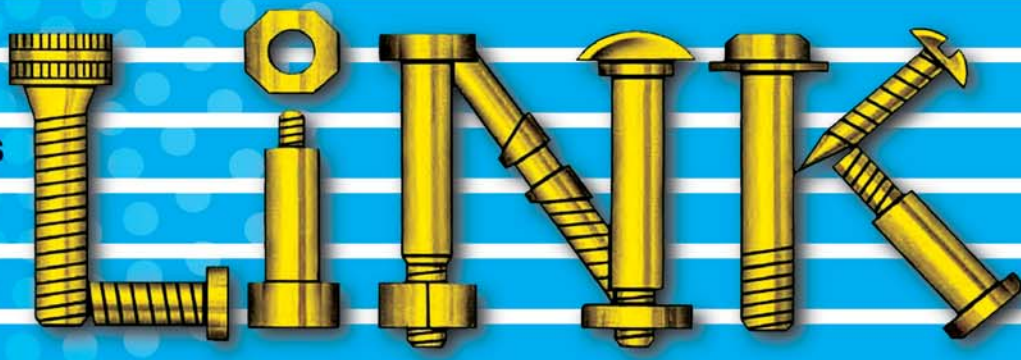


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DISTRIBUTOR NEWS

The Gilchrist Foundation has awarded six scholarships from the 2014 applicants.

Congratulations to the recipients. We wish them well and are pleased to assist them with their education.

Molly Brown - Wurth Adams
 Mark Vail - Baco Enterprises,
 Kyle Strahm - Snider Bolt,
 Caleb Huntington - Elgin Fasteners,
 Charlie Kunza - Wurth Adams,

The final award will be given to an applicant from the Mid-West Fastener Association in November.

Robbie and Gina Gilchrist established the Gilchrist Foundation Fastener Scholarship in 2000. Their goal was to return something to an industry that was very good and supportive to them. The criteria for applying are that upon completion of their schooling the applicant must make an effort to work in the Fastener Industry or be a current employee in the fastener industry and the company is a member of any of the industry trade associations. Applicants may apply any year during their schooling and can be part time students working in the fastener industry.

For additional information visit the foundation web site www.gilchristfoundation.com

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Progressive Supply - Woodstock, GA
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Southern Blade & Supply - Ocala, FL
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VMI Supply, Inc. - Calexico, CA

DPA is a national buying and networking organization of over 600 distributors and suppliers.

For more information call Toll Free 1-800-652-7826 or visit www.DPABuyingGroup.com.

A newly formed association, **Young Fastener Professionals**, is offering a glimpse of the fastener industry through the eyes of the next generation. It is a national organization led by young professionals from companies within the fastener industry with hopes of sharing their knowledge and experiences for the advancement of practices within our marketplace.

Comprised of fastener and fastener-related companies, YFP strives to deliver industry information through social media, live events and word-of-mouth.

Aside from the educational aspect of this organization, member companies will be able to utilize YFP for professional job support and advertising opportunities among other incentives.

For general inquiries and membership information please contact Ryan Kertis at 800-506-6380, email at youngfastenerprofessionals@gmail.com. or check out the website www.youngfastenerprofessionals.com.

* * * * *

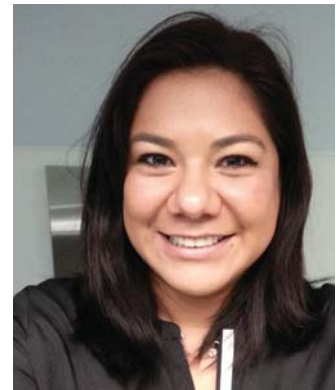
Brighton Best International Inc. is pleased to announce that Rosa E Hearn is running the Mexico & Latin America division for Brighton Best International.

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Rosa has also been promoted to Product Manager for the Preferred Rivet line. She may be reached at the new BBI-Santa Fe Springs location.

For more information contact BBI at 5855 Obispo Ave., Long Beach, CA 90805-3715. Tel: 562-808-8000 or visit them on the web at www.brightonbest.com.



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Bengt Blendulf

Bengt Blendulf, president of EduPro US, Inc., was educated in Sweden and moved to the United States in 1974 to start a subsidiary for a Swedish fastener manufacturer. After working as a technical consultant and also eight years on the faculty of the College of Engineering and Science at Clemson University he established EduPro US in 1997 to teach highly rated courses in Fastening Technology in the US, Canada, Mexico, Europe and Asia for engineers and fastener professionals. Being one of the founders, Bengt served as the chairman of ASTM F16.96 Bolting Technology from 1996 to 2006. In 2006 he received the Fred F. Weingruber award from ASTM for "his efforts to promote and develop standards for the fastener industry." In 2013 he also received IFI's Soaring Eagle Award for "significant contributions to the technological advancement of the fastener industry". Bengt is the author of an extensive lecture book, well over 110 articles and "Mechanical Fastening and Joining", a book published in 2013 by the Industrial Fasteners Institute. He can be contacted through www.edupro.us or by email bblendulf@yahoo.com.

THE MAGIC NUT FACTOR: GOOD FASTENING TECHNOLOGY, VOODOO OR PURE GUESSWORK?

I recently had my continuing engineering course "Fastening Technology and Bolted/Screwed Joint Design" for about 25 engineers at one of the larger nuclear power plants in the United States. At a place like that they have to deal with some rather complicated issues like extreme temperatures, radiation, etc. that most fastener using industries don't need to be concerned about. But they also had many of the "normal" types of joints. When we got into the area of tightening all the various types of joints they had to work on, I was stunned to learn that they had very limited knowledge of what they were doing. Someone in their organization had made up some internal torque specifications based on a very early version of a college text book and picked out a so called "nut factor" of 0.2. They used that number as a base for everything that they held together with threaded fasteners. This kind of "shooting from the hip" may be OK if we are making very simple designs using low grade fasteners, but when we are dealing with very sensitive joints where "failure is not an option" we have to do a lot better.

When we tighten fasteners to generate a certain preload or clamp load, we can use several different techniques like torque wrenches (good or bad), turn-of-nut method, load indicating devices, strain gages, etc. The most common method is still, by far, to turn the nut or the screw head with a certain moment of force, aka torque. To find a torque value, we have some options:

Torque Charts

Usually not a great idea for good joints, since data published in various "hand books" are not necessarily based on the best information about friction coefficients for specific lubricants. Most torque values are also typically based only on Hex Head fasteners ($WAF = 1.5d$) and can't be used for fasteners with larger heads, i.e. Flange Screws. The target tension or preload is often

neglected.

Experiments

If we have access to load cells or other load indicating devices, strain gages, ultrasonic equipment or other suitable tools, we can through experimentation find our way to get the torque/tension relationship for specific joints. This is a time- and money consuming activity and should be used only if the joint is worth the effort.

Calculations

To take most guess work out of the tightening issues we can follow some recommendations published by IFI, ISO, ASME, VDI, DIN and other established engineering groups. What they can give us is, typically, equations to find a torque value that is based on:

- Target preload force
- Thread data (pitch, helix)
- Coefficient of friction, threads
- Coefficient of friction, bearing areas

The nut factor is, in most US engineering literature, called the K factor, which I think is very unfortunate. Upper case K is already taken by one of the seven SI (metric) Base Units, meaning the Thermodynamic Temperature or kelvin, which has absolutely nothing to do with our tightening of fasteners. Internationally, the less "harmful" lower case k (doubling as prefix for 1000) is used for the same purpose of describing the nut factor. I will use k in this context.

Of the four points outlined, the last three are used in the traditional development of the nut factor. They are all included in the more complex formula for going directly after the torque value. I personally find it more useful to first figure out the nut factor and then put in into the very practical, and easy to use, short formula for the development of the torque value.

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Guy Avellon

Guy Avellon has been in the MRO and fastener distribution industry for over 30 years. He began his metallurgical engineering career at Republic Steel Research Center in metal coatings and has since held positions as sales engineer; Chief Engineer; Manager of Product Marketing, Product Engineering and Quality and Director of Quality and Engineering. He founded GT Technical Consultants where he performs failure analysis, presents lectures on fastener safety, worked for law firms and designs and audits Quality systems.

He is a member of SAE and is Vice Chairman of the ASTM F16 Fastener Committee and Chairman of the F16.01 Test Methods Committee, since 1988. He also received the ASTM Award of Merit in 2005.

Guy and his wife, Linda currently reside in Lake Barrington, IL and may be reached at 847-477-5057. Email him at: ExpertBoltGuy@gmail.com or visit his website at www.BoltFailure.com.

FASTENER TERMINOLOGY

During the course of our business day and with the dealings between new market products and companies, purchasing, engineering and maintenance personnel, we often must deal with terminologies that are common to others as 'shop talk' but as generic as 'Kleenex' is to others. This section on Terminology will undoubtedly be a refresher for some yet establish some common ground with our customers.

Let's Start With The Terms Used On The Common Cap Screw

[1] Chamfered Head:

Though it is not critical to the function of the cap screw, it does lend to its appearance and helps to guide the socket onto the head for easier fit and positioning. This trait is found with cold headed products and usually not on hot formed or hot headed products.

[2] Wrench Flats:

The part of the hexagonal head that allows a socket or wrench to be applied so the cap screw may be tightened or held in place while being tightened by a nut. What is significant is that most dimensional prints for hex bolts will specify a dimension called 'WAF', which is an abbreviation for Width Across the Flats.

[3] **Washer Face:** Also known as the bearing surface, as it evenly distributes the load of the head onto the joint or flat washer. As a raised portion under the

head of a cap screw, it will also elevate the head slightly to prevent the corners of the hex head from contacting the surface of the joint. In some cases, it will also protect the fillet from contact with the edge of a mounting hole.

[4] **Fillet:** One of the most critical parts of the fastener. The fillet has definite dimensional radius tolerances that transition from the shank to the head. The fillet reduces the stresses at the head and

shank junction.

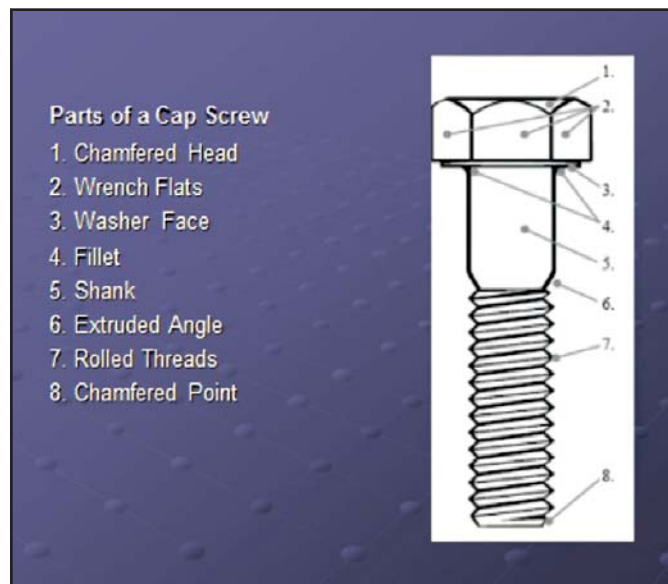
The fillet radius is more complex and compounded for socket head products as the heads have a smaller bearing surface and carry greater loads and stresses.

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ASTM F606/606M and SAE J429 for inch and J1216 for metric fasteners, the standards all specify that the fractures shall occur in the threads and not at the head to shank junction. If this occurs, the lot must be rejected.

[5] **Shank:** The solid portion of a bolt or stud that is smooth and distinct from the threaded portion or the head and represents the major diameter (body) of the fastener.



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Laurence Claus

Laurence Claus is the President of NNI Training and Consulting, Inc. He has 25 years of experience with a medium sized automotive fastener manufacturer, holding positions including Vice President of Engineering, General Manager, Director of Quality, Director of New Business Development, and Applications Engineer. In 2012, he formed NNI to pass on his knowledge and experience to others in the fastener and automotive supplier industries. In addition to technical and business training courses, he does technical consulting and expert witness and consultation work. He can be reached at 847-867-7363 or Lclaus@NNITraining.com. You can learn more about NNI at www.NNITraining.com.

WHY A FORMAL QUALITY MANAGEMENT SYSTEM MAKES GOOD BUSINESS SENSE

On a cold night in April 1912 one of the world's most enigmatic disasters unfolded, the sinking of what The White Star Line dubbed as the "unsinkable" ship, the RMS Titanic. Like many such events, discrepancies in eyewitness accounts, the passage of time, and the lack of hard evidence, has led to multiple theories and ideas over the years about what really happened. Suffice it to say though, the most likely explanation is that no one thing was responsible but rather many "small" things came together in the "perfect storm". This cavalcade of events conspired against the passengers and crew on that fateful night to sink the "unsinkable" ship and seal its place in history as one of the all-time worst maritime accidents.

Although a hundred years later, we're still searching for answers and one of the recent and more plausible theories that has been proposed has to do with, of all things, the quality of rivets used in the bow. At the turn of the century, state-of-the art technology had ships using steel rivets instead of the traditional iron ones because of their strength. Unfortunately, both the bow and stern sections of the Titanic used iron instead of steel rivets because of installation challenges of steel rivets in these areas. Samples of these rivets, recovered from the wreck have been shown to contain significant amounts of slag, an unwanted residual product from the smelting process. In fact, the Titanic rivets were discovered to have quantities 3 times higher than the normal accepted levels of this impurity. This was most likely because the shipbuilders,

Harlan and Wolff, were at the time simultaneously constructing the world's three largest ships; Titanic, Olympic, and Britannic. Because of the heavy demand for rivets, the Titanic alone required over three million, a supply shortage of rivets and skilled riveters ensued. As a result, the shipyard was periodically in a bind and made a decision to purchase #3 Bar, a substandard wrought iron quality rather than the normally specified and purchased #4 Bar, and to use new, smaller, and not thoroughly vetted suppliers. It is believed that these substandard and weaker iron rivets failed when Titanic hit the iceberg opening up several seams in the hull plates which ultimately lead to its sinking.

So at this point one might ask what this compelling tale has to do with today's Quality Management Systems (QMS).

The answer is quite simple. Although this technology did not exist in 1912, if Harland and Wolff had one of today's formal Quality Management Systems, or if The White Star

Line had required their vendors to have such systems, it is likely that procedures would have been in place to challenge and perhaps even prevent the decision to purchase inferior quality rivets. This is not to suggest that such a change would have prevented this specific chain of events and ultimate disaster, but it's certainly a romantic notion to contemplate and sets the stage for reflecting on the question about why today's Quality Management Systems are smart business for members of the fastener supply chain.



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Serving the industries that feed, move and power not just the United States, but the whole World, Trinity Logistics Corporation, headquartered in Davenport, Iowa, draws on its rich history and

forward thinking for its success.

Born of a family business dating back to the 1920s, Trinity has made the grade as the premier fastener company in North America. Distributors and manufacturers that assemble and maintain the equipment used in agriculture, construction, mining and similar industries have come to rely on Trinity for the comprehensive



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portfolio of parts and services that they offer.

Principal owner and CEO Dan Zehnder is a long-time member of the industry.

His father, Jim Zehnder, and uncle, John Zehnder, are both past chairmen and lifetime members of the National Fastener Distributors Association (NFDA). “My grandfather, Paul Zehnder, used to

say, ‘I want to eat today and tomorrow. Better a little today and a little tomorrow rather than a lot today and nothing tomorrow,’” he says. Paul Zehnder knew what he was talking about.

With that same mindset, Trinity Logistics Corporation has continued to create the best value for its customers and the industries that they serve.

[MORE ON PAGE 18](#)



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About Trinity

Dan Zehnder and Tim Dunn, company president, founded Trinity Logistics Corporation in 2003.

Like most successful partnerships, each of them recognized that the whole of their combined expertise was greater than the sum of their individual careers. With Zehnder leading product and sales and Dunn heading up operations, the company has expanded four times since then and continues to grow.

Trinity now operates with more than 400,000 square feet of production space in 10 locations in the U.S. and one in Taiwan. Currently, the company employs 156 knowledgeable and trained team members.

Trinity offers 35,000 line items through catalog and online sales, custom packaging, kitting and crating.

Early on, Zehnder and Dunn knew what it would take to keep the company growing and successful. “We never forget, ‘Lefty loosey; righty tighty,’” laughs Zehnder. “Seriously, we’ve stayed focused. We create value for our customers by finding a better way to get the job done.”

The company’s growth reflects that customer focus. The establishment of a physical location, the expansion of the product line, along with the implementation of new support services are all driven directly by customer requirements.

MORE ON PAGE 20



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Our Philosophy

Trinity's business philosophy is very focused. The Company's mission statement says it all: "Delivering exceptional value in every customer experience." As Zehnder explained, "It is the customer who defines value every time anyone at Trinity connects with them - directly or indirectly."

Delivering value at Trinity starts with having staff members that are well trained. "We've invested heavily in system tools that allow us to customize training for the way we do business - not just generic navigation," Zehnder states. He also notes the importance of effective communication across all disciplines, from engineering to purchasing to shipping.

Regardless of your needs or requests, the

Customer Service team provides the same attention to detail. Every quote is fully documented and recorded for accuracy and quality execution. Order fill rates are among the highest in the industry. The Trinity team continues to evaluate its processes and procedures with a very critical eye toward making the customer experience better and more efficient.

How is this philosophy different from others? "It really shouldn't be so different." Zehnder states. "American distributors and manufacturers need suppliers they can count on and trust. Relationships matter. Integrity and credibility are something that is not old-fashioned or out-dated; it's required today."

MORE ON PAGE 22

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In Your Industry

Trinity has approached each industry focus and customer served with a “best practice” mindset. What works in one industry may not work exactly the same way in another. However, more often than not, the best practice in one area does translate very well to the next. It’s all part of the solution approach to inventory management and exceptional customer satisfaction.

At Trinity, solutions start with knowledge. Learning and understanding an industry is fundamental to developing a product and service offering for each market segment. To facilitate that learning, Trinity established a Market Development function separate and apart from the sales team.

Combining the efforts of internal and external resources, Market Development prepares the organization to do more than just sell fasteners.

At the customer level, asking the right questions up front has helped Trinity create the best value for the customer and for Trinity.

Zehnder explains, “We always ask the same questions — How can we create more value? What can be done to lower costs? Can we be more efficient in our processes?”

The answers to those questions will determine the extent to which the company continues to be a better choice for the market and the industries it serves.

MORE ON PAGE 132

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Largest Expo Ever

Exhibit space sales for the 2014 National Industrial Fastener & Mill Supply Expo continue to grow at a record pace, it was announced today by Susan A. Hurley, General Manager.

"We have already sold 811 booths to 611 companies from throughout the USA and 17 other nations around the world including Belgium, Brazil, Canada, China, Czech Republic, Germany, India, Italy, Korea, Mexico, Netherlands, Poland, Singapore, Spain, Taiwan, Turkey, and the United Kingdom.

Exhibit space sales have moved way past last year's 794 booths and we are closing in on the all-time record of 821 booths sold in 2007. A large part of the Expo's growth is in the Machinery & Tooling section, which will be 2,000 net square feet larger this year, and in the addition of nearly 80 new exhibiting companies which add freshness and variety. This is good news for the Expo and good news for the industry", reasons the veteran Expo Manager. "We are also expecting a strong turnout of buyers. It seems like everyone is talking about the 'Vegas Show'", adds Ms. Hurley.

Information, Education & Training

The Expo features an all-day conference on Wednesday, October 22 at the Sands Expo & Convention Center. The program includes seminars and workshops on topics of vital, current interest to manufacturers, distributors and others presented by the Fastener Training Institute, National Fastener Industry Financial Manager Network & the Business Credit Management Association, Pacific-West Fastener Association, Women in the Fastener Industry, and Manufacturers' Agents National Association (MANA). Complete conference information can be viewed at www.fastenershows.com.

Big Welcome Party

The industry's "biggest and best" cocktail party will

be held from 6:00 to 7:00 PM, Wednesday, October 22 in the Treasure Island Ballroom at the nearby Treasure Island hotel. Don't miss this always popular and heavily attended event featuring complimentary appetizers, beer and wine sponsored by Expo Management.

Fastener Expo "Hall Of Fame"

The National Industrial Fastener Expo "Hall of Fame" will formally induct two new members at a special, private reception to be held on Wednesday evening, October 22 at Treasure Island. The 2014 honorees are Leo J. Coar, Editor & Publisher of Distributor's Link, and Surinder Sakhuja, Founder of Stelfast, Inc.

Expo

The "World's Largest Fastener & Mill Supply Expo" is open from 9:00 am to 4:00 pm, Thursday, October 23 and from 9:00 am to 1:00 pm, Friday, October 24. The International Fastener Machinery & Suppliers Association (IFMSA) is sponsoring an "Oktoberfest Beer Party" for manufacturers of fasteners and precision formed parts from 11:00 am to 1:00 pm Friday, October 24 in the Machinery & Tooling World area of the Expo hall.

Registration

Online registration for the Expo is available at www.fastenershows.com. "Registering online is convenient, easy, fast and secure. Expo visitors can also save money by taking advantage of the special early rate offered through August 29, plus they save time at the Expo by avoiding long lines", informs Lesley Hoheisel, Registration Manager. Why wait? Register online TODAY!

Information

For additional information, contact Susan Hurley, General Manager, at 614-895-1279, send an email to info@fastenershows.com or visit the Expo website at www.fastenershows.com.

Exhibitor list on page 156



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Richard Hagan

Richard P. Hagan is the president of Pinnacle Capital Corporation, a boutique investment banking firm which specializes in providing merger & acquisition advisory services to the global fastener industry. Hagan has more than twenty-three years of international investment banking experience and has worked on successful domestic and cross-border M&A transactions, corporate restructurings and capital raisings. Hagan earned a B.A. in Economics from the University of North Carolina at Chapel Hill and an M.B.A. in Finance from Fordham University in New York City. Contact: Phone: 212-267-8200 or Email: rphagan@pinnaclecapitalcorp.com.

FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2014

In this issue, we will briefly review all the fastener company acquisitions - a total of 16 worldwide - completed during the first half of 2014. Of course, it is impossible to track every single fastener company transaction because many deals involving private companies are not publicly disclosed. That said, we believe the following list is the most comprehensive - and detailed - you will find.



On January 6, 2014, **Tramec Sloan LLC** purchased **Crawford Machine Inc.** ("CMI"). Founded in 2001 and located in Galion, Ohio, CMI manufactures brass fittings and air brake hose assemblies for the North

American heavy-duty truck and trailer market, along with various other general industrial markets. CMI products are sold directly to the largest tractor / trailer OEMs, through the traditional tractor / trailer aftermarket and through industrial distributors and catalog houses. CMI employs a total of 135 people at its 144,000 square foot headquarters location. Based in Holland, Michigan, Tramec Sloan manufactures a diverse range of air brake and electrical components for the heavy-duty tractor and trailer market. Tramec Sloan is a wholly-owned subsidiary of Tramec LLC, which is a portfolio company of MacLean Investment Partners LLC, the private equity investment company of the Barry L. MacLean family. Other Tramec business units include: Tramec Continental-Aero LLC (nylon insert locknuts); Tramec Hill Fastener LLC (screws & bolts); Tramec HDSS LLC (heavy duty suspension components); and MacLean Crewson LLC (brake adjusters).

Purchase price: not available



On February 3, 2014, **Jinhap Co. Limited** purchased **Semblex Corp.**

Founded in 1968 and located in Elmhurst, Illinois (a Chicago suburb), Semblex is a manufacturer of cold-headed, externally-threaded fasteners and made-to-print

specialty components for the automotive, heavy truck, farm equipment and general industrial markets. Semblex, a privately-owned company, operates four separate manufacturing plants in the Elmhurst area and employs more than 200 people. Founded in 1978 and headquartered in Daejeon, South Korea, Jinhap is a manufacturer of cold-headed and machined fasteners for the automotive industry. A privately-owned company with more than 1,200 employees, Jinhap operates four manufacturing plants in South Korea and two plants in China (expanding to four during 2014). Jinhap generated net sales of \$270.7 million in calendar 2013. Like Semblex, Jinhap is a licensee of the following proprietary fastener product lines: Delta PT®; TAPTITE 2000®; TORX Plus® Drive System and MATHread®.

Purchase price: not available



On February 14, 2014, **Doncasters Group Limited** ("Doncasters") purchased **Automatic Screw Machine Products Co. Inc.** ("Automatic SMP"). Founded in 1948 and located in Decatur, Alabama,

Automatic SMP is a niche manufacturer of premium-quality fasteners, fitting components and made-to-print specialty parts which are machined from high-strength alloys and/or stainless steel. The major end-user industries served by Automatic SMP include: aerospace & defense; agriculture & construction equipment; commercial transportation; and oil & gas refining / processing. Headquartered in Burton-upon-Trent, England, Doncasters is an international engineering group that manufactures precision components and assemblies for aerospace, industrial gas turbine, automotive turbocharger and specialty industrial applications. The company's fastener division - Doncasters Fastener Systems - is comprised of Nelson Stud Welding Inc., The Ferry Cap & Set Screw Company, Specialty Bar Products Company, Erie Bolt Corporation and Bulldog Barrels LLC. The seller of Automatic SMP was Lawson Products Inc. (Nasdaq: LAWS) a Chicago-based, \$300+ million in net sales distributor of MRO industrial supplies. Purchase price: \$12.5 million



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Don Conant

Don Conant is the General Manager of Valley Nut and Bolt Company, Inc. in Olympia, Washington. The company is a fastener distributor and steel products manufacturer servicing the Pacific Northwest since 1969. Don is also Assistant Professor and Director of the MBA Program at Saint Martin's University in Lacey, Washington. He earned his Master's Degree in Business Administration from Saint Martin's and his Ph.D. in Leadership Studies from Gonzaga University in Spokane, Washington.

SOCIAL MEDIA AS A CUSTOMER SERVICE PLATFORM

I remember a few decades ago sitting with the phone to my ear while transcribing a list of items for an order from a customer. That's how we'd taken orders since we started the business in the late 60s. We might still be doing that today if one of our largest customers hadn't informed us that they were unwilling to continue reading a two to three page list of items to us over the phone. They told us that if we didn't get a fax machine they would find another supplier. So we got a fax machine.

In today's economy it is vital that business keep up with technology. But what does that mean? It is often difficult to know when and in which technology to invest. Technologies move through markets in waves. Business leaders need to decide whether to ride the wave they are on a bit longer, skip a wave completely, move from one wave to another, or add a new wave. It is estimated that for many IT initiatives the cost of the technology accounts for only five percent of the total cost of adopting the technology. Much of the remaining ninety-five percent is attributable to downtime, training, and daily operations. The decision to stay, skip, change, or add a technology can be both risky and expensive.

This article focuses on the emergence of social media as a viable customer service tool for business. The article will examine the hype surrounding social media, customer

expectations, the integration of social and traditional media, and return on investment.

The Hype Surrounding Social Media

A student of mine recently remarked that business cards were dead. This comment is indicative of the predictions of the past 20 years that electronic media will

eliminate traditional print media. In spite of these predictions, my experience is that we still go through a lot of paper. It is true that there are an abundance of new ways for businesses to exchange and store information, but the rumors of the death of the business card (as well as the demise of printed material) are exaggerated.



This type of overstatement permeates today's business landscape. Increasingly, social media advocates insist that social media will replace traditional media. In reality, research indicates that in many cases social media is being integrated into traditional media.

When it comes to electronic communications, email and the telephone remain the most often used means of interaction between a business and its customers. Facebook, business owned social communities, and Twitter lead the social media pack but account for only a fraction of all business communications. However, that fraction is growing.

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Joe Dysart

Joe Dysart is an Internet speaker and business consultant based in Thousand Oaks, California. A journalist for 20 years, his articles have appeared in more than 40 publications, including *The New York Times* and *The Financial Times* of London.

During the past decade, his work has focused exclusively on ecommerce.

Voice: (631) 256-6602; web: www.joedysart.com; email: joe@joedysart.com.

IS SEO DEAD? FOR BAD ACTORS, PRETTY MUCH

While search engine optimization – the art of optimizing a Web property for the highest possible search engine returns – is not dead, the antics of those looking to game the system pretty much are.

The reason: During the past few years, Google has gone out of its way to aggressively thwart practitioners of 'black hat' search engine optimization (SEO) techniques, to the point where their tricks and ruses have been mostly neutralized.

Specifically, Google's updates to its search engine algorithm, with code-names like 'Panda,' 'Penguin' and 'Hummingbird' have made it very tough for the wily to artificially boost rankings of Web sites with thousands of bogus links, hundreds of pages of duplicate content or other false positives.

Indeed, with so few technical tweaks still available for SEO, even some longtime 'white hat' SEO practitioners are throwing in the towel. "Google put their money where their mouth was with their Panda and Penguin updates," says Jill Whalen, a prominent SEO veteran who retired from the industry late last year.

"At last, the only real way to do SEO was what I had been espousing all along," Whalen says. "When you create amazing Web sites and content for your users, the search engines will follow. Imagine that."

Agrees Ryne Landers, senior SEO specialist, WrightIMC (www.wrightimc.com), an advertising agency:

"I think SEO is pretty much dead as we know it. Google's been tightening the noose around the neck of SEO" practitioners since early 2012."

In practice, Google's new Web order now has savvy businesses being extremely careful in the way they flirt

with the search engine. Old reliables like guest posting on another Web site's blog simply as a crass grab for exposure are considered taboo. And keyword stuffing alone (artificially stuffing text with the same keyword over and over) is enough to get your Web site banished to the bottom of Google's search results.

"More and more channels are being restricted and removed from our grasp," Landers says, including boosts in rankings resulting from article marketing, commenting on other Web site's blogs and mass distribution of the same press release as just a few examples.

Plus, Google is getting very picky about the kind of links it recognizes as authentic. Essentially, 'authentic' in Google's eyes means an honest-to-goodness link that is placed to your Web site from another Web site without your knowledge.

Put another way: It's a link that you've earned because you're

providing truly useful information on your site.

Such links differ markedly from 'black hat' links, which are often created by for-hire 'link building farms,' which specialize in creating hundreds or thousands of bogus links to a Web sites.



Above: Google's CEO Larry Page has made it his mission to crack down on black hat SEO.

Below: Google's co-founder Sergey Brin.





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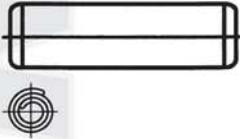
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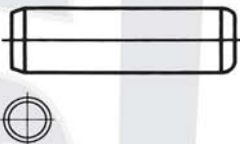
ASME B18.8.2	MS51923
ASME B18.8.3M	MS51987
ISO 8748, 8750, 8751	NAS1407
MS39086	NAS561

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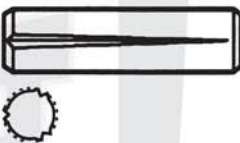
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ASME B18.8.4M	ISO 8752
MS171431-171790	NAS561

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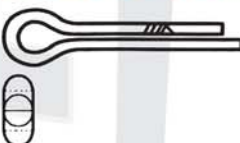
ASME B18.8.2	MS9390
MS16555	M21143/1
MS16556	M21143/2
MS9105	

GROOVED PINS



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MS35677	MS35678
MS51605	MS51606

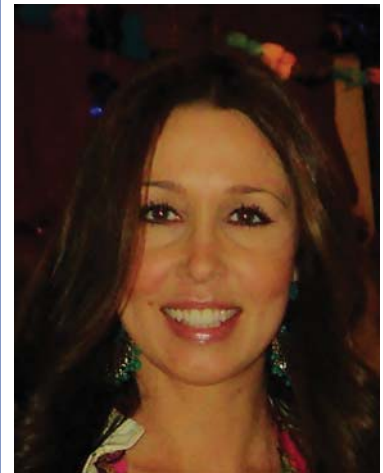
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Lorri Hunt

Lorri Hunt is the president of Lorri Hunt & Associates, Inc. and has 14 years experience in implementing quality management systems in diverse businesses such as Honeywell, the Department of Energy, and small businesses. She is an active member of the U.S. Technical Advisory Group to ISO Technical Committee 176. She serves as the chair for the United States group responsible for developing consensus positions related to ISO 9001 and 9004. She also served as the international Deputy Task Group Leader to the amendment to ISO 9001:2008. Lorri is a frequent contributor to quality publications and journals and is a co-author to the *Insiders' Guide to ISO 9001:2008*. She is also a frequent conference speaker. To contact Lorri call: 816-474-3996, email lorri.hunt@gmail.com or visit online at www.lorrihunt.com.

ISO 9001:2015 KEYS TO UNDERSTANDING THE REVISION

With the publication of the Draft International Standard (DIS) of the 2015 revision to ISO 9001, this is the first opportunity that more than 1 million world-wide users are getting their first look at what the revision will include. Many users will skip the introduction and head straight to the requirements in clause 4.0. Some of this may be because when we began reading as young children, we would move through the introduction pages of books and go immediately to the first chapter. We are also taught to read a book from cover-to-cover and that we shouldn't sneak a peek at the ending since the story might be ruined.

In this case, however, I recommend that users of ISO 9001 should start with the introduction sections of the standard, skip all of the clauses, and read the annex. Reading these two sections of the standard first will provide the foundation for users to understand some of the significance of the changes in the standard.

Annex A is to be treated as a normative reference, which means that the information in the annex is similar to a note that provides clarifying information. It can be used to help organizations implement the standard as well as a

resource when demonstrating compliance to auditors when the standard is used to certify organizations.

Here are some of the key changes that are clarified by reviewing Annex A in the DIS.

Change: Structure

Because the new structure of the standard is the most obvious change in the revision, it's important to understand the rationale for the change in structure so that users can then move on to the more substantive changes.

The structure of ISO 9001 is changing due to a decision by the ISO Technical Management Board to adopt a standardized format and common core text for use in all new and revised ISO management system standards. This is to promote greater ease of use for

organizations that want to integrate the requirements of multiple management system standards such as ISO 9001, ISO 14001, or ISO 50001.

This standardized format is referred to as Annex SL. Table 1 compares the high-level clause titles of Annex SL in the proposed ISO 9001:2015 to the clause titles in ISO 9001:2008.

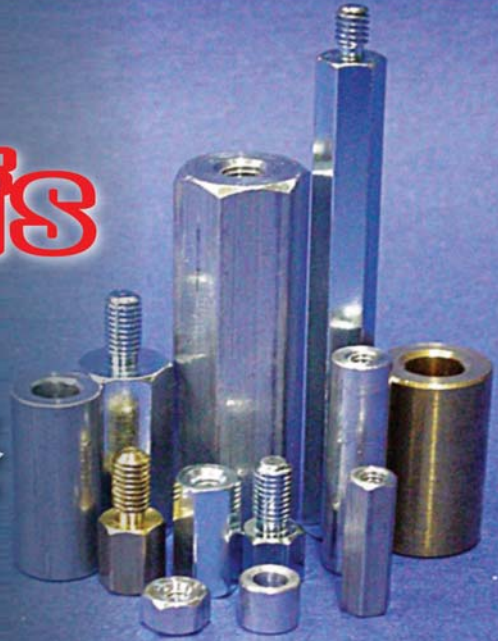


Annex SL	ISO 9001:2008
4 Context of organization	4 Quality management system
5 Leadership planning	5 Management responsibility
6 Planning	6 Resource management
7 Support	7 Product realization
8 Operation	8 Measurement, analysis, and improvement
9 Performance and evaluation	
10 Improvement	

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Surinder Sakhuja, founder of Stelfast, Inc. and Leo J. Coar, Editor and Publisher of Distributor's Link Magazine, have been elected to the National Industrial Fastener Expo "Hall of Fame", it was announced by Expo management.

"We are pleased and proud to add these two well-known and highly respected industry veterans to the prestigious group of 'Hall of Fame' members who have preceded them", said Jim Bannister and Mike McGuire, General Partners of the Expo. "Surinder and Leo are the first persons to be elected since 2008, and we are going to honor them with a private reception to be held on Wednesday, October 22, 2014, immediately prior to the big Expo Welcome Party scheduled for that evening at the Treasure Island hotel in Las Vegas.

More information about this event will be announced in the industry media and Expo program material during the coming months," added the Expo partners.



Surinder Sakhuja

Surinder completed his Industrial Engineering Degree in London in 1964 and immigrated to Canada in 1965. He worked for various companies in Toronto. In June 1971, a friend who owned a small gear factory told Surinder that he wanted to sell his business. After several meetings, they agreed on a price. In July 1971, Surinder purchased Industrial Gear Co., later renamed ESES Ltd.

Surinder met Tony Kolody, formerly with Infasco. In May 1974, Tony joined ESES and Surinder began buying/selling nuts. He also bought a small aircraft bolts/screws manufacturer located in Lorain, Ohio and

opened the first USA ESES warehouse. Deciding to separate the gear/screw machine and fastener business, in June 1976, he registered Stelfast Fasteners Inc. in Canada and the USA.

There are now seven USA distribution centers, two in Canada, and a manufacturing facility in Taiwan. Surinder's daughter is the President and sole shareholder of Stelfast USA. Her husband, Carmine Tomasso is Director of Purchasing.




Leo J. Coar

Leo J. Coar has been in the Fastener Industry for 60 years. He started his sales career in 1954 with Southern Screw Company as a sales agent covering the metropolitan New York and New Jersey area.

During the following years, Leo sold fasteners nationally, was in manufacturing, a master distributor, a show producer, and for the last 37 years editor and publisher of Distributor's Link, a magazine that services and supports fastener distributors.

Leo has been married to Myra for 57 years and resides in Naples, Florida. They have four children (two of them in the fastener industry), six grandchildren, and two great-grandchildren.

For more information regarding the National Industrial Fastener & Mill Supply Expo, contact Susan A. Hurley, General Manager, at (614) 895-1279, email info@fastenershows.com, or visit the Expo website at www.fastenershows.com. 





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Dennis R. Cowhey

Dennis, R. Cowhey, started Computer Insights, Inc. in 1981 and is currently CEO. He served for many years on the Illinois CPA Society Computer Information Systems Committee. He is a frequent author of articles for Industry Trade Magazines. Before starting Computer Insights, he served as Central District Manager for a division of Litton Industries (now part of Northrup Grumman). That company offered Inventory Control Systems to Retailers. Prior to that, he was a Credit and Financial Analyst for National Credit Office division of Dun & Bradstreet, Inc. He received his education at Chicago City College and DePaul University.

NEW SYSTEM CHOICE: THE DEVIL IS IN THE DETAILS

Is It Time For New Software?

There are a number of warning signs that should prompt a Fastener Distributor to consider new software. Even though the existing system is "good enough" and it's paid for, it may be time to change. As a member of the World Future Society, I make it my business to stay in tune with technological and other changes that may affect our clients. The pace and scope of change in the world today is breathtaking. All of us are going to be affected in some way.

Many changes are taking place in individual fastener companies, the fastener industry in general and in the computer industry that offer compelling incentives to update legacy systems.

Individual Company Considerations

- If it is a legacy system, does the vendor still exist?
- If not, where does your support come from?
- Does it enable you to properly support your customers?
- Is it being actively enhanced?
- Does it secure your data and your clients' data?
- Is it fast enough?

- Is it truly integrated and updated in real time?
- Does it provide needed information on a timely basis and in a useful form?
- How long does it take to train a new employee?
- Do you have to pay more to hire CSR's because they need high level computer skills?
- Are you relying on manual systems to support your real activity? E.g. how many Post It notes are on your employees' desks?

These are only a few of the questions that you should ask yourself. You probably wouldn't drive around in a 1970 Chevy (unless you are a car buff), why run your company on technology that is as old?

Selecting A New System

When it comes to selecting a new system, your actual business needs are the first place to look. Starting with flashy demonstrations can lead you down a misleading path. If you know what your specific company really needs before starting your search, things will go much better. Be sure to make a list of your needs.

The screenshot displays the 'PRODUCT INQUIRY EXPERT' window in 'The Business Edge' software. The main product information shows 'SHSS100C150' (1X1-1/2 Socket Shoulder Bolt) with a classification of 'W/MH W.M. Heitgras Company' and an alternate part number 'REN-15012'. The 'Availability' section shows 'On Hand' at 2,469 EA and 'Available' at 1,969 EA. The 'Price & Cost' section lists a list price of 16,540 EA and an average cost of 12,380 EA. The 'Inventory' section shows a total value of 30,566.22. The 'Branch Stocking Information' section includes fields for Re-Order Point, Max Qty to Stock, Min Purchase Qty, Packaging Qty, Master Packaging Qty, Bulk Packaging Qty, Theoretical Weight, and Buyer. The 'Lot Tracking Detail' section shows a lot number of 14873-009 at the Campbell location. The 'Open Documents' section lists several documents with dates and quantities. The 'Recent Product Sales' section shows a table of sales transactions with columns for Invoice Number, Inv Date, Customer Name, Due Date, Customer PO, Qty, UOM, Unit Cost, and Unit Price. The 'Recent Product Receipts' section shows a table of receipt transactions with columns for Type, Document, Date, Line #, Vendor, Vendor Name, Received, Qty, and Cost.

Access To Information is Critical. All the information you need, right at your fingertips and when you need it, is vital in your software choice.



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Robert B. Footlik

Robert B. Footlik is a licensed professional engineer. A graduate of Illinois Institute of Technology, he has worked extensively in the fields of material handling, plant layout, packaging and management systems. The firm of Footlik and Associates serves as staff warehousing and materials consultants to six trade associations. Footlik writes for 12 trade and professional journals. Footlik and Associates is located at 2521 Gross Point Road, Evanston, Illinois 60601; phone 847-328-5644.

WHEN PERFECTION IS NOT GOOD ENOUGH

Every Fastener Distributor who wants to stay in business needs to continually improve, enhance and communicate every aspect of their operation. If you objectively think about your warehouse the primary "customers" are the employee's who use the facility, manage the inventory and satisfy the external customers. Typically staff members have never encountered perfection in their lives and have virtually no experience with the concept. Sure you expect them to get things right but have you provided the environment and tools to achieve this elusive goal?

Psychological Walls

Think back to your elementary school years. What grade got you an "A?" Perhaps 90+% of perfect or 10% wrong. What grade meant you passed the exam or class with a "C?" Perhaps 70% of perfect or 30% wrong. And your class mate who got a "D?" Any grade north of 60% moved him to the next grade, poorly equipped to cope with increased learning and expectations.

It gets worse...all this was graded on a "curve" and if everyone did poorly the brightest student might have actually achieved less than 70% of perfection.

Fast forward to today and these are the individuals who staff your company. They are psychologically unprepared for perfection. They have never been expected to achieve this in their academic career and are even less motivated in their private lives.

This is a huge barrier to overcome. Taking the operation to a higher level of quality, productivity and success is not going to work unless all the elements are in place, endorsed by top management and welcomed by the people involved.

Perfection can never be achieved without everyone buying into this lofty goal as realistic and achievable. Your job is to provide the tools needed to change their attitudes and guarantee success.

Visual Perfection

This is the easiest to see. A good warehouse is clean, neat, organized and safe. In fact Section 1910.22 of the Occupation Safety and Health Act (OSHA) requires this, but for those in pursuit of perfection this is only a starting point.

Every aisle should be stocked uniformly using techniques that enhance picking speed and accuracy. This means training everyone to use the same procedures for each product class or type. Simple, right? Dividing the warehouse staff and management into teams and sending each team down an aisle to "neaten" the aisle usually reveals a multitude of opinions for what constitutes "neat." Do the exercise and use the results to build standardized procedures that are right for your context.



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THE ART & SCIENCE OF MANDREL PRODUCTION

by Steven Sherman, VP Engineering



Blind rivets have been produced since the mid 1900's, and although many blind riveting technologies have evolved since – one constant has remained: the mandrel.

Used in common blind rivet assemblies, the mandrel is a key component, and often the most critical, in the proper functioning of a blind rivet. It provides the rivet body retention and gives it the renowned “pop” or “click” sound when it breaks. To date, the mandrel in a blind rivet assembly is still the best method to provide secondary expansion in a blind rivet application.

The Purpose

By design, the mandrel is intended to resist corrosion and retain the rivet body as an assembly in transport until its eventual use. It is put into use when the mandrel is pulled through the rivet body by a mechanical tool to a pre-determined force, expanding the rivet body and then breaking at a specific point when the force is achieved. The spent mandrel is ejected into the riveting tool while the remaining slug is retained in the rivet body.

Clearly this task is not as simple as it may seem to accomplish. And while mandrels are typically made on conventional construction nail headers, they are not considered easy products to manufacture – even by machine manufacturers' own claims.

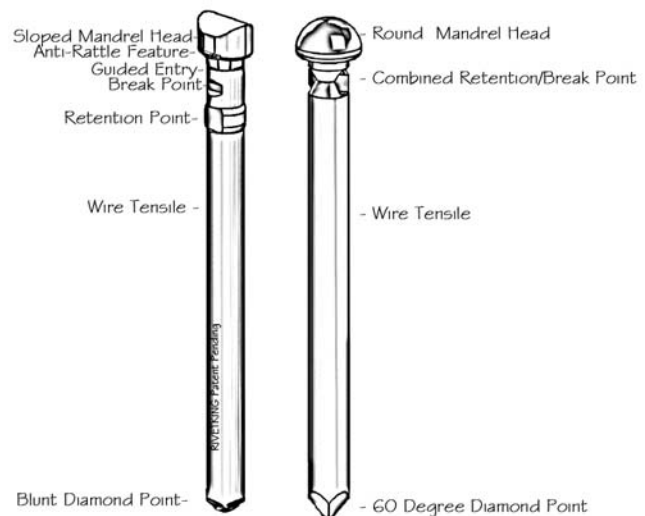
The Design

The mandrel has a few key features that are important to its proper functioning, including the:

- Wire Tensile Strength
- Wire Coating
- Wire Size
- Head Design, Diameter and Shape
- The Retention Point

- The Breakload and Break Point Location
- The Cutoff

The wire strength is a configured alloy with a specific tensile range. Without this tensile range being held to tight limits, the mandrel's breakpoint, breakload, head and cutoff would all be affected.



More importantly, there is a direct correlation between the wire tensile strength and the breakload. The Industrial Fasteners Institute (IFI) dictates what the breakloads should be and without properly specified wire, it might not be possible to achieve the appropriate breakload values. This would eventually cause low blind rivet performance or failure.

The wire size and coating also have an affect on the tensile strength and shear strength, as well as the fit, function and shelf life, all of which are critical points in the IFI specification. Since RivetKing tensile tests every wire batch we receive, we are able to collect valuable information and provide it directly to our production staff for use with our drawings and in production.

please turn to page 208

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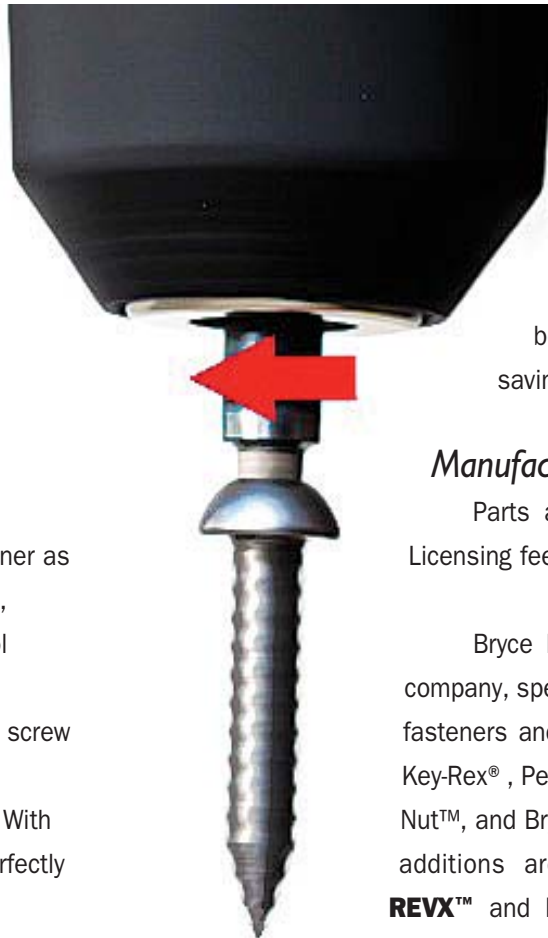
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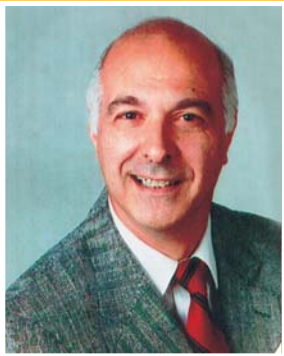
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Bart Basi

Dr. Bart A. Basi is an expert on closely-held enterprises. He is an attorney, a Certified Public Accountant, and President of The Center for Financial, Legal & Tax Planning, Inc. He is a member of the American Bar Association's Tax Committee on Closely-Held Businesses.

THE BUY/SELL AGREEMENT: A NECESSITY IN MULTI-OWNER BUSINESSES

Fastener Distributors are often owned by multiple owners in the form of partnerships, S Corporations, and Limited Liability Companies or LLCs. Because of their multi-ownership nature, members and shareholders tend to grind when their interests are opposed to one another. These disagreements can occur for many reasons, but they typically include, death, divorce, and retirement. It is thus the reason why we have buy-sell agreements.

Buy/sell agreements typically arise in succession planning for executives, including those executives involved in closely held corporations, and those involved in non-corporate types of entities, such as partnerships and proprietorships. The agreements are intended solely for the purpose of the liquidation of the executive's business interest; that is, buy/sell agreements provide that when an executive retires or dies, there will be a party or parties available to purchase these business interests from the estate, at a price which has been previously arrived at.

Although the disposition of the executive's business interest is by no means the only consideration in succession planning, it is an extremely important one, one which is often overlooked or oversimplified.

Purpose of Buy/Sell Agreements

[1] PLANNING A buy/sell agreement before death can help resolve the most serious problems the estate of a closely-held corporation owner usually faces: the lack of liquidity to pay estate taxes, the valuation of the stock for estate tax purposes, a market for the company, and the transfer of control to specific individuals.

[2] VALUATION An important factor to consider in drafting buy/sell agreements is the provision for valuation of the business interest for estate tax purposes. The estate tax basis is normally the fair market value at the date of death. However, Revenue Ruling 59-60 states:

"Where the option or buy/sell agreement is the result of voluntary action by the stockholder, such agreement may or may not, depending upon the circumstances of each case,

fix the value for estate tax purposes."

In the absence of such an agreement, the IRS may step in and fix the value according to its own formula. The value the IRS applies may have no relation to the consideration, which the estate receives for the interest. It is thus much more beneficial to have the estate tax basis agree with the price actually received by the

estate by having a buy/sell agreement that establishes the value of the business.

[3] FAVORABLE MARKET As mentioned above, the proceeds of a sale of assets may have no relation to the value the IRS places on the business interest for tax purposes (if the sale does not reflect the fair market value of the interest). Thus, a favorable market must be provided for the stock interest, and one of the best ways to accomplish this is to utilize a buy/sell agreement.

[4] CONTROL The owner may want to direct control of his interest to certain desired individuals, i.e., other stockholders, surviving partners, family members or key employees. He may want to keep unwanted beneficiaries or outsiders from acquiring a controlling share of the interest. A buy/sell agreement is the best way to insure that the results are those which the owner actually intended.





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Jim Truesdell

James Truesdell is president of Brauer Supply Company, a distributor of specialty fasteners, insulation, air filtration, and air conditioning with headquarters in St. Louis. Mr. Truesdell is adjunct professor at Saint Louis University and Webster University. An attorney and frequently published writer, he is the author of "Total Quality Management: Reports From the Front Lines".

EFFORTS CONTINUE TO CURB PATENT TROLLS

Every now and then, as a distributor of industrial fasteners and hardware goods, I am the recipient of an email or letter correspondence alerting me that I may have violated the patent of someone who purports to own the rights to some item or tool which we are allegedly selling or which we have secured from some manufacturer who they charge is not the rightful owner of the item in question. Sometimes these claims have been directed at a specific instance. More usually they are broad assertions of usage which lack documentation and appear to be a shotgun style communication to a vast number of companies which the sender seems to be shaking down for a "settlement."

It's not always just the manufacturer who is targeted by these entities which have become known by the term "patent troll."

Our patent laws exist because we want to encourage creativity and innovation in coming up with new and unique inventions which will serve our society. The idea is to allow those who invest time and effort in research and development a period of time during which they can exclude others from utilizing the new idea unless those others negotiate and pay license fees and royalties to the inventor/developer. It is all logical and for many years has worked reasonably well to stimulate ingenuity and the entrepreneurial spirit in our economy.

But like so many things that have good intent, there are people who will look for an "angle" and find a way to twist the law's application so that they can extract money from someone else. Such is the proliferating problem of "patent trolls." Evoking the image of the ugly green monster that lurked under bridges in fairy tale stories and who demanded payment of toll fees from those seeking to cross the bridge, there are entities out there who acquire patents through various means and seek out victims who may be using similar devices or processes (however remotely) and then

threaten to file lawsuits for which they seek a settlement payment. These patent pirates, more gently referred to as "patent holding companies", do not actively manufacture product or provide services. They sometimes purchase patents from bankrupt companies and then enforce them against third parties without even the pretense of actually using the patents themselves.

Many of the patents the trolls use probably shouldn't have been granted in the first place. Many of them are vague and overbroad. There have been calls from many in business and government to narrow the criteria on which they are issued. President Obama, in signing the "America Invents Act" in 2013 called on the Patent and Trademark Office to hold patent holders' "feet to the fire" in considering applications.

One area that seems to have been abused is where software is developed to provide new processes to implement already established ideas and products.

In fact, the Supreme Court has moved in recent months to limit these suits. In the case of *Alice Corp. vs. CLS Bank* Justice Clarence Thomas, writing for the majority, said that the patent holders use of software and computers to implement an already established practice (in this case completing financial trades through an intermediary to guard against fraud) did not constitute an actual invention.

Another case, *Octane Fitness vs. Icon Health & Fitness*, made it easier for courts to compel the loser of a lawsuit to pay a defendant's attorney's fees if a judge deems a lawsuit frivolous. This is important because unscrupulous plaintiffs often leverage the fact that they are litigating under contingency legal fee agreements which allows them to proceed without risk while defendants are racking up hourly defense bills, giving those defendants a great incentive to throw money into a settlement for even a non-meritorious claim.





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The lock nut consists of an assembly of two permanently joined, independently rotatable slotted nuts, designed for direct slip on installation and compression-type locking action. The nuts are six-sided with one of the sides removed to form the slot in each of the nuts. The slotted nut looks similar to a horseshoe. Users install the nut assembly by rotating both nuts to the nut assembly by rotating both nuts to the open position. In the open position, with the open slots of the two nuts aligned, users slip tech assembly on or off a threaded rod or bolt therefore eliminating rundown. On the closed position, with the slots of the nuts opposite each other, users tighten the nuts with conventional wrenches. This arrangement of nuts provides high clamp loads or torque specification comparable to

those obtained with standard nuts. The clamp load or torque specification depends on the size of the nut. The Slip-ON Lock Nut® also gives a compression-loaded locking action which is extremely resistant to the loosening effects of vibration because it uses two nuts stacked end-to-end. Users


remove them by loosening the nuts as units and then aligning the slots or the two halves.

The Slip-ON Lock Nut® eliminates the need to spin nuts to the desired location, bypasses damaged threads on a threaded rod or bolt, and speeds up project completion time. Another benefit is the nut's superior anti-vibratory characteristics. The Detroit Testing Laboratory technicians conducted a test to evaluate the vibration resistance of the Slip-ON Lock Nut's locking action. The technicians torque the nuts to 50 foot-lbs. And then subjected them to a three-hour test consisting of five-minute periods of sinusoidal vibration at frequencies ranging from 5 to 2,000 Hz, double amplitudes as high as 0.4-inch displacement, and generated shaking forces as high as 35 G's.



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The technicians concluded that the nuts were not loosened.

The Slip-ON Lock Nut® is patented in the U.S., Canada, Japan, and Europe. The patent covers both physical apparatus as well as method of manufacturing. It is available in zinc plated steel and stainless steel in metric, UNC, and UNF. 

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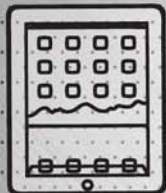
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DISTRIBUTOR NEWS

GF&D Systems was established in 1989 by Art Salani and the late Bob Davidson.

As we celebrate our first quarter of a century, I would like to take the opportunity to thank the thousands of distributors, catalog houses, engineers, material managers and purchasing agents who have come to depend on GF&D for their grease fitting needs to accommodate their end users.

Our associates appreciate the business and the positive reinforcement we have received over the past 25 years.

All of these accomplishments which have far exceeded our expectations of 25 years ago are due to the professionalism of the rep organizations, both past and present who have represented GF&D throughout the US, Canada, and Mexico with knowledge, integrity, and honesty. Thanks to all of you as we begin our next 25 years.

All our associates look forward to the continual success of all our customers.

Thank you for your trust.

Art Salani
President & CEO

For more information about GF&D Systems contact them at 5500 S. Westridge Drive, New Berlin, WI 53151. Tel: 1-800-360-1318, Fax: 1-262-789-8640. Send any email requests to sales@gfdsystems.com or you can visit them online at www.gfdsystems.com.



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HOME GROWN SOCKETS & TAMPER RESISTANT FASTENERS *by Stan Lockhart*

There are many cold headed fastener manufacturers operating today, but when you talk about socket screws, that number shrinks considerably! Add in high alloy steels and special stainless material into the equation, that number gets even smaller. Robert Parker not only makes sockets screws and tamper resistant fasteners in 302, 316 and A286 stainless and has found his niche in the domestic market by manufacturing socket screws as long as 12 inches in 1/4 inch diameter. No surprise to those who know the history of Robert as a header man and as the son of a header man. He started his career over 35 years ago while helping his father in the shop where he worked and received compensation in twinkies and soda pop.

Today, Parker Fasteners employs 27 people and is servicing distributors across the US for commercial, industrial and MS or NAS mil spec hardware in short and long run quantities. Terrance Dillon, Operations Manager for Parker, has seen the company grow in the complexity of the sockets screws that they produce as inquiries began to flow in for difficult parts that other manufacturers would not quote. Utilizing their 125 years of combined industry experience, and with a determination

to "satisfy the customer", Parker continues to outperform others in the industry and make a solid name for themselves as the go-to source for DFAR compliant quality socket drive and tamper resistant fasteners.

With special buying arrangements for hard-to-work, hard-to-find, stainless and alloy steels, their vast inventory of wire ranging in diameter from 00 to 5/8, allows the company flexibility when quoting in a short lead time situation. Matt Boyd, Sales Manager for Parker finds that customers appreciate the willingness of the company to produce and deliver quantities with realistic volumes that are not dependent on raw material minimums.

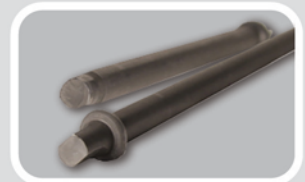
Located in Goodyear, AZ near Phoenix, they are well positioned for many of the markets they service in the aircraft, military, transportation and utility industries. Robert Parker has developed a proprietary line of tamper resistant drives that can be specific to each individual customer, creating the best "theft-proof" assembly system in business today. Called Lock-Out, this trademarked drive style is keyed and also provides an anti-cam out fastener for production and field installations. 



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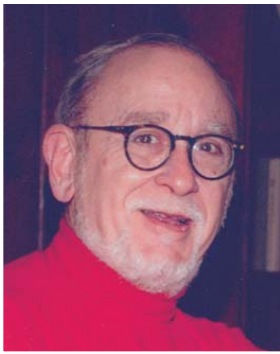
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Woodruff Imberman

An economic historian by training, the author, Dr. Woodruff Imberman, is President of Imberman and DeForest, Inc., management consultants. He has published many articles in *Distributor's Link* on improving managerial effectiveness, supervisory training, improving employee productivity, and on implementing Gainsharing Plans in the fastener industry. For further information on these subjects and the articles, please contact him at Imberman and DeForest, Inc., IMBandDEF@aol.com.

WHAT THE UAW ELECTION AT VOLKSWAGEN MEANS FOR THE FASTENER INDUSTRY

There are seven lessons fastener producers and distributors wanting good employee relations, labor peace and high productivity can learn from the United Auto Workers' complicated but ultimately unsuccessful organizing drive at Volkswagen's Chattanooga, TN plant last February.

The UAW's had a four-step strategy. It was complicated – but creative. It involved pressuring Volkswagen's management in Germany to help the American union's Tennessee organizing effort; creating a new, cooperative image for itself; using that image to unionize the Chattanooga plant and then using it as a spring-board to organize the other “transplant” Southern facilities of foreign auto makers:

- First, it co-opted powerful German unions to pressure Volkswagen into supporting its organizing efforts in Tennessee by saying it would follow practices mandated by German law in the Chattanooga plant and then persuading VW to agree to a simple “card-check” method to obtain bargaining rights in Tennessee rather than having employee sentiment verified by a secret-ballot election;
- Second, it tried to gain employee acceptance in Chattanooga by pledging to cooperate with rather than fight VW's local management;
- Third, by offering its new, positive image of labor/management cooperation to the Chattanooga workers, it hoped to negate its reputation as a militant union that one of the causes of the American auto industry's downfall;
- And finally, it hoped a success in VW/Chattanooga would reverse the union's long-term decline and help it organize the foreign “transplant” car company plants throughout the South where employees have wanted little to do with unions in general and the Auto Workers in particular.

The reasons for the UAW's defeat in Tennessee

include the Chattanooga workers' negative perceptions of VW; the difficulty of trying to apply the German industrial practices and laws in the United States; the historic adversarial stance of unions in this country, and a widespread but erroneous interpretation of American labor law. The best way to understand the UAW's ingenious approach to the Chattanooga election and then learn from it is via a question and answer approach to the entire complex matter:

Why Was It So Important To The UAW To Organize VW's Chattanooga Plant?

Membership in the United Auto Workers Union has fallen to about 400,000 members, down by more than two-thirds half since it peaked in 1979.¹ Desperate to organize new members, it has been trying to unionize the growth segment of the industry – the “transplant” assembly plants of foreign auto makers – Nissan, BMW, Volkswagen, Toyota, and the others.² The UAW has been unsuccessful, for several reasons.

What Were The German Laws And Industrial Practices?

The UAW's strategy in Volkswagen/Tennessee was based upon applying German labor law which requires all companies to have a “Works Council” in each facility. Like earlier German social legislation,³ this 1919 law was a conservative effort to blunt the Bolshevik movement then threatening Eastern Europe.⁴

Briefly put, a Workers Council represents workers at a local level in German plants, while national unions there traditionally have negotiated industry-wide contracts applying to all companies within specific industries. Local Works Councils have more power in Germany to raise grievances than do union locals in the United States, and often work in uneasy tension with Germany's national unions.

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HOW TO PROPERLY PIN A SHAFT & HUB ASSEMBLY

by Caroline Mallory, SPIROL Application Engineer

One of the primary benefits of using a Coiled Spring Pin to affix a hub or gear to a shaft is the Coiled Pin's ability to prevent hole damage. Another benefit is that the Coiled Pin absorbs wider hole tolerances than any other press-fit pin. This translates to lower total manufacturing costs of the assembly.

There are a few design guidelines that must be adhered to in order to achieve the maximum strength of the pinned system and prevent damage to the assembly:

The design guidelines can be divided into two groups: 1) the shaft and hub, and 2) the pin.

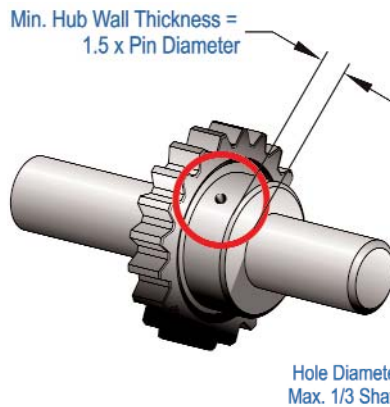


FIGURE 1

Shaft and Hub Considerations

The hole in a shaft should not exceed 1/3 of the shaft diameter. For mild steel and nonferrous shafts, standard duty pins are recommended. The extra strength of a heavy duty pin is only beneficial if the hole is less than 1/4 the diameter of the shaft or if the shaft is hardened (Figure 1).

It is recommended that the hub be designed with a minimum wall thickness of 1.5 times the diameter of the pin. Otherwise, the strength of the hub will not match the shear strength of the pin (Figure 1). As the wall thickness of the hub increases, so does the area of material around the pin.

The diameter of the holes through both the shaft and hub should be precision matched to eliminate any movement of the pin within the holes. It is recommended that the difference between the hole diameters in the hub and shaft not exceed 0.05mm (.002") to prevent movement of the parts relative to each other. Otherwise, the pin will be subject

to dynamic loading such that a very small change in velocity could equate to a significant change in force impacting the assembly.

The hole should be centered in both the shaft and hub to prevent stress concentration and ensure there is enough material around the pin to withstand the applied forces.

If the holes cannot be precision matched, dividing the tolerance between the shaft and hub is recommended. The larger half of the tolerance should be applied to the component with the longest engagement length, and the smaller

half should be applied to the other component.

Countersinks on the holes are not recommended. In addition, the outer diameter of the shaft (OD) and the inner diameter of the collar (ID) should be designed such that the distance between the shear planes (OD-ID) does not exceed 0.13mm (.005"). In both cases, an unsupported length of pin in an area where torque may be applied is created. This could cause a bending moment, which shortens the lifespan of the pin (Figure 2).

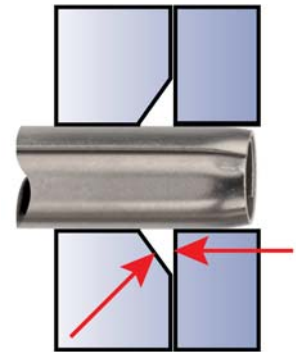


FIGURE 2

A countersink increases the distance between the shear planes. This can put the pin in bending and thus reduce the strength of the pin.

please turn to page 216

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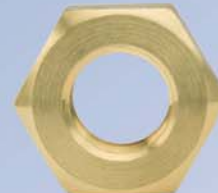
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NEW SUMMARY OF INCH BOLT AND NUT GRADE MARKINGS

by Joe Greenslade Director of Engineering Technology, IFI

In the new 9th Edition of the IFI Inch Fastener Standards Book a new summary of the most commonly used bolt and nut grade markings has been updated.


Most national and international standards defining mechanical and performance properties of fasteners specify that fasteners produced to their requirements must be marked to identify both the fastener's grade and manufacturer. The grade marking is a special symbol identifying the fastener's material and performance requirements.

The manufacturer's marking is a symbol identifying the source that accepts the responsibility that the fastener conforms to all specified requirements.




Markings on bolts and screws are usually located on the top of their heads; those on studs on their ends; and on nuts on their top face. Most standards permit the manufacturer the option of providing either raised or depressed (indented) marks, with the one exception that marks on nut flats or bearing surfaces must be depressed.

The Fastener Quality Act requires registration of identification markings for those supplying the United States market. The registration is with the United States Patent and Trademark Office.

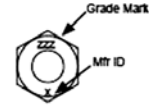
A complete listing is available at: www.uspto.gov/web/offices/tac/fqa/active.



The following tables detail the grade markings of the most popular ASTM and SAE strength grades for externally and internally threaded fasteners, respectively. 

SAE J429 Bolt Grade Markings









Grade 2	
Grade 5	
Grade 8	

ASTM Nut Grade Markings



ASTM Nut Standard ¹	ASTM Nut Grade Markings
ASTM A194	1, 2, 2H, 3, 4, 6, 6F, 7, 7M, 8, 8A, 8C, 8CA, 8M, 8MA, 8T, 8TA, 8F, 8FA, 8P, 8PA, 8N, 8NA, 8LN, 8LNA, 8MN, 8MNA, 8MLN, 8MLNA, 8R, 8RA, 8S, 8SA, 8MLCuN, 8MLCuNA, 9C, 9CA, 16
ASTM A563	O (no mark), A (no mark), B (no mark), C (see mark below), C3 (see mark below), D, DH, DH3,  
ASTM F594	F594A, F594B, F594C, F594D, F594E, F594F, F594G, F594H, F594J, F594K, F594L, F594M, F594N, F594X, F594V, F594W, F594P, F594R, F594S, F594T, F594U, F594A, F594B, F594C, F594D, F594E, F594F, F594G, F594H, F594J, F594K, F594L, F594M

SAE J995 Nut Grade Markings

Grade 2	 
Grade 5	  
Grade 8	  

Note 1: See Index to find the page number for complete standards details.

ASTM Bolt Grade Markings



ASTM Bolt Standard ¹	ASTM Bolt Grade Markings
ASTM A193	B5, B6, B6X, B7, B7M, B8, B8M, B8P, B8LN, B8MLN, B8C, B8T, B8A, B8CA, B8MA, B8PA, B8TA, B8LNA, B8MLNA, B8NA, B8MNA, B8MLCuNA, B8N, B8MLCuN, B8R, B8RA, B8S, B8SA, B94, B95, B96, B97, B98, B99, B100, B101, B102, B8SH, B8CSH, B8PSH, N8TSH, B8NSH, B8MSH, B8YSH, B8JSH, B9M2, B9M3, B16, B16R
ASTM A307	307 A, 307 B
ASTM A320	L1, L7, L7A, L7B, L7C, L7M, L7O, L770, L772, L73, L43
ASTM A325	A325, A325
ASTM A354	BC, BD
ASTM A449	A449, A449
ASTM A490	A490, A490
ASTM A593	F593A, F593B, F593C, F593D, F593E, F593F, F593G, F593H, F593J, F593K, F593L, F593M, F593X, F593N, F593V, F593W, F593P, F593R, F593S, F593T, F592U, F593A, F593B, F593C, F593D, F593E, F593F, F593G, F593H, F593J, F593K, F593L, F593M

For more information regarding fastener grade markings send inquiries to techinfo@indfast.org.





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DISTRIBUTION, DEDICATION AND DAGGERZ™ BRAND FASTENERS

In 1996, there was an idea that the marketplace needed a new source of quality and competitively priced product with brand name recognition, a company that could help enhance the fastener distributor's options. International Fasteners Inc. was then founded and began offering the DAGGERZ™ brand of quality construction fasteners.

International Fasteners Inc. quickly became known as The Distributor's Choice and their success has been built on their dedication to serving their loyal customers, relationships with quality suppliers overseas and most importantly, the true professionals who sell, service and ship their products every day.

Originally, International Fasteners Inc. had a product offering of self drilling, drywall, and needle point screws. They have continued to grow the Daggerz™ brand into one of the most comprehensive selections of construction fasteners sold exclusively through the distribution channel. Today, the new catalog boasts over 800 line items in bulk alone. The extensive line of construction fasteners include self drilling, drywall, deck, wood working, concrete, post frame, clip, needle point, and aluminum industry screws as well as EPDM bonded washers, bits, and threaded rod. Of course, all products

are offered in a wide variety of sizes, materials and finishes.

To help keep their distributors at ease with the quality of the Daggerz™ brand product, the fasteners are still imported from most of the same high quality factories in

Taiwan as they were in the beginning. Fasteners are tested on site in the corporate facility in Tampa, Florida before they are approved for shipment into the country. Also, each product offering is color coded for ease of material identification for both the distributors as well as the end users and contractors. All fasteners are also offered in smaller quantities and are custom packaged to offer each distributor options only available by processing packaged orders locally.

In recent years, distributors have found the need to stock less products on their own shelves and need to receive their fasteners quickly and efficiently. Recognizing this,

International Fasteners Inc. has been busy developing more stocking locations throughout the U.S. and now have six locations to serve their customers best. With inventory in Tampa, Charlotte, Chicago, Dallas, Philadelphia, and Phoenix, most orders can be received within two days of shipping.

please turn to page 227



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ROBOTS TO REPLACE MACHINISTS INSTALLING FASTENERS ON BOEING 777s and 737s

Boeing is turning to advanced robotics to assemble fuselages, replacing machinists with robots for much of the fastener work.

Robots will soon drill and fill about 60,000 fasteners on Boeing's 777 and 737 models.

For the 777, the aerospace giant is in the final phases of testing a new method for assembling fuselages.

Known as the Fuselage Automated Upright Build, or FAUB, this new technology will enable fuselage

sections to be built using guided robots that will fasten the panels of the fuselage together, drilling and filling the more than approximately 60,000 fasteners that are currently installed by hand in Everett, WA.

FAUB, which has been in development since 2012, improves workplace safety and increases product quality, according to Boeing. In addition, the automated system is expected to reduce build times and improve first-time quality.

"This is the first time such technology will be used by Boeing to manufacture wide-body commercial airplanes," said Elizabeth Lund, vice president and general manager, 777 program and Everett site, Boeing Commercial Airplanes.

The 777 program has already begun testing FAUB at a facility in Anacortes, WA. The system will be installed in Everett in a new portion of the main factory that is under

construction now.

The robotic system, designed for Boeing by KUKA Systems, is the latest in a series of strategic Advanced Manufacturing moves on the 777 program, which have already included new systems for painting wings and other drilling operations.

For the 737, Boeing plans to convert a 737 assembly function to an automated process in order to ramp up production capacity, according to Flightglobal.com.




Made by the US-based Electroimpact company, the panel assembly line (PAL) machines will fasten stringers to wing skin panels, installing fasteners at twice the speed of machinists now performing the work. The machines are being installed on Boeing's production line

in Renton, WA.

"Boeing expects the machines to deliver several benefits once they are installed and operational, including reducing flow times by one-third, defects by two-thirds, footprint by half and injuries to workers by half," stated 737 operations director Elizabeth Schryer.

Once fully operational, Boeing will have the capacity to build more than 60 wing sets per month in Renton, although production rates are not planned to exceed 47, according to Flightglobal.com.

A decade ago Boeing's production rate for 737s was less than 20 per month. 

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AN INTRODUCTION TO ARSER

Arser is a leading European manufacturer of metric socket set screws (ISO 4026-7-8-9 - DIN 913,914,915, 916) and hex keys (ISO 2936 - DIN 911), and stud bolts (DIN 976.1).

We have thirty five employees and have been in business since 1966. We have forty machines, all of which were designed and built in house. Our manufacturing capabilities range from M2x2 up to M16x100. Materials: Alloy steel, stainless steel, martensitic stainless hardened to 50HRC, brass, aluminium. We can produce in other materials upon request.

Our minimum order quantity ranges from 5000 to 10000 depending on the size requested. We also have expertise in the Design and Manufacturing of Specials.

Screw points are turned for precision and functionality. Heat treating is done in house with two

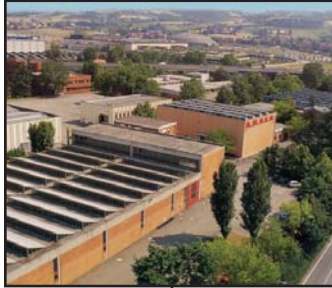
automatically controlled furnaces. Production of nylon lock on threads conforms to IFI-525/DIN 267.28 from M2.5 to M12.

ARSER has automatic packaging with both cartons and plastic bags. Special packaging available. PPAP Level 3, IMDS available. We are ISO 9001/2008 certified and are in process for ISO TS 16949 (automotive).

Our plating capabilities include galvanizing, mechanical plating and chemical coating. We also do salt spray testing.

We are very pleased to announce a new relationship with B.Finder Associates, which will enable us to market and warehouse our product in the United States. We hope to have our best selling items in stock in the Chicago area within the next six months.

Visit us at NIFMSE Las Vegas Booth 314. 



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MID-WEST FASTENER ASSOCIATION

FASTENER TECH™ '15**EXHIBIT SALES UNDERWAY**

MWFA - P. O. Box 5, Lake Zurich, IL 60047 - Tel: 847.438.8338, 1.800.753.8338 - mwfa@ameritech.net - www.mwfa.net

Exhibit sales for **FASTENER TECH™ '15** are underway, including space in a new "Technology Center" section, which is reserved for suppliers of materials, tooling and machinery for making any type of fasteners. The balance of the show will be filled with fastener distributor and user-oriented exhibits. Exhibitor registration forms and the show floor plan are available at www.fastenertech.com/fastenertech and www.mwfa.net.

FASTENER TECH™ '15, the fifth staging of the all-fastener-industry concept in fastener industry trade shows, is scheduled to take place in Rosemont (Chicago), IL, USA, June 8-10, 2015 at the Donald E. Stephens Convention Center. The complete **FASTENER TECH™ '15** schedule is as follows:

- **Seminars: June 8, 9 and 10, 2015**
- **Exhibitor Set-Up: June 8 and 9, 2015**
- **Exhibition Open: June 9, 2015: 10am until 5pm and June 10, 2015: 9am until 3pm**
- **Technology Center Happy Hour: June 9, 2015, 4pm**
- **Fastener Bash Reception: June 9, 2013 at 5pm**

Described as "The All-Fastener-Industry Event in the Heart-of-the-Fastener Industry," **FASTENER TECH™ '15** offers attendees and exhibitors a valuable, cost-effective and easy-to-attend event that provides benefits to fastener manufacturers, distributors, users and suppliers. **FASTENER TECH™** is a biennial event.

As a trade event, **FASTENER TECH™** is unique on several fronts, including the following: the relatively low-cost and ease-of-exhibiting at and attending the show, the all-industry focus, the heart-of-the-industry location, and a high level of participation from fastener industry associations and publications. Turn-key exhibit spaces start at \$1750.

FASTENER TECH™ '15 is being produced by Fastener Technology International magazine, Akron, OH, USA, and the Mid-West Fastener Association (MWFA), Lake Zurich, IL, USA. As was the case for the 2007, 2009, 2011 and 2013 shows, numerous trade associations and industry

publications from around the world and different segments of the fastener industry will be involved in organizing, promoting and executing **FASTENER TECH™ '15**.

The most recent **FASTENER TECH™** was held in June 2013 at the Donald E. Stephens Convention Center, and it provided its visitors with direct supplier access, networking opportunities, business intelligence, social programming and technical education related to making, distributing and using all types of mechanical fasteners—including nuts, bolts, screws, rivets, rings, clips, washers and nails. Comments from past **FASTENER TECH™** participants include the following:

"FASTENER TECH™ was great. Very active aisles as attendance was very strong"

"Chicago as a host city for a fastener show makes so much sense."


"I was impressed with the number of distributors, importers and manufacturers."

"It's a great turnout, the people in Chicago always put on a good show."

Fastener Technology International is a bimonthly international technical magazine for manufacturers, distributors and users of all types of fasteners—the print edition is delivered to over 13,000 subscribers in more than 90 countries, and the digital edition is available around-the-clock at www.fastenertech.com.

The Mid-West Fastener Association (MWFA) has been representing and serving all segments of the fastener industry for more than half-a century. MWFA members include fastener manufacturers, distributors, importers and industry suppliers. Details are available at www.mwfa.net.

For details on exhibiting contact Nancy Rich of the MWFA at mwfa@ameritech.net (+1 847-438-8338) or Tom Hutchinson of Fastener Technology International at tlh@fastenertech.com (+1 330-864-2122).

Editorial Contact: Mike McNulty of Fastener Technology International, mcnulty@fastenertech.com (+1-330-864-2122). 

FASTENER TECH™ '15

*Exhibits include
Fastener Manufacturers,
Fastener Industry Service Companies
and Fastener Machinery.*

FASTENER TECH '15 EXHIBIT APPLICATION AND CONTRACT

DATE: _____

The undersigned (hereinafter called the Exhibitor) hereby applies for space in the FASTENER TECH '15 Exhibition scheduled for June 8-10, 2015 at the Donald E. Stephens Convention Center in Rosemont (Chicago), IL USA. The Exhibitor understands that this becomes a valid contract when accompanied by the exhibit fee (shown below) and upon the receipt of FASTENER TECH '15's acceptance of the application. Furthermore, the Exhibitor acknowledges receipt of and agrees to exhibit under and comply with the rules and regulations printed on the second and third pages of this contract.

COMPANY NAME: _____

ADDRESS: _____

CITY: _____ STATE/PROVINCE: _____ ZIP: _____

COUNTRY: _____ CONTACT: _____

PHONE: _____ FAX: _____ EMAIL: _____

WEBSITE: _____

EXHIBIT SPACE SELECTION & FEES (includes carpet, table, two chairs, waste can, pipe & drape, sign, 2 exhibitor badges per booth, attendee passes and exhibitor lunch)

_____ 10'x10' unit: \$1800 (reserved by 10/1/2014) After 10/1/2014 \$2000 **Table Size Requested:** 4ft ___ 6ft ___ 8ft ___

_____ 10'x20' unit: \$3600 (reserved by 10/1/2014) After 10/1/2014 \$4000 **Table Size Requested:** 4ft ___ 6ft ___ 8ft ___

Larger booths available upon request (additional space charged at per booth price)

_____ Electrical Outlets, \$250 each (on site electric order \$300) _____ Upgrade to counter table and stools \$100 _____

We would like to be a Fastener Tech '15 Reception Sponsor-please check to be contacted _____

TOTAL COST (Space & Electrical Outlets): _____

UTILITIES AND OPTIONAL FURNISHING NOT INCLUDED. (Info for upgrades and additional furnishing options to follow at later date)

BOOTH SELECTION: FIRST CHOICE: _____ SECOND CHOICE: _____ THIRD CHOICE: _____

COMPETITORS NOT TO BE LOCATED NEAR: _____

PRODUCTS & SERVICES: _____

NAME & SIGNATURE OF RESPONSIBLE PARTY: _____

METHOD OF PAYMENT: MAKE CHECKS PAYABLE TO FASTENER TECH '15, AND MAIL WITH APPLICATION TO
FASTENER TECH '15, PO BOX 5, LAKE ZURICH, IL 60047, USA

CREDIT CARD: (CIRCLE ONE) VISA MC AMEX

ACCOUNT NUMBER: _____ EXP. DATE: _____

NAME ON CARD: _____ SIGNATURE: _____

CALL +1-847-438-8338 FOR WIRE TRANSFER INFORMATION
RETURN COMPLETED FORM BY MAIL TO FASTENER TECH '15, PO BOX 5, LAKE ZURICH, IL 60047, USA
OR FAX WITH CREDIT CARD INFO TO: +1-847-438-7580

OFFICE USE ONLY / ACCEPTED BY: _____ SPACE ASSIGNED: _____

PAYMENTS RECEIVED: _____

Cancellations prior to 4/1/15 subject to \$200 processing fee. After 4/1 no refunds.

For rules and regulations and additional information, please go to our website at www.mwfa.net

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DISTRIBUTOR NEWS

National Threaded Fasteners Ltd. is pleased to welcome Ms. Ying Cao to their international purchasing group.



Ms. Cao has a Bachelor's degree in Logistics Management from Soochow University in Suzhou, China. She also holds a Masters degree in Operations Research and Supply Chain Management from the Case Western

Reserve University in Cleveland, Ohio.

NTF is an importer and master distributor of flange fasteners, hardened flat washers and plow bolts headquartered in Perry, Ohio.

For more information contact National Threaded Fasteners at 3705 Lane Road, Perry, OH 44081. Tel: 440-350-1430, Fax: 440-350-1676, Email: sales@flangescrews.com or visit them online at www.flangescrews.com.

DISTRIBUTOR NEWS

DDI System, has completed the acquisition of Mobilistics LLC, a mobile app company known in the wholesale distribution industry for their MobiOrder field sales application.

With this acquisition, DDI System has risen above their competition with a single ERP software solution providing unparalleled mobile, e-Commerce and CRM capabilities. MobiOrder delivers the ability to present a visual product catalog with current inventory and alternate product suggestions. Unique customer data including past and present order status, account status, contact information, and the ability to change pricing on-the-fly has streamlined the way field sales teams operate.

"Many of our Inform ERP software users were already successfully utilizing MobiOrder. By integrating MobiOrder's powerful toolset directly into Inform, we can now provide easy access to real time information on a wide array of mobile devices. This addition further expands on DDI's offerings making Inform one of the most comprehensive ERP solutions available to distributors today." – Barbara Jagoe, COO of DDI System

As DDI System rolls out the integration of MobiOrder with Inform, watch for distributor's sales teams to gain additional access to company data anytime, anywhere, and from any device. Additional access without workload duplication will streamline operations, save time, increase customer service and ultimately boost sales.

DDI System's inform distribution management software is an advanced industry specific ERP solution for wholesale distributors. DDI's Inform software combines everyday operational benefits in accounting, inventory, sales, purchasing and pricing with the latest sales driving tools such as CRM, direct marketing, real time e-commerce and mobile apps.

Mobilistics LLC is a leading development company and provider of mobile distribution applications. Their distribution backgrounds of over 40 years lend themselves towards useful and reliable mobile tools for hard-goods distributors.

Learn more about DDI System's Inform ERP and new MobiOrder integration at ddisys.com or by calling 877-599-4334.



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Adjustable, Removable, Reusable — Fastener assemblies coated with VC-3 can be easily adjusted, removed, and reused.

Minimized Galling and Stripping — VC-3's cold flow properties minimize galling and stripping of soft threads.

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VC-3 is used in many manufacturing industries, including aerospace, automotive, military, electronics, space exploration, marine, construction, and appliance.

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VC-3 is pre-applied for mass-production at ND Industries processing plants.



VC-3 is also bottled at ND's Vibra-Tite Division and available for individual sale.



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Dave Kahle

Dave Kahle has trained tens of thousands of distributor and B2B sales people and sales managers to be more effective in the 21st Century economy. He's authored eight books, and presented in 47 states and seven countries. Sign up for his weekly Ezine, or visit his blog.

For more information, or to contact the author, contact: The DaCo Corporation, 835 West River Center Drive, PO Box 523, Comstock Park, MI 49321. Email: cheryl@davekahle.com <http://www.davekahle.com>, Phone: 800.331.1287 or 616.451.9377 Fax: 616.451.9412

SALESPEOPLE: POSITION YOURSELVES WITH POWER

His eyes were narrow and bloodshot from staying out late and partying too heavily the previous night. A two-day old stubble framed his face. He was wearing a dark colored tee shirt, which he hadn't tucked in, a pair of jeans, and scuffed loafers which had probably never seen shoe polish. It was the second day of my Sales Academy seminar, and this participant in the program was complaining to the group that his customers were only interested in low price.

I didn't say this, because I didn't want to embarrass him in front of the group, but I thought it none the less: "Do you think your appearance and demeanor have anything to do with your customers' reaction? Do you think that you may give them the idea that you are the lowest rung on the pricing scale? Is it possible that you have inadvertently positioned yourself as the Wal-Mart of the industry?"

I remember, as a child, having a salesperson call on my family. He had an appointment to discuss a correspondence course for one of us. He drove a big Lincoln, dressed richly, spoke articulately, and carried himself with confidence. It wasn't a coincidence that we bought his program without quibbling about the price.

These two scenarios illustrate a powerful and frequently overlooked best practice in the world of sales: Whether you intend to or not, you always create a

position in the minds of your customers, and that position influences the customer's attitudes toward you as well as the buying decisions that follow. In other words, if you look like you're the low price, your customers will expect you to be the low price.

It follows, then, that if we are going to be an effective, professional salesperson, we ought to give thoughtful consideration to how we position ourselves in the minds of our customers.



Let's begin by understanding the idea of positioning a little deeper. Positioning has long been a term bandied about by advertising mavens and marketing gurus. They define it as the place that your brand or product has carved out in the mind of the customer. It's the pictures that enter the customers' mind when they think of your product, the feelings that your product evokes, the attitudes they

associate with you, and the thoughts that they have of you.

Chances are, for example, that the words "Volkswagen Beetle" evoke a set of responses from you that are different than "Chevrolet Corvette." You expect a certain degree of quality, price and service when you enter a Wal-Mart that is not the same as your expectations upon stepping inside a Saks Fifth Avenue store.

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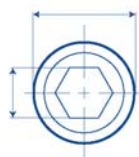


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DIVERSIFYING BY DEGREES

Investment in new technology is one way companies maintain their leading edge. Diversifying into new product lines is yet another way. Mar-Bro Manufacturing is doing both.

After 31 years of specializing in cold forming socket head fasteners, Mar-Bro Manufacturing is heating things up with the purchase of a Nakashimada NP121 HF. This bold move not only signifies Mar-Bro's entry into hot forging, but gives the company the distinction of owning the only hot forging NP121 HF in the United States. The venture comes in direct response to the needs of customers in the industries of automotive, oil and gas, and military.

Cold heading, however, remains the core of Mar-Bro. To that end, the company is expanding its market presence with the acquisition of two new headers. The Chun Zu CH-




Mar-Bro employee, Mark Bojanowski, operating the Nakashimada NP121 HF

20L is scheduled to go online later this fall and will produce fasteners up to 3/4" in diameter by 10" long.

Meanwhile, production from Mar-Bro's new Nakashimada NP60 is already underway. This machine gives Mar-Bro the ability to manufacture smaller 12-point fasteners and shoulder bolts down to #4 in diameter. The NP60 also showcases Mar-Bro's first step towards modernizing and streamlining its entire cold forming process.

The ever-changing needs and challenges of the fastener industry continue to inspire Mar-Bro. Investment in new technology ensures that Mar-Bro will continue to keep pace with the growth of its diversified customer base.

These strides, in conjunction with personalized customer service, maintain Mar-Bro's standing as a leading manufacturer of socket head fasteners. 

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PACIFIC-WEST FASTENER ASSOCIATION

RICK PETERSON ELECTED PAC-WEST PRESIDENT

Rick Peterson of All-West Components & Fasteners (Seattle, Washington) was elected president of the Pacific-West Fastener Association at a recent meeting of the Pac-West Board of Directors.

Kevin Chavis of Star Stainless Screw (Commerce, California) was elected as the association's vice president, and Dallas Puckett of Valley Nut and Bolt (Olympia, Washington) was re-elected secretary/treasurer.

Tracy Lehman of Pacific Warehouse Sales (Chino, California) stays on the Board as immediate past president.

Mark Beaty of Beawest Fasteners (Kent, Washington), Hans Fuller of Fuller Metric Parts (Surrey, British Columbia), Alison Hubbard of North State Fastener (Sunnyvale, California) and Clay Weaver of Industrial

Threaded Products (Brea, California) were elected by the Pac-West membership to serve three-year terms on the Board of Directors.

Other members of the Pac-West Board are MaryEllen Dinicola of The Socket Source (Cerritos, California), Jennifer Harder of Empire Bolt & Screw (Spokane, Washington), Tim Roberto Jr. of Star Stainless Screw (Union City, California), and John Wachman of Desert Distribution (Scottsdale, Arizona).

At the association's recent annual conference, tribute was paid to retiring Board members Kristine Albertalli of H. W. Eckhardt (Huntington Beach, California), Kelly Cole of Speciality Bolt and Screw (Riverside, California), Russ Doran of Wurth Timberline Fasteners (Commerce City, Colorado), and Josh Glaser of Glaser & Associates

(Carmichael, California). 



Above: Rick Peterson of All-West Components & Fasteners

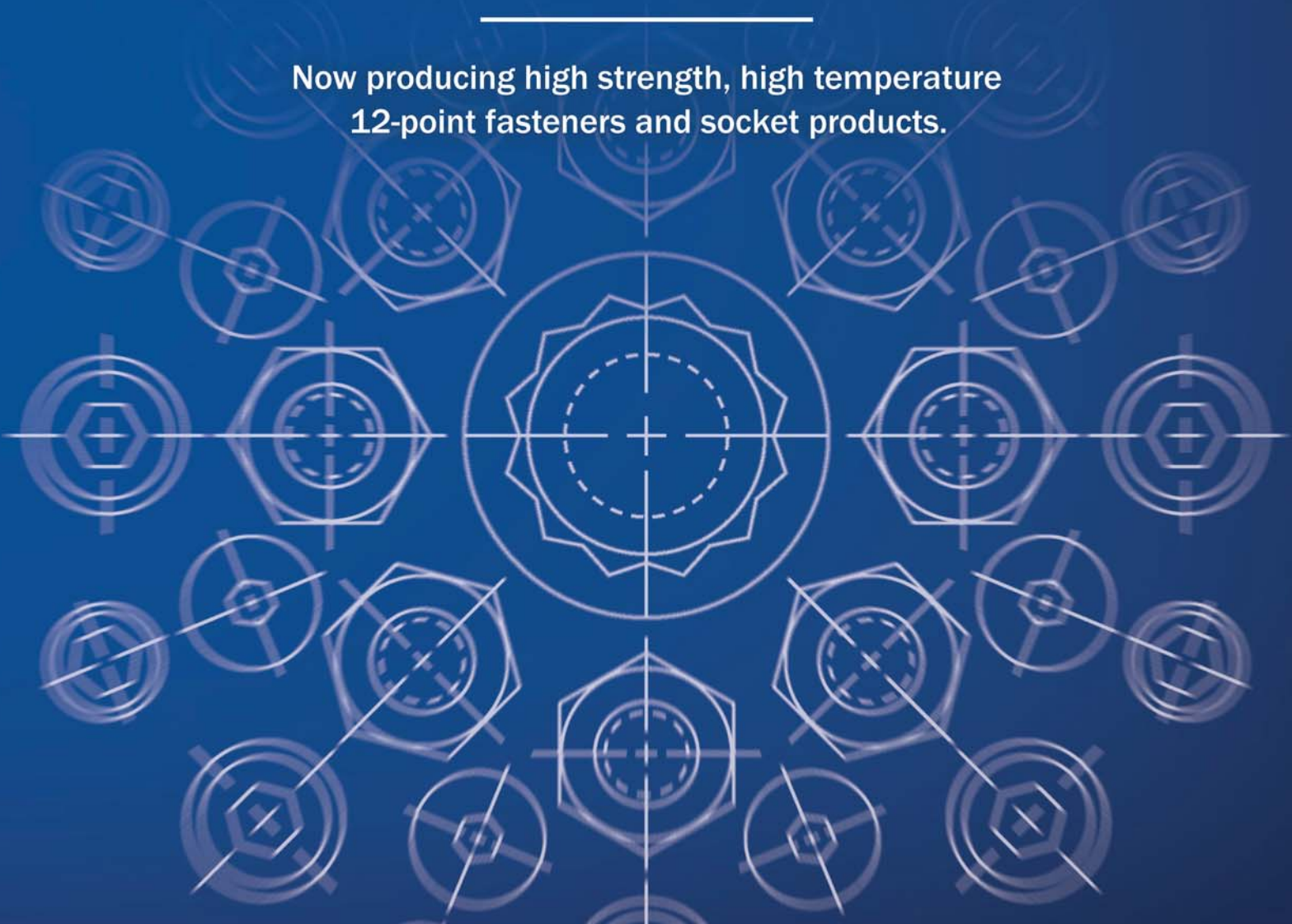


Below: Kevin Chavis of Star Stainless Screw

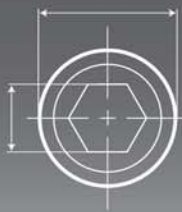
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NATIONAL FASTENERS DISTRIBUTORS ASSOCIATION

HOW DOES YOUR COMPANY'S COMPENSATION PACKAGE COMPARE TO OTHERS IN THE FASTENER INDUSTRY?

The NFDA 2014 Employee Compensation Report presents the results of Profit Planning Group's study of the distribution industry, analyzing 2013 compensation data submitted by 978 U.S. firms for more than 6,000 locations. NFDA co-sponsored this study along with 26 other distribution organizations.

The complete results are presented in two documents. Combined, they provide the most complete source of information available about compensation and benefit practices for distribution industries.

According to Kevin Miller, executive vice president, Bamal Fastener Corporation, "The NFDA compensation survey has been an extremely valuable tool for us. I have it on my desktop and look at it almost daily. Not only is it useful for the hiring process, but also for benchmarking ourselves against the rest of the industry and allowing our employees to see how they stack up with their peers in terms of pay and benefits. You can't put a number on the value it provides."

Volume 1: NFDA Detailed Report

The detailed report presents the analysis of participating NFDA firms. Where appropriate, NFDA results are compared with the results of all participants.

This report provides information about both executive and employee compensation including

- salaries
- bonuses
- commissions
- perks

It also includes details about fringe benefits such as

- health insurance
- retirement programs
- employee time off

Volume 2: Industry Report

The industry report presents the analysis of all participating firms. Firms were detailed into more than 20 sales volumes categories and more than 100 geographic areas.

The report is available to NFDA members for \$250. The nonmember price is \$500.

Visit www.nfda-fastener.org to purchase. (From the home page menu select Resources and then Online Store. Upon purchasing the report, you will be sent links to download both Volumes I and II.

Economic Update Webinar Planned for December 16


One of the best benefits of NFDA membership is the economic update reports issued quarterly by the Institute for Trend Research. Join us on December 16 for a year-end wrap-up webinar by economist Alan Beaulieu.

Details will be posted at www.nfda-fastener.org this fall.

2015 Meeting Dates and Locations

Join us at the Francis Marion Hotel in downtown Charleston, South Carolina for NFDA's 2015 Winter Meeting, February 26-28.

And, our 2015 Annual Meeting is scheduled for June 10-11 at the Crowne Plaza Chicago O'Hare Hotel & Conference Center in Rosemont, Illinois, held in conjunction with Fastener Tech '15.

For more information about NFDA and its activities visit www.nfda-fastener.org or contact Vickie Lester, executive vice president, NFDA, 10842 Noel Street #107, Los Alamitos CA 90720, 714-484-7858, vlester@nfda-fastener.org 



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- A307 (A, B)
- A325/A325M
- A354 (BC, BD)
- A449
- A490/A490M
- A574/A574M
- F1554 (36, 55, 105)
- ISO 898 (8.8, 10.9, 12.9)

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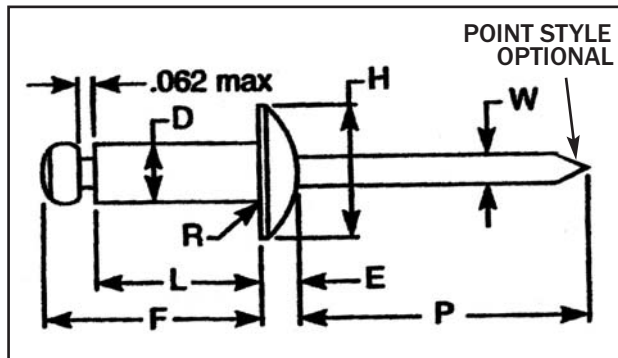
Anthony Di Maio

Anthony E. Di Maio attended Wentworth Institute and Northeastern University. In 1962 he started working with Blind Fasteners as Vice-President of Engineering & Manufacturing for two blind rivet manufacturers. He has been Chairman of the Technical Committee of the Industrial Fasteners Institute (IFI) and is still involved in the writing of IFI specifications. In 1991, he started ADM Engineering and is working with Fastener Manufacturers developing new fasteners and special machinery. He can be reached at ADM Engineering, 6 Hermon Ave., Haverhill, MA 01832; phone and fax 978-521-0277; e-mail: tdimaio@verizon.net.

THE STRENGTH VALUES OF BLIND RIVETS

Blind rivets have a wide range of tensile and shear values, head configuration, alloys and various designs that will solve your application problems.

The Industrial Fasteners Institute (IFI) has the best blind rivet specifications.



Tensile and Shear Values

Blind rivets offer a wide range of tensile and shear values of set blind rivets that will satisfy the requirements of fastening applications.

Using IFI specification IFI-114

The IFI specifications are revised by the technical committee of the IFI. The technical committee is made up of the technical personal from all of the USA blind rivet manufacturers who are members of the IFI. I have the pleasure of being evolved with this technical committee.

Tensile

The tensile ranges per IFI-114 specification "Break Mandrel Blind Rivets" start at 80 lbs. for a 3/32 diameter blind rivets Grades 10, 11, 12 aluminum rivet body, to 2100 lbs for 1/4 diameter Grades 50,51 stainless steel body. An Engineer has a wide range of tensile values to choose from when designing a blind

rivet application.

Shear

The shear ranges per IFI-114 start at 70 lbs for the 3/32 diameter blind rivet Grades 10, 11, 18 aluminum rivet bodies and up to 1700 lbs for 1/4 diameter stainless steel rivet body.

I have found that the USA and overseas blind rivet manufacturers have a good understanding of the IFI specifications. I have had both USA and overseas blind rivet manufactures ask me about the "L" dimensions. The question has been directed to two different lots of the same blind rivet they received and "L" dimensions are different in both lots.

Let us look at size 64 blind rivet. This blind rivet is a 3/16 diameter blind rivet with a maximum grip range of .250. The industry standard for the barrel length "L" for the 64 blind rivet is .407 +/- .010. The "L" dimension in the IFI-114 specification for a 64 is .450 max. Therefore the difference between the industry standard dimension of .407 to the maximum "L" dimension of IFI-114 which is .450 maximum is .043. If you use the minimum industry standard dimension which is .407 (-).010 = .397. The variation now is .450 (-) .397 = .053. Blind rivet bodies of a 64 blind rivet can vary from .397 to .450 and still be within IFI-114 specification.

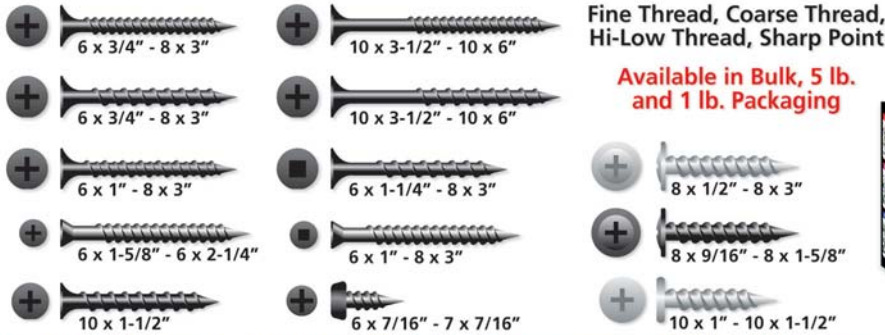
Another point that tells me that IFI has the most detailed specifications, is that IFI-114 specification lists the minimum and maximum mandrel break loads for all mandrels, all alloys and for all blind rivets.

ISO only states maximum mandrel break loads. I strongly believe that this is a serious omission of critical information for blind rivet users. The break load or tensile strength of the mandrel is the setting force that sets the blind rivet body and fastens the work pieces.

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PACIFIC-WEST FASTENER ASSOCIATION

THE PAC-WEST FALL CONFERENCE IN COEUR D'ALENE, IDAHO WAS A GREAT SUCCESS!

Pac-West's 2014 Fall Conference took place August 7-9 at the Coeur d'Alene Resort in Coeur d'Alene, Idaho. The conference featured the perfect mix of stimulating educational programs and fun events.

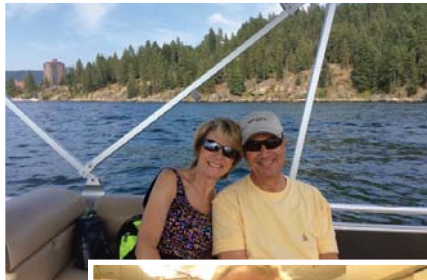
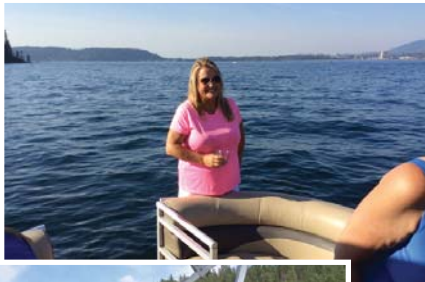
The conference started off with a reception in nearby Hayden Lake, Idaho at the home of Ron and Heidi Stanley (Empire Bolt & Screw, Spokane, Washington).

"Generational Issues in the Workplace" was featured on the conference's second day, with insightful tips from Ann marie Houghtailing.

Also on the program that day was Carmen Vertullo's insightful presentation on "The Old, the New and Why Boron Steel Matters to You." An added incentive to the learning experience was the opportunity to win a copy of the newly published IFI 9th Edition Inch Fastener Standards.

Lunch time that day included a presentation on the history of the Coeur d'Alene area, told by local historian Robert Singletary. Fall Conference Ignite presenters included Josh Glaser and Ron Stanley of.

A last-minute addition to the conference program was an update on the threaded rod anti-dumping case by Andy Cohn and Rosa Hearn, with a statement from Greg




Iverson of Bay Standard (Brentwood, California) read to the audience and an audio clip from a Fully Threaded Radio interview with Don Haggerty of Stelfast (Edison, New Jersey).

Our popular Business Owners Forum and Business Executives Forum also occurred on day two of the conference. Always one of the most highly rated sessions of every conference, attendees share experiences and solutions in a frank interchange.

The conference's second day ended with a reception and dinner, featuring a Canadian trivia contest.

The final day of the conference offered a panel presentation on "Disaster Planning for Your Fastener Business." Panelists included Andy Cohn, Kelly Cole from WCL Company (City of Industry, California), Hans Fuller of Fuller Metric (Surrey, British Columbia), Jennifer Harder, and Tim Roberto Jr.

The conference closed with a "Party with the Canadians" at the beautiful False Creek Yacht Club. Pac-West is grateful for the generous hospitality of the party hosts Trevor Borland of Pacific Bolt Manufacturing (New Westminster, British Columbia), Hans Fuller, and Keith Shaback of Pacific Fasteners (Burnaby, British Columbia). 

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Continued on page 205

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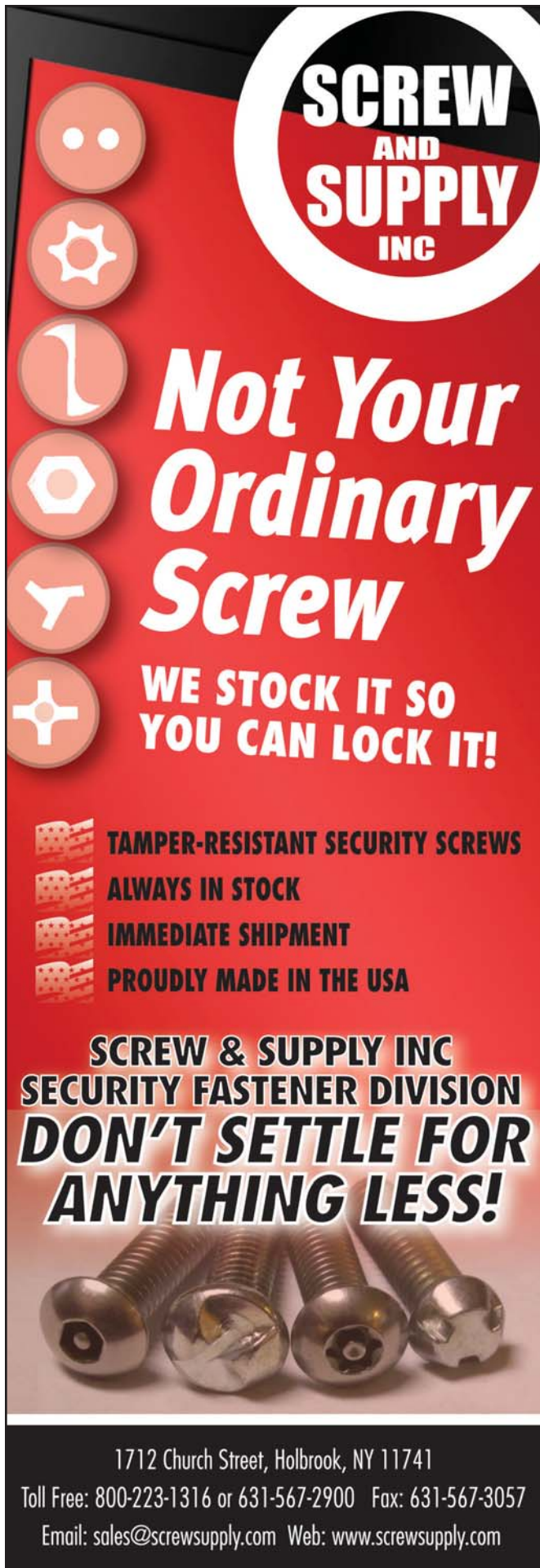
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DISTRIBUTOR NEWS

Cardinal Fastener a leading manufacturer of large diameter hot forged fasteners, hosted a plant tour on July 29, for fastener manufacturing personnel and distributors attending the Fastener Training Institute's "Fastener Training Week."



Attendees were welcomed by Bill Boak, President of Cardinal Fastener, who provided a brief history of this US-based ISO 9001:2008 certified company that specializes in high strength, hot forged fasteners, including hex and square head bolts, heavy hex structural bolts, socket head and hex head cap screws, 12 point, hex flange bolts, studs, and specialty parts ranging from 1/2" to 3" dia. (M16 to M72 metric).

During a factory tour of Cardinal's 90,000 square foot plant, the group learned how Cardinal offers same-day or next day shipping of pre-forged blanks with 3-5 day turnaround for custom parts and fasteners.

Highlights of the tour included witnessing Cardinal's large inventory of raw material and pre-forged blanks, a newly rebuilt 600-ton Ajax hot forging upsetter, Short-Lead-Time manufacturing cells, five new HAAS® CNC lathes, and Cardinal's Quality department.

Jeannine Christensen, Director of Education for the Fastener Training Institute, was so impressed that she invited Cardinal Fastener to host an upcoming "Fastener Training Week" tour later this fall.

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John R. Graham

John R. Graham is president of Graham Communications, a marketing services and sales consulting firm. He writes for a variety of business publications and speaks on business, marketing and sales issues.

Contact him at 40 Oval Road, Quincy, MA 02170; 617-328-0069; jgraham@grahamcomm.com. The company's web site is grahamcomm.com.

WE ARE OUR PRESENTATIONS - A LISTENER'S VIEW

The goal of every presentation is to successfully influence how listeners will think or act. If that's so, few presentations make the cut. Although many treat presentations rather casually, every one counts and each one is equally important.

And here's why: we are our presentations. We're the one on stage, and we're judged by our listeners not only by what we say - but by the effectiveness of the performance.

Every presentation tells a story - our story. It's that serious because presentation skills influence the destiny of a business career - and the advantage goes to the top presenters.

Whether speaking one-on-one or to hundreds, it's always a presentation. Formal or informal, it's always a presentation. Whether it's long or short, it's still a presentation. Whether it's a sales speech, management briefing, staff meeting or discussing a concept, plan, or presenting a proposal, it's all the same - it's a presentation and the presenter is on the line.

Here's the way to make every presentation a success:

1. Start with asking, "What do I want someone to say, do or think after hearing my presentation?"

If you don't have a clear picture of how you want listeners to respond, they will be confused and dissatisfied. A presentation gets a focus and comes under your control when you know exactly how you want it to be perceived. Write down your answer and make it specific so it becomes your built-in GPS as you develop your presentation. If you don't, expect a low grade from your audience.

2. Think about some presentations you've heard lately at work or anywhere else. What didn't you like and what was good? Again, write down your answers and then get it right when preparing a presentation:



What didn't you like?

- Went too fast or too slow
 - Boring, no excitement
 - Too long
 - Hard to follow
 - Too much information
 - Not enough information
 - Didn't learn anything
 - Heard it before
 - Not prepared
 - Sounded like a lecture
 - Didn't involve listeners
- Confusing, couldn't follow
 - Not organized
 - Didn't understand the listeners
 - Talked down to us
 - Poor use of media aids

What did you like?

- Good stories
- Involved listeners
- Well organized
- Easy to follow
- Energetic
- Right length
- Good pace
- Learned something new
- Understood the listeners
- Helpful information
- Interesting
- Well prepared
- Wanted to hear more
- Good use of media aids

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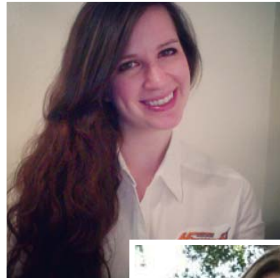
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WOMEN IN THE FASTENER INDUSTRY

SCHOLARSHIP RECIPIENTS

The WIFI scholarship committee is happy to announce the recipients of the 2014 Ann Bisgyer Wolz Scholarship and the Edith Cameron Scholarship.

Patricia Dyer of Stelfast, will attend classes at the Fastener Training Institute as the recipient of the Ann Bisgyer Wolz Scholarship.



Shelby Cunningham of Hudson Fasteners is the recipient of the Edith Cameron Scholarship and will attend the 2014 National Industrial Fastener & Mill Supply Expo in Las Vegas.

"Tricia" Dyer works in sales at Stelfast's Houston offices and says she hopes the training she will receive at the FTI will give her "all the information possible so that I may offer the customer the best possible service and

experience." She adds: "I know that to stay on top of the curve you have to continue to adapt to all the changes in the industry, which means educating yourself."

Shelby Cunningham is the Interactive Media Coordinator at Hudson Fasteners in Youngstown, Ohio. Cunningham will attend the WIFI event at the NIFSM Expo and be on hand at the WIFI booth to answer questions about the scholarship and social media.

"Through social media we are able to interact not only with our customers but also with our peers in the industrial world," she says. "Technology is impacting every kind of business in the world, and I believe I am helping the fastener industry grow and evolve with the changing times."



Scholarship recipients Shelby Cunningham (above) and Patricia Dyer (below).



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WIFI Vegas Event

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Join WIFI on October 22, from 3-5 p.m. at the Sands Convention Center.

WIFI is a nonprofit organization that provides mentoring, networking and educational opportunities for women employed in the industrial fastener industry. We welcome corporate sponsorships for events and scholarships.

If you would like more information about WIFI membership, scholarships, and events, please visit www.fastenerwomen.com. 



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For thirty-eight years, MW Industries has practiced the art of putting the customer first. As a result, they have a binding long-term relationship with their customers who experience MW's dedication to the industry



on a regular basis. This devotion to the industry has created an intense trust and gained MW a reputation as an industry leader. MW Industries has an ingrained passion for superior quality in all they manufacture; from the materials used through the final production. The versatile and knowledgeable employees are a vital part of the quality assurance MW provides customers. From the inception of MW Industries, their mindset has been one of continued growth in order to have a strong presence in the industry. MW has and will always put the customer first through continued investment and dedication to their business.

The MW promise remains the same: to provide the highest possible quality washers and fasteners on time to customers both big and small around the world.

Visit MW Industries at NIFMSE Vegas - Booth #1645.

GLOBAL FASTENER NEWS.COM

By John Wolz

editor@globalfastenernews.com

GM USING SMART BOLT TO PREVENT NEXT-GEN ENGINE ERRORS

General Motors is taking a high-tech approach to preventing problems in engine assembly.

After spending \$400 million to upgrade its factory in Tonawanda, NY, the automaker recently started using a new generation of smart bolt as part of a new "track-and-trace" system that utilizes radio-frequency-identification (RFID) technology to track the assembly process.

When manufacturing its new line of Gen 5 six- and eight-cylinder engines,

GM installs a threaded data bolt with an embedded passive RFID tag in the hollow bolt head. The tag consists of a memory chip with a coiled metal filament to serve as an antenna. The tag stores data on every process the engine block or cylinder head undergoes.

Altogether there are roughly 50 different points in the

production line where data from the bolt is shared with on-site servers. This allows each assembly machine to detect whether the previous process was successfully completed and, if not, shut down to alert operators that a problem has occurred.



For help with its manufacturing process, GM turned to Balluff, which offers an RFID tag in the form of a customized bolt with a proprietary thread type to fit the proper hole size. The bolt includes a Balluff BIS M-series 13.56 MHz tag built into a recess in the bolt's head. Once an engine has been assembled

correctly, the bolt is retrieved and the data wiped from its memory before the bolt is reused on another part.

The technology has reportedly prevented several costly errors since being implemented, ensuring that GM's use of the data bolt will likely spread to other production lines.

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FASTENER ADVISORY BOARD

FASTENER INDUSTRY NETWORK GROUP 'FAB' PASSES 20 YEAR ANNIVERSARY

The FAB group (Fastener Advisory Board) concept began at an NFDA meeting where members were placed into non-competing executive networks back in 1992 to provide an independent group of advisors for each member's company. Approximately 6 groups were formed at the NFDA meeting, but only one "the FAB group" decided to continue to meet after the initial program at the NFDA meeting. The group met casually at the 1993 NIFS show in Columbus but the first formal meeting was hosted at Hoyt Fasteners in Chicago in the summer of 1994. Over the years, the purpose has grown to include benchmarking and the sharing of best practices, among others. The current mission statement for the FAB group is fairly simple:

To assist each other in establishing and succeeding in business and personal goals, through sharing experiences, through sharing methods of analysis, by providing accountability, by maintaining focus and by challenging one another.

By reviewing critical issues and Best practice concepts

The group typically meet 3 times a year with two of the meetings held at a member's business and one meeting that focuses on best practices and is held in a nice venue away from the businesses, where spouses or significant others are invited. Current member Jim Ruetz stated "I can't put a price on the value of having 5 or 6 industry owners come in to our facility and conduct a review of our team, processes, and strategies." Ruetz added "unlike consultants the FAB members absolutely know the business and relate well to the issues involved in today's distribution marketplace. Having the FAB group audit your company is very similar to having a board of directors with industry knowledge at your disposal."

While most of the membership over the years has been strict distribution company members, in 2006 current member Tim O'Keeffe joined the group as the first manufacturer/distributor member. O'Keeffe (GL Huyett -Minneapolis, KS) decided to join because he felt that "In spite of being on the supply side of the business- O'Keeffe felt many of the issues discussed cross the boundaries of traditional distribution vs. manufacturing."

Besides O'Keeffe, other current members of the group include charter members: Don Nowak (Falcon Fastening Solutions, Charlotte NC) and Ron Stanley (Empire Bolt, Spokane WA), Mark Shannon (Tower Fasteners Holtsville, NY) who joined the group in 2007 along with Jim Ruetz (All

Integrated Solutions- Franksville, WI).

Over its 20 year history the FAB group has had 13 other members active in the organization with an average group size of 7 members at any one time. Founding member Ron Stanley noted "changes in ownership and/or retirement were the most common reasons for a change in the group's membership. We have grown from the input of the various members over the years and have benefitted from the resulting changes to the dynamics of the group. "


Most of the members are owners but not always- Founding member Don Nowak was a member of the executive team at Hoyt Fasteners when he joined the group and later served in that same role at Falcon Metal Products before buying the company in 2008 from Bruce Roberts . Don commented

"I don't know that I would have made the move to buy Falcon had it not been for the guidance and input from the FAB group."

Besides conducting business reviews the group spends time on best practices in areas from IT, Sales/Marketing concepts, HR, technology, etc... "Sometimes we get wrapped up in our traditional way of doing things and it's extremely helpful to see a different approach" stated current member Mark Shannon (Tower Fasteners).

Each member of the group is required to report to the other members on their key metrics and provide a

short narrative monthly.. Members are held accountable by the group on their reporting requirements. "The monthly update forces me to stop and take stock in how my business is progressing, putting my thoughts on paper helps me to consistently analyze things like sales results, HR concerns, and process issues in my business" states current member Tim O'Keeffe.

The only items that are off limits are specific customer information and of course any competitive discussions involving pricing. If you are interested in joining the group you can contact any of the current members. There are no fees to join and the costs for meetings are split amongst the members. All members must be committed to participate and be interested in sharing their ideas and have some fun & laughs along the way! 



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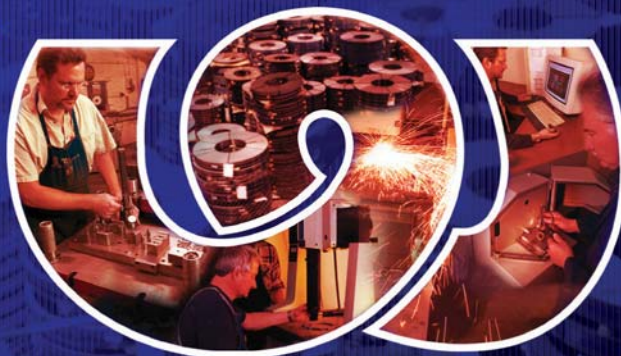
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AZ Lifting Hardware opened its doors in 2006 with a mission; Help distributors respond to the pressure to lower cost through the use of global manufacturing while maintaining the quality standards expected from a domestic manufacturer. After eight short years... it's still working.

The Company

AZLH is a wholesale distributor of industrial lifting hardware such as eye bolts, turnbuckles, shackles and chain hardware in carbon and stainless steels. Their diverse product mix pulls them into the wire and rigging industry, but their primary focus is working with fastener, industrial and construction supply distributors throughout North America.

The Products

In addition to the broad line of in-stock products producing eye bolt Specials is a major part of the AZLH offering. Their deep inventory of plain and shoulder pattern forgings 1/4" through 1 1/2" diameter provides a full range of production capability to cut and thread to most any specification. Threading includes inch and metric in both coarse and fine thread pitches. They will also take care of outside services such as galvanizing, plating and black oxidizing which provides a complete package for their customers. Turnaround time is

only five business days for most jobs, and only ten days if secondary services are required.

Continually looking for ways to offer additional product and services they've expanded their Adjustable Yoke End and Eye Nut lines by stocking forgings so they can tap fine


as well as right and left hand threads. AZLH also recently introduced a full range of galvanized Turnbuckles and Eye Nuts with oversized taps.

Why AZ Lifting Hardware? Strong Customer Support

If you've worked with the AZLH team you've come to appreciate the personalized service they provide. If you haven't, with your very first call you will sense the difference.

This Company has got it right; deep inventories, fast shipping and quotes returned within the hour. Working closely with their customers is what makes this Company a great business partner. Chuck Smith, President, comments; "We don't sell direct. We believe distributors can sell more of our products to more people

than what we can. Those few opportunities where we might be able to sell direct will not equal the result of a good working relationship with our distributors. We want to be a vendor partner building business together."

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AZ Lifting Hardware's Headquarters [top] and expansive warehouse facilities [bottom].

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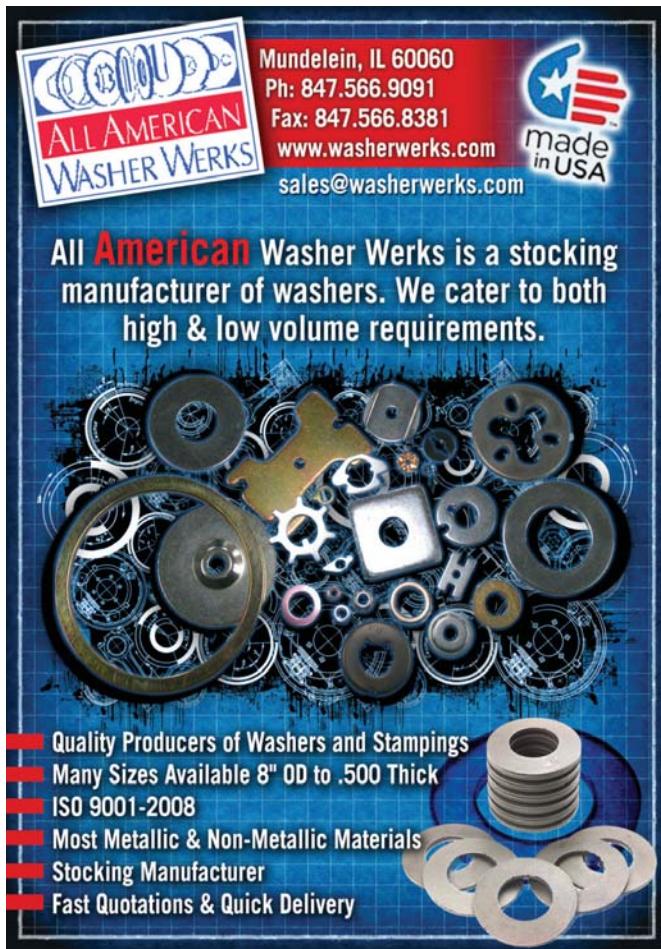


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DISTRIBUTOR NEWS

Innovative Components Inc is now specializing in nylon and brass tipped fasteners. Used in applications where the integrity of the mating surface or mating part must be kept intact without marring, nylon and brass tips are available in set screws, tap bolts, cap screws, hex bolts, machine screws, thumb screws, plastic knobs with studs, and just about any other fastener that requires a non-marring tip.

Innovative Components, Inc., also known as The Knob Source, is best known for offering a wide variety of plastic knobs and handles, as well as an extensive line of quick release hardware including quick release pins, spring loaded pins, wire rope lanyards, The Thread Detective® and CNC machined parts.

Innovative offers the "Best of Both Worlds" by offering a quick domestic delivery from our Schaumburg, Illinois facility and blending it with a low cost alternative from factory in Cartago, Costa Rica. You'll receive high-production parts at import prices with domestic lead times.

For more information, contact Innovative Components Inc. by Tel: 847-885-9050 or visit them online at www.knobsource.com.

DISTRIBUTOR NEWS

Intercorp., an importer and master distributor of high-quality construction fasteners under the Strong-Point® brand, has received an evaluation report (ESR #3528) from ICC Evaluation Service (ICC-ES), certifying that their Strong-Point products meet International Building Code (IBC) and International Residential Code (IRC) requirements.



"Intercorp has always had a great reputation for high-quality fasteners and this ICC-ES evaluation report validates that," said National Sales Manager Law Winchester. "Being certified will give architects, engineers, contractors, specifiers, and others the confidence to specify our Strong-Point products and know that they will meet all building code requirements. The SP headmark on our Strong-Point products now signifies that our products meet the highest quality standards for construction fasteners."

ICC-ES thoroughly examined Intercorp's product information, test reports, calculations, quality control methods and other factors to ensure that the products are code-compliant.

"Intercorp can now reference this evaluation report to assure building officials and the building industry that their Strong-Point product meets I-Code requirements," ICC-ES President Shahin Moinian said.

Strong-Point ICC-ES certified fasteners are available through construction distributors throughout the United States. Visit www.intercorpusa.com to find a location near you.

Strong-Point ICC-ES certified fasteners are available through construction distributors throughout the United States.

For more information on Intercorp and their Strong-Point® brand of fasteners, contact them by phone at 1-800-762-2004 or visit them on the web at www.strong-point.net.



Smalley USA

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Email: info@smalley.com www.smalley.com

SMALLEY - 50 YEARS OF EXPERIENCE


Founded more than 50 years ago, Smalley Steel Ring Company is the world leader in the manufacture and development of Spirolox® Retaining Rings, Constant Section Rings and Wave Springs. The Smalley product line includes over 6,000 stocked Spirolox® Retaining Rings and 4,000 Wave Springs.

Smalley retaining rings are available off the shelf in carbon steel, 302 stainless steel and 316 stainless steel. Unlike die-stamped circlips / retaining rings, Spirolox® Retaining Rings (Spiral Retaining Rings) and Constant Section Rings are coiled on edge to the exact diameter required. Spirolox Retaining Rings have a uniform cross-section (or to use our terminology, No Ears To Interfere within an assembly) and are free of burrs. Spirolox Retaining Rings meet military and aerospace specifications and are found in thousands of mechanical products around the world.

Custom designs can be manufactured in as little as two

weeks. With Smalley's No Tooling Cost manufacturing process, customs, from prototyping to low or high volume requirements, are an affordable alternative if the ring you require is not available. A wide variety of special alloys and finishes are available including: Inconel, Elgiloy, A286, Beryllium Copper and more. Custom designs can be manufactured between .200" and 120".

When time is of the essence, Smalley's No-Tooling-Cost™ manufacturing process allows for fast prototyping and economical production. Our engineers are available for design consultations, providing our customers with a full range of resources to ensure their application contains the most cost-effective and appropriate solution possible.

Smalley offers customers worldwide unprecedented service and quality with certifications including ISO 9001, ISO/TS 16949, AS9100 and ISO 14001. Smalley Steel Ring Company is an ITAR (International Traffic in Arms Regulations) registered facility. 



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AUGUST 2014 FASTENER INDUSTRY TECHNOLOGY UPDATE

by Joe Greenslade Director of Engineering Technology, IFI

I. Standards Organizations Activities

[a] Standards published or withdrawn in

recent months:

[Published] ISO 10683-2014 Fasteners — Non-electrolytically applied zinc flake coatings. This is the internationally accepted standard for dip-spin finishes. All fastener suppliers should have this standard.

[Published] ASTM A193/A193M Standard Specification for Alloy-Steel and Stainless Steel Bolting for High Temperature or High Pressure Service and Other Special Purpose Applications

[Published] ASTM A194/A194M Standard Specification for Carbon and Alloy Steel Nuts for Bolts for High Pressure or High Temperature Service, or Both has been revised to A194/A194M-14 developed by Committee A01.22, ASTM BOS Volume 01.01.

[Withdrawn] ASTM F738M Standard Specification for Stainless Steel Metric Bolts, Screws, and Studs. Suppliers and purchasers should now consult ISO 3506-1, the internationally adopted standard for stainless steel bolts and screws

ASTM F467-13e2 Standard Specification for Nonferrous Nuts for General Use

[b] Standards that have passed committee balloting and have begun the publication process:

ASME B18.8.1 Inch clevis and cotter pins

ASME B18.31.2 Inch studs, continuous threaded, flange, and double-end

ASME B18.31.3 Threaded rod (inch)

[c] Standards in the revision process

ASME B18.15 Forged Eyebolts (Inch). This is the first revision of this standard since 1985. It has undergone a complete re-write with the primary change being the addition of stainless steel eyebolts at the request of the US Navy ship builders. The first ballot is open until mid-August. It is

anticipated that this revision will be completed by the end of 2014.

ASME B18.24 Fastener part identification numbering system. A revision to this standard is in progress. A ballot closed on July 31. There was one series of negatives which must be addressed for another ballot probably in September 2014.

ASTM F606/F606M Fastener Testing Standard, the inch and metric standards are being combined into a single standard. A ballot has been prepared and will be voted on during the next F16 balloting cycle, probably in August 2014..

ASTM F16 Structural Bolt Standard – A new standard is in the works which is a compilation of inch and metric bolt standards including A325, A490, F1852, F 2280, A449, A354, A325M, and A490M. This is an effort to make the requirements of these related bolt standards consistent. The previous negatives are being addressed for another ballot in August, 2014.

ASTM F1941 Electroplating Standard for Fasteners. One ballot closed in early October. The negatives and comments were discussed at the November F16 meeting and a revised ballot will be opened after the May 7 meeting in Toronto. This revision specifically addresses how to deal with testing and baking of case hardened screws. Most of the requirements are in alignment with the revision ISO 4042. This will be balloted in August, 2014.

ISO 4042 Electroplating finishes for fasteners was discussed at the ISO TC 2 meetings in Paris during the third week of October. The majority of the work was on Appendix B which addressed hydrogen failures and how to manage process variables to decrease its potential effects of hydrogen. Work is also under way on Appendix D dealing with the effects of plating on threads and how pre-plate threads may need to be adjusted to provide adequate room for plating and coating buildup. An ad hoc group meeting was held in Paris in July, 2014 and further progress was made on the revisions. No ballot is expected until 2015.

please turn to page 224



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FASTENER INDUSTRY COALITION

ARE YOU ONE OF THE "30 UNDER 30"?


The Fastener Industry Coalition (FIC) in cooperation with the newly formed fastener industry association, Young Fastener Professionals (YFP), is sponsoring an initiative to identify 30 of the "up and comers" in the fastener industry. Termed "30 Under 30", this recognition program is open to any fastener industry professional 30 years or younger. Nominations for this program must be received by September 15 and the "30 Under 30" will be announced and recognized at the National Industrial Fastener Show in Las Vegas.

Nominees are allowed to submit their own applications but other members of the fastener industry can nominate them as well.

Application forms are available on both organizations' websites at www.youngfastenerprofessionals.com and www.fastenercoalition.org

The Young Fastener Professionals association is a newly formed group creating a platform for young professionals to share their knowledge and perspective with the fastener industry. Directed by the next generation and comprised of companies within the fastener industry, YFP is focused on

driving business forward while seamlessly adapting to our constantly changing business environment. While respectfully embracing and preserving the industry's past, this next generation is re-shaping our business spectrum through technology and the implementation of the most current business practices. YFP invites and encourages young professionals to join and become part of this process. Additional information and membership applications can be found on their website.

The Fastener Industry Coalition is an organization made up of regional and national fastener associations concerned with the distribution, manufacture and importation of fasteners as well as services to the fastener industry. Since its inception, the FIC has evolved into an important organization within the fastener industry. With all of the regional fastener associations, three national associations and a training institute as members, the FIC is the only organization in the fastener industry where specific industry topics can be addressed and acted upon by an existing collective industry network. Political advocacy is still a high priority for the FIC. 



Young Fastener Professionals

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METROPOLITAN FASTENER DISTRIBUTORS ASSOCIATION, INC

MFDA AWARDS SCHOLARSHIPS

In June the MFDA awarded \$14,500, which is the most that has been awarded in several years. Congratulations to all students awarded scholarships!

\$2,000 Tanzman Family Scholarship

Kellie Tolerico, daughter of Kimberly Tolerico from Star Stainless Screw

\$2,000 Metric & Multistandard Components Scholarship

Mark Vail, son of Frank Vail from Baco Enterprise

\$2,000 ND Industries Scholarship

Megan Hoinville, daughter of Lisa Hoinville from EFC International

\$1,500 MFDA Scholarship in Memory of Robert Trancredi

Elizabeth Lippincott, daughter of the late Robert Tancredi from Century Fasteners

\$1,000 MFDA Scholarships

Katie Insinga, daughter Leigh Ann Insinga of ND Industries




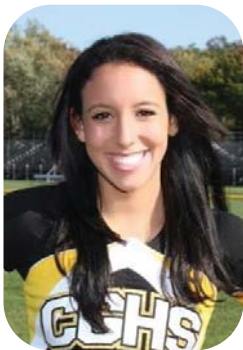
Kenneth Kiriluk, son of Bill Kiriluk of Tower Fasteners
Michelle Islas, daughter of Gabriel Islas of Weinstock Bros.

Michelle Penney, daughter of Nick Penney of Vogelsang Fasteners

Miranda Quintanar, daughter of Roman Quintanar of Kanebridge Corp.

Victoria Fields, daughter of Warren Fields of Captive Fasteners

Rey Mejia, daughter of Ricardo Mejia of Captive Fasteners 



Kellie Tolerico



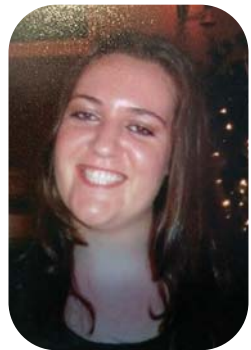
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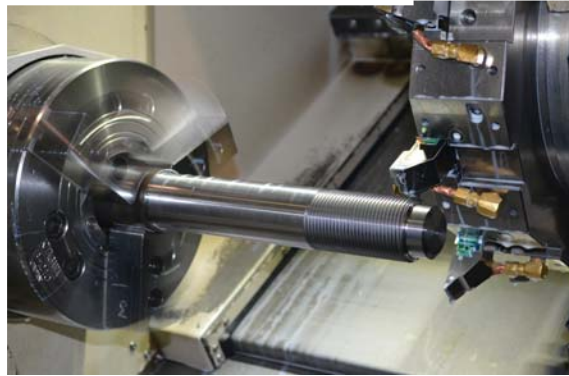
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USA FASTENER GROUP: SERVICE WITH DEDICATION AND QUALITY WITH INTEGRITY

USA Fastener Group, Inc. (USAFG) continues to grow in this vast market place across USA, Canada and Mexico. With direct sales personnel and an independent rep base, we are committed to "Service with Dedication and Quality with Integrity."

USA Fastener Group, Inc. shall always create and maintain a loyal commitment to customers while constantly looking for methods of improvement. In doing so, USA Fastener Group, Inc. is dedicated to providing its customers with the highest quality products, customer service, and on-time delivery.

Established in 2002, USA Fastener Group, Inc. is an ISO 9001:2008 certified facility. USAFG has established itself as a recognized leader in the Fastener Industry. With well over 100 plus years of combined sales experience, stable financial backing, and the commitment towards continued growth, USAFG remains dedicated to providing the highest quality customer service and support to existing and future customers. Located in Houston Texas, with nearly 100,000 square feet of manufacturing and warehousing space, USAFG has positioned itself to provide customers with quality products in a timely and efficient manner.



Manufacturing capabilities include but are not limited to:

- CNC machining
- CNC Milling
- Engine Lathe Machining
- Milling
- Drilling
- Tapping
(Tapping oversize for Coatings and Galvanizing)
- Sawing
(up to 14" in diameter with bundling capabilities)
- Threading
(Cut Thread and Roll Thread Capabilities)
- HOT Forging (Hex Bolts/Nuts/12Pts./ Flange Bolts/ Sockets to name a few)

Being located in a large industrialized city does have its advantages.

In addition to the extensive line of manufacturing capabilities, USAFG also offers to its customers a wide variety of coatings and platings.

Some of these include PTFE coating (Xylan®, Fluorokote1®, SC1®, and Sermagard®), zinc plating, cad plating, hot-dipped and

mechanical galvanizing, Dacromet® and others.

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MID-WEST FASTENER ASSOCIATION

MWFA HOLDS LARGEST TABLETOP SHOW IN THE INDUSTRY

On June 23rd the MWFA hosted their annual Fastener Show as a Table Top Show at Belvedere Banquets in Elk Grove Village. The move there was to allow for increased exhibitors with a once again, sold out show. 125 Exhibitors, from across North America, featured their products and services to over 300 attendees. Prior to the show MWFA hosted a Sales Seminar taught by Rick Farrell of Tangent Knowledge Systems. Rick focused on techniques to increase business during turbulent times and controlling your destiny by qualifying the customer.

The show is traditionally followed by the Fastener Bash allowing exhibitors and attendees a casual atmosphere to enjoy beverages, appetizers and networking. The MWFA is grateful to their Bash sponsors: XL Screw Corp., Metric & Multistandard Components, KDS Imports, Kanebridge Corp., Star Stainless Screw, Continental-Aero, Brighton-Best Int'l, Integrated Packaging, Richard Manno, Nylok and Morgan Ohare and Elgin Fastener Group for providing this opportunity.

It was great to receive many positive comments. Jamie Flesch of Dispol American, commented on his positive experience saying "With this past June 23rd Mid-West Fastener table top show, being the first that our company attended, I wanted to let you know it was impressive on how well the show was organized and professionally operated. Everything from signing in and setting up for the show, through lunch and the show itself were well announced and everything flowed together smoothly." This event always proves to be a most beneficial show for the industry, as it is held in the heart of the fastener industry and features just about any product sought.

Fastener Tech '15

While the show may be just behind us, registrations are already coming in for Fastener Tech '15 which will feature a Technology Center. The Center will allow machinery manufacturers to showcase their machines. In conjunction with a Technology Center, an additional reception will be held in that area. Seminars, the show, and social events will be part of the Fastener Tech '15 schedule. Watch for more details as we continue to make plans.

To register for exhibit space for the show or more information visit www.mwfa.net or www.fastenertech.com



MWFA Upcoming Events

Please mark your calendars now so you can attend our 2014 events. The board has worked hard to schedule informative meetings to benefit your business.

November 6th

Scholarship Award, Elections
Dinner Meeting
Guest Speaker, Lou Canellis

December 11th

Holiday Party
Medinah Banquets, Addison, IL



MWFA Welcomes New Members

Brooks-Jeffrey Marketing, Inc., Mountain Home, AK
Champs Technologies, Inc., East Dundee, IL
Distribution One, Mount Laurel, NJ
InXSQL Software, Waterford, MI
J.M. Die Company, Bensenville, IL
O'Hare Spring Company Inc., Addison, IL

DISTRIBUTOR NEWS

AEH (All Electronics Hardware, Inc.) based in Algonquin, Illinois was founded in 1993 by Ted Pavoris and is currently led by General Manager Darren Pavoris who joined with his dad in 1995.

The original goal of providing the industry with high quality competitively priced plastic parts for both common everyday requirements and specialty plastic part applications remains today.

From early on Ted and Darren focused on providing their customers with excellence in design, manufacturing and distribution fulfillment.

AEH has grown steadily over the past 20+ years with a "whatever it takes" culture that continues to be recognized by its expanding global customers.

The majority of AEH sales are produced from proprietary tooling on which parts are run and manufactured right here in the USA. Often with the use of segmented tooling AEH is able to strike the right balance between tooling costs, part costs and anticipated production/sales volumes.

AEH continues to welcome custom part opportunities relying upon many years of design and manufacturing experience to bring practical product solutions to its customers.

Please plan to meet with Darren Pavoris and his associates at the Las Vegas Fastener Show Booth # 815

For more information, Tel: 1-800-778-7234 or visit online at www.aehonline.com.



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Dejond's cold forming division has the ambition to stay at the forefront of the design and manufacture of blind rivet nuts as development is its essential strength!

For more information contact *Dejond nv (Cold Forming Division)*, Terbekehofdreef 55-59, 2610 Wilrijk (Antwerp), Belgium. Tel: +32.3.820.34.36, Fax: +32.3.820.35.36, E-mail: coldform@be.dejond.com or visit *Dejon's Tubtura website* online at www.dejond.com/eng/tubtura/tubtura.

FASTENER TRAINING INSTITUTE

FASTENER TRAINING INSTITUTE®

2015 FASTENER PRODUCT TRAINING PLANS

The objective of the Fastener Training Institute® (FTI) is to elevate the level of technical understanding and expertise of individuals in the fastener industry by providing a variety of training programs presented by recognized industry experts.

At this writing we're working to set plans for next year. The new schedule will include over 30 events in more than 10 cities throughout the US. The events vary from half-day fastener basic workshops to full 5-day Certified Fastener Specialist (CFS) classes. FTI offers classes ranging from a 3-part fastener product training class for folks new to our industry up to an advanced CFS class on hydrogen embrittlement for seasoned fastener veterans.

We're closing this year with two great classes:

"Fastener Training Week" November 17-21st at the IFI headquarters in Cleveland, OH

The Fastener Training Institute and the Industrial Fasteners Institute (IFI) continue their partnership to present Fastener Training Week – Cleveland, the week-long training program for fastener distributors and manufacturers on manufacturing processes, consensus standards, quality control and much more.

This class is an intensive version of the acclaimed FTI Certified Fastener Specialist™ advanced technical training program. Instead of seven separate one-day classes, Fastener Training Week will consist of five intensive days of education and plant tours.

Fastener Training Week will feature learning labs taught by leading industry experts, Carmen Vertullo CFS (Carver Consulting), Salim Brahimi (IBECA Technologies) and Laurence Claus (NNi Training and Consulting), interactive exercises, quizzes to reinforce learning, and

plant tours of manufacturing, secondary processes and testing facilities.


Joe Greenslade, IFI Director of Engineering Technology, has been instrumental in developing this program and providing content. As Joe says, "Almost everyone in the fastener industry from one month to thirty years of experience in any capacity related to sales, engineering, or quality can learn and benefit from this program. There is no better investment a manager can make in their business than providing good training to their staff."

"Metric Fasteners: There's More to Know than You Think" December 9th in La Mirada, CA

This one-day advanced class will be presented by Carmen Vertullo of Carver Consulting. Carmen is a primary trainer at FTI and is very well known in the fastener industry for his teaching, magazine articles and consulting services. This is a technical seminar focusing exclusively on metric fasteners, going well beyond the basics. Initially fundamental information will be covered to set the stage for more advanced technical aspects of metric fasteners. Let's admit it, most of us need to take this class.

FTI is now offering monthly fastener product training interactive webinars

In August Joe Greenslade presented our inaugural interactive webinar event "Thread Fit Matters." This program was very well attended and received. This format is convenient, low cost and allows us to reach a worldwide audience.

Please visit our website www.FastenerTraining.org for our new webinar schedule and for information on all our courses. 



AUTO BOLT

The Auto Bolt Company

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AUTO BOLT - YOUR COLD-HEADING SPECIALISTS

The Auto Bolt Company is an experienced cold-heading manufacturer specializing in low to high volume, performance and commercial fasteners. We have been in business since 1948. We are independently owned and operated with most of our staff working in bolt-making for 20 plus years.

All of Auto Bolts products are made domestically in our new 94,000 square foot facility located in Cleveland, Ohio. We have uniquely positioned ourselves to produce long-length and mid to heavy diameter bolts.


We specialize in the production of a variety of bolts including, wheel bolts, carriage bolts, cap screws, fillister spring bolts, flange bolts, plow bolts, shoulder bolts, weld bolts, pins, rivets and custom/specific products. Our diameter ranges starts at 1/4" up to 3/4" and M6 up to M20 for the metric equivalent, with length starting at 1/4" up to 11 3/4".

Auto Bolt is a leading provider of fasteners for many industrial markets and consumer applications, including automotive, truck and trailer, farming equipment, material handling equipment, military, recreational vehicles, and sports

equipment.

Auto Bolt offers extruding, blanking, roll threading, knurling, shaving and trimming in house. We have an on-site tool room with the capability to make brand new dies or repair existing dies. We have strong partnerships with high quality local vendors for drilling, broaching, heat-treating, plating and patching.

Auto Bolt's quality assurance department ensures that products are laboratory-tested through all phases of production. Tolerances are consistently held to industry specifications. Our lot control system ensures complete traceability back to the raw material manufacturer. All certs are kept on file and PPAP's are available upon request. We are proud to be ISO 9001 certified.

Auto Bolt is committed to providing quality products at competitive prices with fast, dependable service. Our focus is you, our customer. We strive to build our business around your needs. Our production minimums start as low as 2,500 pieces. 

Cold-forming • Tool-making • Extruding • High-speed bolt-making
Blanking • Roll-threading • Knurling • Trimming



65+ Years Experience

Our quality and reliability make us your trusted source for domestic cold-heading bolt manufacturing.

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Cleveland, OH 44135

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216.881.3918 fax
info@autobolt.net





Eckart & Finard, Inc.

80 Weston Street, Hartford, CT 06120
 Tel: 1.800.243.9981 Fax: 860-247-1649
 Email: fasteners@eckart-finard.com
 www.eckart-finard.com

ECKART & FINARD GOES DEEP

Eckart & Finard, Inc. (E&F) has a tradition that is deep with history, deep with customer services and deep with using technology to support strong customer' needs. We live in an era where everyone is scrambling for business and looking over their shoulder, wondering what Internet Company is going to steal their business. In spite of this, E&F is growing and prospering by partnering with their customers and offering value added services that are state of the art.

Long History

Eckart & Finard Inc. is a 50 year old distributor of fasteners and "manufactured-to-print" industrial products, located in Hartford, CT. They operate from a modern 40,000 sq. ft. facility, which has served their program customer's needs for over 15 yrs. E&F (ISO 9001:2008 & AS-9120 certified) is dedicated to continuous improvement & technical proficiency.

They provide:

- application engineering support
- inventory management
- bar-code order processing
- blanket order capabilities
- custom kitting
- cost savings

Technology Is A Big Part

For nearly 20 years, E&F has invested in sophisticated technology to accomplish these goals. They

used a legacy Fastener Software System to great advantage, but the old system was not keeping up with the rapid pace of technological change.

Richard D. Jones, President, emphasized the importance of their commitment to their customers. He said "E&F's commitment to customer satisfaction is absolute. It is this philosophy that brought about the

decision to upgrade our computer platform to The Business Edge in late '2012."

He explained, "Eckart & Finard's RF warehouse and vendor managed inventory programs (VMI) have significant advantages over programs offered by competitors. In turn, the programs require enormous and ever increasing amounts of data management."



No Guesswork

He said, "Many competitive programs utilize visual systems that rely on the site manager's (the customer's employee or the vendor's) judgment when determining reorder points. Many use a water level mark (visual) on the side of each bin to approximate when that item has dropped to its minimum/reorder point. The site manager places an item on reorder when the level of the parts in the bin drops below the line. Others use a min/max system and their site manager "guestimates" when the number of items in the bin falls below the minimum. To determine the reorder quantity, the site manager must guess how many parts will be needed to bring the item back up to its maximum level."

please turn to page 226

FASTENER MANAGEMENT

Threaded Inserts



For Metal:

Solid

- Carbon and stainless steel designs
- Unified: 4-40 to 1-8; Metric: M3 to M20
- Standard OD threads...install without special tools

Coil

- Unified: 2-56 to 1-1/2-6; Metric: M2 to M39
- Extensive inventory of STI taps, drills & installation tools
- Prepackaged kits and assortments

For Plastic & Wood:

Press Inserts

- Flush, flanged & reverse slot designs
- Unified: 0-80 to 3/8-16; Metric: M3 to M6

Ultrasonic

- Tapered design in single & double vane
- Straight design in flush and flanged

Knife Thread

- Superior holding power in hard woods

Hex Drive

- Inexpensive solution for soft woods

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NEW ENGLAND FASTENER DISTRIBUTORS ASSOCIATION

NEFDA CONGRATULATES THIS YEAR'S SCHOLARSHIP RECIPIENTS

\$2500 - Megan Hoinville

daughter of Lisa Hoinville of EFC Int'l

\$2500 - Miranda Quintanar

daughter of Roman Quintar of Kanebridge Corp.

\$1000 - Luke Cote

son of Ann Cote of Northeast Fasteners

\$1000 - Shane Peles

son of Nick Peles of Kanebridge Corp.

\$1000 - Griffin Olejarz

son of Robin Olejarz of Specialty Bolt

\$1000 - Samantha Borer

daughter of Tom Borer of Kanebridge Corp.

\$500 - Tessa Cote

daughter of Ann Cote of Northeast Fasteners

\$500 - Katie Insinga

daughter of Leigh Ann Insinga of ND Industries



Megan Hoinville



Miranda Quintanar



Luke Cote



Shane Peles



Samantha Borer



Tessa Cote



Katie Insinga

NEFDA Announces New Board

NEFDA recently elected the following to their 2014-2015 Board:

President

Jon Queenin, Specialty Bolt & Screw

Vice-President

Larry Ward, Distribution One, Inc.

Secretary

Lesley Carr, Northeast Fasteners, Inc.

Treasurer

Heidi Carpe, All-Tech Specialty Fasteners, LLC

Chairman

John Sullivan, Accurate Fasteners

Directors

Morgan Rudolph, Rick Rudolph Associates LLC

Barry Carpe, All-Tech specialty Fasteners, LLC

Dan Bielfield, Smith Associates Inc.

Nick Panasian, ND Industries

Larry Ward, Distribution One, Inc.

Rick Ferenchick, Arnold Industries, Inc.

FIC Rep

Rick Rudolph, Rick Rudolph Associates LLC 



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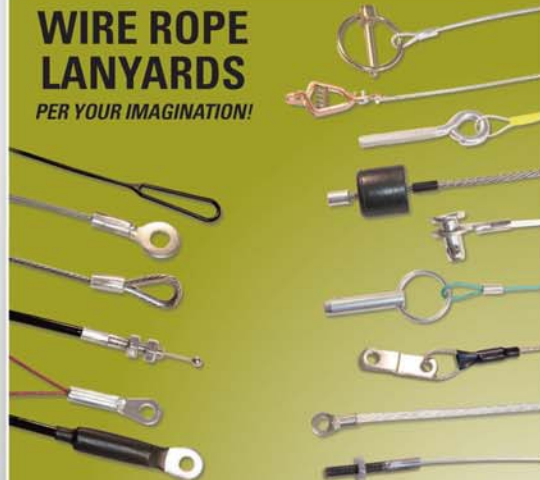
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PER YOUR IMAGINATION!



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SAFETY PULL PIN

Patents Pending



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QUICK RELEASE PINS
LOCKING PINS
WIRE ROPE
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BOW-TIE LOCKING COTTERS™



RUE RING™ LOCKING COTTERS

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5% OFF ALL ORDERS OVER \$100 PLACED ON HUYETT.COM

G.L. Huyett, manufacturer, master distributor, and importer of an extensive inventory of more than 95,000 non-threaded fasteners and grease fittings, is now offering an instant savings of 5% at checkout on all orders of \$100 or more at Huyett.com.

Greg Tabor, Vice-President of E-Commerce and Marketing, explained, "Since the launch of our e-commerce site last year the response has been extremely positive. Customers are able to easily search, view images, and see technical information for our products. This has improved the customer experience and allowed them to get the right item the first time. With this success, we want to encourage more of our customers to take advantage of this resource by offering a substantive incentive."

The Company's user-friendly e-commerce website lets their customers search, find, and buy the parts they are looking for 24-hours a day. The site also provides visitors the opportunity to learn, search, shop, and buy when it is convenient for them, while making it easy to find and buy parts that are often difficult to source, hard to manufacture, or difficult to buy.

John Hudson, Senior Customer Service Representative, told us, "Our ultimate goal is to make our customer's buying experience as easy and trouble-free as possible. We will always have a trained and talented inside sales staff providing exceptional service over the phone, but want to make sure customers know there is an alternate resource for those that like the ease and convenience of researching and ordering online."

"I would say it is one of the easiest [websites] I have used. This way I won't have to worry about faxed orders being missed and I get updated pricing."

— Joe F., Multi-Fab Products, LLC

Compared to similar industry websites, Huyett.com features a sophisticated faceted search that allows visitors to quickly narrow search results to find the parts they're looking for, add them to their cart, or save them to their favorites list. Even easier, shopping lists can be copied and pasted directly from Excel™ into the site.

Additionally, every product page features detailed technical illustrations with callouts and complete specifications. Visitors to the site can see at a glance whether the parts they're looking for are in stock and ready

to ship (in stock orders received by 12:00 p.m. CST are shipped same day). They will also find G.L. Huyett's low order minimums clearly displayed along with pricing for every part and quantity breaks that will eliminate guesswork (note: you must be a registered user of Huyett.com to see quantity breaks).

The site makes registering an account easy too. Just click the Register button on the home page, provide your contact information, and click ok. Registering allows site visitors to update their account, view their order history, set up and securely store payment information, change their password, see preferred pricing, and upload prints & technical specs for quick quotes.

During checkout, customers have the option to request


a Certificate of Compliance for any of the parts in their shopping cart with just one click. They can also choose how they want to pay; G.L. Huyett accepts Visa®, MasterCard®, and several other forms of payment.

Need to drop ship an order to a customer? No problem. Click drop ship this order, and they'll send it directly to your customer with your company's logo prominently displayed on the packing slip.

G.L. Huyett also offers custom packaging solutions. Tell them how you want your parts bagged or labeled and they'll package them in the quantities you need or create a custom assortment of parts branded with your logo.

To discover a wealth of information related to the manufacture and uses of fasteners, visit Huyett.com's Knowledge Vault for product training, best practices, industry links, and the most comprehensive catalogs in the industry.

Along with their huge selection of off-the-shelf parts, G.L. Huyett has a complete on-site, state-of-the-art manufacturing and distribution facility capable of sawing, milling, drilling, turning, tumbling, laser cutting, surface grinding, and centerless grinding. When you need a custom solution, their highly-skilled team of professional technicians will work with you directly to achieve the results you need.

Whether you need one, or a ton, visit Huyett.com to discover an easier way to research, find, and buy non-threaded fasteners and grease fittings. 





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- 3 Manage Your Account Online**
View Order History, Save Favorites, Get Quick Quotes
- 4 Knowledge Vault**
Training, Best Practices, Comprehensive Catalogs and Resources



"The G.L. Huyett website is a major timesaver for us! It has noticeably reduced the number of phone calls to check on quantity price points. To say that the Huyett website is a hit is an understatement!"

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ALL AMERICAN FASTENER SHOW

September 9-10, 2015 - Sheraton Nashville Downtown Hotel

Application & Contract for 2015 Exhibit Space

Agreement: All American Fastener Show, is hereby requested and authorized to reserve exhibit space for our use during the All American Fastener Show, hereinafter referred to as AAFS, September 9-10, 2015, Sheraton Nashville Downtown Hotel. It is understood and agreed that all space will be assigned on a first-come, first-served basis, and the AAFS reserves the right to decline any application or disallow any exhibit which is not in keeping with the character of the exhibition, to assign exhibitors to the best available space, and to make reasonable shifts in location for the benefit of the exhibitor or the betterment of the exhibition. Original Equipment Manufacturers (OEM's) are NOT invited to participate in this show.

Expo Directory Information: (Contract must be received by August 8, 2015 in order to be included in the directory) List EXACTLY as you wish it to appear on all lists, mailings, promotional materials, etc.

Contact name: _____ Company name: _____
Title: _____ Email: _____
Address: _____
City: _____ State: _____ Zip code: _____
Tel: _____ Fax: _____
Website address: _____
Products exhibiting: (limit 150 characters): _____
Booth Exhibitors: _____

Contact Person: Same as above (This person will not be listed in the Expo directory.)

Contact name: _____ Title: _____
Address: _____
City: _____ State/Prov: _____ Zip/Postal code: _____
Tel: _____ Fax: _____
Email: _____

Exhibit space requested: Do not locate us near (company name) _____

New Exhibitor Haven't exhibited since 2011 or before

\$950- Premium Front Row Booth \$850- Standard 8'x8' booth

Terms of payment (50% deposit is required with this contract) Contract with 50% deposit must be received by All American Fastener Show to guarantee exhibit space. The balance of the exhibit fee is due not later than August 10, 2015. ****Early bird \$100.00 off by Feb. 1st, 2015**

2015 Exhibit Space Rental Fees

Acceptance: We understand that upon acceptance, this application becomes a contract. According to the terms and conditions we agree to exhibit under and comply with the "Rules and Regulations"(enclosed) and any amendments thereto, and the terms in all space assignment letters sent to us, all of which are made a part of this agreement. This contract shall bind the parties hereto, and their respective permitted successors and assigns. AAFS has the right to cancel at any given time and booth fees will be refunded.

Authorized company signature: _____

Title: _____ Date: _____

1. Fax (with credit card information only) or return one copy with check.
2. Make check payable to (and mail to):

All American Fastener Show
700 Hwy 202 West, Yellville, AR 72687

Fax: 877-453-8707 attn: Heidi
Phone: 877-865-8237
Email: heidi@voltplastics.com

Amount submitted with this contract:
\$ _____ A 50% deposit is due with this contract.
Payment method:
 Check
 Visa MasterCard American Express
Card # _____
Expiration date: _____ CVS code: _____
Name on card: _____
Signature: _____

DO NOT WRITE INSIDE THIS BOX
You are assigned BOOTH NUMBER(S): _____
on ____/____/20____
Check date: _____ Check #/Auth#: _____
Total rental fee: \$ _____
Received with application: \$ _____
Balance due: \$ _____
Accepted by: _____
Balance paid check date: _____ Check #: _____ \$ _____



2015 ALL AMERICAN — FASTENER SHOW —

Nashville – September 9-10

Mark your calendars for the 2015 All American Fastener Show! It's going to be a fantastic two days of networking at the Sheraton Nashville Downtown Hotel in the heart of America.

The All American Fastener Show is an opportunity for worldwide industry professionals to connect with United States fastener companies and learn more about new products and technology available from the American market.

**Find out more—or take advantage of early
bird registration—at our brand-new website,
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MID-ATLANTIC FASTENER DISTRIBUTORS ASSOCIATION

MAFDA 2014 GOLF & SCHOLARSHIP CLASSIC GREAT GOLF, GREAT FRIENDS & A GREAT CAUSE

Broadrun Golfers Club again played host to the MAFDA Annual Golf and Scholarship Classic held on June 11th, 2014. Forty eight golfers were greeted with overcast skies but generally dry conditions, a unique golfers gift, and opportunities to win a myriad of prizes including electronic devices, a large screen TV, and even a custom engraved baseball bat which was entrusted to the 'lucky' long-drive winner.

Our sponsors this year again came out BIG! ND Industries and Eurolink shared the Event Sponsor honor, Stelfast rewarded any hole in one effort with LOTS of cash (unfortunately no winners, but many were close), and R & D Fasteners outdid themselves by producing the FINEST industry specific trophy's. Kanebridge and The Hanson Group sponsored the much endeared beverages, Lee S Johnson Assoc. was the grateful lunch sponsor, and Murty Associates sponsored goodies 'at the turn'. Last, but certainly not least, our grand prize sponsor Fall River Manufacturing provided a lucky participant with a large screen LCD television!

Thank you sponsors – you are why our golf outing is consistently heads and shoulders above the rest, we truly appreciate everything you do for the association. YOU ARE THE BEST!

The golfers also came out to play. Team Lubker Distribution (Rick Lubker, Glen Hanson, Rick Yanni, and Brian Kivisto) took home the coveted first place trophies, while team Lee S Johnson Assoc., consisting of Lee Johnson, Jack Conte, Dan Carr, and Jim Custis finished second. Third place went to Steve Gillmor, Chris McCaffrey, Tom Redstreak, and Greg Cardmone. In addition to trophies, the winning teams were provided spending cash at the pro shop, as were winners of the Long Drive

competition, and closest to the pin(s). Lots of winning, lots of smiling faces!


The golfers however weren't the only 'winners'. As in the past, the MAFDA appeals to ALL who participate and make sure winning is EASY. The raffle prizes provided by Fall River Manufacturing kept everyone 'in play', and ALL in hopes of winning the coveted large screen television 'Grand Prize. Congratulations to this year's winner Ed Johnson Jr (Johnson American). 'Thank you' hardly covers our appreciation for all who attended. Your generosity and support of the association and scholarship fund is all inspiring.



Why We Do What We Do – The True PURPOSE Of The MAFDA Golf And Scholarship Classic

It's for the kids, it's for giving back to the industry that has served us all so well, it's to make sure education remains at the forefront, it's in appreciation and honor of your contribution to the industry, it's our responsibility and hopefully our legacy.

This year's award class was one of the finest yet. All applicants were highly qualified, highly motivated, and exceptional individuals doing exceptional things for their community. The award decisions were hard, but we were honored and humbled by the responsibility.

The final results were released at the Golf and Scholarship Classic. Our Congratulations to Nataysia Hatfield (Specialty Resources) who was awarded the MAFDA Board of Directors award sponsored by Coburn-Myers and Specialty Resources, Julie Stopper (Circle Bolt & Nut) was awarded the Presidents Scholarship sponsored by ND Industries and Guidon Corp., and Makensie Shan (Solution Industries - 'Solution Man') was awarded the MAFDA Scholarship sponsored by Threaded Screw Products and The Hanson Group. We proudly support all of the award winners in their educational pursuits. 




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For 25 years Leland offered JS500 plating, a premium zinc based finish, that withstood 500 hours in Salt spray testing with **NO RED RUST**. Then, in 2010 Leland introduced our proprietary new, JS1000, able to withstand 1,000 hours in Salt Spray testing with **NO RED RUST!** Compare this to standard zinc.

As a step forward in the evolution of plating and

coatings, This truly is a giant step into the 21st. century. Non-Toxic, Hexavalent Chromium Free, R.O.H.S. compliant and containing no lead. JS1000 has been proven to dramatically outperform Hot Dip Galvanizing without the need for tapped oversize nuts. Not enough protection? We can add DT1500 as a topcoat to achieve a phenomenal 1,500 hours in Salt spray,

Still with **NO RED RUST**.

Still stuck in the 18th Century with Hot Dip Galvanizing? Move up to 2014. Bolt and Nut samples are just a phone call away. 

**Leland bolts and nuts feature JS1000™:
 an incredible plating that outperforms all others**

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Leland has been manufacturing long life bolts and nuts since 1984 ... and our years of experience and research have produced a true innovation – the JS1000™ extreme life plating!

The incredible JS1000™ has been proven to remain completely rust-free in over 1000 hours of salt spray testing.

- High lubricity assists spin-fit tightening
- Non-toxic
- Totally compatible with aluminum
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Rely on North American quality.



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OBITUARY

Remembering James John Partridge



James John Partridge, 82, passed away Tuesday, August 5, 2014, surrounded by his loving family.

Born October 12, 1931, in Evanston, IL, he was the son of James J. Partridge and Mae (Habryl) Partridge. Jim served in the 82nd Airborne Division and returned home to marry his beautiful bride Jean C. Doherty on February 20, 1954. Living in Mt. Prospect, IL to raise their family of seven children, he was an active member of St. Raymond de Penafort Parish.

After a lengthy career in the fastener business, Jim founded Big Bolt Corporation in 1976. Eventually Jim's life led him to his two favorite places, Powers Lake, WI and Naples, FL. Jim was an avid boater and loved to deep sea fish. Jim cherished time with his family and friends. He loved to read, play cards, enjoyed movies and was always there to help those he loved with household projects and anything else they needed. Jim was also a 'gentleman farmer' who loved working the farm and sharing the cows, pigs, chickens, and goats with his many grandchildren. Jim was a very loving father, who was very proud of each of his seven children.

DISTRIBUTOR NEWS

UNICORP Electronic Hardware is proud to announce that we will be offering our electronic hardware, fasteners, and handles in National Aerospace Standards (NAS) & (MS). Our NAS & MS products will be available on our newly upgraded website soon.

Since 1971, Unicorp has been a socially and environmentally responsible leading manufacturer of American standard and metric precision electronic hardware, fasteners and handles. We pride ourselves on our dedication to customer satisfaction and our commitment to support the needs of our distributors. Unicorp offers top quality products, fast delivery, excellent pricing, technical assistance, and manufacturer to customer print specifications.




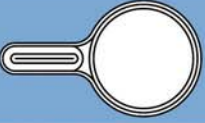





















We are known throughout the industry as the "oddball king" because we offer the widest variety of diameters,

lengths, and finishes in our numerous product lines.

The Unicorp product lines consist of: Standoffs & Spacers, Male to Female Standoffs, Male to Male Standoffs, Jackscrews, Swage Standoffs, Captive Screws and Retainers, Insulating Shoulder & Flat Washers, Shoulder Screws, Thumbscrews & Thumbnuts, Cable Ties, and 24 styles of Handles, Fixed, Folding, Rack- Panel & Ferrules. Unicorp Electronic Hardware is used by leading companies in nearly every industry including electronics, telecommunications, aerospace, military, medical, computer, automotive, energy, robotics, marine, PCB mounting & circuit board assembly, security, entertainment, industrial equipment and many more.

For more information about our products, call 1-800-526-1389, email at sales@unicorpinc.com or visit online at www.unicorp.com.

shear-LOC[®] QUICK REFERENCE GUIDE

INCH SERIES		KNURLED SERIES MALE THREAD #4 THROUGH 5/16. Available knobs only, assemblies and in kits. This style offers the most common knob for light locking applications.	
		KNURLED SERIES WITH KEY DRIVE MALE THREAD #4 THROUGH 5/16. Available assembled only. This is the same style as the above series but allows for dual hand or hex wrench locking and adjustments.	
		KNURLED SERIES FEMALE THREAD WITH ALUMINUM INSERTS #4 THROUGH 5/16. Available assembled only and in kits. These match the above series for design uniformity.	
		L-SERIES MALE THREAD #10 THROUGH 5/16. Available knobs only, assemblies and in kits. This style is useful in close quarter applications.	
		TEE SERIES MALE THREAD #10 THROUGH 3/8. Available knobs only, assemblies and in kits. This style allows for a little extra torque.	
		ROSETTE SERIES MALE THREAD 1/4 THROUGH 3/8. Available knobs only, assemblies and in kits. This style offers a more decorative look.	
METRIC SERIES		KNURLED SERIES MALE THREAD M3 THROUGH M8. Available knobs only, assemblies and in kits.	
		KNURLED SERIES FEMALE THREAD WITH ALUMINUM INSERTS M3 THROUGH M8. Available assembled only and in kits.	
		TEE SERIES MALE THREAD M5 THROUGH M10. Available knobs only, assemblies and in kits.	
		ROSETTE SERIES MALE THREAD M6 THROUGH M10. Available knobs only, assemblies and in kits. <i>NOTE: All knobs for male thumbscrews are cold formed onto standard socket head cap screws.</i>	
LASER	INFO GUIDE SERIES STANDARD OR CUSTOM Knobs are black acetal resin with white engraving		
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THE ROTOR CLIP PO RING

by Vincent Rodgers

The Rotor Clip PO Ring is an economical, high strength retaining ring which can be used to replace threaded fasteners, cotter pins, rivets, set collars and many other bulkier and more expensive devices. It can be seated in the same width grooves as conventional E rings which is an important advantage for products in which a stronger ring is desired but assembly dimensions do not permit use of a thicker ring. Because of its great gripping strength, it is especially suitable for die castings and injection—molded plastic parts having preformed grooves with large tolerances in diameter and width. The PO retaining ring features wide “ears” resembling a poodle dog which is how the retaining ring acquired its name. The PO is a unique fastener designed to provide a large shoulder with great gripping strength.

The “ears” of the poodle ring function as large shoulders against the retained part. They are connected by tapered section bending arms which exert strong spring pressure when the ring is expanded for assembly on a shaft, causing the shoulder to grip the shaft tightly at the bottom of the groove.


The PO ring is thicker than most rings and has a

larger section height. It is installed in a deep groove which, in combination with the ring’s thickness and tapered section, gives the PO its high thrust load, impact capacity and resistance to axial and radial push—out forces. Because of its ruggedness and gripping power, the PO is especially suitable heavy duty applications.

The image is a hand actuated hydraulic cylinder

utilizing a PO ring. The ring seated in a machined grooved, holds the internal slide plate within the cylinder. This slide plate is loaded by a spring and is used to apply pressure to a fluid within the cylinder. Due to the preload on the spring as well as the high pressure that is required to actuate the cylinder a standard E ring would not supply enough thrust capacity to reliably function and hold up to repeated use intended for the hydraulic cylinder. Therefore a

PO ring is used because of its better thrust capacity and larger shoulder for contact on the slide plate.

The PO ring may be installed easily with slip joint pliers or may be tapped into its groove with an appropriate tool. It can be removed easily with a screwdriver or similar tool. The rings are reusable following disassembly. 



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THE BIG & THE SMALL OF CRESCENT MANUFACTURING

Over the years Crescent has continually tried to offer what our customers have asked us for, which is usually fasteners that they have difficulty finding. So, once again you have asked and we have tried to accommodate your requests.

The Big

A few years ago, we purchased two 3/8 headers for the purpose of expanding our fastener offerings to include lengths up through 3" and a wider selection of shouldered or grip parts. We had no intent of increasing our size range past the 5/16 diameter parts we have been manufacturing for years.

However, customers starting commenting about the difficulty they were having in sourcing small quantities of 3/8 diameter parts. Well, we had the machines, so why not? Military, Commercial, or Specially Engineered, Crescent now will manufacture as few as our standard 1000 piece minimum up to millions of 3/8 size fasteners. Materials presently available are 302ss, 1018, 4037, 8740 steels and brass but we are certainly willing to quote whatever your need.

The Small

Our latest machinery addition at Crescent are two bench headers that are now allowing us to provide even smaller sizes than the 00s we have always offered. This means we can now provide our customers with parts as small as .020 in diameter which covers 000 and M1.2 fasteners as well as rivets. These are available in all our standard materials but all inquiries are welcome. Crescent's expansion into the micro world of fasteners is something we have looked at for a while. With these machines the door has been opened to many more possibilities, which gives us the opportunity to offer our customers alternative domestic sourcing for micro fasteners.

The Possibilities


Crescent has always offered our customers the ability to purchase as few as 1000 pieces of whatever we manufacture. Military parts, Standard parts, Specially Engineered parts, one thousand pieces to millions of pieces manufactured by Crescent in the United States. But... have you thought of us for proto type development?

We have over 50 years of cold heading, head and shank slotting, and roll thread forming experience at your disposal. We are hands on, machine savvy, and open to

helping you develop the part your customer needs for the job. Our loyalty to our distributors has always assured them that we can work together, with the end user, to get them that part. So now 000 to 3/8, M1.2 to M10, a 1/16 to 3" are all possible with

help from your trusted source – Crescent Manufacturing.

...And The Possibilities to Expand

6300 square feet of new building has been added to Crescent with room for another 6000 square foot second level for the future. We have burst at the seams and out popped an addition. Our new building will house our raw material and our expanded Maintenance Department. We not only maintain our machinery but we also have the knowledge, resources, and ability to rebuild it. With maintenance in the new building we will be able to expand our Quality and Shipping Department. More space means a greater ability to offer scheduling services to our customers and a staging area for customer weekly shipments. Crescent Manufacturing offers you, the customer, other possibilities, just let us know what they should be. Your trusted fastener source for over 50 yrs. 





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FIELD FASTENER AND HRS LOGISTICS MERGER

Field, a global distributor of fasteners and other small components, announced today that Field and HRS Logistics have merged. This strategic partnership will enhance their position in the marketplace by expanding the products, services and geographical footprint in which they service their customers.

Field has averaged 20% growth rate since 1990 and plans to sustain high growth and reach \$100 Million in revenue in the next few years. "We are all about building and strengthening teams to provide value to current and prospective customers. The combined strength of HRS Logistics and Field will allow us to excel and provide significant benefits to both." States Field's Chairman Bill Dery, "We are fired up about the future."

HRS Logistics is a global provider of fasteners and other "class c" items servicing customers throughout the South/Southwest and in Mexico. They are a rapidly growing company that has achieved a 155% growth rate over the last 4 years. "HRS Logistics is pleased to have merged with such

a strong and well respected company in our industry," says Ray Robinson President of HRS Logistics. "With Field and our experienced and dedicated employees, we will better serve and supply our customers for now and the future".

As a result of this merger, both companies will have a broader footprint to service current customers and provide technical services to drive short and long term cost savings. Field and HRS Logistics have an experienced, cross functional team dedicated to seamlessly integrating the two businesses and minimize the change felt by customers, suppliers, and team members. Field President Jim Dery states, "There are significant synergies between the companies that will improve both organizations when combined. Both companies share a culture of servicing customers in a family business environment with passionate team members. The combined company will provide greater opportunities for our team, increased capabilities for our customers, and a larger spend with our strategic suppliers. We are excited about bringing the strengths of Field and HRS Logistics together!" 

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NATIONAL FASTENERS DISTRIBUTORS ASSOCIATION

NFDA's 2014 EXECUTIVE RETREAT IS SCHEDULED FOR NOVEMBER 2-4 2014 AT THE RITZ CARLTON BEACH RESORT, NAPLES, FL

Come to the Ritz-Carlton Beach Naples Resort in Naples, Florida for NFDA's executive retreat, November 2-4, 2014.

The 2013 retreat was such a great success, there was no doubt that the event should be repeated.

The goal of the NFDA executive retreat is to provide peer-to-peer learning in a relaxed environment. Here's what's on schedule for this November:

• **Fastener Technology Update**

Joe Greenslade will discuss technical resources for fastener suppliers, such as the IFI Technology Connection™, the 9th Edition of the IFI Inch Standard Book (and why you should consider moving to the digital version), the ISO Fastener Standards subscription, the recently published Torque Book for Fasteners®, the Torque App® for iPhones and Android smartphones, and the IFI reference books that distributors can use to train new employees on fastener technology.

As we all know, knowledge is power. Mr. Greenslade will give us a lot of power for building your company's technical knowledge base and strength.

There will be adequate time for asking Mr. Greenslade questions related to fastener.

Joe Greenslade is Director of Engineering Technology for the Industrial Fasteners Institute.

• **The Ins and Outs of Selling Your Business or Buying a Business To Grow Your Company**

Jim Ruetz and Jim Dery will take you through the steps their firms used in selling and buying two fastener distribution companies in 2013 and 2014

In December 2013 All Integrated Solutions (All Fasteners/All Tool Sales) sold its business to High Road Capital Partners (a \$500 million private equity company) and is now part of a \$45 million vertical organization which includes Accurate Components & Fasteners, All Fasteners,

and All Tool Sales.

In July 2014 Field Fastener purchased/merged with HRS Logistics, a \$23 million fastener distributor in the southwest and Mexico, making Field Fastener a \$65+ million distributor. This was the fifth M&A for the company.

Is it time to sell now or is it time to grow through acquisition?

Jim Ruetz is president/CEO of All Integrated Solutions (All Fasteners/All Tool Sales) and Jim Dery is president of Field Fastener.



• **The Benefits of a High Performance Culture**

Research shows that corporate culture is more important than ever.

Gary Cravens will talk about the benefits a high performance culture has brought to Advance Components and will give you six steps for building such a culture at your business.

Gary Cravens is president of Advance Components.


• **What Shapes Your Supply Chain?**

An efficient supply chain is essential in today's business environment for any company, and it can make a significant difference in the growth of your business.

A panel of fastener industry veterans, representing manufacturing, master distribution and distribution, will share how their companies developed successful national and international supply chains that created value for their customers and their stakeholders.

Does your supply chain provide systemic, strategic coordination of tradition business functions across multiple business within your current supply chain ?

The panel will share and discuss their supply chain experiences and best practices.

Details on the retreat's education content will be available at www.nfda-fastener.org this summer. 

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FASTENER MANUFACTURER TURNS TO HAND TOOLS TO RATCHET-UP GROWTH

Peerless Hardware Manufacturing Company in Columbia, PA has been manufacturing a line of specialty wing nuts, wing bolts and handle nuts since 1951 and were looking at ways to expand the company.


In an attempt to diversify, the Peerless Hardware management team was reviewing possible products for a line extension. "At first, we were limiting ourselves by only thinking of other fasteners". Says Nick White, National Sales Manager for Peerless Hardware. "Since our customers are fastener distributors, we started looking at the hand tools that are used on these fasteners as a possible line extension. At first we were thinking of hand tools we could make and then we started researching what tool brands are popular in Europe that do not have any representation here in the US. After asking people in Europe as to which brand of tools was known for ultra-high quality, within manufacturing circle, the Beta Tools of Italy brand kept coming up".

"We contacted Beta Tools of Italy and found they did not have representation in the US." Says James Speitel, President of Peerless Hardware. "We had decided that if we were going to partner with a European brand, it had to be a name that was synonymous with high-quality and had something unique to offer in their product line that other

companies do not have. Beta Tools exceeded our expectations".

Beta Tools of Italy has been in business since 1939 with three factories within Italy. In Europe they go to market through mobile tool dealers called Tool Trucks but here in the US they have chosen to create an industrial distribution network primarily made-up of fastener distributors and industrial supply companies.

In 2012, Peerless Hardware Manufacturing signed an agreement to be the import-partners for Beta Tools of Italy. "Our approach to the US market has been very simple" says Nick White, "from our Pennsylvania facility we represent Beta Tools of Italy by warehousing the product line, establishing distributors and then provide them with support for technical, warranty, sales and marketing issues. Fastener Distributors are already selling fasteners to their OEM distributors so why not sell tools. Every fastener customer is a tool-user so adding hand tools is a brilliant line extension with the shortest ramp-up time for a fastener distributor" states Nick White.

The Beta Tools product line already has seen sales in some very large OEM facilities within the United States as well as various branches of the US military according to Peerless Hardware. 



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Alvord-Polk Inc. of Millersburg, PA is pleased to announce the acquisition of Aircraft Missile Parts Manufacturing (AMPM) of Oxnard, California. Alvord-Polk Inc. is an ISO9001 certified manufacturer of cutting tools, reamers, wire brushes, tooling components, and fasteners under the brand names Alvord-Polk Tool, BrushOne, and Morton Machine Works. AMPM manufactures taper pins, pins, keys, threaded rod, and a variety of other aerospace fasteners. The company has recently relocated to the Alvord-Polk Inc. production facilities in Pennsylvania.

For more information visit www.ampmfasteners.com or www.alvordpolk.com.



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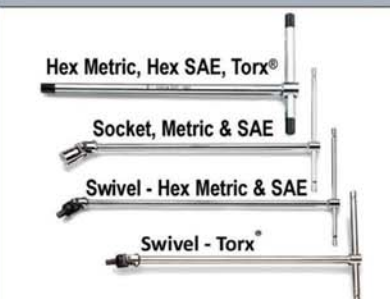
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THE MAGIC NUT FACTOR: GOOD FASTENING TECHNOLOGY, VODOO OR PURE GUESSWORK? *continued from page 8*

Let us first establish the formula for the nut factor “k” which consists of the thread geometry (pitch and pitch diameter), and friction influences from threads and the bearing area of the tightened part (nut face or washer face under screw head). In its most useful and simple format it is written:

$$k = \frac{0.16P + 0.58d_2 \cdot \mu_t + 0.5(dw \cdot \mu_b)}{d}$$

P = Thread pitch, mm or inch

d_2 = Thread pitch diameter, mm or inch

dw = Effective bearing area diameter, mm or inch

d = nominal thread diameter, mm or inch

μ_t = friction coefficient, thread

μ_b = friction coefficient, bearing area

This is not “rocket science”, but a reasonably useful and simple way to take a lot of guess work out of the torque calculation. All dimensions in the equation should be known to us and we only have to replace symbols with numbers. It is the friction coefficient values that can make us “screw up”. How do we find good numbers for different lubricants? The best, quickest and safest way to find friction coefficients for various surface conditions and lubricants is to get IFI’s Torque Book developed by Joe Greenslade. In Table 1 in the book we find typical nut factors for Hex Head fasteners, which can easily be broken down or converted to friction coefficient by a simple factor. This coefficient can then be inserted in the above formula to complete the “k”. Just keep in mind that the table values should be considered “mean” values. If you have access to John Bickford’s excellent book about the introduction and behavior of the bolted joint you will get a good handle on min/mean/max values for a number of surface conditions. There will always be a +/- scatter range, but with lower mean friction this scatter will be a lot smaller than with higher friction. Our needed torque values to reach the preload levels will, of course, also be lower, which can be a positive factor both ergonomically and economically. But, it is important to specify proper torque values based on the lower friction conditions, otherwise we will be breaking fasteners all over the place.

The nut factor “k” can vary substantially depending

on all the factors mentioned above, not only the friction conditions, but also the geometric values (head size, tread types, etc.). The k can vary from a low of about 0.1 to as high as about 0.4. This means that using the old text book value of 0.2 for our calculations, only by pure chance will we get it right. To apply that 0.2 number arbitrarily to very sensitive and difficult joints can result in disastrous situations. If our real conditions give us a higher nut factor or lower, the preload we thought we would get will be either lower or higher. Result = insufficient preload or broken fasteners.

If we have confidence in our nut factor we can, with the same confidence, apply it to a very short, but very effective, formula for torque.

$$T = k \cdot d \cdot F_P$$

T = Torque, Nm or lbfft (most fastener sizes)


k = Nut factor

d = nominal thread diameter, mm or inch

F_P = Target preload force, N or lbf

This short formula has proven to be a very reliable tool for torque calculation. A few of my “high-tech” clients insist on using some very fancy mathematics for developing torque values. The difference between their time-consuming approach and the relatively simple and straightforward method explained here is very small (if at all) and rather insignificant given the tolerances we have to deal with for the many variables.

Certainly, there is more to achieving good control of tightening such as accuracy of tightening tools, influence of torsional stresses due to thread friction, operator handling of tightening equipment and some other things. But, if we take some care in developing a realistic nut factor, dump our not-so-good torque charts, forgetting some old “text book sins” and apply the short torque formula, we will have produced bolted/screwed joints that will hold up in service.

To get the inexpensive, but great, Torque Book from IFI, go to their website indfast.org (and when you are there also get another IFI publication called Mechanical Fastening and Joining which will give you a broad and easy-to-read overview of fastening technology). Both books should be “personal” equipment for all fastener professionals. 

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END

MAKING THE GRADE


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NEVER SIT STILL

In the fast moving fastener industry, successful companies that supply this industry need to be looking for ways to improve. This year, Component Packaging in Joplin, MO...a value add, kitting/packaging company completed construction of a second facility. "Over the last few years we have experienced consistent growth in our business. Building another facility gives us the flexibility and space to take on the challenges of the coming years." says Nick Magoulas, VP & General Manager.

In an industry that is somewhat commodity driven, as a kitting/packaging operation, we are a value-add service that can help a fastener distributor increase sales dollars and differentiate themselves from others by custom packaging products for their customers. We have to constantly look for ways to improve the speed, quality and scope of our offerings. Our new facility will help us drive future growth and help us be a better partner to our customers.

The additional facility is over 6,000 sq. ft. of space that can be custom configured by project to drive efficiency and speed. We believe our customers will see a marked improvement in our ability to get work out the door and back in their hands.

The expansion of Component Packaging was helped by being awarded a "Missouri Works" grant as additional personnel will be added in addition to the capital investment. This is a 3 year grant that will continue to aid in the addition of new positions with the company growth.

The new facility was built with ideas we have had over the years about how we could make our building better. Since it looks somewhat like our current facility we affectionately refer to it as "mini me". If you are ever in the area, we welcome you to come tour our facility and you will gain understanding and confidence in our operation and that we will Never Sit Still. 


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NORTH COAST FASTENER ASSOCIATION

NCFA ENJOYING A SUMMER OF EVENTS

by Marty Nolan, NCFA President

On June 19, 2014, the NCFA held its annual Night at the Races at the newly updated Hard Rock Casino. The Casino is connected to the race track which enabled NCFA members the opportunity to walk over to the casino to try and recover the money they lost betting on horses. We have held our event here in the past, but the addition of the Hard Rock casino has absolutely made this a more entertaining event.

Earlier this year, the NCFA invited Bob DiBiasio, a member of the Cleveland Indians front office, to speak at one of our dinner meetings. On July 10th, it was time to take our meeting to Progressive Field and watch the Cleveland Indians battle it out with the NY Yankees! 120 members and friends of the NCFA flooded into the Progressive Field Budweiser Porch to fill up on ballpark food and watch their beloved Indians beat the Yankees. The night was particularly memorable, as it was Derek Jeter's last visit to the Cleveland Ballpark. It was a perfect night in Cleveland for a baseball game. This was the first time the NCFA held this event, but based on attendance and

responses, it will certainly be on our calendar for 2015.

On September 11, 2014, the annual Screw Open golf outing will take place at Valleaire Golf Course, the location of many past Screw Opens. The course has been updated and promises to be a great location for the event. The NCFA has played a lot of good (and bad) golf here and this nostalgic location should bring up some memories of past outings.

Also in September, the NCFA will be visiting America Makes, a 3D printing incubator located in Youngstown, OH. Additive Manufacturing, or 3D Printing, has certainly been an interesting topic and it is a technology that could certainly affect the fastener industry in years to come. Thanka to our friends at Hudson Fasteners for arranging this interesting event. This event takes place on September 25, 2014.

To learn more about the NCFA, visit our website at www.ncfaonline.com for additional information. Be sure to visit our Facebook Page [Facebook.com/northcoastfastener](https://www.facebook.com/northcoastfastener) to view more pictures from NCFA Events.

NCFA CLEVELAND INDIANS GAME CLEVELAND, OH - JULY 10, 2014



DISTRIBUTOR NEWS

Fastener News, a branch of Hudson Fasteners, Inc., is launching a new blog - **Fastener News Desk.**

FastenerNewsDesk.com will aggregate, support, and promote all news related to the fastener industry. We cover fasteners, aerospace, construction, 3D printing, additive and advanced manufacturing, social media, technology, STEM, trade shows, and everything in between.

We provide the only place where you can find not only all of the up-to-date industry related publications, but direct you to the most relevant and news worthy information. We are here to serve you.

@FastenerNews joined Twitter in 2009 with the goal of being a news source for the fastener industry. Since then, we have branched out into Facebook, Twitter, LinkedIn, Google+, paper.li, Tumblr, and other social media platforms.

Fastener News provides all of the latest industry related news and we welcome all industrial professionals to join our network.

@FastenerNews recently reached 2700+ qualified followers on Twitter, 1300+ qualified members on LinkedIn, 1300+ views to our online newspaper, and we hope to continue growing these numbers with the addition of the blog.

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At times it appears Sems and Specials is better known for our Jimmy Cracked Corn Jerky and Little Laughing Jimmy's at trade shows than our domestic fastener manufacturing capability, so we thought we would enlighten fans as to the origins of both.

The Infamous "Jimmy Cracked Corn Jerky"

Not too long ago Mr. Eric Webster from Northeast Fastener gave a few pieces of beef jerky to Jim Kelam at Sems and Specials, Jim said the jerky was delicious and suggested "a nice pepper corn" would be a great enhancement.

Soon after, Jimmy Cracked Corn Jerky was created.

Sems and Specials has been exhibiting at the annual fastener show for 19 years.

In 2007 Jim was not able to attend the fastener show in "Las Vegas" for his choices were the National Fastener Show or Aruba, guess which destination he chose?!

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FASTENER WORDSEARCH

Can you find and circle in the grid above, the terms listed below?

- | | |
|----------------|----------------|
| Bow | Spanner wrench |
| Burr | Square nut |
| Camber | Tank bolt |
| Cap screw | Thread gauge |
| Carriage bolt | Thumb screw |
| Clutch head | Thunder stud |
| Fillister head | Tinnerman clip |
| Fin neck | T-nut |
| Flash | Washers |
| Flat head | |
| Globe head | |
| Grip | |
| Grooved pin | |
| Seam | |
| Sems | |
| Slotted nut | |
| Snap ring | |
| Solid rivet | |

Solution on Page 253

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SOUTHWESTERN FASTENER ASSOCIATION

2015 SPRING CONFERENCE: BUFFALO THUNDER RESORT, SANTA FE, NEW MEXICO



The SFA Board of Directors selected Buffalo Thunder Resort and Casino in Santa Fe, New Mexico as the site for the 2015 Spring Conference scheduled for April 30 – May 3, 2015. Buffalo Thunder is located fifteen minutes North of Downtown Santa Fe and commands spectacular views of the breathtaking, high-desert scenery of the Pojoaque valley and serves as the gateway to the extraordinary world of northern New Mexico. Los Alamos National Laboratory and Taos are easy day trips from the Resort. The Resort is also the site of a Championship Golf Course designed by Hale Irwin..



Seminar topics and schedule of events will be announced in the Fall Newsletter of SFA.



Top to Bottom: First, Second and Third place teams at this year's Dallas Golf Outing

Board of Directors

Bill Frazier, Linus Products, Inc., resigned from the SFA Board of Directors and from Linus Products to pursue an opportunity outside of the fastener industry. The SFA Board selected Matt Flajinik, American Anchor Bolt, to fill the unexpired term of Frazier. Flajinik has experience on both sides of the table in the fastener industry. Flajinik started in the warehouse at Rainbow Fasteners while in college and


ended many years later as a part of the Business Development team that was directed by Will Rodriguez. Flajinik moved to American Anchor Bolt as an inside representative and has worked his way up the ladder to General Manager. Michael Rodriguez, The Fastener Connection and SFA President, stated, "Matt will make a great addition to the SFA Board. He is an example of someone that started at the bottom and is now the General Manager of a major fastener company. His input on SFA activities will be very beneficial", said Rodriguez.



Scholarships

SFA has awarded eleven scholarships to students of SFA Member companies for the 2014/15 academic school year. The recipient of the Will Rodriguez Scholarship was Reid Frazier, Linus Products. Other winners include: Wyatt Carnes, All-Spec Sales, Inc.; Mallory Condon, Hillsdale Terminal; Denise Daley, Tifco Industries; Madelyne Hallum, SBS Industries; Megan Hoinville, EFC International; Holly Johnson, Hillsdale Terminal; Kristen Mann, G.L. Huyett; McKensie Shan, Solution Industries; Ryan Sloan, HRS Logistics and Chandler Todd, Vertex Distribution. SFA extends appreciation to the many companies that contribute to the SFA Scholarship program each year and we say thank you to all that participated in the Will Rodriguez Scholarship Raffle during Spring EXPO.

New Members

Two companies have joined SFA in recent months. Earnest Machine, 1250 Linda St., Rocky River, Ohio 44116. Phone: 1.888.327.6978. Earnest is the recipient of the NorthCoast 99 Award as one of the Top Workplaces in Northeast Ohio. They are also involved in numerous community activities in the Rocky River area. Also joining was Sigma Fasteners, Inc., 16723 Aldine Westfield, Houston, Texas 77032. Phone: 281.214.8800. Sigma was founded 2004 and has grown rapidly over the last decade. Sigma offers in-house paint and coating for quick response to customer needs. 

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FASTENER TERMINOLOGY *continued from page 10*

[6] Extruded Angle: This is a transitional portion of the body where, during the manufacturing process, a controlled dimensional portion of the shank is extruded to a smaller diameter. This smaller diameter becomes the pitch diameter for roll forming the threads.

***Why this matters:** Fasteners with cut threads will not have this angle and will have the threads end abruptly into the shank. Threads that are rolled will transition out at the beginning of the extruded angle and should never end into the angle or shank, as this will cause a point of high stress concentration. This thread run out is also known as an incomplete thread.

[7] Rolled Threads: Rolled threads are formed by two reciprocating dies with progressive thread grooves. That is, the bolt blank passes between these two dies which literally squeezes the metal from the pitch diameter upwards to form the thread crests and downwards to form the thread roots. The pitch diameter was roughly half the distance between the projected minor diameter and major diameter.

***Why this matters:** Rolled threads are 30% stronger than cut threads. The steel grains of the bolt will run length wise. When threads are cut, the grain flow is interrupted, decreasing its strength. This may be compared to stacking one brick on top of another brick: the stack is weak and not stable. With rolled threads, the grain patterns flow into the new shape of the thread and become more compact and stronger. This flow pattern may be compared with staggering the bricks as you would when building a wall. Never add threads to a roll threaded fastener with a thread die. This will introduce severe stress points and promote metal fatigue.

[8] Chamfered Point: This is a feature found on all fasteners manufactured in North America and on a few imports. This is an extra operation performed with a sharp tool forming the chamfer on the pitch diameter blank before it has its threads rolled on.

***Why this matters:** A fastener with a blunt end or sheared end may be prone to cross threading and is difficult to start threading a nut onto it. The chamfered point facilitates easier assembly, especially where speed and accuracy is important.

USS: Many years ago this stood for United States Standard. The current terminology is 'Unified'. Therefore, when we specify UNC threads, it means Unified Coarse. UNF would indicate Unified Fine.

***Why this matters:** The larger diameter series of flat washers are still named USS. This does not reflect on the type of fastener it needs to be mated with, such as a USS washer and a UNC (USS) bolt. The better choice

to offer customers is the SAE (narrow) flat washer to be used with all SAE Grade 5 and 8 inch fasteners and/or 8.8 and 10.9 Property Class metric fasteners, because the inside diameter is smaller than the USS washer and will support the entire load under the fastener's head whereas the USS inside diameter is too large.

UNRC, UNRF: Many salespeople have mistakenly represented the 'R' as meaning rolled threads. Any fastener made today on an automatic bolt making machine has rolled threads. The R designated a mandatory root radius. The UNR thread root is defined as having a continuous rounded contour with a radius not less than 0.10825p.

***Why this matters:** Any time we have a radius, there is less stress build up. Any sharp angle, notch or scratch will develop stress risers that can and will develop into microcracks and metal fatigue failure. This dimensional specification for the radiused root is also carried out to the last thread run out before the extruded angle to be sure there are no sharp angles during this transition. Besides the fillet, this is the second most critical part of the fastener. Smooth, radiused parts increase the fatigue life of the fastener.


Tensile Strength: This is the point of ultimate axial loading that causes complete fracture. The maximum amount of load stress the fastener can withstand.

***Why this matters:** Some users still reference the strength of the fastener but may not take into consideration that this is not usable strength. The fastener will fail before it fractures. It fails when it reaches its yield strength.

Yield Strength: This is the point where the fastener becomes permanently elongated. When this occurs, the fastener is not as strong as it was and will continue to stretch and fail until it reaches its tensile strength for complete fracture.

Proof Load: This value is approximately 9% of the yield strength. Mathematically and experimentally, proof load is the maximum load that can be applied to a fastener without incurring a permanent set of only 0.0005" (0.013 mm).

***Why this matters:** Proof load is the value from which torque values are calculated. Design engineers can rely on this value to build in certain safety factors from 25 to 50%. This is the usable strength of a fastener and will indicate the amount of expected clamping force it can safely generate.

Having the correct terminology and knowing their alternate meanings will help to be able to ask the right questions, be sure that everyone is on the same page and orders what they need. 

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What Is A Formal Quality Management System?

Every company, large and small, has some kind of management system and philosophy. Although the philosophies may be extremely poor, short sighted, inconsistent, or ineffective, every business has a way of conducting business. Instead of being a disorganized jumble of ideas and practices, a formal Quality Management System is intended to be a "road map" that brings consistency and order. By fulfilling a set of combined prescriptive and performance based requirements, these formal standards lay out the basic framework of a system by which a business can be managed. They are partly prescriptive, meaning that, at times, they may explicitly require a certain action, record, or process. For example, these standards often have a number of specific procedures such as document control or handling of non-conforming product that are specifically identified requirements of the system. On the other hand, many parts of these standards are performance based meaning that the standard identifies an element or item that is important to be included but does not dictate specifics about how it is addressed. An example of this might be Management Review. These systems identify the need to have periodic reviews of issues with executive management, but do not dictate how this is done. In this way, a company may employ something that works for them that is entirely different than the way the company next door handles the same thing.

What Are The Common Systems?

There are a variety of these system standards in use today. By far the most prevalent is ISO9001, although, many industries have specialized variations. In the fastener industry after ISO9001 the two most prevalent ones are TS16949 for automotive suppliers and AS9100C for aerospace suppliers. Each of these specialized standards is built upon an ISO9001 framework with additional requirements important to the respective industries. Other similar systems that exist are VDA 6.1, a European based equivalent to ISO9001, ASME B18.18.1-3 standards, QSLD/QSLM (DoD Qualified Supplier listing, which in and of itself is not a quality management system standard, but requires proof of one for certification), and ISO 16426, Quality System for Fasteners.

What Do These Systems Have In Common?

Although these standards and systems are all different, they do share many common attributes. Specifically they define an entire system or way to manage the business. It is important to understand that although they are called a "Quality" system, and certainly they are heavily weighted with quality related subjects, they are intended to be far more. In other words, "Quality" is an idea about value supplied to the customer and is not the responsibility of just one individual or department. These systems basically help businesses to define a "philosophy" or way they are going to do business, handle problems, respond to vendors and customers etc...

Today's system standards generally have a number of things in common. These include but are not limited to management participation, communication, process control, continuous improvement, customer service, and the use of statistical techniques. There are many other shared details but these capture the highlights.

History

Today's systems trace their origin to MIL-Q-9858 which was first published in 1959. In 1969 this became BS5179, which in 1979 became BS5750. In 1987, the first ISO standards were issued based in BS5780 with three different variants, ISO9001, ISO9002, and ISO9003. ISO9001 and ISO9002 distinguished organizations that had design control from those that did not. ISO9003 was established for non-manufacturing entities. The standard was revised in 1994. In 2000 it was revised again, however, this revision was significant and reduced the three variants into one single document with ways to distinguish between companies with design responsibility and those that do not. The latest revision was made in 2008.

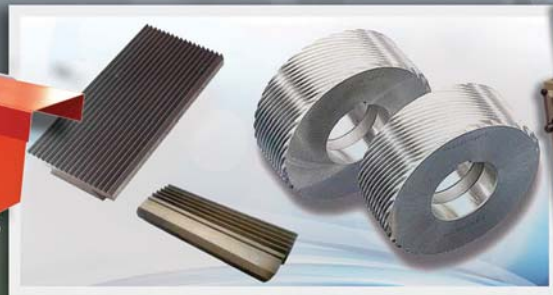
In roughly this same time frame, industry specific variations for automobile and aerospace suppliers were developed. These systems use ISO9001 as a framework and add industry specific requirements. The automotive standard started in 1997 as QS9000 but evolved to become TS16949. The aerospace version, AS9100, is currently in its third or "C" revision. Companies that possess a TS16949 or AS9100 certification automatically achieve ISO9001 status, although it does not work the other way.



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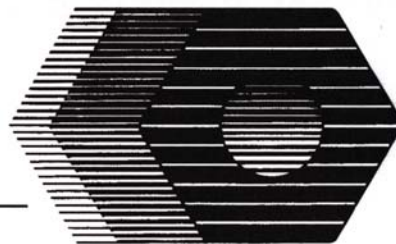
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A high performance pin and collar fastening system. The two part system comprises a pin, with defined break-neck groove, and a collar. Once installed, it provides the ultimate in vibration resistance with no loosening. Pin and collars provide high shear and tensile strength and a permanent clamp force to the work piece. Lock-bolt pins and collars have a defined grip range – the total material thickness must be within the grip range of the pin.

MultiGrip LockBolt Systems

A high performance pin and collar fastening system with extra wide grip range. This two part system comprises a pin, with integrated variable break-point, and a multi-grip flanged collar. The work-piece must be accessible from both sides – the swaging of the collar onto the pin is achieved using a power tool. As with standard lock-bolt systems, multi-grip pin and collars provide high shear and tensile strength and a permanent clamp force to the work piece.

EFC International is an ISO 9001:2008-certified leading provider of specialty metal and plastic components, fasteners, and clamping technologies to OEM and Distributor markets. EFC provides customers with one source for engineered specialty fasteners and components, a high level of engineering and product support, and strategically located, full-service warehouses.

For more information on TITGEMEYER lock bolts contact EFC International at 1940 Craigshire Road, St. Louis MO 63146. Tel: 314-434-2888 or visit the website at www.efc-intl.com.

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Every year the MWFA books a golf venue for their annual Golf Outing. Every year the venue states 144 golfers will be a maximum. Luckily, every year, the MWFA has 144 golfers who want to participate. Sometimes a few more golfers get added into the mix, as in this year with 158 golfers! Eaglewood Resort, in Itasca, hosted the event and did a great job of accommodating everyone. A new feature at this year's outing was a Bazooka, sponsored by SWD Inc. Golfers loved the opportunity to "shoot" their drive with the potential of a 400 yard drive.

Nearly every hole had a contest, giving golfers the potential to win up to \$100 per contest. The many companies who graciously sponsored these contests allowed for the many prizes. Sems and Specials offered a \$150 Gift Card to the Ugliest Golf Outfit but with the vanity of our golfers, no one was brave enough to wear their ugly golf attire. The \$150 was, instead, donated to the MWFA Scholarship Fund along with the winnings of Alina Agresto and Rosie Thornton-thank you!

Thank You To All Our Sponsors:

Contest Sponsors:

Delta Secondary, Marathon Solutions, Big Bolt, Industrial Fasteners Institute, J&M Plating, American Fasteners & Components, Beacon Fasteners & Components, Solution Industries, KDS Imports, Fastron Co., Morgan Ohare, SWD Inc., Darling Bolt

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XL Screw Corp.
Metric & Multistandard
Nylok (*Cocktail Hour*)
Solution Industries (*Special Awards*).



Congratulations To Our Winners:

First Place Team:

Jim Hossman, Bob Reynolds, Peter Perry, Steve Lessman

Second Place Teams:

TEAM 1: Brian Christianson, Brad Jackson, Rich O'Boyle, Ross Shepard

TEAM 2: John Radel, Don Shan, Andrew Nagy, Chris Homrock

TEAM 3: Rico Mugnaini, Dave McCracken, Nick Bremmer, Ron Hadac

Contest Winners:

Paula Evitts, Mark Morris, David Shattuck, Alina Agresto, Solution Man, Melissa Patel, Rob Reynolds, Donny Schaaf, Andrew Nagy, Brad Jackson, Brian Christianson, Rick Kaeding, Matt Delawder, Rosi Thornton

With a 1:00 Shot Gun being a challenge to finish by 6:30 Cocktail hour, next year will probably see an earlier start. As final plans have not been made for next year, the Golf Outing is scheduled for the last full week of June.

Thank you to this year's Golf Outing Committee for all their time and efforts to produce an outstanding Golf Outing: Brian Christianson (South Holland Metal Finishing)/Chairman, Rich Cavoto (Metric & Multistandard Components), Matt Delawder (SWD Inc.), Wayne Wishnew (XL Screw Corp.), Bob Baer (Abbot-Interfast Inc.), Becky Russo (American Fasteners & Components), and Bob O'Brien (Certified Products). 

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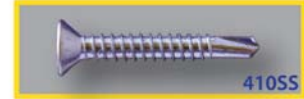
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Call it the DNA of the business, call it the wording that fits on the front of a tee shirt, call it a commitment that permeates every aspect of the business. For Cable Tie Express, IT is the brand “tying service to quality”.

Since its inception in 1995, Cable Tie Express, a key supplier of cable ties and related wire management products, has embraced “tying service to quality” as its core belief and purpose. While the company’s business strategies have evolved in response to market conditions, the economic climate, and customer requirements, this core purpose has stayed consistent, never wavering from its steady course.

Looking in the rear view mirror of Cable Tie Express history and exploring its heritage, evidence of the building of its brand and culture is apparent even as one focuses on the evolution of the company logo.

In 1995 the first Cable Tie Express logo reflected the simplicity and authenticity of the company commitment. A bold and strong cable tie at the axis of the X to reflect the strength of the company’s quality products and the “X-tra” efforts in promoting the highest standards of excellence.

A few years later, a Pegasus style symbol accentuated by the bold typeface of CABLE TIE EXPRESS “tying service to quality” emerged as the emblem of the company. Dubbed “the electric horse” by company insiders, this mark carried the message of strength moving in a fast and forward direction with its mane the image of lightning bolts and the logo’s bold font exuding confidence as the company charged forth on a continual growth path.

Most recently, the company logo, still powered by “the electric horse”, reflects fresh, crisp, and clean lines with intertwining “E”s. The continual aspiration to move ahead with the times led to the refinement of the font. Capturing the Cable Tie Express pursuit of the highest standards of excellence in what it delivers to its customers, employees, and vendors is further accentuated with the intermingling of the “double E for excellence”.

While the logo development is a visual part of Cable Tie Express history, the building of its brand and culture through

the years is apparent from internal and external perspectives.


Internally, this translates into the building of a strong team to live the message with its customers and all with whom those in the company interact. The investments made in the enhancement of the skill and professional growth levels of employees have enabled an even higher standard of delivery of the brand. Recently, Jason Burton, the Sr. Inside Sales Lead, reflected on his experience in the field, “My opportunity to travel to the SFA Show proved most rewarding. Working with Alan Lindahl, our Sales Agent, and personally visiting our customers enabled me to better understand their needs and strengthen relationships. The knowledge and experience gained on this trip allows me to better service my customers from the inside.”

Regarding systems and procedures, continually increasing efficiencies with a constant awareness of customer goals is vital. Same day shipment of product, immediate quote turnaround, cross referencing part numbers, custom labeling, and understanding and responding to specific customer requirements have

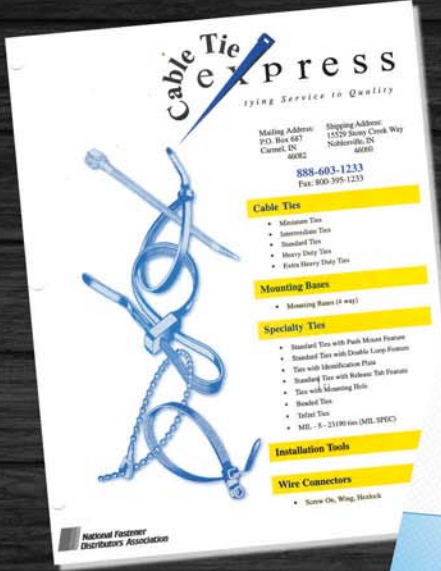
always been uppermost in the minds of Cable Tie Express.

Similarly, the Quality Department at Cable Tie Express is complete with a state of art Instron Tensile Testing Machine and a moisture testing machine – furthering assurance of the high quality of products shipped to customers.

Externally, relationship building has been at the forefront of the company focus. As trusted partners with its loyal customer base, the Cable Tie Express team exceeds customer requirements daily. The company’s focus on education, training, and sales and marketing support further champions that relationship. The standard of expectation has been set with customer; living the brand has enabled its consistent delivery.

It is the authenticity of the brand captured by its logo that Cable Tie Express has molded, built from the heart, and shaped through the years. From the simplicity of the “X” to the gallantry of “the electric horse” logos to the words of its brand - “tying service to quality”, the Cable Tie Express message has been strong, steadfast, and enduring. 





RE*INVENTION

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FASTENER COMPANY ACQUISITIONS COMPLETED IN THE FIRST HALF OF 2014 *continued from page 26*

On February 18, 2014, **AIP Aerospace LLC** purchased **Brown Aerospace Mfg. Systems Inc.** ("Brown Aerospace"). Founded in 2001 and located in Port Huron, Michigan, Brown Aerospace is a designer and manufacturer of automated drilling, fastening and assembly systems for the aerospace industry. The company specializes in automated devices and tooling used for drilling, countersinking and sealant applications. The key customers of Brown Aerospace include The Boeing Company and Spirit AeroSystems. Formed in 2012 and headquartered in Santa Ana, California, AIP is a provider of aircraft assembly tooling systems, equipment for machining large composite aerostructures and a manufacturer of advanced composite components. AIP Aerospace is a portfolio company of American Industrial Partners ("AIP"), a New York City-based private equity firm. AIP is an operationally-oriented firm which invests in North American manufacturing and industrial service companies.

Purchase price: not available.

FUTURISTICS COMPONENTS

On February 19, 2014, **MW Industries Inc.** purchased **Futuristics Components Inc.** ("Futuristics").

Founded in 1988 and located in Waterbury, Connecticut, Futuristics is a niche manufacturer of CNC machined components for the microwave, electronics, defense, aerospace, medical and related industries. The company offers a broad range of primary machining and secondary operation capabilities such as right angle bends, slotting, crimping, zone annealing and thread-rolling. Futuristics specializes in complex precision machined parts produced in smaller production runs with quick turn-around delivery. Following the transaction closing, Futuristics will be integrated with MW Industries' RAF Electronic Hardware Division located in nearby Seymour, Connecticut. MW Industries is a manufacturer of engineered mechanical components including springs, specialty fasteners, machined parts, precision stampings and custom wire forms. The company is headquartered in Rosemont, Illinois and is comprised of 16 operating divisions located in 10 states. MW industries is a portfolio company of Genstar Capital LLC, a San Francisco-based private equity firm.

Purchase price: not available.



On February 28, 2014, **Wesco Aircraft Holdings Inc.** ("Wesco") purchased **Haas Group Inc.** Haas Group, headquartered in West Chester, Pennsylvania, is a global provider of outsourced chemical supply chain management ("CSCM") solutions for the commercial aerospace, airline, military, energy and

industrial markets. With more than 1,300 employees and 35 distribution hubs and forward stocking locations, Haas Group generated net sales of \$596 million in calendar 2013. Haas Group services 1,925 customer sites across 70+ countries and generated pro forma EBITDA of \$43.6 million in calendar 2013. Founded in 1953 and headquartered in Valencia, California, Wesco is the world's second largest distributor of aerospace fasteners and aircraft consumable hardware, with net sales of \$901.6 million in the fiscal year ended September 30, 2013. The company supplies more than 7,400 customers in the commercial, military and general aviation sectors, including the leading aerospace OEMs and their tier subcontractors. Wesco employs more than 1,300 people across 42 locations and 12 countries. The seller of Haas Group was The Jordan Company LP, a New York City-based private equity firm.

Purchase price: \$550 million.



On March 27, 2014, **Consolidated Aerospace Manufacturing LLC** ("CAM") purchased **Bristol Industries**

Inc. ("Bristol"). Founded in 1976 and located in Brea, California, Bristol is a manufacturer of self-locking nuts, gang channels and related installation tooling for the aerospace industry. The company's products are used for both airframe and engine applications and its customer base includes most of the aircraft OEMs and their Tiers around the globe. Established in 2012, CAM is a holding company for four companies which manufacture fasteners and fittings, predominantly for the aerospace market. The other three companies owned by CAM are: AeroFit LLC (fluid fittings); 3V Fasteners Company Inc. (externally-threaded fasteners); and QRP Inc. (quick release pins, latches and accessories). CAM is a portfolio company of Tinicum Inc., a New York City-based private equity firm with \$1.5 billion of committed capital under management.

Purchase price: not available.



On March 28, 2014, **Succession Capital Inc.** purchased **United Fastener**

Inc. Founded in 1964 and located in San Diego, California, United Fastener is a distributor of fasteners and industrial supplies to a diverse range of OEM and MRO customers. United Fastener, a privately-owned company, focuses on supplying customers in the San Diego / Southern California region. Succession Capital is a San Diego-based private equity firm which focuses on acquiring small and medium-sized businesses from owners seeking to retire. The firm targets transactions between \$2 and \$8 million and utilizes a buy-and-hold strategy. Succession Capital is a subsidiary of Toronto, Canada-based Lynx Equity Limited.

Purchase price: not available

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DISTRIBUTOR NEWS

Distribution One has been chosen as a Finalist for two prestigious awards bestowed to Philadelphia area businesses displaying excellence and innovation in technology.



This June, the Greater Philadelphia Chamber of Commerce announced that Distribution One was selected as a finalist for the 32nd Annual Excellence Awards – celebrating small businesses making positive impacts in the region. The November 5, 2014 ceremony will honor the winner, chosen by an Awards Committee made up of local tech industry leaders.

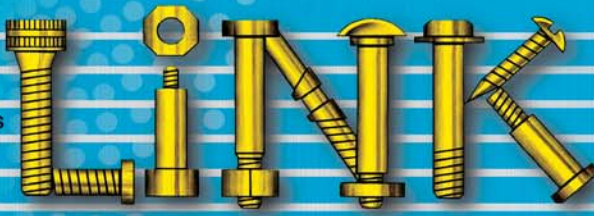


Additionally, a similar recognition was earned for the 2014 Marcum Innovator of the Year Award, as Distribution One was chosen as a finalist and will be in the running for the annual distinction, set to be announced October 22, 2014. In conjunction with SmartCEO magazine, “Marcum Innovator of the Year celebrates those companies that blaze a trail in their fields by constantly seeking new ways to advance their industries.”

The release of ERP-ONE – the successor to V2 – in early 2014 has been a driving force in Distribution One’s continued growth. The full-function ERP system specializes in bringing premium business intelligence to wholesale and distribution operations in the fastener and other specialty tool and hardware industries.

If you would like more information about Distribution One or its ERP software solutions, please visit www.distone.com, or call 856.380.0629 or email dward@distone.com.

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SOUTHEASTERN FASTENER ASSOCIATION

2015 SPRING CONFERENCE: SEFA IS HEADING TO MUSIC CITY!

by Nancy Rich, SEFA Executive Director

The Southeastern Fastener Association will hold next year's conference in Nashville, TN. It's been several years since SEFA has been to Nashville and members have been requesting a return. The Renaissance Nashville Hotel has been chosen as the conference host.

Plan to come enjoy a city that, for more than 130 years, has become the world's "Music City". Nashville has been known the world over as "Music City" since WSM radio announcer David Cobb referred to Nashville with that nickname in 1950 on Red Foley's NBC radio broadcast. From its very beginnings, Nashville grew from a foundation built on music.

Visitors have ventured to Nashville to experience the music that weaves such a fundamental pattern in its cultural, business and social fabric.

While Nashville has long been known for its expansive music scene, the talent and creativity of its culinary scene has recently put Nashville on the map. Food & Wine highlighted the "booming Music City food scene," Food Arts Magazine noted the "emerging culinary scene putting Nashville on the gastronomic radar" and, most recently, Condé Nast Traveler stated this about Music City: "There's enough going on food-

wise to warrant a trip solely for eating"

The SEFA invites members and fastener industry companies to join them for a great event in an outstanding location.

Preliminary 2015 Schedule

April 21st

Board Meeting
Scholarship Selections
Opening Reception


April 22nd

General Session
Golf Outing
Dinner/Awards

April 23rd

General Sessions
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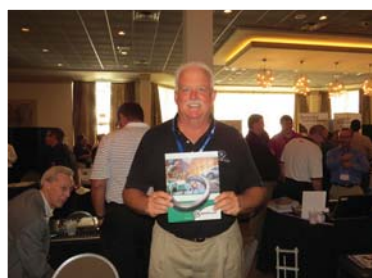
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SHEREX OPENS NEW MANUFACTURING FACILITY IN AKRON, OHIO


Sherex Fastening Solutions, a global leader of engineered fasteners, tooling and automation announces the opening of its new, domestic manufacturing facility; Sherex Akron. "Sherex is very proud to be 'Made in America' and continue to offer the largest selection of blind rivet nuts in the world," said Adam Pratt, President of Sherex Fastening Solutions.

Capabilities at the new facility consist of single and multi-die heading equipment, CNC lathes, drilling and tapping machines, and a host of production support equipment. The facility offers expanded capabilities in prototyping, research and development, and production of small lot quantities. These capabilities will improve the new product development process and allow Sherex to continually innovate fastening solutions for customers with specific application requirements.

"Customer satisfaction is at the heart of everything we do and the investment in the Sherex Akron manufacturing plant is part of our global expansion plan increasing the scope of products we supply, increasing engineering capability, and reducing lead times," said Pratt.

Sales and service for the Sherex Akron facility will continue to be supported from Sherex headquarters in Tonawanda, NY.

Sherex combines fasteners, tooling, and automation to deliver the best solution at the lowest total installed cost. Sherex manufactures products for the Automotive, Aerospace and Defense, Agriculture and Construction Equipment, General Industrial, and Heavy Truck markets.

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Consumer Expectations

The increased usage of electronic and mobile communications has had an effect on consumer patience. In 2011, TOA Technologies commissioned a survey to gauge consumer patience regarding service calls. They found that if a service technician arrived on time, 65 percent of customers were satisfied and 52 percent were happily surprised. The real payoff for on-time arrival was that 70 percent of customers said they would recommend the company to a friend. However, if the service technician was 30 minutes late the 65 percent satisfaction number dropped to 27 percent. If the technician was an hour late, satisfaction disappeared with 42 percent of customers feeling angry and 47 percent saying they would never use the company again.

Electronic and mobile communications have decreased consumer patience. On several occasions I have received phone calls from customers asking if I had looked at the quote they had emailed only to discover that the quote had been emailed just a few minutes earlier. Amazon's MayDay button provides a good illustration of consumer patience in the mobile communications era. In 2013, when Amazon released its Kindle Fire HDX, what caught the attention of many was the MayDay button included on the device. According to Amazon, when you tap the MayDay button a customer service representative will appear on your screen within 15 seconds. The promise of almost immediate service creates an expectation in the mind of the consumer. Failure to meet that expectation, even if Amazon's response time is many times faster than that of its competitors, can have a negative effect.

When a company engages a social channel to interact with its customers, the expectation of service is directly related to the social channel. For example, if I send you a letter using snail mail (USPS) my expectation of service is measured in days. If I send an email my service expectation is measured in hours. However, if I post an inquiry on Facebook my service expectation is measured in minutes. If I use Twitter my expectation may be measured in seconds. Therefore, if a company chooses to engage its customers using a social channel it is important that the company is able to service its customers at a rate that will help the company's reputation rather than hurt it.

The Integration of Social and Traditional Media

Call deflection is one of the rationales used by many companies to justify the shift toward social media for customer service. The rationale goes like this, because the use of social media is increasing, customers will choose to contact the company through a social channel rather than through a traditional channel like email or telephone. If there is significant call deflection the number of emails and phone calls will decrease allowing the company to shift resources to the more nimble social channel. The result is faster customer service response times with less financial impact.

However, current experience indicates that social channels are being integrated into traditional channels rather than replacing them. This means that even though the initial contact may begin through a social channel it will likely continue at some point with an email or telephone call. Some business processes don't fully lend themselves to social media. For example, many credit unions are adopting social media as a way to serve their customers. This has proven to be an effective way to promote their banking and financial services. When the inquiry becomes customer specific the conversation is moved to private messaging, email, or the telephone. In my industry the estimating and quoting process on specific products and jobs does not lend itself to social media. These processes require the relative privacy of the fax, email, or the telephone.

When considering the potential benefits of call deflection through the use of social media, it is important to determine the extent to which social media will replace (deflect) current customer service channels. It is likely that social channels will be integrated into traditional channels rather than replacing them. This may result in increased costs as well as increased customer expectations.

It is also true that this integration can result in increased benefits. These benefits are not as automatic as much of the hype surrounding social media suggests. If there are benefits to be gained from social media, they will be the result of planning and execution just like the benefits derived from traditional customer service channels.

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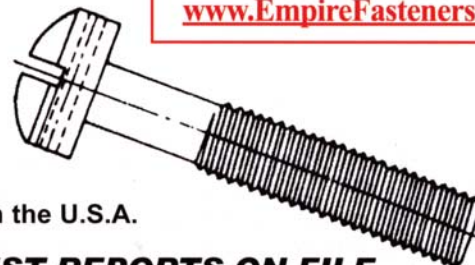
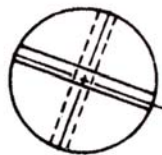
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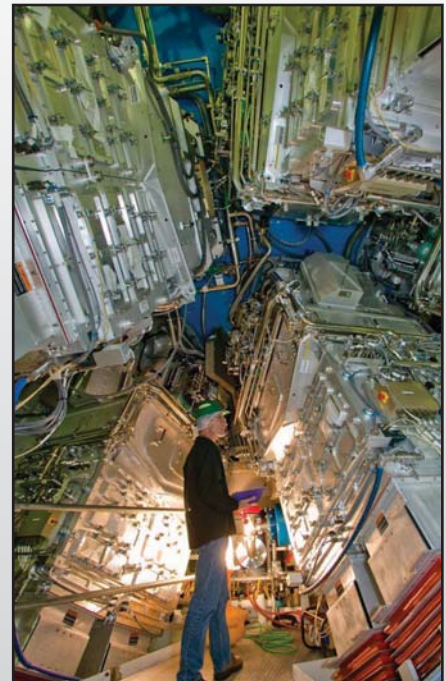
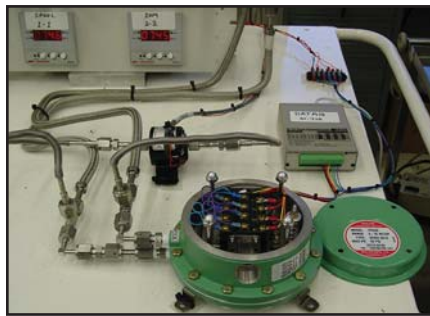
SOLON MANUFACTURING COMPANY PROVIDES CUSTOM INSTRUMENTATION FOR SUCCESSFUL FUSION PROJECT

Solon Manufacturing Company's custom differential vacuum switch is playing an integral part in the demonstration of nuclear fusion. Recently, scientists at Lawrence Livermore National Laboratory (LLNL) have replicated the process of how the sun creates energy. This possibility of man-controlled nuclear fusion could change the future of how we power the world.

In 2007, Solon began working with engineers at Lawrence Livermore National Ignition Facility (or NIF), to define, design, prototype and validate the vacuum switches used to confirm that the proper atmosphere was in place inside the test chamber. "The NIF requirements were very particular and they needed a partner that was willing to work through all of the details of their project. The material specifications were revised several times during the project to ensure that the switch sensing elements could not influence their process," said Solon's President, Tim Dunn. The Solon switches, 100 in all, were mounted onto panels that are located on the exterior of the fusion test chamber. "Solon developed internal test equipment and procedures specific to this project to ensure that all of the devices performed well when they were received at Lawrence Livermore," explains Dunn. A recent follow up with NIF confirms the switches are still operating at optimal performance, protecting the atmosphere of the test chamber.

"Many people at Solon had a direct impact on our project with LLNL and NIF. Very often our products are buried inside large facilities and don't see the light of day, but their function is crucial to many industrial processes and R&D projects," said Dunn.

Founded in 1949, Solon Manufacturing Company is a global leader in the development and manufacturing of Belleville springs and industrial pressure switches for customers in energy and utility transmission and distribution, petro-chemical, transportation, and environmental compliance worldwide. To meet their customers' needs, Solon Manufacturing Company holds the ISO 9001:2008 certification for high standards in quality management. 



Photos courtesy of Don Jedlovec

DISTRIBUTOR NEWS

MF Supply, a woman owned and operated distributor of fasteners and electronic hardware is now offering Domestically manufactured and Military Specification DFARS compliant Dowel Pins in both Alloy and Stainless Steel.

Dowel Pins are cylindrical shaped straight metal pins with a centerless ground finish. Typically hardened and manufactured to precise fractional diameters and lengths, Dowel Pins are used as a hinge, shaft or pivot to locate or hold parts together within a precision assembly or a fixture. Dowel Pins are manufactured by factories in the U.S. and are imported from offshore factories. Manufacturers purchase these parts by size and material, by Military Specification such as MS16555, and by brand name such as Pic, WM Berg, Blue Devil, Unbrako or Holo-krome.

According to company President Robin Lieberman, "We have seen demand for domestically manufactured and Mil-spec Dowel Pins skyrocket in the last 12-18 months. Manufacturers seeking exacting tolerances to the highest standard, and manufacturers whose end customer is the military are choosing domestic and Military Specification Dowel Pins to help meet this goal. Military-spec Dowel Pins have the added benefit of meeting the DFARS requirement set forth by the Defense department."

MF Supply's line of Dowel Pins can be seen in their online catalog. The line includes commercial, domestic and military parts including: Mil-P-21143, MS16555, and MS16556 in alloy and 416 stainless steel.

For over 35 years, MF Supply has been a trusted supplier of Fasteners and Electronic Hardware to government contractors, OEMs, machine shops, manufacturers, and assemblers of machines and instruments. We are wholesale only and are Women Owned Business Certified (WBE Certified). Locally warehousing over 10,000 different items MF Supply provides a complete range of fastener products and services including plating, packaging and custom manufacturing per print - all to IFI specifications.

For more information about their product line, contact *Jessie DiGiuseppi* by phone at 1-877-9SCREWS or email: jessie@mfsupply.com. Visit them online at www.mfsupply.com.

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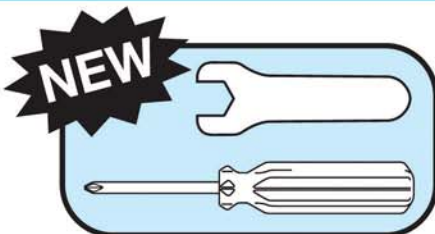
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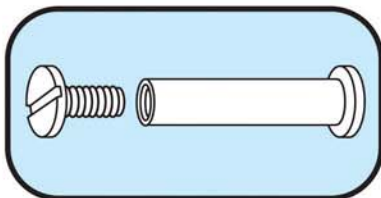
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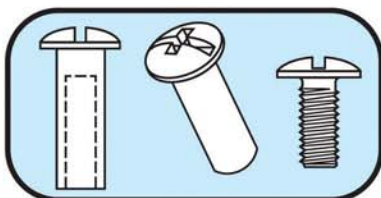
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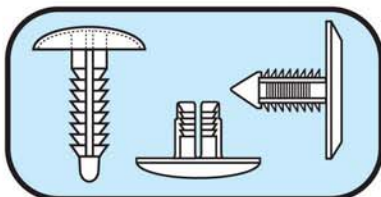
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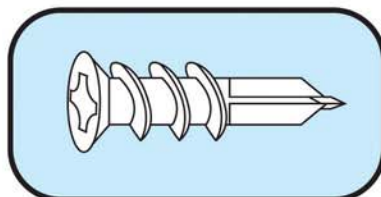
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IS SEO DEAD? FOR BAD ACTORS, PRETTY MUCH *continued from page 30*

"Basically, if a link was created by a human being with your knowledge, that is not a good link in Google's eyes," Landers says. "This makes it very, very dangerous to build manual links for clients. In fact, we've seen many new clients come on board from other agencies that have been ruined by low quality links."

Landers elaborates: "As Google has outright stated that any links intended to increase a site's PageRank or ranking in the SERPs (search engine results page) is considered a spam link, search marketers have to be more cautious than ever about what links are pointing to their site."

Phil Singleton, CEO, Kansas City Website Design SEO (www.kcwebdesigner.com), agrees: "Generally, any type of 'link building package' from an SEO forum or freelancer site now has a great deal of risk. There may be some diamonds in the rough, particularly and services that focus on ultra-high quality link building from the most relevant sites.

"But these days, any link building service should be evaluated with the utmost caution. Some may provide you with rank for short period. But there is so much risk with any type of volume based link building that it doesn't make sense anymore."

In contrast, the new SEO best practices focus on stocking your Web site with truly useful information from a verifiable authority. Day-to-day, that translates into longer articles (at least 1,000 words) and at least one author on your Web site who has a page on Google + (<https://plus.google.com/getstarted/getstarted?fw=1>) and an 'authorship page' with Google (<https://plus.google.com/authorship>).

Also highly recommended is attracting links from other Web sites is also highly recommended, as long as you attract those links with extremely informative and engaging content on your Web site – and not the dollars in your marketing budget.

"Links are still very significant in SEO," says Colin

Guidi, senior SEO account manager at 3Q Digital (www.3qdigital.com), an online marketing agency. "There's a focus on link quality that has evolved over the years, and penalties resulting from black hat linking practices, but good links still help to produce good traffic."

Admen like WrightMC's Landers also recommend that you throw some Web advertising in the mix, including pay-per-click advertising, banner ads and affiliate marketing programs.


He's also recommending that clients create their own high quality video productions, post those free on YouTube, and then attempt to siphon off traffic from their YouTube videos to their home Web sites or other Web properties.

Business with still more time and money for marketing should also look into podcasts, Q&A forums on their Web sites and social media, white papers and email marketing, he says.

Adds Kansas City's Singleton: "What is working for SEO? High quality content marketing, real social media signals, Google+ authorship, and yes – despite claims that guest blogging is dead – guest blogging will always be one of the very best types of SEO, when it is done with quality, selectively and for highly strategic reasons.

In summary, today's SEO looks a lot less like link building and a lot more like traditional business development such as relationship building, social media participation, branding and content marketing."

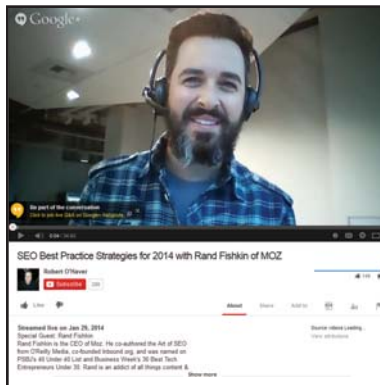
All told, it's a new regime that Whalen had pushed for decades as an SEO practitioner. "I knew from experience that the real secret to SEO was not about tricks but about making your site the best it could be for your users while keeping the search engines in mind," she says. "But, sadly, the tricks that the other SEO people were doing and writing about also worked – albeit temporarily."

Adds Kansas City's Singleton: "Content is King, and they (Google) mean it this time." 



Above: Getting buzz on social media like Mark Zuckerberg's Facebook can translate into higher search engine returns, according to Phil Singleton, CEO, Kansas City Website Design SEO.

Below: Some Web ad experts are recommending companies post videos on YouTube as promotional feeders to their home Web sites.



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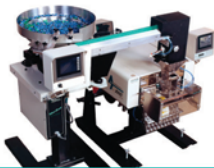
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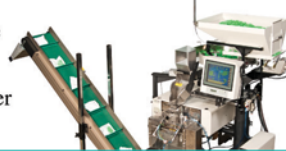
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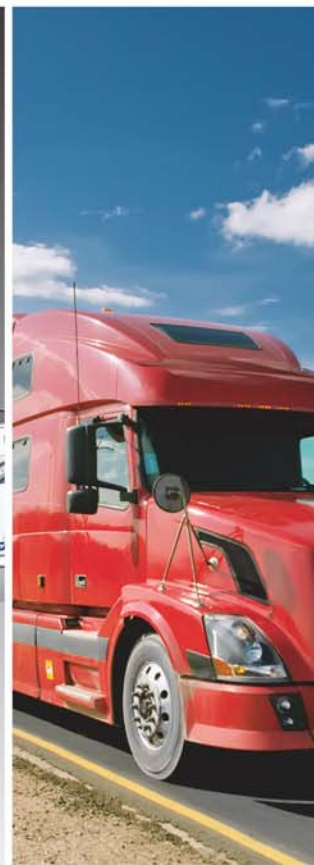
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Understanding The Change: Before getting too caught up in the structure of the revised standard, it's important to read clause 0.6, Compatibility with other standards, and Annex A. Clause 0.6 introduces the high-level structure, explains the rationale of the structure, and highlights some of the changes in ISO 9001:2015. It states, "It is important to emphasize, however, that organizations are not required to follow an identical clause-by-clause sequence when defining their quality management system, and they are encouraged to use the Process Approach as described in clauses 0.3 to 0.5 of this International Standard."

Clause 4.4.2, Process approach, should also be considered when reviewing requirements related to the structure. It's important to note that organizations that have taken a minimal approach to this requirement will find that they may need to make some changes in how they identify and control their processes. Organizations that embrace the process approach will not only find that the transition to this standard is simpler but also that the integration of any requirements into their quality management system becomes easier to accomplish. Further understanding of the structure is provided by clause 0.6 referring to Annex A.

Clause A.1, Structure and terminology, provides details that should help organizations understand the requirements related to what is required or, in this case, not required related to structure. The Annex states: "The consequent changes in the structure and terminology do not need to be reflected in the documentation of an organization's quality management system. The structure of clauses is intended to provide a coherent presentation of requirements rather than a model for documenting an organization's policies, objectives, and processes. There is no requirement for the structure of an organization's quality management system documentation to mirror that of this International Standard."

The text included in the annex should alleviate any concerns related to structure and required changes. With that said, since the beginning of ISO 9001, organizations have adopted the process approach when they structure their quality management system around the requirements of ISO 9001. Therefore, before making any quality management system structure changes it's important to carefully consider the opportunities and issues associated with making such

changes. Any change should add value. Making a change for the sake of aligning a quality management system to a structure of any kind potentially adds unneeded cost and overhead.

If an organization wants to ensure that it has addressed any new requirements, it should develop a cross-reference of procedures and methods of compliance from whatever structure it is using to the requirements in the revised standard. A cross-reference of existing requirements of ISO 9001:2008 clause requirements to ISO 9001:2015 clause requirements is available at www.iso.org/tc176/sc02/public. This cross reference will help organizations understand the relation of current requirements to requirements in ISO 9001:2015. This cross-reference will be published as part of the ISO 9001:2015 revision.

Products And Services

Since ISO 9001 was originally published, there has been ongoing feedback from some users that the standard is difficult to apply to all types of industries, specifically to the service industry. For that reason, the language in the standard is being modified to make ISO 9001 easier to use for these types of industries. This flexibility has been scaled back from the Committee Draft that was published in June 2013.

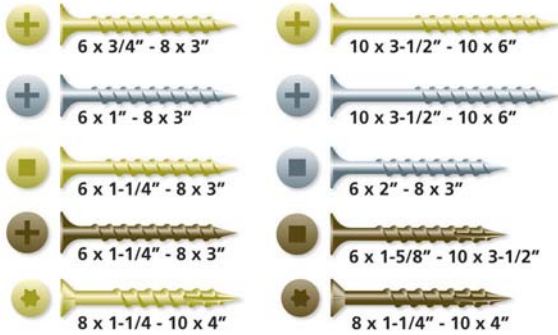
Feedback on the Committee Draft from experts and users indicated that the standard at this stage was too generic. For that reason, the DIS includes revisions that provide a balance that meets the needs of users who are looking for more generic requirements while maintaining the needs of users who are happy with the current level of requirements.

One specific way ISO 9001:2015 is being made more generic is by replacing the word "product" with "products and services." Using products and services helps to emphasize that the standard can be applied to all types of organizations. In addition, some requirements have been specifically changed to emphasize this point. This includes clause 7.1.5, Control of monitoring and measuring resources, which now includes language easier to apply for service industries by changing the words "monitoring and measuring equipment" to "monitoring and measuring resources" and incorporating requirements related to monitoring and measuring as applicable to the service industry.

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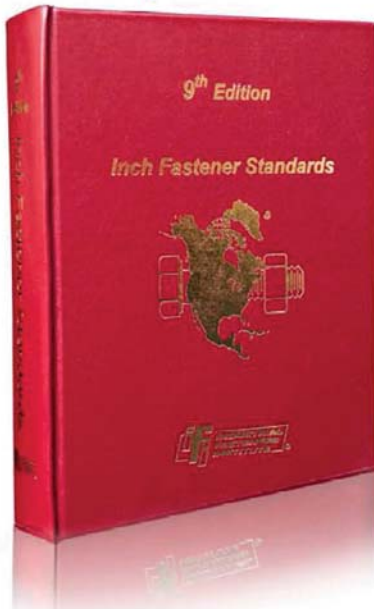


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DISTRIBUTOR NEWS

Lindstrom Metric, LLC announces a significant expansion into the Southwest to support the Distribution markets in Texas, as well as Arizona, Arkansas, Louisiana, New Mexico and Oklahoma.

The inventory is being customized to meet the demand of the distributors in that growing market for Lindstrom.

The new 32,000 square foot shipping location will be a narrow aisle warehouse for maximum pallet storage. It is located in the North Great Southwest Industrial Park at 909 Avenue S, Grand Prairie, TX 75050.

This is a shipping location only, so all sales contacts, phone numbers and e-mail addresses will remain just as they are today.

This new Lindstrom warehouse brings a much higher level of service to the Southwest. Having local inventory will now allow for either will call and/or overnight shipping to most, if not all, Distributors in the states covered out of this location.

This new facility will be under the control of David Zacarias, General Manager, who brings with him over eighteen years of fastener warehouse experience.

The Lindstrom policy of selling through Distribution continues to apply to this new shipping location.

Plan to visit with us at the Las Vegas Fastener Show, booth 928, for more exciting news (October 23rd and 24th).

Lindstrom Metric, LLC is the leading domestic supplier of metric fasteners to distributors – with the corporate headquarters located in Blaine, MN and sales/distribution centers in Minneapolis, MN, Greenville, SC, Chicago, IL, and New Windsor, NY.

For more information on their products and services or to speak with a sales representative, contact Lindstrom Metric, LLC at 2950 100th Court NE, Blaine, Minnesota 55449. Tel: 763-780-4200, Toll-Free: 1-800-328-2430 or Fax: 763-780-0554. They can also be contacted via email at sales@lindfastgrp.com or by visiting their website at www.lindfastgrp.com.



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DISTRIBUTOR NEWS

Ningbo Jinding Fastening Piece Co., Ltd.

announces receiving Q1 registration and 20E licensure from API (American Petroleum Institute), certifying conformance of its quality management system to API specification Q1 for the manufacture of bolts and studs. "Ningbo Jinding continues to demonstrate its commitment to quality by achieving industry standards that are meaningful for our distributor partners and their customers," said Ruth Dowling Coffman.

Ningbo Jinding is also certified to ISO 9001:2008 and TS 16949:2009 standards.

Ningbo Jinding Fastening Piece Co., Ltd. manufactures ASTM A193 B7, B7M, B16, ASTM A320 L7, L7M Hex Bolts and Studs, Hex Cap Screws, Socket Products, Structural Bolts, Tension Control Bolts, Flange Bolts, Track Bolts, Tap Bolts and 12 Points.

Contact Ruth Dowling Coffman of Ningbo Jinding US by phone at 262-287-9933, Email: ruth@jinding.us or visit online at www.jinding.us.

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At this time **TN Galvanizing** is proud to announce our opening of our New High Efficiency Spinner Plant. This Plant can produce up to 150,000 pounds a day of quality galvanized product. We can galvanize small parts, Nut Blanks, fasteners and threaded parts 1/2" Diameter and above up to 36" long. We have also built a New Warehouse to keep all material dry and out of the mud. This Warehouse is 50' Wide x 200' Long and 40' Tall.

We can not galvanize small washers at this time. Our Centrifuge will be opening soon. I will keep you updated on the progress.

TN Galvanizing is located 20 miles outside of Chattanooga, TN on 1-24 West. We are the only locally owned and operated Galvanizing Plant in the State Of Tennessee. TN Galvanizing is also proud to announce that we are ISO 9001:2008 Quality Assurance and ISO 14001:2004 Environmental Certified.

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THE POWER OF PERSISTENCE & DETERMINATION

It's been said that persistence and determination help create the character of a man, just as carbon is used to strengthen steel. In the mid 1970s, a man named Sylvester was determined to become a movie star, but couldn't find a talent agency that was willing to take him on as a client. Sylvester's wife wanted him to give up on his farfetched dream and begged him to get a real job to put food on the table and pay the bills. Eventually he reached the point where he couldn't even afford to feed his dog, Butkus, and was forced to sell him to a stranger for \$25.

Shortly after selling his dog, Sylvester watched a boxing match on TV between Muhammad Ali and Chuck Wepner. For 15 punishing rounds, Wepner battled the champ and took the best Ali could dish out, but refused to give up the fight. Sylvester was so inspired by Wepner's display of persistence and determination to keep on fighting that he began writing a movie script immediately after the fight was over. He worked on

the script relentlessly for twenty straight hours until it was finished. Over the next few weeks, he enthusiastically tried to sell the script to movie producers, but no one wanted it because they felt that the plot was sappy and too predictable. After facing weeks of rejection, Sylvester finally found a movie producer who really liked his script and offered to buy it for \$125,000.

Sylvester eagerly agreed to sell his script to the producer, but with only one condition... he had to play the starring role in the movie. The producer told him there was no way he would let an unknown actor star in the movie, so Sylvester turned the offer down and walked away. A week later, the


producer called Sylvester back and doubled his offer to \$250,000 for the script, but still refused to let him have the lead role. Sylvester stood his ground and turned him down. The producer then offered him a staggering sum of \$325,000 not to star in his own movie! Again, Sylvester flatly refused to sell his script. Desperate to make the movie, the producer agreed to buy the script for only \$35,000 and reluctantly let Sylvester have the starring role.

The first thing Sylvester did after he received the \$35,000 was to try and get his dog back. He went to the

liquor store where he had sold Butkus a few weeks earlier with the hope of finding the man and buying back his best friend. Sylvester waited outside the liquor store for three days, before he found the man and offered him \$100 to buy Butkus back. The man said that he liked the dog a lot and would not sell him. After a good deal of negotiating, Sylvester finally made the man an offer he couldn't refuse by paying him \$15,000 and giving

him a small part in the movie.

The name of the movie script that Sylvester wrote and starred in was Rocky! Rocky earned the Academy Award for Best Picture of 1976 and turned Sylvester Stallone into one of Hollywood's biggest movie stars.

The difference between success and failure has far more to do with a person's persistence and determination to stay the course than it does with his or her natural talent or education. The obstacles that you encounter along the path of life should never be viewed as roadblocks or setbacks, but rather as golden opportunities to strengthen your character and refocus your resolve! 

"Nothing in the world can take the place of Persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan 'Press On!' has solved and always will solve the problems of the human race."

- Calvin Coolidge, U.S. President

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NEW SYSTEM CHOICE: THE DEVIL IS IN THE DETAILS *continued from page 38*

Vertical Market Systems vs General Distribution Systems

Usually fastener companies have many requirements that are not addressed in general distribution systems. Vertical industry software is much more suited to most fastener distributors. It is important to find out the experience level of the vendor and how many vertical markets they serve. The more vertical markets they serve, the less likely they are to have a deep understanding of your needs. Be careful when asking questions of the vendor and do not accept “marketing answers”. Be sure that the person you are talking with understands why you need what you are asking for and can demonstrate it. If they can't demonstrate it, it probably isn't part of the system. If it looks very cumbersome, it probably isn't really designed for your needs.

Avoid Custom Modifications

If the requirements are not addressed in the system “out of the box”, it is going to add considerably to the cost and time to implement the new system. The problem is that the “big” systems have a tremendous allure because they seem to do everything that you could imagine. What they do is not nearly as important as what they do not do. What they do not do will be handled by custom modifications. That translates into more money, more time, more consulting, longer learning curve and a lower satisfaction level. In the worst case, it can lead to a failed installation.

New System Requirements

Let's take a look at some important characteristics that are often missing from general purpose systems and even some vertical market packages.

Check this list and if any of these are important to you, add them to your requirements list.


- Is the system specialized for the fastener industry?
- Is the system fully integrated to the general ledger?
- Do you accept credit and debit cards? If so, are you PCI compliant? If you are not, you could be liable for any breach in security of your customers' information. Does the new system offer PCI compliant credit card processing?
- Does the system have a cash reconciliation module?

- Does the new system provide immediate access to critical information in a convenient form?
- Does the system have detailed audit trails of both financial and user activity?
- Do you require lot control? How detailed must it be?
- Does the system support multiple units of measure?
- How many alternate (customer, vendor, MS, NAS, etc.) part numbers does the system support?
- Does the system support various numbers of digits to the right of the decimal point on costs and prices of each product?
- Does the system have lot control and traceability?
- Does the system support the same product in multiple locations in inventory?
- How long is your part number? If it is over 25 characters or so, this could be a major stumbling block for the new system. The same is true for long customer and vendor part numbers.
- Are you doing secondary processes or kitting? If so, how will the new system handle these?
- Do you offer Vendor Managed Inventory (VMI) (Bin Stocking) programs? If so, what technology is used to provide these capabilities? If not, is this something you should be doing?
- Does the system have integrated label printing?
- Do you have a Quality System in place, e.g. ISA 9000? If so, are the Quality System needs integrated into the new system? If not, you will continue to have double entries for all these transactions.

The List And The Needs Are Yours

The list above is a suggestion of some of the things that you should consider. The actual list is yours. Every company is unique in some way and it is the uniqueness that makes it stand apart from the others. It can be the competitive edge that can contribute hugely to your success.

Don't lose your essence by changing to the wrong system. We frequently talk to people who say things like “the system I bought was the worst decision in my business career”. Invariably, these are people that became distracted from their actual needs by flashy features that they really didn't need.

Don't be that person; do your homework. You'll be glad you did. 

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FCH TO AWARD FTI SCHOLARSHIP

The FCH Sourcing Network announced its participation in the promotion and selection of a scholarship candidate who will be awarded full tuition to the Fastener Training Institute course,

"Fastener Training Week". Once completed, the course qualifies students to sit for the Certified Fastener Specialist exam.


The announcement was made during episode 83 of the online talk radio show, Fully Threaded Radio, known as "voice of the FCH Sourcing Network".

To qualify for selection, candidates must work within the fastener industry and must submit a brief essay, approximately 250 words in length. The essay should address the importance of training in the fastener industry, and the impact of training on the candidate's career. Candidates can be nominated by owners or managers, who are welcome to submit an essay on behalf of a nominated candidate. There is a limit of one nominated candidate per

company, however there is no limit to the number of individual candidates from any given company who submit an essay on their own behalf.

The deadline to submit scholarship candidate essays is October 15th, 2014, and the winner will be announced during the Las Vegas fastener show after-event, known as the "Bourbon Room Fastener Bash", October 23rd, 2014. Additional details are forthcoming, and will be announced during future episodes of Fully Threaded Radio.

"We're honored to be able to participate in this FTI scholarship award process," FTR host, Eric Dudas said. "We believe in training, we believe in the fastener industry, and we fully support the Bourbon Room Bash. This is predominantly fastener related, so this is a good thing for us and the industry."

Scholarship essays become property of the Fastener Training Institute, and may be submitted to: ftf@fullythreaded.com 

DISTRIBUTOR NEWS

SPIROL is pleased to announce the release of their brand new Coiled Pin Design Guide. Truly an “engineered-fastener”, the Coiled Pin is available in three “duties” enabling the designer to choose the optimum combination of strength, flexibility and diameter to accommodate different host materials and application requirements. Their shock absorbing design dampens forces and vibration to prevent hole damage and prolong assembly life. This combination of features enables SPIROL Coiled Pins to improve the quality of your assembly, extend the life of your product and reduce your total manufacturing costs.

The new design guide contains a wide range of valuable information including: specifications, features and benefits compared to other common press-fit pins, measuring techniques, and installation methods.

It also contains easy-to-read schematics and diagrams to support each key section. It is packed with design tips to assist engineers on how to design components that incorporate Coiled Pins to ensure that the assembly functions as desired for the intended life of the assembly.

For more information on these new releases or general product information contact Spirol International at Tel: 1-860-774-8571, Fax: 1-860-774-2048, Email them at: info@spirol.com or you can visit their website at www.spirol.com.



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DISTRIBUTOR NEWS

National Threaded Fasteners Ltd. is pleased to announce the addition of Stainless Steel Serrated Flange Screws & Flange Nuts to their product line. This addition brings NTF to a total of 16 different flange products offered to distributors.

NTF will also add a new line of Grade 8 Carriage Bolts (or Shaker Screen Bolts). These items will be fully threaded for increased applications in the mining and snow removal industries.

For more information contact National Threaded Fasteners at 3705 Lane Road, Perry, OH 44081. Tel: 440-350-1430, Fax: 440-350-1676, Email: sales@flangescrews.com or visit them online at www.flangescrews.com.



WHEN PERFECTION IS NOT GOOD ENOUGH *continued from page 40*

Without a numbering system there is no way to control the stock. This implies warehouse addresses that are logical, highly legible and bar code reader friendly. Placing labels on shelves and pallet rack beams is relatively easy but it is also important to label the floor in "floor storage" and even individual positions for staging. OSHA dictates that these areas must be delineated in some way and generally Fastener Distributors can use floor tape or lines which are ideal for address labeling. In a cold heading area or plating department the lines will disappear quickly so overhead or hanging signs can be used.

Now take this to a higher level by putting lines around the shelving and pallet rack runs. This is similar to adding a mat to a picture frame. It enhances the looks and makes the warehouse appear more organized. Part time or multi-use areas can be set off with uniform dots or dashes. There is nothing in OSHA about this but it makes a huge difference in how people treat staging, drop zones, quarantine areas, etc.

Enhanced lighting has been mentioned multiple times in previous articles. Visual perfection by definition includes glare free, uniform lighting of at least 35 foot-candles maintained and measured at eye level. Perfection takes this to even higher lighting levels in critical areas such as receiving, checking and packing. With energy saving fixtures, utility rebates, federal and state conservation programs, etc. the cost is quickly recovered as measured in dollars. The morale savings from creating the perfect working area are harder to measure but just as real.

The object is to provide an atmosphere of perfection while demonstrating a clear commitment to having the best facility and operation possible. Doing this is an ongoing process that customers, staff and visitors can all appreciate.

Measurably

In any environment that has a computerized management reporting system failing to utilize the data using meaningful statistics is just plain dumb. If there are reports being created then failing to read and act on this information is inexcusable.

Everyone needs some form of feedback to assess what they have done, how it was accomplished and what success or failure has been achieved. Raw data is usually insufficient to convey these messages. To achieve higher levels of perfection requires turning reports into graphical stories. Pie charts, bar charts and illustrations are the only way to get people to notice and endorse these measures.

At a higher level it is also the best way to develop paradigm changes that lead to both savings and improved quality. If your Warehouse Management System (WMS) does not directly support this then there are plenty of ways to create what is really required with MicroSoft Excel or other programs. This a good start, but there are other inexpensive activities that will get take things to a higher level.

Recently a client noticed a high level of errors in one aspect of his operation relative to the majority of the mistakes. In fact over 50% of the problems came from one area. Simply rearranging the stock to move similar sizes away from each other took the error rate to almost zero. By identifying the problem statistically he was able to focus on a meaningful solution that everyone agreed would work. The staff believed in it, therefore they approved the changes and this guaranteed success.

This also led to major changes in checking orders...the other 50% of the mistakes. In theory under current procedures there should be zero errors because one person picks, another checks and a third packs. This should provide three separate opportunities for catching problems, but it was not working. Why? Human nature; each individual consciously or unconsciously trusted the others to get things right. The solution I offered was to go to "Pick-Pack" where one person does all three processes. Our experience is that by increasing both focus and responsibility fewer errors are made at the source and if a problem does occur it is far easier to identify the source and then retrain or plan for the future. The client declined to consider this at the present time.

We compromised on cutting open 4% of the orders randomly after they were sealed. The boxes are then inspected from a customer's perspective. Are these the right goods, in the right quantities, logical to the customer's business, properly packed, easily identified, etc. If an error is found then another 4% sample is selected. If there are no further errors the orders are released, but if even one error is found everyone stops to inspect every order in every way. During the first week this happened twice, once in the second week and nothing since then...yet. There is no finger pointing or blame, only retraining for the whole team.

The objective is to get everyone thinking like a customer. From the initial order entry through delivery and customer acceptance statistical tracking and graphical information displays are the only valid report cards in your context. Forget about industry statistics and focus on what is germane in your context with a "report card" that fairly and realistically describes reality.

SRC Special Rivets Corp.

Now has a company representative in the U.S.

Headquartered in Taiwan with two factories in China and a monthly production capacity of 500 million blind rivets. SRC offers break stem blind rivets of various materials and some high strength STRUCTURAL blind rivets. Because of our high production capacity we offer good prices and service. SRC has been supplying blind rivets to some of the largest companies in the blind rivet market.

SRC now has a company representative in the U.S. to serve our customers. Tony Di Maio is well known in the blind rivet industry and he will assist you in every way he can. We appreciate the opportunity to quote your blind rivet needs. Contact Tony for catalogs.

SRC offers the following:

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Contact: **Tony Di Maio**

6 Hermon Ave. • Haverhill, MA 01832

Phone: 978-521-0277 • Email: tdimaio@verizon.net

SAVING YOU MONEY IS SERIOUS BUSINESS *continued from page 80*

Quality Assurance: Our in-house quality assurance and inspection lab focuses on product performance on every lot. Each lot is performance tested based on the four critical ASME specifications: Drive, Ductility, Torsional Strength and Hydrogen Embrittlement testing. If you are interested in learning how we can reduce your TCO and customize a VMI program, please contact your Beacon sales representative or Kameron Dorsey.

What's New At Beacon?

This year we are excited about growing and expanding our product offering by stocking DIN 7500 metric thread forming screws! We added a complete line of Type C, Type CE, Type D and Type M thread forming screws in steel-zinc RoHS with sizes that range from M2.5 to M6 and up to 40mm in length. Offering comparable metric sizes is a great compliment to our existing line and we are happy to bring

this new product addition to our customers. In addition to complete dimensional inspections these parts are tested in-house for compliance according to the DIN standards based on four critical specifications: Drive, Ductility, Torsional Strength and Hydrogen Embrittlement.

We are also proud to announce that we have partnered with INxSQL in the launch of Direct Connect. This feature will enable Beacon customers using the INxSQL software to streamline their purchasing process. Users will be able to check stock, request and save quotes and place orders right from their desktop.

Lastly, at Beacon we have been working diligently on our online presence by improving the look and feel of our company website and online catalog. We look forward to introducing our new website soon! **Buy From Beacon. A Quality Driven Company Forming the Future.** 



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THE ART & SCIENCE OF MANDREL PRODUCTION *continued from page 42*

The proper head shape, tolerance and break point will also help prevent common failures in a blind rivet joint. For instance, mandrel heads falling out or the mandrel shank pulling through the riveted assembly are all common FMEA's that can affect the riveted joint's strength, as well as its safety. Without a bulletproof design, distributors may be putting their products at risk. RivetKing products offer many advantages that prevent joint failure.

The Art

Many manufactures have unique variations of mandrel head styles. As a rule, RivetKing manufactures our products with an enveloped head concept. We feel this is truly an art because the mandrel head shape will vary depending on the product series and the type of materials being used. That means our mandrel head shape may have a radius, conical, oblong, or sloped contour, which would encourage a wrap-around effect preventing the mandrel from taking an escape route during the riveting process. Each material reacts differently to a mandrel head design and RivetKing has many unique shapes which offer distinct advantages in various materials.



The Science

Information is collected at every stage of the process in our facility, from the beginning through to the finished product.

As noted, materials are tested for tensile strength upon arrival and approved by our Quality Control team. After the mandrel is made, we perform a similar test at

the shop floor to insure the mandrel meets RivetKing's stringent specifications, as well as those of the IFI. Function testing is also conducted during the assembly process of the mandrel with the rivet body. The final tests are the shear, tensile, breakload and breakload ratio evaluations that are performed on the specimens at IFI directed speeds.

All information gathered goes into a database so that tests can be linked together and electronically filed for trend analysis of our strengths and a rivet's performance. With this information, we have conducted studies on our production processes and found we are able to achieve an unmatched +/- 10 lb variability when necessary.

The Result

As all fastener distributors have noticed, there has been an influx of substandard rivets coming to market from various North American and international sources. As a result, quality problems and other customer-related concerns are surfacing.

To protect your business and your customers, it is important to work only with the best rivet manufacturers. Look for those with state-of-the-art facilities that include the most up-to-date machinery and testing equipment. Be sure they have fully trained support staff who can assist you in resolving problems should they arise. For instance, RivetKing is at the ground level across the United States and in addition to manufacturing the best of breed in rivets, we can help any distributor with our transparent, honest and data-backed approach to resolving issues. ⬢





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DISTRIBUTOR NEWS

Cable Tie Express a Master Distributor for cable ties and related wire management products, is pleased to welcome Debra Van Buskirk as Customer Support Specialist. Debra is a graduate of Indiana University and has broad based experience in the restaurant management and service industry. Joe Gillis, Director of Operations, recently commented on the hiring of Debra Van Buskirk, "Debra's experience in the restaurant industry along with her roles as an executive assistant and project administrator gives her the right skills and attributes to work with our customers and provide excellent service. Debra has been with us now for 2 months and has been able to jump right in and make a positive impact from the start. We are very pleased with her performance and are glad she is a part of our organization and furthering our "tying service to quality" commitment with our customers."

For further information and samples of cable ties or other wire management items, contact the sales professionals at Cable Tie Express, Inc., 15470 Endeavor Drive, Noblesville, IN 46060. Tel: 1-888-603-1233, Fax: 1-800-395-1233, Email: sales@cabletieexpress.com or visit us online at www.cabletieexpress.com.

WORD SCRAMBLE

Can you form 5 terms by unscrambling these 5 groups of letters and placing a letter in each square? All 5 terms relate to fasteners.

UNTEHX
 □ ○ □ □ □ ○
 GRINO
 □ - ○ ○ □ □
 DIVO
 ○ □ ○ □
 NUPALT
 ○ □ ○ □ □ ○
 MESS
 ○ □ □ □

Place the circled letters here:

Now rearrange the circled letters to spell
 A Bolt Accompaniment:

□ □ □ □ □ □ □ □ □ □

Solution on Page 253

THE BUY/SELL AGREEMENT: A NECESSITY IN MULTI-OWNER BUSINESSES *continued from page 46*

[5] NON-ESTATE PLANNING CONTEXT The business executive can also utilize a buy/sell agreement in non-estate planning contexts. One of the more important areas is in the sale of the business. The agreement can be used to stipulate the conditions under which he/she will agree to a transfer of the business to a successor or a buyout of a fellow stockholder.

A second area that a buy/sell agreement can be critical is the structure of a sale of the company. Remember, a sale can be of assets of the company or of stock in the company. Business owners must be aware of the benefits and disadvantages of both methods of sale. Many of these issues can be resolved through the use of a buy/sell agreement.

Buy/Sell Agreements After Section 2703

Section 2703 governs the transfer between family members. As such, it is important that you and your clients are aware of the law and its application to the transfer of your business to the next generation.

There were two reasons Congress enacted IRC section 2703 as part of the new Chapter 14 valuation rules.

First, Congress agreed with the IRS and the Eighth Circuit Court that the bona-fide business arrangement test and the non-device test were to be evaluated separately.

Second, Congress sought to prevent perceived abuses in fixing the value of an interest for intra-family transfers.

If the buy/sell agreement meets the non-device test, the bona-fide business purpose requirement, and the arm's length transaction requirement, the agreement has a strong chance of fixing the value for estate tax purposes. Section 2703 leaves intact the prevailing case law requirements. The agreement must still be binding during life and at death, the price must be fixed or determinable, and there must be an obligation to sell on the part of the owner or the owner's decedents.

Types of Agreements

Buy/sell agreements, no matter what the form of the business entity, generally fall into two categories:

- a. Stock redemption agreements, or
- b. Cross-purchase agreements.

[1] STOCK REDEMPTION AGREEMENTS A stock redemption plan provides for the purchase of the owner's interest by the entity itself, as distinguished from business associates. A corporate stock redemption plan, utilized mainly in closely-held corporations, provides for the corporation to redeem or retire the decedent's shares. A partnership redemption plan, referred to as an entity plan, provides for the partnership to retire the deceased

partner's interest.

[2] CROSS-PURCHASE AGREEMENTS The cross-purchase agreement takes the form of a contract among business associates, where the survivors purchase the decedent executive's share of the business interest from the estate. Thus, a cross-purchase agreement among partners provides that if one of the partners dies, the remaining partners will receive the deceased's partnership interest in exchange for the price specified in the agreement. Proprietors may make similar agreements with key employees, while shareholders in closely-held corporations may make such arrangements with other shareholders or key employees.

Redemptions For Family Companies

As mentioned above, when a redemption qualifies for exchange treatment through the complete termination of an interest, the constructive ownership rules will not apply if a waiver is taken. The individual taking the waiver must meet three conditions:

- (1) immediately after the distribution, the distributor has no interest in the corporation other than as a creditor;
- (2) the distributor does not acquire an interest within ten years from the date of the distribution; and
- (3) the distributor files the proper agreement with the Internal Revenue Service.

Even though a related party of the distribution acquires stock within the ten year period which was attributable to then distributes under the constructive ownership rules, the transaction will be treated as an exchange as long as there was no tax avoidance motive.

The IRS defines the phrase "avoidance of federal income tax." by describing a situation wherein the president and sole shareholder of a corporation who wished to retire, turned his business over to his son. He gave half of his shares to his son, and the corporation redeemed half. The IRS stated that the redemption qualified as a complete termination of interest and that the attribution rules would not apply to this situation. The most important aspect of the IRS decision was that the gift of stock enabling the father to retire and the son to retain the business was not considered tax avoidance even though there was a reduction of tax to the father. This IRS decision modified previous statements by the IRS, which would have prevented this transaction on the basis that the reduction in the tax was evidence of tax avoidance. The rationale behind this decision is not very clear, but it leads to advantageous tax planning for the perpetuation of the closely-held corporation.



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EFFORTS CONTINUE TO CURB PATENT TROLLS *continued from page 48*


States also have been active in attempting to limit patent infringement suits with a number of legislative actions and the attorneys general of several states launching investigations. All of this activity results from hundreds of millions of dollars spent defending against patent trolls. The School of Law at Santa Clara University says that 62 per cent of all patent cases filed in 2012 were from “patent assertion companies”, many based on software usage. A recently released study from PricewaterhouseCoopers shows the trend continuing with a figure of 67 per cent and median litigation awards to patent trolls running up to three times higher than those of other companies.

The Court has been acting and states are seeking solutions partly because of a lack of congressional action at the federal level. The Supreme Court rulings, usually by strong majorities, are sending a message to appeals courts that have previously upheld overly broad patents and the US Patent and Trademark Office that has followed the guidelines set by those courts.

President Obama himself described the 2013 Act as only going “about halfway to where we need to go.” Nevertheless, members of his own party as well as some

Republicans have seemed none too eager to address this problem. In addition to the lobbyists of the patent assertion companies themselves, the trial lawyers have been active in fighting limits on these suits.

There are numerous avenues whereby people use the law in ways other than to achieve a useful and productive purpose. Frivolous tort litigation, law firms stirring up questionable class actions, companies sending what appears to be invoices for payment with solicitation language in small print, companies that tape record some lower level functionary of a customer whom they have hectored to say “yes” to a purchase and then assert their charges with the taped “evidence” of agreement—to this must be added the actions of patent trolls. How can people justify to themselves that this is a legitimate way to make a living?

Patents have provided the incentive to promote great advancements in our national history. Now their value is being diluted by the classification of vague and overly broad “inventions” as patents. Companies are being victimized by escalating litigation claims. It is time for our Congress to step up and put some order into the system! 

THE STRENGTH VALUES OF BLIND RIVETS *continued from page 76*

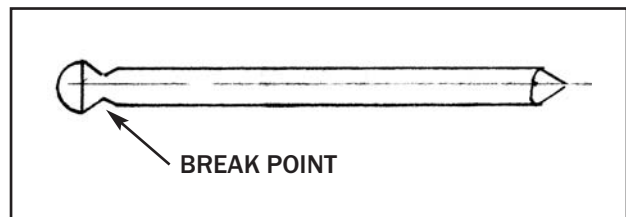
Let us take a typical situation at a blind rivet users assembly line. The blind rivet operator is having premature mandrel breaks. Premature mandrel breaks occur when setting a blind rivet, the mandrel breaks before the blind rivet is set and the work pieces are not fastened together. Samples of these blind rivets are given to the Quality Control department for testing.


The QC department tests the break load of the mandrel and the break load (for example) is 200 lbs. The ISO maximum break load for this mandrel is (for example) 600 lbs. The QC department contacts the manufacturer of the blind rivets and informs the manufacturer that there mandrels have a break load of 200 lbs which too low to fasten his work pieces. The manufacturer responds with “I made these blind rivets to ISO standards that do not require a minimum mandrel tensile break load” The user has no recourse.

There are many factors that can affect the break load value of a mandrel.

- 1- The tensile strength of the wire the mandrels are produced from.

- 2- The dimension of the break point or crimp, that creates the area where the mandrel will break.
- 3- Some aluminum mandrels achieve their break load or tensile strength by heat treatment. If there is a mal-function with the temperature of the heat treat oven, this can affect the break load or tensile of the mandrel.



The various alloys used to produce blind rivets, permits the blind rivet to be used in all types of environments. Outdoor applications the aluminum/aluminum and stainless/stainless blind rivets are used. Alloys can be selected to match the material of the application. If the rivet application is constructed of stainless steel, a stainless steel blind rivet can be used to assemble the components of the application. 

DISTRIBUTOR NEWS

Tectorius™ a world leader for fastener coating and assembly needs, recently launched a new website at www.tectorius.com. This new version includes a new design, along with many improved customer-oriented features, including:

- Access to updated product information and an expanded product list, organized by product category.
- Online order processing. Integration with the online Square, Inc. Market allows Tectorius customers in the U.S. to quickly and easily order select retail products.
- New product data sheet series. This up-to-date series of information is expanded to cover more products offered by Tectorius.
- Links to Tectorius social media platforms, creating an open channel of communication for customer inquiries.

"We kept our customers' needs a priority while constructing the new website. Its improved features will especially benefit our international customers, allowing them to access product information at any time of day or night. Our customers will be less effected by conflicting time zones," said General Manager, William Mackowski.

For information contact Tectorius at 56732 Mound Road, Shelby Twp., MI 48316. Tel: 586-232-3999, Fax: 586-232-3991 or visit them online at www.tectorius.com.



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Quantum Storage Systems, announces its unique NEW post baskets shelving system.

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WHAT THE UAW ELECTION AT VOLKSWAGEN MEANS FOR THE FASTENER INDUSTRY *continued from page 54*

According to the UAW's interpretation of American labor law, a U.S. company must be unionized to have a Works Council so employees can make recommendations for improving operating productivity and work practices without fear of retaliation. Thus, American employees cannot truly be productive unless they are unionized.

Why Must A Company Be Unionized To Have A Works Council?

This interpretation is based on the 1988 National Labor Relations Board decision in the Electromation Case. It concerned an Indiana company's long standing practice of involving employee committees in its decision making.

Having financial problems, Electromation announced it would substitute year-end lump-sum payments for annual increases, and changed its attendance policy. After an employee petition expressed displeasure, the company president decided "... the best course of action would be to involve the employees in coming up with solutions to these issues." This practice was nothing new at Electromation, which had a long history of "ad-hoc" labor-management committees to "discuss matters of mutual interest."⁵

Soon thereafter, the Teamsters filed an NLRB petition for an election. Although Electromation's president deferred committee meetings till after the election to avoid legal complications, The Teamsters filed objections with the NLRB after it lost the vote.

The Teamsters claimed Electromation's long-standing committees were violations of the Wagner Act, because they were a "company dominated union." The National Labor Relations Board ruled against the company (309 NLRB 990), a decision which was upheld when appealed to the courts.⁶

The court said Electromation had violated the precise wording of Section 8(a)2 of the Wagner Act which created the NLRB and our nation's system of regulating labor relations. That section outlaws company dominated labor organizations which it defined as "...any organization of any kind....in which employees participate...and exists in whole or part, of dealing with employees concerning grievances, labor disputes, wages, rates of pay, hours of employment, or conditions of work."⁷

This precise wording is important, because "dealing with" has been interpreted as being broader than just

collective bargaining. "Dealing with" includes activities like structured plans for employees to present grievances or formal policies that allow workers to make recommendations to management. Anything like that would be a "labor organization" under the law, and without a union, illegal.⁸

Relying on the 1992 Electromation decision under American labor law with the German Works Council legislation of 1919, the Auto Workers said that Volkswagen could only extend its practice under German law of having a Works Council in Tennessee if the plant were unionized.

What Happened Next?

The UAW flexed its muscle. Bob King, UAW's recently retired international president, flew to Germany and obtained the cooperation of IG Metall, the giant German union. IG Metall represents workers in that nation's steel, heavy equipment, and auto industries, including workers at VW's plants. In a show of global solidarity, the USW chief talked the German union into pressuring Volkswagen to apply German law in Tennessee and help the UAW to unionize that company's Chattanooga plant.

If it worked, a success in Chattanooga would give the UAW new members and a toe-hold in the foreign transplant auto plants. In return, the UAW pledged to IG Metall it would create a "Works Council" in Tennessee. In actuality, because a "Works Councils" negotiates local conditions, and those elected to it by employees would naturally be the workers' informal leaders, i.e., local union officials, such a Council in Chattanooga would have more power under German law than would a union local under American law. VW could tell IG Metall it was following German law in Tennessee, keeping the powerful German IG Metall union quiet and quiescent.

This UAW's maneuver would also allow it to blur its decades-long record of industrial warfare with American auto makers⁹ and claim a new stance of cooperation by giving all VW workers in Chattanooga a voice in how the plant was operated via the Works Council. The UAW could use its newly-advertised stance of cooperation in Chattanooga to gain a foothold in the rapidly growing "transplant" segment of the American auto industry, thus reviving its fading power and influence. In Solidarity House, the UAW headquarters, the theory was that VW employees in Chattanooga would welcome the UAW and a Detroit labor contract.



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HOW TO PROPERLY PIN A SHAFT AND HUB ASSEMBLY *continued from page 56*

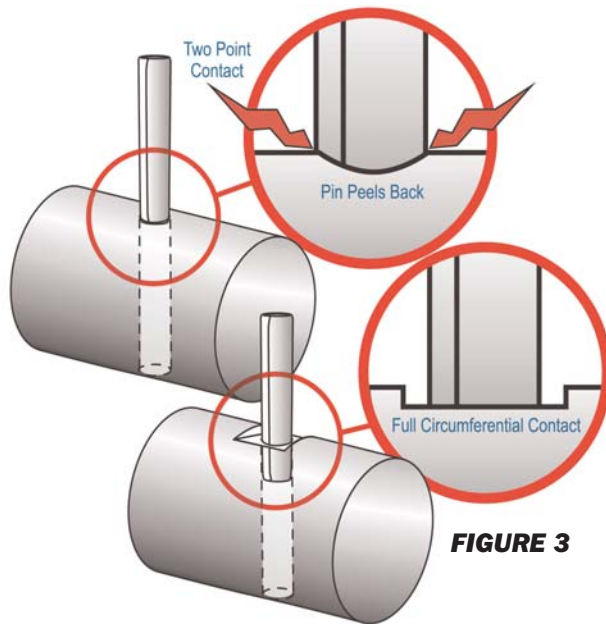


FIGURE 3

Installing a cylindrical pin into a hole on the surface of a cylindrical object leads to two point contact between the pin and the hole. This concentrates the compression force on only two points of the circumference. To increase the contact surface between the periphery of the hole and pin, and to ease installation, a flat should be placed on the exterior surface of the hole (Figure 3).

Coiled Pin Considerations

It is important to start with the load to which the pin will be subjected. Then evaluate the material of the host to determine the duty of the Coiled Pin. The pin diameter needed to transmit the load in the proper duty can then be determined from the shear strength tables located in the SPIROL® Coiled Spring Pins design guide/product catalog taking into consideration these further guidelines:

Wherever space permits, use standard duty pins. Standard duty Coiled Pins have the optimum combination of strength and flexibility for use in nonferrous

and mild steel components. They are also recommended for use in hardened components as they have greater shock absorbing capabilities.

Heavy duty pins should only be used in hardened materials where space or design limitations rule out a larger diameter standard duty Coiled Pin. An exception to this rule is that austenitic (nickel) stainless steel pins should never be used in hardened components.

A light duty pin is recommended for soft, brittle or thin materials or where holes are close to an edge. In situations not subject to significant loads, light duty pins are often used because of the lower insertion forces required.



Although this article offers general design guidelines, it is recommended that Application Engineers who specialize in fastening and joining be consulted to ensure the optimum design is employed for each application. ⚙️



Left to right: Light Duty, Standard Duty, Heavy Duty Coiled Spring Pins. SPIROL® Coiled Spring Pins are available in three duties to optimize strength and flexibility.

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SALESPeOPLE: POSITION YOURSELVES WITH POWER *continued from page 70*

Billions of dollars are spent every year on carefully crafted impressions by businesses anxious to carve out a valuable position in the minds of their customers.

Alas, if only the same thing could be said of many salespeople.

Just like the carefully designed impressions by advertising mediums inexorably chisel a spot into our psyches, so do the repeated visits by a salesperson embed a set of expectations, pictures and emotions into the minds of our customers. The position you, as a salesperson, occupy is a complex intertwining of the perception of your company, your solutions, and yourself. The most effective salespeople and sales organizations understand that, and consciously work to create a positive position in the minds of their customers.

Creating Your Position

Let's begin at the end. A good starting point is to think deeply and with some detail about what sort of position you want to create. What, exactly, do you want your customers to think of you? Let me suggest two possibilities: the minimum acceptable position, and the ideal position.

At a minimum, I believe your customer should view you as a competent, trustworthy person who brings value to the customer. They believe that you generally know your products and their strengths and weaknesses, that you generally know the customer's issues, and that you can be reliably counted on to do what you say you will do. That's the least acceptable position to which you should work towards. If your customers don't think of you at least in this way, you probably should not be in sales.

At the other end of the spectrum is the ideal position. This builds on the minimum, but adds a specific understanding on the part of the customer of your unique combination of strengths and attributes. It evolves as you have history with the customer until you occupy a position that is totally and uniquely yours and that carries with it the expectation that your strengths in some specific and unique way add value to the time the customer spends with you. The ultimate test of the power of your position is the customer's willingness to see you and the resulting preference for doing business with you.

Here's an illustration. If you were shopping for an automobile, a low-mileage late model Taurus would probably provide you with competent, reliable

transportation. So, when you think of that specific automobile, it would evoke a set of ideas in your mind all revolving around competent and reliable transportation. Now, think of a brand new Lamborghini and you would understand it to be transportation, but with a unique flair - something above and beyond just reliable transportation. That flair would be a result of the unique strengths of that particular automobile conveyed in a graphic way to your mind.

So it is with salespeople. You want to position yourself in your customer's mind the equivalent of the Taurus. But if you really want to carve out a unique, memorable position in your customer's mind, you'd want them to think of you as a Lamborghini.

The question then is, how do you want your customers to think of you? Once you articulate a specific picture, you can then start to build that position. Here are four essential steps to help you convey a positive position to your customers.

Soberly Assess Yourself

What sort of position are you currently occupying in the customer's mind? Be as objective as possible as you think through each of the issues listed below, and compare yourself to your competitors.

How do you stand on:

- your appearance?
- your product knowledge?
- your understanding of company policies and procedures?
- your competence with basic sales skills?
- your understanding of the customer?
- your bearing and demeanor?

If you find that you rank below your competitors on any of these issues, then you need to spiff them up so that you are thought of, at least, as a Taurus. Then, you can begin to move toward the Lamborghini position.

Start On The Inside

I propose that you "get grounded." That advice is based on the observation that it is difficult to sustain a false position. It is all a whole lot easier if you portray yourself to be who you are. Integrity, meaning consistency between who you are and who you present yourself to be, is a foundation to a positive position.

DISTRIBUTOR NEWS

Roger Szafranski, President of Precision Specialties, has acquired **Palm Labs Adhesives LLC**, a technology based company which develops, manufactures and markets a broad line of specialty adhesives and sealants.

Palm Labs Adhesives was established in 1998. It has a technology center in Hilton Head, South Carolina and a manufacturing operation in Debary, Florida. Our customers will continue to be rewarded with significant cost savings and additional solutions for their assembly requirements, says Szafranski.

Palm Labs is a perfect fit with Precision Specialties' line of wave springs, Belleville springs, bearing locknuts, lockwashers, clamps, threaded inserts and panel fasteners. The acquisition expands our product capabilities to include threadlockers, bearing and shaft retaining compounds, and other proprietary adhesives for medical, industrial and commercial applications.

Roger Szafranski says small US companies must take the lead to create jobs. Large companies have options which are unavailable to smaller companies, such as moving around the globe to reduce taxes, pay lower wages and minimize regulations; all totally rational strategies until the country cannot employ its people and must figure out a way to care for the next generation of US citizens who do not have jobs.

A University of Chicago free market businessman, Roger Szafranski says US companies need to focus on sustaining the total ecosystem of the US economy not simply maximizing short term returns. The path of least resistance for large international companies is to move where they get the quickest return while the little guy stays in his backyard and fights it out on the street corner.

Buy American and bring home the jobs! It will help make your family's future brighter!

For more information about Palm Labs Adhesives contact them at 10 Office Way, Hilton Head Island, SC 29928. Toll-Free: 1-800-964-6660, Tel: 843-686-2345 or Fax: 843-686-2230. Email: sales@pallmlabsadhesives.com or visit them online at www.pallmlabsadhesives.com.

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DISTRIBUTOR NEWS

Greg Fackler of Lansdale, PA has accepted the position of Metallurgical Engineer at **Laboratory Testing Inc. (LTI)**. In this capacity, he joins the team of Metallurgical Engineers in the



company's Metallography Lab and will be responsible for performing the full-range of metallography services including microstructure examinations, macrostructure examinations and microhardness testing in accordance with AMS, ASTM, ASME and MIL specifications. Fackler will also handle SEM analysis and other testing and evaluation required for conducting failure analyses.

The metallography services performed at Laboratory Testing Inc. are PRI/Nadcap and A2LA accredited and are completed according to specified internal and industry procedures. In addition, LTI provides accredited chemistry, mechanical testing, corrosion testing and nondestructive testing services. LTI's quality system is in compliance with ISO/IEC 17025, ISO 9001 and ISO 13485.

Visit www.labtesting.com, call 1-800-219-9095 or email sales@labtesting.com.

3. A presentation is always a “joint venture” between presenter and listeners. It belongs as much to them as it does to you. This is why pretending they're looking over your shoulder as you're preparing it is a good way to think about it, but it also makes it hard work. How so? Because a presentation is always a compromise between what you want to say and what the audience wants to hear.

Having a thorough understanding of the audience (who they are, what they're thinking, what they're looking for, the problems they face and so forth) is essential in reaching the goal of successfully influencing how they will think or act so they will want to do business with us.

4. Connect with your listeners with stories. The good news is that listeners want to believe in you as someone who cares about what they care about. Unfortunately, this occurs infrequently.

The way to do it is with the right stories, those that keep the focus on your listeners. Nix those about yourself, your company, your job, your dog, your significant other, or your vacation — unless they're a good fit for your audience. If you have kids, you may have great stories, but leave them at home. If you don't you'll lose your listeners. Always keep in mind that your presentation is about them, not you. Here's an example of a story that works:

The page-one story in The Boston Globe told of an unemployed 58-year-old man who spent two years job-hunting. Trying for a middle management job in the computer industry, he had sent out hundreds of resumes without a nibble. Now, he thought he might never work again.

Yet, buried in the story was a telling comment. Years before he was known as “Mr. Fixit.” It was something he loved doing. So, fixated on getting a job, he was blind to the one staring him in the face. There are times when we're so stuck on going in one direction, we miss the opportunities that are in front of us.....

Always keep your “antennae” up. The best stories come from everyday experiences, news articles, biographies and even ads.

By using stories to connect with your listeners, something important happens to a presentation. Slides, that common tool that's too often used as a crutch, become far less important. If you use them as a roadmap to let the participants know where you're going, use words sparingly — one or two on a screen with a graphic or a short video, perhaps. The objective is to keep the focus on the audience, not the visual aids.

5. Write them out word-for-word. “But that's a lot of work and this is just an informal presentation,” someone says. Of course, it's work, but the deadly mistake both new

and experienced presenters make is cutting corners on preparation, starting with thinking that writing out presentations isn't needed.

The writing is a given only if you want to make winning presentations. If you don't write it out, count on forgetting something, missing or messing up a major point or say something you'll regret.

6. Turn on your presentation GPS. From the get-go, you have no more than 30-seconds to grab attention and make clear what you want to accomplish. One presenter looked at the audience of 75 or so life insurance agents and said, “Only three of you are going to get rich. How do I know? Only three of you will do what it takes to get there.”

What follows are the three steps a life insurance agent must take to reach success — and this is where stories, supported by facts, can help engage listeners.


Then, wrap it up, summarizing what you want the listeners to remember about your presentation and, close with a challenge. Here's how the presenter did it with the life insurance agent audience. “About 40 of you may be thinking that it sounds interesting, but I'm doing pretty good now,” he said. “Another 25 has found something they would like to try, while seven are thinking you want to get on board, but will drop off tomorrow by early afternoon. That leaves only three, the ones who will strike it rich.”

By the way, never end with a question or a quotation. It's the easy way out, but it doesn't work. Always end with your own words.

7. Get some coaching. This seems to be the universal solution today. Yet, it can be a big help for presenters. No, don't fret because you can't hire Scott Pelley or Diane Sawyer (although just watching them in action is an education for presenters).

Your best bet may be in the next cubical, a friend or a significant other. It's a person who recognizes how much you want to do well. Then set the stage with your new coach. “Be honest. Make some notes and let me know what you like and what you don't — and why. Then we can talk about it.”

Can't find a live coach? Get a digital one. Prop up your smartphone, tablet or laptop and video your presentation in three- to four-minute segments (yes, watching may be a bit overwhelming at first). Play them back and do it again, and again. You'll be amazed at the improvement, and you'll hear and see where you will want to make edits to the text. You may be ready for YouTube!

Making great presentations is an immense challenge. They're never spontaneous, never left to the last minute, and never read from PowerPoint screens. They're always written, always edited and always rehearsed. Those who do it best are those who recognize that giving a presentation isn't what they do; it's who they are. 



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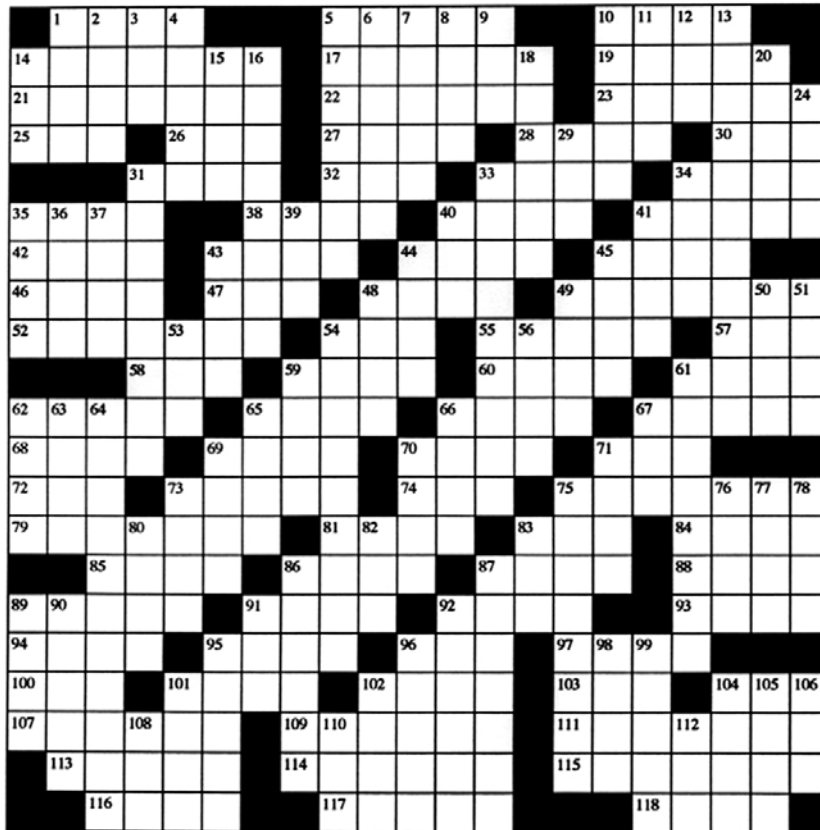
1. Screw-and-washer assemblies
5. ___ neck rivet
10. ___-in anchors
14. One-piece self-locking spring steel fastener
17. Wild parties
19. Rajas' mates
21. Cooking wine
22. French brandy
23. Game sites
25. Part of a word: abbr.
26. Space
27. Part of the leg
28. Renée, to Rene, perhaps
30. AB followers
31. Not bananas
32. Initials for actor Robinson
33. ___ Alda
34. ___ pet; '80s fad
35. Rivet body hole
38. Goes bad
40. Words of understanding
41. Daily delivery
42. Smell ___; suspect trickery
43. Jacuzzi's
44. ___ Fifth Avenue
45. Fiddling emperor
46. Nixon & Sajak
47. ___ for tat
48. ___ point
49. Bolt type
52. Loosen
54. Was victorious
55. Bread variety
57. Gun owners' defender: abbr.
58. Tear
59. Sounds of disapproval
60. ___ bolts
61. RBI or ERA
62. Ran
65. Fleece
66. Paper shredder?
67. "___ usel"; words from the discouraged
68. In ___; lined up
69. Locate
70. ___ rivets
71. African antelope
72. Modern: Ger.
73. Port & Chablis
74. Colony insect
75. Slotted ___ head machine screws
79. ___ screws
81. Penny
83. Milled from the ___

84. ___ cheese dressing
85. "The Distributor's ___"
86. Boring event
87. ___ heading stock; material that won't fracture
88. Word of agreement
89. ___ rivets
91. Coffin platform
92. Long, wailing cry
93. Fastener surface defects
94. Reagan and Rifkin
95. Rowing team
96. Daniels of baseball
97. Party giver
100. Calendar page: abbr.
101. Name for five Norwegian kings
102. Sermon topic
103. 12/24 or 12/31
104. One of us, but not me
107. Theater
109. Reddish antelope
111. Antennas
113. More certain
114. Hammer user
115. ___ thread; one with an uneven crest
116. ___ bolt; square bolt type
117. Night twinklers
118. Sunday destination

DOWN

1. Murder
2. James ___ Jones
3. Whitney & McKinley: abbr.
4. ___ big one; catch a monstrous fish
5. Hollows in some screw heads
6. Misdeeds
7. One who urges
8. Queue
9. Grassland
10. Sink bottom hole
11. Seldom seen
12. Half and half
13. Sharp conical screw ends
14. Fathoms: abbr.
15. ___ Bator, Mongolia
16. Good fastener for parts that are often taken apart
18. Weighing devices
20. ___ Hawkins dance
24. Scorch
29. ___ West
31. Square head or slotted headless fastener
33. Fastener with a rather lopsided head
34. Singer Vikki
35. Rivet end pieces
36. Spoken
37. ___-tat-tat
39. Cereal grain
40. Actor McKellen
41. Saucy
43. ___ bolts
44. Offspring
45. Orderly
48. Breezy
49. Fastener surface discontinuity
50. Letters before berry
51. Bruce Lee's role on "The Green Hornet"
53. Child
54. Fastener with a pointed end
56. Surface ___ treatment
59. Fido's delight
61. Fastener threaded at both ends
62. Carry on
63. Length x width
64. Type of bolt accompaniment
65. ___ screw; manually turned fastener
66. Man
67. Hotel

69. Tattletale
70. Firecracker noise
71. Encircle
73. Gale
75. Spherical screw's feature
76. Actress Chase
77. ___ tide
78. Fellows
80. Clevis & cotter
82. Listener's need
83. Camber
86. Excess fastener material
87. Flanges
89. Bric-a-___
90. St. ___, MO
91. Two-cup item
92. One who pulls
95. Dick or Roy
96. Australian animal
98. Above
99. Antitoxin
101. Sign
102. BBQ attachment
104. Tibetan oxen
105. Bullring cheers
106. Mil. branch
108. Historical period
110. Bell and Barker
112. One ___ million



Solution on Page 253



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ISO 3269 Fastener acceptance. At the ad hoc meeting in Paris in June, 2014 it was agreed to use the c=0 plan (similar to ASTM F1470 and ASME B18.18) as a receiving inspection plan at the purchaser's option and that an AQL plan will be used if a dispute over the inspection results arise. The next ad hoc meeting on this will be in Milan in October, 2014.

ISO 6157 Fastener surface discontinuities was discussed in Paris in October 2013. Work will continue in working group in 2014.

ISO 2320 Locking nut performance – this was discussed in Paris at the ISO TC 2 meeting in October 2013. There was general agreement except on the specification for test bolt finishes. This will be worked out during the balloting process. A ballot should be issued during the second half of 2014.

ISO 1891-4 Terms and terminology related to quality assurance. This is being balloted for approval to begin the formal balloting process in the near future. This is likely to be approved the first content ballot should be voted on before the end of 2014.

SAE J2280 Ship Systems and Equipment – Fasteners – Selection and Identification Requirements. This standard revision was balloted in January. There are several comments that must be resolved before the next ballot.

SAE J2295 Fastener Part Standard—Cap Screws, Hex Structural Bolts, and Hex Nuts (Inch Dimensioned). A revision of this Ship Systems Fastener Standard is scheduled for balloting in August 2014.

2. 2. IFI Technical Working Group Activities In Progress

[a] IFI Division III - A Guide for Ultra-high Strength Metric Fasteners - The work is on-going

More testing is in process. Parts made from the same material some with a martensitic microstructure and others of the same hardness with a bainitic microstructure are being fatigue tested to determine the relative fatigue performance of the different microstructures.

GM, Chrysler, and the IFI have committed to jointly sponsor a research project on evaluating the hydrogen susceptibility of ultra-high strength bolts at the same hardness with a martensitic versus a bainitic micro-

structure. The research will be conducted at McGill University directed by Salim Brahim. The research funds will be matched by a Canadian government group that supports research conducted in Canada. A web conference was conducted on June 26, 2014.

The next conference to begin finalizing the **GUIDE for Ultra-high Strength Fasteners** is scheduled for September 12, 2014.


[b] IFI Publications, <http://www.indfast.org/shop>

9th Edition IFI Inch Standards Book is now available in both hard cover and multi-user digital version. Over half of the standards in the book have been revised since publication of the 8th Edition in 2011.

Torque Book for Fasteners® is now on sale. This is the only resource a company needs to calculate the tightening values that should be applied for over 99% of all types of threaded fastener applications. Quick and easy to use. Every fastener supplier must have this in their resource library.

FUNDAMENTALS OF HYDROGEN EMBRITTLEMENT IN STEEL FASTENERS

by Salim Brahim, of McGill University. This paper is a summary of Brahim's conclusions from research he has been involved in for the past seven years while working toward his Doctorate in Material Sciences. Please pass this on to all of your technical staff. This paper clearly defines the conditions that cause hydrogen embrittlement failures and differentiates those that happen as a result of the plating process (internal hydrogen) and those which occur as the result the environment in which they are used (external hydrogen). He also clearly identifies which fasteners should be baked and for how long and which do not need baking.

This is the most comprehensive and easily understood document written specifically on hydrogen embrittlement failures in fasteners. In the IFI online store. Fastener suppliers should share this with their major customers to help equip the entire fastener industry with this valuable information. 



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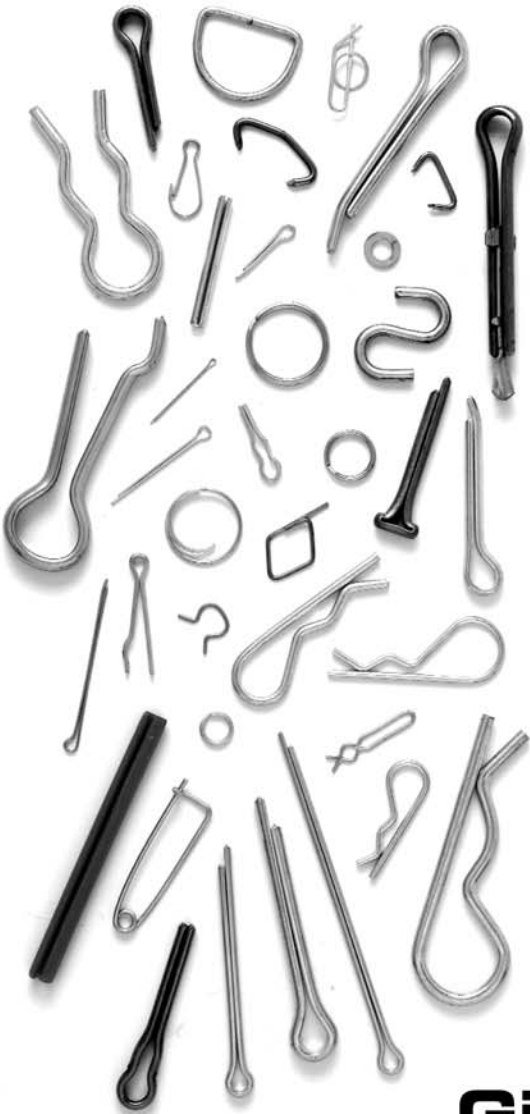
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ECKART & FINARD GOES DEEP *continued from page 108*

Inventory Bloat

"In many cases, the "guestimates" increase the inventory carry value with each replenishment. This also causes co-mingling of the lots. To varying degrees, these systems rely on the decisions of the site manager. The programs clearly utilize a subjective measure when determining the amount to reorder, a critical factor in managing fastener inventory. Since it is imperative that the customer does not experience a stock-out, the tendency is to err on the side of caution and overestimate, thereby creating a significant potential for excess customer inventories (higher costs). The subjective element of these competitive systems also produces inconsistent results and inaccurate reporting information when different people manage their replenishment."

Eckart & Finard is Different

Rick was emphatic about the E&F difference. He said, "E&F's twin, Kanban system utilizes a set reorder point, a (mathematically) set reorder quantity, and a precise system that offers consistent, dependable results. This completely eliminates the concerns that can be produced by the more subjective programs that we have discussed. However, this also requires managing hundreds of product locations, thousands of component-bins and millions of parts!"

Simple Sophistication

He went on, "E&F offers the most sophisticated inventory management reporting capabilities in the industry, and this is why it was determined that a new, more advanced system would be necessary to advance growth strategies going forward. We had a very good legacy fastener system, but it was outdated and we needed to continue to address our New England customer's needs."

Not a Local Business Anymore

"This system is also facilitating our substantial geographic expansion because it makes available the option of "RCS," (remote customer-managed scanning). The Business Edge is providing us with a leg up on the competition. The system provides the foundation upon which our company operations are built; valuable user data is produced & collected, information on inventory velocity, i.e., slow moving and non-usage information is analyzed,

more accurate material purchases are made, and most importantly, costs to E&F and the user are controlled. E&F's top customers have described this capability as a "clear advantage over competitive systems." Moreover, The Business Edge captures all facets of the transaction process. Financial reporting for the customer's benefit as well as E&F's is simple, timely and accurate."


Value Is The Answer

Rick summed it up this way, "E&F's value added proposition addresses the total cost of providing industrial products to our customers. When the entire system is addressed, the results are measured and reported to the client and significant savings are produced. E&F is confident in our capabilities and with the implementation of The Business Edge; we have developed a program in which the client's costs are "guaranteed to be reduced." A powerful statement indeed!

More Information

For more information about Eckart & Finard contact Richard D. Jones, 80 Weston Street, Hartford,

CT 06120. Tel: 1-800-243-9981, Email: fasteners@eckart-finard.com or online at www.eckart-finard.com.

For more information about The Business Edge, contact Dennis R. Cowhey, Computer Insights, Inc. 108 South Third Street, Bloomingdale, IL 60108. Tel: 1-800-539-1233, Fax: 630-893-4030, Email: dcowhey@ci-inc.com or visit online at: www.ci-inc.com. 



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DISTRIBUTION, DEDICATION AND DAGGERZ™ BRAND FASTENERS *continued from page 62*

While many distributors today belong to or are joining industry cooperatives or “buying groups” as they are commonly known, International Fasteners Inc. has taken an active role and is proud to be considered a preferred supplier in Sphere1, Evergreen Marketing Group and Distributor Partners of America. They have a deep commitment to the training programs and additional incentives which cooperatives offer their distributor members.


International Fasteners Inc has always believed in the importance of the personal touch. They continue to incur the costs associated with having both direct sales and independent rep agencies on the street day after day bringing value to their distributorships’ doorways. Of course, this is in addition to their friendly and knowledgeable inside sales people who can help guide distributors through their

needs in a timely fashion. Call the toll free number and you will always hear a live voice ready and willing to help you and get you to the right person to talk to in order to get the job done.

International Fasteners Inc offers many different options to continue to provide their distributors with the value added services they have come to expect from them. From custom private packaging programs to just in time delivery options, IFI specializes in customizing programs to meet the specific needs of their distributors.



Customers can work with their IFI sales team to develop the program that works best for them.

How has International Fasteners Inc continued to be The Distributor’s Choice in the fastener industry? That’s easy, no matter how large they get, they will always be small enough to care. 

Compelling Reasons To Obtain And Maintain Such A System:

[1] Define Company Culture. Although no one item fully describes a company's culture and values, the majority of the content of these systems is performance based. This means that the actions and values that distinguish one company from another can be incorporated under the Quality Management System. In this way, the system helps to define the identity of the company. Let's take for example a company that is especially tuned to customer service and has some unique methods of providing this. When these actions and activities are rolled into the QMS, they help to not only define the system but also the culture of the company.

One can further see that these systems go a long way to actually change a company's culture. Take for example, a company that has been historically poor in the area of problem solving. Adopting one of these standards and taking an approach like six sigma, fundamentally may change the way a company operates, thus helping to define a new and improved culture.

[2] Customer Requires It. In some industries, such as automotive or aerospace, having a registered system is a requirement to do business. Although this is probably not a "good" reason on its own to pursue such a system, it has "raised the bar" on these industries and lead to a stronger supply chain. Therefore, if a company has existed in this space for many years or desires to enter it anew, it is a must in those industries that have such requirements.

[3] Encourages Best Practices. These standards are regularly updated. For this reason they tend to be pretty up-to-date on actions and activities that are best practices. Companies, like individuals, are generally resistive to change. Therefore, providing an impetus for change can be a very positive and proactive activity. The best-in-class organizations recognize this and gladly make changes and additions when they are required.

[4] Barometer for a "State-of-the-business" Evaluation. These systems require frequent internal auditing and periodic external auditing. Although many see this as an intrusion into their business, a better approach would be to embrace and actually look forward


to these reviews. Far too often, companies get complacent in what they do. It is "inexpensive" and often very enlightening to have an unbiased set of eyes review the business and point out areas that could stand improvement.

[5] Better Communication. For anyone who is married, they will recognize the challenge that really good communication with their spouse entails. Now think about the complexity of the normal business with all its moving parts and the challenge gets even higher. One of the strongest advantages of these systems is that they encourage open channels of communication throughout the entire organization. They encourage the organization to empower employees through better transmission of knowledge and communication. They encourage a flow of communications upward to executive management as well as downward so that ALL employees are aware of organizational challenges and successes.

[6] Global Recognition. These systems are globally recognized. In fact, ISO9001 is utilized worldwide for many industries. This is advantageous in several ways, but particularly provides credibility on a global stage and will help any company that is conducting business internationally be recognized.

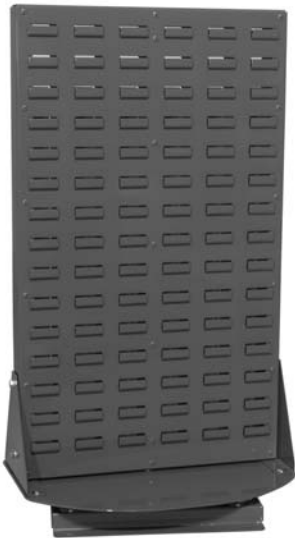
[7] Auditors are Accredited. To be able to issue certificates, auditors must be accredited by an accrediting body (an independent organization that oversees the process). Not only does this help provide some quality assurance of the auditing activity but it guarantees consistency and a high level of quality in these programs.

Conclusion

In summary, therefore, there are a number of compelling reasons why a Quality Management System is smart business. However, the most compelling reason should be simply that it fits your business and provides your organization value. Although it is truly a shame when an organization chooses to avoid installing such a system, it is even a bigger waste and quite sad when an organization sees getting it only as a requirement to meet a customer. The truly enlightened organization which uses it as a foundation to drive its systems and define its culture will end up way ahead and find that it was truly a prudent decision and smart for business. 

DISTRIBUTOR NEWS

Akro-Mils, a North American leader in storage, organization and transport products, introduces the Double Sided Benchtop Spinner Rack - a revolving double-sided louvered rack that can be used on a table, bench or any flat surface. An Akro-Mils exclusive!



The Double-Sided Benchtop Spinner Rack combines the convenience and strength of a louvered panel with the utility of a compact tabletop storage application. Rack components are made of 16-gauge, cold-rolled steel with a durable powder-coated finish. Two 18-gauge 18" W by 32" H louvered panels allow for multiple configurations of AkroBins®, InSight® Ultra-Clear Bins, and 19-Series Steel Storage Cabinets. The rack has a 200-lb. weight capacity. Four roller bearings allow for smooth revolving of the panels on the base. The rack can be mounted permanently to any work surface for added stability.

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Akro-Mils' Louvered Hanging Systems - which include Louvered Panels, Bench Racks and Floor Racks - are constructed from steel for strength and durability. Select models also come in Beige. Mobile Kits are available for select models to increase storage options.

Akro-Mils also announces the expansion of its ShelfMax® line with the introduction of 23 sizes of ShelfMax8™ 8" high plastic storage bins.

These new 8" bins include sizes designed for shelving systems and many

Vertical Carousel Automated Storage Retrieval Systems.

Extra-large ShelfMax8 bins feature even greater storage options for end users - including up to 95 percent more holding capacity than traditional 4" shelf bins, and 65 percent more capacity than 6" bins. Bins feature a wide hopper front for easy access and a built-in rear hanglock to allow complete access to contents when tilted out on shelving.

For more information contact Akro-Mils at 1-800-253-2467, Fax 330-761-6348, or visit www.akro-mils.com.

FASTENER COMPANY ACQUISITIONS COMPLETED IN THE FIRST HALF OF 2014 *continued from page 162*

On April 1, 2014, **LoneStar Group** ("LoneStar") purchased

Hydrobolt Group Holdings Ltd. ("Hydrobolt"). Hydrobolt is a manufacturer and distributor of fasteners, flanges, fittings and specialty machined components for the oil & gas, petrochemical, power generation, construction and heavy engineering markets. Located in Wolverhampton, England, Hydrobolt employs a total of 250 people and occupies 40,000 square feet of manufacturing space and 68,000 square feet of warehouse space. LoneStar is a global manufacturer of fasteners, gaskets and flow-control components also headquartered in Wolverhampton. LoneStar operates manufacturing and distribution facilities across Europe, North America, the Middle East and Asia. The company supplies a diverse range of critical-application components to the oil & gas, petrochemical, power generation and high-end industrial markets. LoneStar is a portfolio company of AEA Investors LP, a New York City-based private equity firm. The seller of Hydrobolt was Octopus Investments Ltd., a London-based private equity firm which acquired the company in April 2008 for £16 million in a management buyout deal.

Purchase price: not available.



On April 28, 2014, **NORMA Group SE**

purchased **Five Star Clamps Inc.** ("Five Star"). Founded in 1987 and located in Crest Hills, Illinois (outside Chicago), Five Star manufactures a range of specialty clamps, including barrel band clamps, T-bolt band clamps, spring-loaded clamps, V clamps and muffler mounting clamps. The company's products are used in a diverse range of applications, including automotive, motorcycle, off-road vehicle and military / defense. Five Star generates annual net sales of approximately \$5 million. Based near Frankfurt, Germany, NORMA Group manufactures a broad range of highly-engineered clamps, connectors, fittings and joining products for more than 10,000 customers worldwide. The company operates a global network of 21 production facilities, as well as numerous sales / distribution sites across Europe, the Americas and the Asia / Pacific region. NORMA Group (Frankfurt Stock Exchange: NOEJ) generated net sales of ?635.5 million (US\$841 million) in calendar 2013 with approximately 5,000 employees.

Purchase price: not available.



On May 2, 2014, **Adolf Würth GmbH & Co. KG** ("Würth Group") purchased

Timberline Fasteners ("Timberline"). Founded in 1923 and headquartered in Commerce City, Colorado (a Denver suburb), Timberline is the largest fastener distributor in the Rocky Mountain Region. Timberline focuses on two different business sectors: i) providing vendor managed inventory ("VMI") programs to OEMs; and ii) supplying packaged fasteners to the retail hardware / lumber market. The company employs nearly 80 people and operates five branch locations in the Denver area (in addition to the headquarters location). Following the transaction closing, the renamed Würth Timberline became a business unit of Würth Industry of North America ("WINA"), one of the largest fastener and assembly hardware distributors in the United States. With Würth Timberline, WINA now comprises six sister companies servicing OEMs by providing VMI programs through their proprietary brand - CPS® C-Parts Solutions. WINA generated net sales of more than \$350 million in calendar 2013.

Purchase price: not available.



On May 30, 2014, **Trifast plc** (London Stock Exchange: TRI) purchased **Viterie Italia Centrale Srl** ("VIC").

Founded in 1964 and located in Fabriano, Italy, VIC designs, manufactures and distributes customized self-tapping and thread-forming screws sold predominantly to the white goods industry. VIC's key European appliance manufacturing customers include: Indesit; Whirlpool; Electrolux; Elica and BCH Bosch & Siemens. In calendar 2013, VIC generated net sales of EURO27.0 million (US\$35.8 million) and pre-tax earnings of EURO5.4 million (US\$7.2 million). Headquartered in Uckfield, England, Trifast is a global manufacturer of specialty fasteners and a value-added distributor of fasteners and "C-class" components. Twenty-four percent of Trifast net sales are derived from manufacturing and 76% of net sales are derived from distribution (product not manufactured in-house). Trifast operates from 25 locations across Europe, Asia and North America and employs more than 1,100 people. In the 12 months ended March 31, 2014, Trifast generated net sales of £129.8 million (US\$214.9 million) and operating profit (EBIT) of £9.7 million (US\$16.0 million). The seller of VIC was DGPA & Company Srl, a Milano, Italy-based private equity firm.

Purchase price: £22.5 million (US\$37.3 million), comprised of £20.12 million cash and £2.38 million of Trifast common stock.



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USA FASTENER GROUP: SERVICE WITH DEDICATION AND QUALITY WITH INTEGRITY *continued from page 102*

One of the many benefits USAFG offers to all of its customers is an emergency callout program. A representative with the company can be reached 24/7 in any given moment. This service provides customers the assurance that USAFG is always there when needed. No matter how large or small the emergency may be, USAFG's dedicated employees are eager to assist.

While constantly analyzing and adapting to today's economy, USAFG remains focused on the task at hand; supporting current and future growth.

In conjunction with our approved suppliers, domestic and abroad, USAFG has developed an improved inventory control system and logistics

planning program that remain key in meeting customer's demands for on-time deliveries. Direct Mill shipments of raw product are another key benefit. Such shipments provide direct aide in securing USAFG's competitive position in this ever changing market and economy.

USAFG's commitment to future growth, including our website, potential expansion in our facility, expanded marketing strategies, nationwide

sales efforts, education, trade shows, and advertisement in industry related magazines will keep USAFG in touch with the fastener industry and its surroundings. These are just some of the many ways USAFG intends to keep our customers informed. ⚙️




SOCIAL MEDIA AS A CUSTOMER SERVICE PLATFORM *continued from page 170***Return on Investment**

Measuring return on investment (ROI) for IT projects is not as straight forward as with traditional projects (i.e., a lathe or a punch press). IT investments can result in a tangible return, but they often possess many intangible characteristics. Information technology may digitally enhance a current process, it may enable a new process, or it may influence business strategy by affecting both efficiency and effectiveness. These intangibles are difficult to quantify but lead to the conclusion that IT is an essential component of a successful business.

A frequently used argument for the implementation of social media customer service platforms is the inevitable societal acceptance and use of social media. This is not an argument that provides useful metrics to determine ROI. The business proposition for social media adoption is often nothing more than the assertion that it makes more sense to be active and visible in social media than to be

absent or unresponsive. If that is true for your company, then social media may be a solution. If not, you may want to wait until social media is a better fit for your business.

Nissan Motors described their social media ROI decision like this, "Securing budget and headcount without even a guesstimate at ROI has been a major challenge. Having to prove that this wasn't 'optional' became a matter of likening it to not picking up the phone when it rings. You don't wait to start answering until you can prove how much money it's going to make you; you just start answering it. The executives recognized that and told us to do what we needed to do for our customers."

Nissan's reasoning was effective in that it got them a budget. However, in the early days of the telephone it often went unanswered. Today we answer the telephone because it has proven to be an effective tool. For many businesses this is something social media has yet to demonstrate. 

THE BUY/SELL AGREEMENT: A NECESSITY IN MULTI-OWNER BUSINESSES *continued from page 210***Planning Considerations**

When dealing with redemptions, one should remember that attribution for this section could only occur between [1] Spouses, [2] Children, [3] Grandchildren, and [4] Parents.


The attribution rules exclude transactions between siblings and their grandparents. Furthermore, one should remember that the Internal Revenue Service now allows reductions of taxable income prior to termination. Consider the factual situation when the sole shareholder of a corporation wants to redeem one-half of his stock for retirement and makes a gift of one-half of his stock to his son (to keep the business in the family). The father could sell the stock to the corporation on an installment basis. The yearly payments would be like pension payments and would be taxed as such (on the difference between the fair market value and basis of the stock). Any interest on the installment sale would be deductible by the corporation. This type of sale would be especially beneficial if the corporation did not have the cash to buy the stock in one lump sum.

The father would have several options in giving the gift of stock to his son. He could sell the stock on an installment basis to his son. Next, he could forgive \$14,000 (\$28,000 if he is married) of the debt each year. This would be tax free

because of the \$14,000 yearly exclusion. The father could also give the stock outright and use the unified transfer tax credit on any tax he might owe. A third alternative would be setting up a trust for the son. Extreme caution should be used, however, when setting up such a trust. You should remember that the Internal Revenue Service will permit the father to work for the corporation on an independent contractor or employee basis as long as no "retained interest" is held; such a situation would provide added retirement income to the father.

Conclusion

A buy-sell agreement provides for a smooth transition of a business interest by identifying triggering events, specifying to whom or to what the business interest must be sold, providing a mechanism to determine the purchase price, providing a funding source, and establishing a valuation for estate tax purposes.

Not having a buy-sell agreement in place when one is necessary, is extremely detrimental that can lead to all kinds of awkward arrangements or even large losses of money. If your company does not have a buy-sell agreement, now is a great time to get one. 

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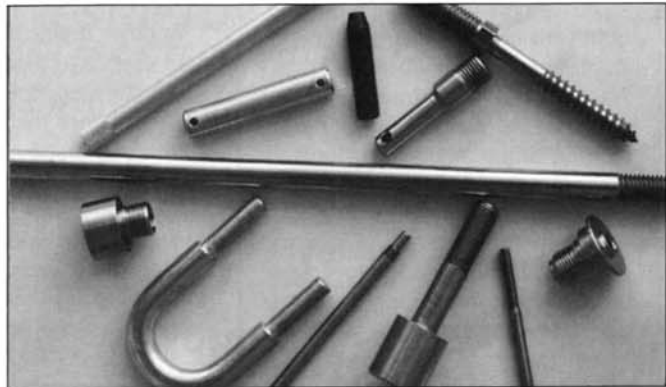
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Context Of The Organization

Some of the standard's new requirements are practices that most organizations already do, but will cause some discussion regarding implementation. This is partially due to the new terminology in ISO 9001:2015 related to interested parties.

ISO 9001 has always been and remains a customer-focused standard. The high-level structure and common text that is required to be used by Annex SL uses the term "interested parties" and not "customers." Specifically, the clauses for 4.1, Understanding the organization and its context, and 4.2, Understanding the needs and expectations of interested parties, require you to focus on these aspects. These requirements, while new in the text of the standard, were implied in clause 0.1, General, in ISO 9001:2008, which indicated that the quality management system is influenced by the environment that the organization is in, including changes and risks.

Understanding The Change: To eliminate the potential for the term "interested parties" to be interpreted beyond the intent of ISO 9001, Annex A.3 has been developed to explain these two specific clauses. Specifically, the revision to ISO 9001 will not require an organization to consider interested parties that are not relevant to its quality management system. Organizations will need to determine what is relevant for them based on whether the interested party has an impact on the organization's ability to meet customer, statutory, and regulatory requirements. Some organizations may choose to expand the interpretation of the requirement, but this is at their discretion and where it can be determined that such an application can add value to the organization.

Applicability

When ISO 9001:2000 was published and ISO 9002 was eliminated, the concept of exclusions was introduced into the standard. Exclusions allowed an organization to exclude a requirement of clause 7.0 of the standard so long as it didn't affect the organization's ability to meet customer and statutory and regulatory requirements as well as provide a product or service that conformed to such requirements. With the introduction of core Annex SL text, which includes a different structure, the standard has been made more generic and therefore easier to apply the

requirements. This change focuses the standard on the application of the requirements and not on the exclusion of requirements. The standard will require an organization to apply the requirements where they can. The DIS version of clause 4.3, Determining the scope of the quality management system, still requires an organization to justify any instance where a requirement of the standard cannot be applied. However, it isn't limited to certain clauses of the standard, like it was in the previous two versions of the standard. The justification for exclusions that is required in the current draft will assist with establishing the framework of an organization's quality management system. This will be helpful not only to the organization, but also to any third-party auditors who will be reviewing the organization's quality management system.

Understanding The Change: Annex A.5, Applicability, outlines the new concept of application and not exclusion. It specifically addresses the idea that not all requirements have to be applied by an organization due to the nature of the product or service that it provides. Other influences might be the size of the organization, the management model it adopts, and/or the risks and opportunities for the organization.

Risk-Based Thinking

Another concept that has been integrated into ISO 9001 is risk-based thinking. Although risk was implied in previous versions of ISO 9001, the word "risk" is actually used in some instances in the DIS. Using the risk-based approach allows an organization to determine the level of controls needed for certain requirements, thereby reducing some requirements that were seen as more prescriptive than others.

In alignment with risk-based thinking, the DIS for ISO 9001:2015 does not use the term "preventive action." The language in the standard looks at how an organization determines the risks and opportunities that need to be addressed for an effective quality management system. Clause 6.1, Actions to address risks and opportunities, includes requirements to make sure that the quality management system can achieve its intended outputs. It also addresses taking action appropriate to the potential effect of conformity to goods and services and preventing occurrence of potential issue.

MWFA 62nd ANNUAL GOLF OUTING EAGLEWOOD RESORT, ITASCA, IL - JUNE 24, 2014



WHEN PERFECTION IS NOT GOOD ENOUGH *continued from page 204*

Vendor and Customer Participation

Ultimately staying in business comes from satisfying customers. Growth comes from exceeding their expectations and real success comes from involving suppliers and vendors in making your staff/operation/company a delightful and rewarding partner for everyone involved. Striving for perfection is an opportunity for participation through feedback.

Management's role in this process is to develop meaningful communication with the outside world. For example a simple survey on line or paper based can poll the customers about quality. Participation can be encouraged through rewards, discounts or prizes. Parallel to this should be an internal survey that tracks customer complaints and compliments down to an individual or team. If all that is being tracked are the raw numbers without the "why" everyone's time is being wasted.

Errors can come from a virtually limitless source of problems. Catalog misinterpretation, obtuse ordering processes, poorly trained (or rude) inside sales, warehouse errors, packing problems and much more all contribute to the "error rate" or as we much prefer it's complement the "percentage of perfection" (PoP = 100% - error%). Here too graphical representation will go a long way towards providing useful information. Providing these charts to the customer so that they too can track your progress adds a strong internal incentive for improvement. Outside feedback can indeed make you operation "PoP."

Another way to get the customers involved is by including a note in any statistically sampled order explaining what was done and providing a name and photo of the inspector who checked the order. This provides two way communication between the customer and the spot checker along with emphasizing the sense of responsibility involved on both sides of the transaction. Empowering the individual to "make things right" not just apologize may involve another note, gift card or other gift to the customer. By tracking the frequency of occurrence along with pinpointing the cause any systemic problems can be identified and cured. Customers and vendors like to be involved with success and they are your best cheering section.

For those who want to take things to an even higher level actually being on the customer's premises to help receive and inspect an order is a good tool. This is also one way to find out whether someone who consistently complains is really experiencing problems from your operation or has a problem in their own. The fact that this

is a highly unusual procedure in American business can go a long way towards clarifying a situation while solidifying a relationship. It's can also alert the customers to theft or scams on their end. Over the years we have had several clients who instituted this program and their presence was enough to deter internal problems at the customer level. Essentially the crooks went elsewhere.

Obviously similar programs can be instituted on the vendor level. Your buyer or management who is visiting the supplier can drop a card or note into an order that is being shipped to your company. Imagine the surprise in your receiving department when they find a greeting from you in an incoming order. There are strong messages expressed about involvement at both ends of the shipment. This too adds to the perception of perfection and the realization that everyone is indeed part of the Supply Chain.

If you are really proud of how the warehouse looks and operates make sure that vendor management, Manufacturers Reps, customers, visitors and local celebrities get structured tours of the facilities. To reach a larger audience add a short warehouse tour to your web site. These opportunities to "show and tell" should be welcomed by everyone. It's also a chance to get your message of perfection across to the visitors and the staff. Think of it as a small investment of time to gain a huge return of loyalty.

Everything Begins With Your Attitude

This article is but a starting point. Your own operation is filled with paradigms that run counter to achieving perfection. With involvement at all levels, innovation by everyone in the Supply Chain, statistical controls to track progress and a strong commitment by everyone - beginning with you - there is no reason why the elusive six sigma (99.999999%) quality level cannot be achieved. It takes a lot of work by everyone to gain and maintain but some of your OEAM customers are already expecting this and implementing a PoP program can put you miles ahead of the competition.

For a Fastener Distributor what is an acceptable level of quality?

It's what you expect from a brain surgeon, auto mechanic and any professional—100% perfection. Exactly the right materials, in perfect condition, delivered ahead of schedule in a format that helps the customer save time, money and aggravation in their operation. Is this too much to ask? ○

DISTRIBUTOR NEWS

Laboratory Testing Inc. (LTI) of Hatfield, PA, an accredited material testing and metrology lab, recently celebrated thirty years in business. The company originated as the Nondestructive Testing (NDT) division of Carson Helicopter in 1976. In 1984, Robert (Bob) McVaugh, Sr. purchased his partner's share of Carson NDT, incorporated as Laboratory Testing Inc. and moved to a 30,000 sq. ft. building in Dublin, PA. Since 1984,



LTI has gone through many expansions and changes that grew the company to a 91,500 sq. ft. facility with 145 employees performing many services in addition to nondestructive testing, including chemical analysis, mechanical testing, metallography, failure analysis, specimen machining, dimensional inspection and calibration services.

During the 1980s, Laboratory Testing Inc. offered dimensional inspection and several types of destructive testing services. LTI was granted A2LA accreditation in 1989 and NADCAP accreditation in 1992 for the aerospace and defense industries. The lab formed LTI Metrology to oversee a new branch of inspection services - instrument calibration.

In 1994, ownership of the company was passed to the next generation. Mike McVaugh, previously NDT Manager, assumed the role of President. Throughout the 1990s, LTI expanded its capabilities through numerous technology and equipment upgrades and with additional services. The Machining Department was established to prepare test specimens in-house and the scope of services performed in the Calibration and Metallography Departments was greatly increased. By this time, the company had outgrown its building, so in late 1999 Laboratory Testing began moving to its current location in Hatfield, PA.

According to Mike McVaugh, "The 2000s was an especially eventful decade for LTI. We purchased a calibration company, Gage Lab Corp., to expand LTI's

Gilchrist  Foundation

FASTENER SCHOLARSHIPS

The Gilchrist Foundation, in conjunction with the NFDA, offers scholarships each year for full- and part-time students in any year of college.

Applicants can be current employees or children of employees of NFDA member companies.

The student must work or plan to work in the fastener industry.

For more information, contact:

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calibration capabilities, and a full line of on-site calibration services was introduced. We also built a 12,000 sq ft. addition on our building."

In the last few years, two nearby buildings were rented, one for more corrosion and nondestructive testing space, and the other to house LTI Metrology and the administrative staff. This opened up space in the main building to totally renovate and expand the destructive testing departments. The Mechanical Testing and Metallography Labs were completed during the past year, and work on the Chemistry Lab is beginning this month.

"During the company's 30 years in business, Laboratory Testing Inc. has developed a reputation for "one-stop" convenience, reliable results and quick service," said McVaugh. These days, the third generation is very involved in the business and preparing to take over ownership down the road. Their priorities are maintaining LTI's reputation and continuing the growth trend that has occurred since 1984.

Visit www.labtesting.com, call 1-800-219-9095 or email sales@labtesting.com.

WHAT THE UAW ELECTION AT VOLKSWAGEN MEANS FOR THE FASTENER INDUSTRY *continued from page 214*

Then What Happened?

To ensure a successful UAW effort and keep the peace in Germany, VW did everything within its power to ensure the UAW's success. It gave the UAW some unprecedented advantages in Tennessee¹⁰:

- First, rather than insisting on a secret-ballot election, VW agreed to a "card-check" authorization to certify the union.
- Second, it agreed to a "neutrality agreement." VW would maintain strict neutrality. It would not conduct a typical campaign deprecating the UAW, its dues, strike record, or anything else. Nor would it say anything about the UAW's role in the collapse of America's automotive industry in general and General Motors and Chrysler's bankruptcies in particular.
- Third, VW gave UAW organizers free access to its plant, allowing them to campaign on the plant floor, to tell VW workers their view of the benefits of the Auto Workers Union.
- Finally, VW provided the UAW with the names and addresses of all workers so they could contact them at home.

The Election Results

Unfortunately, Volkswagen's Chattanooga employees didn't want a union, especially the Auto Workers. They saw the UAW as the cause of the demise of America's Big Three, as well as the root of Detroit's municipal woes. To the chagrin of the Auto Workers here, IG Metall in Germany, and Volkswagen in worldwide, the Tennessee employees rebelled. They hired a local lawyer, formed a "Freedom Committee" to campaign against the union, and asked the national Right To Work Committee to represent them. The latter filed charges under the Taft-Hartley Act which prevents a company from giving a union "something of value," which RTW said VW did by giving the Auto Workers so many advantages.¹¹ Rather than face a lengthy legal battle over the company's actions, the chance that VW would be found to be giving "something of value" to the UAW and risk a challenge over its "card-check" union recognition, Volkswagen and the UAW jointly petitioned the National Labor Relations Board for an "expedited" election to settle the matter. The traditionally glacial NLRB quickly agreed, ordering a "quickie" election to be held nine days later.

Despite pressure from the UAW and compliant VW and the lack of opportunity to campaign against the union because of the NLRB's sudden order for a quick election, the employees defeated the Auto Workers and VW by a vote of 712-to-626. The UAW then filed objections to the election, charging that U.S. Senator Bob Corker's and Governor Bill Haslam's anti-union comments had

intimidated VW employees, making a fair vote impossible, and asked the NLRB to order a re-run election.¹²

Then the UAW withdrew its charges. It wished to avoid raising the issue whether VW provided "something of value" by according it special organizing privileges, understood the difficulties of successfully claiming the Tennessee politicians' comments coerced the VW employees, and belatedly realized that it was not politically wise to accuse a sitting US Senator and state Governor of unfair labor practices. With all objections withdrawn, the NLRB certified the election.

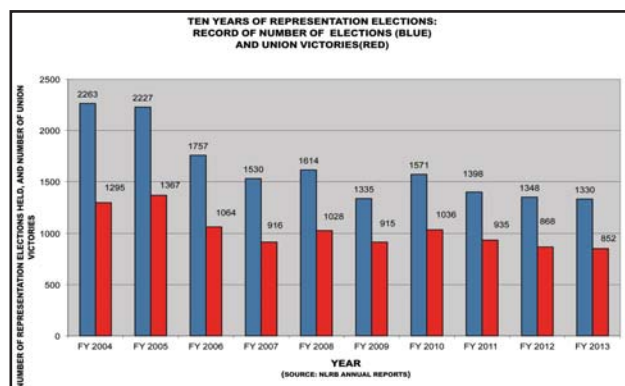
UAW Efforts Continue

Knowing how vital organizing Southern transplant auto plants is to its future, the UAW is continuing its efforts in Chattanooga. Despite its loss, it chartered a new local to "represent" Volkswagen employees. Membership is voluntary; no union dues will be charged. Said current UAW international president Dennis Williams, "We said we wouldn't give up on these workers, and we're not going to." He pledged the union would work with Volkswagen to train and educate workers so they would become the best employees the automaker could get. "We have a consensus agreement with Volkswagen management to form the local and be recognized when we get a majority of workers to join," added UAW international Secretary-Treasurer Gary Casteel. Left unsaid is whether the "UAW-VW consensus" means VW will recognize the union via a "card-check" or if VW and the UAW will risk another embarrassing vote in a future election.¹³

Does The Chattanooga Defeat Mean Unions Are Dead?

No. Unions continue to win a majority of their elections, but the number of those elections is declining, for a variety of reasons.

In its 2013 fiscal year (October 1, 2012 to September 30, 2013), the National Labor Relations Board reported that unions won 64 per cent of their representation elections, down slightly from the previous year's 64.4%.



MWFA 62nd ANNUAL GOLF OUTING EAGLEWOOD RESORT, ITASCA, IL - JUNE 24, 2014



SALESPeOPLE: POSITION YOURSELVES WITH POWER *continued from page 218*

In order to do that, you must clearly understand who you are. That means that you crystallize, in a written document, these three issues:

Your purpose. This really speaks to your spiritual orientation. Why are you here? What is your purpose in life and in this job? Why are you doing this anyway?

Your vision. What would you like to become? What do you see as possible and ideal in your job, your career, and in your life?

Your values. What are the highest priority items in your life and in your job? What are the people, ideas, behaviors and qualities of character that are most important to you?

Once you have thought deeply about these internal issues, you'll find it much easier to live them. The process of articulating them and putting them on paper keeps you focused and attentive to the deeper issues.

Do A Sober Assessment Of Your Strengths

If you are going to position yourself in the eyes of the customer as having some combination of uniqueness, you first have to identify what those unique strengths are. What are your personal unique attributes, experiences, and passions as it relates this job? Do you have some special experience? Do you have some unique capabilities? Do you have some unique relationships? Do you have some unusual characteristics? Identify those strengths on a piece of paper, and then add a line or two on how each of those can bring value to the customer.

At this point, you will have done the necessary homework to make the job of building a unique position much easier. You now know who you are and what strengths you can bring to your customers. Now comes the fun.

Continually Seek Opportunities To Convey Your Brand

Act in a way that is consistent with your statements of strengths. For example, if you say that you are good with high tech, don't take notes on a scratch pad. Put them into a PDA. If you say you are personally attractive, don't forget to shave before you make a sales call. Be consistent - act like the person you claim to be.

Find ways to utilize your strengths and emphasize your uniqueness. In one of my sales positions, for


example, recognizing that I had some unique talents in speaking to groups, I consistently found ways to organize seminars and workshops for my customers in which I presented to the group. I could have made individual sales calls to six customers, but I found that when I brought all six together in a group, I was more effective. It was just me utilizing my strengths.

Be creative. One of my strengths happened to be my wife, who is a gourmet cook, and extremely good with anything that even looks like food. We collaborated, and as Christmas gifts for my customers, she would make dozens of varieties of homemade cookies and candies, and I'd pack them uniquely for each customer. Within a year or two, everyone looked forward to my arriving with our annual Christmas present.

Develop a reputation by intention. Decide what you want to be known for, and then work to consistently make that happen. One salesperson makes sure, for example, that he doesn't call on a customer unless he has something to share with that customer which he believes that customer will find valuable. As a result, he has no problem getting time with his customers. He's developed the reputation of always bringing something of value.

If you want to be known as the most responsive salesperson, set up a system that allows you to respond to every phone call within an hour or two. If you want to be known as the fountain of product knowledge, make sure that you study every price list and piece of literature on every product you sell. If you want to be known as the specialist in some application, make sure that you know it inside and out.

Consider everything that you do. Question every single aspect of your interaction with the customer, and gradually shape every thing to match the position you want to gain. If you want your customer to think of you as confident and competent, don't drive a dirty 10 year old car. If you want your customer to think of you as worth an extra couple percentage points in price, then don't come in wearing wrinkled Dockers and a dirty tee shirt. If you want to be known as intelligent and articulate, don't use slang.

Your position in the minds of the customer is a powerful and subtle component of an effective salesperson's approach. Consistently working at building a positive position will pay dividends for years. 

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DISTRIBUTOR NEWS

MF Supply, is proud to announce the introduction of domestically manufactured retaining rings as cost-effective and green solution for US manufacturers. A woman owned and operated distributor of fasteners and electronic hardware, MF Supply is now offering domestically manufactured DFARS and ROHS compliant Retaining Rings.

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For more information about their product line, contact Jessie DiGiuseppi by phone at 1-877-9SCREWS or email: jessie@mfsupply.com. Visit them online at www.mfsupply.com.

DISTRIBUTOR NEWS

J.W. Winco, Inc., a leading supplier of standard industrial machine components, announced it now offers DIN 580-NI Stainless Steel Lifting Eye Bolts, in metric sizes.

These RoHS-compliant eye bolts are offered in two materials: forged A2 stainless steel (American Standard 304 series) and forged A4 stainless steel (American Standard 316 series). For both types, the contact face is machined.

These eye bolts are available in thread sizes from M8 to M24, and accommodate vertical loads from 1,400 to 18,000 N. Eye diameters run from 20 to 50 mm. Complete operating instructions and further specifications for use are included.

For more information, contact J.W. Winco at 1-800-877-8351, by fax at 800-472-0670, on the web at www.jwwinco.com and via e-mail at sales@jwwinco.com.



WHAT THE UAW ELECTION AT VOLKSWAGEN MEANS FOR THE FASTENER INDUSTRY *continued from page 238*

So, despite the UAW's surprising loss in Chattanooga, union-free fastener makers and distributors everywhere are still at risk. Those wishing to involve their workers in a cooperative environment of high employee productivity and morale in order to stay union-free need to develop and maintain effective two-way communications programs to rectify issues that would cause workers to seek out union representation and devise reward plans to share the benefits of high productivity with employees.¹⁴

Why Do Unions Still Win A Majority Of Their Elections?

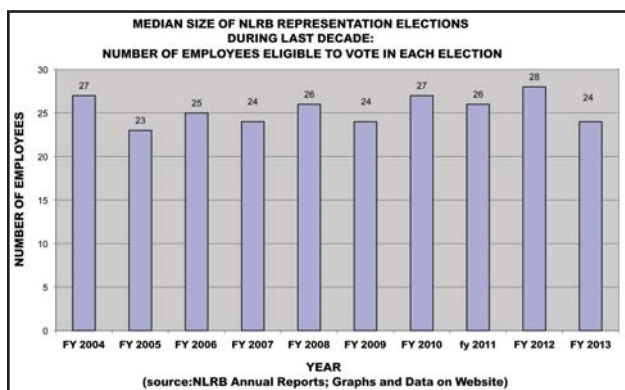
Although the blatant discriminatory practices of the past that caused employees to seek out unions for protection are now outlawed, there are a number of more subtle reasons why employees still call unions for help. There are no regulations governing the need to take employee attitudes into account when making business decisions, nor are there any rules calling for treating employees with courtesy and respect.

Testifying before Congress in 1977, UAW President Douglas Fraser pointed out that labor's best ally was poor management. "Only workers, when prodded by the inequitable treatment of their employer, can organize themselves."¹⁵ What was true then is true today. Employees seek out unions only when their employers either ignore their perceived grievances or do not treat them with the dignity they expect.

Well Meaning Employer Preventive Efforts Ineffective

Executives in most companies try to treat their employees fairly. Unfortunately, their efforts to assess their results by gauging employee attitudes are often inadequate.

As a result, employers only become aware of employee unrest when they are surprised by a union election petition or discrimination suit.



Interestingly enough, the NLRB's statistics show that most union representation elections happen in smaller companies where one would assume a family-like atmosphere prevails and communications are open.

Even in smaller fastener companies where well-meaning executives think they have eliminated the causes of unrest, there are a number of reasons why unions continue to win a majority of their elections:

- The key issues that cause employees to seek out unions today are subtle and revolve around perceptions of favoritism, unfair treatment, and petty insults. The discriminatory problems that caused workers in the past to seek out unions are now illegal. Discrimination of all types is barred, and wage and hour regulations prevent "wage theft" by employers. Virtually all employers move quickly to investigate and rectify such inequities.

- Since most employees regard their immediate bosses as the company, disrespect, rudeness, and petty favoritism by supervisors are viewed by workers to be the attitude of their entire company. Resentful employees then seek union protection. Sadly, many employers remain in the dark about employee sentiments until a union petition is filed.

- Perception of fair treatment by employers, as seen by the employees themselves, must be monitored accurately by companies wishing to remain highly productive and union free. Executives in most companies rely upon subordinates to report morale issues. Not surprisingly, few report petty abuses and acts of favoritism for which they are responsible. Standing alone, an abusive incident or two may not be important. But as they accumulate, they impact employee attitudes severely.

- Executives in some companies rely on simple, paper-and-pencil attitude surveys, thinking they will uncover employee attitudes and the reasons for them. This rarely happens. Employees rate various factors on a scale of one to ten, for example, but a numerical score does little to tell executives why employees believe as they do, nor the appropriate remedial efforts to take.

- Only a handful of executives take the time to obtain an unfiltered view of employee attitudes by having audits conducted by skilled outsiders conducting face-to-face interviews in specially structured employee groups. Outsider interviews are especially effective because workers are often fearful of speaking openly to management, for fear of retribution. Moreover, it takes considerable experience to understand what workers really mean by what they say and recognize the actual problems underlying their thinking.¹⁶

FASTENER COMPANY ACQUISITIONS COMPLETED IN THE FIRST HALF OF 2014 *continued from page 230*

On June 9, 2014, **Park-Ohio Holdings Corp.** (Nasdaq: PKOH) purchased **Apollo Group Limited** ("Apollo Aerospace"). Founded in 1986 and headquartered in Birmingham, England, Apollo Aerospace is a stocking distributor of aerospace fasteners, assembly hardware and related "C-class" components. The company specializes in providing advanced supply chain management services to Tier 1 and Tier 2 aerospace OEMs. Apollo Aerospace maintains branch offices / warehouses in Poland, France and India. Headquartered in Cleveland, Ohio, Park-Ohio operates two primary business segments: i) Diversified Manufacturing; and ii) Supply Chain Management. The Diversified Manufacturing segment is comprised of 14 niche manufacturing businesses producing a diverse range of products and engineered components. The Supply Chain Management segment is comprised of Supply Technologies LLC, which provides advanced supply chain management services to OEM customers around the world. Supply Technologies operates 45 logistics service centers located in 10 countries and generated net sales of \$471.9 million in calendar 2013. **Purchase price: not available.**



On June 19, 2014, **Fontana Luigi SpA** ("Fontana Gruppo") purchased **Acument Global Technologies Inc.** ("Acument"). Formerly known as Textron Fastening Systems, Acument is a manufacturer of fasteners for the automotive, general industrial and aerospace markets. Acument is currently comprised of four operating units: Camcar Fasteners; Ring Screw Works; Saturn Fasteners; and Mapri-Raio (in Brazil). Acument operates 11 manufacturing and distribution facilities in the US, Mexico and Brazil and employs more than 20,000 people. Founded in 1952 and headquartered in Veduggio, Italy, Fontana Gruppo is a global manufacturer of fasteners for the automotive and general industrial markets. A privately-owned company, Fontana Gruppo operates 15 manufacturing plants in Europe and the United States and employs more than 2,500 people. With the addition of Acument, annual net sales for Fontana Gruppo will approach \$1.1 billion. The seller of Acument was Platinum Equity LLC, a Los-Angeles-based

private equity firm which acquired the company in 2006 from Textron Inc.

Purchase price: not available.




On June 30, 2014, **MW Industries Inc.** purchased **Hi-Performance Fastening Systems Inc.** ("HPFS").

Founded in 1989 and located in Bensenville, Illinois (a Chicago suburb), HPFS is a manufacturer of cold-headed, externally-threaded fasteners. The company's products include thread-forming screws, tamper-resistant screws and SEMs (pre-assembled screw & washer combinations). A privately-owned company, HPFS products are used for alliance, automotive, electrical and a diverse range of general industrial applications. MW Industries is a manufacturer of engineered mechanical components including springs, specialty fasteners, machined parts, precision stampings and custom wire forms. The company is headquartered in Rosemont, Illinois and is comprised of 16 operating divisions located in 10 states. MW industries is a portfolio company of Genstar Capital LLC, a San Francisco-based private equity firm.

Purchase price: not available.



On June 30, 2014, **CCMP Capital Advisors LLC** ("CCMP") purchased **The Hillman Companies Inc.** ("Hillman"). Founded in 1964 and headquartered in Cincinnati, Ohio, Hillman is a value-added distributor of fasteners, key duplication systems, engraved tags and related hardware. Hillman's customer base includes home improvement centers, national & regional hardware chains, mass merchants and pet supply stores. The company supplies more than 20,000 retail customers in the United States, Canada, Mexico, South America and Australia. Established in 2006 and headquartered in New York City, CCMP is a private equity firm specializing in management buyouts and growth equity investments in North America and Europe. CCMP also has offices in Houston and London. The seller of Hillman was Oak Hill Capital Partners ("Oak Hill"), a NYC-based private equity firm. Oak Hill and existing Hillman senior management will retain a significant minority equity stake in Hillman.

Purchase price: \$550 million 

DISTRIBUTOR NEWS

Bay Market Net, the largest single source partner for foreign engineered fastening product and blind rivet manufacturers selling in the United States, discusses the new design of the Audi TT, which is expected to be a lighter and stronger than its predecessors.

According to the article published by Autocar on April 8 titled, "The New Audi TT's Tech Secrets Revealed," the new Audi model features a "rethought construction," which is composed of a mixture of steel and aluminum. The car's new body will be approximately 50 kg lighter and 23 percent stronger due to its innovative construction. The article says it was constructed using 3,020 spot welds, 1,113 rivets, 44 punch rivets, 128 self-tapping screws, and 199 clinched joints.

"The architecture of the new model takes a much more pragmatic approach to hybrid construction by making use of the Volkswagen Group's pressed steel MQB platform," the article says.

Michael Eichinger, the Vice President and COO of Bay Market Net, the leading partner for foreign blind rivet and fastening product manufacturers, says the new car's design is incredibly impressive and he attributes its strength to the use of over 1,000 rivets. "Whether you're constructing a bridge or car, rivets are one of the strongest types of fasteners on the market," he says. "While some adhesives work well to hold metals and other materials together, rivets are able to permanently affix metal to other



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structures. The fact that this car is stronger can definitely be credited to the use of rivets. If you're looking to build something long lasting, rivets are your best bet."

Bay Market Net is the largest single source partner for foreign manufacturers of engineered fastening products selling in the United States. Established by Bay Fastening Systems, Bay Market Net provides its services at no cost to the manufacturer including warehousing,

inventory management, thousands of technical sales personnel, distribution logistics, and marketing to maximize product sales to the entire \$15 billion United States market. Bay Market Net eliminates the risks foreign blind rivet and pop rivet manufacturers might face when establishing a foothold in the American market.

For more information about Bay Fastening Systems please visit www.bayfastening.com.

Understanding The Change: Clause 6.1 itself includes a note that provides clarification. It focuses on some of the options that can be used to address risks and opportunities, including the idea that risks and opportunities are not always negative. The organization can take actions to avoid risks or actions to pursue an opportunity.

Annex A.4, Risk-based approach, emphasizes the point that there is no requirement to implement a specific, formal risk-management system. Instead, the proposed revision focuses on the potential risks and opportunities associated with the implementation of a specific requirement and the level of implementation required.

Clause 0.5, Risk-based thinking, includes the consideration of risks and the potential consequences for different types of organizations, which allows the application of requirements based on those consequences. The introduction section also clarifies that this is not an extensive risk-management program and that although ISO 31000 (the standard for risk management) can be used, it is not required.

Documented Information

Throughout the many versions to ISO 9001, the terms “documents” and “records” have been used. In the proposed 2015 revision to ISO 9001, these terms have been replaced with the term “documented information.” In addition, in previous versions of ISO 9001 the requirements for documents and records that have always been kept in separate clauses. They are now included in clause, 7.5 Documented information. This change has resulted in some initial comments related to understanding what the actual requirements are for “documented information” in the DIS.

It's important to understand that this new terminology has been introduced because the way we manage information now is vastly different than it was when ISO 9001 was first released. Despite this fact, there had been little change to the requirements during past revisions.

Understanding The Change: Annex A.1, Structure and terminology, identifies some of the biggest terminology changes in the DIS. It states that while the terms have been changed organizations are not required to use the same terminology in their quality management systems. Furthermore, Annex A.6, Documented information, includes clarifying information related to

when the term “documented information” is used in the DIS. It states, “Where ISO 9001:2008 would have referred to documented procedures (e.g., to define controls or support a process) that is now expressed as a requirement to maintain documented information. Where ISO 9001:2008 would have referred to records, this is now expressed as a requirement to retain documented information.”

Organizational Knowledge

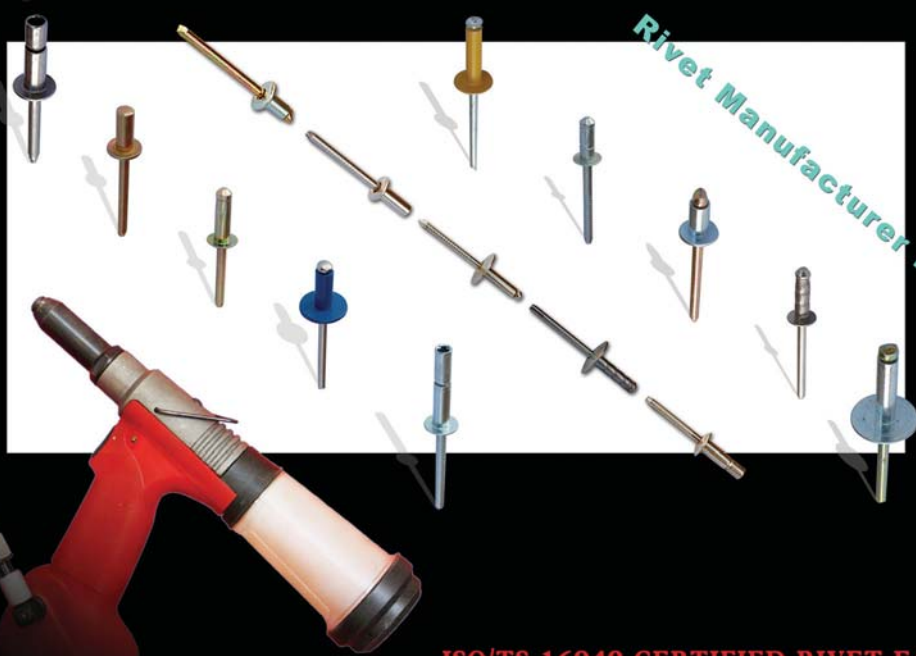
This is one of the new requirements of the standard but it's something that most organizations already have in place even if informally. Clause 7.1.6, Organizational knowledge, requires organizations to determine what knowledge is necessary for the operation of their processes in order that the product or service requirements are achieved.

Understanding The Change: Annex A.7, Organizational knowledge, addresses this requirement. Although not specifically mentioning different sizes of organizations, the clarification in the annex is directly related to this scenario. The annex draws attention to the fact that the knowledge needed by the organization can be balanced by competent employees and knowledge made available by other means by the organization.

Control Of Externally Provided Products And Services

This is another aspect of the standard where terminology has changed. In the ISO 9001:2000 version, the term “vendor” was changed to “supplier.” In the ISO 9001:2015 DIS, the term “supplier” has been replaced with “external provider.” This is due to the fact that not all products or services are obtained through a traditional purchasing process. For example, some organizations receive parts or services from an associate company.

Understanding The Change: Using the term “supplier” limited the organization's ability to see that there might be the need for controls for providers other than suppliers. With the understanding that the controls for a traditional “supplier” might be different than an associate company, Annex A.8, Control of externally provided products and services, provides clarification that the organization can take a risk-based approach to determine the type and extent of control needed for each external provider based on the products and services to be provided.




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ISO 9001:2015 - KEYS TO UNDERSTANDING THE REVISION *continued from page 246*

In addition to this terminology change, additional terminology changes have been outlined in Annex A.1, Structure and terminology. As with the previous examples outlined, there is no requirement that the organization transition to these terms. Terms should be selected that best fit the needs of the specific organization regardless of their use in the standard.

The changes that have been outlined are expected to be retained in further drafts of ISO 9001:2015. However, there are two additional stages where requirements may be changed prior to the final version of ISO 9001:2015 currently planned for publication in September 2015. For this reason, organizations should proceed with caution in the actual implementation of any requirements in the DIS. The DIS ballot began in July 2014 and will close in September 2014. If the DIS passes, the working group will consider the comments provided and prepare the Final Draft International Standard (FDIS). This stage is generally considered to be a simple check for editing errors and only minor changes and edits can be made.

The ballot for the FDIS would be expected to begin July 2015 and end in September 2015. If the FDIS is approved, the document is published and provided to

member bodies for national adoption purposes. In the USA, ASQ normally adopts these standards as American National Standards as a part of the American National Standards Institute (ANSI) national adoption process.

It's important to note that the final publication of the standard relies on its successful advancement at each specific stage. Estimated dates may shift based on progress and results of ballots. During this timeframe, the International Accreditation Forum (IAF) will develop any specific guidelines for how organizations that are certified to ISO 9001 will transition to the revised standard. A three-year transition period has been announced once the standard has been published, but specific transition plans have not been published by the IAF. These would be followed by plans by individual certification bodies.

You may also apply for membership to the U.S. Technical Advisory Group to ISO/TC 176 to actively participate on the revision to ISO 9001 and its supporting documents. To apply for membership, interested parties can contact the Standards Group at the American Society for Quality (ASQ) at www.standardsgroup.asq.org.

This article is reprinted from "The Auditor" courtesy of Paton Professional. 

WHAT THE UAW ELECTION AT VOLKSWAGEN MEANS FOR THE FASTENER INDUSTRY *continued from page 243*

High on the list of employee complaints are frustrations with their inability to do their jobs as well as they want, due to an inadequate working environment. Poor maintenance, inadequate tools and tooling, and questionable work scheduling not only frustrate employees, but contribute to poor productivity. Order pickers in fastener distributors and cold-header operators in on the floor of fastener manufacturers, for example, will believe that if management does not care about the day-to-day inefficiencies that they face, they shouldn't either. Add to these frustrations are workers' experiences with questionable supervisory practices, slights and insults, and acts of favoritism. Unless identified and rectified, these irritants to employee morale are the pre-conditions for a union drive.

If These Morale Problems Are So Often Overlooked, Why Is The Percentage Of Unionized Workers Declining?

Despite the local irritants that cause employees to seek union protection, private-sector unionization on the national level is in a long-term decline, as measured by the percent of unionized employees in the workforce and the number of union representation elections. Forty years ago, unions represented over 35% of the employees in the private sector, and virtually none in the public one. Today, unions represent only eight percent of private sector workers. Forty years ago, there were 9,472 representation elections, of which unions won 52 percent. Last year, there were only 1,330 representation elections. There are a number of reasons for this decline:

- Employers emphasize that the globalization of most industries has reduced union ability to negotiate higher wages and benefits. The auto industry is the prime example: In the 1950's and '60s, General Motors, Ford, and Chrysler dominated the American car making, competing against each other in a domestic market with little competition. All had UAW contracts paying similar wages, thus taking labor costs out of the competitive equation. If higher employee costs caused by union contracts hurt company profits, the Big Three just raised car prices to maintain profit margins. Now, with so many foreign-made cars and light trucks being sold, the ability of unions to exact exorbitant demands has decreased. Employers know this, and make sure employees know it too.
- The Original Equipment Makers (OEM's) evolving business model in virtually all industries reduces the power of unions in negotiations. The makers of automotive,

construction and agricultural implement, consumer durables, aerospace and heavy equipment of all types all have stopped making parts and components in high labor-cost component plants and assembling them into finished products in similarly high labor-cost assembly plants. Instead, the OEMs contract out part and component making to independent, lower-cost, often union-free outside suppliers around the world. Component makers in Milwaukee now not only compete with those in Moline, but with those in Mexico too.¹⁷

- Because of increased competition, domestic suppliers fight harder to avoid unions, their work rules and expensive grievances. They are desperate to keep their prices low in the face of the ever-tighter demands of their OEM customers.
- The growing sophistication of America's workforce makes employer anti-union arguments more persuasive. Being better educated than in the past, workers more readily grasp the economic constraints placed upon their employers by global competition, and dismiss union rhetoric about its ability to exact higher wages and benefits for them.
- Foreign competition is no longer just a vague concept. It is easy to tell workers to look at the country-of-origin labels on the clothes they buy their youngsters at Wal-Mart, or to ask them to look at the names of the foreign cars in the parking lot. Then, they ask their employees during an election campaign, "In today's world, what can a union do for you?" That question which answers itself.
- Many American companies have achieved plant-floor cooperation rather than conflict by developing number of simple but effective engagement vehicles like Gainsharing Plans¹⁸ for a highly productive and cooperative work environment.

Employee Engagement Efforts - Past and Future

Industrial relations practices have changed considerably in the 55 years since the questionable Electromation decision which led to the Auto Workers strategy to organize Volkswagen's Chattanooga plant. If applied literally today, "dealing with employees," as cited in the case, means that any cooperative venture in a non-union facility – quality circles, "lean" manufacturing initiatives, structured employee involvement and engagement efforts – would be legally questionable, without the presence of a union.¹⁹

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WHAT THE UAW ELECTION AT VOLKSWAGEN MEANS FOR THE FASTENER INDUSTRY *continued from page 248*

Outlawing such efforts simply won't happen now, any more than people stopped drinking during Prohibition. Today, American society and industry recognize most employees have an interest in being heard, have a wealth of ideas to improve productivity and quality born by their daily experiences, and wish to be treated fairly, openly and honestly.. When management meets these conditions though any number of "employee engagement programs" to encourage employee ideas for improvement and reward workers for their efforts, relatively few workers feel they need a union.²⁰

Employee Engagement Programs - The Past

Actually, employee "engagement" first started with the Hawthorne studies of the 1920's when social scientists conducted studies of what motivated workers in the facilities of Westinghouse's Chicago factory. Many studies have been written about their findings. Put succinctly, listening to employees and their ideas and suggestions for improving productivity paid rich dividends in improving better productivity and morale, as well as boosting overall job satisfaction.

These findings were first put to practical use by Dr. A.A. Imberman of the University of Chicago. He applied the Hawthorne findings during World War II to boost the morale and productivity of industrial workers making the weapons needed to win the war. His efforts helped the armament industry "involve" employees in identifying impediments to higher productivity quickly paid rich dividends, on the plant floors of America and the battle fields on which its troops fought.

His firm's efforts have been refined over the past seven decades. Imberman's findings, observations have been widely reported in Business Week, Fortune, Harvard Business Review, the journals of the American Management Association and the Association for Manufacturing Excellence. Imberman and DeForest, Inc. has been managed now for several decades by the author, the second generation. The firm concentrates on the basics, avoiding the jargon of today's pop-psyche approaches to "employee engagement."

Imberman has found there is no need for steep hierarchal structures, complicated schemes, or the bureaucratic committees, any of which might run afoul of Electromation. Instead, Imberman focuses on teaching clients how to implement basic programs of listening and

responding effectively to employee ideas and suggestions for improving product quality and productivity. He finds that coupling such efforts with group incentives like Gainsharing Plans²¹ produce double-digit productivity improvements for their clients. By applying these basic techniques, employers can motivate their workers to boost productivity, and by sharing the rewards of improved performance with their workers, employers can negate the causes of industrial strife in both union and non-union settings alike.²²

Focusing on basics is nothing new. Legendary Green Bay coach Vince Lombardi emphasized to his players that they needed to do to win was excel at the basics – blocking and tackling. Similarly, astute managers today need only emphasize the same basics of productivity, treating employees with respect and providing them with rewards. In turn, workers respond enthusiastically, helping their employers win their competitive battles.

Employee Engagement Programs - The Future

American society and worker attitudes have changed dramatically since Electromation. New industries have arisen and new practices have evolved. Governmental laws and regulations will continue to change, as politicians follow public opinion and perceived social priorities about issues like global warming, economic inequality.....and the role of unions in industry and commerce.

The law-makers in Washington strive mightily to pass laws and promulgate regulations to maintain a peaceful, safe society. When power seems to have tilted too far to one side or another, Democrats and Republicans in Congress and the White House in the past have come together to pass new legislation to correct perceived inequities an often controversial task.

During the Depression, Washington passed the long-overdue Wagner Act of 1935, creating a system to regulate industrial relations in America and giving all Americans the rights to union protection against employer extremes. After unions abused these new rights, the Taft Hartley Act was passed in 1947, outlawing many of the excesses of the union movement. During the 1950's, unions and companies both indulged in many unsavory practices as they battled one another in sordid election campaigns punctuated by violent strikes. As these abuses came Congressional attention,

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WHAT THE UAW ELECTION AT VOLKSWAGEN MEANS FOR THE FASTENER INDUSTRY *continued from page 250*

The Landrum-Griffin Act of 1959 was passed, outlawed many nefarious practices on both sides of the labor/management battles and stiffening financial regulations of unions where corruption was widespread, especially in the Teamsters Union.

Eager to avoid the costs of unions, companies then used existing laws to stonewall union organizing campaigns and negotiations, most notably J.P. Stevens Company, the Southern textile maker. Their abuse triggered the proposed Labor Reform Act of 1978, which almost passed, save for a Senate filibuster. That law would have outlawed the Stevens' adamant tactics, and greatly eased union organizing throughout the nation.

Since then, union power has declined due to the factors cited earlier. In recent years, some politicians believe employers have taken advantage of this decline, and felt new legislation was necessary to maintain social equity. This resulted in the introduction of the Employee Free Choice Act. If it had passed, it would have explicitly approved of card-check unionization, greatly speeded representation elections, and restricted employers' ability to campaign. Today, the chance of its passage is nil.

Tomorrow, who knows when politicians will favor new legislation changing the balance of union and management rights? It depends whether overwhelming public opinion finds a labor union or company to brand as a new villain. Since there is little an individual fastener company can do to alter overall public attitudes, executives in all fastener and distribution companies would be smart to focus on the productivity and morale of its own workers and convince them it is better to fight the competition rather than each other.

When are you going to start your creative approach to these tasks? 

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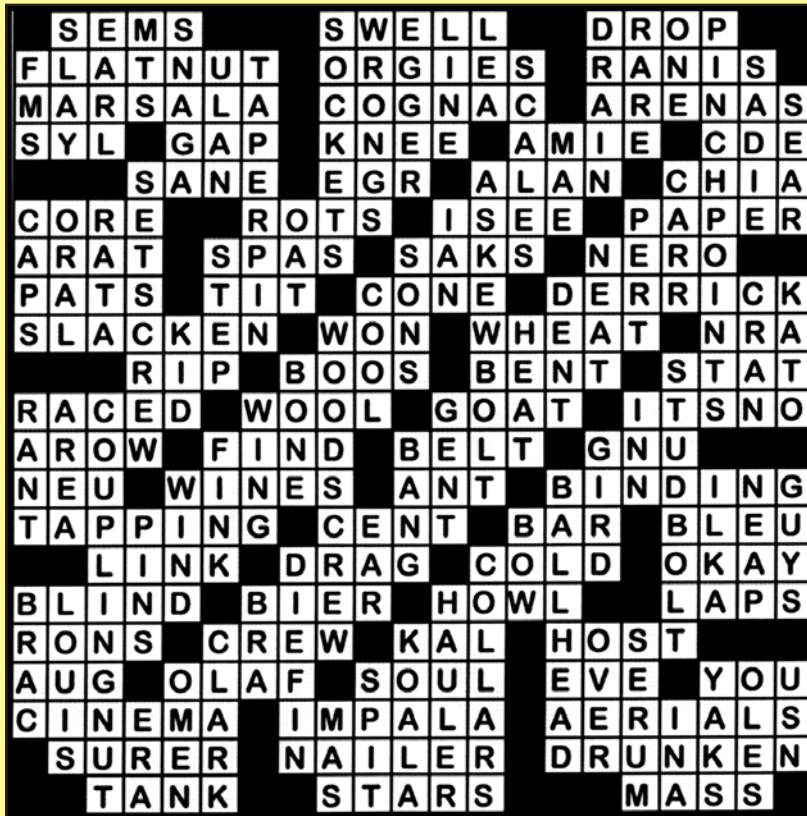
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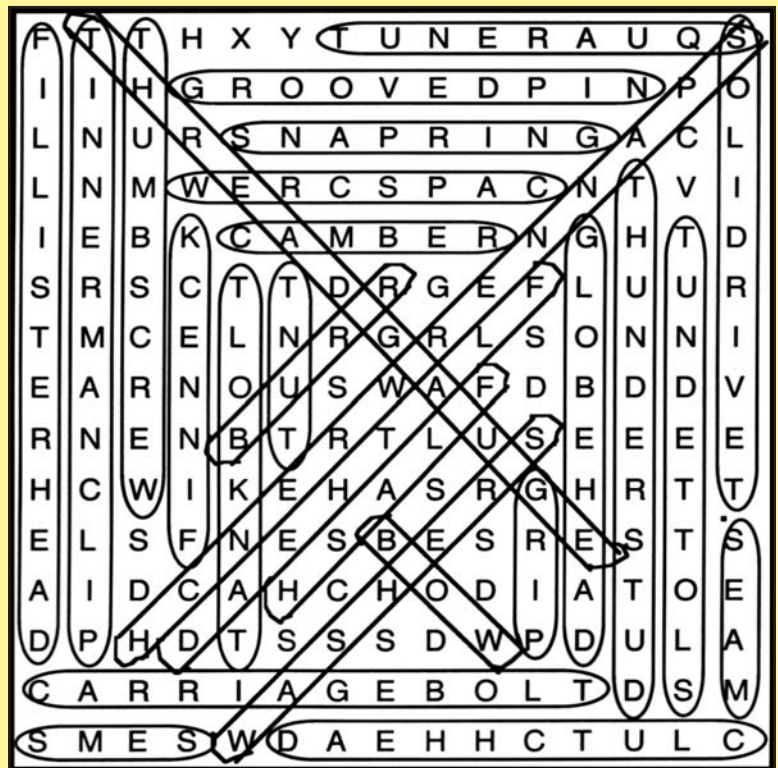
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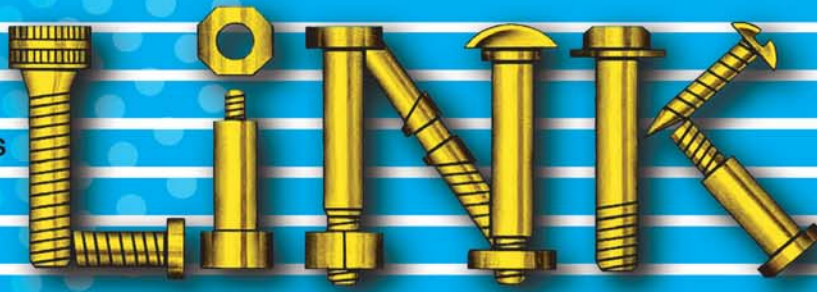
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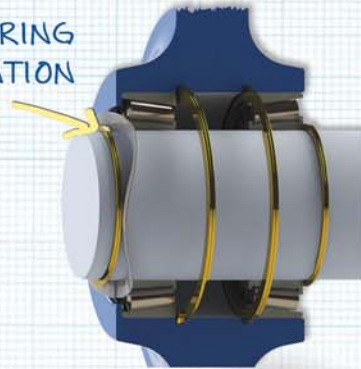
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