

# THE RECORD

Published by the National Tooling and Machining Association

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*and so much more ...*

## THE VALUE OF MEMBERSHIP



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# THE RECORD

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## SEND US YOUR STORY

Each issue of The Record will feature stories from members — and we want to hear from you. Send us stories of success, or those that fit the theme of the month's issue. The submission deadline is the first of the month prior to publication. Contact [editor@ntma.org](mailto:editor@ntma.org) or call 800.248.6862.

## FUTURE THEMES

**January 2024:** NTMA Member Value and Vision for 2024

**February 2024:** Advocacy...Stay Aware

## UPCOMING NTMA EVENTS



**Chapter Leadership Summit 2024**  
January 17-19, San Antonio, TX



**Emerging Leaders Conference**  
March 20-22 Greenville, SC



**Engage 2024**  
October 16-19, Nashville, TN



# PRESIDENT'S UPDATE

## The Value of NTMA Membership

It's hard to believe that the end of the year is here. My first suggestion is to finish strong these last few weeks and then spend any down time preparing for 2024 which is here... **"READY OR NOT."**

This month's article focuses on the VALUE of NTMA membership. I, along with the national staff, make it our goal to bring value to you and your company 365 days a year. However, regardless of what "I" or my "staff" think NTMA provides, what really matters is what you, the member, believe it provides for you.

From my viewpoint, member value can be measured in one of three ways. The first way is by the member value "available to" members. This is the area we your staff and the Executive Team work hard to provide for you, your people, and your company. In addition, your local Chapters enhance these programs as well as bringing local programs & support to you.

**Values available to you both nationally and locally include:**

- NAM's & Affinity Partners who specialize in different areas of technology and discounted services for all NTMA members.
- Benchmarking Surveys and Business Condition Surveys
- Workforce Development such as NTMA-U On-Line Education Program & Text Books, Pre-Apprentice Program, and Mechanical Aptitude Test

- Education & Training such as Emerging Leaders Cohorts I & II, Sales Cohort, Executive Cohorts A & B, and HR Cohorts
- Advocacy which includes advocating for manufacturing related laws & regulations, personal meetings with US Government Officials/Leaders, and national media exposure and interviews on how governmental action affects you and your company.
- Partnerships with AMT, Modern Machine Shop, WiM, NIMS, the Reshoring Initiative, Paperless Parts Marketing, and McMahon Berger Labor Attorneys
- Chapter Programs, Partners, and Support in your local area.

The second way member value is measured by members is through those services "utilized by" the member. Many of our members who do utilize the values listed above provided by NTMA, actually swear on their value. I could literally write pages of testimonies of what members say about the particular services they utilize – including, but not limited to, sales & marketing, benchmarking tools, WFD education, leadership training, and both national and local partners. For those who use these services it is easy for them to see the ROI and value of being a member of NTMA in addition to any other values they utilize. NTMA's goal is to bring vetted member programs that members can immediately start using while working on their own businesses.

The third way member value is measured by members is their "perceived" value of NTMA. One would think the obvious measure of value by most members is either those values "available", or those values "utilized". However, the "perceived" value for most all members is defined as **"PEER TO PEER NETWORKING."** Without a doubt, members value "peer to peer networking" above all else, regardless of their utilization of the services and values supplied by NTMA.

From a national perspective, we can tell the difference between shops that network with industry peers and those who do not. Valuable networking can be at the local chapter level or at the national conference level. Without a doubt, members get more value from "networking" at events and/or shop tours, over most any speaker or presentation. Those involved in networking know that we are **Stronger Together** rather than as individual companies.

At a recent chapter meeting I attended, the question to those in attendance was "why had their company joined NTMA?" After about 30 minutes of discussion and reasons, everyone realized that not one company had mentioned the values of NTMA as reasons they had joined NTMA. The overlying answer was because of the "peer to peer networking," shop visits, and the friendships they had made in NTMA. Many admitted

**YOU CAN HELP TODAY, SIMPLY  
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the success of their companies are a direct result of having networked with other NTMA owners and managers through the years. As I have communicated many times, early in my career my Dad told me, "He knew how to make complex parts; however, it was his NTMA friends that taught him how to run his business." He was forever grateful for what NTMA and its members invested in him and his company. I would tell you today that there are many NTMA members across the country that would tell you the same story. In closing this message and closing the year, NTMA remains committed to bring you the member greater "member value." For those who use the many member values of NTMA, I can tell you that there are more to come. Look no further than our new upcoming

dedicated **NTMA NATIONAL TOOLING PROGRAM** for NTMA members only. For those of you who DO NOT take advantage of NTMA member values, I encourage you to do so. They are available to you and all you have to do, is use them. They will make you a better company as well as save you money. And for all members, I tell you "**PEER TO PEER NETWORKING**" remains one of the greatest values you will ever receive from NTMA and your industry peers, while all the other values are "**Icing on the Cake.**"

The industry needs a strong US manufacturing base and NTMA is a key piece of that need. As an association, as we grow so does our ability to service our country and our customers. Remember there

are 24K+ companies that could join NTMA and our efforts. If we all commit to growing our association's membership numbers, the service and values we provide will only increase, and together we will move US manufacturing forward.

From NTMA to each of you, we wish you great success and a Safe and Happy Holiday Season. We thank each of you for your continued membership in NTMA, as we **Advance Manufacturing's Future.**



**Roger Atkins, President – NTMA**



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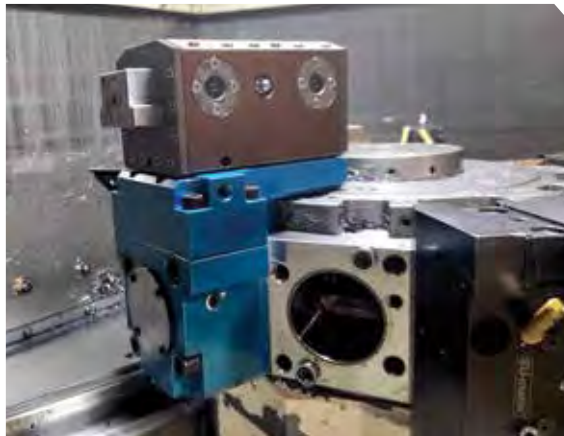


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# PILOT PRECISION PRODUCTS COMBINES FORCES WITH GLOBAL CNC TO MAKE BROACHING MORE EFFICIENT, OR EVEN POSSIBLE, ON ADVANCED TURNING & MILLING CNC MACHINES



Pilot Precision Products (Pilot), a manufacturer of cutting tools and a supplier of duMONT CNC motorized slotters, worked with Global CNC to develop this right-angle head for an Okuma ZSP-2500 machine. The customer needed clearance from the spindles to access the features to be broached efficiently, with precision and stability. The right-angle head can also be used on vertical and horizontal machining centers manufactured by Mazak, DMG Mori, and others. When purchasing a new machine, a customer can buy a duMONT CNC slotter from Pilot Precision Products or Global CNC.

Pilot Precision Products (Pilot), a manufacturer of cutting tools and a supplier of duMONT CNC motorized slotters, is teaming up with Global CNC, a manufacturer of static and driven tool holders, to offer solutions that enable efficient and stable broaching on vertical and horizontal machining centers such as those manufactured by Okuma, Mazak, DMG Mori, and more. This collaboration allows Pilot to combine its broaching expertise with Global CNC's knowledge of machine tool interfaces so customers using the motorized slotters can increase the versatility of their machining centers and enhance productivity. In a recent case study (see photos) we jointly developed a right-angle head for an Okuma ZSP- 2500 machine. The customer needed clearance from the spindles to access the features to be broached efficiently, with precision and stability. No one else could. We did.

When purchasing a new machine, a customer can buy a duMONT CNC slotter from Pilot Precision Products or Global CNC. When a customer purchases a duMONT CNC slotter from Global CNC, a tooling certificate associated with the slotter can be redeemed through Pilot at any time.

"We are proud that Global CNC, an innovative company with a long history of success, has chosen to partner with us to broaden the use of our motorized slotters that interface perfectly with Global CNC's best-in-class live tooling for slotting," says Eric Hagopian, Pilot's CEO. "Our slotters can easily handle internal and external keyway, square, hex, and spline profiles in significantly shorter cycle times while consolidating operations in one machine and eliminating the need for secondary broaching operations. Global CNC's extensive customer base and outstanding customer support will help us to create new opportunities that are critical to our long-term success."

"Pilot's quality sets the standard for excellence," adds Anthony Davis, Co-Vice President, of Global CNC. "Although we received proposals from other manufacturers that wanted to partner with us, our testing showed that Pilot's duMONT CNC Motorized Slotters is a perfect fit for our tool holders. Eric Hagopian and his team run a first-rate operation that manufactures indexable broaching systems offering unique capabilities for ID/OD machining and

simultaneous deburring of splines, slots, keyways, squares, hexagons, and custom shapes. Global CNC's and Pilot's combined strengths will give the customer experience an enhancement not found anywhere else."

## GLOBAL CNC

### About Global CNC

Global CNC provides customers in a wide range of industries with static and driven tool holders. The company also offers a complete selection of Toolholder Bushings, Boring Bar Sleeves, Endmill Extensions, and Straight Shank Collet Chucks. Global CNC was founded 40 years ago and is headquartered in Plymouth, MI.

For more information, visit the company's website at <https://www.globalcnc.com/> or contact Anthony Davis, Co-Vice President, at [antdavis@globalcnc.com](mailto:antdavis@globalcnc.com) or (734) 464-1920.

## PILOT Precision Products

### About Pilot Precision Products

Pilot Precision Products manufactures duMONT Minute Man industrial broaches and Hassay Savage rotary broaching tools. Pilot is also the exclusive US master distributor of Palbit cutting tools, Magafor high-performance round cutting tools, duMONT CNC broaching systems, and GMauvais high-precision micro drills. Pilot is based in South Deerfield, MA.

For more information or to inquire about Pilot's growing line of products for precision metalworking, visit the company's website at [www.pilotprecision.com](http://www.pilotprecision.com) or contact Marco Morgado, Director of Global Sales Operations, at [mmorgado@pilotprecision.com](mailto:mmorgado@pilotprecision.com) or (413) 350-5200.





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## ROY SWEATMAN RECEIVES MANUFACTURING LEADERSHIP AWARD

Congratulations to Roy Sweatman of Southern Manufacturing Technologies on being named the recipient of the FloridaMakes 2023 Bob Provitola Manufacturing Leadership Award. This award recognizes exemplary manufacturing leadership within the state of Florida with significant contributions in the areas of advocacy, mentorship, and volunteerism.

Roy expressed his gratitude for the award: "I am so honored to receive this award in memory of Bob. He left a legacy in Florida's manufacturing community that we all strive to uphold even if just a small part."

As a true advocate and leader for Florida's manufacturing ecosystem, Mr. Sweatman often volunteers to travel to Tallahassee and Washington D.C. to lend his voice in highlighting the benefits and needs of Florida's manufacturing sector. He does

this through his involvement as the Vice Chairman of the National Institute for Metalworking Skills, the Chair of the FloridaMakes Workforce Development Committee of the board, a board member of the Florida Manufacturing and Supply Chain Advocacy Council, Vice President of the Bay Area Manufacturers Association board, a member of the AMSkills Board of Directors, Chair of the Tampa Bay Machining Apprenticeship, and as the former National Chairman and current President of the Florida West Coast Chapter of the National Tooling & Machining Association.

He has introduced hundreds of students to the world of manufacturing by collaborating with local schools. Having started his journey into manufacturing as an apprentice himself, he fully appreciates the value of exposing young generations exposed to this industry. Each year, he graciously opens his facility for tours, welcoming students, teachers, and counselors.



"We are proud of having Roy as a member of Florida's manufacturing community," said Kevin Carr, Chief Executive Officer at FloridaMakes. "This is a well-deserved recognition to Roy's dedication to manufacturing and workforce development in our state."

As Mr. Sweatman's dedication and outstanding leadership continue to shape Florida's manufacturing landscape, this prestigious award is a fitting tribute to his enduring commitment to the industry.

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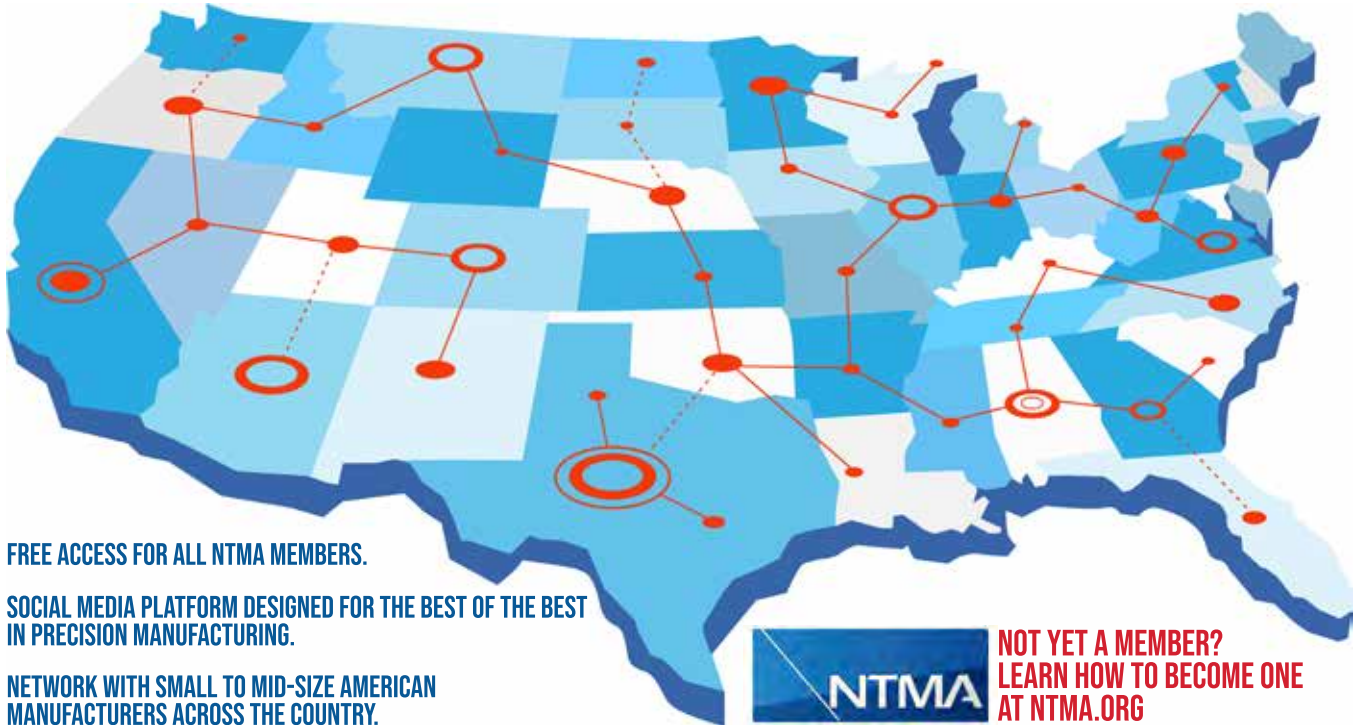
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## NTMA WELCOMES NEW REGULAR EXECUTIVE COMMITTEE MEMBER – FRANK BURCH

The NTMA is pleased to introduce our newest regular Executive Committee member, Frank Burch of Southern Machine Works, Inc.

The Board of Trustees approved Burch at their October meeting in Indianapolis at NTMA's Engage 2023. As with all Executive Committee members, Burch was vetted and selected by the NTMA's Nominating Team. He'll begin his three-year term on January 1, 2024. Burch will replace Executive Committee member, Alan Ortner who has completed his term.

Burch resides in Duncan, Oklahoma where he is President of Southern Machine Works, Inc. Not only is

Burch experienced in precision machining, but he is also skilled in continuous improvement, negotiations, Six Sigma and operations management with demonstrated strength in finance. Burch holds an MBA in Business Administration from Oklahoma State University. He has served on the NTMA Audit Team for seven years and on the North Texas Chapter Board of Trustees.

Please join us in welcoming Frank Burch to the Executive Committee. We look forward to the focus and insight he'll bring to the NTMA.



Frank Burch

## SINCERE THANKS AND GRATITUDE TO ALAN ORTNER

The NTMA would like to express sincere thanks and gratitude to Alan Ortner as he steps down after his second consecutive term on the Executive Committee. Ortner was appointed to the Executive Committee in 2018 and served as vice chairman, then chairman from 2021-2022. Ortner also served on the National Tooling and Machining Foundation Board and the WD or AMPED (Advanced Manufacturing Practices and Education Development) Board. He was previously a member and Team Leader of the Budget and Finance Team and a member of the Global Industry Marketing Team. Ortner was recognized in 2023 with the L.A.

Sommer Memorial Award for outstanding service of the highest magnitude to the NTMA and excellence and longevity in his role with the organization. He is known as a "quiet thinker" and has been a dedicated and loyal member of the NTMA and a true advocate of the industry. Ortner will remain engaged with the NTMA as the Budget & Finance Team Leader for the next three years. The Executive Committee, membership and staff thank Ortner for his insight, time and dedication to the NTMA.



Alan Ortner

## 2024 NTMA BOARD LEADERSHIP ANNOUNCED

The Executive Committee of NTMA voted in November to re-elect Gillen Young as Chairman of the Board and Bonnie Kuhn as Vice Chairman of the Board for 2024. This will be the second consecutive term in these roles for both Young and Kuhn. We congratulate both and look forward to another year of their strong leadership of our Association.



Bonnie Kuhn



Gillen Young

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## It's no secret that business success hinges on the bottom line.

# WHY NTMA?

By: Molly West, Pittsburgh Chapter NTMA



The companies with staying power are those that find the formula to control expenditures while building profitable income streams and sources.

Every year, executives and managers look for ways to cut costs, and year after year, thousands of companies reaffirm that NTMA membership is a cost-effective way to add value to their organization like no other resource can. NTMA attracts new members each year, but the backbone of the NTMA is the extensive list of member companies who renew year after year because they recognize that manufacturers are stronger together. They also realize that having essential resources and opportunities collated and packaged for easy access is invaluable. NTMA does that.

The NTMA's model gives an unparalleled collection of benefits at a price point that makes it not just a good buy, but an easy yes. Your membership provides individual services and opportunities like special pricing and programs, as well as the collective bargaining power of our 1,000 plus members for resources like healthcare and lobbying.

For more than 80 years, the NTMA has been building on the pillars of networking, advocacy and workforce development. Understanding that every company has its own unique circumstances, our executive committee, teams and staff work tirelessly to bring you programs that fill needs and bridge gaps. You're busy thinking about running your company. NTMA is busy thinking about ways to make your work easier and your business stronger.

Nobody does networking quite like the NTMA. NTMA hosts events throughout the year and across the country to help you link with other professionals. You can brainstorm with emerging leaders in Greenville or share best practices with shop owners in Indianapolis. Our strategic partnerships and extensive listing of associate members assist our members in finding the resources they need—when they need them. It's all about creating opportunities and facilitating connections. NTMA does that.

Our relationship with the Franklin Partnership helps us stay ahead of important issues across the country and in Washington. Our experts on the ground lobby for your needs and delve into the issues that impact your business.

NTMA provides regular and thorough communication through emails, webinars, print publications and meetings that summarize and detail what you need to know about legislative agendas and plans. NTMA has dedicated staff watching trends, interpreting data and reporting it to the membership. While a small shop owner making the rounds with congressmen in D.C. is certainly admirable, it's not always practical or effective. Groups of businesspeople, travelling together with one voice and representing hundreds more is impactful. NTMA does that.

NTMA understands that manufacturers are only as strong as their people. Workforce development has emerged as a critical issue for our members over the past two decades, and NTMA is committed to building the industry of tomorrow. This begins with awareness and education, continues with training and resources and doesn't end until the pipeline is full of talented individuals to see NTMA member companies into the future.

Programs like NTMA-U provide training at all levels. Unique NTMA industry surveys and reports provide statistically proven data for setting wages and evaluating benefits for employees at all levels. Member company success is dependent on attracting, inspiring and developing manufacturing talent. NTMA does that.

NTMA realizes that no two NTMA member companies are exactly alike. "Why NTMA?" isn't one answer. It's a variety. It's a combination. It's about meeting members where they are and helping them get to where they want to be. NTMA does that.



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# The Value of the NTMA Membership

By: Ed Marsh, Growth & Strategy Consultant

## Value in Comfort and Discomfort

Many companies join groups and associations to connect with sympathetic peers who share frustrations about their industry and provide encouragement.

A support network that encourages and reassures is valuable. Friendly faces belonging to folks facing similar challenges provide grounding in a rapidly changing world. Their shared industry background means that the comradery and encouragement are more relevant than among your fellow church parishioners, VFW members, or Vistage group.

That is an important antidote against the stress and uncertainty of business, but it's not necessarily where you'll find the most association value. That may be found in uncomfortable insights, experiences, and learnings.

## Challenging the Status Quo

It's said that we are the product of the five people with whom we spend the most time. That applies to both our personal and professional relationships. When we associate with others who have high values and aspire to excellence we'll be challenged, and therefore achieve more.

A good trade association and business group should do that. It should connect us to folks who will help us elevate our own performance. But it needs to do more.

A valuable group will also introduce us to new insights that help challenge our traditional assumptions and reengineer the way we look at business, the market, our operations, and our capabilities.

### NTMA does that.

In addition to providing comfortable, reassuring peer-to-peer relationships, and advocating on behalf of the industry, your association provides access to resources that challenge your thinking.

This includes information around threats and opportunities, support for emerging leaders with fresh generational perspectives, best practice tips to uplevel your team's performance, trends in critical business areas, benchmark info to help you measure and improve in key areas, and insights from other industries and business disciplines which may inform creative and effective approaches to yours.

Through webinars, sessions at events, keynote speakers, articles in The Record, and casual interactions that the association facilitates with

outside experts, NTMA deliberately creates these moments of "thought friction" at various times, using various channels and on various topics.

You won't always embrace them when you're too busy or preoccupied with day-to-day operational concerns. However, maximizing the value of your association membership means considering as many of these challenges, instead of just accepting the status quo, as possible and asking your leadership team to do the same even when they're not as obviously relevant.

## Applying Technology Insights and Practical Know-How to Industrial and Machine Shop Revenue Growth

A recurring theme of my monthly contributions to The Record is the acknowledgment that NTMA provides the space to periodically challenge traditional thinking around how we grow revenues. My articles are founded on two axiomatic revenue growth truths.

First, while software and technology sales differ from the sale of precision machined parts, we can learn from marketing and sales in those industries, perfected in the crucible of intense, even

“

**It's said that we are the product of the five people with whom we spend the most time. That applies to both our personal and professional relationships.**

unreasonable, investor pressure. Pressured, they innovate and experiment with particular attention to changing buyer habits and expectations, technology capabilities, and market evolutions. The lessons learned can help us.

Second, our own efforts to constantly improve manufacturing performance in efficiency, waste reduction, continuous improvement, updated technology, tightened tolerances, and shorter changeovers and lead times all provide a perfect blueprint for improving marketing and sales as well.

At the intersection of those “truths” lies a mindset and action plan that can transform our industrial businesses.

### **A Revenue Growth System is Another Production System**

We think of manufacturing as a linear process of multiple steps. Raw materials are received, machining centers are properly programmed and optimized, parts are produced, finished, QC'd, and shipped. There are many more incremental steps, but each major milestone in the process, and each step, can be optimized and improved. When we elevate

our expectations, utilize technology, train our teams, and measure aspects of the process, we continuously improve.

In contrast, we often think of revenue growth as being a black box. We scurry around trying to generate lots of activity and hope that some portion of it trickles out of the bottom of our funnel as profitable revenue. But why do we view them differently?

We can map revenue growth as a systemic series of steps, each of which can be optimized, reengineered, continuously improved, and measured just like physical manufacturing steps. Doing that may feel awkward initially, and almost certainly overwhelming. But doing so allows us to prioritize areas of focus, visualize the integration/relationship between steps and functions, and create the diagnostic and predictive KPIs that will help us improve outcomes.

### **Challenge Your Thinking, Improve Performance, Cherish the NTMA**

This may sound crazy, but if it prompts you to approach your next marketing and sales meeting with new questions, or your next sales call with a new mindset, then NTMA will be creating value for you.

The association consistently works to share ideas that will reassure and comfort you, as well as challenge you with ideas that might help improve performance — whether physical or less tangible.

**That's valuable.**



**Ed Marsh**  
Growth & Strategy Consultant

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# Staying Bigger Than China

By: Harry Moser, founder and president, Reshoring Initiative II



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## Growing the US economy and manufacturing sector is a better strategy

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**When it comes to US-China trade, the US objective should be to stay bigger than China. It's too difficult and confrontational to depend on limiting China's growth. For example, some say the resurgence of Huawei Technologies' smartphone is proof that US suppression has failed.**

The new phone was considered by Chinese media to be a victory in the US-China tech war amid US sanctions to block Huawei's access to advanced chips.

Therefore, growing the US economy and manufacturing sector is a better strategy. It will be easier to add 1% to 2% to our growth rate than to try to reduce China's growth by 1% to 2%. The United States should level the playing field, reshore manufacturing, and stay bigger than China.

## CHINA'S STRUGGLES

China's post-pandemic comeback has been a struggle. Foreign direct investment (FDI) is sluggish. Geopolitical tensions and China's own policies are driving investors away. by the most on record in the final two months of 2022, down 33% in November and 29% in December (see Figure 1).

As FDI falls, growth will continue to slow. The Chinese market will become less attractive, companies will invest even less, and growth will fall further. In turn, the United States will become increasingly attractive.

China's workforce is aging and Chinese youth unemployment is up\_ in spite of factory labor shortages. Better-educated Chinese youth are not interested in factory work due to demographic shifts and the chance to find higher-status service sector work. China's escalating real estate slump threatens imports of commodities and other inputs with a property debt crisis that continues to swallow up more developers. China's exports declined by 8.8% in August 2023, year over year, and Southeast Asia has become China's largest export market, surpassing the United States and European Union.

Economists now see growth in China's economy slowing to 3.5% in 2030 and to nearly 1% by 2050 as compared to about 10% until recently and prior projections of 4.3% and 1.6%, respectively. China is following the same trend Japan did decades ago with very rapid growth tapering off dramatically. Something like the Japanese "lost generation" may follow.

## IN GOOD SHAPE

Conversely, the United States is in relatively good shape, thanks to large government transfers to consumers, incentives for companies driving a strong labor market and solid consumer spending, all with moderating inflation. The world's largest economy, the United States, is expanding at an annualized rate of almost 6% according to the Federal Reserve Bank of Atlanta. That rate will not be sustained, but it shows the United States can grow faster than China.

Private investment in clean energy projects like solar panels, hydrogen power, electric vehicles (EVs), and EV batteries and materials surged after the Inflation Reduction Act was signed into law in August 2022. And, a "uniquely American" factory construction boom from companies reshoring has nearly quadrupled real construction spending on computer, electronics, and electrical manufacturing.

Therefore, it looks like the United States will keep its No. 1 spot for GDP for the foreseeable future. Bloomberg Economics forecasts that China's GDP won't exceed that of the United States until the mid-2040s and even then by "only a small margin" before "falling back behind." This is compared to pre pandemic forecasts of China surpassing the United States as early as the beginning of the next decade. The China slowdown means it may never overtake the US economy.

## GROWING THE ECONOMY

The best way to grow the US economy is to reshore the 6 million jobs required to balance the goods trade deficit. We have much better control over what happens here than there. US competitiveness should be the first objective, not Chinese suppression.

Skilled workforce development is one competitiveness factor over which we can have complete control. It is essential that the United States have a sufficient number of workers with the skill level necessary to provide the 40% capacity increase needed to reshore 6 million jobs. High-tech equipment and advanced processes must be deployed to achieve the required cost competitiveness and quality. These factors are the sine qua non of reshoring and rebuilding.

The US dollar is 20% to 30% overvalued. Eliminating that excess alone would cut our trade deficit in half, adding 3 million manufacturing jobs. Having the reserve currency is a blessing for cheap debt but a curse for manufacturing.

If all companies and governments used Total Cost of Ownership (TCO) instead of Free on Board (FOB) price or "landed cost," about 20% of imports would be replaced with domestically produced goods, increasing US manufacturing by 20% and cutting the trade deficit by 50%.

See The Impact of Using TCO for more details. Using the TCO Estimator instead of manufacturing cost or FOB price when companies make siting and sourcing decisions is the best way to achieve these savings.

### Are you thinking about reshoring?

Our main mission is to get companies to do the math correctly using our TCO calculator. By using TCO, companies can better evaluate sourcing, identify alternatives and even make a case when selling against offshore competitors. For help, contact Harry Moser at (847) 867-1144 or [moser@reshorennow.org](mailto:moser@reshorennow.org).



Harry Moser, Founder/President, Reshoring Initiative®



[www.reshorennow.org](http://www.reshorennow.org)

## Workforce Excellence Simplified

# Your Ultimate Resource Hub for Comprehensive Solutions

### Did you know that NTMA provides the following benefits to help you tackle your workforce challenges head on?

- **NTMA-U** - a fully online apprenticeship curriculum registered with the Department of Labor.
- **NTMA-U Pre-Apprenticeship** - 5 of our NTMA-U courses that can be completed in high school and count for the first year of the NTMA-U registered apprenticeship program.
- **Monthly workforce grants tracking matrix** - a list of available grants for workforce initiatives and programs.
- **Connection to programs and initiatives** that are being successfully implemented by members and chapters across the country.
- **Introduction to funding streams** to cover some of the expenses related to training and upskilling your employees.
- **Dedicated staff to help you** connect, plan, and implement programs and initiatives around recruiting, training, and retention.
- **NTMA-U Pre-Apprenticeship** registered with the Department of Labor to be used in high schools for points toward graduation (and counts for the 1st year of the Registered apprenticeship).
- **Virtual chapters** for our At-Large members.
- **NTMA-U** - updates to the video presentation to utilize current technology, become ADA compliant, and provide additional languages.
- **OnRamp™** program to turn all your employees into recruiters.
- **Creation of a Workforce Development Team** under NTMF to identify and promote workforce and training initiatives and programs that are beneficial to our members.
- **Creation of company toolkit** that includes templates and ideas for presentations, social media posts, videos, etc...

### And on the Horizon...

- **Resource Library** - a member-only online repository of information to include templates for workforce programs, student involvement, and contact lists for resources in each state.

**NTMA is committed to supporting you, our members, through efforts to understand your needs, provide valuable resources, and create a supportive community that fosters growth, collaboration, and mutual success.**

We aim for a proactive approach to addressing workforce challenges by finding innovative solutions for skill development and talent retention to help you create a resilient and adaptable workforce that can thrive in the face of evolving challenges. We will help you implement strategies that bridge gaps and enhance professional development that highlight your commitment to shaping a sustainable and dynamic workforce.







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# WHAT DO OUR MEMBERS SAY?

As NTMA celebrates its 80th year of serving the precision manufacturing industry, we wanted to hear from the members about what they think. These testimonials reflect the diverse ways in which everything from our benchmarking surveys to our events and networking opportunities have benefitted them and their business over the years. Here is what they had to say.



“

We find the reports from the NTMA benchmarking extremely helpful in measuring our wages and benefits alongside our peers in the industry. This has been especially valuable in recent years, as we have worked to adapt our wages and benefits due to the demand created by the tightening talent pool in the manufacturing sector.

Lisa Uhlenbrock, Vice President - Davlan Engineering, Inc. St. Louis, MO

“

United Centerless Grinding & Thread Rolling reaps the benefits of the great networking opportunities, particularly the close relationships formed within our local manufacturing community, as well as the services and benefits offered by members and associate members alike.

Normand Goulet III, C.O.O. - United Centerless Grinding & Thread Rolling

“

Those of us in the industry know, manufacturing today is one of the most advanced industries... We have incredibly advanced software and hardware operating some amazing machines, making some really cool parts, in clean, bright, union-free facilities, where employee health and safety is the number one priority. But that is our perspective, and not everyone has it. The dark, dingy, dirty, and dangerous reputation from yesteryear is a hard one to shake! It's up to us to change that perception, and that is no easy feat.

We've been trying to do it for years and will continue to do so for years to come. Getting involved in the NTMA is the best way I know to change that perception. We put an incredible amount of effort toward educating the students, and their parents and teachers, about the many high tech, lucrative, and rewarding careers our industries have to offer.

... I can't do it alone. You can't do it alone. But together, we have a chance.”

Mark Sippy, Highpoint Tool & Machine, - NWPA Chapter President

“

Sirois Tool is a member of CTMA and NTMA because we believe it is important to join with other like companies to promote our needs to our local, state and national leaders.

We have also found value in networking with other members and have had opportunities to get work from, and give work to, other members.

**Alan Ortner, President - Sirois Tool Company**

“

The NTMA benchmarking surveys are a vital part of our corporate planning year in and year out. The Operating Cost Report helps our company see areas of improvement in operations as well as identify areas in which we are excelling. The Wage and Fringe Benefit Report is also a vital tool Chelar uses each year to ensure we are staying competitive with the rest of the country and keeping our employees happy. Without these tools at our disposal, we would be constantly guessing and only comparing us to ourselves. We are grateful that NTMA is able to provide such valuable information to keep Chelar at the top of its game.

**Jared Katt, President - Chelar Tool & Die - Belleville, IL**

“

Horst Engineering's active participation in CTMA/NTMA programs has been a great benefit. The networking, best practice sharing, and employee exposure to outside ideas tops my list of best paybacks for our time invested

**Scott Livingston, President - Horst Engineering & Manufacturing Co.**

“

Overton has found our membership in the INTMA to be very beneficial. Overton has been a part of the NTMA for many years. Over the years we have reaped the rewards of being involved in the INTMA. Most recently we took part in an online webinar put on by the INTMA and learned of a grant from the Indiana Economic Development Council. Overton was able to qualify for this grant and purchase over a \$120K in equipment and use the grant for about half the costs. We also made connections with some of the associate INTMA members and found out about the Employee Retention Credit program. This program helped Overton significantly in 2021. In the past Overton has called on other INTMA members for advice on numerous issues that maybe the other members have encountered in the normal business operations. It has been very helpful to call on others in the industry and run different scenarios past them that maybe they have already encountered. Involvement in the NTMA has led Overton to investigate and implement everything from the R&D Tax credit to Marketing and website development grants and projects. It is hard to put a price tag on the full benefit Overton has seen from our involvement in the NTMA, but I can assure you it is at least a hundred fold over what the membership costs. The INTMA is a great advocate for our industry and we will certainly continue to support the INTMA as long as we are in business, and we plan to be around a good, long, while.

**Scott Buie, Overton Industries**





# WHAT DO OUR MEMBERS SAY?

“

One of the great benefits of being an NTMA member is the ability to get data and intelligence to help run my company. The Wage and Benefit survey/report, and the Operating Cost survey/report are surveys that we like to participate in because of the ability to get the detailed reports from all the users.

This is an excellent way for us to get data on like companies, in the same industry, broken down by revenue and geography that really allows us to compare ourselves to others in the industry, and best-in-class in the industry.

These are critical tools to measure ourselves and help guide us on pay and benefits; it also helps us assess where we stand with margin compared to others.

Since results are tabulated and anonymous, we don't worry about confidential information getting out and we have confidence that the information is accurate. It would cost several thousands of dollars to get this kind of intel if we tried to purchase this information through consultants.

Thanks for offering this service - it's a great tool for all of us in the industry that participate.

**Brian Wort, President / Owner - AAA Tool and Machine Co. - O'Fallon, IL**

“

I have been able to attend several national conferences (both in person and through the NTMA Virtual platform). I find value in these conferences in both education and networking. The information that is presented in sessions at these conferences help me to better operate my business. The diversity of the subject matter of these sessions allows me to learn and improve in several aspects of the business. I also have been able to meet numerous peers at national conferences that I not only established business relationships with but personal friendships as well.

**Andy Reinwald, President - Ripley Machine & Tool Company, Inc. and Vice President, NWPA Chapter NTMA**

“

The NTMA National Conferences have directly impacted my ability to grow professionally and personally. I have had the privilege to attend one Chapter Leadership Summit and one Fall Conference, both events showcased valuable presentations from industry representatives and networking opportunities. National succeeds and often exceeds expectations in presenting speakers and topics that are relevant to current economic conditions and events that directly impact members businesses. The conferences are well organized with ample opportunity to choose breakout sessions specific to topics members are interested in and also allow time for members to interact directly with peer groups in attendance from across the country.”

**Ashleigh Wehrle, President - Area Tool and Manufacturing Inc. and Past President, NWPA Chapter NTMA**





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# ROAS

## WHAT IS IT AND WHY IT MATTERS

By: Mark Osterstock, Q-Mark Manufacturing Inc.



Most NTMA members are undoubtedly familiar with ROI – Return on Investment. It's a method for calculating the value of an investment, for instance, a new machine tool. Recently, however, **I've become very familiar with ROAS – Return on Ad Spending.** ROAS, pronounced "row-as", is the key metric for digital advertising. If you're buying ads on search engines in an effort to move your company to the top of the page, you need to know your ROAS number.

For years, we depended on traditional print ads to get our message out to prospective customers. We bought advertisements in trade magazines, trade shows, brochures, printed catalogs, giveaways, sponsorships, all the usual places that traditionally promoted

manufacturers like us. But we found it difficult to determine just how effective our ads were. Were we reaching the right audience? Did we have the right message? Were we spending too much on ads, or not enough? Of course, the advertising salespeople who called on us were always in the "not enough" camp. But even those ad sellers couldn't draw a straight line between our ad spending and its return, or ROI.

A few years ago, we decided to try our hand at digital ads. I quickly learned that it's not user-friendly for newbies. It can be quite expensive, too. I hired a marketing agency with deep experience in online advertising to help me out. That's when I first learned about ROAS.

ROAS is the ratio between sales directly linked to an ad campaign and the cost of that campaign. For example, if you spend \$1,000.00 on a digital ad campaign, and get \$2,000.00 in sales from it, your ROAS for the ad is 2.0. In other words, for every ad dollar you spend, you'll get two dollars in sales. It follows that you must know your profit margin to be sure that after paying for the ad, you've made money.

For instance, if you have a 50% profit margin, you'll break even with a 2.0 ROAS. A 20% profit margin needs a ROAS of at least 5.0 to break even. With a 20% profit margin and a 6.0 ROAS or greater, you're in a good place.



Getting your name to the top of the search engine lists and keeping it there requires specialized knowledge, and that knowledge costs money. You'll need to figure the cost of maintaining your top-level position into your profit margin calculation.

The great thing about digital advertising is that it's so easy to determine its effectiveness. After all, it simply counts clicks. It's far more difficult to determine how many sales can be directly attributed to a print ad. Every week, my marketing agency emails me a spreadsheet showing our ROAS for the past seven days, the past thirty days, and the past year. As long as that ROAS number stays above 5.0, I know my ad spending is creating a positive ROI.

As an added benefit, we've found that digital advertising reaches an entirely new customer pool. People who are comfortable using technology, search engines, and social media are more likely to respond

to digital ads than to printed ads. We no longer rely on advertising consultants to make decisions about where to spend our ad money, because the computer algorithms that run those search engines do it for us automatically.

A note of caution, though. Digital ads need time to ramp up while their learning algorithms find the best methods and places to promote your products. In our case, it was about three months before we started finding the sweet spots. Much like the process of discovering the best places to fish along a stream, patience pays off. As you settle into your digital groove, your inquiries and orders will pick up, right along with your ROAS.

We haven't completely abandoned print advertising, but we've shifted most of our ad spending to online ads. Not long ago, when I would board a plane, train, or bus, I'd see people with their heads buried

in newspapers or magazines. Today, they're all interacting with their digital devices. It's not difficult to see where this is headed. Get to know your ROAS number! Your bottom line will thank you.



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# Benefits of Membership

NTMA connects U.S. precision manufacturers to advance and secure our industry for future generations. We provide opportunities that leverage their collective experiences and ingenuity to accelerate the capabilities of all members. Speaking and acting with one voice, we advocate for our industry and provide vital business resources and critical knowledge to our members. We are committed to closing the skills gap by engaging youth and developing our emerging leaders.

## DEVELOP YOUR WORKFORCE

**Access to training, recruitment and funding opportunities.**

It's difficult to find talent. To help, we have programs designed to attract, inspire, and develop a skilled workforce. **NTMA-U** is one of several resources available for basic, advanced, and machinist apprentice training.



Labor Shortage



Supply chain disruption



Worker Safety



Emerging Technologies

## GET YOUR VOICE HEARD

**Have a voice in government policies that directly affect the industry and your company.**

We understand your challenges and opportunities better than anyone. We'll fight for policies that help your company thrive and will keep you updated. **You'll have a voice in shaping the future of precision manufacturing.**



Ensure Fair Trade



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## LOCAL CHAPTER

**Meet & get to know local manufacturing professionals.**

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Networking



Apprenticeship Program



Discounts from Chapter Partners



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## BECOME A MEMBER

Become a member today by one of the following methods:

- 1) Contact your local chapter. Find your local chapter here; [www.ntma.org/about/ntma-chapters](http://www.ntma.org/about/ntma-chapters)
- 2) Contact NTMA's Membership Support Specialist, Rich Basalla, at (216) 264-2855 or [rbasalla@ntma.org](mailto:rbasalla@ntma.org).
- 3) Visit [www.ntma.org/membership/join-ntma](http://www.ntma.org/membership/join-ntma) or scan the QR code.

## MAKE CONNECTIONS

**It's not just who you know, but who knows you.**

Machine shops are unique and it can be difficult to find people who have overcome the same challenges. When you join NTMA, you'll be part of a network where industry leaders **share knowledge, resources, and solutions**, locally and at national conferences.



Build your reputation



Build trust & support



Create opportunities



Inspire creative thinking

## GET INSIGHTS

**Make data-driven decisions that reduce risks and increase revenue.**

Our annual reports give you an in-depth look at where you fall within four benchmarks locally, regionally, and nationally. With these insights, you'll **make data-driven decisions that strengthen your bottom-line.**



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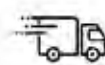
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**Increase your revenue and control your costs.**

As a member, you'll have the buying power of a large corporation and you'll get discounts on indirect costs such as tooling products, energy costs, shipping, and office supplies. You'll also have access to Industry Experts to assist with sales, marketing, ERP, lead generations, consulting, estimating and quoting. **So why wait? Join today and start saving!**



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## EMERGING LEADERS I & II COHORT

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This program will give new and aspiring young leaders the foundation for leadership and business acumen. It will provide the knowledge, skills, and abilities required to build confidence, productivity, and the capability to delegate and manage others.

**\*Must have attended Emerging Leader I Cohort to be eligible for the Emerging Leader II Cohort\***

## SALES TRAINING COHORT

POWERED BY 

Our Sales Training Cohort aims to enhance collaboration, knowledge sharing, and performance improvement among our participants, ultimately leading to more effective sales strategies and increased revenue generation within their companies. Special focus will be on value-added selling, messaging and strategies.

## EXECUTIVE A&B COHORT

POWERED BY 

Currently employed owners or general managers will make up this cohort. Focusing on the daily challenges, opportunities and unknowns in running a manufacturing company, the purpose of our executive cohort is to foster collaboration, learning, and alignment among these top-tier professionals. These sessions provide a platform for sharing insights, brainstorming innovative ideas, and exchanging best practices.

COHORT A = <50 Employees  
COHORT B = >50 Employees

**Deadline To Register: January 24, 2024**

**\*All Cohorts Can Be Paid In 2024 | Limited To 20 People Per Cohort\***

# REGISTER TODAY!

# COHORTS 2024

POWERED BY 

Please contact Kristen Hrusch, our Events Manager  
for more information and to register:

**Kristen Hrusch - [Khrusch@ntma.org](mailto:Khrusch@ntma.org) 216.264.2845**  
or visit [www.ntma.org/upcoming-events](http://www.ntma.org/upcoming-events)

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## Manufacturing America's Future



# 2024

MEDIA GUIDE

## Check out NTMA's Brand New Media Guide for 2024!

In an effort to streamline ALL of our 2024 promotional opportunities, we have created a Media Guide that is all encompassing of next year's opportunities with regard to:

- *Directory Ads*
- *Record Ads*
- *Sponsorship*
- *Digital Ads*

This new guide gives us a chance to offer you more savings, if you are able to confirm your choices by November 1st.

