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THE RECORD

OPERATIONS & EDITORIAL

Roger Atkins, President Doug DeRose, Editor

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Upcoming NTMA National Events



NTMA Spring Conference

NTMA Connect - All Virtual Conference

Monday, March 29 – Tuesday, March 30, 2021



NTMA Summer Conference

NTMA Connect - All Virtual Conference
Monday, June 14 - Wednesday, June 16, 2021



Emerging Leaders Conference

Wednesday, September 18 - Friday, September 10, 2021 Phoenix, AZ



Manufacturing Engage™ 2021

Tuesday, October 26 – Friday, October 29, 2021 Old Alexandria, VA

DATES AND LOCATIONS ARE SUBJECT TO CHANGE

What's Your Story?

Have an interesting story you would like to share with other NTMA members?

Each issue of The Record will feature one or more stories from members that fit the month's theme. The submission deadline will be the first of the month prior to the publication date.

Email to Kelly LaMarca at klamarca@ntma.org.

Upcoming Record Themes

March

Cyber Security Takes Top Priorty

Anril

Setting a COVID- 19 Exit Strategy

May

Reshoring: Continuing the Momentum



PRESIDENT'S UPDATE

As we continue to recover from the effects of 2020 on our businesses, customers, and employees, it's time to look forward. As the remnants of the past year follow us into 2021, I believe it is critical we continue to rebuild, strengthen, and re-envision the future. I realize that some disruptions continue, but we cannot let these distractions derail our efforts.

This month's focus is on sales and marketing. Many of you who know me well also know this has been the focal point of my entire career. I, like many of you, have experienced the thrill of victory and the agony of defeat in those arenas during that span: however. neither have changed my passion for this aspect of the business. I am equally excited that we have partnered with key affinity partners who excel in these areas-companies like Factur, Paperless Parts, NFFS, and Core Solutions, all committed to supporting our members' sales and marketing efforts. If you are a member and feel your sales and marketing is a major weakness, I encourage you to engage with these industry partners. I believe that to be the quickest and most effective way to bridge the weakness gap. Conversely, if you are strong in this area, but want to expand your efforts, I, also, think these partners can enhance your program.

What I have learned about the sales and marketing of our industry is: 1) the distance of customer locations have expanded beyond our normal reach, 2) the customer relationships have changed from personal relationships to more transactional, 3) the expectations and demands of our customers are high, and 4) effective communication and connectivity has become paramount. These lessons all provide challenges on their own, but they are also all in

addition to the expectations of quality parts, on time delivery, and competitive prices. I agree that these challenges can seem somewhat overwhelming, but I am here to tell you that they are not - they just may require new expectations and requirements of the sales and marketing processes within your company. As Chairman of NTMA in 2012, having had the opportunity to travel across the U.S. to visit NTMA companies, one thing I found extremely interesting was that even though we were all precision manufacturers, every shop was unique – even with the same equipment and unique processes. As the good book says - "there are no two of us made the same." I can tell you from personal experience that there are no two shops the same - which means we all bring something different to the table.

So now I ask: how can you clearly describe what you do, and can do, for your current or future customers? For me, I always looked at what differentiated our company from other manufacturers. Then, I focused on how I could best communicate that difference to customers - to best position myself to be their needed solutions provider. I found letting others make their own determination of what we did, the services we provided, and the niches we had, was a losing battle: they only saw what they "wanted" to see, or at least what they thought they were seeing, in many cases with a very limited understanding of what it takes to manufacturer their parts. It is our (or, your) responsibility to most effectively communicate your capabilities and marry them to the customer's needs.

One other major thing I have learned in sales is "say what you do and do what you say." Trust me: if you say it just to get work and then not do what you say, that

spells disaster - not just for today with that customer or potential customer, but for the long term. It's all about PERFORMANCE. Funny how price always seems to be non-negotiable, but how consistent on-time delivery of quality parts can, at times, make pricing negotiable. Remember that pricing is the product of your cost: don't focus on reducing your price, but rather on reducing your cost through productivity and efficiency, which not only protect your price, but increase your profit.

In closing, I say: "What's good for the goose is good for the gander." We at NTMA are working to do the same things I am asking of you; connecting with others that can help our members, working to meet expectations, clearly describing what we do, differentiating ourselves from other associations, and, lastly, performing and bringing real value. I know from experience that vision and direction start at the top, and I can assure you as President of NTMA - that this is our focus and I hope it is yours for 2021. That means turning to words like focus, change, communication, inspire, educate, challenge, invest, pivot, momentum, and collaboration-both internally and externally.

We are all on this journey together - and remember:

"WE ARE STRONGER TOGETHER."

Roger Atkins, President - NTMA





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For more information, visit https://ntma.org/programs/workforce-development/mechanical-aptitude-test.

How NTMA Members Stay Connected During Unprecedented Times

66

Many NTMA members are looking for ways to stay connected during these uncertain times. While we are not able to gather together in person, we can still connect virtually. To address this issue, in May 2020, NTMA started hosting a bi-weekly "Member Drop-In" virtual meeting. This is a unique opportunity to check in with your fellow NTMA members, discuss complex problems, and get ideas or solutions from your peers.

This virtual roundtable has been very beneficial to the members who have attended and we encourage you to take advantage of this quick, easy, and free networking opportunity.

The Drop-Ins have been very informational for me and have helped me keep in touch with membership...

I think it is has really helped me get to know and interact with different members across the country. I see many old friends there as well as making some new ones. The NTMA remains a very important organization for Blaser and we will remain committed to participation in events.

Drew Borders Business Development Manager, Global Markets Blaser Swisslube Inc.



Upcoming Member Drop-Ins are scheduled on the following dates:

March 9, 2pm EST; March 23, 2pm EST

Please check your email for future invites, or contact NTMA's Member & Chapter Relations Manager, Kelly LaMarca at klamarca@ntma.org or (216) 264-2837.

We hope to see you on the next call!

New Member Highlights



Halestorm Engineering Inc. is primarily a CNC milling machine shop that is veteran owned and operated, based out of Downey, CA. They spend the majority of time working with aluminum, but also have experience working with steel and plastic. Halestorm opened their doors in January of 2020 — despite challenges of the past year, Halestorm has made it through with continued success. Through combined experience, Halestorm brings approximately 15 years in metal fabrication and CNC work. Halestorm services several different industries including Recreational Vehicles, OHV Off-road performance products, marine parts with mainly billet aluminum products, and some industrial and automotive products as well. They are currently a job shop and have a few small production parts to keep work coming in the doors.

Halestorm Engineering, Inc.
Los Angeles Chapter Member
www.halestormengineering.com

Shane Hale

(562) 745-4690



Fox Machining specializes in machining plastics and aluminum, but also works with steel. They have been in operation for about 18 months, and the owners have over 20 years of experience in machining and manufacturing. They support large-run production work as well as short-order and R&D jobs. Their main business includes the medical device and outdoor recreation sectors.

Fox Machining

Northern Utah Chapter Member www.foxmachiningllc.com

Mr. Michael Lewis

Co-Owner — Quality Manager mike@foxmachining.com

Mr. Nathan Fuchs

Co-Owner — Operations Manager nathan@foxmachining.com

The NTMA Pittsburgh Chapter Says Goodbye to Long-Time Friend Jim Boyle

With heavy hearts, NTMA and the Pittsburgh chapter NTMA would like to share that Jim Boyle, Sr., passed away on January 8, 2021.

For decades, Jim was a proud member of the National Tooling and Machining Association even serving as a board member and president of the local Pittsburgh NTMA chapter for many of those years. In particular, he was passionate about training the next generation of tool makers and machinists.

Jim's pride and joy was Boyle, Inc., the Freeport, PA, tool and die company which he founded and ran for 31 years. Jim traveled the world visiting his customers and selling the services of his company, making

friends on multiple continents. He was especially thankful to be able to provide employment and opportunities to several dozen local families over the years. He was known for helping others grow their businesses by donating countless hours of mentoring and other forms of assistance.

Jim was an affable and helpful, father, grandfather and friend to many. He is survived by his wife of 57 years, Dianne; son Jim Jr. and daughter-in-law Lisa; son Daniel and daughter-in-law Brooke; two grandsons, Alex and Jack, whom he adored; sister Mayme McGowan Spatz; in addition to 2 sisters-in-law, a brother-in-law, and 22 nieces and nephews.



Jim left his mark on the Pittsburgh manufacturing industry and in the hearts of those fortunate enough to know him and work with him. His legacy will endure in the NTMA Pittsburgh Chapter for years to come.

NTMA offers its condolences to Jim and his family.



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Employee Training Drives Company Profitability

By Bill Padnos, Workforce Development Manager, NTMA

The other day, I had a choice when the lightbulb burnt out on the lamp next to my bed. Should I just replace the lightbulb, or replace the lamp? Like a majority of the lamp-owning world, I called upon the wisdom of King Solomon and replaced the bulb - which saved me money, and allowed there to be light again in my room.

While this analogy does not age well (particularly with LED light bulbs), we can all relate to it. Is it better for a company to train an existing employee over hiring a new one? Should you just "throw out the lamp" because of the time and expense it takes to train your incumbent workers?

Michael LeBoeuf, in his book
"The Great Principle of Management,"
warns of the dangers of ignoring training:

"If you believe that training is expensive, it is because you do not know what ignorance costs.

Companies that have the loyalty of their employees invest heavily in permanent training programs and promotion systems."

Many companies see employee training as an expense, not an investment. Having untrained employees will result in a loss of productivity, which will lead to more waste and a lack of knowledge about procedures, resulting in a direct effect on customer interaction and retention. Because of this, your employees, your company, and your customers will all suffer.

2021 is here and, hopefully within the next 6 months, our country and our world will be emerging from this pandemic, ready to fully get back to work. While manufacturing has been deemed as essential, there has been a drastic drop in corporate employee training since last March. With light at the end of the tunnel, this is a perfect time to reevaluate your business strategies and look at employee training as a sales and marketing tool.

Consider this stat from *HR Magazine*: Companies that invest \$1500 on training per employee can see an average of 24% more profit than companies that invest less. Additionally, a study by ATD of 2500 businesses found that companies that offer thorough training had greater than twice the amount of income per employee, compared to firms that offered less training.

For around \$1200, you can enroll an employee in two series of NTMA-U courses (3 courses per series) and purchase all necessary textbooks. For your more experienced employees, you can look to our educational partner, Tooling U-SME, for courses on additive manufacturing and robotics - and reach out to our National Associate Members for additional training opportunities on specific machines, tooling or equipment.

During the pandemic we have seen that training is no longer about sending managers away for a weekend conference or an 8 hour-long lecture in a hotel business center. Effective training needs to be tailored to employee- and business-needs - and it

must be an ongoing venture. This is where e-learning courses (like NTMA-U) come to the rescue. The Research Institute of America found that e-learning increases retention rates anywhere from 25% to 60%, while retention rates of face-to-face training are very low in comparison: 8% to 10%. This is because with e-learning students have more control over the learning process, as well as the opportunity to revisit the training as needed.

Productivity is also increased because effective training makes employees feel valued and empowered, which fosters loyalty and engagement with the company providing that training. A study by the National Center on the Educational Quality of the Workforce (EQW) supports this, finding that a 10% increase in educational development produced an 8.6% gain in productivity.

One last stat to make the case that employee training drives company profitability: An IBM study revealed that employees who feel they cannot develop in the company and fulfill their career goals are 12 times more likely to leave that company. In the end, is it better to utilize resources to secure new business and equipment, or to find new employees to replace the ones that you have lost due to self-inflicted staff turnover?

As mentioned above, there is direct correlation between education and training, and company profitability. NTMA's mission is to help members of the U.S. precision customer manufacturing industry achieve profitable growth and success in a global economy — through technology networking, programs and services, and yes, education. Visit https://ntma.org/programs/workforce-development/ to learn more about the training and educational offerings from NTMA — and how you can best invest in your employees' development.

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We need your help finding the best candidates for these awards.

Award categories are:

MEMBER AWARDS

HONOR AWARD

Nominate a member for continuing meritorious service and dedication to the industry and/or the Association by a regular member; traditionally awarded for longevity of service in dedication, as opposed to a single act or service in a short-time industry or Association position.

L.A. SOMMER MEMORIAL AWARD

For outstanding and continuing service of the highest magnitude; emphasis is placed on service to the Association by a regular member, both of the highest order and over a period of time, connoting excellence in a particular role in NTMA, rather than as a participant in a single event.

WILLIAM E. HARDMAN AWARD FOR EXCELLENCE IN TRAINING

For a company or individual (regular member or education member) which consistently demonstrated strong support and active participation in structured training for the precision custom manufacturing industry.

NON-MEMBER AWARD

DISTINGUISHED SERVICE AWARD

For outstanding service to the industry by a person outside the NTMA regular member companies.

Help us recognize deserving individuals and/or companies that have supported and advanced the industry and the Association.

Submit your nomination(s) by September 1st, 2021

For a nomination form, contact Linda Warner at lwarner@ntma.org



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For more information, contact your local Grainger Representative or NTMA/Grainger's National Account Manager David Armstrong at David.a.armstrong@grainger.com

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Who moved my CHEESE Trade Show Booth?!

By: Rob Felber, President, Felber Public Relations & Marketing

How are you going to replace the leads generated from trade shows or in-person meetings?

Yes, we're all in this together. Yes, these are unprecedented times. Yes, we're all tired of hearing this. But you still need to generate leads for your manufacturing business. Trade shows are all but extinct for the remainder of 2021. Many of your prospects and customers are limiting in-person meetings (if they allow them at all). Tired of Zoom yet? Digital marketing, or what many call Inbound Marketing, is a strong option during normal times. Now, many of our manufacturing customers are asking us how to replace their trade show marketing budgets with other tactics that will impact leads, name recognition, and keep their deskbound sales engineers in the game.

What are your options? I'll discuss three tactics you can employ today to fill the gap and start getting qualified leads.

Tool Up – Conversion Paths

It seems a little strange to tell NTMA members to tool up but here goes. Are you ready to capture, manage, and measure the effectiveness of any marketing campaign? We call the ability to capture and manage prospects, or even existing customer leads, a conversion path. From website visits to form-fills to prospect behavior on your website, a conversion path measures each step your new lead takes while they engage with your company — and what gets measured, gets reported.

What should you look for in a CRM (customer relationship management) or central database tool? Your system should provide, via website form integration, a real-time lead capture process. All associates that have contact-facing responsibilities need a system that will show the most recent and relevant information. A connected system can evaluate your investment in SEO/paid advertising campaigns. We're partial to industry leader HubSpot (Read this *Forbes* article on HubSpot), but there are countless options.

Content Development – the fuel for the engine

Content is used to capture the attention of your prospects. We'll discuss how in a moment, but first a definition: content can be defined as a message, written and/or graphic, that conveys a thought. In business-to-business manufacturing, content is often a blog article, a case study, a video/photo, or even a story in an industry magazine such as the one you are reading. You probably have content right under your nose.

Need a mantra?

The right content, to the right person, at the right time (in their buying process)

Your engineers and designers are great subject matter experts. I bet they have tons of stories that your prospects would love to hear. Worried about the quality of the writing? There are many agencies and freelance technical writers available to polish your story and make the reader want to learn about your expertise.



Turning on the engine

So, you have the content, what are you going to do with it? How will you generate leads? Often called Organic Lead Generation or Search Engine Optimization tactics, these are the free or non-paid options. The great stories and messages you have created can live in so many places. A company blog is your canvas that you own and control; no publisher can delete or control this content. Impacting search engine visibility, your ability to be found by prospects with problems you can solve, is where optimized, current, and frequent content will attract people to those forms we discussed in conversion paths.

This same content can be used in email campaigns, social media channels, as well as traditionally printed sales and marketing literature. Also, as mentioned previously, industry trade magazines love, and can never get enough of, case studies. Saying is one thing, but demonstrating your abilities by showing how you solved a customer's problem is pure gold. Get to know the editors and reporters in your industry. Without trade shows, they, too, do not have access to stories. They need your content and they need it NOW. Need more ideas on content that generates leads? Read this article.

Paid advertising that generates leads

Paid placement, which is often referred to as Search Engine Marketing or pay-per-click, is another strong lead generation tactic. Plus, since this is all digital, the measurement and return on investment are highly transparent - the tactics are either generating leads or not. We first recommend you build out the organic tactics; and then, once you have a vault full of content, a CRM that can help capture, validate, and manage the leads through the buying process. Once those steps are complete, you are ready to consider paid advertising.

A few of the options in paid digital advertising include Google and Bing ads, as well as LinkedIn. To some extent, some manufacturers can find success with Instagram and Facebook if their prospect has more of a consumer background.

For our company and many of our clients, LinkedIn is a strong channel. In addition to the placement of content on the organic side, paid LinkedIn ads can generate very granular, targeted-to-company or specific title, campaigns. And, since you have a conversion path, you can capture and respond to

leads in literally seconds. I am not kidding; we receive a lead, it enters our HubSpot CRM automatically and pings my phone. I can even have pre-determined and automated email messages sent to these prospects which saves tons of time.

To conclude, generating leads will require you to tool up, develop content, and release the content to the world. Have more questions? For NTMA members, here's our free e-book: The Industrial Manufacturer's Guide to Inbound Marketing.

About the author

Rob Felber is president of Felber Public Relations & Marketing, established in 1993. Operating out of a century old home in Twinsburg, Ohio, the firm's clients include Fabrisonic, Grand River Rubber & Plastics, General Die Casters, and Novagard.

Rob can be reached at (330) 963-3664 or RobFelber@FelberPR.com

Getting Your Shop Into New Markets

By Gabe Draper, Co-Founder of Factur, former NTMA Chapter President.

Bankrupt! That's where I was 5 years ago after the last time the bottom fell out of the oil market basket - and 72% of my "eggs" fell out of my basket as a result. I did what many do; I found a growing, profitable niche and milked it for all it was worth. I bought equipment, developed processes and automation specifically for 1 type of customer and it was really profitable...until it was gone. Since then I've put diversification as a primary objective which has led to Factur's biggest customer being only 3% of revenue. To Warren's point, concentrating on a certain industry and serving it really well is probably what got you to where you are. At some point, however, you need to focus on diversification; if you don't, it could get you to where I was.

This year brings that reality to the forefront for many of us. COVID-19, Boeing 737 Max delays, and \$40 Oil have probably disrupted some of your plans, and for some of you, these are potentially dire scenarios.

Now could be a time where you're forced to put diversification as a top priority. Before you jump in head first, here are some things to consider:

- 1. Analyze your risk: What is the biggest threat? Cash flow, customer, industry? Acquiring new customers is an investment; acquiring them in new industries is an even a bigger investment. You can expect these efforts to make your cash flow worse for a year before they make it better. If cash flow is already an issue, don't go chasing new industries you can't afford it. If cashflow is good and you have a customer relationship that's ending, don't go chasing new industries: find other customers in your current industries first. If cash flow (or your reserves) is good and customers are stable, then that is the time for new industries.
- 2. Look for adjacent markets: Totally new industries have complexities that can take time to understand and overcome, like certification requirements, equipment and capability investments, as well as process and culture adjustments. Going after adjacent markets usually is the path of least resistance for diversification. If you supply components for

automotive customers, going after electric vehicle or heavy equipment customers may make sense. If you sell into the aerospace industry, going after defense or space customers could be a good route.

3. Chase growing markets: Growing markets provide new opportunities, new companies, new products, and new decision makers, thereby increasing demand, along with less price sensitivity. Identifying these and applying a long-term effort toward them will really pay off. Static or declining industries are really tough to make money in, as price pressure is great, supplier relationships are deep, and supply is usually greater than demand.



Diversification may preserve wealth, but concentration builds wealth

-Warren Buffett

4. Prospect like hell: Getting into new markets is a steeper hill than your sales team has likely climbed. To really get traction in new markets, you have to gain a lot of understanding about expectations, pricing, competition, stability, and plenty more factors. The more prospects and, ultimately, customers you interact with, the more you'll understand the market. Whatever your metrics for gaining business in your current markets have been, expect the effort to be greater and resources needed to be much more. Don't take what one prospect says as gospel: they'll tell you all sorts of things that aren't true about their industry. For example, a medical customer may tell you that you can't make medical parts without a clean room and ISO 13485 - this is true for many components, but there is still so much you could do in the medical industry without these requirements. Pick a champion to lead this effort and compensate diversification wins more than wins with your current customers and industries.



5. Be strategic: Start with small projects, price them low so you can win work fast, and learn your lessons as early and as cheaply as possible. Don't take big bets on too-good-to-be-true solutions; grunt work is the only way to diversify. Your pricing approach may not be relevant to win work in new industries. Don't put all your efforts into a single prospect or industry; most of them don't work out, so you'll want to have dual paths.

Treat new customers like your best customers: otherwise they'll never grow. Steve Overton's team at Overton Industries ranks their customers (using a sequential metric – such as A, B, C, etc.) and new customers are A's until they prove to be otherwise. Focus on the long term, choose strategies you believe in, and see them through. A lot of companies try something for 3 months then cut it and try something else - these don't add up to a long-term result.

I like to see shops that ha ve no industry concentration greater than 25% and no customer concentration greater than 10%. Businesses that get here are stable, valuable, and fun, It isn't common, but it is doable and it's something to shoot for.

Once you get to a good place with your diversification, you're going to sleep better, be able to better stand your ground with difficult customers, enjoy a more stable and profitable business, and eventually, maximize your exit.

I've taken nuggets of wisdom from several NTMA members over the years. I'm always curious how the bigger, more profitable, more stable shops got there. I'm a sponge for information, and guys like Steve and Ron Overton, Steve Weyreter & Major Tool, Roy Sweatman at Southern Manufacturing Technologies. and Matt Wardle at JD Machine provided knowledge that really helped me. Start your diversification by aligning yourself with people that are a few steps ahead of you. Be honest about your challenges and ask for help!



Factur provides lead generation services to more than 100 clients from the manufacturing industry with focus on their specific niches. Our industrial expertise, technology and large database will seamlessly align with your sales operations and fuel the growth of your company



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Alan Ortner, President of Sirois Tooling

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For more information, please contact Linda Warner at lwarner@ntma.org or 216-264-2824.

Applications and self-assessment documents can be found here: http://www.ntma.org/resources/documents/6S-excellence-program Applications should be sent to 6Saward@ntma.org

NTMA 6S Excellence Award PURPOSE:

To improve the perception of American manufacturing by promoting and recognizing excellence in member shop organization and efficiency.

HOW IT WORKS:

- NTMA companies apply for the award by submitting a self-assessment based on criteria that demonstrate best in class practice in the six S's:
 - 1. Safety 2. Sort 3. Set in Order
 - 4. Shine 5. Standardize 6. Sustain
- Certificates are awarded every year for the first 5 years based on self-assessments submitted. Once the recipients receive 5 certificates, they are also presented with a trophy.

SPONSORSHIP OPPORTUNITY:

- Conference exposure via introductions, etc.
- Promotional exposure: web, print, blogs, and emails that promote and support the award.

SUBMISSION DUE DATE:

Please submit your application by September 1, 2021 to be considered.





NTMA's virtual world and event platform and tap into the tools to help your business succeed!

March 29-30th, 2021

Registration is:

\$195 Per Member Company \$295 Per Non-Member Company

Register today at: www.cvent.me/xkwkrR

For more event information, please contact Kristen Hrusch: khrusch@ntma.org

With this year's event going All-Virtual, unlimited employees from your company can attend! This means that employees that may not be able to normally attend can join the discussions and take part in this Conference!

This includes roles such as:

- Human Resources
- Sales and Marketing
- Technology and Operations
- Financial Management
- Emerging Leaders/Workforce Development

Sponsorship opportunities are available! For more information, please contact Kelly LaMarca - klamarca@ntma.org





Preview Some of This Year's Phenomenal Sessions!

Innovate or Evaporate

John Nottingham
Co-President, Nottingham Spirk



The past year has proven that manufacturing, more than ever, remains resilient – and adaptable. In this session, led by John Nottingham, Co-President of Nottingham Spirk, you'll learn how to integrate innovative processes through Factory 4.0 and market-focused technologies, and why shops must think outside the box to build their business. Nottingham Spirk is an established leader in disruptive innovation, partnering with companies to create thriving new business innovations that propel economic growth. They have served as a beacon of innovation for organizations pursuing uncharted territory to accelerate growth and improve life experiences.

Does Your Company Have a Workforce Development Culture?

Chris Kaiser Executive Advisor, Big Kaiser



Workforce development is not a linear path, but a circular and continuous one that looks different for every company. What is certain is that it needs to be a sustained effort supported by management and staff alike. Join this session with Chris Kaiser, founder of BIG KAISER Precision Tooling, for his insights on the importance of action and commitment to youth and employee engagement. Over the past 30 years, Chris has grown his company into a global supplier of premium tooling, while also actively engaging with schools, community groups, local government and trade associations to grow our next-generation workforce.

"The conference is unlike any other virtual conference. While we certainly would much rather be meeting in person and get away from the "Zoom" world that we are currently living in, (the NTMA Connect) setup allows for a true conference feel that most "Zoom" conferences do not achieve."

-- Andrew Reinwald - President, Ripley Machine and Tool

"When I downloaded the application and did our "virtual booth set up" it felt like you were really setting up the booth, discussing things with your coworkers on what to show and what pictures to use, etc. The interaction with attendees during the live event felt real...it was like being at a nice event campus. (The NTMA Connect platform) was probably the closest to being live so far this year."

-- Gisbert Ledvon - Director, Business Development Machine Tool, HEIDENHAIN

Emerging Leaders Rising - 2021 Class Nominations

We are now taking nominations from managers and supervisors of talented manufacturing professionals who show leadership promise for the future of the manufacturing industry to be selected for the EL Rising 2021 class. Up to 15 individuals will be selected to join the EL Rising 2021 class, offering them an opportunity to connect with one another, gain valuable recognition, and develop their skills and knowledge throughout the year.

The selected individuals will be recognized in the July issue of The Record, with their photo, professional information, and their accomplishments.

The EL Rising 2021 class will be invited to attend **Engage 2021** at a special rate and will be recognized on stage during the awards ceremony. They will also be invited to attend the 2021 Emerging Leaders Conference, where they can continue to grow and learn in this great profession.

Nominations for the EL Rising 2021 class are open to all regular members, including our National Associates. The process to nominate is simple: Email Kristen Hrusch (khrusch@ntma.org) with the following information by Friday, May 14, 2021.

- Name of nominee
- Company name
- Contact information for nominee
- Achievements and contributions
- Any additional information that is pertinent

The group will be notified by the first week in June, in order to obtain more details for the July issue of The Record.

Please do not delay, nominate your outstanding Emerging Leaders today!



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AS9100 For Air, Space, and Defense Quality Management System (QMS) Certification for Machine Shops



In the aviation, space, and defense industries, quality and product safety are paramount. The major original equipment manufacturers (OEMs) work with a global supply chain made up of manufacturers and distributors which includes thousands of small businesses. To ensure quality and safety of the millions of components, assemblies, software, etc. that make up the aircraft, vehicles, and other OEM systems used in the field, the AS9100 standard has been developed.

Your company may be required to become AS9100 certified to meet a current or future customer contract. If that is the case, there are several steps needed to complete and maintain the certification. Certification is issued by a third party auditor following a

certification audit. For you to be successful, everyone in your company will need to be involved. This AS9100 white paper explains the basics of what is needed to get certified, including steps to get started.

About Core Business Solutions, Inc. We are ISO and Cybersecurity consultants. Our dedicated, expert consultants set us apart. Core Business Solutions offers customized, simplified consulting services for small businesses seeking AS9100, ISO 9001, and related standards. American-owned and operated, we are committed to strengthening and improving America's small businesses.

Core provides consulting, documentation, training and auditing support for customers who are already

certified as well. We created and continually update our CORE Compliance Platform which is used for implementation and maintenance of ISO, AS and CMMC standards.

As an NTMA member, you receive added value from Core. You receive a 5% discount for consulting programs and also have access to online training for your QMS for many popular standards for Machine Shops such as AS9100 ISO 9001, ISO 13485, CMMC, and more.

We offer a 2-for-1 price for all NTMA members for online training. For more information, visit www.thecoresolution.com or email info@thecoresolution.com.

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Does Your Organization Have an Energy Management Strategy in Place?

By Gabe Draper, Co-Founder of Factur, former NTMA Chapter President.

For many of you, an energy strategy that makes sense, saves you time and money, and increases efficiencies and sustainability is already on your short list for 2021 goals - whether that means re-tuning your current strategy or building one from the ground up. But for others, it may seem more daunting in nature, or one of those cost effective measures that you know makes sense, but you still let slide to the back burner month after month, year after year. Let's take a closer look at the core motivators in securing smarter energy solutions

Creating Budget Certainty on the Procurement Process

Did you know that organization leaders in deregulated energy markets have the flexibility to create energy management strategies that align with community goals, budgets, and fiscal calendars?

There are numerous benefits to energy deregulation and procurement, such as negotiating lower prices for electricity and natural gas, peace of mind provided with budget certainty, and worry-free, all-in, fixed pricing, to name a few. Effectively managing energy supply contracts yields substantial cost reductions and improved business performance. Despite these benefits, deregulation can sometimes lead to confusion and misinformation.

When to Take Action

A common misconception centers around the timing of when energy supply agreements can be executed. Many executives and leaders believe they must wait until just before their current contract expires to decide what to do next. They are not aware they can begin the process much earlier; in fact, they can do so at any time during their current contract term.

Favorable electricity price trends also greatly determine when business leaders evaluate prices and suppliers, as well as when to go the route of working with a consultant. A core component of risk management is mitigating exposure to volatile energy prices that can cause budget uncertainty and



operating cost increases. The question is, do you have adequate time and knowledge to track energy price trends and compare suppliers? For an organization that consumes one million kilowatt hours of electricity annually, the cost difference between supplier price quotes could be several thousand dollars annually.

An integral component of an energy management strategy is to seek consultation regarding market timing and the procurement process, as well as on suppliers and supply contracts. Leaders that are proactive have a competitive advantage when addressing their energy supply needs. They are positioned to make more fully informed decisions that decrease costs and provide improved budget planning and forecasting.

Make an Energy Management Strategy a Priority

Energy is among one of the biggest cost factors of a business, large or small, but ironically enough it's also one that isn't always a top priority. Re-prioritizing how your organization approaches energy management and spending is the first step, but how do you move from talking about energy strategy to executing — and executing those strategies smarter?

Start by exploring your current energy costs, demand, objectives, and issues so that you can make informed decisions about how to move forward. No two businesses are the same, and no two strategies are alike, so think in terms of what works for your facility, your team, and your budgetary goals and objectives. Exploring your options is a great first step in any process, and energy management is no exception to that rule.

A great place to start is by contacting NTMA endorsed energy provider APPI Energy.

To learn more about how they can assist you, visit www.appienergy.com.

One Voice: Federal Government Advocacy Program

Although 2020 has offered new and unique challenges to our industry, it's important to continue to have a partner in advocacy. NTMA continues to work closely with the team at One Voice: the combined federal government advocacy program representing small and medium-sized business manufacturing in America.

In addition to providing guidance through the uncertainties caused by COVID-19, One Voice has an innumerable amount of fantastic resources, not only to help you answer questions in your shop, but to continue to make the most of your business. This includes sponsored virtual events, news releases, educational materials, the Talking with One Voice podcast, and much more.

We hope you continue to utilize this key partner in One Voice—one that ensures that millions of manufacturers across the country have their voices heard.

Please visit www.metalworkingadvocate.com for more information.



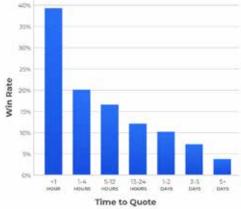
Give Buyers What They Want: **Prioritizing Speed over Cost**





For the longest time, it seemed that price was the most important selling point in custom parts manufacturing, and was certainly a way to stand out from the competition. However, priorities for parts buyers have changed in recent years. What may win a job, or encourage repeat business, looks a bit different – largely because job shops are not just competing with each other, but also with sourcing networks. According to Paperless Parts' 2020 Part Buyer Expectations Report, 48% of both prototype and production buyers always or often send RFQs to sourcing networks, and 18% are doing so before sending them to job shops when they have an urgent need. Why are buyers turning to networks such as MFG.com, Xometry, and Fictiv more and more often? Manufacturing networks have changed the expectations of industrial part buyers. These networks consistently deliver a seamless digital experience and capacity for quick service. Today's buyers are responsible for ensuring the parts they order are highquality and delivered as quickly as possible, so they rely on these sourcing networks to reduce uncertainty.

These manufacturing networks have virtually unlimited capacity, and buyers know that the quality of both the product and experience are guaranteed. Job shops that want to stay competitive need to deliver the same capabilities and service so they can compete with the networks, rather than become dependent on them. Improving the speed of quotes, response times, and delivery times is a big part of competing, even if it comes at a higher cost. In the long run, turning around quotes very quickly will win more jobs. In fact, based on Paperless Parts' customers, delivering quotes in under an hour can nearly double the chances of winning a job compared to longer turnaround times.



Data from 250K+ quotes sent through Paperless Parts

Part Buyers Prioritize Speed

Many job shops are hesitant to charge more for their services because they fear that higher prices will drive buyers elsewhere. It's a fair concern, but trust the facts: buyers care more about speed than price. According to the 2020 Part Buyer Expectation Report, 67% of buyers expect a quote in less than 24 hours. Another 92% are willing to pay extra to receive their parts faster.

There is an opportunity cost associated with slower delivery, and buyers are responsible for reducing the risk of deliveries arriving late. If a buyer is choosing between a job shop and a sourcing network, they will likely choose the faster option, knowing the quality will be comparable. The extra money spent on expediting the job is worth mitigating any mistakes or delays on the back end. Buyers don't always communicate that they want expedited services, or that they are happy to pay more for it. Job shops should always offer an option for each quote in which buyers can pay more for faster service.

What Job Shops Need for Speed

The idea of turning a quote around in less than 24 hours likely gives many job shop owners pause. When shops are burdened by bottlenecks and manual tools, it's difficult to imagine being able to move that fast. However, when quoting through a manufacturing network, buyers can expect quotes back in hours, if not minutes. What do sourcing networks have, beyond additional resources, that job shops don't to make this speed possible?

Sourcing networks provide modern digital experiences, which means they have digital tools that reduce inefficient processes and eliminate time-intensive, laborious work. Turning a quote around in less than 24 hours is more than possible if job shops implement a digital quoting platform. These tools streamline quoting by leveraging geometric features to power their pricing formulas. Buyers fill out RFQs directly on the job shop's website, and the quote can be quickly turned around with the help of the job shop's digital platform. By automating much of this process, job shops eliminate the time-consuming data entry usually required for quoting and improve the accuracy of the quote itself. Paperless Parts helps speed up the entire buying journey, even after the quote has been created. Job shops can send digital quotes with their own branding, custom notes, and terms to buyers, and see when quotes are viewed so they know when to follow up.

Digital quotes remove friction from the customer experience, as buyers can easily share quotes with their team, preview parts in 3D, and even order the part directly through an integrated shopping cart. These capabilities minimize back-and-forth internally at the buyer company and streamlines the checkout process. Most important, digital quotes allow job shops to offer multiple pricing options per part, including custom markups that give buyers the choice of speed or cost. These expedite options can help shops account for busy periods of time, offer discounts for low priority orders, or simply provide an additional revenue system. One Paperless Parts customer made \$40,000 in expedite markups within the first three months of offering the option. If buyers want speed, and are willing to pay for it, shops must offer the option to compete and profit.

The expectations of part buyers have shifted due to the prevalence of modern digital experiences and the focus on speed. Modern job shops can deliver on this demand with ease if they have the right tools in their arsenal. However, without digital solutions, most shops will only fall farther and farther behind. Focusing on quoting allows shops to optimize one process and see the benefits across the company. A streamlined quoting process is critical for job shops to compete with sourcing networks.

Improved FedEx Discounts for NTMA Members





Members receive exclusive discounts on domestic and international shipments of all sizes through the NTMA Shipping Program, managed by NTMA National Associate Member PartnerShip®. NTMA is excited to announce that our members now have access to higher FedEx discounts off list rates than ever before. When you sign up for the NTMA Shipping Program, you'll save 50% on FedEx Express and 30% on FedEx Ground.

In addition, NTMA Members can ship smarter with even more program advantages, including:

Reducing your LTL freight costs and easily rate shop with UPS Freight, YRC Freight, XPO, ArcBest, R+L Carriers, and many others.

- Benefiting from partial and full truckload options for shipments that need added reliability and security or require specialized equipment.
- Improving your supply chain efficiency with affordable contract or on-demand warehousing.
- Receiving expert management of international ocean and air freight shipments.

If you're currently using the program, be sure to re-enroll to get the improved discounts. With all of the challenges businesses are facing right now, it's more important than ever to take advantage of cost saving benefits. Whether you're shipping orders to customers, getting shipments in from suppliers, or managing customer returns, you'll be able to reduce your costs.

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https://www.partnership.com/micro-site/ index/54ntma?utm_source=association&utm medium=content&utm campaign=PS(8388)



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Manufacture their future and encourage them apply for an NTMF scholarship by April 1, 2021. Information about the scholarship program, along with the link to the online application form, is available at www.ntma.org/initiative/foundation. A recommendation by an NTMA Member in good standing is required for each student applicant.

For more information or questions, contact Bill Padnos at bpadnos@ntma.org.

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