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Contents

Chairman's Corner1

5 Key Strategies to Control Shipping Costs4

Fighting Job-Killing Regulations in Washington, D.C.8

NTMA Guide to Member Services – Did You Know?11

Penske NASCAR Drivers Visit Mazak Plant12

Waukesha® Metal Products on the 2011 Inc. Magazine 500 | 5000.....14

Rockford Toolcraft Promotion15

ISTMA Statistical Year Book – 201115

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Chairman's Corner

Grady Cope, NTMA Chairman of the Board



I recently attended the imX event in Las Vegas where machine tool builders, tooling creators, distributors, and manufacturers got together to learn about emerging technology, share the trends, and participated in an open exchange of information and needs.

One keynote speaker took a poll via text messaging about our thoughts on the economy. More than 50% of the responses were very positive. This is quite the opposite of what he is seeing at most of his presentations. It could be said that our industry is just lucky, in the right place at the right time, or it's our turn. However, I would argue that we are moving through an inflection point in which our country's relevance as a world leader is dependent on re-embracing science, technology, and manufacturing; not as a means to provide us with things, but as a fundamental shift in our education system and careers. This does not happen overnight. It is up to each of us to show a clear path and to keep a light shining so people will know which path to follow. By the way, that last word – “follow” – was chosen with great care. In other words, we are required to be the leaders of this change.

If you look back on our short history as a nation, you will see that our success has been based on some key events – the industrial revolution, space flight, the Internet revolution, and now the biotech revolution. There are many more timeframes that could be added to the list; however, it is important to note that these all required science, technology, and manufacturing. We are at the point where we have to get our school systems re-focused on science and engineering, while at the same time teaching the crafts and skilled trades for this century! I'm sure over the last several months, I have said the same thing in many different ways and am approaching the point of being redundant, but we are the future of our nation and our children. We have to stop complaining and waiting for someone else to fix things. If change doesn't start with us, then who?

(continued on page 3)

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(continued from page 1)

While things have been going well for U.S. manufacturing, there is the constant noise from the media and our elected officials that the economy might fall back into recession. You hear that companies aren't hiring, business is slow and getting slower, while at the same time profits are up, most business is expanding and consumers are still spending, although at a slower rate. What's the real story? I am not sure anyone knows the answer, but we can begin to assemble some answers.

We all know that there are jobs available, but the lack of skilled workers prevents them from being filled. I don't think it is only manufacturing that is short of skilled workers. Because of science and technology the required job skills have changed for most, if not all, industries. It's time for the U.S. to acknowledge this and begin to focus on re-training efforts to put people back to work. The result of this effort would put people in higher paying and lasting jobs. It's time our elected officials worked

together with small business in these efforts. Despite the rhetoric you hear, it's small business that creates jobs, pays taxes, and invests in America's future.

I would propose that our government work together with each other and small business to help solve the problems. Small business does not want another program to add to the already under utilized training services. What it wants is for Congress and the President to go

work on the nation's problems and hold each other and the numerous agencies accountable. In other words, if you are not part of the solution, then get out of the way!



Grady Cope
Chairman

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5 Key Strategies to Control Shipping Costs

Many companies feel a constant strain on their businesses in the form of ever-increasing expenses. Day-to-day business expenses such as rent, utilities, and insurance all continue to climb, while competitive pressures deter companies from raising prices to cover any short-fall. Businesses must find a way to cut operating expenses.

Reducing shipping costs is an often overlooked way to combat rising expenses. With annual carrier rate increases, skyrocketing fuel costs, and accessorial charges that may increase 20% or more year over year, finding a way to reduce your shipping expenses can make a serious impact on your overall balance sheet.

But how do you know if you're spending too much on shipping? One easy way is to determine your shipping expenses as a percentage of total sales. On average a business spends 1.5% to 4% of total sales on shipping. This can vary by the size of the company, total company sales volume, or the type of products the company is shipping and receiving. How much is your business spending on shipping? Conduct an analysis.

Here are five key strategies to help you get your shipping costs in line. Implement one or all five of them and watch your shipping costs go down—increasing profits.

Key Strategy #1 Obtain Discounts with Carriers

If you think you have to be the size of Wal-Mart or Home Depot to obtain discounts with carriers, think again. Many larger businesses have the volume and favorable shipping characteristics to negotiate directly with carriers. If you,

too, have been able to successfully navigate this process, you are on the right track. If you have not been successful, or simply don't have enough volume to negotiate such discounts, there are still opportunities available to obtain them. You can work with a 3rd party logistics provider, who can leverage their buying power to obtain discounts for you. There are also many institutional, government, and association programs that can help members receive discounts.

Key Strategy #2 Develop an Inbound Shipping Program

Reducing inbound shipping costs is one of the easiest, yet most overlooked ways to reduce overall transportation expenses. Vendors typically receive volume discounts from carriers—but are your vendors passing those discounts along to you? When you control and route your inbound shipments, you have an excellent opportunity to significantly lower your costs. If you allow suppliers to route your shipment and invoice you for shipping charges, your transportation costs are probably higher than they should be. Being the buyer allows you to not only determine what you purchase from a particular vendor, but also how it is shipped to you.

As the buyer and receiver of the goods, you can—and should—designate the carrier. If you continue to allow vendors to prepay for shipping and add it to your merchandise invoice, in most instances you will continue to pay more than you should for incoming product.

The first step in reducing inbound shipping costs is to notify your vendors via a Customized Routing Instruction

(continued on page 6)



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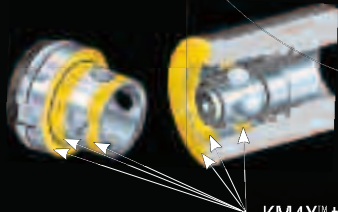


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(continued from page 4)

Letter. This letter specifically states to your vendors how you want your merchandise shipped to your store. In your Routing Instructions Letter, indicate to the vendor that if they do not follow your shipping instructions, you will not pay for shipping charges on merchandise invoices, and allow no exceptions to these instructions. Send the Routing Instructions Letter to your sales representative, customer service manager, or to the accounts payable department. Do not send your instructions directly to the shipping department.

Key Strategy #3 Use The Correct Mode & Service Level

Examine where you spend your transportation dollars. Is your spending concentrated in less-than-truckload (LTL) freight rather than small package, or air instead of ground? These distinctions are



called modes of transportation. Ground shipping and air shipping are the two most common transportation modes that businesses use on a day-to-day basis. An example here helps illustrate the impact of using the correct mode. For two-day guaranteed service, you can send a 35 lb. package from Cleveland to Boston and pay a ground rate of \$16.50. Sending the same package second day air would cost approximately \$60.75.

That's a difference of 73% to ship air versus ground for the same two-day level of service.

Service level refers to the timeframe in which the carrier will ship the package from origin to destination, such as same day service, next day, two-day, three day, etc. Why pay for next day service if you don't need next day service? Another example helps illustrate the impact on your bottom line by using the wrong level of service. Let's use the same example above. To get a 35 lb. package from Cleveland to Boston the next day, you would need to use the services of an air express carrier and your cost would be around \$168. If time permitted, you can send the same package second day air at a cost of approximately \$60.75 (a 64% savings). The same package via two-day ground costs about

(continued on page 8)



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(continued from page 6)

\$16.50. Clearly, using the correct service level to meet your needs is critical in keeping your transportation costs down.

Key Strategy #4 Audit All Invoices

It is estimated that between 5% and 10% of freight invoices contain some sort of error. Auditing your freight invoices can help you catch and receive credit for costly mistakes. You should audit several line items on a carrier invoice, most notably: checking for the correct discount, making sure you are billed for the service you requested, verifying product classification (freight ship-

ments only) and monitoring extra service charges. Also, if you have an inbound shipping program in place, be aware of double billing for shipments. If you're routing inbound shipments from vendors, shipping charges should never be on the merchandise invoice from the vendor.

Key Strategy #5 Consolidation of Shipments

Why send three separate shipments if you can consolidate and send just one? Consolidation will save you time and money, as an example here helps illustrate. For two-day guaranteed service,

you can send a 45 lb. package from Cleveland to Boston and pay a ground rate of \$73.50. Sending three separate 15 lb. packages would cost approximately \$99. That's a difference of 26% to ship one versus three separate shipments!

Utilizing some or all of the 5 key strategies to control shipping costs can eliminate the strain shipping expenses put on your business. **NTMA**

For more information or additional help on implementing these key strategies call PartnerShip at 800-599-2902 or email sales@PartnerShip.com.

Fighting Job-Killing Regulations in Washington, D.C.

The One Voice team is working in Washington, D.C. to oppose the National Labor Relations Board's (NLRB) continued assault against employers. One Voice, its members and other business groups have fought back against the job-crushing agenda of regulators and many battles are coming to a head. While much of the regulators' direct actions are beyond our control, One Voice is working with its supporters and lawmakers on Capitol Hill to pass legislation putting a stop to these regulations that do not benefit employees and hurt employers.

As expected, the NLRB issued its final rule on August 26, effective on November 14, to require most private-sector employers to post a notice informing employees of their right to unionize under the National Labor Relations Act. The notice is identical to the one



the Department of Labor (DOL) requires government contractors to post pursuant to President Obama's 2009 Executive Order.

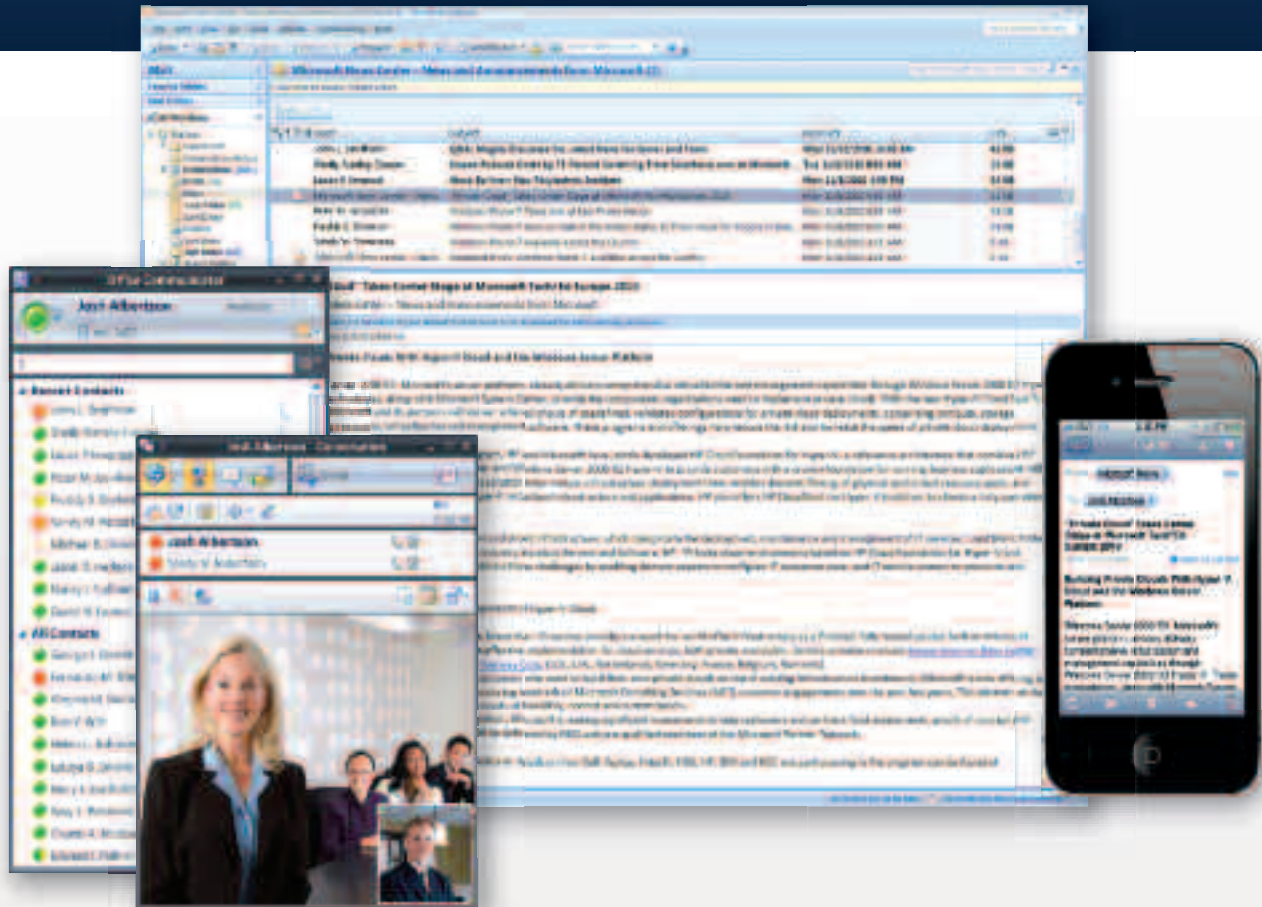
The poster rule is the latest in a string of NLRB actions that will harm the employer-employee relationships that form the foundation of a successful business. Other pending NLRB actions include "ambush elections," in which the union-election process would be dramatically shortened from the median timeframe of 38 days to as little as 10 to 21 days after a union-election petition has been filed; a rule that would "clarify" what type of employer activity is to be considered "persuader activity" that would need to be reported to the Department of Labor; and the NLRB complaint against Boeing, demanding that the company transfer work from its facility in the largely nonunion state of South Carolina to Washington state.

With Congress returning from its summer recess, the House of Representatives is expected to proceed with a regulatory relief agenda focused on the repeal of these unnecessary and harmful regulations put in place by the NLRB and

(continued on page 10)

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(continued from page 8)

other agencies. One Voice is working with Republican leadership in the House and coalition partners to repeal these regulatory burdens that harm the employer-employee relationship. Congress is expected to vote in the Fall on legislation such as H.R. 1976, which would reverse the Boeing decision; H.R. 2810/S. 1507, preventing implementation of the proposed ambush elections rule; and H.R. 2833, repealing NLRB's poster rule. One Voice has sent an alert out to NTMA and PMA to call your Members of Congress to support the rights of American employers by supporting legislation to reverse these harmful agency actions. We will continue to update you on these legislative efforts.

In a victory for manufacturers, Presi-

dent Obama asked EPA Administrator Lisa Jackson on September 2 to withdraw draft standards that would have placed new restrictions on ground-level ozone—known as smog. This is an important step by the President who sided with manufacturing groups such as One Voice over the objections of the EPA. One Voice is working with members of Congress and other industry groups to educate the Administration on the impact these types of regulations have on manufacturers, especially small businesses. This victory follows the withdrawal earlier this year of another regulation opposed by One Voice—the OSHA Noise Rule, which stood to cost manufacturers millions. One Voice and its members will build on the President's ozone decision and work on the other

pending regulations that impact manufacturing in America.

Manufacturers can make a difference in Washington, but only if they participate in the process. A reminder that NTMA members can give unlimited corporate or individual contributions to the NTMA Government Affairs Administrative Fund which supports the work done on behalf of NTMA by The Franklin Partnership and Bracewell & Giuliani LLP. Additionally, NTMA members can make limited personal donations to the Committee for a Strong Economy (CFASE) PAC which supports pro-manufacturing Congressional candidates. Also, please consider participating in the 2012 Legislative Conference and other Government Affairs activities. **NTMA**

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NTMA Guide to Member Services – Did You Know?

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The NTMA Business Conditions Reports are just one of the many “Member-Only” services available to you as an NTMA member; accessible online at the NTMA website (www.ntma.org), for your convenience (password required).

Announcing the Latest NTMA Business Conditions Report

This NTMA Report covers the first half of 2011 and is a geographical “snapshot” of business trends and conditions in the special tooling and machining

industry.

Business conditions for NTMA member companies showed improvement through the first half of 2011, and opti-

Member Testimonial

“The NTMA makes us aware of future trends in technology, economics, politics and business. It is a strong and effective organization. Benchmarking with fellow members is invaluable to us. The benefits my company has received, far outweigh the cost of being a member.”

Steve Hasty, A & E Custom Manufacturing Technologies, Kansas City, KS

mism is evident as manufacturers pace themselves for a continuing level of productivity for the remainder of the year.

In nearly every region and industry segment, our manufacturers are seeing improved business conditions and growing confidence for the year. Quoting, Shipping, Order Backlog, Profits, and Employment have all increased over the prior reporting period and are expected to stay the same or increase through the next quarter.

A special thanks to the NTMA member companies that participated in the June 2011 NTMA Business Conditions Report. **NTMA**

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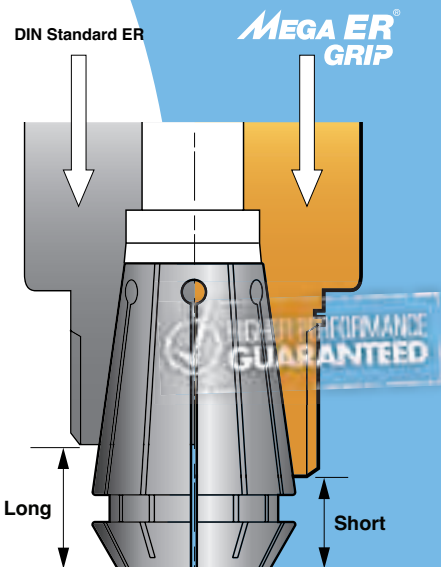
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Penske NASCAR Drivers Visit Mazak Plant

Mazak Corporation welcomed Penske NASCAR Sprint Cup Racing Team drivers Kurt Busch and Brad Keselowski to its Florence, Kentucky, production plant on July 6, 2011. The Penske Team drivers gathered in the Technology Center of the manufacturing campus where they shook hands with Mazak employees and signed autographs. The drivers also toured Mazak's expansive Production-On-Demand machine tool manufacturing areas, where many of the Mazak machine tool models used by Penske's racing machine shops are built from the ground up.

Local media was also on hand covering the event. Reporters from the Cincinnati Enquirer and Cincinnati television stations WXIX Fox 19, WKRC 17 CBS and WLWT 5 NBC conducted interviews with the drivers, discussing Penske's technical partnership with Mazak and other racing-related topics.

The machine shop at Penske Racing uses Mazak's Vertical Turning Center 800/30 SR, Vertical Center Nexus 510 C, Quick Turn Nexus 250 MSY, and Vertical Center Nexus 410 B. These machine tools give Team Penske a competitive advantage in manufacturing both its simple components in the Team's race shop and its extremely complex ones machined in the Team's engine shop, where they have an Integrex e-410, Integrex 300, Vertical Center Nexus 510 C, Vertical Center Nexus 410 B, Quick Turn Nexus 250 M and a Vertical Turning Center 200 B.

"We were proud to be able to welcome the Penske Racing Team drivers to our facility and to display the Kurt Busch Sprint Cup No. 22 Pennzoil car and Brad Keselowski's No. 22 Nationwide Series Discount Tire car. Mazak has long been a strong Penske Racing technology sponsor since 1994, and the

(continued on page 13)

NTMA Joins LinkedIn Generation!

The NTMA has formally joined the LinkedIn Generation so members can network 24/7 without leaving their companies.



- Do you want to network with other NTMA members?
 - Are you thinking about buying new software or machines?
 - What to see what peers have to think about a business idea?
- If you can control your mouse, you can join too!
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Go to the NTMA website (www.ntma.org). Click on the LinkedIn icon and follow the instructions. This program is open to any staff from any NTMA member company. This is an NTMA members' – only program, so you won't get selling or unwanted pressure from outside groups.

(continued from page 12)

Mazak logo can be seen on these Penske racing cars,” said Brian Papke, president of Mazak. “Penske Racing uses Mazak machines to manufacture various critical car components, and many of those components were showcased for Mazak employees to see exactly how the innovative machine tools that they build are helping to keep Penske in the winner’s circle.”

During the factory tour, both Busch and Keselowski showed marked interest in the Mazak technology that plays a key role in the manufacturing of components for their racecars. The drivers also acknowledged how critical technical sponsorships, such as the one with Mazak, are to Penske Racing’s success.

Mazak is considered the largest metalworking machine tool builder in the world and a technological leader of the industry. The company is well established internationally with technology centers in 30 different locations including all the major countries of the world, and factories in the United States, Japan, United Kingdom, Singapore and China. The Florence, Kentucky, facility is Mazak’s North American headquarters and employs 455 people.

Busch and Keselowski were in the Kentucky area for the July 9 NASCAR Sprint Cup Quaker State 400 race at the Kentucky Speedway in Sparta. The speedway is a short distance from the Mazak facility, and the Quaker State 400 is the speed-



NASCAR Penske Racing Team drivers Brad Keselowski and Kurt Busch (second and third from left) sign autographs and pose for photos with Mazak employees at a recent visit to the Mazak manufacturing campus in Florence, Kentucky.

way’s first hosted NASCAR Sprint Cup Series race.

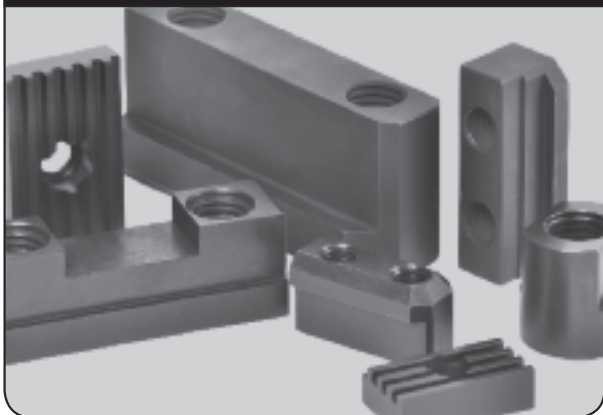
Busch drives the No. 22 Shell-Pennzoil Dodge for Penske Racing Team and recently won his first-ever NASCAR Cup Series road course victory, the Toyota/Save Mart 350 at the Infineon Raceway in Sonoma, California, on June 26. His racing career includes 22 victories, 80 top-five and 153 top-10 finishes, along with 12 career Cup Series poles and a Cup Series title.

As a second-year Penske Team Racing driver, Keselowski has had the opportunity to get behind the wheel of the well-known No. 2 Miller Lite Dodge during the 2011 season. Fresh off his first

(continued on page 14)

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NASCAR championship in the Nationwide Series, Keselowski is well positioned for a strong Cup Series run in 2011.

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Waukesha® Metal Products on the 2011 Inc. Magazine 500 | 5000

Exclusive List of America's Fastest-Growing Private Companies

Inc. magazine today ranked Waukesha® Metal Products No. 3197 overall, and No. 110 in the manufacturing industry on its fifth annual Inc.

500 | 5000, an exclusive ranking of the nation's fastest-growing private companies. The list represents the most comprehensive look at the most important segment of the economy—America's independent entrepreneurs. Online retailer ideeli tops this year's list. Waukesha® Metal Products joins Spirit Airlines, television maker Vizio, Honest Tea, Dunkin Donuts and Metrokane, makers of the Rabbit corkscrew, among other prominent brands featured on this year's list.

In a stagnant economic environment, median growth rate of 2011 Inc. 500 | 5000 companies remains an impressive 94 percent. The companies on this year's list report having created 350,000 jobs in the past three years, and aggregate revenue among the honorees reached \$366 billion, up 14 percent from last year.

Complete results of the Inc. 500 | 5000, including Waukesha® Metal Product's profile, can be found at: <http://www.inc.com/inc5000/profile/waukesha-metal-products>.

"Now, more than ever, we depend on Inc. 500/5000 companies to spur innovation, provide jobs, and drive the economy forward. Growth companies, not large corporations, are where the action is," says Inc. magazine Editor Jane Berentson.

From humble beginnings as a two man tool and die shop, Waukesha® Metal Products has developed into an international full-service metalforming manufacturer, delivering the best-cost parts and assemblies in the industry since 1971. For more information visit: www.WaukeshaMetal.com.

NTMA

First Annual
Women in Manufacturing PMA
Symposium
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October 25-26, 2011 | Cleveland, OH



This event will provide women in the manufacturing industry a forum and venue for sharing leadership techniques, resulting in strong networking and support opportunities for attendees.

For more information go to:
www.womeninmanufacturing.org



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Rockford Toolcraft Promotion

Jerry Busse has announced the promotion of Thomas A. Busse to president of Rockford Toolcraft, Inc., Rockford, IL. Tom will be overseeing the day-to-day operations and assist on planning the future needs of the company. He previously served as vice president of the company, a supplier of heavy-gauge stampings and dies. Jerry plans on remaining active in the company as his role as CEO. **NTMA**

ISTMA Statistical Year Book – 2011

ISTMA has just released a new edition with updated information about international trade in Tooling Industry. This book presents statistical information about international trade and manufacturing on Tools, Dies and Moulds.

The purpose of the work is to collect, treat, compute and release data concerning production, exports, imports and value unit indices (value/quantity) for the most important classes of products in the industry under analysis.

This "ISTMA Statistical Year Book – edition 2011" aims to provide useful information for a more comprehensive understanding of the global and present framework picture, delivering an additional tool not only to understand the consequences of the present crises but also recognize the dynamics of the structural changes.

All the full reports are available free for all the members of ISTMA national associations. ISTMA statistics are only released for public use two years after their publication date.

For additional information please contact ISTMA Secretariat at secretariat@istma.org.

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