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SUMMER 2017
The Official Publication of Women in Manufacturing®

IMPACT

Read up on WiM's inaugural Management Development Program (MDP) class on pg. 9!





women in automotive
SOUTHERN CONFERENCE | **FUELING THE FUTURE**

October 24, 2017

TD Convention Center
Greenville, South Carolina

For more information:

<http://www.womeninmanufacturing.org/events/wia-south>
or contact Lisa Tarcy at ltarcy@womeninmfg.org

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FROM OUR PRESIDENT



Greetings, WiM members! I hope you all have enjoyed a restful and relaxing summer season. We're heading into a historically busy time for our association and thrilled to announce the establishment of a new program for those folks who work within the automotive industry – the Women in Automotive (WiA) Southern Conference.

Initially held in Michigan as an annual conference for the last seven years, WiA has expanded to the southeastern states due to its substantial growth. The WiA Southern Conference will take place on October 24, 2017, in Greenville, SC. The theme is "Fueling the Future" and will feature an agenda including keynote presentations, an industry breakfast, an informative and inspirational panel discussion with experts from BMW, Honda, Nissan and Schaeffler Group, and an abundance of networking opportunities. I am looking forward to seeing many of our automotive members in attendance!

We're also gearing up to produce the third annual Leadership Lab for Women in Manufacturing (LLMFG). The dates for the Class of 2018 are January 8–10, February 12–14 and March 19–20, and registration is currently available! LLMFG is a truly transformative experience and it is such a joy to hear the success stories of our amazing graduates. If you're interested in an intensive leadership deep-dive, which explores industry bias, barriers and opportunities, visioning and coaching, negotiation, confidence building and much more, I strongly encourage you to check it out. If you'd like to connect with recent graduates of the program, please contact Kristin Moore at kmoore@womeninmfg.org.

Needless to say, there is no shortage of exciting opportunities ahead! We're ready to embrace the fall season and a continuation of the growth and progress that we achieved this summer.

Allison


Allison Grealis
Founding President, Women in Manufacturing (WiM)

 @allisongrealis

Stay connected with WiM year-round via:

 www.womeninmanufacturing.org

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 Women in Manufacturing



The WiA Northern Conference was such a success that WiA has expanded to the south!

SASHA CUBERO

Trainee

West Conn Tool, Inc.

Please tell our readers a little bit about your job and what your work looks like every day.

My job at West Conn Tool is a part-time position as a trainee. I am starting off in quality control as an inspector to gain a better understanding and appreciation of how important it is to maintain quality in all jobs for every customer. I inspect various parts in numerous ways such as: micrometer, comparator, caliper, gage pins, CMM machine, height gage, etc. My job is to make sure that each part I inspect reaches blueprint requirements for that particular job. If the part fails to reach the requirements (be out of tolerance), it is my job to inform the machine operator(s) of the issue. Quality control is typically seen as the backliner, because it is the last department to ensure that the parts meet customer specifications before being shipped out.



How did you arrive at your current position? What attracted you to a career in manufacturing?

I attended a program at Housatonic Community College named Advanced Manufacturing of Technology Center (AMTC for short). It is an intensive 9-month program that provides an entry level understanding of manufacturing and what it encompasses going to a field that is very involved with machinery and instruments used to measure parts. It provides classroom learning and hands-on training on various machines. I learned about manufacturing through two people I know from my personal life who have also attended the program, and they both came out with jobs right after they graduated. Within a couple of months, they managed to get their own places, and this inspired me to try out manufacturing in the hopes of getting a better job.

At WiM, much of our work is dedicated to refuting outdated stereotypes about the manufacturing sector: stereotypes like the workplaces are dirty and dangerous and that the field and skills required are a better fit for men. Have you encountered stereotypes like these in your education or career and how did you overcome them?

The stereotypes are indeed outdated and untrue. Most if not all manufacturing companies are very clean and are required to maintain OSHA law. A manufacturing company would not survive for too long if it failed to comply with OSHA requirements. Factories are clean and the work areas are separated with yellow lines on the floor to make a nicer looking workspace. No horseplay is allowed, and machines and tools are to be maintained and clean at all times. Workers are required to wear protective gloves and steel-toed boots. Loose clothing and untied hair are violations and consequences will follow if the worker does not comply with safety rules. Lockout/tagout is another in-depth safety rule with machines. Both men and women can learn the skills necessary for this career field. It involves a basic understanding of math and how to operate a machine. I have never encountered these stereotypes, and I am the first female to work on the manufacturing floor at West Conn Tool. I am treated no differently than any man.

Research shows that women, especially women in STEM fields, do better if they have a mentor. Has mentorship played any role in your career?

Yes, I definitely had a mentor who played a significant role in my manufacturing training. Her name is Paula Chapla, and she is the strongest woman I have encountered in my educational experience, especially in my manufacturing program. She was my teacher for the AMTC program, and she taught me milling alongside Michael Gugger on the operating floor. As a woman who has worked at Sikorsky and has vast experience and knowledge surrounding manufacturing, Ms. Chapla taught me how important it is to be confident in yourself. I learned not to be intimidated working alongside men. Ms. Chapla has told me stories where she encountered many struggles in the manufacturing field that could bring a tear to anyone's eye. She is very happy to see how times have changed from when she first started to now seeing women starting to enter this career field. I have great admiration and respect for Ms. Chapla, not only as a woman, but as a person who surpassed many struggles and someone who demonstrates how to be head-strong.

One of the key findings in WiM's survey is that there is significant overlap between what young women want in careers and the attributes of careers in manufacturing today. But the survey also found that, too often, young women are not aware of the opportunities available in manufacturing. What do you think can be done to spread the word to women about career options in modern manufacturing?

Women should really look into their local colleges to see what the school has to offer. A lot of the times, those programs have the right connections and resources to get anyone into those jobs and opportunities.

Our survey also found that the majority of women in manufacturing today would recommend the sector to young women considering career options. Would you recommend a career in manufacturing? And, if so, why?

One key phrase I have learned working in manufacturing is "It depends." And I say this because it really depends on whether the person wants to do manufacturing. I chose this field to have a better job to support my passion, which happens to be art. Each person has a different story or circumstance that would need to be taken into account. If anyone desires a stable career that pays a good wage, I would recommend it.

Why did you decide to join Women in Manufacturing? How do you personally find value in WiM membership?

Women in Manufacturing is an amazing association that is dedicated to supporting women in the industry. It is valuable to me in the sense that I get to learn and read about other women who are in the same career field as me. It is great to know that support is always there when needed.

COURTNEY WAGNER

President and CFO
Wagner Machine, Inc.



Please tell us a little bit about your job and what your work looks like every day.

I am the president of Wagner Machine, Inc., a small job shop in Norton, Ohio. I also presently hold the title of CFO, a position I held prior to becoming president. I handle daily operations of the shop including meetings with all supervisors and weekly jobs due reports. Wagner Machine, Inc. is a custom, make to print shop with a total shop turnover in six weeks or less. Jobs change on a weekly basis, so I assist the plant manager with scheduling the 20 machines on the shop floor. I meet with current and potential customers and give plant tours.

How did you arrive at your current position? What attracted you to a career in manufacturing?

My grandfather retired from Babcock & Wilcox in 1957. He and my grandmother started Wagner Machine, Inc. immediately with their seven children. My father is the youngest child and became president of the company in 1984. I started working in the business when I was 14 running a bandsaw. I remember when my friends were babysitting, I was sitting at the saw making \$.25/piece. Before I began my undergraduate degree, I attended machine trades school and learned how to run manual machines and read blueprints. Throughout college, I worked in purchasing and job entry. This helped train me how to interpret prints and order raw materials needed for the jobs. I graduated from The University of Akron with a Bachelor of Science in Business Administration. I moved positions to accounting and HR as I was working on an MBA. I received my Master of Business Administration with a concentration in International Marketing and Finance from Hult University in London, UK in 2009. I became CFO and held that position until October of 2016. Holding the various positions throughout the company better prepared me to assume the role of president. I never imagined a career in manufacturing and my family never insisted on me working in the business. I woke up one day and had 20 years under my belt. It was then that I decided this is where I want to be and what I feel like I am born to do.

At WiM, much of our work is dedicated to refuting outdated stereotypes about the manufacturing sector: stereotypes like the workplaces are dirty and dangerous and that the field and skills required are better fit for men. Have you encountered stereotypes like these in your education or career and how did you overcome them?

I remember going to machine trades school and being one of two females in the class of 22. Before that moment, it hadn't occurred to me that being a female puts you in the minority in manufacturing. I never felt the stereotypes in my own shop, but I am sure they were present and I didn't notice. The hardest part is explaining a project and men don't think I understand what they are talking about. I am always having to interject something thought provoking or knowledgeable to prove myself. This gets exhausting. I don't think men always feel the need to prove themselves to be respected.

Research shows that women, especially women in STEM fields, do better if they have a mentor. Has mentorship played any role in your career?

This is one area that could have probably saved me a lot of headaches. I never had a female mentor. I never had someone to explain some of the trials I would go through because of my gender. I made some mistakes, didn't assert myself and confront situations when I should have, and was too assertive and aggressive in other situations. It would have been very helpful to have a mentor who had experience with this. Because of my lack of mentorship, I try to mentor women now. This happens both in casual situations and through mentorship programs.

One of the key findings in WiM's survey is that there is significant overlap between what young women want in careers and the attributes of careers in manufacturing today. But the survey also found out that, too often, young women are not aware of the opportunities available in manufacturing. What do you think can be done to spread the word to women about career options in modern manufacturing?

I think we will find that the issue of young women being unaware of the opportunities available in manufacturing is diminishing, just not as quickly as we hope. If you notice now in STEM programs throughout junior high schools and robotics programs in high schools, the number of young women participating is growing every year. Also, there has been a surge of women in engineering programs in the past 5-10 years. I feel that groups like WiM and other female empowerment groups are doing a great job. I think that groups like 'Girls on the Run' and other associations that promote women and equality help the cause of women looking into fields like manufacturing that were never traditionally jobs that attracted women.

Our survey also found out that the majority of women in manufacturing today would recommend the sector to young women considering career options. Would you recommend a career in manufacturing? And, if so, why?

This is a tough one for me. I would recommend this career to anyone with the mindset and drive for perfection that the jobs require. I know that being a woman on the shop floor takes some serious gumption. I think that being a pioneer in any situation is difficult. Women are still pioneering the field of manufacturing for their gender. The more women we see in manufacturing, the easier it will become for women in the future.

Why did you decide to join Women in Manufacturing? How do you personally find value in WiM membership?

I am new to the group. I decided to join because I have been following the group for about two years. I see the other women members at functions. I get frustrated at times with other manufacturing groups that are primarily comprised of men. I wanted to be part of something with peers who understand the demands and difficult situations of being a woman in manufacturing. I look forward to finding the value and feel that I will gain the most value in the networking opportunities and stories from the other members.



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INAUGURAL MANAGEMENT DEVELOPMENT PROGRAM (MDP) CLASS GRADUATES AT 2017 SUMMIT

The first-ever Management Development Program (MDP) came to a close after a final meeting and graduation at the WiM SUMMIT on September 13, 2017. Fifteen individuals were eligible to graduate after having completed an in-person, kickoff session at WiM's headquarters in Cleveland, seven interactive webinars and the last learning session at the SUMMIT. This program covers a variety of topics, all applicable to those with less than three years of experience, to better prepare and position participants for managerial opportunities and success.

THE TOPICS FEATURED IN THIS YEAR'S PROGRAM INCLUDE:

- Inspiration from Within: Developing a Personal Vision
- Essential Communication Skills for Emerging Leaders
- Becoming a Person of Influence
- The Hiring Process
- Performance Management
- Managing Successful Projects
- Financial Concepts
- Developing Your Professional Brand



WiM MDP Class of 2017.

Be on the lookout for a communication from WiM regarding enrollment in the 2018 MDP!

UP NEXT

• • • • •

“Understanding and Embracing Emotional Intelligence”

Thursday, September 28, 2017 | 2:00 p.m. EDT

Featuring knowledge expert Dr. Robin Stern,
Associate Director, Yale Center for Emotional Intelligence.

Due to Arconic Foundation's generous support, the 2017 Virtual Learning Series is a free WiM membership benefit. To register, please visit <http://www.womeninmanufacturing.org/events/virtualllearning/register>.

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WIM'S SECOND ANNUAL SUMMER LEADERSHIP CONFERENCE A RESOUNDING SUCCESS

Women in Manufacturing® (WiM) hosted a highly successful, second annual Summer Leadership Conference (SLC) on August 7 – 9, 2017, in Davidson, NC. The SLC is a thought-leadership conference which brings together the WiM National Board of Directors and Corporate Partnership Council (CPC). Each WiM corporate member company is considered to be a part of the CPC, and these organizations are encouraged to send up-to-two delegates to participate in the event. Professionals representing AGCO, Altria, BASF, Bishop-Wisecarver, BMO Harris Bank, BWX Technologies, CliftonLarsonAllen LLP, CNC Software, Coca-Cola Bottling Co. Consolidated, GE Appliances, Ingersoll Rand, John Deere, Lexmark International, Sherwin-Williams, Wagner Machine, Zierick Manufacturing, Zurich Insurance and more were in attendance.

The conference kicked off on Monday, August 7, with introductions and a presentation, “The State of Women in Manufacturing,” which was given by WiM’s founding president, Allison Grealis. Industry statistics were shared as well as status updates on WiM’s progress within the past year. Sprinkled throughout the event were presentations given by key supporters, including Altria, BMO Harris Bank, UPS Freight and Ingersoll Rand. In addition, Paul Nathanson, partner, and Anya Ross, assistant, with Bracewell LLP, delivered an insightful and informative webinar entitled, “Women in Manufacturing: Digital, Social and Traditional Media Outreach.”

The group also spent time discussing how to improve the industry’s image and sharing best practices in regards to workforce attraction, retention and advancement during interactive roundtables. These discussions were certainly a highlight of the event!

While in Davidson, the Board of Directors and members of the CPC enjoyed visiting the quaint downtown area and having dinner at several local hot spots. A special thank you to Ingersoll Rand for hosting the SLC in their Davidson office.



Marcia Avedon, of Ingersoll Rand, presents on IR's corporate commitment to WiM.



2017 SLC participants.

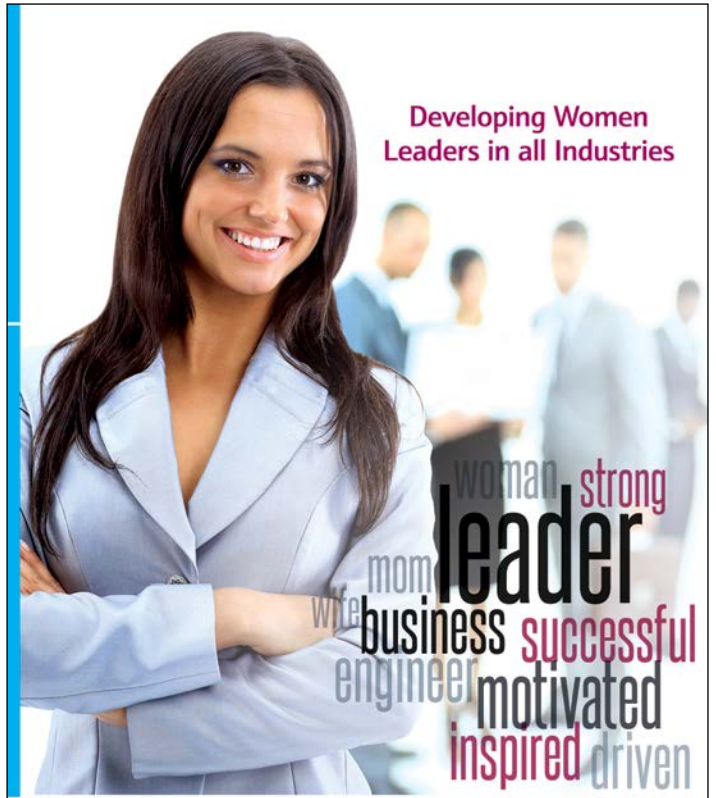


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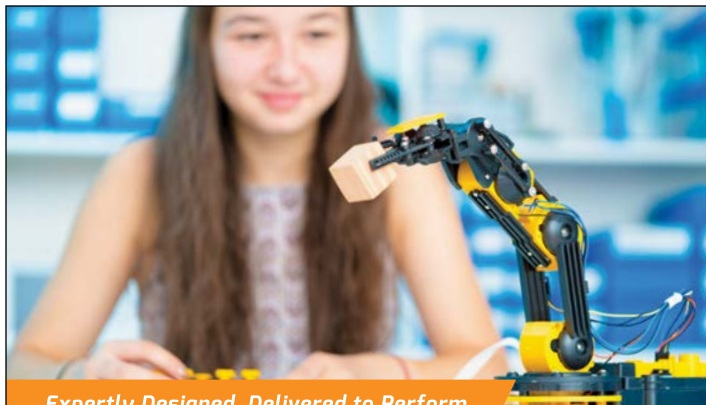


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WIM WELCOMES 25 NEW MEMBERS TO ITS CORPORATE PARTNERSHIP COUNCIL

Women in Manufacturing® (WiM) has gained 25 new members to its Corporate Partnership Council (CPC), more than doubling the number of members in the past 8 months. The CPC, which is comprised of WiM's corporate member companies, meets annually to guide and influence the association's initiatives. The companies involved in the CPC are dedicated to furthering WiM's mission to "support, promote and inspire" female talent in the manufacturing industry and are WiM's strongest advocates.

New to the CPC as of January 2017 are ABC Metals, Inc., Arconic Fastening Systems and Rings, BASF Corporation, Bishop-Wisecarver Group, BWX Technologies, Inc., Coca-Cola Bottling Co. Consolidated, COE Press Equipment Corporation, Crane & Co., Inc., Crown Equipment Corporation, CoorsTek, Inc., DDI, Dell Technologies, Eaton, Endress + Hauser, John Deere, Kaman Corporation, Leprino Foods, Oshkosh Defense, Praxair Surface Technologies, Prescient Co., Inc., Sandvik Coromant, The Sherwin-Williams Company, Southwire Company, LLC, Wagner Machine, Inc. and West-Conn Tool, Inc.

"The diversity of thought and experience represented in our CPC allows us to effectively address issues challenging the current manufacturing climate," said Allison Grealis, Founder and President of Women in Manufacturing. "Together, we will work to resolve the obstacles many manufacturers face in regards to workforce attraction, retention and advancement."

CPC members are invited to participate in the WiM Summer Leadership Conference, which is exclusive to WiM corporate member companies and WiM's National Board of Directors. CPC members also receive additional benefits, such as the ability to enroll up to 10 individual members into WiM, advertising in IMPACT, recognition on the WiM website and more. For more information on the CPC, please contact Hayley Milloy at hmilloy@womeninmfg.org or 216-503-5700.



COMMUNITY CHAPTER CONNECTION



SAVANNAH SHINES

WiM Georgia explored and celebrated manufacturing and its industry's women in Savannah on Wednesday – Friday, May 17 – 19, 2017. The group toured the facilities of DIRT Environmental Solutions, Gulfstream Aerospace and Savannah Bee Company. They also enjoyed a Savannah Riverboat Dinner and Cruise networking event. Space was limited for this exclusive event and the participants had a fabulous experience!

SUMMER SOCIAL

WiM Georgia had an awesome time during their Summer Social at Janke Glass Studios in Atlanta on Thursday, July 20, 2017. After learning where the studio purchases glass and the different types of materials that create beautiful pieces, the group learned how to create the color highlights in clear glass and how to create their very own unique glass flower. Continuously turning the metal rod while keeping your hands away from 1500+ degree heat, working behind safety glasses and working against the clock as the air begins to harden your creation – it is a lot harder than it looks! WiM members had a blast with appetizers, networking, and putting some hidden creative talent to great use!



TOUR OF ELDON JAMES, LUNCH AND YOUTH EMPOWERMENT



WiM Colorado held a fantastic event on Wednesday, June 7, 2017, in Denver. The group toured Eldon James, a manufacturer of standard and custom hose fittings and PVC free plastic tubing, and during the visit, had the opportunity to meet Marcia Coulson, who was recently awarded the distinguished 2017 Manufacturing Woman of the Year award. They also got to know Project DIY participants. Project DIY Summer Camp introduces high school girls to manufacturing programs and STEM careers. Attendees shared their experiences in manufacturing and connected with these girls over lunch. They had a wonderful time inspiring the next generation of manufacturing talent!



TRAINING AND APPRENTICESHIP PROGRAMS FOR MANUFACTURERS

WiM Connecticut visited the C. Cowles & Company facility and enjoyed a presentation given by Christine Benz, Training Manager at TRUMPF North America, on Wednesday, May 31, 2017, in North Haven, CT. Ms. Benz spoke about training and apprenticeship programs for manufacturers, and highlighted the successes of the TRUMPF program as well as offered insight into how other companies can recruit, develop and foster great employees. Attendees also toured the C. Cowles & Company facility, which includes the Hydrolevel Company, Carlin Combustion Technology, Cowles Products and Display Trim. Special thank you to C. Cowles & Company for hosting!

PUSHING PAST "NO" - OVERCOMING OBSTACLES ON THE PATH TO SUCCESS

WiM Connecticut participated in a seminar produced by the Connecticut Women's Hall of Fame on Thursday, June 22, 2017, in Middletown, CT. The seminar was by Kathryn Gloor, executive director at the Connecticut Women's Hall of Fame, and it focused on overcoming obstacles on the path to success. The Connecticut Women's Hall of Fame (cwhf.org) is an educational outreach organization whose mission is to honor publicly the achievement of Connecticut women, preserve their stories, educate the public and inspire the continued achievements of women and girls.

TRAVELLING HAPPY HOUR

WiM Connecticut hosted a "Travelling Happy Hour" – a regularly scheduled WiM Connecticut event – on Wednesday, August 9, 2017, at Rooftop 120, in Glastonbury, CT. The event provided a fun atmosphere and venue for women in manufacturing to meet, socialize and connect.



SUMMER SOCIAL

WiM Illinois celebrated summer with a "Summer Social" at Park Tavern Rosemont on Thursday, July 27, 2017, in Rosemont, IL. The two-hour event provided plenty of networking opportunities as well as delicious food and beverages. Thank you to MB Financial Bank for sponsoring!



EMOTIONAL INTELLIGENCE AND LEADERSHIP: AN EVENING WITH SALLY TASSANI

WiM Indiana, along with the Society of Women Engineers (SWE) and Women's Transportation Seminar (WTS), welcomed Sally Tassani as a special keynote speaker on Wednesday, June 14, 2017, in Indianapolis, IN. Ms. Tassani is an accomplished entrepreneur and business executive who is currently the president of The Strategy Forums, a membership organization where CEOs and key executives meet monthly to exchange ideas and best practices in order to profitably grow their businesses. She spoke about how emotional intelligence impacts leadership and employee engagement and shared strategies on how to develop emotional intelligence.

ESCAPE GAME: MURDER MYSTERY PRESENTED BY PURDUE MEP

WiM Indiana, in partnership with Purdue Manufacturing Extension Partnership (MEP), hosted an exciting and engaging event on Friday, August 18, 2017, in Indianapolis, IN. Adrienne Cox, industry consultant at Purdue MEP, taught participants about the Plan, Do, Check, Act (PDCA) problem-solving method. Additionally, participants learned about problem-solving tools and activities, including A3, root cause analysis, process mapping, cause and effect diagrams, and others. Participants then applied what they learned in a murder mystery escape game!



TOUR OF BIG ASS SOLUTIONS, LUNCH AND PRESENTATION

WiM Kentucky learned about a “fan”tastic company, Big Ass Solutions, and the importance of workforce engagement on Friday, June 23, 2017, in Lexington, KY. During the tour of their headquarters, the group experienced how this more than 18-year-old company originated as a Big Ass Fans company selling massive ceiling fans and how it expanded to the commercial space. Lunch was generously provided by Big Ass Solutions and attendees had a “fan”tastic time!



TOUR OF MN-BASED BICYCLE MANUFACTURER AND INFORMAL NETWORKING

WiM Minnesota kicked off their 2017 event schedule with a private tour of Quality Bicycle Products followed by informal networking on Thursday, May 18, 2017. Quality Bicycle Products builds innovative, world-class brands, and distributes bicycle products from the best vendors in the industry to over 5,000 bike shops. Attendees connected with fellow women in manufacturing while learning about a local company that aspires to “make the world a better place, and get more butts on bikes.”



PENNSYLVANIA
chapter

THE SECRETS OF SUCCESSFUL NETWORKING

WiM Pennsylvania hosted a “Networking 101” presentation and workshop on Thursday, June 8, 2017, in Cranberry Township, PA. The event was led by Patty Kreamer, an author, keynote speaker, Certified Professional Organizer and Productivity Coach, and owner of Asentiv. Asentiv provides entrepreneurs with coaching, consulting and engagement necessary for every entrepreneur to attain their vision of an amazing business and a spectacular life. During the event, attendees discovered the value of networking, mastered the “networking handshake,” learned how to approach a group, meet the right people and exchange information, craft an elevator speech and utilize effective follow-up techniques.



WISCONSIN
chapter

BEER TASTING AND NETWORKING WITH MILLERCOORS AND WIM WISCONSIN

WiM Wisconsin partnered with proud corporate member of WiM, MillerCoors, to host a “Beer Tasting and Networking” event on Thursday, August 3, 2017, in Milwaukee. Attendees sampled food and beer pairings from the on-site chef and enjoyed networking with fellow industry women. The MillerCoors women’s group, BREW (Building Relationships Engaging Women), joined in on the fun and shared success stories. Special thank you to MillerCoors for hosting!

UPCOMING EVENTS

MICHELLE CAMERENA KEYNOTE WITH WIM ARIZONA
SEPTEMBER 22, 2017
TUCSON, AZ

SOUTHWIRE: SUBSTATION PLANT CABLE TOUR WITH
WIM GEORGIA
SEPTEMBER 28, 2017
VILLA RICA, GA

BUILDING BRIDGES AND DEVELOPING WOMEN IN
LEADERSHIP WITH WIM PENNSYLVANIA
SEPTEMBER 28, 2017
ERIE, PA

KEEPING YOUR PLANT SAFE AND SOUND WITH WIM
COLORADO
SEPTEMBER 28, 2017
DENVER, CO

TASTE AND TOUR WITH WIM WISCONSIN
OCTOBER 5, 2017
MEQUON, WI

IMPORTANCE OF INTEGRATING A LEAN ISO-CULTURE OF
TEAMWORK AND ALTEK ELECTRONICS TOUR WITH WIM
CONNECTICUT
OCTOBER 10, 2017
TORRINGTON, CT

CAMBRIA PLANT TOUR AND SOCIAL WITH WIM OHIO
OCTOBER 19, 2017
KENT, OH

A DAY AT OLIVER WINERY: EXPLORING THE SUPPLY
CHAIN OF WINE WITH WIM INDIANA
OCTOBER 20, 2017
BLOOMINGTON, IN

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AS OF MAY 25, 2017

BETH ACORS
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Consolidated**

KRISTEN ACTIS-GRANDE
Ingersoll Rand

HEIDI ALDERMAN
BASF Corporation

PAULA ALVITI-MASSEMINO
Alviti Creations, Inc.

NIKHIL AMIN
Prescient Co., Inc.

CARRIE ARMSTEAD
Johnson Controls Inc.

DEE BABKIRK
NESMA

LAURA BAKER
Deep River Plastics

STACEY BALES
Bales Metal Surface Solutions

VICTORIA BARRIOS
Colorado Quality Products

GAYLE BAYER
**Yanfeng Global Automotive
Interiors**

LINDSAY BESSER HANK
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