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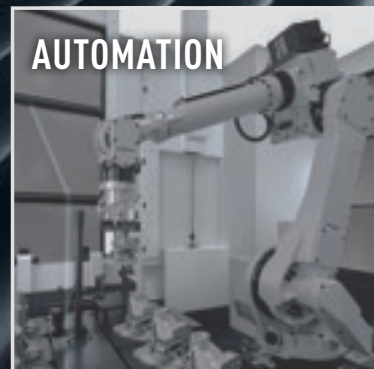
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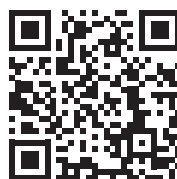
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CORRECTION:
IN OUR JULY 2025 ISSUE, THE WHO WE ARE FEATURE SPOTLIGHTING PERFECTO TOOL AND ENGINEERING CO.,
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FROM ROGER

a message from the president

In my career I have learned a lot of things; many have been a painful process. The good news is the more I matured in the industry, the more I realized the value some of those painful lessons contributed to my later success.

One thing I have learned the hard way: cash and business development are essential to sustaining a successful business. We as manufacturers often think making complex parts is the key to our success, which is partially true. When things are going great, it's easy to forget about cash and the importance of sales and marketing. The honest truth is, in good times and bad, you cannot lose focus of either. They must be a constant.

This month, we are focusing on sales and marketing. But, what does that mean? Sales refers to all the activities that lead to the selling of goods and services, focusing on closing the deals and generating revenue. Marketing encompasses the processes that create interest in goods and services, aiming to build brand awareness and attract potential customers.

As we all know, the manufacturing industry ebbs and flows pretty quickly. One day you are on top of the mountain and in a flash you find yourself in the valley of despair. I do not mean to depress us as manufacturers, but rather to alert us so that we can better navigate our companies' direction and vision. When it comes to sales and marketing, every shop in America is only one project cancellation, purchasing agent change or customer acquisition away from disaster. This is to say nothing of an unplanned worldwide event like a pandemic.

Growing up in this industry as a sales and marketing guy, I learned that your own success sometimes blinds you to the reality of tomorrow. Big projects and big backlogs can lull your sales and marketing efforts to sleep. Whether for new orders or managing existing orders, we are always selling. I say "we" because I've learned that everyone in your organization is in sales and marketing. Contributions are not always with the end user company. Connections may be with people or customers touring your shop,

with a new employee or within your organization. You can be sure, every connection counts.

Three areas within our company played key support roles for me in sales and marketing. The first was our receptionist. It was amazing how she could indirectly set the tone of the opportunities that came our way or how she could disarm callers who were upset due to non-performance or a late order. I realize that the day of the receptionist may be gone, but I can assure you that regardless of the method you use for incoming and outgoing communication, effective and timely communication is instrumental in sales and marketing. Don't underestimate its importance.

The second critical area for sales and marketing: quality control. In the close-tolerance world in which we live and work, expertise in communicating quality-related issues can make or break you. Having a support team that can communicate detailed quality-related issues can be a separator. This is especially true when a potential deviation is involved. Expertise in this

area can solve many issues and provide additional sales opportunities.

Finally, the shipping department plays a critical role for a company's sales and marketing. If you deliver your own product to customers, these guys and gals can be your best sales and marketing people. Per the definition of marketing, they are the ones that can create interest, build brand and attract customers. A good driver is worth his or her weight in gold. Likewise, a bad driver can undo your best efforts. If you use a delivery service, you're not off the hook. Ease of process and communication are now the hot buttons. Easing the process and assuring accuracy for customers can have a major impact.

While these three support areas may not be interacting with decision makers at your customer company, let me assure you, good service travels through the hierarchy of the company quickly and so does poor performance. You want to be sure that your team is delivering not just quality parts but an exceptional customer experience. It has more power for change than you can imagine.

In closing, I leave you with this: sales and marketing efforts never stop; you are always selling to new or existing business. Secondly, everyone within your organization is in sales and marketing; make sure they know their roles. If your company struggles with sales and marketing efforts and effectiveness, reach out to NTMA and let us introduce you to industry partners that can help support you.

NTMA is constantly selling and marketing on your behalf and on behalf of our industry.

Let's make sure we are all doing our part in Manufacturing America's Future,

Roger Atkins, President, NTMA

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SUCCESSION: ANALYZE THE HEALTH OF YOUR BUSINESS FOR SUCCESSION AND EXIT



Welcome to the final article in our series on preparing for a successful transition from your business. Next month I will recap the seven key steps in succession planning.

This month we focus on the vital step of assessing the overall health of your business.

Naturally, this includes benchmarking your financial performance relative to others within your industry or NTMA, looking at gross profit margins, labor costs and more. These metrics are fairly easy to identify.

But it's also critical to analyze qualitative or "non-financial" elements of your business. You might overlook these during the succession or transition process, but they can become hotspots that weigh heavily on the value of your business and how attractive it is to potential buyers.

Watch out for:

- *High levels of customer concentration or "too many eggs in one customer basket."* Relying on too much business from one or two customers can put your business at risk for significant negative impact if you lose one of those key customers.
- *Owner centrality with the business revolving solely around you.* This can lead to a very thin management team and a business with little value for a potential buyer.
- *Key managers close in age to the exiting owner.* If that's the case, your management team is probably also hoping to retire soon. You need to build an internal succession plan well in advance of your preferred exit timeline. Your key managers, regardless of their age, need to be incentivized to stay with the company with techniques like phantom equity, phantom stock or stock appreciation rights. Those valuable managers will provide continuity, grow the business, and increase its performance and therefore its value.

It's important to be radically objective about any non-financial elements within your business — as they will certainly determine how attractive your business is to a potential buyer and the corresponding purchase offers you may receive.

Sometimes it takes an outsider's perspective to identify these elements. The Succession Plus team is here for you.

FYI: If you're uncertain about the value or health of your business — scan the QR code on the back cover for a confidential and complimentary analysis.

SUCCESSION+ *Mark J. Dorman AIF, CLU, ChFC, CEPA, CFBS helps small and mid-sized businesses plan for a successful exit. In his 40-year career, he has counseled hundreds of privately-held businesses and has purchased, founded and exited businesses of his own.*
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ADVOCACY: SBA AND DOL FORMALIZE PARTNERSHIP TO STRENGTHEN U.S. MANUFACTURING



On July 16, 2025, the U.S. Small Business Administration (SBA) and the Department of Labor (DOL) signed a Memorandum of Understanding (MOU) aimed at bolstering domestic manufacturing by streamlining support for small producers — who comprise 98% of U.S. manufacturing firms. The MOU fosters enhanced data-sharing, strategic coordination and cross-agency training to bridge capital tools

with workforce development initiatives.

A primary goal of the MOU is to build a skilled labor pipeline. The DOL will expand its Registered Apprenticeship Program and workforce development resources — such as American Job Centers and labor-market data — to align training with the needs of manufacturing firms. Labor Secretary Lori Chavez-DeRemer emphasized that this effort, backed by President Trump's "America First" agenda, will "help ensure America's workforce is ready to seize these opportunities."

Simultaneously, the SBA will provide training on financial instruments — including the 7(a), 504, and microloan programs — and share data to help manufacturers access capital and contracting opportunities. The agency also will relay information about SBA initiatives like the Made in America Manufacturing Initiative, the new Onshoring Portal (with access to over 1 million U.S. suppliers), and red-tape reduction efforts. The goal: streamline access to resources essential for domestic onshoring and industrial growth.

The non-binding MOU — effective through April 1, 2027 — establishes designated agency points of contact, confidentiality standards and a framework for data exchange, but does not commit funding or personnel. SBA Administrator Kelly Loeffler noted that domestic manufacturers are poised for expansion and that the joint effort "cultivate[s] a pipeline of skilled workers and capital to support their growth." Together, the SBA and DOL hope this coordinated approach will drive a surge in "Made in America" manufacturing, reviving supply chains and strengthening national security.

REVENUE: THE SALES MANAGEMENT FULCRUM



Sales manager is the most important and least understood job in companies' efforts to grow revenue. It doesn't matter who holds the responsibility, or if anyone has the title. Even a single sales rep with extraordinary talent and discipline needs an effective sales manager.

Sales management is often misunderstood as an administrative function with a bit of sales execution mixed in. Tracking open quotes,

checking on what's needed to close deals by a period end, approving expense reports and helping to close deals are the tasks commonly associated with the role.

That's a huge miss, and it's the reason that many industrial manufacturers hire ineffectively, forecast inaccurately and grow unpredictably — basically riding the market trend up or down.

An effective sales manager proactively drives growth and profitability through training, coaching, accountability, planning, hiring, goal setting and motivating. A sales manager functions as the transmission between strategy and corporate goals set by leadership and the revenue activity executed the sales team.

A strong sales manager helps each rep determine the activity necessary to hit goals. They hold them accountable to completing that activity and to following a documented sales process. They train, coach and role play the specific skills and techniques necessary to do so. A strong sales manager ensures that open opportunities are methodically qualified and adequately support targets based on typical close rates. They recruit and hire great sales reps and motivate each through an understanding of their personal goals and tying consistent sales activity to success in achieving the goals.

Think of the relative strength of sales management as analogous to the relative position of the fulcrum beneath your revenue growth lever. Great sales management shifts the fulcrum toward the target to generate powerful growth leverage.



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



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

UNLOCKING GROWTH:

Supercharge Your Sales and Marketing Strategy



CARRIE MARSICO, MEMBERSHIP SERVICES, NTMA

In today's hyper-connected world, traditional sales funnels are no longer enough. Buyers expect more — more value, more connection and more community. That's where cohort programs, networking events and industry conferences come in. These tools don't just supplement your sales and marketing efforts; they redefine them.

WHAT ARE COHORT PROGRAMS AND WHY DO THEY WORK?

Cohort-based programs are structured learning or engagement experiences that bring a group of individuals or businesses together to move through content or training at the same time. In a sales and marketing context, they create deep engagement, build trust and accelerate decision-making.

BENEFITS OF COHORT PROGRAMS:

- Build Loyalty: Shared experiences foster strong relationships among participants—and with your brand.
- Drive Qualified Leads: Participants are more likely to convert because they've had hands-on time with your solution.
- Create Advocates: A well-run program turns learners into promoters who organically expand your reach.

THE POWER OF NETWORKING EVENTS

Networking events—whether stand-alone meetups or add-ons to bigger gatherings—offer authentic, face-to-face interactions that digital marketing can't replicate. When aligned with your brand values, these events generate leads, nurture prospects and drive conversions.

WHY NETWORKING WORKS FOR SALES:

- Face Time Builds Trust: Sales is all about relationships. Meeting in-person accelerates the trust curve.
- Soft Selling Opportunities: Casual environments reduce pressure and make conversations more productive.
- Audience Targeting: Invite-only or industry-specific events attract highly qualified prospects.



CONFERENCES: YOUR BRAND'S BIG STAGE

Hosting or participating in conferences positions your company as a thought leader and gives your team a platform to showcase expertise. Whether through keynote speaking, panel discussions or booth experiences, conferences provide rich opportunities to generate demand and build lasting industry presence.

SALES & MARKETING ADVANTAGES:

- Lead Generation at Scale: Capture hundreds of contacts in a single day.
- Content Creation Goldmine: Turn sessions into blogs, videos and social content.
- Competitive Benchmarking: Conferences provide insights into how others are positioning themselves — and where you can stand out.

Sales and marketing success today is about more than messages—it's about experiences. Cohort programs, networking events and conferences allow your brand to create those experiences in meaningful, scalable ways. They don't just fill your pipeline — they fortify it.



RELATIVE MOTION:

Sales, Marketing, and Buying Behaviors

ED MARSH, ED MARSH CONSULTING

We all understand that the internet changed how we do business, including how consumers and businesses buy, how we market and how we sell. But things are changing again, more dramatically than between 2005 and 2022. Business leaders must understand the changes so that we can make informed strategic and resource allocation decisions.

Around 2010 the founders of HubSpot popularized the term “Inbound Marketing.” They predicted that as the internet enabled buyer research, the role of advertising would decline and marketing needed to adapt.

HubSpot modeled content marketing brilliantly. SEO research guided the creation of website pages and blog articles to satisfy Google’s requirements and result in search rankings for keywords. That was followed by clicks on results, visits to a company’s website, “conversion” to lead by filling out a form to request more info and then “nurturing” leads until they were sales-ready.

It worked for years...until it didn't.

From a peak in February 2023, traffic and keyword rankings began to fall, accelerating in August of 2024. Today HubSpot’s traffic is greater than 80% less than in early 2023 and more than 70% lower than just 11 months ago.

That’s for the company that literally wrote the book on content marketing and helped millions of others adopt the approach.

We can blame many factors, mostly AI related. It has spawned millions of mediocre articles which buyers now ignore because Google answers most questions with AI Overviews. Many buyers are moving past search and asking personalized large

language models (LLMs), like ChatGPT, to help them understand their challenges, suggest options and recommend solutions. Search helped buyers. AI is doing their work.

Sales related changes are equally dramatic.

Recent data shows that:

- Greater than 60% of business to business (B2B) buyers prefer a sales rep-free experience.
- 69% of the buying process is done before engaging sales, and 81% of buyers have selected a preferred vendor before outreach.
- 86% of enterprise buyers build vendor shortlists from companies with whom they’re familiar before the project.
- Approximately 70% of sales reps are missing quota.



How should companies adapt?

These five steps are a good start.

1. Shift mindset from what we do and make to our prospects’ business problems and desired outcomes.
2. Create content that speaks to prospects’ broad business challenges and goals and publish it in passively consumable formats like video and podcast.
3. Recruit, hire, train and coach a sales team of second standard deviation talent, and formalize sales artifacts (like process) with the same rigor as manufacturing.
4. Build a formal partnership program.
5. Define our ideal buyer and proactively create projects with matching prospects.

Let’s look at each in a bit more detail.

Buyers don’t care what we make. They are motivated to improve their personal professional and business outcomes. Discussion of what we do and what we make must occur in their context. When we talk about our stuff, we sound like competitors and commoditize our offerings. Let’s differentiate instead.

Buyers’ content consumption habits are changing. Video, podcast and social clips are ascendant as content is consumed casually as a background activity while commuting, performing chores, exercising, etc. Traditional articles are decreasingly effective. We must meet buyers in formats and forums where they are — with video, podcasts, social posts and similar content.

Average sales reps, including technical experts who lack business acumen, will not thrive with buyers who expressly avoid them. We must (and we can) hire superb sales talent and provide them with the leadership, training, coaching, processes and tools of equal quality.

Known and trusted introductions and referrals will be critical to reach overwhelmed buyers. A formal framework of information sharing networks between adjacent vendors will help us reach buyers more consistently and with an imprimatur of credibility.

We must be honest and consistent in focusing resources on prospects for whom we can excel. That means speaking clearly and honestly about our strengths and explaining which buyers we best match.

These are dramatic changes, which may directly challenge long-valued culture and practices. Circumstances have changed. Owners, leaders and executives must set the vision for teams to adapt.

Thankfully the same mindset which drives consistent quality production can also drive these changes. A focus on process, improvement, measurement and accountability will ensure the important marketing and sales changes succeed.

Amidst these dramatic changes, it’s time we meet buyers where they are, rather than where we’re traditionally comfortable meeting them.

AN ALARMING TREND IN SALES

PAUL REILLY, SPEAKER, SALES TRAINER, AUTHOR

"I have good news and bad news."

It's a common phrase. We all use it. Have you ever noticed the bad news overshadows the good news?

With that said, our latest meta-analysis revealed good news and bad news. Over the past year I gathered data from clients across multiple industries: distribution, biotech, manufacturing and financial services. This ongoing study is helping to clarify sales challenges and uncovering training opportunities.

Good news first: Differentiation is no longer the top challenge facing salespeople. Accessing the high-level decision-maker isn't the top challenge, either. For seven years, Tom Reilly Training has tracked this data, and those two challenges have alternated at the top.

Now for the bad news...

The number-one challenge currently facing salespeople: creating more value.

Expectedly, during this same time — as sellers struggle to create more value — they also struggle to hold the line on pricing. Salespeople are more reliant on discounting than at any other time throughout the history of this study. In fact, 78% of salespeople will rely on discounts to win business. If

you struggle to create value, discounting seems like the only option.

In recent months, various client calls revealed a common challenge: communicating value. Bear in mind, these clients are from different industries, selling different products, and even from different countries, but their comments are nearly the same.

"My sellers struggle to communicate how we add value."

"My team cannot fully communicate our value proposition."

"Our customers are largely unaware of our value."

Is it really about communicating value or something deeper? What if sellers struggle to communicate value because they don't create enough value to communicate?

In our groundbreaking best-sales-practices study, we identified ten characteristics of top-achieving salespeople. We interviewed over 600 customers to identify these characteristics. In our latest edition of Value-Added Selling, we provide an in-depth analysis of top achievers and how they create personal value. Here is an abbreviated list to help you create more personal value like a top achiever.

KNOWLEDGE

Do you study your opportunities? Do you study your craft? Do you study the industries in which you sell? Top achievers do. Customers want to work with knowledgeable experts. In fact, "knowledgeable" was the most common descriptor of top achievers.

The more you learn, the more value you create. If you're not spending two hours per week studying, you're missing an opportunity to create more value.

RESULTS ORIENTED

Top achievers get things done. When nobody else has inventory, top achievers find it. When customers need something pushed through, top achievers take care of it. Top achievers focus on results, enabling customers to achieve their goals.

Top achievers abide by the mantra: if it is to be it is up to me. Top achievers understand how to get things done internally. They understand the internal workings of their company. And they apply pressure, when needed, to get things done for the customer.

PROBLEM SOLVERS

Top achievers don't look for projects to quote, they look for problems to solve. Top achievers explore problems like an investigative journalist. They ask questions, conduct research and expose problems. Oftentimes, top achievers inform customers of a problem they didn't know they had.

In our training seminars, salespeople often say, "Well, it's hard to find problems to solve." With this attitude, no wonder it's hard to find problems to solve. Problems aren't always easy to find or obvious to solve. That's why most salespeople give up.

**"VALUE-ADDED
SELLERS FOCUS
MORE ON MAKING A
DIFFERENCE FOR THE
CUSTOMER, NOT JUST
MAKING A DEAL."**

The key is opening your eyes — problems have a funny way of hiding in plain sight. Salespeople are often blinded by their own ambitions. What if you approached an opportunity with the mindset of solving problems versus selling product?

Creating value is the outcome of thinking like a value creator. Value-added sellers don't just act differently, they think differently. Value-added sellers focus more on making a difference for the customer, not just making a deal.

Now, imagine approaching every call, email and presentation completely focused on helping the customer achieve their desired outcomes. If you truly thought this way, would you find new ways to create more value? If so, it's time to stop looking for a new skill set and start building a new mindset.

Paul Reilly, is a speaker, sales trainer and author of *Selling Through Tough Times* (McGraw-Hill, 2021), coauthor of *Value-Added Selling*, fourth edition (McGraw-Hill, 2018). For additional information on Paul's keynote presentations and seminars, call 636-778-0175 or email Paul@ReillySalesTraining.com. Visit www.TomReillyTraining.com and signup for the free newsletter.



NETWORKING DOESN'T WORK...

ROB FELBER, PRESIDENT, FELBER PR & MARKETING

UNTIL IT DOES.

This article is intended for two manufacturing audiences: salespeople and sales managers.

I have been selling and networking for more than 32 years. First, a definition: Networking comes down to knowing your audience and having a clear value proposition at the ready, focused on your Ideal Customer Profile. Example: We work with owners, presidents and sales managers of 20-100 million dollar B-to-B manufacturers that desire growth and lead generation via marketing and trade media tactics.

Once armed with your ideal customer profile, designed to both attract and exclude the prospect, you can begin networking. Where to network seems to be the big question. I am of the philosophy of everywhere, but with a focus. Simply put, for us, we want to network where the manufacturers live. This can be anywhere from LinkedIn and online forums to networking groups, conventions and trade conferences (NTMA!).

For the salesperson: Be diligent and fastidious with your engagements. Follow up promptly and have your value proposition written and easily shareable. If someone offers to refer you, send the written introduction for them to use. Do not put it on them to write and remember your message. Patience is key, as often we are in long (and I mean years) sales cycles.

For the sales manager: You do not plant a seed and expect to be hanging a tire swing the next day for your grandkids. In other words, do not pound on your salespeople to close deals after they have attended one or even a dozen networking meetings. Just like dating,

The Record 14



your sales teams need to build trust with their network.

For both salespeople and managers alike, be patient and do the work. I have participated in groups that might yield only one lead every few years. However, that one lead that closes into a deal, along with the lifetime value of the customer, can pay for literally years of networking effort.

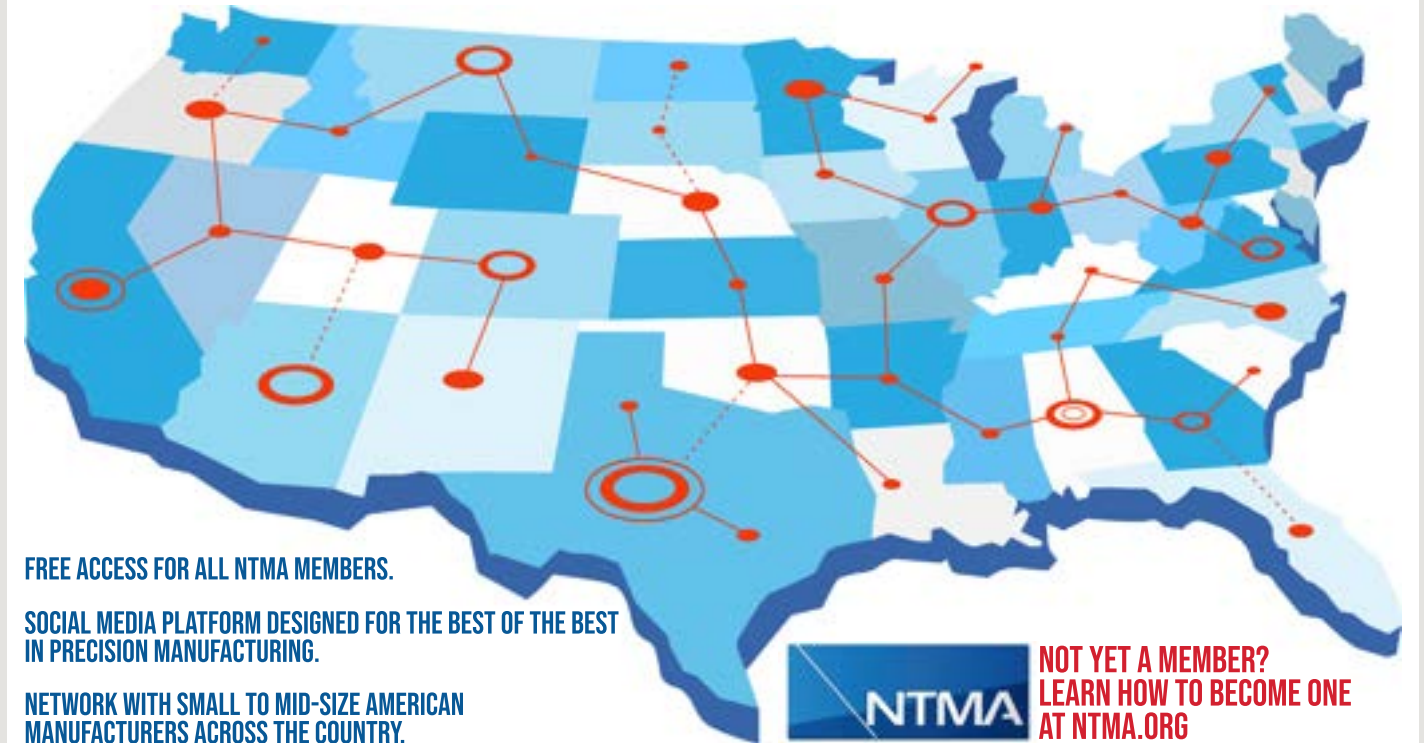
Hence, networking doesn't work until it does. Time, effort and sharing of your network assets yield results (unless you

give up too soon!).

Pro Tip: I love to travel, both for business and pleasure. I engage my network when I plan these trips. In addition to checking my LinkedIn to see who I might know in that city, I ask my network who they know. On a recent personal trip to Colorado, my network yielded three appointments. One of those single interactions led to a referral...and you guessed it, a new client.

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MEET THE 2024 SERVICE

AWARD WINNERS



The 2024 Service Award winners were acknowledged at the Awards and Conference Kickoff at Engage 2024 in Nashville, Tennessee. The Nominating Team will be accepting nominations for all four awards until August 8, 2025. Award recipients will be announced at Engage 2025 in Detroit, Michigan.

L.A. SOMMER MEMORIAL AWARD

FOR OUTSTANDING AND CONTINUING SERVICE OF THE HIGHEST MAGNITUDE.

Gillen is the President of Custom Tool, Inc., a precision manufacturer of metal parts located in Cookeville, Tennessee. The company was acquired by Gillen and his brother (Bob) in 2010 and joined NTMA in 2011.

Since that time, Gillen has served on many of our standing teams including the Foundation Board and Executive Committee. He began his service on the Executive Committee in 2019 and served as vice chair 2021-2022 and served as the 2023-2024 chairman of the board.

Gillen has a passion for the industry and encourages shop owners to celebrate the importance of manufacturing to our nation's economy, employment and security. NTMA's "Telling Our Story," was Gillen's initiative of 2024, engaging several chapter members to tell their story. The initiative was a success and attendees got to hear more at the evening event.

Gillen is a champion for manufacturing, stressing the power of advocacy and what it means to ensure small business manufacturing voices are heard.

He has been an unwavering leader on the Executive Committee focusing on strategies to grow and maintain membership, improving our workforce development initiatives and promoting a vision for our industry.

GILLEN YOUNG CUSTOM TOOL, INC.



HONOR AWARD

FOR CONTINUING MERITORIOUS SERVICE AND DEDICATION TO THE INDUSTRY AND/OR THE ASSOCIATION.

Highpoint Tool & Machine, formerly Sipco, Inc., is a 45-year member of the NTMA. Lon Sippy and his wife, Rhonda, attended spring and fall conferences for many years. He has mentored countless NTMA members and advocated for them to participate in the national organization by inviting them to conferences, encouraging them to be team members, team leaders and even encouraging some to be National Chairman. His devotion to the national organization and its success through mentoring is his most impressive accomplishment.

Lon Sippy has been active on committees and teams for more than 20 years and continues to support his chapter by volunteering and providing generous financial contributions. Lon has always been selfless with his resources, both time and money, to advance the NTMA and the manufacturing industry for the benefit of all. He is a quiet leader, leading by action. Lon takes great pride in founding the Sippy Historic Machine Shop, preserving and documenting the history of our industry.

LON SIPPY HIGHPOINT TOOL & MACHINE



WILLIAM E. HARDMAN AWARD FOR EXCELLENCE IN TRAINING

FOR A COMPANY OR INDIVIDUAL THAT HAS CONSISTENTLY DEMONSTRATED STRONG SUPPORT AND ACTIVE PARTICIPATION IN STRUCTURED TRAINING FOR THE PRECISION CUSTOM MANUFACTURING INDUSTRY.

Since 2016, Acutec has operated a machinist training program. The company trains local people with no previous experience in the CNC Machining trade. As of 2024, more than 150 individuals have gone through their machinist training program, with many continuing their careers at Acutec today. Trainees go through 12 weeks of in-house classes and get hands-on experience with a dedicated training partner on the shop floor. After the classroom period, trainees begin setting up CNC machines and eventually start running them by themselves. Many companies in the area have benefited from Acutec's program, as some graduates have moved on to other opportunities at other organizations.

In addition, Acutec's Machinist Accelerator is a new program for 2024. This program is designed to move a "C" level machinist to a "B" machinist within six months to a year. This is accomplished through a combination of advanced coursework and on-the-job training.

Acutec's academic outreach, community events and recruitment efforts are invaluable to our industry.

The NTMA presented the 2024 NTMA William E. Hardman Award to Acutec Precision Aerospace for their life-long dedication to improving the quality of training and promoting career opportunities for young men and women in the precision custom manufacturing industry.

ACUTEC PRECISION AEROSPACE, INC.



DISTINGUISHED SERVICE AWARD

FOR OUTSTANDING SERVICE TO THE INDUSTRY BY OTHER THAN NTMA MEMBER COMPANY REPRESENTATIVES.

Jack Burley is the President/COO of BIG DAISHOWA, a 24 year National Associate Member. Jack has represented BIG DAISHOWA to the NTMA for more than 20 years — a testament to his commitment and dedication. He has been a key supporter of the Technology Team, the NTMF with silent auction items and year-end tooling certificates for NTMA-sponsored schools.

Jack has assured that BIG DAISHOWA has maintained an active associate membership with NTMA while sponsoring conferences and events. Jack and BIG DAISHOWA have helped lead international tours to Japan and Europe, allowing member companies to see key suppliers in various countries while picking up all the costs of staying in those countries.

If you have attended an NTMA event, you have met Jack; he's always willing to share new technology entering our industry and is usually a conference presenter.

JACK BURLEY BIG DAISHOWA





NTMA SERVICE AWARDS 2025 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

For continuing meritorious service and dedication to the Industry and/or Association by an NTMA Regular Member. Traditionally rendered for longevity of service and/or dedication, as opposed to a single act of service in a short-time Industry or Association position.

L.A. SOMMER MEMORIAL AWARD

For outstanding and continuing service of the highest magnitude by an NTMA Regular Member. Emphasis is placed on service to the Association, both of the highest order over a period of time, demonstrating 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 of Regular, National Associate, or Education member status of NTMA that has 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 and/or Association by a Non-NTMA Regular Member Company Representative.

ELIGIBILITY RULES & REQUIREMENTS

1. If honoree has previously received the LA Sommer Award, he/she is not eligible to receive the Honor Award or William E. Hardman Award.
2. If honoree has previously received the Honor Award and/or the William E. Hardman Award, he/she is eligible to receive the LA Sommer Award.
3. All Award nominees must be currently active in their company and/or industry, or active in the Association as a Past Service Member.
4. If no candidates are nominated for any of these awards, the particular award in question will not be presented in that given year.
5. Nominators cannot nominate the same person for multiple awards, but can nominate multiple persons for multiple awards.

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 8th, 2025.
For a nomination form, contact Linda Warner at lwarn@ntma.org**

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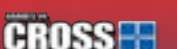
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JOINT TECHNOLOGY SUMMIT 2025

LINDA WARNER, EXECUTIVE & MEMBERSHIP SUPPORT, TECH TEAM LIAISON

The NTMA, the Association for Manufacturing Technology (AMT) and American Gear Manufacturing Association (AGMA) recently collaborated for their annual technology teams summit, held at the Connecticut Center for Advanced Technology (CCAT) in East Hartford, Connecticut. This year's event, which took place June 10-11, 2025, was a great networking and technology-sharing event.

The primary objective of the summit is to facilitate the exchange of technologies and practical applications, and foster collaboration among participating associations.

Day One, Jackie Garofano of CCAT and Mary Ellen Doran of AGMA, greeted the 35 attendees. Following introductions, AutoForecast Solutions, PDB Consulting and Gleason delivered

engaging talks on topics ranging from auto forecast, Humanoid Robots and the current trends in human machine interfacing. Attendees then traveled to CCAT headquarters to tour CCAT's Talent and Training Accelerator and their Digital Thread and Additive Workflows Training Lab. The day closed with an abundance of networking during the evening reception at Dudleytown Brewing Company.

Day Two commenced with presentations from Weldon, CCAT's Additive manufacturing engineer, manager of additive technologies and principal engineer. These sessions covered robot integration, additive manufacturing applications using Directed Energy Deposition (DED) and the Autonomous Manufacturing Cell. The summit concluded with a tour of the Advanced Technology Center.



Plans are already underway for the 2026 Joint Technology Summit. For further information on the technologies discussed or to suggest topics for future summits, contact Linda Warner at NTMA at lwarn@ntma.org or Mary Ellen Doran of AGMA at doran@agma.org.



Apply or Renew Now!



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.

SUBMISSIONS:

For an application and forms, please contact Linda Warner at lwarn@ntma.org or 216-264-2824. Please submit your application by Friday, September 5th, 2025 to be considered.

Completed applications should be sent to 6Saward@ntma.org



This year each company qualifying for the NTMA 6S Excellence Award will be entered into a drawing to win custom Kaizen Shadow Foam from Kaiser Manufacturing, valued at \$1,500.

Kaizen Shadow Foam® is the perfect enhancement to any 6S program. It creates an intuitive, visual workspace, keeps track of tools and gauges, and ensures every item is properly stored. By reducing the time operators spend searching for tools, it streamlines workflows and minimizes equipment replacement costs for companies.

The two-color foam is professional-grade tool storage material. It is very durable, will not absorb moisture, oils or solvents, and can be cleaned. It will last for years even in tough industrial environments.

One winner will be selected at random from qualifying companies at the Engage Conference in Detroit, MI, Oct 7 - 10, 2025. The winner will receive:

1. Free Photo Scan It kit including scanning mat, precision targets and instructions for capturing tool layouts.
2. Minimum \$1,500 in custom, two-color Kaizen Shadow Foam (approximately 10 drawers, depending on size). Choice of charcoal over red, blue or yellow foam.
3. Laser engraving of company logo and/or pocket labels as needed.
4. Copies of all tool layout CAD files at the end of the project.

Terms: Project must be completed by February 28, 2026. Recipient is responsible for all shipping costs for the finished product from Kaiser Manufacturing. Recipient agrees Kaiser Manufacturing is authorized to photograph finished Shadow Foam, excluding any proprietary parts, and use images and company name for marketing purposes.





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MANUFACTURING CAMP AT MAJOR TOOL

BRANDON LEE, DIRECTOR OF MANUFACTURING, MAJOR TOOL AND MACHINE

As the topic of skilled labor continues to be at the forefront for many companies around the country, we must continue to ask ourselves, “How do we reach this talent and expose the upcoming workforce to manufacturing careers?” The opportunity to start that process at an earlier age became a reality for Major Tool and Machine (MTM). In June, MTM hosted our first ever manufacturing camp targeting middle school students. This camp consisted of hands-on activities heavily focused around CNC machining and custom welding. Students also learned about and participated in lean manufacturing, assembly functions, inspection activities, engineering principles and mock interviews.

The two-day camp kicked off



with a presentation on modern-day manufacturing and the career opportunities. Modern day manufacturing breaks down barriers and stereotypes of what manufacturing was in the 1950s. Following the presentation students and parents were able to see custom manufacturing happening in the real world. The tour of MTM’s 600,000-square foot facility highlighted the many functions of contract manufacturing.

The balance of time consisted of focused activities in MTM’s dedicated welding and machining training labs.

The welding lab was turned into an environment structured for learning. Students had the opportunity to operate a welding simulator and program a welding cobot interfaced with a Lincoln welder. Additionally, students observed live MIG and TIG welding processes while learning the fundamentals of welding principles through various hands-on activities.

Within the machining activity, students participated in classroom learning about 3D modeling, blueprint reading and



tolerances. Inside the machining lab, students programmed and operated a 5-Axis CNC mill in order to machine a custom aluminum part. Each student also learned how to inspect machined parts using precision gauges and learned the importance of precision machining and inspection.

Students participated in custom builds with a “build to print” philosophy using legos, along with a lean manufacturing-focused paper airplane activity allowing students to put their work to the test with a flight performance.

Camp wrapped up with mock interviews. Students selected one of six different manufacturing positions to apply for. Major Tool employees conducted the interviews and provided students an opportunity to interact with industry professionals.

This camp was a huge success and highlighted the many opportunities in manufacturing today. Young individuals were exposed to great careers that really make a difference and offer rewarding futures. Not every path to a successful career has to include a 4-year degree. Major Tool and Machine’s first ever manufacturing camp provided that visibility to the many different paths to success in manufacturing.



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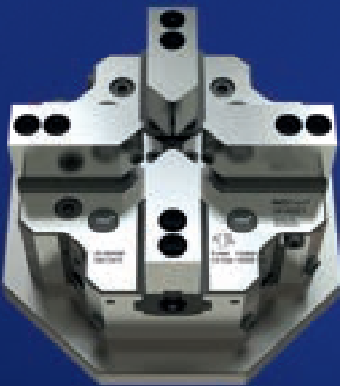
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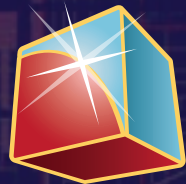
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ELIJAH CONDELLONE, SR. BUSINESS DEVELOPMENT MANAGER, FACTUR

Most marketing agencies don't understand what it's like to run a machine shop. Many have never even walked a shop floor, and they most certainly have never quoted a part. How can you expect them to market and sell something they know little to nothing about? You can't. And that's why Factur exists.

Factur is a sales and marketing agency built exclusively for manufacturing suppliers: machine shops, fabrication shops, molders, stampers, automation companies and industrial distributors that want more than just leads. They want real, repeatable growth.

BORN ON THE SHOP FLOOR, BUILT FOR RESULTS

Our founders aren't traditional agency people. They're manufacturing guys who lived through the pressure of needing to grow a business without the right tools or support. We've been in your shoes, and we built Factur to be the

partner you need — one that actually knows how to grow a manufacturing company.

We focus on one thing: helping manufacturers drive revenue through tailored sales and marketing systems.

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We break down growth into practical services that align with how industrial buyers actually purchase.

- Precision Lead Generation: We identify the right accounts, craft targeted outreach and send warm leads directly to your inbox, so you skip the cold calls and start with real interest.
- Precision Sales Development: We go further by booking meetings directly with qualified prospects so you can focus on closing.
- Precision Business Development: We take prospects all the way to the quoting stage, leading discovery calls, identifying real

needs and keeping the opportunity alive until it's ready for your team to quote.

- Marketing: We strengthen your brand with websites, SEO, PPC, landing pages and sales collateral tailored for technical buyers.

WE'RE NOT JUST FAMILIAR WITH MANUFACTURING. WE'RE PART OF IT.

We speak the language. We understand the long sales cycles, the complexity of RFQs and the decision-making process. And we're active in the industry, attending more than 15 trade shows a year and presenting at manufacturing events across the country.

Most agencies talk about "understanding your business." We live it.

PROVEN BY MANUFACTURERS LIKE YOU.

Manufacturing suppliers who work with us see results where it matters. More meetings, more quotes, more wins. One of our partners

booked meetings with top-tier accounts within the first few weeks. Another turned Factur's outreach into multiple quoting opportunities in the first 90 days. Another used our team to land new customers and expand into accounts they'd been chasing for years.

Hundreds of manufacturers trust us to help grow their pipeline, develop relationships with new customers and drive revenue growth.

PROUD NTMA MEMBERS SUPPORTING THE COMMUNITY

Factur is a proud NTMA member and an advocate for U.S. manufacturing. As part of our commitment to this community, we offer an exclusive discount to all NTMA members. If you're ready to grow, we're ready to help.

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Here to Help

PROSHOP ERP APPOINTS NEW CEO

SARAH MORROW, MARKETING MANAGER, PROSHOP ERP



ProShop ERP, the leading cloud-based ERP/QMS/MES platform engineered by manufacturers for manufacturers, announces the appointment of Alison Hawkins as Chief Executive Officer, effective June 2025. The move marks a significant milestone in ProShop’s continued evolution and underscores its unwavering commitment to helping customers thrive in increasingly competitive manufacturing environments.

With Hawkins at the helm, the company is doubling down on its customer-first mission — to ensure that every enhancement, feature and decision reflects the needs and ambitions of its users.

“ProShop exists to serve our customers—it’s that simple,” said Ms. Hawkins. “We know that when a manufacturer chooses our software, they’re trusting us with the operational heartbeat of their business. That’s a responsibility we take incredibly seriously. Every product improvement, support interaction and strategic initiative is centered on helping our clients achieve more.”

Hawkins previously served as ProShop’s Chief Operating Officer and Chief Financial Officer, where she led transformative initiatives in operational alignment and customer success. She now joins the founding team to further strengthen the company’s customer-focused culture and product innovation roadmap.

“Alison brings a relentless focus on customer value and impact,” said Paul Van Metre, co-founder and Chief Evangelist. “She listens deeply, acts

decisively and never loses sight of the fact that our clients are at the center of everything we do.”

“Our customers don’t just use ProShop — they rely on it to grow,” added Kelsey Heikoop, co-founder. “Alison’s leadership will help us serve more shops, more meaningfully, at every stage of their journey.”

“Alison is a systems thinker and a servant leader — a rare combination,” said Matt Carrico, co-founder and Chief Architect. “She understands that scaling responsibly means staying close to our customers.”

With Hawkins as CEO, ProShop is expanding its bench of product, operations and customer success leaders — all united by a shared mission: to deliver unparalleled value to manufacturers and become the most trusted operational platform in the industry.

DEARBORN BORTEC ACHIEVES ISO 9001 CERTIFICATION

RICK EASTMAN, QUALITY ASSURANCE MANAGER, DEARBORN BORTEC

We are proud to announce that Dearborn Bortec has achieved ISO 9001 certification — a globally recognized standard that affirms commitment to quality, consistency and customer satisfaction. This certification is not only a mark of excellence, but also a promise to Dearborn customers. It reinforces our ongoing dedication to:

- Meeting and exceeding customer expectations
- Streamlining processes for greater reliability and performance
- Continuously monitoring and improving our systems and service

Achieving ISO 9001 is a milestone in our journey of continuous improvement and a testament to the hard work and focus of our entire team. We look forward to building even stronger relationships with our customers through the trust and confidence that ISO 9001 represents.





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FURNISHING THE FUTURE

BONNIE GURNEY, VICE PRESIDENT, STRATEGIC PARTNERSHIPS & INDUSTRY RELATIONS AT AMT

Do you know where your furniture was made? Maybe it's time to connect with the items that bring style and function to your space. That's the premise behind Haddy, a 3D-printed furniture manufacturer dedicated to delivering beautiful, functional furniture while dramatically reducing waste. Featured in Episode 2: "Furnishing the Future" of the IMTS+ Original Series "Passion Project," Haddy represents a shift toward local, sustainable and circular production in the furniture industry. Founded by manufacturing entrepreneur John "Jay" Rogers, Haddy aims to simplify the way furniture is made and consumed. "Furniture is going to be a trillion-dollar industry, so we have to manage the amount of waste created by the industry," says Rogers. Haddy uses additive manufacturing and material science to solve that challenge. Furniture is typically mass-produced overseas using cheap materials, then shipped long distances and stored in warehouses. Haddy, by contrast, operates regional microfactories where furniture is printed on demand using upcycled and recycled materials.

"Our materials can be broken into two families," explains Rogers. "There is the regenerative biosphere — which includes anything that can be composted and can range from wood fibers to coffee, and the circular technosphere, including recycled water bottles and industrial plastics." These materials are transformed into pellets for 3D printing. Each piece includes a radio frequency identification (RFID) tag, making it traceable and recyclable. When customers are ready to swap pieces, Haddy collects and repurposes them into new products, closing the loop. Additive manufacturing also enables creative freedom. For one client, Haddy produced 30 unique planters with a cohesive, wave-like aesthetic — something traditional manufacturing could not achieve as efficiently. The company also produces tables, planters and other pieces designed for durability and beauty. The process is highly automated, with eight 8-axis robotic arms printing through the night. Human designers and engineers focus on concept and logistics while robots do the heavy lifting — a modern blend of artistry and automation.

Most of us have owned furniture that eventually ended up on the curb or in a dumpster — objects that once served us well but were never designed to last. Haddy offers a better way forward: furniture that's made locally, designed for durability and fully recyclable. It's a vision for a more sustainable future, where thoughtful design meets environmental responsibility. That's the kind of furniture the future deserves. Watch Episode 2: "Furnishing the Future" at IMTS.com/WatchHaddy. Read the full article at IMTS.com/ReadHaddy.



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