**ABOUT GRENO INDUSTRIES INC.** Greno Industries manufactures computernumerical control (CNC)-machined parts to serve a variety of industries worldwide, including aerospace/defense, power generation, oil and gas, transportation, mining, and food processing. A woman-owned company, Greno has six employees and is based in Scotia, New York.

**THE CHALLENGE.** When changes in the oil and gas and power generation industries threatened to adversely impact Greno’s revenues, the company decided to expand into the aerospace/defense industry. Only once before—with oil and gas—had President and COO Eileen Guarino pursued such an aggressive market expansion. The aviation/defense industry was far more complex, with more stringent certification requirements. Already ISO 9001 certified, Greno would need to transition to the new AS9100D standard, which encompasses ISO 9001 and features an additional 105 quality and safety requirements.

**MEP CENTER’S ROLE.** For assistance in obtaining and reaping the benefits of the AS9100D certification, Greno worked with Business Growth Solutions (BGS) through the Center for Economic Growth (CEG), part of the MEP National Network. The company received funding support from both the Workforce Development Institute and National Grid’s Manufacturing Productivity Program, which BGS helped secure. Three Greno employees, including Guarino, participated in VIA Revenue Throughput classes to identify revenue opportunities and priorities, as well as obstacles to growth. These classes helped the company develop a strategy to capitalize on opportunities leveraged by the anticipated certification upgrades. Guarino said they provided her with a clearer understanding of Greno’s strengths and weaknesses, in addition to competitors it would encounter in its new market. Next, BGS performed a gap analysis on Greno to determine the company’s level of compliance with AS9100D, which it used to prepare for the Stage 1 and 2 AS9100D audits. The state audit found only one minor nonconformance, whereas the industry norm is two. A month later, Greno became one of the first U.S. companies to be AS9100D-certified. The market expansion increased sales for the company, while the process improvements reduced costs.

Greno also took advantage of a new NIST MEP pilot program: The Next Generation Supplier Program. Though this program, the company met with representatives from several other original equipment manufacturers to learn about their requirements, expectations, and opportunities. It also received a CoreValue Operational Assessment detailing the company’s enterprise value, value gaps, and red flags, producing an actionable roadmap for growth. Working with BGS, Greno used the analysis to address bottlenecks, invest in new products, and further improve operational performance.

"It’s so process-driven...there’s a whole thought process going into a different market, so we’re not jumping around."

-Eileen Guarino, President and COO