



RECORD

National Tooling & Machining Association



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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.

Auction Planned at Fall Conference – Lend Your Support

Through the generosity of our members, NTMA is able to support many worthwhile industry-related projects. Your donations helped support the Brock Babb Memorial Scholarship Fund, the National Robotics League, Precision Jobs for American Manufacturing (PJAM) and our Government Affairs Administrative Fund (GAAP).

At the 2010 Fall Conference in Amelia Island we are planning an auction to increase support for these projects. Our last auction in 2008 raised nearly \$70,000! Our goal is to match or exceed that amount.

How can you help? Donate items that can be auctioned during the Fall Conference Networking Reception and Dinner on Saturday, October 9. From past experience, some of the more popular and profitable auction items have been:

Vacation Homes or Timeshares (weekend get-away; 1-2 week stays)

- Hawaii
- Florida
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Collectibles

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- Sculptures
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- Sports memorabilia

This is going to be a fun and exciting event – and more importantly, will benefit all our projects at one event. At this time, we are looking for an early indication of member interest and support. When you donate, you decide which project will benefit from the auction proceeds.

Please take a moment to consider what you might donate to support the Auction. A donation form is available on the NTMA website at www.ntma.org, or contact Jim Grosmann or Sandy Bailey to confirm your donation.

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jgrosmann@ntma.org

Sandy Bailey: 800-248-6862, ext. 8010
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Atlas Sends Pumps for Flood Emergency

Severe thunderstorms hit southern Kentucky in early May, quickly dumping 8"-10" of rain in the area. It wasn't long before the flooding shut down the water treatment facility for the City of Lebanon, a community of 6,000 people in Marion County, about 65 miles southeast of Louisville, Ky. An emergency call was placed to NTMA member Atlas Machine & Supply Inc. in Louisville to help get the city's water pumping stations operating again.

And even though it was late Sunday evening when the call was received, a plan was developed during the nighttime hours, and as Atlas' pump specialist Garry Crabtree described it, "the ball started rolling."

By morning, Garry and Atlas' Shawn Mullenex, Eric King and Scott Romano were in Lebanon, working to get the city's fresh water and wastewater pumps operating again. Dave Sullivan, from Atlas' Cincinnati, Ohio, facility also helped by arranging to truck-in two heavy-duty pumps, which were able to pump a total of 3,200 gallons/minute.

During the next few hours, the Atlas team pumped about 10' of flood water out of the treatment facility's basements. Once the basements were cleared, the team assisted in evaluating the equipment that had been submerged. By mid-afternoon the plant was pumping clean water to city residents and the wastewater treatment system was operational again.

"Atlas provided the technical expertise and resources that were needed for the emergency," said Scott Romano, who heads the Atlas Pump Division. "It's a great feeling knowing that Atlas played an important role in helping a lot of families."

When it comes to pumping large volumes of water, Atlas tackled an even bigger job recently at a rock quarry also located in central Kentucky. Atlas used two large-capacity pumps capable of pumping a combined 3,500 gallons/minute, plus 2,300' of discharge hose.

When the job was complete, the Atlas pumps had cleared hundreds of thousands of gallons of water from the quarry.

"Handling big pumping jobs for water treatment plants, quarries or anything similar is a specialty at Atlas," Romano said.

For more information about Atlas pumps, pump products or pump service, e-mail Scott Romano at saromano@atlasmachine.com.

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Chairman's Corner

Russ Reschke, NTMA Chairman of the Board

Back to School

Last month I told you that I would title my September column "Back to School." While many of us look forward to a little more relaxed lifestyle during those "Lazy, Hazy, Crazy Days of Summer," September brings a welcome "return to normal" in many ways. Kids are truly "back to school," Chapters resume their regular meeting schedules, vacations are typically over and employees are back at work.

For business owners, now is the time to plan for the upcoming months – especially those major NTMA events that are quickly approaching. There is still time to make arrangements to attend the Fall Conference in Amelia Island, October 6-10. We are excited to have the Precision Metalforming Association as partners for this event. Don't miss this opportunity to invigorate your

business by connecting with other business owners and industry leaders. Conference brochures have been mailed and there is plenty of information online at www.ntma.org.

A very special event is planned for Saturday, October 9, during the Conference. Our Networking Dinner will include a Live Auction, with proceeds benefiting the donor's choice of NTMA programs – the Brock Babb Memorial Scholarship Fund, the National Robotics League (NRL), Precision Jobs for American Manufacturing (PJAM), or the Government Affairs Administrative Fund. You can help by donating an item for the Auction – just contact Jim Grosmann, jgrosmann@ntma.org, or Sandy Bailey, sbailey@ntma.org, to confirm your donation. This is going to be a high energy evening and lots of fun for everyone!

I'd like to thank John Belzer for his timely article, "Could You Use a New Customer or Two?" on page 5. This article should prompt you to register for the October 29 Purchasing Fair at the MGM Grand at Foxwoods in Mashantucket, Conn. A special sales seminar has been added to the program on Thursday afternoon, October 28. And another round of thanks goes to our New England Chapters (Boston, Western Mass, Rhode Island and Connecticut) for hosting a reception for customers and vendors on Thursday evening.



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NTMA Record is published for NTMA
by WoodwardBizMedia
801 Bluff Street
Dubuque, IA 52001

Advertising Inquiries

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For more details, a list of confirmed customers and registration information, visit NTMA's new website, www.PurchasingFair.com.

According to the most recent NTMA Business Conditions Report (for the period ending June 30) business conditions continue to rebound for NTMA members and a well paced recovery is anticipated through the remainder of this year. Fifty percent of respondents indicated that quoting, shipments and order backlog are all UP compared with the first quarter of 2010. This bodes well for an especially productive Purchasing Fair in October.

Last month I also promised you an update on the various activities within the NTMA.

Hiring a President

The President Search Team contracted with a professional search company and

that effort has netted several potential candidates for the team to interview. The focus of the Search Team is to find the best candidate as opposed to merely filling a slot. We hope to be able to give you more information at the Fall Conference.

MSI (Metalworking Services Inc.)

If you have not already had the pleasure of meeting MSI Director Emily Lipovan, you will have an opportunity to do so in Amelia Island. Lipovan is working diligently with Rob Akers and Ken McCreight to make the transition of business functions to MSI as seamless as possible.

Relocation to Cleveland

As business functions begin to transfer to MSI over the next several months, Rob Akers and Ken McCreight will be developing a plan for the physical move of NTMA offices. More to come!

NTMA Team Structure

You probably noticed in your brochure for the Fall Conference in Amelia Island that there are meetings for what we are calling "Leadership Teams." This is a result of a Team Leaders Meeting held in Indianapolis earlier this year. This effort is to strengthen our teams and better align them with the NTMA Strategic Goals. More details about this initiative can be found elsewhere in this issue of the Record.

With Chapter activities resuming, I need to dust off my suitcase and prepare to be "back on the road" for Chapter visits and shop tours all across the country. I look forward to seeing many of you at your local Chapter meetings, the Fall Conference and the Purchasing Fair. NTMA truly provides excellent opportunities for networking – opportunities that we should take full advantage of.

Could You Use a Good Customer or Two?

By: John Belzer, TCI Precision Metals, Gardena, Calif.

TCI Precision Metals is pretty engaged in the activities of the National Tooling & Machining Association (NTMA). We've been a member since 1976 and have been attending bi-annual national conferences, technical conferences and purchasing fairs for more than 20 years. It's the latter that I'm writing about this month.

One of the primary missions of the NTMA is to help member shops connect with potential customers. It's accomplished through "backwards" tradeshow – Contract Manufacturing Purchasing Fairs.

We all know how very difficult it is today to make those first contacts with new, potential customers. The obstacles are huge: few receptionists, empty lobbies, direct lines that are hard to uncover, voicemail. You know the drill. So, picture a day in which the Association brings in 30-50 "customers" who are available in one room for an entire day. Imagine making as many as 25 sales calls in a

day, picking and choosing who to get in front of, face-to-face, depending on your shop's own disciplines and core competencies.

Such an opportunity is coming up in Mashantucket, Conn., on October 29 as the NTMA partners with the Precision Metalforming Association (PMA) with a creative twist. This Purchasing Fair will emphasize "Re-Shoring" – an attempt to attract customers who are interested in bringing their work back to the U.S. from overseas. Harry Moser, chairman emeritus of Agie Charmilles, is leading this effort on behalf of American manufacturing in general, and the nationwide membership of the NTMA and PMA in particular.

The event brochure and registration form are available on the NTMA website, www.ntma.org. Both members and non-members may attend, but attending as a member is the economically smart way to do it.

Several years ago, we earned a new customer from one of the purchasing

fairs in the Midwest. Our lifetime sales with this (still very active) customer are \$3.6 million and rising. Was it worth the small investment in NTMA membership? As Fox News would say, "We Report. You Decide." See you in Connecticut ...

Joint 2010 NTMA Fall Conference and PMA Annual Meeting

Amelia Island Plantation
Amelia Island, FL



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2010 Golf Outing Named in Memory of Longtime NTMA and PMA Member



NTMA and the Precision Metalforming Association (PMA) announced that the golf outing during the joint PMA Annual

Meeting and NTMA Fall Conference at Amelia Island Plantation has been named the **Bill Fitzwater Memorial**

Golf Outing. A loyal member to both organizations, Bill passed away in 2009 after a courageous battle with cancer.

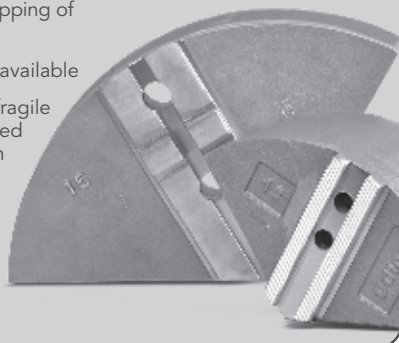
Bill was vice president of sales and marketing for Superior Die Set Corporation and was heavily involved with PMA activities for several years. He served on PMA's Executive Committee, Board of Directors and METALFORM Strategic Planning Committee, which he chaired for many years. He also served as the PMA Tool & Die Division Chair and was active in the division since its inception in 1999.

Bill and his wife, Lois, regularly attended both the PMA Annual Meeting and NTMA Annual Meeting & Fall Conference, and enjoyed participating in the golf outings.

The **Bill Fitzwater Memorial Golf Outing** will take place on Friday, October 8, at the Resort's Ocean Links Course. Sponsorships for the event are available by contacting Erin Peterman at 216-901-8800 or epeterman@pma.org.

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Members in the News

Bachman Machine Company Makes Acquisition

Bachman Machine Company announced the acquisition of a new machining center to be added to its precision CNC machining facility located in St. Louis, Mo.

"The YCM DCV Series 4025 Advanced CNC Double Column Vertical Machining Center is designed to provide accuracy, rigidity and power," said a company spokesperson. "It features a 161 x 94 inch table size and a 44,000 lb maximum allowable load.

"Bachman will utilize this equipment to support and grow its customer's production machining requirements, as well as give additional capability to the tool & die operation.

"This will allow BMC to continue to provide high performance standards for the industries it serves, including automotive, industrial, off-highway and consumer." The company is ISO/TS 16949 certified and a leader in the area of value-added metal stampings, progressive stamping dies, production CNC machining and plastic injection molded parts.

Key Personnel Moves at Mid-Continent Engineering

Mid-Continent Engineering, a Minneapolis-based precision contract manufacturer, recently announced two key personnel moves.

Melissa Sawin was promoted to operations manager and Kevin Ciresi was hired as sales manager for the defense and aerospace industries.

"We're poised for significant growth, and Melissa and Kevin are two of the key players who will help us achieve our aggressive sales and performance goals," said Sanders Marvin, Mid-Continent president and CEO. "I'm thrilled to reward Melissa with a well-deserved promotion and delighted to land a sales executive of Kevin's caliber."

Sawin joined Mid-Continent in 2009 with extensive senior-level experience in lean manufacturing operations,

communications, training, marketing and business development. As operations manager, Sawin is responsible for all day-to-day operations at Mid-Continent, as well as the company's strategic direction and long-term growth as part of the senior management team. She is a graduate of the University of Minnesota.

Ciresi is charged with growing the aerospace and defense businesses and developing long-term strategic partnerships with customers. His experience includes a decade with Goodrich Corp. (a Fortune 500 supplier of systems to the global aerospace and defense industry) where his responsibilities included driving strategic growth and sales revenue in the aerospace and defense industry. He also managed a portfolio of strategic public sector contracts for Imation Corp. Ciresi has a long history of successfully growing sales and landing significant new program commitments.

He holds a bachelor's degree from Marquette University and an MBA from the University of St. Thomas.

Mid-Continent Engineering is a vertically integrated contract manufacturing firm serving the healthcare, aerospace and defense industries. Working with the world's premier OEMs, Mid-Continent provides precision machining, complex assembly and precision welding, as well as design, engineering and project management services.

Welcome New Members

Caran Precision Engineering & Manufacturing Corp.
Fullerton, Calif. - Raymond Sheeks

CHIPSCO Precision Services
Meadville, Pa. - Christopher J. Learn

FM Industries Inc.
Fremont, Calif. - Don Castillo

LAI International Inc.
Scottsdale, Ariz. - Matt Kalina

R & D Fasteners
Upland, Calif. - Ryan McCaffrey

Rolled Steel Products
Los Angeles, Calif. - Steven Alpersen

South Metro Wire EDM Inc.
Shakopee, Minn. - Jeff Runyon

St. Vrain Manufacturing Inc.
Longmont, Colo. - Robert Bergstrom

The Kinetic Co. Inc.
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New Leadership Teams Formed

Four new Leadership Teams were formed as a result of input from NTMA team leaders during a full day meeting on June 12 in Indianapolis, Ind. The restructuring of the current NTMA Teams into 4 Leadership Teams is an attempt to focus and align our efforts with the NTMA Strategic Goals of Governance, Industry Advocacy, Workforce Development and Membership Value.

This new structure will encompass all of the current teams' regular activities, responsibilities and projects. The goal is to make the best use of our volunteers, staff and finances while ensuring that we are working on the correct objectives that will spread our messages of education, industry advocacy and member value. This restructure also will help keep our resources focused on priorities that have the highest value to all of the NTMA.

Governance Team Leader: Russ Reschke	Workforce Development Team Leader: Herb Homeyer	Membership Value Team Leader: Ben Belzer (temp)	Industry Advocacy Team Leader: Zoi Romanchuk
Focus Areas: <ul style="list-style-type: none"> • Governance of NTMA • Policy • Budget • Strategic Planning 	Focus Areas: <ul style="list-style-type: none"> • Workforce Development • Manufacturing Technology • Publication & Training 	Focus Areas: <ul style="list-style-type: none"> • Next Generation • Chapter Development • Membership Value & Utilization • Membership Growth & Stability • Business Development 	Focus Areas: <ul style="list-style-type: none"> • Government Relations • Public Relations • Partnerships • Industry Alignment
Current Action Teams: <ul style="list-style-type: none"> • Transition to Cleveland • President Search • Leadership Teams • Sales 	Current Action Teams: <ul style="list-style-type: none"> • PJAM • NRL • Technology • Education 	Current Action Teams: <ul style="list-style-type: none"> • Chapter Awards • Social Networking • Affinity Programs • Membership Value 	Current Action Teams: <ul style="list-style-type: none"> • Fundraising/PAC/GAAF • Reshoring
Purpose: Focus and lead the corporation in a way that brings value to its members while ensuring there is consistent governance and forward looking direction for the NTMA.	Purpose: Focus and lead efforts on workforce development, ensuring the next generation of skilled workforce and disseminating advancements in manufacturing technology.	Purpose: Focus and lead efforts in developing our next generation of industry leaders, strengthening the services and value provided in local regions, and assuring outstanding measurable value to the members.	Purpose: Focus and lead efforts in promoting the precision custom manufacturing industry; strengthening its relationships with other industry leaders and leveraging the supremacy of manufacturing.

Each Leadership team has a purpose that matches the Association's Strategic Goals. Current teams and team members, roles and responsibilities have been grouped inside the appropriate Leadership Team, along with any projects that are in progress (Action Teams).

To kick-off this new team structure at the Fall Conference, Action Teams will meet the first day and Leadership Teams will meet as large groups on the second day to review all of their roles and responsibilities. It is here that any Actions Teams within that Leadership Team will report on its progress.

As new objectives arise – either from the NTMA membership, a Leadership Team or the Executive Team – the appropriate Leadership Team will take ownership of that objective. It will evaluate, define and prioritize the new objective, as well as any other objectives it is currently working on. If required, a new Action Team will be formed with a leader and members. That Action Team will develop a budget, staff requirements and Action Plan to complete its objective. Upon completion of that objective, the members will return to the larger Leadership Team, where they can continue to participate in the group or join another Action Team.

This restructuring of the teams is a work in progress and will be evaluated as we proceed. Our hope is that this will be an improvement in how our teams function and the results of their efforts will bring real value to our members. If you are not currently participating in one of our Teams, we urge you to get involved. We hope you are planning attend the Fall Conference, October 6-10, at Amelia Island Plantation and will add one of these new Teams to your schedule.

Prepare Yourself to Run and Own the Family Business

By: Thomas A. Myers and Thomas M. Chiappetti

Children of family business owners often ask what they can do to prepare themselves to succeed the previous generation and convince their parents to allow them to assume management and control of the family business and, eventually, acquire a controlling interest in the business.

No matter how mature and well qualified the younger generation is, it is difficult for the older generation to accept that their children have reached the level of preparation, personal growth and maturation needed to assume control of the business. This is exacerbated when the bulk of the value in the parents' estate is tied up in the family business. Change of control is delayed again and again. The parents remain in day-to-day affairs of the business and the younger generation is unable to take over. This can be particularly frustrating when they see their peers succeed and grow professionally in their careers or family businesses while they are left behind.

One real-life solution we have seen was a family that took action by "grooming" both the parents and the son for a succession in management from the father to the son. Dad is the typical hard driven entrepreneur who started with a relatively small business and, primarily through his leadership, built it into the very successful enterprise it is today. Mom, while not involved in the business itself, is the family's chief emotional officer.

Mom and Dad live quite comfortably and require significant resources to maintain their three homes, belong to two country clubs, travel the world and care for their family. Dad dreamed of "turning the company over" to his son one day, but feared that if his son were not successful, the company's earnings would decline and result in a reduction of the cash flow he and Mom needed to maintain the lifestyle they had worked so hard to build. He also feared that the company's value might decline, leaving

them without enough resources to fund their retirement.

The son loved the business and had a college degree in history, but when he joined it years ago, he was only 26 years old and had not taken any additional steps to prepare himself for leadership other than a few years of employment in a management training program with another business in town. However, he shared his father's dream of becoming the company's CEO and eventually its majority owner.

In order to prepare themselves for the desired succession, Mom and Dad took two key steps:

First, Dad, who wanted to spend less time working in the business, hired a talented manager to serve first as the chief operating officer of the business and eventually as its president and CEO. This professional manager had significant management experience at a Fortune 500 company and an MBA from a well respected business school. The plan was for the manager to serve as president of the family business and build a strong management team. The manager became the son's supervisor and, as a result of this step, son had the benefit of guidance from a non-relative with a great business background.

Dad also had the chance to grow comfortable over time with someone else in control of the family business on a day-to-day basis. Why was this important? Because, as he put it, "I realized that the key was not to find someone to run my business who made the same decisions as I would make (since that's impossible), but instead to find a manager who makes informed decisions which are reasonable under the circumstances." With time he ceded more and more daily management control, but remained involved enough to monitor what was going on. Dad also recruited a talented board of directors to help manage the business. The son, of course, attended all of the Board meetings, but as an observer since he had not yet acquired the skills and experience to warrant full membership. However, the arrangement gave him the valuable opportunity to observe and learn from great business leaders in action.

As a second step in their efforts, the parents embarked on a path of building

(Continued on page 10)

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(Continued from page 9)

outside wealth and freeing themselves from the risks of providing lender guarantees. They structured the business to allow it to pay dividends, which they invested to create substantial outside wealth to fund their retirement. They made sure that the business was managed so that it could operate without personal guarantees from them. Being free from dependency on the business and the risk of providing guarantees to lenders mentally positioned the parents to begin the transfer of the business'

management to the son as soon as he was ready, and it allowed them to begin transitioning ownership to the son immediately through various gifting and other strategies.

The son, in turn, took several concrete steps to prepare himself to assume the leadership of the business. First and foremost, he invested in learning the business through Board participation, mentorship under the company's professional management team, attendance at trade association meetings, extensive

reading of industry publications, and working at a variety of jobs in the business. In particular, he got his "hands dirty" working on the plant floor and out in the field with the sales team. He also joined a business support group comprised of 11 other sons who shared their experiences in preparing themselves to run their family businesses.

He enrolled in a well-respected executive MBA program, which allowed him to continue to work on a day-to-day basis in the business, while at the same time adding to his

financial and management knowledge and skills. He had proved himself by his dedication and performance and gained the confidence of the other members of the management team and the Board, as well as that of his parents.

By the time he reached his late 30s, both he and the company were prepared for him to assume leadership. The parents were positioned financially to take the now modest risk of turning control over to their son. He had in place a management team and a Board of Directors which provided on-going support.

The son has run the company successfully for years, but continues to enhance his leadership by using the resources which made him successful. He works with a mentor, belongs to a support group, is active with his industry's trade association and regularly attends industry educational programs.

Tom Chiapetti, CEO and Actuary of Thomas More Group, advises private business owners during the 5-10 year period before they disengage on how to maximize their business harvest when they decide to exit. Chiapetti advises owners who are preparing for a family or insider transfer, as well as those who want to attract the perfect buyer. He is widely respected as a business advisor, author and actuary. He can be reached at tomchia@thomasmoregroup.com; 262-240-9698 or www.thomasmoregroup.com.

Thomas A. Myers is a shareholder in the Reinhart, Boerner Van Deuren, S.C. Business Law Practice in Milwaukee, Wis. His clients include manufacturers, distributors and large retailers, as well as new technology businesses in all stages of development. Tom has served as lead attorney for both sellers and buyers of businesses. He has represented public corporations, families and leveraged buyout funds. He regularly speaks to business owners about the legal aspects of the business purchase and sale process, including valuation, negotiations, taxation, business structure, documentation and due diligence. He can be reached at 414-298-8120, tmyers@reinhartlaw.com or www.reinhartlaw.com.



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Should You Reassess Your Wage Rates?

Are you overpaying or underpaying your employees?

How do your benefits stack up?

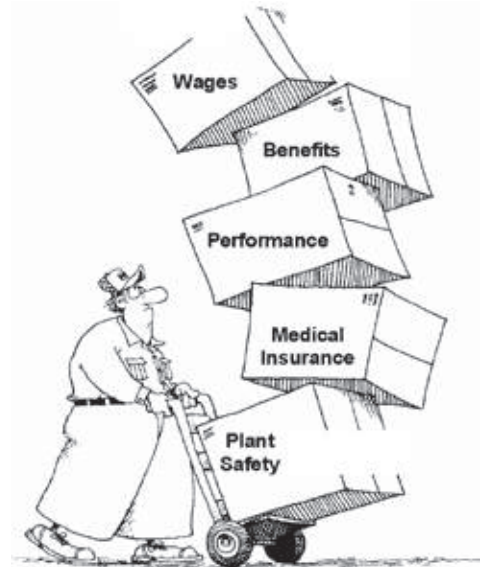
Find out by taking part in the NTMA Wage and Fringe Benefit Survey.

It is essential that you review your wage rates: At a time when NTMA businesses are finally seeing an end to the recession, knowing competitive wage rates and fringe benefit packages can help business owners make sound decisions and keep their business moving in the right direction.

The NTMA Wage & Fringe Benefit Survey will provide a detailed review of wage and benefit programs. Due to the extensive sample in this study, survey participants are provided with a wide range of information on NTMA chapter, regional and national wage rates. The report will be a significant source of meaningful information not available anywhere else ... for any price.

Participating firms will receive information on topics such as:

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 - Manual Machining Operations
 - CNC Operations Wages
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- **Benefit Programs including:**
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Schedule

Questionnaires will be mailed to all NTMA members in early September. They are due back by November 1st. Don't miss this opportunity!

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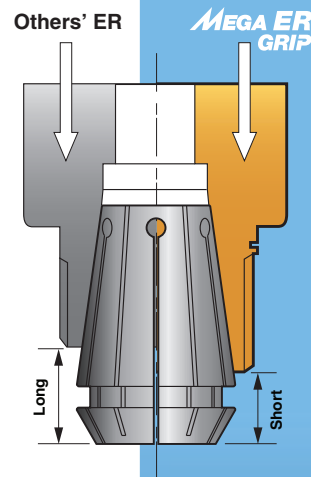


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Overcoming Resistance to Change – Isn't It Obvious?

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

In Theory of Constraints we follow a process to improve. First we decide “what to change.” To do this, of course, we need to agree on the problem(s). Once we have consensus on the problem, we work on the solution or “what to change to.” And after that, we decide “how to cause the change.”

It all sounds very straightforward and logical, and it is. This process does work, but at times it can prove to be challenging – especially when we don't take enough time to agree on the problem. So Brad and I are especially vigilant about that. Because there is really no point in discussing the possible solutions until we agree on the problem. Every time we've pushed ahead too fast, we always have to go back and get agreement on the problem.

This is particularly true when we are talking about problems that the Theory of Constraints (TOC) logistical solutions will solve. So Brad coined the expression “we are going to go slow so that we can go fast.” That approach has helped us to get better, faster results with clients. Then we teach our clients to do this each time a challenge, problem or opportunity presents itself. And, with a little coaching and guidance, they also get very good at this.

Then we move to agreeing on “what to change to.” Now, you would think this should be pretty straightforward once we've agreed on the problem, but we have found it's not that easy. Why?

- There can be multiple solutions that would work, or we think there are multiple solutions that could work
- People are only comfortable with solutions they are familiar with and have intuition around
- We don't know what we don't know
- The Theory of Constraints solutions are often counterintuitive, the opposite of what most people do now, and most people have no familiarity or intuition around them

So you can see, if the solution is to implement our Velocity Scheduling System for scheduling job shops (based on Goldratt's Theory of Constraints) we might get some push back (aka You want me to do WHAT?) even AFTER we have successfully agreed on the problem.

In fact we've had some job shops suggest that we must have been hiding out in their shop when we wrote “The 9 Challenges to Scheduling Jobs Shops and Why Your Schedule is Dead on Arrival.”

That is the highest compliment someone can pay, and we have clearly agreed on the problem. Then those same companies argue and resist every step of the way during implementation. This was very frustrating, until we learned how to get them to agree on “what to change to.”

So how do we get the key people in a highly custom job shop to do the totally counterintuitive steps of the Velocity Scheduling System? Well, instead of pushing the steps of a system they don't understand, don't agree with and have no intuition around – we build on a previous success.

What success? Ask any custom job shop if they have ever pulled out all the stops for a customer and turned a job really quickly.

Most (probably all) will say yes. Ask them to tell you the story. You will find that they were able to do a job in a fraction of their typical quoted lead-time. For example, one client did a job in 3 days that they would normally quote a 6 week lead-time for.

When they are telling the story, ask about what they had to do to get that job done. And what did they have to stop doing or what jobs did they have to stop working on to make it happen. Listen very closely, take notes and ask questions to draw out the story.

Typically they will explain how they had to stop working on several jobs that were already started. Then they will talk about how they “crashed” the job. “Crashing a job” is our terminology for bringing multiple resources to bear on a job. They might have used two lathes to run Operation 1. And as soon as one piece was done, it immediately went to Operation 2 on a mill instead of waiting for all its sister parts to complete Operation 1. In this way, the job just zipped through the shop.

(Continued on page 14)



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(Continued from page 13)

They were able to complete this job so quickly because they 1) reduced work in process by stopping work on other jobs; 2) by focusing on finishing this one job and 3) by “crashing the job” and bringing multiple resources to work on it.

These three actions are some of the key components of the Velocity Scheduling System (VSS). The problem you would discover is that they think that they cannot continue to take these actions on an ongoing basis. And if they did, they would be inefficient and the company would lose money.

So what we now explain, is that the VSS is a system that will help them find the balance between what they did on that rush job and efficiency. Then we simply ask – would you be willing to try it and to help customize VSS for their plant. We will explain everything, but knowledge does not change behavior; what we need from you is a commitment to try what we ask.

Who would say no to that? Particularly in the group environment we have for our VSS Coaching Program.

If we can get the biggest detractor for each company to agree to try it, to really do the program, they are unlikely to go back on their word (Law of Consistency). Then, the crystal clear step-by-step instructions of VSS, in combination with their story and experiences, will help the new process (VSS) to stick.

This process of building on a success can be used in any number of circumstances. We’ve also used it to help companies with their sales and marketing, project completion and distribution solutions. How can you use it? Drop us a line and let us know your thoughts. And let me know your experience with buy-in. (Really, I want to know).

Want more? Go to YouTube and check out our video on overcoming resistance to change by searching on “TOCExpert.” Here’s to maximizing YOUR profits!

If you’re ready to think differently, www.VelocitySchedulingSystem.com (for job shops) and www.ProjectVelocitySystem.com (for your engineering department) help you

increase the velocity of work through your company so that you reduce the chances of not getting enough done to cover operating expenses and make a profit. Then our www.MafiaOfferBootCamp.com will help you capitalize on the competitive advantage you’ve created in operations and by thinking differently.

“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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Calendar of Events

Joint 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, 2010

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

The Challenges We Face!

By Patricia Szczuka

Computed Tool & Engineering Inc., Anaheim, Calif.
President, Los Angeles Chapter, NTMA

Last month I was invited to speak to the leaders of a local Chamber of Commerce that is putting together new efforts to assist manufactures in their city.

Because the audience was mostly made up of bankers, financial advisors and attorneys hearing about the details of our industry for the first time, they were aghast to learn of the challenges and decisions that we face on a daily basis.

While I obviously do not need to tell you about the challenges we all face, I've shared the main points that the audience reacted most strongly to below. My goal is for us to continue to discuss them within our industry, as well as making these challenges known to anyone who needs to hear them. Please feel free to let me know about any that I missed that you think need to be added.

Disclaimer: My presentation is from the perspective of a small manufacturer.

1. Answering the RFQ: Where is the Bottom-Line?

This might seem like the easy part, just quote what the customer wants, but the reality is that there is a lot more diligence required.

Who's representing the customer? We used to deal with engineers, now they are sourcing agents and supply chain managers. They are much harder to reach and often only incentivized to secure the lowest bid. The fact that your organization has value-added services and unique expertise no longer means as much as it used to.

Is the competition a local shop or overseas? When it's a shop nearby we only have to focus on our best price and lead-time, but when the competitive shop is overseas we have to focus on the high quality and protections that the customer is putting at risk if they take their order there.

Sounds simple right? But that's why it's so disheartening to hear from customers that they are fully aware they will be buying an inferior, non-compliant and longer lead-time product overseas – but the “apparent” cost reduction impressed senior management too much to turn it down.

That's why it's key for us to make sure our potential clients are educated on the true costs of taking their order overseas. If the organization spends a lot on developing the part, how much is protecting their Intellectual Property worth to them? If the product is complicated, is the customer aware of potential repair/modification costs? If lead time is crucial, does the customer have a back-up manufacturing plan?

2. Non-Engineers Buy Engineered Products

As I mentioned above, another alarming trend is that larger companies are ignoring the importance of having actual engineers represent them in purchasing engineered products. At my company, Computed Tool & Engineering, this causes delays in getting all the information to properly quote a die and clearly communicate the steps involved – which causes frustration for both our team and our client.

3. Materials: Are They Even Available?

There are a multitude of reasons why certain materials are scarce or too expensive these days. Needless to say we are not playing on a level playing field with our overseas competition.

Having a good working relationship with steel suppliers is a necessity since they keep me posted about surcharges, potential big price increases and the availability of frequently used items.

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4. Maintaining a Skilled Staff

The president of a company that machines graphite recently made a memorable comment to me about their current applicants that went something like this, "The applicant's expertise lies in resume writing, not in fulfilling the skill set they state on their resume."

The aging workforce in the industry will play a huge role in how manufacturing sustains itself in the next few decades as we become more reliant on younger individuals. Although there are training facilities, it's the hands-on experience that is the most effective and smaller companies are struggling to keep their apprentice programs thriving.

The National Association of Manufacturers reported that 40 percent of manufacturing jobs were lost during this recession. With so many people out of work for such a long period of time, it will be difficult to regain the workers and a high skill level.

5. Who's Lobbying Who?

Recently, the NTMA and PMA have joined forces with lobbying efforts. But

when I asked one of the lobbyists about what we can do in California, his response to me was "You guys out there need your own full time lobbyists."

This just doesn't make any sense. Our local, state and national lobbying efforts need to be better aligned so we can coordinate efforts, learn from each other and leverage individual successes.

The fragmented approach we are currently enduring is a waste of our time and our money.

6. Keeping it in the family is easier than it sounds.

Although, family owned businesses have a nice "apple pie" connotation, there is a dark cloud that hangs over these companies. Succession planning is a hot issue that most small businesses ignore. In "Beating the Midas Curse," estate attorneys Rod Zeeb and Perry Cochell demonstrated that 65 percent of second-generation family businesses fail and a mind-boggling 90 percent of third-generation businesses fail!

I sit on NTMA's Next Generation Team, and this is the underlying issue of why this team exists. I have heard horror stories when family businesses do not openly discuss transitioning the business into the next generation.

While fielding questions after my speech, I saw firsthand how that little bit of information made a big impact on the audience. It was clearly evident how important it is for organizations like the NTMA and our L.A. Chapter to address groups like my audience whenever possible.

As more and more individuals become involved in the discussion about what challenges the most important industry within our country, not only will our messages be better understood, but hopefully better solutions will start to come from them as well.

I encourage all of you to continue this conversation in your local communities and business associations – remember ... a message not spoken can only guarantee a message not heard.

In Memoriam

Carl W. Edquist

Carlson Tool & Manufacturing Corp.
Cedarburg, Wis.

Carl W. Edquist, 91, passed away on July 9, 2010.

Edquist was a leader in his community and his industry. He began his tool & die apprenticeship in 1936 and worked

at a number of industry companies in the Midwest and at Los Alamos Scientific Laboratory toward the end of World War II. In 1958, Edquist founded Carlson Tool & Manufacturing Corp.

Edquist joined NTMA in 1964 and was instrumental in the formation of the Milwaukee Chapter. Through the years he served on numerous NTMA

committees and special projects. In 1984, Edquist was elected to the NTMA Executive Committee and served as president in 1987. He retired from Carlson Tool in 1990, but remained chairman of the Board.

As a community leader, Edquist was a founding investor and board member of Ozaukee Bank, co-founder of Forward Cedarburg, co-founder of the Cedarburg Cultural Center, member of the Cedarburg Light and Water Commission, Cedarburg-Grafton Rotary Club member, charter board member of the Greater Cedarburg Foundation, established the Rita Edquist Memorial Foundation and the Rita and Carl Edquist Fund through the Greater Milwaukee Foundation, and was active as a community philanthropist for local initiatives.

The industry has lost a truly great leader. Our deepest sympathies go to the Edquist family, friends and employees of Carlson Tool & Manufacturing Corp.



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Wisconsin Robot Competition



NTMA Member Lynn Mahuta of Mahuta Tool Corp. in Germantown, Wis.; Don Knodel, Wisconsin State Assembly, 24th District; and Mike Retzer at the WI Combat Robots Competition.



The all-girls robot team from Germantown High School in Germantown, Wis., prepare to do battle to defend their championship crown at the July 2010 Wisconsin Combat Robots championship.



Mike Retzer (far right), Milwaukee Chapter Trustee from member Strohwig Tool acted as the emcee for the Milwaukee Chapter's robots competition. He presented the tournament trophy to the winning team from West Bend High School. Their robot, "Vegas," successfully defeated the team that beat them last year to gain the championship crown.

June Business Conditions Report Available

Business conditions for NTMA member companies continue to rebound through the first half of 2010, according to results of the Business Conditions Survey for the period ending June 30, 2010. Data indicates a well-paced recovery throughout the remainder of this year. This NTMA Report is a geographical "snapshot" of business trends and conditions in the precision machining and special tooling and industry.

Sixty-five percent of member companies reported business conditions as good, very good or excellent for the first half of 2010 – up from 38 percent reported for the second half of 2009 and up significantly from the 22 percent reported for the first half of 2009. Ninety percent of survey respondents projected business conditions will either remain the same or increase during the second half of this year, which mirrors the projections reported at the end of 2009.

Additionally, more optimism is being communicated by our members as a majority of respondents indicated current business conditions, as they relate to Quoting, Shipments, Order Backlog, Profits and Employment improved compared to the first quarter of 2010.

Other business condition indicators were as follows:

- Future Work on Books (Average) – 14.0 weeks; down slightly from 15.1 weeks in December 2009, and up from the 11.1 weeks in June 2009.
- Average Workweek per Skilled Employee – 43.8 hours; up from 41.5 hours in December 2009, and 39.7 in June 2009
- Number of Employees (% Change) – 40 percent improvement from December 2009 levels.

For comparison purposes, the Institute for Supply Management continues to report improved conditions in manufacturing; with June marking the 11th consecutive month that the Purchasing Managers Index registered more than 50, an indication that business is generally expanding.

Our thanks to the 281 NTMA members who participated in the survey. The full report is available to members only on our website at www.ntma.org. Click on Resources>Reports>Business Conditions Reports.

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Is Your Business Communications Strategy Battlefield Ready?

By Miranda Bouldin, LogiCoreHSV

When ground forces are on the move, or fighter jets take to the air, they remain in real-time contact with their direct commander and upward through higher levels of command to produce precise results. These clear lines of communication, though they involve different people, hierarchies and systems, are the core of mission success.

For businesses, when these lines of communication become disconnected, the result is improperly filled orders, missed expectations, boardroom surprises and customer dissatisfaction. By creating a system of clear communication tactics in your business, you can increase the number of your company's "mission successful" operations.

The keys to a successful business communications strategy are:

1. Strategic Communications Plan

A comprehensive strategic communications plan is crucial in order to strengthen a company's corporate identity and elevate awareness of diverse capabilities and services. Develop a plan with various communications tactics that will enhance and increase positive awareness of your corporate profile. A customized corporate communications plan will increase growth and success for both current and future pursuits. Communication tactics and strategies might include targeted advertising, public relations efforts, community outreach/donations, trade show and job fair activity, social media practices, internal communications tools and external communications projects. Implementing these communication tactics will create a strong corporate image, expand local,

national and international awareness, and generate multiple-level media coverage. It also is important to note that your strategic communications plan should constantly evolve as to accommodate trends in the ever-changing business market.

2. Message Architecture

Key messages are developed through research of company's products/services, position and targeted audiences. With repeated presentation, key messages ensure dissemination of clear, consistent and compelling information through all applicable communication channels.

Your company's leadership team should conduct "off-sites" on a regular basis to focus and plan on your future. This will allow your key decision makers to strategize, brainstorm and reflect on the state of the company. Developing mission, vision and value statements are crucial, and this will provide the added benefit of strengthening your image and corporate identity for business through effective key messaging.

3. Internal/External Communications

An organization needs to focus an extensive amount of time and effort on both internal and external communications. For companies that have displaced employees, internal communications is a crucial and vital function.

Keeping your employees connected is very important, regardless of physical boundaries. Develop and implement communication tools, such as an employee intranet, newsletter, e-mail marketing and social media to stay connected with employees, customers and potential customers.

4. Media Relations Strategy

One of the most important needs of any organization is the ability to maintain a powerful image in the marketplace through positive channels of communication for targeted audiences. A media relations strategy is an excellent tool to promote your company, elevate name recognition and create "top of mind" awareness with current and potential clients. A major initiative is to secure media coverage; this adds credibility to your products, services and capabilities. To amplify media exposure

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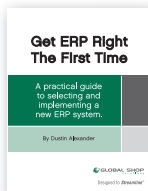


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in your key markets, try connecting current trends in your industry to the programs and services your company offers.

A communications strategy can be used as a reference for positioning activities in order to increase awareness, interest and credibility with your targeted audiences. This will help propel your company to the forefront of your industry and will further position your company in the public consciousness. This also will provide a positive representation that is warm and receptive to embrace, rather than cold and indifferent.

Use these strategies and tactics outlined above in order to create a personal "blueprint" communications plan that clarifies and defines your company's vision and values. An organization will not succeed without specially crafted and well-executed communications efforts. By defining these clear lines of communication, your business will be ready to face the battlefield of acquiring new customers, and keeping employees apprised of critical information so that your business can report "Mission Successful."

Miranda Bouldin is the founder and CEO of LogiCoreHSV, a rapidly-growing and leading technology and solutions company with worldwide technical services support capabilities and experience in defense, aerospace and government agency support. For more information, please visit www.logicorehsv.com, or contact Corporate Relations Director Rachael Fears (rfears@logicorehsv.com).

Reprinted from Business & Legal Resources, a free online service for NTMA members.

NTMA Technology Award Winner

Congratulations to Hoppe Tool Inc. on being the latest recipient of the NTMA Manufacturing Technology Award.

In 2008, Hoppe Tool's owners decided to take on the challenge of implementing on-machine, in-cycle inspection.

John Ricardi, who holds a bachelor's degree in Manufacturing Engineering from the Wentworth Institute of Technology in Boston, Mass., was hired to manage the project. Ricardi worked with the company owner, Douglas Hagopian, to evaluate and select a software company to partner with in this endeavor. The team selected PC DMIS, a product of Hexagon Metrology.

The capabilities of this project include automated probe calibration, 5-axis part probing, probe changing for different size features, real-time reporting, automatic SPC charting with serialization, automatic spindle alignment on multi-spindle machines and much more. The addition of this capability saved the company from having to purchase additional equipment and hire more personnel in the QA department, equating to savings in the several hundred thousand dollar range.

Additionally, the automated inspection allows the company to truly run on a lights out basis, producing quality prod-

ucts at a lower cost due to the reduction in operator touch time. Hoppe Tool's customers have adopted the system allowing reports from the automated inspection to replace labor intensive reports previously generated by Quality Assurance personnel. This project and the impact that it has made to Hoppe Tool's bottom line truly warrants this Award.

All NTMA contract manufacturing members are eligible to submit a nomination. The form is online at NTMA.org > Resources > Document Library (Members) > Member Programs and

Services > NTMA Technology Nomination Form. Nominate your organization today!

For additional information please contact Kevin King, NTMA Director of Manufacturing Technology, 800-248-NTMA (6862) or kking@ntma.org.

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- Impregnation



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- Coating Weight
- Coefficient of Friction
- Solution Analysis
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Assembly



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