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APRIL 2024

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SEND US YOUR STORY

Each issue of The Record features our members. We want to hear from you. Send us stories of successes, innovations or experiences.

The submission deadline is the 5th of the month prior to publication.

For more information, contact
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UPCOMING NTMA EVENTS



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October 16-19, Nashville, TN



FROM ROGER

a message from the president

This month we focus on Leadership: Onward & Upward. One thing I love about leadership is that it is not age-dependent, age-directed or title-dependent. Leadership is a gift. Some people are born leaders, others simply develop over time. Some are forced into it, and yet many are taught and mentored into leadership. It matters not how one acquires the gift. What matters is what one does with it.

Webster defines leadership as, “the ability of an individual or a group of people to influence and guide followers or members of an organization, society or team.”

I believe the leadership gene is inside us all. However, not all of those genes develop and come to the surface. The real question is: what keeps some from developing? One could say the person did nothing to develop it, or maybe they took it as far as they were able. That could be true, but could it also be that no one helped to cultivate those leadership

genes? That gift could have been right under the surface, and with a little tending it could have grown to levels unknown.

That was me.

I knew I had some leadership skills and desires, but I did not know how to cultivate them. The fear of failure also kept me from moving forward. Luckily for me, some folks saw something in me and decided to invest in me. Honestly, the rest is history, and they released the leadership lion in me.

In a time where our industry starves for skilled people and leaders to lead departments, teams and companies, we must ask: are we cultivating leadership and developing leaders around us, or are we waiting for them to magically appear? Are we waiting for them to show up at our doors, or are we counting on others to help cultivate their skills?

I would dare say that the majority of precision manufacturing shop

owners had someone or some opportunity that released the leadership lion in them. Think about where you would be today if the leadership gene was not developed in you.

We have a responsibility to our companies, our industry and our nation to look at those around us and use our influence to develop leaders. Potential leaders are in front of our eyes. We must only look for them. Might they look different than before? Sometimes. Don't miss the opportunity to invest in those right in front of you.

As most of you know, I had a member career in NTMA before joining the NTMA staff. I can honestly say that it was NTMA leaders along my career path that helped cultivate leadership in me and helped paved the way for the many successes I have had in my career.

If you agree, but don't feel like you are qualified to develop leadership

in others, NTMA offers training cohorts to assist in the development of potential leaders. Do not squander the opportunity to release the leadership lion in yourself nor in the next generation of leaders.

I encourage you to stop and look around. Sometimes future leaders just need a push. They just need support. They just need the confidence to help you lead change in the manufacturing world.

NTMA Members, things are happening in our industry and we must be prepared. A wave is building and it is up to each

individual company to address leadership and focus on how to do more with the same number of people. Automate what you can and optimize the rest. Release your people and their imaginations. I think you will be surprised.

NTMA is being thrust into a national leadership role for our industry. For greatest impact, we need momentous member growth to fulfill that role and to position us to best advocate for our members and for our industry as a whole. I ask each of you to invite your industry colleagues to join NTMA and become part of a manufacturing

movement.

Your staff and executive team greatly appreciate your continued membership in NTMA and your support of NTMA leadership. We Are Stronger Together as we Advance Manufacturing's Future.

Roger Atkins, President, NTMA

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Even today with over 800 employees worldwide, quality still defines our actions. HAIMER makes all of their own products and has become a worldwide leader in the production of tool holders, balancing machines, shrink fit machines, tool presetters, cutting tools and tool management equipment, allowing our customers to get the most consistent tool holder assembly delivered to the machine tool each and every time. HAIMER's combined technology will allow our customers to have accurate and productive machining on the shop floor.

In an effort to live by one of our core values that states, "The benchmark for the value of our daily work is the satisfaction of our customers," HAIMER established its first worldwide subsidiary in the Chicago area in 2002. Founded in the garage at the house of the Holden family, HAIMER knew that in order to properly support and satisfy the North American market, a local sales and service center had to be established.

By 2003, the North American operation moved into a 5,000 square foot warehouse in the Chicago suburb of Villa Park, Illinois. This is where the operation still is today, having now purchased the entire 40,000 square foot building. In this location, there is a full inventory, showroom, training room, sales, service and support center ready to assist our customers. In addition to our North American headquarters, we have over 20 employees in the United States and Canada living in their territories in order to provide local support. In total, there are over 50 employees in the United States, Canada and Mexico ready to assist at any time.

We are pleased to continuously support you with our passion for precision and innovation, expanding our position as the market leader, true to our corporate philosophy:

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has 5 locations: Massachusetts, Connecticut, Missouri, Illinois, Wisconsin. The BlackHawk Manufacturing Group is a division of the much larger industrial supplier, BlackHawk Industrial. Our BlackHawk X-Press Tool location in Agawam, Massachusetts manufactures new carbide and HSS cutting tools as well as custom "made-to-print" cutting tools for the aerospace, automotive, medical and firearms industries.

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We are a state-of-the-art CNC facility with lights out robotic CNC cutter grinding capabilities. Previously known as Pioneer Tool Supply/Pioneer Precision Grinding until we were acquired by BlackHawk Industrial in 2015, we have been in business serving the machining industry since 1954. Pioneer was very active in the NTMA and we are looking forward to re-engaging with the NTMA in the future.

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ADAPTIVE TOOL DESIGN LLC

Northwestern PA Chapter

Adaptive Tool Design is a newly formed business that began operations in August

2022 under the direction of

owner Craig Caldwell. The family-run business is currently located in Meadville, Pennsylvania, but will be relocating to its permanent location in Cambridge Springs, Pennsylvania in late spring 2024. This move will allow Adaptive to increase operations due to a larger facility size and to also distinguish ourselves as an independent business. Adaptive Tool employees offer over 30 years of experience and are extremely knowledgeable with hard milling, hard turning, wire EDM and surface grinding. In our effort to continue the legacy of the toolmaking trade, our part-time employee will transition to full time in June 2024 and will be entering into a toolmaker apprenticeship with Adaptive Tool through the NTMA. We look forward to this endeavor to grow Adaptive through the knowledge of our youth.

Adaptive Tool specializes in design, building and repair of injection molds, compression molds and fixturing. We welcome those customized projects that other large businesses may not have the capacity to handle. Through our evaluation of existing tooling, we can provide suggestions and recommendations to increase the life and efficiency of your tooling. We pride ourselves in offering direct communication during processes, quick turnaround times and the ability to hold close tolerances. We are a great fit for your customized projects.

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LEGAL: EMPLOYEE V. INDEPENDENT CONTRACTOR



On January 9, 2024, the Department of Labor (DOL) announced a final rule addressing worker classification under the Fair Labor Standards Act. The rule went into effect on March 11, 2024, and returns to the long-used “totality of the circumstances” standard to classify workers as employees or independent contractors.

The DOL’s most likely application of the rule will result in more workers being classified as employees instead of independent contractors. Under the new rule, the DOL will apply a six-factor test that includes examining the following: the opportunity for profit or loss depending on managerial skill; investments by the worker and potential employer; degree of permanence of the work relationship; nature and degree of control over performance of the work and working relationship; extent to which the work performed is an integral part of the potential employer’s business; and skill and initiative of the worker. Note that these factors are not exhaustive and the DOL may look at other circumstances.

The most significant change is to the nature and degree of control factor. When a potential employer exercises control to comply with other laws or regulations, that control does not necessarily indicate the worker is an employee. But if the employer goes beyond specific legal requirements for its own convenience, the individual most likely will be deemed an employee. In addition, with respect to the relative investments by each party, the rule clarifies the DOL will not compare the investments on a dollar-for-dollar basis. Instead, it will determine whether the worker is making “similar types of investments” that “suggest the worker is operating independently.”

Employers using or planning to use individuals to perform work at their facilities should review the new rule to confirm they are classified properly, as improper classification can result in adverse consequences to your bottom line. [Note: There is a possibility the new rule could be enjoined should it be challenged in court. We will provide updates in the event this occurs.]



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ADVOCACY: ONE VOICE FILES APPRENTICESHIP RULE COMMENTS



On March 18, 2024, One Voice filed formal comments with the Department of Labor (DOL) on the Employment and Training Administration’s proposed rule entitled “National Apprenticeship System Enhancements.” The notice of proposed rulemaking (NPRM), published on December 14, 2023, changes the regulatory framework for registered apprenticeship programs.

Of 61 responses to the January 2024 survey of NTMA and PMA members, 26% stated they currently have registered apprentices and 28% have non-registered apprenticeships in the shop, with the remainder responding that they do not have apprentices. On average, respondents averaged 4.6 registered apprenticeships and three non-registered apprentices per company.

In the comments, One Voice stated that non-registered apprenticeships are critical to manufacturing operations. “Not only do many smaller manufacturers utilize non-registered apprenticeships, they typically develop a customized apprenticeship program to meet the specific needs of that company and for operating specific machinery. While businesses in the same industry and region may appear to have similar needs, each employer is different in the skills required to help them succeed,” the comments assert.

One Voice believes reducing barriers to entry, for both individuals and small business manufacturing employers, is a fundamental component of any successful youth, pre- and registered, or non-registered, apprenticeship program. In the comments, One Voice argues that the NPRM “will not act as a pathway or a bridge to registered programs for non-registered apprenticeship employers, but rather, will create barriers to entry for prospective employees and deter employers from registering their apprentices.”

The annual survey of One Voice members found that 81% currently have an open skilled position with 95% reporting challenges recruiting qualified employees, including 37% facing severe challenges.

The Department of Labor does not currently have a timeline for finalizing the rule.



Omar S. Nashashibi is a founding partner with The Franklin Partnership, LLC, a bipartisan lobbying and strategic consulting firm based in Washington, D.C., and a member of NTMA’s advocacy team in Washington, D.C.

HR: HOW DO YOU VIEW OUTSOURCING?



In the past, outsourcing has been an extra set of hands, someone to get the job done or additional departmental support, but not really seen as part of the team. The perspective on outsourcing has evolved, as outsourced expertise now plays a pivotal role in strategic decision-making. Teams are integrated into meetings, enhancing collaboration and ensuring that they can seamlessly scale alongside your business.

Outsourced companies can be valued as strategic partners who help you navigate challenges and grow your business. This allows you to tap into a pool of expertise and innovative solutions that can streamline your processes, enhance compliance, and foster a more engaging workplace culture.

If you’re looking to find a valued HR outsourcing partner for your business, start by asking these questions:

- What services do you support: payroll, recruiting, benefits, administration, etc.?
- What size company do you typically support?
- What is the experience and educational background of the staff that would be working on my projects?
- How would you handle our partnership if we’re located out of the area?
- How frequently would you provide reports for us?
- Who on your staff would be doing the training and what is his/her experience?
- What technology do you use for outsourcing, and would we have access to that?
- How long does the implementation typically take from the time the agreement is signed?
- How do you stay current on compliance issues, and how would you communicate those to us?
- Is there an additional cost for compliance work required by us?
- What is the typical term of the agreement?
- What is your cancellation policy?



Adam Daines, ADDA’s founder and CEO brings many years of experience and expertise in Building HR Departments, Human Capital Planning, Employee Coaching, Interview Training, International HR, Talent Management and is a Certified EI Trainer. He may be reached at: adam.daines@addainfusion.com.

REVENUE: DEALS DON’T EVAPORATE – UNDERSTANDING GHOST OPPORTUNITIES



Most companies never consider their biggest competitor.

The status quo.

Research conclusions vary, but generally find that about 40% of most B2B deals simply evaporate. They end in “no decision.” The status quo wins.

Most companies win 20-30% of qualified opportunities. They lose about the same. The balance? Lost to “no decision.”

But how can this be? After all, they have highly paid professional sales reps who collect all the required technical details. They run some sort of budget, authority, need, timeline (BANT) process to confirm that the opportunity is legitimate. Yet often in the end, the deals don’t happen.

They don’t lose to a competitor. The prospect simply doesn’t proceed. Sometimes they make an explicit choice not to. Sometimes they just stop thinking and talking about it.

There are two causes:

First, large buying teams and consensus group decisions mean that a single “decision maker” is hard to reach and harder to gain commitment from for action. Leaders often defer to their teams, and trying to align buying teams consisting of eight to twelve people from different departments and with different priorities is very difficult.

Second, as Matt Dixon and Ted McKenna note in *The JOLT Effect*, initial buyer enthusiasm based on FOMO (fear of missing out) often morphs into FOMU (fear of messing up) partway through complex sales cycles. Reps who are trained to revisit pain points inadvertently increase resistance. We know from behavioral economics that the pain of a mistake exceeds the pleasure of a win. And in most corporate purchases, the status quo provides air cover from being seen as making a mistake.

The solution is twofold: a properly engineered sales process and specific approaches to support buyer confidence and reassurance.



Ed Marsh helps B2B industrial companies grow revenue by improving strategy, marketing, sales and technology. He’s a veteran, independent board director and has run industrial companies. He can be reached at em@gbadv.com.

ENGAGE IS A VERB:

the key to unlocking your team's potential in the machining industry

Lisa Ryan, CSP, Founder and Chief Appreciation Strategist, Grategy

In the precision-demanding world of machining, where every detail counts and innovation leads the way, “employee engagement” needs to be more than just a buzzword on your agenda. It’s essential. Engaging your workforce is more than just a corporate initiative — it is the backbone of your success.

You face a set of challenges unique to the machining industry: bridging the skills gap, keeping pace with rapid technological advancements and constantly striving for greater efficiency. These challenges aren’t merely hurdles to clear; they’re opportunities for you to forge deeper connections with your team and spark a collective enthusiasm for the work at hand.

MAKING ENGAGEMENT TANGIBLE

To transform the idea of engagement from a cliché concept into actionable steps, remember: engagement is about creating genuine connections. It’s about acknowledging the individual contributions of each team member to your shared mission of innovation and excellence.

1. CULTIVATE A CULTURE OF MASTERY AND INNOVATION:

Push your team to explore, learn and stretch the boundaries of what’s possible. Celebrate achievements, both big and small, reinforcing that their efforts to innovate are recognized and valued.

2. DIRECTLY ADDRESS THE SKILLS GAP:

Use engagement as your strategic approach to combat the skills shortage. Offer training and development opportunities that not only align with your business’s direction but also cater to your employees’ aspirations. Show them that their growth is a priority for you.

3. PROMOTE OPEN COMMUNICATION AND COLLABORATION:

Foster an environment where everyone feels comfortable sharing ideas and working together. When your team knows their voices are heard and their contributions are appreciated, their engagement and commitment to their work and the company’s goals naturally increase.

4. ACKNOWLEDGE EVERY EFFORT:

Recognizing the hard work and achievements of your team members is vital. Simple acts of appreciation can make a significant difference in how valued and integral someone feels to the team.

LEADERSHIP’S IMPACT

As a leader, your approach to engagement is crucial in making it a reality. Be present, genuinely interested in your team’s well-being and growth, and lead by example. Championing engagement in the machining world means showing the importance of every individual’s work.

LOOKING FORWARD

The future of the machining industry presents both exciting opportunities and formidable challenges. The key to standing out lies in your ability to engage your team in a meaningful

and active way. Engagement isn’t just a nice-to-have; it’s the catalyst for innovation, productivity and team satisfaction. It’s what draws in top talent and keeps them around.

By viewing engagement as an active, continuous process, you unlock the full potential of your team. You’re not just running operations; you’re nurturing a motivated, valued and interconnected team poised to tackle whatever comes next.

Now it’s up to you. Take the initiative to redefine engagement from a mere concept to a dynamic practice. Engage with intention and purpose, and witness how your team — and the broader industry — elevates to new heights.

engage

*v. [en-geyj] en·gaged, en·gag·ing.
to occupy oneself; become involved*

With strong communication

LITTLE CHANGES

can lead to

BIG SOLUTIONS

CAITLIN SICKLES, SENIOR PRINCIPAL, BRACEWELL LLP



The rapidly evolving landscape of the manufacturing industry is being shaped and reshaped by groundbreaking innovation. But innovation is not always discovering new technologies or developing new products. More often, innovation comes in identifying new ways to do the things we do every day a little bit better. Manufacturers face a myriad of challenges. As a result, the ability to solve small problems innovatively can become a critical competitive advantage.

As a professional communicator with years of experience supporting the manufacturing industry, I've seen firsthand that communication is foundational for problem-solving. The ability to articulate challenges, share insights and collaborate across diverse teams is fundamental to identifying and implementing innovative solutions. So, through the lens of communication, here are three key strategies for fostering innovative problem solving in your manufacturing facility:

1. EMBRACE CROSS-FUNCTIONAL COLLABORATION

One of the most powerful ways to drive innovation in problem-solving is by fostering cross-functional collaboration. Traditional silos within organizations can limit the flow of information and stifle ideas. By encouraging teams from different departments to work together with open lines of communication, manufacturers can leverage a diverse set of skills, perspectives, and experiences to tackle problems more holistically.

Cross-functional teams can approach problems from various angles, identifying solutions that might not be apparent to a single department. For instance, a challenge related to production efficiency might benefit from insights not only from engineering but also from supply chain management, quality control and even sales. This collaborative approach can lead to more creative solutions, as well as solutions with buy-in from larger groups. These are solutions with staying power.

2. LEVERAGE UNPRECEDENTED ACCESS TO DATA

Communication between human manufacturing employees is important, and so is communication between humans and their machines. Manufacturing facilities generate vast amounts of data that can be analyzed to inform decision-making. By leveraging advanced analytics, manufacturers are now uncovering insights that were previously inaccessible.

We know that data analytics can help identify the root causes of complex problems by analyzing patterns and trends and finding correlations within the data. For example, many manufacturers already use predictive analytics to forecast potential machine failures before they occur, allowing for proactive maintenance and reducing downtime. Artificial intelligence (AI) holds the potential for another step forward with natural language processing capabilities that can deliver information in an accessible form for employees with a range of skills and experiences. Further, clearer communication ensures that actionable information reaches the right people at the right time.

3. FOSTER A CULTURE OF CONTINUOUS LEARNING AND INNOVATION

Working with NTMA for over a decade, one message always comes through — the heart of manufacturing is the people. NTMA as an organization strives to foster a culture of continuous learning. In the same way, members consistently report that their employees thrive when they are provided regular trainings (especially on new technologies), encouraged to seek mentorship and recognized for their hard work.

NTMA has excelled because members feel comfortable sharing their ideas, failures and successes in a supportive environment. This openness not only fuels innovation but also builds a collective resilience, as members learn from each other and continuously adapt to new challenges.

Companies can challenge employees to stay curious, to question the status quo, and to continuously seek better ways to do things, remembering that innovation isn't just about big, groundbreaking ideas. Rather, a willingness to try small, incremental changes can lead to significant benefits over time.

EMBRACING CHANGE:

the evolution of leadership in manufacturing

ALLISON GREALIS, FOUNDER AND PRESIDENT, WOMEN IN MANUFACTURING ASSOCIATION

In the realm of manufacturing, leadership is evolving, with women and young professionals taking on pivotal roles. As founder and president of the Women in Manufacturing Association (WiM), I've witnessed this transformation firsthand. Thirteen years ago, WiM embarked on reshaping the industry, leading to remarkable progress in leadership diversity. Over the past decade, there has been a steady rise in women's representation in manufacturing, evidenced by a U.S. Census Bureau analysis showing growth in every working-age category until 2020. Our recent Career Advancement Survey with Xometry reveals that one in four women now hold leadership positions—a significant stride toward diversity and inclusion. However, challenges persist, urging companies to proactively attract, retain, and advance female talent.

Successful companies recognize that diversity in leadership goes beyond representation; it's about leveraging a range of perspectives and experiences to drive innovation and profitability. Numerous studies, including McKinsey's Diversity Matters report, consistently show that companies with diverse leadership teams and boards of directors outperform their homogeneous counterparts. Embracing diversity is not just a matter of social responsibility; it's a strategic advantage that leads to success in today's competitive business landscape. Additionally, collaborative leadership, particularly adept at navigating challenges in fast-paced, technology-driven environments, is essential. Women excel in fostering collaborative environments, leveraging diverse perspectives to drive innovation. Companies embracing collaborative leadership tap into workforce potential, allowing them to achieve greater market prosperity.

But what does it take to attract and retain today's workforce? Flexibility and professional development are key. Our survey with Xometry indicates that 76% of employees prioritize flexible work schedules. Flexibility not only boosts satisfaction but also supports work-life balance, crucial for retaining top talent. Even small to mid-sized companies can embrace flexibility

through unique scheduling options like job sharing and remote work.

Manufacturing's evolving nature also demands highly adaptive skills, crucial for future success. A recent study by EY and Oxford Saïd Business School underscores the importance of adaptive skills in organizational transformation. This means that professional development opportunities are vital, reflected in our Xometry survey respondents' emphasis on access to skill-building. By investing in employee growth and skill development, organizations demonstrate their commitment to fostering personal and professional advancement, a strategy underscored by EY's report revealing that companies prioritizing human-centered transformations are 2.6 times more likely to achieve success.

In addition to flexibility and professional development, employees—especially millennials and Gen Z—are increasingly drawn to companies with strong corporate social

responsibility (CSR) initiatives. Sustainability, environmental stewardship and community engagement are no longer optional; they're integral to attracting and retaining talent in today's competitive job market.

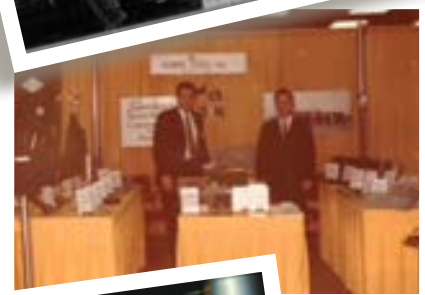
At WiM, we're committed to empowering female leaders in manufacturing. Through our programs and initiatives, we provide women with the skills, resources and support they need to thrive in leadership roles. Recognizing that diversity, inclusivity and collaboration are the cornerstones of successful manufacturing leadership, we advocate for companies to prioritize initiatives that empower women, embrace flexibility and professional development, and prioritize corporate social responsibility. We're charting a course towards a brighter future for manufacturing leadership, where innovation, diversity and inclusion thrive.

To learn more about a membership with WiM, visit womeninmanufacturing.org or contact membership@womeninmfg.org.

FROM FAMILY ROOTS TO STRATEGIC HEIGHTS:

a journey in manufacturing leadership

ERIC HAGOPIAN, PRESIDENT/CEO, PILOT PRECISION PRODUCTS



As I reflect on my journey in the manufacturing industry, I can't help but think of the humble beginnings that shaped not only my career but also the trajectory of our family's legacy. Raised in a lineage of metalworking manufacturing workers, the story of my family's perseverance and dedication to the craft runs deep.

It all began with my great-grandfather, a sheet metal worker from Armenia who sought refuge in America ahead of the Armenian Genocide. His mission was clear — to find work and send money back home for the safe passage of his family. Eventually, my great-grandmother and their children joined him in the land of opportunity, where he found employment at the Indian Motorcycle factory in Springfield, Massachusetts.

Tragically, my great-grandfather's life was cut short, leaving my grandfather, A.J. (Hoppe), to assume the role of the family breadwinner at just 14 years old. With resilience and determination, my grandfather embarked on a journey in the manufacturing sector,

starting as a toolmaker apprentice in local companies. Through hard work and innate skill, he found himself at Henry Ford's company during the Great Depression, supporting his family back home.

Returning to Springfield, he became the head gage maker at the Springfield Armory. When World War II erupted, he seized the opportunity to start his own venture, A.J. Hoppe Tool Works, out of the family garage in 1941. This entrepreneurial spirit laid the foundation for what would become Hoppe Tool, Inc., under the stewardship of my father, Gary.

Gary, armed with a formal education and engineering degree, expanded the business beyond tool and gage building, delving into medium production complex components for defense customers. His leadership propelled the company to new heights, setting the stage for my entry into the business in 1990.

Unlike my father, I didn't follow the path of becoming a machinist or toolmaker. Instead, I brought

my sales and management skills to the table, complemented by my deep understanding of the industry cultivated through years spent within the company. With my brother Doug handling operations, we formed a dynamic duo, propelling the business to unprecedented growth.

Yet, amidst our success, we found ourselves consumed by the day-to-day operations, neglecting strategic growth opportunities. Recognizing the need for change, we made the decision to sell the company, ushering in a new era under different ownership.

After my departure, I explored other ventures, including real estate, aviation, and vintage automobile restoration. However, my passion for manufacturing never waned. In 2019, I acquired The duMONT Company, followed by Hassay Savage Company, integrating both operations into what is now Pilot Precision Products.

Leading from a strategic standpoint, detached from day-to-day operations, has proven to be a game-changer. Freed from the constraints of operational minutiae, I can focus on team building, leadership, and strategic engagements, driving the company forward with clarity and vision.

My involvement in organizations like NTMA keeps me abreast of industry trends and fosters valuable connections, enriching our business endeavors. From this vantage point, I've come to realize the importance of scaling back from the weeds and adopting a broader perspective.

Today, Pilot Precision Products is thriving, poised for limitless growth under my strategic leadership and that of my team. As I reflect on our journey, I'm reminded that while hard work and dedication are essential, strategic foresight and leadership are equally vital for sustained success in the manufacturing industry.

As I reflect on the evolution of leadership within our family business, I can't help but acknowledge the stylistic shift from the days of my grandfather to the strategic approach we've embraced today. In the early years, his leadership embodied a more entrepreneurial spirit,

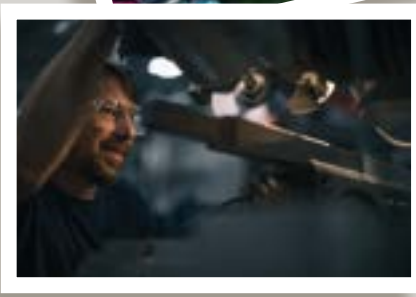
characterized by bold risk-taking and transformative actions to establish our foothold in the industry. His vision and tenacity were instrumental in laying the groundwork for our family's legacy in manufacturing.

However, as times changed and the business landscape evolved, so too did the demands placed on leadership. What was effective in one era may not necessarily translate seamlessly into another. The dynamic nature of the industry necessitates a more strategic, forward-thinking approach to navigate complexities and capitalize on emerging opportunities.

Moreover, the transition from one generation to the next brought forth individuals with diverse skill sets and perspectives, each uniquely suited to address the evolving needs of the company. While my grandfather's hands-on expertise and entrepreneurial drive were indispensable in the early stages, my father's blend of formal education and industry experience paved the way for expansion and innovation.

Similarly, my entry into the business brought forth a fresh set of skills and perspectives, focusing on sales, management and strategic planning. Together with my brother Doug, who excelled in operations and technical proficiency, we formed a complementary team capable of steering the company toward sustained growth and success.

This journey underscores the importance of adaptability and recognizing that different times call for different leadership styles. By embracing strategic leadership and leveraging the diverse talents within our organization, we've positioned ourselves for continued prosperity in an ever-changing industry landscape.



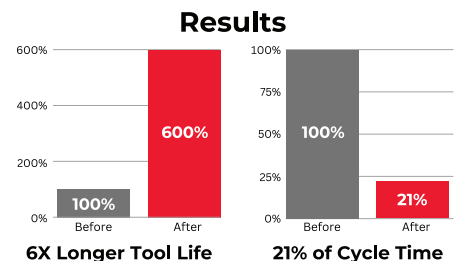


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To benefit from this No Risk, All Reward offer, scan the QR code associated with the package you're most interested in below.



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In recent tests, Palbit DOMX inserts showed a 6X increase in tool life and a 79% decrease in cycle time compared to other tooling!

<p>Turning</p>	<p>Milling</p>	<p>Drilling</p>	<p>Broaching</p>
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NATIONAL ASSOCIATE MEMBER SPOTLIGHT: Spinner CNC

A fresh face in American Manufacturing



SALIM AWAD, PRESIDENT & CEO, SPINNER NORTH AMERICA

One might ask, why another machine tool manufacturer in the North American marketplace? Even though Spinner is relatively new to the Americas, we've been manufacturing CNC machines longer than most. In fact, Spinner has been a family owned German manufacturer for nearly 75 years currently shipping over 1,000 metal cutting machines worldwide each year. In 2022, we decided to make a full commitment to the North American market by establishing a Spinner team and tech centers throughout the territory. Over the last 18 months, Spinner North America has been building its direct team along with 10 full service distribution partners across the US. We understand it's not just about what the machine can do for your business, but how we'll support you over the life of the machine.

that increases production shops' profits not only in faster cycle times and reduced scrap, but also in freeing up valuable floor space and lights out manufacturing. We call this approach Profit Power Machining™. It's our way of helping American businesses do better. Spinner specializes in advanced multi-tasking and multi-turret lathes, 5-axis machining and our unique Microturn LTBS, which combines sub-micron precision in a turn mill center with a 5-axis rotary milling head and twin spindles — all in a compact footprint. We use our own German engineered turrets and spindles, plus include advanced features like Spinner's vibration damping technology which delivers pristine surface finishes. We also have a dedicated automation division with numerous systems for lights out operation like our plug-and-play load/unload system called Robobox™.



to reach their desired parts volume in many cases. Grand Opening of our USA Tech Center May 13-17 in Minneapolis, Minnesota. We are excited to announce our first tech center opening in partnership with Source Machine Alliance is just around the corner in May. Come and see for yourself why you should consider Spinner for your next CNC investment. We'll have nine of our most popular machines cutting chips, like our Microturn LTBS with RoboBox automation.

Register at: <https://tinyurl.com/Spinner-Open-House>

WHY SPINNER CNC STANDS OUT

We believe the key to making American manufacturing a powerhouse again, is in helping accelerate the adoption of machining parts complete in one CNC combined with automation. Efficiency



WHO CAN BENEFIT FROM SPINNER CNC?

In a nutshell, if you are a volume production shop that is currently cutting complex parts across several machines or you want to improve your Profit Power — Spinner can certainly help. When asked, our customers say they choose Spinner for our commitment to their success, applications support and unbelievably fast cycle times. In addition, our customers often find that the production cycle times end up being even faster than the initial test ones, which leads to one less machine needed

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- Grow Your Leadership**
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MEMBER PROFILE: SYBRIDGE TECHNOLOGIES

BYRON J. PAUL, CEO, SyBRIDGE TECHNOLOGIES

WHO WE ARE:

SyBridge Technologies provides engineered solutions across the product lifecycle from design and early prototyping to production tooling and molding support. We have a global footprint and are one of the largest toolmakers in North America. Our clients include the top brands in the Fortune 500 across a broad range of markets, including medical devices, pharmaceuticals, mobility, consumer products and general industrial. Through 18 manufacturing sites, we provide global support and local expertise. From the largest programs to the smallest details, we meet our customers where they are in their product journey to streamline solutions to fit their needs.

WHAT WE DO:

We utilize a range of manufacturing technologies across 3D printing, CNC machining, injection molding and urethane casting to bring product ideas of any size, complexity or geometry to life. Our experienced engineers and technicians work with customers at every stage to optimize part and tool designs for manufacturability, ensuring increased manufacturing output and lower program costs, all while preserving design intent. From concept to creation, we deliver a streamlined and seamless product journey through every phase – from initial design and prototyping to precision tooling, validation and maintenance.

WHAT WE DO REALLY WELL:

Our experienced team drives the future of manufacturing and technology. We are constantly pushing the boundaries of what is possible in manufacturing, continuously learning and innovating new solutions for our customers. We specialize in precision complex multi-cavity tooling, achieving tolerances as tight as .0002” to meet our customers’ product requirements. From prototype to Class 101 production tools, we bring some of the most complex tools to the market, including multi-shot, stack, unscrewing, insert, lift & strip, in-mold closing, as well as multiple-action tooling. We have invested heavily in technology, with a team of experts in Artificial Intelligence, Machine Learning and Computational Geometry that is expanding the art of the possible to drive breakthroughs in how we design tools and produce parts.

WHY WE ARE MEMBERS OF THE NTMA:

The NTMA provides an invaluable platform for collaboration and learning. Our teams across the U.S. actively participate in local chapter events, where they connect with peers and industry experts to exchange ideas, address evolving challenges, and stay informed about the latest innovations. We highly value the NTMA’s efforts to promote and recruit future generations into the tooling and machining trades, especially as the industry grapples with a skilled labor shortage. By leveraging NTMA member resources and educational programs, our facilities have established state-recognized apprenticeship programs, allowing us to cultivate a highly skilled workforce and continuously strengthen our team. We believe in giving back to the industry, and the NTMA fosters a community where we can learn from each other and contribute to the industry’s collective success.



Who We Are

I AM A

#IAmIMTS

VISIONARY

Matt Gawlik | 3D Graphite & Machining Inc.

HOW WILL YOU INNOVATE AT IMTS?

Manufacturing innovators come to **IMTS – The International Manufacturing Technology Show** to connect, find inspiration, and discover solutions.

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EMERGING LEADERS CONVENE IN SOUTH CAROLINA

KRISTEN HRUSCH CMP, EVENTS MANAGER, NTMA

Through Emerging Leaders, NTMA brings the best and the brightest up-and-coming industry leaders together to network, share knowledge and brainstorm about tomorrow's manufacturing industry. This year, we partnered with AMT, SME, NFFS and TMA in an effort to grow our networks and connect Emerging Leaders through the whole industry. March 20-22, 2024, these Emerging Leaders converged on Greenville, South Carolina.

Emceed by the dynamic Montez King of NIMS, participants addressed a broad range of topics like: the characteristics of exceptional managers, the role of advocacy in human resources, mentorship and the power of AI. Author Edwin Hayes



offered inspiration and motivation. Omar Nashashibi of The Franklin Partnership offered unique insights. Industry partners Dave Capkovitz and Mike Watkins, EBITDA Growth Systems; Jason Ray, Paperless Parts; Greg McHale, Datanomix and Andy Henderson, Hendtech shared their expertise during general sessions.

Participants also took advantage of plant tours, receptions and evening functions to maximizing every minute of networking. Thank you to our sponsors and the companies who encourage and support these rising leaders in the manufacturing industry.



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 five years based on self-assessments submitted. Once the recipients receive five 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 Friday, September 6th, 2024 to be considered.

For more information, please contact Linda Warner at lwarn@ntma.org or 216-264-2824. Applications and self-assessment documents can be found here: <https://ntma.org/resources/ntma-awards> Applications should be sent to 6Saward@ntma.org

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machine statuses and program run times. Along with documenting your setup times and productivity, you can also anticipate maintenance and react faster to malfunctions. Whether you're a machine operator, production planner or shopfloor manager, StateMonitor gives you continuous insight into your machine data.

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AFFINITY PARTNERS

EBITDA GROWTH SYSTEMS: IMPACTING LIVES THROUGH BUSINESS PERFORMANCE

DAVE CAPKOVITZ, PRINCIPAL, EBITDA GROWTH SYSTEMS



Long-time NTMA member EBITDA Growth Systems (EGS) is a company on a mission: to impact lives through improving business performance. The company helps owners of small- to medium-sized shops develop the business acumen they need to generate wealth and long-term profitable growth. They are The Profitability Experts™, combining decades of real-world experience in the precision machining/tool and die industry with executive-level business management and hands-on coaching.

EGS was founded by Principals Michael Watkins and Dave Capkovitz. Michael is a veteran business consultant, executive coach and author of the book, *Scaling to Exit*. Dave began his career as a tool and die maker and has leveraged his first-hand industry knowledge and passion for business ever since, owning or running nine different companies or corporate business units throughout his career.

With nearly 200 years of combined experience, the EGS team delivers value to clients through five primary offerings:

COACHING

Business breakthroughs happen by embracing proven best-practice systems and processes, many of which are too complex and difficult to implement without an experienced guide. EGS helps owners and senior leaders to enhance their

business acumen, improve management skills, and drive profitability through dedicated financial, operational and management development coaching.

TRAINING

EGS offers two programs drawing from Michael's book, *Scaling to Exit*. The first trains motivated, coachable individuals to structure and manage their business around five key drivers of success. The second is designed to help next-generation leaders develop the business acumen and essential management skills required to ensure long-term profitability.

FRACTIONAL ACCOUNTING

Many small- to medium-sized businesses don't require full-time accounting resources. EGS provides fractional services by experienced financial professionals on a contract/as-needed basis.

SUCCESSION PLANNING

Planning for the strategic transfer of roles and responsibilities from one individual or group of individuals to the next generation of company leaders is essential for business continuity—whether transfer occurs within a family, an employee or ownership group, or to a third party. Done well, institutional knowledge, customer relationships and business value are maintained.

MATCHMAKING & VALUATION

EGS helps identify and connect individuals and companies that may benefit from an introduction pertaining to common business interests, complementary offerings, collaboration, or potential mergers and acquisitions. On the Valuation side, EGS works with clients to determine the value of an owner's position in a company, typically as a prelude to the purchase or the sale of a business.

For more information, contact Dave Capkovitz at dave@ebitdagrowthsystems.com or visit their website.

FEEL CONFIDENT IN CHOOSING VBA FOR YOUR VISION CARE COVERAGE

MATTHEW CUOMO, VICE PRESIDENT OF SALES, VBA

VBA values the opportunity to work with NTMA members and offer access to high-quality vision care, giving each employee the stability to focus on their important work.

SUPPORT FROM EXPERT REPRESENTATIVES

VBA specializes in serving the unique needs of small to mid-sized companies. We are committed to offering cost-effective plans with personalized service to promote vision and dental health. Additionally, VBA is a proud union employer, with employees participating in the OPEIU Local No. 457. Our very first customer from 1965, a labor union, is still our customer today.

Our account managers are vision benefit experts, giving them the ability to offer sound advice and thoughtful plan design options. Throughout our history, VBA has been a vision benefits company, focusing on the design and administration of vision plans. We understand the important role regular vision care exams play in overall health and well-being.

COVERAGE THAT COUNTS

VBA covers vision care exams for employees so that they can stay healthy and see clearly. By taking advantage of these regular exams, providers can detect any potential issues early and begin treatment, ensuring employees' eyes are as healthy as possible.

Technical advancements improve an eye doctor's ability to monitor eye health. That's why we added discounted Digital Retinal Screenings to all plans in October 2022. Digital retinal

imaging scans the eye and produces a roadmap of the interior eye system. As a result, the doctor can view high-resolution, colored images of the retina, optic nerve and blood vessels in the back of the eye. With these images, an eye doctor can detect and monitor eye concerns including diabetic retinopathy, glaucoma, age-related macular degeneration, retinal vascular changes and retinal detachment.

VBA is committed to helping its members to further protect and maintain their eye health with the latest technology and materials.

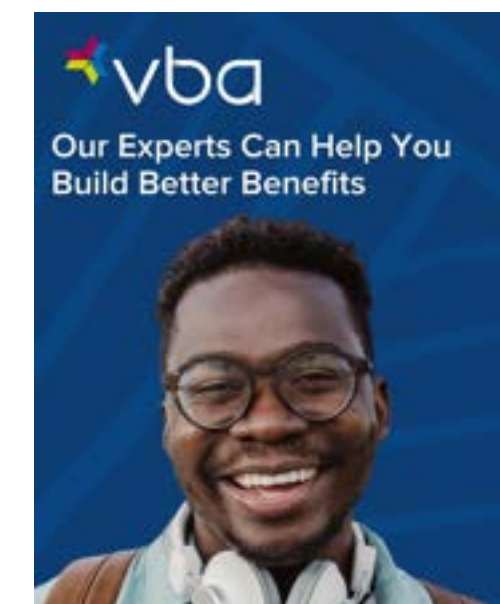
LEGACY

VBA's mission is to improve the human experience by utilizing innovative models of service, delivery and advocacy to reduce barriers to high-quality eye care. The ability to see clearly is key to optimal living and quality of life for all

people and extends beyond health to every person's ability to participate in and contribute to society. As a non-profit headquartered in Pennsylvania, we focus on what's important—access to quality eye care.

Since 1965, we've provided comprehensive vision coverage to corporations, municipalities, schools, health and welfare funds, hospitals and health maintenance organizations in Pennsylvania. Our focus on personalized service has helped us build and maintain long-term relationships – like the one we still have with our first customer that joined us more than 50 years ago.

To learn more about VBA's vision benefit plans, contact Matt Cuomo, Vice President of Sales: mcuomo@vbaplans.com or 412.881.7608.



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THE KOLYA PROJECT

JENNY STUPICA, WORKFORCE DEVELOPMENT DIRECTOR, NTMA

Like most manufacturers, Kent Mold & Manufacturing Co. needs employees and is having difficulty finding new talent. So when a unique opportunity presented itself, Paul Ferder took advantage and found not only a great new employee, but a potential pipeline of individuals to work in his company.

Paul connected with a local church member who was sponsoring a Ukrainian refugee family she had known for years through missionary work. Mykola was an ordained pastor in Ukraine and he and his family had built a friendship with the Americans over two decades. When it was discovered that their hometown was under attack and they needed to leave, the church reached out to a security consultant to assist in the extraction and relocation of Mykola and his family to Kent, Ohio.

Now settled in Kent, Mykola needed to find work. Through the church contact, Paul met Mykola and offered him a job. He speaks English and is working to learn the vocabulary of manufacturing while taking NTMA-U courses to increase his knowledge of machinery and processes. He's been a quick study and has started out learning to run a basic manual machine.

Paul is working with the church, refugee agencies in Ohio, and a U.S. government program called United for Ukraine (U for U) to apply for grants and develop a coalition for those wanting to

participate in resettlement. He is planning to become a sponsor to help more refugees by providing jobs and training so they can build a new life in the US.

For questions or more information, contact:

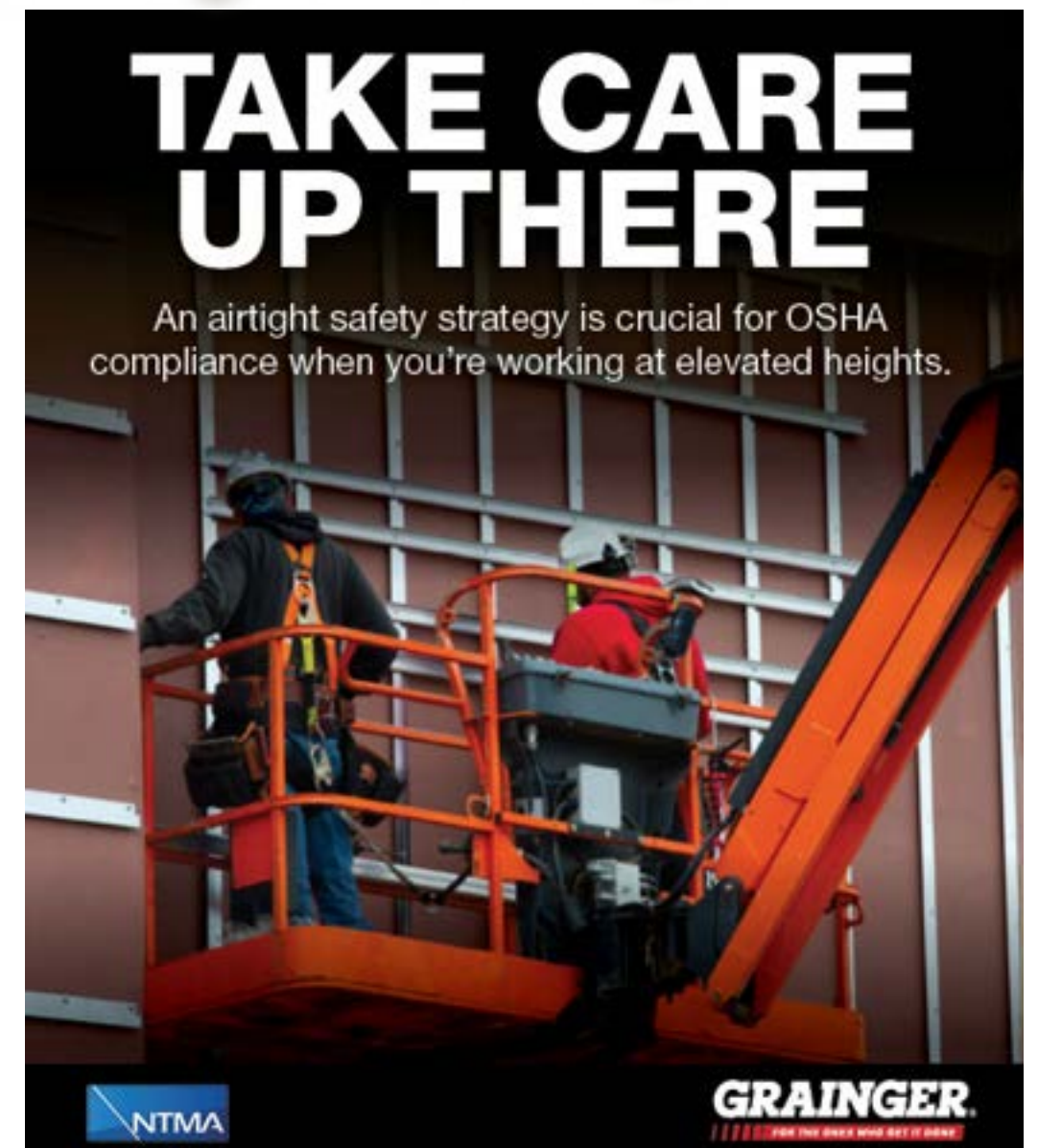
Paul Ferder at pj@kentmold.com or check out: www.thekolyaproject.org and <https://www.uscis.gov/ukraine>.



Workforce WINS NTMA

TAKE CARE UP THERE

An airtight safety strategy is crucial for OSHA compliance when you're working at elevated heights.



CHAPTER CHECK-IN

INDIANA HIGH SCHOOL PRECISION MACHINING CONTEST

KERRY HACKER, EXECUTIVE DIRECTOR, INDIANA CHAPTER NTMA

Thirty-eight students from 13 Indiana High Schools and CTE Centers Competed in the 2024 INTMA High School Precision Machining Competition in March.

Students completed tasks in either the CNC or Manual Machining divisions. The INTMA is pleased to recognize the following students for their outstanding accomplishments:

MANUAL MACHINING WINNERS

FIRST PLACE:

Jaxon Hoting, East Allen Career Center, New Haven

SECOND PLACE:

Caden Cadle, Prosser Career Education Center

THIRD PLACE:

Austin Henson, Pike Career Center, Indianapolis

CNC WINNERS

FIRST PLACE:

Conner Barton, Prosser Career Education Center, New Albany

SECOND PLACE:

Cam Oswald, Huntington North, Huntington

THIRD PLACE:

George Fettig, Area 31, Indianapolis

MOCK INTERVIEW WINNER

Cam Oswald, Huntington North

Winning students took home prize packages worth almost \$10,000, thanks in large part to the support of our sponsors.

A special thank you goes to Ivy Tech Community College's Machine Tool Technology Department for hosting this year's competition, and Vincennes University for providing scholarships to winning students.

THANK YOU TO THE 2024 SPONSORS

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FROM DESIGN AND ENGINEERING TO ADVANCED MACHINING, ASSEMBLY AND TESTING, COGITIC DELIVERS. OUR CORE CAPABILITIES CENTER AROUND PRESSURE BOUNDARY, COMPLEX ASSEMBLIES THAT ENSURE OUR SAILORS ARE READY AND OUTFITTED TO OVERMATCH ANY THREAT.


WHILE WE OBVIOUSLY DIDN'T MAKE THAT ENTIRE SUBMARINE, THE SHIPYARDS PRODUCING SUBMARINES AND AIRCRAFT CARRIERS COULDN'T DELIVER WITHOUT OUTSTANDING SUPPORT FROM THEIR SMALL BUSINESS PARTNERS. TEAM COGITIC IS HONORED TO SUPPORT THE WOMEN AND MEN OF OUR ALL-VOLUNTEER ARMED SERVICES WHO PUT THEMSELVES IN HARM'S WAY IN OUR PLACE. WE ARE GRATEFUL TO THE NATIONAL TOOLING AND MACHINING ASSOCIATION FOR THEIR UNWAVERING SUPPORT OF DOMESTIC MANUFACTURING.

JARED VETETO, PRESIDENT, COGITIC CORPORATION



NTMA *We Made That*™

The Record 28


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NTMA SERVICE AWARDS 2024
NOW ACCEPTING NOMINATIONS

The Service Awards are given out each year at the Manufacturing Engage Conference. 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 Friday, August 9th, 2024.
For a nomination form, contact Linda Warner at lwerner@ntma.org



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