

for **THE RECORD**

YOUR Trade Magazine... published by the National Tooling and Machining Association

PLAN FOR SUCCESS

YOUR MAP FOR THE FUTURE



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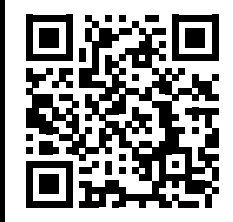
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SEND US YOUR STORY

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 1st of the month prior to publication.

For more information, contact editor@ntma.org or call 800.248.6862.



UPCOMING NTMA EVENTS

2025 CHAPTER LEADERSHIP SUMMIT

JANUARY 15-17, 2025
 NEW ORLEANS, LA

MFG2025

FEBRUARY 19-21, 2025
 SAN ANTONIO, TX



FROM ROGER

a message from the president

We are now rounding the final turn, headed for the home stretch of the year. It would be nice if the end of the year meant we got to catch our breath and start planning for the next year. Unfortunately, life and business do not work that way. Once one year ends, the next immediately begins. In many cases, it is as if the new year has already started. Manufacturers with lead times of weeks or months are already working into next year with planned deliveries and raw materials.

This month's theme is "Strategic Planning...Get Ready, Get Set, Go." For many, strategic planning is an annual process. For some, this is a dreaded process, while for others it is truly a time to assess the current lay of the land and the perceived future. There are so many things to take into consideration, many of which have nothing to do with your business directly: election results and direction, supply chain issues,

unplanned acquisitions of customers or suppliers, taxes, regulations, inflation and the economy, just for starters. So considering this overwhelming list, what do we do? Well the answer is not, "Nothing."

Strategic planning, regardless of how detailed or in depth, is important for your company. It's important for your people to understand the plans, direction and focus of your company. Operating an organization without a strategic plan is like taking a car trip with no destination or directions. You might drive a lot and spend a lot of money along the way, but in the end everyone is confused and wondering, did you go anywhere? It can be the same for our companies. At the end of the year you want to measure your progress and know how far you've come and how much further you need to go. These benchmarks give companies motivation to continue in the same direction or may help your company

change course.

Some ask, "What's your five-year strategic plan?" I would dare say in these times, five years is too long. I suggest a one to three-year strategic plan updated each year. When evaluating your plan, consider the most current information you have about the industries you serve, your customers, the current economic outlook, technological changes and most of all, potential opportunities. Focusing clearly on the goal is the key to many companies' successes. As they have always said, "Hope is not a strategy." Regardless of whether you are just starting or you have a mature process, the message is to develop your strategic plan.

There were times early in my career when I was not sure of the direction of our family business, and yet I knew that if something were to happen to my parents I would be expected to pick up the pieces. It motivated me to make sure

I knew our strategic plan. If I was called on unexpectedly, I could continue to lead and protect our employees and customers.

Unfortunately, on more than one occasion in my career, a key leader who planned to be back on Monday tragically didn't show up as expected. It was our strategic plan and strategic succession plans that kept us focused and moving forward during those times of extreme grief. We found comfort and confidence in knowing those who left us played an integral part in designing our strategic plans and succession plans that filled their roles. I think they would have been proud that they were part of the process that put things in place for such unplanned events.

Do you have a strategic plan and are you working your plan? Having a plan allows our teams to focus on the same goals and to lend their leadership and strengths to the company. Creating a strategic plan from scratch is difficult, but once done, it is the measurement of success. Fine tuning the plan is the fun part.

Have a plan, have a target, and then measure and adjust — then repeat.

I am constantly amazed by NTMA members performing at higher rates than many non-members. Many ask, "Why?" I believe it is networking and collaboration that allow members and friends to encourage each other for improvement and success. As I always say, this is a lonely industry and not

for the faint of heart. A community like NTMA assures we are stronger together and never alone.

I encourage each of you to utilize your NTMA community of members and partners to enhance your personal and company success. Let's work together to "Advance America's Future."

Roger Atkins, President, NTMA

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NEW ORLEANS, LOUISIANA

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WELCOME

We're glad to count you among our members.

BASIC CARBIDE CORPORATION

Pittsburgh Chapter

With a legacy dating back to 1981, Basic Carbide has established itself as a leading manufacturer and supplier of standard and custom-made, tungsten carbide components, in both cobalt and nickel binder, tungsten carbide grades. Basic Carbide has grown significantly since its inception, and with the acquisition of Elizabeth Carbide Components, operates four manufacturing facilities, offices and a warehouse, all located near Pittsburgh, Pennsylvania. Basic Carbide was founded by John P. Goodrum, Chairman, and is family owned and operated by Jonathan P. Goodrum, President, and Jennifer L. Goodrum Sampson, Executive Vice President and Chief Financial Officer, plus key members of the management team having minority ownership interests. The strategic acquisition of Elizabeth Carbide Components gives us grinding and finishing capabilities and diversifies our portfolio of materials that we provide our customers. We are thrilled to introduce our comprehensive tungsten carbide solutions. This acquisition marks a significant milestone in our company's history. We are dedicated to leveraging our combined expertise to drive innovation and deliver exceptional value to our clients. Our goal is to provide our customers with the quality and service, competitive pricing, and the best lead times in the markets that we serve.



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OWENS MACHINE AND TOOL COMPANY

North Texas Chapter

Owens Machine and Tool is a medium-sized manufacturer of machined parts for a variety of industries. Part of Precision Aerospace Holdings, OMT has evolved from a small two-person shop to an Aerospace & Defense focused Titanium and hard-metals powerhouse. We manufacture the toughest machined components while providing the quickest turn-times. Owens tackles a full range of projects ranging from small prototype parts and tools to large run-rate production jobs. Owens prides itself on the ingenuity of our staff to develop fixtures that minimize setup time and maximize final quality. Our personnel are proficient in all types of material, ranging from PVC plastic to 718 Inconel. We specialize in difficult-to-machine materials including pure and alloys of Titanium, Inconel, heat resistant super-alloys, stainless, free-machining and hardened steels. Owens excels at tight-tolerance, difficult to machine parts. Dallas-based Precision Aerospace Holdings LLC, a leading manufacturer of precision machined aerospace and defense components, acquired Owens Machine and Tool Company in 2024. Precision was formed through the partnership of two Dallas-based private investment firms, CIC Partners (CIC) and Juniper Capital Management (Juniper).



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CloudNC's mission is to enable single-click manufacturing. Today, we are reinventing precision machining. Our CAM Assist solution accelerates CNC CAM programming by applying AI, saving manufacturers hundreds of production and estimation hours per year. It is available today at <https://www.cloudnc.com>. Founded in 2015, CloudNC consists of a world-class team combining expertise in computer science and physical manufacturing, based in our headquarters in London and our factory in Chelmsford. The technology company is backed by leading venture capital firms Atomico and Episode 1 Ventures, alongside Autodesk and Lockheed Martin as strategic partners.



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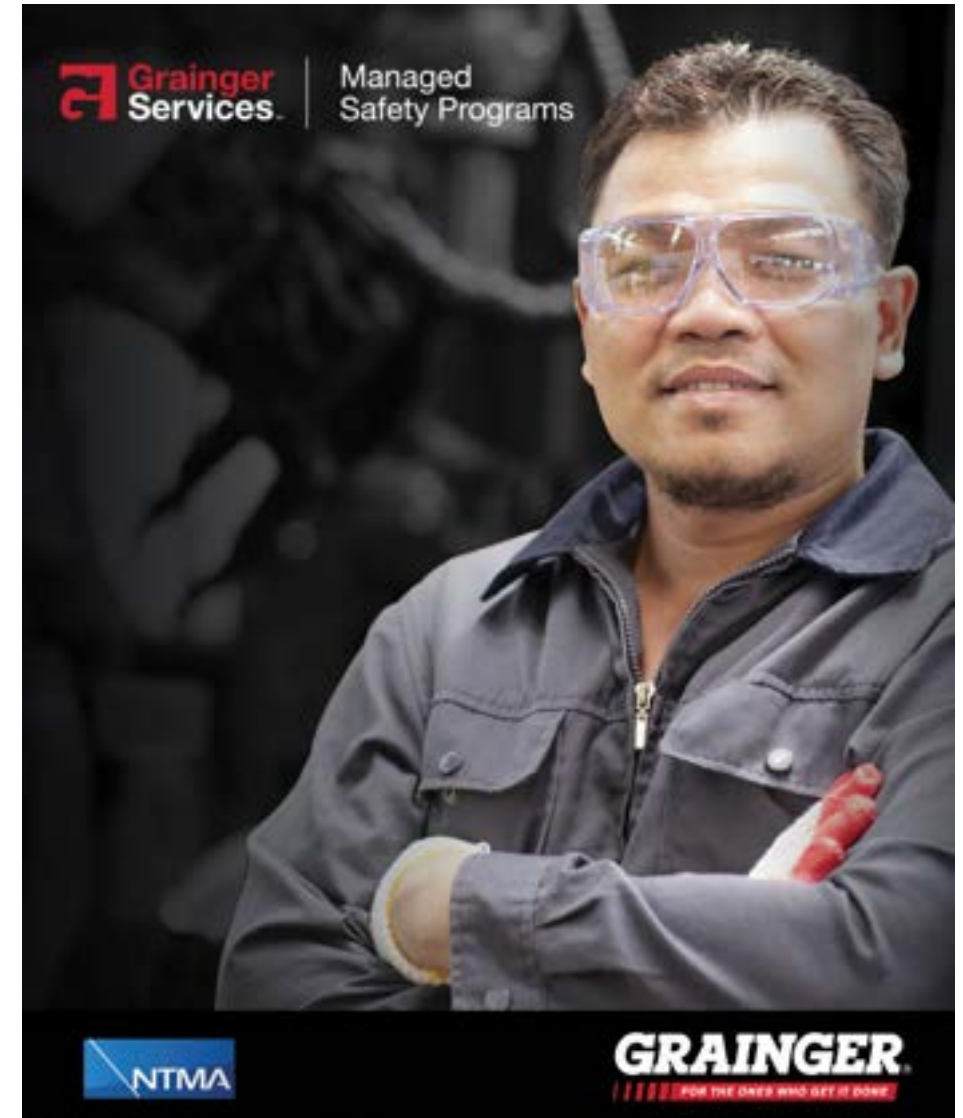
Southern California Chapter

Located in Cypress, California, SNL Creative, Inc. is an additive manufacturing solutions provider. Offering a diverse set of industrial 3D printing technologies and materials, including engineering grade thermoplastics, nylon, composites and TPU's with production, post-processing and finishing capabilities. They specialize in rapid prototyping, bridge manufacturing and designing for additive manufacturing production. SNL Creative offers design and engineering, digital scanning, RTV tooling and casting and CMF finishing services that support the automotive and transportation, consumer and sporting goods, medical, footwear and eyewear industries. SNL Creative's Quality Management System is ISO9001 certified. At SNL Creative, our focus is always customer-focused and application-driven. We believe in a world where the future of manufacturing is defined by the seamless integration of 3D printing technologies, cutting-edge applications, innovative design solutions and state-of-the-art computational engineering. Our goal is to redefine the manufacturing landscape by pushing the boundaries of what is possible and fostering a new era of creativity, efficiency and sustainability.



Founded in 2008 by Shawn and Lindsey Zindroski, they have 30 years of professional experience in additive manufacturing. Lindsey Zindroski serves as president and CEO. SNL Creative is a Women Owned Business.

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LEGAL: EMPLOYEES ON MILITARY LEAVE ARE ENTITLED TO SIGNIFICANT PROTECTIONS



Employees taking leave for military service are entitled to the highest level of protection when it comes to their employment status. Employers should make sure they understand their obligations under applicable federal and state laws when an employee takes a military leave of absence.

Pursuant to the Uniformed Services Employment and Reemployment Rights Act (USERRA), employees who take leave for military purposes

are entitled to certain protections. Perhaps the most important benefit USERRA protects is reinstatement upon termination of military leave to the position the employee held prior to taking leave. The reinstatement requirement goes beyond similar provisions found in other leave laws (e.g., FMLA) as an employee returning from military leave is entitled to the position they would have been in had they not gone on military leave (the “escalator” principle). For example, if the employee would have been eligible for a higher-level position had they not been on military leave, upon their return from military leave they must be placed in such position. Further, if the employee does not have the necessary skills to perform the new job, the employer must provide sufficient training to allow them to meet the qualifications of the new position.

To be eligible for these USERRA protections, the employee must report to work upon expiration of their military leave within the time frames set forth in the statute. Specifically, employees have to report on the next regularly scheduled work period if the leave was less than 31 days, no later than 14 days after completion of service if the leave was between 31 and 180 days and no later than 90 days after completion of service if the leave was longer than 180 days.

In addition, employers may not discriminate against individuals who take military leave, and they must permit such employees to elect healthcare continuation coverage at the employees’ expense if the leave lasts longer than 30 days. For leaves less than 31 days, the employer must continue providing health care coverage as if the individual remained employed. Employers also have notice requirements in terms of a notice posting. Finally, some states have military leave requirements that employers should consider.



Stephen B. Maule, of McMahon Berger Attorneys at Law, practices in all areas of labor and employment law. He is based out of St. Louis, Missouri. He may be reached at: maule@mcmahonberger.com

HR: IN TODAY’S ENVIRONMENT, A FLEXIBLE WORKFORCE MODEL IS ESSENTIAL



Are you a small business owner wondering if flexible workforce models are the right fit for your company?

As the workplace continues to evolve, flexibility is no longer a luxury—it’s a necessity for staying competitive.

Whether it’s remote work, gig-based roles or part-time setups, a well-designed flexible workforce

can boost productivity and morale while reducing overhead costs.

But how do you balance the benefits with the challenges?

A flexible workforce model is all about having options when it comes to the types of workers a business relies on. Instead of hiring only full-time employees, companies mix in part-timers, freelancers, contractors and remote workers, which gives them the ability to change things up as needs evolve.

When COVID hit, many businesses were forced to think differently. With offices closed, remote work quickly became the new normal, and companies realized that having a flexible team could actually help them get through tough times. This model proved valuable because it allowed businesses to scale up or down, reduce costs, and quickly bring in people with specific skills as needed.

Fast forward to today. Flexible workforces are still a big deal. Businesses want to be ready for anything, so they’re keeping their teams adaptable. This approach not only saves money but also lets companies tap into a global talent pool and stay prepared for whatever the market throws at them.

But it’s not all smooth sailing. Managing a team of full-time, part-time, and freelance employees isn’t easy. Communication can get tricky, as everyone works differently and may have different goals. Tracking productivity across various setups takes more effort, and handling security or legal issues—like data privacy and proper worker classification—adds complexity. Despite these challenges, businesses are seeing the advantages of a flexible workforce model, making it an essential strategy for staying agile and competitive.



As a senior account executive at ADDA, Sally Avent leverages the power of strategic HR to help optimize employee performance, engagement and retention. With 20+ years of industry experience, she understands the challenges and opportunities in today’s market. She may be reached at: sally.avent@addainfusion.com.

ADVOCACY: NEW RESILIENCE ACTIONS ANNOUNCED AT SUPPLY CHAIN SUMMIT



During the inaugural Supply Chain Summit, the Department of Commerce unveiled several new actions to help advance supply chain resilience, including a new analytic supply chain risk assessment tool and activities to expand engagement and partnerships with industry and other stakeholders.

The new diagnostic supply chain risk assessment tool, SCALE, will

help assess supply chain risks by using a broad set of indicators to evaluate supply chain risk across the U.S. economy. The Industry & Analysis (I&A) business unit within the International Trade Administration will use SCALE along with their industry expertise to “inform U.S. government decision-making” and “facilitate data-driven conversations with industry on risks, opportunities and actions that can advance supply chain resilience.”

In addition to the newly launched SCALE tool, Commerce also announced strategic partnerships with seven industry associations and academic institutions to promote supply chain resilience and innovation. These new partners include the National Small Business Association, Council for Supply Chain Management Professionals, Association for Supply Chain Management, Institute for Supply Management, Industries Studies Association, Carnegie Mellon University and Georgetown University.



Omar S. Nashashibi is founding member of Inside the Beltway, a bipartisan lobbying and strategic consultant based in Washington, D.C. He may be reached at: omar@insidebeltway.com

REVENUE: QUANTIFYING YOUR MARKETING AND SALES CHALLENGE



You can likely cite your compound annual growth rate (CAGR) for the past five years. And it’s probably strong, supporting employees and owner’s lifestyle. Congratulations! Manufacturing is a powerful engine for good.

But how much of recent growth was from business that you simply received versus business that your team found and won?

“Won” means identifying and researching a prospect, securing a meeting, identifying and developing opportunities, winning an order from a new account and then securing a second order.

Most companies haven’t won many new accounts. Instead, they’ve grown passively. They’ve received orders rather than created them. When the market is strong, that’s okay.

When the market weakens, that’s a problem. As Warren Buffet said, “When the tide goes out, you can see who’s swimming naked.”

Recent research identifies several concerning trends. It seems some businesses may be skinny dipping!

- Business software sales are 57.9% more difficult and expensive today than five years ago (that’s a 9.6% compound annual increase – probably higher than your revenue growth rate!)
- 58.5% of all Google searches result in ZERO result clicks
- 40% of B2B sales reps consistently miss quota

Certainly, business models differ between software and machine shops, but business buying behaviors transcend industry.

We should focus as carefully on improving effectiveness and efficiency in marketing and sales as we do in constantly improving precision and quality. Just as in production, improvement is the result of innovative thinking and new approaches, not simply more of the same harder and faster.



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 www.EdMarshConsulting.com

YOUR GPS FOR SUCCESS

crafting your strategic plan

ELLEN FELDMAN ORNATO, PARTNER, THE BOLDER COMPANY



“WOULD YOU TELL ME, PLEASE, WHICH WAY I OUGHT TO GO FROM HERE?”

In “Alice in Wonderland” Alice asks, “Would you tell me, please, which way I ought to go from here?” The Cheshire Cat responds, “That depends a good deal on where you want to get to!”

Alice clearly lacks a strategic plan. Don’t be like Alice.

There’s no better reason to gather your team than to create alignment, identify gaps, glean expertise and build relationships through the strategic planning process. Done well, it’s your organization’s secret weapon for future success, your GPS for growth, with short and longer-term goals and metrics.

“We do SWOT analysis each quarter with our executive team. This is the first time we’ve invited our associates into the conversation. I have an entirely different view of my team and what we need to do, based on their input.”

Ernie S, Engineering CEO

WHO: THINK INCLUSIVELY

Broaden your strategic planning team beyond your senior leaders and include a representative group of people from across your organization. Their viewpoints matter and they will shine a light on blind spots and gaps that can improve safety, efficiency and team engagement. When you do, you’ll experience these team members differently, as they lean into becoming an even bigger part of your company’s future.

WHEN & WHERE: GET OUT OF TOWN (OR AT LEAST OFF-SITE)

Time spent planning pays dividends, and choosing a special location amplifies the benefits. Away from distractions, your team will focus and get into a collaborative head space more easily. They’ll also make and deepen relationships in the spaces between the meetings.

How: THE 4X4 PROCESS**

Our strategic planning approach is a 4X4 process that starts with questions and asks you to consider them across four facets of your organization.

SCAN v SWOT

Unlike a traditional SWOT (strengths, weaknesses, opportunities, threats) analysis, our SCAN (successes, challenges, aspirations, needs) approach focuses more on what’s possible and identifies the resources needed to make it happen. The “threats” always surface, because people will always point out why things can’t happen, but SCAN keeps the tone positive and future focused.

THE QUESTIONS ARE:

- Success: What’s working?
- Challenges: What has failed, missed the mark, underwhelmed?
- Aspirations: Where are the opportunities, next applications of technology and ingenuity?
- Needs: What human and capital resources are needed?

YOUR BUCKETS

The 4X4 approach then applies these questions to focal areas (buckets) in your organization. You choose how deeply you delve into each one. Bring enough data to the conversation to create understanding, and... beware of the trap of getting lost in data (a comfort zone for technical leaders) and missing the bigger picture and opportunities.

PEOPLE

Consider levels of staffing, hiring, onboarding, terminations and retention rates as well as the leadership pipeline.

PROCESSES

Processes, both mechanized and manual, are considered through the lens of strategic inquiry. These processes affect your outputs, your people and your ability to respond to shifting market demands.



PROFIT

What impacts bottom line profits? What unexpected bounces or hits has your business taken? How profitable are different products or client sectors?

PLANET

How do you measure impact? What matters most? Is it a contribution to the community? Service projects? Environmental and sustainability goals? Positive rewards for your employees?

Your strategic plan is a living, actionable document to guide you. With it, you fine tune your processes and decision-making to find creative ideas and opportunities with your team. Your time and investment in the 4X4 process will pay dividends for years to come, because having a GPS makes decisions and investments easier.

And unlike Alice, you’ll always know where you’re headed.

** 4X4 Process is Bolder Company content



PLANNING IS INDISPENSABLE

JOHN SHEGDA, CEO, KMM GROUP LTD.



In 2009, as part of my first Vistage group experience, I reluctantly wrote my first strategic plan. Having run M&S Centerless Grinding since 1990, I didn't think it was necessary. My father, who started the business in the 1950s, never had one. I saw it as a waste of time—until I sat down to write. Ideas and opportunities for 2010 poured out, and a vision of the company's future took shape. That initial vision immediately led to a 5-year and then a 10-year plan. I was hooked.

Eisenhower famously said, "Plans are worthless, but planning is indispensable." I have found this principle to be true. Since 2009, I've written yearly plans, and none have gone exactly as I predicted. The value isn't in creating a "crystal ball" but in creating a vision of where you want to go. A well thought out plan dives deep into the minutiae because, as they say, "the devil is in the details." But the guiding principle should always be your vision for what you want to achieve. My vision extended 10 years into the future, and reviewing it excited me every time. This is where you should begin.

Once you have a vision for the future state of your business, yearly plans naturally follow. Before starting each annual plan, I review the previous years to ensure the

vision is still directionally correct. If new opportunities arise, such as landing a key client or entering a new market, I assess whether they align with the vision of the company and make any necessary adjustments.

For example, after KMM Group's 2020 merger, we initially planned to enter the additive manufacturing market by 2023. For two years we closely examined the logistics and possibilities before ultimately realizing it wasn't the best growth strategy. We revised the plan to focus on areas that better leveraged our unique capabilities, offering more stability and opportunities in the long run.

Next, I explore how any changes may affect various parts of the company. Will the sales and marketing plans need adjustments? Do we have the resources, such as talent or capital expenditure, to support the change? This might sound daunting, but it's



"DEFINE YOUR VISION—YOUR DESTINATION—AND LET IT GUIDE YOUR DAILY DECISIONS CHALLENGED BY THE LITMUS TEST OF WHETHER THOSE DECISIONS TAKE YOU ANY CLOSER TO ACHIEVING IT."

— JOHN SHEGDA, KMM GROUP LTD.

manageable. For your first plan, keep it simple. Over time, the depth and complexity will evolve naturally. Keep in mind that the vision, the destination, that you want to achieve is the focus. Everything else is derived from that.

I often share this anecdote with our employees: "What percentage of the time would you guess the Apollo rockets were on course to the moon?" The surprising answer is about 3 percent. The moon landing was achieved through constant course corrections which was only mathematically possible because they knew their destination.

Business planning works the same way. Define your vision—your destination—and let it guide your daily decisions, challenged by the litmus test of whether those decisions take you any closer to achieving it. While your plan may change, the act of planning keeps you on course. Plans may not be a "crystal ball," but they become a self-fulfilling prophecy as you work to course-correct your way to your destination.



PLANNING FOR SUCCESS: 5 ESSENTIAL INITIATIVES

ALAN ORTNER, PRESIDENT, SIROIS TOOL

One company's best practices

In today's competitive manufacturing industry, the three mainstays of business success — high quality, timely delivery and low cost — aren't enough to keep a business thriving and growing. Sustained success requires strategic planning. Here are five of the key areas that Sirois Tool considers when doing strategic planning:

INDUSTRY DIVERSIFICATION

Several customers and industries experienced a significant downturn during the financial crash of 2009. Conversely, the firearms industry surged several times in recent years while defense and medical industries continue to grow rapidly. Political discourse, global events, outsourcing and new technology can all create industry volatility.

Sirois Tool serves several industries, so our business isn't seriously impacted when one of them experiences a downturn.

SELECTIVE CONTRACTING

We only accept jobs that make good financial sense and align with our strategic goals. Also, we use domestic suppliers whenever possible so we can more easily control quality and timely delivery. If the COVID pandemic didn't highlight the benefits of using domestic suppliers, then the recent U.S. longshoreman strike should.

INCORPORATING NEW TECHNOLOGY

We consistently evaluate cutting-edge machinery and software and integrate them into our operations

when feasible. Over the past few years, we have upgraded and added new, state-of-the-art equipment in our grinding and EDM departments to increase efficiency and capacity.

CORPORATE CULTURE

One of our new hires confided that he didn't accept our employment offer because it was the highest paying offer he received (it wasn't). He accepted it because he liked our generous benefits package and corporate culture. He specifically mentioned our collaborative management style, which is different from the top-down structure typically found in other companies. Also, we share the company's profits with our employees, so they're invested in our success.

WORKFORCE DEVELOPMENT

Employee turnover is light at Sirois Tool, but people still retire and we plan for that by working with schools. We offer technical school students the opportunity to work with us while taking part in the Department of Labor's Pre-Apprenticeship program. Most of these students continue learning with their Apprenticeship at Sirois Tool. Some of our current employees began working with us as teenaged students.

If your business excels at providing high quality, timely delivery and reasonable cost, incorporating thoughtful strategic planning can be what helps it surpass the competition.

THE PRECISION MANUFACTURING CONFERENCE

ENGAGE 2024

PRESENTED BY 

Three full days of knowledge and networking in Nashville brought the NTMA membership together from Oct. 16-19 for Engage 2024. Attendees from both coasts and everywhere in between converged on Music City for the annual conference.

Tony Gunn of MTDCNC along with a team of industry insiders: Meaghan Ziemba, host of Mavens of Manufacturing; Jason Zenger of Making Chips; and Paul Van Metre, co-founder of ProShop ERP, uncovered the dynamic forces reshaping the industry landscape. General sessions with industry leaders like Frank Braski of Softura and Chris Stephenson of alliantgroup, taking a deep dive into the future of our industry, cutting-edge AI and igniting change within your organization. Ben Kohler of Next Frontier Advanced Manufacturing Institute, Bryan Powel of AccroTool, as well as

Dave Capkovitz and Mike Watkins of EBITDA Grow Systems and Senior Economist Hasan Arik of US Bank offered insight into everything from workforce development to succession planning. Doug Woods, president of AMT, and Dan Janka, president of Mazak, addressed the resurgence of domestic manufacturing, while Omar Nashashibi, Inside the Beltway, and Caitlin Sickles, Policy Resolution Group at Bracewell, offered insight into the opportunities and realities tied to the federal government. The breadth and depth of information offered something for everyone.

Attendees worked in small group round tables, networked between sessions, toured local manufacturing facilities and enjoyed social events with a Nashville-flare. This year's closing reception at the Musicians Hall of Fame included an exclusive performance by one of the



NTMA's newest friends, singer and songwriter, Tony Arata.

Chippy, NTMA's new mascot, made an appearance and NTMA announced our annual award winners, including the Emerging Leaders Cohort I & II participants, Years of Service Awards and our 6S Technology Award Winners. This year's Distinguished Service Award went to Jack Burley, President of BIG DAISHOWA. Lon Sippy, Highpoint Tool & Machine, received the Honor award. The William E. Hardman Award was presented to Tom Stanton of Acutec, and Gillen Young of Custom Tool, Inc. earned the L.A. Sommer Memorial Award.

We inducted our newest board member, Michael Pasciuto, Custom Group, Inc. and Bonnie Kuhn of Kuhn Tool & Die, Co. was named our next chairperson.

A special thank you to all of the sponsors who made this event possible: alliantgroup, DMG MORI, Grainger, PTSolutions, BIG DAISHOWA, HEIDENHAIN, Kennametal, ProShop ERP, Vericut, Datanomix, SMW Autoblok, Environ, Paperless Parts, Pilot Precision Products, Robb Jack, EBITDA Growth Systems, PartnerShip and Blaser.

Mark your calendars now. Engage 2025 is slated for Oct. 7-10, 2025 in Detroit, Michigan.



2025 NTMA CALENDAR OF EVENTS



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

Kristen Hrusch - Khrusch@ntma.org 216.264.2845
or visit www.ntma.org/upcoming-events

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* Events Subject to Change*

2025 CHAPTER LEADERSHIP SUMMIT

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2025 EMERGING LEADERS CONFERENCE
MAY 5-7, 2025
ORLANDO, FLORIDA

The Precision Manufacturing Conference
ENGAGE 2025
2025 ENGAGE CONFERENCE
OCTOBER 7-10, 2025
DETROIT, MICHIGAN

IT'S OFFICIAL: WE MADE THAT.

DOUG DeROSE, VICE PRESIDENT/CFO, NTMA

Over the last year, we've been running a feature at the end of the magazine each month that boldly proclaims: We Made That. Each issue features a unique product or part manufactured by one of our members. We've featured everything from golf clubs to rocket components.

It's pretty phenomenal to be part of one of the only industries that can truly take credit for creating goods. From the smallest, most precise part to the largest end product, only manufacturers can truly say, "We made that." Here at NTMA, we think it's important to let

others know that it's manufacturing that stocks their shelves, runs their homes and propels the future.

To understand the value of the manufacturing industry, the general public must understand what we do and the far-reaching implications of a strong sector. It's a complex system of processes, people and machines, but it all comes down to: We made that.

We think those three words make a powerful statement, and so we want to put them into action, not just monthly in The Record but in our messaging about the importance and

strength of the industry as a whole. NTMA applied for a trademark on the phrase, and we're pleased to say that as of this month, "We made that." is a registered trademark of the association. We're proud to represent the precision manufacturing industry across America. You keep doing what you do best. We'll keep advocating and sharing the message that America runs on manufacturing. We made that.

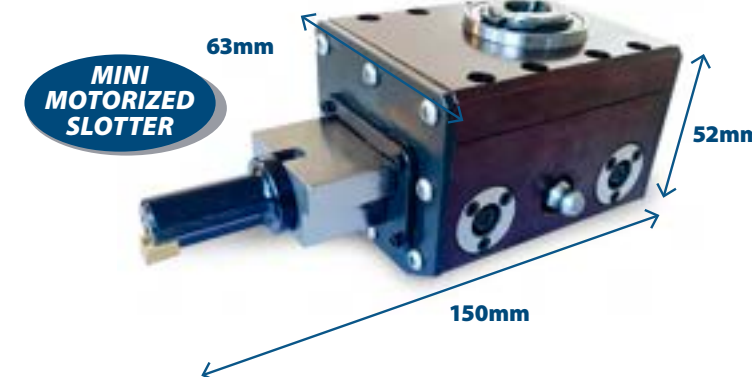


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CHAPTER CHECK-IN

MFG DAY CELEBRATION IN NORTH TEXAS

BETTY VRCEK, CHAPTER EXECUTIVE, NORTH TEXAS CHAPTER

The North Texas NTMA Chapter and Lincoln Tech hosted their second Annual MFG Day Celebration on Thursday, Oct. 4. The event featured live tool demonstrations, interactive sessions by top manufacturers, 30 vendors and 3D printing additive

manufacturing demos. Additionally, an expert panel covered OSHA, environmental concerns, lean process improvements and government contracting. More than 130 people attended, including school district officials, students and precision

machining companies from throughout the Dallas-Fort Worth area. The event showcased the importance and support of the precision manufacturing industry and inspired the next generation of talent.



LONG-TIME MEMBER CELEBRATES ANNIVERSARIES

MICHAEL RAASCH, BUSINESS DEVELOPMENT, XACT WIRE EDM CORPORATION



Xact Wire EDM Corporation of Waukesha, Wisconsin is celebrating their 40th

anniversary and Xact Wire EDM Corporation of Cary, Illinois is celebrating their 30th anniversary. Xact started with one Japax LU3B "Bridgeport Style" wire EDM in a small rented 1000-square-foot shop and has grown to 55 EDM's and almost 30,000 square feet. The company has stayed focused on wire EDM (and high-speed small hole EDM) for their entire history and own no mills, grinders or lathes. They do have a very extensive arsenal of inspection equipment including video

inspection and CMMs. Both facilities are ISO 9001:2015 and work together serving customers from all industries nationally. Their unique focus on wire EDM, while applying it across all industries, has resulted in a high level of expertise in this highly precise type of machining. Xact has been adding Charmilles and Sodick machines to provide the necessary exceptional level of support for their customers. Several Keyence IM vision systems have also been added to take some load off of the many OGP's that they utilize.

Xact has been a member of the NTMA for more than 30 years and believes that it is important to support our industry. The United States must do more to grow our manufacturing capabilities in our own country. This is certainly

critical for a secure future.

Xact plans to remain as focused as ever and to continue to serve as an extension of their customers own, internal capabilities. Many of their best customers have wire EDM but chose to send projects to Xact for a whole host of reasons. By doing this, they can also focus on what they do best.

Jeff Gubbins, CEO and founder, is proud of the team at both Xact locations that work closely together every day to provide excellent quality and service to their many customers. Staying focused on doing all of the things that they do best will assure future success.

In The News



MEMBER PROFILE: 4K MACHINING

JASON KELCHEN, PRESIDENT, 4K MACHINING

WHO WE ARE:

Founded in 2018 in Commerce City, Colorado, DKMM, LLC began with a mission to deliver precision CNC machining services of the highest quality. In 2021, we rebranded as 4K Machining and relocated to our new, expanded facility in Elizabeth, Colorado, where we continue to grow and evolve. Our company's success is rooted in our unwavering commitment to exceeding customer expectations and delivering exceptional products. We thrive in fast-paced and demanding environments across diverse industries, earning the loyalty and trust of our partners. The name 4K Machining holds special meaning for us, as it stands for 4Kelchen Machining, underscoring our deep family values that drive our work ethic and approach.

WHAT WE DO:

At 4K Machining, we take immense pride in manufacturing custom, American-made parts. We are also dedicated to providing comprehensive manufacturing solutions, from straightforward component production to intricate, high-precision parts and assemblies. We proudly serve engineering teams that push the boundaries of modern technology, helping them bring innovative designs to life with the power of our advanced CNC machines. With a broad range of capabilities—from 3-axis to complex 5-axis machining—we can work with a wide array of materials, including metals and alloys, serving industries such as robotics, defense and aerospace. Our ITAR certification further reflects our ability to meet stringent regulatory requirements, positioning us as a trusted partner for critical projects.



WHAT WE DO REALLY WELL:

What sets 4K Machining apart is our relentless focus on precision and reliability. Our approach goes beyond simply fulfilling orders; we believe in close collaboration with our clients, ensuring we deliver parts and products that meet their exact specifications and timelines. Whether it's maintaining tight tolerances or working under challenging deadlines, we take pride in providing superior service and excellent craftsmanship of every American-made part we produce. Our ability to excel in demanding environments, combined with our commitment to transparency and accountability, has earned us long-lasting relationships with many of our partners.



WHY WE ARE MEMBERS OF THE NTMA:

Joining the NTMA has been a strategic decision for us at 4K Machining. Like many other companies in the industry, we recognize the value of being part of a strong, collaborative network. The camaraderie, access to industry-specific resources and the ability to connect with reliable suppliers are just some of the key benefits we enjoy. Being an NTMA member has had a significant positive impact on our business, allowing us to grow and continue meeting the evolving needs of our customers, all while being able to continue our mission of producing high-quality, American-made custom parts.



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NTMA *Who We Are*

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In the manufacturing industry, precision is key — not only in production, but also in protecting your business. As The National Tooling and Machining Association’s (NTMA) exclusive affinity insurance partner, Dochterman Insurance is dedicated solely to serving manufacturers, offering industry-specific coverage designed to meet your unique needs.

PEACE OF MIND FOR MANUFACTURERS

Manufacturers face risks that typical insurance policies often miss. Dochterman Insurance fills that gap by offering specialized coverage, including:

- Property Insurance
- General Liability
- Workers’ Compensation
- Equipment Breakdown
- Cyber Security Insurance
- Commercial Automobile
- Executive Liability (D&O, EPLI, Entity, Fiduciary)
- Manufacturers Errors & Omissions (E&O)

With their specialized coverage, NTMA members gain peace of mind knowing their businesses are safeguarded by experts who understand the unique challenges of the manufacturing industry.

SAVE UP TO 30% OR MORE

Members are already saving up to 30% or more on their premiums while enhancing their coverage. This exclusive program is not available to your current broker or any other broker, ensuring that their efforts will not affect your broker’s ability to shop the market. Manufacturing insurance is all they do, and with over 4,000 policies currently in force, Dochterman offers American-made protection specifically for “Made in America” manufacturers.

MANUFACTURING INSURANCE IS ALL THEY DO

Just like you wouldn’t trust a family doctor for brain surgery, you want someone specialized to handle your manufacturing insurance. At Dochterman, their focus is solely on manufacturing. In the same way, you wouldn’t want a divorce lawyer representing you for a capital case, Dochterman is like having a defense attorney who’s tried your case with the same judge five times and won them all. It’s proven, reliable and tailored to your exact needs.

Dochterman proudly offers American-made protection for manufacturers producing right here in the U.S. By protecting the future of American manufacturing, they contribute to the success and longevity of a vital industry.

REAL STORIES FROM INDUSTRY LEADERS

The value of Dochterman Insurance is reflected in the experiences of NTMA members:

“Dochterman’s deep understanding of manufacturing and commitment to providing effective solutions have saved us time and money, allowing us to focus on our work.”

– *Hernan Ricaurte, NTMA president*

“Their exceptional service and dedication to manufacturing insurance solutions have been invaluable to our chapter members.”

– *Kaity Van Amersfort, executive director, NTMA Southern California Chapter*

UNPARALLELED SERVICE AND COMMITMENT

Time is of the essence in manufacturing, and Dochterman understands this. That’s why they guarantee same-day response times, ensuring your concerns are addressed swiftly so your operations can run smoothly. Their dedicated member support and proactive risk management services help identify and mitigate potential risks before they become major issues.

INVESTING IN THE FUTURE WORKFORCE

Beyond insurance solutions, Dochterman Insurance is deeply committed to the future of manufacturing. They actively support NTMA-U, NTMA’s online educational program aimed at attracting, retaining and developing a skilled workforce, as well as the NTMA Machining Career College (NTMA-MCC), dedicated to shaping the next generation of machinists. By backing these initiatives, Dochterman Insurance helps ensure the industry thrives with well-trained professionals ready to meet evolving demands.

TAKE ACTION NOW

Interested in learning more about how Dochterman Insurance can protect your business and help you save? Visit www.dochterman.com today or explore their NTMA Members page at www.dochterman.com/ntma-members by scanning the QR code below. You can also call 866.941.7260 or email info@dochterman.com.

As NTMA continues its mission to empower precision manufacturing, Dochterman Insurance is a dedicated partner, ensuring members are supported and protected in their pursuit of excellence.



Here to Help



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JENNY STUPICA, WORKFORCE DEVELOPMENT DIRECTOR, NTMA

NTMA-U is the heart and soul of NTMA's Training and Education program. It's designed to launch your career in the manufacturing world.

This isn't just any program — it's a DOL-approved, registered apprenticeship curriculum that's fully online, offering an industry-driven education led by real instructors. When you finish your apprenticeship, you'll earn a nationally recognized certificate that opens the door to getting your Journeyman's Certificate—setting you up for success across the entire country.

Built by the industry, for the industry, NTMA-U is packed with everything you need to thrive in modern manufacturing. The courses teach you practical, real-world skills and keep you up-to-date with cutting-edge technology. It's all about giving you the tools you need to succeed — no fluff, just the good stuff. And while the curriculum is specific to the manufacturing world, it's versatile enough to launch you into all sorts of exciting careers within the sector.

One of the best parts? You can take these courses anywhere, anytime — whether you're at home, on a break or wherever life takes you, as long as you have an internet connection. NTMA-U it's designed to fit around your schedule. You set the pace. You'll always have the support of an instructor, making sure you're not going it alone.

With a modular structure, NTMA-U allows you to customize your path. For instance, start with a pre-apprenticeship course, and you're already well on your way through the first year of a registered apprenticeship. Pretty cool, right?

This program can be life-changing. Imagine this: a veteran transitioning to a new civilian career, a single parent

learning new skills after putting the kids to bed or someone in a tough situation finding new hope through education and training. NTMA-U is flexible, inclusive and designed to help anyone chart a new path to success.

And, we're making it even better. NTMA is investing big time in NTMA-U, giving the whole platform a fresh new look to match today's sleek, tech-driven manufacturing industry. Think clean, bright, and high-tech. The course videos will be shorter, snappier and more flexible, perfect if you don't have a lot of time. Plus, we're making it accessible to everyone, with AI-powered voice-overs, closed captions and a design that's friendly for those with vision or hearing impairments. Reach out to Jenny Stupica, Workforce Development Director, at jstupica@ntma.org for more information or to get registered.

TO LEARN MORE ABOUT
NTMA-U, CONTACT
NTMA WORKFORCE
DEVELOPMENT DIRECTOR,
JENNY STUPICA:
[JSTUPICA@NTMA.ORG](mailto:jstupica@ntma.org)



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applications, from small cutters with multiple inserts for high-feed chamfering to larger inserts for ID chamfering across a range of bore diameters.

Our UNILOCK Modular Workholding System provides flexible and functional solutions for multi-axis machining and 5-sided machining applications. Our CNC workholding fixtures stabilize workpieces without obstructing access to critical areas, allowing for efficient part reorientation without unclamping. This helps manufacturers fully leverage their machine design to achieve higher productivity and precision.

In addition to tooling and workholding solutions, BIG DAISHOWA offers a range of precision measuring instruments designed to improve accuracy and efficiency. Incorporating a tool presetter into your workflow can significantly increase productivity by allowing you to preset tools for the next job while the machine continues cutting, thus eliminating the need for test cuts. Our spindle measurement tools ensure that your machine spindle is operating properly, helping you verify tool alignment and retention force to maintain optimal performance.

For association members looking to enhance their manufacturing processes, BIG DAISHOWA provides a comprehensive suite of tooling, workholding, cutting and measuring solutions. Our precision-engineered products are guaranteed to deliver measurable improvements in productivity, accuracy and overall efficiency. Let us help you optimize your operations with our high-performance tooling systems and precision instruments.



At BIG DAISHOWA, we specialize in delivering premium, high-precision tooling systems and solutions tailored to the needs of industries including automotive, aerospace, energy and medical. Our extensive product offerings are designed to enhance performance, accuracy and efficiency, ensuring that your critical manufacturing applications achieve optimal results, no matter the size of your shop.

Our tool holders and boring tools are engineered for top-level production performance. We offer a broad range of tool holder technologies, including collet chucks, milling chucks, hydraulic chucks, shrink-fit holders, side lock end mill holders, shell mill adapters and tapping chucks. These solutions provide precision, stability and reliability, allowing for increased productivity and accuracy in even the most demanding environments. Our boring tools, with advanced digital displays and electronic measuring systems, ensure absolute setting accuracy, allowing for tighter tolerances and greater process efficiency.

Our turning tools offer high accuracy and repeatability for multi-axis turn mills, Swiss-type lathes and horizontal lathes. We provide solutions for a wide range of operations such as turning, boring, tapping and drilling, making our adapters for driven tools and quick-change systems versatile options for enhancing the efficiency of complex machining setups.

We also offer precision cutting tools to increase production capacity and quality, particularly in extreme conditions. Our indexable end mills deliver sharp cutting edges in high radial and axial directions for smooth, quiet milling. Our chamfering tools are available in various configurations to suit different

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DAVINCI MACHINING IS A FAMILY-OWNED BUSINESS FOUNDED IN 2011. WE BEGAN MAKING SCALE PARTS FOR RADIO-CONTROL WARBLINDS AND HELICOPTERS AS WELL AS OTHER CUSTOM-ORDERED PARTS. WHILE WE STILL PRODUCE CUSTOM-MACHINED PARTS FOR VARIOUS INDUSTRIES, WHEN THE MARKET CHANGED, WE SHIFTED TO AN IDEA I ALWAYS HAD — PRODUCING GUN PARTS. WE GOT OUR FFL MANUFACTURER LICENSE AFTER COMPLYING WITH ALL FEDERAL REQUIREMENTS AND STARTED EVOLVING. WE MADE OUR FIRST PISTOL CALIBER CARBINE (PCC) IN 2017, AND CUSTOMERS QUICKLY NOTICED THAT WE PRODUCED A QUALITY PRODUCT THAT IS RELIABLE NO MATTER THE CONDITIONS.

WE PRODUCE THE 223 AR PLATFORM, WHICH EVOLVED INTO THE PCC. PHYSICALLY, THE PCC IS AN AR PLATFORM BUT IT WORKS LIKE A HANDGUN UTILIZING HANDGUN CALIBER (LIKE 9x19MM) AND HANDGUN MAGAZINES — SPECIFICALLY GLOCK-STYLE. OUR PCC MODEL IS CALLED DG-9. IN 2022, WE PLACED THIRD IN THE USA PCC COMPETITION MARKET, THEN SECOND IN 2023 AS WE GROW STRONGER EVERY YEAR COMPETING WITH BIGGER BRANDS. DAVINCI MACHINING PRODUCES THE 2011 PISTOL FRAME AND WILL ALSO BE PRODUCING THE FATHER OF THE ARs, THE AR-10. ADDITIONALLY, WE MANUFACTURE AFTERMARKET PARTS FOR FIREARMS AND OEM FOR OTHER MANUFACTURERS AND RETAILERS.

PRODUCTS AND FINISHED FIREARMS ARE CUSTOM-MADE TO ORDER AND SPECIFICALLY DEDICATED TO THE SPORT COMPETITION MARKET LIKE THE UNITED STATES PRACTICAL SHOOTING ASSOCIATION (USPSA), THE INTERNATIONAL PRACTICAL SHOOTING CONFEDERATION (IPSC), THE INTERNATIONAL DEFENSIVE PISTOL ASSOCIATION (IDPA) AND SIMILAR ORGANIZATIONS; INTENDED FOR THE PROFESSIONAL AND DISCERNED SHOOTER.

DAVINCI MACHINING HAS OUR OWN COMPETITIVE TEAM OF 10 MARKSMEN THAT COMPETE IN THE UNITED STATES AND INTERNATIONALLY, AS WELL AS 15 AMBASSADORS.

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DAVID PADOVAN, PRESIDENT, DAVINCI MACHINING



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