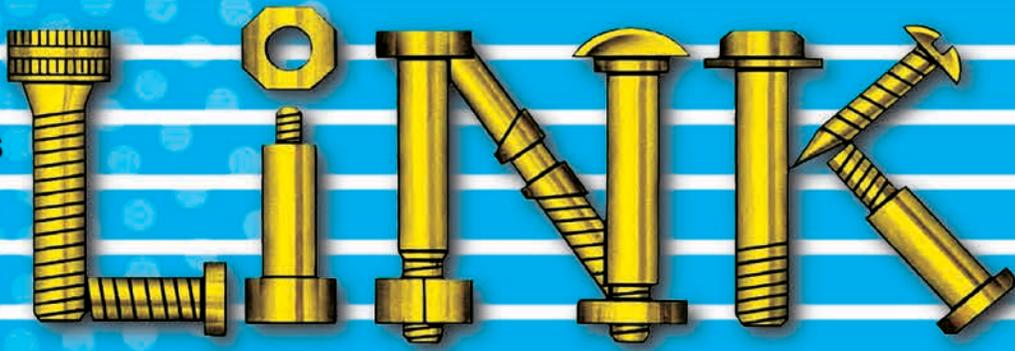


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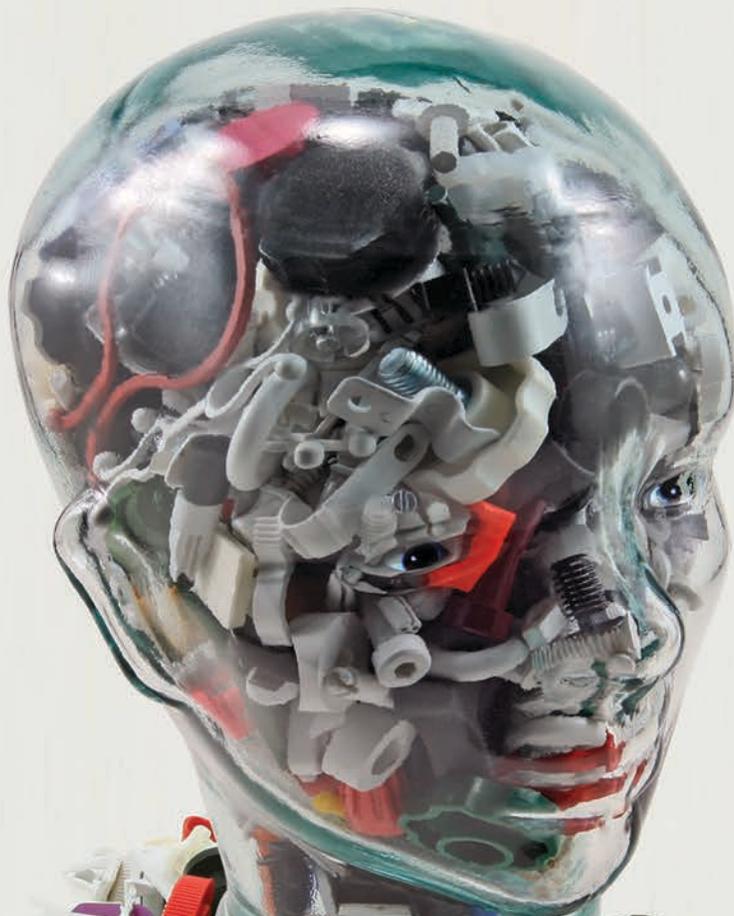
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# DISTRIBUTOR NEWS

**Fascomp, Inc.**, a global manufacturer of fine quality electronic hardware, is pleased to announce that it's team of National Sales Representatives are eager to accompany you on sales calls.

Jason Bertone, Vice-President, notes "We offer assistance mainly with the design engineers, however Fascomp is happy to help with any aspect of the transaction. Our Reps will share with you local market intelligence and offer trouble shooting capabilities."

Fascomp is pleased to announce a new program which offers advertising funds for it's Distributors. "These funds are for the sole purpose of promoting both of our companies. We are excited to work with our Distributors in an effort to identify and penetrate customers and uncover new opportunities. Partnerships with our distributors will fuel growth for both." comments Mark Georgia, President.

Jason Bertone, Vice-President, adds, "I expect this will also serve to expand the existing business enjoyed from the current customer base." – he went on to say. "Working with design engineers is the new focus of our Field Sales Representatives. We will work hard getting Fascomp part numbers designed in. Our preference remains to push the business through Distribution."

A Fascomp Sales Rep wants to hear from you!

For more information contact Fascomp, (Florida) Tel: 407-226-2112; Fax: 407-226-3370; or (Connecticut) Tel: 203-720-1146; Fax: 203-720-1156 or visit us online at [www.fascomp.com](http://www.fascomp.com).

\* \* \* \* \*

**Wrought Washer**, the leader in the domestic washer industry, is pleased to announce Jeff Liter as President. Mr. Liter, a veteran of the Fastener industry, is experienced in both manufacturing and distribution. In this role, he will be focused on leading the continued growth of Wrought Washer.

"Jeff has experience and a track record of leadership and success. We believe his industry knowledge will allow for a smooth transition and assures our future, remaining as the leader in domestic washers and specialty flat stamping," said Paul Schulz, current President and shareholder.

VMI specialist company **Lubker Distribution** is pleased to announce it's milestone of 15 years in the industry.

With its roots dating back to the early 60's, this fastener and hand tool distributor continues to change with the times. Operational excellence remains at the forefront led by state of the art WMS technological advances. Sales and Marketing practice a bit of the 'old', true relationship sales and service, and some 'new' with the launch of their e-commerce portal [www.proffered.tools](http://www.proffered.tools).

A visit to the distribution floor of their modern West Chester, PA USA plant quickly reveals the operational excellence for which they are known. Paperless processing driven by custom designed web based work flow monitoring is employed and directing all activities. Gone are the days of order stage uncertainty or delayed work positioning status. This facility proudly boasts on-time delivery exceeding 99%.

Sales and marketing are equally qualified, trained and employed. The recent hire of Jeannie Kondraski, industry veteran known for her fastener specific technical skills, is the latest addition to an already talented team of industry experts. This group understands the market, the customer, and the product – an absolute winning approach supporting absolute customer care, growth, and retention.

Visit Lubker Distribution at [www.lubkerdist.com](http://www.lubkerdist.com) for more information on this progressive and ever evolving distribution specialist company.

\* \* \* \* \*

Headquartered in Milwaukee, Wisconsin with 225,00 square foot of manufacturing and multiple regional stocking warehouses, Wrought Washer is the leader in standard and specialty washers. For more than a century, Wrought has been supplying high-quality washers and flat stampings for a broad range of markets including automotive, agricultural, truck, electrical, appliance, construction and industrial equipment.

For more information contact Wrought Washer Mfg., Inc. by Tel: 414-744-0771, Fax: 414 744 2105 or visit them online at [www.wroughtwasher.com](http://www.wroughtwasher.com).

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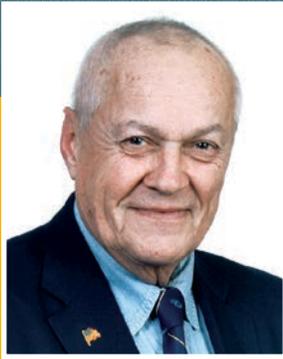
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# Bengt Blendulf

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](http://www.edupro.us) or by email [bblendulf@yahoo.com](mailto:bblendulf@yahoo.com).

## SHARING TECHNICAL INFORMATION ABOUT FASTENER USE

Having written many articles related to fasteners and their use (125 now!) for 35 years in the Distributor's Link Magazine, I just took a look back at the list of titles of these articles. The first 10 years, about half of the articles I wrote were dedicated to metric fasteners and SI metric terminology starting back in 1979. Gradually, the topics I have chosen have changed to include more and more information about more technical aspects like the design of the bolted/screwed joint and many related things. Why is that?

First of all, there are today over 50 percent metric fasteners used by the US manufacturing industries. This is a tremendous change from the 1970's and is mainly due to the internationalization of our trade. A lot of US manufacturing has been going overseas and those "new" countries being metric already, made the choice easy and has had the effect of change in our domestic usage as well. Big metric volumes are accounted for by our automotive and electronics sectors, but also smaller companies have joined in the conversion to metric. This is mainly due to the fact that if we are exporting we have to look at the convenience of service, access to parts and local competition. This is now also true for those foreign industries (Volvo, VW, Toyota, Honda, Nissan, Mercedes and others) who are now manufacturing their products here in the US. For example, Volvo was entirely based on the inch/pound system even back in the 1970's due to service convenience at the major market place = United States. But, when the US automotive sector went metric, a total re-design of Volvo autos to metric took place quickly. For Volvo, this was a relatively

easy task being a part of a country (Sweden) that had been metric for many years. And fasteners and other products were readily available which helped a lot. But their cars had a relatively long life span, meaning double inventories of fasteners over many years. This is also the case for many US industries being forced to maintain both systems. Take the farming equipment manufacturers (now predominantly metric) who have converted to metric for all new models. But, they still have to maintain older tractors and harvest machinery being put together by inch fasteners.

So, the change-over to metric is an ongoing, and sometimes rather painful, exercise. I wish that this process was easy and quick, but it is not. We have too many players (ASME, ISO, ASTM, DIN, SAE, IFI, JIS) working on the same standard issues, but not always the same way. This dilemma has been recognized, fortunately, by some technical leaders like Joe Greenslade from IFI, who have consistently tried to simplify the fastener standards for us. Joe and I had always maintained the idea about using ISO standards and scrapping all old national metric standards. He managed to change some duplicates and make things easier for the US user industries. Whether we will follow his lead or just keep tramping on in the more familiar tracks will be seen.

Who needs technical information about the use of fasteners? Judging from the attendance in my classes – everyone who is working with the design and assembly of the bolted/screwed joint needs more and better information.

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## NIFMSE CONTINUES TO DISPLAY STRONG STANDING AND A BETTER SHOW EXPERIENCE by Susan Hurley

The National Industrial Fastener & Mill Supply Expo (NIFMSE), October 25-27, 2016 event is looking to be the biggest show yet with some new added features for a better show experience for both buyers and suppliers. On October 26, 2016 the exhibit halls of the Sands Expo and Convention Center in Las Vegas, NV will open showcasing more than 700 top industry suppliers, occupying more than 95,500 net square feet of the Sands Expo and Convention Center in Las Vegas, NV. Compared to last year, this is a 17% spike in contracted suppliers and a 21% increase in exhibitor floor coverage.

With more product categories than ever, NIFMSE will boast a slew of new additions to the show floor, particularly in the Machinery & Tooling area which has seen a steady growth since 2011. This area will offer stock from 50 vendors in 9,800 square feet. Among the new and noteworthy vendors in this area are Murata Machinery, a leader in machine tool technology, automated material handling systems and clean room automation; LinearGS, providing services such as automation, inspection and system integration solutions and; Tsugami/REM Sales Machine Tools, offering state-of-the-art CNC machine tools and applications. Exhibiting manufacturers, suppliers, and attendees are encouraged to attend the welcome reception in this area at 11:00 am on Thursday, October 27, 2016.

On top of adding new product categories on the show floor, NIFMSE also welcomes SourceGlobal, an

international sourcing section with 335 suppliers from thirteen countries: China, India, Germany, Italy, Spain, Hong Kong, Israel, Japan, Korea, Malaysia, Mexico, Taiwan and Turkey in 30,000 net square feet of exhibit space showcasing fasteners, specialty tooling, machinery tooling, packaging and other related products. SourceGlobal will feature the highly successful global business matchmaking service that attendees will come

to rely on. This service will help educate buyers looking to source internationally but also match buyers to international suppliers based on their product needs during the show.

### National Industrial Fastener & Mill Supply Expo



### Educational Seminars at NIFMSE

For those interested in educational seminars, NIFMSE has expanded its educational track to include a robust agenda with a full-day conference on Tuesday, October 25th, as well as free, 30-minute sessions on the show floor on day two and three. Sample free sessions include:

“Creating Change for Higher Performance,” “Sustaining and Growing Business Relationships” and “Fastener Technical Resources Review”. Whether your business is in fasteners, technology, machinery, tooling, or other related industry products, the educational track offers many diverse topics to help your business grow and succeed. Learn about trends, maximizing sales, sustaining growth, selling, inspections, and much more!

For a full seminar list, visit [www.fastenershow.com](http://www.fastenershow.com).

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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](http://www.joedysart.com); email: [joe@joedysart.com](mailto:joe@joedysart.com).

# CONTENT MARKETING: HOW FASTENER DISTRIBUTORS MAKE IT PAY WITH THE RIGHT SEO

With most leading fastener distributors are devoting more time to content marketing these days – the publishing of articles, videos, images and more to reinforce brand image – it's more important than ever to ensure that content is Search Engine Optimized.

Granted, scores of articles have surfaced lately emphasizing the fact that unearthing substantial, quality content on the Web has become the number one goal of the Google search engine – perhaps to the detriment of traditional SEO.

But the fact remains that if you spend just bit of time making sure you're using the right keywords, the best Web design, the proper image tags, etc., your excellent content will appear even higher in search engine returns.

Plus, you'll be giving your distributorship a decided advantage.

"In most industries, you'll find that your competitors are not that smart," says Jason McDonald, Ph.D., author of "SEO Fitness Workbook 2016." "Most industries are not as competitive in SEO as you would think."

So much has been written about SEO, it can seem daunting for the beginner, and even for some who have tried their hand at it here-and-there.

But with the following tools, your fastener distributorship will be able to get a complete handle on how to SEO-optimize your Web site, as well as how to track new developments in SEO:

• **"SEO Fitness Workbook 2016,"** by Jason

McDonald, Ph.D.: This is a good book that gives you a complete grounding in SEO fundamentals. Written in everyday, engaging English and virtually devoid of jargon, It will help you put together a full game-plan for SEO-optimizing your site. Essentially, the "SEO Fitness Workbook 2016" is Stop One for getting serious about SEO, since everything you do to SEO-optimize your site will make sense once you've read this book.

• **Google SEO Starter Guide**

([http://static.googleusercontent.com/external\\_content/untrusted\\_dlcp/www.google.com/en/us/webmasters/docs/search-engine-optimization-starter-guide.pdf](http://static.googleusercontent.com/external_content/untrusted_dlcp/www.google.com/en/us/webmasters/docs/search-engine-optimization-starter-guide.pdf)): Given that Google is the biggest

game in town in the world of search engines, it only makes sense to read this guide and follow its recommendations. It's brief (32 .PDF pages), well illustrated and crystal clear. Other, similar overall guides include Search Engine Land's Guide to SEO ([www.searchengineland.com/guide/seo](http://www.searchengineland.com/guide/seo)) and SEO for Wordpress ([www.yoast.com/wordpress-seo](http://www.yoast.com/wordpress-seo)).



**ABOVE: GOOGLE CEO SUNDAR PICHAI -- THE MAN MOST BUSINESSES ARE LOOKING TO PLEASE WHEN IT COMES TO SEO.**

**BELOW: GOOGLE WORKERS LIKE THIS ONE SPEND A LOT OF TIME COMING UP WITH TOOLS TO HELP BUSINESSES SCORE HIGHER ON SEARCH ENGINE RETURNS.**





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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](mailto:ExpertBoltGuy@gmail.com) or visit [www.BoltFailure.com](http://www.BoltFailure.com).

# WHAT FASTENER DISTRIBUTORS NEED TO KNOW ABOUT CHOOSING A TESTING LABORATORY

From time to time we occasionally need to have samples taken to a testing facility to verify the product's mechanical properties or to have a failure analysis performed. Some may be regular mechanical testing laboratories or metallurgical facilities. Just be sure they know how to test fasteners and what to observe when testing fasteners.

There have been many labs in existence who have now branched out to include fastener testing, though this was not their main line of expertise. Likewise, there are many new testing facilities that are beginning to include fasteners.

### Why Does This Matter?

It matters because the generic testing facilities may not recognize the true root of the problem or use an incorrect test procedure. The preeminent testing standard has been the ASTM A370 for iron and steel. Long before we had the fastener specific test procedures of the ASTM F606/606M which was first published in 1979.

The A370 was written in 1953 when samples were machined from the product themselves into round test bars since there was no specification for full sized testing. Since that time, they have adopted a brief summary of the F606/606M testing procedures into an Appendix A3.2.

### Case 1:

The following is a photograph (Photo 1) of the failed head of a #10-24 socket head cap screw. There were several SHCS that failed, all in similar locations. The initial assessment is hydrogen embrittlement since the product was plated, has a hardness over 38 Rc and failed soon after assembly.

The lab report said there was no metallurgical anomaly and cited the failure from bending and hydrogen

embrittlement. However, another curious statement was made, something they could not figure out because they did not know fasteners. Their statement: 'There was a crack under the head of the screw but it was located on the opposite side of the failure initiation site....' This is illustrated in Photo 2.



PHOTO 1

Photo 2 clearly exhibits a jagged crack under the head which extends into the fracture zone at the 12 o'clock position in the photograph.



PHOTO 2

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1**

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**STOP  
2**

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**STOP  
3**

**QUALITY.** The majority of our cable ties are manufactured by American Elite Molding, the leading maker of nylon cable ties in the U.S. With its focus on quality, American Elite Molding utilizes the most advanced production processes in the country. Together with our global suppliers, Cable Tie Express is able to offer a broad selection of superior quality products, including cable ties, mounting bases, heat shrink tubing, wire connectors, cable clamps and more. We also have our own in-house Quality Department with a state-of-the-art tensile testing machine and moisture analyzer to further assure fresh quality product going out the door.

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4**

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Continued on  
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STOP  
6

**PEOPLE.** Our founders, Char Cooper and Tony Van Hoozer, have always believed "it's all about people." Our commitment to our customers, employees, sales agents and suppliers proves that philosophy every single day. From personal phone calls to face-to-face meetings at your location, trade shows or association meetings, we strongly believe in one-on-one communication and close working relationships. Our team is comprised of highly trained, skilled professionals with a focus on providing product knowledge and immediate answers to your questions.

STOP  
7

**A HISTORY OF MOMENTUM.** With "tying service to quality" at the very foundation of our brand and culture, Cable Tie Express has evolved from a small company with humble beginnings to a strong, streamlined, and powerful force in the industry. Our venture has been focused on helping customers achieve their goals by providing the highest quality products in the most service-driven and productive way possible. The Cable Tie Express logo says it all: A lightning-charged Pegasus-style stallion charging ahead, its mane the image of lightning bolts and the bold font exuding confidence.



STOP  
8

**ON TRACK TO THE FUTURE.** What's next on the Cable Tie Express journey? Our partnership with American Elite Molding enables us to offer even faster service and a broader selection of American-made products in addition to a wide range of products from key global sources. You can enjoy priority access to the latest new products, such as EZ-Off Cable Ties and Metal Detectable Ties (both from American Elite Molding), and immediate shipping from our six national and strategically located warehouses. There's no stopping us now as we travel at breakneck speed with a focus on strength of service, relationships, and quality products. Thanks to our passengers who continue the journey with us, and welcome to those ready to hop aboard the Cable Tie Express train — a train with SUCCESS as its final destination!

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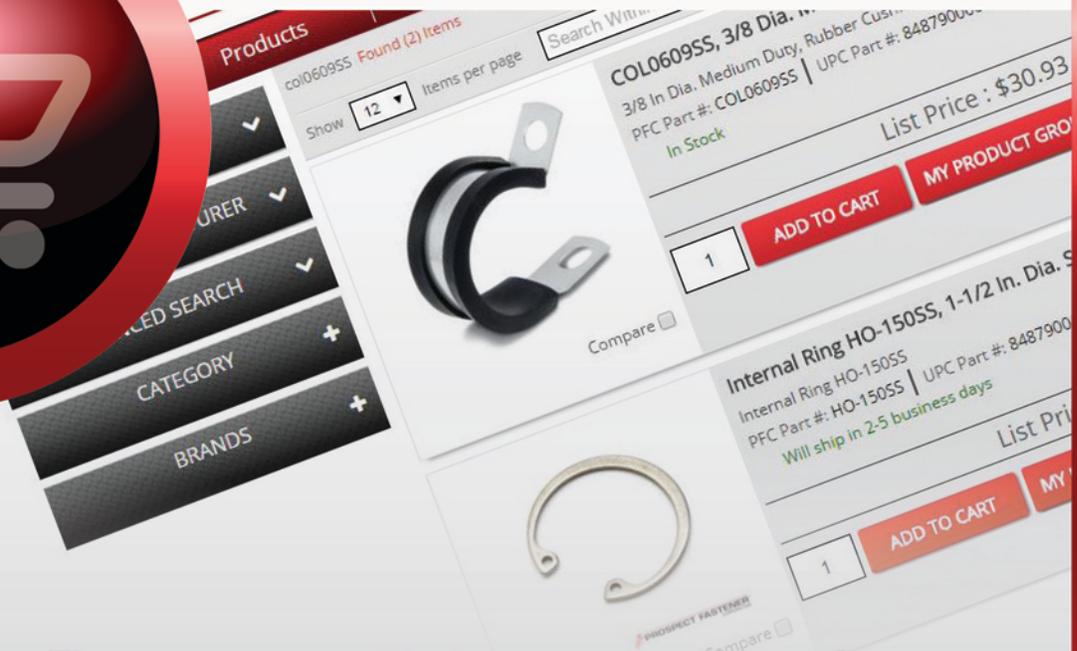
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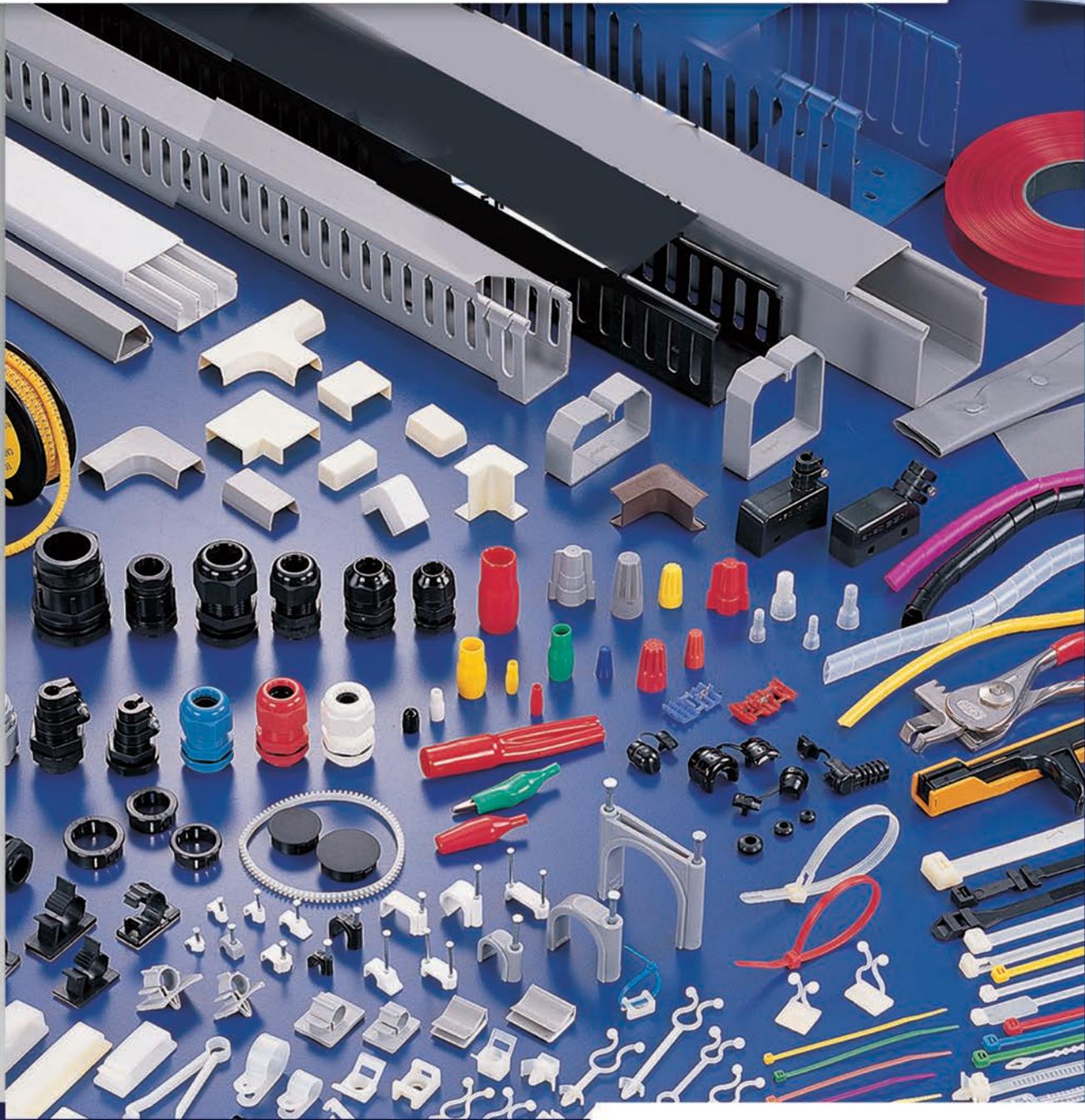
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## Laurence Claus

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 by email: [Lclaus@NNITraining.com](mailto:Lclaus@NNITraining.com). You can learn more about NNI at [www.NNITraining.com](http://www.NNITraining.com).

# FUNDAMENTALS OF THREAD FORMING SCREWS - PART 1: WHY A DISTRIBUTOR SHOULD EMBRACE THESE FASTENERS

As any entrepreneur that has just started their own business will attest, landing the first truly new customer, one that is not a family member or long-time friend, is a real milestone. So it was with great excitement when in the first couple months of establishing my consulting and training business, I got connected with a small fastener distributorship previously unknown to me. As I was to learn, they were a VMI supplier to several large customers with diverse fastener needs. As part of their contract with these customers they were obligated to make year over year reductions as a percent of net sales over the entire term of the contract. Although I came out of the automotive fastener industry where “productivity” reductions were commonplace, I was shocked at magnitude and duration of these concessions placed on my new client by their customer. Wisely, and, I imagine, the reason for my newfound relationship with this distributor, their customer allowed them to offset the reductions with credits based on savings found through value engineering.

When I started this engagement I was anxious that I would not be able to contribute much and that my client would be disappointed in the amount of investment they made in my services relative to the return received. Once again, my paradigm was based on years of working with automotive customers who are relatively knowledgeable about fasteners and, in many cases, have entire departments exclusively servicing their fastener engineering and fastener installation needs. Through my work with my new client, I was surprised to learn that many distributor customers do not possess the same level of expertise and treat fasteners with no greater level of care or intentionality than one might exert in choosing the condiments that are going on their sandwich.

This reality poses an excellent opportunity for the savvy and proactive distributor. Instead of letting the customer stumble around in an area they know little about and consequently more often than not make poor choices, the proactive distributor will either have knowledgeable individuals on staff or access to experts that can assist their customer in making good, informed fastener choices.

One specific area with significant upside potential is related to thread forming screws. These are screws that do not require a mating element that is already threaded. As their name suggests they form their own mating threads. From a direct cost perspective these screws are very appealing because they eliminate the often costly process of tapping threads and the occasional and expensive need to add mechanical or chemical thread locking features. They also can provide more intangible cost advantages such as those associated with the reduction of quality or process issues related to tapping.

Thread forming screws have been around for many years. Take for example, the wood screw. A wood screw is a thread forming screw and can be found in examples of antique furniture dating back many hundreds of years. Unfortunately cross applications of these available thread forming screws in early applications of modern materials such as plastics and light metals often did not fare very well. This resulted in a misconceived perception that thread forming screws were not a viable solution, which still exists among the less enlightened today. In the last thirty years, a wide range of fastening technology related to direct fastening in modern materials has been developed. In fact, some of it is so good, that thread forming methods are now considered to be the preferred method of assembly.

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# HYDROGEN EMBRITTLEMENT FASTENER FAILURE INVESTIGATION – WHAT THE SUPPLIER MUST KNOW

This is the third in a series of Link Magazine articles on Hydrogen Embrittlement (HE) in Fasteners. It would be a good idea to read, or reread, the previous articles on HE Risk Management and HE Relief Baking before reading this article on HE Failure Investigation.

It is never a pleasant experience to be on the receiving end of a HE failure investigation. As a supplier, you may be conducting the investigation, your customer or end user may be conducting the investigation, or some other third party may be doing it. Regardless of your role, there are certain things that you should know and do to stay out in front of the process and help keep your mind at ease.

Any fastener failure or quality issue that causes a rejection, rework or a recall can be exorbitantly expensive for the party responsible for the fastener. When it comes to HE, an actual failure is not necessary to trigger any of these actions. Simply not processing the parts properly, or not being able to prove they were processed properly, can cause your customer to lose confidence in the parts and demand that they be replaced.

A fastener failure investigation is always more difficult, time consuming, and less definitive when any of the parties involved do not have an established Quality Management System (QMS), or when their systems do not function well. The effectiveness of the QMS's involved becomes readily apparent to the investigator when requested documentation and process control instructions are requested. If these requests are met with speed and completeness, the QMS is probably effective. If there are delays, missing or incomplete documents, no organized document retrieval process, or finger pointing about who is responsible for the documentation; then

chances are the QMS is not effective. This does not bode well for the investigation.

After 25 years of conducting and reviewing fastener failure investigations I have established a few guidelines and suggestions that will be useful for the supplier in their conduct of, participation in, or simply observation of, the investigation. While these guidelines are meant for HE failure investigations, many of them apply to any kind of fastener failure or quality problem.

### *The Twelve Guidelines for Fastener Failure Investigation*

We will use the word “bolt” or “specimen” to refer to the item under investigation, but it may be any type of fastener or component, threaded or not threaded.

**[1] IF YOU ARE A SUPPLIER MAKE SURE IT IS YOUR BOLT** - This is actually the first rule of failure investigation for the fastener supplier. It is not uncommon for an OEM or MRO to use several sources for the same exact product. Any particular item may be supplied to those sources from the same manufacturer or importer, and even from the same exact lot.

If you cannot tell for sure if it is your bolt or not, or if you cannot tell what lot it came from, you may want to look at ways to improve your lot control system. That is a subject for a future Link Magazine article.

If it is not your bolt, this does not mean that you cannot help. In fact, this may be an opportunity to distinguish your company from the competition, especially if you are among two or more suppliers of the product. Keep in mind, it is also an opportunity for your competition to distinguish themselves.

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## Michael Mowins

Michael Mowins is the President-Global Licensing for Phillips Screw Company. He is the author of numerous articles on innovation, assembly, and quality. He has served as Associate Chairman for the National Fastener Distributors Association, Chairman for the Industrial Fastener Institute's Associate Supplier Division, and Chairman of the Aerospace Fastener Standards Advisory Committee. He serves on the SAE E-25 Engine Bolt, EG-1B Hand Tool, 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).

# COUNTERFEIT COMPONENTS – MITIGATING RISK BEYOND THE FQA

*First passed in 1990, The Fastener Quality Act (FQA) was intended to eliminate the potential for counterfeit fasteners in commerce. Seventeen years and three amendments later major issues with counterfeit electronic components have again put the possibility of counterfeit fasteners in the spotlight.*

Fastener industry veterans still remember the “bogus bolt” issues of the 1970s, 80s and early 90s that were the driving force behind the passage of the FQA in its initial form in 1990. The Act underwent some key changes in 1999 when it was amended ([http://gsi.nist.gov/global/docs/Amendments\\_FQA.pdf](http://gsi.nist.gov/global/docs/Amendments_FQA.pdf)) to promote QS9000 based quality systems, no longer require NIST approval of fastener testing accreditation firms, and reduce the paperwork associated with the Act. In the last ten years a wave of counterfeit electronic components entering the supply system has caused end users, especially DoE and DoD, to question whether the plague of counterfeit electronic parts might not spread back to fasteners again.

The problems with the electronic components supply chain have been widely publicized and have resulted in the development of the SAE standard AS5553 Counterfeit Electronic Parts; Avoidance, Detection, Mitigation, and Disposition (<http://standards.sae.org/as5553>) primarily intended for the Aerospace market. In addition to AS5553 there is a group of associated standards that apply to mitigating the risk of counterfeits in the aerospace supply chain: ARP6178, Fraudulent/Counterfeit Electronic Parts; Tool for Risk

Assessment of Distributors and AS6462, AS5553, Counterfeit Electronic Parts; Avoidance, Detection, Mitigation, and Disposition Verification Criteria which is utilized by Certification Boards for the accreditation of Electronic Component suppliers. Taken as a whole, this group of standards is much wider in its scope and more concise in its implementation than the Fastener Quality Act in how it affects the distribution channel

for these components. Given that fasteners are mechanical components procured in a manner that is similar to the distribution channel for electronic components are there ways to further mitigate the risk of counterfeit fasteners beyond what the FQA does and is a similar set



of standards on the horizon for the fastener industry?

Despite the presence of the FQA and the associated register of supplier head marks at the Patent and Trademark office (<http://www.uspto.gov/web/offices/tac/fqa/active.pdf>) we still hear of counterfeit fasteners making their way into the supply chain and eventually to an end user. Recent instances of manufacturers that have found counterfeit parts in the marketplace have included ARP for high strength racing bolts and AeroCatch for panel fasteners.

Fortunately the original manufacturers found these products in the market and took action to prevent their further distribution and use. Reliance on a well-known brand, the manufacturer that stands behind that brand, and their authorized distributors is one of the best ways that end users can mitigate the risk associated with potential counterfeit products.



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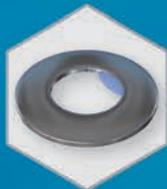
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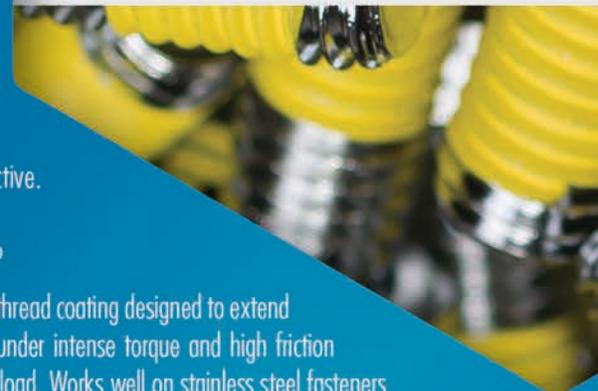


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## Lorri Hunt

Lorri Hunt, a U.S. technical expert and co-convener for ISO 9001:2015. She is the co-author of the upcoming ISO 9001:2015 Handbook, *A Practical Guide to Implementation* published by Paton Profession. She is an Exemplar Global lead auditor, a frequent contributor to quality publications and journals, and a speaker all over the world. She is the president of Lorri Hunt and Associates Inc. and may be contacted at [lorri.hunt@gmail.com](mailto:lorri.hunt@gmail.com).

## ISO 9001:2015 OVERVIEW

*This article appears as Chapter 2 in the ISO 9001:2015 Handbook – A Practical Approach to Implementation. It is reprinted with permission from the publisher Paton Professional and the co-authors Lorri Hunt, Jose Dominguez, and Craig Williams. The book in its entirety can be purchased at [patonprofessional.com](http://patonprofessional.com).*

ISO 9001:2015 is the first major revision to the standard since the 2000 version. The intent of the 2015 revision was simple: Consider the technological changes in business during the last 15 years, develop requirements that could be dynamic enough to adjust when additional changes occur in industry, and include requirements that could be audited for conformance. Any changes in requirements should enhance a customer's confidence in the organization's quality management system (QMS) and help the organization achieve intended results. A common criticism of past versions of ISO 9001 was that organizations could meet the standard's requirements but deliver products that didn't meet customer requirements. ISO 9001:2015 includes requirements that focus on achieving intended results. This new approach focuses on the performance and effectiveness of the QMS.

By making the standard less prescriptive and more reliant on risk-based thinking to determine the level of complexity needed for an organization's QMS,

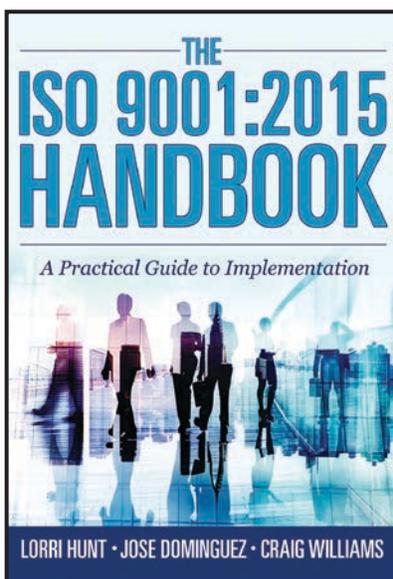
ISO 9001:2015 accomplishes what many users have requested. However, this introduces new challenges. For this reason, ISO 9001:2015 includes an annex that provides the rationale for some of the changes.

It's important to know how to read ISO 9001:2015. Many readers tend to skip the introduction and head

straight to the requirements section in clause 4. This may be because when we began reading as young children, we would skip the introduction pages of books and go straight to the first chapter. Most of us also learned never to jump to the end of the book lest we ruin the ending. In this case, however, it's best to start with the introduction section of the standard, skip all of the clauses, and read annex A at the end. Reading these two sections first will provide a foundation to understand the significance of the changes in the standard.

Annex A is an informative reference, which means that the information in the annex is similar to a note that provides clarifying information. It can be used to help organizations implement the standard and as a resource for demonstrating compliance to auditors.

It's also essential to read ISO 9000:2015—the normative reference for ISO 9001:2015—to help understand terminology. Chapter 3 provides details on ISO 9000:2015, including how it can help your organization.



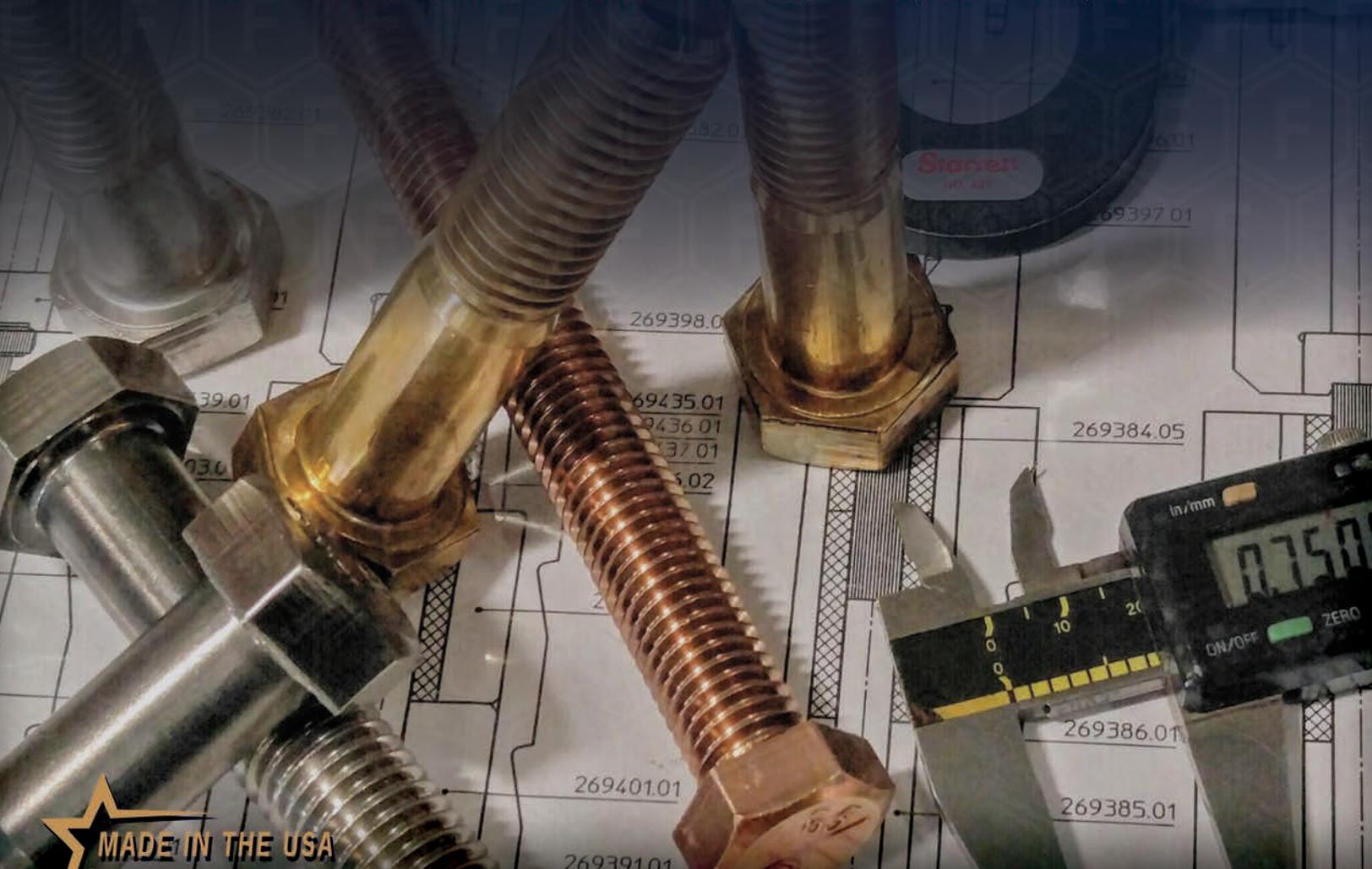
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## DISTRIBUTOR NEWS

To provide customers with the ability to order their full range of products 24 hours a day, seven days a week, **Advance Components** is launching a newly designed website and the Advance online store. Customers using the new online store will be able to browse Advance's extensive inventory, place and track orders, view their purchase history, and more.

The Advance Store is stocked with ready-to-ship products including products from A Raymond Tinnerman, AVK, Micro Plastics, A1 Duplex Screw, Davies Molding, Heyco, Johnson & Hoffman and Advance Brand Fasteners.

"We heard from our customers what they wanted in an online store, and we have delivered," said Advance president Gary Cravens. "We have spent months refining our new website that now allows buyers to shop and buy on their own schedule, and take advantage of the instant stock and value-added services we offer."

The website and online store will enhance:

\* *Purchasing* – Save time and place orders online, track shipments, view order history, expedite orders, and same day shipping.

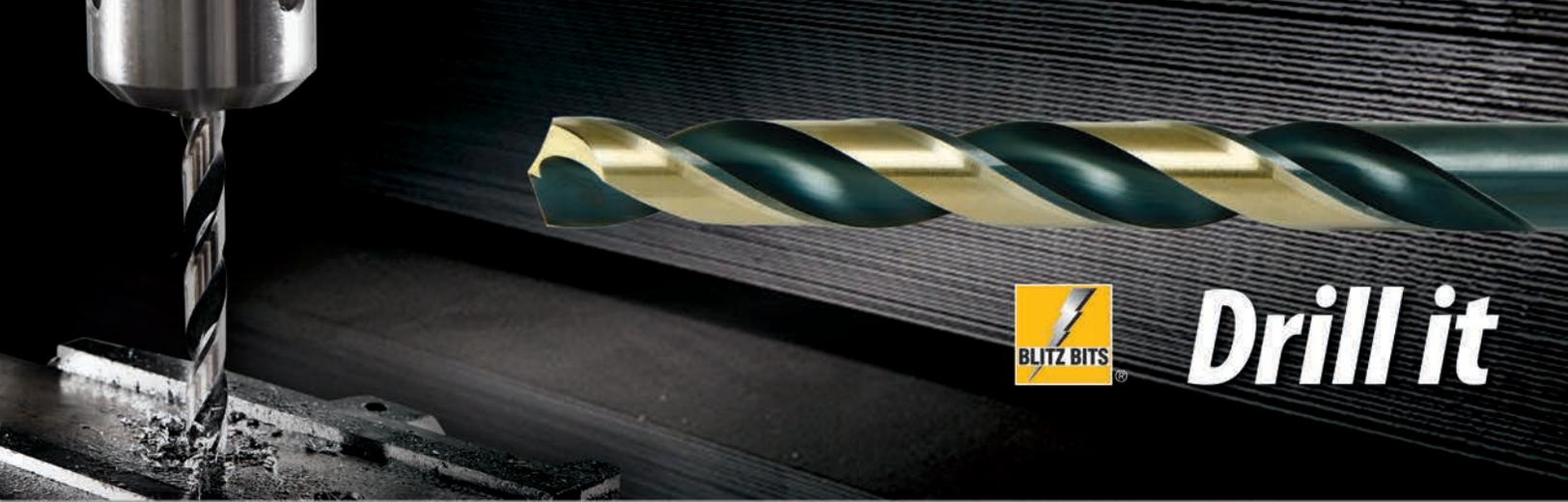
\* *Accounting* – Stay up-to-date with the ability to view "live" invoices and statements, and quickly print copies on demand.

\* *Sales* – Increase sales effectiveness by instantly checking product availability, specifications and net pricing. The Advance Store is perfect for distributors that want to spend more time with their customers and less time tracking down information.

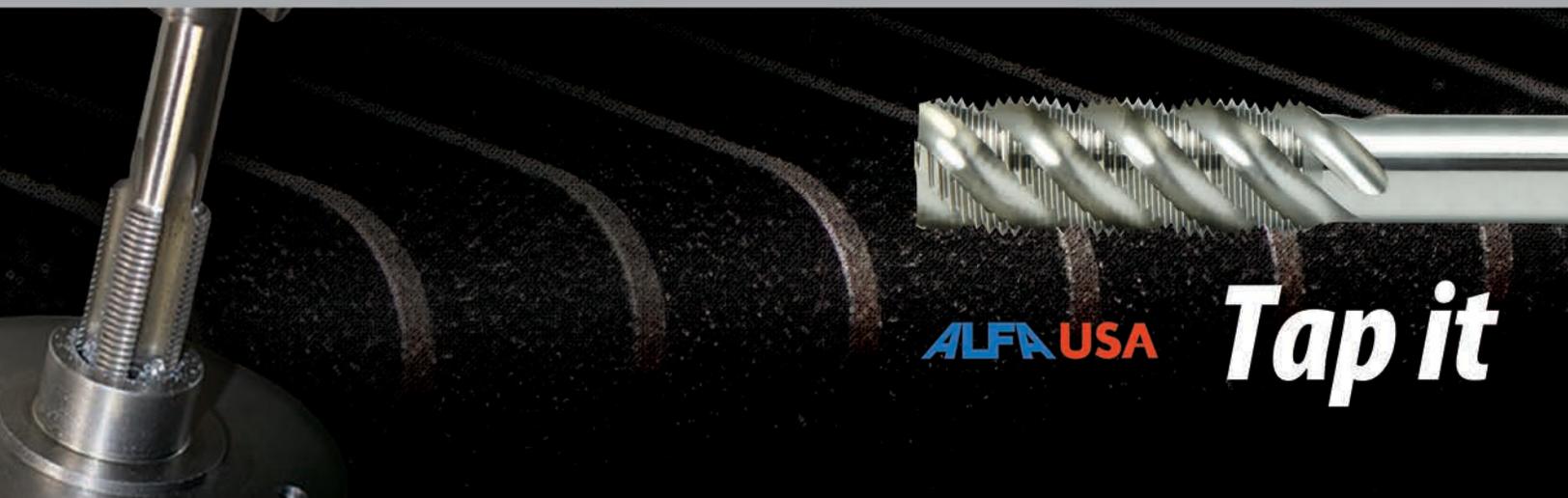
\* *Customer Service* – The Advance sales team is always available with superior product application support and can also assist in setting up online accounts.

Advance Components is a master-stocking distributor of high-quality specialty fastener products. Advance offers its customers value added engineering-based solutions and services and the highest-quality products. Our headquarters and sales offices are located in Carrollton (Dallas), TX.

For more information contact Advance Components by phone at 972-446-5500, by email to: [sales@advancecomponents.com](mailto:sales@advancecomponents.com) or visit the website at [www.advancecomponents.com](http://www.advancecomponents.com).



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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.

## HAVE YOU CONSIDERED...

If you already have insomnia the last thing you need is more on your mind. But if you want to avoid sleepless nights in the future there are many aspects of your business that may need attention right now. A little forethought and planning can save a lot of anguish, under high pressure later.

While it would be nice if the warehouse was an insulated sanctuary unaffected by the outside world the reality is that local, national and global events and trends can and will intrude on your operations at a most inopportune time. Unfortunately what you read about in the headlines may be on your doorstep tomorrow.

### *Consider Legal Marijuana And Drugs In The Workplace*

Logic and common sense dictate that individuals performing work in a fast moving environment should be alert and actively recognize potentially dangerous situations. Fork lift operators, truck drivers and all those who work around them need to be aware of their environment. While research suggests that the hallucinogenic properties of medical marijuana are minimal every individual reacts differently. Anecdotal accounts of mind altering experiences may be imagined or real, but

either way the individual's behavior patterns may be altered in ways that compromise safety. And then there are the side effects of even over the counter cold remedies.

Given the rapidly changing regulations and laws your liability and the welfare of your staff are at risk. Is there a policy in place now, or should you develop policies and procedures before the need arises?



### *Consider Weapons In The Your Facility*

We have all seen the circle sticker with a diagonal line across a gun indicating that carrying open or concealed is prohibited. But there are circumstances where having armed and ready individual on premises can save lives. The current "knife intifada" in Israel is an excellent example of how

armed civilians can stop an attack before it gets worse. No one expects their warehouse will become a battle ground where seconds count, yet such situations have been increasingly reported by the media.

Should you ban weapons completely, authorize specific qualified and willing individuals to carry guns at work, or should your policy be somewhere in between? Policies depend on many external factors such as the neighborhood, customer base and context. Explore this issue now before something bad happens.

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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-five 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](mailto:rphagan@pinnaclecapitalcorp.com).

# FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2016

In this issue, we will briefly review all the fastener company acquisitions - a total of 24 worldwide - completed during the first 6 months of 2016. 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.

## HUB INDUSTRIAL SUPPLY

On January 4, 2016, **Applied Industrial Technologies Inc.** ("Applied") purchased Hub City Industrial Supply Inc., doing business as **HUB Industrial Supply** ("HUB"). Founded in 1990 and headquartered in Lake City, Florida, HUB is a distributor of consumable industrial supplies including saw blades & cutting tools, fasteners, abrasives, paints & chemicals and janitorial supplies. The company has branch warehouses in Indianapolis, Indiana, and Las Vegas, Nevada and employs 52 people. HUB generates annual net sales of more than \$25 million with nearly 50% of sales derived from private label products. Founded in 1923 and headquartered in Cleveland, Ohio, Applied is a value-added distributor of industrial supplies, serving OEM and MRO customers throughout North America, Australia, and New Zealand. Applied also provides engineering, design and systems integration services for fluid power and mechanical applications. The company operates 12 distribution centers, 560 service centers and employs more than 5,800 people worldwide. In the 12 months ended June 30, 2015, Applied (NYSE: AIT) generated net sales of \$2.75 billion. Following the transaction

closing, HUB will become a business unit of the Applied Maintenance Supplies & Solutions business segment.

*Purchase price: not available*



On January 5, 2016, **EFC International Inc.** ("EFC") purchased **Technology Components Southwest LLC** ("TCS"). Founded in 2003 and located in Fort Worth, Texas, TCS is a distributor of brand name fasteners and assembly components. The company focuses on supplying industrial end-users and distributors located predominantly in the Southwestern United States and Mexico. TCS is an authorized distributor for numerous premier fastener manufacturers including: Sherex Fastening Solutions; Stanley Engineered Fastening Solutions; ITW Fastex; and PSM International. Founded in 1983 and headquartered in St. Louis, Missouri, EFC is a distributor of premium-quality, brand name fasteners and assembly hardware, supplying both end-users and the distributor market. The company specializes in providing customers with design & technical support and application engineering services. EFC is an authorized distributor for such premier fastener manufacturers as Illinois Tool Works, Norma Group, ARaymond Tinnerman, Stanley Engineered Fastening Solutions, Spirol International and TRW Engineered Fasteners. The company operates six branch warehouses in: Atlanta, Georgia; Dallas, Texas; Chicago, Illinois; Detroit, Michigan; Toronto, Canada; and Queretaro, Mexico. EFC is a portfolio company of Quad-C Management Inc., a Charlottesville, Virginia-based private equity firm.  
*Purchase price: not available*

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Stainless Steel Butt-Weld Fittings



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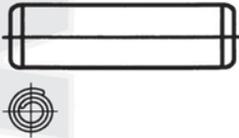
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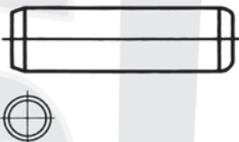
ASME B18.8.2	MS51923
ASME B18.8.3M	MS51987
ISO 8748, 8750, 8751	NAS1407
MS39086	NAS561

### SLOTTED PINS



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

### DOWEL PINS



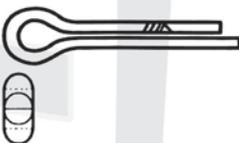
ASME B18.8.2	MS9390
MS16555	M21143/1
MS16556	M21143/2
MS9105	

### GROOVED PINS



MS35671	MS35672
MS35674	MS35675
MS35677	MS35678
MS51605	MS51606

### COTTER PINS



ASME B18.8.1	MS9245
MS24665	

## DISTRIBUTOR NEWS

**The Auto Bolt Company,** is up and running with expanded capabilities. Auto Bolt's latest investment, an M24 National 4 die Bolt Maker is now up and running.

We are always accepting opportunities to fill customer requirements for larger diameter long length product. With the expanded capabilities, Auto Bolt can manufacture externally threaded and non-threaded product from ¼" (M6) through 1" (M24) diameters on single and multiple station forming equipment, with long stroke capabilities to produce product up to 11 ¾" (300 mm) in length.

Auto Bolt is located in Cleveland, Ohio and is an independently owned manufacturer of quality fasteners since 1948. Auto Bolt specializes in offering both low and high volume performance and commercial fasteners. Auto Bolt is a leading provider of fasteners for various industrial, distribution and original equipment markets and applications to include Truck and Trailer, Military, Construction and Agricultural equipment, as well as Automotive components.

For more information contact The Auto Bolt Company by telephone at 1-800-988-BOLT or visit them online at [www.autobolt.net](http://www.autobolt.net).

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WYANDOTTE INDUSTRIES, INC.



## WYANDOTTE INDUSTRIES INC.

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TEL 734-283-1870

EMAIL [info@wyandotte.com](mailto:info@wyandotte.com)WEB [www.wyandotte.com](http://www.wyandotte.com)

### WYANDOTTE - EVOLVING WITH THE TIMES

57 years ago, Wyandotte Industries started and began manufacturing nuts. During the first 50 years, Standard and Specials Nuts represented the products that were produced. Due to the ever changing business climate and customer requirements, Wyandotte Industries has added CNC equipment in the past few years, which enable us to produce additional types of products.

Manufacturing Special Nuts is still a majority of our business, but new business is spread out among many sectors including a sizable percentage of "Non Nut" Products that are manufactured on our 40 Screw Machines, 4 CNC Lathes and 2 Vertical Machining Centers.

We can produce a wide array of parts, from simple spacers and thick washers to more complex,

tight tolerances parts, Wyandotte Industries can be your supplier! Our new equipment allows us to offer more competitive pricing while performing secondary operations that we would outsource previously.

Our Niche remains producing "Special Per Print Products" in low to medium volumes - Special Nuts, Large Nylon Insert Locknuts (7/8" and up) domestically produced in the USA with DFAR compliant materials.

Wyandotte Industries is certified to TS16949, ISO 9001, AS9100 and NADCAP, which allows us to provide you with the documentation (PPAP, ISIR, etc) you need to satisfy your customers!

Our sales team is ready to be responsive to our customers with a quote or responding to questions.

Contact Wyandotte Industries today for a quote on your requirements. 

**BUSINESS FOCUS ARTICLE**

WYANDOTTE INDUSTRIES INC.

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**We don't just meet Industry Standards, We exceed them.**

When a product bears the Wyandotte name, you know it exceeds industry standards. Because to us, "Quality Assurance" is not just a phrase, it's a way of doing business. Our Quality Assurance Specialists are an integral part of our staff and they're dedicated to continually enhancing our manufacturing processes. They verify our products meet blueprint specifications, and carefully monitor factors like hardness, tensile strength, torque tension and corrosion resistance. We instill the critical importance of Service, Dependability and Quality in every Wyandotte Employee. This allows us to manufacture consistent quality in every lot.



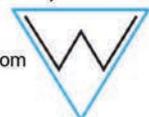
### Screw Machine & CNC Turned Parts

For years, Wyandotte Industries has been known for Manufacturing Special Nuts. Our comprehensive machine facilities also enable us to serve you as a complete source for Screw Machine & CNC Turned Products. We have 40 Screw Machines in house, along with 4 CNC Lathes and 2 Vertical Milling Centers ready to tackle your next project. Give us a call and tell us how we can help!

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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".

# MAKING SURE DISADVANTAGED BUSINESSES ARE 'REAL' PARTNERS

For many years distributors and contractors have been participating in social engineering of our society by bringing "Disadvantaged Business Enterprises" into active participation in the contracting process. This usually comes about when the parties are players in some project that is funded, at least partially, by government funds. This subjects the project to federal, state or local rules that set aside certain percentages of the contract for the "DBE's". The intent is to encourage the development of these usually small, minority-owned companies into regular and active partners in our nation's economic system. It hopefully will provide capital, experience, jobs, and important contacts to these companies. It is the actualization of the social justice advocates' idea of taking public money and "funneling it back into the community."

A problem that often exists is that the DBE's are not always what they seem. Sometimes they are mostly paperwork creations of a politically connected minority person or they might be a creation of the general contractor his or her self as a means of qualifying for a proposed job or for meeting some statutory requirement. Rather than contributing to the social justice goal they

only serve to enrich a few powerful elite or allow the contractor to maximize profit by engaging a certified DBE without much disruption of the contract process.

In recent months an aggressive US Justice Department has begun to attack these kinds of arrangements as "DBE Fraud" with the threat of fines and even imprisonment for the contractors and material providers involved. The National Association of Wholesaler-Distributors issued a "Legal Advisory" to its members urging them to ensure that



any DBE's with whom they work are actually rendering commercially useful services in the subject transaction. Instances where the disadvantaged business merely acts as a "flow through" buyer, restating purchase orders on their own letterhead, do nothing to build a cadre of

qualified DBE's who will eventually stand on their own two feet as contributors to the supply chain.

A commercially useful function is performed by a Disadvantaged Business Enterprise when that entity carries out contract responsibilities by actually managing and supervising the work, negotiating product prices, determining quality and quantity, placing orders, warehousing, shipping and receiving, and paying and invoicing.

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## COPPER STATE - WE'RE NOT JUST A BOLT COMPANY ANYMORE!

Since 1972, Copper State Bolt & Nut Co. has evolved in support of our customers. Founded with six employees in a 6,000 square foot warehouse, Copper State now supports nearly 20,000 customers in 23 locations. With more than 450 employees, we pride ourselves on outstanding customer service, value-added solutions, continuous improvement, and continued reinvestment in the growth of our business. In every one of our locations Copper State is proud to support the very smallest of customers, the very largest of customers, and everyone in between.

### **"We're not just a bolt company anymore!"**

Traditional fasteners still represent nearly half our business, and we also proudly offer quality construction products, industrial supplies, safety products, power tools & accessories, cutting tools & abrasives, kits & assortments, fluid sealing products, and of course specially manufactured products. In addition to our presence as a premier regional distributor in the southwestern U.S., we service a national and international customer base through our Manufacturing facility in Phoenix. Our products and services support customers in the mining, construction, steel fabrication, energy production, transportation, heavy equipment, municipality, OEM/MRO, fluid sealing, and wholesale/retail industry sectors.

Through our relentless efforts to support existing customers and introduce ourselves to new ones, we continue to enhance our business to meet emerging needs. With agility and flexibility, we integrate our operations of those

with our customers and suppliers creating true partnerships with each relationship.

In 2016, our Manufacturing earned ISO9001 certification extending our quality programs which already include an ISO17025 A2LA lab accreditation in Phoenix, AZ and NQA-1 nuclear quality approval in Albuquerque, NM. Also in 2016 Copper State acquired a heat treating facility, located in Phoenix, AZ to support products produced in Manufacturing. Copper State Heat Treating specializes in the heat treatment of commercial and critical care fasteners as well as other metal products. We can process large production lots as well as small lots, and integrate with customer facilities to enable a seamless flow through the supply-chain.



HEAT TREATING - PHOENIX, AZ

Similar to our growth over more than 44 years, Copper State's recent branch additions expand upon existing markets, offering support in response to new opportunities. In 2014 Copper State added a second location in Nevada (Reno, Nevada), in 2015 a third location in Colorado, located in the downtown Denver area, and in 2016 we expanded our presence in southern New Mexico with a location in Las Cruces.

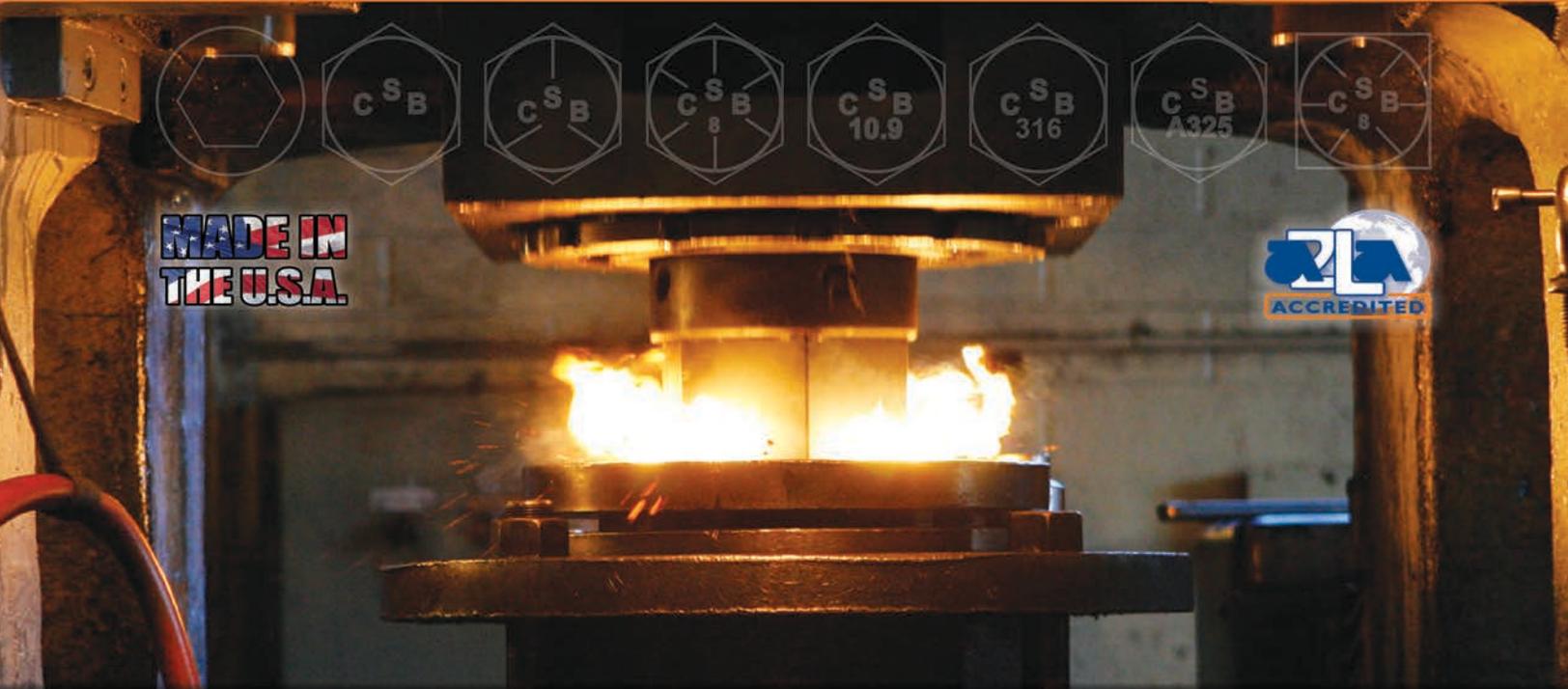
Through our growth we aim to service more customers and provide great advancement opportunities for employees on our team. As a family-owned business we benefit also from being a family-oriented business wherein all of the people on our team work and act together like family. We are excited about the present and the future, and trust in our team of great people to continue offering outstanding products and services to our valued customers. ○



COPPER STATE'S FLEET OUTSIDE IT'S DENVER, CO LOCATION

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## DISTRIBUTOR NEWS

### **Dunkley International**

offers systems that perform a variety of machine vision tasks in industries ranging from semi-conductors to pharmaceuticals, automotive, food processing and general manufacturing.

We can provide custom machine vision integration or turnkey machine vision systems.

Dunkley International also designs and manufactures their own special vision-based machines to fit a particular need.

For example, the Dunkley Mach-10 High Speed Sorting Machine can handle and sort anything from food particles to small industrial parts at a blistering pace of 10,000 pieces per minute!

These vision systems are made up of software and hardware "building blocks" that enable customers to obtain flexible solutions for gauging, inspection and identification tasks. The benefits are on-line quality and process control. Any irregularity in the production line can be adjusted immediately, which saves costs and avoids downtime.

For more information, contact Dunkley International 1910 Lake Street, Kalamazoo, MI 49001. Toll-Free: 1-800-666-1264, Tel: 269-343-5583, Fax: 269-343-5614 or visit them online at [www.dunkleyintl.com](http://www.dunkleyintl.com).

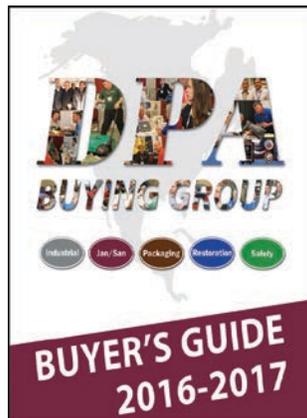
## DISTRIBUTOR NEWS

**The DPA Buying Group** is pleased to announce its 2016-2017 Buyer's Guide.

The new buyer's guide showcases over 200 DPA preferred suppliers and will be used by the group's distributor members

as a desktop resource when purchasing their products.

The guide is conveniently organized by industry and product category. It also includes a full alphabetical listing of preferred suppliers; providing contact information to members. Approximately 50 DPA manufacturers advertised in the



new publication and each of DPA's over 700 distributors will receive copies of the buyer's guide in the coming weeks.

The DPA Buying Group is a North American buying and networking

organization comprised of more than 700 distributors and 200 preferred suppliers in the Janitorial, Industrial, Safety, Packaging and Restoration product industries.

For more information about The DPA Buying Group, contact them Toll-free at 1-800-652-7826, or visit them online at [www.DPABuyingGroup.com](http://www.DPABuyingGroup.com).

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## AIS: COMBINING FORCES FOR A GREATER SUM

### The Questions

At different intervals over a 3 ½ year period of time, the owners of Accurate Components & Sales of New Brighton, MN, All Tool Sales/All Fasteners of Franksville, WI, and Great Lakes Fasteners of Grand Rapids, MI, wrestled with the following questions:

- [1] How do we move our company to the next level and allow senior owners to plan for retirement?
- [2] How can we help the team members in our organization grow and prosper?
- [3] What strategy do we employ to help get our company out of the “Danger Zone” (companies in a size range of \$8-35 Million).
- [4] What company culture would be a good fit for our company.

Each of these companies had varied equity/ownership structures ranging from 3-5 individuals to a husband and wife team and were owned by them between 35 to 52 years. A common link between the company proprietors was that each had a passion to find a solution which would benefit their team members (employees), customers, and suppliers. Namely they wanted to:

- [1] Put the team members (employees) in their organizations in the best possible position to grow and prosper in a new setting.
- [2] Put the company in a strong strategic and competitive position in the marketplace.
- [3] Allow the owners who have invested in the company the opportunity to cash in the equity they have poured in over many years.

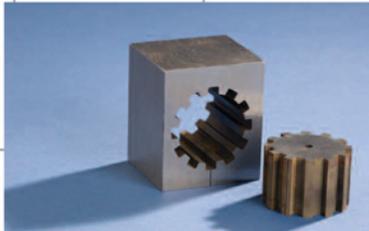
### The Foundation

Beginning in 2012 a chain reaction began to occur when Jerry Moehnke and the other owners of Accurate



Components & Fasteners decided that selling to High Road Capital Partners (HRCP) was the best solution. “High Roads vision was to look for well-run distribution companies in the upper Midwest who were also looking to find an equity partner but wanted a good strategic home for their company”, stated Jerry.

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# GLOBALFASTENERNEWS.COM

by **JASON SANDEFUR** CONTRIBUTING EDITOR  
news@globalfastenernews.com

# GLOBAL FASTENER NEWS.COM

## FASTENERS FACE A LIGHTER FUTURE

From sports cars to skyscrapers and next-generation jets, engineers are looking for ways to reduce weight, and fasteners are a primary target.

The future of fastening is a frequent topic of trade shows and conferences.

A sampling of conferences on the subject include the 5th annual Global Automotive Lightweight Materials conference in Detroit. The Lightweight Materials conference has roles for Phillips Screw Co., Semblex, Stanley, EFC International and Rifast Systems.

The JEC International Conference on Automotive Technology during in Tennessee has a session on “Replacing traditional fasteners with adhesive bonding.”

It goes beyond automotive, as SAE Global has its Aerospace Manufacturing & Automated Fastener Conference in Germany

### *Lamborghini’s “Weighty Fasteners”*

Lamborghini’s Advanced Composite Structures Laboratory is one of the only places outside of Boeing that can simulate lightning strikes, hail, birdstrikes, and engine failures, Automobile Magazine reports.

“I always wanted to build and design fighter jets,” Dr. Paolo Feraboli told Automobile. “I am not an engineer. I am a carbon-fiber designer.”

Under his direction, a five-person team tests, engineers,

and creates “works of carbon-fiber art,” from the Lamborghini.

Sesto Elemento to more than 1,000 parts for Boeing’s 787 Dreamliner.

Feraboli believes that carbon-fiber manufacturing could

be sped up by eliminating the traditional molding, heating, and curing process, so he started mixing chopped carbon-fiber sheets with soft-at-room-temperature resin, placing the mixture into a steel mold and heating it under intense, 2,000-psi pressure, according to Automobile.

The process is called Forged Composite (FC) technology and has been patented by

Lamborghini, having taken eight years to perfect.

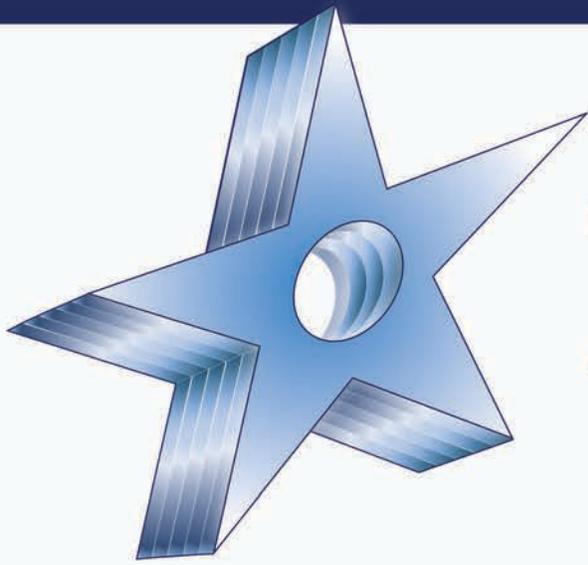
“The materials can be repaired without reducing structural integrity.”

When asked about the nearly 2-ton weight of the car, Feraboli said: “Everyone thinks that it’s the engine that adds to the weight. Like in airplane manufacturing, everyone says, ‘OK, lets make the fuselage and the wings and tail out of light materials’—but then they attach all the pieces using steel connectors.”

If Feraboli has his way, the next Lamborghini will have a single-piece, completely carbon-fiber fuselage that does away with what he called “loathsome weighty fasteners.”

“Forged Composite is the next thing for car design,” he says, “and if we can make it lighter, stronger, modular, and integrated, the sky is really the limit.”





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## RAMCO - PROVIDING QUALITY AND SERVICE TO THEIR CUSTOMERS

Ramco, a global supplier and manufacturer of critical threaded and non-threaded fasteners, has been providing fastening solutions to customers in a wide range of markets since 1977. Headquartered in Hudson, Ohio, the company also has facilities in Italy and Sweden.

The wide array of product selection and sizes has made Ramco a go-to source for all types of needs. The company has a long history in lock nuts and weld nuts for the automotive industry. It also manufactures hundreds of other products, including nut and washer assemblies, externally threaded, spacers, rivet nuts, assemblies and engineered components including cold formed, hot formed, stamped and machined.

Quality has always been the hallmark of Ramco's production success. With products manufactured in the USA and produced to exact specifications on materials and measurements, the company confidently stands behind their goal of zero PPM, which is backed by a quality system that is certified to TS 16949 and ISO 14001. In total,

Ramco manufactures more than 500 stock automotive and truck OEM standard parts. Options like prevailing torque, a variety of platings, and thread masking are always available.

The system is focused on ensuring their supply chain's ability to consistently produce product that matches quality, reliability, performance and cost expectations. Their process includes cross-functional feasibility reviews, APQP, PFMEA, process flows, control plans, SPC and in-house sorting.

Service to their customers is top priority for Ramco. The company has developed a logistics process to keep its customers running just-in-time. Critical parts of this process involve working with ergonomic container weights, returnable containers, A/AG barcode labeling and customer specific delivery programs.

Ramco's completely new, 165,000 sqft. facility, which the company moved into this year, has enhanced its longstanding ability to deliver quality, service and efficiency. The new location was built with efficiency and cost-savings in mind.

### BUSINESS FOCUS ARTICLE

RAMCO SPECIALTIES INC.

## SOUTHEASTERN FASTENER ASSOCIATION

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## SEFA AND SFA PLAN JOINT CONFERENCE by Nancy Rich

Southeastern Fastener Association and Southwestern Fastener Association will meet in New Orleans to co-locate their 2017 Spring Conferences. The groups are looking forward to joining together to create an even better event with more for all members and industry friends. With many members belonging to both associations this allows them to participate with members of SEFA and SFA together.

The final agenda is in the works but plans are underway for an Opening Reception, Informative Sessions, Golf Outing, Awards Dinner and Table Top Show. The venue will be the

Astor Crowne Plaza Hotel, where Canal Street meets Bourbon Street. The newly renovated Astor Crowne Plaza New Orleans provides luxury, Four Diamond accommodations amid the beating heart of the legendary French Quarter. Conference attendees will also enjoy close proximity to must-see attractions, such as French Quarter/Bourbon Street, Harrah's Casino, Jackson Square, the Aquarium of the Americas, the Superdome and River walk Shopping.



### SEFA Welcomes New Member

Hanger Bolt & Stud, Greenfield, IN

### ASSOCIATION ARTICLE

SOUTHEASTERN FASTENER ASSOCIATION

## DISTRIBUTOR NEWS

### **The Gilchrist Foundation**

has awarded four scholarships from the 2016 applicants.

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

They are as follows and their sponsoring companies;

#### **Rachel Locke**

Pyramid Fasteners Inc, via  
The Southeastern Fastener  
Association

#### **Katrina Kokubon**

Century Fasteners Corp

#### **Jacob Neugebauer**

Cigar City Fasteners

...and the final 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 Gilchrist Foundation invites any person wanting to further their education to apply for the scholarships. Applicants can be full time or part time students working in the industry or children of working fastener people.

For additional information visit the foundation web site:  
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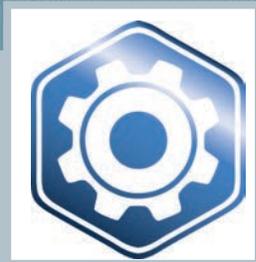
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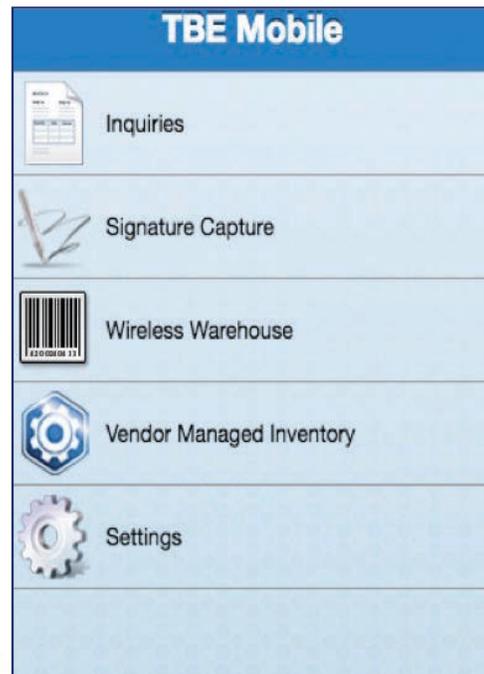
The Business Edge™ suite of mobile programs is designed to run on any (iOS or Android) smart phone, tablet or notebook computer as well as other devices. The system provides real time two way communication between mobile users, wherever they may be, and the main system. The screens vary automatically based on the size of the screen on each device. The intuitive interface is the same style as any app on the devices so it is very easy for the remote users to navigate.



### Mobile Phone

On a mobile smart phone the main menu screen is consolidated into a single column. Touching the desired

task will open up screens that lead the user through that task. The *TBE Mobile* site will perform exactly the same functions from any device. The screen displays vary automatically based on the size of the screen on each specific device.



### Tablet Or Other Mobile Device

In landscape mode, the system knows that it is able to open up 3 columns of information so it does exactly that. In this instance the user is about to upload Vendor Managed Inventory (VMI) orders. Note that the main menu is still visible.

*The illustration on the following page of this article shows the system on a tablet in landscape mode.*

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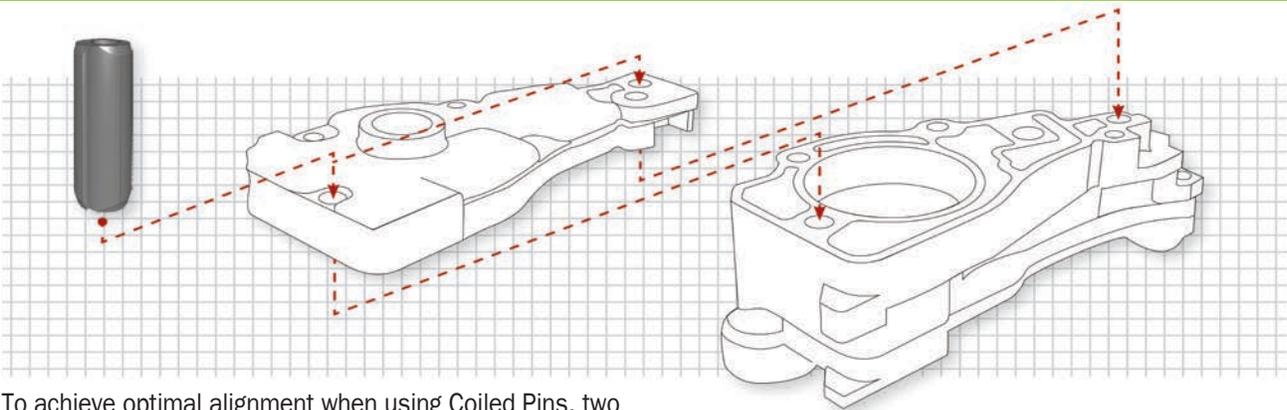
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## HOW TO DESIGN ASSEMBLIES THAT USE COILED PINS FOR LOCATING AND ALIGNMENT

by Christie L. Jones, Market Development Manager



To achieve optimal alignment when using Coiled Pins, two primary design elements must be adhered to:

**[1]** The hole diameters in the host and mating component must be correctly sized to achieve the desired interference and accuracy of alignment.

**[2]** The engagement length of the Coiled Pin in the component providing primary retention must be no less than 60% of the pin's overall length. The remaining protruding length will align with the mating component. Increasing the initial length of engagement

is recommended in thru-hole applications; however, the Coiled Pin still has to protrude in order to align the mating component. (Figure 1).

### Interference Fit For Maximum Alignment Accuracy

Coiled Pins are functional springs that conform to the holes into which they are installed. The assembly force to achieve maximum accuracy in alignment should not exceed a 'light' press to seat mating component. Depending upon the Coiled Pin's duty, quantity of alignment pins, and host material, this may be as little as a tap with the palm of a hand or a mallet. An interference fit must not be confused with that of a traditional Solid Dowel which typically requires seating with pneumatic or hydraulic presses. This is a primary benefit of the Coiled Pin.

To ensure a light press fit, ideally, the hole size in both the host and mating components should be precision matched within the recommended tolerance range. This may not be practical if holes are not drilled together as an assembly.

In situations where holes cannot be precision matched or where the cost of honing/reaming is prohibitive, a significant benefit of the Coiled Pin is its ability to compensate for larger hole tolerances.

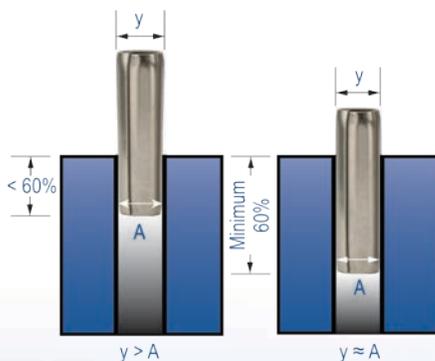


Figure 1: This diagram demonstrates proper installation depth. When a Coiled Pin is installed less than 60% of its overall length two conditions may occur:

- (y) or the free end diameter will not be properly controlled creating inconsistent 'fit' when parts are mated downstream in the production process.
- The pin may not maintain position in the component in which it is intended to be retained during future disassembly. This is of greatest importance when multiple alignment pins are utilized between components.

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## SAVE TIME AND MONEY WITH THE AMAZING REUSABLE SCREW! by Doug Warren

What's better than finding the perfect screw to get the job done right?

Finding the perfect screw that can be reused to get multiple jobs done right!

The A1 Duplex Screw, distributed by Advance Components, features a double-headed design with a ¼" hex/Phillips top that allows it to be installed – and removed – with ease, saving both time and money.

Featuring the distinctive Top-Hat™ head, which is available in easy-to-spot orange, the A1 Duplex screw is designed to help save time and effort while constructing temporary framing for concrete forms, for example, and many similar projects. The Top-Hat™ head keeps the screw from being stripped, which allows the A1 Duplex Screw to be reused time and again.

Speed, safety and cost savings are all important factors in construction. The A1 Duplex Screw in all three categories. Speed tests have shown that the A1 Duplex Screw consistently outperforms other screws by more than 25 percent.

The A1 Duplex Screw is also safer to use because the unique design provides a firm grip for a standard ¼" impact driver or Phillips process resulting in less stress on the hands and wrists of construction workers. The A1 Duplex Screw eliminates the need for hammers, which are notorious for causing hand injuries, one of the major problems in the construction industry.

And while the A1 Duplex Screw is initially higher in cost than standard screws or duplex nails, that fact that it can

be reused multiple times, with less effort, means that the A1 Duplex Screw will save money in the long run. In fact, various tests show that the A1 Duplex Screw can often be used more than 20 times. Talk about a cost savings!

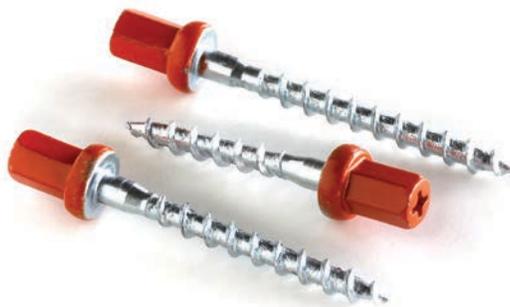
The reviews are in on A1 Duplex Screws, and the results are uniformly positive. "You can join some seriously heavy duty stuff with these. Over and over," wrote one satisfied customer. "Brilliant, great for forming with the impact. Easy to strip the forms and reuse the screws," said another.

One customer called A1 Duplex Screws a "great product for concrete forming." That comment highlights the importance of temporary construction in the overall construction industry. While often overlooked, temporary construction plays a key role in any major project and the cost and time involved in building structures only to break them

apart can be mitigated through the use of A1 Duplex Screws. Waste can become a thing of the past.

A1 Duplex Screws come in a variety of sizes – 1 ¼", 1 5/8" inch, 1 ¾" inch and 2 ¾" inch. They are sold in 5-pound, 25-pound and 50-pound package sizes. Construction projects large and small can benefit from the use of the extremely versatile A1 Duplex Screw.

Advance Components, a master stocking distributor of high-quality specialty fastener products, is proud to offer the A1 Duplex Screw in all sizes. Advance offers its customers value added engineering-based solutions and services and the highest-quality products. Its headquarters and sales offices are located in Carrollton (Dallas), Texas. 



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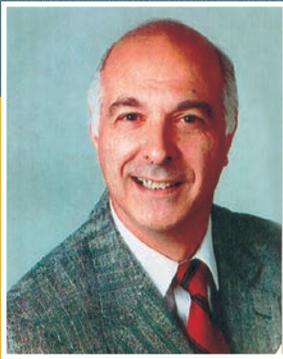
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## Bart Basi

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.

# AVOIDING AN INEVITABLE FAMILY FEUD

## Introduction

If you are a parent, do you remember watching your children squabble over who should get to watch their show on TV, or whose toy it was, or even who got to ride in the front seat of the car on a trip to the grocery store? Have you ever seen your children or nieces or nephews destroy something in the process of fighting over it?

If you are a parent, aunt or uncle of course you do! That what kids do...fight like crazy over absolutely every matter imaginable. Now imagine them fighting over a potentially million dollar asset. Kind of terrifying.

If you own a family or closely-held business, this kind of battle could be in their future. There are thousands of family businesses in this country and each and every one of them can cause an incurable rift within the family when passed on. If you have a family business, quite simply, you need a business succession plan in order to avoid a family feud.

## Background

There are different types of exit strategies to choose from. Most entrepreneurs who start businesses set their ultimate goal as selling an initial public offering on NASDAQ. While this is a respectable and admirable goal, for most it is not likely to happen. Most exits from

business involve a sale or some other succession from of the business. It is important to make a reasonable goal when creating an exit plan. This does not mean an IPO is unreasonable for everyone, but the business owner should think about possible alternatives to their primary goal or their intended exit. The alternatives include:



### [1] Sale of a Business

A business is sold to an individual, group of individuals, or an entity. Doing this, the business owner receives cash or an equivalent for the business. However, it can be difficult to find a ready, willing, and able buyer to purchase the business.

### [2] Acquisition

Similar to the "Sale of a Business" exit, but usually involves an outright purchase by another company. You receive cash right away, but you must find a ready, willing, and able buyer that wants to acquire your business and add to their business.

**[3] Merger** In this type of exit, the business joins with an existing company. As with a sale of a business, you get cash, stock, or a cash equivalent, but you join in with new partners and may suffer a partial or complete loss of control of your business. In addition, you may end up with stock in another company. A Buy-Sell Agreement is used for the future exit strategy.



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## DISTRIBUTOR NEWS



**ND Industries'** Vibra-Tite bottled products division recently had a booth at Roadkill Nights - an event set up by the producers of the popular Roadkill internet show.

During the setup for the Roadkill Nights Powered by Dodge event in Pontiac, MI, which featured drag racing on Woodward Avenue, the "Dodge Brothers" actors Joe Coffey and Tyler Bryan, who play brothers Horace Elgin Dodge and John Francis Dodge in the current series of Dodge commercials, stopped by the Vibra-Tite booth.



Vibra-Tite was on hand to promote awareness of its brand of threadlockers, thread sealants, gasket makers, and other products suited to auto enthusiasts.

Vibra-Tite is the official sponsor of L&L Racing Engines and dragster drivers/owners Pascal Lecompte and Dom Lester.

For additional information on the event, Vibra-Tite bottled products, or ND Industries, contact them by Tel: 248-288-0000, Fax: 248-288-0022 Email at [info@ndindustries.com](mailto:info@ndindustries.com) or visit them online at [www.ndindustries.com](http://www.ndindustries.com).

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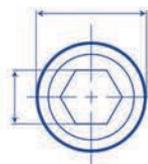
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## STANDING OUT IN A CROWDED FIELD

by Steven Sherman, VP of Engineering

As a distributor, your goal is to fulfill the obligations of your customers at a competitive price, for a profit in a way that ensures sustainable success. With the vast number of hardware distributors and importers in the market today, the challenge becomes distinguishing yourself to remain viable. Common strategies for doing this include creating an effective pricing model and delivering quality products. However, while price and product are certainly important, the level of service and the overall value you bring to the relationship may play a more significant role in the long-term.

### Price/Cost/Margin

Many distributors trade on a “buy low to sell low” basis, but this approach can be risky. Buying low can result in a lesser quality product, potentially leading to liability claims. In some cases, to secure a low price you may also need to make a large cash outlay and carry excess inventory. Also, buying low to sell low ultimately limits your pool of prospects to those shopping only on price and not necessarily on value.

### Products

A distributor's goal is to serve up what customers

ask of them. That's clear as we've seen a transition from fastener companies selling fasteners to those that now also sell Class C components and MRO products – trying to be a one-stop shop. It's questionable if this strategy truly adds value for your customer as it can take your focus off your core competencies.

### Service

Many distributors describe service as their primary competitive advantage, but in today's environment exemplary service is expected. The types of “value added” services you provide might give you an advantage with OEMs. At the same time, OEMs have put so much emphasis on VMI (Vendor Management Inventory), there is little time left for distributors to focus on new fastening innovations. Enter Value Engineering, otherwise known as VE or VAVE (Value Add Value Engineering), a strategy growing in popularity, yet seldom marketed by many distributors to their benefit.

### Value Engineering

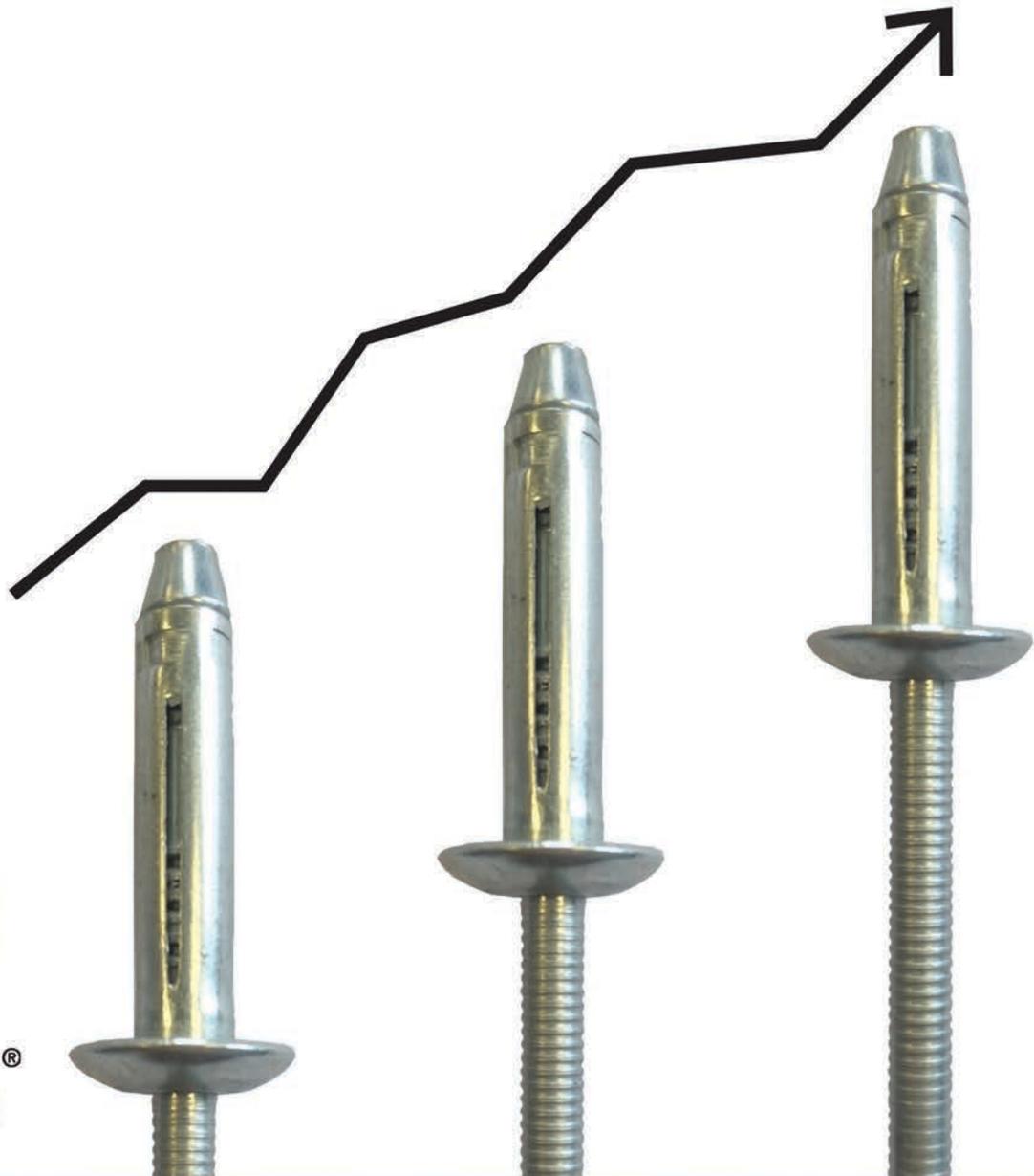
Value Engineering separates those distributors who exclusively wholesale from those who have a solutions-based or specialty products distribution model. This includes the ability to break down a product or process

to extract cost, using data collected to prove savings for the user, which is what VAVE does.



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## FALCON FASTENING SOLUTIONS: A COMMITMENT TO AMERICAN MANUFACTURING by Michelle Safrit

When you walk through the front door of Falcon Fastening Solutions of Charlotte, NC, you may notice an American flag proudly displayed in the front window of this specialty fastener distributor. The flag was put on display in honor of the families and victims impacted by the events of 9/11. It also serves as a reminder of the company's commitment to support and grow American manufacturing.

Don Nowak, President and Owner of Falcon has a solid belief in his personal responsibility as well as his company's responsibility to the future generations of Americans. "Manufacturing is the backbone of the American economy," explains Nowak. "Our services help keep our manufacturing customers competitive in a local and global economy."

What can a distributor of low dollar value production components contribute to the American economy? When the company was founded in 1979, the initial goal was to provide the fastest service to customers in need of urgent supply of fasteners and components. The company was even named after the fastest bird of prey, the Peregrine Falcon, to reflect this ambition of speed in service.

As the company began to work with and understand the needs of their customers, Falcon began to see a common issue amongst these manufacturers. Controlling and maintaining proper levels of component and fastener inventory was leading to problems with efficiency and production in their plants.

"Depending upon the complexity of their products, a manufacturer can require hundreds to thousands of parts in a standard bill of materials," explains Mr. Nowak.

"A manufacturer could be working with several dozen vendors to keep their inventory stocked for production needs. Custom components throw an even bigger challenge into the mix since those often require longer lead-times."

Falcon recognized the need for more than just fast delivery. A preemptive approach to meeting fastener demand became paramount as the company desired to help alleviate these efficiency issues within their customer base. In the early 90's, Falcon invested in a bar code inventory control system that became their first technology-driven step toward realizing this goal.



**DON NOWAK, PRESIDENT AND OWNER OF FALCON FASTENING SOLUTIONS**

When Mr. Nowak joined the company in 1997, he helped Falcon adjust its business model by developing and implementing a pull-system using their new technology combined with lean manufacturing best practices for even greater inventory control within their customers' production facilities.

This new business model shifted the responsibility of procuring, managing, and warehousing inventory from the manufacturer's purchasing department and internal staff to Falcon's staff. Now, a manufacturer could reduce their upfront inventory investment and associated labor costs as well as the onsite footprint needed to warehouse excess inventory.



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The name Sems and Specials Inc. might make you believe we only manufacture Sems type product; but nothing could be further from the truth! Today, we have a staff of 90 employees; manufacturing specialized, customized, per-print cold-formed products. We have developed a unique talent creating added valued items to the distribution environment. We still manufacture many "Generic Industry Equivalents" however 60% of our current manufacturing activity is customized product. Our product capabilities range from #2 (M2) thru ½ (M12) in

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## DISTRIBUTOR NEWS

### Vertex Distribution,

a DXPE Company and headquartered in Attleboro, MA is an industry leading Master Distributor of corrosion-resistant inch and metric fasteners, alloy steel metric fasteners, blind rivets, hose clamps and security screws to the fastener and industrial distributor markets.

Vertex is pleased to announce the promotion of Gary Todd to the position of Southeastern Regional Sales Manager.

Gary will be responsible for the overall sales and operational management of Vertex's Charlotte, Tampa and Suwanee, GA branch locations.

Mr. Todd has been with Vertex Distribution for the past 23 years and will be based out of the Suwanee, GA location. Gary can be reached at [gary.todd@vertexdistribution.com](mailto:gary.todd@vertexdistribution.com).

Vertex Distribution is your ONE SOURCE SUPPLIER for Corrosion Resistant Fasteners, a full line of Metric Fasteners in Carbon and Alloy Steel, Rivets, and Hose Clamps.

For more information regarding Vertex Distribution and a listing of their locations near you, contact them at 523 Pleasant St. Bldg. #10, P.O. Box 899, Attleboro, MA 02703 Tel: 508-431-1120, Fax: 508-431-1114, Email at [sales@vertexdistribution.com](mailto:sales@vertexdistribution.com) or visit their website at [www.vertexdistribution.com](http://www.vertexdistribution.com).



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## 2016 MWFA TABLE TOP SHOW RECEIVES GREAT REVIEWS by Nancy Rich

The feedback on 35th Annual Table Top Show was very positive. Everything heard from the exhibitors was indication of one of most successful events in recent years. The value, given the low cost of participating in this show, was outstanding. It's always nice to see customers, suppliers and old fastener friends, no matter the location, but a sold out Chicago this year had it all. Exhibitors were able to meet with attendees in a casual atmosphere which provided close up networking. The morning was very busy, and the show traffic continued with many folks arriving late afternoon and hanging around for the bash festivities. Bash attendees also were entertained with some competitive Mario Cart Racing for cash prizes. We are especially appreciative to exhibitors for helping making this event a success.

With 120 exhibitors presenting their products and services, over 500 industry personnel had a great opportunity to source products, suppliers and/or learn more about products available to purchase and sell. Exhibitors came from across the country to be a part of the largest Fastener Table Top Show in the country.

### 2016 MWFA Table Top Exhibitors

Abbott-Interfast Inc.  
Adams Magnetic Products Co.  
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All-Tech Hardware LLC/Autocraft USA  
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American Fastener Journal  
Anchor Bolt & Screw Co.  
Arise Solutions  
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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](mailto:tdimaio@verizon.net).

## SETTING BLIND RIVETS

Blind rivet setting tools both power and hand tools are easy to operate and very efficient. To maintain proper setting of blind rivets, your blind rivet setting tool must be in good working order. A power setting tool, whether manual, pneumatic, pneumatic hydraulic or electric, should set a blind rivet within its grip range, in one stroke. If your setting tool does not set the blind rivet in one stroke, your setting tool is not functioning correctly.

All blind rivet setting tools use pulling jaws to pull the mandrel to set a blind rivet. Some setting tools use two-piece jaws and others use three-piece jaws, but in either case the theory is the same. The jaws are housed in a jaw case along with a jaw pusher and a compression spring.

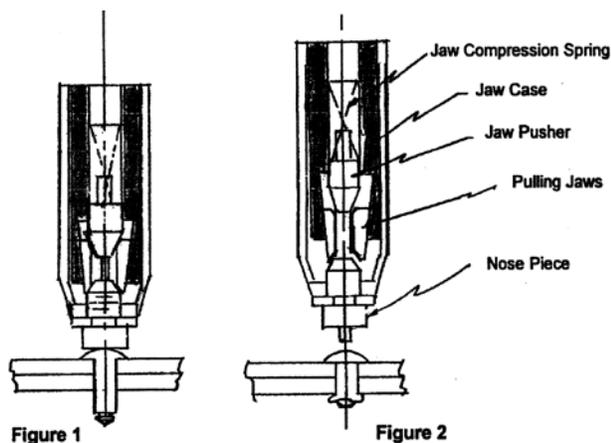


Figure No. 1 illustrates a setting tool ready to receive the mandrel of a blind rivet. Notice how the jaws open in a parallel axis. This opening action is achieved by the jaws (two or three piece) being forced against the

nosepiece as the jaw case is being powered towards the nosepiece. As the jaws contact the nosepiece, the jaw case continues to move, forcing the jaws against the jaw pusher and the compression spring. The jaws are against the nosepiece at one end and the spring loaded jaw pusher at the other end, compressing on the jaws. This separates the jaws in a parallel plain enough to accept the blind rivet mandrel.

The travel distance of the jaw case is constant. It can only travel the forward stroke distance of the power tool. Therefore to open the jaws to accept the mandrel of a 1/4-inch blind rivet, the 1/4-inch nosepiece has to have a longer threaded section than the nosepiece for the mandrel of a 1/8 blind rivet. So when you are changing nosepieces for different diameter blind rivets, you are also changing the amount of distance the pulling jaws open.

When the setting tool starts its blind rivet setting stroke, the jaws leave the nosepiece and the jaws are being pushed onto the diameter of the mandrel. If the teeth of the jaws are filled with flakes of plating, chips of aluminum, steel, etc. from blind rivets set previously; the teeth of the jaws cannot grip the surface of the mandrel to set the blind rivet.

This is when the pulling jaws will slip along the mandrel before gripping the mandrel and setting the blind rivet. Disassemble the tool according to the manufacture's instructions manual, clean the teeth of the jaws with a hand wire brush, oil the outer surfaces of the jaws and re-assemble the tool. If the jaws are still slipping, replace them with a new set.



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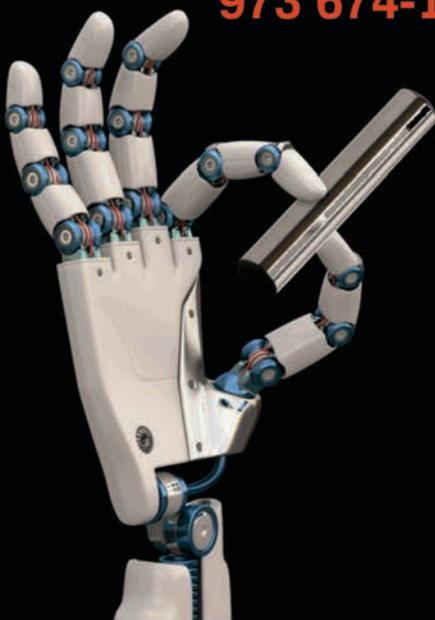
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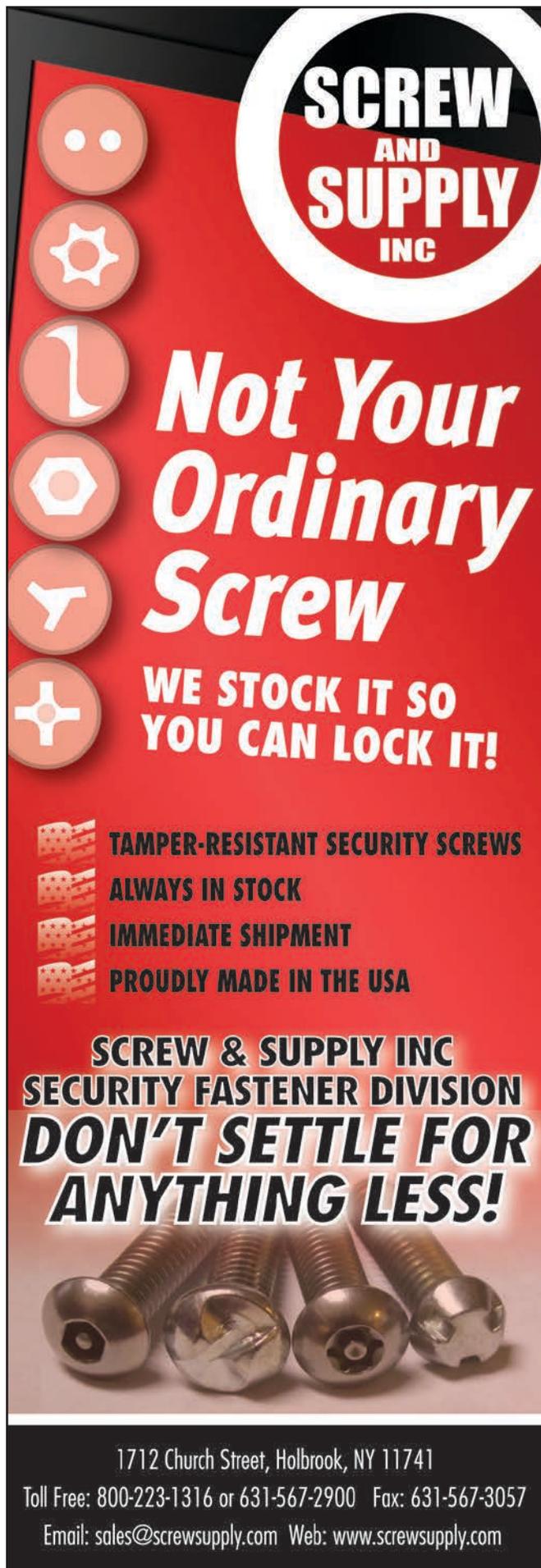
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## DISTRIBUTOR NEWS

**Brighton Best International Inc (BBI)**, is pleased to announce that as part of Emerald Expositions "Rising Star Program," The Young Fastener Professional Association has selected Michael Chen from BBI-Los Angeles as one of the ten young professionals to attend this year's National Industrial Fastener & Mill Supply Expo in Las Vegas.

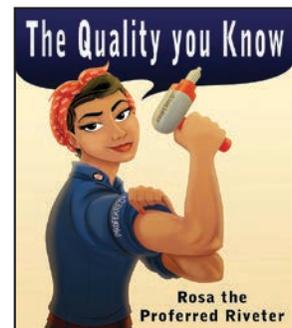
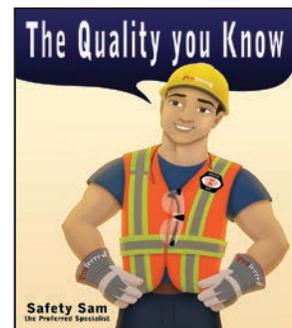
Michael will be at the YFP booth #321 and attend the networking event on Tuesday Oct. 25th in room 402. Join us by congratulating Mr. Michael Chen at the NIFSME show.



In other news, BBI Q.A. Lab in Santa Fe Springs, CA has been approved for continued accreditation by the American Association for Laboratory Accreditation (A2LA) until 2018.

Finally, a new mascot for BBI was introduced this month "Safety Sam the Preferred Specialist" The mascot along with our current Rosa the Preferred Riveter, will be used to promote BBI's new Preferred line. For more information on Preferred, please contact your account manager for details.

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### *FTI Brings Fastener Product Training Programs To New Regions*

The Fastener Training Institute is having an exciting year of travel bringing advanced product training classes to new regions throughout the country. Following a successful Fastener Training Week in Chicago, hosted by the MWFA, FTI focuses 2017 on partnering with regional fastener associations. Improving the knowledge base of your members can be a great member benefit. We can bring a variety of our advanced fastener product training programs to your region to support the training goals of your association. Please let us know if we can help with educational sessions at your meetings or conferences.

Another area of concentration for FTI is custom, on-site training courses. Unique classes designed for your organization is an economical way to train your entire team. Instructional content is created to fit your requirements and the best part is we travel to YOU. Don't forget the gift of education is a great value-add to offer to your customers as well. FTI can create trade-specific, fastener-related classes for the industries you sell to, such as Fluid Sealing, Flanges, Gaskets, Valves, Structural Steel and Aerospace to name a few. Are your employees trained properly to buy, inspect, warehouse and sell fasteners sold to these end-users? Please contact us to develop a class for you.

Our classes aren't just about the nuts and bolts of the fastener industry. Let's not forget Process,

Procedures and Quality. FTI instructor Laurence Claus will present "Understanding and Preparing for PPAPs", a two-part webinar series offered September 30th and October 21st. In January we continue our education in Quality with the webinar "Distributor Fastener Quality- the Basics and Beyond" taught by FTI instructor, Carmen Vertullo.

Our live, in-person fastener product training classes continue to be a staple for FTI with record level registrations. Classes this fall include "Fastener Testing Seminar" (CFS Class) on October 4th in Huntington Beach, CA. Followed by "Product Training Part 2" and "Product Training Part 3" in Santa Fe Springs, CA on October 11th and November 1st respectively.

Our next CFS weeklong class will be held December 5 to 9, 2016 at the IFI Training Center just outside Cleveland, OH. This will be the last session for 2016. This Certified Fastener Specialist, CFS, class is our most popular session and is sure to fill quickly. Class space is limited so please register soon.

FTI has exciting plans for expansion in 2017 but we need your help to make it happen.

FTI is a registered 501(c)(6) non-profit; we need the support of the fastener community to help fund our growth. Webinar sponsorship is a great way to promote your products and support fastener training.

*Please contact Jo Morris at [JoM@FastenerTraining.com](mailto:JoM@FastenerTraining.com) for more information about webinar sponsorship.*

*For a detailed description regarding all of our classes, please visit our website [www.FastenerTraining.org](http://www.FastenerTraining.org).* 



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# Bay Supply

## BAY SUPPLY LAUNCHES NEW DISTRIBUTOR WEBSITE

*Bay's new website showcases millions of dollars of inventory, top brands, free shipping and same day fulfillment all at your fingertips.*

After six years of research and development, endless hours of planning, hundreds of talented developers and our largest capital investment in over 50 years, we are proud to announce the launch of our newest B2B ecommerce platform;

### **BaySupply.com**

This is the world's largest fastener inventory resource for distributors to increase sales and it's literally "At Your Finger Tips!"

Access to millions of dollars of inventory, top brands at deeply discounted wholesale prices, blind drop shipping with your company name and logo, free shipping, same day order fulfillment, and factory authorized tool repair center are all yours as a Bay Supply distributor/reseller. Our new website makes it effortless for your staff to take advantage of all that **BaySupply.com** has to offer.

Visit a vendor's website in hopes of obtaining price and availability and you will find, for the most part, these options don't exist. Distributors waste so much time in a day just asking for price and availability. It's incredible to see faxed requests for quotes from distributors when information can be transmitted digitally in an instant. The few vendors with websites that do offer price and availability are typically offering fixed quantities at unrealistic prices.

**Baysupply.com** offers price transparency and flexibility of minimum order quantities, but what is equally impressive is the depth of product data and resources that are available to distributors. This website was designed to be scalable in every way in order to improve services and value-added resources.

There is so much that **BaySupply.com** offers to you as a distributor that you can't help but grow your business.

Here's a taste of some of the service enhancements available to partner distributors:

- Instant display of wholesale pricing and availability.



- Quantity break discounts with quantity increments as low as one fastener to millions.
- Back orders accepted with average lead times displayed.
- Product groups can be created by customer accounts for sourcing and history.
- Unique customer item numbers can be assigned to items.
- Substitute items are displayed across multiple brands with matching attributes showing availability and various price points.
- Up to five items can be compared with high-lighted attribute variations.
- Account administrators may be assigned to approve staff orders before submission.
- Request for quote link is directed to a rapid response service.
- Easy access to item attributes, data sheets, catalogs, tool manuals & instructional videos.
- Online Chat for instant sales and technical support.

Improvements will never end on **Baysupply.com** because the company contracts with over 500 data mining specialists to gather product attributes, catalogs, data sheets, manuals, videos and other media to provide distributors with all the necessary resources to serve their customers.

As an authorized distributor and valued partner of all the top brands, Bay Supply can offer access to inventory at deeply discounted prices with fast and efficient order processing.

**Baysupply.com** is adding new manufacturers, brands, product categories and sellable inventories on a regular basis. Sourcing new quality suppliers is a full time process for Bay.

Manufacturers tap into thousands of industrial supply distributors through **Baysupply.com** and this can only improve efficiencies for everyone in the supply-chain.

**Visit BaySupply.com today!**

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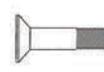


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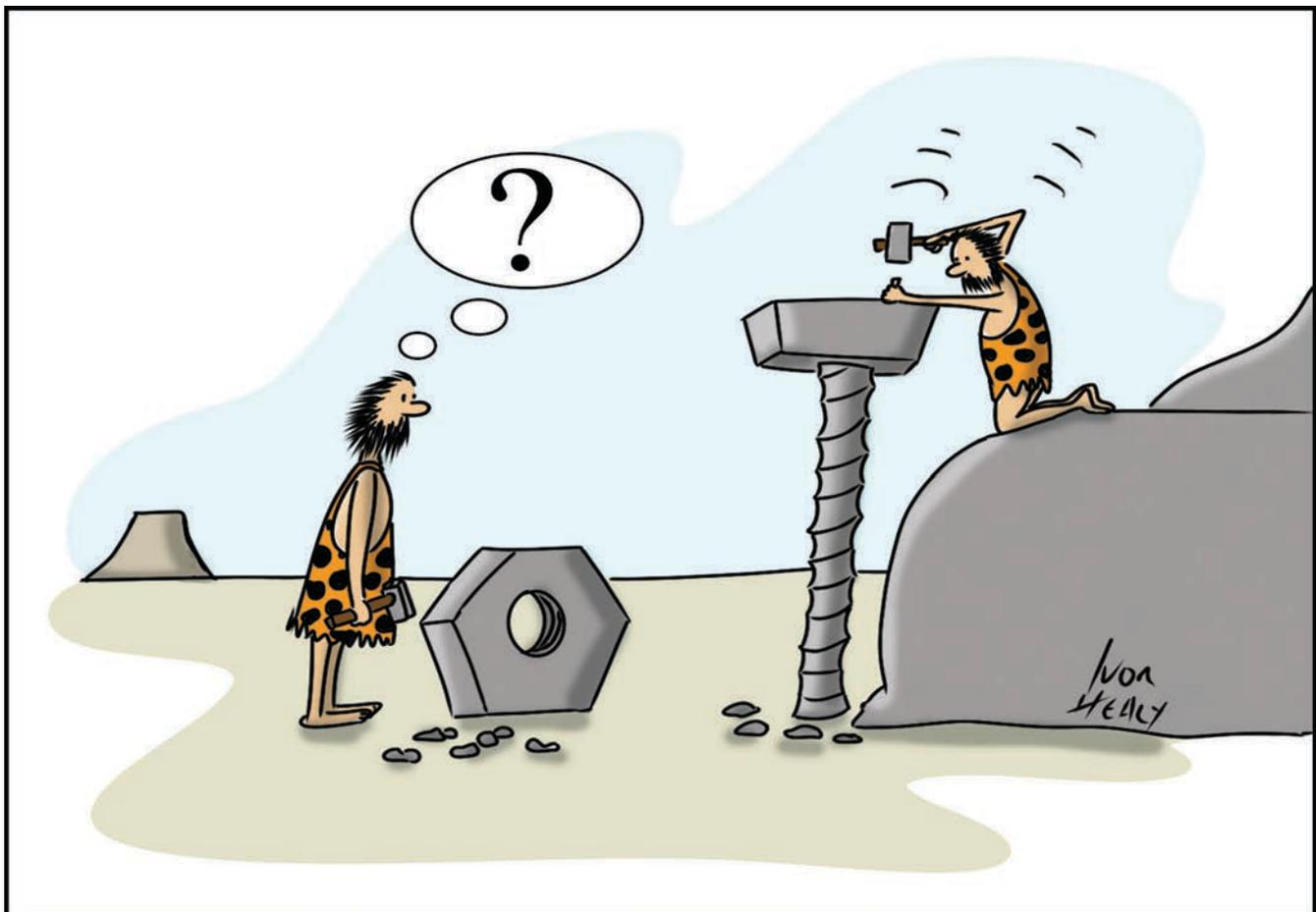
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## FASTENER NEWS DESK AND THE FIC CELEBRATE FASTENER INDUSTRY MANUFACTURING DAY EVENTS

The Manufacturing Day Programs are designed to expand knowledge of manufacturing and to improve the public perception of manufacturing and career opportunities.

The Fastener Industry Coalition joins Fastener News Desk in encouraging fastener industry involvement in Manufacturing Day 2016. Fastener News Desk has dedicated a page on its website for Manufacturing Day/Fastener Industry events. ([www.fastenernewsdesk.com/mfg-day-2016](http://www.fastenernewsdesk.com/mfg-day-2016)). All participants are encouraged to list their events at the Manufacturing Day website, as well as forward event details to [info@FastenerNewsDesk.com](mailto:info@FastenerNewsDesk.com)

October 7 marks Manufacturing Day, a celebration of modern manufacturing meant to inspire the next generation of manufacturers. Companies and community organizations will open their doors and share what manufacturing means to them: the individuals, the jobs, the products, the processes, and the impact that manufacturing has on our lives and our world.

One of the main goals of Manufacturing Day is to get young people motivated to learn more about modern manufacturing. As we open our doors to student groups, local media, and legislators, we can educate the public about the evolution of manufacturing technology.

Manufacturing Day growth skyrockets! Over four years the growth of Manufacturing Day has been phenomenal: from 240 events that hosted 7,500 visitors in 2012 to 2,600 events with 400,000 guests in 2015. 2016's goal is 3,000 events, and that can only be met if every event that takes place is registered on the official list at [mfgday.com](http://mfgday.com). Whether you simply invite the friends and family members of your employees or the entire community, your event should be on the calendar. Please take the 5-7

minutes required to put your event on the map. As of this date there are 768 events listed. Join them in celebrating manufacturing!

Manufacturing Day is co-produced by the Fabricators & Manufacturers Association, International (FMA), the National Association of Manufacturers (NAM), the Manufacturing Institute (MI), the National Institute of Standards and Technology's (NIST) Hollings Manufacturing Extension Partnership (MEP), and guest producer Industrial Strength Marketing (ISM). Media partners include the Edge Factor and the Science Channel and the national movie partner is American Made Movie. Information on Manufacturing Day is available at [www.mfgday.com](http://www.mfgday.com).

The Fastener Industry Coalition is made up of the following fastener industry organizations: Fastener Training Institute, Industrial Fasteners Institute, Mid-Atlantic Fastener Distributors Association, Metropolitan Fastener Distributors Association, Mid-West Fastener Association, National Fastener Distributors Association, North Coast Distributors Association, New England Fastener Distributors Association, Pacific-West Fastener Association, Southeastern Fastener Distributors Association, Southwestern Fastener Distributors Association, Women in the Fastener Industry, and Young Fastener Professionals. Learn more about the Fastener Industry Coalition at [www.fastenercoalition.org](http://www.fastenercoalition.org).

Fastener News Desk is your 'fast' connection to everything in the fastener industry. Fastener News Desk provides the industry with up to the minute news, organizations, events, publications, social media, research, industry reports, lead generation and all the latest information you need to stay ahead of the curve in the ever changing business world. 





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## RC FASTENERS & COMPONENTS – MAKING A DIFFERENCE

### *Single Vendor Solution*

RC Fasteners & Components, Inc. was started in February 2002 in Phoenix, Arizona by Rick & Chris Johnson. They're an ISO9001:2008 Accredited Stocking Supplier of Fasteners for ALL Industries. Their goal is to supply customers with standard, off-the-shelf fasteners, such as nuts, bolts, screws, etc., Electronic and Aerospace components, and custom, made-to-print fasteners, all from one company. This eliminates the need for additional vendors, which saves customers time and money.

### *Exceeding Expectations*

Rick Johnson, Co-Founder explained their philosophy. He said, "In our company, every customer is a priority, no matter how big or small. We strive to always do more than is expected to help handle our customer's needs. We don't promise more than we can deliver, and we continually look for ways to improve quality and add value to products our customers purchase. We believe if we serve our customers with honesty, integrity, and go the extra mile, we'll earn a customer for life."

### *Giving Back*

A couple of years ago, they moved to a larger facility in Phoenix, sitting across from a church. "Something happened," Rick says, "and we were led to open a food bank in our new facility to help others less fortunate." Today, RC Fasteners has 5 freezers and 2 cargo ship containers in their back lot that are air conditioned for



**THE RC FASTENERS FOOD BANK INITIATIVE**

food storage. Each day, they receive food donations from companies like Chipotle, Starbucks, and Carrabbas, to name a few. The Food Bank continues to grow, and the neighboring church members volunteer with packaging. Rick says, "We had the space to help out the church across the street but we didn't expect it to have any impact on our business like it has. In fact, since we started, we continue to see random acts of compassion from our customers, our suppliers, and our neighbors, and business is doing so well."



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### Coil

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- Prepackaged kits and assortments

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## DISTRIBUTOR NEWS

**Industrial Threaded Products Inc.** is quickly becoming the premier stocking distributor and importer of coupling nuts in the country. Their diverse inventory includes low carbon and medium carbon steel coupling nuts in Plain, Zinc, and HDG. All ITP warehouses stock every reducer coupler size combination from 1/4-20" through 2-4.5" with and without drilled sight holes.

ITP recently unveiled a company rebrand that started with their internal culture and now extends to the external client experience. Outwardly, the rebrand includes a new logo, website and mobile capabilities to position ITP for a new season of growth and innovation. The new brand and refocused values emulate a duality of ITP; staying rooted in their rich history while branching out to lead change in the industry. Since the company opened in 1979, the business has evolved from being a small industrial fastener distributor into a global supply chain service provider.

ITP is committed to innovating quality products, providing industry-leading insights, and building lasting relationships with customers. ITP's unparalleled work ethic and service reputation will allow them to continue to forge paths in a variety of industries: from construction trades and automotive aftermarket to pool and spa, pump and valve, and even cryogenics and solar.

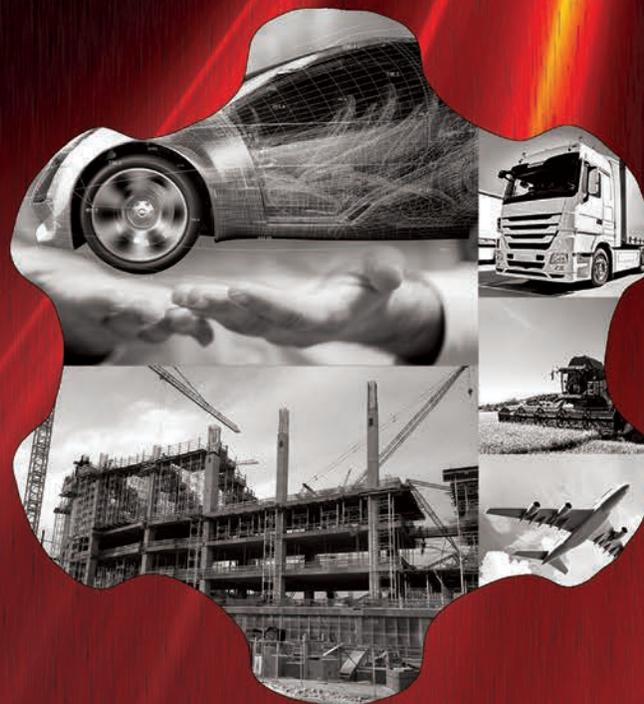
Industrial Threaded Products Inc is the largest and fastest growing distributor of fasteners and related components in the West. ITP has become a diverse and experienced supplier to a number of industries.

Located strategically throughout California, ITP delivers product, price, and service, which enables us to provide the full scope of timely services necessary to meet our customer's requirements.

*Industrial Threaded Products is headquartered at 515 N. Puente Street, Brea, CA 92821. For more information contact them by Tel: 1-800-976-2658, Fax: 562-802-4641, Email: sales@itpbolt.com or visit them online at www.itpbolt.com.*



Acument Global Technologies and Fontana Fasteners Inc. have merged to become a global leader in the design, manufacturing, and implementation of engineered fasteners while continuing to offer the best-in-class quality Lake Erie "LE USA" brand of standard products.



Together, Acument and Fontana serve distributors and master distributors in a variety of industries, including Building & Construction, Heavy Truck, Oil & Gas, Earth Moving, Rail, Agriculture, Automotive, and Aerospace.

Come visit us at the National Industrial Fastener & Mill Supply Expo in Las Vegas from October 26-27<sup>th</sup> at booth #1043.



# ROTOR CLIP COMPANY INC.

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## ROTOR CLIP FREE E-BOOK NOW AVAILABLE FOR DOWNLOAD

### *“Still Made in America— The Story of Robert Slass and his Contribution to US Manufacturing”*

**Published by Rotor Clip**

**74 Pages**

The e-book tells the history of Rotor Clip and its founder, Robert Slass, against the backdrop of US economic history during the decades following World War II. From Eisenhower's approval of a super highway system to connect the country (and stimulate the economy during a rather nasty recession) in the 1950's to the push to expand globally, the book traces Rotor Clip's route to becoming a successful manufacturer in the retaining ring industry.

It is also an affirmation of American entrepreneurship, as a young Bob Slass rolled up his sleeves and did it all to grow the small manufacturing business he opened in Farmingdale, New York, in 1957. He designed and built the dies, repaired broken down machinery and manned all of the other operations needed to produce and ship his parts.

He was also his company's sole salesman, driving around the country (often sleeping in his car and shaving in public rest rooms) introducing Rotor Clip to industrial America. One of his first calls was the Chevrolet Division in Cleveland, Ohio.

“They made transmissions at this Chevy Division

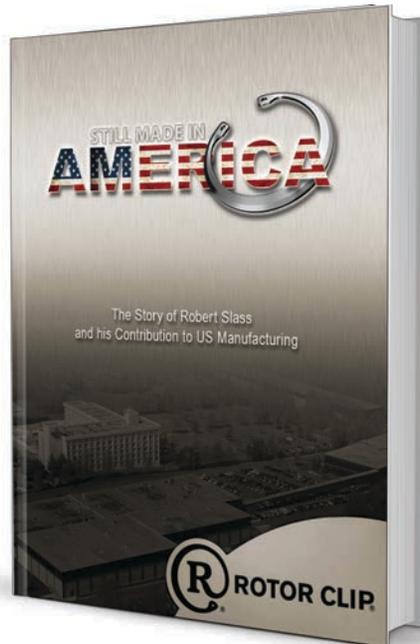
and were very glad to find another source for retaining rings,” Bob later recalled. According to the buyer, his current supplier's work force had gone on strike cutting off deliveries of retaining rings.

“He told me, ‘Son, I couldn't buy these rings for love of money,’” Bob said. “Then he shook my hand and gave me an order.”

The book also urges young people to consider manufacturing as a career. There are several sections entitled, “Manufacturing Career Focus,” describing the numerous professional careers available to young people in a typical American manufacturing facility. These range from technical positions to the “standard” jobs you would find in any business including sales, marketing, customer service, accounting and purchasing.

Rotor Clip is offering the eBook free of charge. They are asking for an optional donation to three scholarship award programs sponsored by the Association of Technology, Management and Applied Engineering (ATMAE). Rotor Clip is a member of ATMAE whose membership consists of college and university educators, administrators, students, and industry professionals dedicated to developing the technically savvy workforce American companies will need to compete globally in the future.

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# WalkerBolt

## WALKER BOLT

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## AN INDUSTRY LEGACY IS BACK AT THE FOREFRONT

In 2015, Walker Bolt made a quiet but significant return to the fastener industry at the National Industrial Fastener & Mill Supply Expo (NIFMSE). A rebranded Walker Bolt exhibit raised interest at the show and the company name alone was enough to drive traffic to the small booth at the back of the exhibit hall. "Is this THE Walker Bolt?" one attendee asked the staff. Indeed, it was.

Today, Walker Bolt is a division of LoneStar Fasteners, proud member of the LoneStar Group. Walker Bolt was originally founded in 1984 and at that time manufactured small quantities of fasteners for commercial and military applications. In 2005, Walker Bolt was acquired by LoneStar Fasteners and throughout the years, the Walker Bolt brand was gradually absorbed into the LoneStar brand. The Walker Bolt name became less and less familiar.

In 2015, the decision was made to revive the Walker Bolt brand. Reviving the Walker Bolt brand meant going back to basics and focusing on the original core competencies that made Walker Bolt so successful in the past; high specification, quick turnaround, low volume, high mix needs. The Walker Bolt division of LoneStar Fasteners is staffed by a dedicated team which includes original Walker Bolt legacy employees. This

team possesses the highly technical knowledge required by customers to provide truly exceptional service.

With extensive in-house machining capabilities, Walker Bolt can manufacture fasteners in a variety of standard and exotic materials, specific to customer drawings and specifications. Walker Bolt also offers in-house plating and coating services for corrosion prevention. We are approved and certified applicators of Xylan, Sermagard and DuPont coatings.

Walker Bolt is an ISO9001 and API 20E certified manufacturer. Though there have been many changes for Walker Bolt throughout the years, the company's reputation in the fastener industry remains solid. The logo may look different but the core competencies of the beloved industry brand remain the same.

*At the 2016 NIFMSE, attendees won't need to walk far to find us. Walker Bolt will be front and center in a larger space, #2518. Come see the new and exciting things happening at Walker Bolt while still enjoying the same great values of an industry legacy.* 



## WalkerBolt



WALKER BOLT

### BUSINESS FOCUS ARTICLE



# WalkerBolt

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# NATIONAL FASTENER DISTRIBUTORS ASSOCIATION

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## MARC STRANDQUIST ELECTED NFDA PRESIDENT FOR 2016-2017 by Vickie Lester

Marc Strandquist of The Wurth Group (Indianapolis, Indiana) was elected as the 2016-2017 president of the National Fastener Distributors Association. Kevin Miller of Bamal Corporation (Charlotte, North Carolina) will serve as vice president, Adam Pratt of Sherex Corporation (Tonawanda, New York) is the new associate chair, and Casey McIlhon of Assembled Products (Des Moines, Iowa) will remain on the Board as immediate past president.

Four new Board members were elected to serve on the NFDA Board: Kelly Cole of Hayes Bolt & Supply (San Diego, California), Rich Megliola of Fontana America (Saint Charles, Illinois), Jun Xu of Brighton-Best International (Santa Fe Springs, California), and Dan Zehnder of Trinity Logistics Corporation (Waukesha, Wisconsin).

Continuing on the NFDA Board are Gary Cravens of Advance Components (Carrollton, Texas), Kevin Godin of AFC Industries (Fairfield, Ohio), and Jennifer Ruetz of AIS-All Integrated Solutions (Franksville, Wisconsin).

The new Board was introduced at the NFDA 2016 Annual Meeting and Executive Sales Planning Sessions, held June 27-28, in Louisville, Kentucky.

The Executive Sales Planning Sessions (ESPS) are offered at NFDA annual meetings every other year. Designed to facilitate executive-level interchange between trading partners, ESPS gives NFDA associate and service provider members the greatest amount of visibility and provides scheduling flexibility with the most companies in a single place. During ESPS, distributors schedule private, one-on-one business meetings with the partners that are most important their business strategies. It's not

as rushed as speed-dating, but the principles are similar, allowing members to meet with several people in one day, without having to travel to multiple destinations.

The annual meeting also included an economic update presented by Brian Beaulieu of ITR Economics (Manchester, New Hampshire)

Tribute was paid during the NFDA annual meeting to retiring Board members Giovanni Cespedes of Falcon Fastening Solutions (Charlotte, North Carolina), Kameron Dorsey of Beacon Fasteners & Components (Wheeling, Illinois), Jim Lindrup of Wurth Adams (Brooklyn Park, Minnesota), and Paul Tiffany of Copper State Bolt & Nut (Phoenix, Arizona).

During the annual business meeting, Marc Strandquist gave an update on the association's activities

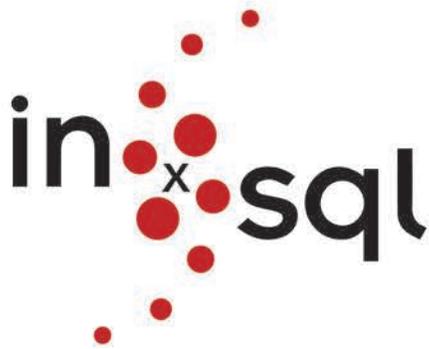
during the past year and plans for the coming year.

### *Thirteen New Members Were Introduced:*

- All American Systems
- Aluminum Fastener Supply Company
- Atotech
- Component Solutions Group
- Cosgrove Partners
- Eurolink Fastener Supply Service
- Hayes Bolt & Supply
- Industrial Threaded Products
- Manufacturers Supply Company
- Martin Fastening Solutions
- Spring Bolt & Nut Manufacturing
- VSP Fasteners S.p.A. / VSP USA LLC
- Wink Fasteners



**MARC STRANDQUIST, NFDA PRESIDENT**



# INxSQL® Direct Connect

## View your Suppliers' Inventory from your Desktop

INxSQL Software offers an integrated connection to some of the top master distributors in the industry. INxSQL users can see up-to-date customer-specific pricing and stock availability from directly within their INxSQL Software, as well as update PO's to these vendors with real-time costs at the time of order entry.

FTPPProcessStelfast - 4.1607.8.1 - [INXSQL TEST COMPANY] - Dialog

### INxSQL Direct Connect

Item #

Description

Partner Item #

Ship From

Requested Qty  Org Req Qty

Pack Qty

Qty UM

Price UM  New Req Qty

Unit Price

Ext Price

Unit Weight

Ext Weight  Qty per Pound

User Comment



Locn	Name	Qty Avail
ATL	ATLANTA	7,500
CHI	CHICAGO	0
CLE	CLEVELAND	0
DAL	DALLAS	93,000
HOU	HOUSTON	249,000
LAS	LOS ANGELES	0
NJS	NEW JERSEY	0
SEA	SEATTLE	0



## Instant Availability and Price Check

### Direct Connect Key Features:

- Check stock and price using your part number
- Live connection to your suppliers
- Release P.O.'s direct to your supplier with one click
- Combine multiple quotes as one P.O.
- Source your customer needs instantly
- Easy user interface
- Increase your productivity



*"The INxSQL Direct Connect feature is a valuable asset by streamlining the purchasing process for our customers. This automated system delivers fast and reliable inventory information and easy order processing. Direct Connect saves our customers valuable time and is an important resource while our commitment to exceptional quality, service, and delivery always remains our top priority."*

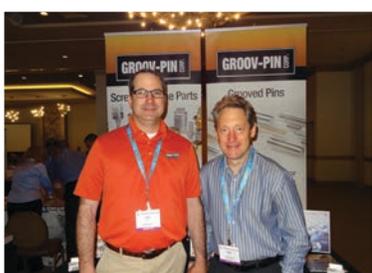
*-Kameron Dorsey, National Sales Manager, Beacon Fasteners and Components*

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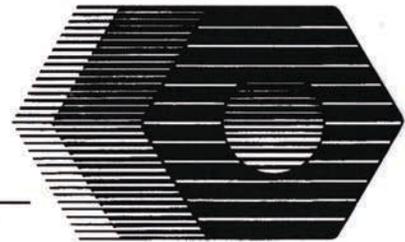
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- 2H Nuts
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At Beacon Fasteners and Components our advertising gives you a glimpse of our fun and spirited nature, but our reputation is built on quality processes. When it comes to high performance screws we are the experts with the largest inventory in North America! Beacon is your primary source for Thread Forming, DIN 7500 Metric Thread Forming, Thread Cutting, SEMS and High-Low Tapping, plus complementary sizes of Sheet Metal Tapping Screws. Instead of offering you pre-determined box quantities that are either too small or too large, we supply high-quality fasteners in the exact quantities you want so you can keep your inventory turning.

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Beacon Fasteners and Components is more than just your primary source for stock performance screws as our capabilities go well beyond the core products we offer in our catalog. We also focus on the components side of our business and are a leading supplier of quality cold headed non-standard and per print specials that can be found in many OEM applications. We specialize in meeting your fastener requirements from #2 through 1/2" diameter and up to 5" in length and can supply a variety of head styles, recesses, point styles, and drive systems. In addition to complete dimensional inspections, every case hardened lot is tested in Beacon's in-house quality lab for compliance according to the four critical ASME specifications: Drive, Ductility, Torsional Strength, and Hydrogen Embrittlement. Because of Beacon's relentless



pursuit of quality improvement and assurance, our customers can feel confident that every part will perform as designed. We can also set up a stock and release program that is easy and flexible or deliver parts in one shipment.

Have a PPAP requirement? Beacon can supply a comprehensive PPAP for any production part per the AIAG or we can customize to meet your specific requirements. We only work with select pre-approved suppliers that share our same goals and visions. PPAP copies can be provided electronically and we maintain original copies for a minimum of three years.

If you do not see a part listed on our website, it does not mean we can't supply it. Let Beacon be your source for specialty cold headed fasteners. Contact your Beacon representative today to learn more about how we can supply your non-standard and per print specials!

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OMS finds the right suppliers, and properly qualifies suppliers, accurately purchases, seamlessly imports, and meets all the government requirements - avoiding extra expenses and problems for you. Any issues that might arise with a factory are handled by OMS.

OMS is ready to do this for you. OMS absorbs the risks, and takes pride in the track record of over 25 years doing specialty products made-to-print. In addition, OMS will provide credit terms to qualified customers, so resources are not constrained. OMS wants you to focus on what you do best - servicing the end-customer and managing shipments. OMS will source the right supplier, and help you win new orders.

It is the OMS mission to partner with you and help win new long-term happy customers. OMS strives to make the job look easy, but it really isn't.

In recent years, OMS has successfully added miniature CNC parts. OMS has added Studs, many specialty stainless items, and many brass items, all made-to-print.

OMS recently added Welded Assemblies, and also Specialty Nut Drivers that accommodate custom head sizes.

Often it is asked, what is a minimum order? That is difficult to answer as many orders arrive via Ocean Shipment, and many orders arrive through Air Shipment (miniatures). This is part of the skill and optimization required during the quoting.

OMS offers free quotes and will do their best for you. Please consider partnering with OMS to increase your new orders, and new customers.

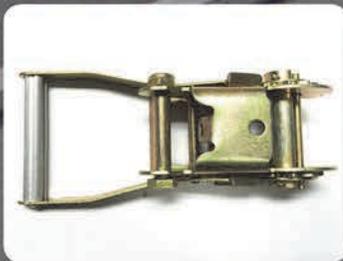
*For more information: contact Mary Inman at Offshore Milling Services, Inc. by Tel: 503-244-1516, Fax: 503-452-9855, email to: info@offshoremilling.com or visit the website at www.offshoremilling.com.*

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### THE FIVE-M STORY

Five-M Software Systems Corp, (Five-M) develops and markets a fully integrated ERP application for small and midsized businesses.

Five-M specializes in the wholesale distribution industry, with a unique vision.

Quality Driven and Customer Focused, that's our motto! We utilize existing and new technologies to enable our customers to improve the value and service level that they provide to their customers.

Five-M's application is user friendly and robust but is still customizable to meet the needs of your business. An application that bolsters the essential core of daily



business processes while interfacing with optional features such as Analytics, Bar Coding & RFID, EDI & Ecommerce, Mobile ERP, Vendor Managed Inventory and more.

We focus on the real challenge which is not how well you keep up with technology; but rather, how well is that technology investment supporting your current and future goals as

well as your unique advantages that contribute to your success.

We believe that is what an application should deliver. And that is the technology asset we deliver to our customers. 

**BUSINESS FOCUS ARTICLE**

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**Sands Expo Center Room 402**

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## NEW RELEASE FROM BATCHING SYSTEMS

Batching Systems, Inc. has been engineering, manufacturing, and integrating packaging lines for over 25 years. Our 3 core products are Counters (BMIV), Weighers (FAW), and VFFS Baggers. We have paired our latest equipment to run with B&R controls to provide enhanced systems solutions to our customers.

NEW advanced programming and large single user friendly color graphics touchscreen with intuitive setup, allows for monitoring of all motor motions, data monitoring, self-diagnostics, verified motion control technology, remote access, multi-language options, custom password lock outs and speeds of 100+ batches per minute.

Our NEW Bagmaster® VFFS Bagger is an updated version of our F-series baggers. It still has the heavy duty ruggedness that BSI F-series baggers are known for in the hardware industry, but it also

offers all the benefit that are expected on modern day food industry baggers. The new 250 Bagger is the most versatile intermittent VFFS bagger on the market. The bagger utilizes a B&R controls package with servo drive belts, horizontal, and vertical jaws. The new 250 is available with impulse seal wire jaws for heavy duty hardware applications or continuous heat jaws for food applications.

Our New BMIV Counter uses an enhanced patented dual axis scanner that analyzes product at 4,000 scans per second. A volume analysis is conducted on each part and a value assigned. Only parts within the assigned volume range are counted, while out of tolerance parts are rejected before entering the package, for extreme accuracy.

2, 3, and 5 gate Part Processor Units allow the feeder bowl to run continuously as one batch discharges and the

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Our patented bowl design and unique dual axis adjustable drive provide steady, gentle, smooth flow of product at high speed, allowing the operator to custom tune the bowl for a specific product and feed product at twice the speed of conventional spring bowl feeders.

Compact design can be run by an operator and can be configured to run individually or by bringing multiple counters together with collating conveyors and packing equipment to provide turnkey kit packaging lines. Batching, scanning and filling solutions are extremely versatile and can be used on an almost limitless variety of products. Full turn-key integration of our patented counting, weighing (FAW), and feeding equipment to virtually any type bagger, magnetic orientation system, box handling equipment, blister carousel, clamshell system and container handling equipment.

Batching Systems interactive software allows for programming of motors, controller, and visualization screens eliminating the need to use external and multiple software packages when configuring a system.



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## DISTRIBUTOR NEWS

**AMPG (Accurate Manufactured Products Group Inc.)** announces that it has received ISO 9001:2008 Certification from AMTec (American Management Technology Inc.). AMTec is a Quality Management Registrar accredited by ANAB (ANSI-ASQ National Accreditation Board).

In 2015, AMPG joined with Purdue University Manufacturing Extension Partnership to institute lean manufacturing techniques. Lean principles guide the manufacturing process using robots and vision inspection systems to enable unmanned production. After working with Purdue, AMPG re-engaged the partnership to assist in preparation for ISO certification.

Product quality and same day shipment are foundational goals for AMPG. ISO Certification was gained to anchor the continual improvement process with a standard measurement system and to ensure that best practices are used continually and by all employees.

AMPG is a family business that started in 1990 and has two generations actively managing on a daily basis. Located in Indianapolis Indiana, AMPG ships same-day to thousands of distributors throughout the USA, North America and Europe.

AMPG is a make to stock manufacturer of more than 25,000 hard to find fasteners and industrial accessories. Precision machining products in stainless steel and other high performance materials, the AMPG 45,000 square foot facility runs 22 automatic STAR CNC Bar Fed Lathes 24 hours a day (mostly unmanned). AMPG is STAR CNC Machine Tool Corporation's largest Midwest customer for lathes used for non-medical manufacturing.

AMPG is proud of its internal training and apprentice system to develop manufacturing talent for future growth; and has been recognized for the past two years as one of Indiana's Healthiest Employers. AMPG is on the leading edge of providing positive, healthy and fulfilling workplace experiences for employees and owners alike.

For more information, contact AMPG at 8090 Woodland Drive, Indianapolis, IN, 46278. Tel: 317-472-9000, Fax: 317-472-9010, Email: [sales@ampg.com](mailto:sales@ampg.com) or visit them online at [www.ampg.com](http://www.ampg.com).

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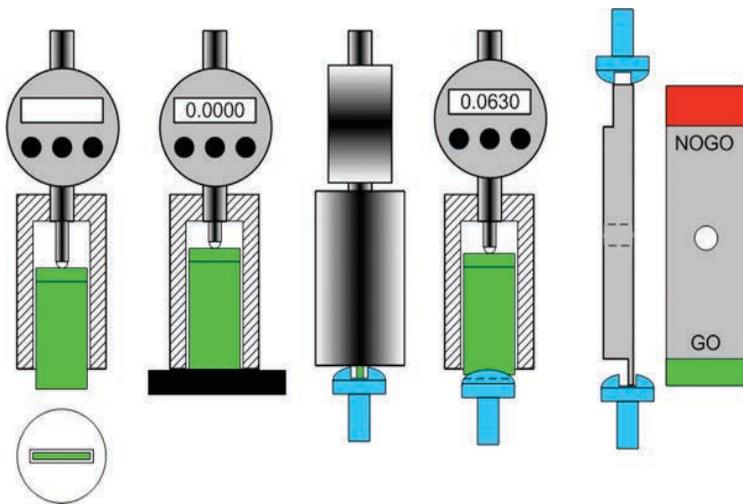
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# PROPER INSPECTION OF SLOTTED RECESSES IN SCREW HEADS



A slot in the head of a screw was undoubtedly the first form of a recessed driving mechanism ever used in screws hundreds of years ago. Today there are many recess designs available, all of which are much more effective at delivering tightening torque. Not only are slots poor at delivering torque, they are also extremely hard to drive effectively with power drivers.

In spite of the poor performance of slots as a screw drive system, slotted screws are still commonly used in industry because of their easy serviceability. In fact, many "combo drives" incorporate a slot in conjunction with a 6-lobe, cross recess, or square recess, simply for the option of using either type of driver when servicing an assembly. When slotted screws are used in high volume assemblies, slot quality is very critical. Since the performance of even a perfectly formed slot is so poor, the quality of slots in terms of consistent shape and size is essential if any kind of efficient assembly of items is to be achieved.

If you have ever used a slotted screw to assemble items, you can relate to this. They have a tendency to cause the screw driver blade to slip latterly out of the slot. If the screw driver blade is worn or is not seated perfectly in the slot, it has a tendency to strip the recess. Also, if the required torque is too high, the slot can deform to a point that is no longer even useable for tightening or loosening. For these reasons, it is critical that the slot is manufactured correctly, and periodically inspected for tooling wear and breakdown.

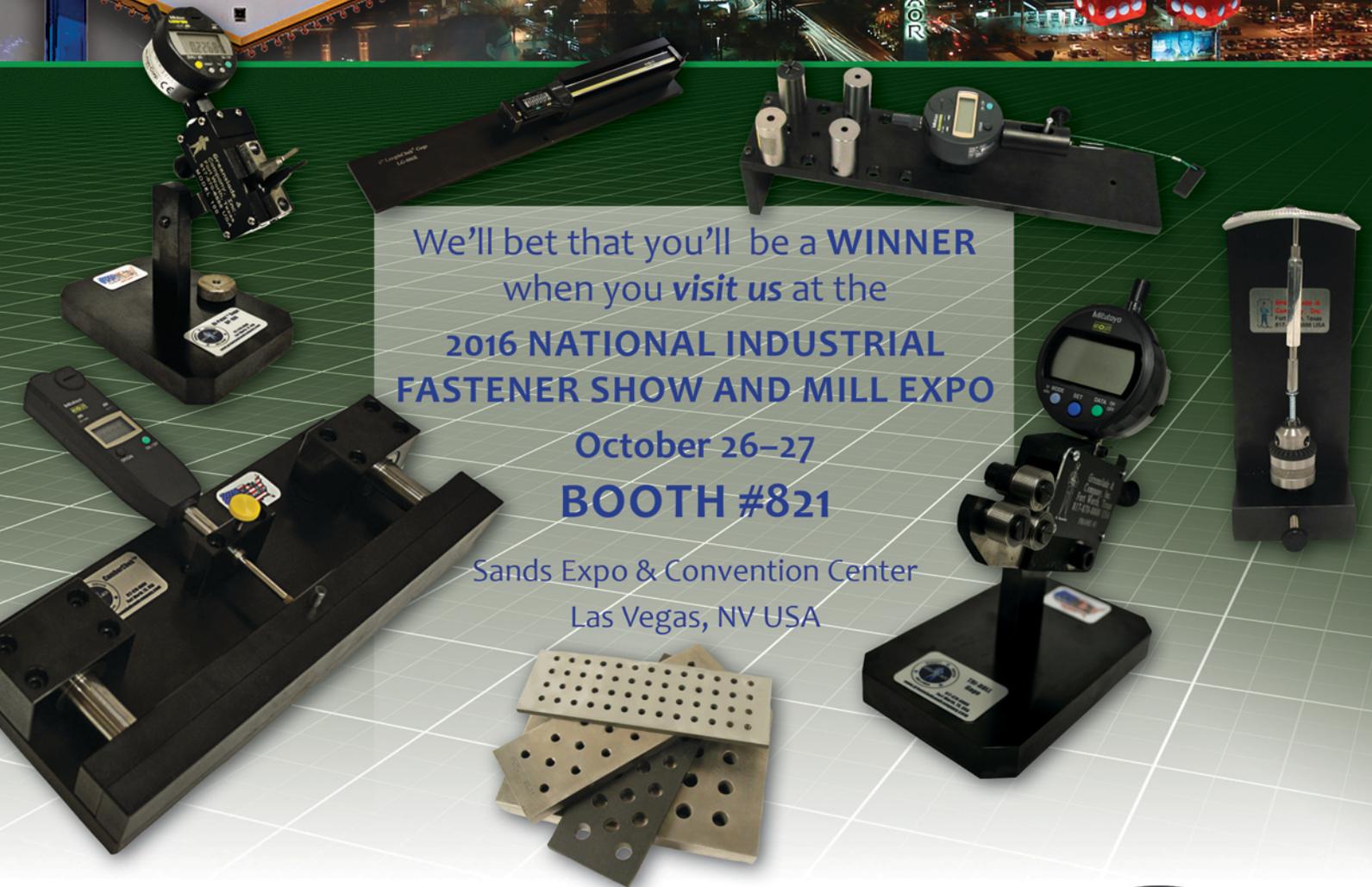
Many suppliers of fasteners try to inspect screw slot using calipers and/or optical comparators. It is impossible to get consistent measurements using either of these methods. When these methods of measurement are subject to Gage Repeatability and Reproducibility studies, the results are in excess of the allowable 30% as required in all SPC systems.

Screw slots should be inspected using the gages specifically designed for slot inspection. These gages are as follows:

- [1] One slot depth gage that will measure all inch and metric slot depths in screw head styles and in sizes #2 (M2) and larger.
- [2] GO/NOGO slot width gages. The widths of screw slots are consistent with the nominal body diameter regardless of the screw's head style. In inch screws an eleven piece blade set will cover #2 through 3/8. For metric screws, a nine piece blade set will cover M2 through M10.



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## IT'S A LUCKY #7 EVENT FOR WIFI VEGAS!

Make plans to join us for Women in the Fastener Industry's 7th Annual Speaker Series & Networking Event on October 25, 2016, 2-4pm, Room 304, at the NIFMS Expo in Las Vegas.

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**DEBORAH SHAMES**

WIFI feature speaker Deborah Shames, co-founder of Eloqui, has trained thousands of executives, celebrities and professionals at all levels in their career, from starting out to running their own companies. Her clients include sales teams at Samsung, Hyundai and Mattel, to CEOs and partners of major law firms, and non-profits.

This event is for women and men who want the tools to make any presentation lively, compelling, and memorable.

WIFI will also hold its Lucky #7 Raffle to support scholarships, and a networking event. Bring your business cards and get ready to be inspired, entertained and energized while meeting colleagues in the industry.

**WIFI members: \$25, Non-members: \$40**

Before the meeting, WIFI will hold an open board meeting for members to attend to share ideas and plan for future events. Come by, join a committee and make a difference!

### WIFI@work

Jen Kushnir of DLP Coatings, Myeisha Kitchen of Brighton Best International, and Melissa Patel of Field Fastener, have all shared their histories and work experiences with our new member's feature - WIFI@work. The response has been great, and the stories have been inspiring. Thank you to our featured subjects and their companies that support WIFI@work.

More profiles are coming, and we welcome submissions always!



**JEN KUSHNIR**



**MYEISHA KITCHEN**



**MELISSA PATEL**

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

For information about WIFI membership, scholarships and events please visit [www.fastenerwomen.com](http://www.fastenerwomen.com). 

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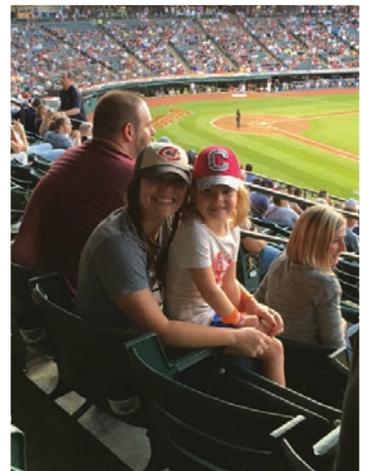
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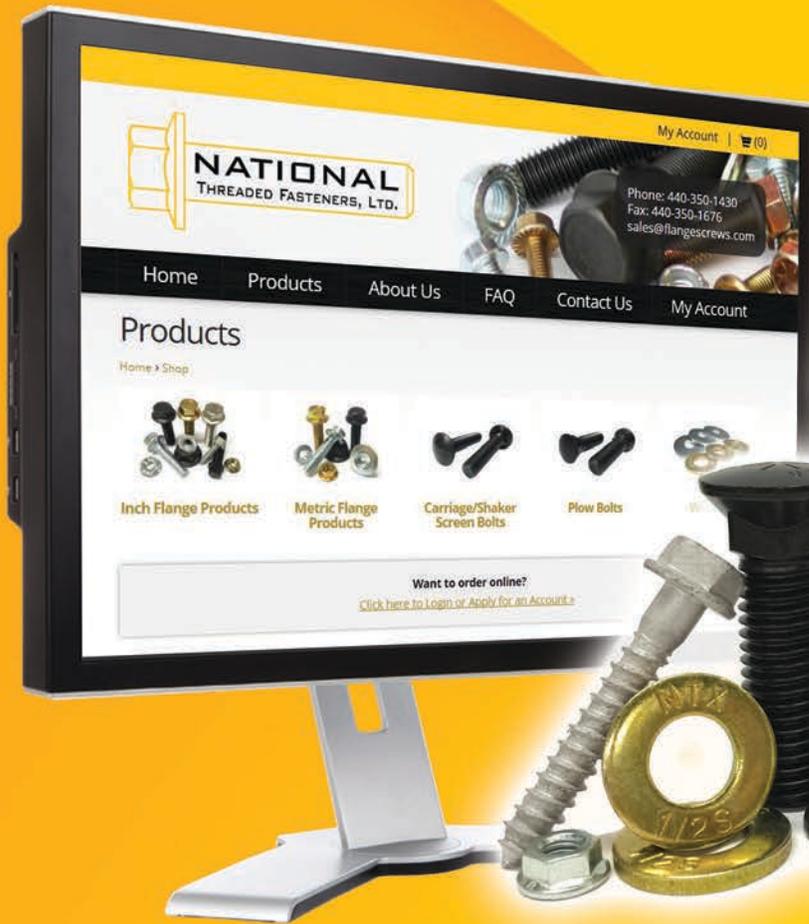
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## DISTRIBUTOR NEWS

**Southwest Bolt LLC (SBI)** is pleased to announce the launch of its new website at [www.southwestbolt.com](http://www.southwestbolt.com).

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For more information contact Southwest Bolt LLC at 6734 Northwinds Drive, Houston, TX 77041. Tel: 713-466-7411, Fax: 713-466-6553 or visit them online at [www.southwestbolt.com](http://www.southwestbolt.com).

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**Intera Technology Group LLC**, is pleased to announce their next generation manufacturing software package, Hawk-i. Based on twenty years of industry experience – Hawk-i represents the most technically advanced and functionally robust solution for your industry.

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## GROOV-PIN MARKS 90 YEARS OF MANUFACTURING INNOVATION

Groov-Pin Corporation celebrates 90 years of business this year. The company's mission is to improve the performance of manufacturers' assemblies and operations with responsive support and superior properties of our grooved pins, threaded inserts, and precision turned components.

We strive for consistent levels of quality and customer support. Our Smithfield, Rhode Island facility recently received AS9100 certification, which satisfies additional quality requirements established by the Aerospace industry to satisfy DOD, NASA and FAA requirements. Smithfield joins our Newnan, Georgia facility with AS9100 and ISO 9001 certifications, demonstrating our commitment to the highest quality standards.

Our commitment to lean manufacturing allows us to provide our customers with quality parts, shorter lead times, and lower costs. Our lean transformation is

ongoing and one of the most significant benefits for our customers has been the reduction of lead times from 6 to 8 weeks to 19 days. Due to our lean efforts and service to the community, Groov-Pin was recognized in 2014 for Excellence in a Mid-Sized Manufacturer.

This year, Groov-Pin acquired Multi-Metal Manufacturing, expanding our contract machining into Safety, Defense, and Fluid Control markets. The acquisition complements existing capabilities and supports both customer growth and on-shoring activities. We serve various markets, providing high-quality pins, inserts, and custom screw machine parts at competitive pricing. Our customers benefit from a 2-week lead time for build-to-order parts manufactured in America.

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BUSINESS FOCUS ARTICLE

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## DAVIDSON, JAMES & SMITH SELECTED FOR SFA BOARD by John Elsner

SFA has selected Mary Davidson, Linus Products Inc., Allison James, Stelfast Inc. and Chuck Smith, AZ Lifting Hardware to serve three year terms on the SFA Board of Directors.



**FROM LEFT TO RIGHT: MARY DAVIDSON, ALLISON JAMES AND CHUCK SMITH - NEWLY ELECTED TO THE SFA BOARD OF DIRECTORS**

Completing their terms on the Board are Ron Garrett, SBS Industries and current Chairman of the Board of SFA and Tony Gross, Greenslade and Company and SFA Vice President. Davidson, James and Smith will join Matt Flajnik, American Anchor Bolt; Jason Looft, Winzer Corp.; Chris Bell, G.L. Huyett; Suzanna Cravens, Advance Components; Billy Rackley, LTR Fastener & Supply; Craig McDaniel, ND Industries and Mike Bailey, Nucor as the 2017 Board of Directors of the Southwestern Fastener Association. The change of command was effective following the Board of Directors meeting in Oklahoma City, Oklahoma on September 13, 2016.

SFA members were treated to an informative program by Jack Ferguson, Quality Assurance Supervisor at Nucor Fastener, St. Joe, Indiana at the first of two Fall Dinner meetings in Oklahoma City during the evening of September 13.. Jack's presentation included an overview on evaluation, application, trends and current topics in

fastener coatings. Gary Cravens, Advance Components, was the featured speaker for the October 4 SFA Dinner meeting held in the DFW area of Colleyville, Texas. The location was selected because it is centrally located of the DFW Metroplex. Cravens presentation was creating a "High Performance Culture" within your company. SFA also welcomes All Size Supply as a new member.

The winners of the SFA 2016 Scholarship awards are: Kathrine Davis, BTM Manufacturing; Blake Phillips, EFC International; Elisha Cairns, G.L. Huyett; Melissa Cairns, G.L. Huyett; Paulina Borowski, Greenslade and Company; Holly Johnson, Hillsdale Terminal; Amanda Garrett, SBS Industries; Karen McKenzie, SBS Industries; Sarah Slaton, Standard Fasteners and Caitlyn Hogan, Tifco Industries. The Will Rodriguez Memorial Scholarship Recipient is Ryan Bailey, Nucor. 2017 Scholarship Applications are available for download on the SFA website at [sfa-fastener.org](http://sfa-fastener.org). Deadline for submission is April 1, 2017.

Southwestern Fastener Association will join the Southeastern Fastener Association for a joint Conference in New Orleans, Louisiana, April 19 to 21, 2017. The two organizations have not held a joint meeting since 2000. The Astor Crowne Plaza Hotel, located at the corner of Canal and Bourbon Streets has been selected as the host hotel. The meeting will begin with a welcome reception on Wednesday, April 19. A golf outing is planned for Thursday, followed by a reception and Dinner Thursday night. Business meetings will be conducted by both Associations on Friday morning and the SEFA Table Top Expo will be Friday afternoon, April 21. Additional details on the meeting will be announced in the next few months. 

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## DISTRIBUTOR NEWS

**Ray Nacht and Mickey Mezzacappa**...if you don't know those names, you haven't been in the business long enough!

Ray and Mickey, combined, have over 139 years in the fastener industry. And that's a long time! They are the screw business historians as they are the oldest active combo in the fastener industry.

Both started at Keystone Bolt and Nut; Mickey in 1946 and Ray in 1947. Before imports, Keystone Bolt and Nut was the largest screw company east of Detroit and many of its employees eventually went into business for themselves, as did Mickey and Ray.

They were the Owners of Spiral Screw Corp. for many years and then went on to do brief stints at

other companies before setting up Ray Nacht Fastener Sales, which is a thriving company today.

Ray is the President and Mickey is in Sales. They speak daily and have maintained their close knit relationship throughout the years.

Ray was President of the MFDA 1971-1972 and Mickey was President 1980-1982.

Both were proud to have been involved with the inception of the MFDA and are Charter Members. Few companies can boast about having both Partners as MFDA Presidents.

For more information, contact Ray or Mickey at Ray Nacht Fastener Sales, 18 Sherwood Ridge Road, Suffern, New York 10901 or give them a call at 845-362-1900.

## DISTRIBUTOR NEWS

**Associated Fastening Products, Inc. (AFP)** has announced that they recently relocated their Elk Grove Village, IL office and warehouse to 700 Hilltop Street, Itasca, IL 60143.

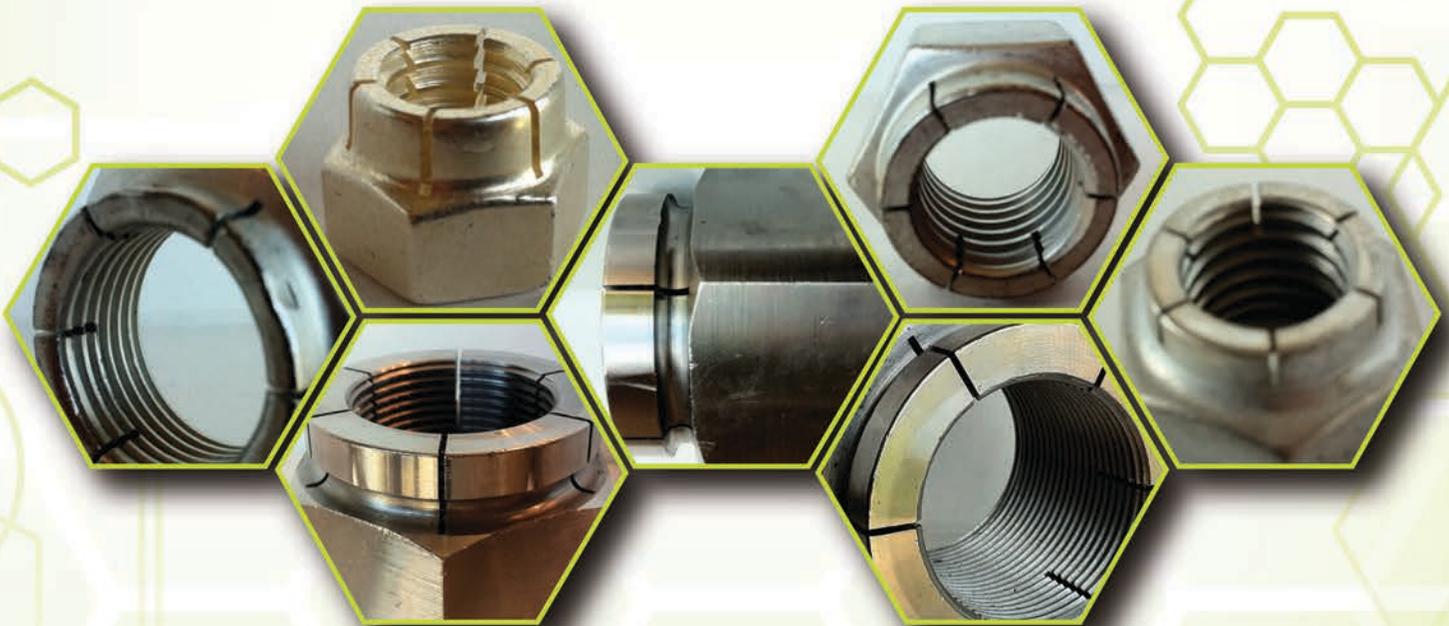
According to President and CEO Mark Ryans, this was the perfect time for us to relocate. The move was necessitated by significant growth the company has realized in the last few years. The new space will enable us to accommodate our customers more effectively and efficiently - and help us to bring even better value.

For more information contact Associated Fastening Products by Tel: 1-800-640-8500, Fax: 1-888-696-0710 or visit us online at [www.associatedfastening.com](http://www.associatedfastening.com)

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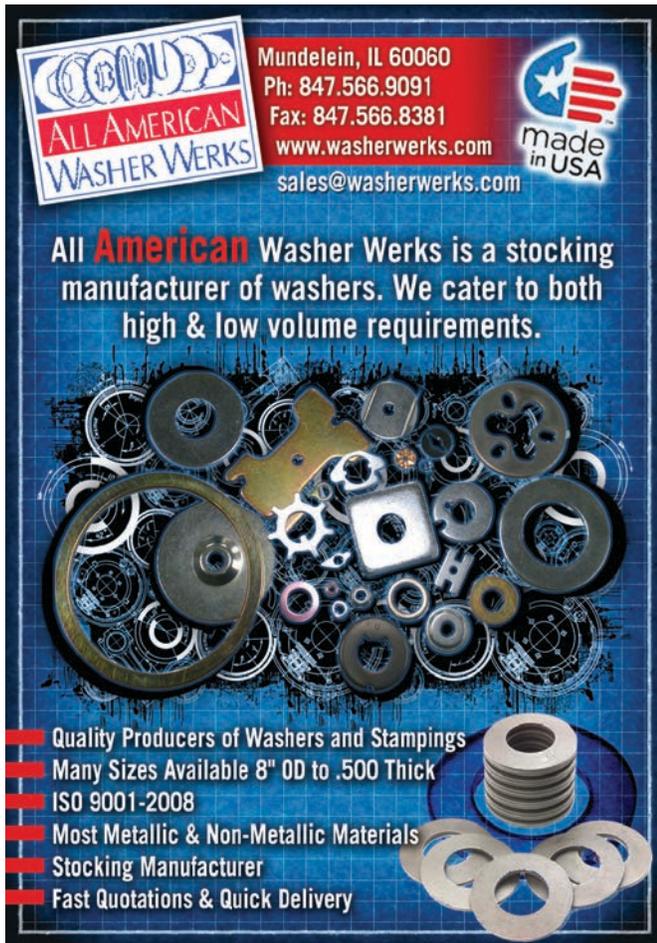


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## DISTRIBUTOR NEWS

**AALL AMERICAN Fasteners**, a full line supplier and inventory management solutions provider of fasteners, components and MRO products, announced today that it launched a completely redesigned website. Developed to help customers locate detailed product information, the website has easy to use navigation through keyword search and drop-down menus. Visitors to the new website will find:

- Robust technical reference documents with links to key industry resources
- Easy navigation through keyword search and drop-down menus
- Fastener Reference Guide with product specification sheets for thousands of products
- Online request for quote (RFQ) portal with ability to upload drawings directly to Certified Fastener Specialists

- Extensive product offering

With more than ten stocking locations, AALL AMERICAN Fasteners prides itself on delivering the right parts, at the right price, on time – every time. Their extensive offering of fasteners, components and industrial products include:

- Standard, Metric and Made-To-Print Fasteners including: anchors, bolts, nuts, rivets, screws, washers and more
- Abrasives
- Tools
- Electrical Components and Electronic Hardware
- Military Hardware
- Nylon and Plastic Fasteners
- MRO Supplies

In addition to an extensive product offering, the website outlines a number of customer tailored services including Vendor Managed Inventory (VMI), kitting, assembly and blanket order stock programs designed to reduce costs and streamline supply chain management.

For more information, contact AALL AMERICAN Fasteners at 2303 Garry Road Unit 1, Cinnaminson, NJ 08077. Toll Free: 877-791-4426, Fax: 856-786-8063 or Email: [AAF@AallAmericanFasteners.com](mailto:AAF@AallAmericanFasteners.com)

The new website can be viewed at [www.AallAmericanFasteners.com](http://www.AallAmericanFasteners.com).

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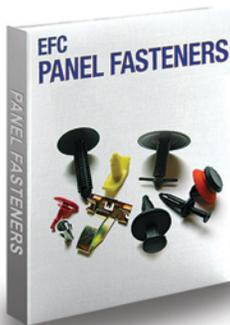
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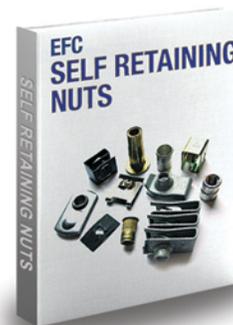


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**BENGT BLENDULF SHARING TECHNICAL INFORMATION ABOUT FASTENER USE** *from page 8*

But, aside from actually going to a post-graduate course about the topic we can read up on things. What are good resources for written information? When I first started writing for the Distributor's Link Magazine there were not too many people with knowledge willing, or able, to put their thoughts on paper. This has changed a little with a few more technical writers sharing their insights with the readers. Some are very specific about the topics; very few address the entire scope of the design of the bolted/screwed joint. But, over time, this will change for the better I hope.

So, where are the written technical resources for understanding the complexities of the bolted/screwed joint? For the past 40-50 years, the very best information has been made available from Germany. The VDI, the German Engineering Society has had an ever ongoing development of the VDI 2230, a design guide line for the bolted/screwed joint. A few computer softwares have been developed based on the guideline and many industries are now using it for their designs, including the automotive sector.

I have been referring to the VDI 2230 in some of my articles in the Link Magazine and also using it in my joint design classes. When John Bickford started up the Bolting Technology Council in 1986 (with the help of me and 15 other engineers) to get something similar going in the United States, he expected the council members and some external laboratory work to supply the necessary input to a US version of a design guide line. This work, however worthwhile, has been very slowly crawling forward since 2003 with a limited success in its current format as ASTM F16.96 – Bolting Technology. There is currently no official US guide line that we can put in front of our design engineers to produce a good and reliable bolted/screwed joint. The membership in the F16.96 sub-committee is too limited to produce an American design guide line on bolted/screwed joint at present.

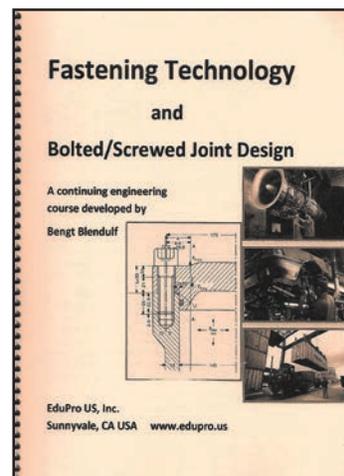
Joseph Barron, chairman of the F16.96, and Salim Brahimi, Director of Engineering at IFI, will now try to put more energy in the workings of the sub-committee by separating its meetings from the regular ASTM meetings.

By having separate meetings, at different times and places from the regular ASTM gatherings, it is hoped that it will attract more engineers and others with a direct interest in the bolted joint design. The first such meeting is now planned to be held in Independence, OH at the Industrial Fasteners Institute on November 7, 2016 from 1 pm until 5 pm.

There are now also some other courses offered to the fastener trade and engineering that should be of benefit to those working in these areas. The trade courses are relatively short on engineering substance (design) and some of the better ones are offered through Fastener Training Institute. But if you go through the entire training curriculum (several 1-day events) you will still have a good grasp on the fundamentals. After completed courses and passing the final tests you will earn the title Certified Fastener Specialist, CFS, and also receive a certificate of your accomplishment.

For bolted/screwed joint engineering and design of the joint you should check on Seminars for Engineers. They are providing a 2-day, very intensive course called "Fastening Technology and Bolted/Screwed Joint Design" or FTB, developed and taught by me. SAE also offered a bolted joint course, taught by one of my students, but it is taken off the web site now. I guess that one did not fare as well as my course. My course, the FTB, is generally taught as a public program as well as an in-house event. Look at the web site for Seminars for Engineers for program information.

The course is based on my 291 page course book and



participants receive a certification upon the completed course in addition to all the new knowledge. If you, or someone you know, have a need for some in-depth knowledge about how to properly use fasteners, this is the place to be.

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**NIFMSE CONTINUES TO DISPLAY STRONG STANDING AND A BETTER SHOW EXPERIENCE** *from page 10***Recognition of Achievements In The Industry**

NIFMSE also looks to recognize professionals who have made significant and enduring contributions to the fastener industry. The time-honored Hall of Fame award ceremony and the first ever Young Fastener Professional award ceremony will be held on the show floor (sessions' area) on Wednesday, October 26, 2016 at 2:30 p.m. All are welcome to join in the festivities!

Speaking of festivities, NIFMSE welcomes buyers and vendors to the annual and ever-so-anticipated Welcome Reception, hosted at the popular TI pool to mix and mingle with fellow associates over some cocktails on

Wednesday, October 26, 2016 at TI, Las Vegas Pool & Cabanas, Treasure Island. Doors open at 6:00pm.

With so much to see, do and experience at the show, NIFMSE will also have a mobile app for buyers and suppliers to download to their mobile devices to look up suppliers and products, and to keep track of their daily schedule and appointments.

The show dates are Tuesday, October 25th to Thursday, October 27th. We encourage industry professionals to join the largest fastener community in the country at [www.fastenershow.com](http://www.fastenershow.com) today. 

**NATIONAL INDUSTRIAL FASTENER & MILL SUPPLY EXPO****BEACON FASTENERS BUY FROM BEACON: GOING BEYOND OUR CORE PRODUCTS** *from page 92***What's New At Beacon?**

This year we are excited about expanding our thread forming line again by stocking High Salt Spray Full Trilobe Thread Forming Screws! Parts are steel-zinc RoHS with a high salt spray plating of 96 hours to white rust and 120

hours to red rust. Beacon is pleased to offer a variety of drives, head styles, and sizes complete off the shelf in bulk and small volume quantities.

Kameron Dorsey, National Sales Manager commented, "We recognize that our customers need Thread Forming screws to meet higher salt spray requirements and available in lower volume quantities. With this new product addition, our customers can rely on Beacon to save them time and costs associated with secondary processing. This is just another way Beacon is able to streamline the procurement process to help customers be more efficient."

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## DISTRIBUTOR NEWS

In a coordinated effort that was designed to benefit customers, TOG® Manufacturing has joined the **Nelson® Fastener Systems** family of companies, a Division of Doncasters Group. We have unified businesses to enhance our combined specialty fastener and custom machining enterprise.

Located in North Adams, Massachusetts, TOG Manufacturing employs 36 people that work together to produce and distribute precision machine parts including specialty fasteners, rotor studs, valve components, custom bushings and other precision nitride parts for gas and steam turbine power generation applications. The industries served include Ship-building, Power Generation, Off-Shore Drilling and Turbine Manufacturing.

TOG Manufacturing's name, location and staff will remain the same. Nelson Fastener Systems values the current capabilities of the North Adams location and will strategically invest in employees, equipment and systems to grow the business and strengthen relationships with customers.

Adding TOG Manufacturing to the Nelson Fastener Systems family of companies gives customers the unique advantage to utilize our diverse capabilities. Nelson commits to continue and enhance TOG Manufacturing's guarantee of customer satisfaction, high quality products and manufacturing efficiency. TOG Manufacturing will definitely be a valuable asset to our customers!

Nelson Fastener Systems (corporate headquarters in Elyria, OH) is a highly respected family of companies that manufactures high strength critical fasteners and fastening system components worldwide. We consistently develop ground-breaking fastener solutions that are widely used in the Aerospace, Automotive, Construction, Energy, Industrial, Marine, and Military markets to improve production efficiencies and resolve complex technical issues.

Our company has been on the cutting edge of critical fasteners for over 100 years - adding value for fellow entrepreneurs.

For more information contact Nelson® Fastener Systems by Tel: 440-329-0400, Fax: 440-329-0526 at [www.NelsonFastenerSystems.com](http://www.NelsonFastenerSystems.com).



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• **Google Search Console** ([www.support.google.com/webmasters/answer/4559176?hl=en](http://www.support.google.com/webmasters/answer/4559176?hl=en)) This is another must-use tool for fastener distributors serious about SEO-optimizing their Web site. It enables you to directly submit content on your Web site that you want Google to monitor – and eliminate other content you don't want showing up on the search engine. It will also track which keywords and phrases are working for you, show you which Web sites are linking to you, and monitor your Web site's performance on mobile devices.

Plus, it will also give you guidance on how to create a sitemap that will make it easier for Google to track your Web site. "Google rewards Web sites that make it's job easier," says McDonald. Bing Webmaster Tools ([www.bing.com/toolbox/webmaster](http://www.bing.com/toolbox/webmaster)) helps you in the same way when it comes to your performance on Bing.

• **Keyword Brainstormers** If you'd like a little inspiration and guidance coming up with the optimum keywords for your content, Google's Keyword Planner ([www.adwords.google.com/KeywordPlanner](http://www.adwords.google.com/KeywordPlanner)) will serve

as your trusty guide. Similar keyword helpers include Keyword Spy ([www.keywordspy.com](http://www.keywordspy.com)), which will help you uncover keywords and phrases that are working for your competitors and Related Keywords ([www.pagerank.net/related-keywords](http://www.pagerank.net/related-keywords)) a tool that will help you identify keywords related to your primary keywords.

• **Page Tag Optimizers** While 'page tags' sound a bit technical, they're simply the tools that Web designers use to label various elements of a Web page. There's a tag used to title your page, a tag to title each image you use, a tag to boldface words you consider to be most important on your page, etc.

You can use tools like SEOCentro Meta Tag Analyzer ([www.seocentro.com/tools/search-engines/metatag-analyzer.html](http://www.seocentro.com/tools/search-engines/metatag-analyzer.html)) to ensure you're optimizing your use of tags. Similar tools include Side-by-Side SEO Comparison Tool ([www.internetmarketingninjas.com/seo-tools/seo-compare](http://www.internetmarketingninjas.com/seo-tools/seo-compare)) and Keyword Density Checker ([www.webconfs.com/keyword-density-checker.php](http://www.webconfs.com/keyword-density-checker.php)).

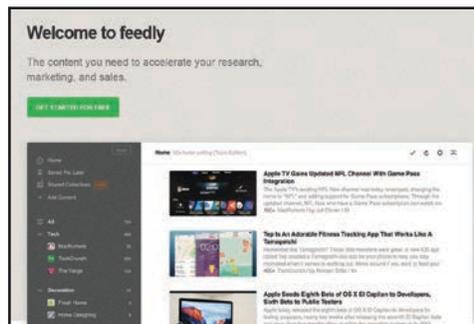
• **Link Builders** Good links to your Web site from other, authoritative Web sites have always been critical for high search engine returns. So investing time securing links

from such Web sites will pay off big time long term. OpenLinkProfiler ([www.openlinkprofiler.org](http://www.openlinkprofiler.org)) helps you do this more effectively, as does Buzzsumo ([www.buzzsumo.com](http://www.buzzsumo.com)) and Moz Open Site Explorer ([www.moz.com/researchtools/ose](http://www.moz.com/researchtools/ose)).

• **Local SEO Tools** If the location of your fastener distributorship plays a role in your profits, you'll want to spend time ensuring your Web site is optimized for local search. Google's Local Adwords Preview Tool ([www.adwords.google.com/apt/anon/AdPreview](http://www.adwords.google.com/apt/anon/AdPreview)) will help you do this, and can be used for free. Similar tools include Moz Local ([www.moz.com/local](http://www.moz.com/local))

and Local Stampede – Local Search Marketing ([www.localstampede.com/citation-building-strategies-list](http://www.localstampede.com/citation-building-strategies-list)).

• **Content Creation Helpers** There's a reason why so many journalists refer to the next day's paper as 'feeding the beast.' Once you're in the content creation business, you'll find the hunger for ever-more content at your Web site and other Web properties is insatiable. Fortunately, news aggregators like Feedly ([www.feedly.com/i/my](http://www.feedly.com/i/my)) will help pull together stories for you each day, based on a specific search worth or phrase. And Google Email Alerts ([www.google.com/alerts](http://www.google.com/alerts)) will do the same thing via email.



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PHOTO 3

Photo 3 is a shot of a crack on the underside and through the fillet. This was one of the unbroken screws.

Not being familiar with the manufacturing process for headed and threaded fasteners, the metallurgical testing lab missed diagnosing the main cause: quench cracking.

Quench cracks occur during the heat treatment process where the crystalline structure transitions from an austenitic structure to that of full martensite. The transition involves an increase in volume here fast quenching will lead to quench cracks. Quenching in water rather than oil will also contribute to quench cracking of high hardness products, especially ones of small geometry.

Many times a hydrogen embrittlement failure may look like another type of failure and it certainly resembles quench cracking. However, in this case some of the hydrogen damage was exacerbated from the quench crack. The ones with cracks that did not fail would have failed very rapidly when subjected to service loads. Clearly, this was a manufacturing defect that is cause to reject the entire batch.

### Case 2:

Photo 4 was taken from another metallurgical report that was submitted from a laboratory. It is an examination of a fractured screw. The report states "... but the top zone of the threads was seen with cracks. These defects were without consequence because in

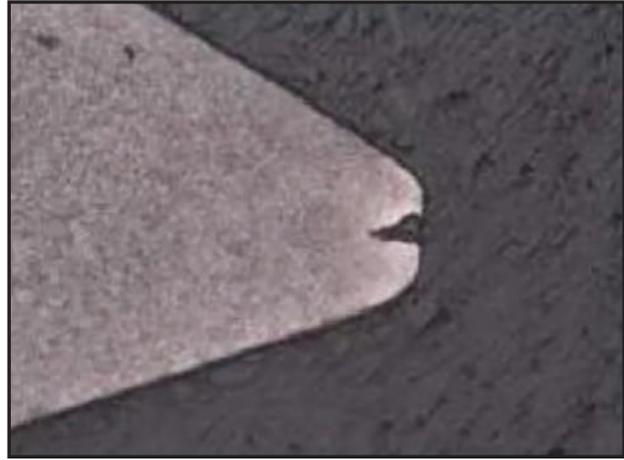


PHOTO 4

service they are under compressive forces and the failure started at the bottom threads."

For one, the defect does have some consequence. It displays a defect known as a thread lapse. A thread lapse is a manufacturing defect and is evident on the thread flank of the sample in Photo 5.



PHOTO 5

The depth of a thread lapse is significant as it can allow atomic hydrogen to become absorbed. The light etching band (etched in 3% Nital) at the thread crest is also indicative of decarburization; all conditions which will cause weakness in the thread and excessive stresses.

The small crack that may be seen by the thread fracture is on the flank of the thread, but it was not without consequence. But, how would the lab know if they don't know fasteners?



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Distributors, especially those working with customers utilizing thread forming screws or a diverse selection of fasteners, should have one or more individuals available to provide their customers with knowledge about or application engineering assistance regarding thread forming. Although this may sound like a daunting challenge considering the wide variety of materials and selection of thread forming screws on the market, much of the “science” is actually the same regardless of the material being fastened into. Once these foundational concepts are understood, they can be applied to understanding more specific and focused applications like thread forming into plastics, light metals, and mild steel.

This series of articles will look at these subjects. The remainder of this article will look at the universal fundamentals of thread forming. Part 2 will explore thread forming in thermoplastics and thermosets. Part 3 will explore thread forming in mild steel and light metals. Naturally what is presented in this series will be universal concepts. There are always exceptions and every project is unique unto itself, however, having this fundamental understanding may arm you with enough knowledge to look at applications in a new way and provide your customer with potential cost saving and performance enhancing solutions.

### Part I- Fundamentals Of Thread Forming

Figure 1 illustrates what the process looks like when we measure applied torque on a screw as it is being driven. Torque is the amount of rotational or twisting force that the screw is experiencing. On this diagram the x-axis represents time and the y-axis torque, so that as the screw is turned into its mating component and experiences friction, forming, and loading with each turn, the graph progresses upward and to the right. At some point the head of the screw will seat against the material it is clamping and no longer be able to move forward. This point is easily distinguished on this diagram as the inflection point between where the graph is increasing upward along a very shallow slope and where the graph becomes almost vertical. This inflection

point represents the maximum torque experienced to drive the screw in and is, therefore, referred to as the Driving Torque. An installation does not normally end there and continued turning of the screw results in very minimal axial movement (although some will occur as the joint compresses and the fastener embeds itself in the clamped material) but significant increase in compressive axial loading, often referred to as the Clamp Load. Eventually the strength of one of the joint components will exceed its limits and a failure will occur. In a traditional bolted joint the failure is designed to occur in the bolt. In thread forming applications, however, the material being formed usually possesses less strength than the fastener, often by several magnitudes. Therefore, the most common failure mode occurs when the clamp load exceeds the shear strength of the material being formed and the screw strips. The resulting peak of this diagram represents the Failure or Ultimate Torque of the joint, and is usually called the Stripping Torque (because that is the way most of these joints fail).

### Drive and Strip Torque Explanation

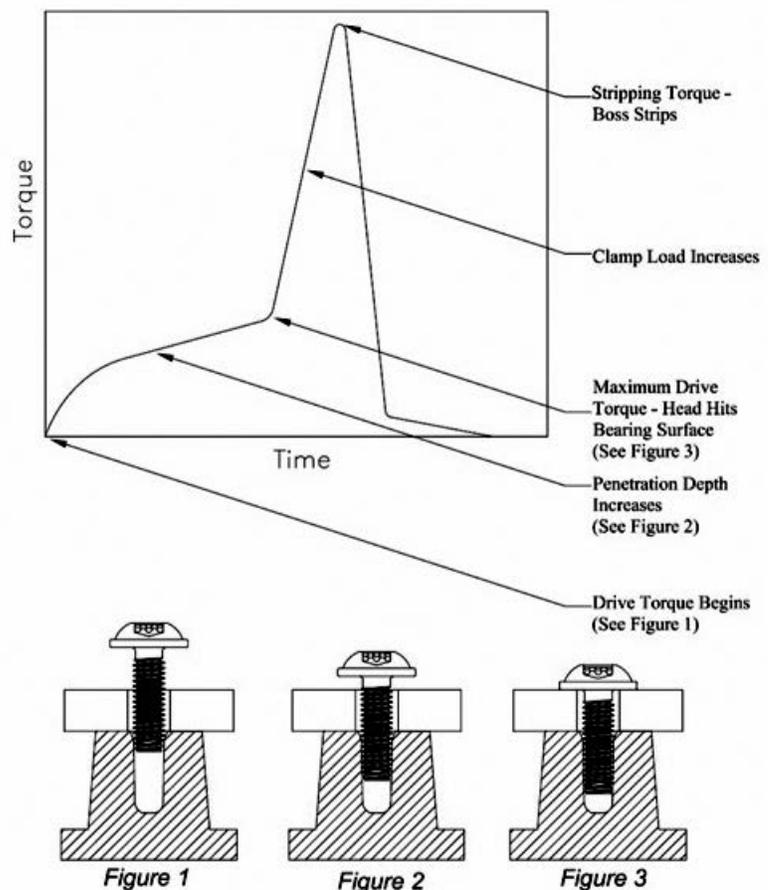


FIGURE 1: TYPICAL THREAD FORMING TORQUE BEHAVIOR

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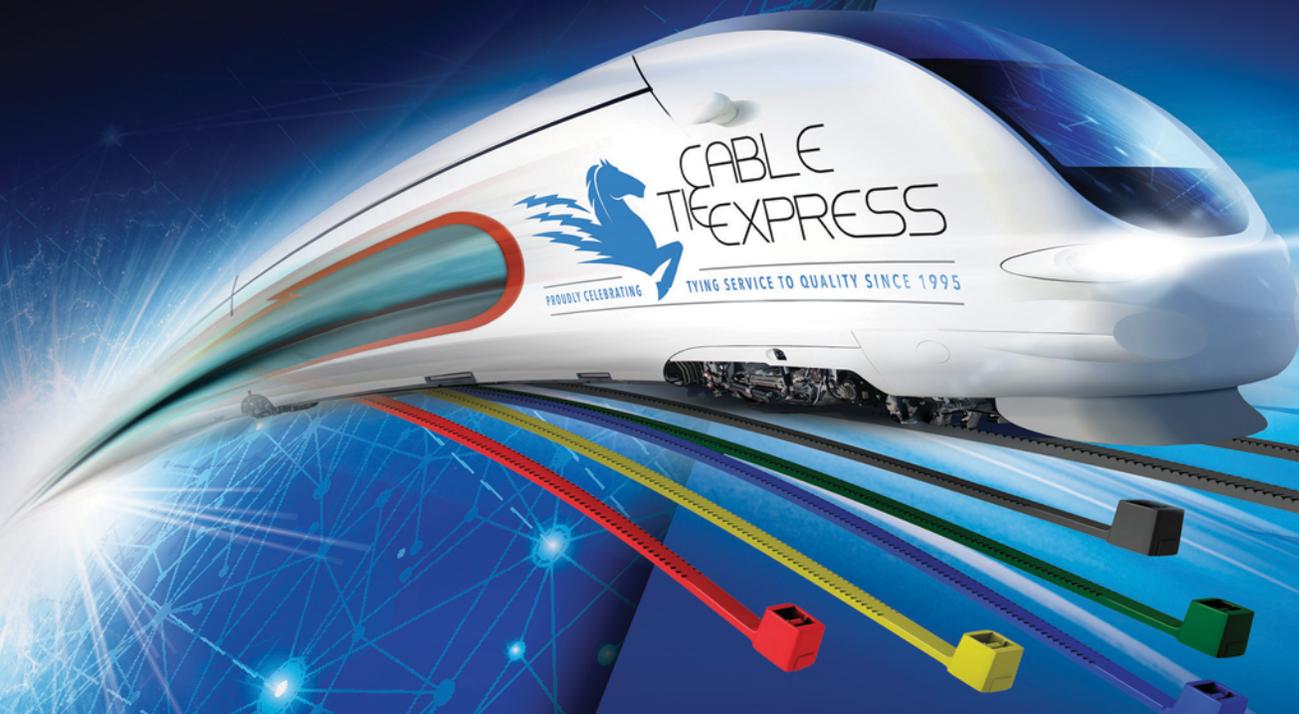
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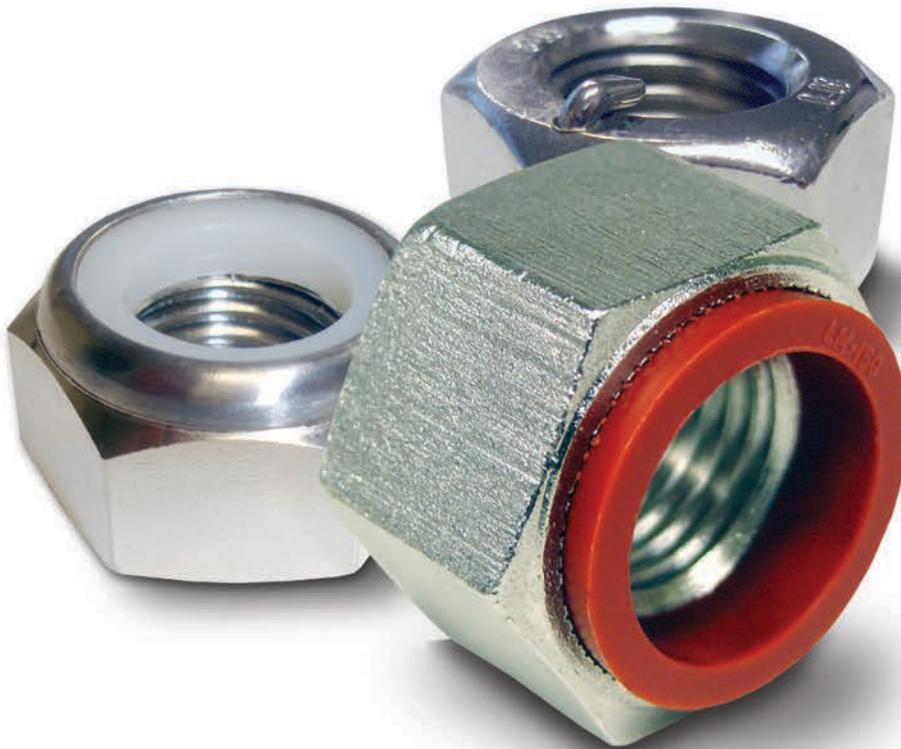
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**AEH (All Electronics Hardware, Inc.)** based in Algonquin, Illinois is currently led by General Manager Darren Pavoris.

AEH was founded by fastener industry veteran Ted Pavoris in 1993. Darren soon joined up with his father in 1995 and together they forged a dedicated focus on providing their customers with excellence in design, manufacturing and distribution fulfillment.

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**[2] BEGIN WITH A LIST OF QUESTIONS** - Organize and prioritize them. Include questions that you know may not be answerable and self-evident information. Leave no stone unturned. You will want to know all you can about the application, the installation procedures, the frequency of maintenance if it is a maintenance item, and any history of similar problems.

Find out about the engineering (if any) involved in the joint design. What are the design loads of the joint and what are the actual loads on the joint? What are the training and qualifications of the bolt installers? What were the work conditions when the bolt was installed, and the environment throughout the life of the assembly? Was there any subsequent processing of the bolt by the supplier or the user? What do the fracture surfaces look like? Are there decent photographs of the failed specimen?

What specifications, standards, drawings or catalogs cover the product in question? Be sure you have them all. If not get them. Be sure they are current or of the same revision called out in the order or in force at the time the product was manufactured or sold. These include the dimensional and material standards, the plating or coating standards, and the testing, inspection and quality assurance standards. If the part is a special, or a catalog item, be sure you have all of the most current drawings or catalog specifications, including whatever other standards they reference.

It is very important to know the failure mode and timing. When was the bolt installed? How was it tightened? When did it fail? When was the load applied? What exactly happened when it failed? Did anyone witness the failure? What did they see and hear? How many bolts failed? In what order and frequency? Who has and who had custody of the failure specimens? How were they handled and stored after the failure? What was the time between the failure and the acquisition of the specimen? Was there any failure or flexure of the associated joint components? Was the failed bolt immediately replaced or not? What grade and lot was used for the replacement? What was the result of that replacement?

This list of questions could go on and on, and there are many more that are generated based on the bolt grade, the coating, the application and the supply chain transactions and processes involved.

**[3] DO NOT SPECULATE ON THE CAUSE BEFORE COLLECTING ALL THE DATA AND CONDUCTING WHATEVER TESTS ARE NECESSARY/AVAILABLE TO**

**ANSWER YOUR LIST OF QUESTIONS.** It is very tempting as an investigator or a consultant to take a stab at the root cause of the failure early in the game. Do not do this. You will almost certainly be wrong. It is ok to make a list of possible causes and even eliminate some if the evidence is clear, but always preface and conclude any remarks, verbal and written, with the caveat that the investigation is not complete and no conclusion should be made until it is.

Data collection may include photographs. It is amazing how much you can tell from a decent photograph and even more amazing how easy it is to get a decent photograph. Cell phone photos can be easy and helpful, especially for videos or pictures of the installation and head markings, but it's just as easy to waste your time taking and looking at useless photographs. If you intend to use photographs of the fracture surface in the failure investigation, consider hiring a photographer or metallurgist who knows how to take specimen photos with a high resolution digital camera.

**[4] COLLECT AS MANY EXAMPLES FROM THE SAME LOT AS YOU CAN** - Having an example from the same lot as the failed bolt can be of great value to the investigation. If you do not have any in your stock, get them from the user, the supplier and other users. Effective HE testing requires relatively large sample size and there may be more than one test required.

If the part has been processed in any way subsequent to manufacturing try to get both pre and post processed parts. Sometimes the ONLY part you have to work with is the failure specimen. However, if you are the responsible party and you have a good QMS you can probably track down some specimens from the same lot, even if you have to go to another customer or supplier to get them. If possible, get enough samples to keep some for future reference. Ensure that the lot integrity of any collected samples is rock solid. Take photos of the box labels, or take the entire box. Get all available purchasing, receiving and transfer records for the lot.

**[5] COLLECT ALL PERTINENT DOCUMENTATION** - There are two categories of documentation –those documents that apply to the specific lot in question and the transaction, and those that apply to the product in general. The documents covering the lot in question and the transaction should include all original test reports, processing test reports and certifications, the original RFQ, Quotations, Purchase orders, Sales orders, and any amendments; shipping documents, emails, faxes, hand written notes, quote sheets and sketches.

# IDEAL FASTENERS

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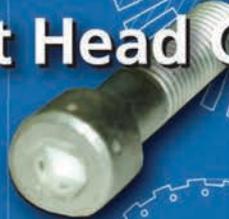


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**MICHAEL MOWINS COUNTERFEIT COMPONENTS – MITIGATING RISK BEYOND THE FQA** *from page 28*

Reputable manufacturers of fasteners will stand behind the quality of their products and will take the steps necessary to keep counterfeits out of the market but they may not be able to eliminate poor quality knock offs that look similar to their products.

Published standards for fasteners that require testing and certification are a first step toward assuring that the fasteners are genuine. Buying parts to these standards is a good way to minimize the risk of counterfeit and non-conforming products, but it isn't a cure all. Disreputable manufacturers have been known to forge head marks, paperwork, and certifications that are supplied with the fastener. Knowing your source becomes a crucial part of a good risk mitigation program. What other steps can a distributor take to assure the quality of the parts they supply? One of the best ways, beyond buying from a reputable manufacturer, is to buy a trademarked product. Trademarks are a vital part of commerce that is intended to assure the quality of products that bear the mark. The owner of the trademark must take steps to assure that the products in the market place conform to a certain level of quality and that they meet an expected level of performance.

Often a manufacturer will use a trademark to differentiate their brand in the market from those of their competitors. Distributors and end users learn to associate the trademark with a certain company or product and the quality of the product. Additionally, firms that specialize in innovation will license the use of their trademark to companies that agree to meet certain levels of quality for the products that they make and sell using the trademark. Well known trademarked products in the fastener world include numerous drive systems, thread forms, blind fastening systems, and composite fasteners. What sets a trademarked product apart from a part that is made and marked with a standard head mark?

A part shipped into the United States that is marked, labeled, and packaged with a standard part number is not subject to special scrutiny by U.S. Immigration and Customs Enforcement (ICE). The underlying assumption is that the part will meet the standard. The same is not true in the case of a trademarked product that bears the registered trademark in addition to the standard part number. Proper use of a registered trademark brings with

it specific enforcement rights with ICE. There is a specific process that a trademark owner can use to inform ICE of the products that bear their trademark, the producers that are authorized to use the trademark, the countries of origin for products that bear the trademark, and what action should be taken if products come into the US from a company or country not authorized. Immigration and Customs Enforcement can stop a shipment entering the country with a known trademark and verify with the trademark owner if the goods are genuine providing a very powerful barrier to counterfeit products.

What other steps are being taken to help end users mitigate the risk of counterfeit hardware coming from their supply chain? In response to requests from DoE and DoD, the SAE is developing a group of standards to help end users limit their exposure to potential counterfeit products. The initial publication of AS6174A, Counterfeit Materiel; Assuring Acquisition of Authentic and Conforming Materiel, in 2012 followed by a revision in 2014 is the building block of a series of standards aimed at mitigating the risk of acquiring counterfeit materiel including fastener hardware. Currently going through committee work in the G-21 Counterfeit Materiel Committee are standards for counterfeit refrigerants (AS6886) and one for fastener hardware under the working group G-21F. The working group is composed of representatives from aerospace end users, fastener manufacturers, distributors, and related technical experts from private industry and government. The new standard is in the final draft stage and will be going to ballot in the near future. It is anticipated that this new standard will be used by end users to assure that their distribution channel has appropriate policies and procedures in place to mitigate the potential for counterfeit products in the supply chain. Distributors that supply the DoD and aerospace industry will most likely be seeing these new standards cited in their procurement documents soon after its publication.

There are many ways to limit your company's exposure to counterfeit material that have been covered in this article but perhaps the most important component of a good anti-counterfeiting program is education. Make sure that your staff is educated about counterfeits in your supply network and about the practices that can help to minimize your exposure. 

## DISTRIBUTOR NEWS

**GF&D Systems**, founded in 1989 and headquartered in Muskego, WI (a suburb of Milwaukee), is a Master Distributor/Importer of grease fittings, tools, and accessories. All GF&D Systems fittings are heat treated and compliant to SAE, DIN, or JIS standards.

GF&D also stocks a full line of accessories, including Grease Fitting Thread Identifiers, Couplers, Hose Whips, Caps, Grease Guns, Easy-Out and Drive Fitting Tools, Assortment Kits, and Adapters.

Several organizational changes have been made at GF&D recently: Jeff Kempka, who has been with the organization since 1992, was promoted to President. Debbie Yerges, who has been with the organization since its inception in 1989, was promoted to Vice President. This new executive team has expanded GF&D's product line to include a larger selection of Grease Fittings, Grease Guns, and Fitting Tools, highlighted by the introduction of our New and Improved Grease Fitting Thread Identifier.

The Grease Fitting Thread Identifier offered by GF&D Systems can now identify the 24 most common threads, or about 15% more than the competition! It is made out of anodized aluminum to offer a good balance between weight and rigidity. We're proud to say that it is also made in the USA!

Have you added grease fittings to your product line yet? Contact us to find out how GF&D Systems can help add to your bottom line!

For more info contact GF&D by Tel: 1-800-360-1318, Fax: 1-262-789-8640, Email: [sales@gfdsystems.com](mailto:sales@gfdsystems.com) or online at [www.gfdsystems.com](http://www.gfdsystems.com).

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## Key Changes In ISO 9001:2015

### Structure

Because the new structure of ISO 9001:2015 is the most obvious change in the revision, it's important to understand the rationale for the change so that users can move on to the more substantive changes.

The structure of ISO 9001:2015 changed due to a decision by the ISO Technical Management Board to adopt a standardized format and common core text and terms for use in all new and revised ISO management system standards. This is to promote greater ease of use for organizations that want to integrate the requirements of multiple management system standards such as ISO 9001, ISO 14001, and ISO 50001. This standardized format is referred to as Annex SL, which is simply the alphanumeric indication of the index from the ISO Directives.

**Understanding the change:** Before getting too caught up in the structure of the revised standard, it's important to read subclause 0.4, Relationship with other management system standards, and annex A. Subclause 0.4 introduces the Annex SL high-level structure, explains the rationale of the structure, and highlights some of the changes in ISO 9001:2015.

Specifically, it indicates that the structure relates to the framework developed by ISO to approve alignment among management system standards. Subclause A.1 (located within annex A), Structure and terminology, provides details that should help organizations understand the requirements related to structure. Subclause A.1 specifically states that there is no requirement for organizations to adopt the ISO 9001:2015 structure in their own QMS nor do organizations have to change the terminology used in their QMS.

The text included in the annex should alleviate any concerns related to structure and required changes. With that said, organizations with an existing ISO 9001-based QMS should have already adopted the process approach in the structure of their QMS. Therefore, before making any structural changes to your organization's QMS, it's important to carefully consider the opportunities and issues associated with making such changes. Any change should add value. Making a change for the sake of aligning a QMS to an outside structure of any kind

potentially adds unneeded cost and overhead. If an organization wants to ensure that it has addressed any new requirements in ISO 9001:2015, it should develop a cross-reference of compliance methods such as implemented processes or documented procedures from whatever structure it's using to the requirements in the revised standard. A cross-reference of ISO 9001:2008 requirements to ISO 9001:2015's requirements is included in chapter 21.

This cross-reference will help organizations understand the relationship of current requirements to requirements in ISO 9001:2015. This cross-reference is available to the public at no charge at <http://isotc.iso.org/livelink/livelink/open/tc176SC2public>.

Subclause 4.4, Quality management system and its processes, should also be considered when reviewing requirements related to the structure. Organizations that have taken a minimal approach to this requirement may need to make some changes in how they identify and control their processes. Organizations that have embraced the process approach will not only find that the transition to ISO 9001:2015 is simpler but also that the integration of any new requirements into their QMS is easier to accomplish.

### Products And Services

Ever since the first of edition of ISO 9001 was published, there has been feedback from some users that the standard is difficult to apply to all types of industries, specifically to the service sector. For that reason, the language in ISO 9001 was modified to make it easier to use across all sectors.

One way that ISO 9001:2015 has been made more generic is by replacing the word "product" with "products and services." Using "products and services" helps to emphasize that the standard can be applied to all types of organizations. In addition, some requirements have been specifically changed to emphasize this point. This includes subclause 7.1.5, Control of monitoring and measuring resources, which was made easier to apply to service industries by changing the words "monitoring and measuring equipment" to "monitoring and measuring resources" and incorporating requirements related to monitoring and measuring as applicable to the service sector.

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# PACIFIC-WEST FASTENER ASSOCIATION

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## EXPANDING THE PAC-WEST COMMUNITY THROUGH NEW REGIONAL EVENT by Vickie Lester

The Pacific-West Fastener Association launched a new series of regional events on January 14 in Seattle, Washington, called Pac-West After Hours. Similar programs took place in the San Francisco Bay Area and Denver this year.

You can network just about anywhere: a trade show, a sales call, even where you work. The catch is that while all of these locations may be chock full of people who would make a great addition to your professional network, these are not times and places that are optimized for networking.

Pac-West After Hours gives people in the fastener industry a chance to meet their peers and expand their professional networks. And there's no charge to attend!

Nearly 50 people attended the first event in Seattle, which took place at Via Tribunali in the trendy Georgetown neighborhood. Pac-West owes a debt of gratitude

to Rick and Jill Peterson of All-West Components and Fasteners for organizing the event and hosting food and beverages. Star Stainless Screw and The Olander Corporation donated door prizes.

In April we visited the San Francisco Bay Area and Silicon Valley, with an After Hours event at Faultline Brewing Company in Sunnyvale. 70 people enjoyed food and beverages

hosted by Star Stainless Screw and door prizes donated by BHJ Bay City Screw & Bolt, Metric & Multistandard Components Corp., The Olander Company, and Star Stainless Screw.

Our third After Hours event took place July 14 at the ViewHouse Eatery, Bar, & Rooftop in downtown Denver, with a great turnout of 50 people. Our thanks go to Brighton-Best International and Tortoise Fasteners for donating door prizes.

You can see photos from all of these events at our Facebook page <https://www.facebook.com/PacWestFastener/>

Pac-West territory covers thirteen states and two provinces in western U.S. and Canada. While the association holds quarterly dinner meetings and events in

Southern California, these are the first networking events we've offered outside So Cal.

For more information about the Pacific-West Fastener Association visit [www.pac-west.org](http://www.pac-west.org). 



**ABOVE (LEFT TO RIGHT): CHRIS MCCAFFREY, R&D FASTENERS AND JOHN SULEK, STAR STAINLESS AT PAC-WEST BAY AREA AFTER HOURS**

**BELOW (LEFT TO RIGHT): DUANE LIGHTHALL, ROCKY MOUNTAIN RIVET AND BRETT PEDDIE, TORTOISE FASTENERS AT PAC-WEST DENVER AFTER HOURS**



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## WORDSEARCH PUZZLE

C	S	E	N	I	W	A	T	E	R	P	G
O	L	B	S	Q	G	G	G	B	T	W	C
C	C	E	E	S	H	G	I	N	E	H	H
O	G	E	M	D	N	C	N	B	A	I	G
A	H	R	S	O	K	L	I	M	G	S	B
S	B	S	G	S	N	S	P	X	H	K	V
D	S	R	D	C	D	A	L	E	B	E	J
T	E	D	A	A	G	I	D	P	V	Y	U
A	A	H	K	N	C	G	U	E	C	S	I
N	D	D	E	G	D	N	G	A	L	O	C
G	O	G	X	H	C	Y	H	S	C	C	E
V	S	P	C	H	U	E	E	F	F	O	C

### DRINKS

In the grid opposite there are twenty answers that fit the category named above. Circle each answer that you find and list it in the space provided below. An example is given to get you started.

- |                     |           |
|---------------------|-----------|
| 1. <b>ALE</b> _____ | 11. _____ |
| 2. _____            | 12. _____ |
| 3. _____            | 13. _____ |
| 4. _____            | 14. _____ |
| 5. _____            | 15. _____ |
| 6. _____            | 16. _____ |
| 7. _____            | 17. _____ |
| 8. _____            | 18. _____ |
| 9. _____            | 19. _____ |
| 10. _____           | 20. _____ |

**ROBERT FOOTLIK** **HAVE YOU CONSIDERED...** from page 34

## ***Consider Protests And Demonstrations***

Most Fastener Distributors think they are immune to hostile protests, and normally they are correct. If your company sells Grade 5 fasteners to the consumer market ignoring this isn't a problem. But what about Defense Contracts for MIL Spec parts?

Sooner or later the protestors will figure out that military equipment needs fasteners to hold it together. That's when they may try to shut you down. Bullies pick on the weak and an independent distributor has far less resources than a large defense contractor. There is also a possibility that your neighbor might be their target. Even a media circus a block away can severely hamper your operation, and there is little you can do to limit the disruption directly. But there is a lot that can be done to mitigate the problems.

Having clearly defined property boundaries can channel the demonstration away from critical areas such as docks and gates. Hiring private security officers who can politely enforce those boundaries while respecting First Amendment rights will help control the situation, but they need to be in place as quickly as possible. Meetings with local law enforcement and these guardians should be arranged before the demonstrators arrive whenever possible. And don't neglect your image in the media. A good spokesperson, prepared for the situation can deflect negative coverage to actually enhance your image in the community. This rarely happens without planning and practice.

## ***Consider Cyber Security***

Almost everyone who carries a credit card has been affected by criminal or cyber warfare attacks on the financial system. Just because you are a small business does not guarantee immunity. As warehouse operations become more computer dependent everything comes to a halt if the server is compromised. Why break into a building when you can have UPS deliver the loot?

In the early days of unreliable computer systems paper based backups operations would just shrug off the inconvenience. This no longer works and anomalies can

be considerably harder to detect. What work arounds are available, or at what point do you throw up your hands and send everyone home? Everyday these scenarios become more probable and more devastating.

## ***Consider Power Outages***

We all take reliable power as a given, until the lights go out, the telephone stops and the computers shut down. If you have the foresight to have installed a backup power system for the computers, phone and A/C the offices might be functional. But what about the warehouse? Power doors and dock boards should have manual overrides and actuators. People, power conveyors and forklifts all need light and electricity to operate. Not every outlet and light fixture must be on but critical areas and functions should be tied into the emergency generator system or an independent battery system must be available.

Work with your warehouse team and a qualified electrician to review the transfer relay and power panels. Making changes in a brightly lit space is far easier than trying to switch live wires in the dark. Make sure that all the appropriate circuits are served and that the equipment will perform reliably in an unlikely event.

If there is no generator back up then have the electrician install a manual disconnect from the main power supply and add a plug in point for a rented or portable generator. This must be done properly to prevent electrocution in your building or further down the line. Planning for it now is cheap adding it later is problematic.

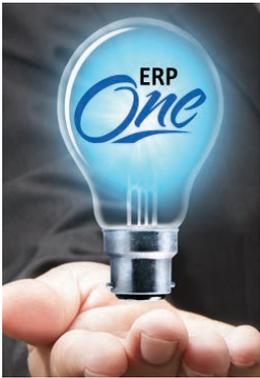
And if you have a backup generator keep a can of spray ether and jumper cables handy just in case the rarely used equipment is reluctant to start. It's cheap insurance against a dead battery.

## ***Consider Natural Disasters***

Hurricane Katrina demonstrated how poorly prepared we are for large scale disasters. Systemic failures received the publicity, but individual lack of preparation quickly mounted.

## DISTRIBUTOR NEWS

Delivering innovation and integrity for 20 years, **Distribution One** has successfully helped hundreds of fastener companies drive profitability through streamlined operations, reduced costs, and efficient warehouse performance. An industry-leading developer of customer-focused ERP software, Distribution One stands as an ideal choice for large and mid-sized wholesalers and distributors looking to strengthen their competitive edge through proven technology.



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like QC Tracking, RF Scanning, VMI (Vendor Managed Inventory), Lot Control, Mobile Apps, and supplemental components like EDI (Electronic Data Interchange) and API (Application Program Interface).

"We've made it a priority to give distributors every modern tool possible, so their businesses can keep pace with technological progress," says Larry Ward, president and cofounder of Distribution One. "We've also designed ERP-ONE to scale with each customer. Its interconnected applications provide the same superior data access and productivity regardless of the number of users."

From the start, Distribution One partners with every customer to ensure a smooth transition and create a continued avenue for sharing information that initiates ideas for valuable enhancements. Our process-based ERP-ONE software training is applied directly to your business model and is offered on-site or via webinar. Our team of ERP professionals thrives on providing live US-based customer service to 8000+ users worldwide.

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**LARRY BOROWSKI PROPER INSPECTION OF SLOTTED RECESSES IN SCREWS HEADS** *from page 102*

Inch Screws		
Nominal Screw Size	Slot Width (in.)	
	Max	Min
#2	0.031	0.023
#3	0.035	0.027
#4	0.039	0.031
#5	0.043	0.035
#6	0.048	0.039
#8	0.054	0.045
#10	0.060	0.050
#12	0.067	0.056
1/4	0.075	0.064
5/16	0.084	0.072
3/8	0.094	0.081

Screw slots are manufactured either by sawing, machining, or by striking the slot in the head during the cold heading process. Screw standard requirements do not differentiate between these methods of manufacturing, meaning that the method used is up

Metric Screws		
Nominal Screw Size	Slot Width (mm)	
	Max	Min
M2	0.7	0.5
M2.5	0.8	0.6
M3	1.0	0.8
M3.5	1.2	1.0
M4	1.5	1.2
M5	1.5	1.2
M6	1.9	1.6
M8	2.3	2.0
M10	2.8	2.5

to the manufacturer, but the slot still has to conform dimensionally, even if the process chosen inherently produces variations. For example, a #8 slotted pan head screw must have a slot depth of .045" to .058" and a slot width of .045" to .054" regardless of how the screw was produced. There is a tendency for slots made during cold heading to be wider at the outer edges than in the middle of the head of the screw. This is allowable as long as the NOGO width blade does not enter either end, or in the middle.

Suppliers of high volume slotted screws, manufacturers and distributors, should use slot depth and slot width gages for slot inspection to assure consistent quality screws are provided to end users. Consistent screw slot depths and slot widths are essential for achieving efficient and effective assembly results. 

LARRY BOROWSKI | GREENSLADE & COMPANY INC

**BENGT BLENDULF SHARING TECHNICAL INFORMATION ABOUT FASTENER USE** *from page 122*

There are other ways to read up on things as well. IFI has several books that can help you understand not just how the fastener is made, but also some more intricate aspects of joint formation. I recommend that you visit their web site to look for books that will help you in your work. Joe Greenslade, who retired last year as IFI's Director of Engineering, had a keen interest in sharing good and useful information with its members and others. He came up with the idea of the publication of "Torque Book for Fasteners", a tool that had been missing in the industry. It is a great help to those who are still using torque to tighten fasteners. He researched all the various surface condition we may find on the market, including all the new, highly engineered methods from Magni, Dacromet, Geomet and others. With all this information in the IFI publication it is relatively easy to

produce a much more reliable moment of force = torque for our applications. I highly recommend that you buy a couple of copies for your personnel who will then be able to assist customers who will always be asking the question: What torque? When you are on that web site take a good look at "Mechanical Fastening and Joining", a book that was inspired by my writings and is made up by many of my articles in the Distributor's Link Magazine.

The publication of this book was another of Joe's great ideas. This is a very important learning instrument that every one working in the fastener trade should have. For the price it is very well worth a purchase order. Maybe include a copy for your customer, who will very much appreciate the gift.

Until next time, be well and don't be afraid of trying something new. It may help more than yourself. 

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## RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2016 from page 36



On January 8, 2016, **Indutrade AB** purchased **PECO Select Fasteners B.V.** ("PECO Select"). Formed in January 2011 from the merger of Peco Special Fasteners B.V and Select Fasteners B.V., PECO Select is a distributor of stainless and alloy steel bolts, stud bolts and nuts for the heavy construction, chemical processing, petroleum refining, shipbuilding and heavy equipment manufacturing industries. Located in Bergschenhoek, The Netherlands, PECO Select employs four people and generates annual net sales of approximately US\$3.5 million. Founded in 1978 and headquartered outside Stockholm, Sweden, Indutrade is comprised of more than 190 business units organized into six segments: Engineering & Equipment; Flow Technology; Fluids & Mechanical Solutions; Industrial Components; Measurement & Sensor Technology; and Special Products. Indutrade (Nasdaq OMX Stockholm: INDT) generated net sales of SEK11.9 billion (US\$1.4 billion) in calendar 2015 and employs more than 4,900 people worldwide. Following the transaction closing, PECO Select will be integrated with Douwes International B.V., a nearby industrial fastener distributor owned by Indutrade.

*Purchase price: not available*



On January 27, 2016, **LINC Systems Inc.** purchased **Numax Inc.** Founded in 1995 and headquartered in New Windsor, New York, Numax is a distributor of collated nails & staples, pneumatic tools and compressors for the construction and general industrial markets. The senior management team and most of the employees of Numax will remain with the combined companies and operate as new branches for LINC Systems. Founded in 1995 and headquartered in Westfield, Indiana, LINC Systems is a distributor of collated fasteners, pneumatic tools and compressors for the construction and general industrial markets. LINC Systems carries most of the major brands of nailers, staplers, pneumatic tools and hand tools, including Stanley Bostitch®, Dewalt, Duo-Fast, Paslode, MAX USA, Senco and Hitachi. LINC Systems operates three distribution centers with a total of more than 100,000 square feet of warehouse space (before the Numax acquisition) in Indiana, North Carolina and Rhode Island. The company employs 92 people.

*Purchase price: not available*



On January 29, 2016, **Berkshire Hathaway Inc.** purchased **Precision Castparts Corp.** ("PCC"). Founded in 1953 and headquartered in Portland, Oregon, PCC is a global manufacturer of complex, critical-application components, assemblies and materials for the aerospace, defense, power generation and general industrial markets. The company is organized into three business segments: i) Investment Cast Products manufactures complex investment castings for aircraft engine and industrial gas turbine applications; ii) Forged Products manufactures made-to-print forgings from nickel-based alloys and super alloys for aerospace, power generation and general industrial applications; and iii) Fastener Products manufactures fasteners, precision components and assemblies for aerospace, defense, transportation, power generation and general industrial applications. PCC operates 162 manufacturing plants and employs 30,500 people worldwide. In the fiscal year ended March 29, 2015, Precision Castparts (NYSE: PCP) generated net sales of \$10.0 billion. Berkshire Hathaway (NYSE: BRK.A and BRK.B) is a diversified conglomerate with activities including insurance & reinsurance, utilities & energy, freight rail transportation, finance, manufacturing and many others. In calendar 2015, the company generated net sales of \$210.8 billion.

*Purchase price: \$37.2 billion.*



On February 9, 2016, **H&S Sales Inc.** purchased **Nut & Bolt Products Inc.** Founded in 1974 and located in Niagara Falls, New York, Nut & Bolt Products is a value-added distributor of fasteners and class C components, supplying OEM and MRO customers in Western New York and the surrounding territory. Founded in 1952 and located in Buffalo, New York, H&S Sales is a full-line fastener distributor supplying OEM and MRO customers in Western New York and the surrounding territory. Following the transaction closing, the operations of Nut & Bolt Products were consolidated with the operations of H&S Sales in Buffalo and the combined companies were renamed Nut & Bolt Fastening Solutions ("NBFS"). NBFS is a wholly-owned subsidiary of Great Lakes Fasteners Inc. of Twinsburg, Ohio, a full-line fastener distributor supplying OEM and MRO customers concentrated in the Midwestern United States.

*Purchase price: not available*

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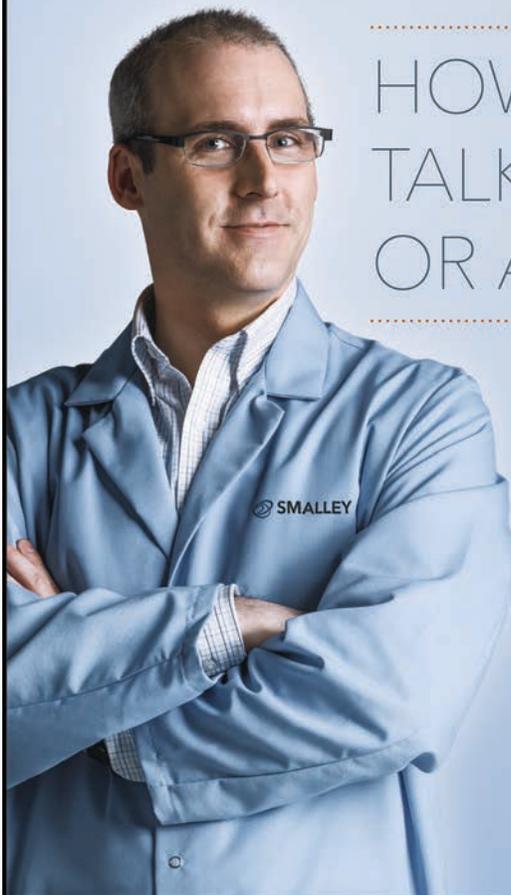
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These functions must not be set up just to create an appearance of real participation. When a supplier's conduct enables the DBE to certify falsely then that supplier/middleman runs a great risk of being prosecuted for fraud.

Based on some recent court decisions, and some guidelines issued by the Inspector General of the Department of Transportation, there are certain activities which are indicative of fraud, and should be avoided.

### *Some Of These Are...*

- [1]** The disadvantaged business lacks expertise, background, experience or the proper equipment for the work.
- [2]** Employees move back and forth between the DBE and the primary supplier or general contractor.
- [3]** There is evidence of company name signs being changed frequently on trucks and buildings.
- [4]** Certain tasks at the DBE are done by people who are not actually employees of the DBE.
- [5]** There is a lack of presence of the contractor on the job site.
- [6]** A general contractor always uses the same Disadvantaged Business Enterprise (giving evidence of a proprietary relationship).
- [7]** Money moving in and out of joint bank accounts.
- [8]** There is a lack of formal contracts or other paperwork.

The question might be asked -- do these things really matter? If minority or disadvantaged individuals are helped into the business, or they are allocated capital as a result, doesn't this meet one of the social justice policies of sharing the payment of public funds within the disadvantaged community? How else do we get minorities and the disadvantaged involved in the process where there may not be any qualified "real" such businesses on the scene and ready to participate?

Such participation must start somewhere - and if it has to be birthed by an established business then so be it! In the absence of such actions it just might not happen at all.

If there was any doubt about the government's seriousness in dealing with these kinds of fraud, that was dissipated in June when the Department of Transportation announced two significant settlements with parties charged with circumventing the intent of the DOT's Disadvantaged Entity Program. One of these two cases was a New York case involving a subcontractor on a New York Metropolitan Transportation Authority project. The subcontractor had represented to the General contractor that they would be utilizing a certified DBE to perform as a second-tier subcontractor, but that DBE apparently never actually did the work.

That case shows that the government is quite willing to go after this not just at the prime general contractor level, but at the subcontractor level. It's a cautionary tale for distributors who participate as material providers and who seek out DBE's to share in supply contracts for purposes of meeting project requirements. The other settlement in June resulted from a whistleblower lawsuit filed by a former employee of the targeted company with allegations they had fabricated claims of minority ownership.

By policing the legitimacy of DBE selection, the government may be trying to provide a fair competitive environment for those minority contractors who are genuinely trying to break into the active business. This may be recognition of the fact that too often DBE contract awards go to those who are politically or otherwise "connected." The politicians and lawyers who know how to play this game are not always the trades people and craftsmen who have the potential to be real and genuine participants.

These people deserve a chance - and a level playing field! 

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## MWFA GOLF OUTING WAS THE PERFECT FOLLOW UP TO THE TABLETOP SHOW by Nancy Rich

Following the Table Top Show, the MWFA hosted our 64th annual Golf Outing. Following the show allowed many out of town guests the opportunity to participate in the largest golf outing in our industry. This event is always a favorite among golfers in the fastener industry. 147 golfers gathered at Schaumburg Golf Club which features 27 holes. Hosting the event at this venue allowed golfers to be spaced out and avoid backups throughout the day.

This year's outing featured a new contest, MiniPutt Poker. Players received 3 playing cards then putt onto a mat for remaining 4 cards in hopes to make a high Poker hand. Raffle tickets were then awarded based on the poker hand and placed into a cash drawing. Guests were also able to participate in the putting contest during cocktail hour providing additional chances for that great poker hand.

Another change to this year's golf outing dinner event was the addition of a Pig Roast for dinner and was a well received.

### **Congratulations To Our Team And Contest Winners**

#### **First Place Team**

Jim Hossman, Rob Reynolds, Nick Kolavo, Peter Perry

#### **Second Place Team**

Rich Cavoto, Jim Sullivan, Gary Austin, Dave Wendt

#### **Course Contest Winners**

Rich Cavoto

Kris Wind

Nick Peles

Rob Reynolds

Greg Keyes

Joe Clark

Dave Wendt

Kevin Miller

Ted Schiebold

Will McInerney



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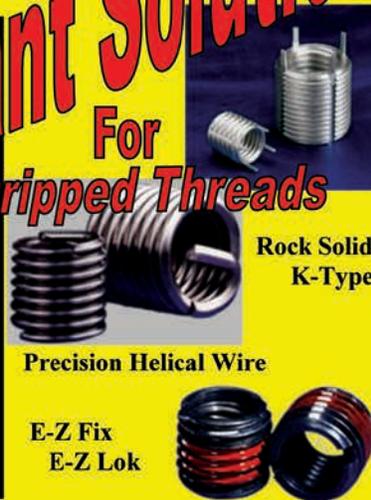
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During a good economy approximately 50% of inserts sold are being used in new machinery, automotive, power generation, etc as part of the design. The reason is that manufacturers design new products with thinner and softer materials to save on cost & reduce the weight of their product. When this is done inserts are used to maintain or increase the strength of the threads being used.

During a bad economy companies repair instead of replace their machines and equipment. When the threads are damaged on this equipment inserts are used to repair them.

In short, inserts do not have the ups and downs of the economy. They are sold every day/week/month of the year regardless of the state of the economy.

**Add the Chrislynn Threaded Insert Line to your high volume sales products. Become a distributor today. **

ALL INTEGRATED SOLUTIONS **COMBINING FORCES FOR A GREATER SUM** *from page 46*

The following year The Ruetz family (All Tool Sales & All Fasteners) found themselves caught between two older managers looking to retire and two younger ones who wanted to see the company continue to grow. Jim Ruetz- President of All Fasteners at the time, felt that the right partner could help build a unique integrated supply company. "We were looking for a strategic partner that shared a similar vision" commented Jim. The All Tool Sales & All Fasteners combination were one of the few companies able to supply OEM fasteners, MROP (Maintenance-Repair-Operations-Production) supplies along with assembly tools as part of an integrated package to its customers. Our unique proposition was that similar to some of our larger competitors we could supply these products at competitive prices BUT we had the sales and customer service expertise to support the customers using these products and services. "The product expertise part was the missing link between OEM and MROP/Assembly", stated Ruetz.

There was a lot of interest in the company when we decided to sell. High Road Capital Partners had a similar vision of what the combination of Accurate Components and All Tool Sales/All Fasteners could become. In late 2013, High Road Capital bought All Tool Sales/All Fasteners and bolted the company on to Accurate components. The results were two companies with a wide range of products and services that now included expertise in special components, engineering and design of fasteners, strong VMI & vending capabilities, MROP & OEM products, and Assembly tool expertise.

After the first year we realized that the combined companies had a lot to offer our mutual customers in both products and services. What we really had that customers wanted was a wide offering of supply chain SOLUTIONS. We stopped thinking of ourselves as a products company and more of a solution provider.

In late 2014 and early 2015 the combined group was renamed All Integrated Solutions (AIS). The new name identified the most significant end product the company is able to offer the marketplace; Solutions. Utilizing the combination of MROP, OEM, and Assembly product offerings. AIS is able to help the customer drill, ream, and tap a hole, assist in designing the right fastener to go into the hole, and help them select the right tool to assemble the fastener. When you add world class

vendor managed inventory programs, Cribmaster vending solutions, and wireless warehouse order fulfillment, to the products you end up with a company able to provide customers a wide range of supply chain solutions.

### **Enter Great Lakes Fasteners....**

In August of 2016, Gordon and Elaine Vandermeulen, owners of Great Lakes Fastener of Grand Rapids Michigan decided to join forces with the AIS team. Great Lakes Fastener soon to be AIS-Michigan, brought with it a host of new skills and solutions to the AIS team. The division is strong in the automotive marketplace, automated kitting solutions, experience selling into the Mexico markets, and a distribution center in Traverse City, MI, just to name a few. "Elaine and I felt that AIS was the right place to put the team whom we had worked so closely with for over 40 years", stated Gordon Vandermeulen.

All of the companies use Prophet 21 (Epicor) software as their IT platform, utilize Tour De Force CRM to connect the sales teams, and are working with Flow Consulting to help integrate the companies to best serve the AIS customers across the platform.

When you add together the wide mix of products and services we have, a lot of very talented people, three well run and profitable companies, all operating on the same software platform, able to offer customers a unique integrated solution, you end up with a sum much greater than the individual companies.

### **The AIS Family**

**AIS\_MINNESOTA** with distribution centers in New Brighton, MN. \*Cedar Rapids, IA and Fargo, ND.

**AIS\_WISCONSIN** with distribution centers in Franksville, WI. Oshkosh, WI. and Connersville, IN.

**AIS\_MICHIGAN** with distribution centers in Grand Rapids, MI and Traverse City, MI.

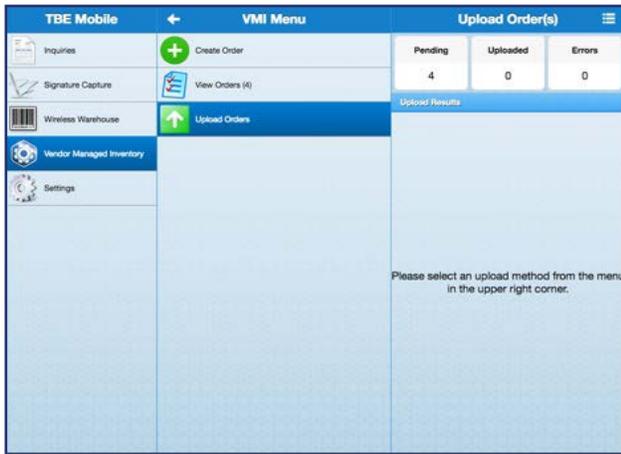
*\* in 2014 Accurate Components purchased Williams Fasteners of Brooklynn Park MN. Accurate maintains a distribution center in Cedar Rapids IA from that acquisition.*

### **About The Author**

**Jim Ruetz is the CEO/President of All Integrated Solutions (AIS).** The company is headquartered in Franksville, WI. (jruetz@allintegrated.com). 



COMPUTER INSIGHTS INC. TAKE YOUR BUSINESS ON THE ROAD from page 52

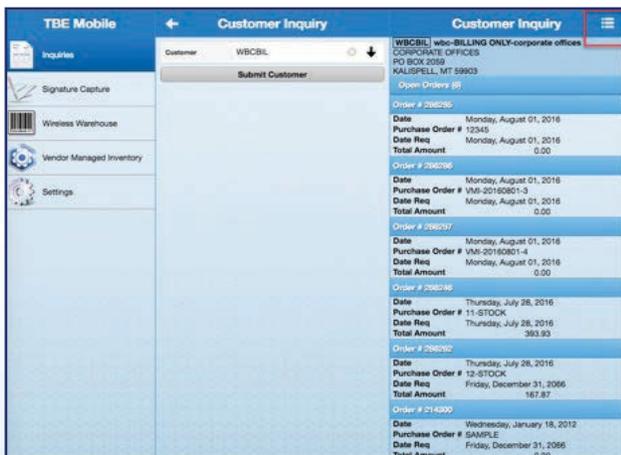


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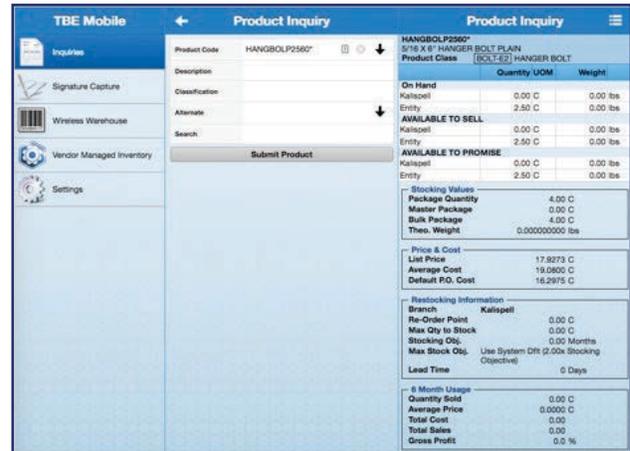
This example shows a customer inquiry. Open orders are shown. Note menu in red box. This menu opens up views into customer contacts, notes, CRM actions, invoices and other important information.



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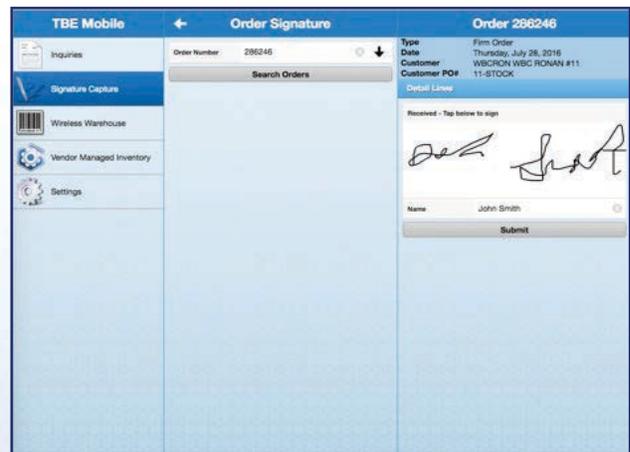
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## MFDA's END OF YEAR SOCIAL/NETWORKING EVENTS by Nancy Rich

### October 20th

On October 20th, the MFDA will host a Murder Mystery Dinner at the Fiesta Banquet Hall. Attendees will have the opportunity to interact with others to solve the mystery while enjoying fun with fastener friends.

Come join MFDA for a night out with some food, beverages, fun, and murder, for a "killer" party. It'll be a party with intrigue and fun as you solve the "who did it."

The Murder Mystery Company is New Jersey's Expert in Mystery Entertainment. The Garden State's marauding mystery experts guarantee that your event will be perfect, whether you join us in a night out for some food, fun, and murder, or team up with us to throw a "killer" private party your guests will never

forget! We make mystery, intrigue, and murder look good.

### December 8th

The MFDA will hold their annual Toys for Tots Holiday Party on December 8th. This is always a great event where the membership and fastener industry personnel come together. Many toys as well as cash donations with MFDA added to it making them a corporate sponsor to Toys for Tots.

This celebration will be held at Al Di La Ristorante in East Rutherford, NJ.

For information on any event, call or email Nancy Rich at 201-254-7784; email: [MFDABoard@gmail.com](mailto:MFDABoard@gmail.com). 

## Will Skyscrapers Be Glued Together?

Glue is the future of architecture, according to architect Greg Lynn.

“Mechanical assembly is already waning in many industries,” Lynn told *New Scientist*. “An airplane now is glued together. A car now is glued together. Even a lot of appliances are being glued together.”

Such non-metallic composites as carbon fibre, fiberglass panels and other structural plastics are “lightweight, often much cheaper than traditional industrial materials and offer physically stronger systems for designers to work with,” writes reporter Geoff Manaugh of *New Scientist*.

Composite materials are already used to manufacture high-performance yachts, wind turbine blades, large passenger aircraft such as Boeing’s 787 Dreamliner and even commercial spacecraft.

“These are fundamentally different material systems,” architect Bill Kreysler told *New Scientist*.

Kreysler said the connective strength of architectural adhesives can surpass that of mechanical connections such as bolts and screws.

But composites are not well understood in the building industry, writes Manaugh.

“Even when assembling a structure using carbon fibre panels, contractors will often still use screws, rivets or bolts. This is both redundant and expensive,” Manaugh writes. “Glue would be much stronger than a bolt, especially when standing up to sheer forces.”

Architect Lynn thinks it is just a matter of time before skyscrapers are held together entirely by adhesives.

“The use of composites and adhesives could revolutionize engineering in every building type,” Lynn stated. “It could change the way we design around natural disasters. By drastically cutting the weight of a building, you could stop it swaying so much during an earthquake.”

Lighter buildings are also cheaper, Lynn told *New Scientist*.

“If you can take 30% of the weight out of the upper section of a building by using lightweight composite



materials, you could end up saving between 70 and 80% of the material in the entire structure,” he said. Web: [NewScientist.com](http://NewScientist.com)

## Rise of the Super Glues

Cars increasingly are held together by glue — as are airplanes, phones and myriad other items, the *Wall Street Journal* reports.

“The process of substituting adhesives for welds, rivets, screws and bolts has been so gradual over recent decades that few people have noticed,” the *Journal* reports.

But that process is quickening as car manufacturers “struggle to make vehicles lighter to meet tougher fuel-economy requirements.”

“Bonding [with adhesives] is the new welding,” Dow automotive unit president Steve Henderson told the *Journal*.

Basic metallurgy and chemistry favor bonding. But adhesive makers trying to capitalize on the \$2 billion bonding market face challenges, including “finding ways for adhesives to withstand higher temperatures” and overcoming design engineers’ preference for reliable metal fasteners.

The biggest obstacle adhesives makers face is psychological, according to the *Journal*. 

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## Getting Started

Since we can't predict the future, it is important for the business owner to adopt a "what if" mentality when thinking of exit plans. It is very simple logic. To follow it, ask "What if" or "What should I do if" and then name or state a scenario. Examples: What should I do if my business rapidly expands in the next five years? What if the economy enters a depression? While the form or wording of the thought is not important, this kind of thinking allows the business owner to cover a wide range of contingencies and plan accordingly.

Although it may be useful to list many contingencies, you cannot plan for every contingency that arises. It is imperative to select the most important scenarios from the many considered. Create a plan describing the actions and policies to be followed in the event any contingency comes to pass.

Every exit plan should take into account different factors such as the industry, competition, the owner's resources and goals, and any other relevant intangibles. The best plans take into account all of the person's goals.

## The Homework

The homework consists of reviewing any existing agreements you have with partners, shareholders, and others who are involved in the organization. The agreement may consist of articles of incorporation, by-laws, and buy/sell agreements. The exit plan must conform to the existing agreements or it could defeat the plan. If you don't have any existing agreements between shareholders and partners, now may be the best time to create one in conformity with the plan you want to follow.

**REMEMBER, A BUY/SELL AGREEMENT IS THE MOST IMPORTANT LEGAL DOCUMENT A BUSINESS CAN HAVE THAT COVERS EXIT STRATEGIES.**

## Writing The Plan

After doing the homework, the rest of the plan should be written. The plan does not necessarily have to be complicated or even well written to be effective when the scenarios arise. The most effective plans are the plans that are most thoroughly thought out, so it pays to think at this stage.

**The Goal** - It is important to define a goal.

Obviously the main goal in any exit plan is to achieve the best results. These results may include reviewing the biggest monetary gain, the smoothest transition into the next generation, paying the least taxes, or creating a retirement plan.

**The People** - Next it is important to choose the players to be involved in the exit plan. Decide what partners or key people will handle what you would like them to do. When the time comes, the people named may not be willing to do the task, so be wary of this situation and always keep your plan up to date and current.

**The Valuation** - Valuation of the company is also very important. It is important to identify a company or professional that has expertise in this specialized area. A poor valuation can lead to selling the business for a price short of what it should be. An entire lifetime of hard work and sacrifice should not be devalued by means of a poor quality valuation; it would not be fair to you or those around you. A valuation of a company should take place every year, because the results and value-added drivers of operation are important to the overall value of the business.

**Due Diligence** - Potential due diligence issues need to be addressed. Due diligence is the process of ensuring the accuracy and completeness of assertions. It is best to address the issues now rather than wait until the exit. Items such as obsolete inventory, family members on the payroll, and real estate all need to be dealt with and thought of before the business is put it for sale. An issue in due diligence can result in a deal breaker when your exit plan is put in action.

## Conclusion

Being proactive in business will pay off. It especially pays when you are dealing with an exit strategy. Dealing with the issues that come up now can eliminate lost opportunity, headaches, and problems that may not be able to be solved when the exit occurs.

Therefore, it is important to have an exit plan at all stages of a business. If you like, please contact the professionals at the Center for further assistance in your business and tax needs. The professionals at the Center specialize in exit strategies for private companies. Financial, legal, and tax advice is provided in developing such exit strategies. 

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**Smalley Steel Ring Company**, is pleased to announce the expansion of our Bearing Preload Series. Smalley continues to push the limits in coiling innovation. The expansion of our popular bearing preload (SSB) series adds diameters ranging from 9 mm to 13 mm. Now over 300 SSB springs are stocked in carbon and stainless steel with free samples available to test in your application.



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**ANTHONY DI MAIO SETTING BLIND RIVETS** *from page 72*

Check to see that your power tool is stroking the full distance as stated by the manufacture. If you are using a pneumatic hydraulic tool and the tool is not stroking the full distance, you have most likely lost some oil from the hydraulic section.

Always follow the manufacturer's instructions book regarding the maintenance of the blind rivet setting tool and you will always set blind rivets in one stroke of the setting tool.

All setting tools have a nosepiece for each diameter blind rivet, because each diameter blind rivet has a different diameter mandrel. We know now, the larger the mandrel diameter, the longer the threaded section of the nosepiece. If you were to use a 3/16 diameter nosepiece the nosepiece has to open the jaws to accept the 3/16 blind rivet mandrel, the jaws would have to travel a long distance to grip the diameter of a 1/8 diameter blind rivet.

If you set a 1/8 blind rivet using a 3/16-diameter nosepiece, you will see a circular indentation in the flange of the blind rivet. This is caused by the hole in the 3/16 nosepieces, which is large than the hole in a 1/8-diameter nosepiece pushing against the flange of the 1/8 diameter blind rivet when it is set.

### Here Are Typical Questions Asked About Blind Riveting....

**Q: Can blind rivets be used with repainted metal stock or where surface finish cannot be damaged or marked?**

A: Blind riveting does require a turning motion to set. Therefore, surface marking cannot take place. The blind rivet installation tool does not contact the surface of the work at any time during the setting of the blind rivet.

**Q: Can the threat of cracking or tearing of plastic parts be eliminated?**

A: Blind riveting permits flexibility in the forces used to set the blind rivet. Mandrel tensile strength can be engineered to suit the strength of the material to be joined. Predictable mandrel tensile strength ensures

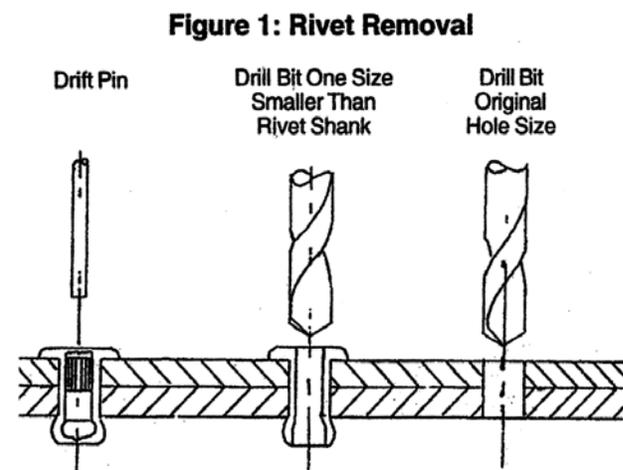
repeatable, secured joint assembling with no additional operator training.

**Q: Strip out is a problem with sheet metal and self-drilling screws in thin metal and plastic parts. Stamped bosses are sometimes required to provide sufficient thickness for thread holding of thin gage metals. Plastic parts need molded in thread holding bosses. Holes must be sufficiently small to ensure thread grip in soft materials yet large enough to prevent over torque problems in harder materials. How can I deal with strip-out?**

A: Blind rivet strip-out cannot occur. Blind rivet setting forces are predetermined and consistent. Controlled rivet body expansion during setting, gives good hole fill and clamping force to the assembled materials. When the upset side of the blind rivet is against soft material, such as leather, soft plastic or wood, a back-up washer should be used.

**Q: Can a blind rivet be removed without causing damage to the work piece?**

A: Figure 1: "Rivet Removal" explains how a blind rivet can be removed.



**Blind Rivet:**

1. Punch mandrel out of rivet with sharp hammer blow.
2. Using next size smaller drill bit, remove rivet head. Stop at this point and remove head from drill bit.
3. Drill through with undersize bit.
4. Clean hole with same size bit used to drill original hole.

# CROSSWORD PUZZLE

## ANIMAL CRACKERS

**ACROSS**

- 1. What's "in"
- 4. Earned a ticket
- 8. Current meas.
- 11. Musical instrument
- 15. 1492 ship
- 16. Nabisco product
- 17. With 40 Down, optimistic one on the ark?
- 19. Impostor on the ark?
- 22. Assuming an artificial pose
- 23. Gobbled up
- 24. Loud noise
- 25. British noblemen
- 27. Pass on, as a message
- 28. Torah, for one
- 30. Flower part
- 33. Drink like Fido
- 35. Half of a split personality
- 36. Book written on the ark?
- 42. Contraction
- 44. Good judgment
- 45. Cloak fastener
- 47. Bee Gees, e.g.
- 50. List-ending abbr.
- 52. Pot shiner
- 54. Tear apart
- 55. Hardy
- 57. To the rear
- 60. Ultimate degree
- 61. Also-rans
- 62. Way too heavy
- 63. Bundle up grain
- 65. "\_\_\_ Man Answers"; 1962 Bobby Darin film
- 67. John Ritter's dad
- 68. Accidentally, on the ark?
- 72. Intuition letters
- 75. Barcelona bear
- 76. Make beloved
- 77. Part of a screwdriver
- 79. Have influence with regard to
- 84. "...\_\_\_ the season to be..."
- 86. Start of many California cities
- 87. Crucified One
- 88. Altar stone contents
- 89. Q-U connection
- 90. Sticky secretion
- 92. French I verb
- 93. As comfortable as an \_\_\_
- 95. Texas athlete
- 100. Actor Bert
- 102. Handyman on the ark?
- 105. Lupino & others
- 108. Foamy beverage
- 109. Recluse
- 110. Handsome fellow

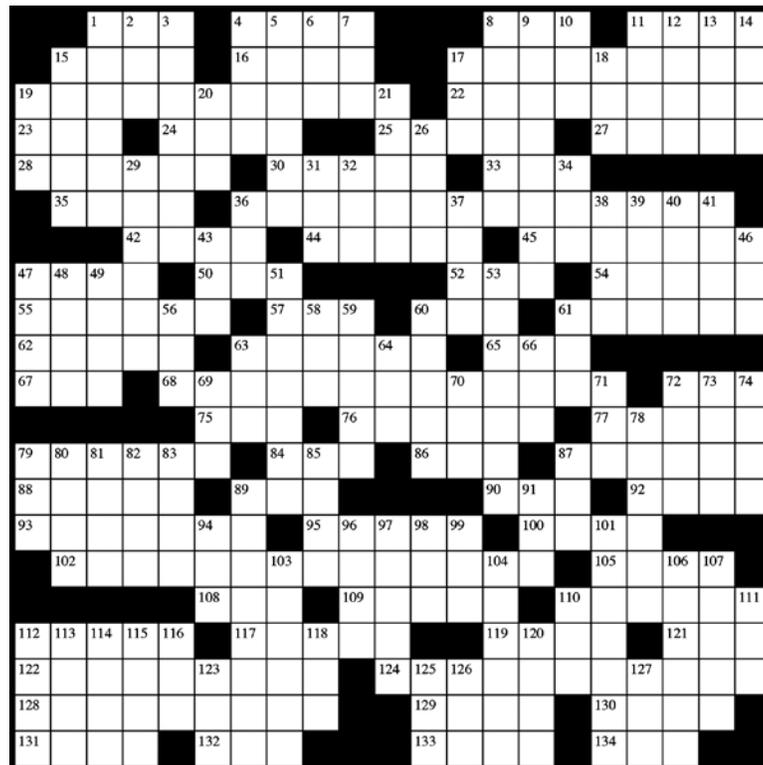
- 112. Settled and steady
- 117. Not to be mentioned
- 119. Mayberry resident
- 121. Stop \_\_\_ dime
- 122. System of signals used on the ark?
- 124. Chaos on the ark?
- 128. Produced hybrids
- 129. Flow out slowly
- 130. Crematorium wares
- 131. Sit for an artist
- 132. Kyrgyzstan, once: abbr.
- 133. Pop
- 134. Took a load off

**DOWN**

- 1. Elaborate attire
- 2. Word with one or body
- 3. \_\_\_ in; tinkers with as a hobby
- 4. Fly alone
- 5. On time
- 6. Velvet ending
- 7. Female animal
- 8. New York City theater
- 9. Text \_\_\_; contacts, 21st-century-style
- 10. Cauldron
- 11. Meanie
- 12. Recipe verb
- 13. Mrs. Chaplin
- 14. Uptight
- 15. V-shaped indentation
- 17. 30-day period: abbr.
- 18. 1950s status symbol

- 19. Family members
- 20. E-mail provider
- 21. Long
- 26. Priests' robes
- 29. Repulsive
- 31. Film alien & others
- 32. Peg for Tiger
- 34. Open with effort
- 36. Giant with 511 homers
- 37. Suffix for boss or bulk
- 38. Of flying: pref.
- 39. Fraternity letters
- 40. See 17 Across
- 41. Thine
- 43. After expenses
- 46. GIs with undesirable jobs
- 47. Run
- 48. Wraparound garment
- 49. Mountain goat
- 51. In \_\_\_ with
- 53. McKinley, Taft & Harding
- 56. Elected one: abbr.
- 58. Marshy land
- 59. Records
- 60. Intellectuals
- 61. Spanish article
- 63. Wall & Sesame: abbr.
- 64. Otto \_\_\_ Bismarck
- 66. Douglas, for one
- 69. Suffix for bass or ball
- 70. \_\_\_ soup
- 71. Sra. Perón
- 72. Fix with a pencil
- 73. Candy bar
- 74. Reduce

- 78. Strain oneself
- 79. Harlem address
- 80. Long and slimy
- 81. "M\*A\*S\*H" actor
- 82. Board game
- 83. Twice cuatro
- 85. Eur. language
- 87. Group bath
- 89. Open house hosts
- 91. Capp and Gore
- 94. One \_\_\_ kind
- 96. French commune
- 97. Scout group
- 98. Went quickly
- 99. Elegant poem
- 101. Ugly
- 103. Director
- 104. Wore away
- 106. Pour oil over
- 107. Cavity behind the face
- 110. Goal
- 111. Uncle to millions
- 112. Liner
- 113. \_\_\_ avail
- 114. Fine \_\_\_
- 115. "¡Comprendo!"
- 116. German article
- 118. Place to lie
- 120. One of the Three Bears
- 123. ABC rival
- 125. Beast of burden
- 126. Modern: pref.
- 127. Gun rights org.



**FALCON FASTENING SOLUTIONS A COMMITMENT TO AMERICAN MANUFACTURING** *from page 66*

Falcon began carrying customer-specific inventory, a concept that grew out of the necessity to have stock on-hand for the customers with whom they worked so closely on a weekly basis. Mr. Nowak explains: "Unlike many distributors who carry product lines and catalogs of parts and components our goal is to provide exactly what is needed, when and where it is needed and at a competitive price and superior quality. We focus on providing exceptional service and lowering our manufacturing customers' cost of doing business."

This concept has proven valuable to Falcon's customers as well and in the years since implementing this partnership-based business model, the company has grown annual revenues by 600% since 2000.

In an economy and industry that has been tumultuous in recent years, Falcon has continued to grow its revenues year over year. "Manufacturers realize that by working with a partner like Falcon, they can stay competitive because they are not tying up cash in inventory," explains Mr. Nowak. "That's where Falcon comes in. We invest in and manage inventory levels to meet their needs so manufacturers can focus on their core competency of producing world competitive products."

Falcon's success can also be attributed to an expert staff. "We have two account managers, Tom Robinson and Carol Watson, who have been with our company for more than 30 years." Mr. Nowak adds, "Our company has historically had very low turnover. Our customers consistently compliment us on the dedication of our staff."

Falcon Fastening Solutions is a 7-time recipient of the Best Places to Work award presented by the Charlotte Business Journal. This year the company had its best 6 month period in history and celebrated by treating their staff to a dinner cruise along the Tennessee River aboard the Volunteer Princess in Knoxville, TN. This was a halfway point between their headquarters in Charlotte, North Carolina and their branch in Louisville, Kentucky.

Mike Broome, who will celebrate 20 years with

Falcon in March describes the culture of Falcon as teamwork oriented and family friendly. "Falcon has certainly supported and encouraged my professional development. In 1996 I came to Falcon as a temporary warehouse employee. I was hired on permanently in 1997. Since then, I moved to account management, worked briefly in sales, and became heavily involved in implementing and managing Falcon's quality management system and maintaining regulatory compliance."

Mike is Falcon's Quality Control and Strategic Purchasing Manager and holds a Greenbelt Certification in Six Sigma, Lean Principles and Lean Management. Mike also develops, manages and evaluates Falcon's domestic and overseas supply base and is working toward earning accreditation as a Certified Professional in Supply Management (CPSM).

In much the same way that America has come to be known as The Land of Opportunity, Falcon's owner Don Nowak fosters this American spirit within his own team. "We want our staff to develop and grow professionally, which is why we offer education reimbursement. We invest a lot of time recruiting and retaining high-caliber professionals, so we want to ensure their satisfaction and feeling of empowerment."

What does the future hold for Falcon Fastening Solutions and how will the company continue its support of US manufacturing? "We keep a close watch on evolving technology and we invest in the things that add value either directly to our customer or to our internal processes." Giovanni Cespedes, Vice President of Falcon explains. "The most important question we ask when evaluating a new technology is 'How does this add value for our customer?'"

This customer-centric mindset has kept the company in double-digit growth mode in an industry where other distributors are flat to down. When asked what he considers to be the most important indicator of success for his company, Mr. Nowak smiles and replies, "Our customers love us." 

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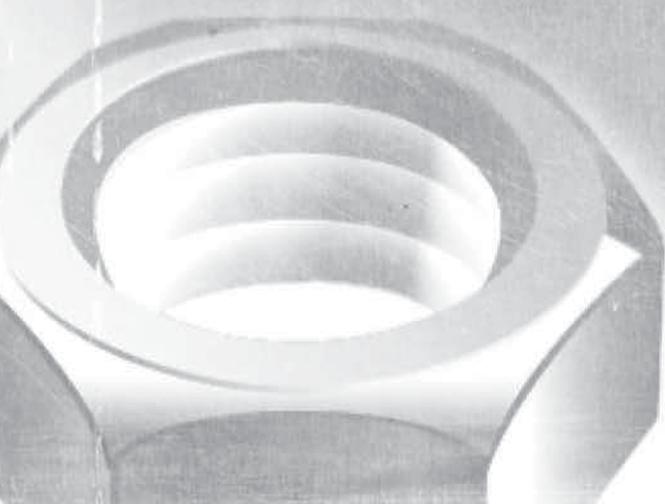
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## SPIROL HOW TO DESIGN ASSEMBLIES THAT USE COILED PINS FOR LOCATING AND ALIGNMENT from page 54

The recommended tolerance range may be divided between components as demonstrated in Figure 2. (Note: Utilizing less of the allowable manufacturing tolerance will further improve the fit and alignment of the assembly).

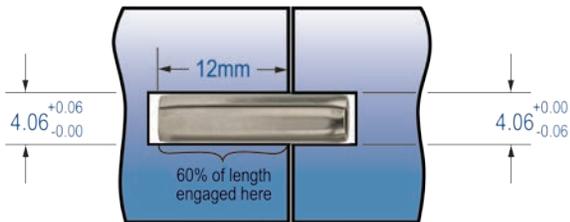


Figure 2: Recommended hole size and pin depth for interference fit of CLDP 4 x 20 LBK

Assigning the larger tolerance to the 60% retention location ensures interference between the free end of the pin and the opposing hole that is prepared at the lower half of the tolerance. Where there is interference there is no clearance, thus ensuring proper projection of the primary hole's position.

### Clearance Fit For Course Alignment And Ease Of Assembly

If a clearance fit over the pin is desired for ease of assembly, it will be necessary to compensate for spring recovery at the pin's free end. To determine the maximum diameter of the free end of the pin, install the pin to 60% of the pin's length into the maximum hole size of the primary retention host and measure the exposed diameter. A 0.025mm (.001") to 0.05mm (.002") clearance factor should be added to the free end of the pin depending upon desired alignment accuracy. (Figure 3).

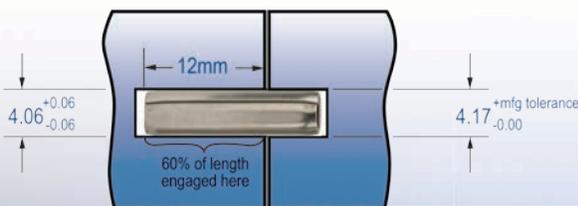


Figure 3: Recommended hole size for clearance fit with CLDP 4 x 20 LBK

When used as a free fit alignment dowel, assembly force is not a consideration; although it is important to note that consideration should be given to using the Coiled Pin as an interference fit solution. As outlined above, Coiled Pins provide the benefit of a zero clearance fit without the added complexity of high insertion force.



Coiled Pins are often used for alignment. They are available in heavy, standard, and light duty to suit different host materials and application requirements.

### Selecting The Appropriate Duty For Alignment

The Coiled Pin is available in three "duties" to enable the designer to choose the optimum combination of strength, flexibility and diameter to suit different host materials and application requirements. Light duty pins are recommended for soft (aluminum, plastic), brittle (ceramic) or thin materials and where holes are close to an edge. In most alignment applications, the pins are not typically subjected to significant loads. In these instances, light duty pins are often used since installation is easy as a result from lower insertion force used. Standard duty pins were designed for use in nonferrous and mild steel components. Heavy duty pins should only be used in hardened materials where space or design limitations rule out a larger diameter standard duty pin.

Although this article offers general design guidelines, it is recommended that Application Engineers who specialize in fastening and joining be consulted to ensure the components are properly designed and the proper Coiled Pin is selected for each specific assembly. 



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**INDUSTRIAL RIVET** **STANDING OUT IN A CROWDED FIELD** *from page 64*

Often, smaller distributors do not have the engineering resources to accomplish this. This is where the best solutions-based distributors access the resources of experienced rivet and tool manufacturers to partner with in the value engineering process. VAVE programs typically provide a secure branding strategy for manufacturers in alignment with their distributors. They also deliver sustainable profit gains at the distributor level, cost savings to the OEM level and brand recognition for all.

For existing customers, new products that offer a VE benefit result in higher margins for distributors and bring them solutions they may never have thought of or seen. For new customers, innovative “high-tech,” high-value products sold in limited distribution channels help break down existing relationships between competitors and their customers.

**Where can you find such products?** Start by looking for a complimentary high-tech product line that requires relatively little stock, from a manufacturer that delivers competence and support. Test it and if successful, roll it out.

A good example of an innovative disruptor and VE is the newest fastening products offered by RivetKing®. These products combine traditional fastening and tightening tools with process monitoring and error proofing technologies without complex controllers.

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The dual view scanner provides dust filtering and auto calibration. As dust or dirt builds up on the eye or there is a change in light levels the scanner will adjust automatically until it can no longer scan accurately. The system will fault and alarm the operator that the scanner needs to be cleaned.

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**NFDA MARC STRANDQUIST ELECTED NFDA PRESIDENT FOR 2016-2017** from page 88

The annual business meeting also featured remarks from Ivan Lin of the Taiwan Fastener Trading Association.

The NFDA 2016 Annual Meeting ended with an evening at the Muhammad Ali Center. Attendees enjoyed the center's exhibits followed by a dinner and photo booth fun in a room that featured panoramic views of the Ohio River. The evening also included a fundraiser benefiting the Fastener Education Foundation, at which \$11,000 was raised to support industry education.

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We promise this will be a thought-provoking, interactive and creative dialogue for this year's event which will be held November 6-8, 2016 at the Four Seasons Resort in Scottsdale, Arizona. This year's Executive Summit will feature:

- Technology Tips for Distributors (*presented by Giovanni Cespedes of Falcon Fastening Solutions*)
- Talent Management and Recruitment (*presented by Bill Derry of Field, Jim Ruetz of All Integrated Solutions, and Tony Quartaro of The Culture Index*)
- The 10 Stages of Corporate Life Cycles (*presented by Tim O'Keeffe of G. L. Huyett*)
- Maximizing the Benefits of the Changing Business Environment (*presented by Kirk Zehnder of Earnest Machine Products*)

For more details and to register for the Executive Summit, visit [www.nfda-fastener.org](http://www.nfda-fastener.org)

### Upcoming NFDA events

#### NFDA Executive Summit

November 6-8, 2016

Four Seasons Resort, Scottsdale, Arizona

#### NFDA Joint Conference and Tabletop Show with the Pacific-West Fastener Association

March 15-17, 2017

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**JOE DYSART** CONTENT MARKETING: HOW FASTENER DISTRIBUTORS MAKE IT PAY WITH THE RIGHT SEO *from page 126*

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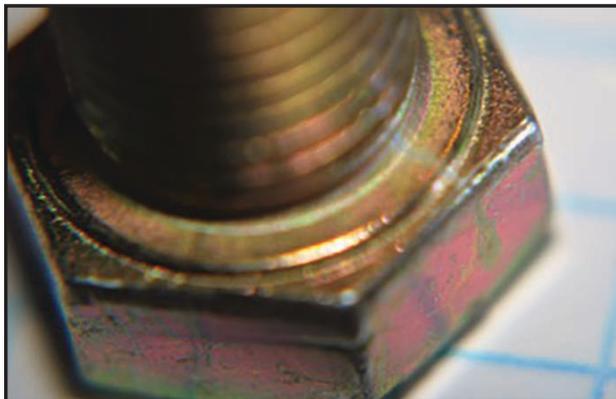
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**JOE DYSART**

**GUY AVELLON** WHAT FASTENER DISTRIBUTORS NEED TO KNOW ABOUT CHOOSING A TESTING LABORATORY *from page 128*

### Case 3:

Seams are another material defect that cause problems. The line in Photo 6 appears to be harmless. However, the acid from the plating chemicals have leached out a trace line where it is clearly visible.



**PHOTO 6**

Photo 7 clearly exhibits a crack from the 6 o'clock position at the fillet and through the cavity to the opposite side.



**PHOTO 7**

On the half-moon portion of the fracture on the left, rust can be seen. This is an indication that the seam had created a void which caused rust to develop prior to fracture.

Also of note are the swirl markings on the washer face. This indicates assembly with a high speed tool which may have contributed to the early failure. Again, these examples are all manufacturing defects which are cause for rejection. Hopefully your testing facility has fastener awareness. ◊

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The preceding diagram is pretty much applicable to most fastener installations. In other words, this diagram is not just applicable to thread forming installations; however, there are a couple of important differences between thread forming installations and a traditional clearance fit thread installation. If we were to overlay equivalent sized machine screw and thread forming screws in a single diagram, the first thing that would jump out would be at the very beginning. A machine screw would see very little immediate jump in torque so that as the screw is driven further in, the torque increases in small constant steps and appears as a shallow, upwardly sloped line from the start of driving to the inflection point. In contrast, the thread forming screw will exhibit an immediate spike upwards that quickly ends and then increases gradually in a shallow, upwardly sloped line to the inflection point.

Why the difference? It is simple. With the machine screw there is no thread that needs to be formed. The only increase in torque results from the friction generated by the interaction between the mating threads. In the thread forming application, however, the screw must first form the leading thread. The sharp rise in torque represents the work being done to accomplish this task. Once the first leading thread is formed, each subsequent next thread will theoretically have the same forming torque so that further increases in torque are essentially the result of accumulating friction between the increasing number of mating trailing threads.

The second notable difference is likely to be the failure mode. As previously mentioned, one of the prerequisites of thread forming is that the material to be fastened into is less strong than the screw. Therefore, except in cases where the screw is installed to exceptional depths in the material formed, the failure is usually by stripping. In contrast, the conventional machine screw is most likely to break in either torsional or tensile overload.

When considering an application for thread forming, the joint designer or fastener engineer will find that the information gleaned from this diagram is all important. For the distributor's customer two critical issues emerge. First is that the Driving Torque be as low as possible. The higher the Driving Torque the more difficult the fastener is to install and the more fatigued the installer will become. With today's workplace ergonomic realities, this is an important factor to both the operator and plant management. For the distributor opportunities abound here, just imagine the positive reception your customer will give you if you are able to reduce workplace fatigue to one

or more of their operators.

The other critical item communicated by this diagram is safety margin for installation. In other words, there is a torque necessary to drive the screw and a torque associated with its failure. If the separation between these two values is not large, the probability that some screws will either be improperly driven or fail is high. Therefore, most joint designers intentionally optimize joint parameters so that this separation is as large as possible. This is especially important because most commonly-utilized tightening methods often have relatively large values of inherent variation in the process. To overcome the effect of this variation the difference between driving and failure torque must be as wide as possible.

As in almost all threaded fastener joints the primary purpose is to hold something together. Generating and retaining clamp load, therefore, is critically important. As we will explore in Parts 2 and 3, the approach to retaining clamp load differs with the type of material being formed into, but it is universally important for the long-term integrity of the joint. All too often this topic is overlooked and thread formed joints will experience annoying issues such as squeaks and rattles because the clamped component is moving.

Although clamp load retention often requires some special joint design considerations, many thread forming screws, by design, have a natural prevailing torque advantage. Prevailing torque is torque remaining on a fastener after it has been broken loose. In other words, this is torque that must be overcome before the fastener will turn or come loose. Machine screws do not possess this ability and many are subsequently protected from loosening with thread patches, lock washers, or adhesives. These enhancements often come with a hefty price tag, and, although typically effective, are not absolutely guaranteed to be.

These previous paragraphs have looked at the use of thread forming screws from the perspective of the end user. Essentially the end user needs a screw that can be successfully designed into a joint to provide the lowest driving torque possible for ease on the assembler, a wide separation between driving and failure torques to allow for successful and consistent assembly, and long-term clamp load retention so that the end user does not become dissatisfied with the product. Focusing on these challenges, we can now begin to understand why thread forming screws are designed with some of the features they commonly possess.



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## LAURENCE CLAUS FUNDAMENTALS OF THREAD FORMING SCREWS - PART I *from page 184*

Designers of thread forming screws work very hard to reduce Driving Torque. As we previously saw there are two components to driving torque; the thread forming torque and the thread friction torque. Thread forming torque is influenced by design and ease of moving material. Therefore, many thread forming screws are designed with special thread forming points or zones whose geometry are believed to optimize thread forming torque. Likewise, threads with lower angled profiles (i.e. more knifelike) and sharper crests also lower thread forming torque. Lubrication reduces the friction between mating threads lowering the thread friction torque contribution. Many fasteners employ strategies to reduce both contributions to Driving Torque.

Although it is advantageous to lower the Driving Torque, if the changes result in a proportional lowering of the Failure Torque, the designer has solved one problem only to create another one. Most thread forming screws fail by stripping. Stripping is predominantly a function of the engaged threads so that designs which get more threads effectively engaged will have higher stripping

torques.

Part 2 will build on these fundamentals and explain how they are applied to thread forming fasteners for thermoplastics. Of all the different possible applications for thread forming, thermoplastics are probably the most challenging. This is partly due to the wide variety of plastic materials but mostly because of the unique and sensitive nature of thermoplastic materials. Part 3 will look at thread forming screws for mild steel and light metals. Thread forming screws for mild steel have been successfully applied for many years now. Just like in thread forming screws for plastics, though, the best ones address the unique aspects of these materials.

Billions of thread forming screws are used every year across many different industry segments. Although that seems like it might suggest a saturated market, in reality, there are still many untouched improvement opportunities where thread forming screws would be an excellent solution. Savvy distributors that recognize this, educate themselves, and seek out value-added solutions will quickly gain favor and reputation their customers. 

The documentation relating to the product in general should include the dimensional and material standards, plating or coating standards, testing, inspection and quality assurance standards. If the part is a special, or a catalog item, be sure you have all of the most current engineering drawings or catalog specifications, including whatever other standards they reference.

Keep this information organized and easily accessible. Highlight or mark important data, tables, paragraphs and footnotes. If a document is not in PDF format scan it in. Make a list of all the documents with notes on why each is relevant to the investigation. You can easily have hundreds of documents and thousands of pages. Your Microsoft file manager is a good tool for this job, but there are better add-ons available.

Depending on where you are in the investigation there may be legal or insurance documentation involved. At this stage, be sure to consult with your insurance agent and your attorney regarding how you should handle and share documentation pertaining to the investigation.

**[6] HANDLE ALL SPECIMENS WITH CARE - DO NOT REJOIN THE FRACTURE SURFACES.** Do not touch the fracture surfaces, do not clean the fracture surfaces, do not mark the fracture surfaces, do not even look at the fracture surfaces - just kidding. Suffice it to say, if you have custody of the failed specimen make every effort to be sure it is not mishandled. Put each specimen in an individual container. A heavy plastic zip lock bag is best. For fractured parts, put each piece in its own bag and then put those two bags in another bag. All bags must be new, unused, clean and dry. For very large specimens, a suitable cardboard box is adequate. If the specimens are going to be shipped or transported in any way they should be carefully packaged to ensure there is no abrading or impacting of the fracture surfaces. Placing a long cardboard tube over the body of the specimen can serve this purpose. If you are sending the specimen to a laboratory they may have specific instructions for packaging.

All specimens must be clearly labeled. The information should include a description of the item, its condition, its source, lot number, and processing information. In addition to the label a "specimen identification form" may be used. This form can be made up on the spot. It can include information beyond the item identification, such as, an assigned specimen identification number, which documents in the investigation are germane to the specimen, contact information on the source of the specimen, if there are

other examples of the specimen available and their location, which other parties have examined or tested the specimen and the resulting reports, and who else has examples of the same specimen.

If the investigation has legal or insurance implications then the specimens may be considered evidence and should be managed in accordance with the instructions of your attorney or insurance agent. Do not assume they know how to physically care for the specimens though.

**[7] TAKE ACTION TO REMOVE SUSPECT DEFECTIVE PRODUCT FROM THE SUPPLY CHAIN -** This is especially important for HE failures. Chances are the end user has already quarantined the product at all of their affected facilities. The supplier should double check to make sure. Do this immediately. The scope of the damage, rework or recall can be severely impacted with just one more day of defective product in play.

You should also determine all the locations where the suspect product was shipped for all other customers, including in-route shipments. Determine all locations within your own facilities where the product may be stocked. Quarantine those locations or that product in accordance with your QMS. Immediately audit any processes or processors that may have a hand in causing the problem, especially plating operations. Suspend any processes that are not in accordance with the specification requirements or that are not under adequate control.

**[8] DO NOT CONDUCT ANY LABORATORY TESTING ON THE FAILED SPECIMEN OR THE SAMPLE PARTS UNTIL ALL PARTIES HAVE HAD A CHANCE TO AGREE ON THE TEST PROTOCOL AND WHAT WILL BE DONE WITH THE DATA -** All parties may, or may not, cooperate in the laboratory testing, or what is called the "failure analysis" part of the investigation. They can and should freely share data on their own testing as well. In most cases, each party is interested in finding out the root cause of the failure. Responsibility for the failure will be determined based on that finding. Laboratory failure analysis is expensive, time consuming and does not always result in a definitive answer as to the root cause of the failure. However, it can almost certainly determine the type of failure, and it can rule some things out and some things in.

If you are late to the game and laboratory testing or failure analysis has already been done ask for the reports. Be sure to thoroughly examine the lab reports and conclusions. If you have questions about the report, ask for permission to contact the laboratory.

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## Interested Parties

Some of ISO 9001:2015's new requirements are practices that most organizations already do, but they may cause some discussion regarding implementation. This is partially due to the new terminology in ISO 9001:2015 related to "interested parties."

ISO 9001 has always been and remains a customer-focused standard. The high-level structure and common text that is required to be used by Annex SL uses the term "interested parties" instead of "customers." Specifically, subclauses 4.1, Understanding the organization and its context, and 4.2, Understanding the needs and expectations of interested parties, require you to focus on these aspects. These requirements, while new in the text of the standard, were implied in subclause 0.1, General, in ISO 9001:2008, which indicated that the QMS is influenced by the environment that the organization operates in, including changes and risks.

**Understanding the change:** To eliminate the potential for the term "interested parties" to be interpreted beyond the intent of ISO 9001:2015, subclause A.3, Understanding the needs and expectations of interested parties (located in annex A), explains subclauses 4.1 and 4.2. Specifically, ISO 9001:2015 doesn't require an organization to consider interested parties that aren't relevant to its QMS. Organizations will need to determine what is relevant for them based on whether the interested party has an effect on the organization's ability to meet customer, statutory, and/or regulatory requirements. Some organizations may choose to expand the interpretation of the requirement, but this is at their discretion and where it can be determined that such an application can add value. A list of examples of interested parties is included in ISO 9000:2015.

## Applicability

When ISO 9001:2000 was published and ISO 9002 was eliminated, the concept of exclusions was introduced into the standard. Exclusions allowed an organization to exclude a requirement of clause 7 of the standard as long as it didn't affect the

organization's ability to meet customer, statutory, and/or regulatory requirements or provide a product or service that conformed to such requirements. With the introduction of the core Annex SL text, which includes a different structure, the standard has been made more generic. Therefore, it's easier to apply the standard's requirements. This change focuses ISO 9001:2015 on the application of the requirements and not on the exclusion of requirements. ISO 9001:2015 requires organizations to apply the requirements where they can.

Subclause 4.3, Determining the scope of the quality management system, still requires an organization to justify any instance where a requirement cannot be applied. However, it isn't limited to certain clauses of ISO 9001:2015 like it was in the previous two versions of the standard. The required justification for not applying a requirement of ISO 9001:2015 will assist with establishing the framework of an organization's QMS. This will be helpful not only to the organization but also to any third-party auditors who will be reviewing the organization's QMS.

**Understanding the change:** Subclause A.5, Applicability (located in annex A), outlines the new concept of "application not exclusion." It specifically addresses the idea that not all requirements have to be applied by an organization due to the nature of the product or service that it provides. Other influences might be the size of the organization, the management model it adopts, and/or its risks and opportunities.

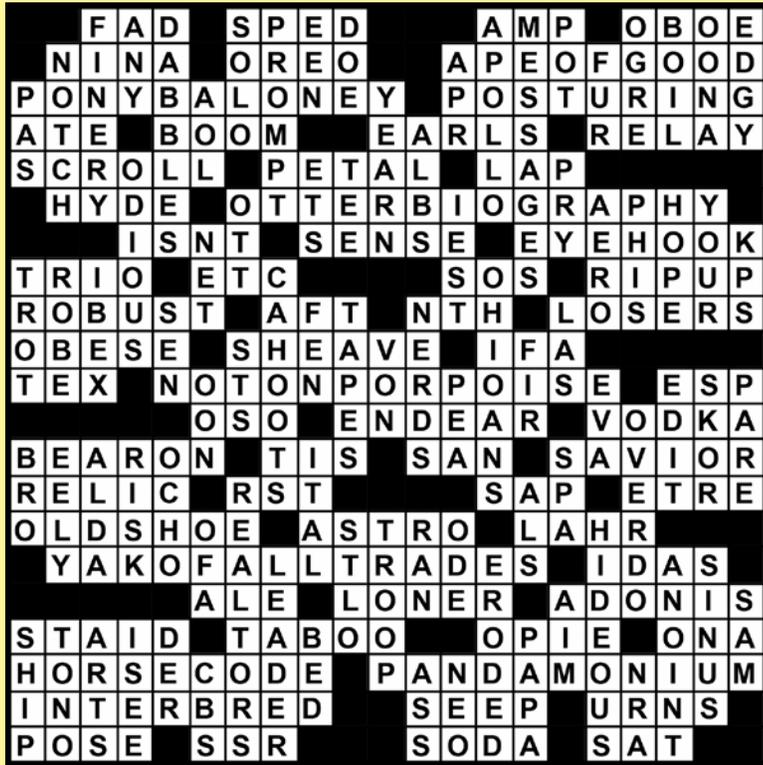
Organizations that are already taking an exclusion to a requirement in their ISO 9001:2008-based QMS should be able to determine the requirement still no longer applies when they transition to ISO 9001:2015.

## Risk-Based Thinking

Another concept that has been integrated into ISO 9001:2015 is risk-based thinking. Although risk was implied in previous versions of ISO 9001, the word "risk" is now actually used in ISO 9001:2015. Using risk-based thinking allows an organization to determine the level of controls needed for certain requirements, thereby reducing some requirements that were seen as more prescriptive than others.

# PUZZLE SOLUTIONS

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## WORD SCRAMBLE

Words: Hex nut  
Anchor  
Welding  
Bows  
Sems

Circled letters unscrambled:  
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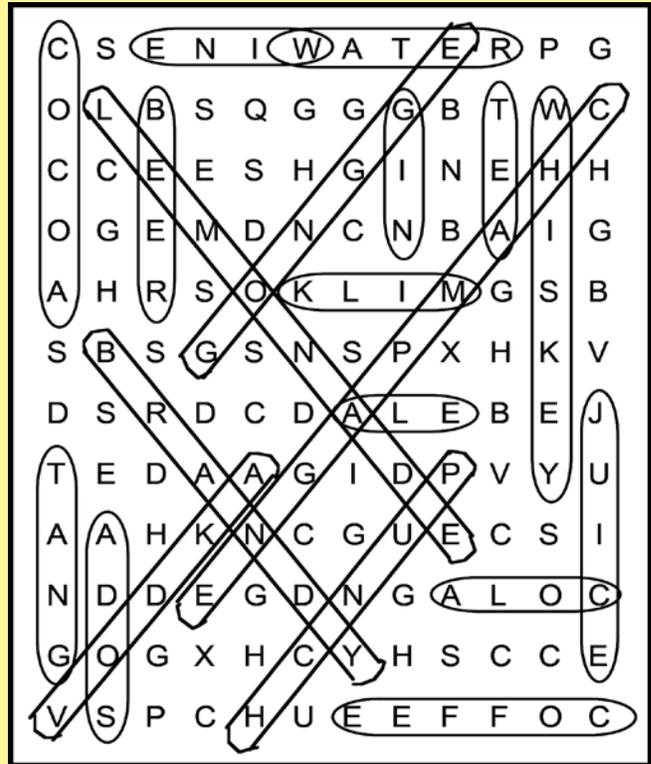


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## WORD SEARCH

- |              |              |
|--------------|--------------|
| 1. Ale       | 11. Lemonade |
| 2. Beer      | 12. Milk     |
| 3. Brandy    | 13. Punch    |
| 4. Champagne | 14. Soda     |
| 5. Cocoa     | 15. Tang     |
| 6. Coffee    | 16. Tea      |
| 7. Cola      | 17. Vodka    |
| 8. Egnog     | 18. Water    |
| 9. Gin       | 19. Whiskey  |
| 10. Juice    | 20. Wine     |



**ROBERT FOOTLIK HAVE YOU CONSIDERED...** from page 144

Inventory that could and should have been moved to higher rack levels was never touched, records and backups were not taken to safety and other relatively simple tasks were overlooked in the confusion and chaos.

While you cannot stop Mother Nature you can implement procedures, policies and teams directed at alleviating or mitigating the damages. Even something as simple as an old fashioned fire drill can point to deficiencies before the problems becomes catastrophic. Decide what, who, when and how, now before the disaster strikes.

### Consider Transgender Issues

It's a little early to really get into this tricky area. So far there are no building codes or real guidelines for how to handle transgender employees, customers and visitors. This is an evolving subject. No reason to lose sleep over it unless of course you have someone who must be accommodated. An individual washroom to serve ADA and transgender might suffice unless the individual chooses to make an issue of it.

### If All This Isn't Enough...

- **Consider internal and external theft.**
  - **Consider violence in the workplace or outside the warehouse.**
  - **Consider safety hazards.**
  - **Consider inspections and intrusions of all kinds.**
  - **Consider new equipment benefits, costs and opportunities.**
  - **Consider re-engineering and re-thinking the entire operation.**
- ....And the list goes on and on and on.

Everything considered is context driven along with the crisis du jour. Dreaming about these things only initiates the process. Real answers and solutions come from you, your staff, advisors, insurers, consultants and many others. Get more people involved in identifying areas of vulnerability, then move expeditiously to solutions that will eliminate the problems or at least mitigate the damages.

Then you can sleep soundly. 

ROBERT FOOTLIK

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## NEFDA ANNOUNCES NEW BOARD OF DIRECTORS by Nancy Rich

The NEFDA recently installed their new Board of Directors, congratulations to the new Board:

<b>President</b>	Dan Bielefield <i>Smith Associates</i>
<b>Vice President</b>	Morgan Rudolph <i>Rick Rudolph Associates</i>
<b>Treasurer/ Secretary</b>	Mike Lentini <i>Spirol</i>
<b>Directors</b>	Larry Ward <i>Distribution One</i> Nick Panasian <i>ND Industries</i> Barry Carpe <i>All-Tech Specialty Fasteners</i> Matthew Roberts <i>W.J. Roberts Company</i> Joel Koppe <i>Metric and Multistandard</i> Colin Tansey <i>Specialty Bolt and Screw</i> Rob White <i>Soule, Blake and Wechsler</i>

### NEFDA Plans Holiday Party

NEFDA is planning an event for their membership this Holiday Season. It's been year's since the NEFDA has had an all member Holiday Party so they plan to bring back the fun and meet at Foxwoods Resort & Casino. This event, on December 1st will feature bowling, drinks and appetizers. Members can receive a great discount as a gift in celebration of the Holidays!! Details are available on their website.

### NEFDA Schedules 2017 Golf Outing

It's never too early to mark your calendar for a Golf Outing!! The NEFDA 's 29th Annual Golf Outing will be June 1st, 2017. The outing will be at Oak Ridge Golf Club in Feeding Hills, MA 

## DISTRIBUTOR NEWS

**Hillsdale Terminal**, a domestic manufacturer of solderless terminals and wire connectors, is celebrating its 40th year in business. The family owned company was founded by Frank Condon in 1976 and has enjoyed consistent and steady growth throughout the years. The company now has two locations to meet their customer's current requirements and allows room for future growth.

Along with the process of stamping terminals, Hillsdale Terminal assembles heat shrink terminals and has an extruding and molding department which produces its PVC and nylon insulators. Hillsdale Terminal also offers a broad line of wiring accessories to complement its core product offering.

For more information, contact Hillsdale Terminal at 250 Industrial Drive, Hillsdale, MI 49242. Tel: 800-447-3150, Fax: 517-437-0797, Email: [sales@hillsdaleterminal.com](mailto:sales@hillsdaleterminal.com) or by visiting their website at [www.hillsdaleterminal.com](http://www.hillsdaleterminal.com).

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## MWFA 64th ANNUAL GOLF OUTING SCHAUMBURG GOLF CLUB, IL - JUNE 15, 2016



## RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2016 from page 148



On February 16, 2016, **MW Industries Inc.** purchased **USA Fastener Group Inc.** ("USA Fastener"). Founded in 2002 and located in Houston, Texas, USA

Fastener is a manufacturer and distributor of larger-diameter bolts, nuts, studs and made-to-print specialty parts which are hot-forged or machined. The major end-user industries supplied by the company include oil & gas refining, chemical processing, power generation, heavy construction and heavy equipment manufacturing. USA Fastener operates from a 100,000 square foot manufacturing and warehousing facility and employs more than a 100 people. MW Industries manufactures a diverse range of engineered mechanical components including springs, precision stampings, wire forms, specialty fasteners and precision machined parts. Headquartered in Rosemont, Illinois (outside Chicago), MW Industries is comprised of 20 manufacturing divisions (before the USA Fastener 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*



On February 16, 2016, **Hi-Tech Fasteners Inc.** purchased the Canadian industrial fastener operations of **Wesco Aircraft Holdings Inc.** ("Wesco Aircraft").

The Canadian industrial fastener operations sold to Hi-Tech Fasteners were purchased by Wesco Aircraft (NYSE: WAIR) in July 2012 when it acquired Interfast Inc. Interfast was a Toronto-based value-added distributor of fasteners and assembly hardware, supplying the aerospace and industrial markets with net sales of Can\$60 million in 2011. For many years, Interfast was the sole authorized distributor in Canada for Penn Engineering & Manufacturing Corp. ("PEM"). In March 2014, the Hi-Tech Fasteners branch in Mississauga, Ontario was named an authorized distributor for PEM products. With this acquisition, Hi-Tech Fasteners triples the size of its warehouse in Mississauga and adds a location in Vancouver. Founded in 1988 and headquartered in Frederick, Maryland, Hi-Tech Fasteners is a distributor of fasteners and assembly hardware, specializing in premium-quality, brand name products and value-added supply chain management services.

*Purchase price: \$2.0 million*



On March 1, 2016, **Sherex Fastening Solutions LLC** ("Sherex") purchased

**DISC-LOCK Inc.** Founded in 1980 and headquartered in EL Segundo, California, DISC-LOCK is a pioneer in the design and manufacture of vibration-resistant fastening systems. The privately-owned company's patented and proprietary product range includes locknuts, lock washers and bolts, which are used in a broad range of transportation and industrial applications. Founded in 2004 and headquartered in Tonawanda, New York (near Buffalo), Sherex is a manufacturer and distributor of rivet nuts, clinch nuts, brass inserts and rivet installation tooling. Sherex has manufacturing plants in Akron, Ohio and Taoyuan City, Taiwan, along with a sales office / warehouse in Queretaro, Mexico. Following the transaction closing, the operations and business processes of DISC-LOCK in California were relocated to Sherex's headquarters in Tonawanda, New York.

*Purchase price: not available*



On March 2, 2016, **Elgin Fastener Group LLC** ("EFG")

purchased **Holbrook Manufacturing Inc.** ("Holbrook"). Founded in 2003 and located in Wheeling, Illinois, Holbrook is a manufacturer of standard and made-to-print screws, bolts, nuts, studs and specialty parts. The company operates from a 100,000 square foot facility and produces cold headed fasteners in diameters up to 9/16 inch and machined parts in diameters up to 2 5/8 inches. Holbrook is a licensed manufacturer of numerous proprietary fastener product lines including Torx®, Torx Plus®, Taptite®, Plastite®, Phillips Square-Drive®, ACR Phillips® and Ma Thread®. Headquartered in Brecksville, Ohio (outside Cleveland), EFG is comprised of nine industrial fastener manufacturing business units (including Holbrook) located in six states. Each of EFG's fastener business units produces a distinctly different product range for separate industrial applications and end-user markets. The addition of Holbrook significantly broadens EFG's smaller-diameter, externally-threaded fastener production capabilities and adds attractive proprietary product lines. EFG is a portfolio company of Audax Group, a Boston-based private equity firm with more than \$10 billion of assets under management.

*Purchase price: not available*

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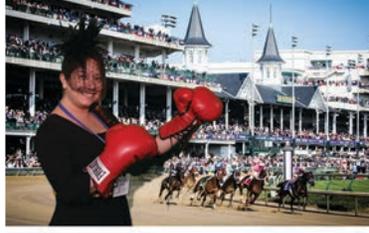
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## PACIFIC-WEST FASTENER ASSOCIATION

10842 Noel Street #107, Los Alamitos, CA 90720 TEL 714-484-4747 FAX 562-684-0695 EMAIL info@pac-west.org WEB www.pac-west.org

## JOINT CONFERENCE APPLICATIONS NOW OPEN by Vickie Lester

The Pacific-West Fastener Association and the National Fastener Distributors Association are proud to announce a joint tabletop show, to be held Thursday, March 16, during their 2017 Joint Conference at The Westin Long Beach in Long Beach, California.

Complimentary advance registration will be offered to all fastener distributors who want to attend just the Tabletop portion of the conference to increase your exposure to the Southern California market and to Pac-West/NFDA members. In 2015 more than 200 people participated in the Pac-West tabletop show and we expect that number to grow with the addition of NFDA to this event.

We have several registration options for exhibitors, which include the full conference or the tabletop show only. For more information visit [www.pac-west.org](http://www.pac-west.org) or [www.nfda-fastener.org](http://www.nfda-fastener.org).

### Online Sales Training Now Available for Pac-West Members

Pac-West is honored to partner with sales guru Dave Kahle to offer significant discounts to online, on-demand sales training.

By accessing the web-based training through Pac-West's unique portal, members will get 20% discounts on an amazing number and variety of sales training programs.

Kahle is the world's most widely recognized authority on distributor/dealer sales. His courses can

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- Help your current sales force sell better
- Help your sales managers manage better

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Visit [www.pac-west.org/join](http://www.pac-west.org/join) for details. 

Our drivers pick up the food when they're out on deliveries and we stock it until ministries come in for will call. It's just a way of giving back to the community." Rick and Chris are delighted that their initiative is catching on with others in the industry. "Our employee's love it too because when we're all loading up the food, we know we're making a difference and that's a blessing in itself."

### The Business Edge™ Makes A Difference

"15 years ago," Rick said, "I was doing research on computer software for the fastener industry to find out which one would be best for us. I checked them all out. The one that caught my eye the most was The Business Edge™ from Computer Insights. It had everything we needed. I interviewed other fastener professionals that were using it, and they all agreed it was an excellent choice for their businesses. So we made the choice to go with The Business Edge™ and fast forward almost 15 years later, we couldn't be happier. It literally enables us to do more with less people. It also makes it hard to make a mistake."

### Strong Foundation

One of the main reasons we love The Business Edge™ is because it is always changing with the times. When technology advances, so does The Business Edge™. With regular updates, their industry focus and new features, it's all the software our company will ever need." "We had an analyst come in to our company a few years back and survey us. He literally said our software choice was the smartest thing we could have ever done." It's helped build a strong foundation for your company."

### The Business Edge™ Makes ISO9001 A Breeze

We just improved our business dramatically, says Rick. "If I had known how much ISO 9001 certification would help our business, and how relatively painless this would be, we would have certified long ago!" "One of the main keys to the ease of certification was the Quality

Management System in The Business Edge™. When you're sitting down with auditors and you literally have everything at your fingertips, it takes a normal, several day audit and reduces it into hours." We were certified in October of 2015 and our certification audit was less than a day long and we passed on the 1st try!"

### Auditors Love The System

Rick added, "Auditors and our ISO consultants love The Business Edge™ because it speeds up the whole audit process and gives them everything they need in just a few clicks. No more going through filing cabinets to find everything! Since all our certs are scanned into The Business Edge™ and they print out automatically when we allocate a particular lot in shipping, everything is streamlined. With most of the help from The Business Edge™, we're running about 90% paperless in our business. People come in and see my desk and don't think I'm very busy because of the lack of paper on it. That's the farthest thing from the truth! If you're looking to get ISO9001 certified or make the transition to ISO9001:2015, The Business Edge™ will make it a whole lot easier!"



**THE RC FASTENERS TEAM PROUDLY DISPLAYING THEIR ISO9001 CERTIFICATION**

# NFDA 2016 ANNUAL MEETING & ESPS SESSIONS LOUISVILLE, KY - JUNE 27-28, 2016



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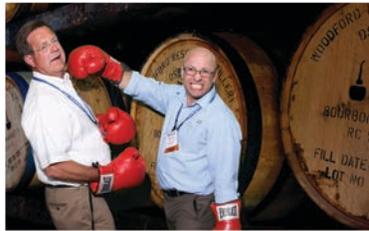
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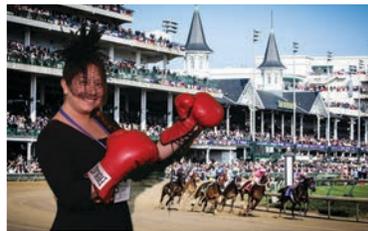
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**MWFA 2016 MWFA TABLE TOP SHOW RECEIVES GREAT REVIEWS** *from page 70*

Industrial Steel & Wire  
 Infasco Distribution  
 Innovative Components , Inc.  
 Integrated Packaging  
 Intercorp International Fasteners Inc.  
 International Management Systems Marketing Inc./IMSM  
 INxSQL Software  
 J&M Plating  
 Kanebridge  
 KDS Imports  
 Ken Forging  
 Matenaer Corp.  
 Metal Resource Solutions  
 Metric & Multistandard Components Corp.  
 MSI Products  
 National Fastener Distributors Association  
 National Threaded Fasteners  
 NBS Corp.  
 Ningbo Jinding Fastening Piece USA, Inc.  
 North East Fasteners  
 Nucor Fasteners  
 Nylok LLC  
 O'Hare Spring Company  
 Ocean Metal  
 PakRite Systems & Supplies Inc.  
 Posa-Cut Corp.  
 Prospect Fastener Corp.  
 QSTRAT USA Inc.  
 RAF Electronic Hardware, a division of MW Industries, Inc.  
 Richard Manno & Co.  
 RIE Coatings  
 Riverdale Plating & Heat Treat LLC  
 Rivet & Eyelet Technologies  
 Rockford Fastener  
 Rockford Secondaries  
 Rogers Brothers  
 Rolled Threads Unlimited  
 Rotor Clip  
 Rumco Fastener  
 Screws Industries  
 Sems and Specials  
 Solution Industries  
 South Holland Metal Finishing  
 Star Stainles Screw Co.  
 Stelfast  
 Superior Washer  
 SWD Corp.  
 The Bradley Group  
 Titan Fastener Products div. of Lindstrom Fastener Group  
 Tramec Continental-Aero  
 Tramec Hill Fastener Products  
 Tramec Sloan  
 Tri Star Metals  
 Trim-Lok Inc.  
 Trinity Hardware Headquarters  
 Valley Fastener Group  
 Vertex Distribution  
 Volt Plastics Inc.  
 Willie Washer  
 Women in the Fastener Industry/WIFI  
 Wrought Washer  
 Wyandotte Industries Inc.  
 XL Screw Corp.  
 Yellow Woods and Roads Less Traveled Co.

This years show was the 35th Annual Fastener Show sponsored by the MWFA and several 35 year exhibitors were recognized. These exhibitors were recognized on the show floor and presented with a special plaque. MWFA thanks them for their support over the last 35 years:

- Abbott-Interfast Inc.
- Brighton-Best International
- GlobalFastenerNews.com
- Metric & Multistandard Components
- Nylok-Chicago
- Vertex Distribution
- XL Screw Corp.

The Fastener Bash followed the show with food, drinks and refreshments. During the bash, a Mario Kart Competition was held bringing many video fanatics to the table to enjoy a little competitive fun. Our final four winners were Jeff Jacobi, Matt Delawder, Craig Kaliebe, and the first place winner taking the Mario Kart trophy was Thomas Pineda.



**MARIO KART COMPETITION WINNERS WITH MWFA PRESIDENT BOB BAER**

### *Thank You To The Fastener Bash Sponsors For Their Support*

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Kanebridge Corp.

**Fastener Bash Sponsors:**

XL Screw Corp., BTM Manufacturing, Metric & Multistandard, KDS Imports, Tramec Continental-Aero.

MWFA thanks everyone who came out to the show and be sure to mark your calendars for June 5th-7th, 2017 for Fastener Tech '17 in Rosemont, IL. Fastener Tech will feature more exhibitors, including machinery manufacturers, informative sessions, and social networking events.

Additional programs are also in the works so continue to watch for updates. 

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Get your answers directly from the lab. Be organized. Do not expect the laboratory to train or inform you on technical details. Do not infer or accuse the laboratory of having done anything wrong, even if you are certain that they have. Try not get into long conversations or a series of back and forth emails with the laboratory technician or manager unless they are happy to do it. Someone has to pay for that time – on both sides.

Occasionally an investigation may become adversarial, especially if there is an accompanying legal action. To keep everyone on the same page, ask the other parties to keep you apprised of their actions and offer to do the same. Do this in writing or with an email. You may at some point get the “sorry, the lawyers and the insurance companies are handling this and I can’t talk to you about it” answer; or you may be the one giving that answer. More often than not it is business as usual while the investigation is ongoing and the parties just wait to see which insurance company will pay the bill.

Speaking of insurance, many policies only cover damage to property, or injury or death of individuals. Your policy may not cover the cost of a product recall or your customer’s claim for rework costs, downtime, etc. Check with your insurance agent.

**[9] KNOW WHO IS WHO. KEEP A GOOD LOG OF ALL THE PLAYERS AND THEIR CONTACT INFORMATION -**

This list can easily include several organizations and dozens of people. Find out all you can about the other companies involved. Do they have a QMS? If you have had other quality related transactions with them take a look and see how they were conducted. Do not question the qualifications or integrity of the other investigators.

**[10] DO NOT TRUST ANYONE’S VERBAL INFORMATION -**

Independently verify every fact that you can. I hate to say people lie, but people lie. Mostly though, they are just uninformed. They don’t know what they don’t know. They jump to conclusions and give you that information as fact. They will tell you something that they believe to be true - “all the bolts were torqued to 50 ft-lbs”, when in fact the only reason they have to believe that is that someone else told them. So ask – “how do you know this” or “can we go out onto your shop floor and see how this is done”. If someone says something pertinent to the investigation write it down – name, date, place, etc. Make sure you understand

it. Say – “let me be sure I understand what you are saying” and repeat it back to them, even if you do understand it.

Be willing to travel, or at least have video conferencing with the other parties. If a plating or processing shop is involved you must personally visit that facility or hire a competent auditor to do it. This is especially important in the case of HE failures. No matter how good their reputation, record, QMS or accreditation is, you should do it just to prove what you already know to be true.

If the failure is on a construction job site, you must visit that site if possible. Offer to bring your experts and your equipment to help diagnose the problem. If the problem involves structural bolting, bring a Skidmore Wilhelm Bolt Tension Calibrator. Be sure it is in current calibration. If you are in the structural bolt business you should own this equipment.

**[11] IF ROOT CAUSE DETERMINATION OR A RECOMMENDATION FOR DESIGN CHANGE IS IN ORDER, BE VERY CAREFUL ON HOW THAT INFORMATION IS PRESENTED -**

The failure investigation may be a key component of root cause determination, but it is by no means the only part. A few things to keep in mind: Hydrogen Embrittlement is never the root cause of fastener failure. Failure to properly bake the product is never the root cause. Improper specification or requirements call-out is never the root cause. Root cause will, in most cases, be prefaced with a statement like “*Management’s failure to . . .*”, or if you are lucky – “*Customer’s failure to . . .*”. Preferably there will be specificity – “*Lefty Loose Fasteners Inc’s failure to provide the training and resources to adequately audit its subcontractor plating vendor to ensure that the equipment, procedures, records and trained personnel were in place to achieve reliable HE relief baking operations*”

A root cause determination must be actionable. Ask yourself – if we go back in time, before the failure and act on this root cause, would this failure, and any similar failure be prevented? This is called preventative action.

Sometimes a supplier cannot execute on a root cause to bring preventative action to bear, or they choose not to. In this case, they simply let go of that business, or that customer. This is not a necessarily bad thing. It is a sign of well-developed risk management strategy and a well-developed risk management strategy is usually one of the positive fall-outs of a HE failure investigation.



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In alignment with risk-based thinking, ISO 9001:2015 doesn't use the term "preventive action." The language in the standard looks at how an organization determines the risks and opportunities that need to be addressed as part of an effective QMS. Subclause 6.1, Actions to address risks and opportunities, includes requirements to ensure that the QMS can achieve its intended outputs. It also addresses taking action appropriate to the potential effect of conformity of products and services and preventing the occurrence of potential issues.

**Understanding the change:** Subclause 6.1 includes a note that provides clarification of the options that can be used to address risks and opportunities, including the idea that risks and opportunities aren't always negative. The organization can take actions to avoid risks or actions to pursue an opportunity.

Subclause A.4, Risk-based thinking (located in annex A), emphasizes the point that there is no requirement to implement a specific, formal risk-management system. Instead, ISO 9001:2015 focuses on the potential risks and opportunities associated with the implementation of a specific requirement and the level of implementation required.

In addition, subclause 0.3.3, Risk-based thinking, includes the consideration of risks and the potential consequences for different types of organizations, which allows the application of requirements based on those consequences.

## Documented Information

Throughout the many versions of ISO 9001, the terms "documents" and "records" have been used. In ISO 9001:2015, these terms have been replaced with the term "documented information." In addition, in previous versions of ISO 9001 the requirements for documents and records were kept in separate clauses. They are now included in subclause 7.5, Documented information. It's important to understand that this new terminology has been introduced because the way we control documented information today is vastly different than it was when ISO 9001 was first released. Despite this fact, there had been little change to the requirements in past revisions.

**Understanding the change:** Subclause A.1, Structure and terminology (located in annex A), identifies some of the biggest terminology changes in ISO 9001:2015. It states that although the terms have been changed, organizations aren't required to use the same terminology used by ISO 9001:2015 in their QMS. Furthermore, subclause A.6, Documented information (located in annex A), includes clarifying information related to when the term "documented information" is used. It states, "Where ISO 9001:2008 used specific terminology such as 'document' or 'documented procedures,' 'quality manual' or 'quality plan,' this edition of this International Standard defines requirements to 'maintain documented information.'"

"Where ISO 9001:2008 used the term 'records' to denote documents needed to provide evidence of conformity with requirements, this is now expressed as a requirement to 'retain documented information.'"

The annex goes on to explain that when the word "information" is used without "documented," there is no requirement that the organization maintain documented information unless the organization determines it's necessary.

## Organizational Knowledge

Subclause 7.1.6, Organizational knowledge, requires organizations to determine what knowledge is necessary for the operation of their processes to meet product or service requirements. This is one of ISO 9001:2015's new requirements, but it's something that most organizations already have in place, even if informally.

This requirement is frequently confused with the requirements for employee competence. Organizational knowledge relates to the organization; competence is employee knowledge.

**Understanding the change:** Subclause A.7, Organizational knowledge (located in annex A), addresses this requirement. It specifically relates that the organization needs to safeguard against loss of knowledge through employee turnover. It also provides examples of methods for acquiring knowledge, such as benchmarking or sharing lessons learned.

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LORRI HUNT ISO 9001:2015 OVERVIEW from page 202

## Control Of Externally Provided Products And Services

This is another aspect of ISO 9001:2015 where the terminology has changed.

In ISO 9001:2000, the term “vendor” was changed to “supplier.” In ISO 9001:2015, the term “supplier” has been replaced with “external provider.” This is because not all products or services are obtained through a traditional purchasing process. For example, some organizations receive parts or services from an associate company.

**Understanding the change:** Using the term “supplier” limited the organization’s ability to see that there might be the need for controls for providers other than suppliers. With the understanding that the controls for a traditional “supplier” might be different than those for an associate company, subclause A.8, Control of externally provided processes, products, and services (located in annex A), provides clarification

that the organization can take a risk-based approach to determine the type and extent of controls needed for each external provider based on the products and services to be provided.

In addition to this terminology change, additional terminology changes are included in subclause A.1, Structure and terminology (located in annex A). As with the previous examples outlined, there is no requirement that organizations transition to these terms. Organizations should use terms that best fit their needs regardless of their use in the standard.

ISO 9001:2015 introduces concepts that are familiar to organizations. However, some of these terms may have some nuances and specific steps that need to be incorporated into an organization’s QMS.

Section II of this handbook reviews the requirements of ISO 9001:2015 clause by clause and provides keys to understanding the change as well as examples of how they can be implemented. 

## RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2016 from page 192



On March 3, 2016, **Bufab AB** purchased **Magnetfabriken AB** ("Magnet Factory").

Founded in 1992 and located in Västerås, Sweden, Magnet Factory is a distributor and custom manufacturer of magnets and magnet systems. A privately-owned company, Magnet Factory generates annual net sales of approximately SEK20 million (US\$2.4 million) and employs six people. Founded in 1977 and headquartered in Värnamo, Sweden, Bufab is a distributor of fasteners and Class C components, specializing in providing customers with advanced supply chain management solutions. The company operates 30 wholly-owned subsidiaries in 23 countries and employs a total of 940 people worldwide. In calendar 2015, Bufab generated net sales of SEK2.46 billion (US\$291 million). In February 2016, the company name was shortened to Bufab AB from Bufab Holding AB. Bufab shares are traded on the Nasdaq OMX Stockholm stock exchange (symbol: BUFAB).  
*Purchase price: SEK36 million (US\$4.3 million)*



On March 7, 2016, **Lawson Products Inc.** (Nasdaq: LAWS) purchased **Perfect Products Company of Michigan Inc.**

("Perfect Products"). Founded in 1959 and located in Harrison Township, Michigan, Perfect Products is a full service distributor of fasteners and hardware for the automotive aftermarket. The company specializes in supplying replacement screws, bolts, nuts, clip fasteners and other specialty parts to auto repair shops and auto body shops across the Midwestern US and Canada. Founded in 1952 and headquartered in Chicago, Illinois, Lawson Products is a national distributor of fasteners, fittings, cutting tools, hand tools and general industrial supplies. The company carries a comprehensive line of products and provides inventory management services to MRO customers located across the US, Canada, Mexico and the Caribbean. Lawson Products operates five regional distribution centers in McCook, Illinois, Fairfield, NJ, Mississauga, Ontario, Suwanee, Georgia and Reno, Nevada. Under its Kent Automotive brand, Lawson Products supplies products to auto collision and repair shops and to automotive OEMs. Following the transactions closing, the operations of Perfect Products were integrated into the Kent Automotive operations and Perfect Products' four person sales team joined Lawson Products.

*Purchase price: \$1.3 million.*



On March 23, 2016, **Novaria Group LLC** purchased **Ferco Aerospace.**

Founded in 1953 and headquartered in Franklin, Ohio, (near Dayton), Ferco Aerospace is comprised of three business units: Ferco Tech Corporation; L&E Engineering LLC in Greenwood, Indiana (near Indianapolis); and GGF Manufacturing LLC in Jamestown, Kentucky. Ferco Aerospace manufactures high-strength and temperature-resistant sheet metal brackets & fixtures; rigid tube assemblies; and other small metal assemblies for jet engine and industrial gas turbine applications. The company has more than 120,000 square feet of manufacturing space and employs 225 people. Founded in 2011 and headquartered in Fort Worth, Texas, Novaria Group is a holding company for eight (following the Ferco Aerospace deal) aerospace fastener and component manufacturing companies. Other Novaria Group business units include: Fitz Aerospace Inc. (bushings & fittings); Sky Manufacturing Inc. (bolts & screws); and John Hassell Inc. (bolts & screws). Novaria Group is a portfolio company of Rosewood Private Investments Inc., a Dallas, Texas-based private equity firm which is owned by the Caroline Hunt Trust Estate.

*Purchase price: not available*

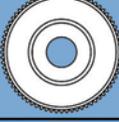


On March 31, 2016, **AIP Aerospace LLC** purchased **Gemcor II LLC** ("Gemcor").

Founded in 1937 and located in West Seneca, New York (near Buffalo), Gemcor develops and produces automated fastening machinery for aircraft assembly. Gemcor's multi-axis riveting systems are utilized mainly for the sub-assembly of aircraft wings, fuselages, nacelles and other housings and its customers include every major commercial aircraft manufacturer. Gemcor operates from a state-of-the-art 86,000 square foot manufacturing facility and employs a total of 90 people. AIP Aerospace is the holding company for eight aerospace assembly equipment and specialty material manufacturing companies which supply aerospace and defense OEMs and their tier suppliers. Following the transaction closing, Gemcor will remain a stand-alone operation and become a business unit of Ascent Aerospace (a wholly-owned subsidiary of AIP Aerospace). AIP Aerospace is a portfolio company of American Industrial Partners, a New York City-based private equity firm with more than \$1 billion of committed capital under management. The seller of Gemcor was Rand Capital Corporation (Nasdaq: RAND).

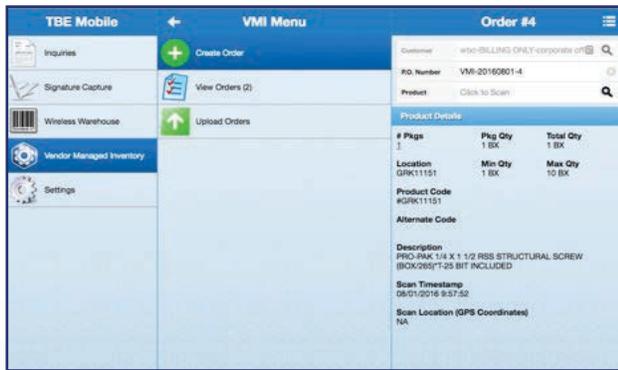
*Purchase price: \$45 million*

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		<b>L-SERIES</b> MALE THREAD #10 THROUGH 5/16. Available knobs only, assemblies and in kits. This style is useful in close quarter applications.
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<b>METRIC SERIES</b>		<b>KNURLED SERIES</b> MALE THREAD M3 THROUGH M8. Available knobs only, assemblies and in kits.
		<b>KNURLED SERIES FEMALE THREAD WITH ALUMINUM INSERTS M3 THROUGH M8.</b> Available assembled only and in kits.
		<b>TEE SERIES</b> MALE THREAD M5 THROUGH M10. Available knobs only, assemblies and in kits.
		<b>ROSETTE SERIES</b> 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>
<b>LASER</b>	<b>INFO GUIDE SERIES</b> STANDARD OR CUSTOM Knobs are black acetal resin with white engraving	
	     	        

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## COMPUTER INSIGHTS INC. TAKE YOUR BUSINESS ON THE ROAD from page 156



### Vendor Managed Inventory

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orders to be filled the same day that they are taken. Everyone wins! The customer gets world class service; the salesperson paperwork is eliminated; and the warehouse can pick the order immediately. All of this happens without the need to have the order entered by an inside rep.

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COMPUTER INSIGHTS, INC.

### MWFA MWFA GOLF OUTING WAS THE PERFECT FOLLOW UP TO THE TABLETOP SHOW from page 152

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Thanks to everyone who participated in the Table Top Show and Golf Outing. Both events were a great success. Funds go towards industry education and college scholarships.

We appreciate the time and efforts put forth by our Golf Committee: Rich Cavoto (chairman), Wayne Wishnew, Brian Christianson, Bob O'Brien, Matt Delawder, and Tim Wiedmeyer. (guess I don't count anymore)

### Upcoming Events

**December 8th** Holiday Party  
Medinah Banquets, Addison, IL

### MWFA Welcomes New Members

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## Vendor Managed Inventory

He said “At RC Fasteners & Components, we love the Vendor Managed Inventory System that comes with The Business Edge™. It’s easy to create bar code labels specifically designed to your customer’s bin sizes. You get full Able label integration where the labels can even have a drawing of the part on it. The Bluetooth scanner is smaller than a pack of gum and sends orders into a smartphone app that runs on all IOS devices, iPhones, iPads, and iPods. (The newest version of the system will run on any iOS or Android device).

One of the best features about the VMI mobile is once a part is scanned from the barcode on the bin, it shows on the iPad. It gives the customer part, internal part, description, location and min/max. After all scanning is completed, we can upload the order right there from the customer site! It’s great because we can pull the order before our VMI Tech even gets back to the office! Great stuff. Our customers love it!”



## Fastener Supply Chain Network™ (FSCN)

Rick is also enthusiastic about the FSCN. He stated, “The Fastener Supply Chain Network™ integration with The Business Edge™ is one of the greatest ideas of modern time in the fastener world.

For a distributor, it makes our job so much faster and easier as our main suppliers and partners are at our fingertips without logging into their portals. When we check a part in The Business Edge™, we may not have

it but we can look into the The Fastener Supply Chain Network and get pricing, availability and location of the parts. It’s like we have multiple locations throughout the US to ship to our customers! When we place the PO with one of the supply chain vendors, it is uploaded immediately from our server to theirs and you get the web discount price as well. This eliminates order entry mistakes from the supplier and saves the supplier time as they just print the order out and fill it.

It’s truly a win/win for us and the suppliers involved in the integration. The Application Program Interfaces (API’s) developed by Computer Insights are the engine behind the live information on the website. It loads our parts quickly on the website. This keeps our customers on our website longer and has improved our bounce rate considerably.”



## More Information

**RC Fastener & Components** can be reached at 24825 N. 16th Ave. #110, Phoenix, AZ 85085. Contact Rick Johnson, by telephone at 623-516-1551, fax 623-516-1552, eMail: rickj@rapiddrivet.com or visit them online at [www.rcfastener.com](http://www.rcfastener.com) for easy, online ordering on over 50,000 commercial, industrial and electronic hardware items.

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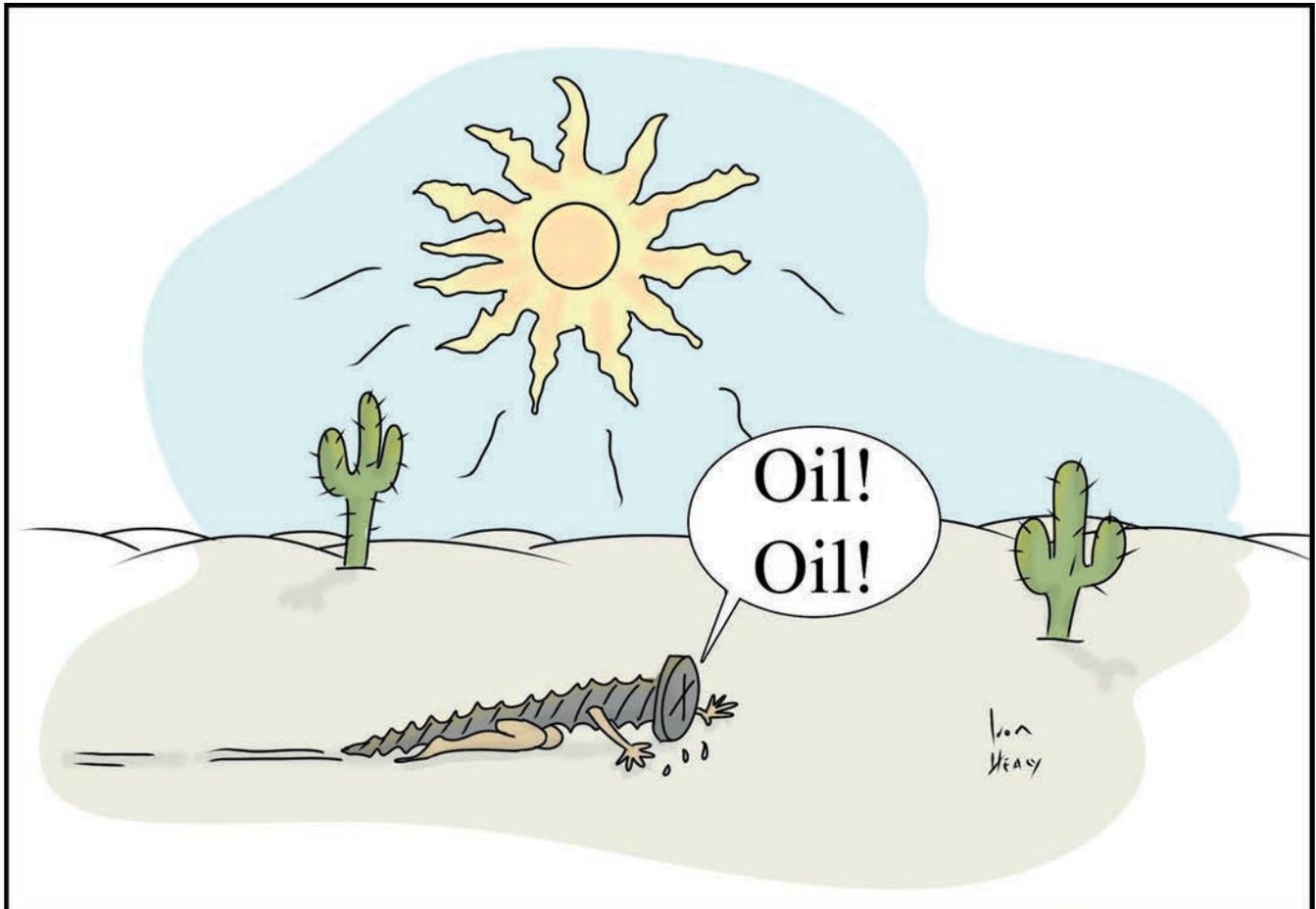
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If you are going to recommend changes to the design, the specifications or the process, be sure you are thoroughly familiar with the application. Helping a customer fix an application problem is one of the most powerful value-added services a supplier can offer. It is also one of the most risky. Some fixes are very simple – “let’s not use a plated alloy steel socket screw”. But something as simple as changing a coating without taking other factors, such as the torque-tension relationship, into account, can result in disaster. There are ways to offer this kind of help without taking unnecessary and inappropriate risks. This is the topic of a future Link Magazine article.

**[12] GET SOME HELP** - Even though I have saved this guideline for last, it is actually number two in importance, behind making sure it is your bolt. No matter how competent your staff is in handling the failure investigation, it is always good to have another set of experienced, unbiased eyes on the problem. I am always willing to talk to anyone about their HE failure or prevention issues because I am very interested in the topic. If the conversation leads to the need for a consultation, or referral to another expert, that is always a positive outcome. More often than not it is just a short conversation and the caller comes away with helpful information for their situation. My only request is that you let me know how the problem washes out in the end.

Hopefully these 12 guidelines will be of use to you if you ever come up against a HE failure, or any other kind of fastener failure. All guidelines do not apply in all cases, but you should at least ask if each of them are of use in your case. When it comes to HE failures, there are a few basic things to know that were covered in the previous HE articles.

### **Here Are A Few HE Failure Highlights:**

- All HE failures are delayed failures, but not all delayed failures are HE failures
- Be sure there is a source of hydrogen – no hydrogen, no HE failure.
- Steel fasteners with a hardness above HRC 39 are susceptible to HE failure.

- Some HE failures are environmentally caused – know how to tell the difference.
- The mechanism behind environmental, or external HE, known as EHE, and process induced or internal HE, known as IHE, is exactly the same. Only the timing is different.
- HE failures will always exhibit a brittle fracture surface.
- Zinc electroplating is the predominant player in IHE, but not the only player.
- Most fastener HE failures are easily diagnosed with simple testing and some knowledge about the processing history. Occasionally laboratory failure analysis is helpful and necessary.
- HE testing of fasteners is easy to do and an important part of your HE risk management strategy.
- Your customer’s instructions and the governing specifications dictate baking and testing requirements, even if they are not in accord with the current technical understanding of HE.
- Specifications and our understanding of HE detection and prevention has changed in recent years. A good resource for understanding HE in fasteners is Salim Brahimi’s paper “*Fundamentals of Hydrogen Embrittlement in Steel Fasteners*” It is available for free from the Industrial Fasteners Institute, and soon to be published as ISO Technical Report 20491.

If you have read this article and the previous Link Magazine articles on Hydrogen Embrittlement you must have a reason for your interest. If this reason is that you are a supplier or user of plated steel fasteners then the most important thing you should take away is the importance of having a well- established HE risk management strategy, based on up to date technical information and executed by trained personnel.

I am available to help you with that strategy and the Fastener Training Institute is available to provide you with the best training possible. There is an FTI Hydrogen Embrittlement In Fasteners Training Program scheduled for April 26-28, 2017 in Michigan. Plan to attend. I’ll see you there. 

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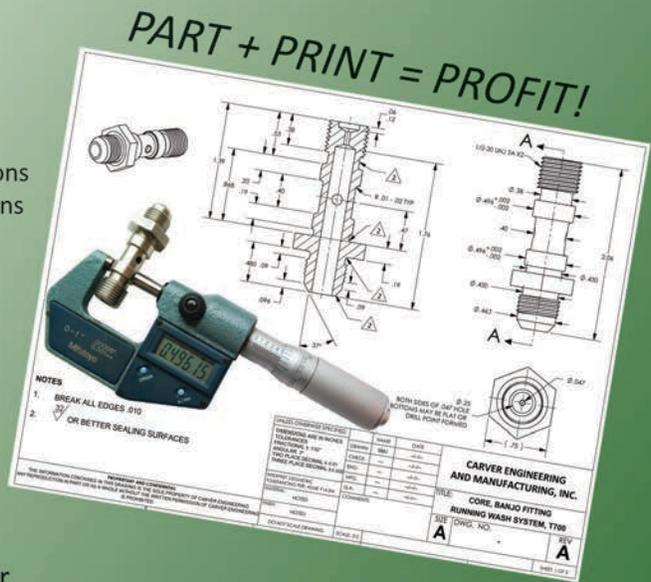
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## RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2016 from page 204



On April 1, 2016, **Adolf Würth GmbH & Co. KG** ("Würth Group")

purchased **House of Threads Inc.** Founded in 1963 and headquartered in Birmingham, Alabama, House of Threads is a distributor of fasteners and Class C parts, specializing in commercial construction customers and manufacturers of agricultural machinery and industrial equipment. A privately-owned company, House of Threads operates eleven warehouses in the United States and three warehouses in Mexico and employs a total of 108 people. Following the transaction closing, House of Threads became a business unit of Würth Industry of North America ("WINA"), one of the largest fastener and Class C component distributors in North America. Headquartered in Künzelsau, Germany, Würth Group is a global manufacturer and distributor of fasteners, assembly components and general industrial supplies. Würth Group is comprised of more than 400 companies in more than 80 countries and employs more than 69,000 people worldwide. A privately-owned company, Würth Group generated net sales of \$11.0 billion in calendar 2015.

*Purchase price: not available*



On April 5, 2016, **Novaria Group LLC** purchased **MacLean ESNA L.P.**, a business unit of MacLean-

Fogg Component Solutions ("MFCS"). Founded in 1927 and located in Pocahontas, Arkansas, MacLean ESNA manufactures proprietary nylon insert locknuts and all-metal locknuts for aerospace, defense and safety-critical industrial applications. The company's trade-marked red nylon insert and "Red Ring of Reliability™" brand are synonymous with high quality and certified reliability. Founded in 2011 and headquartered in Fort Worth, Texas, Novaria Group is the holding company for nine (following the MacLean ESNA deal) aerospace fastener and component manufacturing business units. Other Novaria Group companies include: Fitz Aerospace Inc.; John Hassall Inc.; Sky Manufacturing Inc.; Weatherford Aerospace Inc.; and Ferco Aerospace. Following the transaction closing, MacLean ESNA was renamed Elastic Stop Nut Corporation of America ("ESNA"). Novaria Group is a portfolio company of Rosewood Private Investments Inc., a Dallas, Texas-based private equity firm which is owned by the Caroline Hunt Trust Estate.

*Purchase price: not available*



On April 6, 2016, **Hanse IndustrieKapital GmbH** ("Hanse Capital")

purchased **Peiner Umformtechnik GmbH** ("Peiner") from Sundram Fasteners Limited. Founded in 1922 and located in Peine, Germany, Peiner manufactures bolts, screws, nuts and specialty components for automotive, heavy construction and high-end industrial applications. The company has both cold forging and hot forging production capabilities. Peiner supplies numerous automotive OEMs and their Tier suppliers with premium-quality fasteners and made-to-print specialty parts for engine, transmission, chassis, steering and numerous other safety-critical applications. Peiner generates net sales of approximately EURO50 million and employs around 240 people. Peiner was acquired by Sundram Fasteners in January 2006 and has been a money-loser since the recession commencing in 2008. Founded in 1966 and headquartered in Chennai, India, Sundram Fasteners is the fastener manufacturing subsidiary of TVS Group, an India-based conglomerate with net sales of more than US\$6 billion. Hanse Capital is a Hamburg, Germany-based investment firm which specializes in distress investments and turn-around situations.

*Purchase price: not available.*



On April 15, 2016, **Bolts & Nuts Corporation** (B&N) purchased

**U.S. Nuts & Bolts Inc.** Founded in 2008 and located in Louisville, Kentucky, U.S. Nuts & Bolts is a distributor of fasteners and Class C components, supplying OEM and MRO customers concentrated in Kentucky, Indiana and Ohio. Founded in 1979 and headquartered in Chattanooga, Tennessee, B&N is a full service distributor of fasteners and Class C components, providing advanced supply chain management solutions to a diverse range of OEM and MRO customers. B&N operates six branches in: Macon, Georgia; Mocksville, North Carolina; Danville, Kentucky; Chicago, Illinois; Lincoln, Nebraska; and Hayward, California. U.S. Nuts & Bolts will operate as an additional branch warehouse for B&N and all ten employees in Louisville will be retained. B&N is owned by Nebraska Heavy Industries LLC, a Lincoln, Nebraska-based investment company.

*Purchase price: not available*



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## RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2016 from page 212



On April 28, 2016, **Lesjöfors AB** purchased **John While Group Inc.** (“JWG”).

Founded in the 1880s and headquartered in Singapore, JWG is a manufacturer of specialty springs and wire forms for automotive, appliance, electronics and general industrial applications. The privately-owned company has three manufacturing plants in Shanghai, China; Chonburi, Thailand; and Singapore and approximately 80% of net sales are to customers in Asia. JWG employs 115 people and generated net sales of SEK70 million (US\$8.3 million) in calendar 2015. Founded in 1852 and headquartered in Karlstad, Sweden, Lesjöfors is a global manufacturer of springs, wire forms and stampings. The company has 24 manufacturing plants in 12 countries and employs 1,600 people worldwide. In calendar 2015, Lesjöfors generated net sales of SEK2.0 billion (US\$236 million). Lesjöfors is a wholly-owned subsidiary of Beijer Alma AB (Nasdaq OMX Stockholm: BEIA). Headquartered in Uppsala, Sweden, Beijer Alma is a manufacturer of specialty springs and cables and a distributor of industrial supplies and consumables.

*Purchase price: not available*



On April 29, 2016, **Bamal Fastener Corporation** (“Bamal”) purchased **Active**

**Screw & Fastener Inc.** (“Active Screw”). Founded in 1987 and headquartered in Countryside, Illinois (outside Chicago), Active Screw is a distributor of fasteners and Class C components to OEM and MRO customers. The company provides customers with value-added supply chain management services and specializes in supplying the water & electric utility and highway signage industries. Active Screw has branch warehouses in Charlotte, North Carolina and Tucson, Arizona and employs approximately 38 people. Founded in 1953 and headquartered in Charlotte, North Carolina, Bamal is a distributor of fasteners and Class C components to OEM customers in a diverse range of industries. The privately-owned company provides customers with customized supply chain management solutions, along with engineering and technical support. Bamal has branch warehouses in Ohio, Michigan, Tennessee, North Carolina, Texas, California and Monterrey, Mexico.

*Purchase price: not available*



On May 4, 2016, **Jergens Inc.** purchased **B&G Supply Company Inc.** (“B&G Supply”).

Founded in 1995 and located in Akron, Ohio, B&G Supply is a distributor of cutting tools, fasteners and industrial supplies. The company focuses primarily on supplying MRO and OEM customers located in Northeastern Ohio. The B&G Supply operation in Akron will become the first branch for Jergens Industrial Supply (“JIS”), the sales / distribution division of Jergens. Founded in 1942 and located in Cleveland, Ohio, Jergens is a manufacturer and distributor of: i) workholding solutions (for machining and manufacturing applications); ii) hoist rings and lifting products (for general industrial and construction applications); and iii) specialty fasteners (fastener hardware, threaded inserts, quick-release pins, handles & knobs, etc.). A privately-owned company, Jergens operates from a single 120,000 square foot facility and manufactures approximately 80% of the product it sells. The acquisition of B&G Supply expands the product range of JIS and adds a new location with additional market / geographic coverage and sales / service personnel.

*Purchase price: not available*



On May 9, 2016, **Lawson Products Inc.** (Nasdaq: LAWS) purchased **F.B. Feeney Hardware Ltd.** (“Feeney Hardware”).

Founded in 1952 and located in Mississauga, Canada, Feeney Hardware is a full-service distributor of fasteners, hardware and industrial supplies. The company provides vendor managed inventory services to industrial MRO customers in Toronto and the surrounding territory. Feeney Hardware also specializes in supplying fasteners, hardware and industrial supplies to the trucking aftermarket. Founded in 1952 and headquartered in Chicago, Illinois, Lawson Products is a national distributor of fasteners, fittings, cutting tools, hand tools and general industrial supplies. The company carries a comprehensive range of products and provides inventory management services to MRO customers throughout the United States, Canada, Mexico and the Caribbean. On December 31, 2015, Lawson Products employed approximately 1,500 people, including more than 960 outside sales reps. In calendar 2015, the company generated net sales of \$275.8 million.

*Purchase price: \$1.4 million*



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**RICHARD HAGAN FASTENER COMPANY ACQUISITIONS COMPLETED DURING THE FIRST HALF OF 2016** *from page 216*



On May 17, 2016, **KLX Inc.** (Nasdaq: KLXI) purchased **Herndon Aerospace and Defense**

**LLC** ("Herndon"). Founded in 2003 and headquartered in O'Fallon, Missouri. Herndon is a distributor of fasteners and consumable hardware, supplying the military and commercial aerospace markets. The company provides customers with advanced supply chain management solutions and specializes in supplying military repair depots and commercial aftermarket / MRO customers. Herndon Products Inc. was acquired by HCI Equity Partners LLC ("HCI Equity"), a Washington, DC-based private equity firm, in October 2009. Under HCI Equity ownership, Herndon subsequently acquired: i) Intercoastal Inc. in November 2012; ii) Polygon Aerospace Inc. in September 2013; and iii) MS Inserts & Fasteners Corp. and Thread Kits Company in June 2015. In calendar 2015, Herndon generated net sales of \$132.5 million and adjusted EBITDA of \$20.3 million. Founded in 1974 and headquartered in Wellington, Florida, KLX is the world's largest distributor of aerospace fasteners and consumable hardware. The company's Aerospace Solutions Group ("ASG") occupies more than 1.4 million square feet of floor space in 17 principal facilities with approximately 1,900

employees worldwide. In the fiscal year ended January 31, 2016, KLX generated net sales of \$1.31 billion (ASG only). Purchase price: \$210 million



On June 3, 2016, **pgb-Europe NV** purchased **Hapax Decking Sprl.** Founded in 2010 and

located in Wavre, Belgium, Hapax Decking is a developer and manufacturer of specialty fasteners, assembly systems and installation tools for wooden decks. The company's proprietary products are sold primarily in Belgium, France and Germany by lumber stores, building supply stores and DIY home improvement centers. Founded in 1956 and headquartered in Melle, Belgium, pgb-Europe is an importer and master distributor of a broad range of fasteners and construction supplies. pgb-Europe specializes in products for construction applications and supplies building / construction retailers and the distributor market in Europe. In addition to the main warehouse in Melle, which has more than 100,000 square feet of floor space, the company has a branch office in Shanghai, China and a factory in Gliwice, Poland which manufactures nylon anchors.

Purchase price: not available

RICHARD HAGAN

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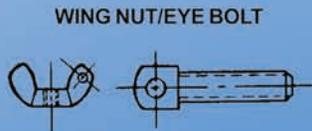
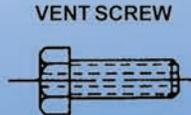
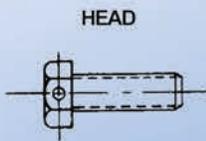
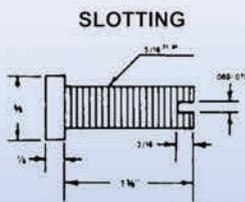
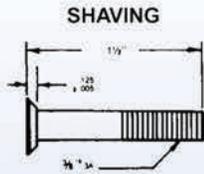
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## Shawn Newman

Shawn Newman graduated from Ohio State University with a Bachelor's of Science in Labor and Human Resources and from the University of Notre Dame Law School. He worked as a Washington State Assistant Attorney General and in-house counsel to public and private colleges. His private practice emphasizes education, business and employment law. He teaches a variety of undergraduate and graduate business and law courses at Saint Martin's University, Pierce College and South Puget Sound Community College. Visit [www.newmanlaw.us](http://www.newmanlaw.us) for info.

# HOW UPDATED "WHITE COLLAR" FAIR LABOR STANDARDS ACT (FLSA) REGULATIONS IMPACT YOU AND YOUR BUSINESS

Effective December 1, 2016, the US Department of Labor will update the "white collar" overtime rules to raise the salary test for executive, administrative and professional employees from \$455 (\$23,660 annually) to \$913 per week (\$47,476 annually). An individual earning below that threshold will not be exempt from overtime pay. The updated rule permits additional compensation (e.g. bonuses and commissions) to satisfy up to 10% of the minimum salary level. These levels will update automatically every three years, beginning on January 1, 2020. ([www.dol.gov/whd/overtime/final2016](http://www.dol.gov/whd/overtime/final2016)).

While the minimum salary levels to qualify as exempt have increased, no changes were made in the duties tests applied to white collar employees. Further, no changes were made to the exemptions for outside salespeople, teachers, lawyers or doctors.

Many fastener companies employ bookkeepers, purchasers, inside sales people, and estimators. These positions and others may be considered exempt from overtime provided they pass both the duty and salary tests ([www.dol.gov/whd/overtime/fs17a\\_overview.pdf](http://www.dol.gov/whd/overtime/fs17a_overview.pdf)).

The new overtime rules increase the threshold for the salary test from an hourly rate of approximately \$11.37 to approximately \$22.82. This means that formerly exempt employees earning less than approximately \$22.82 per hour will no longer be exempt from overtime.

The FLSA establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector and in Federal, State, and local governments. Currently, covered nonexempt workers are entitled to a minimum wage of not less than \$7.25 per hour under federal law. Many states have a minimum

wage rate that exceeds the federal rate. Overtime pay at a rate not less than one and one-half times the regular rate of pay is required after 40 hours of work in a work week. Some employees are exempt from the overtime pay provisions, some from both the minimum wage and overtime pay provisions and some from the child labor provisions of the FLSA. Keep in mind that exemptions are often narrowly construed against the employer asserting them.

The Department of Labor projects that 4.2 million workers will be directly affected by the change, and that another 8.9 million will be indirectly affected by reducing the ambiguity of their status. The new overtime regulations will present challenges to all businesses. While some employers may be tempted to simply skirt the new regulations through reclassifications and adjusted hiring and salary practices, beware! Wage and hour claims are seen as a "fruitful vineyard" by lawyers because the law imposes reasonable attorneys' fees on non-compliant employers.

All employers should: (1) review the duties, salaries and benefits for all exempt employees to determine whether they should remain exempt; (2) for those employees that do not meet the salary or duties tests, determine new hourly rates for those impacted employees but beware of changes on employee benefits (e.g. 401K, health care and vacation); (3) revise or update current timekeeping programs and policies to reflect the changes; and (4) implement training for both managers and employees addressing the changes. It is important for employers to monitor overtime or the employer will be held strictly liable.

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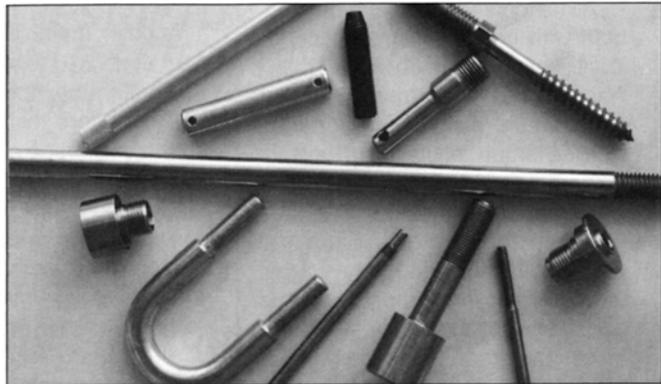
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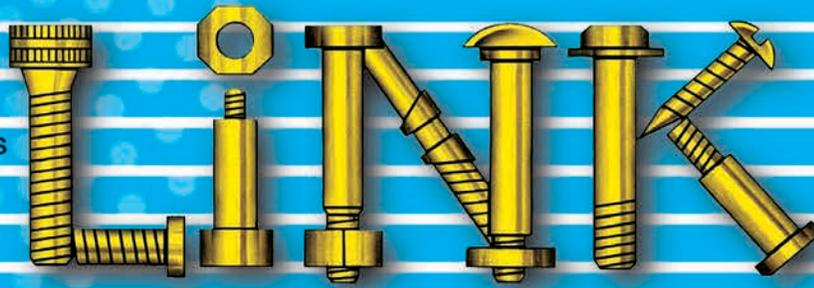
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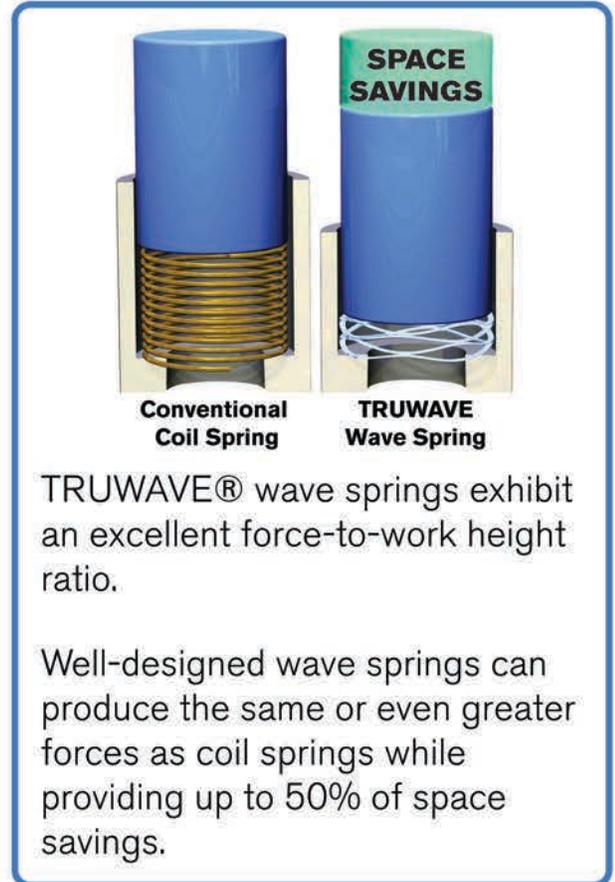
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