporting our growth as a center for advanced manufacturing, computing, and research," says business development manager George Bosnjak. "They're a perfect example of the kinds of companies that are growing here, creating technology that makes other companies more technically adept and efficient in an innovation-driven global market."

**30 jobs and \$983,000 in capital investment**



## WHAT WE DO

### The Business Development Group

The Right Place's Business Development Group is the single source of services, information, and support for companies that want to grow in West Michigan. Each year, the team meets with more than 1,000 West Michigan companies, providing the strategic support and services they need to succeed. Our Business Development Group works to:

- Assist in workforce development
- Identify regional supply chain opportunities
- Support strategic planning initiatives
- Provide guidance on financial assistance and incentives at the local, state, and federal levels
- Provide confidential site-location searches
- Provide custom research for business development projects
- Assist with federal, state, and local government relations
- Conduct tours of the West Michigan region and business community
- Host business-to-business networking and educational events
- Create and facilitate collaborative networks
- Attract national and international business to West Michigan

# Leading economic growth

## Gordon Food Service consolidates and expands

Headquartered in Wyoming, Michigan, Gordon Food Service (GFS) is North America's largest family-owned broadline food service distributor and has been an innovative leader in their industry for more than 100 years. Last year, The Right Place coordinated support and incentives to consolidate GFS's Canadian business operations in West Michigan. This year, the scope of the initial expansion was enlarged to accommodate a new technology initiative that will add 127 new employees. The Right Place worked alongside GFS's team as they re-evaluated their original site-location plans and assisted them in modifying their original plans to utilize existing land at another location in Wyoming.

**127 jobs and \$32.3 million in capital investment**



## Hearthside Food Solutions expands

Hearthside Food Solutions is the largest producer of breakfast bars in the U.S.—and the country's largest privately owned bakery. With 12 manufacturing plants in seven states, Hearthside had plenty of options when it came time to expand to meet the growing demand for their granola bars and other baked snacks. Thanks to assistance by The Right Place that included incentives from the Michigan Economic Development Corporation (MEDC) and the cities of Grand Rapids and Kentwood, Hearthside chose to keep their operations and their jobs in West Michigan, opting to expand the company's Shaffer Avenue facility in Kentwood and the Oak Industrial Drive facility in Grand Rapids. The \$17.4 million expansion project will create 195 jobs the first year and 302 new jobs over the next five years.

**302 jobs and \$17.4 million in capital investment**

## Plasan builds new manufacturing facility

Headquartered in Israel, Plasan Carbon Composites is a Tier 1 manufacturer of carbon composite hoods, roofs, and fenders for low-volume, luxury vehicles. When R&D efforts uncovered a new manufacturing process that would allow high-volume production of automotive components, the company sought a site to pursue the opportunity. The Right Place coordinated an amendment to the company's existing High Technology MEGA tax credit which cleared the way for Plasan's decision to locate its new manufacturing facility in West Michigan. The Right Place, the MEDC, and local partners were able to build a business case that included economic incentives and access to a talented workforce to keep Plasan in Michigan. As the project moves forward, we'll be working alongside Plasan to connect them with regional recruiting and workforce-training resources to support their continued growth.

**202 new jobs and \$18 million in capital investment over three years**

# Nurturing emerging growth industries

At The Right Place, we're focusing our resources on these emerging growth industries that hold the most potential for long-term, sustainable growth—food processing, life sciences, advanced manufacturing, renewable energy, and aerospace and defense—providing technical and training services; building collaborative networks; and connecting them with each other, with potential customers, and with new opportunities. We're doing what it takes to ensure these strategic industries succeed and contribute to the long-term health of West Michigan's economy. Here are a few examples.



## Food Processing

### Food Quality and Safety Training

The complexity of governmental standards for food quality and safety requires many food processors to seek assistance regarding their food-safety management systems. To assist in that process, The Right Place and MMTC-West established a partnership with The Starting Block (a regional kitchen incubator) in Hart, Michigan to develop and deliver comprehensive food quality and safety training programs for the region's agribusiness and food processing industry. In September, MMTC-West launched the first in a series of sold-out events on HACCP (Hazard Analysis & Critical Control Points) food safety standards.

### Collaboration with the Department of Agriculture and Rural Development (MDARD)

This year, in recognition of the enormous potential that agriculture and food processing offers West Michigan, The Right Place established a collaborative relationship with MDARD. The goal? To identify strategies that will support and grow agriculture and food processing operations across the region. As part of the collaboration, The Right Place helped organize the third annual Michigan Food Processors Summit in April. Our work with MDARD is a part of our overall approach of collaborative economic development across a 13-county West Michigan region—leveraging the assets of our individual communities for the economic benefit of the region as a whole.

## Aerospace and Defense

### 228 new government contracts and \$36.4 million in revenue

The federal government awards contracts totaling more than \$500 billion annually, with a significant portion going to aerospace and defense. We're working alongside regional partners like the Michigan Defense Center to build relationships with the federal government on behalf of our region's manufacturers. And we continue to find success. This year, through the Grand Rapids Procurement Office, The Right Place assisted 212 regional companies in accessing and bidding on government contracts which brought more than \$36.4 million in revenue to manufacturers in the region.

West Michigan's agribusiness sector produces one-third of Michigan's total agricultural sales, contributing \$1.5 billion to the regional economy.

# Nurturing emerging growth industries

## Alternative and Renewable Energy

### Great Lakes Transportation Summit

In July, wind-energy industry leaders gathered in downtown Grand Rapids for the first-ever summit convened to discuss multimodal solutions for transporting large-scale wind components over the Great Lakes. The summit, created by The Right Place, brought together major wind-industry experts including the American Wind Energy Association (AWEA), Siemens, Acciona Wind Energy North America, and REpower USA Corp. to discuss the economic and strategic advantages of the integrated platform of water, road, and rail transportation throughout the Great Lakes region, which offers significant logistical opportunities for the wind-energy industry.

### Partnership with the American Wind Energy Association (AWEA)

This year, The Right Place partnered with the Michigan Economic Development Corporation (MEDC) to host a Michigan and West Michigan pavilion at the AWEA WINDPOWER Conference and Exhibition in California. Along with the six West Michigan companies that accompanied us to the conference, we met with key business leaders in the wind-energy industry, demonstrating the unique capabilities of West Michigan manufacturers and the collaborative nature of the area's businesses.

“Michigan is becoming a manufacturing powerhouse for the wind energy industry. Many of the skills Michigan workers possess easily transfer to wind energy manufacturing... spurring billions in investment.”

– American Wind Energy Association (AWEA)

### Building an international supply chain

One of our key focus areas in alternative and renewable energy is on building our region's supply chain—preparing regional manufacturers to produce the component parts needed for renewable energy systems around the world. What's more, we're marketing the collective strength of our supply chain to international leaders in alternative energy, working to build West Michigan's prominence as a global resource for the design, production, and distribution of renewable energy components.



## Life Sciences

### Michigan's largest concentration of medical device enterprises

From development and design, to manufacturing and distribution, West Michigan is quickly becoming a global destination for high-tech medical device solutions. This year we led eight West Michigan medical device manufacturers to the industry's top national and international trade conferences—Medical Device & Manufacturing West, Medical Device & Manufacturing Minneapolis, and BIO International. Our goals? To increase awareness of West Michigan's capabilities in the industry and to provide West Michigan manufacturers with a collaborative platform to exhibit their collective expertise.



West Michigan hosts the highest concentration of medical device manufacturers in the state, employing over 40% of Michigan's medical device jobs.

## Advanced Manufacturing

### Assisting the next generation of smart manufacturers

This year, The Right Place collaborated with MMTC-West to host events focused on the needs and interests of West Michigan manufacturers, including the eighth annual West Michigan Supply Chain Management Conference, the 2012 Commodity Trends Outlook and the 2011 West Michigan Automotive Summit. Collectively, these events brought together more than 480 West Michigan manufacturing professionals for in-depth discussions on topics ranging from commodity pricing strategies for 2012 to workforce requirements for the next generation of smart manufacturing.



# Fostering innovation in West Michigan

In 2011, The Right Place refocused its Innovation West Michigan initiative on creating a solid, systematic approach to connecting West Michigan companies to innovation resources. Following months of research and information gathering, The Right Place is now positioned to connect companies with new products and ideas, technology transfer, and commercialization resources that have been identified throughout West Michigan and beyond. The reorganization capitalized on The Right Place's inherent strength as resource brokers and strengthens the connections between businesses, colleges and universities, and public and private funding sources.

## INNOVATION WEST MICHIGAN

**31**  
CLIENT  
CONNECTIONS

**27**  
KEY RESOURCE  
MEETINGS

**6**  
FUNDING SOURCE  
CONNECTIONS

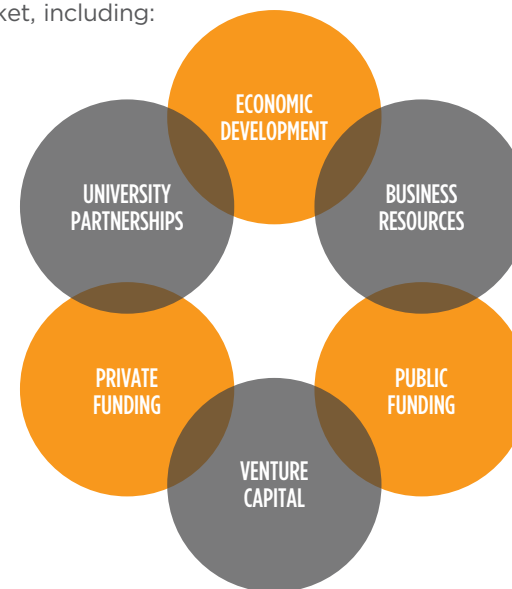
**31**  
EVENT & SEMINAR  
PARTICIPATIONS

**11**  
UNIVERSITY  
CONNECTIONS

## West Michigan Innovation Resource Map

With an abundance of innovation resources both within and outside of West Michigan, identifying the right resources for a specific innovation initiative can be challenging. To address this, Innovation West Michigan is developing a comprehensive Innovation Resource Map for West Michigan businesses. The map simplifies the process of identifying resources that companies can tap into to help them identify, evaluate, fund, and bring new ideas to market, including:

- Economic development partners
- University and research partnerships
- Professional resources and partnerships
- Private funding and venture capital resources
- Public funding and assistance
- Business resources and partnerships



# INNOVATION WEST MICHIGAN

AN INITIATIVE OF THE RIGHT PLACE

## University Partnership Grid

Partnerships with colleges and universities are an essential vehicle for transferring scientific and technological developments to the business community where they can be used to develop new products, processes, applications, and materials. These partnerships hold the potential to turn a small West Michigan company into the next Amway, Herman Miller, Stryker, or Wolverine Worldwide. Finding the right partners and establishing effective, ongoing partnerships, however, can be challenging. Innovation West Michigan is addressing this challenge through its University Partnership Grid, a growing information resource which speeds and simplifies the process of establishing strong working partnerships between businesses and learning institutions in West Michigan, in Michigan, and beyond. The grid offers West Michigan companies a roster of universities seeking business partnerships and key information to help them evaluate the university's services and make connections with their research and technology teams, including:

- A description of the university's services
- A synopsis of research initiatives at the institution
- A look at the tech transfer initiatives at the institution
- Connections to university engineering departments
- Connections to the institution's enterprise/business park (if available)
- As well as a revolving roster of relevant events

Innovation West Michigan hopes to establish an ongoing rapport between universities and regional businesses that produces working partnerships, fosters the transfer and commercialization of technology, and creates new jobs and more capital investment in the region.

## WHAT WE DO

### Innovation West Michigan

Innovation West Michigan is West Michigan's central hub for connecting companies with the ideas, methods, and resources they need to identify, use, finance, and commercialize new technology for business growth. With so many resources and services available, this team guides businesses to the right resources for their specific needs—clarifying and streamlining what can be an expensive, confusing, and time-intensive process of commercializing new technology. Innovation West Michigan's network of resources work together to help businesses in our 13-county region mine new products and technologies and find the resources they need to bring them to market. We assist West Michigan businesses by:

- Connecting with each other for partnerships, product development, and prototyping
- Establishing technology transfer and development partnerships with regional colleges and universities
- Accessing private and public financial assistance



# Advancing competitive manufacturing

Manufacturing contributes more than \$41 billion to our regional economy—comprising 27% of our total gross regional product and providing more than 116,000 jobs across the region. While many communities seem to have accepted the idea that American manufacturing has met its demise, The Right Place and MMTC-West know otherwise and are committed to investing in programs and training services to build globally competitive manufacturers in West Michigan. This year, MMTC-West assisted more than 603 West Michigan manufacturers in their efforts to become leaner, more diversified, more productive, and more sustainable. Manufacturers who used MMTC-West services in 2010/2011 saved \$2,941,873 in costs and earned \$9,111,652 more in sales—a powerful testament to the value MMTC-West provides regional manufacturers. Here are just a few of their accomplishments.



Michigan Manufacturing Technology Center-West

### Paladin diversifies and grows

Paladin Industries, Inc. has a can-do culture, built on their reputation for pushing the possibilities and harnessing advanced technologies in the production of wood components. When market changes began to cut into profits, the company engaged MMTC-West to help them find new markets, overcome commodity-based pricing, and identify their most profitable projects and customers. After examining Paladin's core competencies, objectives, resources, and competitors, MMTC-West led the company through their Strategic Market Diversification program. Through a series of workshops and one-on-one consulting, Paladin developed a fresh view on their company and their market opportunities and used that information to increase sales, increase profits, identify new markets, develop strategies for gaining and serving new customers, and establish corporate goals that align with their distinct competencies.

### Food processors find targeted support to meet standards and improve efficiency

To support the phenomenal growth of the food-processing industry in West Michigan, MMTC-West launched programs this year targeted at reducing risk, improving efficiency, and producing exceptional quality food products throughout the food supply chain. The programs take MMTC-West's 20+ years providing expert solutions for lean, sustainable growth for manufacturers and translates that for the needs of food processors. Programs are designed to help food processors develop and maintain standards that meet regulatory complexities, and meet their own needs and their customers' needs at the same time. From feedstock to supply chain to waste management solutions and more, we're working hard to assist our food processors in their efforts to meet government regulations, drive down costs, increase output, and improve product quality.

# Advancing competitive manufacturing

## MMTC-WEST RESULTS

**\$9.1 MILLION**  
INCREASED SALES

**\$26.8 MILLION**  
RETAINED SALES

**\$2.9 MILLION**  
COST SAVINGS

(July 2010 – June 2011)

## Landscape Forms becomes leaner and greener

Landscape Forms, Inc. is a leading site furniture designer and manufacturer in North America located near Kalamazoo. The company participated in MMTC-West's new E3 (Energy, Environment, Economy) program to help them improve efficiency during a time of significant growth. Working together, MMTC-West's assessors and Landscape Forms' continuous improvement teams focused on ways to improve the facility's product flow, initiate lean improvements, reduce energy use, and improve environmental performance. As a result of the E3 project, Landscape Forms was able to redesign the layout and flow of a critical department for better efficiency, strengthen its environmental program to address customer concerns, and increase energy efficiency across the enterprise.

## Display Pack saves money and reduces carbon footprint

Display Pack is a single-source provider of innovative, high-quality packaging to customers worldwide. The company views sustainability as a way of doing business—a way to improve efficiency and gain access to an increasingly green market. So when they began to evaluate energy improvements to their 100-year-old production facilities, Display Pack enrolled logistics manager Nate Briggs in MMTC-West's five session Energy Champion Learning Series to give him the tools to analyze the opportunity, costs, and benefits to retrofit the facility. Briggs learned the basics of energy accounting, energy management systems, utility invoice analysis, allowing him to analyze the load requirements of the company's lighting, HVAC, and production equipment. He developed an energy management plan that led to annual savings of \$12,800 in lighting alone. What's more, by analyzing and changing the way employees use air compressors, Briggs saved the company more than \$70,000. Not bad for a \$300 investment in the learning series. Aside from the immediate savings, Briggs now has the tools to improve the company's efficiency long term, expand its green business, and continue developing innovative ways to serve its customers.



## WHAT WE DO

### **MMTC-West**

Michigan Manufacturing Technology Center-West (MMTC-West) provides affordable, flexible training and educational services that can dramatically improve the quality, efficiency, sustainability, and profitability of small- to mid-size manufacturers and keep them competitive in the global marketplace. Over the last two decades, MMTC-West has developed a reliable process to help manufacturers identify areas for improvement and create a plan—from single workshops to in-depth training to customized support—to get the results they're looking for in growth, quality, lean operations, workforce development, sustainability, and more. In 2011 MMTC-West's assistance saved manufacturers in the 17-county region more than \$2.9 million and assisted them in earning more than \$9.1 million in new sales.

# Collaborating with our West Michigan partners

One of the keys to the future of economic growth in West Michigan is increased collaboration and a regional approach to economic development. Individually, our communities offer unique qualities and assets, but when marketed as a whole, West Michigan becomes an even more attractive destination for national and international business. This year, the Right Place has expanded its collaborative networks to harness the collective economic power of the region and to bring our economic development agencies into a common voice and purpose for business attraction and retention across the region.

## **Ionia County: A new partnership for regional economic growth**

This year, The Right Place and the Ionia County Economic Alliance (ICEA) formed a strategic partnership to promote economic growth in Ionia County and encourage broader marketing efforts across the region. Over the next three years, The Right Place and ICEA will work together to provide economic development services to Ionia county businesses in business retention, expansion, and attraction. An economic development specialist will be hired to serve the county. And regional marketing efforts will be expanded to include Ionia County's economic assets, particularly in manufacturing and agriculture. Ionia County's agricultural sector offers great potential for West Michigan's growing food-processing industry, generating annual revenues of more than \$200 million from more than 1,000 farms and 238,000 acres of farmland.





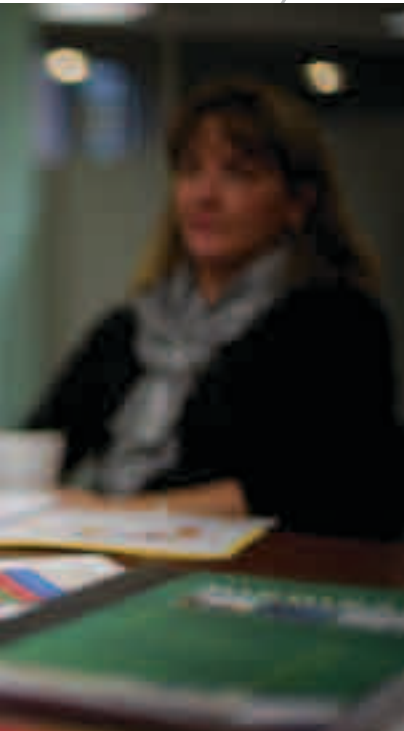
## West Michigan Economic Development Collaborative (WMEDC)

This year, The Right Place established a new 13-county regional partnership with Lakeshore Advantage—a Holland-Zeeland-Saugatuck-area economic development agency. The partnership takes regional collaboration in West Michigan one giant step forward, streamlining the network of economic development support to businesses throughout West Michigan; strengthening our national and international business attraction efforts; and leveraging the assets of the entire region toward building jobs, investment, and growth.

The 13-county regional collaborative represents more than 2,000 businesses and a population of nearly 2 million in these counties:

<b>Allegan</b>	<b>Kent</b>	<b>Mecosta</b>	<b>Newaygo</b>	<b>Ottawa</b>
<b>Barry</b>	<b>Lake</b>	<b>Montcalm</b>	<b>Oceana</b>	
<b>Ionia</b>	<b>Mason</b>	<b>Muskegon</b>	<b>Osceola</b>	

The collaborative is working to expand technical assistance and training in the region and develop a coordinated program to assist high-growth companies that are well-suited to expand and invest in the region. In the future, the collaborative will provide a coordinated means of reviewing urban and rural development and regional transportation initiatives that affect all member counties. With the founding of the WMEDC, the region is on the path toward providing integrated economic development services that eliminate duplication, improve services, and provide the kind of support that ensures West Michigan businesses are ready to compete in the global economy.



# The Right Place Staff

**Birgit Klohs**  
President & CEO

**Twayne Howard**  
Chief Operations Officer  
Assistant Treasurer

**Rick Chapla**  
Vice President  
Business Development

**Susan Jackson**  
Vice President  
Business Development

**Therese Thill**  
Vice President  
Business Development

**Tim Mroz**  
Vice President  
Marketing & Communications

**William Small**  
Vice President, Technical Services  
MMTC-West Regional Director

**Jackie Beering**  
Accounting Clerk

**Karen Benson**  
Director  
Innovation Services

**Laura Blake**  
Director  
Internet Communications

**Jodi Gruner**  
MMTC-West  
Business Development Specialist

**Tami Hugger**  
Assistant to the President

**Julia Lyons**  
MMTC-West Administrative  
Assistant

**Jill May**  
Director  
Fund Development

**Natalia Powers**  
Events Manager  
Facilitator, Manufacturers Council

**Paul Powers**  
Business Development Specialist

**Brandt Siegel**  
Business Research Manager

**Dave Spaulding**  
Business Development Specialist

**Robin Thomas**  
Executive Assistant

**Amy Winkler**  
MMTC-West Client Coordinator



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President  
Amway Corporation



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President/CEO  
Fifth Third Bank - Michigan



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**Richard C. Breon\***  
President & CEO  
Spectrum Health



**Rick Baker**  
President & CEO  
Grand Rapids Area  
Chamber of Commerce



**William Cousins**  
Township Manager  
Cascade Charter  
Township



**Sam Cummings**  
Managing Partner  
CWD Real Estate  
Investment



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Controller  
Kent County



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Grand Rapids  
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**Jim Dunlap\***  
Regional Group President  
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**Steven Ender, Ed.D.**  
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**Danny R. Gaydou\***  
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**Brian T. Harris\***  
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**Birgit M. Klohs\***  
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The Right Place, Inc.



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**Mark Lindquist**  
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Rapid-Line, Inc



**Hank Meijer**  
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Managing Partner  
Varnum, Riddering,  
Schmidt & Howlett LLP



**Craig Mutch**  
Managing Partner  
Miller Johnson



**Richard J. Pappas**  
Ed.D., President  
Davenport University



**John C. Porterfield**  
Regional Bank  
President  
Comerica Bank



**Milton W. Rohrer**  
President  
Frey Foundation



**John G. Russell**  
President and Chief  
Executive Officer  
Consumers Energy  
Company



**Fred Shell**  
Vice President of  
Corporate  
& Government Affairs  
DTE Energy



**Greg Sundstrom**  
City Manager  
City of Grand Rapids



**David L. Van Andel\***  
Chairman/CEO  
Van Andel Institute



**Mike VanGessel**  
President & CEO  
Rockford Construction  
Company, Inc.



**Douglas E. Wagner**  
Managing Partner  
Warner Norcross &  
Judd LLP



**Brian Walker**  
President/CEO  
Herman Miller, Inc.



**Sean Welsh**  
Regional President  
The PNC Financial  
Services Group

\*Executive Committee member

# Investors By Industry Sector

## Construction: Associations

American Subcontractors of Michigan  
Associated Builders and Contractors, Inc.

## Construction: Electrical Contractors

Feyen-Zylstra  
Van Haren Electric Inc.

## Construction: Architects, Engineering & Consulting

Draper Group USA  
Fishbeck, Thompson, Carr & Huber  
Moore & Bruggink, Inc.  
NTH Consultants  
Progressive AE  
TowerPinkster

## Construction: General Contractors

Dan Vos Construction  
Owen-Ames-Kimball  
Pioneer Construction  
Rockford Construction  
The Christman Company  
Triangle Associates  
Wolverine Building Group

## Construction: Mechanical Contractors

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

## Construction: Subcontractors & Suppliers

Brigade Fire Protection Inc.  
Draper Group USA  
Etna Supply Company  
Graybar Electric Company, Inc.  
Kent Companies  
Quality Air Heating & Cooling

Riverside Integrated Systems, Inc.  
S. A. Morman & Co.  
VanLaan Concrete Construction  
Voss Glass, Inc.  
Williams Kitchen & Bath

## Education

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

## Environmental

Michigan Environmental Council  
Sustainable Research Group

## Finance: Banks

Chemical Bank  
JP Morgan Chase Foundation  
Comerica Bank  
Fifth Third Bank - Michigan  
Founders Bank & Trust  
Grand River Bank  
Huntington Bank  
Macatawa Bank  
Mercantile Bank of West Michigan  
PNC Financial Services Group  
Select Bank  
United Bank of Michigan

## Foundations

Grand Rapids Community Foundation  
Fremont Area Community Foundation  
Frey 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

## Investment Management

RDV Corporation  
The Windquest Group

## Manufacturing

ADAC Automotive  
Alro Steel Corp.  
American Seating  
Amway  
ATEK Medical Manufacturing  
Autocam Corp.  
BISSELL Homecare, Inc.  
Burke E Porter Machiney Co.  
Carter Products Company, Inc.  
Cascade Engineering Inc.  
D & M Metal Products  
Davidson Plyforms  
Eclipse Tool & Die, Inc.  
Flexco  
GE Aviation

### **Manufacturing (continued)**

Gentex Corporation  
Gill Industries, Inc.  
GR Spring & Stamping Inc.  
H & H Metal Source  
H&L Advantage  
Haviland Enterprises, Inc.  
Herman Miller, Inc.  
Irwin Seating Company  
Kent Design & Manufacturing  
Lacks Enterprises  
Master Finish Co.  
Nucraft Furniture Company  
Paragon Die & Engineering Co.  
Ranir, LLC  
Rapid-Line, Inc.  
RoMan Manufacturing, Inc.  
Root Lowell Manufacturing  
Steelcase Inc.  
Terryberry Company  
The Armada Group  
Universal Forest Products, Inc.  
Viking Group  
Wolverine Coil Spring Co.  
Wolverine World Wide, Inc.  
Woodward

### **Media**

The Grand Rapids Press  
MiBiz

### **Professionals & Individuals: Accountants**

Baker Spindler Holtz  
BDO USA  
Beene Garter  
Crowe Horwath, LLP  
Deloitte  
Ernst & Young LLP  
H & S Companies, PC  
Hungerford, Aldrin, Nichols & Carter, PC  
Plante & Moran, PLLC  
Rehmann Group

### **Professionals & Individuals: Attorneys**

Clarke Hill, PLC  
Dickinson Wright PLLC  
Law Weathers  
Miller Johnson  
Paparella & Associates  
Varnum, Riddering, Schmidt & Howlett LLP  
Warner Norcross & Judd LLP

### **Professionals & Individuals: Other**

Michael & Susan Jandernoa

### **Real Estate: Associations**

Commercial Alliance of REALTORS  
Grand Rapids Association of REALTORS

### **Real Estate: Industrial/ Commercial/Property Managers**

CWD Real Estate Investment  
Demco/Lormax Stern Industrial Holdings, LLC  
Francis Realty Co.  
The Waters Corporation

### **Retail**

Fox Motors

### **Retail: Food Products**

Cole's Quality Foods  
Gordon Food Service  
Litehouse, Inc.  
Meijer Inc.  
Spartan Stores, Inc.

### **Services: Advertising and Public Relations**

Exhibit Design Consultants  
Wondergem Consulting

### **Services: Business Services**

Ameritemp Staffing  
Connexsource  
Custer Workplace Interiors  
Grand Rapids Area Chamber of Commerce  
Huizenga Group  
Ionia County Economic Alliance  
Manpower  
Newaygo County Economic Development Office  
PRA Global Business Development  
William Charles Corporation

### **Services: Health Services/Hospitals**

Blue Cross Blue Shield of Michigan  
Foremost Insurance Group  
Metro Health Hospital  
MVP Sports Clubs  
Saint Mary's Health Care  
Spectrum Health

### **Utilities & Sanitation Services**

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

## Mission

The mission of The Right Place, Inc. is to promote wealth creation and economic growth in the areas of quality employment, productivity, and innovation in West Michigan by developing jobs through leading business retention, expansion, and attraction efforts.

## Value

Building on over 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.

THE RIGHT PLACE, INC.

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