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The editorial content of the NTMA Record does not necessarily reflect the opinion of the National Tooling & Machining Association or its Chapter affiliates.

What's At Stake: Why You Should Become Active

The Federal Government has the single largest impact on your business of any factor.

They have a saying in Washington – “If you don’t have a seat at the table, you’re on the menu.” And right now, small business owners are the special of the day.

If our voice is not heard, **Congress will continue to pass anti-business laws.** By being more proactive, we can elect members of Congress who support us and stop these bills before they become law. We can’t afford to be reactive anymore and mobilize when it’s too late.

We can’t afford not to be involved anymore. We’ve seen the **cost of manufacturing in America skyrocket** the last few years. How can we compete when Washington keeps tying our hands? Washington must hear from you or they will keep doing this to us.

We pay tens and hundreds of thousands of dollars to labor lawyers, environmental consultants and tax accountants to deal with the expanding government and countless new regulations. We shouldn’t have to.

For example, fighting a union organizing campaign at your shop could **cost you**

\$50,000 in legal fees

upfront and years of problems. By giving \$1,000 or \$2,000 now to our efforts in Washington, we can stop bills like the

Employee Free Choice Act or “card check” bill from becoming a law that will make forming a union much easier. Why wait until these bills become laws that cost our businesses thousands each year. **Big Labor has spent more than \$400 million** to pass the card check bill, but we’ve fought it back because of contributions from people like you.

A contribution will allow you to help elect people in your state with a strong pro-manufacturing agenda. **One Union alone plans on spending \$50 million this year on campaigns** to elect pro-labor candidates.

Your contribution will go directly toward fighting against the card check bill, to oppose expansion of **OSHA laws that include criminal penalties and jail time.** By helping us support you in Washington, we can beat back the tax on manufacturing emissions and stop the White House from appointing more labor lawyers to the NLRB.

We have specifically targeted candidates in key manufacturing states throughout the country. Unfortunately, because Washington is broken, it costs millions of dollars to elect pro-business candidates to Congress. That is why we need you to help yourself and the industry by contributing to our cause.

Republicans need 39 seats to take over the House of Representatives and experts estimate roughly 60-70 House races are very competitive. In the Senate, only a handful of seats could mean the difference between **billions in tax increases on small business owners** or continuing the pro-small business tax cuts.

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Maine Machine Products Company Recapitalizes with an Investment by GenNx360 Capital Partners

Roland L. Sutton, Chairman of the Board and founder of Maine Machine Products Company in South Paris, Maine, announced that the Sutton family sold 100 percent of its ownership interest in MMPCo to an affiliate of GenNx360 Capital Partners (gennx360.com).

"After more than 54 years of stewardship, my family and I decided the time was right to look for a new owner for MMPCO — one who would not only respect our traditions, but assure the longevity of the company beyond the current generation of owners," Sutton said. "We are delighted that GenNx360 is that exceptional owner and wish them every success in the future."

GenNx360 Capital Partners is a unique private equity firm founded by former senior operating executives of General Electric Company. GenNx360 applies state of the art operational expertise and investment discipline to successfully guide and grow industrial B2B companies. GenNx360, which is based in New York with partners around the country, is currently investing from its initial \$600 million equity fund.

"We are delighted with our acquisition of Maine Machine and have the highest regard for all that the Sutton family has achieved in their 54 years of ownership," said Lloyd Trotter, Managing Partner and one of the founders of GenNx. "The name, image and reputation of MMPCo in its targeted end markets is unequalled. It is our intent to continue to operate MMPCo as it has been operated. The outstanding group of associates led by David MacMahon, President and CEO and his management team will not change. We value the contribution that every

associate has made and look forward to working closely together to grow the business in the future."

Maine Machine Products Company is a highly regarded, 54-year-old manufac-

turer of precision machined critical components and assemblies for the defense, oil and gas, and semiconductor industries. The Company has proven, high value-add solutions for the precision metal component machining niche and emphasizes its value-added service capabilities, including complete assemblies, a Class 1000 Clean Room, rapid response engineering and prototyping.

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Chairman's Corner

Russ Reschke, NTMA Chairman of the Board

The Power of NTMA

We often forget the importance of our Association and how powerful it can be. We tend not to think of the NTMA as a necessary part of our business, and with time, we stop utilizing the benefits and question the value that being part of NTMA provides.

Well my friends, I can tell you without a doubt that belonging to the National Tooling and Machining Association is one of the most important investments you can make for your company and yourself.

The past couple of years have been challenging to say the least; being a sub-tier supplier to the automotive industry rocked our company, and if not for my involvement with the NTMA, I would not be writing this to you today.

The NTMA has the most caring, passionate, understanding and generous group of individuals I have ever had the opportunity to be associated with. Throughout the struggles we faced in our company, members of the NTMA offered their assistance and support. Unfortunately the issues at Metal Processors Inc. were too great for us to overcome, and after more than 50 years in business, we were forced to close our doors.

Because of the relationships that I have established through my involvement with the NTMA, I immediately picked up the phone to call upon other members who also went through this and repositioned themselves within another NTMA member company.

Their stories and dedication to our industry inspired me and gave me the strength to push forward. These men were

something special in their trade and refused to be put on a shelf and forgotten; their knowledge, integrity and spirit were still going to be used in the NTMA.

As I delivered my message and shared my story at a joint meeting of the St. Louis and Kansas City Chapters of the NTMA, the members rallied and gave their support in the form of prayers, encouragement and ultimately, the opportunity to position myself within another NTMA member company.

Full Line Catalog

Dillon Manufacturing has combined their complete chuck jaw product line into one 38-page catalog. This catalog ensures that customers will receive information on soft jaws, hard jaws, and full grip jaws for Serrated, T&G, Acme and Square Key type chucks. Also included is information for ordering collet pads and collet pad jaws, monoblock jaws and special soft and hard jaws.



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Ron Overton
Past Chairman of the Board
Overton Industries
Mooreville, Ind.

Operations & Editorial

Rob Akers
Chief Operating Officer

Sandy Bailey
Managing Editor

National Tooling & Machining Association
9300 Livingston Road
Fort Washington, MD 20744
301.248.6200
www.ntma.org

Please direct editorial inquiries to
Sandra Bailey, sbailey@ntma.org

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So, if you find yourself asking "Why am I a member of NTMA?" or "What value do I get out of NTMA?" well, unfortunately I cannot answer that for you. I can only tell you why I am a member and the power that NTMA affords, and it is based on my theme of **B_R_I_D_G_E_S**.

- I Believe in our industry and that the NTMA is the best of the best in this industry.
- I have the Resources that allow me to take part in changing the direction of the tooling, machining and manufacturing climate in this country.
- I have access to Innovation and technology that provides us with tools to expand our capabilities and leadership to make this association the bright shining star of the industry.

- I am part of an association that has the Determination to succeed.

I would encourage all of you to reflect on your priorities and your commitment to your NTMA.

- I am surrounded by companies that have the Generational and Family values engrained in their companies so that our passion for this industry continues.
- I am afforded the opportunity to integrate the Ethics of our founders down to the future owners of our companies and leaders of this association.
- I have access and unwavering Support of the most elite industry leaders.

I am proud to be an American; we work in a free country to pursue our dreams and ambitions. I am also very proud to be a member of the National Tooling and Machining Association, a group of business owners and leaders that care for this industry, and most of all for each and every individual that makes up our membership, our staff and the people of the other organizations that we are aligned with.

I would encourage all of you to reflect on your priorities and your commitment to your NTMA. This is your Association, and if you are not actively engaged, then you are missing out on the power that is available to you. NTMA is the best business investment you can make.

Until next month, God bless each and every one of you. NTMA

NTMA Partners with DoGovtBiz

NTMA is pleased to announce a partnership with NTMA National Associate member DoGovtBiz.com. DoGovtBiz.com is one of the leading experts in providing proven pathways to successfully doing business with the government and its prime contractors. They have 30-plus years of supplying the DOD and prime contractors with precision manufactured products. The arena of selling to the DOD has become a hot area and members might wish to take advantage of this to gain new work. It is not an easy area to start doing business, but can be done with the right guidance. While some members have been able to get some jobs working with organizations like PTAC (Procurement Technical Assistance Center), DGB takes the effort a step further and walks companies through the tangled web of government paperwork to show them how to be successful. DBG has offered NTMA members a discount on its programs and services. For more information, please contact Randy Mays, DoGovtBiz.com, at dogovtbiz@yahoo.com or 585.494.0268, or Jim Grosmann at info@ntma.org

More specific information will be available for all members soon, or learn more about DoGovtBiz.com at www.dogovtbiz.com. NTMA

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The Case AGAINST New Technology

This is another article in a series about a process of ongoing improvement using TOC, Lean and Six Sigma.

Technology typically allows us to do more stuff faster. And generally that can be a good thing. But, technology does not necessarily lead to:

- more sales
- reduced operating expenses, or
- reduced inventory.

And these are the things that determine how much money we make.

This is true whether we are talking about new machines, a new ERP system or any other technology. Technology is necessary, but it is not always sufficient to help you make more money. Which is why we have a saying in Theory of Constraints — technology is “necessary but not sufficient.” Dr. Eli Goldratt also has a novel by the same title, Necessary but Not Sufficient.

So read on, and **I will give you 4 questions to ask about any technology purchase you are considering.**

Technology can bring benefits — if and only if — it diminishes a limitation.

- This does NOT mean that if technology diminishes a limitation it necessarily brings benefits — only that it can or might bring them.
- Even if the limitation is NOT recognized (you aren’t aware of it), the statement holds true.

Long before the availability of a technology, we developed modes of behavior, policies, procedures, measures and rules to help us accommodate whatever limitations we have in our system. Our systems do a nice job of accommodating existing limitations.

So, what benefit will any technology

bring if we neglect to change the rules? If we keep doing things the same way only faster — what benefit will there be? And sometimes, many times — the answer is none. If we obey the same rules, we are acting as if the limitation is still there and hence, still being limited.

- How many companies do you know that have implemented technology of some kind, and as a result of this technology their profits have increased substantially?

And how many do you know that have implemented and have had no results?

- Which is more common?

If you want to make sure that your technology investments pay off, there are 4 questions we can ask to ensure that good technology — once implemented — will bring bottom-line benefits.

1. **What is the main power of the technology?**
2. **What limitation does this technology diminish?**
3. **What rules helped us to accommodate the limitation?**
4. **What rules should we use now (with this new technology)?**

We must answer these 4 questions to fully understand and gain the potential benefit of any technology we are considering.

Let’s look at an example using Velocity Scheduling System as the technology. (Note — as you read on, I’m being a little extreme in an attempt to add humor.)

1. **What is the main power of the technology?** (In this case the Velocity Scheduling System)
 - It provides a system to reduce and control WIP, which reduces time through the shop.
 - It is a visual scheduling and priority system, so that at a glance we can see which jobs are the highest priority jobs and everyone knows what to work on.
 - It provides a focus on flow, which further reduces time through the shop.
 - It teaches you how to improve shop communication and communication between manufacturing and sales.
 - It includes a planning component to help us determine the release order of jobs and when we need to add capacity to ensure due date performance now and in the future.
 - It includes a continuous improvement component so that our Velocity gets faster and faster and we know what one improvement project we should be doing.
 - It includes key operational and financial metric monitoring (6 metrics

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total) to ensure that our Throughput is growing faster than our Operating Expenses while maintaining or improving our lead-times and due date performance.

2. What limitation does this technology diminish?

- The need to constantly update and redo our shop schedule and/or change our promised due dates.
- The need to add capacity before we have fully leveraged what we have because we don't really know what we need.
- The need to call customers and change due dates or beg for forgiveness.
- The need to improve everywhere because we don't know where to improve to have the biggest bottom-line effect.
- The need to have a gazillion key indicators.
- The need to limit our profits by what we can get out the door. Or the need to limit the new business we go after because we can't deliver what we've got on-time.
- The need to sound just like our competitors because we don't really have a competitive advantage.

3. What rules helped us to accommodate the limitation?

- Just keep everyone and/or every machine busy all the time and that will maximize the use of our resources and our efficiencies. And if we are efficient – we're doing the best we can.
- To increase the likelihood that everyone has something to do, make sure that all orders are available to be worked on.
- When an important customer calls or an important job is in jeopardy of being late – change priorities in the shop. Also, run around and create lots of chaos and stress for everyone.
- Whenever we have a little cash – buy new machines. We like new machines. (I have been in a number of shops where if they get a little cash, they buy equipment. I'm not saying YOU do this, but it does happen.)
- Reduce waste (apply Lean) everywhere. Reduce variability (apply Six Sigma)

everywhere. And/or brainstorm a long list of improvement projects.

- Detail schedule: schedule when every job will be on every piece of equipment, then reschedule and reschedule as you get hit with the reality and complexity of running a custom job shop.
- Measure as much as possible. Track time on every task on every job. Collect tons of bad data. (If we just had more data we could improve our scheduling and get more on-time.)
- Sell more by focusing on the quality of work we do.

4. What rules should we use now (with this new technology)?

- Reduce and control WIP. STOP releasing all the work to the floor to increase the likelihood that everyone has something to do.
- Work that is waiting its turn to be released – get “full kit” for it.
- Use the rules of the Velocity Scheduling System to deal with emergencies, customer changes, etc.
- Measure FLOW, not efficiencies, and don't worry about keeping everyone busy.
- Green/Yellow/Red is our one and only priority system. The Velocity Board communicates what to do.
- We do NOT detail schedule (STOP adding detail).
- We focus on finishing what we have started rather than starting more stuff.
- We use buffers to absorb and manage the variability and mix changes that occur in complex job shops.

(Continued on page 8)

Welcome New Members

Alloy Tool Steels
Santa Fe Springs, Calif. - Yasunori Kishi

BVM Corporation
Denver, Colo. - Andre Vogler

Celeritive Technologies Inc.
Cave Creek, Ariz. - Larry Lynott

Meyer Enterprises
Lewisville, Texas - Allen Meyer

M.S. Aerospace Inc.
Sylmar, Calif. - Charles F. McLean

TVR Machine LLC
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(Continued from page 7)

- We track the major disruptions to flow and use those to direct our continuous improvement so that we know what one improvement project we should be doing. STOP brainstorming lists or trying to improve everywhere – the system will tell you where to focus your continuous improvement efforts.
- We only add capacity (buy machines) at the place that is the No. 1 disruption to flow (or for strategic reasons). If it's not disrupting flow – you don't need more or better stuff.
- FOCUS and FLOW are the name of the game – NOT efficiencies and cost.
- Sell more by selling the competitive advantages we've created (along with quality).

The Velocity Scheduling System is about changing the rules. It's about thinking differently regarding how to address those limitations. You don't need new technology, new machines or to hire people to substantially reduce

your lead-times, to substantially increase your due date performance or to substantially reduce your chaos.

Typical VSS clients reduce time through their shop by half, which means they can ship twice as much and make twice as much money – assuming they can sell twice as much. And that's where the improved due date performance comes in. It's much easier to gain new business when you can 1) say what you are going to do and 2) do what you said – when you really do have a competitive advantage. It also doesn't hurt to be able to deliver a little faster than the competition either.

As part of the VSS Coaching Program, I walk you through how to move away from the old rules and to embrace and start using the new rules so that you will get a bottom-line impact. But for most technology you buy – your vendors don't do that – that's your job. So being clear on these 4 questions can help ensure you get a bottom-line result.

Remember, if a technology does not diminish a limitation (like a disruption to flow) you are not likely to get a bottom-line result.

So, I'm not against new technology. Velocity Scheduling System is a type of new technology. I'm against spending money on technology that does not lead to bottom-line results. NTMA

"Dr. Lisa" Lang is President of the Science of Business. She recently served as Dr. Goldratt's Global Marketing Director, and is a member of the Board of TOCICO. She can be reached at DrLisa@ScienceofBusiness.com and 303-909-3343. Brad Stillahn is a former business owner that successfully implemented TOC in his own business, exited his business on his terms, and is now helping other business owners do the same. Brad can be reached at Brad@ScienceofBusiness.com and 303-886-9939.

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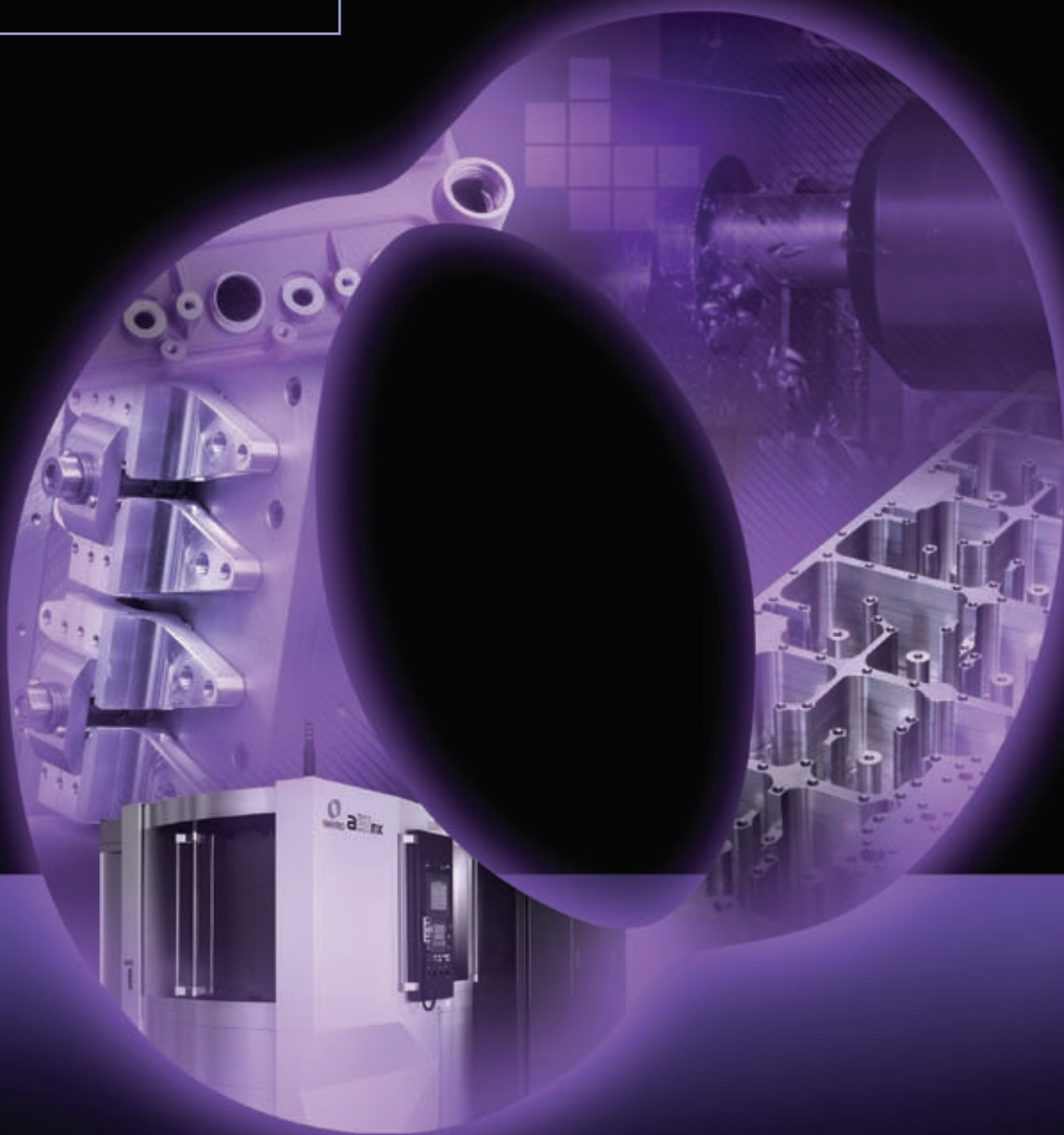
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ISTMA World Congress 2010

By: Harry Moser, Chairman Emeritus, Agie Charmilles; President, ISTMA Americas

The global mold and die making and precision machining industry was the subject of the ISTMA World Congress 2010 (see sidebar). NTMA member companies in attendance included: Allied Specialty Precision, Anchor Danley, Bohler-Uddeholm, Agie Charmilles, Myers Precision Grinding, Numerical Precision, Overton Industries and A-G Tool and Die.

Overall, business conditions are improving — especially in the United States. Canada showed improvement last April and May, and business slowed a bit in June. Participants were in agreement that mold manufacturers must get paid in a timely fashion. The NTMA, AMBA and CTMA have been working with the automotive industry to get the industry paid in a timely fashion. This trend has worked its way to Europe, with

tool shops making similar demands with some success. The European standard terms on molds are 20 percent with order, 20 percent on shipment and progressive 60 percent for approximately one year.



Egon Jaegglin, of Numerical Precision, awarded a Numerical Precision Liberty Cannon, based on Cannons of Fredon, to Les Payne, Executive Director.

Technology Improvements for Tool Shops

A robotic mold polishing system is being developed that could polish about 80 percent of the mold surfaces on typical molds. It is now on a robot, but the possibility exists for it to be on a 5-axis machine.

European Country Group

Fausto Romagnani, CEO of Romagnani Stampi Srl, a company that designs and builds injection and compression molds for automotive and

electric/electronic industries spoke. He also is the President of ISTMA-Europe and Director of ISTMA-World (International Special Tooling & Machining Association).

He noted that the world demand for molds and dies was at 65B Euros/yr, with European production equaling 14B Euros in 2008. He said he sees the need for a strategic drive to support infrastructure, technology and competitiveness, and a multi-sector effect. Key factors for competitiveness are the core competence needed for lean, innovation and product development and technology convergence.



ISTMA World Board left to right: Fausto Romagnani; Harry Moser; Manuel Oliveira, ISTMA World Secretary; Egon Jaegglin; Joaquim Menezes

Euro Manufuture Program

Joaquim Menezes, President of ISTMA World and Iber-Oleff SA, shared a manufacturing technologies platform future called Manufuture, with a mission “to propose, develop and implement a strategy based on research and innovation capable of:

- Speeding up the rate of industrial transformation to high value-added products, processes and services;
- Securing high-skills employment;
- Winning a major share of world manufacturing output in the future knowledge-driven economy.”

This program will be industry-led, define R&D priorities and timeframes, address key technological challenges and integrative value chains, mobilize private and public entities, and foster effective private and public partnerships.



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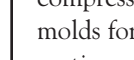
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Menezes said he expects this venture to be a partnership between companies, universities, research centers and industry associations, with half of the funding to come from the industry and the remaining from the European Union Commission.



ISTMA Americas meeting with a Mexican trade delegation that was seeking tooling sources.

Enhanced Service Provisions in the Tooling Industry

Fabian Gaus, Chair of Production Engineering, Laboratory for Machine Tools and Production, Aachen University-Germany, presented findings on the European R&D Project TIPSS — Tools for Innovative Product-Service-System — for Global Tool and Die Networks, and a global survey on the future of service provisions in the tooling industry.

He noted that for most toolmakers an order ends with the delivery of the tool, for some with putting it into operations, but for only a very few shops, an order ends with the tool's end-of-use. Unfortunately, buyers decide on price and do not give credit for the added value of services offered. But price is a lower priority for buyers than most shops believe.

Additionally, the majority of tools are still sourced within a country's own region. Western toolmakers don't consider China to be a key market, whereas Eastern European and Asian toolmakers focus on export.

NTMA

ISTMA World Congress/ 11th International Pattern- Moldmakers Congress

More than 300 international delegates from approximately 20 countries attended the 2010 World Tooling Conference, which was held June 20-24 in Windsor, Canada. This event was the 13th International Special Tooling and Machining Association (ISTMA) Conference, the 11th International Pattern-Model Makers Congress, and an Inbound Trade Mission — partly funded by Ontario's Ministry of Economic Development and Trade (MEDT) and Fed-Dev Ontario.

NTMA in the U.S. and CTMA in Canada are the North American members of ISTMA. As such, all members of these two associations have access to the data and services of ISTMA. Services include an annual data book on worldwide tooling production, imports, exports, etc., and a book that provides translations of key tooling component terms into most languages.



NTMA members at Henry Ford Museum (left to right): Grant Davidson and Pam Rubenstein, Harry and Jo Moser, Marilyn and Ken Seilkop, Gayle and Joe Tenebria, and Lynn and Egon Jaeggin.

Highlights of the conference included plant tours of a number of Windsor-area machine, tool, die and mold shops, and technical presentations from more than 20 speakers from around the world on a wide range of industry topics.

There also were several social events and networking opportunities — including the 52nd Annual Target Fireworks and a Farewell Dinner at The Henry Ford Museum in Dearborn.

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Seek and Destroy – Make a Date for Carnage!

By: Ken McCreight, Vice President, NTMA

When 23 teams gathered for the 2010 National Robotics League contest, I feel comfortable saying that each one walked away a winner in some way or another. This year's contest was demolition at its finest, with the NRL results as follows:



National Robotics League trophy designed and built by Fredon Corp.

1st Place:
Slam Clam
from Williams
High School in
Williams, Ariz.

2nd Place:
Rugburn from
Dunwoody
College of
Technology in
Minneapolis,
Minn.

3rd Place:
Atomic Shock
from Plum
High School in
Saltsburg, Pa.

Cooldest Bot: Requiem

Creativity Award: Blood In/Blood Out

Dynamite Documentation: Nightmare



Left to right: Matt Turner, Rich Ditto, Roger Sustar, Ken McCreight and Ed Kunas.

Behind the scene of mass destruction, this year's contest held a special element of pride for me, as I returned briefly to the machine shop where I started my career 40 years ago as an apprentice in the NTMA program to help manufacture the trophies for this year's contest. With countless hours of design and manufacturing, the team at Fredon Corporation – Roger Sustar, Rich Ditto, Ed Kunas, Andrew Knapp, Matt Turner and yours truly, literally built the trophies for the 2010 National Robotics League. THANK YOU – FREDON Corporation, including Roger, Rich, Ed, Andrew and Matt, for adding something very special to the NRL in 2010.

NTMA

Calendar of Events

**NTMA Fall Conference &
PMA Annual Meeting**
Amelia Island Plantation
Amelia Island, Fla.
October 6-10, 2010

**Advanced Manufacturing &
Technology Show**
Dayton Airport Expo Center
Dayton, Ohio
October 20-21

**NTMA/PMA Contract
Manufacturing Purchasing Fair
Bringing Work Back to the
U.S.A.**
MGM Grand at Foxwoods
Mashantucket, Conn.
October 29, 2010

**NTMA 2011 Annual
Convention**
(The MFG Meeting in conjunction
with AMT, AMTDA and PMA)
Sheraton Wild Horse Pass Resort
Chandler, Ariz.
March 3-6, 2011

**NTMA/PMA Legislative
Conference**
The Westin Washington, D.C.,
City Center Hotel
Washington, D.C.
May 16-17, 2011

NTMA 2011 Fall Conference
The Broadmoor
Colorado Springs, Colo.
October 12-16, 2011



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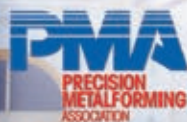


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Members in the News

Arundel Machine Achieves New Certifications

Arundel Machine, in Arundel, Maine, is pleased to announce new certifications for AS 9100B (Aerospace) and ISO 13485 (Medical Device). The company hired QMI SAI Global as a registrar and became certified in late August. While under the audit for Medical and Aerospace approval, Arundel Machine took the opportunity to upgrade its ISO 9001 certification to

the latest requirement, which is now ISO 9001:2008.

Arundel Machine is a precision manufacturer currently serving customers in Aerospace, Defense, Semiconductor, Oil and Gas, and Homeland Security.

"The advancement of our certification into Medical and Aerospace is exciting news. We will utilize these qualifications to conquer new customers and focus our business growth in these areas," said Patrick Shrader, VP of Sales at Arundel Machine.

You can learn more about Arundel Machine Tool and its capabilities at www.arundelmachine.com.

BIG Kaiser Launches New Website

BIG Kaiser is proud to introduce its recently launched website: www.bigkaiser.com. The website has been upgraded, making it easier for customers to navigate and explore the company's extensive product information, videos and brochures. A variety of online tool resources, such as cutting data calculators and drill size conversions, assist users in achieving optimum tooling performance and precision.

"We are very excited to launch our new website," said BIG Kaiser President Chris Kaiser. "We wanted to create an informative and resourceful site that would allow customers to easily find the information they were most interested in with one click."

Covert Manufacturing Inc. Earns Recognition as a John Deere "Partner-level Supplier" and 2009 Supplier of the Year

Covert Manufacturing Inc., in Galion, Ohio, earned recognition as a Partner-level supplier for 2009, and also was named John Deere Power Systems Division Supplier of the Year in the John Deere Achieving Excellence Program. This was only one of 4 Supplier of the Year awards presented to the entire John Deere supply base worldwide. The Partner-level status is Deere & Company's highest supplier rating. The Galion-based company was selected for the honor in recognition of its dedication to providing products and services of outstanding quality, as well as its commitment to continuous improvement. Company Vice Presidents, Kym Fox, Operations; Steve Lamontagne, Sales; Tim Duncan, Quality; and Teri Williams, Chief Financial Officer; accepted the recognition on behalf of all employees during formal ceremonies held Feb. 16, 2010, in Bettendorf, Iowa.

Suppliers who participate in the Achieving Excellence program are evaluated annually in several key performance categories, including quality, cost management, delivery, technical support and wavelength, which is a measure of responsiveness. John Deere Supply Management created the program in 1991 to provide a supplier evaluation and feedback process that promotes continuous improvement.

Donald L. Covert, Company President & Founder said that "it is quite an honor for John Deere to recognize us for such a prestigious award. It is a testament to the talented individuals we have on our team and the great relationship rapport with the entire John Deere staff. I could not be more proud of everyone that contributed to this award."



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Jergens Inc. Names Paul S. Kieta National Sales Manager, Workholding Solutions Group

Jergens Inc. in Cleveland, Ohio, announced the appointment of Paul S. Kieta as National Sales Manager for its Workholding Solutions Group. In his new role, Kieta will be responsible for sales activities and development of new opportunities for the company's line of workholding products in North America. In addition to overseeing the Workholding Solutions Group's network of sales representatives, Kieta will also be responsible for technical development, training and support of Jergens distributors nationwide.

Kieta previously served as Intelligence and Value Manager for Valenite, LLC, Vice President of Sales and Marketing for Komet of America, and held additional sales and marketing positions at Seco Tools. He has a strong background in market identification and product development, and brings more than 25 years of sales and management experience to Jergens Inc.

Founded in 1942 to help American manufacturers operate efficiently, Jergens Inc. is comprised of three distinct business units: Workholding Solutions, Lifting and Specialty Fasteners. Jergens Inc. is committed to helping its customers achieve leaner, more profitable manufacturing, and continues to add products and engineered solutions for an integrated approach to "Manufacturing Efficiency." Jergens, Inc. is an ISO 9001:2008 certified company. For more information, please contact Jergens Inc. at 15700 S. Waterloo Road, Cleveland, OH 44110-3898. Phone: 877-486-1454; Fax: 216-481-6193. On the Web: www.jergensinc.com. E-mail: info@jergensinc.com.

WSI Industries Receives General Dynamics Outstanding Supplier Award

WSI Industries Inc., in Monticello, Minn., is pleased to announce receipt of

the prestigious General Dynamics Armament and Technical Products Outstanding Supplier Performance 2009 Award. The award was presented on-site to the entire WSI organization by Patrick S. Harger, Director of Quality and Michelle Hall, Sr. Supplier Quality Engineer on behalf of General Dynamics Detection Systems SBU. WSI ranks among only 5 suppliers to receive the esteemed award for 2009 in both categories of quality and delivery performance.

Wysong Now Offers Shear and Press Brake Rebuilding Capability

Wysong now proudly offers remanufactured Wysong mechanical shears and press brakes. These machines are completely rebuilt to like-new condition and updated to 2010 specifications. Wysong also offers re-manufacturing services to current users of Wysong machine tools who wish to have their machines rebuilt and updated. All

rebuilt come with a one-year parts and 3-month complex labor warranty.

Wysong rebuilds are OSHA/ANSI compliant and include new warranty, new electronics, new gauging systems, new mechanical drive systems and more. All parts are to O.E.M. specifications and each machine is carefully inspected and tested after assembly.

Wysong can be contacted for product details and specifications of each model, or machine demonstrations at the Wysong facility. NTMA

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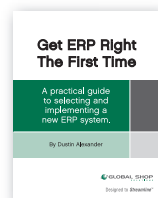
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Western Massachusetts Chapter Holds Annual Pig Roast



Chapter Co-President Larry Maier introduces invited guests at Pig Roast, including Congressman John Olver (3rd from right).

The Western Massachusetts Chapter of the NTMA has a creative way to get people from the industry, educators and political decision-makers together. They recently had their 4th Annual WMNTMA Mainline Drive Pig Roast at member shop Creative Machining and Molding Corp., and co-hosted by Creative's neighbor, Peerless Precision Inc.

More than 200 people attended, including Massachusetts Congressman John Olver and State Secretary of Housing and Economic Development, Greg Bialecki. In addition, many other state and local officials

attended to share ideas about how to keep manufacturing in Massachusetts and how to bring more to the state. Western Massachusetts Chapter Co-President Larry Maier, of Peerless Precision said, "We started the Pig Roast to create an event where people from all sections of the manufacturing



More than 200 people enjoyed the annual event.

sector could come together in an informal environment and get to know each other. We feel it is imperative to bring people from education, politics and the industry together to help solve common issues for all metalworking companies in Western Massachusetts." Each year the roast brings in more people and opens doors for everyone. Good job to all of those that helped organize it and bring it together. And, it was reported that the pig didn't think much of the event.

NTMA

Tough Economy Compensation

In today's economy, cost effective compensation plans are especially important. Ideally, your pay structure will provide compensation levels that remain internally equitable, externally competitive and cost effective.

Benchmarks, like the NTMA Wage & Fringe Benefits Survey, can help a small business owner navigate these truly difficult times. The report examines the key elements of an effective compensation plan, including base wages, incentives and employee benefits. Report results provide you with a better understanding of the basics of compensation planning, and how your organization can better use its resources to attract and retain talent.

Companies participating in the wage survey will receive information on topics such as:

- Beginning & Experienced Wage Rates
- CNC Operations Wages
- Overtime Policies
- Work Injuries/Safety
- Benefit Programs including:
 - Health Care Plans
 - Retirement Income Plans
 - Paid Vacation & Holidays

These are challenging times to be in business. Compensation analysis is useful for the development of hiring criteria, compensation analyses, promotion and performance review, incentive pay and legal compliance. Be sure you are able to assess your plan's competitiveness by comparing yourself to other companies in the precision machining business with the Wage & Fringe Benefit Report results.

To ensure a comprehensive report, NTMA needs your participation. If you need a copy of the survey, contact John Mackay at Mackay Research Group, e-mail john@mackayresearchgroup.com or call 720-890-4255 or Vicki Satterfield at NTMA, e-mail vsatterfield@ntma.org or call 800-832-7753.

Be sure to send in your Wage & Fringe Benefits Survey response by November 1st.

NTMA

One Voice Member Jim McGregor Reappointed to Commerce Department Manufacturing Council

McGregor to Provide Voice for Small- and Medium-Sized Manufacturers

Jim McGregor, Vice Chairman of The McGregor Metalworking Companies based in Springfield, Ohio, was reappointed to serve on the Manufacturing Council. McGregor joins 23 other leading domestic manufacturers who will partic-

ipate on the Council, which is designed to provide advice to Commerce Secretary Gary Locke on issues related to manufacturing sector competitiveness, as well as government policies and programs that affect the industry. McGregor will help emphasize the necessity of designing policies to help small and medium U.S. manufacturing companies, which play a critical role in the industry.

"Small and medium manufacturers are the job creators and the backbone of our communities," McGregor said. "In order for small manufacturing businesses to flourish in the United States, it is essential that we improve access to credit for small businesses, make healthcare costs manageable for owners and employees alike, and conduct an international cost and competitiveness analysis of our sector that reveals the areas where we are at a disadvantage with our overseas competitors. Policymakers and business leaders must work together on these and other fronts to ensure that small businesses are able to continue to hire the workers and invest in the new technologies that allow us to stay competitive with businesses overseas."

NTMA

Customers for Life!

By: John Boe

The most successful companies place great value on developing lifetime relationships with their customers. In today's competitive marketplace, they are aware that their customers are aggressively prospected and their loyalty cannot be taken for granted. Customer focused companies recognize that relationship building and follow-on service are critical components for promoting both customer retention and revenue growth.

First, Build a Relationship

Today, we have access to innovative tools such as the Internet, cell phones, faxes and voicemail, all designed to enhance our ability to communicate. Nevertheless, even with all of these technological tools at our disposal, the alarming number of dissatisfied customers, lost sales and failed relationships reflect the fact that none of us are as effective at communicating as we would like to believe.

Temperament understanding helps foster effective communication. Research in the field of human psychology indicates people are born into one of 4 primary behavioral styles: aggressive, expressive, passive or analytical. Each of these 4 temperament styles requires a unique approach and communication strategy. For example, if you are working with the impatient, aggressive style, they want a quick fix and a bottom-line solution. Under pressure they can be ill tempered and quick to anger. Give them options so you don't threaten their need for control. Don't waste their time with chitchat – stick to business. While at the other extreme, the stress-prone analytical style requires more information and is interested in

(Continued on page 18)

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(Continued from page 17)

every detail. Their cautious and analytical nature makes them susceptible to buyer's remorse. Be sensitive to their need for reassurance and guarantees. Once you learn how to identify each of the 4 primary behavioral styles, you will be able to work more effectively with all of your customers.

Communicate Effectively

Recognize the importance of nonverbal communication and learn to "listen with your eyes." It might surprise you to know that research indicates that more than 70 percent of our communication is perceived nonverbally. In fact, studies show that body language has a much greater impact and reliability than the spoken word.

Create a favorable first impression and build rapport quickly by using open body language. In addition to smiling and making good eye contact, you should show the palms of your hands, keep your arms unfolded and your legs uncrossed. You can develop harmony by

"matching and mirroring" your customer's body language gestures. Matching and mirroring is unconscious mimicry. It is a way of subconsciously telling another that you like them and agree with them.

Improve your active listening skills. To develop and encourage conversation, use open-ended questions to probe the meaning behind your prospect's statements. Occasionally repeat your prospect's words verbatim. By restating their key words or phrases you not only clarify communication, but also build rapport. Keep your attention focused on what your customer is saying and avoid the temptation to interrupt, argue or dominate the conversation.

Little Things Make a Big Difference

Rendering quality customer service is both a responsibility and an opportunity. Salespeople often view customer service as an administrative burden that takes them away from making a sale. The

truth is that customer service provides opportunities for cross-selling, up-selling and generating quality referrals.

Customers describe quality customer service in terms of attention to detail and responsiveness. Customer satisfaction surveys consistently point to the fact that the little things make a big difference. Not surprisingly, the top two customer complaints about customer service are unreturned phone calls and a failure to keep promises and commitments.

Make an effort to see yourself through your customers' eyes. True customer service is meeting and surpassing your customers' expectations.

Successful salespeople "go the extra mile" when providing service and turn the customers they serve into advocates to help them promote their business. Your referrals and follow-on business are in direct proportion to the quality and quantity of service you render on a daily basis. Want more referrals? Improve your service!

Here are 5 powerful customer service tips:

- *Under-promise and over-deliver.* Develop a reputation for reliability; never make a promise that you can't keep. Your word is your bond.
- *Pay attention to the small things.* Get in the habit of returning phone calls, e-mails and other correspondence quickly. Follow up, follow up and follow up.
- *Stay in contact and keep good records.* Take the time to jot down notes from meetings and phone calls, making certain to record all relevant information. Maintain a written record of service. This is especially helpful when clients are reassigned to new agents. Set up a suspense system to track important contact dates such as client review calls and birthdays. Consider sending a personal note or an article of interest every 6 months.
- *Give your customers a promotional gift.* Consider sending them a letter opener, coffee mug, or a calendar with your picture and contact information.
- *Establish a feedback system to monitor how your customers perceive the quality and quantity of the service you provide.* Service is not defined by what you think it is, but rather how your customers perceive its value. When it comes to customer service, perception is reality.

Progressive companies emphasize commitment to customer service from the top down by establishing training standards and continuously monitoring customer satisfaction. Companies that fail to implement an effective customer service program actually do a disservice to their customers and unknowingly,



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leave the back door open to their competitors. If you do it right, sales and service blend seamlessly and you will exceed your customers' expectations!

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John Boe presents a wide variety of motivational and sales-oriented keynotes and seminar programs for sales meetings and conventions. Boe is a nationally recognized sales trainer and business motivational

speaker with an impeccable track record in the meeting industry. To have Boe speak at your next event, visit www.johnboe.com or call 937-299-9001. A free Newsletter also is available on his website.

Beating Problems - Embrace the Danger

By Dale Collie

Experienced leaders know that new business problems are just around the corner. Customers, employees, equipment and market conditions are all in motion, and good leaders prepare ahead of time for the problems that will develop.

The best strategy is to avoid the problem, but experience shows that even the best leaders are often ambushed by situations beyond their control. Good leaders prepare for these eventualities ahead of time.

One of the best lessons I've ever had in dealing with business ambushes came from my training as a U.S. Army Ranger – one of America's elite soldiers.

The Ranger cadre emphasized the fact that no one can escape a well-planned ambush because of:

1. The heavy weapons placed at the front and rear of the ambush,
2. The explosives placed in any position that could be used for cover by those in the trap, and
3. The effectiveness of the surprise.

After we learned that no one can escape if everything is set up properly, the instructors taught us the most important thing ... how to break out of a well-planned ambush if our own unit was ever trapped by the enemy.

Only a few seconds were required to teach what should be done, but days of practice were required for us to perfect the action.

Essentially, the only way to escape such an ambush is to embrace the danger and run through the fire – for every member of the trapped unit to turn,

immediately and attack directly into the shooters, firing every weapon while running straight at them. The weakest part of the ambush is the shooters themselves, but it isn't easy to run into the gunfire.

And this is the way we survive business ambushes. We must embrace the danger because problems only get worse if we try to escape. Ignoring the problem will not help. Taking a half-hearted approach

won't do any good. We have to confront the problem as soon as we identify it.

Equipment problems – fix 'em right away. Personnel problems – take action. Customer problems – don't delay. You know the basics. You know what needs to be done.

Like running into the gunfire, it won't be easy, but the sooner you embrace the danger, the more likely you are to survive the ambush.

The Leadership Edge: No matter whether you face a short-term over-

whelming crisis or a long-term, nagging and persistent problem, the only way out is to embrace the danger. You can only beat problems by confronting them head on – the sooner the better. NTMA

Dale Collie, author and professional speaker, was named by Fast Company as one of America's Fast 50 innovative leaders. His experience includes being a Fortune 500 executive and business owner, U.S. Army Ranger and professor at West Point. His book, "Winning under Fire" (McGraw-Hill) is published in English, Chinese, and Russian. www.CourageBuilders.com

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