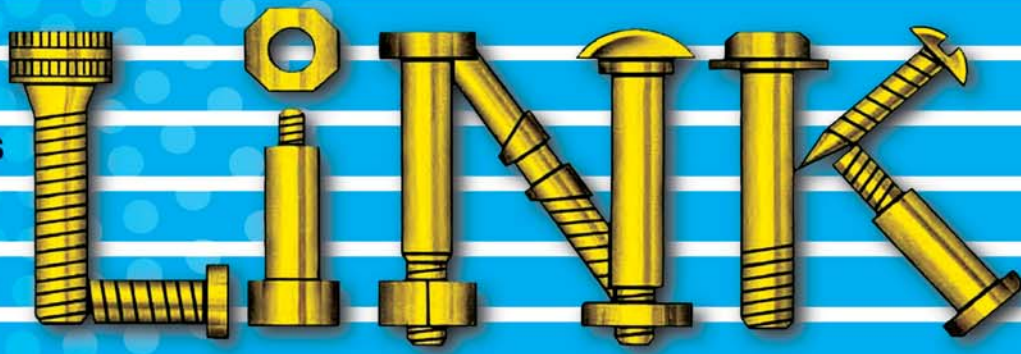


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DISTRIBUTOR NEWS

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.

Here are the well-deserved recipients, along with their sponsoring companies:

Molly Brown - Wurth Adams

Mark Vail - Baco Enterprises,

Kyle Strahm - Snider Bolt,

Caleb Huntington - Elgin Fasteners,

Charlie Kunza - Wurth Adams,

The final and sixth award will be given to an applicant from the Mid-West Fastener Association when they meet in November.

Robbie and Gina Gilchrist established the Gilchrist Foundation Fastener Scholarship in

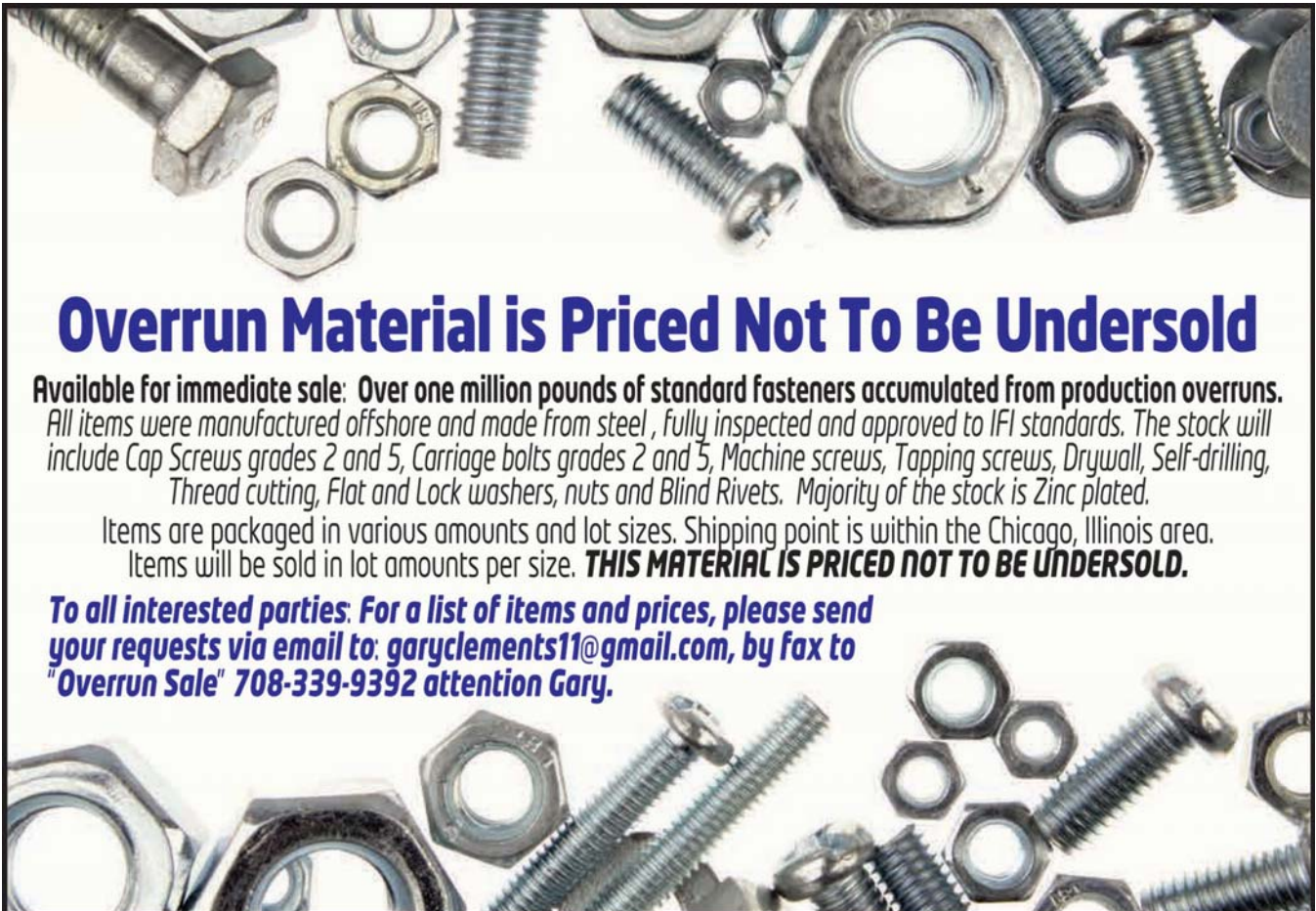
2000. Their goal was to return something to an industry that was very good and supportive to them.

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.

Unlike other scholarships, the Gilchrist Foundation Scholarship may be applied for during any year of a persons schooling.

An applicant may be a part time student currently working in the fastener industry.

For additional information about the awards process and the recipients, visit the foundation web site: www.gilchristfoundation.com



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Items are packaged in various amounts and lot sizes. Shipping point is within the Chicago, Illinois area.
Items will be sold in lot amounts per size. **THIS MATERIAL IS PRICED NOT TO BE UNDERSOLD.**

To all interested parties: For a list of items and prices, please send your requests via email to: garyclements11@gmail.com, by fax to "Overrun Sale" 708-339-9392 attention Gary.

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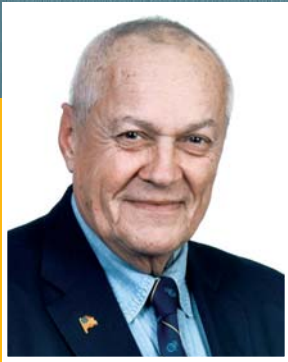
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Bengt Blendulf

Bengt Blendulf was educated in Sweden and moved to the US in 1974 to start a subsidiary for a Swedish fastener manufacturer. After working as a technical consultant 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. 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.

VDI 2230 AND SR1- A SYSTEMATIC WAY OF DEVELOPING RELIABLE JOINTS

When I joined the fastener industry back in 1966 (50 years next year!!), bolted/screwed joints were often subjects to a lot of guesswork. Honestly, that is still case too many times. The German Society of Engineers, VDI, had just initiated a very serious and detailed study of high strength bolted/screwed joints, laying the ground work for what was to become the VDI 2230 design guideline. We worked along the same line at the Swedish company I worked for (Bulten) at the time (1966-1978). We were fortunate to have Dr. Karl-Heinz Kübler on our engineering staff. Dr. Kübler later became one of the leading members of the VDI 2230 development group, which also included Gerhard Junker. Herr Junker, who worked as the Director of Engineering for Unbrako – SPS Technologies in Europe, served as the chairman for VDI 2230 in the beginning. The guideline was first published in 1977 by VDI. It is still an ongoing engineering project and is continuously updated with new research being completed. To use the guideline manually is a very complex and time consuming methodology requiring both patience and a high level of discipline from the design engineer using a calculator or slide rule (maybe not anymore).

Jakob Kluser, at that time the engineering manager for Bossard in Switzerland, contacted Texas Instrument in Switzerland, Dr.-Ing. Michael Galwelat at the Technical University in Berlin and myself to discuss the possibility of finding a way to simplify the use of VDI 2230 by employing electronic media. This work eventually resulted in the Bossard Screw Calculator, based on a modified T-58 programmable calculator. I introduced this concept in the United States in 1983 and it was met with a great deal of interest by engineers from the automotive industries, NASA and independent bolting experts. The predicted sales success for the calculator did not materialize since

corporate lawyers warned engineering from using it due to its "foreign" origin and its complexity. The, however unlikely, possibility of mis-use resulting in lawsuits scared the day-light out of the non-engineers who could not understand and/or appreciate the obvious design benefits.

Hindsight is always 20/20. If we had waited a couple of more years we could have had the guideline on floppy discs to be used on personal computers, more and more common on the desks of engineers in the 1980's. There would also have been lots of recommendations available from industrial users in Europe where engineers, not lawyers, typically make technical decisions. That is, of course, now "water under the bridge".

The interesting, and for me gratifying, thing was that within the next 10-20 years many industries in the US and other countries adopted the VDI 2230 concept (not the calculator) for the majority of their critical joint designs. Even those engineers, who were earlier frightened by lawyers and other "joint ignorant" individuals, joined in. What helped in this process was the development of computer software to make the guideline more practical to work with. With all the "ready-made" mathematic formulae and the access to a broad data base for materials, tightening methods and many other variables, designing a highly stressed bolted/screwed joint now became almost like a "walk in the park."

Let me now illustrate how this design tool (SR1) makes it possible to verify a joint and to make necessary adjustments when needed. Figure 1 shows a relatively straight forward bolted joint using a Hex Head Bolt and a Hex Nut to clamp two steel plates together. In my 2-day fastener engineering class my students will learn how to do the initial estimates of size and property classes and to verify by using VDI 2230.



I am from a time when a
handshake and someone's
word was binding.

– **Joe Volltrauer**

CEO/Founder of Volt Industrial Plastics

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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. Telephone: 631-256-6602; web: www.joedysart.com; email: joe@joedysart.com.

SOCIAL MEDIA DONE RIGHT: TOP DASHBOARDS FOR FASTENER DISTRIBUTORS

Fastener distributor marketers looking to manage all their social media campaigns from a single dashboard have some good news from Forrester (www.forrester.com): We did all the legwork for you.

Essentially, the market research firm kicked the tires on all the major social media dashboards currently on the market, and has come up with a short list of those worth looking at:

- **Percolate** (www.percolate.com)
- **Sprinklr** (www.sprinklr.com)
- **Spredfast** (www.spredfast.com)

Overall, Forrester found that social media dashboards "make it easier for marketers to manage dozens of social employees and accounts," says Nate Elliot, lead author of the Forrester report on social media dashboards, "Social Relationship Platforms, Q2 2015" (www.forrester.com/The+Forrester+Wave+Social+Relationship+Platforms+Q2+2015/fulltext/-/E-res120645). "Nearly every marketer we surveyed agreed that (social media dashboards) save them time."

And while no one tool does it all, most do go a long way towards pulling together and managing virtually all the elements of a highly effective, and highly interactive social media presence.

Specifically, most of the products Forrester puts at the front-of-the-pack automate the scheduling and posting of text and multimedia across a wide array of social media networks.

And most also enable a fastener distributor to monitor how its brand is faring on social media – both among casual users of Facebook and other networks, as well as more engaged influencers, like bloggers.

Moreover, dashboards in the top three are also best at

helping marketers greatly automate the processing of messages – including reading and analyzing, and sorting out who at the company should respond to a specific post.

In addition, these 'social relationship platforms' help marketers manage all their social accounts, as well as all the employees permitted to post to those accounts. And most of the solutions can assign different permission levels to different employees, and offer workflow tools for routing inbound posts to the right teams.

All told, Forrester evaluated social media dashboards using a 41-point checklist. It also surveyed each vendor about its product and asked for product demos.

Here's how the top three programs stack up, according to Forrester:

- **Percolate** This package is a best bet for fastener distributors looking to integrate their social marketing into much broader marketing strategies, according to Elliot. The drive behind Percolate was to "build a marketing system of record that lets clients centralize their operations across all marketing channels, streamline their workflows and governance, analyze their results, and optimize their marketing programs," Elliot says.

He also says the platform boasts best-in-class workflow and content creation tools. Plus, Percolate has a rather nifty 'Brew' tool, which tracks custom-defined

lists of media outlets and influencers that marketers are monitoring, looks for topics related to a company's marketing themes, and then prioritizes the specific topics on which the company should publish."



ABOVE: SCOTT DONIGER, A SENIOR VICE PRESIDENT AT SPRINKLR – ONE OF THE TOP SOCIAL MEDIA DASHBOARDS ON THE MARKET, ACCORDING TO FORRESTER.

BELOW: THE NEW WINDOWSHANTANU NARAYEN, CEO, ADOBE, GOT A HO-HUM REVIEW FROM FORRESTER FOR HIS DASHBOARD PRODUCT, ADOBE SOCIAL.





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Robert 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.

ASK THE WRONG QUESTIONS AND THE ANSWERS MIGHT BE EXPENSIVE

Last issue's article discussed how any Fastener Distributor—regardless of size—can successfully compete with “The Big Dogs.” In fact an agile, well managed operation can easily outperform any automated facility that has been poorly planned. A recent cover story in a storage, logistics and materials handling trade journal serves as an excellent lesson in what to avoid when thinking about warehouse automation and mechanization.

Undoubtedly every decision made was fully cost justified against past operational and economic criteria but the end result is an object lesson in asking the right questions and challenging existing paradigms.

The highlighted anonymous company is engaged in national distribution of both internally produced and externally purchased products that bear no relation to fasteners. Their market includes large end users, OEM “manufacturers” and individual, small consumers with little or no seasonal peaks, similar to Fastener Distribution. From the very first paragraph that lays out the situation there are questions that might have been addressed long before the new facility was designed and implements and there are some lessons to be learned.

First Right Question: “Do We Need So Much Space?”

Let's start our discussion with the overall warehouse size of 600,000 square feet. That's a lot of warehouse to be filled with a whole lot of materials and the first question is, “Why is it needed? Space and inventory cost money and

ultimately this reduces the year end profits. The key issue here is the number of times the inventory turns. In lay man's terms this means how often do they sell out the stock? Doing this with dollars is ridiculous. A reasonably fast moving expensive item or a super-fast moving cheap one will artificially skew the analysis. Most Distributors sell/distribute pieces, items and individual Stock Keeping Units (SKU's).

Any analysis of product movement has to be on a SKU basis.

According to an anonymous source that knows this anonymous company the existing inventory turns around 1.5 times by dollars and perhaps 1.2 times by SKU. In other words they stock everything for almost an entire year of sales. Does this make sense in a dynamic situation? Might there be a need

for better, more comprehensive inventory control?

By most textbooks Inventory Control is an in house function and this is wrong. For the subject company (and yours too) a better paradigm looks as the totality of the inventory, including many factors and delay points.

Before the goods are ordered: Reaction time to cut the order, order transmission, vendor order processing and order consolidation (pre-production scheduling).

At the vendor level: Raw materials availability, Production Control, Work in Process, finished goods, shipping staging.

In Transit: Travel to the shipping port, in a port warehouse or freight consolidator, the container “stuffing,” on the water, in Customs, staged at the port, on a truck or rail, etc.





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VEGAS FASTENER EXPO REPORTS BIG NUMBERS: MANY NEW PRODUCTS

The 35th National Industrial Fastener & Mill Supply Expo scheduled for October 21-23, 2015 in Las Vegas, Nevada continues to grow both vertically and horizontally as it adds many new core products and services as well as offering more variety in an ever changing global marketplace.

The Expo

A complete sell-out of exhibit space is predicted. "We have already sold 794 exhibit booths to 601 companies from throughout the U.S. and 14 other nations around the world including Belgium, Canada, China, Germany, India, Israel, Italy, Korea, Malaysia, Mexico, Singapore, Spain, Taiwan, and Turkey", informs Susan Hurley, the Expo's General Manager.

"We are ahead of our last year's same date exhibit space sales figures, plus we have gained 65 new companies and continue receiving new exhibit space applications regularly. We are delighted with the continuing growth of the Machinery & Tooling World area as well as the addition of more mill supply companies offering products of interest to today's multi-line distributors. Whether you are at the Expo to buy, sell, find solutions, learn, or network, it is the #1 place to be", adds Ms. Hurley. A complete alphabetical listing of exhibiting companies can be found at www.fastenershow.com.

The Conference

There will be a full day conference program on Wednesday, October 21 featuring topics of vital, current interest as well as valuable training and informative meetings offered by the Fastener Training Institute,



CODY JOHNSON AND PAUL DENT
R & R ENGINEERING AT NIFMSE 2014



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Pacific-West Fastener Association, National Fastener Industry Suppliers Financial Manager Network, Manufacturers' Agents National Association, Women in the Fastener Industry, and Young Fastener Professionals group. "Continuing education and sharing of timely information has always been an important part of our Expo", say Jim Bannister and Mike McGuire, General Partners. The complete conference schedule is available at www.fastenershow.com.

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The Lindstrom family of companies is comprised of Lindstrom, Titan Fasteners, and Mega. Lindstrom carries the largest selection of metric fasteners in the industry; Titan stocks a broad line of packaged fasteners; and Mega produces specialty fasteners.

"We intend to continue to expand our product offering to ultimately include the largest assortment of

fasteners, components and associated services of any master distributor", said Vice President of Sales Dick Ripley. In keeping with that mission, Lindstrom added a full line of inch series alloy socket and graded hex products in early 2015. These products are offered in bulk, small packs, or anything in between with standard or special finishes and other secondary processes. By offering products in finished form and in exact quantities, Lindstrom wants to help their distributors reduce inventory and operating costs.

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“More products are being added this year” notes V.P. Business Development, Rob Lucas. “These lines include Retaining rings and Machine bushings in Q1 of 2016, Grease fittings and Thread forming screws in Q2 of 2016 and even more diverse products to come in late in 2016.”

Titan Fasteners is moving beyond its standard packaging roots to offer kits, assortments, and a diverse variety of packaging types. Vice President Rick English thinks “Titan can be a competitive alternative for any distributor needing smaller quantities, special packaging or quick deliveries late in the day.”

Mega will soon produce special washers and small diameter bolts and nuts in addition to the large diameter, long length products they are known for. “We added inch series blanks in 2014, stud machines in 2015, and our new machines for

washers and smaller parts will be up and running in early 2016” said Mega General Manager Jon Newman. Lead time on fabricated parts is 2-3 days.

Although product lines and service offerings are expanding, Lindstrom retains an unbending commitment to customer service and satisfaction. “We always try to find a way to say yes to our customers,” says long time Lindstrom Vice-President Bernie Longen. “Every new product, every new piece of equipment, and every new service started with a customer request.”

Part of that commitment to customer service includes the most experienced sales team in the industry. “Our customers appreciate the technical expertise and industry knowledge a seasoned sales staff offers, particularly given the wide range of components we offer. At critical times, there is no substitute for product knowledge,” said Ripley.



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EVER THINK ABOUT HOW THE 80/20 RULE MIGHT APPLY TO FASTENER KNOWLEDGE?

In life I have learned many interesting concepts and facts. One of the most interesting and useful concepts I have learned is the 80/20 rule.

Wikipedia Explains It This Way:

The Pareto principle (also known as the 80–20 rule, the law of the vital few, and the principle of factor sparsity) states that, for many events, roughly 80% of the effects come from 20% of the causes. Management consultant Joseph M. Juran suggested the principle and named it after Italian economist Vilfredo Pareto, who, while at the University of Lausanne in 1896, published his first paper "Cours d'économie politique." Essentially, Pareto showed that approximately 80% of the land in Italy was owned by 20% of the population; Pareto developed the principle by observing that 20% of the pea pods in his garden contained 80% of the peas.

It is a common rule of thumb in business; e.g., "80% of your sales come from 20% of your clients." Mathematically, the 80–20 rule is roughly followed by a power law distribution (also known as a Pareto distribution) for a particular set of parameters, and many natural phenomena have been shown empirically to exhibit such a distribution.

I have learned the benefits of using this concept in most aspects of business, engineering, and life in general. Over my 45 years in the fastener industry I have learned many, many facts and details about fasteners, and have answered literally thousands of questions. As I have been thinking about my retirement scheduled for December 31, 2015 I thought about some of the few loose ends I would like to tie up for the fastener industry.


When I thought about all of the questions I have answered over the years I realized that a few have been

repeated over and over again. These repeated questions and their associated answers make up 20% or less of all of the facts about fasteners I have accumulated over these many years.

That realization resulted in two recent IFI publications that I sincerely feel every member of the fastener industry should be familiar with and should definitely have in their technical resource library. These two publications are the TORQUE Book for Fasteners and The Critical Fastener Facts Every Fastener Supplier and User Should Know.

The TORQUE Book for Fasteners is 26 pages long and explains everything a fastener supplier or user should know about determining tightening values for all types of inch and metric fasteners. If someone can read and understand simple instructions, look up values in three tables in the book, and use a calculator they can be as good as any fastener expert in existence at answering the question, "What torque should I apply to this particular fastener?"

The Critical Fastener Facts Every Fastener Supplier and User Should Know publication is a small booklet containing 91 questions and answers that will answer more than 80% of all the questions most fastener suppliers will be asked during their fastener career. This book is a real short cut to the accumulation of a wealth of fastener knowledge.

If you have not heard of it before I suggest you learn about the 80/20 rule and how to effectively apply it in lots of circumstances. These two books are among my final contributions to the fastener industry. I hope many industry members will get these, absorb their content, and benefit to their 80/20 approach to fastener knowledge. These are both available in the IFI online store in the Reference Book section at www.indfast.org/shop/. 

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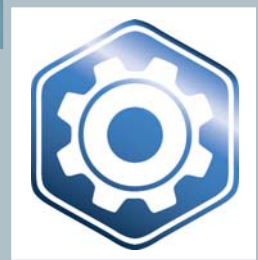
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Latest Technology

The system combines Bar Code Technology, Wireless Networking, Hand Held Wireless Scanners and barcode Printers. These work together to reduce costs and improve productivity. This System also increases Customer satisfaction by eliminating errors and effectively reducing Order fulfillment time.

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The Wireless Warehouse is integrated into The Business Edge™. This means all of your users know the up to the minute status of anything that is going on with your inventory.

The system has flexible Put Away, Picking and Packing capabilities that enable handling both of regular and "rush" orders easily. Every transaction, including relocating items in Inventory or transferring them to Branch Locations, is done with Wireless Scanners.

Multiple Pack Sizes

Whether picking the inventory by piece, box, carton or skid, the process remains completely under control because the scanner user receives directions from the system. It will not allow the user to select the wrong part. Adjustments to inventory can be done on the spot. If the user does not have authorization to adjust inventory, they simply mark it as "lost" and their manager reviews the inventory and makes the necessary changes.

Efficient Picking

The picker is led through an efficient route in the Warehouse so there is no wasted motion. Packing Verification allows the user at the packing station to verify that the correct Product is shipped.

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Labels can be ordered for printing by the wireless terminal. The labels can be printed immediately or queued for later printing. This on-demand printing greatly increases efficiency. The Business Edge™ Wireless Warehouse system has a number of huge advantages.



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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".

BUYERS HAVE RESPONSIBILITY TO INSURE HEALTH OF THE SUPPLY CHAIN

Do companies have a responsibility to be good "citizens" of our capitalist marketplace....or does self-interest trump any obligation to contribute to the discipline and order of a functioning economic community? Is anything less than self-interested actions a deviation from the principles of free enterprise or, worse, a de facto collaboration with competition that violates the spirit of our anti-trust laws!

This question is faced increasingly these days as we talk in terms of "supply chains" and the ethical obligations that chain participants have to maintain the health and efficiency of the channels of distribution. Despite an increased focus on purchasing "ethics" there are numerous dominant buyers who use their size and economic power to impose their will on supply chain partners and, in the eyes of some, abuse the power arising out of their dominance to squeeze out smaller vendors and, in the long run, destroy the market environment. We see this if the dominant buyer demands that all of its vendors play by a set of rules designed only to benefit the specific buyer, and which place numerous small vendors at an extreme competitive disadvantage.

As distributors, sitting astride the middle link in the supply chain, we are often the recipient of imposed demands by dominant buyers. We must not, however, forget that those of us who are larger, multi-location wholesalers can be

dominant players in our own right and capable of exerting that same kind of pressure on the smaller manufacturers and product providers whom we represent in the marketplace.

Oblivious to the burden of expense and paperwork it imposes on their channel partners, some large companies insist that anyone doing business with them must adapt their

payment and ordering systems to some semi-proprietary EDI software or other narrow system. This requires the vendor to modify its own system or pay a substantial participation fee to a third party EDI vendor just for the privilege of staying in the game. Such pressure might also come in the form of payment policies. Some big corporations with market power have been known to insist that their vendors wait

90 days or more to receive payment. Those companies making this demand do not ordinarily make those same terms available to their own customers. The resulting problem is, of course, that many small firms doing business with the big boys are not capable of sustaining their operations without an inflow of cash. Having to wait can force them out of business or out of the ranks of businesses capable of competing for that big company's orders. In the long run everyone becomes a loser as the pool of possible vendors dwindles. To remedy this trend, buyers should take pains to insure that sellers fully understand the terms of payment set forth and that there are no artificial or unreasonable barriers to vendors receiving their payment.





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WASHERS - WHAT ARE THEY GOOD FOR?

Our Third and Final In A Series Of Articles On Washers

In the previous two articles in this series we looked at the most common flat washer and lock washers, mostly from ASME B18.21.1. This article will focus on special washers. Those that provide some feature or function beyond the common flats and locks. Some of these features and functions are:

- extraordinary vibration resistance
- exceptional load bearing capability
- load indicating features
- torque resistance features
- sealing capability
- torque-tension control
- finish and appearance features
- dimensional control
- retention of components
- electrical insulation
- surface protection
- accommodation of sloped surfaces
- part of an assembly including an integrated screw or nut

The variety of special washers is endless and there is no way to cover every type in a short magazine article. We will present a few of those that are among the best solutions to fastening problems and the most likely to be asked for in the fastener distribution supply chain.

Some of these are specification washers, some are generic but not to any particular specification, and some are brand names. Please consider that the mention of a particular brand or type of washer, or the absence of mention, does not imply recommendation or disfavor - even if I say it's one of my favorites. Many of these special washers are very application specific. Some are engineered fasteners or parts of engineered fastening systems. You should be sure your customer's engineering staff has the technical knowledge to specify and use them appropriately.

Starting with one of my favorite fastening solutions, the

wedge lock washer. This is a two part washer with identical upper and lower halves. It provides the bolted joint with extraordinary resistance to vibration loosening. You know them by their brand names such as **Nord-Lock®** and **HEICO-LOCK®**. The most important thing to know about these washers is that they work as advertised. They are available in all sizes, inch and metric, and in a variety of materials and coatings. There are few things to be aware of when using them, but the suppliers have an abundance of technical information on their websites and they offer engineering help for your applications.



WEDGE LOCK WASHER

They work using friction and a mechanical lock. The side of the washers facing the assembled components and the nut or the bolt bearing surface have serrations. These serrations grip the bearing surfaces and prevent rotation. The side of the washers facing each other have interlocking ramps, or wedges. Once tightened, the bolt or nut cannot be rotated without the ramps working against each other to actually increase the bolt load. They look simple, but there is a lot of not-so-obvious engineering in the design of these ramps. These washers will require higher installation torque than standard flat washers, and will increase the break-loose torque during disassembly.



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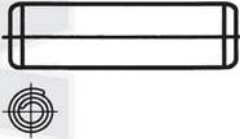
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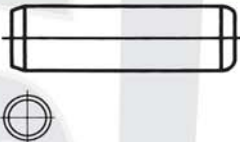
ASME B18.8.2	MS51923
ASME B18.8.3M	MS51987
ISO 8748, 8750, 8751	NAS1407
MS39086	NAS561

SLOTTED PINS



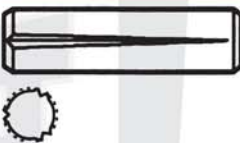
ASME B18.8.2	MS16562
ASME B18.8.4M	ISO 8752
MS171431-171790	NAS561

DOWEL PINS



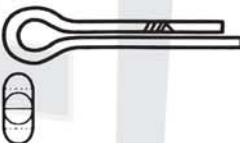
ASME B18.8.2	MS9390
MS16555	M21143/1
MS16556	M21143/2
MS9105	

GROOVED PINS



MS35671	MS35672
MS35674	MS35675
MS35677	MS35678
MS51605	MS51606

COTTER PINS



ASME B18.8.1	MS9245
MS24665	

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DISTRIBUTOR NEWS

ERP software provider **Distribution One** proudly announces that Rusty Compton has been promoted to the position of Operations Manager.

The new role will have Compton oversee all day-to-day operations of the company, including the Implementation, Programming and Customer Service departments.

Compton brings more than a decade of experience in the enterprise software industry. As a Distribution One employee since 2011, Compton served in numerous roles, most recently as Implementation Manager.

Founded back in 1996, Distribution One's ERP software serves wholesalers and distributors in many markets, but with a strong focus in the fastener industry. Trusted by more than 400 customers and 8000 users, the software handles order processing, inventory management, general ledger activities and much more. The latest generation of its distribution software, ERP-ONE, was released in 2014, and followed up on its successful predecessor, V2.

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Nut & Bolt Gauge (Inch & Metric)						
<i>Measure metric and inch nuts, bolts, screws, drill bits & washers.</i>						
	100	300	500	1000	2500	5,000+
BG-White	2.25	2.20	2.15	2.05	1.95	1.85
BG-Blue	2.25	2.20	2.15	2.05	1.95	1.85
BG-Green	2.25	2.20	2.15	2.05	1.95	1.85
BG-Red	2.25	2.20	2.15	2.05	1.95	1.85
BG-Yellow	2.25	2.20	2.15	2.05	1.95	1.85

Combo Gauge Set

Rivet Gauge, Internally Threaded Screw Gauge, Drill & Tap Gauge & Drill Bit Gauge. 3 Gauge Set



Combo Gauge						
<i>Rivet Gauge, Internally Threaded Screw Gauge, Drill & Tap Gauge & Drill Bit Gauge</i>						
	100	300	500	1000	2500	5,000+
CG	4.05	3.95	3.85	3.75	3.55	3.40

Large Diameter Nut, Bolt & Washer Gauge

Size large diameter nuts, bolts, studs & washers, inch & metric. From 3/4" to 2" & 20mm to 50mm
On the reverse side you can size UNF & UNC nuts from 3/4" to 3"



Large Diameter Nut, Bolt & Washer Gauge						
<i>Standard color blue, can do gauge in special color on orders of 2500 or more</i>						
	100	300	500	1000	2500	5,000+
BBG	2.25	2.20	2.15	2.05	1.95	1.85

Terminal Gauge

Measure battery cable, starter lugs, nuts, forks & ring terminals



Terminal Gauge						
<i>Standard color blue or red, can do gauge in special color on orders of 2500 or more</i>						
	100	300	500	1000	2500	5,000+
TG	2.25	2.20	2.15	2.05	1.95	1.85

L Gauge (Metric (Yellow) & Inch (White))

Check diameters from 1/4" to 1" & 4mm to 20mm, Inch (White) & Metric (Yellow) thread pitch gauge on the side

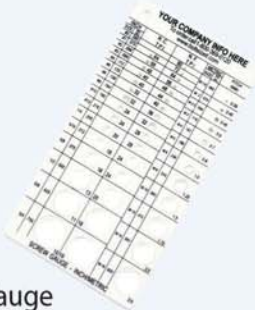


L Gauge (Metric (Yellow) & Inch (White))						
<i>Standard colors metric gauge - yellow & inchgauge - white. Special colors on orders of 2500 or more</i>						
	250	500	1000	2500	5000	10,000
LG-Metric	1.95	1.75	1.65	1.55	1.35	1.25
LG-STD	1.95	1.75	1.65	1.55	1.35	1.25

Every Toolbox Needs One!

Internally Threaded Screw Gauge

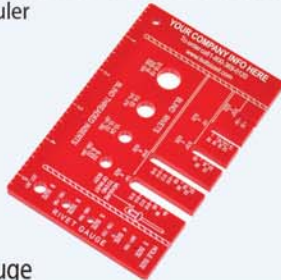
#0 - 3/4 coarse & fine thread inch
1.6mm - 16mm metric
Also a Drill & Tap Gauge on reverse side



Internally Threaded Screw Gauge						
<i>Standard color white or blue, can do gauge in special color on orders of 2500 or more</i>						
	100	300	500	1,000	2,500	5,000+
SG	2.35	2.25	2.15	2.05	1.95	1.85

Rivet Gauge

Measure pop rivets & blind thread inserts
5 inch ruler



Rivet Gauge						
<i>Standard color red, can do gauge in special color on orders of 2500 or more</i>						
	100	300	500	1000	2500	5,000+
RG	2.25	2.20	2.15	2.05	1.95	1.85

Drill Gauge

Inch & metric diameters
7 - 1/2 inch ruler



Drill Gauge						
<i>Standard color blue, can do gauge in special color on orders of 2500 or more</i>						
	100	300	500	1000	2500	5,000+
DG	2.25	2.20	2.15	2.05	1.95	1.85

Stainless Steel Screw Gauges



Fees for the Branded Product :

Plate Charge & Setup for initial order, \$55 per imprint color,
additional imprint colors .25 per gauge Lead Time normally 3-4 weeks

Stainless Steel Screw Gauges						
	250	500	1000	2500	5000	10,000
802A (Inch)	3.49	2.99	2.59	2.29	1.99	1.95
802B (Metric)	3.49	2.99	2.59	2.29	1.99	1.95
802AB (Inch & Metric)	3.99	3.49	2.99	2.69	2.49	2.45
805	7.89	6.67	5.99	5.69	4.95	4.89

Bin Mount Gauges / Wall Mount Gauge

These gauges you are not able to personalize



<i>Bin Mount Inch Check - A - Thread - (BM-Inch) #6 - 3/4" UNC & UNF</i>						
<i>Bin Mount Metric C heck - A - Thread - (BM-Metric) 6mm - 16mm Coarse, Med. & Fine</i>						
<i>Wall Mount Thread Checker - (WMTC) #6 - 9/16" UNC & UNF, 4mm - 12mm Coarse, Med. & Fine</i>						
	1-5	6-10	11-25	26-50	51-100	100+
BMBG-Inch	50	47	45	41	39	37
BMBG-Metric	50	47	45	41	39	37
WMTC	50	48	46	44	41	41

Cable Thread Checkers

Features & Specs:

- Each size has a nut and bolt checker on the same gauge
- Thread sizes are permanently stamped onto each gauge
- Inch gauges are clear zinc plated, metric gauges are black oxide
- Wire cable with loop for convenient hanging
- The individual gauges rotate freely on the wire cable for fast thread verification

SWTC-S21 (Inch) - Size Specs: \$35 each



6-32, 6-40, 8-32, 10-24, 10-32, 1/4-20, 1/4-28, 5/16-18, 5/16-24, 3/8-16, 3/8-24, 7/16-14, 7/16-20, 1/2-13, 1/2-20, 9/16-12, 9/16-18, 5/8-11, 5/8-18, 3/4-10, 3/4-16, 1-8, 1-12

SWTC-M21 (Metric) - Size Specs: \$35 each



M3x0.5, M4x0.7, M5x0.8, M6x1.0, M7x1.0, M8x1.0, M8x1.25, M10x1.0, M10x1.25, M10x1.5, M12x1.25, M12x1.5, M12x1.75, M14x1.5, M14x2.0, M16x1.5, M16x2.0, M20x1.5, M20x2.5, M24x2.0, M24x3.0

SWTC-26 (Combo Inch & Metric) - Size Specs: \$35 each

Cable Thread Checkers Inch, Metric or Combo - \$35 each Call for Volume Pricing



6-32, 8-32, 10-24, 10-32, 1/4-20, 1/4-28, 5/16-18, 5/16-24, 3/8-16, 3/8-24, 7/16-14, 7/16-20, 1/2-13, 1/2-20; M4x0.7, M5x0.8, M6x1.0, M7x1.0, M8x1.0, M8x1.25, M10x1.0, M10x1.25, M10x1.5, M12x1.25, M12x1.5, M12x1.75

BoltSizer Thread Pitch Gauges Inch or Metric

BoltSizer Thread Pitch Gauges - \$19.99 Call for Volume pricing.



TGCT- Inch - The American/Standard or Inch unit includes BoltSizer blades ranging from 1/4" to 1" in diameter and a full set of common thread pitch gages from 8 - 28 TPI. \$19.99 each

TGCT - Metric - The Metric unit includes BoltSizer blades ranging from 5mm to 24mm in diameter and a full set of common thread pitch gages from .75 - 3. \$19.99 each

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Screw Checker - Metric #1 Plate - 2mm - 7mm Coarse & Fine - \$19.95

Screw Checker - Metric #2 Plate - 8mm - 14mm Coarse, Medium & Fine - \$23.95 Call for volume pricing.

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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 offering technical and business training courses as well as technical consulting, 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.

WHAT FASTENER DISTRIBUTORS NEED TO KNOW ABOUT SALT SPRAY

About a month ago I was teaching a two day class in California and had the good fortune of being included the first night in a gathering of the West Coast Fastener Distributor Association. At this gathering the main event was a panel discussion regarding plating. After short presentations by the experts the floor was opened up for questions. Immediately a hand shot up in the middle of the room and its owner shared a story with the panel about conflicting salt spray test results and a customer that was threatening to reject thousands of parts because of this conflict. His question was one that many others have asked, "What should I do?"

This is a fair question and one that many distributors have had to address at some time in their existence. Unfortunately, when the question comes, many are not well prepared to answer it because they don't know enough about the test and take for granted that because it is defined in standards or customer requirements it must be accepted without any challenge. To do so, however, can result in stiff and potentially unnecessary consequences including sacrificing potentially good parts to rejection and losing your reputation or hard earned goodwill with your customer.

What Is A Salt Spray Test?

To understand the significance of the dilemma described above, one must grasp a basic understanding of what salt spray testing is and a little about its history. Salt spray testing is intended to be an accelerated test for part corrosion. It exposes parts to a controlled environment of heated, salt laden mist in which the parts must survive without showing signs of corrosion for a specified length of time. Most requirements gage acceptance on the number of hours a part can survive

these conditions without showing evidence of red rust or white corrosion on significant surfaces.

This test has endured many years of usage. In fact, it is over one hundred years old with the first instances of its use dating to 1910. About 30 years later, in 1939, ASTM would publish the first version of ASTM B117. This earliest version was significantly different from today's modern B117-2011 version. Most notably, this early cousin called for a whopping 20% (by weight) of salt, almost ten times greater than the 1.8% to 3% salt concentrations naturally existing in the Earth's marine environments and four times greater than today's standard. In addition to not even remotely reflecting real world conditions, this ultra-high percentage of salt caused erratic test results and commonly plugged up the jets in the salt spray cabinets. For these reasons, the standard was amended in 1954 to 5% (by weight) salt concentration. This is still higher than any naturally occurring conditions but solved the process issues with test cabinets and remains in-force today.

In the United States, the test itself is most often governed by ASTM B117 or a standard based off of the ASTM standard. There are other standards such as NASM 1312- 1 and ISO 9277, but, by and large, the ASTM version is universally considered to be the "gold standard." The ASTM standard dictates that the test be conducted in 5% by weight salt and water mist with a pH between 6.5 and 7.2 (considered to be pH neutral which is why the test often is called a "neutral salt spray" test). The temperature inside the test chamber is 35 °C +/-2 °C. Although these factors are perhaps the primary ones, there are other factors controlled by the standard as well including control points like part positioning, allowable fixturing materials, purity of the salt, type of water, and the air supply.

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Michael L. Mowins

Mike Mowins is the President-Global Licensing for Phillips Screw Company. He is the author of numerous articles on fastening and has served as Associate Chairman for the NFDA, Chairman for the IFI Associate Supplier Division, and Chairman of the Aerospace Fastener Standards Advisory Committee. He serves on the SAE E-25 Engine Bolt and G-21H Counterfeit Hardware Committees. He holds 4 U.S. Patents and is a graduate of the U.S. Naval Academy (BS) and University of Rhode Island (MBA).

IT'S ALL IN YOUR HEAD - UNDERSTANDING FASTENER DRIVE SYSTEMS AND WHY THERE ARE SO MANY

Once upon a time, in a land not so far away, there were only screws with slots in their heads. And life was simple. Today the variation in fastener drive systems seems infinite and it's hard to tell why there are so many and what each one should be used for. Some are cross shaped, some have lobes, some are only on airplanes, and some are meant to only work if you have the right tool. Why are there so many? To answer that question we need to understand a little about the evolution of the screw and screw driver.

The earliest known screws from the 1400's had slotted heads and were used to secure manacles and leg irons in place. The Wyatt brothers were the first in the late 1700's to mass produce cut thread screws in large volumes with countersunk slotted heads. The slot was put in with a saw. This was a fairly simple operation, but it left the end of the slot open on both ends. If the person using the flat blade screw driver wasn't careful it could slip out of the end of the slot and damage the screw, their work, or injure them. Forging a recess with closed sides in the head of the screw didn't come into existence until the early 1900's when the square socket was developed by Peter Robertson in Canada. Robertson solved the problem of driver slippage with his tapered square shaped recess. In the early days it gained some popularity in the growing automobile industry; but due to issues related to who would control production between Robertson and Henry Ford, it never really became a widespread success outside of Canada.

Then, along came Henry Phillips with the first practical cross shaped recess. Phillips had seen a cross shaped recess developed by a man named John Thompson. It was a perfect four pointed star that tapered to a very sharp

point. The problem with Thompson's design was that it weakened the head of the screw and the driver tip often broke. Henry bought the rights to Thompson's patent and began to tinker with it. The result was a shallower recess that mated with a stronger blunt nosed driver. He kept the angled walls of the four wings because as the screw was tightened the angled driver wing walls would start to ride up the angled walls of the recess and put a back pressure on the screw driver. This slight pressure helped craftsmen driving screws by hand know when they had them tight enough that they were secure, but, could still be removed; in essence, it was a torque limiting system. With a power tool, the effect became even more pronounced and became what we now call cam-out where the driver will pop out of the recess as the screw is fully seated. Henry now had a better solution but no way to get it to market. The answer was to form a partnership with the major screw producers of the day by licensing them to make his design.

Phillips' partnership with the companies, most notably the American Screw Company, led to the development of what became the modern cold heading industry. Henry Phillips partnered with an engineer from American Screw, John Joseph Tomalis, and together they developed the process for efficiently putting the recess in the end of a piece of wire with a punch at high speed. Both men have been honored for their role in the industry, Phillips was inducted in the U.S. Patent office Inventors Hall of Fame in 2012, and Tomalis was honored by the Industrial Fastener Institute with a Trowbridge Technology award in 2010. The PHILLIPS screw and screw driver that came out of their partnership is still one of the most widely used screw driving systems in the world.

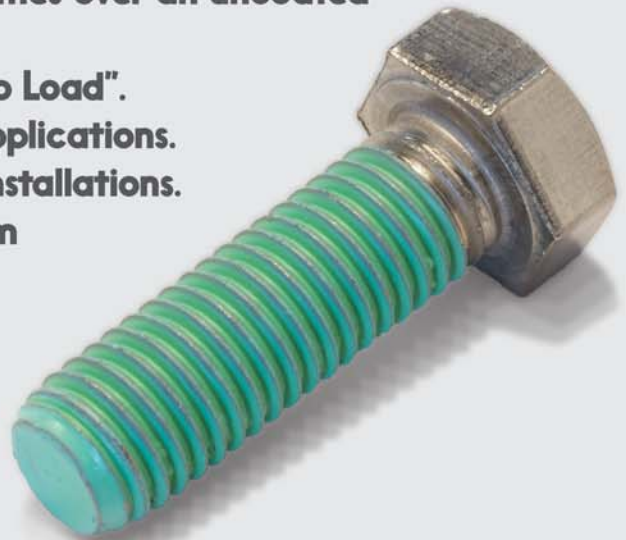


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THE OLANDER COMPANY - STEEPED IN HISTORY WITH A BRIGHT FUTURE *by Annie Olander*

The Olander Company, Inc. is a full line distributor of commercial and specialty fasteners, precision hardware, electro-mechanical components, tools, adhesives, and wire management products, offered in standard and metric sizes. We have been proudly serving the Silicon Valley since 1962 and are proud to serve over 45 different countries as well.

We carry an extensive in-house inventory with over 40,000 SKUs in stock, consisting of a broad inventory of Heli-Coil products, notably Nitronic 60 inserts. Due to the combination of our in-depth inventory and our technical expertise, we are able to service a vast variety of industries, including the semiconductor, medical device, aerospace, telecommunications, alternative energy, and robotics industries.

Keeping the satisfaction of our customers at the core of our business model, we are also proud to offer a Counter Sales and Will Call department, Vendor Managed Inventory (VMI) programs, as well as kitting, special orders, technical expertise, product application assistance and same-day shipping.

In 1962, Philip A. Olander founded The Olander Company, Inc. Phil was a World War II hero who served as an Engineer in the United States Army Air Corps, 303rd Bomb Group. After the B-17 bomber he served on was shot down, Phil was captured and became a prisoner of war in Germany (May 1944 to April 1945) but was one of the fortunate to return home.

Upon his return home to California, Phil was inspired to create a business that solved many of the problems and frustrations that he had faced as an engineer and aircraft mechanic. In particular, he wanted to address

the challenges and delays that often came with trying to order and obtain fasteners and other parts for maintenance and repairs.

Phil's inventory management philosophy, coupled with his commitment to taking care of his customers and his employees, has propelled The Olander Company, Inc. to its status as a global distributor of precision hardware.


The Company was led into the 21st century by Phil's son, Ronald K. Olander, who is the current head of the company.

Today, two of Phil's granddaughters, Anna L. Olander and Erin Olander Hurd, are assisting their father, Ron, in leading the organization.

The Olander Company, Inc. has recently launched an upgraded and extensive website which can be viewed at www.olander.com. This state-of-the-art website was designed and customized with our customers in mind. New features include: improved ease of navigation,

product images, and technical documentation.

We, at The Olander Company, Inc., are committed to providing the best support and care to our customers and our community through our substantial inventory, technical expertise, and excellent customer service.

"My grandfather and my father have both instilled in us the importance of caring for our own—from our devoted employees to our loyal customers and vendors, as well as for our community. We are committed to keeping the Olander legacy alive and strong as a key presence in both the Silicon Valley and the world." 



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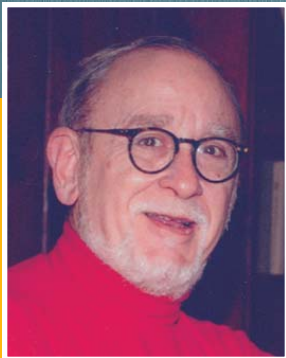


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Woodruff Imberman

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.

HOW FASTENER COMPANIES CAN INCREASE PROFITS WHILE PAYING THE NEW HIGHER MINIMUM WAGES

Scheduled Increases In Chicago And Elsewhere

Fastener distributors and makers nationwide will soon face the same problems now confronting Chicagoland ones: how to maintain profit margins when having to pay higher wages due to new local ordinances raising minimum pay far above the federal minimum of \$7.25 an hour. For example, Chicago's minimum wage jumped to \$10.00 an hour on July 1, 2015 from \$8.25. The minimums will increase incrementally to \$13.00 an hour by 2019.

Today, most of the cities raising their minimum wage rates are on the West Coast, including Seattle, San Francisco, Oakland, Los Angeles, and San Diego. On the East Coast, cities raising their minimums include Portland, ME, New York and Washington, D.C. In between, Santa Fe and Albuquerque, NM, Kansas City, MO, Louisville, KY and, as I have said, Chicago, have raised their minimums. Tomorrow, who knows how far this trend will spread?

These new minimums will make higher productivity a must for fastener distributors and makers. The industry has never been known for paying high wages in their warehouses and distribution centers, where labor is about 25 percent of operating costs. These new rules will not only affect distributors and fastener makes in areas covered by these new rules but also those in next-door communities, because of "The PITA Factor."



Those most affected will be:

- First, distributors now paying below the new higher mandated minimums. They will be forced to raise their wages as the new local regulations dictate. These distributors will either have to raise prices, improve employee productivity, or accept lower profit margins.
- Second, fastener distributors in next-door communities to those directly affected by the new regs.

They will be forced to raise their wages to prevent their best workers from job-hopping to competitors paying the higher local mandated rates. Ambitious workers with the drive and "oomph" to make extra efforts for extra pay are most likely to switch jobs. These are the countermen providing the best customer service,

and the fastest order pickers. In short, the workers distributors want and need to retain, even at higher pay levels.

- Third, fastener distributors within and near the areas covered by the new rules will be forced to raise their entire wage scale for two reasons: first, because their higher skilled employees will demand more than their minimum wage counterparts; and second, because of the egotism and self-respect of these better workers. They view themselves as "better" than minimum-wage workers, and will demand to be paid more. Their sense of entitlement is powerful. Again, boosting employee productivity is the best way to maintain profit margins.

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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 2015

In this issue, we will briefly review all the fastener company acquisitions - a total of 21 worldwide - completed during the first 6 months of 2015. 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 5, 2015, **MW Industries Inc.** purchased **Maudlin & Son Manufacturing Co. Inc.** ("Maudlin"). Founded in 1938 and located in Kemah, Texas (near Houston), Maudlin is a niche manufacturer of slotted shim and stamped spring products. The company's shim product range includes slotted leveling shims, coil & flat shim stock and specialty stainless steel foil wrap. The stamped spring product range includes cantilevered V & U spring, canted coil spring and helical spring - all developed primarily for spring energized seal applications. Maudlin also operates a custom job shop with metal stamping, waterjet cutting, laser cutting and wire EDM cutting capabilities. MW Industries is a niche manufacturer of engineered mechanical components including springs, precision stampings, specialty fasteners, machined components and custom wire forms. Headquartered in Rosemont, Illinois (outside Chicago), the company is comprised of 16 manufacturing divisions (before the Maudlin acquisition) spread across the United States. MW Industries is a portfolio company of Genstar Capital LLC, a San Francisco-based private equity firm with more than \$5 billion of committed capital under management.

Purchase price: not available



AERO-SPACE SOUTHWEST, INC.
FASTENERS AND ELECTRONIC COMPONENTS

On January 6, 2015, **Bossard Holding AG** ("Bossard Group") purchased **Aero-Space Southwest Inc.** Founded in 1982 and headquartered in Phoenix, Arizona, Aero-Space

Southwest is a distributor of fasteners and electronic hardware, specializing in premium-quality brand name products and "value-added" supply chain management services. The company maintains branch warehouses in Anaheim, California; San Jose, California; Seattle, Washington; Guadalajara, Mexico; and Hong Kong. A privately-owned company, Aero-Space Southwest employs 65 people and generated net sales of \$44 million in 2014. Founded in 1831 and headquartered in Zug, Switzerland, Bossard Group is a distributor of fasteners and Class C components, specializing in providing customers with advanced supply chain management services. The company employs more than 2,000 people at more than 60 locations around the world and generated net sales of US\$655 million in 2014. Bossard Group shares are traded on the Swiss Stock Exchange (symbol: BOSN).

Purchase price: not available



On January 12, 2015, **The Home Depot Inc.** ("Home Depot") purchased **HD Supply Hardware Solutions** ("Hardware Solutions"), a business unit of HD Supply Holdings Inc. ("HD Supply"). Formerly known as Crown Bolt, Hardware Solutions supplies fasteners and builders hardware to home improvement and building supply retailers. HD Supply - the owner of Hardware Solutions - was sold by Home Depot to a consortium of private equity firms in August 2007. The sale of Hardware Solutions back to Home Depot actually makes perfect sense because Home Depot represents 98% of Hardware Solutions' annual net sales. In fiscal 2014, Hardware Solutions generated net sales of \$285 million and pre-tax earnings of \$14 million. Home Depot (NYSE: HD) is the world's largest home improvement specialty retailer with fiscal 2014 net sales of \$83.2 billion. HD Supply (Nasdaq: HDS) is one of the largest industrial distributors in North America with fiscal 2014 net sales of \$8.9 billion.

Purchase price: \$200 million



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FASTENER TECH™ '15 - "BEST OF THE FIVE" by Nancy Rich

The All-Fastener-Industry Event was a success on many levels and the largest exhibition in eight years.

Hundreds of fastener manufacturers, distributors, users and industry suppliers gathered in Rosemont, IL, USA, on June 8 through 10, 2015, to attend **Fastener Tech '15**. This was the fifth staging of "The All-Fastener-Industry Event in the Heart of the Fastener Industry", which is organized every other year by the Midwest Fastener Association (MWFA) and Fastener Technology International magazine. Each **Fastener Tech** is designed to offer a valuable, cost-effective and easy-to-attend venue that delivers business, educational and networking opportunities to all types of fastener industry professionals. On this and many other levels, the 2015 show was a great success, and the exhibit floor was the largest one assembled since first **Fastener Tech** was organized in 2007.

The **Fastener Tech '15** exhibits featured over 170 companies in about 25% more floor space than the last show as well as the new "Technology Center" featuring machines, materials and accessories for making all types of fasteners. The total number of show attendees was nearly 1400 fastener industry professionals, not including several hundred crossover attendees from the co-located NASF SUR/FIN® conference and tradeshow for surface finishing professionals, www.nasfsurfin.com. About 500 people attended the All Industry Reception, over 100 sat in on one or more of the five educational seminars, and 170 golfers played in the golf outing. Onsite feedback was very positive, and plans are underway for the 2017 staging.

Comments recorded on the **Fastener Tech '15** show floor included, "Absolutely fantastic", 'A beautiful show in Chicagoland", 'Lots of customers from near and far', "In one location, we see many of our customers', "The show is fantastic", "Vendors are thrilled", "It was a wonderful

show.

Mike McNulty, Editor of Fastener Technology International, added these comments, "I rank it as the best of the five **Fastener Techs**. While this show does not and will not match the Las Vegas or Stuttgart fastener shows for their maximum volume of exhibitors and attendees, it clearly



GARY GRAHAM (LEFT) AND ANDY GRAHAM (RIGHT)
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provides a valuable and focused business, social and technology venue for the entire fastener industry. Rosemont, IL, USA, is a great location for a fastener show.

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The Mid-West Fastener Association (MWFA), Lake Zurich, IL, USA, 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.

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CUSTOMER DRIVEN SERVICE

Bay Standard Manufacturing, Inc. (BSMI) was founded in 1959 by Gerhard Landgraf and his son Peter. They began in the family garage building bumper reinforcements and luggage racks for Volkswagen of America. Within two years the company had become the largest manufacturer of these types of products in the United States.

an in-house closed loop plating facility allowing us to improve our delivery times and offer more competitive pricing for zinc plated items. In addition, we have also added in house mechanical testing to confirm that our products meet the designated standard requirements. BSMI employs modern technologies to allow us to maintain complete lot traceability from raw material

to finished product shipment. Full material certifications are free of charge if requested at the time of order.

BSMI produces and offers finished products in a wide range of grades including: ASTM A36, ASTM A307, ASTM A193-B7, ASTM A193-B8(304), ASTM A193-B8M(316), ASTM A354BD, ASTM A449, ASTM F1554-36, ASTM F1554-55 and ASTM F1554-105. Most look to Bay Standard only



The changing markets forced the company to redirect its focus in 1974. When threaded rod was chosen as the future product of choice; the Landgraf's applied their same ingenuity and talent to transform BSMI's operation into a high volume all thread rod plant. Today, Bay Standard has grown to be the largest manufacturer of threaded rod in the Western United States producing more than 1.5 million pounds of finished product per month.

Adding to our production capabilities, we also have

for domestic threaded rod, but we also produce a wide range of products including anchor bolts, U-bolts, square plate washers, and much more including specials to print.

Transition and growth has led Bay Standard to be more than a domestic manufacturer. We are also a direct importer offering a complete line of import fasteners to our distributors in the west. We also offer unmatched service by maintaining 7 distribution facilities located in Brentwood CA, Fontana CA, Tigard OR, Kapolei HI, Las Vegas NV, Phoenix AZ, and Salt Lake City UT.



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F1554



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Guy Avellon

Guy Avellon has been in MRO and Fastener Distribution for over 30 years, in such positions Sales Engineer, Chief Engineer, Manager of Product Marketing, Product Engineering & Quality and Director of Quality & Engineering. He founded GT Technical Consultants where he performs failure analysis, lectures on fastener safety, works for law firms and designs/audits Quality systems. He is a member of SAE, is Vice Chairman of the ASTM F16 Fastener Committee, Chairman of the F16.01 Test Methods Committee and received the ASTM Award of Merit in 2005. Guy can be contacted at 847-477-5057, Email: ExpertBoltGuy@gmail.com or visit www.BoltFailure.com.

WHAT FASTENER DISTRIBUTORS NEED TO KNOW ABOUT CERTIFICATES OF CONFORMANCE & RESPONSIBILITY

Many fastener distributors and customers become confused with the terminology used regarding "Certifications". What do we need, what do we look for and who is responsible?

There are many different types of product certifications; ones that we receive and ones that we give out to customers. For the purposes of this article, we will relate to the certification of steels and for threaded fasteners.

The steels as supplied from the mill is produced in manufacturing runs. The production of a manufacturing run is known as a "heat". Each heat is assigned a unique and traceable number that is kept with the steel as it is drawn into wire coils and separated into smaller lots. These traceable numbers are kept with the steel as it is processed from the manufacturer, to the heat treating facility, to the testing laboratory and to the purchaser.

As can be noted in Sample #1, the Test Certificate, the Heat Number is 10355310. This number will be referenced in all further documents. This is important to check to be sure you have the correct material. Also, this is to double check emerging off-shore manufacturers against rubber-stamping Certifications or Test Reports to be sure each report is unique.

In Sample #1, the steel chemistry is given as an absolute number, not a range, so you may be assured that the actual steel analysis was performed.

Sample #2 is a Steel Test Report. This report is usually supplied to the fastener manufacturer. The Steel Test Report provides not only the actual steel chemistry analysis but also Jominy Hardness test results.

TEST CERTIFICATE
 Being performed by [redacted] unless otherwise stated.
 Customer: [redacted] Date Printed: 07/15/2015

Report Number: MNP-1274134-1

Heat Number: 10355310
 Order No.: [redacted]
 Grade: 825HV
 Type: SF
 Size: 30
 Condition: CLEAR
 L&B: [redacted]
 Country: USA

Chemistry:	C	Mn	P	S	Si	Cu	Ni	Cr	Mo	Al	B	V
Results:	0.37	1.04	0.0090	0.0060	0.25	0.35	0.30	0.47	0.020	0.0200	0.0025	0.00

Analysis Performed by: [redacted] Lab ID: 200160-0

Features Checked: [redacted] Average: [redacted] Inspecting Facility Code: [redacted] Inspecting Facility Name: [redacted]

This Document may not be reproduced except in full.
 Comments: MATERIAL MELTED AND WRO IN THE USA.
 Signed: [redacted]
 Page 1 of 1

SAMPLE 1

STEEL TEST REPORT
 FILE #2
 Melted in USA Manufactured in USA

Heat # 10355310
 Order # 10355310
 Sales Order # 10355310
 Heat # 10355310
 Size 30
 Grade 825HV SF SFV P25 1.152
 Finish Size 1.152
 Ship date 11/20/10

Test results of Heat Lot # 10355310

Lab Code	C	Mn	P	S	Si	Cu	Ni	Cr	Mo	Al	B	V
JOHNSON	0.37	1.04	0.0090	0.0060	0.25	0.35	0.30	0.47	0.020	0.0200	0.0025	0.00

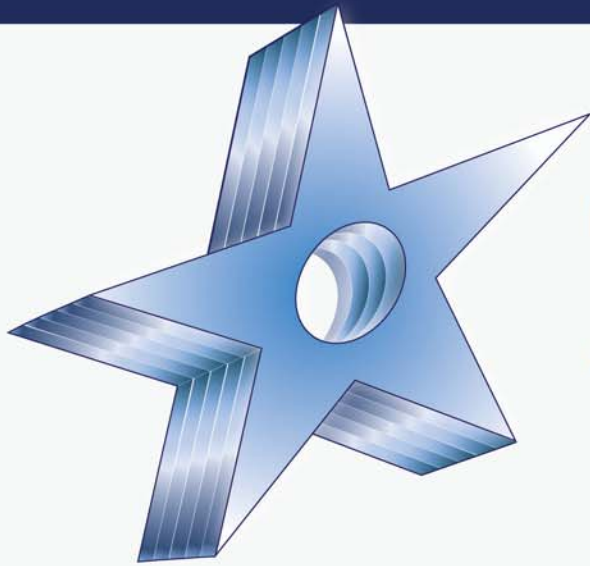
Test results of Rolling Lot # 10355310

ROCKWELL B (HRR)	# of Tests	Mean Value	Min Value	Max Value	RE LAB # 8388-01
50	10	50	48	52	

Additional Comments: [redacted]

Page 1 of 2

SAMPLE 2



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DISTRIBUTOR NEWS

Alfa Tools, announces its new 2015 catalogs, 15GEN for Cutting Tools and Screwdriving products, and 15ABR for bonded and coated Abrasives. The new catalogs contain the most state of the art products required by the fastener industry. Alfa offers a unique value proposition to fastener distributors: a combination of cutting tools, screwdriving products, and abrasives from one company. Carrying a large inventory, in nine locations across the United States, Alfa stocks both inch and metric, including many special threads in stock, of High Speed Steel, Cobalt, and Carbide drill bits, hole cutters, reamers, taps, dies, screw extractors, helical inserts, burrs, countersinks, tapcon drills, saw blades, files, wire wheels and a full range of wood cutting and concrete cutting products.

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For more information visit them online at www.alfatools.com or contact Alfa Tools at 7845 Merrimac Ave, Morton Grove, IL 60053. Tel: 800-253-2532, Fax: 847-470-9696.

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Magi Graziano, as seen on NBC, is the CEO of Conscious Hiring® and Development, a speaker, employee recruitment and engagement expert and author of *The Wealth of Talent*. Through her expansive knowledge and captivating presentations, Magi provides her customers with actionable, practical ideas to maximize their effectiveness and ability to create high-performing teams. With more than 20 years' experience as a top producer in the Recruitment and Search industry, she empowers and enables leaders to bring transformational thinking to the day-to-day operation. For more information on Magi please visit www.KeenAlignment.com.

FOUR INSIDIOUS IMPACTS OF A MIS-HIRE

The world's innovators are calling for reinvention and transformation of HR departments. Given that the majority of hiring responsibilities fall within HR and it is—in most cases—the entry into companies, reinventing HR must start with transforming the way leaders think about and behave about hiring.

Many innovative leaders and early adopters are already operating highly effective, conscious hiring programs out of pure necessity. While some may advocate for the complete destruction of human resources departments, the proper solution is the complete destruction of old, outdated, unconscious and ineffective hiring

techniques. Frankly, while people and business have remained virtually unchanged, human beings' perspectives, outlook, attitudes about work and their ability to manifest what they want—when they want—has spurred a fundamental shift in the way people operate in and around business and work today. With a plethora of newly created job options coupled with a major changing of the guard in the workforce, smart companies must equip themselves to navigate through these new employee/workplace paradigms.

CEOs, business leaders and managers are acutely

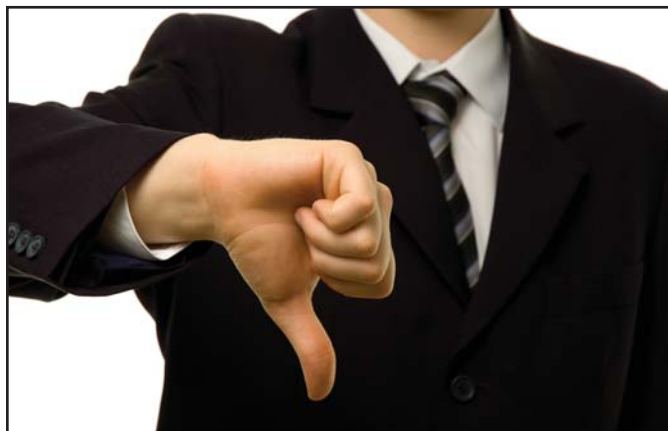
aware of the fiscal costs of a mis-hire, but there are some invisible—and potentially insidious—costs that can wreak havoc on your organization. Although it might not be top of mind, when you hire a person who does not fit with your organizational culture and/or operating philosophy the impacts are pervasive throughout your organization. By continuing to operate with outmoded hiring practices, you become susceptible to four specific

hidden consequences of a mis-hire.

[1] *Fragmented Customer Service*

Ensuring your team understands your product and service set and why customers use them is where excellent service

begins. You can—and ought to—bridge the knowledge gap for new hires with comprehensive product and service training, however, you cannot train your workers to care about the customer. Behavioral and performance research shows that great service is delivered through a fundamental set of values, attitudes and beliefs that are in alignment with a service philosophy. When people are in a role in customer service for the wrong reasons, no training in the world will compensate for their lack of connection to the work itself.



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- Deb Lack, Associated Fasteners, Inc.

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THE ADVANTAGES OF USING EDGE BONDED SHIMS

by Christie Jones, Market Development Manager

Precision Shims are used as compensators to absorb tolerances between mating components. They significantly reduce manufacturing costs by eliminating the need for each component to be precision machined in order to achieve the proper fit and function of the total assembly. During the assembly process, Shims provide adjustment to compensate for accumulated tolerances that significantly reduces the need for re-machining and assembly time. Additionally, Shims are commonly used to preserve the faces between mating components, cutting down the required machining time during rebuilds / retrofitting.

Laminated Shims have peelable layers of metal that are removed until the Shim has the proper thickness. They are built up from layers of precision gauge metal foil. Layers are bonded into a rigid structure that appear and function as a solid sheet or plate. Adjusting them is as easy as peeling off laminations with a knife, or in the case of some materials, using no tool at all. Rather than having to stack a number of individual Shims, a single Shim set can be adjusted to desired thickness and slipped into position. In this way, variable close tolerances can be achieved saving considerable time required to pick various different thicknesses of loose Shims. This provides cost savings by reducing assembly time, and also minimizes line side SKU's and related inventory storage space. The finished Laminated Shims withstand reasonable handling, including shearing and machining.

In addition to being fully laminated, Laminated Shims can also be partially solid and partially laminated. This type of Shim is either half-solid or three-quarter solid, depending on the ratio of solid section to total thickness. Semi-solid Shims add rigidity to a design by meeting the performance requirements of a thicker, solid Shim as they provide a bearing surface on one side, yet allow adjustments to the overall thickness of the Shim by enabling the user to peel off unwanted layers from the other side.

Surface Bonded Laminated Shims

Surface Bonded Laminated Shim packs, simply referred to in the industry as "Laminated Shims", are



PRECISION SHIMS OFTEN HAVE PROFILES THAT MATCH THE MATING COMPONENTS OF THE ASSEMBLY.



SURFACE BONDED LAMINATED SHIMS MUST BE ADJUSTED USING A TOOL.

adhered throughout the entire surface between each layer of material and the layers are pressed together to cure much like how particleboard is manufactured. The unwanted layers must be discarded due to their deformation during peeling.

Edge Bonded Shims

The layers of an Edge Bonded Shim set are first pressed together, and then adhered by only the edges of the Shim's profile. This allows for a much easier separation of the layers in the field. Since Edge Bonded Shim sets are easy to peel, the layers that are not needed are preserved and can be used for a later application.

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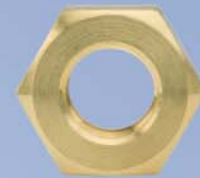
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THE FAB GROUP "MIXING BEST PRACTICES WITH MUSIC HISTORY" *by Jim Ruetz, AIS (All Integrated Solutions)*

The Fastener Advisory Board (FAB), met at Martin Supply Company (Florence, AL) and at Martin's fastener division -Martin Fastening (Jackson, TN.) in late May. The 20 year old industry best practices group learned about M.R.O.P. distribution, as well as, a brief glimpse into their integrated supply division, Martin's Plant Services. Over the last 25+ years, the plant services division has managed a wide range of MRO items for a number of customers like Nucor Steel, Boeing, Mercedes and others via placing Martin employees in the customer's plants to purchase, manage, and disperse products in the customer's facility. After completing operations tours of both Martin's fastening company in Jackson, TN. and their HQ in Florence, AL., the group met with a number of key team members to gain a better understanding of the firms multi-divisional operations. After the operational review, the FAB members gave Doug Ruggles (FAB member from Martin) a summary of their observations along with suggestions for possible improvements and areas which the group thought Martin was strong in. On average the FAB groups travel to two member's facilities each year to conduct operational reviews. "When we have our meeting at a member's site the first day is always dedicated to helping the member we are visiting" noted Ron Stanley of Empire Bolt. On the second day each of the members give a verbal SWOT analysis of their company to the rest of the group, in addition best practice ideas are shared, and general meeting items are discussed.

Jim Ruetz - All Integrated Solutions (AIS) stated:

"Personally, I feel that half the value from the FAB meetings come from the operations overviews and the other half comes from the interaction during social dinners and pursuing discussions. There is a lot of industry knowledge at the dinner table on either side of you".

The trip down to Florence & Muscle Shoals was ripe

with social opportunities and the chance to mix business with some fun and education. Doug Ruggles (host) was able to schedule the group to visit the FAME recording studios where the Muscle Shoals recording boom started in the early 70's. "We saw the piano where Aretha Franklin cut her first songs and toured the studios where the likes of the Rolling Stones, the Who, and Arlo Guthrie recorded. We have a lot of fun in between helping each other become better businesses" said Tim O'Keeffe - GL Huyett.

The FAB group tries to maintain a size between 5 and 7 member companies at any one time. "If we have too many companies in the group it becomes difficult to schedule meetings" said Don Nowak - Falcon Fastening Solutions. Mark Shannon-Tower Fasteners added "Over the years we have a near 100% attendance record at each meeting-this helps to maintain continuity and a high level of input." The current membership is at six companies, but turnover can happen suddenly

via acquisition, retirement, or even someone passing on. The group is always looking for candidates that are interested should an opening occur.

If you are interested in information about the FAB group contact Don Nowak @ Falcon Fastening Solutions dnowak@falconfastening.com



ABOVE: FAME STUDIO WAS THE FIRST OF THE MUSIC RECORDING STUDIOS IN MUSCLE SHOALS, ALABAMA. MUSCLE SHOALS RECORDING WAS STARTED BY THE BACKUP BAND (THE SWAMPERS) THAT USED TO WORK AT FAME. IN THE SONG SWEET HOME ALABAMA BY LYNARD SKYNARD - THE SWAMPERS ARE REFERENCED "... AND MUSCLE SHOALS HAS IT SWAMPERS...." THE BACKUP BAND GOT THERE NAME FROM A COMMENT BY MIC JAGGER OF THE ROLLING STONES WHEN THEY RECORDED AT FAME.

BELOW: THE PIANO WAS WHERE ARETHA FRANKLIN CUT HER FIRST SONGS AT FAME- THE STUDIO WAS THE LAUNCHING PAD FOR ARETHA'S CAREER.



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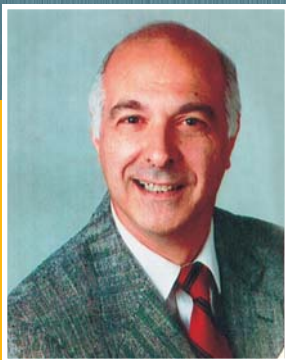
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Bart Basi

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.

WHAT IT TAKES TO PREPARE A BUSINESS SUCCESSION PLAN

What is the most severe threat to the existence of your business? Some may answer "my competition", or "income and estate taxes". Even others would answer, "rising costs". While these are good answers and are concerns in day to day business operations, there is one issue that overrides everything else regarding threats to your business. The number one threat to your continued going-concern is quite simply the lack of a Business Succession Plan.

The fact of the matter is that, as humans, our existence is finite. Companies, on the other hand, do not suffer the same consequence of being an organic being. Their existence is potentially infinite.

While competition, taxes, and increased costs can weigh on a business, the most severe detriment to a business is the loss of an owner or key employee. With a Business Succession Plan, a loss of a key person will trigger specific actions so that the business can continue its operations.

Most business owners do not understand the problems that not having a Business Succession Plan will create, nor do they understand the solution to the problem or how an actual plan is created. The purpose of this article is to outline the problem, the solution, and to explain to the business owner how exactly our office crafts a Business Succession Plan.

The Problem

- Recent research reveals some startling truths:
- Most closely-held businesses are owned by one shareholder.
 - A majority of businesses do not have a full and active Business Succession Plan in place.
 - Fewer than half have a successor in line and prepared.
 - More than half of business owners in the United States are 55 years of age or older.
 - A good percentage of owners are 65 years of age or older.

What does this say about the condition of private American businesses? What does this say about the position of business families? Without succession planning, it is a near certainty a great portion of the business value will be lost if the "leader" passes away without a Business Succession Plan. Thousands or millions of dollars which could have been reinvested, saved, or enjoyed otherwise are lost in an instant. Furthermore, failure to implement a Business Succession Plan can result in unnecessary estate taxes.



The Solution

It is critical to understand that a Business Succession Plan will take time to implement. It is not a day long or hour long process consisting of writing a will or settled with a handshake. A number of steps (described below) must be completed in order to receive the maximum value for a business and make the transition

as smooth as possible. Also, there are many factors to consider when creating a Business Succession Plan. The age and health of the owner, the industry, the economy, and children's interests and ages are just a few factors that must be considered.

The procedures include knowing what business succession is, examining who the potential heirs or buyers are, valuing the company, creating the ideal scenario in which to transfer the business, creating the appropriate legal documents, developing a strategy to deal with estate taxes and establishing a retirement program for the owner.

Specially, what follows is the procedure that our office, The Center for Financial, Legal & Tax Planning, Inc. follows in creating a Business Succession Plan for owners of Privately Held Companies all over the United States.

[1] The first step is for you to make sure that we have a complete understanding of the financial status of the business as well as your personal financial status. We request that you send us copies of your most recent financial statements and the past 3 years of your personal and business tax returns.

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DISTRIBUTOR NEWS

DDI System, a leading ERP software provider for wholesale distributors, has raised the bar for distribution management software with outstanding tools added to their newest Inform ERP Version 21.0.13.

Notable advantages include options for point-of-sale instant posting, easier than ever end-of-month job stream reports, and the ability to securely save needed credit card profiles to enable your company to achieve PCI compliance. Point-of-Sale Instant Posting - Streamline your sales and invoicing workflow with Immediate Invoice Posting! This new option creates and prints the customer invoice when you ship confirm - cutting multiple steps out of an already streamlined process. Enable this new workflow for Point-of-Sale and/or On Account sales orders to gain significant time savings.


Unattended End of Month - Dramatically decreased the amount of time it takes to close the month with automated report archiving. All new 'Job Stream' automates Finance Charges & Customer Statements. These latest updates allow distributors to close the Accounts Receivable month, generate finance charges, send (or print) customers their statements, close the period, and export time-sensitive reports with a single click.

PCI Compliance - Inform ERP meets all software requirements for PCI compliance. Integrations with leading payment processors allow for quick and secure storage of customer payment information that can be securely accessed as needed.


These are just a few of the many new feature options and added value components that are delivered free to DDI System users in their Inform ERP distribution software version 21.0.13. It's time to learn more! Visit ddisys.com today.

DDI System's Inform distribution management software is the industry specific solution for wholesale distributors. Inform 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.


Distributors can see the many benefits of the Inform software at www.ddisys.com or by calling DDI for more information or a product demonstration at 1-877-599-4334.



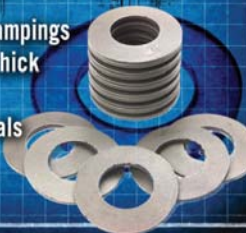
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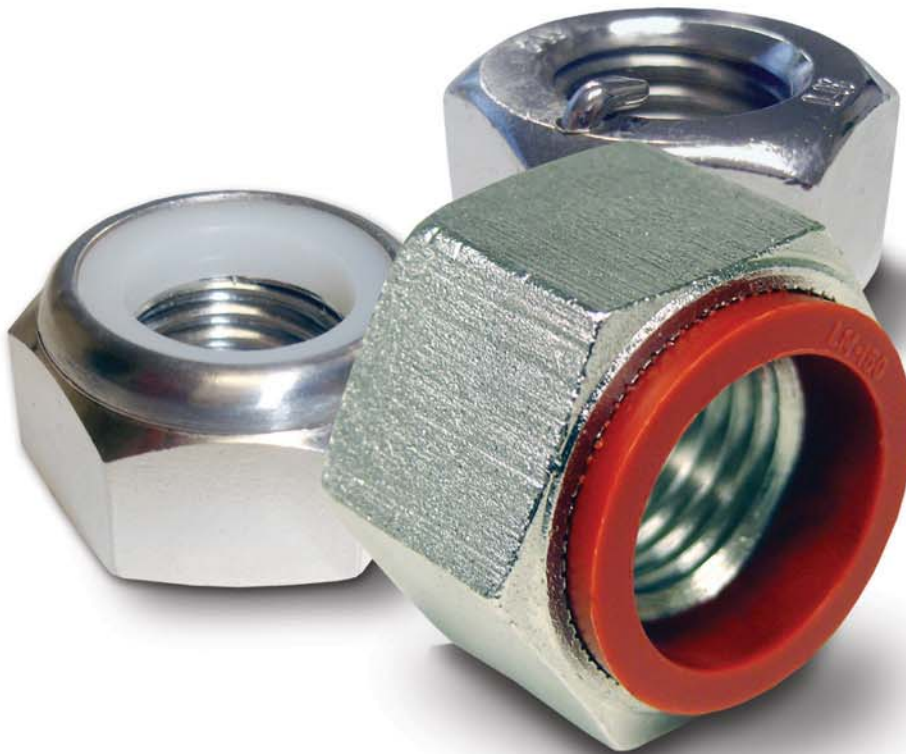
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by **JOHN WOLZ** EDITOR
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GLOBALIZATION REGULATES FASTENER FINISHING

Longer product life, “invisible” finishes, friction control, more durability with less thickness and increased usage of nano-technology are the future of fastener finishes, Brian Lowry told the National Fastener Distributors Association.

Lowry, VP for technical services at Curtis Metal Finishing Company, said the fastener industry can expect further environmental restrictions. Targets include zinc, aluminum, nickel, chromium and PTFE. It is hard to find alternatives for zinc, Lowry commented.

Also raw material costs will increase for petroleum and metals, Lowry anticipates.

Expect more OSHA regulations, Lowry said.

Many regulations result from globalization rather than any one government, he noted.

“Globalization of finish specifications requires approved materials to be available in North America, Europe, Asia and South America.”

For example, increasing environmental pressure due to globalization is forcing the finishing industry tools for alternatives to Hexavalent chromium compounds, Lowry said.

Cadmium, lead and barium are hazardous materials affecting fastener finishes. The industry is fighting nickel regulations and cobalt will soon be used less.

Conflict minerals rules require “paperwork even if you are not using,” he explained.

The finishing the automotive industry wants “sets the trends,” Lowry said. Most automotive fasteners are coated because of harsh environment use, extended vehicle life and more sophisticated assembly methods. That promotes non-electrolytic zinc flake coatings “vs. rust-in-place,” Lowry explained.

Large industrial OEMs are now following the automotive model, Lowry finds. Those include Volvo truck, Freightliner, John Deere and Case New Holland.

Corporations – customers – are setting durability

mandates, he said. Trends also include use of light metals, new assembly methods, designing for global manufacturing, changing assembly such as automated feed systems and plant cleanliness.

Salt spray testing was introduced in 1937 and cyclical testing designed to simulate real-world conditions and shorten test times spread in the mid-1980s.

How components are going to be used is increasingly important in finish testing, Lowry said.

- For automotive and truck industries, road salt and gravel are industry-specific requirements, Lowry noted. In construction, acid rain and UV exposure are the issues; alternative energy requires “extreme durability” in addition to UV exposure; and UAN fertilizer is a requirement in agricultural equipment.

- New coating materials will provide higher performance with fewer costs, Lowry said. Examples are ZnCoat, Magni 565 and ElectroPolyseal III.

New industrial OEM specifications require specific frictional requirements with associated testing.

“With increased emphasis on automated assembly, friction modification is part of the material formulation, not post-applied leading to greater consistency of assembly,” Lowry explained.

- Another trend is toward non-electrolytic zinc flake coatings, “versus rust-in-place.”

- Environmental issues include air and water quality standards. Lowry noted finishers are spending 7 cents of every sales dollar on waste disposal. Water consumption is an issue as to “recycling by the finisher or water going back to the city.”

Regulations include Restriction of Hazardous Substances Directive (RoHS); End-of-Life Vehicle Directive (ELV); Waste Electrical & Electronic Equipment (WEEE); and Registration, Evaluation, Authorization & Restriction of Chemical (REACH).

RoHS 2 comes in 2019. 



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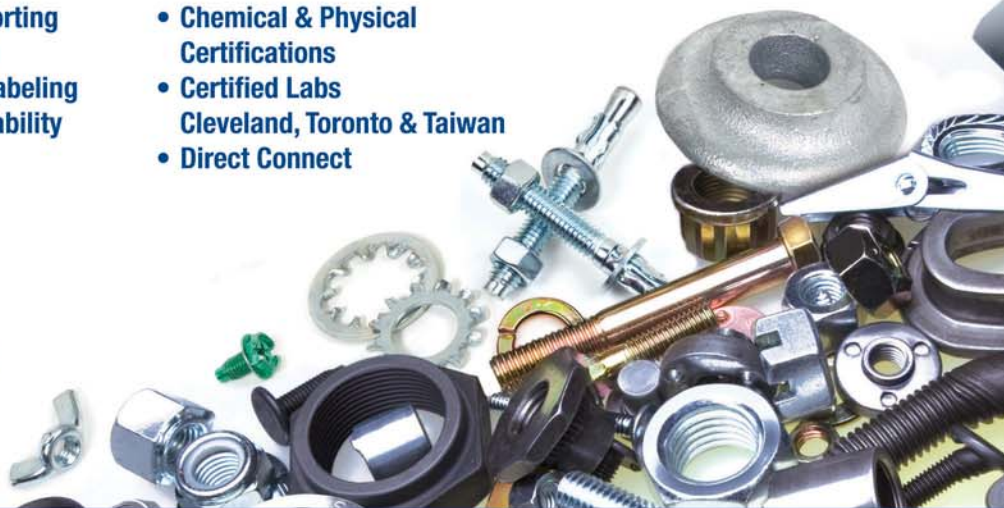
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PULL OUT NEF LINE CARD NEXT PAGE

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Here is what we believe to be the 10 key points to developing and maintaining our strong and loyal customer relationships:

- Efficient and accurate quoting
- Pleasant and knowledgeable sales and engineering team
- Accomplished, empowered and dedicated employees



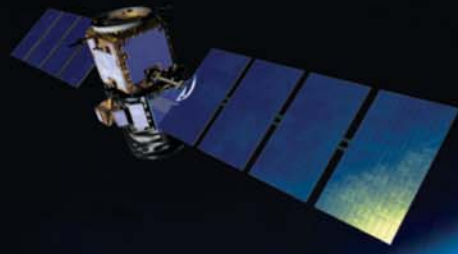
- Highly refined production and quality process controls
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AN505	MS21093	MS24630	MS35212	MS35273	MS51896	NAS602	NASM24628	NASM35199	NASM51861
AN507	MS21207	MS24667	MS35214	MS35275	MS51957	NAS603	NASM24629	NASM35206	NASM51862
AN510	MS21318	MS24693	MS35215	MS35276	MS51958	NAS662	NASM24630	NASM35207	NASM51896
AN515	MS24621	MS35190	MS35223	MS51475	MS51959	NASM2109	NASM24667	NASM35214	NASM51958
AN520	MS24625	MS35191	MS35233	MS51492	MS51960	NASM21093	NASM24671	NASM35215	NASM51959
AN526	MS24626	MS35198	MS35249	MS51849	NAS1635	NASM21207	NASM24693	NASM35273	
AN530	MS24627	MS35199	MS35265	MS51861	NAS514	NASM21318	NASM35190	NASM35275	

Materials

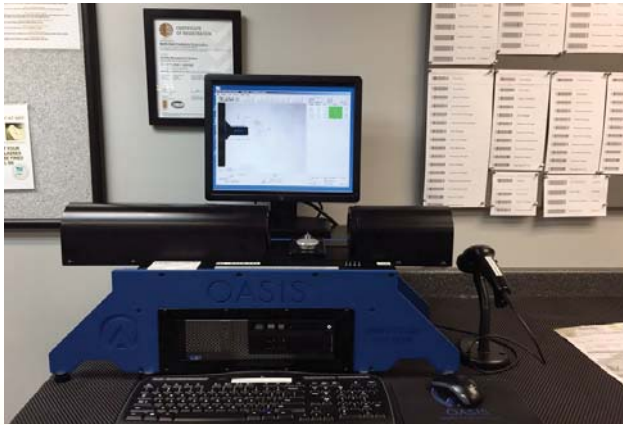
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NORTH EAST FASTENERS WE'RE EVERYWHERE YOU NEED US TO BE! from page 64




WE HAVE A PRODUCT ACCEPTANCE RATE OF 99.98%

In order to enhance our relationships with distributors, NEF has been continually instituting aggressive, forward looking programs. One such program is our Piggy Back Program, where we give discounted prices and drop normal lead times if we're running similar products at the time of quote.

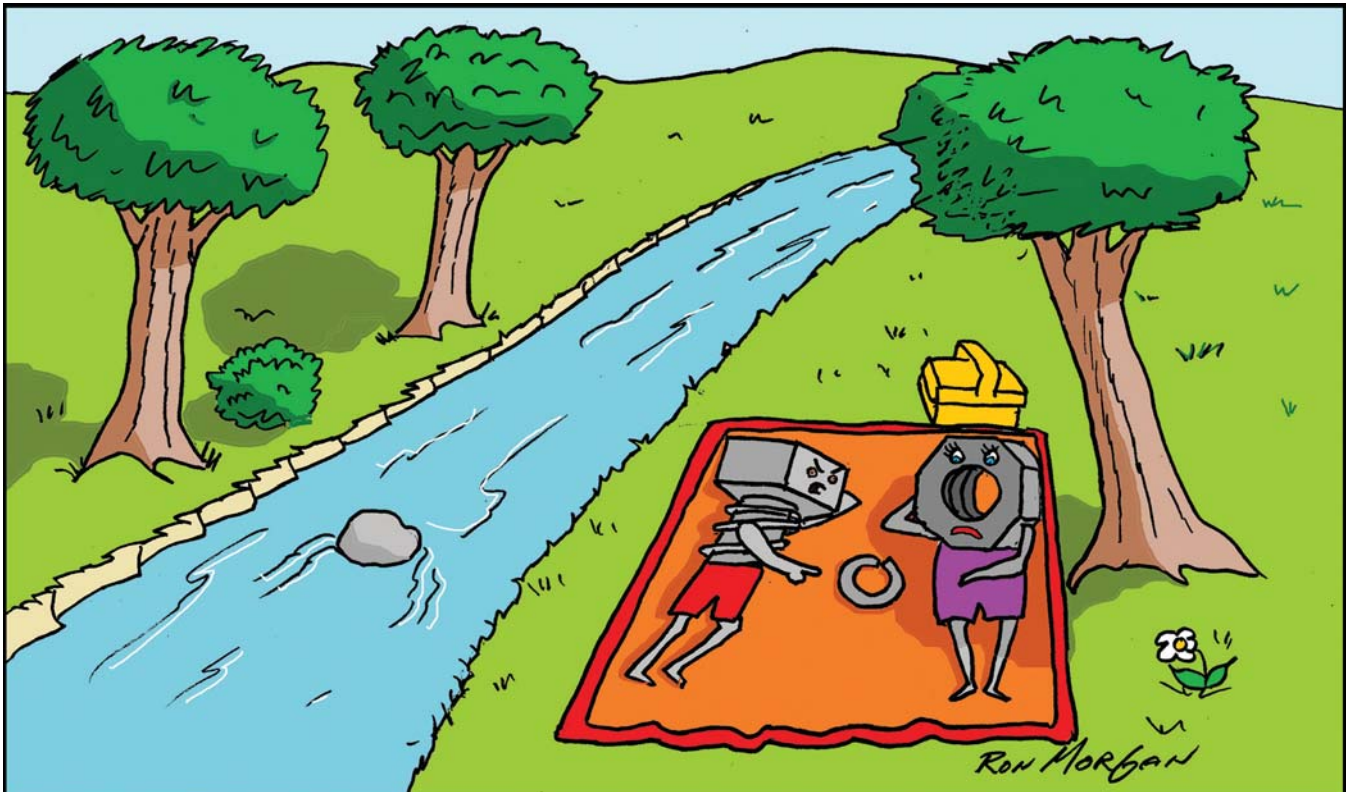
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"We would have a lot better relationship if it weren't for this lousy split washer coming between us!"



Joe Greenslade Director of Engineering Technology

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FALL 2015 FASTENER INDUSTRY TECHNOLOGY UPDATE FROM THE IFI

I. Standards Organizations Activities

[a] Standards Published Recently

ASTM A563 Standard Specification for Carbon and Alloy Steel Nuts

ASTM F879 Standard Specification for Stainless Steel Socket Button and Flat Countersunk Head Cap Screws

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

ASTM A194/A194M Standard Specification for Carbon Steel, Alloy Steel, and Stainless Steel Nuts for Bolts for High Pressure or High Temperature Service, or Both

ASTM A320 / A320M 15 Standard Specification for Alloy-Steel and Stainless Steel Bolting for Low-Temperature Service

ASTM F606/F606M Fastener Testing Standard (inch/metric combined)

ASTM F1789 Standard Terminology for F16 Mechanical Fasteners has been revised to F1789-15

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

ASME B18.15 Forged Lifting Eyes (Inch)

ASME B18.24 Fastener part identification numbering system.

ASTM F1941/F1941M Electroplating Standard for Fasteners.

[c] Standards in the revision process

ASME B18.2.1 Bolts and Cap Screws (inch series).

Sept 2014, work has begun to add a missing Lg/Lb table for hex flange head screws and correct a few other minor issues. Completion is expected in 2016.

ASME B18.2.2 Non-locking Nuts (inch series). Sept 2014, work has begun to correct an error in the hex sizes of "Small Pattern Hex Machine Screw Nuts." First ballot completed in March 2015. Completion is expected before the end of 2015.

ASME B18.2.6 Structural Fasteners (inch series). Sept 2014, work has begun to revise this standard to incorporate a critical table note currently covered by a Supplement and to make minor revisions to the DTI portion of the standard. Completion is expected in 2016.

ASME B18.2.6M Bolt for Structural Construction and High Pressure Applications (metric series). Sept 2014, work will begin to increase the size range from M36 through M100 and to make some minor revisions to the DTI portion of the standard. Completion is expected in 2016.

ASME B18.13 SEMS (inch series). This standard was last revised in 1996 and will now undergo a complete revision to reflect changes and additions to the metric version B18.13.1M. The revised scope was approved and the first ballot of the revision was opened in July.

ASME B18.16.6 Inch Locking Nuts. The B18.16 sub-committee has started work on a revision to lower the proof load values of thin insert lock nut to 45% of the regular height nuts and to correct the errors in the NTM series of nut heights. The revision process should be complete before the end of 2015.



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DISTRIBUTOR NEWS

Abbott-Interfast Corporation, a member of the "Abbott Team", providing Inventory Management Systems, manufacturing of screw machine products and distribution of fasteners, is pleased to announce that its Quality Management System (QMS) has earned the ISO 9001:2008 certification from NSF International based on standards established by the International Organization for Standardization (ISO).

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More Than Just Fasteners

Globe International is a leading importer and distributor of threaded fasteners, door hardware, and galvanized aircraft cable. The company was founded in Philadelphia, Pennsylvania in 1950.

The owners immediately began to forge relationships with manufacturers overseas to import bulk fasteners. They understood the needs of the market for component parts. As the business grew, there was an increasing demand to expand the fastener product offering as well to import and distribute products such as door hardware and galvanized aircraft cable. For decades, Globe International grew their customer base to include companies across the United States and Canada.

More Than A Vendor

Steve Weissman, Vice President, explained their customer partnership relationships. He said, "As our customers' international sourcing partner, our mission is to ensure that we have the highest quality products, when

our customers need them, and at the most competitive price."

More Long Relationships

Globe International's products are sourced from longstanding suppliers overseas who are capable of manufacturing products in many materials and finishes. They have been importing this material in large volumes for decades. This provides their customers with consistent

quality and savings on their procurement costs. They are constantly leveraging their global supply chain to source both standard fasteners as well as specials to print.

Their team's approach has built strong customer relationships, many of which have spanned decades. Their success can be attributed to the partnerships that they have developed with their customers by supplying them with high quality products, costs savings,

and a team dedicated to providing them with an unparalleled level of customer service. Globe International's global supply chain allows them to fulfill any material need for our customers as their businesses evolve and grow.

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In 2006, Globe International opened a distribution center in Riverside, Missouri, which added significant warehouse space and provided a valuable shipping point to cut down on freight cost and lead time for customers throughout the country. The company has rapidly expanded its product offering of nuts, screws, bolts, washers, and anchors while experiencing consistent revenue growth.



**GLOBE INTERNATIONAL'S MIKE WEISSMAN (LEFT)
AND STEVE WEISSMAN (RIGHT)**

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MILAN TO WELCOME FASTENER FAIR ITALY 2016

MiCo – Milano Congressi is to be the venue for next year's Fastener Fair Italy exhibition. The event will take place in the city on 28 and 29 September 2016. It will be latest in a highly successful series of trade shows dedicated exclusively to fastener and fixing technologies.

Locating the exhibition in Milan will bring the very latest in fastener and fixing products and systems to the heart of Italy's manufacturing sector, which accounts for around one quarter of national GDP. Companies exhibiting at Fastener Fair Italy will feature products and services in these key sectors:

- Industrial fasteners and fixings
- Construction fixings
- Assembly and installation systems
- Fastener manufacturing technology
- Storage, distribution, factory equipment
- Information, communication and services

Providing participating companies with an international business platform, the exhibition will attract visiting managers, engineers and buyers from their key markets. These are expected to include machinery and electrical equipment manufacturing, transport technologies, furniture, consumer goods production and high-tech industries. Specialist distributors of fastener and fixing products will also visit the show.

MiCo is the ideal venue for Fastener Fair Italy. One of the largest and most modern exhibition and conference centres in Europe, it is conveniently located in central Milan, with excellent transport links, plentiful onsite car parking and a wide range of local hotels and other facilities.

"This event in Milan will provide a great opportunity for fastener and fixing products suppliers to present their capabilities and increase brand awareness in one of Europe's biggest markets," says Olivia Griscelli, Exhibition Director for Fastener Fair Italy. "These shows play a very important role in helping companies make new contacts, strengthen links with existing customers and develop their businesses."



Worldwide Exhibitions

Fastener Fair Italy is organised by Mack Brooks Exhibitions Ltd. It is part of the worldwide series of Fastener Fair exhibitions for the fastener and fixings industry. These include Fastener Fair India, Fastener Fair Mexico, Fastener Fair Russia and Fastener Fair

Stuttgart, Europe's leading international trade show for this sector.


Show Website

Additional information on Fastener Fair Italy 2016, including details of exhibition stand options, will be available on the show website from July 2015 www.fastenerfairitaly.com

For further press information contact:

Ken Harris, Tel: +44 (0) 1273 300 434, Email: ken.harris@mackbrooks.co.uk.

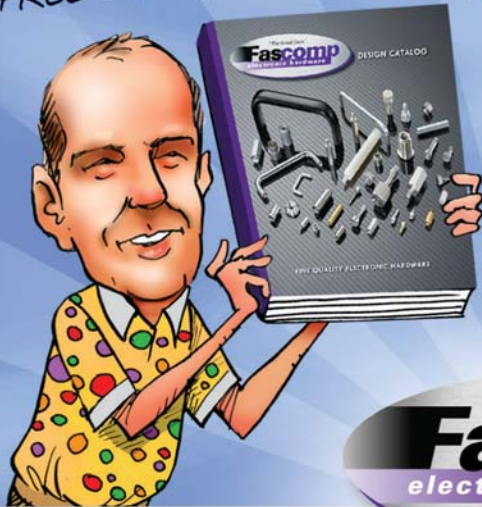
For general information contact:

Natalia Charman, Exhibition Manager, Mack Brooks Exhibitions, Tel: +44 (0) 1727 814 400, Fax: +44 (0) 1727 814 401, Email: italy@fastenerfair.com. 

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NFDA 2015 EXECUTIVE RETREAT OFFERS PEER-TO-PEER LEARNING by Vickie Lester

Learn about best practices in fastener distribution from people you trust, at the NFDA 2015 Executive Retreat, November 8-10, at the Ritz-Carlton Key Biscayne in Key Biscayne, Florida.

We have an excellent program with relevant topics that will help you grow your business. Plus, the retreat is designed to allow plenty of time for interaction with the presenters and with those attending.

Two different topics are offered each day, so you will have the opportunity to participate in everything.

Programs For The 2015 Retreat

Culture Eats Strategy for Lunch

This program will consider how company cultures are increasing in importance, even greater than strategy. Some of the key elements contained in the cultures of successful companies, methods of developing them, and real-world examples of the related benefits will be discussed. We will review various approaches and encourage active discussion by the participants. You will take home valuable tips for incorporating elements that fit into your organization.

Presented by Bill, Jim, and Adam Derry of Field

VMI Opportunities with Your Suppliers

When was the last time you bid on an OEM contract and it did not involve some elements of a VMI program? As distributors, do we challenge our supply-chain partners to provide us with similar VMI programs?

We will discuss the opportunities/challenges of developing meaningful inventory programs between distributors, master distributors and manufacturers including:

- Automated procurement
- Demand-based planning
- Benefits of long term agreements
- Revenue and inventory optimization
- How these activities enhance relationships with our strategic partners

These and other benefits will improve profitability and provide a more competitive position for the entire supply chain.

Presented by Kevin Queenin of Specialty Bolt & Screw and Mike Wrenn of Lindstrom

Doing Business in Mexico

Get solid advice from distributors who already are doing business south of the border. The presentation will cover the following topics, with ample time for Q&A.

- Logistics issues and infrastructure challenges
- Past, present, and future challenges of operating in Mexico
- Reshoring opportunities and challenges
- Maquiladoras and Mexican OEMs
- Geopolitical issues

Presented by Mark Shannon of Tower Fasteners and Steve Dalaklis of Lehigh-Armstrong

Success with CRM

Whether you have already implemented a CRM platform or are still contemplating whether you need one, join us for a fully interactive and informative discussion. This program will explore preparation requirements, implementation strategies, and methods to drive and retain high user adoption. This will be an open forum program. We will share best practices, successes and struggles, and CRM system capabilities. The system capabilities discussion will focus on Sales Force and Tour de Force programs, the most widely used platforms in our industry. Discussion and an open Q&A will be encouraged. Leave this program knowing if a CRM is right for your organization or how to get maximum benefit out of your existing system.

Presented by Marc Strandquist of The Wurth Group and Jennifer Ruetz of All Integrated Solutions

Here's What Attendee's At Last Year's Retreat Had To Say:

- Great focused event. Not too long or short
- Great interactive dialog. Exposure to unknown aspects of industry
- Informed speakers bringing a real-life message

Please join us for this premier event of peer-to-peer learning in a relaxed environment.

Details are at www.nfda-fastener.org. 

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- Metric Hex 10.9*
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MEET OUR NEW MANAGEMENT TEAM

MW Industries, Inc. is proud to announce their new management team. Founded in 1976 by Peter Mess and Philip Wunderlich, MW has grown from humble beginnings to a state-of-the-art production facility. Peter has been the sole manager since Philip's 2001 retirement. In the past 39 years MW Industries has experienced unprecedented growth due to Peter's leadership and knowledge. Though Peter will still have an integral role, he is pleased to appoint Rick Evangelista, Theresa Cater and Andy Hees as the new team that will lead MW into its 40th year and beyond.


Rick joined MW as a Die Maker's Apprentice from 1978 thru 1981. After a 4 year stint in the oil patch, he returned to MW in 1985 as the Stamping Department Supervisor. Since then his duties have ranged from manufacturing to operations manager in addition to assisting in estimating & sales, planning, scheduling, quality control, maintenance of ISO system & certification.



**NEW MANAGEMENT TEAM FROM LEFT TO RIGHT:
ANDY HEES, RICK EVANGELISTA AND THERESA CATER.**

Theresa began her career with MW in 1998 as the Controller; she has over 30 years of accounting experience along with human resources, insurance, operations and management. She computerized MW's accounting system along with other programs to assist in various departments within the organization.

Andy's commitment to MW began in 2001 as a valuable member of the sales team. He has represented MW at the Las Vegas Fastener Expo and the SEFA Table Top Show. With 16 years prior experience in the industry, he has first-hand knowledge in CNC and Laser programming, Cad, and purchasing. Andy leads the sales staff and handles materials purchasing.

These appointments signal a new chapter for MW Industries as they continue to produce quality washers, brackets, fasteners and metal stampings to customer specifications. The innovative, high-quality standards and results-driven leadership will continue for years to come. 

BUSINESS FOCUS ARTICLE

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IFI ELECTS NEW CHAIRMAN & VICE CHAIRMAN by Rob Harris, IFI Magaging Director

The Industrial Fasteners Institute (IFI), held its Annual Meeting in Ojai, CA March 21-24, 2015.

Newly elected Chairman for the period 2015-2016 is Mr. David J. Lomasney of MacLean-Fogg Component Solutions; newly elected Vice Chairman is Mr. James B. Springer of Industrial Nut Corporation.

Additional Board Of Directors

Mark Quebbeman, Semblex Corp.
Preston Boyd, TRAMEC/Hill Fastener
Jonathan Turner, TumaSure LLC
Kevin Johnson, Birmingham Fastener
Owe Carlsson, Alcoa Fastening Systems



**DAVID J. LOMASNEY
IFI CHAIRMAN**



**JAMES B. SPRINGER
IFI VICE CHAIRMAN**

Ryan Kinslow, PCC-SPS/Permaswage
Mike Lawler, Consolidated Aerospace Mfg. LLC
Mike Mosher, Penn Engineering & Mfg. Corp.
Phil Johnson, Continental Midland
Ed Lumm, Shannon Precision Fastener, LLC
Chris White, O&K American Corp.

Division Chairs For IFI

Div. I – Industrial Products:

Manny DeSantis, Valley Fastener Group LLC

Div. II – Aerospace Fastener Products:

Mike Lawler, Penn Engineering & Mfg. Corp.

Div. III – Automotive Industry Fastener Group:

Ashi Uppal, Kamax LP

Associate Suppliers' Division:

Chris White, O&K American Corp. 

TECHNICAL ARTICLE

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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 ADVANTAGES OF BLIND RIVETS

The Blind Rivet is the only fastener that has its assembly setting compression force built into its design and construction and that is the tensile strength or break load of the mandrel. The mandrel has a pre-determined break point located below the head of the mandrel. This break point is a reduction of the mandrel diameter, thus reducing the mandrel's tensile strength at this break point. When the blind rivet setting tool exerts a pulling force on the mandrel greater than the tensile or break load of the mandrel, the mandrel will break at the break point. This pulling force that broke the mandrel is the clamping force of the blind rivet.

Blind rivet manufacturers who are producing blind rivets to the Industrial Fasteners Institute (IFI) specifications (IFI-114) have a minimum and maximum range for mandrel break load.

Example

1/8 diameter blind rivet (4 series) grade designation No. 30 (steel rivet body & steel mandrel) break load is 600 lbs. to 800 lbs.. This ensures the user that this steel 1/8 diameter blind rivet will set between 600 lbs. to 800 lbs. pull pressure of the blind rivet setting tool.

Shear and tensile of the set blind rivets is also listed in IFI-114 specification. Using the steel blind rivet in the example above, the minimum shear strength is 260 lbs. and the minimum tensile strength is 310 lbs.. The project engineers and designers know the minimum shear and tensile values of the blind rivet and can determine how many of these blind rivets to use for a secure joint in the product assembly. Knowing in advance the minimum shear and tensile values of the blind rivet, the engineers and designers are positive that they will have integrity in their blind riveted joint.

Because the mandrel breaks at a pre-determined tensile or break load exerted by the setting tool, the operator

needs to only squeeze the trigger of a power setting tool to set the blind rivet. The operator cannot change when the mandrel will break, or change the shear and tensile values of the set blind rivet. Not like a screw, where a much less or variable torque results are achieved. If the threaded fastener is under torque or over torque, we do not have a joint with the integrity of a blind rivet assembly.

A blind rivet, in essence, is a one-piece fastener when used by an operator. There are no nuts or washers needed to form an assembled joint. Therefore inventory is less because a blind rivet is a one-piece fastener. Because a blind rivet can function within a range of work thicknesses only one fastener is needed for the assembly and once again, reduces inventory.

Because blind riveting is performed in one single stroke process, the blind rivet setting tool can be brought to the assembly, rather than the assembly being brought to the setting tool as it is when setting solid rivets. Blind rivet setting tools can be adapted to fit in small areas and also fitted for right angle applications.

The installation cost is less with blind rivets than screws, nut etc. because of the quick setting time of a blind rivet. A blind rivet power setting tool has a stroke distance long enough to set a blind rivet in one stroke at minimum work thickness. There are automatic feed systems that can set 50 blind rivets per minute. These systems have been mounted to the arm of robots and have reduced labor cost of riveting large complex assemblies.

A blind rivet can fasten joints of dissimilar materials such as metal to plastic, wood to plastic, glass to metal etc. In special soft material applications the blind rivet manufacturer will alter the tensile strength of the mandrel and use a large flange blind rivet body to distribute the clamping force over a larger area. I have used this theory blind riveting leather to aluminum.



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Need fast turnaround? CSM's in-house Tooling Department will have your order running in production quickly, often the same day! CSM takes great pride in handling every order with a "sense of urgency!" CSM's top-notch Engineering Department has the experience and knowledge to solve any technical challenge, assisting in the design of custom-made

fasteners for nearly any application and will recommend the most cost efficient fastener to meets your specifications.

CSM is a leading domestic source for Specials - starting at #3 thru 1/2" (M3-M12) and with capabilities to produce lengths up to 7" under the head. CSM manufactures from carbon and alloy steel, stainless steel (410, 430, and 302HQ), aluminum, brass, silicon bronze, and copper, and specializing in parts that require DFAR and domestically made material.

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THE BENEFITS OF THREAD REPAIR AND THE CONDITIONS WHEN IT IS NEEDED by Ted Wallbank, President

Regardless of how careful you are when you install nuts and bolts, it's bound to happen: stripped threads. When tightened, bolts create a radial spreading force, and this often leads to cracked, damaged, and stripped bolt holes. Bolts can also be damaged from incorrect fastener size, wrong thread pitch, cross-threading, thread galling, rusting, excessive pull-out force, thread fretting, or even just repeated use. Aluminum is especially notorious for damaged threads, but in reality, all threaded fasteners can strip or experience damage rendering them unusable. All hope isn't lost though. You can fix the problem by repairing the damaged threads.

High Volume Thread Repair

Depending on your end use, you may be in a situation where you deal with large quantities of fasteners. These fasteners can become damaged through rough handling, container damage, or even by the threads hitting against each other.

In these cases, it is not efficient to repair each bolt individually by hand. Subject to various factors including the type of damage, the plating involved, and the size of the part. It is possible to repair the damage in a cost effective way by hiring a company who maintains the necessary thread repair equipment and can handle large volumes.

While not practical for the average person in their garage, this option is a good one for those who have invested thousands of dollars in a large volume of fasteners.



Reshaping Threads

Instead of cutting new threads on your bolts, you can reshape them to their original condition after removal. This is ideal when your fasteners are only partially stripped. First, you'll need to find the bolt's pitch (metric) or thread count (SAE). You can do this with a thread file or thread gauge—hold it against the threads until you find the right match.

Place your bolt in a vise, engage the thread file grooves

and then push on it. This will reset your threads enough to be able to screw on a rethreading die. Put some oil on your bolt and then use the rethreading die to restore it to its original condition. A tap is used for female threads and a die is used to create male threads. The process will take a few operations: don't do it all at once and avoid cross threading. Rotate the rethreading die or tap

few times, and then back it up a full turn in order to dislodge debris. Repeat the process until you see solid threads.

Oversize Thread Replacement

One of the simplest and fastest thread repair methods is to drill out only the stripped threads and tap the hole to the next size up. However, using different thread sizes in a bolt hole pattern isn't ideal - you'll then need non-standard fasteners and torque specifications. Instead, you could over-size all of the threads, even if you only have one that is stripped, though this takes more time and effort and could weaken your machine or device. You can also weld-up the existing hole and drill a new hole. Then, cut new threads with a tap.

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Almost seventeen years ago that motto was given to us by a good customer and our team never takes it for granted. It's visible on every desk, office, workspace, carton and business card in our building. Every one of our teammates understands our commitment to maintain that reputation and responsibility.

MSI was founded by the employees of a former pipe, valve and fitting distributor. It was our vision to build an organization dedicated to providing customers worldwide with a single supplier of piping products available in many different materials and connections.

Coupled with our diversified product mix, we were determined to offer secondary and tertiary services to increase our service capabilities. With our custom capabilities we seldom turn down opportunities to work together with customers on those "special" or "unique" items. Our customers soon realized they could reduce their current supplier base while increasing their productivity and enjoying the flexibility and cost savings we provided daily.

Today, MSI has a comprehensive inventory consisting of:

- 150lb & 300lb Malleable Iron Pipe Fittings
- S40 / S80 Steel Seamless & Welded Pipe Nipples
- High Pressure Forged Carbon & Stainless Steel Fittings
- 150lb Stainless Steel Pipe Fittings
- S40 / S80 Stainless Steel Pipe Nipples
- 150lb & 300lb Forged Carbon and Forged Stainless Steel Flanges
- Standard and Extra Heavy Carbon and Stainless Butt-Weld Fittings
- Cast Bronze and Lead Free Bronze Fittings and Brass Pipe Nipples
- Merchant Steel Pipe Fittings and Couplings
- Carbon, Stainless, Brass and Lead Free Valves




When we first started, we focused on being cheaper than everybody else. We then quickly realized to really grow our business and develop a good reputation, we needed to be better than everyone else. That's when our commitment to quality initiative started. Our fittings had always been manufactured in accordance to the ANSI and ASME standards, yet we felt we could do better than simply "meet the standard." Today our fittings undergo testing and evaluations like no other. They meet a cleanliness standard that we set that far exceeds what is found in the industry. Our machining tolerances are tighter and the inspection percentage of our fittings is greater than what is expected or even realized in the market today.

Our full traceability initiative started a few years ago and today on our website, nearly 90% of our product offering is fully-traceable with material test reports. After the economic downturn, many competitors focused on offering "cheaper fittings," to the marketplace, MSI continued to work on building value for our customers. From our carbon steel offering to our lead free bronze, we provide customers confidence in the products they receive from us by providing a quick and easy way to retrieve the product's material reports. In this manner both our customers and their customers know precisely what they're buying.

We designed and maintain these high standards because we believe we deliver more than industrial pipe fittings to our customers. We deliver confidence.

Today, our reputation precedes us as one of the leading quality-driven industrial pipe product master distributors. Our business has been, and will continue to be built one relationship at a time.

And that's why we're proud to be recognized as "the most trusted name in fittings." 

NOT ALL FITTINGS ARE CREATED EQUAL



Malleable Iron Fittings



Steel Pipe Nipples



Merchant Steel Couplings



Forged Steel Fittings



Merchant Steel Fittings



Steel Flanges



Steel Butt-Weld Fittings



Stainless Steel Cast Fittings



Stainless Steel Nipples



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Chris' career with SPIROL began with the position of Market Applications Engineer. Shortly thereafter he was promoted to Product Sales Engineer for Inserts for Plastics and Coiled Pins, and elected to SPIROL's Order Creation Council. He was recently promoted to Product Sales Manager for Coiled Spring Pins. Throughout his career, Chris has authored several informative technical articles that have been published in distinguished trade magazines and on SPIROL.com.

Chris has most recently been appointed as U.S. Automotive Sales Manager. In this role, Chris will coordinate and manage the development of the automotive locations and companies assigned to this group. This appointment comes in addition to his Product Sales Manager role for Pins.

SPIROL has always recognized its employees as its greatest asset and is proud to foster an individual whose ambition and dedication has made a positive impact on the fastener industry. We look forward to Chris' future growth and contributions.

For more information contact Spirol International Corporation at Tel: 1-860-774-8571, Fax: 1-860-774-2048, Email: info@spirol.com or you can visit their website at www.spirol.com.

DISTRIBUTOR NEWS

SPIROL International Corp.

is pleased to announce that, Christopher Jeznach, has been selected to be part of the "30 Under 30" Class of 2014, as recognized by the Young Fastener Professionals and also the Fastener Industry Coalition.

This award is given to 30 professionals who are under the age of 30 that have made a significant impact within their company and the fastener industry.

Chris graduated from Worcester Polytechnic Institute in 2010 earning a Bachelor of Science in Mechanical Engineering. During his college career, he studied abroad in Namibia, Africa, and graduated with Tau Beta Pi honors. He is

currently pursuing his M.B.A. at the Isenberg School of Management, UMass Amherst.

After receiving his engineering degree, Chris worked for ExxonMobil Gas & Power as a Business Analyst in Houston, Texas.



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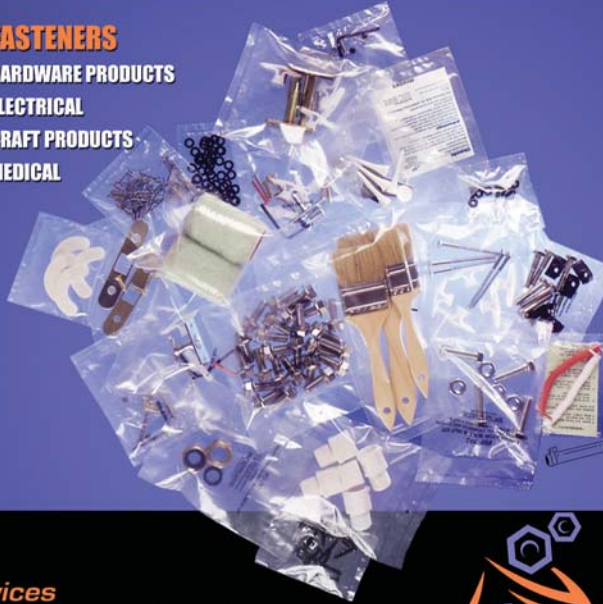
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FCH TO AWARD FASTENER TRAINING INSTITUTE SCHOLARSHIP


The FCH Sourcing Network has teamed up with the Fastener Training Institute for a second year to announce 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, a distinguished industry credential.

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 September 30th, 2015, and the winner will be announced during the Las Vegas fastener show after-event, known as the "Bourbon Room Fastener Bash", October 22rd, 2015.

Last year, the FTI also provided vouchers to all scholarship applicants to attend an online training webinar, so there is no reason not to get applications in ahead of the deadline.

Scholarship essays become property of the Fastener Training Institute. Applications may be submitted via email to: ftr@fullythreaded.com. 

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2015 GOLF OUTING ENJOYS NEW VENUE

by Nancy Rich

This year's MWFA Golf Outing moved to Schaumburg Golf Course in Schaumburg, IL. The move was made to accommodate more golfers as the course has 27 holes. Since the MWFA outing is typically oversold this move became necessary. Play moved along very well elivating the typical backups on the course.

The only rough part of the day was when storms came through during the late afternoon. Fortunately golfers were able to get most of their game completed. Awards were distributed after golf and the traditional dinner was eliminated to allow golfers to get back to Rosemont to network with Fastener Tech participants. Next year's outing will be at the same location with the traditional post golf awards dinner.

Congratulations To Our Golf Winners

1st Place Team

Don Shan & John Radel

2nd Place Team

John Zare, Jared Shut, Dan Saviano

Course Contests

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Donny Schaaf
Cory Wing
Donny Schaaf
Kris Wind
Alina Agresto
Jim Sullivan
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by **JOHN WOLZ** EDITOR
 editor@globalfastenernews.com

ROBOTS TO INSTALL 50,000 FASTENERS ON BOEING 777s

One of the world's largest robotics companies invented a new automated system to install 50,000 fasteners on the fuselage of each new Boeing 777. Boeing is counting on robots to cut production costs. The Puget Sound Business Journal reported on the testing the robot in an industrial park near Boeing's Everett, WA, plant.

"There, orange robotic arms bend and pivot in a mechanized dance," reporter Steve Wilhelm of the Business Journal described the test. Today the fasteners are installed by hand.

Wilhelm describes the scene: "Twin robot arms mounted on the machine's self-driven, wheeled platform will slowly creep along the inside of the fuselage. At the same pace, a crawler outside the fuselage will aim a corresponding arm at the plane's exterior. The drilling, placement and completion of each fastener from the inside and outside robot arms will be perfectly aligned with each other for an instant, before moving on to be perfectly aligned for the next drilling and fastening moment."

"Think of it like a sewing machine," Boeing vice president of 777 operations Jason Clark, told the Business Journal.

The orange robots are engineered by Kuka Systems, the German company which engineered robots to build cars. Last year Kuka opened up the 30,000-sq ft facility in Everett. Kuka Systems is a unit of Kuka AG, a German company that generated \$2 billion in revenue last year. The focus of Kuka's Boeing work is the 777X, the upcoming wide-body jet with new engines and carbon composite wings. Aerospace is different from Kuka's automotive work. While 60 autos an hour can be produced on an automotive assembly line, the 777s are manufactured at a rate of 8.3 jets a month.

Part of that assembly process turns the fuselage upside down so workers can get access to one section at a time. "But robots, unlike humans, can work at any angle without discomfort," Wilhelm observed. So in 2013 Boeing and Kuka began a collaboration "to revolutionize the building of the 777." Boeing calls the result FAUB – or "fuselage automated upright build," which allow fuselages to stay upright during the entire production process, saving time and money. The Kuka robotized drilling and riveting machine is nearly ready to produce planes.




Robots will replace some people, but with increasing production and opening a second 777 line in Everett means that nobody will lose jobs soon, Boeing executives told the Business Journal. Robot technology will relieve workers from some repetitive jobs.

However, Jon Holden, president of the Machinists District Lodge 751, expressed concern that "automation absolutely takes away the jobs we do manually. Those jobs are tough, hard and dirty — but we value those jobs, we don't want to get rid of those jobs," Holden told the Business Journal. "If anything, we'd like to make those jobs safer."

Boeing's Clark that the traditional riveting is "really hard on the shoulders and the body's mechanics. We'd rather move mechanics into positions where they're running equipment to do that kind of work."

Boeing also is turning to automation to cuts costs. "Our imperative is to deliver on a record backlog of more than 5,700 airplanes, with an intense focus on profitability," CEO Jim McNerney said. The technology goal is to keep down costs and thus prices down on the upcoming 777X. The 405-passenger 777-9X, sells for \$389 million.

Boeing competes with Europe's Airbus, but also faces emerging challenge Commercial Aircraft Corp. of China, which is developing a competing aircraft to the Boeing 737.

Aerospace consultant Scott Hamilton of Leeham LLC said factory cost cutting is "very pivotal. Boeing has been extremely good about lean manufacturing; in some ways they were ahead of Airbus on that." 



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With the goal of becoming the largest manufacturer of stainless steel hardware, chain and wire rope, Suncor has expanded more than its square footage. The initial product line of 35 items has quickly grown to encompass thousands of different products including shackles, turnbuckles,

eyebolts, hooks, hinges, pad eyes, swage fittings and so much more. Their facility offers a machine shop, manufacturing department, assembly and packaging under one roof. This efficiency not only improves quality control, but allows for the production of customized hardware made to the customers' exact specifications.

Suncor is constantly evolving with the times and responding to their customers' needs. They have recently launched a new website that enables it to adapt/format properly to a variety of devices (phone, tablet, laptop, etc.). They are constantly investing in new machinery to maximize domestic operations. For many years now they have maintained a quality management system that earns an ISO 9001 certification. Suncor's reputation and the respect from its customers are earned through proving time and time again their desire and ability to be the best source for stainless steel hardware. 

BUSINESS FOCUS ARTICLE

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NOW IS THE TIME TO NOMINATE 30 UNDER 30

by Vickie Lester

In conjunction with the Young Fastener Professionals Association, the Fastener Industry Coalition (FIC) will again this year recognize 30 young industry professionals who are making a difference in the industry.

Nominees should be natural-born leaders who are driven, motivated, and passionate about their jobs and the future of this industry. They can range in departments, levels of experience, and geographic location.

Applicants can be nominated by either a colleague or themselves by completing the nomination form.

The winners will be recognized at the National Fastener Industrial & Mill Supply Expo in Las Vegas, October 21, 2015.

Visit the website to get the nomination form: <http://www.youngfastenerprofessionals.com/nominate/>

Rules for Choosing the 30

A committee of five people will choose the 30 Under 30. The committee will be comprised of members of the Fastener Industry Coalition (FIC) and the Young Fastener Professionals (YFP).

Criteria used to choose the 30 will include information submitted on the application forms. Because we are not using measurable indicators such as GPA or things used by scholarship committees, the decisions will be largely subjective. For this reason, we are electing to have five committee members, or five different points of view.

Although there are no measurable indicators, some of the things we would ask the committee members to consider would include the following:

- Length of time at their current position
- Position within their organization (president or other officer, national account manager, regional account manager, lead programmer, or any other designation that indicates they have exceptional responsibilities at their company)
- Any measurable progress noted (cost saving initiatives, sales increases, demonstrable efficiency increases, etc.) in their statement/essay
- Biographical information – whether this is a personal application submitted or an application submitted by a sponsor, this portion will weigh heaviest on determining who will be named in the 30

With five committee members, there will be no ties. Each member of the committee will see each application for review. Committee members who work with any of the nominees will not be allowed to vote on those applicants unless there is a 2-2 tie from the other committee members.

This program is designed to recognize and encourage the young employees of our industry to make the fastener industry a long term commitment because they can be part of a better future for the industry.

Class of 2014

- Josh Ballard, Sems & Specials
- Julie Clarke, BHJ Bay City Screw & Bolt
- Shelby Cunningham, Hudson Fasteners, Inc.
- Cory Facemire, NSK Industries
- Alexandra Giangrande, Nyllok
- Andy Graham, National Threaded Fasteners
- Angelo Gramulgia, Jergens
- Mark Hundley, Unytite, Inc.
- Allison James, Stelfast, Inc.
- Christopher Jeznach, SPIROL
- Miguel Jones, Divspec (Edwards & West)
- Kristen Kessler, Solution Industries
- Jordan Lohrens, Trinity Logistics
- Mathew Lomando, Bel-Metric
- Patricia Lomando, Bel-Metric
- John Medcalf, Field Fastener
- Mark Meyers, Komar Screw
- TJ Munson, International Fasteners
- Landon Nye, LISI Aerospace
- Melissa Patel, Field Fastener
- Christopher Rider, Stelfast, Inc.
- Aaron Shushan, Specialty Sales Reps
- John Sundstrom, Sems & Specials
- Colin Tansey, Specialty Bolt
- Andrew Urhausen, All American Systems
- Jeffrey Van Fossen, Penn Engineering
- Bryan Wheeler, Star Stainless Screw Co.
- Dustin Windsor, Solution Industries
- Adam Wong, Bisco Industries
- Caleb Zehnder, Trinity Logistics

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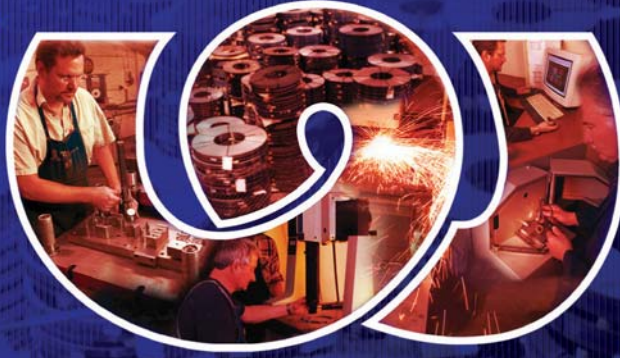
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Last year's feature story highlighted how Beacon can make an immediate impact on your bottom line by reducing your total cost of ownership. This year, we are focusing on

specific support programs and detailed benefits for each program that can be tailored to meet your unique requirements while positively impacting your business and strategic goals.

Ship to Stock Program: Beacon is an extension of your quality department by providing complete documentation for every lot through our

extensive in-house product validation procedures. We take full responsibility for our products and inspection process so parts can go directly into your inventory without the need of further inspections.

- Cut costs and save time by eliminating the need for receiving and duplicate quality inspections

- Product available for immediate use
- Certifications, inspection reports, and performance test results on every shipment including retained samples and test plates are available for a minimum of three years

Price Management Program: Beacon saves you time and resources associated with your procurement process by establishing contract pricing for all our catalog items.

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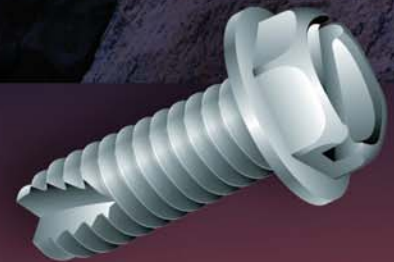
Custom Programs	Ship to Stock Program	Price Management Program	Consignment Program	VMI Support Program
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DISTRIBUTOR NEWS

The Auto Bolt Company,

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This will extend our manufacturing capabilities to 1.181" (M30) diameter x 10.250" (260 mm) in length. We are currently accepting requests for quotes for the equipment, as we expect to have the machine in place and operational by the end of calendar year 2015.

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GET SMART AND CONNECT WITH WIFI AT NIFMSE LAS VEGAS

Join Women in the Fastener Industry on October 21st, 3-5pm, for the 6th Annual Speaker Series & Networking Event at the National Industrial Fastener & Mill Supply Expo in Las Vegas.

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Author and consultant Tom Payne will show you how to build a diverse, creative team that will give you and your company the skills to turn innovative solutions into a competitive advantage.

This event is for women and men who want that leading edge in creative thinking and business skills.

Prepare to network and win great raffle prizes - including an Apple Watch!

The WIFI raffle supports scholarships for members to attend the NIFMS Expo and classes at the Fastener Training Institute.

WIFI will hold its annual open board meeting at 2pm on Oct. 21st before the event. All members are welcome to attend and bring their ideas for future WIFI events and




TOM PAYNE

as featured speaker Nancy Ridge presented her "A Women's Guide to Successful Negotiating."

Ridge, president of Women in the Channel, was a nominee for the Orange County Women in Business Award, and was honored by the American Business Association for her work with her company Women in the Channel, a grassroots organization of women in the telecom industry.

"Nancy knocked it out of the ballpark when it came to giving our audience great tips on negotiating skills," said Hearn. "It was an empowering event, and the chance to connect with current and new members was priceless."

Visit fastenerwomen.com for more information about WIFI membership, mentoring, scholarship, corporate sponsorships and events. 

programs.

Visit WIFI at booth 207 during the NIFMS Expo. Come by and learn about membership and scholarship opportunities. Join WIFI during the Expo and receive the famous WIFI pink rhinestone lanyard.

WIFI Board member Rosa Hearn hosted the first WIFI South California event in August. Members and colleagues listened and learned



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- Inch



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- Aluminum, 316, 18-8 & 17-4PH SS
- Inch



T SLOT BOLTS

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 • Inch



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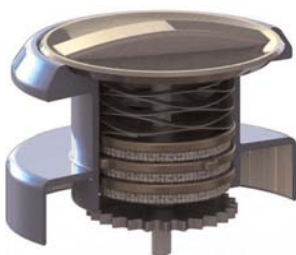
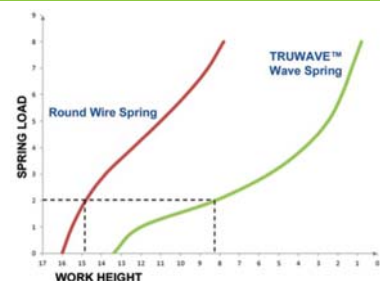
WAVE OVER COIL SPRINGS: HOW THEY AFFECT FISHING REELS by Vincent Rodgers

In certain applications, wave springs are an excellent alternative to coil springs. Wave springs have the ability to take up 50% less axial space than conventional coil springs, but still provide the same force and deflection required for the application. The space saving attribute of the wave spring allows the application to become lighter by using less material and eliminating unnecessary space and excess material. Lastly, wave springs have precise load deflection over coil springs. This load deflection allows the wave spring to have a consistent spring rate and load progression over the targeted compression range. For fishing enthusiasts who are particular about their reels, having a consistent and targetable spring force allows the reel to function more smoothly and eliminate drag.

In a fishing reel drag adjustment assembly, coil

spring loads start out linear then planes up at the end of the drag curve, meaning a fisherman can't use the last 30% of their drag adjustments. With a wave spring the fisherman has a more linear drag curve when turning the drag knob.

They are able to use all the drag necessary to reel in their big catch. Using the wave spring over a coil spring allows for a smoother drag which is important for catching large fish or fish that might be in a marsh, or under a dock. In addition, the weight savings present in a reel using wave springs compared to typical coil spring permits the fisherman to cast longer without experiencing fatigue. 



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FIELD FASTENER GIVES BACK IN A GREAT WAY

The team at Field works really hard to make a positive difference in the community. Over the years the team has found that the best ways to make a positive impact in the community is to roll up their sleeves and volunteer.

Field promotes team member involvement by offering up to a week of paid time off for Team Members to volunteer at a Not-For-Profit organization. This paid time off is in addition to a Team Member's paid vacation and paid holidays and supports the company's commitment to community partnership.

"About 10 years ago, I started to travel with my family on a mission to Haiti for a week once a year and I found it very rewarding," said Field Chairman, Bill Derry. "I thought, 'Here I have this opportunity as the principal of a business to travel and serve, why don't others have the chance to do that?' So we decided to offer it as a benefit and allow others to volunteer while taking some time from work."


For the past 8 years, Field has had 100% employee participation in giving financial support to the United Way, even as the team has nearly doubled in size during that time. Field also has numerous team members each year, who read to children through the United Way's Page Turner Program. For the Field team it's not about simply sending a check though, it's about getting out there in the community and volunteering to help make a difference. Perhaps the best example of this is Field's support of the

Rockford Area Habitat for Humanity. During the summer of 2015, Field was the House Sponsor for a Rockford Area Habitat for Humanity home. Nearly every team member at Field volunteered their time and resources to help build a home for a family in need.

"We are very committed to community involvement not only as a company, but with our team members getting involved as well," said Field HR Director, Tim Firm. "It's a benefit designed to encourage our team members to get involved in the community and we believe this is a way to do it with no reservation about missing work or compensation or anything like that."

Numerous team members lend their time, effort, and financial support to over 22 charities and nonprofit

organizations of their own accord. Field regularly contributes to, and helps organize events for organizations like, the Rock River Valley Blood Center, Northern Illinois Food Bank, Rockford Meld, GiGi's Playhouse, Carpenter's Place and numerous others.

Making an impact in people's lives is part of who Field is as a company, and improving people's futures is woven into the very fabric of the culture at Field. Being able to make a difference in the lives of the people who live in the community is just a part of who Field is, and the volunteer benefit for the team members just helps to make it easier for the team to help make a difference. 



FIELD FASTENING CO. TEAM MEMBER VOLUNTEERS POSE OUTSIDE THE HABITAT FOR HUMANITY HOUSE THEY ARE SPONSORING AND BUILDING IN MACHESNEY PARK AFTER THE FRAMING OF THE EXTERIOR WALLS WAS COMPLETED. THE RESIDENCE SHOULD BE READY FOR MOVE-IN BY AUGUST.

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MAKING IT HERE: QUALITY BECOMES JOB 1

by Joe Cappello

(Excerpt from the upcoming book on Robert Slass, Founder of Rotor Clip Company, a successful US manufacturer of retaining rings)

“...Companies should be in business for the long term to compete successfully and provide jobs. To do this, constant improvement is necessary.”

Turning Deming's Points into Action, by Robert Slass, Industry Week, June 20, 1988.

The 1980's saw the rise of Japan as an economic powerhouse and an innovator of products and services. They perfected methods of production and succeeded in manufacturing quality goods at very competitive prices. This gave Japanese companies a strong advantage in selling everything from automobiles to consumer electronics. Many industries that enjoyed sole domination of their respective markets for many years were suddenly scrambling to just stay in business.

Bob watched these events with great concern. He was particularly troubled by companies that had been in business for a lifetime suddenly selling out or dissolving into bankruptcies. If Rotor Clip was to avoid a similar fate, it had to readjust to the changing manufacturing picture.

Of all the quality ideas circulating in the automotive

industry at the time, Bob was most drawn to W. Edwards Deming. His view of continuous improvement and Statistical Process Control fit with Bob's own philosophy that quality should be the number one priority in his manufacturing operation.

Deming developed his techniques in the US in the 1920's. But his breakthrough came when he was invited to speak to the Japanese Union of Scientists and

Engineers (JUSE) to help in the reconstruction of that country after World War II. From June through August 1950, he trained hundreds of engineers, managers, and scholars in statistical process control (SPC) and concepts of quality. Deming was so well received by the Japanese that the “Japanese Economic Miracle” that soon followed owed its success in large part to Deming. To show their gratitude the Japanese industrialists instituted the

“Deming Prize” for excellence in manufacturing, an honor that is still revered in Japan to this day.

But Deming's concepts were slow to catch on in the US. After the war, our factories were more concerned with filling orders than struggling to learn the quality techniques espoused by Deming. We were still sorting parts “after the fact,” not developing “in-process” checking techniques like SPC to detect and correct errors before bad parts could be made.



OFFICIALS FROM GENERAL MOTORS WERE ON HAND TO AWARD ROTOR CLIP WITH THEIR PRESTIGIOUS “MARK OF EXCELLENCE” QUALITY AWARD IN OCTOBER 1989. BOB SLASS CAN BE SEEN ON THE RIGHT HOLDING THE PLAQUE SURROUNDED BY ALL 120 EMPLOYEES OF THE COMPANY AT THE TIME.



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people, growing margins, reduce/ add inventory, retire, transition to a family member.

- **Sales Assessment** – internal/external sales force and/or driving sales through the internet.
- **Operational Efficiency** – receiving, picking, packing, cycle counting, purchasing, payables, collections, technology, and more.
- **Financial Assessments** – financial management, P & L, Balance sheet, and Cash Flow analysis.
- **Mergers** – selling what you've worked so hard to build can be daunting and emotional. Let us prepare you to not only get top dollar but maneuver the landmines of the negotiating process.
- **Cultural Assessment** – aligning the company's culture with your business strategy. Are your employees, including management, parallel with your long term objectives?

Contact Carney Consulting today and together let's get your business on the right track for success.

BUSINESS FOCUS ARTICLE

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John Carney | President

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GROOV-PIN CORP.

GROOV-PIN: 90 YEARS LATER, EVOLVING FROM LEAN PROCESSES

Groov-Pin has been a leader in engineered fasteners and components for connection and control, supplying U.S. manufacturers for almost 90 years. Our mission is to improve performance of manufacturers' assemblies and operations with responsive support and superior properties of our engineered fasteners and components.

History Of Innovation

The company was founded in 1926, to develop the potential for a patented press fit fastener called a grooved pin.

Today our lines of these solid pin fasteners find application in a wide range of industries with automotive manufacturers like BMW to aerospace in Boeing's new Dreamliner, along with electronics, energy, defense, and dental industries. Pins are made in our GA facility on machines of our own design from wire of carbon steel, alloy steel, stainless steel and a variety of other materials. Groov-Pin took a leading role in developing both commercial and military standards for grooved pins and also producing custom designs in as little as 21 days.

In the 1950's, Groov-Pin developed Tap-Lok® brand threaded inserts used to provide strong permanent threads in soft metals and plastics. These solid bushing inserts

install in one step in drilled or cored holes, by tapping their way into a wide range of base materials. The Tap-Lok insert was originally developed to reinforce aluminum die-castings but has found use in magnesium, mild steels, and thermo-set plastics. In soft base materials, the inserts allow designers to take advantage of the full strength of high-tensile fasteners for lower cost and greater clamping pressures. Inserts are made in our GA facility on

screw machines from metal bars. Groov-Pin led in the development of a military standard for Tap-Loks. In the mid-

90's Groov-Pin acquired the Speedserts® line of threaded inserts from Fairchild Fasteners (now Alcoa) to complement its lines of self-tapping inserts.

In the late 90's Groov-Pin acquired Precision Turned Components, a recognized leader in the manufacturing of components for microwave connectors and related high precision components. We are responsible for manufacturing high-end quick-turn components used by NASA that went all the way to Mars! Through the Groov-Pin sales force, the customer base has been expanded to include many industries including Telecommunications, Die Casting, Medical, and Firearms with an average 20 day lead time on custom components.

CONTINUED ON PAGE 198



GROOV-PIN CORP.

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BUSINESS FOCUS ARTICLE

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NCFA KEEPING BUSY THIS SUMMER

by Marty Nolan, NCFA President

Typically things quiet down a little bit during the summer to give you time to catch your breath, but the NCFA is busy as ever hosting and planning great events for our members. On Thursday, August 13th the NCFA hosted our annual Night at the Ballpark with 100 members and industry friends in attendance. Attendees were able to watch our beloved Cleveland Indians play the division leading New York Yankees down at Progressive Field. Now that the Indians have cleaned house and replaced a bunch of struggling veteran players with a bunch of young, hungry players, the ballpark has a different feel and energy. Although we didn't walk away with a win, our group was right in the middle of all the fun.


Following one sports oriented event with another, the annual NCFA Screw Open Golf Outing will take place on Thursday, September 10th at Valleaire Golf Club. Last year, the recently updated venue proved to be an enjoyable place for this event, so we opted to return again in 2015. To register for this outing, please visit our website www.ncfaonline.com/EVENTS. There are also many sponsorship opportunities available.

Next on our busy agenda is a tour of Earnest Machine's machining operation which will take place on Thursday, October 1st. Kirk Zehnder and his staff will host a tour from

4-7 p.m. and the tour will be followed by beer, burgers and brats for all NCFA members. A special "thank you" to Kirk and Earnest for opening their doors to NCFA Members.

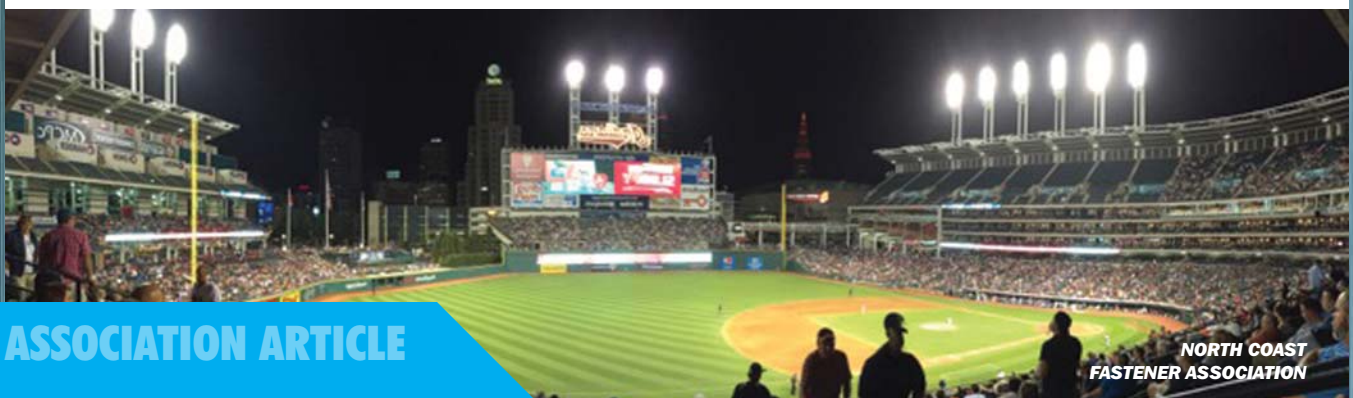
Finally, while it is hard to think about the holidays when in the middle of a hot, dry August, the NCFA will once again be hosting our ever growing and popular Holiday Bash on Thursday, December 10th at the Corner Alley in Downtown Cleveland, Ohio. This event has grown each year and has become one of our most popular events, besides the Distributor Social of course. Bowling, billiards, beer and the vibrant downtown atmosphere of Cleveland's East 4th Street, make this a great place to relax and do a little networking.

Oddly enough, the NCFA board is starting to work on next year's agenda as we nail down dates for our existing activities and work to come up

with new programs for our NCFA members. Please contact me if you are interested in getting involved with the NCFA board, as we are always on the hunt for energetic and creative new board members. And, finally, good luck to all of you with kids going back to school. Got two down and one to go and know this is a busy time for a lot of the NCFA membership. Still, we hope we will see you at one of our upcoming NCFA events. 



KRISTEN KESSLER, MARTY NOLAN, LAURA VATH, GARY GRAHAM AND ANDY GRAHAM (BOTTOM)



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DO YOU HAVE THE TOOLS TO STRENGTHEN CUSTOMER RELATIONSHIPS & IMPROVE SALES? *by Steven Sherman, VP of Engineering*

One of the challenges all distributors face today is meeting the ever-changing needs of their customers while also establishing their intrinsic value as a supplier.

The best companies do this by striving for balance among the three components of the value triangle – price, quality and service. The reality, however, is that most can really only excel in one or two of these areas. While price might win more

business in the short term, quality and service will help you keep it. As a supplier to your customers, you can add value by being a solutions provider in order to strengthen relationships and increase sales over the long term.



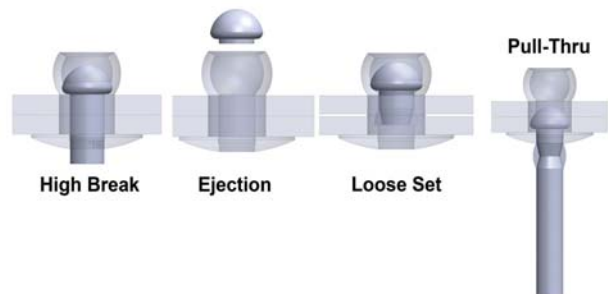
Solutions That Add Value

Quality can be measured in terms of conformance to drawings, standards or PPM ratios. Service, on the other hand, is less black and white. While it could be measured in terms of response time, one might argue that the most valuable service you can bring to OEMs is in the form of solutions. As a distributor, well thought out solutions give you a competitive edge because you are helping alleviate an OEM's "pain."

Solutions today, however, are more than incremental innovations such as improving the salt spray resistance or adding a nylon patch. Providing useful assembly solutions that challenge traditional thought are often the most appreciated (and therefore most valued) by your customers. As a result, these forward-thinking solutions could potentially turn out to be most profitable for you and offer the greatest benefit to your customers.

Become A Problem Solver

Where working with rivets is concerned, there are many pain points that come into play. Blind Rivets can be troublesome, specifically, can break high, pull through, crack and jam tools causing enormous costs and "pains" at the assembly line.



Providing customers with solutions and riveting systems to solve those issues is the best way for distributors to add value and increase revenues.

Here's an example:

- OEMs using blind rivets supplied by you must also use a tool to set it
- Since most distributors do not offer tools as complimentary products to their rivets, these tools are likely sold directly by the rivet manufacturer
- When there's a problem, whether it's a rivet or tool issue, OEMs will typically turn to the manufacturer first
- If the rivet manufacturer solves the problem, they can easily blame the failure on the rivets you supplied – knocking you out of the game as a problem solver and potentially impacting your relationship

So, how do you position yourself as the primary point of contact solving problems for your customers?

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THE FASCO AMERICA® AND BECK FASTENER GROUP® INTERNATIONAL SALES MEETING - JUNE 13-16, 2015

The FASCO America and BECK Fastener Group® sales and management teams came together on June 13th – 16th at The Lodge at Whitefish Lake, in Whitefish Montana, for this year's International Sales Meeting. In addition to meetings and an awards banquet, this year's event included whitewater rafting, a hog roast, plus the traditional highly competitive annual International Corn Hole Tournament.

Meetings included a review of the current state of FASCO America, as well as information about the numerous new innovations coming down the pipeline for 2015 that are nothing short of what you would expect from this forward thinking company. 2014 was also full of many exciting new product innovations from the BECK Fastener Group®, including the introduction of the Roofloc® SCRAIL® System for metal roofing, F58 33° Nailer, and F44 Siding Nailer.


It wasn't all work though, the team also experienced a wild whitewater rafting adventure at Glacier National Park followed by a hog roast where everyone came decked out in jerseys representing their favorite sports teams. After dinner, the competition heated up for the 2015 International Corn Hole Championship, which was won by FASCO's Gary Ward and BECK's Marcus

Dickow. Congratulations guys!

Congratulations are also in order for the members of the FASCO sales team who were recognized for their extraordinary sales efforts in 2014. The highlight of the awards banquet was the presentation of the "BECK to the Future" award for greatest overall sales performance, which went to Terry Brady this year.

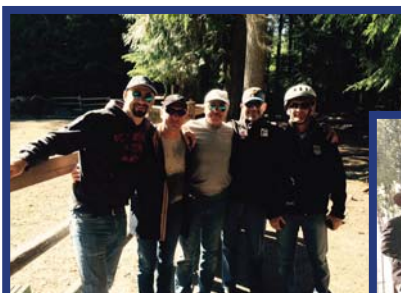
FASCO America's General Manager, Brett McCutcheon describes this annual International Sales meeting as "a unique opportunity for everyone to get together to set goals that impact us all collectively, as well as individually."

FASCO America, now recharged, energized, and strengthened as a team and as a company, is looking forward

to another great year in business helping builders everywhere complete quality construction projects quickly and easily, saving them time and money. 



TERRY BRADY RECEIVES THE "BECK TO THE FUTURE" AWARD FOR BEST OVERALL SALES PERFORMANCE



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INTERNATIONAL FASTENERS INC. 20 YEARS OF QUALITY AND SERVICE

International Fasteners Inc is beginning their year long celebration of 20 years in the Fastener Industry. A big THANK YOU goes out to all of their valued distributors for their support over the years.

How has International Fasteners Inc been so successful over the years? Simple, their mission is to be an importer with a domestic approach. They continue to be focused on being quality driven, competitively priced, with the highest level of service available. Since 1996, they have become a leader of quality construction fasteners sold exclusively through distribution. According to Pete Carlino, President of International Fasteners, Inc., "We set the bar high in the quality and import of each fastener we bring in. We have a comprehensive quality control department that inspects every item for dimension and performance prior to leaving the factory overseas."

When speaking to Joanne Bialas, National Sales Manager at IFI about the changes in the industry over the years, she noted: "When we first started in fasteners, there were no laptops, no cell phones, no emails, no voicemail, no GPS devices – not even fax machines were in use. We actually had teletype machines, similar to a fax, but you had to type in what you wanted to transmit over the phone line." She went on to say: "Buyers had a phone on their desk and a chair next to it for salespeople to sit in when they came by. Business was done by live communication."

In reviewing how buyers today can capitalize on purchasing from master importers and get the best possible quality and value, Bialas recommends considering the

following:

- Avoid the "me too syndrome": Buying the same product from the same source as everyone else makes you simply the same, not different, not special, not better, not worse, just the same. It is hard to up-sell the same.

- Too high a price is not good, but neither is too low. If you buy into a market situation at 20% less than the competitors

and sell on that purchase price, what happens when they run out or raise their price? Now you have to go to your customer with a huge increase or take the hit which will negate the savings you once had.

- Be sure the quality is not compromised. Consistent high quality that you know you can trust will save money in the long run.

- Help us help you. The more information that you can provide, such as the application, can help us guide you in the right direction.

- Review the total cost of goods: What about freight which can often become more than the

fastener itself?

- Buyers can be good salespeople too. By building a rapport with your vendors, you are creating more buying power than you might realize.

Sales people want to help everyone and close the sales, but they also want to go over and beyond the call for those buyers that they have developed a great relationship with.

- Embrace technology, but don't abuse it. An email or fax may seem simpler than a phone call. You can log on to check stock or place an order...all of these things are possible today.



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NFDA BOARD APPROVES TWO SCHOLARSHIPS FOR FASTENER TRAINING WEEK by Vickie Lester

This year the NFDA Board of Directors approved two scholarships for Fastener Training Week, an advanced fastener technical training program produced by the Fastener Training Institute. The association is pleased to announce the winners for 2015 are:

- **Corey Facemire**, Business Development Manager, NSK Industries (Cuyahoga Falls, Ohio)
- **Mark Jacobs**, Director of Engineering/Quality, Fast-Rite International (Glendale Heights, Illinois)



COREY FACEMIRE



MARK JACOBS

Applicants were evaluated based on the recommendation from their employer, personal achievements, work experience, and an essay. Identifying information was redacted, so that the team evaluating the applications did not know the names or employers of those applying.

For more information about Fastener Training Week, visit www.fastenertraining.org

How Would You Like To Get \$1,000 Off Your Next NFDA Dues Invoice?

All you need to do is refer a new member and you could get the big money!

Here's how it works:

- For every new member you bring in, NFDA will reduce your next dues invoice by \$1,000.

- The application form asks new members to list who referred them to NFDA. The first name listed gets the \$1,000 rebate. All additional names on the referral line get \$100 Amazon gift cards, so everyone wins!

But wait, there's more!

- Bring in a former member (one who has not paid dues in the past two years) and you are eligible for the same \$1,000 or \$100 offer!

This offer is unlimited!

- Bring in two new members, and you could get \$2,000 off your next dues invoice.
- Heck, bring in a whole bunch of new members and you might not have to pay NFDA dues for years!

Members of the NFDA Board of Directors and Membership Committee members are not eligible for the dues credit; their \$1,000 incentive will go into the FTI Scholarship fund.

For more information about membership in NFDA visit www.nfda-fastener.org or contact Marci Myer at marci@nfda-fastener.org.

Save The Date

We have two exciting meetings planned for 2016

NFDA Joint Conference with the Pacific-West Fastener Association

March 1-4, 2016

Loews Coronado Bay Resort
San Diego, California

NFDA Annual Meeting & Executive Sales Planning Sessions

June 27-28, 2016

The Galt House Hotel
Louisville, Kentucky

For more information about NFDA and its activities, visit www.nfda-fastener.org or contact Vickie Lester, vl Lester@nfda-fastener.org, telephone 714-484-7858. ☎



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BROOKVIEW BOLT - OVER 60 YEARS AND COUNTING

Before Brookview Bolt LLC was created, its humble beginnings started in 1951 as a division of a large anti-corrosive company located in Castleton, NY.

When the company divided and relocated in 1975, the plastics division stayed in New York. A year later, the newly formed Brookview Bolt opened its doors with some new equipment and a large inventory. In 2013, Brookview Bolt was bought by the President of Douglas Sales and Promotion Corp., located in Watervliet NY. After it's relocation, the company expanded it's growth, combining several new machining equipment with the addition of a large, knowledgeable staff.

Today, Brookview Bolt's machine shop sends out high quality custom made parts throughout the country, as well as internationally. Our large inventory continues to grow, allowing us to quickly fulfill orders with haste. Although we have a variety of materials and methods to manufacturing

parts, we primarily cut designs from off of the bar. Starting from a solid piece of stock from a material of your choice, we machine our fasteners and parts using a variety of machines and tools, all held to a strict standard. Because of this technique, we are allowed limitless possibilities to creating custom parts. The parts that are produced this way are solid, stronger, and are more dependable to last.

Our in-stock product line includes many common and exceptional thermoplastic parts, as well as a large metric line of fasteners. We have everything from hex head cap screws to machine screws, set screws to wing nuts, plus a broad variety of flat washers. Our products don't just end at fasteners - we manufacture thousands of specialty parts that include rollers, collars, arbors and much more. With new machining innovations created here each year, our product line continues to enhance, as we strive to deliver superior customer service. 

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DISTRIBUTOR NEWS

Semblex Corporation a leading manufacturer of fasteners and cold-headed components for the automotive, commercial, and distribution markets, has announced that the company has relocated its corporate offices and manufacturing. This move is part of a major expansion and manufacturing consolidation project. This project has been a significant investment by our parent company, JINHAP, and allows Semblex to better meet the growing demand from our top customers and key markets while remaining in Elmhurst where we have operated since our founding in 1968. There will be a ribbon cutting ceremony to celebrate this occasion on September 8, 2015 at 1:00 in the afternoon at 900 North Church Road in Elmhurst, Illinois.

Founded in 1968, Semblex has been owned by Jinhap Company, Ltd of Daejeong, South Korea since February of 2014. Jinhap is a world class supplier of fasteners, cold formed and machined special products, and brake hose fittings to the global automotive industry. Jinhap is a 100% family owned company that operates four manufacturing plants in South Korea and three plants in China. Additional information about Jinhap can be found at www.jinhap.com.

For more information, contact Semblex Corporation by Tel: 1-800-323-1736 or visit their website at www.semblex.com.

OBITUARY

Remembering Ralph Schack October 16, 1937 - July 29, 2015

We are saddened to learn of the passing of Ralph Schack, one of the founders of the Los Angeles Fastener Association (which later became the Pacific-West Fastener Association).

Pac-West honorary member Hy Schatz remembers, "Ralph came from Chicago and took over Alvo Nut and Bolt. He had been involved in the Chicago Bolt, Nut and Screw Association. I always wanted to create an association out here. Ralph had the know-how, I knew the people, and that is how our association got started."

Ralph is survived by his loving wife Gloria and his two children Linda and Howard, and his cherished grandchildren, Brooke, Brian and Brandon.

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A SPIRIT OF INNOVATION

Pivot Point is well known in the fastener industry not only as a manufacturer of quality Non-Threaded Fastening Solutions, but also as a prolific inventor of new fastening solutions. It comes as no surprise, then, that Pivot Point has invented and patented a new solution called the Auto Lock Safety Pull Pin (US Patent 8,821,061).

Pull Pins, also known as Hand Retractable Spring Plungers, have a spring loaded tip and are used for quick adjustment or indexing on equipment. The body threads into material, leaving the tip exposed on the other side. The spring-loaded tip then engages mating holes, allowing for adjustment in various applications, such as telescoping tubing or sliding mechanisms.



Unlike conventional pull pins, the tip of the new Auto-Lock Safety Pull pin automatically locks forward during use, and remains locked, thus eliminating unintended retraction and disengagement due to vibration, movement and irregular mating holes. The tip can be easily released by pulling the ring.

This adds to a growing list of fastener inventions Pivot Point has introduced that include SLIC Pins, Bow-Tie

Locking Cotter Pins, Rue-Ring Locking Cotter Pins, Nylon Lanyards and Infinity S-Hooks. In addition to new products, Pivot Point has also

been successful in the innovation of existing products to improve or enhance their function. An example is their unique improvement to Ball Lock Pins- featuring a single cold formed body that improves durability and strength. The company states that they are continually active in innovation and have other inventions that they are working on.

Says company President Dave Zimmermann, "We have a very strong culture of invention and innovation that we strive to involve everyone in. It extends beyond products, too, because innovation can apply to anything, including processes, manufacturing methods and ways of doing business".

Pivot Point is owned by the Leitzke family, who have a rich history pioneering the manufacture of fastening solutions. The company traces its history back to 1921 when Rein Leitzke invented and received a patent on the Automatic Coupling. Rein Leitzke went on to found Leitzke Specialties in 1929, engaged in the manufacture of various fasteners- such as clevises, clevis pins, cotter pins, keystock and washers- used primarily in the agricultural and machine building industries. The company name was later changed to Rein Leitzke Incorporated.








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	<p>SLIC PIN™ A pin and cotter all in one! US PAT: 6,872,039; 7,147,420. Foreign patents issued</p>
	<p>BOW-TIE LOCKING COTTER™ Quick-locking cotter pin won't fall off! US PAT: 6,135,693 & D431,181</p>
	<p>NYLON LANYARDS™ Low cost tether is an alternative to wire rope lanyards. US PAT: 5,784,760</p>
	<p>RUE-RING LOCKING COTTER™ Our original design! Locking cotter pin offers two locking features!</p>
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PWFA/NFDA JOINT SPRING CONFERENCE - MARCH 1-4, 2016

Loews Coronado Bay Resort is the host hotel for the 2016 Spring Conference - a Joint Meeting with the National Fastener Distributors Association

Situated on a private 15-acre peninsula, the resort is surrounded by the Pacific Ocean and Coronado Bay, a perfect spot to enjoy the Southern California surf and sun. Plus, it's just minutes from Coronado, a charming resort village, and a short drive to San Diego's world-famous attractions.

As we go to press the educational sessions are still in development but of course the well-known Business Owners Forum and Business Executives Forum will be part of the program.

Along with the educational programs, there are always great opportunities for networking and golf will be offered along with other fun optional activities.

Join us in sunny San Diego next March! All members of the fastener industry are welcome to attend the Pac-West 2016 Spring Conference at the Loews Coronado Bay Resort. For more information about the conference, visit www.pac-west.org or call us at 714-484-4747. See you there!

Pac-West 2016 Calendar

March 1 - 4

Pac-West/NFDA Spring Conference, San Diego, CA

Tuesday March 29

Spring Dinner, La Mirada, CA

Friday, May 13

Mel Kirsner Memorial Golf Outing, La Habra, CA

Tuesday, June 7

Summer Dinner, La Mirada, CA

Tuesday, September 13

Fall Dinner, La Mirada, CA

September 28 - Oct 1

Fall Conference, Portland, OR

Friday, December 8

Holiday Party, La Mirada, CA 

ASSOCIATION ARTICLE

PACIFIC-WEST FASTENER ASSOCIATION

NEW ENGLAND FASTENER DISTRIBUTORS ASSOCIATION

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ASSOCIATION ARTICLE

NEW ENGLAND FASTENER DISTRIBUTORS ASSOCIATION

DISTRIBUTOR NEWS

E-Z LOK of Gardena, CA, has introduced a new line of installation kits for their Knife Thread insert for hard wood.



Knife Thread inserts are designed for use in hard woods, like oak, cherry, and maple. Ideal for use wherever assembly or disassembly could lead to thread erosion or stripping, Knife Thread inserts use a proprietary external "knife" thread to slice into wood and provide superior holding power.

Each kit includes inserts, drill, and installation tool. Brass Knife Thread kits are available with internal thread sizes from #6 to 3/8 and M3 to M8. For additional corrosion resistance, stainless steel Knife Thread inserts with 8-32, 10-24, and 1/4-20 internal threads are available.

Typical applications for Knife Thread inserts include furniture, cabinetry, partitions, and shipping containers. To install the insert, simply drill a hole and thread the insert into place using a screwdriver, bolt/jam nut, or optional drive tool.

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TURNING SALES INTO PROFIT

by Dr. Al Bates, Profit Planning Group

Every analysis of distributor profitability comes to the same conclusions: Three key factors drive profitability. Those factors are

- [1] The ability to increase sales a little faster than inflation,
- [2] The ability to maintain an adequate gross margin in the face of competitive pressures, and
- [3] Maintaining control of expenses, especially payroll, despite an upward trend in expenses associated with an improved economy.

The reality is that very few companies generate outstanding performance in all three of these areas. In general, most of the more-profitable firms manage the profit drivers just a "little bit" better than the typical firm in the industry. This small delta in performance is enough to generate dramatically higher profit.

The National Fastener Distributors Association's financial benchmarking study provides some key insights into exactly how the high-profit firms generate better profit numbers. It focuses intently on the three profit drivers: growth, gross margin and expenses. The report provides clear evidence as to how small differences in those few areas translate directly into higher levels of profitability.

Typical Versus High Profit

The term "typical firm" in the report means the firm that is most representative of the industry. This typical firm is the one with financial performance in the exact middle of the results for all participating firms. That is, on any given measure, half of the firms performed better than the typical firm and half performed worse. It is the best measure of industry performance on the profit drivers.

In 2014 the typical firm generated sales of \$13,148,000. On that sales base, it produced a pre-tax profit of \$670,548, which equates to a profit margin of 5.1% of sales. Stated somewhat differently, every \$1.00 of sales resulted in \$.051 of profit. The results can best be described as adequate. Quite simply, they are not as strong as they should be.

In contrast to the typical firm, the high-profit firm

generated a profit margin of 13.0%. This means that even if the high-profit firm had produced the same sales volume as the typical firm, it would have generated more profit for reinvestment in the firm. It is a reinvestment factor that tends to multiply over time.

In trying to move from typical to high-profit, the key is to understand the nature of what are commonly called the Critical Profit Variables or the CPVs. Namely, which factors are most important and how do they impact performance for the typical and high-profit firms.

Managing the CPVs

The CPV results for the typical firm and high-profit firm in the industry are summarized in Exhibit 1. While there are other factors that could be examined in evaluating performance, these are the ones that really drive performance.

At first glance, some of the differences in the CPVs between typical and high-profit may appear to be so small that they don't even deserve management attention. In fact, it is these small differences that combine to produce major changes in profit margin. This means the typical firm doesn't have to dramatically improve performance on the CPVs, but simply do a little better across the board. There is a multiplier impact when performance is better in a few areas, even if "better" is relatively small.

From a management perspective, it is not even necessary to do a little better everywhere. Statistically, only about five firms out of a hundred out-perform the industry on all of the CPVs. However, being good on everything is not necessary to generate a high level of profitability.

Successful firms manage their CPV performance so as to maximize overall profitability. This also is great news for the typical firm. Perfection is not required, only blending the CPVs in a positive way. With such blending profit rises significantly.

It is important to emphasize once again that the CPVs that are the most important to enhancing profit results are sales growth, gross margin and total operating expenses (both payroll expenses and non-payroll expenses).

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DISTRIBUTOR NEWS

North East Fasteners Corporation (NEF), is very pleased to announce that Sarah Chisholm has joined NEF in the position of sales and account representative. With over 10 years' experience, she brings with her a deep and all-around fastener sales background.

Sarah had managed several Fastenal locations while attaining the top sales growth in her district before being asked to join Wesco.

Sarah will assist NEF in inside as well as outside sales and will be overseeing the generation of new business as well as maintaining and growing the existing business.

NEF has also purchased 6 brand

new heading machines in order to increase production as well as shortening their delivery lead times.

NEF manufactures to the commercial, military, aerospace and automotive fastener markets: Size range: (Inches) 00 to 10 and (Metric) M1.2 to M5, up to 2 Inches (or 50mm) in length. Specifications: IFI, ANSI, MS, NAS, NASM, AN DIN, JIS, JCIS, ISO, QSLM, DFAR, ROHS; and Specials. NEF is an ISO 9001:2008 + AS9100, QSLM Levels 2/3 certified supplier

Contact North East Fasteners at P.O. Box 322, 8 Tremco Drive, Terryville, CT 06786-0322. Tel: 860-589-3242, Fax: 860-589-6969, email: nef@nef1.com or online at www.nef1.com.



DISTRIBUTOR NEWS

SPIROL International Corp.

is pleased to announce the release of their new Solid Pin Design Guide. SPIROL recently overhauled their previous Solid Pin catalog to make it an informative design guide with many easy to read schematics and diagrams to support each key section.



Rather than simply providing just the specifications, this design guide provides valuable information including:

- * Guidance as to when to use a Solid Pin versus other types of press-fit pins
- * Features and benefits of each type of Solid Pin
- * How to select the proper retention feature
- * Guidelines for selecting the proper material and finish
- * Installation methods

SPIROL has also updated their Solid Pin standard product offering; therefore this new catalog contains the most up-to-date specifications.

For more information contact Spirol International Corporation at Tel: 1-860-774-8571, Fax: 1-860-774-2048, Email: info@spirol.com or you can visit their website at www.spirol.com.

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In the 1980s, the American fastener industry faced chaos. International competition forced companies to flee the business. While others ran, Nucor dug in.

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And since our dedicated steel source is Nucor Nebraska, we know our steel's history before it even arrives.

Expanded Product Line, Painstaking Attention

Our capability ranges from 1/4" (M6) diameter through 1-1/4" (M30), in lengths up to 10" (250mm). Our production takes place almost entirely within our 500,000-square-foot facility. Our large number of boltmakers provide capacity to meet customer needs, allowing for redundancy across all sizes. In fact, when it comes to producing bolt diameters 3/4" (M20) and larger, we have one of the world's largest capacities.

We manufacture high-quality hex head cap screws, finished hex nuts, structural bolts, nuts, assemblies and flange bolts. We've also expanded our product line to include build-to-print fasteners.

The painstaking attention we give to the smallest details has consistently yielded the biggest results for our customers. We customize head styles, dimensions, grades and finishes to meet individual specifications.

And through strategic alliances with processors, we accommodate special finishes, patches, adhesives and most other secondary processing requests.



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Chemical and physical test reports (MTR's) are supplied for free, and raw material and/or secondary processing certifications are available upon request.

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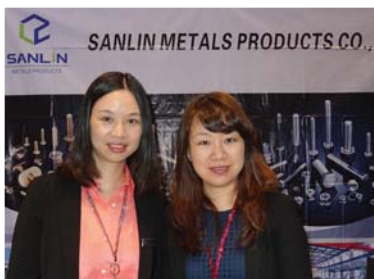
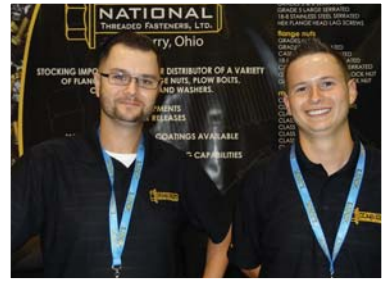
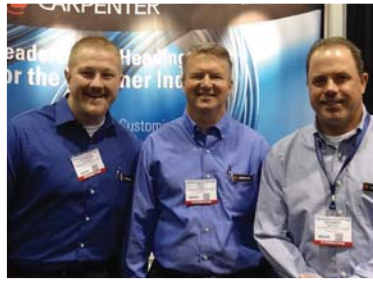
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Their new 5 die progressive parts former will provide a product diameter range of .312 (M8) to .500 (M12) and a maximum length of 6". Sems also added an (3) die progressive parts former having a product diameter range of .184 (M5) to .375 (M10) and a maximum length of 3".



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BENGT BLENDULF VDI 2230 AND SRI - A SYSTEMATIC WAY OF DEVELOPING RELIABLE JOINTS from page 8

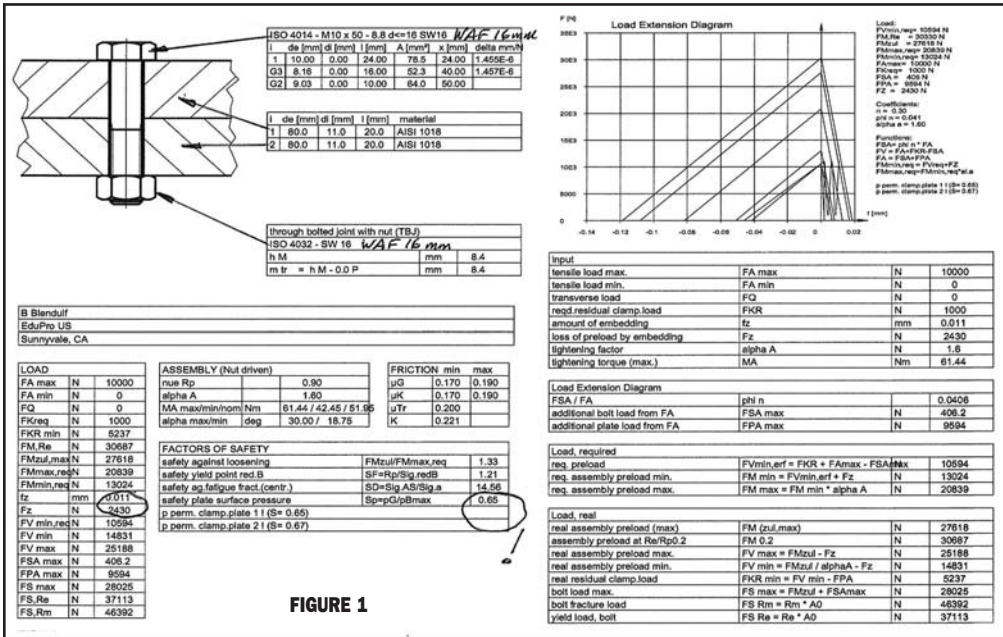


FIGURE 1

As we can see, the SR1 program generates a lot of data. We will here focus primarily on the table showing “factors of safety”. In this case we have a low number (0.65) for surface pressure, the head and nut will embed into the mild steel due to the relatively small bearing areas, i.e. the washer face on the screw head. Otherwise, safety factors are over 1 and therefore acceptable. To fix the embedment problem, the designer can edit the joint by putting in hard washers under the head and the nut. We also need a little longer fastener (55 mm) to accommodate for the two washers.

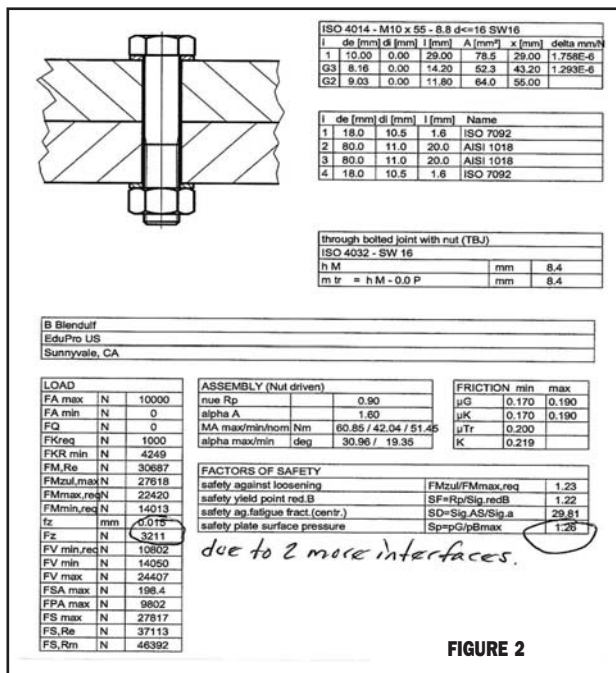


FIGURE 2

The editing, adding two washers, takes a minute or two to find the washers in the data base and add them to our “joint sandwich”. When this is done we will get new safety

factors in a matter of a couple of micro seconds. It is now a comfortable 1.26 for surface pressure. If nobody changes anything we will have a well performing joint.

However, in the real world we live in, some individuals have a tendency of tampering with things they should not do or don't understand. Take a look at figure 3.

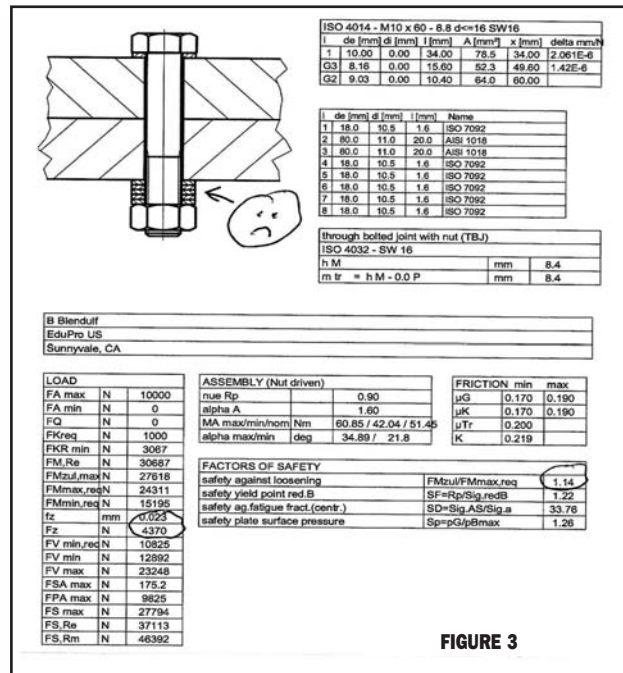


FIGURE 3

If a maintenance person can't find the right screw and add some washers (as spacers) to avoid too much “stick-out”, the amount of “fz” or setting goes up due to more interfaces and relaxation goes from 3211 N to 4370 N. This also lowers the safety factor against loosening from 1.23 to 1.14. Don't ever use this “fix”. Find the proper fastener from the original design.

Another design change could be going from using steel part (AISI 1018) to an aluminium alloy (Al 6061-0) to make the joint lighter. Even with hard washers, the surface pressure is way too high and the safety factor goes down to 0.27. It is like putting an elephant foot on a New York cheese cake.

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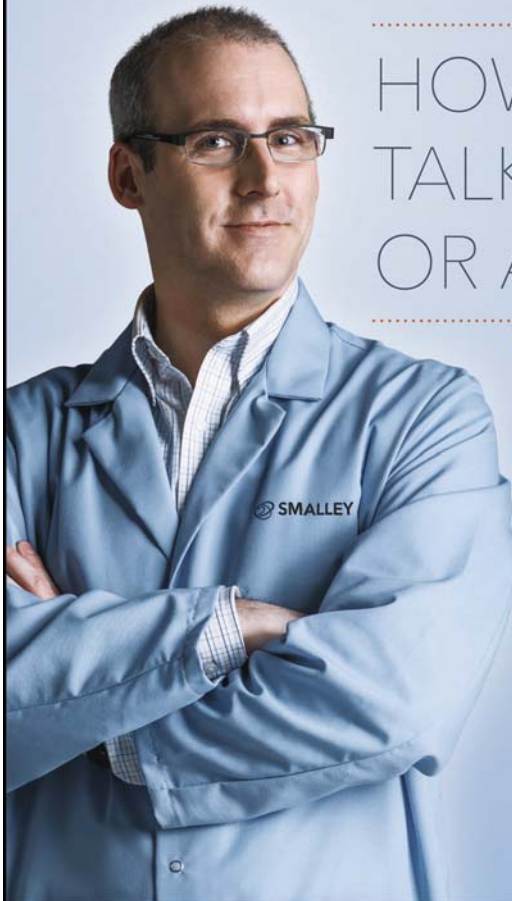
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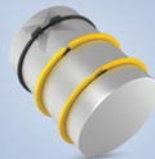
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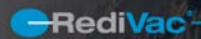
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DISTRIBUTOR NEWS

UC Components Inc., celebrates their 41st year in business and announce the third addition to their Certified Fastener Specialist team.

Founded by Ron Anderson in his garage in 1974, UC Components manufactures vented, coated, plated, polished and cleaned fasteners as well as cleaned and value-added O-rings. Home of the RediVac® brand precision cleaning and packaging system, UC offers over 16,000 standard part numbers with countless specials, customs, and variations added daily.

As a draftsman by trade Ron commoditized the vented screw, standardizing what had previously been a specialty niche part used in the manufacture of the klystron vacuum tube, a critical component in the development of radar as well as the advancement of long-distance telephone service and television.

From the very earliest days of the Silicon Valley, UC Components has served the semiconductor, vacuum, aerospace, solar, optical, medical device, and scientific research industries. Focused on standards as well as fully custom and prototype fasteners in stainless steel, titanium, aluminum, brass and exotic materials, UC manufactures both small lots and production volumes.

The latest member of the UC Components Certified Fastener Specialist team in 2015 is Santos Solorio. Santos joins CFS Josh Gretsinger and CFS/Quality Assurance Manager Gary Broeder as a key part of the continued growth and success at UC. Santos also brings CAD capability to the UC enterprise, supporting our growing First Article and custom prototype business.

For more information contact UC Components, Inc, at 18700 Adams Court, PO Box 430, Morgan Hill, CA 95037. Tel: 408-782-1929, Fax: 408-782-7995, Email: sales@uccomponents.com or visit their website at www.uccomponents.com.



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On the downside: "Percolate does have room to improve its current offering," Elliot says. "Its analysis, prioritization, and routing of inbound posts can't compete with what the other Leaders offer: The tool monitors only Facebook, Twitter, and Instagram.

"It can't analyze for sentiment, and at the time of evaluation, it couldn't route posts automatically. The product tells marketers when posts have performed best in the past, but offers no scheduling recommendations. And its global capabilities are underdeveloped for a vendor with such grand ambitions."

• **Spreadfast** This package is best at offering fastener distributors insights and advice as they work on a social media marketing campaign, Elliot says. Specifically, it tracks comments and questions that pop-up from the customers and others a marketer is trying to engage on social media.

Moreover, as social media marketers use the package, "it recommends popular hashtags related to their content and suggests alternative wording that might generate more interest," Elliot says. "Clients love Spreadfast's onboarding and support and like the fact that it partners with other leading social vendors - such as Brandwatch and Kenshoo - rather than trying to build an end-to-end social suite."

On the downside, Spreadfast makes it tough for a team of social media marketers to collaborate and share ideas via the package, Elliot says. "And not only do clients think Spreadfast's own measurement tools are merely average - the vendor does little to help marketers share their social data into third-party measurement tools," Elliot says.

• **Sprinklr** "Consider using Sprinklr if you have broad social needs and global ambitions," Elliot says. "Sprinklr endeavors to offer clients every imaginable social tool, not just a full range of SRP features but also social command center displays, social ad buying functionality, and more. And anything its standard SRP can't do, Sprinklr's team can custom build using the product's impressive rules engine."

Especially strong with Sprinklr is the package's monitoring and publishing features, Elliot adds.

"But we question Sprinklr's vision and focus," Elliot says. "The vendor's recent buying spree finds it focused more on integrating a series of lackluster technologies into an end-to-end social suite than on helping marketers connect their social efforts to their broader marketing programs. And the product's complexity - combined with its relatively poor ease-of-use - means Sprinklr clients pay far more than average in services fees."

Not surprisingly, there are also a number of 'middle-of-the-pack' solutions on the market that could do the trick for a fastener distributor marketer in certain circumstances. Elliot says these often have singular strengths, citing the following:

• **Shoutlet**

(www.shoutlet.com) Good if you want a well-rounded tool at a good price

• **Expion**

(www.expion.com) Very good at customer support and measurement

• **Hootsuite**

(www.hootsuite.com) Offers the best content and publishing automation available for fastener distributors

• **Falcon Social**

(www.falconsocial.com) The perfect tool for marketers most concerned with responding to customer comments on social media

Elliot also found a number of also-ran products - quite less impressive than the industry leaders, but still helpful:

• **Sprout Social**

(www.sproutsocial.com) A competitive tool at a great price that outperforms market leaders for ease-of-use and scheduling.

• **Adobe Social**

(www.adobe.com/marketing-cloud/social-media-marketing.) A good tool for fastener distributors marketing globally on social media


• **Oracle Social Cloud**

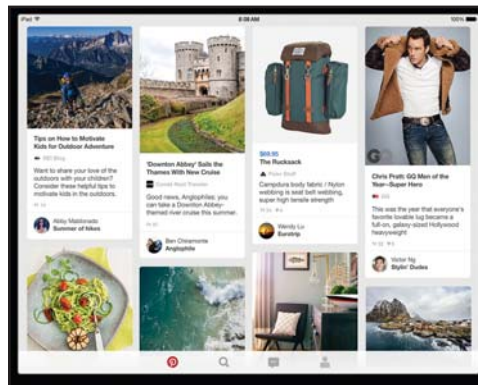
(www.oracle.com/us/solutions/social) Another good global tool that can

analyze social media sentiment in seven languages

• **Salesforce Social Studio**

(www.salesforce.com/marketing-cloud/features/social-media-marketing) A decent choice if you're using other Salesforce tools

Bonus: For marketers that want to dig deeper and do extremely detailed comparisons of the strong performers, Forrester also offers a 'vendor comparison tool,' which enables organization's to adapt Forrester's criteria weightings to fit their specific needs. 



ABOVE: THE NEED TO MONITOR NUMEROUS WEB SITES COMPETING WITH FACEBOOK -- INCLUDING PINTEREST -- HAS TRIGGERED THE EMERGENCE OF SOCIAL MEDIA DASHBOARDS.

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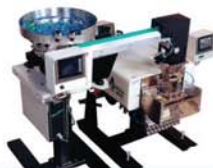
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DISTRIBUTOR NEWS

Brighton Best International (AU) Pty Ltd (BBI), is pleased to announce its acquisition of Socket Screws Australia Pty LTD (SSA), an industry leaders providing high quality Socket Screws and Stainless related products since 2001. SSA, with four distribution centers across Australia is known for its extensive inventory, competitive prices and high quality service. The purchase was structured as an asset transaction.

Jun Xu, Director of BBI, commented the combined strength of BBI and SSA will provide a tremendous value and benefit to our customer partners across the distribution channel by offering the broadest, most complete line of socket products in alloy and stainless material, inch and metric standards, as well as the industry leading line of off-the-shelf specials and semi-standards.

Hunter McPherson and Peter Smith, Directors of SSA, agreed that this acquisition makes sense. Combining SSA's broad range of sizes and strong reputation and presence in the market along with BBI's reputation for quality, deep inventory and BBI's unique and intuitive web ordering system, offers distributors an unprecedented service option.

Jun, Hunter and Peter expressed their appreciation to the customers, suppliers and employees who have shown their support to their individual companies in the past and promise to keep BBI successful as we move forward by combining the strengths of each organization.

This investment by BBI further strengthens its commitment to sell through distributor only channels. Both companies have serviced Australia's fastener distributors well by maintaining this commitment throughout their histories.

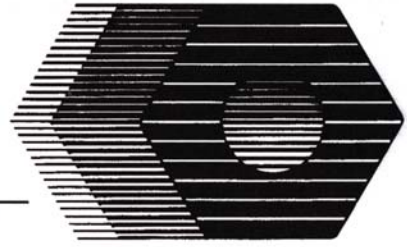
We greatly appreciate the support we have enjoyed from our existing customer base and welcome customers that may not have experienced Brighton-Best's deep inventories and high levels of customer service from Brighton's four Distribution Centers in Australia.

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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FASTENER WORDSEARCH

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

- | | |
|----------------|-----------------|
| Alloys | Runout |
| Askew bolt | Spherical point |
| Blank | Slotted nut |
| Blind rivet | Teks |
| Chamfer | T-head |
| Countersink | Thumb screw |
| Coupling nut | Tinner |
| Cross drilled | Tubular rivet |
| Grooved pin | Voids |
| Hex nut | |
| Hex tap bolt | |
| Hole saw | |
| Jam nut | |
| Mandrel | |
| Oval trim head | |
| Plain washer | |
| Ribbed neck | |
| Ribs | |

Solution on Page 227

In house: Container demurrage, unloading, inbound staging, quality quarantine, stocking delays.

For imported goods there are over 20 steps where considerable time might be saved with better procedures, communications and focus. Even with domestic sourcing, or in-house manufacturing there are many opportunities for insuring that the right products are available at the right time and in the right quantities without holding excessive quantities.

The Lessons For A Fastener Distributor

Look at your ordering processes to insure proper Inventory Control. A simple example is discovering that your current procedures build in a multi-week safety stock to compensate for paper orders sent by the U S Postal Service. Eliminating this obsolete delay can save significant time and warehouse space in an electronic information age. Cutting two weeks of unnecessary stock is a 3.8+% savings in inventory, if you use this knowledge. This is a \$38,000 reduction for a \$1,000,000 inventory.

The least expensive and most compact way to save on warehouse inventory in a manufacturing context is to increase the stock of raw materials while enhancing production. Quick change dies, high speed equipment, in house heat treating/plating and other investments directly affect reaction time, warehouse space and customer satisfaction. Once these improvements are in place it is then possible to significantly reduce the finished goods inventory. Similarly factoring delivery timing into the outside vendor selection process may mean paying a little more for faster service while significantly reducing inventories and stock outs. Is this a current consideration?

For those who import, space savings can be generated by critically examining the total process. If the overseas vendor is holding materials for days or weeks to fill a container it is your warehouse that will suffer. Perhaps it is time to think about domestic sourcing or air freight, and when you do be sure to examine the vendor's abilities to ship quickly. A vendor down the street who ships monthly might be less profitable than one who can get you what you need faster and before you run out.

Second Right Question: "Do We Need So Many People?"

The article continues by mentioning the Distribution Center output of 8,000 to 12,000 "less than case" lines per day. While there is no indication of the former workforce required it is still possible to estimate some possibilities.

Start with the high number of 12,000 lines/day which

works out to 1,600 lines/hour using a 7.5 hour work day. If the old facility had individuals working at a level of 40 lines/hour then 40 pickers were required. Using a \$50,000/year expense per picker provides a \$2,000,000 payroll for cost justification purposes. But is this accurate? With the right layout, equipment, procedures and "paperwork" I have personally picked at an easily maintained level of 130 lines/hour...in a client facility where I was just a visitor. A real picker in this operation was able to maintain 150 lines/hour with excellent accuracy. This would take the picker "head count" down to 11 people, but there are additional enhancements that can be made.

In many operations there is one packer for every two pickers, so conceivably the 40 initial pickers would have been serviced by 20 packers. Mechanizing or semi-automating the packing operation might bring this down to 10 packers, but there are other paradigm changes that could be implemented.

In the same client facility I was able to maintain an output of 100 lines/hour while carefully pre-packing into cartons that were carried on the pick cart. The "Pro" had no problem with hitting 120 lines/hour using essentially the same techniques. This adds 3 pick-packers to the labor count, but now only one "Order Finisher" is required to add dunnage, advertising materials, shipping documents, etc. So the total personnel requirement is 15 instead of 60. According to my anonymous source this is 6 less than required by the highly automated process that requires personnel at multiple stations for even one order to be processed.

To be perfectly objective in this analysis, one really must also add the two technicians who maintain the elaborate system and the periodic expense of upgrades and vendor PM visits.

The Lessons For A Fastener Distributor

Before embarking on any materials handling system spend some months or even years enhancing the existing processes, paperwork and procedures. Implementation of Voice Directed Operations (stocking/picking/restocking) is relatively simple if the Warehouse Management System has this feature as an add on module. Revising the warehouse for high speed "affinity" picking with quick pick positions at the end of the aisle and the rest of the related, slower moving family down an aisle takes some time, but it is far less expensive and disruptive than installing sophisticated equipment that adds labor expense.

Don't get caught up in the "Model Railroad Syndrome." If you want a toy train to play with buy one for home or work. Just keep it away from the warehouse.



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NIFMSE VEGAS FASTENER EXPO REPORTS BIG NUMBERS: MANY NEW PRODUCTS from page 14

The Party

The ever popular and heavily attended Wednesday evening Welcome Reception will be held in an exciting new poolside location at Treasure Island, where a festive environment will complement the tasty appetizers and open bar hosted by Expo Management. As always, this fun-filled party is open free-of-charge to all Expo exhibitors and registered attendees wearing their 2015 badge.

Hall of Fame

There will be a private Fastener Expo "Hall of Fame" reception held Wednesday evening at Treasure Island's Kahunaville tropical restaurant immediately prior to the Welcome Reception. The 2015 honorees are Virgil Lindstrom, Chairman Emeritus of Lindstrom Metric, Inc., and Robert Shieh, Chairman/CEO, Brighton-Best International and Founder/CEO of the Ta Chen Group. Invitations to this prestigious event will be personally extended to family and friends by the honorees.



**VIRGIL LINDSTROM - CHAIRMAN EMERITUS, LINDSTROM METRIC, INC
2015 HALL OF FAME HONOREE**



**ROBERT SHIEH - FOUNDER/CEO, TA CHEN GROUP
2015 HALL OF FAME HONOREE**



**KEVIN QUINN AND RANDY JONAS
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The Expo Dates And Times

The "World's Largest Fastener & Mill Supply Expo" will be open from 9:00 AM to 4:00 PM, Thursday, October 22 and from 9:00 AM to 1:00 PM, Friday, October 23 at the Sands Expo & Convention Center. An estimated 5,000 fastener distributors, importers, manufacturers, manufacturer's reps, independent sales agents, the industry media, and others from 35 or more countries worldwide are expected to attend.


Hotel Reservations

Special Expo hotel room rates are being offered at the Venetian, Treasure Island, and Harrah's. Reservations can be made online at www.fastenershows.com/hotels. The deadline for reserving rooms at these special Expo rates is September 19th.

Visitor Registration

Online registration for the Expo is available at www.fastenershows.com. "We encourage all Expo visitors to register online to save valuable time and money. Online registration is easy, fast, secure, and economical. There is no standing in line when you get to the Expo and it is less expensive", informs Expo General Manager, Susan Hurley.

Additional Information

Contact Susan Hurley, General Manager, at (614) 895-1279, email info@fastenershows.com, or visit the Expo website at www.fastenershows.com. 



HOLD EVERYTHING

NOTABLE NEWS FROM ALCOA FASTENING SYSTEMS & RINGS



At Alcoa Fastening Systems & Rings Industrial Distribution Group, we're committed to bringing new tools and innovative fastening solutions to market; products and ideas that help you help your customers assemble and maintain their products in the most productive and efficient way possible.



Recoil® Tangless® Threaded Wire Inserts Now Available

Available in sizes ranging from #2-56 - #1/4-28 (inch series) and M2.5 x 0.45 - M12 x 1.75 (metric series), Alcoa Fastening Systems & Rings now offers Recoil® Tangless® threaded wire inserts in a choice of free-running, locking, and strip feed.

These inserts offer a number of benefits. With no tang to break off or to retrieve, installation time is reduced, and foreign object debris is eliminated as a potential problem source. They are also easy to adjust or remove after initial installation. And Recoil Tangless inserts feature the same reliable quality that you have come to expect from all Recoil inserts.



HuckFlex™ Program Begins

Alcoa is making it even easier to purchase and pass on the premium holding power of Huck® fasteners with the new HuckFlex™ Distributor Option Program. With HuckFlex, distributors can buy Huck in 3 distinct quantities: In bulk, in mid-volume boxes of 50, 100, and 250 quantities, and in small-volume packets.

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Erica Landgraff Named National Accounts Manager



Please welcome Erica Landgraff as the new National Accounts Manager for AFSR Industrial Distribution Group. Erica will provide a key point of contact to help ensure our service to national accounts is first class.

Erica first joined Alcoa in 2004 as a Customer Service Representative. She was quickly promoted, and was able to gain valuable negotiations and sales experience working with national accounts. She has more than 10 years of customer relations experience together with solid product and industry knowledge.

According to Mrs. Landgraff, "I'm looking forward to working with our national accounts again and growing our businesses together."

You can reach Erica in the Carmel, Indiana office by email: erica.landgraff@alcoa.com.


All Warehouse Functions

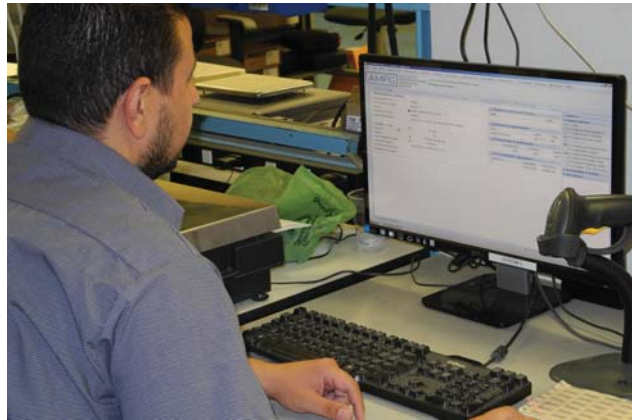
- By using the Product Location System, the user knows immediately where the Product is.
- Using the Wireless Physical Inventory system, you can quickly and easily perform Physical Inventories and Cycle Counts on small sections of your Inventory without the need for a complete Warehouse shutdown.
- The optional Pick Replenishment System will prompt your Warehouse to fill Pick Locations from Overstock Locations when the Pick Locations fall below minimum Quantities.
- Put away screens tell users what Zone Locations the Product should be put into, helping keep your high velocity Inventory in easily accessible Locations, while lower turnover Inventory is in more remote Locations. For Products that have multiple Locations, the System will also tell the user if the current inventory should be put in an Overstock or a Pick Location.
- Directed Put Away can even tell the user what Location to put the Product into based on the Carton size, empty Locations, zone of the Product and current stock already in the Warehouse.
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JIM TRUESDELL BUYERS HAVE RESPONSIBILITY TO INSURE THE HEALTH OF THE SUPPLY CHAIN *from page 28*

Another variance on this is the company who unilaterally tells all vendors that they must cut their price by a given percentage or they will be dropped from the ranks of eligible vendors. Usually these kind of power plays are the result of some new CEO or manager looking to make a name for his or her self by making a quick strike which will instantly add some percentage to the next quarter's results. It seems of little consequences to them what impact such actions could have on the long term purchasing environment of the company (or the particular industry marketplace itself).

Some other questionable practices are instances where sellers are required to purchase the buyer's own products in specified minimum quantities (i.e. "We will require you to buy from us if you want us to buy from you"). This, in effect, creates a "price of admission" to the market. This might also include the payment of up front fees to participate in a third party vendor screening process or EDI software facilitation fee. Requiring a potential vendor to join a specific trade association or buying group as a prerequisite to doing business takes transactions that are artificial and may have no true economic merit and elevates them to a barrier which could act to keep small sellers out of the game.

But are not these kinds of actions just the hallmark of

good management in a capitalist economy? Isn't it just a microcosm of Adam Smith's "invisible hand" theory whereby the self-interested independent actions of many individuals or companies will result in over-all good to all players in the market?

A free market should indeed allow parties to enter into contracts on the terms they desire. But this assumes a reasonably level playing field that has not been shaped by a few dominant players pursuing their own agenda, irrespective of the harm to the entire supply chain. Many of these practices are not illegal per se, but dominant buyers who pursue them are thinking only of themselves and their interests. Where such practices become widespread it lays the groundwork for additional government regulation—regulation, after all, being the rules of the game to insure fair competition. To avoid such legislative remedies being imposed, how much better it is and would be for those with market power to keep the big picture in mind and strive for a healthy supply chain with low barriers to entry! Isn't this a better situation than a market composed of a select few participants who are capable of paying the "price of admission" by complying with demands of dominant buyers? 

JIM TRUESDELL

FASTENERTECH '15 - RECEPTION ROSEMONT, IL - JUNE 9, 2015



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 as well as for specialty plastic part application needs remains intact today.

From early on Ted and Darren placed a dedicated focus on providing their customers with excellence in design, manufacturing and distribution fulfillment. AEH has grown steadily over the past 22+ years with a persistent and natural "whatever it takes" culture that continues to be recognized by its expanding group of 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.

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Please plan to meet with Darren

Pavoris and his associates in Las Vegas for the National Industrial Fastener & Mill Supply Expo October 21-23, 2015 - Booth # 815

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CARMEN VERTULLO WASHERS - WHAT ARE THEY GOOD FOR? *from page 30*

Basically, there are two identical parts, but they have two different surfaces, the serrated surface and the wedge, or ramped surface, which must be oriented correctly for the washer to work. There is only one way to get it right and a variety of ways to get it wrong. Fortunately, when they are new the washers come pre-attached to each other in the correct orientation, so as long as you do not separate them before installation you can't get it wrong. They are re-usable, so disassembly and re-assembly presents an opportunity to mess things up for the unaware.

It is important that the surfaces of the assembled parts be clean and hard, but not too hard (true for all bolted joints). Wedge lock washers cannot be used with other washers. If you have a nut and a bolt, you will need a set under both the nut and the bolt head. They also need a good pre-load, that is a fully tightened bolt or screw to work. It cannot be overstated how well these washer work to prevent vibration loosening. Every bolting supplier should have the wedge lock washer product handy for customers needing a solution to this problem.

Another one of my favorite washer solutions is the conical spring washer. These come in a variety of styles, standard and proprietary. The most common is the simple Bellville washer. These are also referred to as disc springs because they can be stacked to create a very effective and highly engineered spring, and as such have many other applications besides fastening. For fastener applications, when placed under the head of a bolt or a nut the conical washer provides resistance to final seating in proportion to its thickness, material, size and height. Just about any combination of properties can be designed into the conical washer and it is used in all types of fastening from the smallest screws to the largest bolts, in hard materials, soft materials, rigid joints and gasketed joints. They are particularly effective at helping short bolts and small screws stay tight by providing an alternative to bolt stretch pre-load. When the bolt or screw cannot be stretched enough to stay secure the conical washer provides the same spring effect through its deflection from a conical shape to a flat shape. They can provide an extra measure of joint integrity in large fasteners by preventing loss of clamp load in joints with thermal cycling or soft seals and gaskets.

Conical spring washers are one of the most underused and cost effective bolting solutions out there and more engineers and fastener suppliers should take time to understand how the work. Two of the primary manufacturers of conical spring washers are **Solon Manufacturing** and **Key Bellvilles**. Both companies offer a wealth of technical information on their web sites and will provide engineering assistance for your fastening applications.



THE BELLVILLE WASHER OR CONICAL SPRING WASHER

In the world of conical washers there are a few very special variations. Two of the most popular are the Square Cone® and Square Dome® washers. These washers look similar and provide the same type of fastening features. Square Cone® is a product of **ITW**® and Square Dome® is a product of **Semblem**®. They are available through a large number of licensed manufacturers and distributors.



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LAURENCE CLAUS WHAT FASTENER DISTRIBUTORS NEED TO KNOW ABOUT SALT SPRAY *from page 34*

It is extremely important to understand that ASTM B117 is a standard that defines a test method and NOT one that defines how any resulting corrosion activity is to be interpreted. Right or wrong, the actual part acceptance criteria are either dictated independently by the customer or in the actual plating or coating standard. It is common for individuals to mistakenly represent passage or failure of a part to ASTM B117 when, in fact, test results should be attributed to the required performance dictated by other standards or customer requirements.



FIGURE 1: PART EXAMPLES AFTER SALT SPRAY TESTING

Why Is Corrosion Accelerated?

The study of corrosion is a complicated and often confusing topic. When studying plated and coated parts, the salt spray cabinet exposes the parts to a harsh and aggressive environment intended to wear down the sacrificial or barrier protection afforded by the specific plating or coating. Every time a droplet of salt water collects on the surface of the part, there are imbalances that exist which result in the generation of minute electrical currents. This is the creation of an electrical “cell” which facilitates the corrosion process and results in chemical reactions which create the corrosion by-products, most commonly red rust or white corrosion.

The presence of salt in the water mist is very important. It results in a far more aggressive electrolyte, a substance that allows electrical (ionic) conduction and is one of the prerequisites for the completion of the corrosion cell, than a pure water droplet without the salt or other minerals in it. Anyone that has ever lived in a coastal environment or in the Midwest in the winter (where they commonly use road salt to melt fallen snow) understands from practical experience how the presence of salt accelerates corrosion of exposed parts.

Therefore, the combination of continual salt exposure and the hot, moist environment speeds along the corrosion mechanism. It is important to remember, however, that these conditions are not uniform geographically in the “real world.” In fact, one would not expect the conditions experienced in this test on a part to mimic what that same part might experience in say a desert environment like Phoenix Arizona.

The Salt Spray Cabinet

Salt Spray Cabinets, the term used to describe the test chamber, come in a wide variety of sizes and designs from an equally wide field of manufacturers. In general, years of development and use have shown that very small cabinets, those less than nine cubic feet in volume, produce inconsistent results and are, therefore, not used. On the other hand, it is not unheard of to have cabinets that are large enough to drive full size automobiles into. For fastener testing, the average size of a cabinet is about equivalent to a medium size chest freezer.

Although there are many equipment suppliers, most of the equipment operates in a similar manner. The cabinet is comprised of the lined, corrosion resistant, test chamber, which is simply open space in the cabinet where parts can be fixtured. Around the periphery of the cabinet are the working mechanisms which store, feed, and mix deionized water and salt and then inject the mixture into the test chamber. Additionally there are heaters which keep the chamber at the required temperature. Conceptually the process is pretty simple- the salt and water mixture is heated and turned into a mist. This mist is released into the chamber to provide a hot, moist salt and water mist environment. Proper fixturing of test parts is very important as stagnant water and pooling are not generally allowed.



FIGURE 2: TYPICAL VIEW INSIDE A SALT SPRAY CHAMBER



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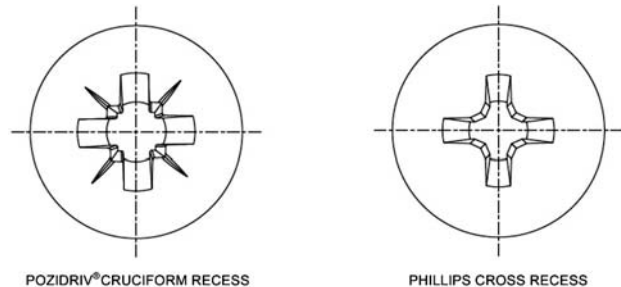
AN EARLY PHILLIPS SCREW SAMPLE KIT FROM AMERICAN SCREW COMPANY

So why are there so many other drive systems in use today? Like the original Robertson square drive and Phillips cross recess, they were developed to solve a specific problem or to meet a special manufacturing need that other systems didn't. As the aircraft industry advanced from propeller driven wooden airframes to metal skinned jets, the need to have a fastener to attach the thin sheet metal skin to the frame became a challenge. The original Phillips recess could handle many of the applications where a lower torque was required; but, as the speed of flight increased so did the stresses on the airframe and a tighter, more secure fastener with a thinner head was needed to attach the thin sheet metal skin. The solution was to use permanent rivets in many areas, but where there needed to be a panel that had to be opened, or closed, or might require replacement then a better screw was needed. The result was to reduce the head height by changing the screw head from the traditional 82° countersunk to a thinner 100° flush head. This shallow head design meant that the recess also had to be shallow but capable of providing a higher level of torque to firmly attach the thin sheet metal skin. Phillips Screw Company again partnered with its network of licensed manufacturers and the solution was to offset the wings of the recess to provide greater leverage and to make them vertical to minimize the upward "cam-out" force present in the angled wings of the PHILLIPS cross recess drive.

The resulting TORQ-SET offset cruciform drive system is still a standard for many of the world's commercial and military aircraft. A tamper resistant version with only three wings, the TRI-WING fastener drive, was also developed to protect sensitive areas of the airframe and avionics units where access was limited to only authorized personnel. While the TRI-WING tamper resistant drive still has applications in the aviation world, it has also found its way into the electrical and electronics fields where it is used to prevent consumers from opening appliances or sensitive electronics and either being shocked or damaging the

delicate components.

Improvements on the original cross recess didn't stop there. As industrial assembly became faster and automation became more prevalent, the need for a more positive link between the screw and screwdriver without the possibility of cam-out became a necessity. Once again Phillips partnered with a global team of manufacturers to develop a solution. Three different patents were combined in the development of the POZIDRIV cruciform drive system. The unique starburst head mark not only served to identify the different drive system it also moved material to the top of the recess wing for better forming. The notches in the center of the recess helped to position the driver and also moved the material during formation for better control of the recess shape. The key improvement that made the system drive better was the negatively drafted driving wall in the recess and on the screwdriver wings. The 0°17' draft angle helped to pull the driver down into the recess as torque was applied. This negative draft was able to be manufactured due to the unique geometry of the recess and the tolerance or "play" that was present in the slow (typically less than 100 parts per minute) cold heading machines in use at the time of its development.



TELLING THE DIFFERENCE BETWEEN POZIDRIV AND PHILLIPS DRIVES

The POZIDRIV cruciform drive system quickly gained popularity in Europe and became the standard for most metric tapping screws. Its acceptance as the metric cruciform drive system carried over to the U.S where the automotive and electrical industry used it as an easy way to identify which screws had inch based threads (i.e. 10-32, 1/4-20, etc) and which had metric screw threads (i.e. M3x.5, M6x1, etc). It had been more than three decades since the development of the original Phillips cross recess when the POZIDRIV cruciform system finally came to market. After that, the pace of evolution picked up quickly as new and different drive systems were quickly developed to solve problems in the rapidly growing assembly field.



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CRESCENT HAS GONE GLOBAL by Ginger Doherty, Domestic & International Sales Mgr.


In 2007 Crescent made the decision to expand our footprint in the international marketplace. We wanted to grow our presence in the "global economy". We began by attending some trade shows in Europe and added international pages to our website. What we found surprised us a little. Many of Crescent's domestic customers had distribution offices in other countries. This has served to strengthen our relationships with them. By quoting the satellite offices directly we are able to be more responsive to their inquiries and have a better understanding of the needs of their customers.

To that end we have become very well versed in the environmental regulations of the countries they serve, and strive to work within the regulations. We attended several classes on REACH and regularly review the changes that are made to the regulation to be sure we remain compliant.

It is our commitment to our customer's needs that gives us the drive to be the best that we can be, and to

provide a quality product to the industry both here in the US, and abroad. With faster and more direct contact with our global partners around the world, we are able to provide faster and better service, while still providing the high quality that has made Crescent a trusted partner in the fastener industry.

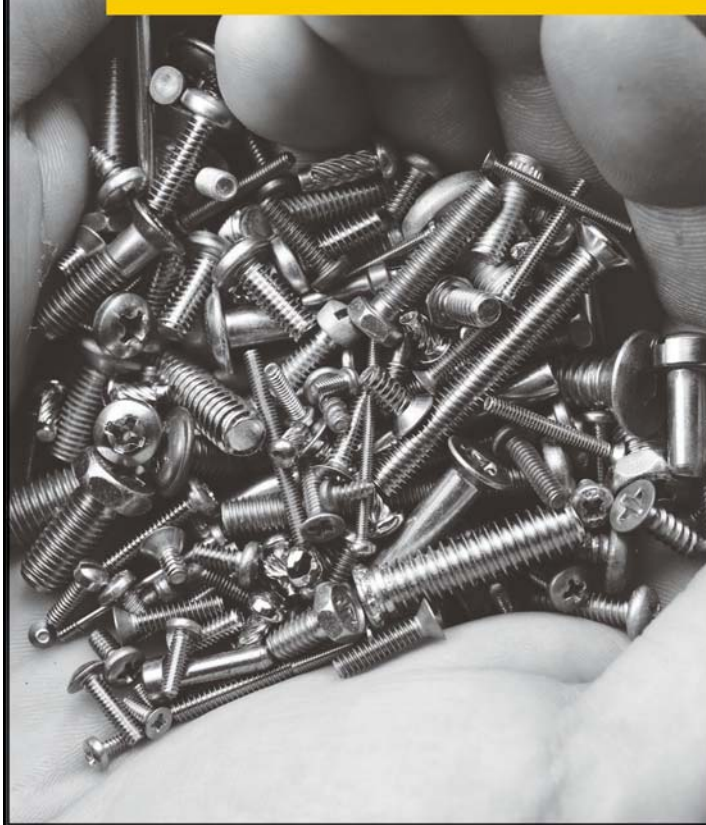
In an effort to be a more efficient partner we can ship directly to the satellite offices, consolidate shipments, or drop ship to your customers, depending on your needs. Our goal is to continue to grow our business without changing our commitment to trust, quality, and customer service. We believe these values are the foundation of all that we do. Our commitment to our customers will not change and our relationships will only grow and get even stronger as our business continues to grow worldwide.

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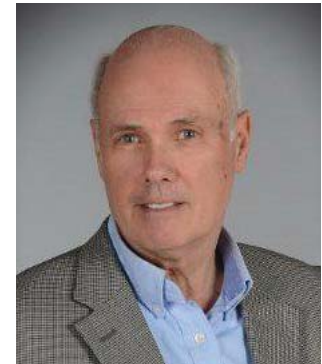


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DISTRIBUTOR NEWS

The Fastener Training Institute® is proud to announce that Jim Speck has joined FTI.

FTI fastener product training personnel are "acknowledged industry experts" and Jim's addition continues this legacy advises John Wachman, President of FTI. Jim's 30 year fastener career includes stints with Holo-Krome, Crescent Manufacturing, and The Johnson Gage Company. He is a licensed Professional Engineer.



Jim has presented numerous workshops and seminars on fastener fundamentals, fastener applications and screw thread technology. He is the author of numerous key publications including his textbook "Mechanical Fastening, Joining and Assembly". The second edition of which was recently published.

Jim resides in CT and will expand our reach to the east coast and support our growth in 2016. We'll introduce Jim to our expanding webinar following on July 30th. He will present our 2015 "Thread Fit Matters" webinar.

FTI has recently published our fastener product training webinar schedule though the first quarter of 2016. These webinars are low cost, high content and convenient.

Please visit www.FastenerTraining.org for the complete schedule of all our classes.

The Fastener Training Institute's core purpose is to enhance fastener use, reliability and safety. By providing fastener product and technical training at all levels, FTI can achieve its goal of strengthening the industry and its personnel in all segments.

The objective of the Fastener Training Institute® 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. FTI provides beginning and advanced training on fastener products, standards and specifications. FTI is a registered 501(c)(6) non-profit organization.

For more information about FTI please visit their website at www.fastenertraining.org.

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Expo & Golf Outing | June 14 & 15th



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Join us June 14th, 2016 for MWFA's 35th Annual Fastener Show

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Set-up Time: 10:00am-12 noon Show Hours: 1:00-6:00pm Fastener Bash: 6:00-8:00pm

Exhibitor Registration

(Please print or type – info will be used for show book)

Company _____

Brief Product/Service Description _____

Street Address _____ City, State, Zip _____

Phone Number _____ Fax Number _____

E-mail _____ Website _____

Representative: *(to receive further info & listed in show book)* _____

We would like _____ (number) exhibit spaces for 2016. \$500 MWFA Member (after Jan. 14th \$600). \$600 Non-Members. (after Jan. 14th, \$650)

Exhibit space includes: Skirted 6' x 30" table, 2 chairs, company table sign, two luncheon tickets, free attendee passes and Fastener Bash (open to all badge holders).

Location choices *(please list three)* _____ **See reverse side for floor plan.**

We will need **electric*** (additional \$25) Yes No Additional Lunch Tickets \$25 Yes No. of tickets _____

Invoice Us Check Enclosed Bill My Credit Card MasterCard Visa American Express

Card Number _____ Exp. Date _____

Signature _____

Return this form with fees to: MWFA, P. O. Box 5, Lake Zurich, IL 60047. **Note: No refunds after May 1st.**

Cancellation prior to May 1st subject to a \$100 service fee. *If you require electric, please select perimeter table or contact MWFA Office at 847-438-8338.

June 14 Seminar and June 15 Golf Outing details to follow.

NOTE:

This is a Table Top Show, please do not bring booths, as there will not be enough room for their set up.

What Is The “PITA” Factor And Why Is It Important?

Ease trumps ambition. How quickly the wage increases will spread and how frequently workers will seek the higher-paying jobs depends upon the “PITA” FACTOR. Simply put, the “PITA,” Factor, or “Pain In The Arse” Factor, is the convenience and ease with which a worker can switch to a higher paying job. The PITA Factor has two elements, according to Antonio Baxton, spokesman for the Regional Economic Development office of Illinois’ Department of Commerce and Economic Opportunity.

The first element is distance. If a higher-paying, similar job opens at a competitor less than a mile away from an employee’s current job or home, there is about a 95% chance the worker will make the effort to switch jobs.. If the job is about three miles from home, there is a 60% chance the worker will job-hop. But if the higher-paying job is more than five miles away, the worker is extremely unlikely (only about a 10% chance) to move. The effort of the extra commute isn’t worth it.

The second part of The PITA Factor is convenience. The fewer headaches commuting involves, the more likely an employee will switch jobs.

If the commute just means a longer bus or rapid transit ride, a worker is far more likely to switch than if the commute to the new job involves several busses and trains or walking more than several blocks at either end of the ride. The PITA Factor means many job seekers chose ease over ambition. The PITA factor is less of an irritant to ambitious workers than to their more indolent counterparts for whom a sense of entitlement bulks so large.

Fastener distributors will face declining profit margins unless they improve current worker productivity so they can afford the new mandated pay-rates. The alternatives are investing in labor-saving equipment or increasing their prices to cost-conscious consumers. But how to improve employee performance, and what is the better performance worth?

Two Types Of Expense: Overhead And Operating Costs

Any hardware or fastener distributor or producer is faced with two types of expenses—overhead costs and operating costs.

Good examples of overhead costs are rent, real estate taxes, initial capital investments in equipment, computer software and hardware systems to track inventory, websites and marketing, and professional services like accounting. Whether business is good or slow, these costs

remain fixed. Prudent owners try to keep their overhead low and watch such expenditures like hawks.

The Key: Labor Costs As A Percent Of Total Operating Costs

Good examples of operating costs are labor, the cost of carrying inventory, and utilities. The greater the volume of business, for example, the more inventory is needed. The longer the hours a distributor is open for business, the more hours countermen must wait on customers, and order picker must search the warehouse to fill orders.

Labor is often more than 30% of total operating costs. Carrying costs for inventory are at least another 25 to 30%. Third is utilities, at maybe 10%. Obviously, the more productive employees are, the fewer of them are needed, thus lowering one of the distributor’s biggest cost segments. By improving employee productivity, a fastener distributor can keep prices level and maintain profit margins despite the higher pay rates mandated by the new minimum wage laws.

Although many fastener distributors are aware of high labor costs, few focus on measuring employee productivity and or asking themselves how they can improve it. Obviously, better employee productivity has an immediate impact on the company’s bottom line, especially those who that have typically paid at or near the minimums.

Three Choice For Smaller Businesses

To maintain their already thin margins, fastener distributors have three options: raise prices, substitute costly new equipment for labor, or find ways to improve the productivity of current staffers.

Each has its cost—raising prices irritates customers, and may even chase some away. Paying for new equipment is expensive, and few banks are interested in financing such purchases for smaller businesses. But the third way—finding ways to motivate current employees to improve their productivity and performance in order to offset their new, higher pay rates—costs only thought and ingenuity.

Faced with paying higher wages, thoughtful owners of fastener distributors are trying to find ways to motivate employees to improve their productivity – quicker picks – and boost quality – making sure the orders are complete and accurate. I discuss the most effective ways of doing this in my March, 2011 Hardware World article, “Which Fastener Companies Will Survive...and Why,” and also in my Fall, 2010 Distributor’s Link report, “How Fastener Makers Can Save Cash by Improving Productivity.”

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RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2015 from page 42



On January 20, 2015, **Novaria Holdings LLC** (“Novaria Group”) purchased **John Hassall Inc.** A privately-owned company founded in 1907, John Hassall manufactures hot-forged and cold headed bolts, screws, pins, rivets, bushings and other flight critical hardware for the commercial aerospace and defense markets. The company also manufactures bolts, screws, pins, rivets and collar studs for the automotive and general industrial markets. John Hassall employs 82 people and operates from a 65,000 square foot manufacturing facility located in Westbury, New York (on Long Island). Located in Fort Worth, Texas, Novaria Group is the aerospace investment platform for Rosewood Private Investments Inc. and Tailwind Advisors LLC. The company also owns Fitz Aerospace Inc. (aerospace nuts, bushings and machined parts) and Weatherford Aerospace LLC (chemical treatment and machining of aerospace components). Substantially all of the assets of John Hassall were acquired by Novaria Group through Chapter 11 bankruptcy proceedings initiated in April 2014.

Purchase price: \$6.0 million

TORP FASTENERS

On January 26, 2015, **Bossard Holding AG** (“Bossard Group”) purchased a 60% equity stake in **Torp Fasteners AS**. Founded in 1974 and located in Oslo, Norway, Torp Fasteners is a distributor of fasteners and assembly hardware, specializing in premium-quality brand name products. The company is an authorized distributor for numerous premier fastener brands including Accuride, Avdel, AJOT, Kerb-Konus, PEM, Southco, Spirol and Starlock. Torp Fasteners generates annual net sales of approximately US\$9.6 million and employs 16 people. The previous owner and the management team will own a 40% equity stake in Torp Fasteners. Zug, Switzerland-based Bossard Group is a distributor of fasteners and Class C components, specializing in providing customers with advanced supply chain management services. The company employs more than 2,000 people at more than 60 locations around the world and generated net sales of US\$655 million in 2014.

Purchase price: not available



On February 9, 2015, **MW Industries Inc.** purchased **Helical Products Company Inc.** (“Helical Products”). Founded in 1961 and located in Santa Maria, California, Helical Products manufactures couplings, U-joints, and machined springs for the aerospace/defense, medical, heavy equipment and general industrial markets. The company is best known for its Heli-Cal® Flexible Coupling which was conceived by one of the founders in 1958. Over the years, the versatility and capabilities of the Heli-Cal® range of

single-piece flexible coupling/coupler and springs has become well accepted in the global marketplace. A privately-owned company, Helical Products employs approximately 125 people. MW Industries is a niche manufacturer of engineered mechanical components including springs, precision stampings, specialty fasteners, machined components and custom wire forms. Headquartered in Rosemont, Illinois (outside Chicago), the company is comprised of 17 manufacturing divisions (before the Helical Products acquisition) spread across the United States.

Purchase price: not available



On February 23, 2015, **Bossard Holding AG**

(“Bossard Group”) purchased the fastener solutions division (“Forind Fasteners”) of **Forind Avio Elettronica S.p.a.** (“Forind Avio”). Founded in 1968 and headquartered in Milan, Italy, Forind Avio is a distributor of passive electronic components, fasteners and related assembly hardware. The company is an established supplier in Italy to the aerospace, electronics, telecommunication, and medical industries. The division acquired by Bossard Group - renamed Forind Fasteners - is located near Milan, employs 10 people and generated net sales of approximately US\$5.3 million in 2014. Bossard is already present in Italy with a branch office in Legano (near Milan) and approximately 20 employees. Founded in 1831 and headquartered in Zug, Switzerland, Bossard Group is a distributor of fasteners and Class C components, specializing in providing customers with advanced supply chain management services. The company employs more than 2,000 people at more than 60 locations around the world and generated net sales of US\$655 million in 2014. Bossard Group shares are traded on the Swiss Stock Exchange (symbol: BOSN).

Purchase price: not available



On February 26, 2015, **Bufab Holding AB** (“Bufab Group”) purchased **Flos B.V.** Founded in 1963 and located in Eindhoven, The Netherlands, Flos is a full-service distributor of fasteners, assembly hardware and Class C parts. The Company supplies a diverse range of OEM customers in The Netherlands and other European Union countries. A privately-owned company, Flos employs 52 people and generated net sales of approximately ?17 million in 2014. Founded in 1977 and headquartered in Värnamo, Sweden, Bufab Group is a distributor of fasteners and Class C components, specializing in providing customers with advanced supply chain management solutions. Employing approximately 850 people in 23 countries, Bufab Group generated net sales of US\$260 million in 2014. Bufab Group completed an initial public offering in February 2014 and its shares are traded on Nasdaq OMX Stockholm (symbol: BUFAB).

Purchase price: not available

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It has been many years since we last attended the Midwest Fastener Show. We enjoyed seeing familiar faces and meeting new ones. New banners and a video presentation drew a good number of people to our booth and it was the first time for our new sales people Frank

Duffy and Katie Kessell who have been an excellent addition to the Set Screw family. The show was a hit and we are looking forward to the Fastener and Mill show right around the corner.

We were also happy to unveil our new website www.setscrewmfg.com. We recently have added a chat option to assist customers that are online in real time. Videos have also been added to show how some of our set screws are made. Currently in the works is a new request for quote page with many

options to ensure the proper screw is quoted. Ecommerce is an option we are looking into as well to streamline the process from quote to sale.

Looking forward to a productive end of 2015 and excited for the things to come! 



BUSINESS FOCUS ARTICLE

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FASTENER TECH '15 FASTENER TECH '15 - "BEST OF THE FIVE" from page 44

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FRED VOSECKY (LEFT) AND BOB BAER (RIGHT) ABBOTT-INTERFAST

FASTENER TECH '15

BAY STANDARD CUSTOMER DRIVEN SERVICE from page 46




MAP SHOWING BSMI LOCATIONS ON THE WEST COAST

Bay Standard also offers our distributors a service that few domestic manufacturers can offer – Full specialty packaging capabilities. Our customers can take advantage of our manufactured items as well as our import inventories and direct us to kit and/or bag to their requirements. We can also label each kit and package in

cartons as required. Cartons can be labeled per specified instructions and the work is done. Our customers can receive their product in shipment ready form for their end user. No more having to utilize multiple vendors to complete your project. We can handle it for you.

More than anything, we pride ourselves in never overlooking an opportunity to meet a new demand. The same ingenuity that allowed us to re-tool to become a rod manufacturer is still in place today. Year after year Bay Standard continues to grow by expanding our capabilities to meet new requirements. Identifying the increased demand for F1554 in California necessitated that we add in-house mechanical testing capabilities to certify our product. When challenged by a high volume customer to permanently mark each bar with a part and heat number; we automated it. When asked by one of our customers to paint 40 foot long double end rods; we built the equipment to do it.

Moving forward we will continue to strive to be our distributors first choice. We owe our success to our customers and to our employees who believe in Customer Driven Service. 

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GUY AVELLON WHAT FASTENER DISTRIBUTORS NEED TO KNOW ABOUT CERTIFICATES OF CONFORMANCE & RESPONSIBILITY from page 48

To select steel compositions for heat treatment compatibility, it is important to know its potential hardenability. A sample of the steel is heat treated and quenched, and then hardness readings are taken at 1/16" intervals from the quenched end at a depth of 0.015". This procedure helps to determine the proper quenching rate and quench media. Each location on the test piece represents a different cooling rate.

A Certification is a document created by an authorized person or company department that verifies and attests in writing that the processes, procedures and product were produced in accordance with all applicable industry requirements. Sample #3 is an example of such a Certification.

SAMPLE 3

Distributors can issue Certifications to their customers. It may be copies of what was received by the manufacturer with the traceable Lot Number or Heat Number, or it may be a Blanket Certification.

Blanket Certifications are given for certain product groups. When the distributor knows his supplier, he feels comfortable issuing a 'Blanket Certification' to his customer. To satisfy the needs of many customers, it may simply state the following:

"We (company name) hereby certify that all of the Grade 8 fasteners supplied by (name of the company) have been manufactured, tested and inspected to meet all of the standard requirements of SAE J429." Then, the document is signed by an authorized party of the company.

This type of document is also called a Certificate of Conformance or a Certificate of Compliance. It merely states that the products meet the requirements of the relevant industry specifications or specific contract requirements.

Some may want to embellish this Blanket Certification by adding the country of origin and / or the manufacturer. If it is a special product, certain attributes may be stated, such as in Sample #4.

SAMPLE 4

Sample #4 is a Material Test Report (MTR). The particular product we have been following is an ASTM A325-3 structural bolt made from Group A weathering steel. Some ASTM (American Society for Testing and Materials) Standards have different requirements than the SAE J429 (Society of Automotive Engineers) requirements. For one, the tensile strength test is performed using a 10 degree wedge angle under the head of the 1"-8 x 3" bolt. Secondly, a Proof Load test is required and performed. The test methods used were those specified in ASTM F606 and the check for discontinuities were visually inspected per ASTM F788..

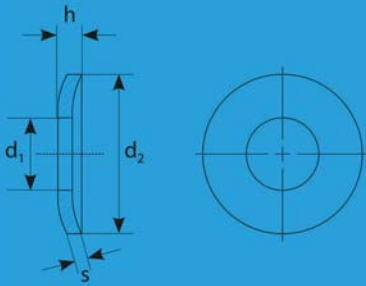
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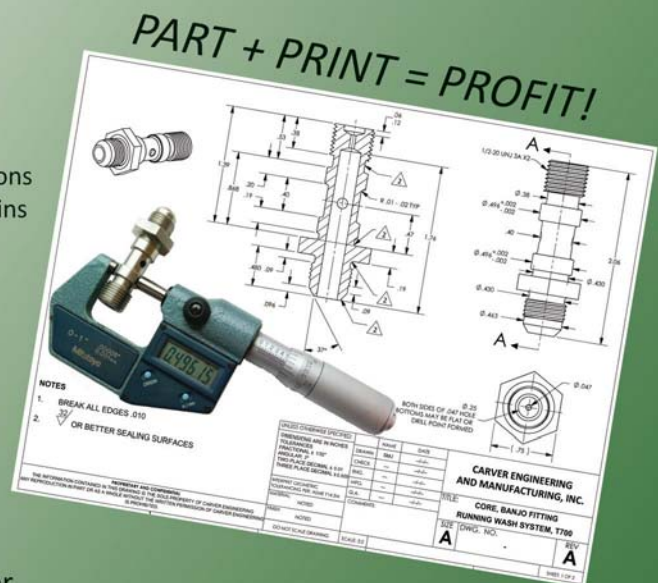
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This is a common experience when expecting one level of affinity from the place we spend our money and receiving service that is counter to that expectation. This leads to feeling disengaged, dissatisfied and even extreme anger. When you hire a person whose heart is not aligned with your mission and your service offerings, or they lack the basic service acumen to execute your customer service objectives, this same level of dissatisfaction is what your customers experience.

[2] Reduction In Innovation

Companies arrive at a sustainable business model through innovation, creativity and a keen awareness of how to bridge a gap in the market place. Once the product set is stable and customers are buying, continual improvement and innovation is required to stay ahead of the copycat curve. When some of your people cannot seem to get it together, miss basic deadlines, or don't find problems until your customers do, innovation is not even an option.

When an employee is hired because their resumes list the right key words, yet the person behind the resume lacks conceptual thinking ability and theoretical problem solving, they lack the access within themselves to come up with creative and inventive solutions. Often this lack of ability shows up as excuses, finger pointing and roadblocks outside their control. It is important to be aware that a person who lacks these traits is unaware they lack them and that most often these traits and competencies are very difficult to teach. If time is not on your side, hire people for roles that need to innovate with these innovator competencies, behaviors and values.

[3] Workforce Productivity

When you hire in a hurry, you experience unwanted turn over. If you are lucky the turn over happens fast, yet in most cases it is months before the problem surfaces and the impact of the wrong person doing the job wrong has already disseminated throughout the team, if not the department. In high-level roles, specifically for senior leadership, the impact is detrimental not only in the immediate area of influence; it permeates throughout the organization. In sales, for example, if you have 2-3 people continually not achieving quota and approaching the position with a poor attitude, it poisons the well for those who are producing and are aligned with the


position requirements and level of activity required for success.

Tolerating people who are not engaged and thriving waters down the engagement and productivity of those who want to win. When any of these morale and engagement busters are happening within your culture good people either leave or move into autopilot until they can. The indirect and costly impacts are higher staffing costs to make up for the lack of employee and team productivity, institutional knowledge loss when good, trained people leave; and increased training costs to continually retrain new blood into the organization.

[4] Time And Energy Losses For The Team And Leadership

We have all heard the old adage that 80% of our time is spent with the bottom 20% of performers. As it happens, this statement may be closer to 30% of the underperformers. As the competition for talent increases and the fear of the empty chair blocks your good senses, you can feel pressured to fill the job with the 1st decent person who surfaces with a cogent resume. Hiring the wrong people because you are "in a rush" to put a butt in a seat leads to more empty seats; or worse: full seats with empty pay offs.

One of the hidden costs of unwanted turnover as reported in recent employee and manager engagement surveys is that 70% of managers surveyed reported that they are coping with burn out and a job misery rating that is detrimental to their overall happiness. When the workplace culture turns into one of micromanagement, correction and reprimand rather than collaboration, creation and mentoring, the manager's job becomes one of parent and babysitter.

Often we see managers and leaders looking to HR to fix people and situations that could have been avoided by demonstrating more consciousness and awareness before during and after hiring. It seems like; in many companies an admission of making a poor hire is a far worse offense than allowing and tolerating subpar performance. Furthermore, the cost of doing nothing about a bad hire far outweighs the cost of being proactive and creating high-impact hiring solutions. When you think about it in terms of bottom-line profitability and overall success, shifting your philosophy about people and hiring consciously just makes common sense. 



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SPIROL THE ADVANTAGES OF USING EDGE BONDED SHIMS *from page 54*

SEMI-SOLID EDGE BONDED SHIMS ALLOW COURSE AND FINE ADJUSTMENTS TO THICKNESS.

Edge Bonded Shim sets have all the performance and cost advantages of solid and loose Shims, yet they provide a unique solution for companies seeking a better point-of-use adjustable Shim set. Another advantage of Edge Bonded Shims is that multiple lamination thicknesses can be combined in the same stack giving the customer more flexibility for adjustment. This is not an option for traditional Laminated Shims.

Edge Bonded Shims also provide cost saving

advantages over conventional Laminated Shims because the materials are less expensive. Edge Bonded Shim packs offer safe adjustment in seconds, and are much easier to peel than surface bonded laminates. Safety is improved because no knife is needed to remove the Edge Bonded layers. Cost savings can also be realized because the layers that are removed from the Edge Bonded Shim pack are reusable, functional parts since no deformation of the layers occur during adjustment.

Conclusion

Both types of Laminated Shims, Surface Bonded and Edge Bonded, offer the advantages of reducing assembly time, taking up less inventory storage space, and reducing the number of line side SKUs. However, when speed of adjustment, operator safety and minimizing your overall cost of assembly are your primary objectives, Edge Bonded Shims provide the best solution! ○

SPIROL INTERNATIONAL CORP.

BART BASI WHAT IT TAKES TO PREPARE A BUSINESS SUCCESSION PLAN *from page 58*

[2] Our office then reviews that information (at no cost to you). This process usually takes us about 1 week.

[3] We then have a phone call with you (up to approximately 1 hour in duration) and discuss the results of our review of the information as well as the details of what we expect to accomplish. Again, there is no cost to you for this phone call.

[4] Shortly after that discussion, we will send you a detailed itemization of the proposed project complete with our Engagement Contract, an estimated fee structure for the project and a requested retainer amount, and any other documentation we feel is appropriate for you to review prior to you engaging our firm.

[5] After we receive the signed contract and retainer, we like to make our 1st of at least 2 on-site visits to your location. This date is usually scheduled within 4-6 weeks.

[6] At the first onsite visit – we assist you in gathering and reviewing the information that we have requested in order to successfully complete the Business Succession Plan and then we set the date for the 2nd on-site visit.

[7] We then complete a draft of the written Business Succession Plan and typically we also are completing a draft of the Valuation of your business during this time. This takes

approximately 4-6 weeks after we have completed the 1st on-site visit.

[8] The 2nd onsite visit then takes place, and the now written Business Succession Plan (and the Valuation if conducted) are reviewed. During this review, we agree on the parts of the plan that you are ready to move forward on and we set the date for the final on-site visit.

[9] We then complete the final edits to the Business Succession Plan (and Valuation if conducted) and draft all of the necessary closing documents and the final onsite visit then takes place and we review the final Business Succession Plan (and Valuation if conducted) and execute all of the necessary closing documents.

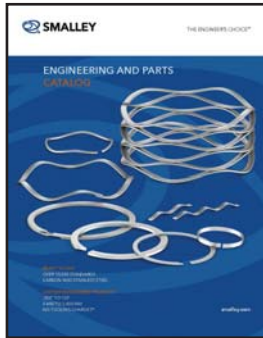
Conclusion

Convincing the business owner that the biggest threat to a business is that person's own mortality is tough. To many, the day-to-day challenges are enough to pull their boat asunder. Having a business succession or exit plan is critical to retirement, the succession of the business, and the continued financial well-being of the owner. If you are in business, YOU NEED a Business Succession Plan and following the steps above will ensure your success in creating one. ○

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Smalley Steel Ring Company, is pleased to announce the release of their new Engineering Catalog. For over 50 years, engineers have relied on Smalley's Engineering and Parts catalog as an essential resource for their designs.



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[c] Standards in the revision process continued....

ASTM A354 Standard Specification for Quenched and Tempered Alloy Steel Bolts, Studs, and Other Externally Threaded Fasteners. Some weaknesses in the standard were discovered as a result of the threaded rod failures on the Bay Bridge. The committee is proposing that a higher grade of alloy steel be required for sizes over 2-1/4 inches to assure better hardenability plus Charpy testing and cross-sectional hardness testing for sizes over 2-1/4 in. The second ballot was closed in July with a few negatives. A third ballot will go out before the ASTM F16 Fall meeting.

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. At the ad hoc working group meeting in June 2015 in Paris it was decided that ISO 4042 is now ready to be presented for first ballot before the end of 2015.

ISO 898-2 Mechanical properties of fasteners made of carbon steel and alloy steel - Part 2: Nuts with specified property classes - Coarse thread and fine pitch thread – work is under way to adjust minimum hardness values of various styles and grades of nuts to meet the published proof load values in the current draft. At the ad hoc working group meeting in June 2015 in Paris it was decided that ISO 898-2 is now ready to be presented for first ballot before the end of 2015.

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. At the ad hoc working group meeting in June 2015 in Paris it was decided that ISO 3269 will be revised once more by the working group and that hopefully at the annual ISO TC 2 meeting in New Orleans the working draft will be approved to send out for the first ballot by the end of 2015.

ISO 6157 Fastener surface discontinuities was discussed in Paris in October 2013. Work will continue in the working group in 2016.

ISO 2320 Locking nut performance – Work progressed on this during the October 2014 meeting in Milan. This will be worked out during the balloting process. A ballot was issued in July. The results of the ballot will be reviewed at the annual ISO TC2 meeting in New Orleans in October 2015.

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 and the first content ballot should be voted on before the end of 2016.

ISO 9001-2015 and **ISO 14001-2015** are in the final balloting stages and the new revisions are expected to be published in the near future.

2. Standards Organizations Meetings

SAE Fastener Committee and SAE Ship Systems Fastener Committee will meet at the IFI HQ in Independence, Ohio on September 15, 2015.

ASME B18 Fastener Committees will meet at the IFI HQ on September 16, 2015.

ASME B1 Screw Thread Committees will meet in Las Vegas on October 20 and 21, 2015.

ASTM F16 Fastener Committee will meet in Tampa, Florida on November 15 through 17, 2015.

ISO TC2 Fastener Committee meetings are being hosted by the United States delegation in New Orleans on October 11 through 17, 2015.

For more information contact techinfo@indfast.org.

3. Training Opportunities

Fastener Training Institute

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Steve Weissman commented, "Our products are sourced from longstanding suppliers overseas who are capable of manufacturing products in many materials and finishes. We have been importing this material in large volumes for decades, which provides our customers with consistent quality and savings on their procurement costs. We are constantly leveraging our global supply chain to source standard fasteners as well as specials "

More Technology

Steve discussed their technology evolution. He stated, "After working with the same software for many

years, we decided to explore purchasing a new system. We wanted a solution that would improve office efficiency and provide better oversight of our expansive supply chain. We had web demos from 5 or 6 software companies that marketed themselves as solutions specifically tailored for the fastener industry. We could quickly see that most of them offered general inventory management platforms, but were missing many of the subtle nuances associated with managing a fastener inventory and supply chain."

"Fasteners are a very unique product category in that there are very lengthy lead times from overseas and a wide variety of potential secondary processes that need to be accounted for in the software. At any given time, we can have 100 containers en-route to one of our facilities, so clear visibility of the supply chain is of paramount importance. Most of the software system being offered to us were a shoe horn fit at best."



The Business Edge™

Steve went on. He said, "When we talked to Denny Cowhey, COB of Computer Insights, and we reviewed The Business Edge™ we saw quickly that they were able to separate themselves from the pack. It was obvious that The Business Edge™ was designed by "Fastener People", and that everyone on Denny's team had years of experience, just like we do, working in this industry."

"The ease of going from the RFQ stage all the way through to billing along with many other industry specific capabilities made The Business Edge™ stand out from the crowd. They checked all the boxes of what we were looking for in a software solution.

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ANTHONY DI MAIO THE ADVANTAGES OF BLIND RIVETS *from page 78*

A new feature has been added to the Closed End blind rivet. A closed end blind rivet because of its construction is leak proof through its center. To ensure that the closed end blind rivet is also leak and seal proof around the outside diameter of the rivet body or shank, a flexible compound is applied to the shank side of the flange. This gives the closed end blind rivet sealing ability against water gases etc. This has opened up a new market for the use of blind rivets. I have had various compounds applied to the closed end blind rivets that sealed the blind rivet and solved many applications that were brought to my attention. This has extended the term "Quality Joint" for blind rivets.

Blind rivets, by their construction will give the user consistent shear and tensile values. There are Structural blind rivets that lock a portion of the mandrel in the rivet body. You now have both rivet body and mandrel in the shear plain giving you a high shear value. Tensile strength is also high because of the high tensile mandrel exerting a high clamp load and the locking of the mandrel in the rivet body. Structural blind rivets can be used in place of solid rivets and can be installed from one side of the work piece. Solid rivets require the use of both sides of the work piece

to be installed. Installation cost of the structural blind rivet is much less than the installation of a solid rivet.

To have success in all types of material applications, blind rivet are produced using many types of material alloys, steel, aluminum, stainless steel, brass and copper. Different alloys are used in the same blind rivet to achieve success in applications, aluminum rivet body with steel mandrel. The steel mandrel will give the user a higher clamping force than an aluminum mandrel. Manufacturers can produce mandrel tensile strengths to accommodate special blind rivet applications. Example: - I received a request from an automobile windshield wiper manufacturer to supply a 1/8 diameter stainless steel rivet body with a stainless steel mandrel to be used in the assembly of their windshield wiper. The thickness of the material to be riveted was 2 components .045 thick stainless steel. The tensile strength or break load of a standard 1/8 stainless steel mandrel is 650 lbs. to 950 lbs. The 650 lbs. tensile strength was much too high for the .045 thick stainless steel component. I produced stainless steel mandrels using a lower tensile strength stainless steel wire and the 1/8 stainless steel body with this lower tensile stainless steel mandrel was a complete success. 

ANTHONY DI MAIO

WALLBANK MANUFACTURING THE BENEFITS OF THREAD REPAIR AND THE CONDITIONS WHEN IT IS NEEDED *from page 80*

Thread Repair Inserts


You also have the option of using inserts to fix your stripped or damaged bolt holes. These inserts provide strength and durability. You use a specific drill size and tap to put oversize threads into the hole. Then tighten the insert into the threaded hole, some inserts rely on special sealing compounds such as loctite to hold it in place and keep it from turning while others are tightened against the bottom of a blind hole. When you use a thread repair kit with inserts, the kit will specify which correct-sized bit to use and will also supply the tap, so you don't have to guess and risk damaging the insert, fastener, or assembly further.

Which Thread Repair Method To Use?

The method you should use is going to be based on several factors, including the number of fasteners you need repaired, the material type, the design of your work

piece, the type of thread damage to be repaired, the pull-out strength required, and the physical access you have to accomplish the repair. It is important to keep in mind that some damage is not repairable given the use the item will be put to. In these cases, the damaged item should be thrown out and replaced.

Fix It And Forget It

Although repairing threads isn't as difficult as it seems, you don't have to try taking on the task by yourself. If you don't know what you're doing, you risk damaging your parts further. Instead, you can take your stripped bolts to a thread repair professional or repair shop that specialize in repairing the assembly the damage is in who can do the job for you. Your fasteners will come back good as new. When you have stripped, damaged bolts, or threaded holes there's no reason to waste your money buying new bolts or new components. Just fix them and forget it. 

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MWFA 2015 GOLF OUTING ENJOYS NEW VENUE *from page 86***Green/Tee Sponsors Continued**

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Fall Event - Oktoberfest

Rosemont, IL

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Guest Speaker: Ryan Chiaverini

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MID-WEST FASTENER ASSOCIATION

FIC NOW IS THE TIME TO NOMINATE 30 UNDER 30 *from page 90***About the Fastener Industry Coalition**

The mission of the Fastener Industry Coalition (FIC) is to provide support and resources to fastener industry regional and national participating associations to help them improve efficiency, effectiveness and membership value

FIC members include:

- Fastener Training Institute
- Industrial Fasteners Institute
- Metropolitan Fastener Distributors Association
- Mid-Atlantic Fastener Distributors Association
- Mid-West Fastener Association
- National Fastener Distributors Association
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- Southeast Fastener Association
- Southwest Fastener Distributors Association
- Specialty Tools and Fastener Distributors Association
- Women in the Fastener Industry

For more information about FIC, visit their website at www.fastenercoalition.org


About Young Fastener Professionals

The Young Fastener Professionals (YFP) is a community of young professionals that seek to offer a glimpse of the fastener industry through the perspective of the next generation.

While respectfully preserving the industry's past, the next generation is shaping the future of the business spectrum through technology, while implementing the most current business practices. This organization hopes to create a platform for young professionals and the businesses employing them to develop, educate, and enhance a variety of business initiatives through strategic analysis.

YFP also hopes to serve as forum for networking, referrals and professional support to improve the fastener industry as a whole.

The mission of YFP is to create an inclusive community to empower the next generation of fastener professionals and their companies through education, collaboration and networking.

For more information about YFP visit their website at www.youngfastenerprofessionals.com 

FASTENER INDUSTRY COALITION

DISTRIBUTOR NEWS



Plans are underway for the **South Eastern Fastener Association (SEFA) 2016** Conference.

SEFA will meet in Tampa, FL next spring. The event will open April 12th with their Opening Reception.

The 13th the event will continue with industry related sessions, a keynote speaker, and awards dinner.

The conference will finish off with a Golf Outing on the 14th.

The SEFA Annual Spring Conference is open to SEFA members and fastener industry personnel.

For more details or to complete a membership application available online at www.theseffa.com



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Brainard Rivet Company, a cold-headed solid fastener manufacturer located in Girard, OH was featured on the September 10th episode of Manufacturing Marvels on the Fox Business Channel. The nationally televised segment included a virtual plant tour, highlighting Brainard Rivet's continuing dedication to quality, personalized customer service and on-time delivery. In tandem with the video, the Employee-Owned Company has launched a new face to their website: brainardrivet.com. The new website has been completely redesigned as a more user-friendly

medium with many new features.

Certified to ISO/TS 16949:2009: Brainard Rivet Company is a subsidiary of Fastener Industries.

Most tooling required is crafted on-site. Additional in-house processes include: drilling, grooving, shaving, threading and knurling. Various on-site cleaning and heat-treat options are also available. Total customer satisfaction, peerless quality and on-time delivery remain Brainard's hallmark.

For more information tel: 330-545-493 or visit them online at: www.brainardrivet.com.

BEACON FASTENERS YOUR STRATEGIC PARTNER WHO IN 36 YEARS HAS NEVER TAKEN A SICK DAY! *from page 92*

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What's New At Beacon?

Earlier this year it was with great excitement that we unveiled our newly designed website, beaconfasteners.com! In addition to a completely updated look, we have created a navigable site with comprehensive information on our product and service offerings. You can search for parts in the interactive catalog, download prints, learn about our in-depth quality practices, total cost of ownership, and custom programs. We also provide additional resources and the latest industry news.

Kameron Dorsey, National Sales Manager commented, "Our new website provides an opportunity to showcase not just our catalog products, but allows our customers to see how Beacon can truly partner with you by taking advantage of our value added services and custom programs."

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MAFDA 2015 ANNUAL GOLF AND SCHOLARSHIP CLASSIC

Great Golf, Great Friends And A Great Cause

A return to Downingtown Country Club was welcome as host to the MAFDA Annual Golf and Scholarship Classic held on June 17th, 2015. Forty eight golfers were greeted with exceptional weather, a unique golf gift, an opportunity to win the coveted MAFDA Golf Trophy, and raffle prizes available to all including electronic devices, and a large screen TV.

Our sponsors surprise us each year with their generosity, this year was no exception. ND Industries and Lubker Distribution shared the Event Sponsor honor, Stelfast rewarded any hole in one effort with LOTS of cash (unfortunately no winners, but many were close), Fall River Manufacturing again sponsored our grand prize of a large screen TV, and R & D Fasteners outdid even last year's effort by again producing the FINEST industry specific trophy's. All Electronic Hardware and Rockhard Tools sponsored the much endeared beverages, and Lee S Johnson Assoc. was the grateful 'at the turn' sponsor.

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 Murty Associates (Tricia Murty, Brian Eakins, Ken Schneeloch, and Brian Caldwell) took home the coveted first place trophies, while team Lee S Johnson Assoc. (Lee Johnson, John Conte, Dan Carr, and Joe Lantezzi) finished second. Third place went to team Lubker Distribution (Rick Lubker, Jim Carrigan, Rick Yanni, and Glen Hanson). Ed Johnson Jr. (Johnson American Fastener Co.) took home the cash on hole three by beating all other participants in the play for cash closest to the pin competition. 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 Jason Webster (North East Fastener Corp.). '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

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 we've seen. 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 scholarship award winners Kaitlyn Amoresano (Kanebridge Corp), Jessica Bielefield (Smith Assoc.), Danielle Callahan (Guidon Corp.), Dean Hanson (The Hanson Group), Chelsea Jones (Guidon Corp.), Jessica Peterson (Guidon Corp.), and Marissa Schneeloch (McCormick assoc). A special thank you to one of our past winners, Nataysia Hatfield (Specialty Resources) for visiting and speaking of her college experience and how scholarships like that from the MAFDA provide essential resources needed to continue her educational pursuits.

We are inspired by, and proudly support all of the award winners. 

MAFDA 2015 ANNUAL GOLF & SCHOLARSHIP DOWNINGTON COUNTRY CLUB, PA - JUNE 15, 2015





QUALITY INNOVATIONS IN THE 1980's INCLUDED "IN PROCESS" CHECKING. ROTOR CLIP QA MANAGER BRUCE RUDIN INSTRUCTS A PRESS OPERATOR HOW TO MEASURE THE FREE DIAMETER OF A RETAINING RING WITH A VERNIER INTERFACED TO A COMPUTER. (PHOTO CIRCA 1985. NOTE BRUCE RUDIN IS STILL WITH ROTOR CLIP!)

This complacency was short lived as Japanese companies (inspired by Deming) introduced products like automobiles that were perceived by American consumers to be of higher quality than their domestic counterparts.

By the 1980's, American manufacturing responded to the threat. Bob led the retaining ring industry in this effort by re-vamping his Quality Assurance department and adopting some of the principles outlined in Deming's 14 points:

- **Create constancy of purpose toward improvement of product and service.** Bob continuously improved his die designs to produce parts in high volume and reduce costs. He instilled awareness in all Rotor Clip employees that quality was everyone's concern.


- **Eliminate the need for massive inspection by building quality into the product in the first place.** 100% inspection was replaced by automated measurement of critical characteristics like thickness and free diameter. Operators monitored production processes with mini computers to detect negative trends and stop production before bad parts could be made.

- **Institute a vigorous program of education and self-improvement.** Training became an ongoing effort at Rotor Clip especially cross training to ensure knowledge and best practices were shared by all.

- **Improve quality and productivity, and thus constantly decrease costs.** Wire material needed to coil retaining rings was brought in-house to be annealed and shaped so as to control quality and improve production. Bob also utilized technology purchasing a CNC and an EDI machine in the 1980's along with three laser machines in the 1990's to increase productivity while improving quality and decreasing costs.

Bob's efforts paid off as Rotor Clip became one of the first suppliers to receive a GM SPEAR 2 (SPEAR was an acronym for Supplier Performance and Evaluation Reporting) in 1985. Earning a "Spear 2" rating meant that your company was "self-certified"; i.e., parts were considered of high quality, bypassed inspection and went directly to the GM production line.

Other quality accolades soon followed including the Chrysler QE (Quality Excellence) award in the same year, the "Ford Q1" designation in 1986, and the GM "Mark of Excellence" in 1989.

Bob Slass had firmly established Rotor Clip's reputation as a quality source for retaining rings that continues today with our current quality designations: ISO/TS 16949: 2009, the worldwide automotive quality standard, and ISO/AS9100C, the aerospace quality standard. 



ROTOR CLIP ESTABLISHED A QUALITY PROGRAM THAT WAS RECOGNIZED WITH A FORD Q1 IN 1986 (PICTURED ABOVE) AND A GM SPEAR 2 AND A CHRYSLER QE (QUALITY EXCELLENCE) IN 1985.

DISTRIBUTOR NEWS



Brighton Best International Inc (BBI), would like to welcome Matt Eckhardt as Product Manager for the Preferred Hand Tool line. Matt will be based out of the BBI Charlotte office. We look forward to having him join BBI,

to grow this new and exciting product line.

You can contact Matt directly at Meckhardt@brightonbest.com.

We would also like to congratulate Jessie Portillo on her promotion to Assistant Branch Manager for both the Los Angeles and San Francisco BBI locations.

We are also pleased to announce our new warehouse manager Ms. Natasha Lee. Ms. Lee will be located at BBI-Logan Township, NJ.

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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DISTRIBUTOR NEWS

Hillsdale Terminal, is pleased to announce its recent expansion into an additional facility to meet the company's continued growth. Located in Hillsdale, MI the new building will be the site of the company's inventory and shipping operations and will also house the administrative offices. Hillsdale Terminal's stamping and packaging operations will remain at the Jonesville, MI location.

The acquisition of the additional building will allow the company to meet current customer requirements and allows additional space for future growth. Hillsdale Terminal has been in business since 1976 as a domestic manufacturer of solderless terminals and wire connectors.

For more information, contact Hillsdale Terminal at 2222 W. Moore Road, Hillsdale, MI 49242. Tel: 1-800-447-3150, Fax: 517-849-9516, Email: sales@hillsdaleterminal.com or by visiting their website at www.hillsdaleterminal.com.



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GROOV-PIN GROOV-PIN - 90 YEARS LATER, EVOLVING THROUGH LEAN PROCESS *from page 102*

Lean Manufacturing

Since 1926, Groov-Pin Corporation has been manufacturing fasteners that have set industry standards. Almost 90 years later, the company has been recognized for excellence as a Mid-Size Manufacturer for its lean efforts and service to the community.


Like so many other companies, Groov-Pin was deeply affected by the recession in 2009. Determined to find a constructive approach, they embraced lean as a means to engage folks on their team to reshape the business and make it more responsive to customer needs.

A year into the process, the team began hosting tours to demonstrate to others the changes that could be made with lean.

Groov-Pin has created a lean culture in the business. "Anyone in the manufacturing industry knows that if you can

implement something that changes the culture of the business, it's a homerun. We are being recognized by our customers for that culture change. Overall, the spirit of the company has greatly improved," says Scott Bunn, Operations Manager.

Having lean implemented in our factory has made things more organized and more efficient. It's much easier to get our jobs done and less stressful with all of the changes," Glenn Dorval, multi-spindle lead operator.

"We built a tighter team. There is more sharing of ideas across our business and even other business and that has improved our internal attitude, as well as how our customers view us. In the last five years, the team of employees has really turned the company around to be a very different company and well suited for advanced manufacturing," Scot Jones, CEO.  **GROOV-PIN**


**INTERNATIONAL FASTENERS INC. 20 YEARS OF QUALITY AND SERVICE** *from page 112*

However, when all is said and done, it's the buyer who can pick up the phone at 4 o'clock on a Friday and call their vendor that they have a real relationship with to help them put out the fire that was just set ablaze on their desk.

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 for 20 years? That's easy, no matter how large they get, they will always be small enough to care. 

FASTENER CROSSWORD PUZZLE

Test Your Knowledge!

ACROSS

- 1. Deviation in a fastener's side
- 4. Pipe ___; cap that seals
- 8. Device for holding or grappling
- 11. "By the Time ___ to Phoenix"
- 15. Sheet of ice on the ocean
- 16. Make, as a salary
- 17. ___ bolts; fasteners used to attach cables
- 19. Fastener used to join two externally threaded objects
- 22. Basketball players, at times
- 23. Chopping tool
- 24. ___-nine-tails; type of whip
- 25. Wipe away
- 27. French cap
- 28. Textbook division
- 30. "Carmen" or "Otello"
- 33. Actress Jillian
- 35. Flower stalk
- 36. Ridge inside a nut
- 42. Screw-and-washer assemblies
- 44. Once more
- 45. Struck with fear
- 47. Laughing syllables
- 50. ABC followers
- 52. Hooter
- 54. Portion
- 55. Bin Laden and others
- 57. Suffix for violin or balloon
- 60. ___ rut; mired by routine
- 61. Yoko Ono's man
- 62. Electrician
- 63. Just about
- 65. Observe
- 67. Surface defect
- 68. Rounded fastener top
- 72. TV crime drama series
- 75. Bullring shout
- 76. Slight arching
- 77. Body of water
- 79. Texas city
- 84. Refrain syllable
- 86. Gentleman
- 87. See 87 Down

- 88. Depart
- 89. "___ was saying..."
- 90. Take to court
- 92. Helper: abbr.
- 93. Like plywood-covered walls
- 95. Ridged metal plates
- 100. Rat-___-tat
- 102. Fastener with a six-sided head
- 105. Vane direction
- 108. Military mail letters
- 109. Assumed name
- 110. Bernhardt and Palin
- 112. CA's Santa ___ Racetrack
- 117. Plain twill weave fabric
- 119. ___ bolts; toilet installer's items
- 121. Actress ___ Arthur
- 122. Sharp fastener end
- 124. Sharp conical fastener top
- 128. Tallies up incorrectly
- 129. S-shaped molding
- 130. Bookish fellow
- 131. Greek love deity
- 132. "___ to Extremes"; 1990 Billy Joel song
- 133. Cruise and Hanks
- 134. Yrbk. section

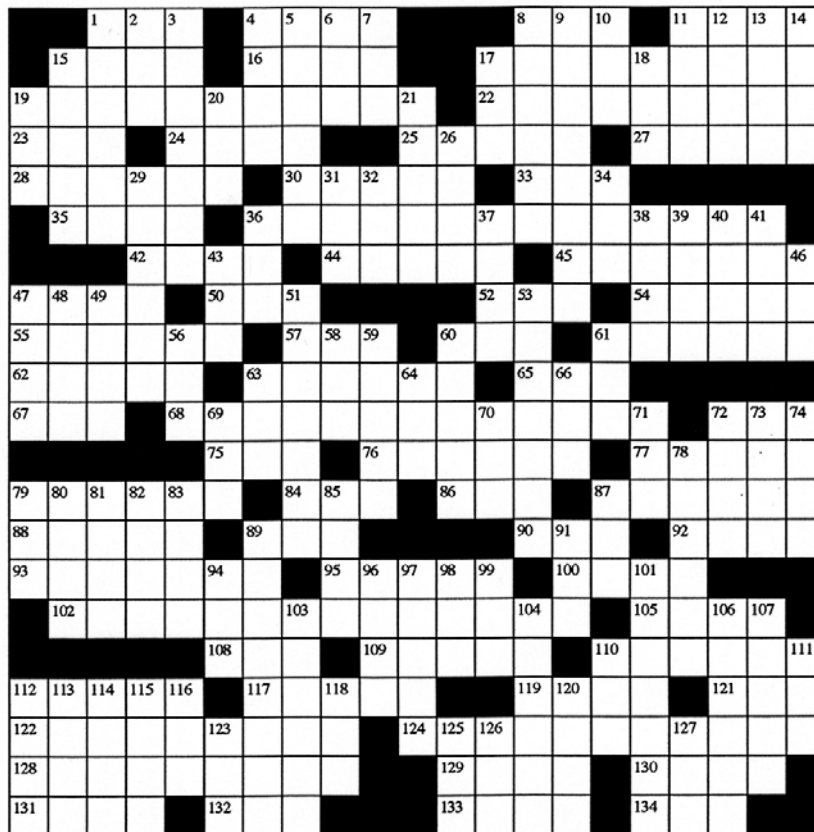
DOWN

- 1. Most depressed

- 2. Comic strip "Alley ___"
- 3. Word on a porch mat
- 4. ___ up; confined
- 5. Shallow body of water
- 6. "Ode on a Grecian ___"
- 7. African antelope
- 8. ___ spine; vertebral column
- 9. Of Asia
- 10. Poet Byron's initials
- 11. Doing nothing
- 12. Will of "The Waltons"
- 13. Brontë's "Jane ___"
- 14. Examination
- 15. Wild canines
- 17. Meat-inspecting agcy.
- 18. Flow back
- 19. Coolidge or Ripken
- 20. Actor McKellen
- 21. ___ firma; solid ground
- 26. Rajah's wife
- 29. TV's "___ Street"
- 31. School org.
- 32. Brain wave test, for short
- 34. Canucks' league: abbr.
- 36. Suffix for treat or expert
- 37. Abbr. after many poems
- 38. Molestation
- 39. Actress Moran
- 40. Prayer closing
- 41. Art ___; cubic & zigzag designs
- 43. Many AMA members

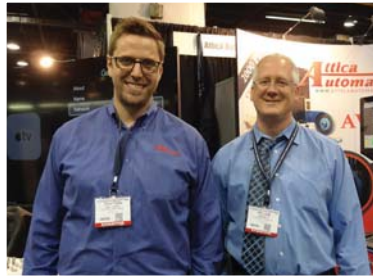
- 46. Comfy room
- 47. Long, doleful cry
- 48. Oman's continent
- 49. Stringed instrument
- 51. Junctions of fastener surfaces
- 53. Thin, flat rings
- 56. Sound from Annie's dog
- 58. Speedway Motorsports, Inc.: abbr.
- 59. Puccini opera
- 60. Articles
- 61. Meadowland
- 63. Everybody
- 64. Railroad depot: abbr.
- 66. Suffix for profit or musket
- 69. Large bill
- 70. Baseball stat.
- 71. One of the Seven Dwarfs
- 72. Average grades
- 73. Cutting tools
- 74. MIT, for one
- 78. Moon depression
- 79. Assist, cockney-style
- 80. Actress Remini
- 81. Window glass
- 82. ___ rivets
- 83. ___-assured; confident
- 85. Actress Diana
- 87. With 87 Across, fasteners that prevent movement

- 89. Modifying
- 91. Detroit-based union, for short
- 94. Leprechaun
- 96. Genuine
- 97. Small bits of land in the ocean
- 98. 601, in old Rome
- 99. Mexican Mrs.
- 101. Rouses
- 103. From ___ midnight; PM hours
- 104. Regard with respect
- 106. Cavalry swords
- 107. ___ bolt; one used to fix parts to a vehicle body
- 110. NBC weekend prog.
- 111. Unhappy
- 112. High point
- 113. Black, in French
- 114. ___ many words; speaking frankly
- 115. Detectives, slangily
- 116. Military mail letters
- 118. "___ a Small World"
- 120. Gorillas
- 123. "Yes, Pierrè!"
- 125. Little child
- 126. Self-esteem
- 127. That girl



Solution on Page 227

FASTENERTECH '15 ROSEMONT, IL - JUNE 8-10, 2015





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PIONEERING THE SECONDARY PROCESS PHILOSOPHY

As our industry evolves, distributors are looking to suppliers to do more than just supply parts. They are looking for suppliers who can eliminate costs, improve efficiency and ultimately deliver a better value to the end user customers. Many distributors have continued to work more lean after our most recent economic setback and they look to suppliers for quality and cost improvements. Solution Industries has stepped up to help distributor customers meet the challenge. Our staff is made up of fastener veterans with extensive experience in VMI Distribution type business. We sprinkle in a few sourcing gurus and a couple of individuals with extensive overseas purchasing experience and the result is a dynamic staff of people able to help fastener distributors creatively drive down costs and land new business.

"We understand line down situations as well as

controlling inventory and cash flow in a secondary process world – we're the pioneers of this philosophy." Said Don "Solution Man" Shan. "We sell service...not products, because our philosophy has always been to create transparent partnerships with vendors who understand the challenges from distributors, thus allowing us to decrease our operational costs, reduce your vendor base, and shoulder your soft costs such as freight, multiple purchase orders and inspection processes."

Solution Industries sells to Fastener Distributors ONLY. Our flexibility enables us to customize services specifically for our Strategic Partners. That's what we're all about – finding out what works for YOU!! That's the ORIGINAL SOLUTION and that's what drives our business and yours. Solution Industries...if only everything in life was this simple. 

Start by working with your customers to gain a deeper understanding of their specific pain points, and show them how you can help solve them. Since rivet issues might be related to the rivet itself, the tool or the customer's application it's best to get on board with a competent, distributor-friendly rivet and tool manufacturer who will support you. With this, there can be some discussion of the problem and collaborative troubleshooting using all information at hand.


RivetKing®, for instance, can provide test reports on the rivet and help troubleshoot with a step-by-step regiment of testing and fact-finding. This may include shear/tensile testing, breakload measurement, samples of the application, or even sending a new tool for your customer to test. Sometimes there is no problem with the rivets, yet regardless of how perfect the rivet is, jams in the riveting tool can occur. Maybe the OEM is using a tool without options such as vacuum mandrel collection. It's also possible that tools are just in a state of disrepair or are outdated. In this case, the frequency of the jams is the "pain" for the customer. Ergonomics, tool weight, the presence of an air line and whether rivets are fed manually can also be an issue. These are all issues a partner like RivetKing® can help you solve.

In certain cases, the "pain" is not a specific rivet issue at all. If an OEM wants to improve efficiency and reduce process time, an auto feeding tool like KingSet® could speed up the assembly process. If they want to reduce the high maintenance costs associated with compressed air systems, show them a high-end proven alternative to pneumatic tools such as FreeSet®, the first of its kind to combine cordless technology with process intelligence.

Now take it one step further. Show them how FreeSet® can be equipped with error proofing capabilities to determine whether a rivet has been installed correctly or incorrectly – in real time, right in the production line. Talk to them about how this, combined with the capability of WiFi integration in a small hand-held package, could impact the bottom line, reducing the amount of scrap and minimizing future quality problems and recall liabilities.



Meeting OEMs' Unique Needs

With a knowledgeable manufacturer by your side, you have the capability to demonstrate great value to OEMs by incorporating tool sales in addition to fasteners. It is a remarkable way to secure the business, increase profits and build rapport with your clients, with minimal inventory or capital invested. The only thing you need is a customer with pains, a reliable manufacturer of rivets/tools for support, and a concern for solving problems in the best interest of the customer. 



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- Isoplast Hex Head Cap Screws

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With networked fastener operations in California and North Carolina to serve you, we're there when you need us regardless of where you placed your plastic fastener or plastic component order.

E&T Fasteners offers a complete line of engineered molded plastic fasteners and machined metal fasteners.

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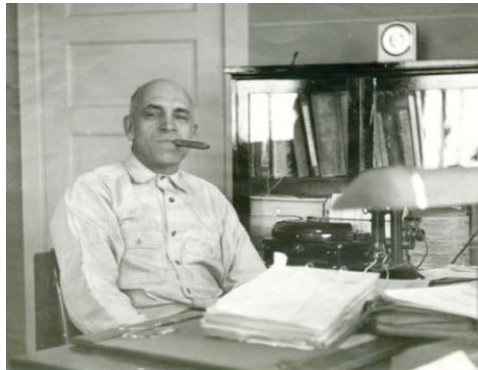
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PIVOT POINT A SPIRIT OF INNOVATION *from page 120*

Rein Leitzke proved to be an extraordinary inventor and industrialist, creating such notable fastener inventions as the Split Washer, Adjustable Clevis Pin and Self-Locking Cotter Pin. Not limiting himself to fasteners, he also invented practical products for everyday use, such as the Fencing Wire Stretcher, Stone Sling, Fish Mouth Opener and even the famous Bullhead Skinner.


**REIN LEITZKE IN HIS OFFICE**

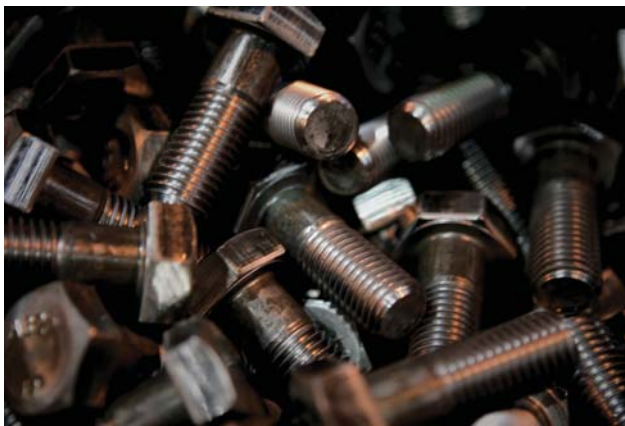
in developing effective innovations for their own products.

We just love to help solve challenges, especially those involving fasteners. Bottom line—give us a call, we can help.”

Patent Information: Auto-Lock Safety Pull Pin- US Pat. 8,821,061; SLIC Pin- US Pat. 6,872,039 & 7,147,420. Patented in EU- DE, FR, ES, UK, IT; Bow-Tie Locking Cotter Pin- US Pat. 6,135,693 &

This spirit of innovation continues today, says Zimmermann, “We’ve even helped quite a few customers

D431,181; Rue-Ring Locking Cotter Pin-A Pivot Point original design; Nylon Lanyards- US Pat. 5,784,760 

**PIVOT POINT INC****NUCOR FASTENER WE SWEAT THE SMALL STUFF** *from page 128***Red, white, Blue...And Green**


All our products are made from steel that’s 100 percent melted and rolled in the U.S. With sister division Nucor Nebraska as our dedicated steel source, our fasteners are backed by the Nucor name from start to finish.

With Nucor serving as the largest recycler of steel in the

western hemisphere, the steel used at Nucor Fastener is made from recycled steel. That can help you qualify for “Green Building” or LEED program projects.

Our Indiana location is centrally located between major markets and distribution points. We can get you products quickly, and if you have questions, we’re only a phone call away.

Solving Issues, Sharing Best Practices

We outperform overseas competitors by making ourselves available and accountable. Before, during and after, we’re there for you. We offer support by way of our financial strength, engineering staff and trained personnel. Whether providing technical assistance, solving application issues, or simply discussing current specifications and recommended best practices, we will help find the right solution. For more information on how we can help solve your business challenges, please visit us at www.nucor-fastener.com. 

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2016 SFA SPRING CONFERENCE & EXPO - APRIL 6-9, 2016

The 2016 dates for the SFA Spring Conference and Expo have been established as April 6 through 9. The event will be held at the Houston Marriott Westchase Hotel. The Conference and Expo will follow a different schedule than previous years. SFA is moving all activities up one day. This means the Expo usually held on Saturday afternoon will now move to Friday afternoon. The move is made at the many requests of both exhibitors and attendees who want to be home with their families on the week-ends. The opening day of the Conference will be Wednesday, April 6 with a welcome reception for full conference registrants. Thursday, April 7 will feature the annual business meeting and a morning seminar. The popular golf outing will be held at Tour 18 on Thursday afternoon and SFA will host a reception and dinner on Thursday evening for full conference attendees. Friday morning will feature Jeff Bramstedt, former US Navy Seal and founder of Life of Valor Ministries. This is a must attend

seminar to hear Jeff explain how to build a foundation that won't crack under the pressures of life that everyone faces. The Expo will follow at 12 Noon.

Michael Rodriguez, SFA Chairman, announced the appointment of three new Directors to the SFA Board. New Board Members are: Mike Bailey, Nucor Fasteners, Suzy Cravens, Advance Components and Craig McDaniel, ND Fasteners. They began their three year terms after the Fall Dinners in September. Board Members whose terms expired are Michael Rodriguez, The Fastener Connection, Kris Palmer, Delta Fastener Corp. and Tyler Peart, HRS Fasteners.


Remaining members of the Board are Ron Garrett, SBS Industries, current SFA President, Tony Gross, Greenslade and Company, SFA Assistant Treasurer, Chris Bell, G.L. Huyett, Matt Flajnik, American Anchor Bolt, Jason Looft, Winzer Corp. and Billy Rackley, LTR Fastener and Supply. 

Exhibit 1
The Critical Profit Variables

	Typical	High Profit
Performance Results		
Net Sales	\$13,148,000	\$10,596,956
Profit Margin (pre-tax)	5.1%	13.0%
The Critical Profit Variables		
Sales Change	5.4%	2.6%
Gross Margin	36.5%	40.0%
Payroll Expense	20.9%	19.4%
Non-Payroll Expenses	10.5%	7.6%

Each of the factors needs to be planned carefully to ensure adequate profits.

- **Sales Growth** The level of sales growth is always a key issue in generating adequate profits. However, there is a misunderstanding that very rapid sales growth is required for success. It is especially important to emphasize that it is not necessary to achieve dramatic sales growth, just a growth rate that results in improved profitability.

The minimum rate of sales growth that a firm should plan for equals the rate of inflation plus three percentage points. Consequently, if the inflation rate is 2.0%, then ideal sales growth would be at least 5.0%. Again, this should be viewed as a minimum. Growth faster than 5.0% will help improve profits a little. Growth less than 5.0% will almost never lead to higher profit.

Sales growth that is too slow means that expenses, which tend to be tied closely to inflation, out-pace the rate of growth so that expenses as a percent of sales increase. While very few firms believe so, sales growth that is too rapid is also a problem. Financing rapid growth is always a challenge, and operating systems tend to get taxed when growth is too rapid.

The reality is that almost no firm will ever turn down a rapid rate of sales growth. However, firms should be aware that sales growth solves a lot of problems, but very rapid sales growth tends to create as many as it solves.

Again, the ideal level of sales growth is to beat the rate of inflation by somewhere around three percentage points. Firms should make such an effort a central part of their planning process.

- **Gross Margin** Price pressures never go away, even as the economy recovers. It would seem that as sales

growth takes hold, firms would enjoy a pricing advantage. The reality is just the opposite. The excitement associated with increasing sales tends to cause firms to become lax with regard to pricing control.

In almost every industry an adequate gross margin is a major determinant of profitability. The real driver behind improved, or at least maintained, gross margin performance is continual monitoring. There is no firm in any industry that could not make a modest improvement in gross margin.

- **Payroll Expenses** Payroll is always the largest expense factor, which means that controlling payroll is essential to controlling expenses. Payroll is another area where a specific improvement goal can be established. Ideally, payroll costs should increase by about 2.0% less than sales. For example, if sales increase by 5.0%, then payroll should only be allowed to increase by 3.0%.

At first glance, controlling payroll growth would appear to be a relatively simple, and probably easy, to achieve target. The reality is a different story. Controlling payroll becomes even more difficult in a growth market. Firms often hire in expectation of even more sales growth. In addition, as labor markets tighten, employee retention becomes a larger concern and payroll has the potential to get out of control.

- **Non-Payroll Expenses** The non-payroll expenses are the "least difficult" of expenses to control. Most of these expenses can be brought into line as long as sales really are rising faster than inflation. The vast majority of these expenses are directly related to the rate of inflation. As long as sales growth is maintained above the inflation rate, there is the potential to lower the non-payroll expense percentage.

Moving Forward

The high-profit firms produce great results virtually every year. They also reflect the fact that there are no industry barriers to success. The key to improved performance is to develop a specific plan for each of the CPVs and combine them in a positive way. The goal is not perfection. The goal is to do a little better across the board. It is an opportunity that is open to every firm.

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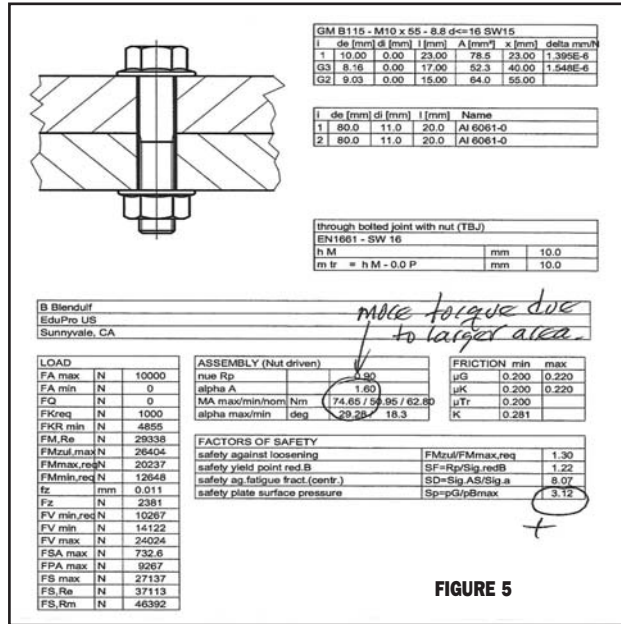
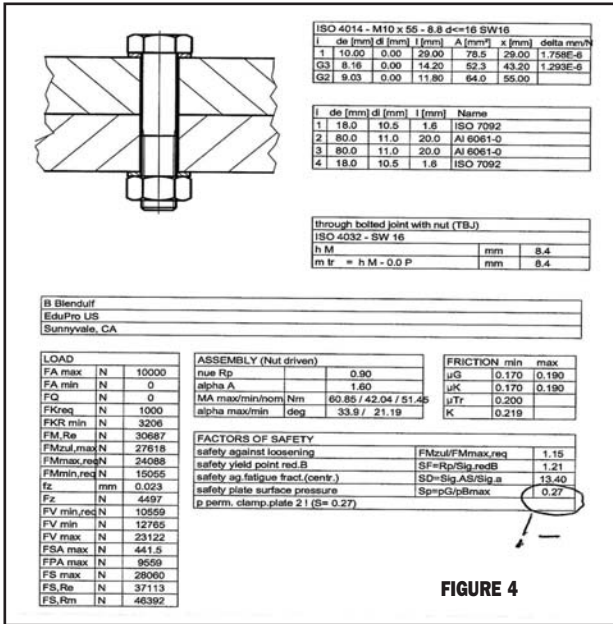


merci!

to every generation of collaborators for their talent, **merci** to our customers for their trust, **merci** to our suppliers for their loyalty, **merci** to our associates and partners for their support, **merci** to all of you who contribute to the success of ARaymond!



BENGT BLENDULF VDI 2230 AND SR1 - A SYSTEMATIC WAY OF DEVELOPING RELIABLE JOINTS from page 134



Flange fasteners have much larger bearing areas that typically give us more than twice that of regular Hex Heads and Nuts. As we now find in figure 5 safety factor for avoiding embedment is very much improved even for light alloys like aluminium. Notice, however, that with larger areas we also must adjust the torque value.

Conclusion.

To optimize a bolted/screwed joint quickly and with a high degree of accuracy, nothing can beat the combination of VDI 2230 and a well developed design soft ware. I have in these examples used the SR1 soft ware, developed by Hexagon (Fritz Rouss) and RS Technologies (Ralph Shoberg).

For several years now they have put a lot of efforts in to

development of a practical software version of VDI 2230, and even gone beyond to add documentations like force vs. angle, torque (moment) vs. angle, elastic origin and other very useful diagrams. As soon as the VDI is updated, SR1 follow very quickly. My current version is 19.7.

A final note – Software is not doing any creative thinking. That is up to the designer to do! The software is simply a way to very fast, economically and accurately verify that our creative thinking and engineering knowledge was (hopefully) good!

For more information about the SR1 you may contact: Dave Miller, Product Manager, RS Product, PCB Load and Torque, A division of PCB Piezotronics, 24350 Indoplex Circle, Farmington Hills, MI 48335

BENGT BLENDULF

DISTRIBUTOR NEWS

EFC International, a leading provider of specialty engineered fastener component parts, is pleased to announce the appointment of Paul Musgrove as Distribution Sales Manager.

Guenter Retkowski, Director of Sales, reports that Paul will be responsible for and work with our network of Manufacturers’ Reps and support their efforts in EFC’s distribution business.

EFC International is a premier provider of specialty component parts to the OEM and Distribution market.

For more information tel: 314-434-2888 or visit the website at www.efc-intl.com.

DISTRIBUTOR NEWS

Eurolink Fastener Supply Service is pleased to announce the hiring of their new sales rep Josh Winkler. Josh comes to us with 7 years of fastener sales experience with Hagemeyer and Fastenal. Josh has his Bachelors of Science Degree in Business Management from Clemson University and his undergrad degree from Spartanburg Methodist College, where he also played baseball for them. We are super excited to have him on board and think that he will really help us move forward.

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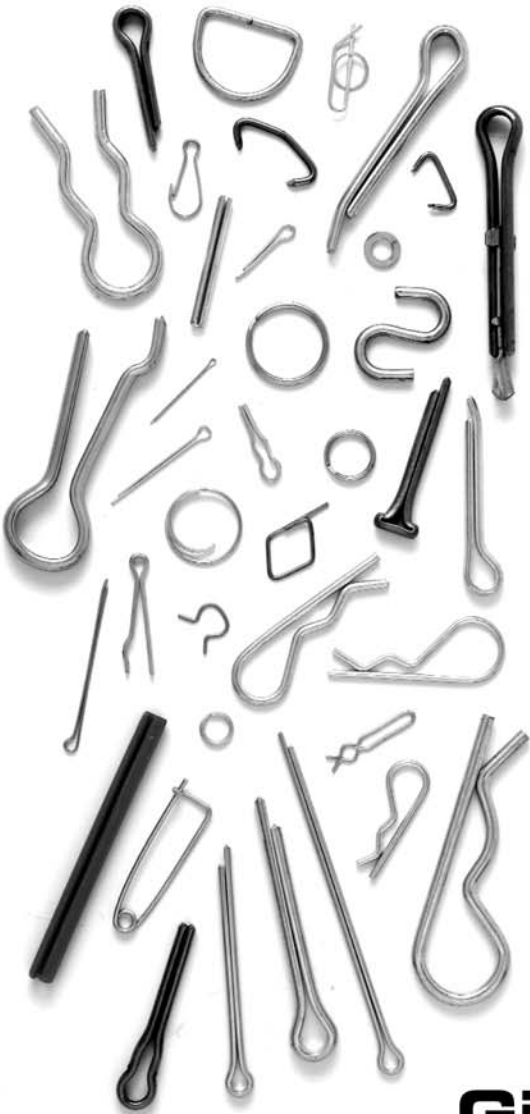
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Third Right Question: “How Can Quality Be Improved?”

According to the article the system provides continuous feedback as a by product and this led to unspecified improvements in the output quality. This too is an excellent justification for a significant outlay of money, but there are far less expensive alternatives.

The least expensive it to provide access to the numbers that may already be available from your existing WMS. Ideally this should be real time, posted on an automatic display, but even a 24 hour lag is tolerable for a motivated work force. Setting individual, team and group incentives based on their output isn't difficult and will work well if designed in their context. Financial rewards are usually nice, but overrated. Time off (on a rotating basis), something to take home or even a special treat at lunch is often sufficient to get their attention.

Underlying this program is a management foundation that strives for perfection. Far too many operations are willing to accept less and this is a self-defeating paradigm. The only acceptable quality level for a Fastener Distributor is 100% perfect from the customer's perspective. For many warehouse personnel this is an alien concept so it must be introduced slowly and reinforced with positive motivation. A simple acknowledgement that they have improved will always work better than punishment.

Rethink and redesign the WMS to highlight improvement, not just errors and below average output. And remember that quality is never inspected in, it's built into every step and implemented by every individual.

Fourth Right Question: “What About Finding Labor In A Tight Market?”

The article points out concerns about tight labor and customer demands for later cut off times. This alludes to difficulties finding and retaining good people and their answer of automation essentially “dumbs down” individual tasks so that they can tap into the lower end of the labor market. My anonymous source says that their staff is not always treated fairly and the company does not have a culture that builds loyalty. Keeping the job simple and machine paced means that any individual can be

hired and essentially “plugged into” the position. Individual initiative and performance then becomes unnecessary, if not counterproductive. This is not a recipe for inspiring loyalty, it's by design a revolving door.

The Lessons For A Fastener Distributor

Good employees are not “found,” they are developed through education, inspiration and direction. Automation that takes this away ultimately results in a workforce that is pigeon-holed into a specific job. At the very least we strongly recommend rotating the personal throughout the day, moving them to other tasks as often as practical. In a machine or order paced environment incentive rewards based on proficiency in multiple jobs is relatively easy to implement and maintain. This is good for the worker and even better for the company because it engenders a team approach where any team member can fill in as necessary. Underlying this is the trust that when everyone knows all the tasks the team can work together synergistically.

Hire for the potential, not just for the opening. This is often overlooked by HR, but building from within is always better than trying to hire a warm body. The warehouse is the best training ground for marketing, ordering, counter sales and management. Those individuals who have an intimate knowledge of the products you distribute are in the best position to work with vendors and satisfy customers. There is a high probability that you, the reader, advanced in the company following this path. When new systems and equipment is implemented don't lose this road map for success.

With this in mind manipulating cut off times is relatively easy. There is no reason to start everyone at the same time and have them work eight hours. Many people are more than happy to start in the late morning and finish late after 8 hours, or leave early to take care of their family/hobby/recreation. Job sharing where two people alternate days on a prearranged schedule is another solution. What do we call these individuals? How about mothers, retirees, firemen, interns, etc. Tapping into non-traditional labor markets will bring in more educated, motivated and loyal people who can be promoted as their circumstances change. Think about this because it is one of the very best ways to build your organization.

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CARMEN VERTULLO WASHERS - WHAT ARE THEY GOOD FOR? *from page 150*

These washers are everywhere. If you look in your cars, your appliances, your electronics, your toys and your tools you will see them. Anywhere metal is attached to plastic, plastic to plastic, printed circuit boards or lightweight sheeting is assembled you will see Square Cones® and Square Domes®. They often replace two washers such as a flat washer and a lock washer, and they usually come in the form of an assembly called a sems screw, which leads to our next favorite washer application.

**SEMS SCREWS**

For most fastener distributors the name of the game is value-added. What can I do for my customer that brings value to the relationship beyond just selling them a fastener? Things like special packaging, kitting, VMI, EDI, same day delivery, e-commerce, etc. come to mind, but one of the most effective value-added services a supplier can offer is applications assistance and technical help. Providing technical assistance through helping your customers to discover and use sems screws is right at the top of the list of value-added opportunities.

A sems screw is simply a screw that has a washer pre-assembled onto it. The washer is installed prior to thread rolling, so it is captive. It cannot fall off during packaging, shipping or the assembly operation. It is always correctly oriented. It eliminates at least one part number, and sometimes two. They look nice in the assembly. There is no chance of dropping a washer into the assembly and leaving it there. They eliminate the assembly operation of placing the washer on the screw. They bring engineered benefits to the assembly that other washers do not. They always lower the overall cost of the installed fastener and in many cases even lower the cost of the fastener itself. Sems screws are well suited to automated assembly operations. What is not to love about sems screws?

Standard sems screws are covered in ASME B18.13, however sems screws are available with an endless variety

of washer styles. Common split lock washers, toothed lock washers, simple flat washers, conical washers of all kinds, square and rectangular washers for electrical terminals, and sems screws with two washers are all very common and available. Wherever you see your customers using washers, especially smaller sizes, in significant quantities you should help them to consider using sems screws.

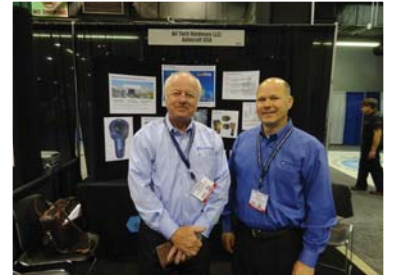
A companion to the sems screw is the Keps® nut. It works the same way except the free spinning washer is held captive to the nut by upsetting a ring of material protruding from the face of the nut and turning it in on the washer. Keps® nuts are not a specification product but the trademark of **ITW Shakeproof**. The most common and off-the-shelf version has an external tooth lock washer, but they are very effective with conical washers and flat washers as well.

**KEPS® NUTS WITH EXTERNAL TOOTH LOCK WASHERS**

The final washer for our discussion is not actually a washer at all, or at least the purist in the industry that uses it most will not call it a washer – it is the Direct Tension Indicator, or DTI. The DTI is actually an instrument for measuring the tension in a bolted joint. Its primary use is in structural bolting (where they don't like to call it a "washer"), but it is used in applications from heavy equipment to industrial machinery; anywhere a positive indication of proper bolt tension is desirable.

There are two ASTM specifications that cover DTI's. The DTI's for structural bolting are covered by ASTM F959, COMPRESSIBLE WASHER TYPE DIRECT TENSION INDICATORS FOR USE WITH STRUCTURAL FASTENERS, for performance, and ASME B18.2.6, FASTENERS FOR USE IN STRUCTURAL APPLICATIONS, for dimensions. They cover DTI's in sizes 1/2" through 1 1/2" and in two load categories for ASTM A325 structural bolts and for ASTM A490 structural bolts.

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Drawbacks And Limitations

Although our natural tendency is to accept a formal test like this on the merits that it has been around so long that it must be an excellent test method, would, regretfully, lead us down the wrong path. In reality this test method has some significant drawbacks, or perhaps more fairly stated, "limitations". For those entities that use or depend on this test, it is imperative that a clear understanding of these limitations be grasped and used to interpret the results. Unfortunately, far too many do not take into account the limitations and thus problems often arise with the resulting interpretation.

- Perhaps the most significant limitation is that the results do not have any direct correlation to real world exposure. This means that no one can really quantify what one salt spray hour relates to in real life. This is extremely important, as, although it is intuitive that a part capable of passing 100 hours in salt spray is better than one that passes only 50 hours, there is no way to determine whether that 100 hours will provide one week or ten years of actual service protection. This is the primary reason why this test is far more appropriate as a process qualification tool than a plating or coating validation tool.

There are three primary reasons that the above is true:

[1] Because of the widely variable environmental and climatic conditions in different parts of the country (or world), it is impossible for one test to correlate to all of these areas. In other words, from practical experience and knowledge it is commonly known and accepted that corrosion behavior will be significantly different in a coastal area than in a desert area and this test is unable to be varied to replicate these different conditions.

[2] Because of the time required to field test parts in real world applications, few studies have been conducted and, therefore, comparative data is either non-existent or in very short supply.

[3] The conditions inside the cabinet do not mimic any naturally occurring environment. In fact, for example, 5% salt by weight is significantly higher than the salt percentage found in the typical marine environment (between 1.8% and 3%). Thus this only assists in accelerating the test but at the expense of allowing real world correlation.

This limitation is clearly recognized by the ASTM B117 standard where it states, "3.2. Prediction of performance in natural environments has seldom been correlated with salt spray results when used as stand-alone data. 3.2.1. Correlation and extrapolation of corrosion performance based on exposure to the test environment provided by this practice are not always predictable. 3.2.2 Correlation and extrapolation should be considered only in cases where

appropriate corroborating long-term atmospheric exposures have been conducted."

- There is little or no correlation between test cabinets so that one cabinet may pass a part while another may fail parts from the same lot. This is the very problem that the individual's situation introduced at the beginning of this article was in. Parts were passing the test in a third party's test chamber but not in their customer's, and the customer was unwilling to concede that the passing cabinet's results were valid.

Again, ASTM B117 addresses this issue. In section 3.3 it states, "The reproducibility of results in the salt spray exposure is highly dependent on the type of specimens tested and the evaluation criteria selected as well as the control of operating variables. In any testing program, sufficient replicates should be included to establish the variability of results. Variability has been observed when similar specimens are tested in different fog chambers even though the testing conditions are nominally similar and within the ranges specified in practice."

- Results can be greatly influenced by the conditions experienced by the parts prior to placement in the test cabinet. In other words, any rough handling, nicking, exposure to elevated temperatures, running through automated feeder bowls, or other intended or unintended post plating or coating processes can significantly and unfavorably bias the results. Again, this is well understood by the experts and is reason why some standards clearly define that salt spray samples are to be taken from samples of plated parts that have not undergone any subsequent handling.

Several of the newer or newly proposed revisions to existing standards, such as ASTM F1941, ASTM F1941M, and ISO4042, are exploring the addition of information that better explains this phenomenon. In these proposed drafts, guidance is added that clearly gives the reader an understanding that salt spray tests should only be considered valid when testing after processing (plating or coating) but before post coating/plating handling, sorting, packaging, assembly, and/or transportation. These proposals clearly recognize that post processing activities result in surface abrasion and damage which serves to reduce performance in salt spray testing. As such, they will likely provide that only "as-coated" parts (i.e. without post processing activities that result in abrasion) will be subject to meeting the standard's salt spray requirements.

It is important to recognize that although these statements have not yet been formally adopted, they represent a universal and practically undisputed body of knowledge among industry experts. Therefore, guidance on these issues will likely appear in the near future as these new standards are released and existing ones revised.



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The tight tolerance of the POZIDRIV recess didn't lend itself to off angle driving so an English company developed the SUPADRIV recess. It had different angles between the recess and bit that allowed the driver to rock in the recess and allowed driving at small angular misalignment. You could tell it apart from the POZIDRIV recess because it only had the unique starburst head mark in two opposing recess quadrants instead of all four like the POZIDRIV recess.

The advantage of the negative drafted driving wall on the POZIDRIV drive system faded as the speed and accuracy of cold heading machines increased. With the higher heading speeds (some as high as 600+ parts per minute) the impact of the heading punch on the end of the wire caused the metal to splash away from the punch shape leaving the negatively drafted driving wall as either vertical or even slightly positively drafted. Compounding this was the tighter tolerance of the new heading machines. Old machines allowed the punch to slightly rotate on withdrawal leaving the negatively drafted driving wall intact. The new machines needed tighter tolerances and better guides to achieve their high speeds; and, as a result, the punch no longer would rotate on withdrawal causing the driving wall to be vertical as the punch tip dragged back up the driving wall. Performance of the system began to suffer and become similar to the cam-out limited Phillips drive.

To solve the problem the ACR (anti-cam-out recess) was developed. First used in aerospace applications to gain higher torque levels, the system combined a series of raised ribs on the driver tip that mated with opposing ribs in the recess. This interlocking system was applied to a number of different drive systems including the Phillips cross shape and TORQ-SET offset cruciform drives, but only as a way to improve the removal of the fasteners. The tight tolerance aircraft screws were easy to assemble to the proper torque. It was after they had been in service on the aircraft and were seized in place by fatigue and corrosion that they were difficult to remove for repair and replacement during regular airframe service cycles.

The success of the aerospace anti-cam-out system led to the development of the PHILLIPS II® drive system with advanced anti-cam-out torque pads. Developers found that the ribs were difficult to accurately reproduce at the higher heading speeds of industrial cold headers. By analyzing the metal flow during the heading process, they were able to develop a unique torque pad in the wall of the recess that mated with the higher strength slanted and tapered ribs on

the PHILLIPS II driver bit. The new system virtually eliminated the cam-out associated with the original Phillips drive system, yet maintained cross compatibility so that either the old style Phillips bit, or screw, could be used with the new PHILLIPS II bits and screws. For ease of identification and to differentiate it, the new system has a double line or "II" head mark in two opposing quadrants of the recess.



PHILLIPS II DRIVE SYSTEM WITH THE DISTINCTIVE HEADMARK

Problems with twisting on hex keys in socket cap screws prompted the development of the TORX® recess and driver by the then Camcar division of Textron (now Acument Global Technologies). The unique lobular shape provided better torque transfer through better engagement than the hex; and, the TORX driver tools were stronger and resisted twisting. Acument later continued to improve upon the concept with an improved version called the TORX Plus® drive system. The elliptical shape of the lobes of this drive gave even greater tool strength extending the time between tool changes on assembly lines.

End users continued to bring new challenges to fastener manufacturers and developers. In North America, one challenge was to develop a drive system that would work in both Canada, the home of Robertson's square drive, and the U.S. where the Phillips drive system was dominant. One effort was the QUADREX combination drive developed by Canadian, Geoff Dreger. This system had a recess with a center square opening and wings like the Phillips recess extending from each corner of the square. The crossed wings were curved from the bottom of the recess to the top, as were the square drive walls. This allowed a square bit or a Phillips bit to rock in the recess allowing the fasteners to be driven with some angular misalignment with the tool.

DISTRIBUTOR NEWS

The German based **Würth Group** is pleased to announce the acquisition of New York-based Northern Safety and Industrial, one of the largest privately held safety companies in the United States.

The acquisition of Northern Safety will add depth and diversity to the Würth Group's current product offering. Northern Safety's logistics, locations, marketing strategies, and delivery systems fit directly into Würth's operations. Northern Safety's e-commerce site, launched in 2000, has become an integral sales and marketing channel for the company, and will fall in line with Würth Group's growth strategy.

"The Würth Group is excited to be adding Northern Safety and Industrial (www.northernsafety.com) to our family of companies. Northern's dynamic management team and wealth of knowledge adds depth to our group," says Marc Strandquist, executive vice president of Würth Group. "The Würth Group has a long-standing strategy of enhancing our product offering. The acquisition of Northern Safety supports that strategy. Their core competency of personal protective equipment and safety supplies is a great complement to our current offerings," continues Mr. Strandquist. "Northern also brings a strong multi-channel marketing presence, which is a key component in the growth strategy for Würth."

The Würth Group is the world's market leader in its core business, the trade in assembly and fastening materials, with over EUR 10,120 billion sales for 2014. It currently consists of more than 400 companies in over 80 countries with more than 66,000 employees on its payroll. Around 30,000 employees are permanently employed sales representatives.

For more information on Würth Industry of North America and the Würth Group, please visit their website www.wurthindustry.com.

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Effective Motivators

Three years ago, I published the findings of three nationwide surveys we conducted before, during, and after the Great Recession. Their purpose was to discern how employers were trying to motivate their workers to improve their performance, and their perceptions as to which methods were effective, and which were not.

The results clearly showed that the Great Recession made a severe impact on employees at all levels. Faced with job loss, reduced pay levels, and the continuing general job insecurity, most wage earners said job security and paycheck size were the most important to them. Second, short-term economic motivators like Gainsharing Plans match employees' short-term vision and had the greatest impact on worker performance.

Gainsharing is a group pay-for-performance program under which employee performance is quantified and given a dollar value. When it improves over a threshold pre-set by management, the value of the improvement is split with the workers. So for every dollar paid out to workers in Gainsharing bonuses earned by specific measures of short-term performance, fastener distributors save a like amount in higher productivity (less overtime, fewer staffers); and better quality (fewer incomplete orders and customer complaints). Since employee Gainshare earnings are paid on

a short-term basis (often monthly), they have to be earned and re-earned each short Gainshare period. This negates any notion that Gainsharing is an entitlement.

Gainsharing dovetails nicely with employee expectations: Order pickers and counterment expect to receive "extra" rewards for any "extra" efforts expected of them. Fulfilling these expectations is critical for the long-term success of any new initiative for boosting employee performance. If the "extra" is absent, employee cooperation in any new venture will be short-lived. In most businesses the most effective way to motivate employees to improve their performance is to design and implement Gainsharing Plans, tying better group performance to increased pay with short-term payoffs. Again, I discuss the details of the surveys and Gainsharing in my Winter, 2012 Distributor's Link article, "How To Motivate Your Employees Effectively."

Wasted Ink, Rhetoric

Much ink has been wasted in newspapers and magazines and much time has been squandered listening to talking heads debate the wisdom of raising minimum wage rates on Sunday talk shows. Astute fastener and hardware distributors can make better use of their time by finding ways to motivate employees to improve their performance.

When are you going to start? 

WOODRUFF IMBERMAN

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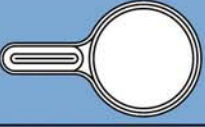





















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We do have an opening for one Director. If you are interested, please contact Nancy Rich by email at mfdaboard@gmail.com

2015 Calendar of Events

September 19th	Cocktail Party Wild Turkey Golf Course
September 20th	20th Annual Golf Outing Wild Turkey Golf Course Crystal Springs Golf & Resort
December 3rd	Toys for Tots Holiday Party Al Di La Ristorante 

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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.
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		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.
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		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>
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GUY AVELLON WHAT FASTENER DISTRIBUTORS NEED TO KNOW ABOUT CERTIFICATES OF CONFORMANCE & RESPONSIBILITY *from page 166*

It may also be noted that the Lot Number, Heat Number and even the Production Quantity are all matching the same information with the other documents. (See asterisks).

Many manufacturers do not automatically send copies of an MTR with each shipment, unless specifically requested. Sometimes, this is an extra charge. If the distributor keeps and maintains lot control and keeps a record of the Heat or Lot numbers for traceability, the data in the MTR can be retrieved from the manufacturer in case a customer needs this information for his project or customer. The distributor may absorb the cost of the MTR or, if there are several, may pass along the extra charges to the customer. Here is where a Blanket Certification come in handy if the relationship between vendor and customer is very good.


So, if the unthinkable happens and a failure occurs, who is responsible?

The customer first returns to his supplier, the distributor. The distributor becomes the responsible

party because he supplied the fasteners to the purchaser with the implied expectations that the product would meet all performance requirements of the requested purchase order. This does not have to be in writing other than a written purchase order, which is the legal contract.

However, the ultimate responsibility is with the organization that supplies the fastener to the purchaser (distributor) and certifies that the fasteners were manufactured, sampled, tested, inspected and passed all the requirements of the purchase order.

Resolution to the problem may be decided according to the type of warranty program the distributor has employed. Everyone has their own unique warranty or insurance program that covers replacing the failed part or helping to absorb the cost of the damage.

This is where a good relationship between the manufacturer and the distributor is vitally important to be able to come to an equitable resolution of the problem for all parties. 

GUY AVELLON**GLOBE INTERNATIONAL CORP** WITH GLOBE INTERNATIONAL YOU GET MORE *from page 178***More Inventory Visibility**

“The system even includes tools like the Import System (Container System), which allows any of our people to easily check the status of material in the pipeline. This system manages containers and LCL shipments and tracks location, expected date of arrival and costs. It also automatically apportions landed cost to the products.”

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Steve summed it up, “During our initial conversations, Denny assured us that The Business Edge™ would streamline our office tasks. He also made a lot of promises regarding the ease of converting over to The Business Edge™. He also made promises as to how readily available the support staff would be throughout the process. The transition from our old system to

The Business Edge™ was seamless.

The Business Edge™ has certainly exceeded our expectations on all fronts and Computer Insights shares our “MORE” philosophy so they have become a great partner.”

More Information

Globe International Corp. can be reached at 3025 Darnell Road, Philadelphia, PA 19154-3292. Contact Mr. Steve Weissman, Vice President, by telephone at 215-632-2662, Fax 215-632-3351, eMail: sweissman@globeinternationalcorp.com or visit them online at www.globeinternationalcorp.com.

Computer Insights, Inc. can be reached at 108 3rd Street, Unit 4, Bloomingdale, IL 60108. Contact Denny Cowhey by telephone at 1-800-539-1233, eMail sales@ci-inc.com or visit them online at www.ci-inc.com. 

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U-Bolts - Rnd & Sqr Bend
J, L, V & Eye Bolts
Anchor & Hook Bolts

● **MATERIALS**

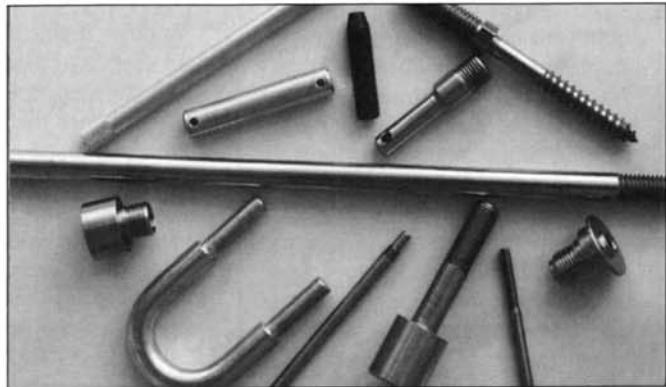
Carbon Steel (All Types)
Alloy Steel: 4037A, 4140, 8620
B-7, B-16, Stainless Steel
Copper, Brass, Bronze, Nickel
Alloys, Monel, Aluminum

● **STUDS**

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Single End Thread
Double End Thread
Roll or Cut Thread
Right or Left Hand Thread
UNC-Course Thread
UNF-Fine Thread
UNEF-Extra Fine Thread
Special Pitch Threads
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NFDA TURNING SALES INTO PROFIT from page 206

Purchase Your Copy Of The NFDA 2015 Profit Report

Want to learn more about how your company might compare to typical and high-performing firms?

The NFDA 2015 Profit Report financial benchmarking study presents a detailed but straightforward analysis of financial and operating characteristics of 37 participating fastener distribution firms. Results are presented in tables and graphs designed to provide a comprehensive guide for analyzing profitability.


The report also provides some key insights into exactly how the high-profit firm generates those better profit numbers. The report provides clear evidence as to how small differences in a few areas translate directly into higher levels of profitability.

In 2014 the typical firm generated sales of \$13,148,000. On that sales base, it produced a pre-tax profit of \$670,548, which equates to a profit margin of 5.1% of sales. Stated somewhat differently, every \$1.00 of sales resulted in 5.1 cents of profit. The results can best be described as adequate. Quite simply, they are not as strong as they should be.

In contrast to the typical firm, the high-profit firm generated a profit margin of 13.0%. This means that even if the high-profit firm had produced the same sales volume as the typical firm, it would have generated more profit for reinvestment in the firm. It is a reinvestment factor that tends to multiply over time.

A number of factors led to the differences in overall results between the typical firm and the high-profit firm. In most instances these differences can be illustrated by examining what are commonly called the critical profit variables (CPVs).

- Sales per Employee
- Gross Margin Percentage
- Operating Expense Percentage
- Inventory Turnover (times)
- Average Collection Period (days)

NFDA members who participated in the survey received their confidential Profit Improvement Profile and the full Profit Report for free. Companies that did not participate in the survey can get the full Profit Report for \$250 (NFDA Members) or \$500 (nonmembers) by visiting the NFDA store at www.nfda-fastener.site-ym.com/store. 

NATIONAL FASTENER DISTRIBUTORS ASSOCIATION

FASTENERTECH '15 ROSEMONT, IL - JUNE 8-10, 2015



more photos on page 229

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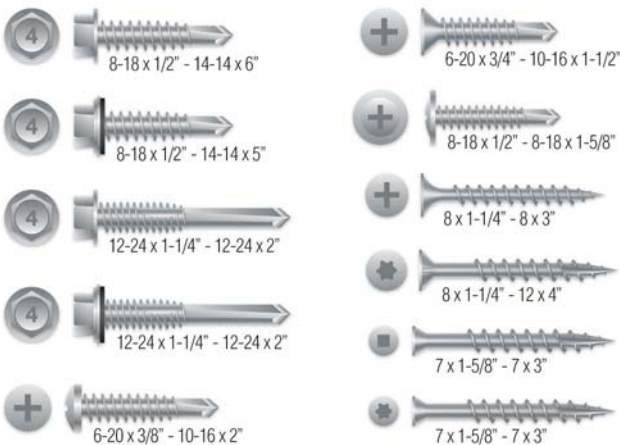
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Fifth Right Question: “Are There Idiosyncrasies Of Our Business That We Can Use To Our Advantage?”

As an example the article notes that years ago split case picking accounted for less than 20% of the output now it is 60%. Their conclusion was to invest heavily in a system that brings the goods to the people to save walking, but this is far from the only solution.

Behind the reality is a paradigm change in how the company goes to market. Where they once shipped to secondary distributors they are now shipping smaller orders, more often, direct to users. Sound familiar?

The often overlooked problem is that bringing the goods to the picker implies also bringing the goods to the stocker/restocker. Doing this on a single shift is almost impossible because the cart/shelf/robot that is being stocked is off line for the picker. There are also questions of timing when the pickers can empty the shelf or bin faster than it can be restocked. The usual answer to this is creating multiple, separated inventories of the same item so that things can happen simultaneously.

This is a hidden situation unless you know what to look for. Search for photos of an Amazon warehouse and you will find their 30'+ high building filled an average of 4' high by thousands of movable shelves. Take a good look at the foreground and note lots of empty space on each shelf. Now do you see the problem?

The end result can be considerably higher space and personnel requirements for the overall operation. This contributes to the need for a 600,000 square foot facility and might take the system Return on Investment (ROI) period to the fourth of never.

The Lessons For A Fastener Distributor

If your company is shipping more orders to the point of use then the number of lines per order is probably dramatically lower than it used to be. This presents some new opportunities.

“Low hanging fruit” is to group all one line orders into one batch to be pick-packed in optimal warehouse sequence. This automatically guarantees high productivity, minimal travel, simple “sanity checks,” and


total accountability. If this works for one line orders can it then be extended to up to two line orders? In the anonymous company this situation should have been removed from their analysis. For your operation identifying and using this idiosyncrasy will help focus and simplify the remainder of the order filling. It's worth a look.

Conversely if many orders are strictly by the piece taken from a carton or case there may be opportunities for improvement simply by establishing minimum purchase quantities, or a tiered pricing system that accurately reflects any additional expenses. Traditionally Fastener Distributors often have pricing based on artificial quantities such as “\$xxx for 1 to 5, 95% of xxx for 6 to 10,” etc. Why not just express the same thing as discounts for carton or case quantity. Then if there are 10 pieces in a carton the price is \$xxx for less than 10 and discounted for multiple of 10 pieces. Our experience is that this policy increases sales and saves measurable time in the warehouse, especially in a Business to Business environment.

Don't get sucked in by looking at only one operation. Labor savings must always be on an overall basis. Saving pickers while adding packers is at best a zero sum scheme. Actively looking for overall improvements in every area will enable you to become more agile in the marketplace while enhancing productivity and customer service. All too often the equipment sales rep who touts the order pick rate is silent or disappears when questioned about replenishment.

Final Lessons For A Fastener Distributor

Before investing in improvements do your homework. Skimming off the savings from productivity improvements is really the only path to successful mechanization and automation. Failing to do this guarantees the only one to profit is the equipment vendor.

Just because a system is on the cover of a magazine doesn't mean that it makes sense in anyone's context. In fact with lower overhead, a more agile environment and a smarter, more loyal labor force the bigger the competitor's system the easier it is to compete. 

DISTRIBUTOR NEWS

Dokka Fasteners Inc. announces the closure of its Auburn Hills, MI Plant. Dokka Fasteners Inc. began production in late 2011. The plant that was built to support the wind industry in the Americas will cease operations by the end of 2015. The closure only affects the Auburn Hills, MI facility and not the operation located in Dokka Norway. The closure will be complete within 120-days and the process will begin immediately.

"The decision to close Dokka Fasteners in Auburn Hills, MI was difficult after just committing to build the state-of-the-art facility in 2010. Although the plant start-up went well, the business was subject to uncertainty due to the state of the wind industry in the United States. The landscape for wind energy is volatile based on a lack of a committed US renewable energy policy, gridlock of government in Washington, and the uncertainty of the production tax credit (PTC). Furthermore, inexpensive fossil fuels continue to pose a challenge to the growth of renewable energy. Lastly, the strong US dollar has made competing against European competitors and low priced Asian imports increasingly difficult. The Dokka Fasteners Norway plant will continue to support customers demanding high quality fasteners used in extreme applications."

Dokka Fasteners Inc. is a state-of-the-art hot forging and machining operation utilizing automation and robotics throughout the plant to manufacture products of superior quality and used in some of the most critical applications and harshest environments. The plant opened in late 2011 North of Detroit in Auburn Hills, MI.

Dokka Fasteners Norway can support requirements previously supplied by Dokka Fasteners Inc., Auburn Hills, Michigan.

Please visit www.dokkafasteners.com for Dokka Fasteners Norway contact information.

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DISTRIBUTOR NEWS

Bisco Industries is excited to announce the opening of its forty-eighth (48th) facility in Charleston, South Carolina. Bisco's newest facility is located at 2060 Northbrook Blvd, Suite 104, North Charleston, SC 29406.

The opening of Bisco's South Carolina facility comes just weeks after the announcement of Bisco's 7th stocking warehouse in Georgia. Bisco's recent expansion exemplifies its commitment to providing exceptional personal service to all of its clients. Bisco serves clients in a wide range of industries including aerospace, fabrication, communications, instrumentation, and semiconductor.

With the opening of the South Carolina facility clients will see even faster response times and increased access to Bisco's supply chain services and extensive inventory.

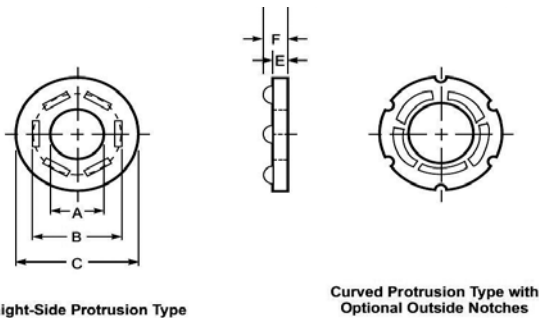
In addition to its 48 local facilities Bisco offers a full-service e-commerce website where customers can get quotes and place orders at the click of a button.

To learn more and stay up to date on the latest news from Bisco Industries visit biscoind.com.

CARMEN VERTULLO WASHERS - WHAT ARE THEY GOOD FOR? *from page 212*

DTI's for general use are covered in ASTM F2437, CARBON AND ALLOY STEEL COMPRESSIBLE WASHER-TYPE DIRECT TENSION INDICATORS FOR USE WITH CAP SCREWS, BOLTS, ANCHORS, AND STUDS. This specification covers both the dimensional and performance requirements. These DTI's can be used with any kind of medium or high-strength bolting, such as SAE J429 Grade 5 and Grade 8 bolts, and range in size from 1/4" through 2 1/2". DTI specifications have metric equivalents.

DTIs are commonly referred to as load-indicating washers or tension-indicating washers. These washers are highly engineered devices and even though the specifications covering them are quite detailed in both dimensional and performance requirements, there is still much left to the manufacturer in developing the technology to make them work. There are two manufacturers of these products: **Applied Bolting Technology** and **TurnaSure**. Both manufacturers have extensive technical information on their web sites, including case studies, videos and animations to explain how their products work. It is well worth the time to spend a few minutes perusing them. You will learn all about how DTI's work as well as a few things about how bolts work.



Straight-Side Protrusion Type

Curved Protrusion Type with Optional Outside Notches

DTI WASHERS FROM ASME B18.2.6 IFI INCH FASTENER STANDARDS BOOK, 9TH ED.

DTI's are compressible steel washers manufactured with protrusions, or bumps on one face. When installed under the head of a bolt or a nut, the protrusions compress as the bolt is tensioned. This compression is directly proportional to the load on the bolt and it can be directly measured after tightening using a feeler gage.

A few important things to know about DTI's:

- The bumps flatten permanently, they do not rebound.
- Once the bolt is tensioned and the feeler gage check is done we know that we have the prescribed tension on the bolt at that time. It does not guarantee that the tension will be there in the future, even with a feeler gage check.
- DTI's are not reusable.
- They must be properly oriented.

- They may or may not require the use of a hardened flat washer, depending on the product and the application.
- For structural applications the DTI's will be checked for proper tension indication with the nuts, bolts and washers used for the job. This is done with a Skidmore-Wilhelm Bolt Tension Calibrator.
- DTI's can be an important part of a bolt tightening strategy, but they do not provide a complete tightening strategy or a method to control the tightening process. They only provide an indication that the required load has been achieved. The installer will still need to use a torque wrench, turn of the nut, feel, a visual indication, or some other method to control the tightening.
- DTI's should not be used with impact wrenches.

Both manufacturers of DTI's are exceptionally innovative. They take different approaches to the manufacturing process and have developed DTI products that go well beyond the specifications that cover them.

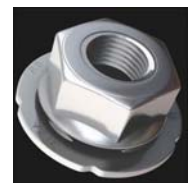
Applied Bolting Technologies has the Squirter® DTI which gives a visual indication of tension by extruding an orange silicone from the back side of the bumps out through the edge of the washer. They are very popular in structural bolting and save time in the installation and inspection process.




THE SQUIRTER® DTI BY APPLIED BOLTING TECHNOLOGY

TurnaSure has the TurnAnut® which combines the DTI with a nut in an assembly. It eliminates the need for a separate hardened flat washer and simplifies and speeds up bolting installation.

These are just a few of the DTI washer innovations on the market. Check out Applied Bolting Technology's and TurnaSure's websites to see many more.

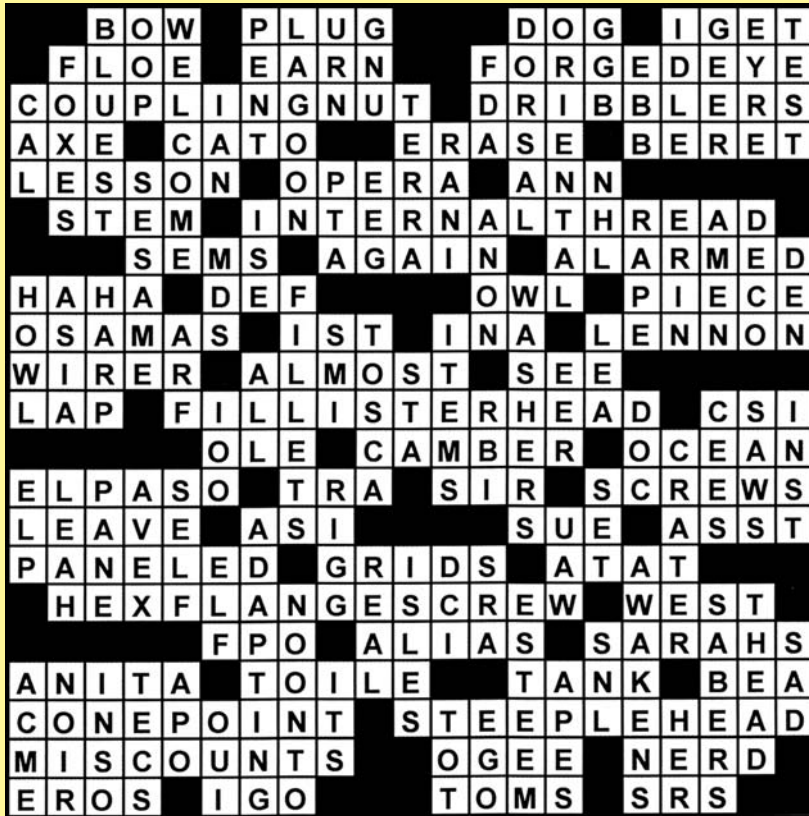


THE TURNANUT® BY TURNASURE

There are many other kinds of special washers available on the market. These four, the Wedge Lock Washer, the Conical Washer and its variants, Sems Screws and Keps Nuts, and Direct Tension Indicating Washers are among the most interesting and solutions-oriented products in the fastener industry. Every fastener supplier should have a thorough understanding of each of them. They all represent great opportunities to bring value to your customers and profit to your bottom line. 

FASTENER PUZZLE SOLUTIONS

Fastener Crossword Solution

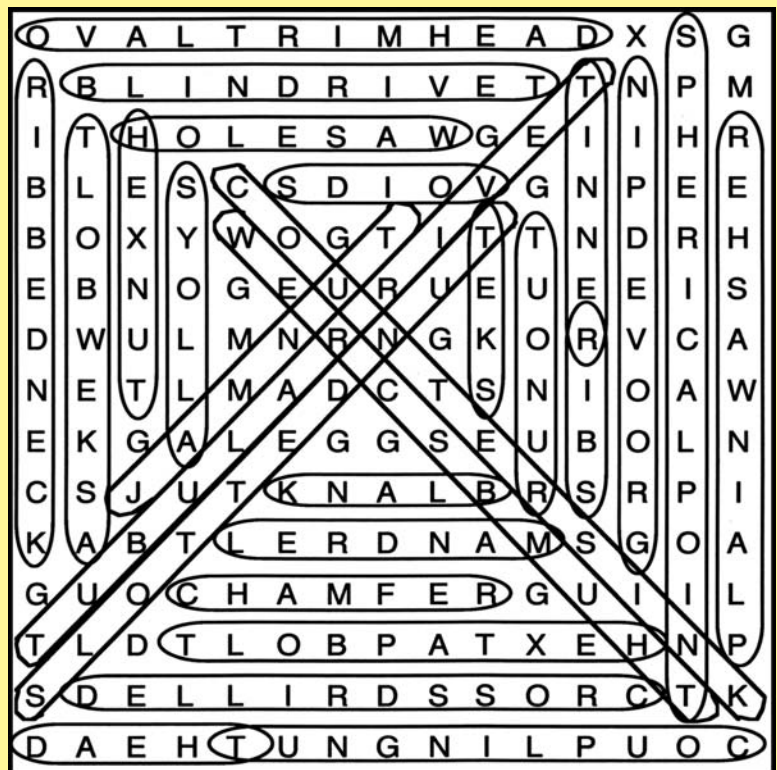


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Fastener Wordsearch Solution



- Salt spray testing is not a particularly good qualitative test (one that compares and ranks one finish over another.) In fact, certain materials perform poorly in salt spray testing but do quite well in real-world application. Placing too much dependence on salt spray testing has resulted in cases where a perfectly good product is delayed or completely eliminated from market introduction.

A very prominent example of this is with hot dip galvanized and galvanized sheet metal used extensively in today's automobiles. Although these materials perform much better than their predecessors, they were delayed from introduction because of poor performance in salt spray testing.

Advantages

Although the drawbacks and limitations could lead one to make a strong and compelling argument regarding the value of this test, there are also some good advantages to this test.

- The test is an effective accelerated test. As plating and coating performances have improved, their hours of salt spray resistance have also gone up. Fortunately, because the salt spray test is relatively aggressive, it is a short-term test and can usually be completed in several days. The exception to this is with higher performing surface finishes that may require a month or more in testing. Although this is a long period of time, it is still a small fraction of what it likely would take for these same finishes to corrode in real-world exposure tests.

- Salt spray testing is an excellent method of conducting in-process validation. As previously mentioned, even though this test has limited value as a product validation method, it can be used with great success by plating and coating processors to measure the capability and control of their process.

- Unlike any other type of accelerated corrosion test, salt spray testing has unequalled acceptance and availability.

- The test itself is relatively easy to perform and the process can be easily controlled by following the requirements of ASTM B117 or like standards.

What Do You Do When A Customer Disputes The Results

Circling back now to the question posed at the outset of this article, what do you do when one salt spray cabinet passes parts and another does not? Such questions are common anytime you have at least two organizations attempting to perform the same validation test. Unfortunately, the standards don't directly address this in a fashion that provides an unequivocal "get out of jail free card" for those that find themselves in this position. Most


customer service oriented organizations will generally let their customer decide their fate on this. Depending on the circumstances, this may be the best course of action, but when the fate of thousands of parts or dollars is on the line, it may not be. Therefore, having enough knowledge to educate the customer can go a long way in resolving such issues. A couple of simple suggestions include:

[1] Educate the customer on the test limitations. Specifically, stress to the customer that salt spray cabinets are unlikely to correlate with one another even if all operational requirements are properly practiced by both parties. Don't just tell them this, show them the places in ASTM B117 and other like standards that clearly state these limitations.

[2] Investigate how the subject parts were handled prior to testing. If the parts were sorted, packaged, or transported long distances after plating, they have been subjected to handling damage. It is important to stress that the test needs to be conducted on as-plated parts only. Again, directing your customer to the location in published standards such as the soon to be released, revised version of ASTM F1941 or ISO 4042 should prove helpful and more definitive than relying on your customer to take your word for it.

[3] Have your plating or coating vendor conduct periodic salt spray tests to confirm that the process capability is intact. Although it may not be what the customer is looking for, using this test to perform process capability validation signals a vendor that, likely, has his act together.

Conclusion

Getting into a situation with a customer where test results are disputed is often frustrating and one of the more challenging situations in customer relations. Even though it is evident that salt spray testing has its limitations, it is surely a test method that will be around for years to come. Therefore, it is prudent to be knowledgeable about the process and its limitations, so that when such a dispute occurs, you are able to educate your customer and team on the facts so that a fair and common sense solution can be achieved. 

References

ASTM International, Standard B117: Standard Practice for Operating Salt Spray (Fog) Apparatus, (West Conshohocken, PA, 2011: ASTM International, 2011).

ASTM International, Standard F1941/F1941M (Draft): Standard Specification for Electroplated Coatings on Threaded Fasteners, (West Conshohocken, PA 2015: ASTM International, 2015).

Laurence Claus, Is it Worth its Salt?, Fastener Technology International, October 2012.

ISO 4042:1999: Fasteners-Electroplated Coatings (Geneva, Switzerland 1999: ISO 1999).

ISO 9227:2006: Corrosion Tests in Artificial Atmospheres- Salt Spray Tests (Geneva, Switzerland 2006: ISO 2006).



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FASTENERTECH '15 ROSEMONT, IL - JUNE 8-10, 2015



MICHAEL L. MOWINS IT'S ALL IN YOUR HEAD - UNDERSTANDING FASTENER DRIVE SYSTEMS AND WHY THERE ARE SO MANY from page 216

Phillips Screw Company took this combination concept a step further with the development of the PHILLIPS SQUARE-DRIV multi tool drive system. The new drive was designed so that it was compatible with common tools in use around the world. It can be driven effectively with a Robertson square driver, a common Phillips cross tip driver, a POZIDRIV cruciform driver, a PHILLIPS II ribbed cross tip driver, and the full function PHILLIPS SQUARE-DRIV combination driver. The unique torque pad system from the PHILLIPS II anti-cam-out drive was incorporated in the combination recess to give it the highest level of performance for each combination. An added benefit to the system is a consistent stick fit when the PHILLIPS SQUARE-DRIV bit is used in the PHILLIPS SQUARE-DRIV combination recess providing one handed screw driving ability.

Thwarting vandals and protecting consumers from hazards has always been a challenge given to fastener designers; and, as a result, there are many "tamper-resistant" drive system variations available. One common method to make a fastener more tamper resistant is to design a pin, or post, in the center of a common recess. This technique has been used with cross recesses, hex recesses, and TORX type recesses with some success; but, many electronic component manufacturers want a system that is unique to just their product. As a result there are numerous "low volume specials" that are designed with a unique geometry, or other feature, that makes them difficult to remove without the right mating tool, or even impossible to remove in the case of break away, or one way fasteners, that have a feature that either breaks off at a predetermined torque level, or has no removal walls for the recess to apply removal torque. Among this group of fasteners are products like the "snake eye" that has two holes that mate with a special tool with two pins, holt head bolts that have three slots on the outside of a smooth cylindrical head, and many more variations.

Miniaturization has also placed added demands on fastener designers as they make their screws small enough to hold together a thin tablet, cell phone or wearable device yet efficient for high volume assembly. Japanese manufacturer, OSG, has several systems that it has developed around its "Line Head" concept that are used in miniature and micro assemblies. A special five lobed version of the hex lobular design was also developed for these tiny applications. Like the micro-electronics industry, the aerospace industry has continued to push the boundaries of new fastener drive system development to assure that aircraft are as safe and efficient as possible. From research, in this area, came the MORTORQ spiral drive system that was developed in a joint partnership

between a research firm and the Phillips Screw Company. The unique feature of the MORTORQ spiral drive design is the shape of the mating curved wing walls of the recess and driver bit. The unique geometry provides full contact over the entire curved driving surface thus lowering the effective loading on the entire driving wall surface. This provides higher torque capability, unique damage tolerance, and the ability to have very shallow light weight head designs that are very robust.



MICRO SCREWS WITH THE MORTORQ SUPER DRIVE SYSTEM

The large curved wings of the original aerospace recess are optimized for aircraft service applications where it is preferable to fail the driving tool, rather than the recess so that the airframe can stay in service. For industrial applications where long tool life is more important, changes needed to be made. The resulting MORTORQ Super high strength spiral drive has shorter wings and a more robust driver bit. This combination of features provides extended tool life on the assembly line while assuring consistent torque transmission and clamp load.

By now you should have a good understanding of why there are so many different fastener drive systems to solve all the different assembly challenges. Modern fastener manufacturers and distributors have a large arsenal of tools at their disposal to solve their customer's problems. Proper selection of the right drive system, combined with one of the new high performance thread forming designs, will yield a fastener that may not be the cheapest to buy for the end user, but will certainly be the lowest life cycle cost solution. ☺

PHILLIPS SCREW COMPANY IS OFFERING A FREE FASTENER DRIVE SYSTEM IDENTIFICATION CHART TO LINK READERS. THE CHART SHOWS MANY OF THE MOST POPULAR DRIVE SYSTEMS WITH A BRIEF DESCRIPTION AND PICTURE TO MAKE IT EASY TO IDENTIFY FASTENERS QUICKLY IN THE SHOP OR OFFICE. AVAILABLE IN BOTH DIGITAL AND PRINTED VERSIONS. TO GET YOURS JUST CALL 781-224-9750 OR SEND AN EMAIL TO INDUSTRIAL@PHILLIPS-SCREW.COM.

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On March 2, 2015, **Brighton-Best International Inc.**

("Brighton-Best") purchased

EZ Sockets Inc. Founded in 1978 and headquartered in Springfield, New Jersey, EZ Sockets is an importer and master distributor of socket screw products, supplying the North American distributor market. A privately-owned company, EZ Sockets maintains 5 stocking warehouses in Atlanta, Chicago, Dallas, Portland, and Los Angeles. With the acquisition of EZ Sockets, Brighton-Best was essentially able to consolidate and eliminate a much smaller and sometimes pesky competitor. Founded in 1965 and headquartered in Long Beach, California, Brighton-Best is the largest full-line fastener importer and master distributor in the United States. The company operates 32 distribution warehouses in the United States (21), Canada (3), Mexico (1), Brazil (1), United Kingdom (1), Australia (4), and New Zealand (1). Brighton-Best is owned by a consortium of investors led by Ta Chen Stainless Steel Pipe Ltd. (Taiwan Stock Exchange: 2027).

Purchase price: not available



On March 30, 2015, **Incline Equity Partners** ("Incline Equity") purchased **AFC**

Holdings Inc. from Rockwood

Equity Partners LLC ("Rockwood Equity"). Founded in 1987 and headquartered in Fairfield, Ohio, AFC Holdings was formed in February 2012 when Rockwood Equity recapitalized AFC Industries Inc. in partnership with its co-founders. AFC Holdings is a distributor of fasteners and C Class components, specializing in providing "value-added" supply chain management solutions to its customers. In February 2014, AFC Holdings acquired Dell Fastener Corporation ("Dell Fastener"), also a distributor of fasteners and Class C components and a provider of advanced supply chain management solutions. Headquartered in Pittsburgh, Pennsylvania, Dell Fastener maintains a branch warehouse in Marietta, Georgia. Incline Equity is a Pittsburgh-based private equity firm with \$300 million of committed capital under management. Rockwood Equity is a Cleveland-based private equity firm.

Purchase price: not available



On March 31, 2015, **AVIC International Holding Corp.**

("AVIC International") purchased

Align Aerospace Holding Inc. ("Align Aerospace").

Align Aerospace is a global distributor of fasteners and assembly hardware, supplying the military and commercial aerospace markets. The company is headquartered in Chatsworth, California, operates a sales / distribution center in Collegien, France (outside Paris) and maintains forward stocking locations throughout North America, Europe and Asia. Align Aerospace specializes in providing advanced supply chain management solutions to customers, which are primarily aerospace OEMs and their tier suppliers. AVIC International is the international investment vehicle of Aviation Industry Corporation of China ("AVIC"), a Chinese government-owned aerospace manufacturing and distribution company. AVIC was formed in November 2008 when the Chinese government consolidated the bulk of its aerospace business interests. AVIC owns more than 140 operating subsidiaries and employs more than 500,000 people. The principal mandate of AVIC is to efficiently develop China's indigenous military technologies and civilian / commercial aerospace capabilities. The seller of Align Aerospace was Greenbriar Equity Group LLC ("Greenbriar Equity"), a New York City-based private equity firm. Greenbriar Equity purchased Align Aerospace in August 2011 for \$185 million.

Purchase price: not available



On April 1, 2015, **Fastenal Company** purchased **Cardinal Fastener & Specialty**

Co. Inc. ("Cardinal Fastener") from Würth Industry of North America ("Würth Group"). Founded in 1983 and located in Cleveland, Ohio, Cardinal Fastener manufactures hot-forged and precision machined large diameter bolts. The company's products are used in oil & gas refining, construction, wind power, heavy equipment and general industrial applications. Cardinal Fastener was acquired by Würth Group via Chapter 11 bankruptcy proceedings in October 2011 for \$3.9 million. In January 2015, Würth Group announced that the Cardinal Fastener operations in Cleveland would be closed and production moved to Würth Group's more modern Dokka Fasteners business unit in Auburn Hills, Michigan. Following the plant closure announcement, Fastenal contacted Würth Group and negotiated the purchase of Cardinal Fastener. Fastenal is one of the largest fastener distributors in North America with 2,637 stores and 14 distribution centers worldwide. Fastenal (Nasdaq: FAST) generated net sales of \$3.73 billion in 2014 and employs more than 18,000 people.

Purchase price: not available



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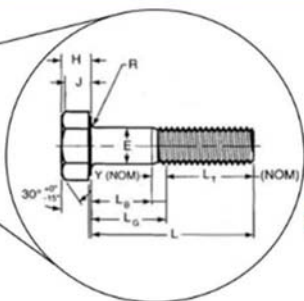


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RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2015 from page 232



On May 7, 2015, **Bossard Holding AG** ("Bossard Group") purchased the self-clinching fastener operations of **Titanox Industries SA** ("Titanox"). Founded in 1975 and located outside Paris, France, Titanox is a distributor of fasteners and assembly hardware, specializing in premium-quality brand name products. The company supplies the electronics, computer & data storage, telecommunications, aerospace, medical, automotive and household appliance industries. In this transaction, Bossard Group essentially carved-out Titanox's authorized distributorship with Penn Engineering & Manufacturing Corp. ("PEM"). PEM is the world's premier manufacturer of self-clinching fasteners and installation equipment for sheet metal fabrication. With this acquisition, Bossard Group becomes the exclusive authorized distributor of PEM products in the French marketplace. Titanox generated PEM product net sales of approximately US\$6.8 million in 2014. Bossard Group is already present in France with 130 employees at four sites. Bossard Group is a value-added distributor of fasteners and Class C components, employing more than 2,000 people at more than 60 locations around the world. The company generated net sales of US\$655 million in 2014.

Purchase price: not available



On May 11, 2015, **Platinum Equity LLC** purchased **PrimeSource Building Products Inc.** ("PrimeSource"). Founded in 1990 and headquartered in Irving, Texas, PrimeSource is the largest distributor of non-lumber building products in North America. The company's construction fastener product range includes nails, screws, anchor bolts, staples and pneumatic installation tools - which are marketed under the Grip-Rite®, FastenMaster® and Pro-Twist® brand names. PrimeSource also markets and distributes a diverse range of building products including adhesives & caulks, ceiling products, roofing products, metal flashing & trim and many more. PrimeSource operates 42 distribution centers in North America and generated net sales of \$1.25 billion in the 12 months ending March 28, 2015. Founded in 1995 and headquartered in Beverly Hills, California, Platinum Equity is a private equity firm with more than \$6 billion of assets under management. In 2014, Platinum Equity portfolio companies generated net sales of more than \$17 billion. The seller of PrimeSource was Tokyo-based ITOCHU Corporation.

Purchase price: \$840 million



On May 12, 2015, **Universal Supply Company** purchased **AC Supply LLC**. Founded in 2003 and located in Riverside, New Jersey, A&C Supply is a

distributor of construction fasteners, hand tools, power tools, and general building supplies. Following completion of the transaction, the A&C Supply management team will remain in place and launch a new brand name - Universal Fasteners. Founded in 1965 and headquartered in Hammonton, New Jersey, Universal Supply is a distributor of premium-quality building and home remodeling products, focusing primarily on supplying the residential market. The company operates 13 stores spread across New Jersey and employs approximately 250 people. Universal Supply is a subsidiary of US LBM Holdings, LLC, a diversified building material distributor with 160 stores / warehouses spread across 22 states.

Purchase price: not available



On May 13, 2015, **Monroe Engineering LLC** purchased **East Coast Aviation Supply Inc.** ("ECAS"). Founded in 1992 and headquartered in Melbourne, Florida, ECAS is a distributor of aircraft fasteners, electrical components and assembly hardware, specializing in supplying the MRO requirements of the North American general aviation market. The company's target customer base includes any maintenance, repair and overhaul (MRO) facility which works on fixed-wing aircraft and helicopters utilized by general aviation. ECAS employs 35 people and maintains a branch warehouse / sales office in Las Vegas, Nevada. Headquartered in Auburn Hills, Michigan, Monroe Engineering is a distributor of niche assembly hardware products including hinges, pull handles, knobs, fasteners, seals, and related assemblies. The company maintains branch locations in Zeeland, Michigan, and Portland Oregon. Monroe Engineering is a portfolio company of Ellipse Capital LLC, a Chicago-based private equity firm.

Purchase price: not available






On May 25, 2015, **Lance Bissett Limited** purchased **Canadian Industrial Distributors Inc.** ("CID"). Founded in 1945 and headquartered in Brampton, Ontario, CIS is a wholesale distributor of power tools, collated fasteners and related construction supplies. CID operates two branch warehouses in Montreal, Quebec and Dartmouth, Nova Scotia and employs a total of 39 people. In 2014, CID generated net sales of CAN\$15.6 million. Founded in 1929 and headquartered in Vancouver, British Columbia, Lance Bissett is a wholesale distributor of power tools, collated fasteners and construction supplies. The company operates six branches spread across British Columbia and Alberta. Substantially all of the assets of CID were acquired by Lance Bissett through Canadian bankruptcy proceedings initiated in February 2014.

Purchase price: not available

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RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2015 from page 234



On June 1, 2015, **AIP LLC**, doing business as American Industrial Partners, purchased the **OEM Supply -**

Fasteners division ("Anixter Fasteners") of Anixter International Inc. Anixter Fasteners is a global distributor of fasteners, assembly hardware and Class C components. The company specializes in providing advanced supply chain management solutions to customers located in more than 15 countries in North America, Europe and Asia. Headquartered in Glenview, Illinois, Anixter Fasteners maintains 73 branch offices in 11 countries and employs more than 1,900 people worldwide. In 2014, Anixter Fasteners generated net sales of \$938.5 million and EBITDA (earnings before interest, taxes, depreciation & amortization) of \$44.8 million. Following the transaction closing, the acquired business was renamed Optimas OE Solutions ("Optimas"). The existing senior management team will remain in place and the Optimas headquarters will remain in Glenview, Illinois. American Industrial Partners is a New York City-based private equity firm with more than \$1 billion of committed capital under management. *Purchase price: \$380 million*



On June 9, 2015, **Novaria Holdings LLC** ("Novaria Group") purchased **MacLean**

Sky LLC, doing business as Sky Manufacturing, from MacLean-Fogg Component Solutions ("MFCS"). Founded in 1977 and located in Commerce, California, Sky Manufacturing manufactures high-strength, fatigue-rated bolts for aircraft structural applications. The company manufactures to standard NAS, MS, AN and AS part numbers, along with made-to-print specials. Sky Manufacturing employs approximately 50 people in a 20,000 square foot manufacturing facility. Fort Worth, Texas-based Novaria Group is the aerospace investment platform for Rosewood Private Investments Inc. and Tailwind Advisors LLC. Novaria Group also owns Fitz Aerospace Inc. (aerospace nuts, bushings and machined parts), Weatherford Aerospace LLC (chemical treatment and machining of aerospace components) and John Hassall Inc. (aerospace bolts, screws, pins, rivets and bushings). MFCS is a division of The MacLean-Fogg Company, a global enterprise with annual net sales of more than \$900 million. MFCS purchased Sky Manufacturing from its founder in May 2012. *Purchase price: not available*



On June 17, 2015, **AFC Holdings Inc.** purchased **Gateway Fasteners Inc.**


from its founder. Founded in 1983 and located in Export, Pennsylvania (near Pittsburgh), Gateway Fasteners is a distributor of fasteners, Class C components and general industrial supplies. The company specializes in providing value-added services to its OEM and MRO customer base. Following the transaction closing, the combined operations of AFC Holdings and Gateway Fasteners will generate annual net sales of approximately \$50 million and employ a total of 55 people. Founded in 1987 and headquartered in Fairfield, Ohio, AFC Holdings is a distributor of fasteners and Class C components, specializing in providing its customers with advanced supply chain management solutions. AFC Holdings is a portfolio company of Incline Equity Partners, a Pittsburgh-based private equity firm with \$300 million of committed capital under management. *Purchase price: not available*



MS INSERTS AND FASTENERS CORP.

On June 25, 2015, **Herndon**

Products Inc. purchased **MS Inserts & Fasteners Corp.** ("MS Inserts"). MS Inserts is a distributor of fasteners and related assembly hardware, focused primarily on supplying the commercial aerospace market. Included in this acquisition was Thread Kits Company, a wholly-owned subsidiary of MS Inserts. Thread Kits is a distributor of wire thread inserts, solid bushing inserts, solid locking inserts, rivet nuts and thread repair kits. MS Inserts is headquartered in Torrance, California and has branch warehouses in Sedona, Arizona and Billerica, Mass. Founded in 2003 and headquartered in O'Fallon, Missouri (near St. Louis), Herndon Products is a distributor of fasteners and assembly hardware, primarily supplying the military and commercial aerospace markets. The company specializes in providing customers with advanced supply chain management solutions. In 2014, Herndon Products generated net sales of approximately \$76 million. Herndon Products is a portfolio company of HCI Equity Partners, a Washington, DC-based private equity firm. *Purchase price: not available*

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DUNHAM PRODUCTS INC. - YESTERDAY, TODAY AND TOMORROW

In 1946 Joseph F. Klukan Sr. created Dunham Products Inc., starting in only a two car garage. Since then, Dunham Products has grown, not only out of that small garage where we started, or by number of employees, but in capabilities as well. Specializing in the manufacturing of aerospace fasteners, Dunham Products has grown to accommodate additional secondary machining. Purchasing automated drill stations, thread rollers, and CNCs in the past couple of years was just the beginning of the growth and changes Dunham Products has undertaken.

In 2009 Dunham Products moved to a new facility in Walton Hills, Ohio. This move gave us 40,000 square feet to grow. In October, 2013 Dunham Products bought a drilling company. With new machines and many new operators, DPI has furthered our ability to perform secondary drilling processes. Dunham Products has also added a race hardware division to our ever growing product line. At the beginning of 2015, Dunham Products purchased one of only three Samsung multi-axis CNC turning centers in operation in the US. With all of the growth the company has undergone, Dunham Products has also improved our corporate branding.

The decision to modernize is an impeccable representation of the business and our growth since we began over 69 years ago. DPI is in the process of updating our manufacturing software system to go along with this modernization. The new website and brochure was presented in late 2015. The modernization of DPI's new image not only shows our belief in the solid future the company has, but also our tradition of strength and experience in the manufacturing industry. The new website and brochure clearly displays DPI's capabilities, features profiles on all of the office staff, and decisively portrays the atmosphere in which the company was created and continues to grow in today.

Following suit with the visual upgrades Dunham Products has continued to maintain the ISO 9001:2008 certification and QSLM class 2 and 3 certifications. We are also taking the proper steps to become AS 9100 certified. Moving forward Dunham Products is expected to grow and change to accommodate all possibilities that the future will hold not only for the company but the family that created it and the family DPI has created within. 

BUSINESS FOCUS ARTICLE

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SFA AWARDS SCHOLARSHIPS

SFA awarded eleven scholarships to young students representing nine SFA members in July. SFA limits the number of scholarships that can be awarded to entrants to two per Member Company.

Two companies had two recipients. SBS Industries, Tulsa, Oklahoma representatives were Karen McKenzie who will be attending Coffeyville Community College and Savanna Hallum attending Tulsa Community College. G.L. Huyett, Minneapolis, Kansas, also had two winners. Elisha Cairns and Melissa Cairns are attending Tabor College.


Other winners include Emily Fletcher, Volt Industrial Plastics, attending University of Nebraska, Justin Miller, Gaffney Bolt, attending University of Minnesota, Bryson Rector, National Bolt & Industrial Supply, going to University of Texas-Dallas, Sarah Slaton, Standard Fasteners &

Allstate Supply Co., University of Texas-Austin, Kirsten Smith, Hillsdale Terminal, attending Indiana Wesleyan University and Chandler Todd, Vertex Distribution, will begin his second year at the University of Georgia.

Winner of the Will Rodriguez Memorial Scholarship was Wyatt Carnes, All-Spec Sales. Wyatt begins his second year at the University of Alabama.

Scholarship applications for the 2016/17 competition are available on the SFA web site www.sfa-fastener.org.


Deadline to receive the applications is April 1, 2016. A major source of funding of SFA scholarships is the raffle conducted during each Expo.


The 2016 Expo will again feature an AR-15 as the grand prize of the raffle with the drawing at the conclusion of the Expo and Friday afternoon at 4:00 P.M. 


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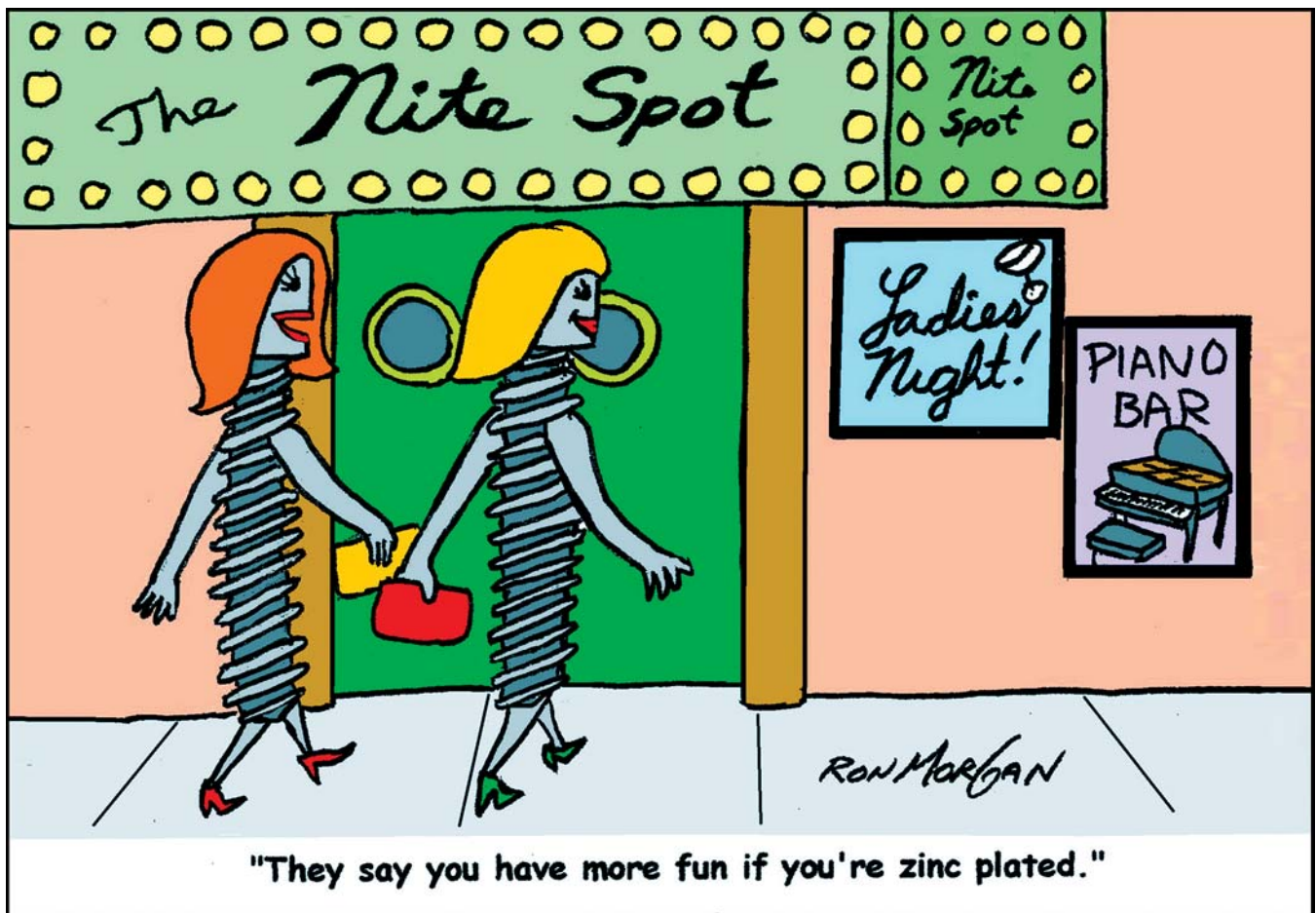
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IT'S YOUR QUESTIONS THAT MAKE THE SALE

Perhaps even more than the lure of money, optimism dominates the entrepreneurial mind. Whether it's well grounded or not, every business enterprise is fueled by it.

"During the Great Recession, more Americans have become entrepreneurs than at any time in the past 15 years," states the Kauffman Index of Entrepreneurial Activity. Even with the nation's economy in a persistent slump, more individuals opted for business ownership.

As history tells us, many of these fledgling enterprises will fail. Yet, even taking the step to "go out on your own" is an act of incredible optimism, particularly since others often talk about "going into business" but never act. It shouldn't be surprising that any talk about a downside

is intolerable to the entrepreneurial spirit. Optimism trumps all challenges, including recessions.

While a positive attitude is essential in business, ignoring the downside can spell trouble and even worse — and the best way to avoid crises is to head them off before they take their toll.

Even more to the point, failing to think about the unthinkable is not a plan. Halloween, as we all know, has become the nation's second biggest holiday event. In 2011, the Massachusetts-based 54-store retailer, iParty, was more than ready, having rented extra space in malls. Then came a major storm that wrecked sales.

Having gone through this devastating experience, it was somewhat surprising that the retailer was not better prepared for Halloween 2012 when hurricane Sandy wiped out sales. Although management evidently considered

buying business interruption insurance, it dropped the idea due to the cost, as reported by The Boston Business Journal. CEO Sal Perisano said they "hoped lightning would not strike twice." The company's future remains in question.

One of the best ways to think about the unthinkable is to ask "what if" questions.

"What Ifs" Worth Considering

- **What if we outlive our value?** It can and does happen. Even though we see it in other enterprises, we have great difficulty in recognizing it in ourselves. While a "nothing can stop us" attitude is both commendable

and useful, it's easy for companies to blind themselves to a creeping loss of relevance. It's prudent that every business ask, "What should we do to make sure we never outlive our value?"

- **What if we drag our feet with technology?** It seems as if the vast majority of small- to medium-sized businesses are close to clueless about their customers. They act as if customer data is unrelated to their success, let alone their continued existence. Even though they may accumulate customer data, they're totally ignorant of how to take advantage of it and leverage technology to better target customer preferences, buying cycle stage and sales opportunities. In effect, they send an unavoidable message: "We don't care about our customers." What these businesses don't "get" is that customers know when they are being ignored and taken for granted.



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• **What if a new competitor moves in on us?**

Between believing “nothing can stop us” and failing to probe the competitive landscape, it’s easy to be blindsided, to wake up one morning and say, “We have a problem.” Staying on the offensive is critical, but having a defensive strategy is equally important. Getting caught off guard can lead to negative consequences.

• **What if we lose a major supplier?** You may think certain vendors love you. Perhaps. But just remember: “Love is blind.” Far too often, businesses see what they want to see — and then it’s too late. Nothing is forever, so make sure your options are always lined up.

• **What if we don’t know what we don’t know?**

Businesses are often “closed systems,” more akin to “solitary confinement” than they are to classrooms. Employees know the topics that are “off limits” to open discussion, while “impenetrable walls” guard against the threat of fresh ideas. In it such a stultifying atmosphere is it any wonder that companies fail to meet new challenges and opportunities?

• **What if a key person leaves?**

Count on it because it always happens. It will be the one who’s “indispensable,” the one “we can’t do without.” But that actually may be the person who specializes in maintaining the status quo, impedes change, and makes it difficult for the business to make the right moves. When the indispensable person makes an exit, the door of opportunity opens wide.

• **What if our market changes?** Acknowledging change is like pushing a boulder up a mountain, particularly when it involves critical business issues. It isn’t easy. GM did it for decades and Research in Motion had to hit the ropes before admitting they were faced with a life threatening problem.

• **What if we have a serious problem that impacts our customers?** Plan on it. It will occur. That’s why having a plan ready is absolutely necessary. And, by the way, denial is not a plan, neither is trying to put a “spin” on it or hiding from the media — “no comment” doesn’t make the cut. That leaves one option if you want to be viewed as credible and put it behind you as quickly as possible: being candid and clear, i.e., tell

the truth. It’s the stuff of which trust is made.

• **What if marketing and sales don’t get along?**


Unfortunately, “sacred silos” are alive and well when it comes to marketing and sales. In a recent Corporate Visions survey, two-thirds of the responding companies “struggle” with collaborative efforts between marketing and sales. One solution for overcoming this pervasive problem may be marketing automation technologies that allow flexible, response-appropriate actions based on where the customer is at the moment so data flows seamlessly from marketing to sales and vice versa.

• **What if your largest customer leaves?** It may be closing its doors, being sold or moving to a new vendor. Whatever the cause, it can instantly raise doubts among employees who fear for their jobs. The effects often extend to customers and other business relationships. Many businesses seem to rely on keeping their fingers crossed when it comes to the unthinkable rather than asking themselves a serious question: What steps should we be taking to mitigate the effects of losing a large customer?

• **What if we drop the ball or mess up a customer’s order?** Let’s be clear: an excuse is the last thing a customer wants

to hear when this happens. Right? Yet, we continue making excuses rather than offering explanations that make clear what we’ll do to assure customer satisfaction.

• **What if we get a negative online business review?** It can happen to any business today, not just restaurants and plumbers. And the smartphone is driving it. Consumers can “do it now” before anger cools. If you have good reviews, a poor review should not be a problem. Customers are suspicious of 100% great reviews. One negative is understandable since you can’t please every customer every time. The key is to monitor sites regularly so there are no surprises.

While every business is faced with overcoming challenges, avoiding unnecessary damage is more than worth the effort to think about the unthinkable. Ironically, focusing on the “what if” questions may be the path to getting over the hurdles and reaching your company’s objective. 

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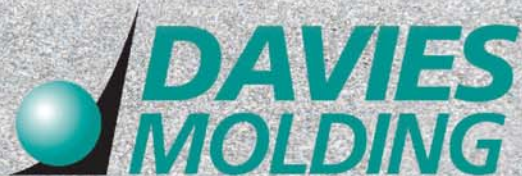
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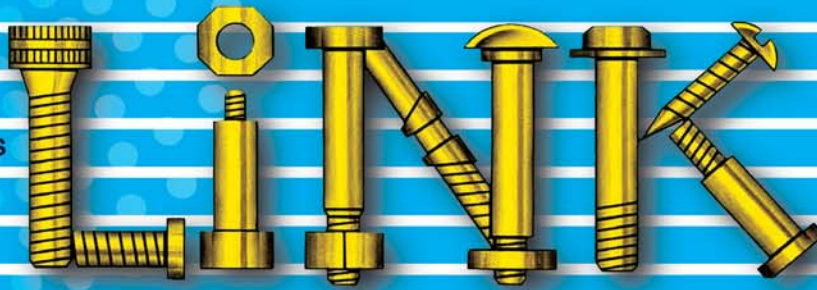
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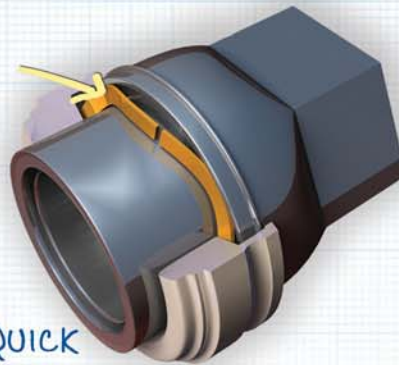
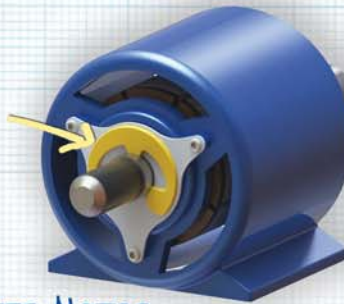
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