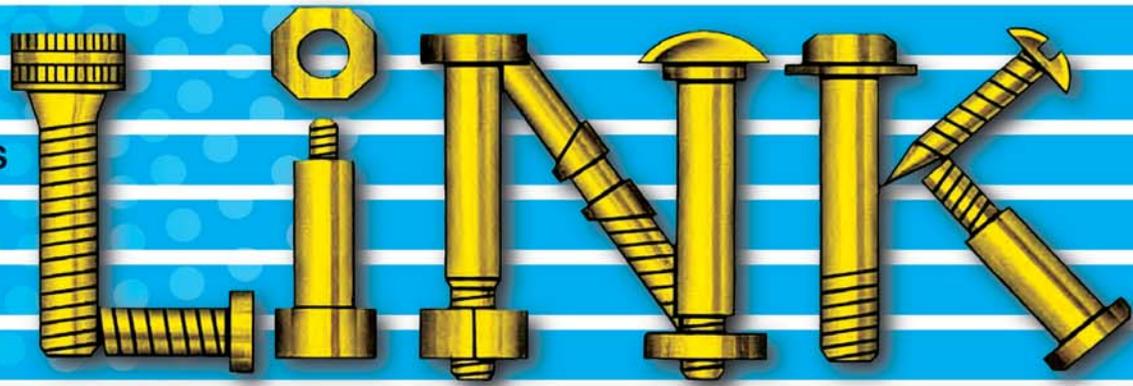


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Bengt Blendulf

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

HOW TO BUILD A SAFE & RELIABLE BOLTED/SCREWED JOINT

My 2-day continuing engineering class, FTB, for engineers and other technical professionals covers a lot of materials related to the use of threaded fasteners. FTB stands for Fastening Technology and Bolted/Screwed Joint Design. We have, of course, access to a lot of fastener data through standards from ISO, ASME, ASTM, SAE, IFI and other organizations, but how to properly use fasteners is another, quite different, story. Textbooks used in our engineering classes at the universities are often outdated or poorly written. In later years we have found excellent technological support from VDI (the German Engineering Society) with the Design Guideline VDI 2230, but this material is rarely used by US academics in the class room. To properly design a bolted/screwed joint and to choose the best fastener for the job can be quite a challenge for the engineer or fastener professional. I have found that if we follow a certain order in our decision making, we can optimize the joint design and prevent some common mistakes.

The decision process has 7 steps to define:

1. Geometry of joint materials
2. Magnitude and direction (-s) of external forces
3. Joint materials and properties
4. Temperature influences
5. Assembly/tightening methods
6. Fastener choices
7. Accessories (locking, etc.)

Let's take a closer look at these steps.

Geometry

This is where a good or bad joint starts. A good rule of thumb is to have a ratio between the nominal fastener diameter and the clamping length of 1 to 4.

For example:

An M6 fastener should clamp on about 25 mm material, a 1/4" fastener on 1" thickness. Clamping length, LC, is the distance between the bolt head bearing surface and the nut surface (bolted joint) or from under the screw head to the start of the tapped blind hole. With the ratio 1:4 the fastener will be "springy" relative to the (hopefully) stiffer joint material. The more material the tightening fastener is compressing, the stiffer is the



joint (Hooke's Law). When the joint is subjected to an external force, striving to separate the clamped parts, we want to avoid adding too much of this force to the fastener already stretched by the initial preload. If the volume in the joint parts is large enough, the fastener tension will "store up" compressed energy in the joint that will absorb the larger part of the external load. In a well designed joint the fastener should only "see" 5-15% of the external force acting on it. If, on the other hand, the fastener is clamping on thin materials, a much larger portion of the external load will add stress to the fastener.



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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.

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SCOOPING UP FACEBOOK CONTENT: NEW FEATURE ALLOWS REPOSTING OF FASTENER TESTIMONIALS

Marketers are jazzed about a new feature from Facebook, which allows any fastener distributor to scoop up flattering content about itself from public posts on Facebook, and then repost it virtually anywhere on the Web – including Web sites, blogs and other social networks.

Dubbed as Facebook ‘embedded posts,’ the new capability is being eyed by marketers as an easy way to quickly collect a number of glowing testimonials about their products and services, and then repost that content in as many other Web environments and social networks as possible.

Embedded posts “make it possible for people to bring the most compelling, timely public posts from Facebook to the rest of the Web,” says Dave Capra, a software engineer at Facebook.

The new feature will also enable fastener marketers to scoop up and repost positive reports about their companies appearing on the Facebook pages of major news organizations like CNN, *The New York Times* and the *Los Angeles Times*.

Each embedded post a company uses retains the look-and-feel of Facebook, which many marketers believe will imbue added credibility to any

testimonial, since the embed will most likely be seen as a spontaneous endorsement from the original poster – rather than a coaxed shill.

Plus, embedded posts also include any images and video that were featured in the original post – a boon to fasteners marketers who are looking to spice up their Web sites with free multimedia.

All that newly available public content on Facebook is also expected to show up on company blogs. Instead of searching for a stock photo or video to support a company blog topic, for example, a fastener distributor marketer can

instead make a quick stop at Facebook, scoop up an appropriate image or video, and then embed that content on the company blog with just a few mouse-clicks.

The new capability will also make it easier for fastener distributors to update their Web sites every day without paying stiff fees to Web designers. Essentially, a company marketer can initially post new marketing content – or any other content – to the company Facebook page, and then scoop it as an embedded post for use on the

company Web site, blog and anywhere else on the Web the company has a presence.



Above: Much of Facebook's content – including valuable testimonials – stored in company servers like these can now be scooped and re-posted by marketers across the Web.

Below: Biz Stone, co-founder, Twitter, encourages users to repost Twitter content across the Web.



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Guy Avellon

Guy Avellon has been in the MRO and fastener distribution industry for over 30 years. He began his metallurgical engineering career at Republic Steel Research Center in metal coatings and has since held positions as sales engineer; Chief Engineer; Manager of Product Marketing, Product Engineering and Quality and Director of Quality and Engineering. He founded GT Technical Consultants where he performs failure analysis, presents lectures on fastener safety, worked for law firms and designs and audits Quality systems. He is a member of SAE and is Vice Chairman of the ASTM F16 Fastener Committee and Chairman of the F16.01 Test Methods Committee, since 1988. He also received the ASTM Award of Merit in 2005. Guy and his wife, Linda currently reside in Lake Zurich, IL and may be reached at 847-477-5057 or visit his website at <http://www.BoltDoc.com>.

FASTENER FAILURES

Many times customers encounter failures that we know are not always the fault of product quality. However, there are some growing concerns with product quality issues, especially from new companies, who have not made or tested fasteners before. After all, there is nothing worse than to have a salesman go into a customer's shop and have a broken fastener tossed at him with claims of poor quality. This article will help to identify some of these differences as well as providing some help you may offer your customers with their issues, since it may be difficult to obtain timely advice from distant manufacturers.

Hydrogen Embrittlement

With headed fasteners, we can usually spot a hydrogen assisted embrittlement failure within 24 hours from the head laying next to the body of the fastener. With other parts it comes as a surprise and often very quickly.



The reverse side of this flat washer is stamped with a manufacturer's identification and size. This stamping alone creates residual stresses, but this washer was a high carbon steel that was heat treated to a hardness of Rc 44, then electroplated.

Platers do not know the hardness of the products they process, so without special instructions they will perform the same tasks as usual; acid pickling and electroplating without post baking. Many times the current is increased to increase productivity and quickly add thickness, but in doing so, an increase in hydrogen gas is formed and

becomes trapped to release its energy at a later time.

Thread Laps

The micro photograph of picture 1 depicts a thread showing a typical crack appearing defect at the thread crest. No decarburization was observed. The light colored microstructure is the cause of the effect of etching and the defect. The etchant used was 2% Nital.



Small lap defects on rolled threads are not uncommon and some thread laps are allowable, up to a certain depth (ASTM F788). These laps may be visible with magnification or without. If there is concern as to its depth, the sample needs to be sectioned and examined microscopically.



The above sample illustrates a crack at a depth of 250 μm (microns) where the ASTM F837M specifies a maximum depth of only 0.2 mm, or 200 microns.



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Laurence Claus

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

WHY FASTENER DISTRIBUTORS SHOULD EMBRACE TRAINING

During a visit home in my junior year of college, I was told a story about something that happened to two brothers I had known from scouting. They were a couple of years younger than me and still in high school at the time. Their father had purchased a car for them with expectations that they were to be responsible for its care and upkeep. In their zeal to prove to their father that he had made a wise investment in their development, they decided to change the oil themselves. So they went out, purchased several quarts of oil, a filter, and proceeded to drain and replace the oil. Reveling in their accomplishment they decided to take a “victory lap” around the block and so hopped in the car and took off. They had only gone a short distance when the car began to make funny noises, quickly followed by an explosion as their engine gave its last. They couldn’t “believe” what had just happened, they had done everything they had received guidance to do. They had drained the old oil, put in the new oil, replaced the filter, and the drain plug. How could things have gone so very wrong?

As they would later find out, it doesn’t help to fill the radiator with oil. They had mistaken the radiator cap to be the filling location for the crankcase and had filled the radiator with several quarts of oil. In retrospect they realized that a little bit of training and experienced guidance would have prevented a costly mistake.

In the same way, we often introduce individuals into our businesses with nothing more than a rudimentary initiation into their new job. The further down into the organization one goes, generally, the less training or job preparation an individual receives. In fact, many operators receive little more instruction than a basic

safety talk, directions to the cafeteria, and the expected times for them to show up and take breaks. Although modern quality system standards such as ISO 9000 require it, I know of no organization that does a satisfactory job acclimating “temporary” workers to the jobs they are brought in to do for a short time. In fact, it is probably remarkable that more institutions don’t actually experience major calamities at the hands of individuals that have only a short tenure with the organization.

However, one doesn’t have to be “new” to a company



to make a grievous error due to lack of training. People perform jobs all the time with a limited or incomplete understanding of them. Take for example the recent Asiana Airlines Flight 214 crash landing in San Francisco. In this case, the pilots were guiding their Boeing 777 aircraft in for a landing when

the plane dipped below safe landing speed and clipped the landing gear and tail section on a seawall at the end of the runway, resulting in a disastrous “belly flop” and subsequent crash landing. This accident cost three passengers their lives and countless others were injured. Although the root causes have not been definitively established, early speculation revolved around pilot error contributing to this accident. The three pilots in the cockpit at the time of the accident were all well respected and veterans of Asiana Airlines. However, the pilot in the left seat (Captain’s position) had only 43 hours of experience in the 777 and had never landed in San Francisco with this plane. The right seat pilot (Co-pilot position) was occupied by a company instructor with 3220 hours of time in a 777, but on his first flight ever as an instructor.



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David Garfield, Executive Vice-President.

more on page 18

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more on page 22

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Over the last two years, MPC had invested heavily to accommodate growth and meet distributor needs:

- Moved to a newly renovated 110,000 sq.ft. facility

- Expanded customer service staff
- Significantly upgraded its computer system

The acquisition has brought both brands great success. MPC has brought them to the next level while staying true to its core philosophies:

- Use higher grade raw materials and innovative design features to improve the Wej-It product quality over its already high levels.
- Have consistent competitive pricing without sacrificing quality standards.
- Synergistically expand product lines to meet specific needs.
- Remain privately held and family-owned to maintain close relationships with its customers.
- Choose the right partners who value their products and how they do business.
- By MPC not participating in the industry co-ops, which are restrictive, distributors are able to offer their best quality and pricing every single day. No rebates are needed at the end of the year, so distributors are not forced to stock excess inventory.

more on page 132

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ASSEMBLY PRODUCTS AND SALES CELEBRATES 10 YEARS

Doug Rolston a graduate of TCU in Fort Worth had started his career in Broadcasting, then found his way into the Fastener industry working in the mil-spec fastener wholesale business in 1976. He still has that Broadcasting voice but the Fastener business continued to pull him in further as he took a job at Soc-Pro in 1977 as their Manager for the Texas location.

Mary Chambers went looking for a job and found employment as a clerk at Standard Hardware in 1972. Bill Horn an engineer who had worked for SPS opened up a mil-spec business and then a commercial wholesale company (Standard Hardware Company).

He convinced Allen Manufacturing Company to put their product in the warehouse as a Master Distributor. The timing was perfect as they had just shut their own warehouse down. Mary was hired to take orders, pull stock, ship and invoice. It was a one person job that gave her a lot of product knowledge and know-how about warehousing as well as the sales end of it. Most of all it gave her a career.

Doug sold to Mary in the intervening years as she was in distribution working at more than one distributor. Besides being customer and vendor they also built a fastener friendship as board members of the Southwestern Fastener Association.

Doug stayed at Soc-Pro for almost 20 years until he

bought out TJ Teegarden Company, a Rep Agency in 1995. He added his warehouse operation partnering with Continental-Aero shortly after. He continued to sell imported floorboard screws.

After eight years with Lake Erie Screw Mary opened her Rep Agency on January 1, 1994. In a couple of years they had become competitors with competing agencies. Mary then walked out on a limb and opened a warehouse just 1 month before 9/11. She stated many times she wished she could undo that decision as business was flat and uncertain for a very long time.

Their decision to merge their agencies brought the best of their core competencies together. This has turned into a great partnership and friendship. Mary and Doug acknowledge that the times have been interesting and the fastener business has had its cycles but all in all it has worked very well. Doug is in charge of the warehouse and inside sales and Mary is the outside person traveling and speaking with customers they

have known a very long time. Scott MacCormack, the warehouse manager rounds out the group.

Life is good and they are having fun doing what they like to do, selling fasteners and hardware to friends and new prospects. In fact they have just taken on a new line and are selling cable ties. No one is ready to call it quits. Sales are good and all is well. 



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Robert B. Footlik

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

OVERLOOKED SOCIAL CHANGES

No business exists in a vacuum, especially Fastener Distributors. The products you sell, the customers you serve and the people you employ are bringing changes to the way business is conducted. Some of the new paradigms are overt and obvious (this article is being written while the Federal Government is shut down), while others are far too subtle to detect until it's too late. Staying on top of the market also means staying ahead of the external world.

Dumb and Getting Dumber

In the name of "equal opportunity" and "diversity" standardized testing is becoming both ubiquitous and irrelevant to education. With state and federally mandated standards measured against comprehensive examinations, education is becoming increasingly designed around the test questions. Since there are no multiple choices for creativity, originality and individualism these traits are being submerged in the classroom. The gifted teacher who would answer a bright student with a question is becoming extinct.

In your operation this can be observed in the lack of initiative of younger staff members. All too often they miss the obvious, fail to comprehend the need for creativity and cannot "connect the dots" that provide solutions beyond the normal situation. In effect they may know the "how" but are oblivious to the "why." Adding pre-hiring testing questions that do not have rigid answers is one way to separate those who are smart from individuals who merely graduated. Asking "How would you....?" will provide a better answer in your context than the typical true/false or multiple choice based questions. This is important for both the front office and the warehouse if your policy is to

promote from within the organization.

Real world mathematical skills are declining. This trend started with the widespread use of calculators and has continued at an accelerating pace. In theory this seems like a good idea, but in actuality people often fail to note the obvious. New hires should be tested on the basics such as addition, subtraction, multiplication and division. The number of failures may astound you, especially if you include job relevant questions such as "How many are in a

dozen?" "A customer wants 40 pieces and there are 10 pieces in a box, how many boxes need to be shipped?" and "If there are 20 pieces in a box and the customer wants 18 how many should be removed?"

Similarly "Rules of the thumb" are becoming increasingly obsolete thanks to cell phone "Apps" that provide precise answers without having any real knowledge of the situation. What is being lost is an intuitive feel for things in context. An example of

this was the initial launch of the Hubble space telescope with a mirror designed in English units but used in a metric environment. The oversight should have been obvious before all the time and money was invested in a fix using glasses to correct the focus. In your warehouse a more typical example would be an order shipped with 1,000 pieces for a customer who usually orders 10 pieces at a time. In the past we used experience to develop simple ways to double check things; now we are relying on computers and smart phones to do our thinking for us. Redesign the checking process to take this into consideration and use statistical sampling procedures as an inexpensive redundant way to double check that things are happening as required. This won't eliminate problems, but it will minimize them.



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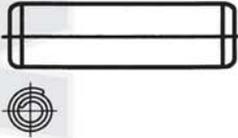
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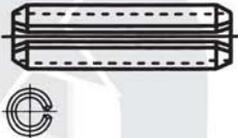
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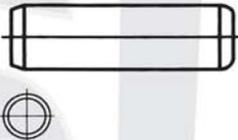
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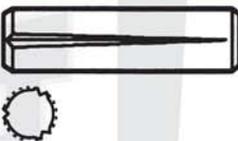
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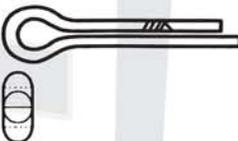
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DISTRIBUTOR NEWS

Bill Giddins, President of **Continental-Aero**, a division of Tramec LLC, announces the relocation of its East Coast headquarters to 1050 Valley Brook Avenue in Lyndhurst, NJ.

Continental-Aero's new site in Lyndhurst, New Jersey is located in a modern industrial park and will house the East Coast sales office, sales support and accounting functions. The new expanded facility will better serve their East Coast and Eastern Canadian accounts.

Continental-Aero's main warehouse and administrative site is in Alsip, Illinois. Continental-Aero also has a sales office in Buffalo Grove, Illinois, as well as shipping warehouses in Chino, CA; Arlington, TX; Iola KS; and Mississauga, Ontario, Canada.

Continental-Aero, The Standard of Excellence since 1948, supplies internally threaded locknuts and all-metal locknuts. It is noted for its Purple Nylon Insert Locknuts and best in class award winning service.

Continental-Aero, was formed by Lenny Robinowitz in 1987 with the merger of Aero Stop Nut and Continental Fasteners of Chicago. In May of 2012, Tramec, LLC purchased Continental-Aero to add to its product mix. For over 25 years, Continental-Aero occupied the ground floor of a historic building in Harrison, New Jersey constructed by Thomas Alva Edison in 1886 to manufacture incandescent light bulbs.

For information, contact Bill Giddins at billg@continental-aero.com or visit us online at www.continental-aero.com.

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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".

"YOU WILL HAVE TO GO TO OUR WEBSITE"

Technology is a wonderful thing. Immediate access to information has saved us all a lot of time and helped us perform tasks much more efficiently. But it can also be a tricky way for a company to shift its work to its customers. It can allow laziness to creep into customer service departments. It can eventually lose customers to competitors who know when it is time to provide the help of a real human being in solving a problem.

Technology gets in the way of good customer service when it (1) compels customers to spend more time navigating a website than it should require for them to ask and receive an answer from a knowledgeable representative, (2) when it serves as a way of sheltering staff from listening to the complaints of a dissatisfied or upset customer and (3) when it puts customers into a loop with nowhere to go to get the desired answer or solution to a problem. A good way of evaluating electronic customer service systems is to determine if the customer is left feeling more or less valued by the seller or if he or she feels the company is just trying to avoid dealing with its clients directly (or is only interested in saving payroll costs by substituting an electronic process for human interaction. Let's take a look at the three scenarios I have listed.

First is the website as the primary source of information to which the customer is shuttled at the outset. This can be very helpful for background research about a product or the company's service capabilities. A

well-designed "store-front" can meet the needs of a lot of customers who know what it is they are looking for and who are mainly interested in price and delivery. But when technical guidance is needed or if there is a problem with product or service then the website becomes a rather sterile and uninviting device. When a representative already talking with a customer tells them they must "go to our website" for assistance they are basically stating that they are incapable of assisting the customer or they are too busy to be bothered (or that management does not trust their own people to get policy right or has muzzled them so that policy can be consistently enforced

by requiring a set of boilerplate pages and responses to be used).

An inquiring customer may only use the company's interactive website one or two times during his or her life. Why should he have to master its use when a professional employee of the

seller company is on the line? What if the company's customers are regular commercial buyers who will be interacting repeatedly with the selling company? Here I have seen customer service reps who refuse to answer direct questions or perform simple tasks as they condescendingly "teach" the customer how to use the online facilities. I find this particularly annoying with benefit companies (insurance, etc.) who want to have the customers do all the work for them when it comes to adding and terminating employee participant, changing dependents, or increasing insurance amounts. If they can just train the customers to enter the data directly they will not have to be bothered with in the future!



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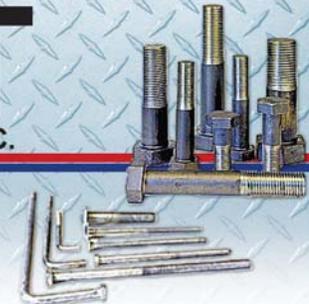
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VIBRATION RESISTANCE TESTING OF LOCKNUTS DIN 25201-4 ANNEX B *by Roy Motz*

Introduction

All-metal locknuts attain their vibration or loosening resistance through a precision thread deformation process. This displaces some of the threads from their normal location and causes controlled thread interference when assembled with the mating bolt. The resulting prevailing torque must then be within the applicable torque range of IFI 100/107, 2002. These specs include proof loads, clamp loads and prevailing torque. It is assumed that if the locknuts meet the correct prevailing torque specs, adequate vibration resistance exists.

However, prevailing torque is not an adequate predictor of vibration resistance for bolted joints subject to dynamic transverse stresses. DIN standard 65151 covers the general test set-up.

Vibration Verification

Locknut Technology has recently purchased a Junker test machine from Vibrationmaster to be able to carry out engineering verification tests. A locknut & test bolt are installed on the vibration tester and the nut is tightened to recommended clamp load. It is equipped with a computer screen to record all test parameters and results. The nut/bolt is then subjected to a rigorous test that simulates conditions found in actual bolted joints. Parameters measured include: starting clamp load of the tightened nut, amplitude, and the number of cycles to failure. Failure is defined as the joint losing more than 20% of its starting clamp load during the first 1200 cycles. The effectiveness of the locknut can then be judged from a graph of the pre-stressing force against a number of load cycles.

Verification Tests

Six automation style locknuts were tested to compare performance. Three were manufactured by Locknut

Technology and three were Taiwan imports from different manufacturers, including the leading brand.

Size & Description:

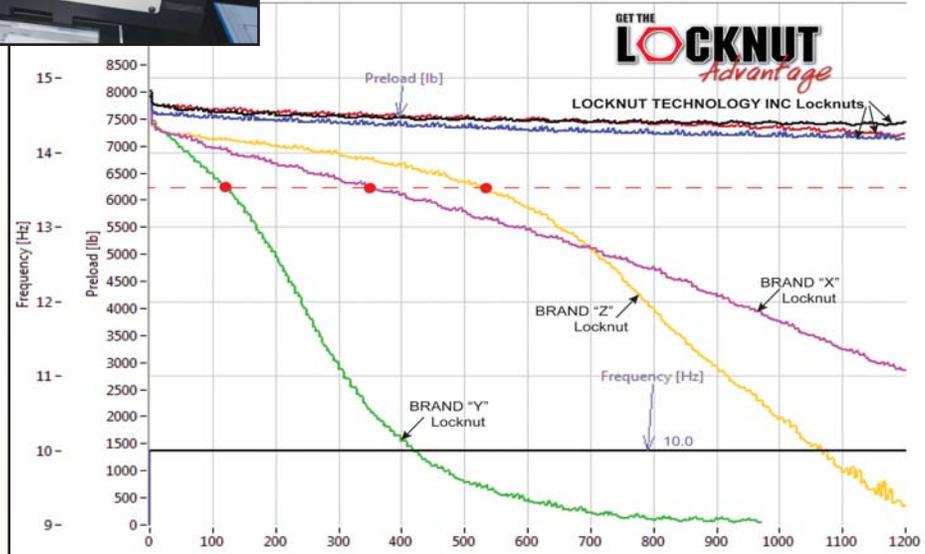
3/8-24 thread automation style locknuts, grade "C", plated & waxed

Test identification codes:

Locknut Technology - L
 Taiwan import - X, Y, Z

Test parameters:

Frequency (HZ) - 10.0
 Initial preload - 7,900 Lbs.
 Amplitude - 2mm
 Failure at - 6320 lbs



Test Results

As can be seen by the test results in the accompanying graphical illustration, all locknuts are not created equal. All six locknuts tested met the prevailing torque specifications of IFI 100/107. However, actual vibration resistance was markedly different. None of the imported brands survived the rigorous Junkers vibration tests. Brand "Z" failed at approximately 550 cycles, brand "Y" failed at approximately 130 cycles and brand "X" failed at approximately 360 cycles. All 3 Locknut Technology locknuts passed with minimal loss of initial clamp load. 

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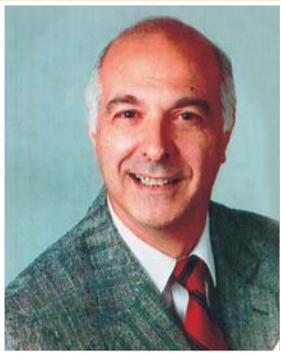
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Dr. Bart A. Basi is an expert on closely-held enterprises. He is an attorney, a Certified Public Accountant, and President of The Center for Financial, Legal & Tax Planning, Inc. He is a member of the American Bar Association's Tax Committee on Closely-Held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

13 WAYS TO HAPPINESS THIS TAX SEASON

Introduction

Giving your money to the government is worse than giving your money to the rich! Yes, its time to take down the decorations, throw the Christmas tree out the door, get back to business, and get to filing taxes once again! Tax time is a great opportunity, with some work on your part, to make some extra cash, begin investments, and get ahead in life. For those who prepare properly, know taxes, properly execute their return and then plan for next year, achieving the best tax position is possible without terrible pain and expense.

Preparation

1) Write Down A List Of Income Items. If you have multiple sources of income, it doesn't hurt to make a laundry list of income sources. Many people have more than one source of income. Examples include employment (W-2), self-employment income, dividends, interest, capital gains, farm income, rents, tips, etc. Having a checklist lets you know when you CAN file your taxes. Guessing whether you have the proper income item reports at hand should not be done and taxes should not be a last minute endeavor.

2) Write Down A List Of Expenses And Credits. There are a whole host of credits and deductions for the individual to take. Of the ones you know, write them down. For instance, did you take a college level class or pay for one for your children? A short note can save you from having to amend a return later on. Have you given anything to retirement accounts or put money in an education account? Have you lost money on stocks or a business? A punch list is handy for all individuals when they file their return.



Knowledge

3) Review Publication 17. Many people take the mindset that their accountant or CPA will not forget or overlook anything in preparation of their tax return. The fact of the matter is that the CPA or tax preparer does not know your entire financial history. Briefly going over publication 17 can give you some insight into the world of taxation.

Execution

4) Decide to FILE YOUR RETURN. No matter if you have to or not, file your return! If you paid in, you will get your money back; further, the statute of limitations runs on returns that are filed. Too many times individuals will let their returns go until the IRS sends them a substitute for return (known as an SFR). I've seen relatively wealthy individuals get hit with bills as high as \$65,000. I've seen people who should owe no taxes end up owing thousands. Always know your tax position. The IRS will do a return for you, but trust me, you don't want that.

5) IRA deduction? This is often overlooked and under utilized, the IRA and retirement credits go unused. This is absolutely unwarranted for someone to pass on this completely. If nothing else, contribute \$50 and take advantage of this year's deduction which will amount to a higher tax return amount for you in many situations. If you pass it up, you lose an important planning perspective. You have until April 15 to get the money into the respective retirement account.

6) Review the Earned Income Credit. Many people think they do not qualify for the Earned Income Credit or EIC. On the other hand, many people do. Even though you may consider yourself in a high income bracket, the fact is that many of those with paper deductions will still qualify for this credit. Check and make sure you do not pass this up.

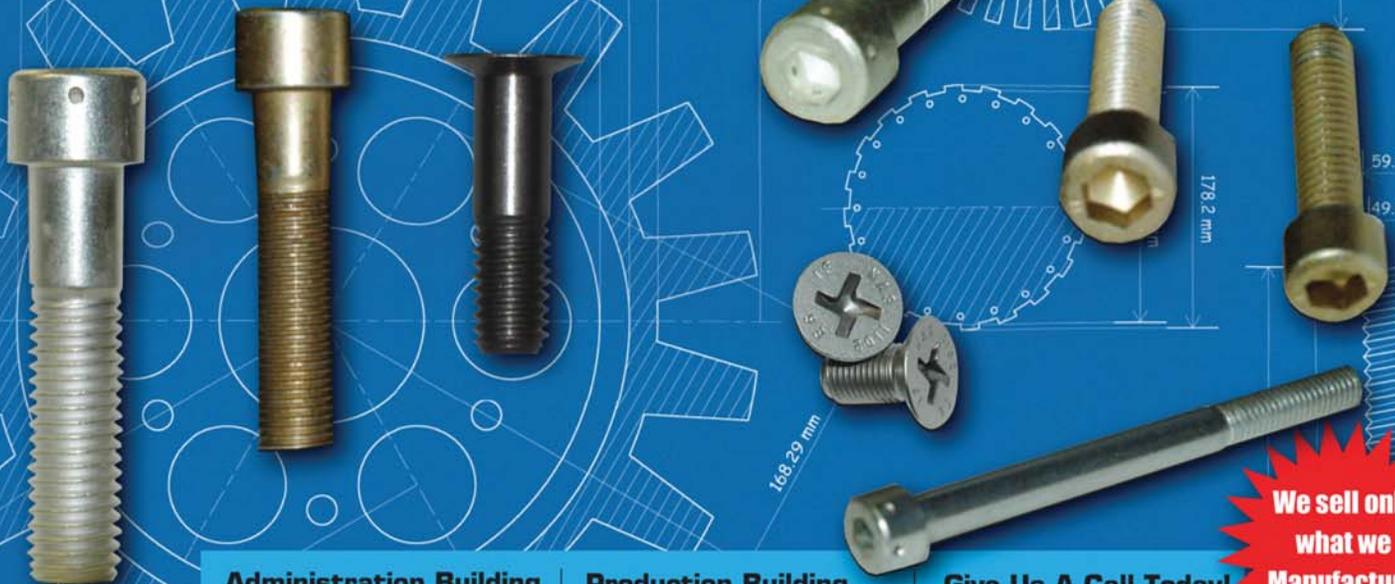
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FASTENER TRAINING INSTITUTE® VISITS CARDINAL FASTENER

Cardinal Fastener Inc. was one of the companies selected to be a part of the week-long Fastener Training Institute's Certified Fastener Specialist™ advanced technical training program. Cardinal had over 30 participants from various fastener companies tour the facility. This was the second time in 2013 that Cardinal has hosted the FTI group.

The students were given an opening speech by the Bill Boak (president of the company). Bill discussed that Cardinal is a leading fastener manufacturer that was founded in 1983, and that distributors have depended on Cardinal for its same-day or next day delivery of high strength, hot forged fasteners. Bill Walczak (Regional Sales Manager), provided a brief overview of Cardinal's products: hex bolts, heavy hex structural bolts, socket head cap screws, square head and 12 point flange, hex flange, shoulder screws, studs, and specialty parts ranging from 1/2" to 3" dia. (M16 to M72 metric).

The students were then broken into groups and taken throughout the 90,000 square foot plant for a total of seven stops.

Some Of The Stops Included:

1. Five brand new HAAS® CNC lathes. The new CNC lathes provide added capacity for quick turnaround on hot forged fasteners and specialty components that require precision CNC machining. The expanded CNC capabilities include turning, drilling, tapping, ID and OD threading (single point cut) in

diameters up to 20" and lengths up to 40". The new CNC machining equipment ensures precision quality and quick turnaround for large bolts, cap screws, studs, and other hot-forged fasteners that require secondary machining. The students learned that the expanded CNC capabilities are also adaptable to non-forged components machined from many materials such as Inconel®, Hastelloy®, Monel®, and other high strength, corrosion resistant and high temperature metals.

2. The completely rebuilt a 600-ton Ajax hot forging upsetter. This highly specialized equipment produces large structural fasteners and specialty parts up to 3" (M76) diameter and unlimited lengths (minimum length is 6" (150mm)).

3. The SLT (Short-Lead-Time) cells, which transform blanks into finished products the same day an order is received.

4. The Quality Department where the students learned that Cardinal became the first U.S. hot forged fastener manufacturer to attain ISO 9001:2008 certification and the A2LA accredited laboratory.

The students enjoyed meeting with the machine operators, and were able to learn first-hand what it takes to make hot forged bolts.

Due to popular demand, Cardinal will host the tour again in August, and November of 2014. 



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screw·ing a·round

[skrōō'ēŋ ə'round] verb

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13 WAYS TO HAPPINESS THIS TAX SEASON *continued from page 36*

7) Check Your Math. If you choose to do your return by hand, check your math. Although the IRS generally does this for you, you don't want a surprise to come through your checking or savings account when the IRS deposits the money.

8) Direct Deposit. Direct Deposit is free, secure, and best of all, fast. There is no waiting 6 weeks for a check that can be taken out of your mailbox or lost. It is directly deposited into an account of your choosing. Just be sure to check your deposit account to make sure it does get deposited. There are situations where the return can be delayed.

9) Form 8888. Many do not know this, but you can split your return into 3 separate bank accounts. The advantage here is that it may help you establish or grow a savings account.

10) Check for Your Return. When expecting your return, it costs nothing to check the return online through the IRS website. If something comes up, it is easier to call the IRS rather than waiting on an unresolved situation to solve itself.

Planning

11) Tax Problems. Too often taxpayers let tax problems slide until their wages are being garnished. This is exactly what you don't want. Deal with tax problems directly. If you owe a liability pay it, make an installment agreement, and just don't let it go forever. I've seen people lose substantially everything over this. It is simply not worth it.

12) Plan for Next Year. Too many people file their taxes and then forget about it until next year. This is one of the worst things you can do. Take the liberty of further examining Publication 17. Many valuable deductions can be anticipated for in the coming year. Are you selling real estate, look into like kind exchanges or call your attorney. Are you selling your home at a loss? How about renting it out for a couple of years in order to take that loss? Are you in danger of losing your home and on and on? Always be vigilant of tax reducing strategies. Planning results in more money to those who know the code.

13) Strategies. What strategies could individuals possibly have for tax planning? Tax Planning is not only for millionaires! To start, think about the following: After completing your tax return, if you are owed money by the IRS, file early. Generally you should receive a W-2 from your employer by January 31. If you owe money, file on April 15. It is an interest free grace period of 3 months and 15 days, utilize it!

Conclusion

The unfortunate part is that not many people know about tax strategies or even get professional advice on their tax situation. They just let the chips fall as they may. Tax strategies should be at the front of everyone's mind. Don't quit planning just because you filed your return and spend the money haphazardly. Plan for your taxes, plan for your future, and strive where many struggle. 

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In all, each supplier who won the award met more than twelve quality criteria over a period of twelve months. Grace Lieblein, Vice President, Global Purchasing and Supply Chain stated "Each winning company has consistently exceeded our expectations by delivering high-quality products on time, which helps us creating compelling value for our customers."

This is a significant achievement and a testament to SPIROL's operational excellence and quality control considering the millions of parts supplied to General Motors from SPIROL's global locations.

SPIROL is a leading manufacturer of a diverse line of engineered components for fastening and joining,

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

DISTRIBUTOR NEWS

For the second year in a row, **SPIROL Industries Ltd.** is pleased to announce the receipt of General Motors 2013 Supplier Quality Excellence Award.

According to an article published by General Motors on their news media web site, GM recognized their "suppliers who have demonstrated the highest levels of quality performance over the past 12 months".

The requirements for the GM Supplier Quality Excellence Award include key parameters including, but not limited to:

- Zero late delivers in the last 12 months

- Zero plant disruptions in the last 12 months

- Zero PRRs (Problem, Reporting and Resolution) in the last 12 months

Meeting a quality standard for defects that does not exceed 1 per million pieces shipped.



General Motors representatives present award to SPIROL's Chris Stanton, Operations Manager and Sarah Dowie, Quality Manager.

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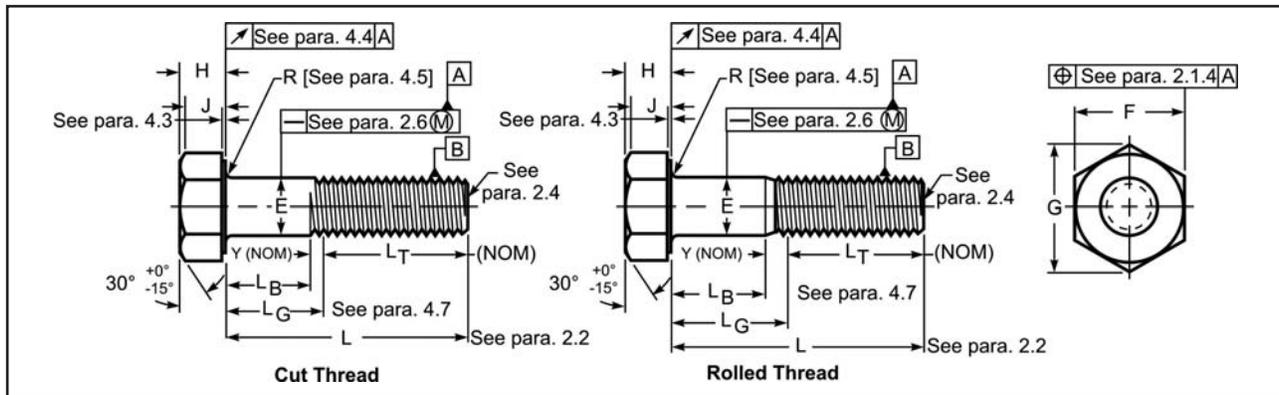

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CUT THREADS AND ROLLED THREADS MUST MEET THE SAME REQUIREMENTS

by Joe Greenslade Director of Engineering Technology, IFI



From time to time I get the question, "What are the requirements for inspecting cut threads versus rolled threads?"

The answer is simple. Threads must meet the same requirements regardless of the way they are produced provided the threaded product standard and/or its material standard do not prohibit the use of a particular thread manufacturing method. Following are two examples of standards that prohibit cut threads under certain conditions:

1. SAE J429: Mechanical and Material Requirements For Externally Threaded Fasteners

4.3 Threading Practice Grades 2, 5, 5.2, 8, and 8.2 bolts and screws in sizes up to 3/4 in., inclusive, and lengths up to 6 in., inclusive, shall be roll threaded, except by special agreement. Grade 5.1 sems shall be roll threaded. Threads of all sizes of Grade 1 bolts and screws, and Grades 2, 5, 5.2, 8, and 8.2 bolts and screws in sizes over 3/4 in. and/or lengths longer than 6 in. shall be rolled, cut, or ground, at option of the manufacturer. Threads of all grades and sizes of studs shall be rolled, cut, or ground, at option of the manufacturer.

2. ASTM A574: Alloy Steel Socket Button And Flat Countersunk Head Cap Screws

4.3 Unless otherwise specified, threads shall be rolled for diameters through 0.625 in. and for screw lengths through 4 in. For diameters and lengths other than this, threads may be rolled, cut or ground.

Thread Dimensional Requirements:

The thread dimensional requirements for internal and external threads are specified in ASME B1.1 for inch threads and ASME B1.13M for metric threads. The metric thread dimensional requirements in B1.13M are identical to those in ISO 68-1, ISO 261, ISO 262, ISO 724, ISO 965 Parts 1, 2, and 3. There is no reference in any of these standards that refer to the method of thread manufacturing. The thread dimensional requirements are independent of the manner in which they are produced.

Thread Gage (Gauge) Requirements:

In spite of the fact that metric product thread requirements are identical, there are slight differences between ASME B1.16M and ISO 1502 thread gages (gauges in ISO).

please turn to page 161



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G.L. HUYETT LAUNCHES NEW WEBSITE

G.L. Huyett, a manufacturer and master distributor of non-threaded fasteners and grease fittings recently launched a new website, www.huyett.com. The site provides 24-hour access to more than 95,000 parts in over 600 product lines. The company manufactures shafting, turned parts, keystack, and machine keys. As a master distributor and importer they offer low order minimums and same-day shipping of a complete inventory of pins, retaining rings, grease fittings and accessories, bushings, washers, shims, shaft collars, assortments, and tools.

The company's VP of Marketing, Greg Tabor, explained "In today's market the launch of a new website may not be seen as groundbreaking, but within our niche, we recognized a need for and developed an e-commerce site that provides photos of every product category, individual prices, illustrations, technical drawings, and complete technical specifications of every part we sell."

The new site makes it easy to find and buy parts that are often difficult to source, hard to manufacture, or difficult to buy. G.L. Huyett's CEO, Timothy O'Keefe, told us, "More often than not, companies that make these parts are difficult to buy from because they really only want to sell them in high volumes, which makes it difficult for companies to get their hands on what they need without buying more than they need or want to buy."

By sourcing parts from manufacturers worldwide, G.L. Huyett makes buying small quantities easier. Jessie Baker, Customer Service Group Manager noted, "We already have a highly-trained sales staff that know our products inside and out along with the ability to do custom manufacturing and provide engineering support. By adding a website with all of our product information, we make it easier for our customers get what they want and need even faster."

"Our objectives in developing the site were clear," said Tabor, "G.L. Huyett has been printing comprehensive product catalogs loaded with information gleaned from decades of sourcing and manufacturing. By augmenting our printed materials with a cutting-edge website we make buying easier by providing our customers with options that let them search, research, and buy when it is convenient for them."

Huyett.com features sophisticated search capabilities that let visitors narrow their search results by attributes. There is an information-rich Knowledge Vault full of training materials, resources, and catalogs geared towards steel-making, manufacturing processes, and best practices. "New tools allow our customers to manage their accounts online, view their order history, save their favorites to expedite reordering, get quick quotes, and see quantity breaks and negotiated pricing," added O'Keefe. "We hope to migrate our current customer base to an e-commerce platform instead of an 'email-RFQ-email-quote-email-PO' paradigm."

Established in 1906 by Guy Huyett in the "other Minneapolis," the company is one of the oldest continuously operating businesses in Kansas. The company was founded on the production and distribution of machinery bushings. In the 1970's, an entrepreneurial owner, Bob Hahn, recognized huge potential in expanding product offerings to supply fasteners for industrial equipment; material handling equipment; power transmission and associated motion control components; outdoor power equipment; agricultural and construction equipment; rigging and scaffolding; automobiles and trucks; and more.

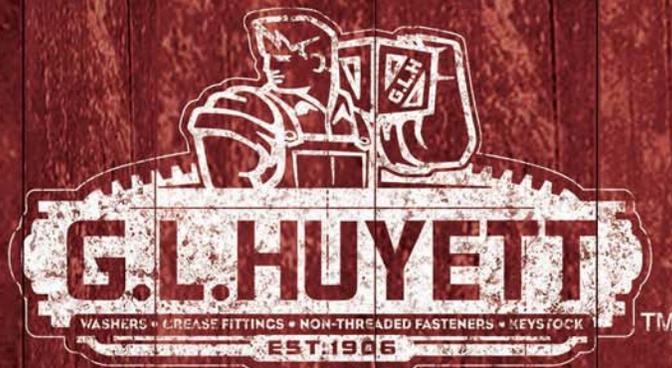
Ask any G.L. Huyett employee what the company's reason for being is and you'll get the same answer time and again, "I'm here to make our customer's life easier." Customer service seems to be the common thread that runs throughout the organization.

G.L. Huyett describes itself as "*Purveyors of a Way of Life.*" O'Keefe explained, "Our Way of Life starts on the inside of the company in how we treat each other, how we demonstrate a commitment to excellence, and commit ourselves to bettering ourselves through training while continually looking for ways to efficiently increase productivity. To our customers, our Way of Life is demonstrated through our desire to make their lives easier. It's not *what our customer's buy*, but *why they buy from us* that's important. Customers can get clevis pins and washers anywhere, but they can't get the friendliness, knowledge, and efficiency that G.L. Huyett offers from anyone else." 



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MEASURING THE ANGLE OF A BEVELED RETAINING RING *by Bruce Rudin*

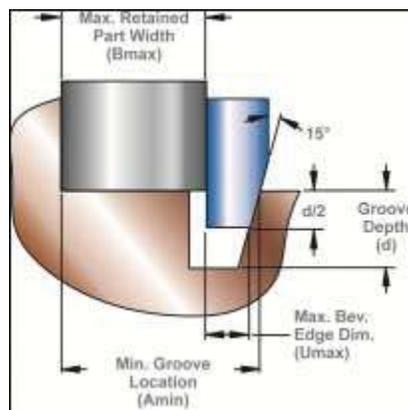
Design engineers have used beveled retaining rings successfully for many years to take up endplay and eliminate unwanted noise and vibration in countless assemblies as diverse as electronic steering gears and rotary unions. The savings are obvious when compared to the alternatives, including maintaining inventories of rings of assorted thicknesses or relying on shims to accomplish the endplay take up task. The proper functioning of a beveled ring depends on its adherence to stated specifications, the most critical being the actual bevel angle and the thickness or "U" value as listed in the Rotor Clip catalog. These critical characteristics have been the source of controversy as many end users have used measurement methods that are inherently unreliable.

After much experimentation, Rotor Clip has settled on an accurate measurement technique it is

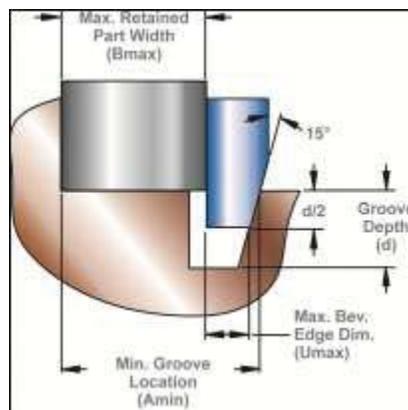
recommending to its worldwide customers who rely on beveled retaining rings in their applications. Beveled retaining rings are similar in construction to the standard internal and external types, except the groove engaging edge is beveled to a 15° angle. (The bevel is located around the outer circumference of the internal rings, and around the inner circumference of the external rings.)

The groove is machined with a corresponding 15° bevel on the load-bearing groove wall. When a beveled ring is installed in the groove, it acts as a wedge between the outer groove wall and the part being retained. The ring's spring action causes the fastener to seat more deeply in the groove and compensate for the endplay.

The ring should be seated at least halfway into the groove to provide sufficient contact area with the load-bearing groove wall (see Fig1).



Above: Fig 1A - Ring Seated at Minimum Depth
 Below: Fig 1B - Ring Seated At Maximum Depth (Near Groove Bottom)



please turn to page 192





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The National Industrial Fastener & Mill Supply Expo held October 23-25, 2013 at the beautifully renovated Sands Expo & Congress Center in Las Vegas, Nevada was a success by any measure, reports Show Management.

The Expo featured the latest products and services presented by 609 companies from throughout the USA and 18 other nations around the world. The 794 exhibit booths at this year's show is a 3% increase over 2012 and is the largest Expo since 2008, informs Susan A. Hurley, CEM, General Manager.

"It is great to see our Expo grow, however, it takes good, quality attendance by serious buyers to make it successful and we were able to accomplish this as well. Total registration for this year's event was 4,577 persons from 37 nations including Australia, Belize, Brazil, British Indian Ocean, Canada, Chile, China, Colombia, Costa Rica, Ecuador, France, Germany, Hong Kong, India, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Macedonia, Mexico, Netherlands, Panama, Peru, Singapore, Spain, Sweden, Switzerland, Taiwan, Thailand, Trinidad & Tobago, Turkey, United Kingdom, United States, Venezuela, and Vietnam. This is an increase of nearly 8% over 2012.

The 2,103 attendees included 1,330 distributors, with the balance consisting of independent sales reps, manufacturer's reps, and many other suppliers. We are also delighted that 474 registrants were attending the Expo for the first time", informs Ms. Hurley.

The other, vital measure of any Expo's success is how well it is perceived by exhibitors and attendees. Following are some of the post-show comments received by Expo management:



ALL ELECTRONICS HARDWARE

I wanted to tell you what a great show!!! This was my first Fastener Show, and all I can say is WOW....

Pam Brown, Marketing Manager, Cardinal Fastener Inc.

Very nice show this year!

Marge, Set Screw & Mfg. Co.

I understand from Dick & Steve that the show was very well attended again this year. Congrats on your

continued success!

Kimberly Guerrette, VP Sales/Quality Coordinator, Crescent Mfg.



ALCOA FASTENING SYSTEMS

We were happy to exhibit at the show this year and had a great turn out.

Kate Hanley, Marketing Specialist, Groov-Pin

Great show by the way!

Mary, Offshore Milling Services, Inc.

I must appreciate you for a good management for this show; this is the most professionally managed

show I have ever participated with.

Saurav, Director, Business Development, Strut Support Systems

You put on a great show again this year!!!

Paul, Tennessee Galvanizing

Continued on page 106

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NON-THREADED FASTENER INNOVATION IS A FAMILY TRADITION AT PIVOT POINT

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



Rein Leitzke in his office

Rein Leitzke proved to be an extraordinary inventor and industrialist, creating such notable fastener inventions as the Split Washer, Adjustable Clevis Pin and Self-Locking Cotter Pin. Not limiting himself to fasteners, he also invented practical products for everyday use, such as the Fencing Wire Stretcher, Stone Sling, Fish Mouth Opener and even the famous Bullhead Skinner. His company evolved over the years to offer ever increasing product lines and unique innovations until its sale in the 1970's.

In 1982 grandson Rue Leitzke resurrected the family fastener business under the name Pivot Point Incorporated. While the current product line includes many of the original

"agricultural fasteners", other industrial markets for Pivot Point Non-Threaded Fastener Solutions have rapidly emerged, and Pivot Point supplies reliable fasteners for a multitude of industries including transportation, material handling, military and defense, aerospace, automation, medical, consumer products and more.

Pivot Point's line of fastener solutions continues to evolve in response to demand for increasingly complex and unique fasteners. In the same spirit of innovation as founder Rein Leitzke, Pivot Point has developed unique, exclusive fastener innovations* such as SLIC Pins (with Self-Locking-Implanted-Cotter), Bow-Tie Locking Cotter Pins, Rue-Ring Locking Cotter Pins, Auto-Lock Safety Pull Pins, Nylon Lanyards and Infinity S-hooks.

Pivot Point supplies both stock and specialty Non-Threaded Fastener Solutions, including Clevis Pins, Cotter Pins, Quick Release Pins and Devices, Locking Pins, Steel Cable/Lanyard Assemblies and more. The company continually invests in automation, manufacturing, systems and improvements to allow them to provide fast lead times and competitive pricing.



Glayr Leitzke (center, Rein's son) with workers inside of original factory



Worker inspects part- Circa 1939

please turn to page 158



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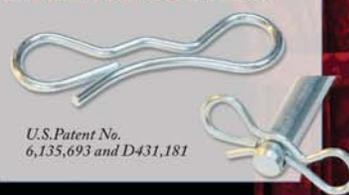
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DISTRIBUTOR NEWS

Element Newtown, PA, has invested in state-of-the-art equipment to expand the testing capabilities of its dimensional department. Among several new purchases, the Nadcap-accredited laboratory has acquired a digital image measuring system, designed to deliver enhanced levels of fastener inspection.

With more than 20 years' experience of providing fastener testing services, Element Newtown has moved to expand on dimensional service capabilities that include first article, routine and safety critical inspection. The move comes in response to increased demand for fastener qualification from its leading clients in the aerospace, Oil & Gas, power generation and automotive industries.

This new equipment has the ability to scan 99 percent of a nut, bolt, screw or rivet and automatically upload figures into a file for trend analysis. Replacing a manual system of reporting, this technology enables Element's Engaged Experts to obtain data more efficiently, reducing lead times for customers.

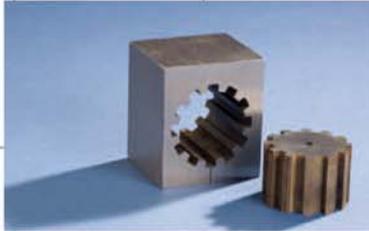
Element Newtown will now also offer multiple levels of fastener inspection across systems 22 and 23, with the ability to verify components at the maximum material limit. This move has been led by client requirements, with feedback from key contacts and increased buoyancy in the fastener market directly resulting in the targeted investment.

Colin Speedie, VP, U.S. Operations at Element, explains: "Element is proud to be client-led in its investment in each of its laboratories, as we continue to offer our partners the very best expertise supported by the most accurate equipment. In the highly evolved, ever-changing fastener market, knowledge is vital for customers looking to maintain a competitive advantage.

Element Newtown has a superb history of offering accurate, timely results that clients depend on to support their ambitions, and with the addition of this new equipment it can provide a new suite of functionality designed to support the rapid innovation of the fastener industry," he concludes.

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Dennis R. Cowhey

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

COMMISSION DRIVEN PRICING - AN IDEA THAT WORKS

The fastener business is very competitive. Many distributors choose to compete by having their salespeople become part of the business process.

There are two ways that this is accomplished:

METHOD 1: The Salespeople Are Paid On A Straight Commission Basis As A Percentage Of Sales

The sales price is under the control of salesperson who simply chooses a letter code (or a number code) and that selection dictates both the customer's price for that line item and the salesperson's commission for the line item.

ENTER & EDIT ORDERS - Detail Line

Order Number: 26471051 Firm Order - Line 2
 Customer: 1000 AA Manufacturing Co. (Notes 11-06-13)

Availability	On Hand	Available	Branch	Going Out	Coming In
	4,550 EA	4,550 EA	4,550 EA	0 EA	0 EA

Detail

Product Code: 06194
 Product Description: M16X150 SHC TZBC
 Classification: CP
 Customer Part Number: [blank]
 Extra/Non Stock Description: [blank]
 Quantity Ordered: 200 EA
 Pricing Method: C Last Sale Price/Class Price Levels
 Unit Sell (USD): 0.66 EA Last 08-22-13 \$0.66 EA 250 EA
 Percentage Change: 0.00000 CHG%
 List Price (USD): 0.66 EA
 Unit Cost (USD): 0.33 EA Avg Cost 0.33 EA Std 0.33 EA
 Customer Bin Location: [blank]
 Most Recent Purchases: 08-15-13 \$0.33 EA
 Line Comments: [blank]

The BUSINESS EDGE 2.0 Orders

ENTER & EDIT ORDERS - Detail Line

Order Number: 26471051 Firm Order - Line 1
 Customer: 1000 AA Manufacturing Co. (Notes 11-06-13)

Availability	On Hand	Available	Branch	Going Out	Coming In
	7,450 EA	7,450 EA	7,450 EA	0 EA	0 EA

Detail

Product Code: 05261
 Product Description: M5X25 HHCS FT 1E461 ST ST 50 MIN
 Classification: CP
 Customer Part Number: [blank]
 Extra/Non Stock Description: [blank]
 Quantity Ordered: 100 EA
 Pricing Method: A Last Sale Price/Class Price Levels
 Unit Sell (USD): 0.15 EA
 Percentage Change: 0.00000 CHG%
 List Price (USD): 0.15 EA
 Unit Cost (USD): 0.05 EA Avg Cost 0.05 EA Std 0.05 EA
 Customer Bin Location: [blank]
 Most Recent Purchases: 08-15-13 \$0.05 EA
 Line Comments: [blank]

Last Price and Level

The system automatically remembers the last price and price level that the item was sold to this customer for. This is extremely important because pricing mistakes in this environment can be costly. It isn't just the confusion relating to the individual price. The price error could be substantial and it could cause the customer to decide to send every item out for quote in the future.

Price Based On Cost Multiplier

The price is usually based on a multiplier that is applied to a standard cost, e.g. 1.5 x cost 2.0 x cost, etc. the salesperson can choose the different markup multiplier for each line of the sales order. In effect, he or she is choosing how much they would like to make on that order.

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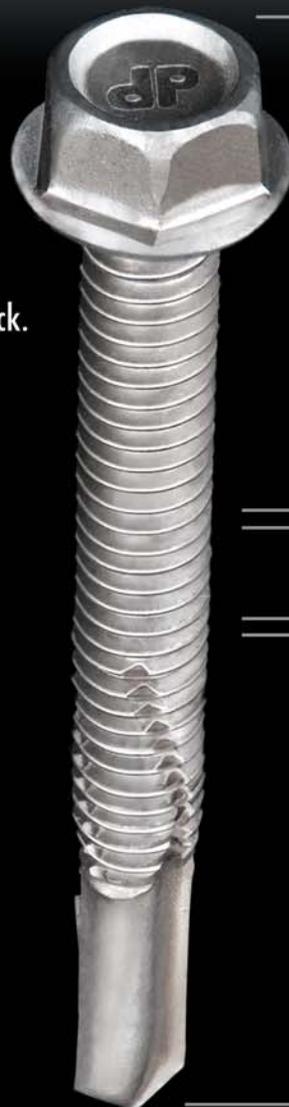
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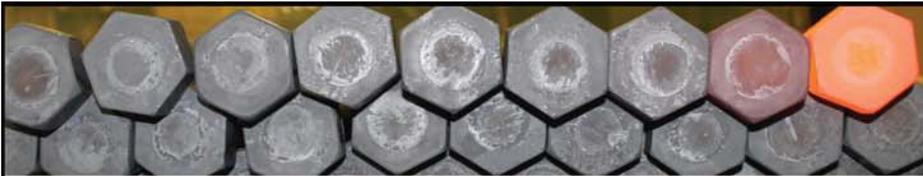
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John R. Graham

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

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

TWENTY-THREE TOOLS TO BUILD YOUR BRAND

Trashing branding has reached star status as critics dismiss it as passé in a digital environment. Who wants the "behind the times" label? It's interesting that those throwing the rocks at branding come prepared with a ready replacement they want to sell us.

Because branding is how people experience a company and its products, don't fall for the idea that it's obsolete. Just remember that no company goes to greater pains to protect its brand's integrity than does Apple, now the number one brand in the world, according to the 2013 Interbrand survey.

"Every so often, a company changes our lives, not just with its products, but with its ethos," noted Interbrand CEO Jez Frampton in the company's report. "This is why...Interbrand has a new No. 1 – Apple."

No task is more critical for companies, organizations and individuals than brand building. Here are 23 tools that can enhance a brand by giving it continuous care and protection.

1. Give everyone hospitality training. This is the place to start since most employees don't know how best to interact with customers. Hospitality training is mandatory for all employees of Portland, Oregon's Umpqua Bank and it has paid off as demonstrated by the bank's stellar performance.

2. Align with a charity. Create a long-term

relationship with a charity that shares your values and makes it possible to leverage your company's resources - knowledge, skills, talent as well as monetary contributions.

3. Make marketing your mission. Business is all about attracting customers who want to do business with you, a mission requiring a plan that's implemented consistently.

4. Give customers what they want.

That's what T-Mobile's "Un-carrier" rebranding is all about, starting with dumping contracts, followed by the Jump!

early upgrade program and then the signing of Shakira. The payoff has been huge

with more than one million new customers, increased revenues and positive changes in public perception.

5. Respond quickly to a crisis. There's no pause button; just ask Ford Motors. It refused to recall 421,000 2012 Escapes when stuck gas pedals caused accidents until the company was forced into doing it, causing reputation damage and falling Escape sales. Be ready because even a slight delay in responding to a crisis can be costly.

6. Research ruthlessly. Mistakes hurt and some can be fatal, so challenge your ideas, options and opportunities with research and testing to avoid falling into embarrassing and costly debacles.





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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.

EXTENDED USE OF BLIND RIVETS

Sealants have been introduced to threaded fasteners including blind rivets. The addition of sealant has extended the applications for blind rivets.

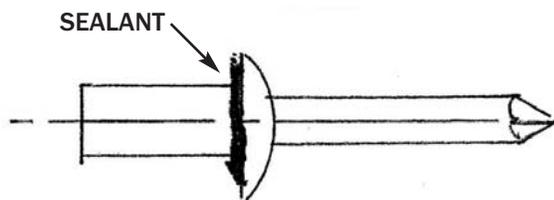


Figure 1 - Closed End

The closed-end blind rivet was the first blind rivet that sealant was applied. This rivet is water and air tight through its center, because the mandrel end is inside the rivet body and the rivet body has a flange or head on one end, and a closed end at the opposite end.

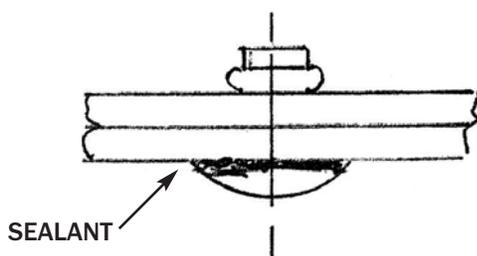


Figure 2 - Set Closed End

Sealant is applied to the barrel side of the flange. When the closed-end rivet is set, the sealant seals the outside diameter of the rivet barrel so no liquid or air can pass through the hole of the work piece that the rivet was set in. Thus making a totally sealed blind rivet application. At one end of the set rivet body and at the opposite end we have sealant that seals the hole in the application.

Closed end blind rivets are now being used on outside applications. Such as, outer surfaces of truck

bodies, recreational vehicles, trailers, motor homes and construction. The Closed End with sealant has been 100% effective as a liquid and gas tight fastener. Sealant is also now being applied to Open-End blind rivets.

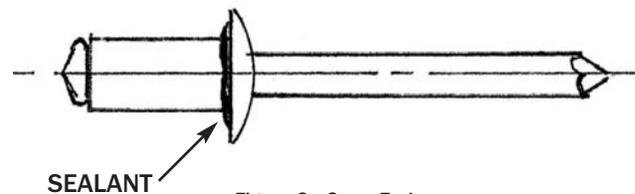


Figure 3 - Open End

The addition of sealant to Open-End rivets has given the Open-End blind rivet the ability to be used on applications where liquid flowing over the flange of the blind rivet and make the rivet watertight. The upset mandrel head is water tight enough to prevent liquid from passing through the center of the Open-End blind rivet. The Structural blind rivet has also been made completely watertight.

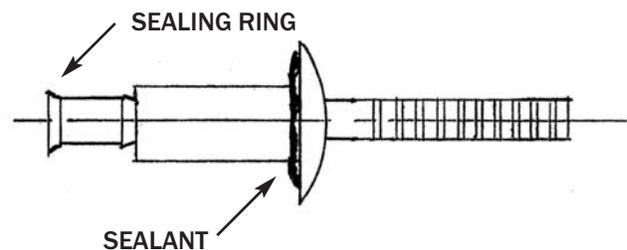


Figure 4 - Structural

The Structural blind rivet has a sealing ring at the mandrel head. When the Structural blind rivet is set, this sealing ring seals the upset end of the rivet body and makes the set rivet water tight.



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AZTECH LAUNCHES CUSTOMER SERVICE WEB PORTAL

Aztech Locknut Company is pleased to introduce their new Customer Service Portal, accessible from www.aztechlocknut.com. Aztech invites current customers to visit the portal and try it out. A variety of live information is available, including open orders and shipment tracking, certs, quotes and open invoices. Some questions you may have:

Q: How do I access the Customer Portal?

A: At the top right corner of Aztech's website homepage, www.aztechlocknut.com, there is a box labeled Client Login/Registration, or at <https://ecm.aztechlocknut.com/>

Q: How do I sign in for the first time?

A: Select "Request Logon" and a password will be sent to the email you provide. You may keep the password provided or change it.

Q: Will recently-placed orders show up right away?

A: Yes, the portal runs live with our own database, so orders show as soon as they are entered into Aztech's system. You

may also view purchasing history for the past year.

Q: Can the Portal help me track shipments?

A: You may retrieve copies of your packing list, and even access UPS tracking number links and truck Pro numbers.

Q: Can I get a copy of a cert for an order that has already shipped to me?

A: Yes, if certs were requested with your PO a copy will be available from the website.

Q: What if I have questions regarding use of the Customer Portal?

A: Our Inside Sales team is trained on use of the portal and are available at 800-321-5625 or sales@aztechlocknut.com.

Depending on your system, when first accessing the portal, you may be asked to download Silverlight, a free program for running content-rich internet applications.

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Test Item	Part No.: 50FRPOGZ	Description: 1/2-20 REG FLG TBCH+ LOCK GRADE G 2/F/N	Lot No.: 56747A-11	Heat No.: 31207
Information <td>Customer: ACME FASTENERS</td> <td>Address: 1465 BROWNSTONE DRIVE</td> <td>HS 38804</td> <td>P.O.: 9397379</td>	Customer: ACME FASTENERS	Address: 1465 BROWNSTONE DRIVE	HS 38804	P.O.: 9397379
Ship Date:	08/20/13			
Smpl Units	Min.	Max.	Min.	Max.
1 #	n/a	n/a	0.236	0.236
1 #	0.30	n/a	0.840	0.840
1 #	n/a	n/a	n/a	0.353
1 #	n/a	n/a	0.92	n/a
20 UNF 2B	Min.	Max.	Min.	Max.
15 turns	1	n/a	0.236	0.236
4 turns	n/a	0.1	0.840	0.840
Smpl Units	Min.	Max.	Min.	Max.
1 #	n/a	n/a	0.236	0.236
1 #	0.30	n/a	0.840	0.840
1 #	n/a	n/a	n/a	0.353
1 #	n/a	n/a	0.92	n/a



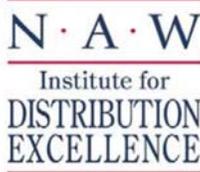
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THE NAW INSTITUTE FOR DISTRIBUTION EXCELLENCE RELEASES “FACING THE FORCES OF CHANGE®: REIMAGINING DISTRIBUTION IN A CONNECTED WORLD

The NAW Institute for Distribution Excellence has released Facing the Forces of Change®: Reimagining Distribution in a Connected World, the 10th edition in a series recognized over the last 30 years as the finest research to look at the future of wholesale distribution. Quantity discounts apply when ordering two or more copies. Pricing and order information are available at NAW's website.

This 10th edition is authored by Guy Blissett, Wholesale Distribution Lead at IBM, and NAW Institute for Distribution Excellence Fellow. The study provides wholesaler distributors, their suppliers, customers, and other stakeholders with strategic insights into the key business and economic trends affecting the wholesale distribution supply chain through 2018. It also describes innovative strategies and tactics that distributors can use in response to these trends.

As the study highlights, there is no shortage of “forces of change” that will impact wholesale distributors over the next 3 to 5 years and transform the industry. There is also no shortage of opportunities for distributors to embrace and leverage these forces. Specifically, distributors must

- capitalize on opportunities in e-commerce, mobility, and social networking
- embrace the full potential of advanced analytics
- reimagine both their role in the value chain and the structure and functions that comprise their organization.

These existing and future trends will transform the

industry, changing the way wholesaler distributors interact with customers and suppliers, altering the role of individual functions within the distribution business, and driving the imperative for true business model innovation.

This report can help distributors take steps to plan, prepare, and execute strategies to capitalize on the forces of change. Distributors are encouraged to develop short-term

and long-term strategies that anticipate the trends and ultimately drive business growth and customer value.

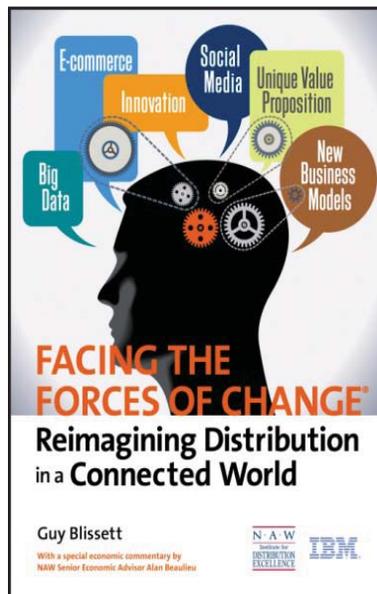
What's inside this brand-new study:

- For the first time - a macroeconomic outlook from NAW Senior Economic Advisor Alan Beaulieu
- A straightforward presentation of the major trends
- In-depth management discussion questions
- Time-bucketed action ideas that executives and managers can implement in their companies right away
- Data from surveys and research focused on trends in wholesale distribution

Insights from a broader range of industry leaders in six key functional areas.

These key areas can be identified as:

- [1] CEO, President, Owner
- [2] Operations
- [3] Sales and Marketing
- [4] Finance
- [5] Information Technology
- [6] Human Resources.



please turn to page 149

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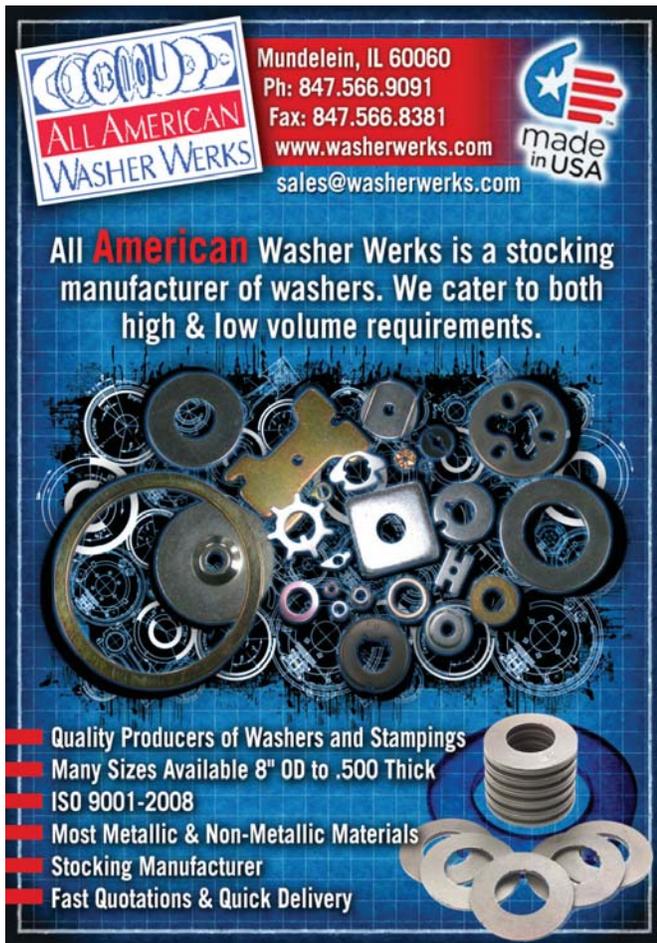


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DISTRIBUTOR NEWS

Tennessee Galvanizing began production at a new plant designed for fasteners and small parts in May. In June a fire destroyed the plant.

Re-construction has begun and the Jasper, TN plant is expected to be operating in early 2014, CEO David Ware told FIN.

"They haven't told me the cause," Ware said of the insurance and fire department investigations. But the insurance company has approved rebuilding.

All new machinery has been purchased for the new plant, Ware said. Rebuilding will go faster than the initial construction because the concrete work was not destroyed.

The new \$2.3 million plant was announced in 2012. It would create 35 jobs in Jasper, which is in Southern Tennessee west of Chattanooga.

For information, contact Tennessee Galvanizing at 1535 Industrial Blvd., (P.O. Box 609), Jasper, TN 37347. Tel: 423 942-1020 or 1-800-4-HOT-DIP. Email: office@tennesseegalvanizing.com or visit online at www.tennesseegalvanizing.com.

DISTRIBUTOR NEWS

H&S Sales, Incorporated (H&S) a leading fastener and industrial supplies provider for Midwestern manufacturers and service companies, today announced that its quality management system has been certified as complying with the requirements of ISO 9001:2008 following a review by the independent audit firm of GMS Registrar Limited.

The ISO certification assures H&S's customers, such as leading OEMs, fabricators, and service companies, that the company has a robust quality management system that controls every aspect of its operation including: sales, service, procurement, inspection, and distribution.

"Obtaining ISO certification is an important recognition of H&S's commitment to our customers and a demonstration of our willingness to grow with them," commented Kevin Weidinger, President. "This certification allows H&S to expand its business with several Midwestern aerospace, automotive, and high-tech manufacturers."

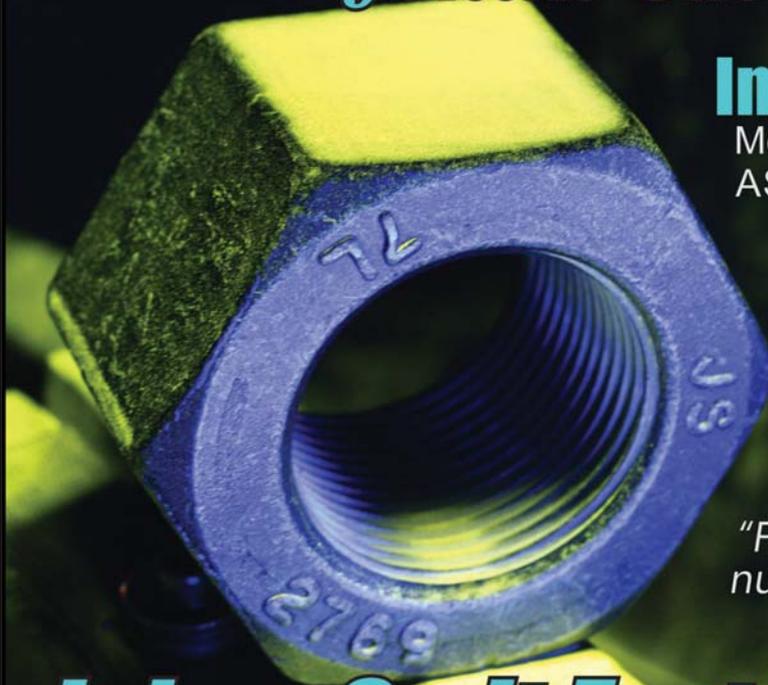
"I want to congratulate H&S for fulfilling all the requirements for ISO 9001:2008 certification. I commend the entire team for their dedication to the quality system," states Jag Kottha, President of GMS Registrar.

ISO 9001:2008, which is administered by the International Organization for Standardization, is recognized globally as the guideline for establishing and maintaining an effective quality management system for business in any sector. Companies seeking registration must be able to demonstrate to the satisfaction of an independent third-party auditor an ability to consistently provide products that meet customer and regulatory requirements. ISO 9001 has existed for almost 20 years. In 2008, the standard was revised, placing more emphasis on continuous improvement and customer satisfaction.

H&S Sales, Inc. is a leading distributor of fasteners, packaging services and innovative inventory solutions to manufacturers and service organizations across the US. Founded in 1952 and is located off historic Connecticut Street in Buffalo, New York. H&S is ISO 9001:2008 certified and has sister companies: Great Lakes Fasteners, Inc. and CMI Industries, Inc. in Ohio.

For more information contact H&S Sales Incorporated by phone 716-882-1568 or visit them online at www.hsfasteners.com.

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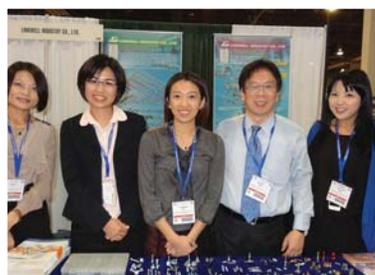
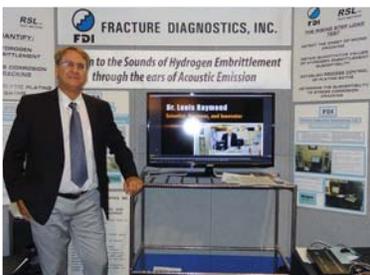
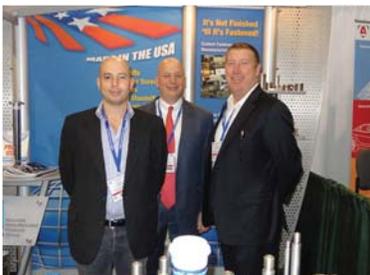
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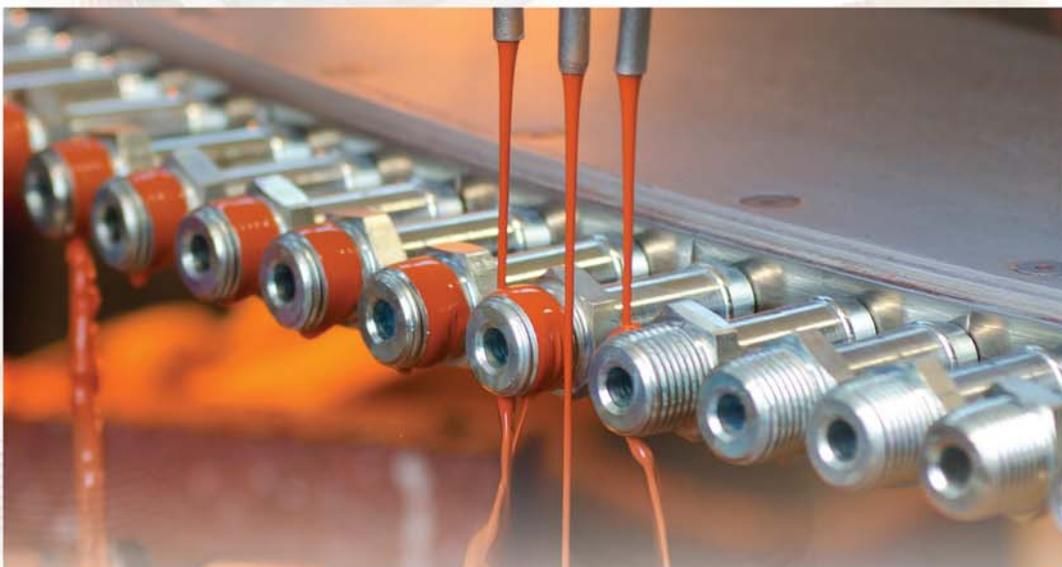
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Partnership is the mantra, motto and manifesto of Advance Components. We work to advance your success and collaborate with you to deliver the best in quality fastener stock, customer service, engineering applications and shipping.

Regional Support

Our Regional Sales Managers excel in helping you find the right part for the job, no matter how small or obscure. They will provide you with the best fastener solution at a competitive cost. That's how we build relationships with our customers.

"We are not interested in the status quo with our clients, but in driving things forward and making a difference in their business," says Dave Audia, VP of Sales and Business Development. "We are constantly looking for opportunities to deliver added value to our key customers and suppliers. Being the go-to specialty fastener solution is our goal and privilege."

Whether walking the production line or assisting in a product teardown, we are there to help our customers across the country advance with a competitive edge.

Logistical Support

The Advance warehouse is like a fine-tuned Formula One racecar. Turbocharged. Precise. Primed. Fast. Very fast. It is the engine that drives Advance's promise of exceptional service. We stock it like we mean it, and we do it for our customers.

"Speed and quality of products are what the clients expect, and that is what we strive to deliver every day," says Michael Baughman, VP of Purchasing and Distribution. "We work with manufacturers to get you the quantity you need, and we have the parts in stock, so lead times are often reduced or eliminated. We pick it, bag it and ship it fast, so our customers get the right part with a guarantee of quality."

Engineering Support

Advance's Inside Sales Team is part of our best-in-class network that helps our customers succeed. Partnering with our Regional Sales Managers, they assist with detailed engineering application advice for clients throughout North America. "Our team is well-informed, well-connected and reliable," says Terri House, VP of Sales and Account Management. "We are constantly learning about new applications and products, and we share our expertise in order to help our customers find the best part for the job, no matter how difficult the task."

Stocking For The Future

Advance works with our suppliers to ensure that our sales force is extensively trained throughout the year. We aren't just stocking our shelves with quality products, but we are backing them with on-going product, engineering and business application training.

"We work with our suppliers and customers to form a successful partnership, and product knowledge is the key to that success," says Gary Cravens, President of Advance. "Making a difference in our client's business by being a trusted adviser and an advocate for positive change and growth is our goal. We value our customers and I think we show that by offering only the best in service and products."

A Small Giant

For 40-plus years, Advance clients have been counting on us to get the job done every time. We're striving to advance to a new level of service that will help our customers achieve long-term profitability and growth.

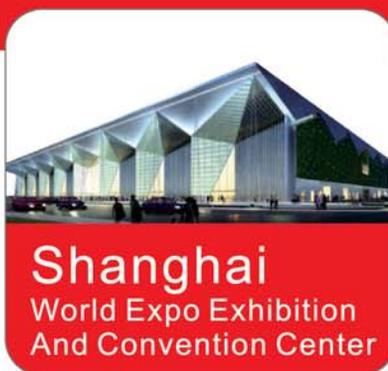
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WOMEN IN THE FASTENER INDUSTRY

WIFI NEWS & EVENTS



WIFI Event Wrap-Up

The 4th Annual WIFI Speaker Series & Networking Event at the National Industrial Fastener & Mill Supply Expo/Vegas was a great success. Jennifer Friel did a fabulous job moderating the panel on "Making an Impact in the Fastener Industry." It was informative, entertaining and inspiring. A big "thank you" goes out to Jennifer and the panelists - Shawna Clark, Simmi Sakhuja, Jane Schiopota and Beth Van Zandt - for sharing their expertise and stories with us.

The event started with WIFI president Mary "Lou" Aderman welcomed the attendees and introducing scholarship winner Jill Shackelford (see story below.) Board member Joanne Bialas entertained the crowd with a fun networking event and also helped to raise more than \$500 for WIFI scholarships by selling tickets and awarding prizes during the raffle. Way to go Joanne!

Thanks to everyone for attending and supporting the event and for stopping by the booth during the Expo. Connecting with our supporters, and educating others, is what it's all about and we appreciate the opportunity to spend time with our members.



For more photos from the Expo, go to www.fastenerwomen.com.

Edith Cameron Scholarship

Jill Shackelford, the proud recipient of the 2013 Edith Cameron Scholarship, a Brighton Best employee and mother of an infant son, made the trip to Vegas with a lot on her plate. The scholarship provided funds for travel, accommodations and a pass to the Expo, where Jill got to attend the WIFI panel, work in the booth and participate in her company events. Little did Jill know that leaving her infant son wasn't the only challenge ahead.



"It was great. I submitted my application to the scholarship as a Porteous employee, and attended the event as a Brighton Best employee," says Jill. Porteous was acquired by Brighton Best just weeks before the Expo.

"I had the opportunity to meet my new employers and co-workers. It was very important for me to meet them face to face in order to build a relationship.

"It was an honor to represent WIFI at the Expo. I learned a lot at the event and believe that WIFI is making a difference in this industry."

Introducing our new Board Members!

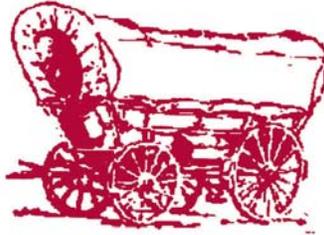
Janet Schiopota, Senior Manager/Procurement Great Lakes Fasteners, left, and Sara Vasicek, VP Sales Aztech Locknut, right. 



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NFIB ASKS SUPREME COURT TO HELP SMALL BUSINESSES IN PREDATORY DO-NOT-FAX LITIGATION

The National Federation of Independent Business (NFIB) Small Business Legal Center has filed a brief asking the Supreme Court to take up *Walburg v. Nack*, a case involving predatory claims filed by plaintiffs' lawyers under the Telephone Consumer Protection Act (TCPA). At issue is whether Congress intended the TCPA to regulate both solicited and unsolicited commercial advertisements. NFIB's brief argues that the FCC does not have authority over solicited advertisements.

The TCPA has created a cottage industry of fax-spam litigation, allowing plaintiffs to recover \$500 to \$1,500 per fax by calling businesses, requesting information, and then suing if faxes do not contain what the Federal Communications Commission (FCC) contends to be an adequate opt-out notice. In this case, Michael Nack, a Missouri attorney, consented to receive fax advertisements from Douglas Walburg. However, Walburg failed to include an opt-out notice as required by FCC's new regulations. Nack took advantage of the FCC's interpretation that both solicited and unsolicited faxes must contain opt-out language and brought a \$48 million dollar class action lawsuit against Walburg.

"Small businesses must constantly navigate through evolving regulatory requirements every day and all too often the federal government creates regulatory traps for unwitting business owners. Unfortunately this means that small business owners are especially vulnerable to civil lawsuits predicated upon alleged violations of obscure federal regulations," said Karen Harned, executive director

of the NFIB Small Business Legal Center. "We believe that this case raises a matter of grave concern to the small business community, and frankly for any American who might be charged with violating an illegally adopted regulation. As such the National Federation of Independent Business (NFIB) Small Business Legal Center is asking the Supreme Court to hear this case."

The District Court granted summary judgment to Walburg, holding that the TCPA regulation applies only to unsolicited faxes. On appeal, the FCC joined the case and argued that the TCPA regulation applies to previously authorized faxes and, moreover, the Hobbs Act prevents federal court from considering any challenge to the validity of a FCC regulation when raised as a defense in a privately initiated lawsuit.



Although the Eight Circuit expressed skepticism about the legality of the FCC's regulation, the court ultimately agreed with the FCC that the Hobbs Act creates a jurisdictional bar, preventing the court from even considering Walburg's argument that the FCC regulation is unconstitutional.

NFIB's amicus brief encourages the Supreme Court to take the case to make clear that courts have authority to consider an affirmative defense challenging the legality of a regulation under which an individual or business has been sued in a privately initiated action. The NFIB Legal Center is also asking the Court to take the case in order to clarify that due process requires an opportunity to raise such an affirmative defense. ◉

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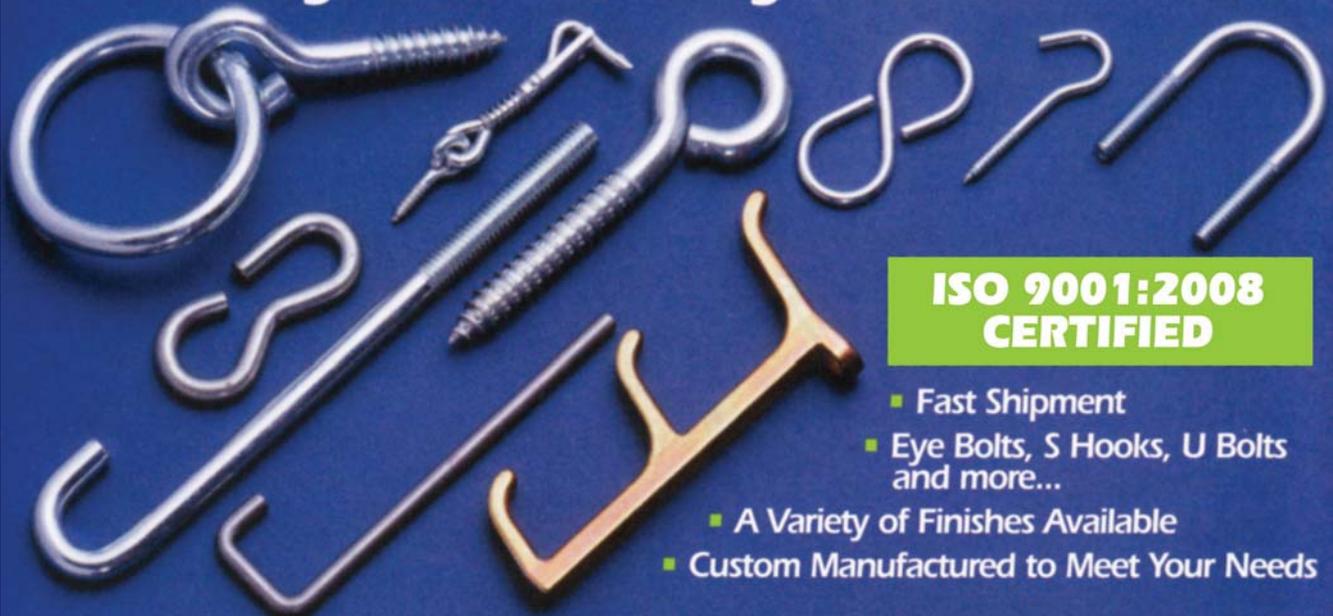
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MID-WEST FASTENER ASSOCIATION

MWFA CELEBRATED MILESTONE IN SCHOLARSHIP AWARDS

The MWFA is proud to announce 30th awarding of MWFA scholarships. This year's scholarships were awarded November 7th at the annual Scholarship meeting. Chef Peter Balodimas was present as guest speaker addressing the audience. Peter's message on pursuing a dream and not giving up when you hit downfalls came from the heart. He spoke of his start at 13 when his father sent him to work at his friend's restaurant with hopes he'd give up the foolish idea of becoming a chef. After all the family had a successful funeral business which he could take over. The harder he was pushed the more Peter wanted to pursue his dream. His stories of successes and failures proved you can do what you really want to as long as you're willing to continue to work hard for your goal.

This year, the MWFA celebrated a special milestone in scholarship awards; they reached the half million dollar mark with our cumulative awarded total at \$509,700. It is mainly the MWFA shows and membership donations which provide the funds for this outstanding program. They take their motto: 'Where education is a priority' very seriously. Over the years, 134 companies have been awarded scholarships with 458 scholarships being awarded.

In addition to the MWFA fund raising efforts, they are grateful to companies and families donating scholarships making it possible to award larger scholarships to a few of the applicants.

Special recognition was given to XL Screw Corp. for sponsoring a whole scholarship for the 15th year which is unprecedented. XL has been a great proponent of sponsoring the MWFA scholarship program.

Congratulations to the following students receiving 2014 Scholarships.

\$1,500 Scholarships:

Jeanine Liataud daughter of Joseph Liataud - Acme Industrial Company. Jeanine is currently a sophomore at Webster University majoring in photography & minoring in media communications.

Nick Limardo son of Efrain Limardo - Elgin Fastener Group. Nick is currently a senior at Indiana University

completing his degree in Neuroscience.

Brittany Yerges daughter of Debbie Yerges - Global Fastener & Supply Inc. Brittany is currently a High School senior planning to study Interior Architecture & Design in college.

Madeline Fickel daughter of Herbert Fickel - Trinity Logistics Corp. Madeline is junior at the University of Iowa studying computer engineering.

Morgan Jozsa daughter of Alan Jozsa - Gateway Screw & Rivet. Morgan is a High School senior still pursuing options for college major.

Megan McKinnon daughter of Mike McKinnon - Rogers Brothers Galvanizing. Megan is a High School senior planning to major in accounting/finance in college.

Bailey Kondrat daughter of Tom Kondrat - Screws Industries. Bailey is a freshman at Illinois State University majoring in History and Social Science Education.

Miranda Richter daughter of Catherine Richter - Elgin Fastener Group. Miranda is a High School senior looking to pursue a nursing degree.

Michelle Cavoto daughter of Rich Cavoto - Metric & Multistandard. Michelle is a freshman at Purdue University pursuing her degree in Hospitality & Tourism



Management.

Anastasia Cottone daughter of Brian Cottone - Kanebridge Corp. Anastasia is a freshman at Reinhardt University pursuing her degree in Education.

David Carey employee of Clarcorp Industrial Sales. David is pursuing his degree in Quality Management allowing him to continue to be an important asset at Clarcorp.

Jessica Phillips daughter of Felica Phillips - Screws Industries. Jessica is a High School senior planning to double major, French Translation & Theatrical Design, in college.

To revisit MWFA dollar accomplishment for this year, the MWFA also thanked the media for their role in this accomplishment. There are many components contributing to making our events successful. The media, over the years, has played a role in pre and post reportings, allowing the industry more awareness as to the programs we are offering.

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THE NEW RITE-PACK!

Have you heard, of the changes that happened at Rite-Pack, LLC Rite-Pack has been serving the packaging needs of the fastener industry from their Chicago's western suburbs for many years. Now there's new management, team members, technology, and a new attitude which has resulted in an increase in capacity, better quality, and on-time delivery at competitive prices!

New Management: Paul Boatman is the new General Manager. He is a graduate of Benedictine University in Lisle, IL. During his six year career at Rite-Pack Paul has held various positions. Previously he has been a machine operator and worked his way up to warehouse manager. He has extensive knowledge and training with all of the packaging equipment. Paul is focusing on both administrative and technical improvements in order to improve order fulfillment. A big priority Paul has focused on is improving count accuracy and reducing downtime, he



is diligently addressing preventative maintenance on equipment to do so.

New Technologies: Recently two New high-speed automated check weighing scales and a new bagging line were added to the operation, increasing accuracy and capacity. All other lines were completely rebuilt to maximize productivity and accuracy.

New Products: Rite-Pack also now has the capabilities to run "Thick Film" bags up to 6 mil. These are puncture and tear resistant and can hold heavier loads. They also provide many other types of packaging and kitting including poly clamshells, boxes, blister packs and more, packaging product from Chrome caps to lava rocks.

It's a New Day! With all these changes, one thing remains unchanged: Striving to provide customers world class service at a competitive price. Contact Rite-Pack - they will review your requirements and provide you with a competitive product, price, and delivery. 

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MID-WEST FASTENER ASSOCIATION

MWFA CELEBRATED MILESTONE IN SCHOLARSHIP AWARDS *continued from 78*

To thank them, this year, scholarships were named in their name which they also have contributed towards. Our appreciation to the media is not limited to these publications; however, we thank the following for committing to a scholarship in their name.

\$1,500 Media Awards

American Fastener Journal - Kristen Koors, daughter of Roger Koors - Elgin Fastener Group. Kristen is a junior at Bell State University pursuing a degree in Nursing.

Fastener Technology Int'l - Joseph Nolan, son of Marty Nolan - R. L. English Co. Joseph is a freshman at Ohio University majoring in accounting with studies in Spanish also.

Fully Threaded Radio - Marissa Remus, daughter of Dave Remus - Beacon Fasteners & Components. Marissa is a freshman at Illinois State University studying Food, Nutrition & Dietetics.

Global Fastener News - Ewelina Wesolowska, spouse of Jozef Wesolowska - Gateway Screw & Rivet Inc. Ewelina is determined to complete her education goals not only for herself but to prove to her daughters you can make dreams come true at any age.

XL Screw Corp. Scholarship - \$2,500

This year's XL Screw Corp. Scholarship was awarded to **Sarah Michaels** daughter of Tom Michaels of Komar Screw Corp. Sarah is a junior at Anderson University working towards her degree in Nursing. She then plans to continue on to further her education as a Nurse Practitioner or Physician's Assistant. Throughout High School and College she has remained in the top level of her class, receiving many awards, while continuing extensive volunteer work.

Bill Lang Sr. Memorial Scholarship - \$2,000

Four years ago, the MWFA lost a former MWFA President and several term board member - Bill Lang Sr. of Certified Products. Bill Lang Sr. was a one of a kind person in our industry who will always be remembered for his "great ideas," support of the association, his humor and his assistance whenever needed. Bill's family has graciously made a very generous donation to continue this scholarship in Bill's name.

This year, the Bill Lang Sr. Memorial Scholarship was awarded to **Angelica Jaje** daughter of Adam Jaje - CSM Fastener Products. Angelica is a sophomore at DePaul University working towards her Anthropology Major. This choice came after a trip to Jordan, during college, and the study of the Arabic language and working with a professor who is an Anthropologist. She later plans to go on to law school and pursue a degree in International Law.

Richard S. Piskoty Memorial Scholarship - \$2,000

The Richard S. Piskoty Memorial Scholarship has been donated by Clarcorp. Richard Piskoty was one of those all around kind of men. His life led him in many directions and every path he took he made an impact on the people around him. He was a teacher, a coach, a mentor and a friend. Each of those aspects from him was present in every job he ever had. The lives he touched along the way ranged from the kids he taught and coached to the salespeople that worked for him. With a young family in tow, he worked in the fastener industry until his retirement. It is because of his devotion to his family, dedication to his career, and desire to pass on and give back to others that this scholarship is dedicated.

The Richard S. Piskoty Memorial Scholarship was awarded to **Charlotte Skala** daughter of Michael Skala - ICS Flange. Charlotte has remained in the top 4% of her class while receiving several honors, participating in many extracurricular and volunteer activities through school, church and community. While she is still seeking her true calling she plans to challenge herself through college and obtain a master's degree or Ph.D. She believes the more knowledge, the more she will succeed.

Raul Torres Memorial Scholarship - \$2,000

Raul recently passed away after spending 50 years in the fastener industry. He started with Schnitzer Alloys in the 60's then went on to Albany Products, Action Threaded Products and Star Stainless Screw. He was a gentleman who mentored many. Raul spent several years on the MWFA Scholarship Committee. We thank Star for starting the Raul Torres Memorial Scholarship fund. We also thank Vera Torres, Fall River Mfg. and Don Westby for generous donations to this fund. Because of the generosity of these people, this scholarship will continue for a minimum of the next seventeen years - we thank you.

The first Raul Torres Memorial Scholarship was awarded to **Brittany Majewski**, daughter of Jeannine Dzienis - Willie Washer Mfg. Brittany is a senior at Lewis University. She enjoys volunteering from repairing cars for low income families to fixing roofs and flooring at an Indian Reservation in North Dakota. She continues to be on the Dean's List and instructs in the art of Tae Kwon Do. Her fascination has always been with airplanes which led her to her career goal - an Air Traffic Controller.

Thank you to our Scholarship Committee: Glen Brin (Chairman), Wayne Wishnew, and Matt Delawder for their time and dedication.

Scholarships are awarded to MWFA members, by the MWFA, annually in November. Completed applications are due into the MWFA office by September 15th. Applications may be found on line at www.mwfa.net. 

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Jennifer FitzPatrick

Jennifer FitzPatrick, MSW, LCSW-C is an author, speaker and educator. Founder of Jenerations Health Education, Inc., she has more than 20 years' experience in healthcare. Jennifer is a frequent speaker at national and regional conferences and was an Adjunct Instructor at Johns Hopkins University. Her new book, "Your 24/7 Older Parent" answers the prayers of those dealing with the care of an elderly parent. For more information on Jennifer FitzPatrick's speaking, please visit www.jenerationshealth.com

INTERGENERATIONAL WORKFORCES: UNDERSTANDING OLDER GENERATIONS AT WORK

Mandatory retirement has been illegal in most industries for decades, but some managers are still reluctant to hire and retain workers older than 65. Frequently workers in this age group are characterized as inflexible, slower and reluctant to evolve with technology. But most employers find that today's older workers challenge these stereotypes and can be real assets.

Biological and psychological changes occur as we get older. Each generation is also different sociologically from other age groups. Awareness of age-related differences can empower employers to capitalize on senior workers' positive attributes and consider making workplace adaptations for their limitations.

Biological Age-Related Changes

While most stereotypes about older adults are greatly exaggerated, many biological changes do take place both physically and cognitively. Nearly every organ and system in the body is a bit less efficient than it once was but this does not mean there is disease or disability. The stereotype that seniors can't hear or see well is false, but it is true that hearing and vision are not quite as sharp as they once were when we are younger. While Alzheimer's disease and dementia are not part of the normal aging process, tip of the tongue moments and slower reflex, reaction and recall times are.

Psychological Age-Related Changes

Psychologist Erik Erikson believed that older adults experience a crossroads in their life: a stage he called "ego integrity vs. despair". When a senior reviews his life thus far, and finds meaning in the way he has spent his

time, this leads to wisdom and acceptance of his mortality or "ego integrity". A senior experiencing ego integrity has the potential to be a highly influential mentor in the workplace.

Sociological Age-Related Changes

Generationally, workers older than 65 are known for a strong work ethic. Even if there is not a significant financial incentive, they were raised in an era that idealized hard work. They are team-oriented and unlikely to leave coworkers in a bind. This age group has likely finished raising their families so they can be open to working more hours when necessary. They are known for honoring commitments and respecting authority.

Sociologically, older workers are generally highly dedicated employees. Many seniors, particularly older women, are motivated by financial need.

There are numerous advantages to deferring Social Security payments so many seniors want to put off collecting for as long as possible. Most older adults have also witnessed steep declines in their retirement accounts so there is a genuine need to supplement their income. Others simply did not adequately plan for retirement so they require additional income from a full or part time job.

This age group also is typically good at interpersonal communication. Having worked for most of their careers without access to e-mail and texting, these workers have had to rely on their people skills to get things accomplished. They tend to also be more resourceful than younger generations who have come to rely only on the internet for research and problem-solving.



DISTRIBUTOR NEWS

Distribution One announced it's release of the most powerful wholesale distribution software to date! ERP redefines wholesale distribution with amazing new features all packed into this remarkable software system, including a stunning new user interface, ability to work with our mobile apps, true 64 bit support, enhanced security and search features. With the Progress Version 11 development platform we were able to build an ERP with a focus on the mobile workforce and their need for information. ERP features an all- new look, but is still packed with features people know - like the ease of sales order entry, financial management, and inventory and warehouse management.

"The fusion of technology and supply chain management allows you to increase the ROI of your organization," said Larry Ward, Distribution One's President. "ERP can improve productivity, deliver more predictable revenue and make your team more successful."

Distribution One provides powerful software applications to help Wholesalers and Distributors run their businesses efficiently and profitably.

The ERP software has many information management applications systems designed specifically for wholesalers and distributors. It includes: Order Entry, Accounts Receivable and Payable, CRM, Inventory Management, Point of Sale, General Ledger, Purchasing, Sales Analysis, plus many other modules.

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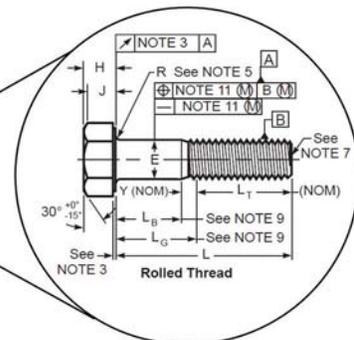


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A DIAMOND, NOT IN THE ROUGH

Diamond Fasteners of Hauppauge, NY is a premier supplier of aircraft and aerospace fasteners but also provides commercial fasteners and electronic hardware. In this tough and highly competitive market, Diamond's focus on customer relationships and personalized services allow them to tailor specific programs, including JIT and VMI to each customer/partners need. Doing business this way requires vision, good people and supporting systems.

Manny Bonomo, the President of Diamond Fasteners provides the vision driving the company. He said that a significant contributor to the continued success of the company was the selection of INxSQL software to provide the ERP system, which is the information backbone of Diamond Fasteners.

Because of their focus on tailoring programs to the specific needs of their customers, Diamond needed a system that provided flexibility in how it was implemented and adaptability going forward. Further, there needed to be a significant ROI. INxSQL satisfies all those requirements.

Diamond's clients are always looking for an advantage, and the ability to "create custom programs separates us from our competition," says Bonomo. Whether it is the ease of creating custom labels to meet the specifications of their clients, tailoring specific VMI or JIT programs site by site or managing inventory levels to eliminate stock outs, the INxSQL system has allowed Diamond the flexibility to adjust and adapt to the requirements of their customers and the changing marketplace. Manny said, "Our programs are never designed with the system limitations in mind; we know that INxSQL is flexible and robust enough to allow us to meet any demands faced by our clients."

Managing costs while expanding customer service is always a challenge; Diamond applies the tools provided within their ERP system to help them expand their efficiencies without having to grow their headcount. This is accomplished by re-tasking workers from a function that was basically non-revenue producing to another that is customer service oriented.

Diamond utilizes a web based vendor RFQ system

provided by INxSQL to reduce the time it took to manage the entire process. By working with their ERP vendor to tailor the system, they were able to help their vendors adapt to the system. Initially, Diamond had an 80% participation level, but now, 93% of all RFQ's are processed through this system, and Diamond has reduced the average response time to their customers by over 70%. "Data entry of RFQ responses was a full time position at Diamond, 40-50 hours per week. Now the manual entry is done in one hour per day. We have tracking on all responses from our vendors and we are basically paperless in this area, now," states Bonomo.

Another area commonly taken for granted is the simple task of invoicing of customers and the costs associated with

this process. Diamond utilizes summary invoicing which allows their clients to process far fewer invoices, saving them time and money; it has also allowed Diamond to reduce the time it takes to perform this task by approximately 400 man hours annually.

The majority of the products provided by Diamond Fasteners can be difficult to source, require detailed tracking and are more expensive than their commercial counterparts. Managing the

acquisition of these products can be time consuming and expensive. Diamond manages this task by using the purchasing worksheet function from within INxSQL. As their business continued to grow, Diamond was facing the prospect of hiring a full time purchasing assistant to manage the clerical aspect of this job. Purchasing Worksheet has decreased the time it takes their sales teams to move items off their desks and to purchasing. Now, all communications between purchasing and sales is done via the purchasing worksheet. Manny says that a task that required two people two full days each week is handled personally by him, twice a week in 2 hours.

The ability to provide and expand personalized customer service, adaptability, and ROI were all key requirements for Diamond Fasteners. Manny Bonomo summed it up this way, "the greatest impact INxSQL has had on Diamond Fasteners overall is the increased competitive advantage the system affords us." 

Purchasing Worksheet

Location for PO: [FL] Calculation Method: [2-On hand - Allocated + Min Qty] Include Bill PO's in On Order?

Buyer: [TD] Separate Locations: Type: [A-JR] Import: Include Blanket PO in On Order?

Starting Category: [] Transfer/Purchase: [P-Purchase Only] Order Up To Max Qty?

Ending Category: [] Classification: [] Primary Vendors Only

Starting Sub-Category: [] Item Class: [] Combine by Master Item

Ending Sub-Category: [] Multi-Location Transfer

Vendor: [] Overage %: [0.000000] Include Discontinued Items

Starting Item: [] Add'l Location: [IN] Show ALL items in range

Ending Item: []

Vendor #	Item #	Category	Qty Needed	Qty's Order	LIM	Unit Cost	Est Cost	Est Weight
0122	POASS10X375	1	0.00	2,000.00		0.01025	\$71.75	0.00000
0122	POASS10X425-M2	1	0.00	3,000.00		0.01363	\$40.89	13.50000
0122	POASS10X75-M2	1	0.00	5,000.00		0.01174	\$58.70	24.50000
0122	POASS10X25	1	0.00	2,500.00		0.87500	\$1,437.50	41.25000
0122	POASS12X625	1	0.00	7,500.00		0.01230	\$52.25	43.12500
0122	POASS12X35	1	0.00	2,300.00		0.02716	\$62.47	0.00000
0122	POASS14X625	1	0.00	1,500.00		0.05580	\$83.70	11.85000
0122	POASS14X275	1	0.00	1,000.00		0.06677	\$66.77	0.00000
0122	POASS14X35	1	0.00	250.00		0.67500	\$168.75	0.00000

Total Weight: [134.22500] Total Cost: [\$2,082.78]

OK Cancel Print Create PO Create RFQ Create Transfer

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- Deb Lack
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- Attach specifications and other important documents
- Purchase Order Worksheet allows you to create RFQ's and PO's accurately and quickly
- UPS® and FedEx® shipping interfaces included
- INxSQL Direct Connect allowing instant price and stock checks, as well as ordering
- Accounting and Bank Reconciliation included
- VMI "Vendor Managed" Inventory via handheld device
- Signature capture on delivery via handheld device
- eCommerce fully integrated into Orders and Inventory

ISOOrderDetail - 4.1202.23.1 - [Sample Company] - Dialog

General

Sales Order Detail

Item # PFC3004C2 Item Notes

Description 5/8-11 X 3 HEX BOLT FL

Description 2

Cust Item # BFC DC

Quantity UM EA Price UM C Show Prices

Price Level 0

Location FL Bag Qty 0

Order Qty 30 BO Qty 0 GP % 100.00%

Unit Price 0.03500 Ext Price \$20.13 GP \$ \$9.20

Req Ship Date 6/18/2003 U Coat 0.00000 Prod Line

Reminder ? Reminder Date 6/18/2003 9:56 PM User Line # 57 Revision

Taxable ? Cust Ref Instructions Condition

Comments

Pick Ack Pack Inv

PO # 00050204 ORDER Inquire

Vendor PFC PORTEOUS FASTENER COMPANY

Locn	On Hand	On Order	Allocated	Available	Locn	Lot #	Quantity	RoHS	DFARS
FL	0	525	2,000	-2,000					

Line	Item #	Item Description	Locn	Order Qty	B/O Qty	Unit Price	Order Price	Req Date
56	PTASSCHB1	8 X 1 PH TRUSS 'A'	FL	1,200	0	0.02400	\$28.80	6/18/2003
57	PTASSCHB1.25	8 X 1 1/4 PH TRUS...	FL	575	0	0.03500	\$20.13	6/18/2003
58	PTASSSCH1/4	1/4-20 X 2 1/2 PH T...	FL	550	0	0.19000	\$104.50	6/18/2003
59	SFTSSCH3/8C6	3/8-16 X 6 F/T STU...	FL	50	50	13.94000	\$697.00	6/18/2003
60	PFC-00022-2416	1/4-20 X 1 TAP BOL	FL	500	500	0.00000	\$0.00	6/18/2003

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ARE YOU WILLING TO LET GO OF THE WHEEL OF THE CAR?

Start with changing from "family first" to "business first" to prepare your company for sale, Ryan Barradas and Tim Young advised Specialty Tools & Fasteners Distributors Association members looking at options for the next generation.

"Run your business everyday as if it is for sale," Young advised at the conference on "Succession or Exit" during STAFDA's 37th annual convention in Las Vegas. Treat it as an "asset under management and develop a culture of 'vision and values'."

In addition to evolving from "family first" to "business first," Barradas suggested company owners need to change from "entrepreneurial to professional management."

Selling or passing to another generation requires you to be "willing to let go of the wheel of the car," Barradas counseled. You need to reach the point that you "don't mind if it crashes."

Ready or not, eventually everyone will leave their companies due to death, disability, voluntary sale, retirement, bankruptcy or orderly liquidation,

Barradas and Young of WealthPoint.net described differences between a family business and "business first" company: "In a 'family business' there is a place for all family members." Pay may be equal with no direct accountability. Resources are used for family perks; leadership is bestowed; family conflicts are avoided; family longevity is important; and only "insiders" are on the board.

In contrast, in a 'business first' company only qualified and experienced family members may work and compensation is based on position and performance. Resources are used strategically, leadership is earned; there are clear boundaries and a process to address conflict; skills and experience override longevity; and there are outside influences on the board.

Beyond the possible sale of a business, succession planning allows a company to become "financially independent of asset and the asset becomes operationally independent of you," Young explained.

Even if a company remains in family ownership, outside management may be the best alternative.

"The gene pool is not the deepest pool of talent," Barradas explained.

The second and third generations often haven't invested in training, Young added.

Owners should establish policies that family "can't be the leader unless you meet qualifications required of outsider."

Planning The Transition

If you haven't prepared to be financially independent, "you will never let go," Barradas said.

The number one fear of business owners selling their companies is that they will run out of money, Barradas finds.

There are questions owners should be asking:

- Will shares be held by only those who work in the company?
 - Will shares be among all family members with voting control in the hands of those who run the company?
 - Or will ownership be shared among all family members regardless of who works in the business?
- There are emotional family issues such as
- "Keep in family or sell?"
 - Coordinating planning with siblings, cousins or others?
 - How will family "glue" be maintained?
 - Who should be involved in planning: Advisors, family, management, key employees?

Beyond business issues, personal, lifestyle, estate, asset protection and philanthropy need to be considered.

Transition Questions

- Does ownership remain in hands of those who run the company?
- Does the fruit (share in the business) fall close to the tree?
- Protect company by restricting ownership?
- Do those who work in the business own the business and receive the rewards?
- Who decides who can and cannot work in the company?

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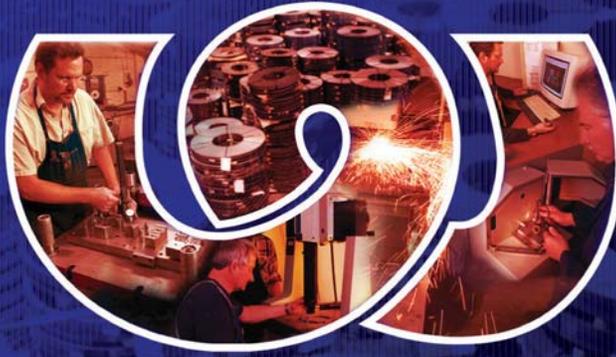
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ARE YOU WILLING TO LET GO OF THE WHEEL OF THE CAR? *continued from page 90*

- Do daughters have the same opportunities as sons?
- What to do for "non-actives"?
- What about compensation discrepancies ... e.g. are all family members paid the same?
- How will conflicts be resolved after Mom & Dad are gone?
- How to establish fairness for all family members but operating control with those who run the business? Conversely, how do you "protect" non-active shareholders?
- Should active shareholders have opportunities to buy out non-actives?
- How do you provide checks and balances for the next generation?
- Respect emotional connections that all family members have to the business.

Management Succession

Fewer than half of family businesses plan to pass both ownership and management to the next generation, according to WealthPoint.com

A total of 41% plan to pass on ownership and management, while 25% anticipate passing ownership

but bringing in outside managers; 17% plan to sell the company; and 12% "don't know" what they will do.

"Is there a clear vision for the company?" Barradas asked.

"Who in the next generation has the passion to implement the vision?"

Tips for Hiring M&A Advisor

"Be leery of big promises and high valuations," he said. "Compensation should be weighted toward success fee, not monthly retainers."

"Selling your company could take months,"

You need to have great personal rapport with your merger and acquisition advisor, Barradas urged.

"Does your gut tell you they are on your side? Young asked.

Other considerations for selecting an acquisition advisor: Ability to market your business? Strong Rolodex? Do they know your industry? Do they have success in companies your size?

In talking to potential advisors you "can learn more from understanding the transactions they didn't close," Barradas suggested. ◊

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DISTRIBUTOR NEWS

Tectorius™ a world leader for fastener coating and assembly industry needs, introduces fastener coating application equipment.

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DISTRIBUTOR NEWS

H&S Sales, Incorporated (H&S) a leading fastener and industrial supplies company supporting Midwestern manufacturers, has announced its business growth plans and facility expansion at its downtown Buffalo distribution center. H&S will add 40% more warehouse capacity to accommodate the many new product categories it has added for their growing client base. In addition, the new space will be used to support expansion in managed inventory programs and packaging.

The facility expansion and investments assures H&S's customers, such as leading OEMs, fabricators, and service companies that they have access to one of Western New York's largest fastener inventories including a vast portfolio of standard and metric fasteners, rivets, threaded rod, B7 studs and wide variety of other products for just about any application. H&S also offers kitting and packaging services as well as innovative vendor managed inventory solutions tailored to specific customer requirements.

"H&S loves doing business in Western New York!" commented Kevin Weidinger, President. "We are committed to Buffalo and we intend to invest and grow with the fine manufacturers and service companies that have been shaking hands with H&S since 1952."

"We are excited about our expanded inventory, new products, and kitting capabilities as those are keys to continued customer growth, states Art Broome, General Manager, in addition, we have added many new customers with our managed inventory programs as its helps match supply directly with demand. Our customers also appreciate that H&S has full access to an additional 25,000 SKUs with our Ohio, sister companies Great Lakes Fasteners and CMI Industries."

"Our customers expect and receive prompt responses to quotes and availability and we give that to them, states John Yurka, Sr. Program Manager, I have been with the company for over 30 years and we are driven to serve and grow with our customers."

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FASTENER FAIR MEXICO

FASTENER FAIR MEXICO 2014 - INTERNATIONAL EXHIBITION FOR FASTENER & FIXING TECHNOLOGY

Mack Brooks Exhibitions Inc. • 15 New England Executive Park • Burlington, MA 01803 • Phone 781-791-5011 • www.fastenerfair.com.mx

Dedicated Event Offers Great Business Opportunities For Fastener And Fixings Industry

Fastener Fair Mexico 2014 is a new event dedicated to the fastener and fixing industry, offering a perfect business platform for trade professionals to establish both commercial partnerships and new contacts within Latin America. Building on the success of the Fastener Fair brand in Germany, Brazil, India, Turkey and Russia, organisers, Mack Brooks Exhibitions is expanding globally with this new edition of the trade show. Fastener Fair Mexico 2014 will take place at Centro Banamex in Mexico City March 12-13, 2014.

Fastener Fair Mexico incorporates a wide spectrum of the fastener and fixing industry sectors, services and associations. Represented are raw material suppliers, manufacturers of fasteners and fixings, manufacturers of machinery and equipment as well as wholesalers and distributors. So far, more than 100 exhibiting companies are taking part in Fastener Fair Mexico, covering a net exhibition space of 1,300 square meters. 45% of these exhibitors are from Mexico, 25% from The USA and the remaining 30% are from 10 different countries worldwide.

The exhibition will provide buying and networking opportunities for distributors, suppliers, engineers and industry professionals that source and trade fastener and fixings in a range of industry sectors including distribution, resale, construction, automotive, aerospace, marine and electronic, to name just a few.

A Rapidly Developing Economy

"The rapid economic development in Mexico has resulted in increasing demands from companies in the fastenings and fixings sector to approach this important market. This led us to launch a Fastener Fair in Mexico City, Mexico's commercial centre known for its strong industrial and trade capacity. For companies in the fastener and fixings sector the event is an excellent

opportunity to gain new contacts and develop business relations and partnerships in the buoyant Mexican market," says David Tellett, Managing Director at Mack Brooks Exhibitions.

Mexico is the second largest economy in Latin America and one of the fastest developing markets in the world offering many business opportunities for the fastener and fixings industry. Mexico's strong domestic demand and exports are increasing at a fast rate. The

country is also part of NAFTA and has 12 free trade agreements with 44 agreements. Major industries in Mexico include automotive, electronics, iron and steel, petroleum, energy and construction. These growing industry sectors as well as the major infrastructure projects taking place across the country offer companies in the fastener and fixing sector ample business opportunity.



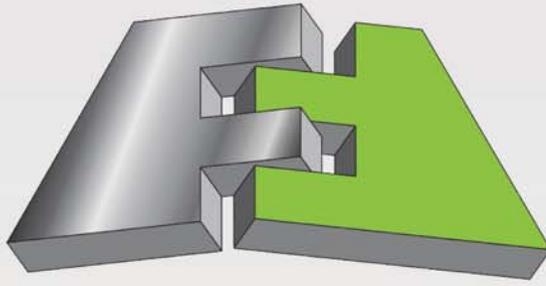
Tickets And Further Information

The venue, Centro Banamex is centrally located in Mexico City for easy access. It is only 20km from Benito Juárez International Airport which is served by 30 domestic and international airlines, offering direct flights to more than 100 destinations worldwide.

Visitors can register for the exhibition in advance through the Fastener Fair Mexico website. Entry to Fastener Fair Mexico 2014 is free of charge for trade visitors. Fastener Fair Mexico 2014 will be running for two days: Wednesday, March 12, 2014 from 1pm-8pm and Thursday, March 13, 2014 from 1pm-7pm.

Companies that are interested in exhibiting at Fastener Fair Mexico 2014 are advised to get in touch with the Fastener Fair Mexico Team by sending an email to: mexico@fastenerfair.com.

For further information about Fastener Fair Mexico 2014, visit the official website: <http://fastenerfair.com.mx/en>. 



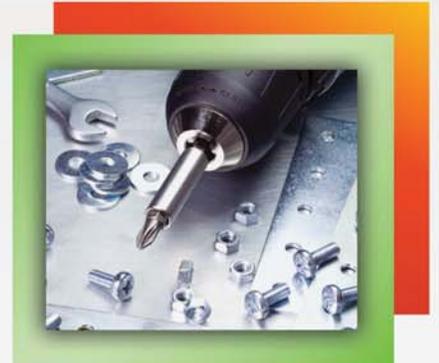
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Lois Lang

Lois Lang is a speaker and consultant with Evolve Partner Group, LLC where she helps organizations become high performance workplaces. Lois works with clients on management succession readiness, organizational/team strengthening, executive coaching, executive compensation design, wage studies and mediated conflict resolution. For more information please visit www.evolvepartnergroup.com or contact Lois at lois.lang@evolvepartnergroup.com or (209) 952-1143.

HOW TO HANDLE EMBEZZLEMENT IN A FAMILY BUSINESS

Hearing about embezzlement in a public company rarely shocks anyone, but when it happens in a family business, people are often stunned. "How could he steal from his own family?" "Doesn't she know she's hurting her siblings/cousins/parents?"

As tough and painful as embezzlement is, it's not as uncommon as many of us would like to think. Sure, the kind of embezzlement that results in jail time is rare, but other levels of it happen daily.

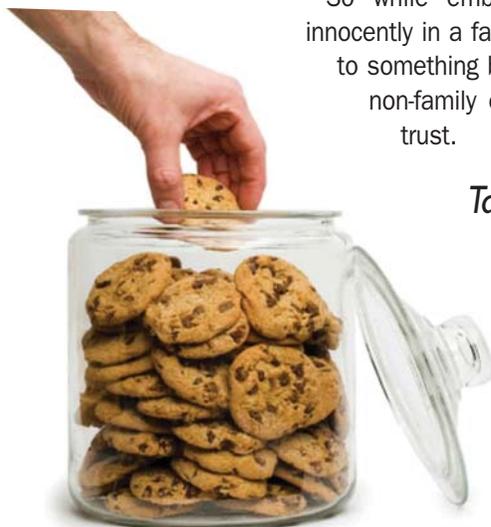
How could this happen? Many factors lead to embezzlement, including chronic financial strain, a general sense of family entitlement, lack of internal company controls, and the reality or perception of being overworked and underpaid. To make matters worse, often the embezzler doesn't even know that what he or she is doing is wrong.

Here's an example of how embezzlement can start small and quickly grow: Jim (the business owner's son) fills up his gas tank once on a Friday and pays for it with the business account, knowing that the miles he drives will be primarily for personal, not business use. He tells himself it's okay because he has filled the tank on his own some weekends and used "his gas" for business use on Monday and Tuesday. Then he takes a few vacation days and doesn't record it as paid time off. He picks up gift cards for employee recognition and pockets a few for himself. He knows that Dad pays him less than local competitors, and this is the way he evens it out. He notices other family members treating the business the same way, so it simply becomes the "way we do things around here" - it is their company culture, not embezzlement.

The misuse of company assets, time, and money

escalates. Soon, Jim adds a non-working family member to payroll, petty cash disappears, one out of ten customer checks are rerouted to Jim's personal account, and personal items are consistently charged to the business credit card. Eventually, an employee in accounting notices and agonizes about who and when to tell.

So while embezzlement starts small and often innocently in a family business, it can quickly escalate to something big that damages the business, hurts non-family employee morale, and breaks family trust.



Take Action

What do you do when you realize a family member is embezzling from the business? Action is obviously required, and taking a cautious, thoughtful, respectful approach is wise. To begin, have a pre-meeting of key leaders, without the suspect family member present, to address the following questions:

1. Do we have clear, hard, verifiable facts before we assume fault and intent?
2. Who will be at the meeting to lay the facts out?
3. Are we going to involve the legal system?
4. If we continue employment with this family member, do we need to change their job position?
5. How or will we message this to the rest of the family? To other employees? To the Board of Directors?
6. How or did the company contribute to this problem?
7. If the company did, what steps will we take to prevent it in the future?
8. How or did the family contribute to this problem?
9. If the family did, what steps will we take, as a family, to prevent it in the future?
10. Has this family member had chronic, known problems with finances?

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MFDA's 18th GOLF OUTING - FUN & SUCCESSFUL

Bright and early September 22, 2013, at 6:45AM, 80 golfers arrived at Wild Turkey Golf Course, one of NJ Premier golf courses at Crystal Springs Golf & Resort. While the morning was a bit chilly, the day warmed up, and the foliage up in Northern NJ was a spectacular backdrop for the MFDA's 18th Annual Golf Outing! After months of planning, you can be certain that Golf Chair. Ken Schneeloch (McCormick Assoc.); Brian Eakins (ND Industries), and Dave Schuster (Leo Coar Assoc.) were thrilled!

Each golfer was treated to golf tees (donated by ND Industries), a sleeve of balls (Kanebridge Corp.), and golf towels (Star Stainless). Lots of mulligans (free hits) were sold... and 7 foursomes participated in the Pink Ball contest. Can you play 18 holes, and bring the pink ball back? Kanebridge Corp. (Vic LaPoma's team) did just that and won 1/2 the pot of cash! Congratulations team Kanebridge: Vic LaPoma, Dennis Shanahan, (Mutual Screw), Steve Kelly (Mutual Screw). & Mike Sutphin (Kanebridge Corp.)!

ND Industries, Inc. sponsored a \$25,000 cash hole in one contest, along with several other prize opportunities on several par 3 holes on the course. While there was no winner this year, ND's Sherry Romano & Janet Knapp spent the entire outing at the hole ready to verify. They wore many volunteer hats for us that day. They took photos at the hole, and especially had fun overseeing the "Double Your Money" contest. Golfers put up their cash, with a chance to double the amount if they were successful in hitting the ball onto the green. Thank you Sherry & Janet for all your assistance!

The magnificent "Rotunda" room overlooking the

golf courses was the perfect room for the awards ceremony/luncheon. A MFDA golf shirt, and tables of prizes awaited the golfers. Raffle tickets were sold for a Chinese auction for the prizes. Several companies donated additional prizes: \$100 Best Buy gift card (Uneeda Bolt & Screw), 2 boxes of Pinnacle golf balls (Ford Fasteners), 19" TV (Kanebridge Corporation), Thermos Sets (Vogelsang Corp.), and 2 TaylorMade Golf Clubs (Brighton Best Int.'l) all of which the MFDA is

sincerely grateful. A special thank to Jhonna Van Dunk (Kanebridge) for her help... pretty much everywhere! From registration to raffles!

Solution Industries provided a Johnnyville Slugger bat engraved with the MFDA Logo for our longest driver winner and MFDA blue bolt trophies for the first place winners. A special thanks to Laura Vath, (Solution Industries) and her colleagues, Don Shan & John Rydel for adding such a classy touch.

This year's winners were:

1st Place Team

Tricia Murty (Murty Assoc.), John Sundstrom (Sems & Specials), & Matt Callahan (Callahan & Moynihan Assoc.)

2nd Place Team

North East Fasteners (Richard Kowalczyk, Jason Webster, Tom Burdette, & Dennis Theriault)

Longest Drive Men

Steve Gillmor (Lee Associates)

Longest Drive Woman

Pat Lang (Kanebridge Corp.)

Closest to the Pins

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MFDA's 18th GOLF OUTING - FUN & SUCCESSFUL *continued from 100*

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A pre-golf cocktail party was held Saturday evening. Over 60 guests attended this MFDA member-sponsored event golf outing.

Thank You To The Event Sponsors That Made This Popular Event Possible

BMB Fasteners, Delta Secondary, EZ Sockets, Eurolink FSS, Fall River Mfg., Kanebridge Corp., ND Industries, Richard Manno & Co., Inc., Star Stainless Screw Co., Stelfast, Inc., and Yellow Woods Less Traveled.



Contributors

Ford Fasteners, JJJ Fastener Drilling, McCormick Associates, Inc, Metric & Multistandard Components, North East Fasteners, Radax, Inc. and XL Screw Corporation.



On behalf of the entire MFDA Officers and BOD, Golf Chairman, Ken Schneeloch would like to thank everyone for

attending, the companies who supported and contributed, and all the volunteers which made this 18th Annual Golf Outing an enormous success!! All proceeds kicked off the 2014 Scholarship Drive.

See you next year - September 21, 2014. 

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DISTRIBUTOR NEWS

Quantum Storage System

is very excited to announce its new Susan G. Komen program.



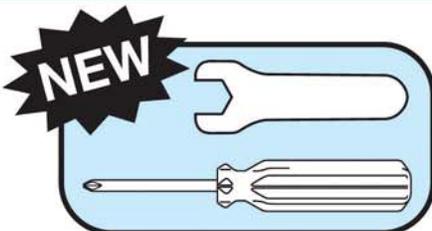
“We’ve decided to partner with this Breast Cancer Awareness Foundation and will be selling eight sizes of our plastic bins in PINK to do so,” explained Ed Granger, Director of Sales. “With each sale of our ‘pink’ bins, Quantum has committed to donate 15% of these sales back to this foundation. It is our goal to not only make a substantial contribution to this cause, but to establish good will and additional brand recognition through this venture.” Quantum has begun running inventory on 8 bin sizes in the new “pink” color which is the darker of the two patented “BREAST CANCER PINK” colors. Quantum’s program begins October 1st, 2013 which is “Breast Cancer Awareness Month”, and is valid for one year from this date.

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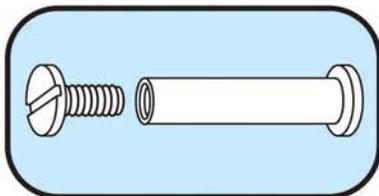
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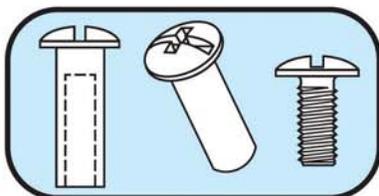
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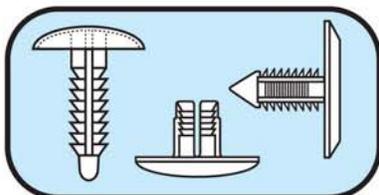
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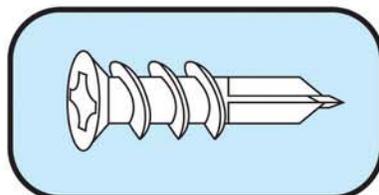
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It was a very good show for us.

Wade, Tiodize

We did have a good show; we want to do it again for 2014.

Richard Zhang, Safeland Industrial Supply, Inc.

We feel that Cinco Industries, along with Saspi had a very successful show. Having the latest generation of the Saspi thread roller really brought the traffic to our both. Cinco Industries also had a both displaying our Accuvision Vision Inspection machine, which generated a lot of interest as well. We think we made some good contacts.

Cindy Maga, Cinco Industries, Inc.

For us it seemed like traffic at the show was more than double what it was the last two years. I brought 100 business cards with me and I ran out before the end of the day Friday. My only complaint is that the show is only a day and a half. A few other vendors complained about the same. I never have enough time to visit my customers who are also exhibiting at the show, never mind walking around to make new contacts. I have to rely on others coming to my booth. After the show, I talked to a couple of my customers who exhibited at this show for the first time and they said the show was a huge success for them also and they will definitely be coming back next year.

Anthony Bernier, Wrentham Tool Group

First, let me congratulate you on a fantastic trade show in Las Vegas! We at Dunkley International Inc. found the

show to be very engaging, very friendly and a high traffic show with many positive comments on our Mach 9 High speed inspection and sorting machine. We had the opportunity to meet many new friends and re-established former connections through the show. We at Dunkley very much look forward to next year's show and look forward to

seeing both of you again!

Nick Hatzinikolis, General Manager, Dunkley International

Well, you get the point!

In addition to the very successful trade show, a number of exhibitors and Expo visitors took advantage of the highly diversified and informative conference programs offered on Wednesday and Thursday, October 23-24.

The always popular Welcome Reception held on Wednesday evening in the Nevada Ballroom at Harrah's was packed with an estimated 2,000 persons enjoying complimentary hors d' oeuvres, beer, wine and soft drinks as they greeted old friends and made new ones.

Brighton-Best International

and the International Fastener & Machinery Suppliers Association conducted private receptions for invited guests on Thursday evening, October 24 and both parties were well attended.

"North America's Largest Fastener Expo" is scheduled for October 22-24, 2014 at the Sands Expo & Congress Center, Las Vegas, Nevada.

For additional information contact Susan Hurley at (614) 614-895-1279, email info@fastenershow.com or visit the Expo website at www.fastenershow.com. 



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DISTRIBUTOR NEWS

Birmingham Fastener & Supply is pleased to announce the appointment of Kevin Johnson as Vice-President of our Birmingham Fastener Manufacturing Division.



Kevin brings with him 19 years of manufacturing and engineering experience in increasingly responsible roles with several companies that include Nucor Fastener and Lake Erie Products. In addition he has an MSE from Purdue University.

Birmingham Fastener is a manufacturer and distributor of T-head bolts, anchor bolts, cross brace rods and structural and non-structural components for the metal building, steel construction, energy, utilities, aerospace, OEM and industrial markets.

The Birmingham Fastener Group of Companies includes eight regional operations that are located throughout the country.

For further information about the recent appointment or their products and services, you can visit them online at: www.bhamfast.com, or call 1-800-695-3511.

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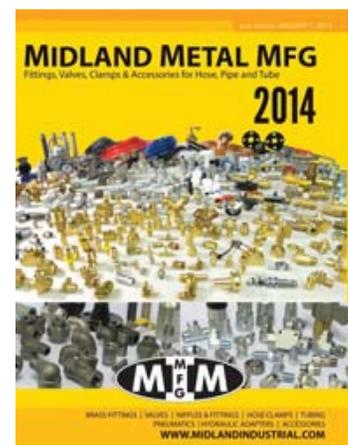
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DISTRIBUTOR NEWS

Midland Metal Manufacturing announces the arrival of the 2014 catalog and price book.

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INSPECTING SCREW AND BOLT STRAIGHTNESS *by Larry Borowski President*

When a screw or bolt's length exceeds eight times its body diameter (example: 1/2-13 X 4") straightness becomes a concern for many end users. If a long screw or bolt is not sufficiently straight it can create significant assembly problems for the end user, which can then result in customer complaints or rejects for the fastener supplier.

When measuring bolt straightness, any area containing swell under the head should be avoided. ASME B18.5 states; The length of any permissible swell on the body under the head or neck of bolts should be excluded from checks for shank straightness. A good rule of thumb is to hang about 1 times the shank diameter outside of the jaws when performing this check.

Straightness gages in ASME standards

Several of the American Society of Mechanical Engineers (ASME) B18 standards appendices contain an attribute type of gage for determining part straightness. The pictured gage consists of a base plate with one stationary side rail and one adjustable side rail. The gap between the rails is set with a pair of micrometer heads. This style of gage is quite versatile and cost effective, as it will accommodate a range of diameters and lengths.

Most of the ASME standards are consistent in their straightness specifications. Screws and bolts up to and including 12 inches in length can be bowed .006 inches per inch of length. Parts exceeding 12 inches can be bowed .008 inches per inch of length. If a user's application requires a part straighter than these limits, they must specify their required straightness limits on their print and/or purchase order.

In the case of our 1/2-13 x 4" long example, the maximum allowable bow would be .024" (4" length x .006" per linear inch). When using this attribute type gage, you would add the allowable bow (.024") to the basic diameter (.500") of the bolt, and set the gage in the jaws at .524".

You would then rotate the fastener 360° in between the jaws. If the part binds, you have exceeded your maximum bow or camber. If it rotates freely, you are within your allowable bow or camber.

The camber gage illustrated in the ASME standards and shown in this article is an attribute gage. It will only indicate to the user whether or not the part being inspected is within the specified limits for straightness, but will not indicate the exact magnitude of the camber or bow in the part.



Indicating gage for measuring the amount of screw or bolt camber

To determine the extent of the bow in a part used for either gathering statistical process control (SPC) data or for final inspection documentation, an indicating, variable type of gage such as the CamberChek® is needed.

The CamberChek® gage is similar to the rail-type gage illustrated in the ASME standards except the non-stationary side rail slides on two precision bearings instead of a fixed position. The gage is designed so that gravity provides a constant closing pressure against the sliding rail. A digital indicator contacts the outside of the sliding rail for indicating the exact amount of bow in the parts being inspected by the gage.

please turn to page 171

NEW



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The world's leading manufacturer of fastener inspection equipment is proud to introduce our TWO NEW GAGES!

STRAIGHTNESS GAGE

Based on the straightness gage depicted in the ASME B18 standards, our straightness gage will check fasteners up to 2.0" in diameter and 12" long. Rugged and durable for use on the production floor or in your quality lab. It features quick setup and ease of operation. The gap is determined through a combination of fastener diameter plus allowable bow, and is set using the micrometer heads. If the fastener being tested binds up between the jaws when rotating is 360°, your fastener exceeds the maximum allowable bow.

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This minor diameter measuring instrument will check all minor diameters from a #0-80 on up to 5.0-4. It is good for all types of screw threads, from machine screws to tapping screws. It features a 2" travel, .0001" resolution, presetable digital indicator. The lower knife edge anvils are adjustable in and out to align with the screw pitch being measured. It also rotates to the particular helix angle. The upper indicator point is also a knife edge that will settle into the thread groove.



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ACROSS

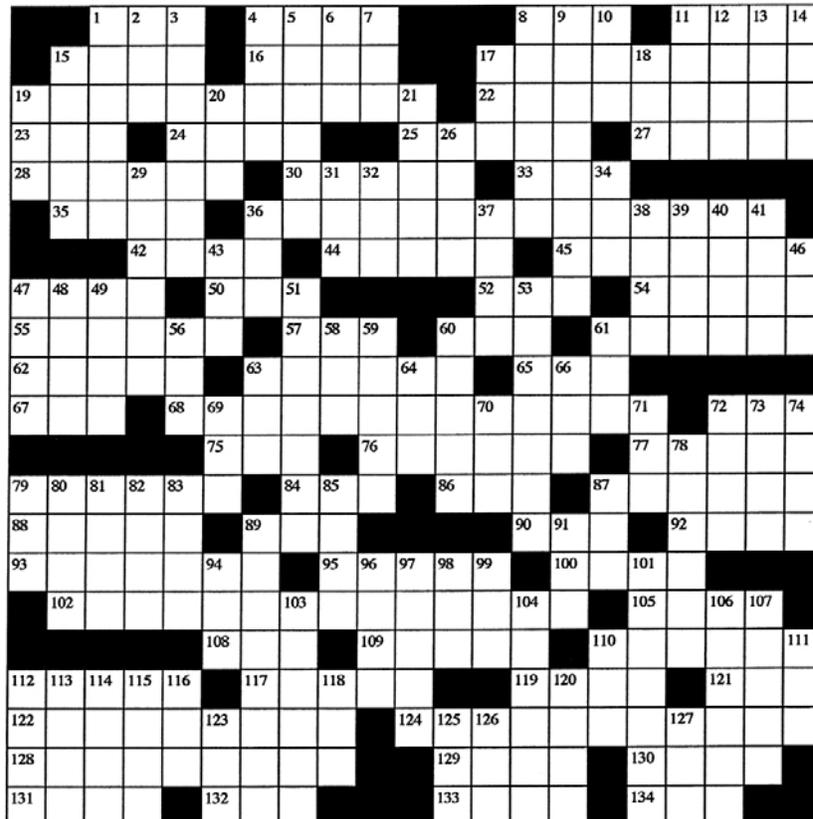
- 1. Blind ___ rivets
- 4. Tapered nail with a small head
- 8. Screw & washer assembly
- 11. Like water ___ duck's back
- 15. Couple
- 16. Mrs. Charlie Chaplin
- 17. Large spaniels
- 19. Taper-threaded fastener end
- 22. Steel or Kovar
- 23. NNW plus 90°
- 24. Part of a Halloween costume
- 25. McEntire and others
- 27. "Don't ___ wrong..."
- 28. Bakery treat
- 30. Urge
- 33. Clock numeral
- 35. Robust
- 36. Headless fastener's feature
- 42. Mideast nation
- 44. Tiny map
- 45. More daring
- 47. ___ nuts
- 50. Hallucinogen, for short
- 52. Blood units, for short
- 54. Clementine's dad, for one
- 55. Goings-on
- 57. Miscalculate
- 60. What person?
- 61. Plates of greenery
- 62. Agreement with a landlord
- 63. Emotional or physical shock
- 65. ___ King Cole
- 67. Summer time zone letters
- 68. Features of a square head bolt
- 72. Cake ingredient
- 75. Batter's stat.
- 76. Lure
- 77. Seize power
- 79. Customary practices
- 84. Centimeters: abbr.
- 86. Jacuzzi
- 87. City in Illinois
- 88. In a united way
- 89. Enjoy the slopes
- 90. ___ bolt; square-headed fastener
- 92. Police officers

- 93. Ruin
- 95. Camera setting
- 100. Regina's province: abbr.
- 102. Feature of a high button head fastener
- 105. Hatcher or Garr
- 108. Dined
- 109. Has ___ to the ground; follows public opinion
- 110. Discourages
- 112. UFO driver
- 117. Gladden
- 119. Lover of an Irish Rose
- 121. Contented sound
- 122. 92 Across, often
- 124. ___ head; fastener top with 24 short, flat sides
- 128. Rounded fastener end used to apply pressure
- 129. Grasped
- 130. Breaks in raw metal
- 131. Valley
- 132. Actor Scott's monogram
- 133. Attention-getting shouts
- 134. ___ out a living; get by

DOWN

- 1. Dawber or Shriver, formally
- 2. Castrol or Mobil 1
- 3. Khrushchev or Putin
- 4. Punches; hits
- 5. Novice
- 6. "I'd like to buy ___ , Pat"; "Wheel" player's line
- 7. ___ Aykroyd
- 8. Painful twist of a joint
- 9. Soil deterioration problems
- 10. 60 secs.
- 11. Look at flirtatiously
- 12. Believed
- 13. "... ___ sea to shining sea."
- 14. " ___ sow, so shall..."
- 15. ___ point; sharp, conical fastener end
- 17. Bro or sis
- 18. Unpleasant spouse
- 19. "Golly!"
- 20. Street paver's goo
- 21. Lock of hair
- 26. "Or ___!"; ultimatum
- 29. Makes straight
- 31. 1101, in old Rome
- 32. Pigsty
- 34. Ending for Max or Paul
- 36. Hosp. personnel
- 37. Skin allergy symptom
- 38. Columnist Bombeck
- 39. Wicked
- 40. 1492 ship
- 41. Accomplishment
- 43. Pacino and Gore
- 46. B. & O. & So. Pacific

- 47. Projection ___ stud
- 48. Currier's partner
- 49. Orderly
- 51. ___ bolt; square-headed fastener
- 53. ___ spring washer
- 56. Singer Tennessee's initials
- 58. Brit. military fliers
- 59. Governs
- 60. Electrical power units
- 61. Sault ___ Marie
- 63. Bather's place
- 64. Fellow
- 66. Lemony drink
- 69. Conjunctions
- 70. Drink slowly
- 71. Take to court
- 72. Foreign currency
- 73. Thickness which a fastener secures
- 74. Students' avgs.
- 78. Hexagon or spline opening
- 79. Owned
- 80. Cruising
- 81. Winter pear
- 82. 2 ___ 6 is 3
- 85. Nunavut or Yukon: abbr.
- 85. Do, re, ___...
- 87. Open sponsor: abbr.
- 89. Affecting the entire body
- 91. Poisonous viper
- 94. Stop ___ dime
- 96. Argument
- 97. Doctrine
- 98. " ___ to Billy Joe"
- 99. School org.
- 101. ___ head; sharp, conical end
- 103. Hayes and Reddy
- 104. By mouth
- 106. Cook's guide
- 107. Most common metals
- 110. Punch & matrix unit
- 111. Boozer
- 112. Likes peas in ___
- 113. Volcano's output
- 114. Eur. language
- 115. ___ Stanley Gardner
- 116. M followers
- 118. Crawling insect
- 120. Underwear
- 123. Cabin wall piece
- 125. Monogram for one President Harrison
- 126. Wide shoe width
- 127. Furniture wood



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DOKKA APPOINTS JIM WITUCKI DIRECTOR OF SALES

Dokka Fasteners in Auburn Hills, Michigan named Jim Witucki as Director of Sales. Jim Witucki has 26 years of sales experience in the fastener industry, the past sixteen years serving as Sales Manager for Nucor Fastener Division. In addition, he has a B.S. in Business Marketing from Indiana University.

Dokka Fasteners began operations in 2010 and is a state-of-the-art manufacturer of large diameter fasteners used by customers around the world that demand the highest quality because of the demanding applications where



Dokka products are used like wind turbines, heavy engineering, oil & gas, and construction. Dokka Fasteners Auburn Hills is one of three hot forming companies owned by the Würth Group: Dokka Fasteners A/S of Dokka, Norway, and Cardinal Fastener of Cleveland, OH. Dokka manufactures bolts, studs, threaded rod in diameters 1" (M24) – 2-1/2" (M64), and offered in various grades and finishes.

If you would like to contact Jim directly

feel free to email him at jwitucki@dokkafasteners.us. 



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FASTENER TRAINING INSTITUTE AGAIN EXPANDS COURSE OFFERINGS

by John Wachman *Director of the Fastener Training Institute®*

The Fastener Training Institute® (FTI) will expand its 2014 calendar to offer more courses and three new programs.

Quality Management Systems (QMS) is one new course that will help you get the ball rolling toward implementing a system that is right for your business. And if you already have QMS, is it making you more profitable and if not, why not?

Every distributor manages quality, one way or another. Quality Management Systems will help you look at how your company manages quality and see if you need to make some changes. This course is offered Tuesday, March 25 in the Los Angeles area.

Other new courses include Aerospace Fasteners for Business Professionals, March 4-6 and Structural Bolting, September 23; both are offered in the Los Angeles area. Please check the website for more details.

Also new for 2014, the acclaimed Fastener Training Week will be offered for the first time in the Northwest. The Spokane, Washington program will take place April 28-May 2. This training, in partnership with the Industrial Fasteners Institute, incorporates the seven classes in the Certified Fastener Specialist™ program in an accelerated format taught over five consecutive days. As in 2013, the week-long program will again be offered once in Southern California and twice in Cleveland, Ohio.

For those not wanting to attend the week-long session, the individual Certified Fastener Specialist™ courses are offered throughout the year in Los Angeles, California. These classes are taught by recognized industry experts and include every-day, hands-on case studies. Individual classes

do not need to be taken in sequence. If a class is missed, it can be made up the following year. To receive the CFS™ designation, students must complete either the Fastener Training Week program or the seven full-day training sessions and pass a take-home exam at the end of the training.

Upon completion of the program and passing the exam, students receive an engraved plaque designating their certification as a fastener specialist according to the requirements established by the Fastener Training Institute®.

FTI will again start 2014 with their three-part Product Training Program. This series of classes will cover the fundamentals of fasteners; each session focusing on different fasteners, terminology and basic fastener information. Each class is a full day of training and while it is intended for people new to the industry, it will be beneficial for all who want to expand their fastener knowledge.

The Product Training Program will again be offered a second time during the year, starting in June. For those who miss the three-part series, FTI offers Fastener Basics which combines the highlights of the three-day Product Training Program into one full day of valuable, fundamental information.

The core purpose of the Fastener Training Institute® is to enhance fastener use, reliability and safety.

Please email FTI for more information at info@FastenerTraining.org or call 877-606-5232. And check the website for the complete 2014 calendar, www.FastenerTraining.org 

Training

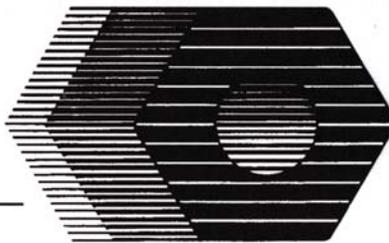
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2013 NEFDA SCHOLARSHIP WINNERS

April LaFreniere - Fall River Manufacturing April attends the University of Rhode Island. In high school she was involved with cheerleading and gymnastics. She was a captain of two of the North Attleboro High School state champion cheerleading teams. She taught at the local YMCA. April enjoys working with kids as demonstrated by her work at the YMCA, reaching out to the kids and their families. April is looking forward to cheerleading at URI.

Amanda O'Connor - Soule, Blake & Wechsler, Inc. Amanda is enrolled at Binghamton University's College of Community and Public Affairs in Binghamton, NY. She has been enrolled in the honors program in high school earning a 93.2% average while taking rigorous courses of study earning seventeen college credits. She helps fellow students through their difficulties as a peer minister, is a member of the Respect Life Club, Gaelic Society, and Cooking Club and still finds time to volunteer at her parish school and work summers as a camp counselor.

Jacklyn Renee Okenquist - Holo-Krome Mfg Jacklyn is a second year student at Central Connecticut State University in New Britain. She is a Deans List Student and her extracurricular activities include: marching band, symphonic band, wind ensemble and

clarinet recitals. She is music major and wants to be a music educator. She has participated in the Berkshire League Music Festival, Connecticut American Scholl Band Directors Association Concert Band and Wind Ensemble. She also volunteers with private lessons.

Roxana Olivares - Arnold Supply, Inc. Roxana attends Queensborough Community College in Bayside, Queens, NY. She has been on the honor roll and essay winner for the City of Meriden, CT. She is very involved in the community in which she lives helping out at church and community service work at schools. She truly enjoys working with younger members of her church and teaching them. Furthering her education is her goal.



Ashley Marie Palmieri - EZ Sockets, Inc. Ashley attends William Paterson University of NJ. Ashley loves sports. She wants to be a teacher and coach. Her involvement in many diverse programs has helped her develop exceptional interpersonal and time management skills. She is a team player and shares her strengths with other students. Although she is involved in many activities it has not impeded upon her performance in the classroom.



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PACIFIC-WEST FASTENER ASSOCIATION

PWFA's FALL CONFERENCE A SUCCESS!

Pac-West's 2013 fall conference took place September 18-21 at the Hyatt Regency in Vancouver, British Columbia. The conference featured the perfect mix of stimulating educational programs and fun events.

The conference started off with more than 60 conference attendees learning the ice sport curling techniques and then competing against each other during a fun-filled and injury-free evening. Players were divided up into two leagues (Beaver League and Moose League) and then into smaller teams. Kevin Chavis, Bill Howe of H.W. Eckhardt (Huntington Beach, California), Alison Hubbard of North State Fastener (Sunnyvale, California), and Ryan and Sherri McCaffrey of R&D Fasteners (Rancho Cucamonga, California) all were on the winning team.

"Define Success and Make It Happen" was featured on the conference's second day, with practical business planning and management tips from Vicki Merrill (www.dsamih.com)

including guidelines for defining higher potential employees and for 360 evaluations.

Lunch time that day included Ignite presentations. Ignite is a global phenomenon, operating under the motto, "Enlighten us, but make it quick." Presentations are limited to 20 slides that automatically advance every fifteen seconds, giving speakers five minutes maximum to get their point across. The Fall Conference Ignite presenters included Josh Glaser and Ron Stanley of Empire Bolt & Screw (Spokane, Washington).

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

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

Our popular Business Owners Forum and Business Executives Forum also occurred on day two of the conference. Always one of the most highly rated sessions

of every conference, attendees share their experiences and solutions in a frank interchange.

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

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

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

Pac-West's next conference will be a joint conference with the National Fastener Distributors Association (NFDA). It will take place February 12-16 at the Renaissance Esmeralda Resort in Indian Wells, California.

Also on the schedule for 2014 is the Pac-West Fall Conference, August 6-10 at the Coeur d'Alene Resort in Coeur d'Alene, Idaho. 





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DISTRIBUTOR NEWS

Akro-Mils, a North American leader in storage, organization and transport products, announces the expansion of its Super-Size AkroBin® line of large plastic storage bins with the introduction of a new Mobile Kit for bin models 30288, 30289, 30290, 30292 and 30293.

Mobilizing the bins is easy — the 3" locking casters are quickly attached to bins with the included hardware pack. Akro-Mils' Super-Size AkroBins are the industry standard for large capacity stacking bins. Molded of industrialgrade polymers, the bins are resistant to weak acids and alkalis. Super-Size AkroBins' reinforced side ribs add strength and prevent spreading when stacked. Bins are available in 12 sizes and 4 colors: Red, Blue, Yellow and Clear.

More information on the new Mobile Kit and other accessories for Super-Size AkroBins is available at www.akro-mils.com/Products/Industrial/Standard-Storage-Bins/Super-Size-AkroBins.aspx.

Akro-Mils, a Myers Industries, Inc. company (NYSE: MYE), is a leading manufacturer of plastic and metal storage, organization, transport and material handling products for use in industrial, healthcare, commercial and consumer markets.

For more information or to request a catalog, contact Akro-Mils at 1-800-253-2467, Fax 330-761-6348, or visit the company's award-winning website at www.akro-mils.com.

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Leland has also purchased the production equipment from Westland Steel Products of Winnipeg – giving us increased capabilities, including bolt making up to 3/4" x 6".

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FIELD MAKES THE 500|5000 LIST - 3rd CONSECUTIVE YEAR

Field Fastener, announced today that it has once again been named one of the fastest growing private companies in America, earning its spot on the Inc. 500|5000 list for the 3rd consecutive year.

With 88% growth in revenue over a three year span, Field Fastener was ranked #151 for the manufacturing/distribution industry, and #3498 overall on this year's list. Field has averaged 20% growth since partners and brothers Bill & Jim Derry acquired the company in 1990. If Field is able to sustain this sales growth, they will reach sales figures of \$100 million in the next 5 to 6 years. Bill Derry, President of Field, is confident; remarking, "We will continue to grow to \$100 million in sales and beyond. Our method of providing cost reductions through industry-changing approaches to providing technical support will set a new global standard".

Field provides value added activities and cost reduction solutions through various services, including vendor inventory management programs and technical support services. They supply products and services to more than 15 countries, and

are targeting to broaden their sales coverage and value-added services even further. Last year they added a sales representative in Mexico, which has successfully bridged relationships within that country and throughout Latin America.

As they continue to grow, internal training and team member development is of increased priority. Team members who interact with customers most often receive extensive cross-functional and technical training to create a more direct line to cost-reduction and lean processes. Field's goal is to be more than just a parts supplier. They're a partner with the tools and team members capable of providing value and integrating engineering and VMI services to OEMs. Jim Derry, Executive Vice President, at Field adds, "Every member of the organization is committed to taking care of our customers and making sure they love doing business with Field. We have a very clear value proposition that our team and our customers understand, and there are no limits to the long term potential of Field." 

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DISTRIBUTOR NEWS

Cable Tie Express thinks in a big way when it comes to length, strength, and bundle diameter. In addition to offering high quality 100% virgin nylon conventional cable ties, the company continues to provide its customers the longer length ties in 48" and 60" lengths. These are high strength, heavy duty (175 lb) and offer a light flexible solution for those applications demanding a large bundle diameter. Also offered is a wide range of 250 lb ties for applications where extra strength is needed.

Cable Tie Express, founded in 1995, is a key supplier of cable ties, mounting bases, heat shrink tubing, wire connectors, and hose clamps.

Char Cooper, President, invites you to contact Cable Tie Express to find out what they can do for you!

For more information, contact their office at 1-888-603-1233 or via sales@cabletieexpress.com to request samples or a quote. Check out www.cabletieexpress.com to see the full range of products available.

DISTRIBUTOR NEWS

J.W. Winco, Inc., a leading supplier of standard industrial machine components, announced it now offers series GN 251.6 Steel Setting Bolts with Retaining Magnet, in metric sizes.



These RoHS-compliant Setting Bolts are a shielded magnetic assembly. An example of a way to use these bolts is as work piece stop, with the magnet holding the work piece in place.

The setting bolt body is steel with a zinc plated, blue passivated finish, as is the hex nut. The retaining magnet is neodymium, iron, and boron NdFeB (ND type). Thread diameters from M6 to M16 are offered, with thread lengths from 12 to 80 mm. Nominal pulling forces of the retaining magnets range from 25 to 145 N.

J.W. Winco offers an extensive selection of inch and metric size adjustable levers, cabinet U-handles, plastic and steel hinges and locking mechanisms, revolving and retractable handles, hand wheels, hand cranks, tube connection and conveyor components, inch and metric construction tubing, shock absorption mounts, leveling mounts, hand knobs, spring, ball and indexing plungers, jig, fixture and fastening components, retaining magnet assemblies, toggle clamps, metric casters and wheels, universal joints, oil sight glasses, and metric tools for the industrial and commercial equipment industries. J.W. Winco's website catalog, with 3D CAD and online buying, is viewable at www.jwwinco.com.

For more information, contact J.W. Winco at 1-800-877-8351, by fax at 800-472-0670, on the web at www.jwwinco.com, and via e-mail at sales@jwwinco.com.



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Russell Trahan

Russell Trahan is President of PR/PR, a boutique public relations agency specializing in positioning clients in front of their target audience in print and online. PR/PR represents experts of all kinds who are seeking national exposure for their business or organization. Russell and PR/PR will raise your business' awareness in the eyes of your clients and customers. For more information, please visit www.prpr.net or email mail@prpr.net for a free consultation.

PR AND SMALL BUSINESS: FOUR PRACTICAL PARALLELS

There are numerous preconceived notions about the field of public relations and the everyday life of a PR professional. Many Americans may envision a Hollywood landscape of exclusive events, material excess and prestige, while others visualize an individual furiously hammering phones and email, determined to lock down an interview with an elusive editor. While the idealized pomp and circumstance of the publicity field may have found its way into some people's schemas, the fact of the matter is that it's closer to the latter, and shares many of the cornerstones that define any customer-centric small business.

Your company may be seeking ways to employ public relations principles in your business model, but are unclear on how to properly implement them, or fail to see how the application of PR tactics can prove beneficial. The truth is the fundamental pillars of running an effective and efficient publicity campaign are mutually inclusive with the methods that carve out a lucrative niche in your community with your small business.

The president of a publicity agency and the manager of a local brick and mortar boutique have the same overriding goal in mind: client retention. On paper, the operational ways and means may appear vastly different – connecting with reporters and editors vs. connecting with the community – but the similarities that these brands of businesses share far outweigh the differences. You can adhere to a variety of principles when aiming to build and maintain a rich customer base, but there are four that are absolutely essential to ensuring long-term success and profitability.



1. No Matter What, You're Always Marketing

Public relations executives recognize that their brand and its associated image are the lifeblood of their professional identity, and any blemishes incurred can derail the potential for lucrative returns. In the same vein that a PR firm would continually promote their services as results-driven and effectual, small businesses must utilize 'round-the-clock marketing to promote their goods and services through a scope of success and viability, and safeguard against any possible harm to their reputations. Whether you're a clerk at the point of sale or the owner representing the company at the local chamber of commerce meeting, your actions or inaction can throw a monkey wrench into the gears of your vision and goals. There is never a moment, on or off the clock, that you are not representing your company: maintain marketing vigilance.

2. Timeliness is Next to Godliness, So Take to the Internet

Nowhere is the phrase 'strike while the iron is hot' more pertinent than in the public relations industry, where reporters are on tight deadlines and the window of opportunity to have your client featured may be as minute as the time between your pitch hitting their inbox and the next. Where print publications and broadcast agencies can be viewed as a PR agent's 'customers' as they require information in a concise, time-sensitive manner, your physical customers demand and expect the same level of timely service.



Fastener Specialties Manufacturing

7110 Georgia Avenue, West Palm Beach, FL 33405

Tel: 561-582-7022 Fax: 561-582-7030

Email: socketscrews@aol.com

www.fastenerspecialties.com

FORTY YEARS OF SUPPORTING DISTRIBUTORS

Forty years in the fastener manufacturing industry is a long time. Yet Fastener Specialties Manufacturing is still supporting its distributor customers. A distributor needs reliability and quality, but a real human, a polite and knowledgeable human, is a bonus. Fastener Specialties Mfg. has nurtured a team that provides these things every single day. During these four decades, they've been plugging holes in the fastener supply chain that the larger manufacturers prefer to avoid. This company will fill your need for that one agonizing small-quantity part that your customer neglected to order weeks ago. Time and time again, they will surprise you with their responsive service.

Phone calls are answered directly. Voice mail, although available, is rarely necessary. When you pick up the phone to dial a vendor, you want help. The crew at Fastener Specialties Mfg. knows that a call is not only important to the person calling. According to Rick, "As a vendor, we would not exist if it were not for the distributor customers, entrusting us with their customer's urgent problems. We strive to answer emails, phone calls, and faxes quickly.

Using a unique combination of older but well-restored machinery and newer tooling and technology, Fastener Specialties Mfg. specializes in hex-socket screws, and other machined products, metric OR inch. This equipment is particularly well-designed for small-volume runs and quick changeovers, which are crucial factors in this marketplace. They have a stunning variety of certified bar inventory in most metals, and even some plastics. This allows them to take complete control of most jobs without delay.

The company was founded in Chicago, Illinois in 1973. After strong growth in the late 1970's, founders Rick (Sr.) and Janie Perkaus, decided to move family and business to Florida. The distributor customers were spread out all over the continent, so changing the facility location was decidedly not going to be a problem. Rick Perkaus Jr. has been at the helm for the past 23 years. "Even though we miss my parents here", says Donna, "We have been able to move the company forward in so many ways since their passing." "Getting the inventory of

finished goods from seven separate databases to one combined database under the company's new enterprise software was a huge victory", according to Cheryl. With that software, quotations, order flow and production planning were no longer manual feats. Quotes can often be completed by the person who answers the phone. An improved dimensional verification program has been in practice for over a year now. Thread rings and pitch micrometers have been on a tighter calibration schedule. This company has grown in a healthy way, and maintained the warm personality that resides in many smaller family businesses.

Fastener Specialties Manufacturing is ready to serve you. The niche they serve is vital to the fastener industry. They have the raw materials, the equipment, the people, and the desire to help you increase your sales. Give them a call with your next small-quantity item. 

Quantities Under 100. Fast.

We mill from bar, rework existing parts and even ship from our large inventory.

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- Hex Heads
- Slotted Machine Screws
- Dowel Pins
- Button Head Socket Caps
- Low Head Socket Caps
- 1936 Series Socket Caps



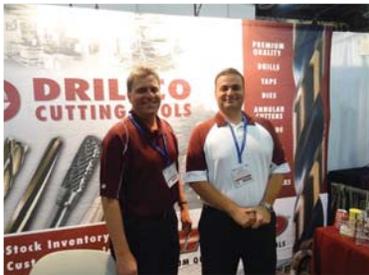
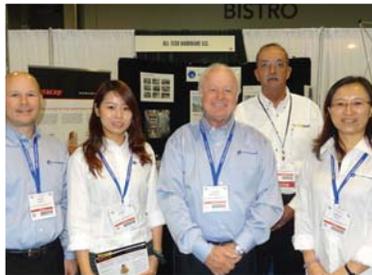
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PACIFIC-WEST FASTENER ASSOCIATION

PAC-WEST & NFDA JOINT CONFERENCE IN FEBRUARY WILL OFFER SOME GREAT EDUCATION

The Pacific-West Fastener Association and the National Fastener Distributors Association will hold a joint conference February 12-15, 2014 at the Renaissance Esmeralda Resort in Indian Wells, California.

The Program Includes Some Great Educational Opportunities

Manufacturers are from Mars, Distributors are from Venus, Part 2

Fastener distributors need to get their inventory somewhere, right? Fastener manufacturers and master distributors need to get the products they make and import into the supply chain, right? Sounds like the perfect relationship right? It's not that easy.

Join this lively panel discussion, which began at NFDA Annual Meeting in June of 2013 and will address the strong but sometimes delicate relationship between fastener distributors, manufacturers, and master distributors. Panelists will include Jamie Lawrence from AVK Industrial Products, Tim Roberto Jr. from Star Stainless Screw, and Jay Queenin from Specialty Bolt & Screw, with Russ Doran from Timberline Fasteners as the moderator.

ISO 9001-2008 – What Is It Good For? Absolutely Something!

Whether or not your company has a Quality Management System (QMS) and whether or not it is registered, in this competitive climate you can be assured that most of your competitors do have registered systems, and all of the best customers expect it.

If you have a QMS, is it working for you? (Translation: are you more profitable because of your QMS?) If not, why not?

If you do not have a QMS, why not? How do you get the ball rolling toward that goal and, most importantly, how do you make sure the investment pays off?

Every distributor manages quality, one way or another. This session will help you look at how your company

manages quality and see if you need to make some changes.

This session is presented by Carmen Vertullo, CFS from CarVer Consulting.

Ignite

Ignite! These are five-minute presentations, accompanied by 20 slides. It's quick, exciting and the objective: educate and make it fun. You can use your five minutes to talk about company initiatives or about anything that you're passionate about. If you've never heard of Ignite, here's a link from Wikipedia that explains it all. [http://en.wikipedia.org/wiki/Ignite_\(event\)](http://en.wikipedia.org/wiki/Ignite_(event))

Business Owners Forum and Business Executives Forum

Two different sessions: one for business owners and one for your company's key executives. You and your peers will share experiences and solutions in a frank interchange. You can submit topics for discussion in advance or jump in during the session.

Conflict Minerals Reporting Requirements

Your customers are asking you to respond to conflict minerals information requests. What is this all about? How do you comply?

This informative program will offer:

- An overview of the regulations, including important definitions, exclusions and deferrals
- Explanation why non-SEC-regulated companies and suppliers need to be concerned
- Program approaches for SEC compliance and customer responses
- Available solutions, including industry initiatives and IT systems
- Time for Q&A

This session is presented by Lawrence M. Heim, CPEA, director of The Elm Consulting Group International LLC, part of the Conflict Minerals Consortium.

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- Counter sinking nibs for a flush finish

305 Stainless Steel Star Flat Head w/Nibs, Coarse Thread, Type '17'



- Star drive prevents cam out and stripping for improved driveability
- Superior penetration through a variety of woods
- High degree of corrosion resistance
- Type '17' reduces wood splitting

305 Stainless Steel Star Trim Head, Coarse Thread, Type '17'



- Star drive prevents cam out and stripping for improved driveability
- Superior penetration through a variety of woods
- High degree of corrosion resistance
- Type '17' reduces wood splitting

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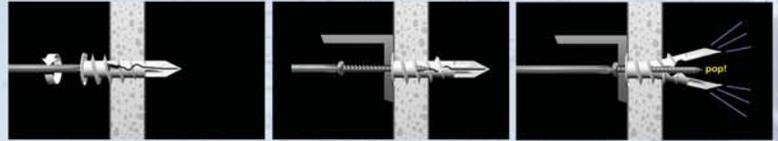
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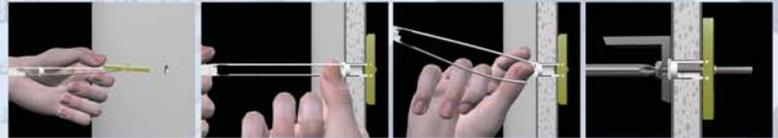
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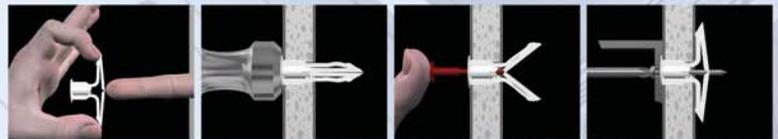
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more on page 134



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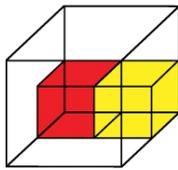


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QUANTUM STORAGE ANNOUNCES NEW WEST COAST DISTRIBUTION

Quantum Storage Systems is pleased to announce the opening of its NEW west coast distribution center located in Fresno, California. "We are really excited about this facility," commented Quantum's Director of Sales, Ed Granger.

Quantum is now able to get its product to its west coast customers faster and with far less cost of transportation.

"In our industry and with our type of product, customer expectation is to receive the product quickly and at a competitive

price. In some cases, we are able to reduce transit time by as much as a full week by shipping from Fresno as opposed to Miami or Chicago," explained

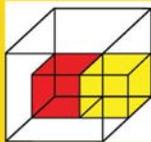
Granger. Quantum is stocking its

best-selling items and the most popular sizes in the new Fresno warehouse.

"When we start to see the demand for other items, we will

happily add these to our Fresno inventory," said

Granger. **Great storage products, delivered quickly at the guaranteed lowest prices – Quantum!** 



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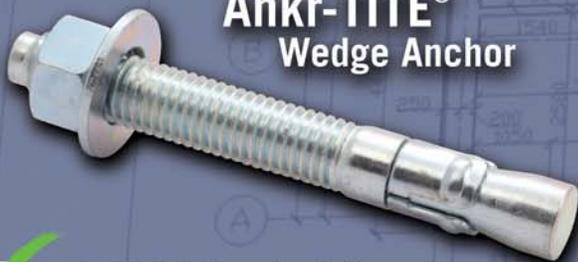
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Wedge Anchor

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- ✗ Just Cold Formed
- ✗ Thin, Unreliable Clip
- ✗ Gradual Cone
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FASTENER WORDSEARCH

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

- | | |
|-----------------|-----------------|
| Belville washer | Split rivet |
| Blind rivet | Square bolt |
| Bow | Stover lock nut |
| Castle nut | Tank bolt |
| Chamfer | Thunder stud |
| Coupling nut | Tinnerman clip |
| Crack | U-bolt |
| Fold | Vanish thread |
| Grooved pin | Void |
| J-bolt | |
| Monobolt rivet | |
| Nick | |
| Resin anchor | |
| Rib | |
| Roll pin | |
| Scrape | |
| Screw | |
| Sems | |

Solution on Page 215

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PACIFIC-WEST FASTENER ASSOCIATION

PAC-WEST & NFDA JOINT CONFERENCE WILL OFFER SOME GREAT EDUCATION *continued from 130*

U.S. Economic Outlook

Consumers have been a key driver in this recovery that continues to muddle along. Home price appreciation is hitting double-digit increases in many metropolitan areas, and that along with a pickup in construction activity is fueling the recovery. In addition, improving economy has brightened the state and local governments' budget outlook and the federal budget deficit is shrinking. But China is slowing down, Europe is still struggling, and the Federal Reserve is ending its easy monetary policy.

Dr. Esmael Adibi (director of the A. Gary Anderson Center for Economic Research and Anderson Chair of Economic Analysis at Chapman University) will discuss the U.S. economic outlook for 2014 and will provide answers to the following questions:

- Will the U.S. recovery strengthen?
- Will the pace of job creation pick up steam?

- Is another housing bubble in offing?
- What's the outlook for the interest rates? Will higher mortgage rates dampen economic recovery?
- What is the outlook for the commercial real estate market?

Of course, the conference will have some fun activities to round out the weekend.

For information about this and other Pac-West activities, visit www.pac-west.org or call 714-484-4747.

We're Going Back to Idaho

Plan ahead and save the dates of August 6-9, 2014 for the Pac-West 2014 Fall Conference at the beautiful Coeur d'Alene Resort in Coeur d'Alene, Idaho. Ron and Heidi Stanley and Jennifer Harder of Empire Bolt & Screw (Spokane) already are working on conference details. ⚙

PWFA - 10842 Noel Street, #107, Los Alamitos, CA 90720 • Tel: 714.484.4747 • Fax: 562.684.0695 • www.pac-west.org

PACIFIC-WEST FASTENER ASSOCIATION

TRACY LEHMAN ELECTED PAC-WEST PRESIDENT

Tracy Lehman of Pacific Warehouse Sales (Chino, California) was elected president of the Pacific-West Fastener Association at a recent meeting of the Pac-West Board of Directors.

Rick Peterson of All-West Components & Fasteners (Seattle, Washington) was elected as the association's vice president, and Dallas Puckett of Valley Nut and Bolt (Olympia, Washington) was reelected secretary/treasurer. Russ Doran of Timberline Fasteners (Commerce City, Colorado) stays on the Board as immediate past president.

Kevin Chavis of Porteous Fastener Company (Santa Fe Springs, California) and Tim Roberto Jr. of Star Stainless Screw (Union City, California) were elected by the Pac-West membership to serve three-year



terms on the Board of Directors.

Other members of the Pac-West Board are Kristine Albertalli of H. W. Eckhardt (Huntington Beach, California), Josh Glaser of Glaser & Associates (Carmichael, California), Jennifer Harder of Empire Bolt & Screw (Spokane, Washington), Garth Jax of Copper State Bolt and Nut (Denver, Colorado), and John Wachman of Desert Distribution (Scottsdale, Arizona).

At the association's recent annual conference, tribute was paid to retiring Board members Andy Cohn of Duncan Bolt (Santa Fe Springs, California), Rosa Hearn of Brighton Best International (Santa Fe Springs, California), and Ed Smith of Porteous Fastener Company (Denver, Colorado). ⚙

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SOUTHEASTERN FASTENER ASSOCIATION

JOIN SEFA IN CHARLOTTE, NC APRIL 9-11, 2014

The next SEFA Conference will be April 9th-11th at the Embassy Suites Charlotte-Concord Golf Resort & Spa.

Be sure to make plans to join us as we are planning a full schedule of informative and fun events. The event starts with our opening Reception on April 9th.

We've already started planning the fun at the Opening Reception, so plan to join us and come race with us!

April 10th will include golf at the private Cabarrus Country Club and awards dinner. Those not golfing will have the opportunity to enjoy the many local attractions. Guests will enjoy being right next to the Charlotte Motor Speedway and Z-Max Dragway, as well as being near the Concord Mills Mall with AMC Theaters and IMAX, NASCAR Speedpark, Carolinas Aviation Museum and many other attractions.

On April 11th, informative sessions and special guest speaker Ken Coleman will be held. Ken Coleman, entertaining radio host and author, is sure to keep the audience interest. He has been featured on many shows including Good Morning America, NBS Nightly News, The Daily Show. As stated by Mark Burnett, creator of Survivor, The Voice & The Apprentice, "Ken Coleman has a gift of asking the questions we should all be asking." Ken dispenses the invaluable wisdom he has acquired from Atlanta to Singapore. Ken's engaging storytelling and passionate speaking style make him a popular speaker you won't want to miss.

These informational sessions are looked forward to by conference attendees as this is a great educational

and networking opportunity. The networking throughout the three days is invaluable. SEFA invites all fastener and fastener related companies interested to book their rooms to allow time to increase the room block if needed.

Room rates are \$149 inclusive of Manager Reception, Ready to Order Breakfast, Internet and

Complimentary Parking.

Be sure to make your hotel reservations early to insure your room at the conference location.

You may book room reservations by either:

- Calling the hotel direct @ 704 455 8200 and speaking to reservations department.
- Calling 1 800 EMBASSY
- Going online to www.embassysuitesconcord.com and entering the Group/Convention Code: SFA.

Watch the SEFA website for more details and the conference brochure: www.thesefa.com

SEFA Welcomes New Members

American Fasteners & Components, Rockford, IL
Valley Fasteners of Lynchburg, Lynchburg, VA
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Over the years LEM has garnered a reputation for it's outstanding expertise and passion for excellence and quality that's unrivalled in the fastener industry. LEM has stood strong after more than 70 years of unmatched "Made in the USA" quality.

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continues to invest in improving the quality and services that the industry has come to know throughout its long history.

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NAW RELEASES "FACING THE FORCES OF CHANGE®: REIMAGINING DISTRIBUTION IN A CONNECTED WORLD" *continued from page 66*

Dan Blaylock, President of Adams-Burch, Inc., said this after reading the new research study: "I expected to blast quickly through this latest Facing the Forces of Change® report. However, the number of ideas crammed into every paragraph and reinforced with real-world distributor examples forced me to slow down and really think about what was being said and how it was potentially applicable to my business. That's exciting because today it is all too rare for business books to fire the imagination the way this one does."

Guy Blissett will review some of the report's key findings during two sessions with panel discussions featuring leading wholesaler-distributors at the NAW 2014 Executive Summit: "Reimagining Distribution," January 28–30, in Washington, DC. Attendees will hear success stories from these distribution executives who will describe how they are delivering value to their customers and engaging with their customers consistently across multiple marketing channels:

- Peter Bingaman, Vice President of Marketing and Communications at MSC Industrial Supply Co.

- Henry Dale Smith, Jr., Chairman and CEO at H.D. Smith Wholesale Drug Co.
- George Vorwick, President and CEO at United Electric Supply Company, Inc.
- Scott Withers, CIO at C.H. Briggs Company.

To learn more and to register for the NAW 2014 Executive Summit, distributors are encouraged to visit <http://www.naw.org/es14>.

The findings from the report are also being covered during a series of three hour-long webcasts sponsored by SAP. The first webcast was September 25 on the topic "Reimagining the Role of the Distributor."

If you would like to hear a replay of this archived event, please visit: <http://event.on24.com/r.htm?e=669457&s=1&k=D00706D76D0346F6D586FEE68D4A2>.

The second webcast is planned for early March and the third one will be scheduled in the second quarter of 2014. Press releases about both webcasts will be sent to the trade press when dates have been finalized. 

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HOW TO HANDLE EMBEZZLEMENT IN A FAMILY BUSINESS *continued from page 98*

11. Generally, how can we protect the company from future misuse of company assets or embezzlement?
12. How do we protect the whistleblower?
13. Do we have a whistleblower program set-up internally? Are employees trained annually?
14. Do we talk openly in Family Council about our responsibility to financially protect and care for company assets? Do we give specific examples of what is and is not allowed?
15. Do we have a solid non-compete clause in our employment contracts and/or employee handbook in case we have to release the family member from employment?
16. Do we consistently run a professional background check on applicants?
17. If I need to walk the family member out the door, how do I prepare? Computer security, locks, passwords, current company asset retrieval, bank account access protection, social media tracking, last paycheck, etc.
18. Do we need to involve the corporate attorney, Board of Directors, outside legal attorney, CPA, business psychologist? If so, when and how?

Once you're clear on these aspects, it's time for the second meeting—this one with the suspect family member.

When you begin the meeting, keep it at the level of discovery. Lay out the facts and ask the family member their perception of what happened. Really listen to what they say and how they say it. Remember, it's common for family members not to realize that they are indeed embezzling. If this is a first offense, and if the embezzlement is not excessive, some education may be the best course of action. However, if you believe the family member knew what he or she was doing and did it anyway, or if the embezzlement is substantial, termination may be the only option.

During the meeting, you need to be vigilant in checking yourself by asking "What would I do if this wasn't a family member?" and "Is this at a level where I will be able to trust them again?" Your answers to these two questions will reveal a lot about your best action plan.

Keep Your Family and Business Strong

Of course, education of all employees (family and non-family), strict policies about how the company's assets and resources can be used, and enforced controls that can spot any wrongdoing are the best ways to reduce your family business' chances of falling victim to embezzlement. Acknowledging what could happen, along with some planning to prevent it, will keep your family and business strong, successful, and honest. ○

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PR AND SMALL BUSINESS: FOUR PRACTICAL PARALLELS *continued from page 126*

With the explosion of social media platforms and the newfound ability of 'point-and-click' problem solving, the area of customer service has become acutely streamlined. Small businesses should unquestionably appoint an online CSR to meet many of their clientele where they are – on laptops in living rooms, classrooms and offices – to address their issues and expedite their resolution. Long lines, brain-jarring jingles while on hold and service-delays are ill-fated means of the past and rapid roads to business-closure; accelerate your customer-service practices by logging on and establishing a strictly monitored social media presence.

3. Flexibility Creates Longevity

Obstinance has no place in the realm of small business. More often than not, start-ups in their infancy transform into thriving companies on the backs of minor 'freebies' or 'throw-ins,' as these are the kinds of actions that are appreciated and remembered by customers. With a daily influx of new businesses developing creative ways to entice your business, maintaining a first-rate level of flexibility is priority one to building brand loyalty in your community. The extra steps you take will not go unnoticed by your clientele, and will do worlds to preserving your long-term bottom line.

4. Begin with the End in Mind

Goal-setting is intrinsic to any functional publicity campaign, and while every client would relish a weekly

feature in a major news publication, the actuality is that achieving that outcome is a distant outlier to the likely results. Tempering expectations and working with each individual client to zero-in on realistic, attainable goals should be conducted at the outset of a PR endeavor, and it directly corresponds to the process that should occur when setting your annual business benchmarks.

Beginning with the end in mind means exactly that: go into any new undertaking with an understanding of an array of possible outcomes, and focus in on the most plausible. Your small business will not evolve into a global conglomerate overnight, and you may endure a few unsteady quarters before you finally perfect your formula for profitability. There is a growth-curve with any small business, and you should let your goals reflect that reality when you jot down your targets for the year.

Contrary to some unsubstantiated belief, public relations professionals do not reside in some corporate Ivory Tower, conducting the bulk of their business in swanky lounges and on the greens of golf courses. The majority of publicity work is based on the same foundations of the small business – a stout presence in the community, timely and flexible customer service and a goal-setting strategy designed for realistic achievement. By employing these four PR-to-small business parallels and making them a hallmark of your operation, you establish a customer-centric game plan that will build lifetime loyalty and success. ○

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SOUTHWESTERN FASTENER ASSOCIATION

2014 SPRING CONFERENCE & EXPO WESTIN DFW HOTEL, APRIL 24-27, 2014

The Westin DFW Hotel, Irving, Texas is the location for the 2014 SFA Spring Conference and EXPO. The Conference will begin with an opening reception on Thursday evening the 24th. This popular event allows Distributors and Vendors face time to network on the latest technologies and practices in the fastener industry. April 25 will have a variety of activities. The Association's Annual Business Meeting will start the day and will be followed by a presentation on Metric Fasteners by Joe Greenslade, Industrial Fastener Institute. Golfers are in for a special treat Friday afternoon. Tour 18 offers one fantastic challenge after another, creating a uniquely memorable experience for SFA golf participants. Friday will conclude with a reception and awards dinner for full conference registrants Friday Evening.

Justin Blumberg, Industrial Metal Finishing, will kick off activities on Saturday, April 26 with a presentation on New Techniques in Metal Finishing. Following the opening Seminar, the 2014 EXPO will open at 10:00 A.M. This is a departure from previous show hours. The change was made because of numerous requests from Exhibitors to conclude the EXPO in time for them to depart in the afternoon on a flight home. The SFA Board will review the impact this change will have for future events in their efforts to be of greater service to the SFA members and Exhibitors. Full Conference Registration, golf tournament participation and Exhibitor Agreements for the 2014 Conference & EXPO can be downloaded from the SFA web site at www.sfa-fastener.org. As a convenience for registrants and exhibitors, payment can also be made on the web site with a secure connection, faxed with appropriate information or mailed to SFA, 292 Sugarberry Circle, Houston, Texas 77024.



Website Improvements

SFA is continuing to improve and upgrade our web site. Michael Rodriguez, The Fastener Connection and SFA President and Technology Committee Chairman, stated that the enhancements include: Signup for news and announcements under the "Members Only" feature; New CMS page for Conferences & Events with e-commerce functionality; New CMS resources page; New Calendar of Events Module and a new Member Portal Interface with password-protected access to many of the pages on the web site. You must be a Member of SFA to access the restricted pages of the web site.

SFA Scholarship Applications

2014/15 Scholarship Applications and grading guidelines can be downloaded from our web site at www.sfa-fastener.org. Scholarship applicants must work for or be a family member of an employee of a SFA member company to be eligible to apply for a SFA scholarship. Deadline for receiving Scholarship Applications is April 1, 2014.

In other SFA activities...

Tom Stocking of Brighton-Best, Int., moved up to the role of Chairman of the Board during the last Board of Directors meeting. Michael Rodriguez, The Fastener Connection is the 2014 President of SFA. Bobby Salome, El Paso Bolt & Nut Co., is Vice President. Ron Garrett, SBS Industries, was elected Treasurer and Tyler Peart, HRS Logistics, Assistant Treasurer. Joining the Officers are Board Members Kris Palmer, Delta Fasteners, Dick McDaniel, Brighton-Best International, Bill Frazier, Linus Products, Inc., and Tony Gross, Greenslade and Company to complete the 2014 SFA Board of Directors. 

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NON-THREADED FASTENER INNOVATION IS A FAMILY TRADITION AT PIVOT POINT *continued from page 50*

Rue Leitzke celebrates ISO certification

Great-Grandson Sol Leitzke explains: “We offer personalized engineered solutions and we are adept at designing specialized fasteners tailored to suit particular applications. Specials are our specialty, though we are experienced and competitive in manufacturing standard, stock items too. Customers come to us to solve fastening challenges, and our wide range of manufacturing capabilities allow us to do just that.”



4th generation, Rein and Sol Leitzke

Pivot Point's manufacturing processes include cold heading, screw machining, high speed drilling, precision machining, milling, ball detenting, assembly and many others.

The company manufactures in numerous materials including carbon steel, alloy steel, stainless steel and aluminum. Virtually any finish can be supplied, including electroplating such as zinc and nickel, mechanical plating, black oxide, passivation, anodizing and more.

According to company President, Dave Zimmermann: “Pivot Point has a long tradition of innovation and hard work. Our ultimate goal will always be complete customer satisfaction. We are highly committed to offering the best service around, and we want our customer's experience to be positive and hassle-free throughout. We are proud of our rich heritage and our experience in matching and creating unique fasteners for specific applications. Put our experience to work for you!” 



*From left: Peter Gehring, Quotations; Jordan Jaeger, Customer Service/Quoting Manager; Nicole Leitzke, Customer Service; Amy VanMinsel, Customer Service; Dave Zimmermann, President
Background: archival company literature dating back to 1935.*

**SLIC Pins- U.S Patent No.'s 6,872,039 & 7,147,420, foreign patents issued; Bow-Tie Locking Cotter Pins-U.S. Patent No.'s 6,135,693 & D431,181; Rue-Ring Locking Cotter Pins- a Pivot Point original design, Auto-Lock Safety Pull Pins- Patents Pending, Nylon Lanyards- U.S. Patent No. 5,784,760 (U-Lock Style)*



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PLATING/GALVANIZING/BLACK OXIDE**INTERGENERATIONAL WORKFORCES: KEEP UP AT WORK AS YOU AGE** *continued from page 82***Tips For Accommodating Older Workers**

The best strategy in managing and accommodating older workers is the same as with employees of any age: observe, note strengths and weaknesses and try to work with that person as an individual. Nearly every employee requires some accommodations in order to do the best job possible. For example, a manager may have to spend time with the younger, new college graduate explaining to him if and when it is appropriate to text customers. The same concept is true with older workers.

Due to changes in eyesight and hearing, consider how older workers' seats at a meeting table can make a big difference in how well they are able to participate. Recognizing normal changes that happen to the aging brain can help managers expect that some older workers may be quiet during that meeting but are submitting great ideas a few hours later, after they've had time to process.

The best strategy in managing and accommodating older workers is the same as with employees of any age: observe, note strengths and weaknesses and try to work with that person as an individual.

Since this age group may have less computer experience than their younger coworkers, it is important to assess and respond to needs for training. Older workers sometimes are thought to be technologically challenged but often it is because they have not had proper training.

It is also important to reevaluate a worker's duties if he ages during employment with an organization. For example, a 70-year old hotel shuttle driver who has been with a company for 20 years may be better suited to a front desk assignment if age-related changes are interfering with driving abilities.

Embracing Older Workers

Older workers have so much to offer: experience, work ethic, potential to mentor and frequently less family obligations that will interfere with work. The key to maximizing value with older employees is recognizing and accommodating their differences. 

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CUT THREADS AND ROLLED THREADS MUST MEET THE SAME REQUIREMENTS *continued from page 42*

Thread gage types and gage tolerances vary slightly between ASME B1.16M and ISO 1502, with the primary difference being in the external thread GO and NOT GO gages. The ASME external thread gages are adjustable and in ISO the gages are solid (non-adjustable). The size requirement differences between the two types are within a few 0.001 millimeters (0.0004 inches) of one another.

Thread Acceptance Requirements:

The thread acceptance requirements for industrial (non-aerospace) inch and metric threads are identical. Those are System 21 requirements as stated in ASME B1.3. The acceptations to this are socket products made to ASME B18.3 where ASME B1.3, System 22 evaluation is required.

ASME B1.3, System 21 requires the following thread characteristics be evaluated:

Internal Threads	External Threads
Minor diameter	Major diameter
GO functional size at the smallest pitch diameter limit	GO functional size at the largest pitch diameter limit
NOT GO functional size at the largest pitch diameter limit	NOT GO functional size at the smallest pitch diameter limits

Thread acceptance requirements are the same regardless of the method in which the threads are produced.

Both ASME B1.3 and ISO 1502 state that when a given product thread is evaluated using two different properly calibrated gages, where one accepts the thread and the other does not, the thread shall be accepted. It is suggested that this rule be followed whether the two gages are the same style or type, different style or type, or one is an ASME B1.16M gage and the other is an ISO 1502 gage. When these types of discrepancies occur, the detected differences have no discernable impact on the quality or strength of the threaded product being inspected.

Conclusion

Regardless of the method of thread manufacturing, the dimensional requirements for internal and external threads are identical. The same thread acceptance rules apply, and the physical and performance requirements of the nuts, bolts, or screws those threads are in or on are identical as well. 



HOW TO BUILD A SAFE AND RELIABLE BOLTED/SCREWED JOINT *continued from page 8*

If the external force is also dynamic/cyclic the threaded fastener is a very vulnerable machine element with high stress concentrations at the thread roots. A dynamic load can easily cause fatigue failures in the fastener if a larger portion of that load hits the fastener in each load cycle. A fatigue failure in a threaded fastener is usually located in the first engaged thread between bolt/nut or screw/blind hole. This is where about one third of the total load is concentrated.

Fatigue failures can, of course, also happen in the head/shaft junction if the bearing area on the head is not perpendicular to the fastener axis. It does not take a large angle to break off the bolt/screw head in cyclic loading if the fastener is short. With longer fasteners, clamping on more material, we are (sort of) mostly forgiven, since the bending stress in the fillet radius under the head becomes lower with longer fasteners due to their willingness to flex.

External Forces

This is a tricky area, since external forces are not always easy to calculate. The word “estimate” is a more likely substitute. A static load, acting parallel to the fastener axis, is the least problematic scenario particularly if we see no bending in the fastener. A stiff joint, with plenty of material to be clamped, will by itself limit bending stresses. If external forces are dynamic and applied eccentrically to the fastener it will require more clamping force on the joint. We will have to use a larger or stronger fastener to add more clamping. When we have also side loads or combinations of tension and side loads, the fastener must clamp even harder. The tension component will unload the joint and the remaining clamp force must now be able to prevent the joint from slipping sideways. This is, by far, the most difficult joint type to deal with, and also demands very high preload forces with stronger or larger fasteners. If we must clamp harder, we also have to watch for the higher surface pressures on the joint parts that could cause embedment and result in load losses.

Materials

We must always try to combine joint and fastener materials that will perform well together in terms of strength, corrosion resistance and thermal behavior. Use a fastener strength that is sufficient for the joint and the forces acting on it. To use stronger fasteners than needed for the joint not only add cost, but can also make the fasteners vulnerable to stress corrosion and some

other negatives. Most fasteners and joint materials are subjected to some environmental influences like corrosion. It is important to choose the kind of protection that will prevent corrosion, but also to avoid process induced hydrogen when electro plating, or zinc brittleness when hot dip galvanizing higher strength fasteners. If we use carbon or alloy steel fasteners or stainless steel fasteners for the assembly of aluminium part, we must not only consider the anodic/cathodic relationship, but also the difference in thermal expansion rates when joint temperatures go up or down.

Temperatures

A reasonable “normal” temperature range for joints of steel with steel fasteners could, in my opinion, be +120°C (250°F) down to -40°C (-40°F). You may find other suggestions like up to 150°C (300°F) from the automobile industries. Since we typically assemble our equipment at room temperature, any higher or lower temperatures for the joint will alter the elastic modulus (aka Young’s Modulus). With increased temperature the E-modulus goes down, with lower temperatures it goes up. Within the temperature ranges mentioned above, the changes are considered marginal and we don’t have to adjust in our joint calculations. If, however, we go above the temperatures indicated we should use the E-modulus for these higher temperatures if the joint have to live with these during service conditions. With lower we must do the same. To use “standard” steel fasteners for these outside temperature conditions may not be acceptable and we should consider other materials like stainless or special alloys made for higher or lower temperatures.

Assembly

To calculate tightening torque values based on assembly tools with high accuracy can be problematic if we don’t have the same tools for repair and service. A very good (but expensive) DC electric tool will result in a tension scatter of +/- 10% which is excellent. If a repair person is using a noisy tool like an impact wrench with a tension scatter of +/-60%, he will likely break the fastener or not produce a sufficient preload (bad in both cases). It is, therefore, important to base a design on realistic tool figures and also inform service people about the tightening tool to be used. Just because a tool makes a lot of noise does not mean it is a good tool. I firmly believe that impact wrenches should be banned for use with quality joints or reworked for left-hand direction only (great for breaking loose rusty nuts).

DISTRIBUTOR NEWS

Indianapolis based **Würth Service Supply** has brought on several experienced industry leaders to support its core business as it builds towards its goal to double sales over the next few years.

Jason Talley is appointed as Vice President of Sales. Talley has more than 18 years' experience in the industrial distribution industry, the majority of which have been spent with Würth Service Supply. Talley joined Würth in 1998 as a sales representative and moved on to become Special Projects Manager, Regional General Manager, and Director of Sales before his appointment as V.P. of Sales. In his new role, Talley will oversee the sales organization, engineering, marketing, product management, and quoting for the company.

From outside of the organization, Würth has brought on Ken Misch as Vice President of Operations. Misch will be responsible for the Operations organization within the company including the Central Distribution Center in Indianapolis, Regional Operations Managers throughout the U.S., the CPS® implementation team, logistics, and the Indianapolis Distribution Center warehouse team.

JoAnn Hussion is now responsible for procurement as the Purchasing Manager, and David Miller will head the western regional quotes team as the Quotes Manager. Hussion brings nearly 20 years' experience in industry quoting and sourcing, including more than a decade of experience with Würth, previously. Miller brings over 10 years of global sourcing experience. Additions to the sales team include Theresa Rust, Jeff Diller, and August Elliott. Theresa Rust is a Key Account Manager, focusing on the energy sector. Rust previously managed a sales territory for Würth and has returned to focus on large accounts. Jeff Diller has taken on a role new to the company as a New Business Development Manager. His role will focus on bringing in new business opportunities for the Key Account team to manage. Diller brings experience in sales and new business development. August Elliott is responsible for the southern sales territory as a Regional Sales Manager. Elliott's background in sales, territory management, and new business development will be helpful taking on this territory.

For more information on Würth Service, visit their website at www.wurthservice.com.

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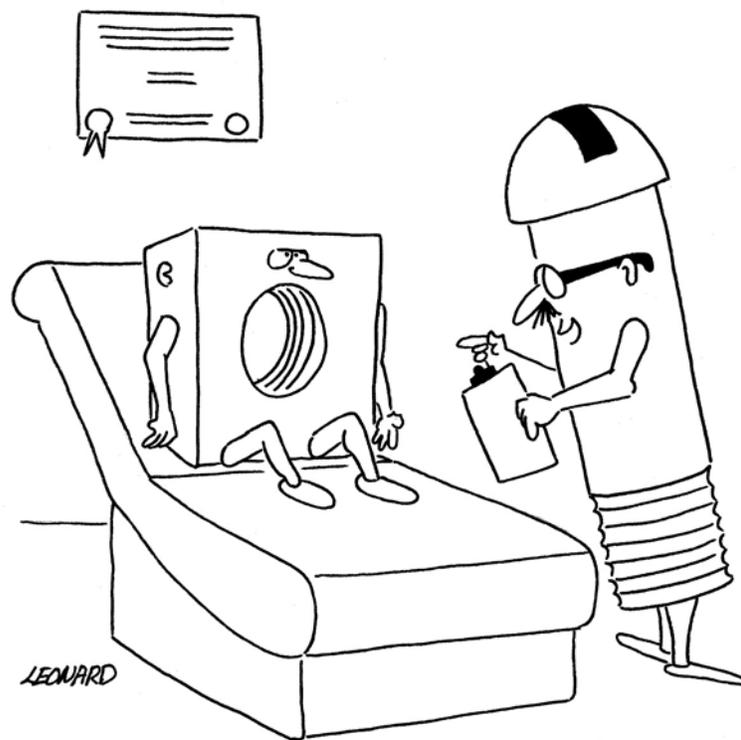


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"Just because you're a nut doesn't mean you're nuts!"

HOW TO BUILD A SAFE AND RELIABLE BOLTED/SCREWED JOINT *continued from page 162*

Fasteners

Vertically walled drives like Hex Heads, 12-points, Torx, Sockets etc. should be used whenever possible. With these we don't have to put pressure on the assembly tool and they are ergonomically suitable for assembly work (no or little operator fatigue). Use standard fasteners as much as possible. We have great, proven standards from ISO, ASME, ASTM, SAE and other standards organizations that can be used in most designs. External drives should be our preference for fasteners used outdoors where we may have dirty conditions. Socket Screws were originally intended only for use in machine tools (indoor equipment). They can be difficult to drive if the socket is filled with dirt. They are also, for the 12.9/alloy strength level very sensitive to stress corrosion cracking when exposed to the nasty out/door environment.

Hex Screws in the higher property classes (grades) will show very high surface pressures against the joint material and we should either use hard washers or consider Flange Screws. Just keep in mind that Flange Screws require higher tightening torque than the standard

hex heads due to the much larger friction area.

Accessories

A well designed and maintained bolted/screwed joint usually don't need any extra help to perform as intended. For some added security, we sometimes use products like Prevailing Torque Nuts and Screws, chemicals, locking wires, specialty washers and other devices. Almost all joints, when using products that carry the subtitle "locking" will, when subjected to severe vibrations, lose some or all of its preload. When preload is lost, more and more of the external load will hit the fastener with a higher likelihood of fatigue failures. But, even if the preload is going down, a prevailing torque nut or similar will not freely spin off the bolt end. That way we may still be able to shut things down before parts separate entirely.

There are today, however, several products on the market that still deserve the title "locking", but I strongly suggest that you do your homework carefully before accepting some fancy sales pitches. 



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SCOOPING UP FACEBOOK CONTENT: NEW FEATURE ALLOWS REPOSTING OF FASTENER TESTIMONIALS *continued from page 10*

Company bloggers will also be able to scoop up any public content the company posts about itself on its Facebook page, including especially riveting text, images or video that a company creates as part of a publicity campaign for a new product or service.

In practice, scooping up an embedded post is as easy as clicking on a globe icon at the top right corner of a Facebook post – which indicates the post is public. A line of code appears, which is then be cut-and-pasted to a Web site, blog or similar location.

While the technique is familiar to anyone who has designed the most basic of Web sites, newbies can still get in on the act. Essentially, they can copy the code for as many embedded posts as they'd like, then email that code to their Web designer for placement on their Web site, blog or elsewhere.

Of course, as soon as you start embedding snippets of Facebook on your Web properties, you'll have to expect that a good deal of Facebook is going to come with it.

Every embedded post you place on your Web site, for example, also offers access to all the other comments, likes and shares associated with that post. (You can access all this information by clicking a 'See More' link that's included in every embedded post you place on your Web site.)

So before embedding a friendly testimonial about your fastener company from Facebook, you'll want to double-check to ensure there are no negative comments about your company associated with the post.

Embedding Facebook posts on your Web properties also means you'll be offering your audience the ability to post Facebook likes and comments from your Web site, and share the content of your embedded post with others on Facebook.

Plus, people will be able to 'Follow' the person who's post you embedded on your Web site, and receive new posts from that original creator in their Facebook newstream.

One concern: While Facebook embeds are currently ad-free, many worry that Facebook may soon run advertising wherever it's embedded posts appear. That could include your Web site, blog or anywhere else you

embed a Facebook post.

"It's not out of the question to imagine that a video embedded post on your Web page could also show Facebook's 15-second ads," says Christopher S. Penn, the Vice-President of Marketing Strategy, Shift Communications (www.shiftcomm.com), a press relations agency. "The 15-second ad format is obviously targeted for running on Instagram properties (Instagram is owned by Facebook), but it could just as easily run on Facebook's properties as well."

Also, while many posts of Facebook are public – and embeddable – the majority of its posts remain private. Currently, 72% of all Facebook posts are set to private, according to a June 2012 study by Consumer Reports (www.consumerreports.org/cro/magazine/2012/06/facebook-your-privacy/index.htm).

With the move to offering embedded content, Facebook joins a number of other social networks that also make it very easy to share their content across the Web, including Twitter, Instagram, YouTube, and Quora.

More detail on how to scoop up embedded posts from Facebook and those other social networks is available at the following links:

***Embed Facebook content:**

www.facebook.com/help/692720347411816

***Embed Twitter content:**

<https://dev.twitter.com/docs/embedded-tweets>

***Embed YouTube content:**

<https://support.google.com/youtube/answer/171780?hl=en>

***Embed Instagram content:**

<http://blog.instagram.com/post/55095847329/introducing-instagram-web-embeds>

***Embed Quora content:**

<http://www.quora.com/Quora-Embedded-Quotes-feature/How-do-I-embed-Quora-content-onto-my-website-or-blog>

***Storify, a universal tool for embedding content**

found on the Web: <https://storify.com>

***Soundcloud, a universal tool for embedding audio captured on your smartphone on many**

social networks: <https://soundcloud.com> 



Above: Charlie Cheever, co-founder of Quora, a question/answer Web site, also encourages reposting of its content across the Web.

Below: Bo Hee Kim is product manager for Storify, an online, universal tool for embedding content scooped up from the Web.



DISTRIBUTOR NEWS

Yardley Products Corp. a manufacturer of threaded metal insert fasteners, recently fulfilled an order of custom inserts to Azimuth Technology, a manufacturer who was contracted to fabricate a small tactical pocket pistol for their client, DoubleTap Defense.

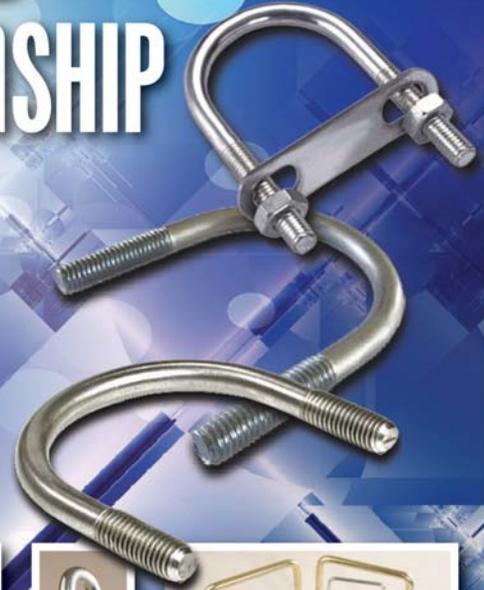
Azimuth Technology called on Yardley products seeking an insert capable of securely holding together the two pieces of the pistol's aluminum handle. When a standard Yardley Products insert did not provide the right fit, the insert manufacturer specially fabricated custom inserts based on the client's designs.

"Our Azimuth Technology engineers and personnel worked closely with Yardley Products to find the right solution to our fastening needs," said Len Zaiser of Azimuth Technology. "Even though Yardley Products' standard insert wasn't a perfect fit for our application, they continued to work alongside us and custom manufacture an insert designed by our own engineers."

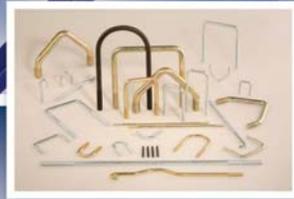
The small tactical pocket pistol required 6 threaded metal inserts to securely fasten the right and left handle pieces together. Azimuth Technology contacted Yardley Products looking for a metal fastener with a 440 thread and insert recommendations.

To accommodate the request, Yardley Products recommended they test their standard stainless steel Quick-Serts inserts.

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The Quick-Sert threaded metal fasteners are standard inserts designed for a pressed-in installation, constructed of stainless steel and commonly used where constant usage causes threads in soft materials to break down.

Upon testing the standard inserts, Azimuth Technology found Yardley Products' Quick-Serts to be too large for their product's blueprint. Working closely with Yardley Products engineers, Azimuth Technology began designing a stainless steel fastener that would match their

unique application needs. Once a final threaded insert had been designed, Yardley Products fulfilled the order and custom manufactured the unique inserts in-house.

"The inserts manufactured at Yardley Products' facility are one of the problem free components we use in our assembly," said Zaiser, "and that's always a great thing."

For more information about Yardley Products visit them online at www.yardleyproducts.com

FASTENER FAILURES *continued from page 12*

This type of defect on a socket head cap screw may lead to thread strength and shear engagement problems due to its expected high clamp load potential. This condition could be due to a combination of a thread lap and cracking resulting from the heat treatment/process control. The lot needs to be returned to the manufacturer for disposition.

Incorrect Material

Another interesting type of failure occurs when a manufacturer uses only one type of steel for all fasteners. For instance, the AISI 4140 steel is a versatile composition that can be used for many product grades; from socket head cap screws, SAE Grade 8, ISO 10.9, ASTM A193- B7 bolts and studs and even Grade 5 bolts. It became more cost effective for the manufacturer to use the higher grade of steel for all of his product manufacturing, due to high volume discounts, than to stock several types in different diameters.

However, in the following case, the 4140 steel was used for an ASTM A307B fastener.

The following depicts a head failure with an A307B fastener using a 10° wedge during tensile testing.



The head was hot formed but the residual stresses from the forming of the steel caused the head to fail where failures are not usually expected with normally specified low carbon steel product. Several samples exhibited hardnesses of Rc 28-31 average, while others were below Rb 100.

Hot heading is performed at temperatures above 1000°F (538°C). Temperatures, time and cooling rates can change the structure of steels, since iron is an allotropic material and can exist in more than one type of lattice structure (such as a face centered cubic, f.c.c., or body centered cubic, b.c.c.). If not controlled properly, the iron can be in different phases, as evidenced from the wide range in observed hardness readings. This should be the

first clue if only hardness is performed and a wedge tensile test is not done as hardness has a direct correlation on tensile strength and brittleness. The fasteners should have been stress relieved.

Look for Clues

This next photograph shows eight fractured socket head cap screws. Now, clearly these are fatigue fractures, but the patterns can be applied to other application fracture cases as well.



Normally, a fastener will fracture at either the head or where the first thread is not engaged. This thread may be either the first thread at the nut which is against the joint surface, or in the case of a tapped hole, the first thread outside the grip zone. This grip zone, where the male and female threads engage to cause the fastener to stretch, depends upon the relative strength-to-hardness ratio between the fastener and the base material of the tapped hole. As with a nut of matching strength and hardness, the depth needs to be only that of the diameter of the fastener. If the material is softer, then the hole must be deeper to provide more threads to carry the load of the cap screw.

In the above photograph, the fastener with the head still attached was the last to fail. It broke in tension at the threads in the grip zone. The others failed at the head as the application was supporting a die ring that was under high pressure that cycled. The head on this fastener would have failed also but the others had weakened the connection clamp load so much that this lone fastener was carrying the majority of the load until it failed in tensile.

The progression of the fatigue fracture across the surface of the steel will indicate how long the microcrack had been propagating before the tensile failure occurred. For example, the fourth from the left was the first to begin failing. This is because the fatigue fracture had propagated nearly completely across the cross section of the cap screw. As one begins to lose clamping load, the stresses are moved to another fastener, usually the adjacent fasteners, who begins to develop their own stress cracks. Their crack propagation is a little less than the first. And the cycle progresses to the other fasteners in the connection; each one has a little less progression than the previous cap screw.

DISTRIBUTOR NEWS

AZ Lifting Hardware

(AZLH) is proud to announce it has teamed up with ProWest Marketing Inc. to represent them in the states of Alaska, Oregon and Washington.

ProWest was established in 1989 by George Schneider to bring high quality products to industrial distributors in the northwestern US. Fastener veteran Terry May joined the agency in 1995 to concentrate on fastener and specialty tool distributors. "I've known Terry for years and feel very good about our new association." Says Chuck Smith, president of AZLH. "Our line of industrial lifting and suspension products are a good fit with the other lines ProWest represent."

Terry made clear their decision to represent this line was not taken lightly, "One thing that attracted us to AZLH is their willingness to meet the needs of our customers. Their view on quality and their Specials capability goes well beyond the products in their catalog. Our goal is to insure the distributors in our area have a greater awareness of how AZLH can help."

AZ Lifting Hardware is a wholesale distributor of globally produced industrial lifting hardware such as tumbuckles, eye bolts, shackles, hooks and related wire and chain hardware serving the fastener distribution and industrial supply markets.

To request a catalog or more information contact them at Tel: 1-888-936-1466, Fax: 623-936-8909 or visit their web site www.azliftinghardware.com.

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DISTRIBUTOR NEWS

The Durham Manufacturing

Company introduces

two new Bearing Racks. Made using prime cold-rolled steel. Each unit has six full panel cradles holding up to 75 lbs. each.

Cradles, when fully extended allow the compartment box to be opened beyond a 90° angle to prevent accidental closure. The racks have a positive closure feature that keep trays from sliding out unintentionally.

The units can be purchased with or without a door. Model 321B-95 does not have a door. Model 321B-95-DR includes the locking door and two keys.

Compartment boxes can be



easily removed for transport to work area. Base (Part # 304-95) is available as an accessory and the unit has a durable gray powder coat finish.

For more information on pricing for this item call 1-800-243-3774 ext. 7300 or send an email to info@durhammfg.com.

To print the sell sheets for this item or any of our products, go to www.durhammfg.com/durham_catalogs.

FASTENER FAILURES *continued from page 168*

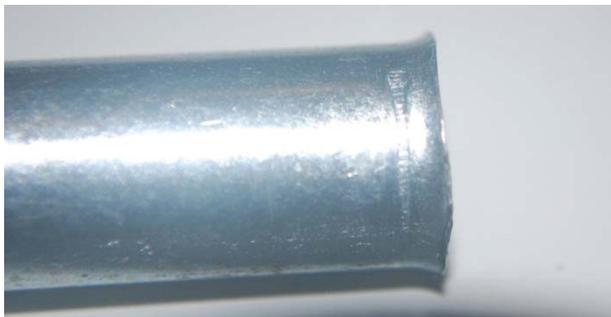
In this case, the cap screws were not torqued evenly, in a criss-cross pattern nor in a sequence.

Other failure clues will involve assembly abuse. By looking at all of the parts, we can piece together the details of what happened.

The following is a head failure which occurred during installation of an A307A fastener. Again, it is unusual for these low carbon steel fasteners to fail but this was of the correct steel composition, unlike the A307B.



The head fracture was completely ductile, as evidenced by the 'cups and cones' appearance of the fracture surface. The hardness was also within specification. By looking at the shank of the bolt, a small gouge can be observed. This was due to the fastener spinning, which was then caught by a burr from the hole which caused the deeper impression.



The next step is to check the thread pitch to determine if the fastener had been tensioned into yield. This is done by placing a thread gauge along the threads nearest the head, not the end of the fastener. The threads closest to the head are the threads that stretch and will remain stretched if into yield, not the threads inside the nut, or grip zone.



The picture shows an air gap between the threads indicating the fastener experienced yield. If you do not have a thread gauge, another method would be to take a new fastener of the same diameter and thread pitch and lay the threads along the entire thread length of the two fasteners. If they do not match, the fastener in question has been stretched beyond its yield point.

From examining the nut we can observe that one side of the nut is normal, while the opposite was the side against the joint. This side is severely swiped, more so than when just using a hand wrench. The only clear assembly method used here was a power wrench that caused the high speed spinning marks.



When taking a closer look at the wrenching corners of the nut, it is clearly evident that a power wrench was used for assembly. There are indentation markings on the corners of the nut in the 'on' position. There was some back-lash of the wrench that caused the mark on the opposite corner (top) of the nut.



The back-lash is also caused by a high assembly speed; the faster the speed the greater the compression of the joint which rebounds in relation to the compression relaxation. In this case, the fastener was being tightened against a metal plate and wood, which increased the compressibility and rebound.

Although not mandatory by the ASTM A307 standard, the manufacturer can stress relieve the fasteners, which would minimize any potential damage to the head during installation. The installer could be less aggressive with the speed wrench and watch for any accidental lubricants on the threads. Lubricants will greatly reduce any assembly friction and cause more tension than torsion. 

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INSPECTING SCREW AND BOLT STRAIGHTNESS *continued from page 108*

To determine the exact amount of camber or bow, the part is placed between the rails so that the sliding rail is at its closest position to the stationary rail. To find this spot, the bolt would be rotated 360° to determine the lowest indicator reading. The indicator is then "zeroed out".



The part is then rotated until the maximum indicator reading is achieved. The reading on the indicator is the exact amount of camber or bow in the measured part. Unlike the fixed jaw style of gage, you do not add the screw diameter to the allowable bow. Using this style of

gage and our 1/2-13 x 4" fastener, you cannot exceed the .024" max allowable bow in screw or bolt to determine if it is within the acceptable straightness limits of the standard

Inspect straightness to avoid complaints

Bent screws and bolts can cause their users major assembly problems. When supplying screws and bolts that have lengths greater than eight times their body diameter, suppliers should inspect them for straightness to avoid potential customer complaints and/or rejects. 

WHY FASTENER DISTRIBUTORS SHOULD EMBRACE TRAINING *continued from page 14*

Could more training and experience have prevented this accident? Naturally, it is impossible to say with certainty, but, likely, if this accident is determined to be partially or fully caused by pilot error, then it is equally likely that it was fully preventable had there been more training and opportunity for the pilots to gain experience.

Training and employee development, therefore, can have far reaching advantages for both the organization and the individual. Unfortunately, many organizations ignore these advantages and simply do not invest sufficient time and effort into training and development. These activities are simply not part of their "culture". This article shall look at several considerations related to training and attempt to paint a picture for why every organization should embrace training and employee development not as simply a "good idea" but rather as an essential key to their survival.

It Is Strategic:

Perhaps the most compelling reason is that employee development is truly strategic in nature. Understanding what activities make an organization unique and discern it from others plays a big role in strategy development. Once these activities are identified, training is one of the best ways of instilling these activities into the very cultural fiber of the company. Take for example the Ritz Carlton chain of hotels. Their strategy is to provide mystique in an unsurpassed and unforgettable customer experience. They accomplish this by weaving together a set of customer centric activities and empowering their associates to fulfill them. Anyone that has ever had the opportunity to spend a night in one of these hotels can probably attest to how very different the experience is from other hotel stays they may have experienced. Much of what the Ritz Carlton does, when viewed in pieces is not particularly unique. When woven together and relentlessly reinforced with training and activities that encourage empowerment and team building, a unique and very difficult model to copy is achieved. As a result they have a competitive (or strategic) advantage and a staff that is completely aligned with the goals of the organization. In this way, training proves to be very

We often introduce individuals into our businesses with nothing more than a rudimentary initiation into their new job.

strategic to the Ritz Carlton organization and, in a similar fashion, can be to any organization.

It Prevents Problems

There is a scene in the movie Apollo 13 where the character of Jack Swigert, played by Kevin Bacon, tapes a note over a switch in the crippled Command Module urging no one to touch it. Jim Lovell's character, played by Tom Hanks, asks about this and is told this is the switch that jettisons the Lunar Module, where all the astronauts have been holed up during the final days of the aborted mission. Kevin Bacon explains that he was operating at less than 100% and did not, even by accident, want to separate the two modules until all three astronauts were safely ensconced back into the Command Module ready for reentry.

It is in our nature to have similar fears about pressing that one button or computer key that will spell immediate disaster. Although it is not always bad to be cautious, proper training and education can help dispel some of those fears and eliminate potential problems.

Take for example the illustration at the outset of this article about the two boys changing the oil in their car. If they had been trained in two simple areas, either one would have saved their engine. If they had been informed about the different filling spots on an engine they clearly would not have mistaken the radiator fill pipe for the crankcase fill pipe. Likewise, if they had been taught about the presence and use of the oil dipstick, they would have realized that the crankcase had no oil in it and been able to make corrections before driving away.

In the same way, simple fastener education can pay significant dividends to the fastener distributor and manufacturer alike. All too often one of the complaints waged by customers against a company's service individuals is that they only know part numbers. Although this can be extremely helpful, it is also a liability if they are unable to answer simple product related questions or recognize a potential problem order. Frequently orders are fulfilled that do not satisfy a customer's needs because the customer was too ignorant to know what to ask for and the supplier was too ill informed to truly help.

DISTRIBUTOR NEWS

Akro-Mils, a North American leader in storage, organization and transport products, introduces TiltView® Stack Carts — a mobile storage and transport solution for small parts and supplies utilizing Akro-Mils' TiltView tilting bin system.



Combining the efficiency of tilting bins with the versatility of a mobile cart, the TiltView Stack Carts feature a workheight top for extra added workspace.

The carts come with two 06703 (3-Bin), four 06704 (4-Bin), and two 06705 (5-Bin) TiltView bins. Handles are located at each end of the cart for transport convenience. Padded corner bumpers keep the cart safe from damage. Locking, non-marking, thermo-plastic rubber casters allow for efficient movement in any environment. Constructed of 16-gauge steel, TiltView Stack Carts have a weight capacity of 250 lbs. Ships fully assembled!

These carts are perfect for 5S Lean initiatives in a variety of settings — including healthcare, retail and industrial applications!

Available in six sizes, TiltView Bins offer users an expandable, high-density storage system.

More information on TiltView Stack Carts and TiltView Bins is available online at the Akro-Mils website.

Akro-Mils, a Myers Industries, Inc. company (NYSE: MYE), is a leading manufacturer of plastic and metal storage, organization, transport and material handling products for use in industrial, healthcare, commercial and consumer markets.

For more information about the Tilt-View Stack Carts, or to request a product catalog, contact Akro-Mils at 1-800-253-2467, Fax 330-761-6348, or visit the company's award-winning website at www.akro-mils.com.

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WORD SCRAMBLE

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 [] [] [] [] [] []
 L C P I I S V N E
 [] [] [] [] [] [] [] [] [] []
 R A B C E M
 [] [] [] [] [] [] []
 M A H E R M
 [] [] [] [] [] [] []
 V I R T E
 [] [] [] [] [] [] []

Place the circled letters here:

Now rearrange the circled letters to spell A Type of Fastener:

[] [] [] [] [] [] [] [] [] [] [] [] [] [] [] []

Solution on Page 215

WHY FASTENER DISTRIBUTORS SHOULD EMBRACE TRAINING *continued from page 172***Improved Productivity**

Many individuals in my parents' generation struggle with new technology. Take for example cell phones. It took my father probably ten years after the popularization of cell phones to actually get one. Although now that he has one, he seldom uses it and when he does, it is only to make phone calls. I have never asked but I would venture a guess that he does not know how to use the texting features and camera that are available on his phone let alone the "Apps" that would allow him to connect with his "friends", view a video, or deposit a check without driving to the bank. Likewise, I think it is a common tendency for most everyone to utilize only a fraction of the functionality of many of their modern conveniences. This may be because they don't really need those unused functions, but often it is because they are intimidated and don't take the time to learn how to use them. Imagine how enlightening and productivity enhancing getting educated in these matters can be. It may be readily apparent regarding personal items like a SMART phone or DVR, but translate that to training in the office. Whether it is knowledge based training like a Fastener Basics course or functional training like learning the features of a work based computer software program, there is little dispute that vocational training begets more educated and productive associates.

The further down into the organization one goes, generally, the less training or job preparation an individual receives.

Improved Customer Service

Take a moment to reflect on several of the more frustrating customer service exchanges you have experienced. Likely, several common themes come to mind, such as not being able to understand the individual you are seeking help from (a common complaint of individuals transferred to overseas service centers), not being "heard" by your help giver, not being able to reach an actual person, and perhaps the most frustrating of all, reaching someone and discovering they do not possess enough knowledge or

empowerment to actually solve your problem. Although empowerment is entirely another cultural issue, knowledge is a problem that can usually be solved with education and training. Wouldn't it be nice to have the reputation of being "the" industry's knowledge leader?

Can you imagine a day when customers specifically seek your company out because they know that they can speak with a knowledgeable individual that will assist them in solving their current fastener related problem? One of the ways to achieve this is to invest and reinvest in the training, development, and knowledge of those associates who most commonly interact with your customers.

Retention

A new challenge that will be faced by companies in the coming years is the transition of older employees leaving the workforce and youth coming of age and entering the workforce. Like society as a whole, no individual company can survive without this right of passage. However, the Millennial Generation (one now entering the workforce) has some fundamentally different views on career and the workplace than their predecessors, the Baby Boomers and X Generation. One of these differences is their seeming openness to change. As a generation, they are much more willing to make career changes or flip companies than their older X Generation and Baby Boomer colleagues are. Therefore, retention will become an increasingly important topic because it is simply too expensive and disruptive to an organization to have constant changeover.

One proven method for retaining individuals, especially Millennials, is to invest in them through training. Interestingly, this need not be directly related to their existing job function. In fact, it may have a greater impact to not be directly job function specific. For example taking an engineer and giving them some training in financial acumen may be extremely interesting to that individual and signal to them the company's personal interest and investment in them and their careers. Training is a fantastic retention method, assuming that it is done intentionally and with a mutual end goal for the company and individual.

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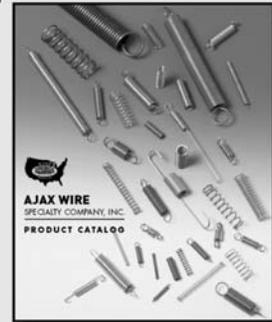
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Ajax also offers several assortments that come with display board and cabinets. They feature a full range of spring sizes that are suitable for manufacturers to place in their maintenance and tool cribs.

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WHY FASTENER DISTRIBUTORS SHOULD EMBRACE TRAINING *continued from page 174*

Practical Matters

As discussed earlier, training should be strategic. This means it must include the entire organization from the CEO down to the lowest ranked associate. Too many organizations focus only on a small segment of their business, for example engineers or sales, at the exclusion of everyone else. In other cases, the managers, supervisors, and long-tenured individuals are always "too busy" to be included. Everybody in an organization has a part to play and everybody needs continued training and retraining.

In addition to conducting technical and functional training, your organization should identify places where "soft skills" training would be beneficial. These are skills like customer service, supervision, negotiation, project or time management, and problem solving. Often these are the subjects that are most beneficial to individuals, especially those that comprise your "technical team", and interestingly, most appreciated.

Currently there are several excellent general training courses that are fastener focused. These generally teach basic topics such as how to use standards, terminology, bolted joint technology, basic fastener materials, and other essential fastener related topics. Although these do an excellent job, they are not customized to a company's specific needs. Additionally,

most companies are unable to send more than a couple of key players to these courses. Although these "realities" should not deter a company from sending associates outside for training, most of the training organizations also offer customized, in-house training. This may be worth consideration if there are specific areas you desire your entire team to know better. It will also allow you to expose more individuals to the material and in a more comprehensive and cost effective manner.

Summary

I have encountered many organizations over the years. Although I have known organizations that seem to be training all the time without any outward signs of effectiveness, and far more that almost completely ignore formal training, most organizations that strike the right balance find it an extremely effectual and high dividend producing activity. It must be done intentionally. Training just to show an activity or to be able to "check a box" on some auditor's form is of little or no value. However, when done with clear goals in mind, training can be an extremely significant activity for any organization and one that should be embraced with some level of enthusiasm and import as other activities which shape and mold the identity of the company. 

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MID-WEST FASTENER ASSOCIATION

MWFA EXPO & GOLF OUTING - JUNE 23-24, 2014

2014 marks a year for the biennial MWFA Table Top Show as part of its Fastener Expo. The Fastener Expo also features a Print Reading/PPAP/Quality Control Seminar and social events. With the continuing importance of education, the seminar will be held in the morning allowing exhibitors and attendees the opportunity to attend.

Fastener manufacturers, platers, heat treaters, secondary operations and companies providing services for the fastener industry are invited to exhibit. Exhibitors will be provided with a 6 ft skirted table, two chairs, table sign, luncheon and complimentary passes for their guests. Exhibitors and attendees are invited to attend the Fastener Bash following the show.

Back by popular demand will be the Glow Golf following the Fastener Bash. This was done for the first time in 2012 and participants found it to be very fun. And you don't have to be a good golfer since no one can see you golf anyway!

On June 24th, the fun will continue with the 62nd Annual MWFA Golf Outing. A shotgun start is set for 1:00; however, if we have an overflow we will also offer a morning shotgun. Watch your next newsletter for more details on this golf opportunity.

Mid-West Fastener Expo Schedule June 23rd

Belvedere Banquets

1170 West Devon Elk Grove Village, IL

10:00am - 12:00pm	Print Reading/PPAP/Quality Control Seminar
10:00am - 12:00pm	Exhibitor set up
12:00pm - 1:00pm	Exhibitor & Seminar Attendee Luncheon
1:00pm - 6:00pm	33rd Annual MWFA Fastener Show
6:00pm - 8:00pm	Fastener Bash

Eaglewood Resort

1401 Nordic Rd Itasca, IL

8:30pm Glow Golf

June 24th

Eaglewood Resort

1401 Nordic Rd Itasca, IL

12:00pm	Shotgun	62nd Annual Golf Outing
6:00pm	Dinner	
6:00pm - 7:00pm	Open Bar	

Golf Registration and an updated floor plan will be available at www.mwfa.net in early 2014

Introduction to Fasteners Seminar

Because of the wealth of knowledge our members offer another successful Introduction to Fasteners seminar was sponsored by the MWFA on September 12th. Seventeen students enjoyed the "hands on" learning

experience taking away additional fastener knowledge. The full agenda, for the day, took them from the beginning to end of production. Thank you to our instructors for contributing to the success of MWFA education programs:

Richard Pease, R. K. Precision Products, LLC

Bill Vodicka, Allstar Fasteners Inc.

Thomas Anderson, Active Screw & Fastener

Ken Hudziak, LK Fasteners, Inc.

Cliff Hauger, Acme Companies

Brian Christianson, South Holland Metal Finishing

Ed Lacerra, Kriscot Sales

...and also to XL Screw Corporation for providing class samples for hands on training

Class C Products Seminar Expands Knowledge

The Mid-West Fastener Association realizes today's market demands products beyond just the most common fasteners. As the industry continues to distribute, import and manufacture more diverse products, fastener personnel knowledge also needs to expand. They need to be aware of alternate products, their purposes and work towards add on sales.

This Fall another extensive Class C Products Seminar was hosted, by the MWFA, which included several speakers discussing various products including: Semi-Tubular Rivets-Valley Fastener-Hal Stetson, Rivet Nuts-Mike Felty-All American Systems/Sherex, Cable Ties-Char Cooper-Cable Tie Express, Applications- Steve Rogalla-Bradley Coatings, Electrical Terminals & Connections-Richard Pease-RK Precision Products, Tinnerman Products- Nick Brysiewicz and Gunter Retkowski-EFC Int'l, Plastic Hardware and Fasteners-Glen Brin-Innovative Components, Quick Release Tools-Andrew Urhausen-All American Systems and Tom Frade-Alfa Tools.

There are many Class C Products, beyond the ones covered; therefore, the MWFA offers this seminar every other year to continue the expansion of Class C Product knowledge. Students were

very enthusiastic to acquire additional product knowledge as well as training as to how to include additional products in sales.

MWFA Welcomes New Members

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2014 MWFA

Expo & Golf Outing – June 23rd & 24th

Join us for MWFA's 33rd Annual Fastener Show

Belvedere Banquets – 1170 W. Devon, Elk Grove Village, IL 60007

Set-up Time: 10:00am-12 noon Show Hours: 1:00-6:00pm Fastener Bash: 6:30-8:00pm

Exhibitor Registration

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

Company _____

Brief Product/Service Description _____

Street Address _____ City, State, Zip _____

Phone Number _____ Fax Number _____

E-mail _____ Website _____

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

We would like _____ (number) exhibit spaces for 2014. \$550 MWFA Member (after Jan. 14th \$600). \$650 Non-Members. (after Feb. 29th, \$700)

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

Location choices *(please list three)* _____ **See updated floor plan at www.mwfa.net.**

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

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NOTE:
This is a Table Top Show,
please do not bring booths, as
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Return this form with fees to: MWFA, P. O. Box 5, Lake Zurich, IL 60047. **Note: No refunds after May 1st.**

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

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OVERLOOKED SOCIAL CHANGES *continued from page 26*

Farewell to the Forty Hour Work Week

Thanks to the 2010 act of Congress that passed The Patient Protection and Affordable Care Act (“Obamacare”) employers of 50 or more must provide expensive healthcare insurance solutions. One way around this is to drop below the 50 person limit or in the case of larger operations cut the work week to 30 hours for a majority of the employees. Regardless of the morality or wisdom of doing this your operation will be facing an increasingly complex environment where the people you need are not going to be available because someone else is covering the job today.

One hidden expense is that detailed documentation will be required so that anyone can get involved quickly and with the full information required to address the issues. The alternative is to put things on hold until the right person comes back to work. Doing this in a competitive, rigorous environment will result in your company being unfairly charged for poor delivery and problems that are customer created. Simply going by previous history and intuition is not going to work because if the end result is less than perfect it will become your inadequacy. In other

words the customer’s scorecard used to evaluate your service is now both obsolete and rigged.

There will also be greater outsourcing which creates both problems and opportunities. If some of the customer workload is turned over to you then pricing should be adjusted accordingly. Conversely if customer purchasing is outsourced former relationships, loyalty and cooperation are likely to disappear. This will ultimately increase your expenses, which changes pricing or turns a lucrative contract into a loser. Watch out for this. Any customer who cuts back to generate internal savings at your expense isn’t playing fair with anyone involved.

Even worse, their employees who are being hit with a 25% pay cut and increased health insurance expenses as jobs are outsourced are not going to exhibit the same morale and enthusiasm moving ahead. Part-time employment is hovering around 20% of the workforce and rising. Keep this in mind for your own hiring practices. There may be some terrific potential employees willing to work 20 hour per week or seeking a new employer. It’s one trend that could be a golden opportunity for your business.

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OVERLOOKED SOCIAL CHANGES *continued from page 179*

Loss of Integrity

One often overlooked lesson of the recession is that no one really has to pay their bills, especially a mortgage. The government has developed plans whereby a homeowner whose home is valued at far less than their loan can negotiate or walk away from the obligation. The reality is that with judicious timing they can negotiate for a short sale, buy a similar distressed or empty home next door with a far lower mortgage payment and then repurchase their old house when it comes back on the market for a pittance. This ploy wipes out the mortgage debt without bankruptcy.

In hindsight the recession could have been avoided completely simply with a ruling that any loan that was "underwater" (property appraisal at under the value of the loan) would be regarded as acceptable provided the borrower continued to pay on time. In effect the banking system is trusting in the integrity of the borrower...which is definitely a radical

**The gifted
teacher who would
answer a bright student
with a question is
becoming extinct.**

concept for the Government, but an everyday process for a Distributor. Instead a lot of people who invested their lives in the Great American Dream went bankrupt unnecessarily. Simultaneously the finger pointing has been in every direction except at the government programs that encouraged the run away process and continues to fund/fuel it.

What does this mean for your operation?

For you and your customers it means increasing reserves for bad debt and this takes away from capital funding to enhance and grow the business. For your employees removing the stigma of bankruptcy and negotiating their way out of accepting responsibility are trends that can seriously compromise your business if they bring these paradigms to work. For all of us integrity of personal and business relationships is being seriously challenged. Jim Truesdell's article in the last issue of this magazine, "Watch Out! Standard Forms are Getting More One-Sided" is one manifestation of this new business ethic.

OVERLOOKED SOCIAL CHANGES *continued from page 181*

The Rise of Too Much Information and the Demise of Privacy

Over the last 20 years a new paradigm of sharing has emerged along with voluntarily surrendering privacy. FaceBook, Twitter, "security cameras," medical records, affinity/club cards and a host of other tracking systems have emerged as a seemingly natural phenomenon. The reality is that everyone has had their buying habits, photos, lives and thoughts opened up to the public. This is especially true of the latest generations. Even my 6 year old grandchildren are up on FaceBook...frequently.

A recent search for a medical practitioner was a real wake up call. This individual received only 2 stars out of 5 and the extensive comments were quite verbose in conveying the precise reasons for the low ratings. If your customers or employees are similarly explicit and negative the company can go under in an astonishingly short period. By the time you find out what is going on it will be too late. The first step in avoiding this situation is to regularly search on your company and yourself. Visit the various web sites that a potential customer might see and read the comments. This isn't just a good habit, it's vital. Then act on the information to reinvent processes that are working against successful relationships.

Taking this to a higher level involves some serious ethical questions. Viewing the online history and information posted by customers, friends and employees will depend on your own upbringing and beliefs. For many of us this is not an easy decision because it's too much like "spying" or "stalking," yet the insights gained may be invaluable. One answer is that individuals who use open social media to announce themselves are fair game for observation. Many companies have taken this approach and there are numerous cases where an employee was dismissed based on their own postings.

An individual who boasts about success selling at flea markets or at the casino may just be lucky...or they selling merchandise stolen from you/using company money as their own, etc. While it is fairly rare that a criminal posts their exploits there are often hints and clues worth following up. Similarly a disgruntled employee who expresses their discontent with the company or management is going to have this attitude

taint their workplace efforts...or customer relationships. Even bragging about success in a sensitive project can open the door to intellectual property theft. The World War II phrase, "Loose lips sink ships." has never been more true and the lips reach around the world in an instant.

There is way too much out there and online for any individual to monitor, but the profiling information provided in the last two articles "Security Considerations Part I and Part II" (Link Magazine, Spring and Summer 2013) can help focus your efforts. Those who are most at risk will frequently identify themselves through overt behavior. Taking a look at their online posting may make it far easier to remove them from your operation especially if they convict themselves.

The customer's scorecard used to evaluate your service is now both obsolete and rigged.

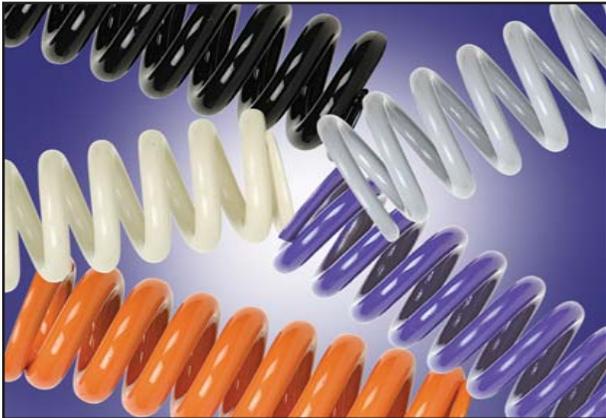
Time Theft

The most valuable commodity is time. No one is making any more of it and once spent it is gone forever. We have all become addicted to using cell phone and computers for personal reasons during the business day. Texting, web searches, cell phone conversations and social media keep us connected with friends and family regardless of whether or not this is necessary. Time spent on personal business during working hours comes at the expense of time that could have been spent on more productive things. This is very difficult to deal with because it is often at the heart of maintaining good morale. Rules that are too restrictive can be counter productive, but there should be some limitations.

For example, online ordering is now quick, easy and open 24/7 but customer service phone lines are not. A call to an 800 number at a particular time could be vital to the employee or totally superfluous. Asking people to make these calls during breaks and lunch is not unreasonable, but keep the guidelines flexible to accommodate medical appointment scheduling and other emergencies. Similarly personal online ordering can be done quickly but if the goods are delivered to your premises to accommodate the buyer's schedule other people are involved. Someone will need to sign for the item, decide where it goes and deliver it within your walls. This might take five minutes, but if it happens just once a day, every day those minutes add up to over 21 hours in a year.

DISTRIBUTOR NEWS

Lee Spring has expanded their HEFTY™ Die Spring product range to include longer free lengths up to 12". These round wire springs are ideal for applications beyond those of traditional die springs and are well suited for any high stress, heavy load applications such as aircraft mechanisms, farm machinery, industrial equipment, brakes and clutches.



HEFTY Springs are identified in five color-coded series, based on Load rating and designed to fit standard diameters. They are powder coated and manufactured in chrome silicon or music wire.

The entire HEFTY range, including the new longer free lengths, are available on leespring.com; they will be added to the 2014 Lee Spring print catalog, distributed in January 2014.

Lee Spring is an ISO 9001 Certified manufacturer of stock and custom mechanical springs and allied parts, servicing diverse manufacturing markets in the United States and throughout the world.

In addition to country-specific catalogs, Lee Spring has a comprehensive, educational and ecommerce friendly website. Lee Spring is headquartered in Brooklyn, NY USA and has multiple locations in the United States, as well as locations in Mexico, Europe, China and India.

For more information about Lee Spring or their products, contact them at 140 58th St, Brooklyn, NY 11220. Call them toll-free: 1-888-SPRINGS (1-888-777-4647), by Fax: 1-888.426.6655, by Email: sales@leespring.com or visit their website at www.leespring.com.

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DISTRIBUTOR NEWS

Akro-Mils, a North American leader in storage, organization and transport products, announces the expansion of its line of Akro-Tubs and Cross-Stack Akro-Tubs with the addition of cross-stack model 34305 (25" L x 16" W x 8.5" H). The new tub's lid, model 34005, also is available to protect contents.

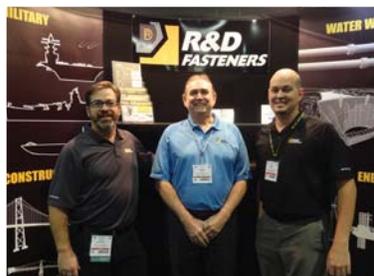
This new tub size, which comes in colors Grey, Blue or Natural, has a capacity of 9.75 gallons and 1.25 cu. ft. Akro-Mils' Cross-Stack Akro-Tubs are made from FDA-sanctioned materials and are ideal for both food service and industrial applications. Cross-Stack Akro-Tubs feature stacking grooves that allow stable, 90-degree stacks of tubs. Tub's nest when empty to conserve storage space. Sturdy molded-in handles provide comfortable lifting.

Extra-thick walls offer superior strength. These plastic tubs are compatible with standard 36" shelving units and conveyor systems.

For more information or to request a catalog, contact Akro-Mils at 1-800-253-2467, Fax 330-761-6348, or visit the company's award-winning website at www.akro-mils.com.

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OVERLOOKED SOCIAL CHANGES *continued from page 182*

Programs to accommodate reasonable limits must be developed in your context. Take a look at the who, what and how often of each situation then create guidelines and limitations that are realistic for everyone. Doing this as part of a comprehensive review that includes appropriate use of the Internet can make the company more productive and prevent a visit from the FBI or other law enforcement agencies.

Frivolous Litigation

It's hard to believe, but there once was a time when pursuing litigation over some real or imaginary harm cost real money. Today there are plenty of contingency based law firms that are focused primarily on settling out of court for a large sum. Given the high cost and risks of fighting a suit the vast majority of cases are therefore negotiated out of court. This minimizes the risks for everyone involved, reduces the court dockets and rewards without merit. Those individuals or classes that believe they have a case will find plenty of lawyers ready to champion their position. Incredibly there have been some very high damages awarded by juries seemingly unfettered by such inhibitions as logic, reasoning, truth and common sense. The bad news is that unless Tort Reform is enacted this trend will only get worse.

What does not make the news is that the individual who is rewarded with a \$1,000,000 settlement may end up with less than \$50,000 in their pocket after giving the attorneys the contingency share, paying State and Federal taxes, reimbursing Workman's Compensation and the insurance company, residual medical bills, etc. Then the plaintiff may find they are essentially unemployable with this litigation on their public records. Disclosing a previous lawsuit over a back injury is going to make any potential future employer think twice about hiring the individual. The system is broken and there is no hope on the horizon when so many lawyers are making the laws.

From your perspective there is no real defense. Frivolous litigation is going to happen and when it does the only way to deal with it is to negotiate a settlement to make it go away, or take your chances in court. In either case you can mitigate the damages and risks simply by conducting business in a manner that reduces exposure.

Satisfying customer complaints immediately and keeping the staff happy is a prime consideration. By establishing a reputation for quality, dependability and safety a jury trial can often be avoided or steered in your favor. This strategy must be designed to turn your position into being the aggrieved party. Arrogance and bluster work against the defense in most courts. Being able to establish that your company is caring and competent is the tactic most feared by a bully attorney. Keep this in mind and use it against them.

A more often overlooked scenario is how to treat an employee who has instituted a frivolous suit against others. To pursue their case will require significant time during the business day and time off for meetings and court.

This makes you a reluctant, unrewarded party to their suit and it adds to the workload of their coworkers. Think of this in the context of a receiving clerk who trips on materials in a common carrier's vehicle and hurts their back...so they say. Their injury

during the course of the workday is your problem, even if there are rules that dictated that entry into a vehicle is strictly prohibited. Time off, paperwork, Workman's Comp claims, workplace safety studies and much more will adversely impact the company with no real hope for recovering the costs if the employee sues, wins, settles or loses. Your sole defense to becoming a party to this suit is that the person had no business being in harm's way. This is why work rules and procedures should be established and enforced in a consistent manner.

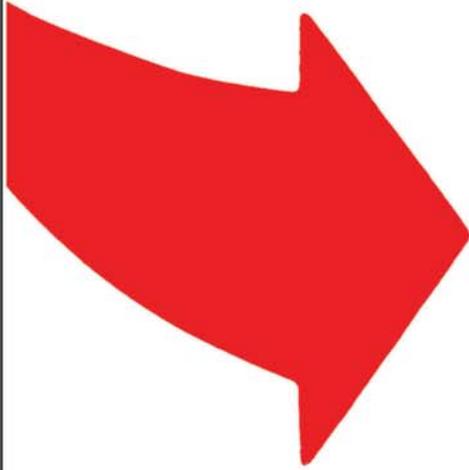
Other Considerations

Every innovation brings progress to some and unintended consequences to others. The media portrays events and individuals in strange ways. Inappropriate behavior, bizarre attire (isn't underwear supposed to be worn under the wear?) and events that are reported when they should be condemned are constantly bombarding us with subliminal messages. As individuals we develop our own ways of accepting or coping with the world around us. Your company philosophies, guidelines, rules and ethics should be doing the same.

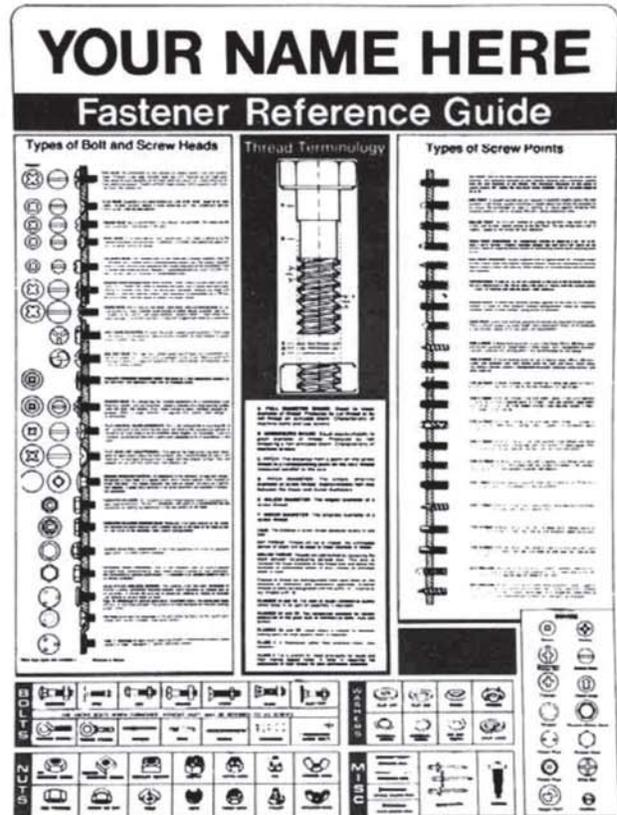
There are no universal answers to changes in social norms. Regional and personal context usually dictates appropriate reactions...once you are aware of what is going on. 

**Individuals who
use open social media
to announce themselves
are fair game for
observation.**

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“YOU WILL HAVE TO GO TO OUR WEBSITE” *continued from page 30*

Another annoying wrinkle to electronic communication with regular customers is the use of user names and passwords to access messages or information. I know this is a well meaning effort to protect privacy, but since each company seems to have its own protocol for passwords it means that each company may require a unique need for upper and lower case letters, alphanumeric combinations or punctuation marks. It means the customer must keep a record of a different password even for messages or websites accessed infrequently. The customer is left unable to easily remembered passwords because of the varying protocols, and thus must frequently launch into the “Forgot Your Password?” quagmire. Who has the time?

The second reason some companies rely on website for customer communication seems to be to protect their staff from having to deal with upset customers. If you have a complaint you are directed to a forum where you can communicate your trouble to a faceless, nameless chatboard which will give you a delayed response or typed message restating their policies and explaining why they cannot give you a remedy. Here the element of emotion is missing. The person replying on behalf of the selling company does not have to look the customer in the eye when they deny a request and that employee is not subject to pressure to bend the rules. This, of course, leaves the customer feeling that he or she has not really had the opportunity to vent about the problem and the customer leaves feeling even more frustrated. Airlines are particularly good at this avoidance of customer complaints.

The third problem situation is when the website puts you in a loop and you have nowhere to go to secure an

answer. It may have a section of “Frequently Asked Questions” which you can scroll down in hopes that your situation is covered. If not then you may find yourself up against a wall or left only with the option of typing in your question and waiting for a later reply. If you have no option to connect with a real person you are again left feeling frustrated.

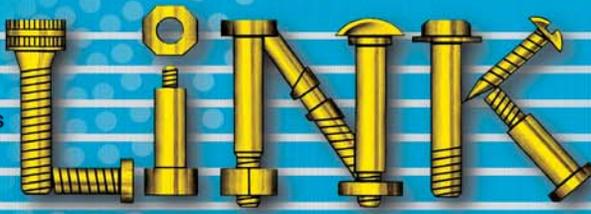
The website method of avoiding customers seems to be an outgrowth of the automated attendants which made their appearance on the business scene quite a number of years earlier. By doing away with the switchboard attendant we have subjected ourselves to endless menu options which may or may not fit our needs. The selection of one might well lead to submenus from which to select. Almost all of these systems caution you to listen to all options before you select and some require you to wait until all options have been stated (even though as a regular caller you may know well what those options are). Some never give you the option of accessing a representative. This might all be worthwhile if, once selections are made, no waiting period ensues. I have to observe, however, that does not seem to be the case with many companies who seem to be perennially understaffed in their customer service departments.

Electronic communication, if used properly as an adjunct to human communication, and a means of providing background information or simple, mechanical ordering can enhance the service a company provides. But beware the marketing plan which tries to remove the human element. Customers will soon realize that they are no longer being treated as the unique individuals they are. They may well take their business to the competitor who remembers this! 

Technology can eventually lose customers to competitors who know when it is time to provide the help of a real human being in solving a problem.

The website method of avoiding customers seems to be an outgrowth of the automated attendants which made their appearance on the business scene quite a number of years earlier.

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COMMISSION DRIVEN PRICING - AN IDEA THAT WORKS *continued from page 56*

Commission Based On Selling Price

The salesperson's commission is usually based on the selling price. It is not related directly to the cost or gross margin. That keeps the system simple. The salesperson knows that selling something a price level A will always be at a commission of 25% of the sales price, B will always be at 20%, etc. The actual commissions and multipliers may vary from these examples, but the principle will remain the same.

The price schedule might look something like the illustration below:

Class Code	Class Description	Level	Description	Mark Up	Comm %
CP	Class of Products	A	Full Price	3.00	25.00
CP	Class of Products	B	Better Price	2.50	20.00
CP	Class of Products	C	Nice Price	2.00	15.00
CP	Class of Products	D	Deep Discount	1.50	10.00
CP	Class of Products	E	Lowest Price	1.25	3.00
CP	Class of Products	X	ANY PRICE	1.00	5.00

METHOD 2: The Salespeople Become Involved In The Collection Process

Their commissions are paid after the customer pays the bill. This encourages the salespeople to sell to creditworthy customers. It offers the further advantage of improving the company's cash flow. Additionally, the salespeople can be enlisted to help collect the bill if necessary.

Salespeople Are Running A Business

Effectively, each salesperson is running their own little "business" with all the capital provided by the company. The inventory, billing, management, handling, shipping, etc. are all the province of the company, while the salesperson has a clear business system with outcomes that he or she can completely control.

A side benefit of all this is that there is never a need to take commissions away from the salesperson. Anyone who has ever had that experience would surely want to avoid having it again.

The A-Z Pricing Method Explained

FACT 1: The Price is based on Cost Plus rather than Discount from List. It is a Markup Factor over Standard Cost.

FACT 2: Each Class of Products can have a different set of Markup Factors and Letter Codes.

FACT 3: Each Customer has a different Detail Line Price Level (or A-Z Code) for each line item of a single Order.

FACT 4: If a Discount from List is shown on the Order Line, it is a Discount from that Customer's "List", i.e. their A through Z Price level.

FACT 5: The Commission is based on a % of the Selling Price, but it varies depending upon the Price Code that was used to price this particular line of this particular Order.

FACT 6: The Price is selected by Letter or Number Code (The Detail Line Price Level) rather than entering the actual Dollar Amount.

FACT 7: Price Table Inquiries show all the Cost Plus Tables for that Product.

FACT 8: Price Books can be printed and all the information entered can be easily exported to Excel for this purpose as well.

FACT 9: The System also has the option of filling in the Last Price if you would like it to. When using the Last Price Pricing, it brings up the following:

- Last Price Level Code
- Last Price
- Last Sale Date
- Quantity Sold

Unique To The Fastener Industry

I know of no other industry that has pricing quite like the Commission Driven Pricing that is found among some fastener distributors. It can make perfect sense, particularly for MRO distributors, who have many small orders that are very labor intensive to handle.

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| • Quality Control: MIL-I-45208 A | • Plated Cadmium: Per QQ-P-416, Type 2 CL 3 | All screws are tested to meet the Tensile requirements of procurement spec. FF-S-92B |
| MIL-STD-45662 A | • Stainless: UNS-S30430 | |
| • Steel Drilled Screws: Fed. Std. No. 66 | • Passivation: Per QQ-P-35 | |

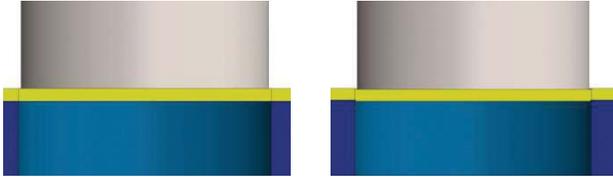
MFDA 18th ANNUAL GOLF OUTING

WILD TURKEY GOLF CLUB - SEPTEMBER 22, 2013



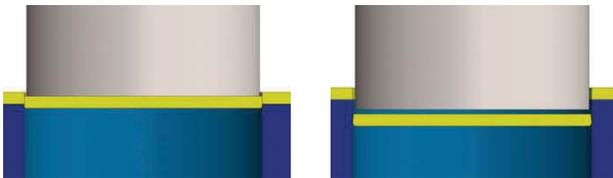
MEASURING THE ANGLE OF A BEVELED RETAINING RING *continued from page 46*

What contributes to inaccurate measurement techniques is the very nature of metal stamping. Technical drawings of stamped parts depict straight lines and perfect angles. But the process of stamping a retaining ring yields a very different part as explained in the following diagrams.



Above Left: Punch engages metal surface of strip steel. Forces create a radius edge at the top of the material. (This radius depends on the hardness of the material as well as the sharpness of the punch and die members).

Above Right: As punch moves further through the material it shears and creates a straight, burnished wall from a quarter to a third of the way through. (This occurs when the die is properly sharpened and when the correct clearance has been applied).



Above: Forces build up to a point where the material shears and breaks away. This is called the "breakoff" which features a rough surface that tapers back somewhat. Burrs can also occur at this point in the stamping process.

The characteristics of metal stamping thus complicate efforts to conduct measurements on the actual part, including the angle of the beveled retaining ring. For example, one common method of measuring a beveled ring is to use a comparator, as per below:



Above Left: The horizontal line has been set to 15°. The bevel on the part is than aligned.



Above Right: The horizontal line has been rotated back to 0°. The image shows the position of the bottom using the bevel angle as the datum. The alignment is good but the bottom is not exactly flat.



Above: The horizontal line has been rotated back to 0°. The image shows the position of the top using the bevel angle as the datum. The alignment is good but the top is not exactly flat

Using either the bevel angle or the bottom of the ring as the datum point will not yield accurate results due to the characteristics of stamping discussed above.

Also, this method is visual and does not involve actual contact points on the ring, which can further render it unreliable.

The method that delivers the highest degree of accuracy is a contracer which measures the two critical dimensions of the angle and the bevel thickness. (Note: measuring only the bevel angled and not using the bottom of the ring as a reference point will render an inaccurate reading).

The contracer can measure both of these accurately using a dual stylus. This measures the angle of the bevel, then the thickness from the bottom of the ring.

After programming the machine for the size of ring to be measured, the stylus moves along the top of the ring taking data points as it progresses. As noted previously, the stamping process does not result in perfectly straight cuts so these measurements will vary slightly as the stylus moves along the surface of the ring.

please turn to page 193

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MEASURING THE ANGLE OF A BEVELED RETAINING RING *continued from page 192*

The stylus then shifts and travels along the bottom of the ring measuring data points along the irregular surface and recording the results as it progresses. At the completion of the program a printed profile is generated from the highest two points at the top of the ring and the lowest two points at the bottom (this portion is critical since it engages the retained part). The program will then show the exact dimensions and whether or not they conform to specs.

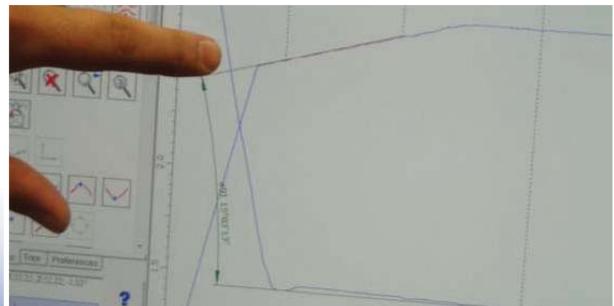
The use of the dual stylus technique is critical in obtaining accurate measurements. Some contractors use a single stylus. In order to measure both the top and bottom, the ring has to be removed from the holder and flipped, which will disturb the alignment and produce an invalid reading.

The methods of producing beveled rings and the method of measurements can vary as noted. However, use of the dual stylus contractor has proven itself to be a valuable tool in yielding accurate results that can attest to the proper functioning of the part in application. ⚙



Above: A dual stylus ensures accuracy by measuring the top and bottom of the ring without having to re-position it as required if using a single stylus.

Below: The program produces a profile showing the angle measurement and the thickness of the ring.



MFDA 18th ANNUAL GOLF OUTING WILD TURKEY GOLF CLUB - SEPTEMBER 22, 2013



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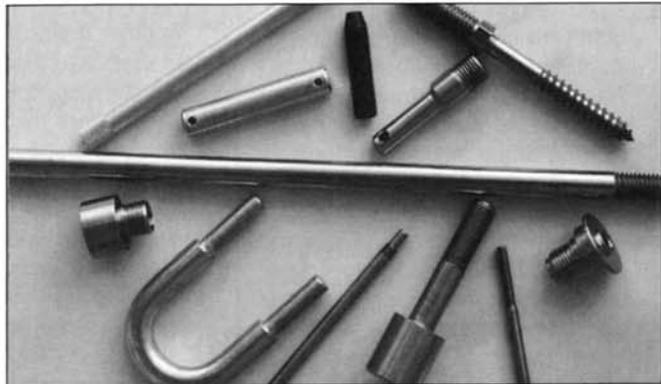
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CALIFORNIA BOLT WINS FREE SYSTEM!

California Bolt Wins The BUSINESS EDGE 2.0

Computer Insights, Inc., developers of The BUSINESS EDGE 2.0 software for Fastener Companies gave away a free system to a lucky recipient for the third year in a row. This year, the winner was California Bolt Company.

Mr. Keith Jones of California Bolt Company was elated to find out that his name was chosen at the drawing. The free system drawing was on Friday, October 25th on the show floor at the National Fastener & Mill Supply Show in Las Vegas.

Mr. George Hunt III, Regional Manager of Brighton-Best International drew the lucky ticket out of the silver urn. Keith found out by telephone during the afternoon of the 25th since he was not present at the drawing.

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- * DOCUMENT CONNECTION SCANNING
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- * CREDIT CARD INTEGRATION WITH MARATHON SYSTEMS
- * VENDOR MANAGED INVENTORY SYSTEM
- * UTILITIES

The system also includes full free installation, free training and free hardware and software support for one year.

California Bolt Company

California Bolt was founded by Ron Jones in 1976 as a family owned and operated fastener distributor. Today, they remain a family owned company now administrated by Keith Jones.

please turn to page 197

The BUSINESS EDGE 2.0



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CALIFORNIA BOLT WINS FREE SYSTEM! *continued from page 196*

The BUSINESS EDGE 2.0

The BUSINESS EDGE 2.0

The BUSINESS EDGE 2.0 is a leading software system used by fastener companies all over North America. It has been designed exclusively with the needs of fastener distributors in mind. It easily supports management of all the complexities of running a fastener company. The system covers every aspect of the operation and it has all the unique aspects of the fastener industry built in rather than added on.

Computer Insights Is Grateful

Denny Cowhey, CEO of Computer Insights, Inc. said, "This contest is our way of giving back to the Fastener Industry. We are completely tied to this industry and we are very grateful for the wonderful experience that we are having serving the Fastener Industry. No other software company has anything like the dedication that we have

to the industry. It is our pleasure to be able to offer this prize and we would like to extend a thank you to everyone who participated in the contest."

More Information

For more information about California Bolt Company, contact Mr. Keith Jones, telephone: 714-957-6000, Fax: 714-957-6111, Email: keith@calbolt.com, Address: 1844 South Grand Avenue, Santa Ana, CA 92705.

Computer Insights, Inc. can be reached at 108 Third Street, Bloomingdale, IL 60108. Their telephone number is 1-800-539-1233, Email sales@ci-inc.com and their website is www.ci-inc.com. 



TWENTY-THREE TOOLS TO BUILD YOUR BRAND *continued from page 60*

7. Articulate your mission. Forget about puffy-fluffy (and meaningless mission statements). The famed industrial designer Niels Diffrient, who blended the technical and the aesthetic, had one goal: “Why would you design something if it didn’t improve the human condition?” What an idea!

8. Understand your customers. Many say they know their customers and don’t need any help. They’re kidding themselves about other things, too. It takes a combination of having the right data and having the smarts to figure out what it means.

9. Picture customers correctly. Take a page from Target and Dunkin’ Donuts, companies that view customers as “guests” who deserve to be treated that way.

10. Avoid erraticism. This prevalent disease eats away at business success by constantly jumping from one non-solution to the next, baffling and confusing both customers and employees.

11. Make studied moves. Just because a competitor does it or it “sounds good” doesn’t mean it’s right for your company. Without adequate preparation or serious research, many companies jump into eCommerce, launch new products, make acquisitions, or expand, only to fail.

12. Admit mistakes fast. Too many businesses are living in the past when cover-ups were possible. Not so now - there’s always a trail that leads to your door. Don’t hope for the best; expect the worst and clear the air quickly.

13. Control enthusiasm. Enthusiasm is essential, but it can also dull cognitive skills, obscure roadblocks, and blind us to unnecessary risks that can lead to unwelcome outcomes.

14. Build a case for receiving industry and civic awards. Valid recognition is more than blowing your own horn; it helps in shaping how customers, employees and the public perceive a company.

15. Disallow excuses. Whether it’s letting yourself, your work group, or your company off the hook by making excuses, customers, shareholders and the public get the message: you can’t counted on.

16. Be crisis conscious. Asking the question “What would happen if...?” is the most important component in

making decisions. Failing to ask it is entertaining the possibility of making costly mistakes.

17. Segment your customer base. Heard it before? Of course, but only a small percentage of companies actually segment their customer database so they can tailor their marketing message to specific groups, and devote their efforts to those who produce the most revenue.

18. Be responsive. “They always get back to me quickly.” Because they create a lasting impression, these are the most important words anyone can hear. Like nothing else, they send the message that you care. How fast? Now — one hour or less. And there are no exceptions.

19. Educate customers. If customers aren’t learning from you, they’re vulnerable to competitor attack. Focus on emerging trends, dangers ahead, product use, reducing costs, and solving problems.

20. Think creativity. Nothing is worse than trying to eat when driving for fear of making a mess on our clothes. KFC solved the problem with its five-compartment Go Cups that fit in a cup holder and a menu of finger food.

21. Get rid of meetings without a strategic agenda.

Meetings frustrate “goal-oriented high achievers,” says meeting expert Larissa Barber of UNC, because they feel they are prevented from getting work done, while those who are more social and less self-structured like meetings “to catch up and talk with colleagues.”

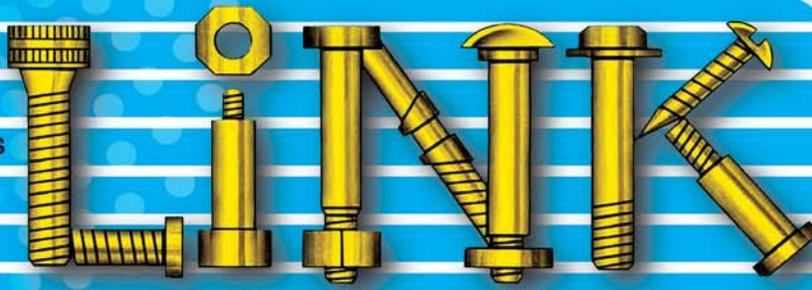
22. Get it right. Good enough is never good enough when it comes to the care and protection of a brand’s integrity.

23. Give everyone brand training. Branding depends on consistent messaging and that takes training. What values does it represent? Why does it resonate with customers? What role do employees play in caring for our brand? How can they help enhance it?

Brand building is a tough job and one that never ends. As difficult as it is to create a solid brand, it can be easily damaged or even destroyed. It needs constant care. And, above all, it deserves tireless protection. It may never appear on a balance sheet as an asset, but its value is immeasurable. 

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NEW ENGLAND FASTENER DISTRIBUTORS ASSOCIATION

BOARD MEETING & HOLIDAY LUNCHEON *by Bill Wisk*

The Whistling Swan restaurant in Sturbridge, Mass was the scene of the Nefda's traditional Holiday Luncheon Board Meeting this past December. Regular and Board members from the previous year's board were in attendance along with several invited past Presidents. Among them were: Bill Donahue, John Sutherland, Ed Otto and Bill Wisk.

Although this Board meeting is generally a brief one with everyone extending Holiday best wishes important business was conducted. Leslie Carr was presented her a service plaque for serving on the board 2011-2013 and holding the office of Vice President during her last year.



Rick Rudolph also presented an updated report on the status of the Fastener Industry Coalition on which your Nefda has membership.

In his remarks to the Board, Joe Soja announced that he will soon be retiring from his position as the Managing Consultant and the Secretary of the NEFDA.

Joe has held this position for over a decade and has been instrumental in maintaining the

Nefda's important position in the Fastener Industry during that time. The Board extends their sincere thanks for a job well done and best wishes for an enjoyable retirement. 

EXTENDED USE OF BLIND RIVETS *continued from page 62*

The addition of the sealant at the barrel side of the flange now makes the set rivet body watertight in the work piece hole where the Structural rivet was set. Now the Structural rivet is water, air and gas tight at both ends of the set rivet. This new positive sealing feature of the Structural rivet has added many more successful applications for the Structural blind rivet. Such as, liquid chambers. Trucks and all types of vehicles. Sealant has been successful when applied to Rivet Nuts.

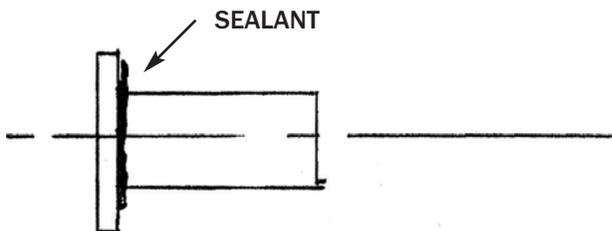


Figure 5 - Rivet Nut

Not only has the use of sealant made the Rivet Nut water tight, but the sealant also increases the torque resistance between the set Rivet Nut and the work piece. The same advantage exists when the sealant is applied to threaded fasteners.

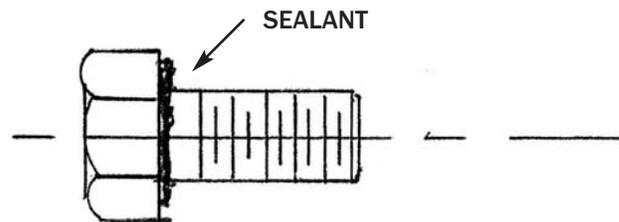


Figure 6 - Threaded Fastener

The sealant has replaced sealing washers and "O" Rings, also increasing the resistance of torque and prevents the threaded fastener from loosening or backing out of the threaded hole.

The process of applying sealant to Blind Rivets, Rivet Nuts, and threaded fasteners does not affect the integrity of the fastener.

We have many different hardnesses of sealant to fit the application. The sealant does not decay and stays permanently bonded to the surface of the fastener.

The use of sealants with fasteners has increased tremendously in the last few years. Sealant offers a great advantage to fasteners and blind rivets and it has solved many problems for equipment designers. 

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FASTENER INDUSTRY COALITION

FASTENER INDUSTRY COALITION TO DEVELOP INDUSTRY COLLABORATION MODEL

North American fastener associations are focusing on projects and methods of collaboration that will benefit members of each association and the fastener industry, through the Fastener Industry Coalition (FIC).

The Coalition is an organization of the U.S. fastener industry associations. Members include:

- Industrial Fasteners Institute
- Metropolitan Fastener Distributors Association
- Mid-Atlantic Fastener Distributors Association
- Mid-West Fastener Association
- National Fastener Distributors Association
- New England Fastener Distributors Association
- North Coast Fastener Association
- Pacific-West Fastener Association
- Southeast Fastener Association
- Southwest Fastener Distributors Association
- Specialty Tools and Fastener Distributors Association



- Women in the Fastener Industry

The FIC was created in the 1990s, in response to the Fastener Quality Act efforts in Washington DC. Since that time it has continued to meet at least annually, to share association best practices.

This year, the Coalition has held a series of meetings to focus on what its member associations can do together.

A task force convened recently in Chicago for a facilitated session that

resulted in the development of an imagined future, which includes the following components:

- Communications
- Networking and relationship building
- Advocacy and government relations
- Programs to include education and training.

A follow-up meeting in Cleveland resulted in establishing goals in each of these areas, for development by FIC committees over the coming months. 

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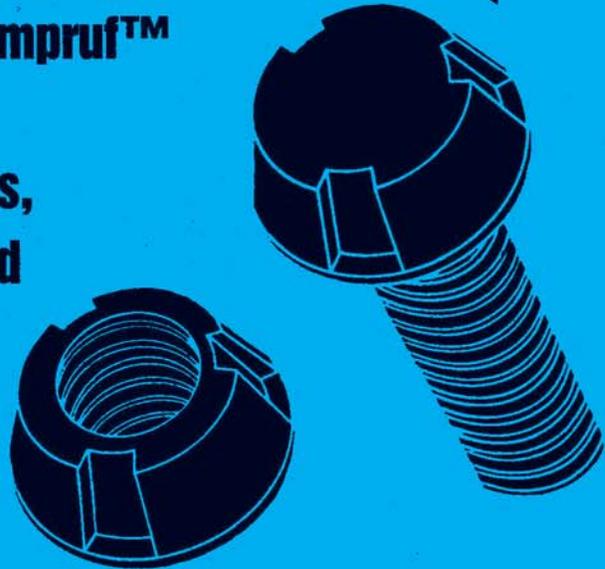




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Since 1946 Dunham Products, Inc. has been a company that stands for quality and customer service above all else. Throughout the years Dunham has grown in the aerospace fastener industry and has branched out to include many other fastener applications.

Over the past few years Dunham has undergone many structural changes. In January of 2009 they relocated to their current facility on Northfield Road in Walton Hills. With this move they have been able to add machines and personnel to keep up with their customers' growing demands. With the accessibility of this location to Cleveland and the space to branch out, Dunham now offers complete manufacturing and secondary processes with quick turnarounds.

Dunham's employee structure has also undergone a change. Joseph F. Klukan II has taken his father's seat as President and Owner. He continues to drive the company forward to expand to new markets and offer new services while focusing on growth for his current customers' needs. With his latest family addition of two twin boys in January, 2012 Joe holds firm to his family value of enhancing his business for generations to come.

Former GM, Jay Maslanka has been promoted to Vice President. His hands-on approach to conducting operations carries on in a larger capacity. He has been with the company for nearly a decade and in the industry since his start at Lake Erie Screw, Cleveland.

Office Manager, Sarah Johnson continues to specialize in customer care and logistics. With new personnel to supervise and additional production capabilities, she looks forward to continuing to learn new processes and enhance the fluidity of office operations at

Dunham.

The new, friendly face at the front desk is Kelly Meadows, Office Assistant. She is a welcome addition to the Dunham family providing much needed assistance to Joe, Jay, and Sarah. Also, Kevin Skrebunas is the new Technical Sales contact. He is looking forward to contributing to the growth of the company and industry.

Since 2009, the number of machinists employed by Dunham has tripled, much of which occurred in the last year. Dunham has recently added 4 new thread roller machines and 2 Hwacheon CNC's to its production lines. This opens up their capabilities to meet their

customers' ever growing demands.

In the thread roll department, Dunham now has a larger capacity for various sizes of threading. The new sems machine and high-speed slant machine allow them to competitively accommodate high-speed, automated runs. As always, Dunham has the ability to re-roll, blank roll, knurl and roll threads for most material grades and hardnesses.

With the automatic bar feeders and live tooling on the new CNC's, Dunham has the ability to make more complete and more complex parts with faster prototyping. All of these new capabilities mean lower cost and faster production.

Dunham has redesigned their website, which provides a full list of capabilities and contact information as well as employment opportunities. If you haven't visited in a while, you should check it out at: www.dunhamproducts.com.

With machining dwindling as an American commodity, Dunham Products, Inc. is a strong, family built, Cleveland, Ohio company that is standing tall and holding firm now and into the future. 



Caption is (from left to right): Kelly Meadows, Jay Maslanka, Joe Klukan, Sarah Johnson, Kevin Skrebunas



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NORTH COAST FASTENER ASSOCIATION

BUCKEYE FASTENERS & THE OHIO NUT AND BOLT COMPANY OPEN THEIR DOORS FOR NCFA MEMBERS

Larry Kelly, NCFA Trustee

On Thursday, October 3, 2013, Buckeye Fasteners and The Ohio Nut and Bolt Company opened their door to over 40 North Coast Fasteners Association members and Guests. The event was kicked off with a meet and greet at the Sheet Metal Local #33 Union Hall in Parma, OH. Historic Lolly the Trolley provided transportation to and from the Union Hall to each of the plants located in Brook Park and Berea, OH.

First stop on the tour was Modern Fasteners, a manufacturing facility located adjacent to Buckeye Fasteners. Here tour guests got to witness the high volume manufacturing of many of the products Buckeye Fasteners has to offer. Guests were able to see up close and personal just how the cold heading process takes place. The Employee Owners of Modern Fasteners were more than happy to answer any questions the touring guests had.

Second stop on the tour was Buckeye Fasteners just a short walk through a connecting tunnel from Modern. At this location attendees were able to see how the product manufactured at both Modern Fasteners and The Ohio Nut and Bolt Co. gets packaged and placed into the warehouse for inventory. They were also able to see the shipping and receiving departments as well as the quality area where all incoming inspections are performed.

The guests were loaded back on the trolley and

proceeded to the final stop on the tour, The Ohio Nut and Bolt Company located in Berea, OH just across the street from the Browns offices and training facilities. Everyone on the tour once again was able to experience the cold heading process as well as high-speed punch operations. The tour concluded with a welding seminar conducted by the companies welding supervisor. Many of the guests especially enjoyed this part of the program because they were able to see just how a weld fastener is attached by resistance welding.

Once again the tour guests boarded the trolley and headed back to the Union Hall where they were treated to a dinner reception with of course Buckeye's preferred beverage of choice, "Old Rusty Bolt Beer."

The North Coast Fastener Association (NCFA) has various technical, educational and social events throughout the year. If you are interested in learning more about the NCFA, visit their

website at www.ncfaonline.com for additional information. 



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NCFA BUCKEYE FASTENERS & OHIO NUT & BOLT TOUR & SOCIAL - OCTOBER 3, 2013



NATIONAL FASTENERS DISTRIBUTORS ASSOCIATION

WHY BE A PART OF THE NFDA?

"I felt the NFDA 2013 Annual Meeting had a lot of value. As a business owner, the Affordable Care Act is consuming a lot of my time. I try to read and talk to as many people as possible on the topic, because each person brings a unique perspective. Talking with other business owners at NFDA is one of the biggest values of the meetings. The speaker who talked about the Affordable Care Act cleared up a lot of questions I had and provided me with information I was unaware of.

"I look forward to the presentation by the Institute for Trend Research every year. I cannot say enough positive things about them. I would travel just to hear what they have to say."

Bryn Tuttle Stock (Vice President of Operations, Spencer Products Company)

"Being a member of the NFDA has been of great value to Metric Fasteners Corporation and to myself. The NFDA has enabled me to connect to nationwide and regional distributors, has facilitated professional fastener networking events, and continuously keeps me informed on the latest global and North American fastener Industry economic developments and trends.

I personally recommend all fastener distributors to become members of the NFDA! United we are able to represent the North American fastener Industry professionally and add value to each other's fastener business by leveraging on each other's experiences and strengths. We all want to be competitive with our fasteners and be prepared for the future. The NFDA is that future; the NFDA is you."

Pieter van Kalmthout (Vice President, Metric Fasteners Corporation)

"The main reason we joined the NFDA was for the networking. The business relationships you make are invaluable. The friendships you make are priceless."

Kelly Lehman (Vice President of Sales, Pacific Warehouse Sales)

"NFDA is one of my primary sources for gaining information on current market and industry trends. I'll start with The ITR Economic update. The Beaulieu brothers have provided our industry great insight into business cycle opportunities and provided accurate economic forecasts to keep us ahead of the curve.

Every presentation provides opportunity to get back to

the office and review strategic decisions on balance sheet activities, pricing, personnel decisions, management objectives, etc. This has been and will continue to be an important tool in the tool box of our success.

"One of my favorite and educational aspects of any NFDA meeting is listening and talking to other industry leaders. An NFDA meeting is a real-time environment where knowledge and ideas can be shared. These discussions can lead to best practice solutions, the formulation of new excitement in risk and/or opportunity or simply the forming of a new relationships that might be invaluable to a future business success."

Matt Ulrich (President, Assembled Products)

Our Membership Committee is co-chaired by Tom Buddenbohn and Pieter Van Kalmthout. If you have questions about being part of NFDA, give Tom a call at 817-923-2900, Pieter at 614-527-4040 or contact the NFDA office at 714-484-7858.

Membership is worth more than it costs, because NFDA can help you

• **Increase revenue**

- o Expand your geographic markets
- o Turn business relationships into business partnerships for long-term growth
- o Gain market exposure and recognition
- o Become aware of industry and market trends in order to make informed business decisions

• **Decrease costs and improve productivity**

- o Executive education on topics that directly relate to running your fastener business
- o Employee training programs through the Fastener Training Institute®
- o Government relations and advocacy on behalf of fastener distributors
- o Efficient vendor/customer visits and contacts through professional meetings and events
- o Business intelligence to learn local and global market trends, technology changes, and more
- o Participation in review and development of fastener consensus standards
- o Discount programs on business services and products (freight, energy, e-business and more).
- o Online article archive at www.nfda-fastener.org

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NATIONAL FASTENERS DISTRIBUTORS ASSOCIATION**NFDA NEWS** *continued from 208***New at NFDA****• November economic update report from Institute for Trend Research**

Every day headlines present an inordinate amount of conflicting and worrisome information. We often receive concerns regarding articles predicting impending doom, a stock market crash of immense proportions, the collapse of the US dollar, and a future where US GDP growth is limited. Others see unlimited potential in 2014 and a year that will prove to be much stronger than 2013. ITR Economics™ says that the US economy will experience mild expansion through mid-2014, followed by mild decline in the second half of the year.

NFDA members can access the full report in the members-only Article Archive at www.nfda-fastener.org

• IFI Fastener Technology Updates

Each month the Industrial Fasteners Institute now provides a fastener technology update to NFDA members. Go to the Article Archive to view the latest information.

• University of Industrial Distribution

The University of Industrial Distribution is a concentrated educational program focused on the unique needs of the industrial wholesale distribution industry. 2014 marks the 21st year that UID has been serving the distribution industry. Known worldwide for excellence in education, UID is sponsored by the leading industrial distribution professional associations, in cooperation with the Industrial Distribution Program of Purdue University. Registration is limited, so act early. NFDA members are eligible for registration fee discounts.

• Associate member spotlight

Associate Member Spotlight is a new feature of the NFDA Update email blasts, where we focus on one of our valued associate members.

If you'd like us to spotlight your company in a future email blast, contact Vickie Lester at [vl Ester@nfda-fastener.org](mailto:vl Lester@nfda-fastener.org). We will spotlight companies on a first-come-first-served basis. All you need to do is send us a one-page PDF of whatever you want to say about your company, plus

a photo of yourself.

• Employee compensation survey

One of the major challenges facing business owners is in providing a fair and adequate compensation and benefits package for employees. If the package is insufficient, the company cannot attract and keep qualified personnel. If the package is too generous, profit tends to suffer.

In trying to establish a sound compensation system, managers are continually looking for benchmarks. That is, they want to know how much other companies are paying for certain positions. They also want to know what fringe benefit packages are being offered. Such benchmarking is essential for the two key types of employees and requires two different types of analysis.

- o Executive Compensation—For top management positions, such benchmarking is often national in scope. In attempting to attract a top CFO, for example, the firm may compete with a large number of distribution firms across the entire United States.

- o Employee Compensation—In terms of operating employees, the relevant market is always local. Comparisons for truck drivers, warehouse employees and sales representatives in a particular geographic area are much more useful than are national averages.

Even though compensation benchmarks are critical, developing such benchmarks has always been a very difficult undertaking in distribution. Typical compensation surveys almost always focus on one particular line of trade. As a result, they tend to have very small sample sizes. The resulting information is fragmentary, at best.

The 2014 Employee Compensation Study eliminates these problems. NFDA has joined together with 30 other distribution organizations in sponsoring the largest cross-industry compensation survey ever conducted. It is anticipated that approximately 1,000 firms with 8,000 locations will take part.

With such a large-scale study, NFDA distributors will receive a wealth of information.

Members will receive the survey in January and results will be released in May.

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NATIONAL FASTENERS DISTRIBUTORS ASSOCIATION

NFDA NEWS *continued from 210*

2014 Meetings

NFDA and the Pacific-West Fastener Association will hold a joint conference February 12-15 at the Renaissance Esmeralda Resort in Indian Wells, California.

The program includes some great educational opportunities:

- Manufacturers are from Mars, Distributors are from Venus, Part 2
- ISO 9001-2008 – What Is It Good For? Absolutely Something!
- Ignite
- Business Owners Forum and Business Executives Forum
- Conflict Minerals Reporting Requirements
- U.S. Economic Outlook

Of course, the conference will have some fun activities to round out the weekend.

Also in 2014 NFDA will hold its Annual Meeting and Executive Sales Planning Sessions (ESPS) at the Embassy Suites New Orleans, June 17-19.

Nothing beats meeting face-to-face when it comes to establishing and strengthening the partnerships that bring the most benefit to your company. The NFDA 2014 Annual

Meeting and ESPS will provide you many opportunities to engage with decision makers and offer new solutions. With time set aside for meetings in private rooms, you can take part in numerous discussions with manufacturers from all over the country, in one trip. This event is the most efficient, most effective way to accomplish your immediate and long-term business goals.

In a recent survey, NFDA members said opportunities for developing distributor/supplier partnerships are very valuable benefits of membership, so we're devoting most of the 2014 annual meeting to ESPS.

We also are proud that the economists from the Institute for Trend Research will be on hand at the 2014 Annual Meeting to give us the latest economic update, with a report designed specifically for NFDA members.

NFDA Welcomes New Members

The National Fastener Distributors Association is proud to announce the following companies recently joined our membership ranks:

- Anixter
- Greenslade and Company
- Logistics Planning Services
- Pacific Warehouse Sales

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Headquartered in Taiwan with two factories in China and a monthly production capacity of 500 million blind rivets. SRC offers break stem blind rivets of various materials and some high strength STRUCTURAL blind rivets. Because of our high production capacity we offer good prices and service. SRC has been supplying blind rivets to some of the largest companies in the blind rivet market.

SRC now has a company representative in the U.S. to serve our customers. Tony Di Maio is well known in the blind rivet industry and he will assist you in every way he can. We appreciate the opportunity to quote your blind rivet needs. Contact Tony for catalogs.



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DISTRIBUTOR NEWS

Akro-Mils, a North American leader in storage, organization and transport products, introduces five new sizes in the 6" high ShelfMax® line of plastic storage bins. New models and sizes include 30010 (11-5/8" L x 11-1/8" W x 6" H), 30018 (17-7/8" L x 11 1/8" W x 6" H), 30044 (23-5/8" L x 4-1/8" W x 6" H), 30084 (23-5/8" L x 8-3/8" W x 6" H) and 30014 (23-5/8" L x 11-1/8" W x 6" H). In addition, a new divider 40050 is available for ShelfMax bin models 30010, 30014 and 30018.

Industry-leading, heavy-duty ShelfMax bins offer the best value in 6" high plastic storage bins. Now available in 12 sizes and six colors, these 6" bins feature greater storage options for end users — including up to 85 percent more holding capacity than traditional 4" shelf bins, and a holding capacity that is up to 25 percent more than comparable 6" high storage bins.

Superior construction allows ShelfMax bins to outlast corrugated bins, and allows loading without spreading or cracking. The bin's rolled ridge provides added strength and durability when filled to capacity.

The 6" bins are easy to label for quick inventory identification. In addition, optional width dividers expand sorting options and efficiencies. Bin colors include Red, Blue, Yellow, Green, White and Clear.

Designed for use in a variety of settings — including assembly, distribution, manufacturing, general maintenance, retail and healthcare — the 6" bins can be used alone or with Akro-Mils' steel shelving, wire shelving, pick racks and bench racks to make organization easy and more efficient.

More information on ShelfMax bins is available online at www.akro-mils.com/Products/Industrial/StandardStorage-Bins/ShelfMax.aspx.

Akro-Mils, a Myers Industries, Inc. company (NYSE: MYE), is a leading manufacturer of plastic and metal storage, organization, transport and material handling products for use in industrial, healthcare, commercial and consumer markets.

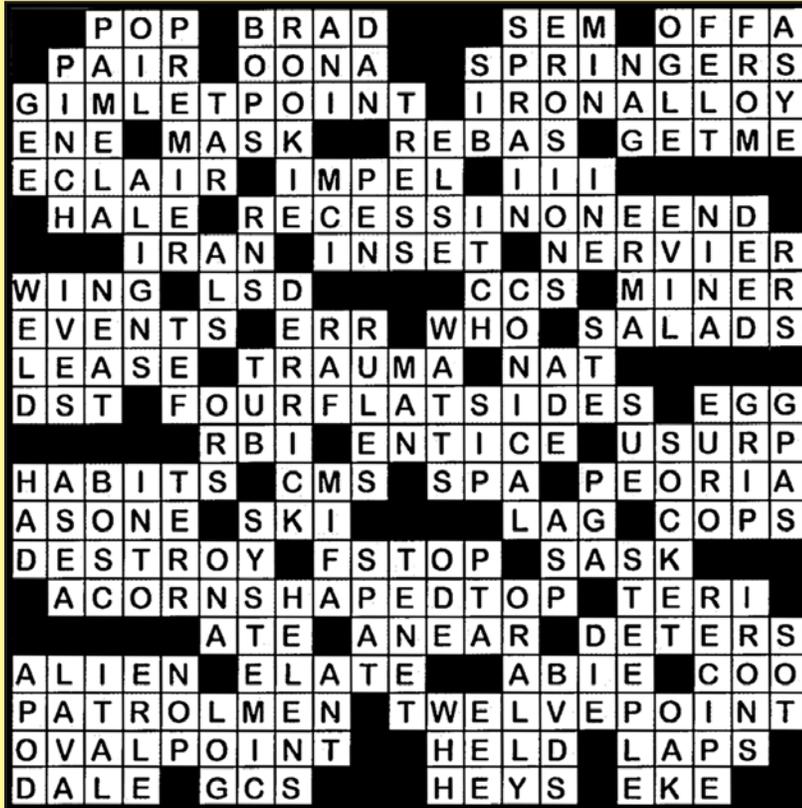
For more information or to request a catalog, contact Akro-Mils at 1-800-253-2467, Fax 330-761-6348, or visit the company's award-winning website at www.akro-mils.com.

BRIGHTON-BEST INTERNATIONAL COCKTAIL PARTY SANDS CONVENTION CENTER, LAS VEGAS - OCTOBER 24, 2013

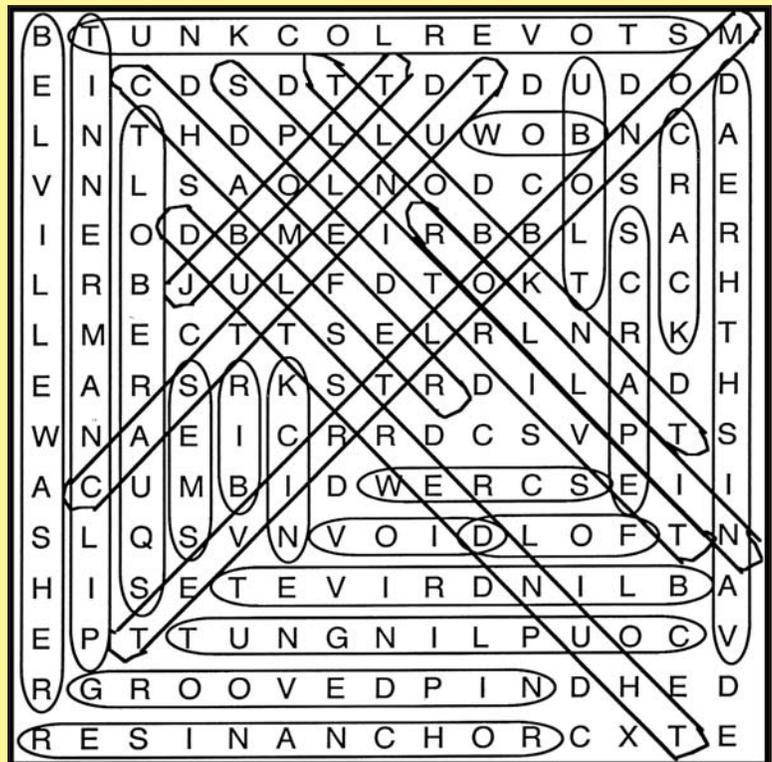


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NUTS, BOLTS & TENCON

The nut “the female” and the bolt “the male”, like life itself, it becomes the “the battle of the sexes”, if they are not comparable, compatible and correctly fitted they will fail. Bolted joints are one of the weakest places in most structures and not surprisingly one of the largest single causes of failure, expensive warranty claims, safety, production down time. It is the place where assemblies variously leak, wear, slip or tear apart when subject to sustained external forces.

Clarkwood are now able to offer not only state of the art fasteners and turned parts but Advanced Fastener Technology Service to the world's industrial users.

The company rely on quality and environmental standards to BS EN ISO 9001-2008 and BS EN ISO 1401-2004 and have applied for SC21 and BS EN 9100.

Many Governments and companies throughout the world have invested millions of dollars in research and development to find a safe and simple solution in tension control over the bolted joint. Industries involved in using critical bolted joints include: Petro-chemical, M.O.D., Offshore, Shipping, Automotive, Railways, Steelworks, Mining, Structural Assemblies, Bridges & Engine Builders - anywhere the bolted joint is used.

From washing machines to space ships the whole world depends upon the humble nut and bolt. For 2400 years threads have been used to benefit mankind, without them we would not have the things today that we take for granted. The nut and bolt is the very basic tool in engineering.

Clarkwood have introduced TenCon - a patent pending load indicating, tension controlled washer used for the bolted joint. There are also further innovations being worked on that are related to fastener tightening process and tension control which are in the procedure of patent study and application. These innovations are in the forefront of advanced world technology in the fastener industry.

The washer is designed for assembly into any bolted joint and can be installed with unskilled labour for any type of size of fastener and depending on the application can have a protective coating to suite any environmental condition. The basic design is based on Hooke's Law that is Modulus of Elasticity equals the ratio of stress over strain within the materials elastic limit. The physical size of the height of the washer is a constant of approximately 20mm and the bore sized to suit the fastener. The wall thickness of the washer is designed in accordance with Hooke's law to compress for a constant deflection for any desired load. The washer compresses under tension from the tightening process such that a highly small tolerance hole with the washer which is fitted a high tolerance pin. The pin (known as the Rota) is free to rotate by hand until a pre-determine load is reached at which point the Rota locks. At this point the exact preload is known usually the preload is for the fastener material proof load although it can be for any desired preload. The Ten-Con washer is code marked to suit the fastener size and desired preload.

TenCon has won many awards, locally and nationally during 2012. Paul Bennett, President of Black Country Chamber of Commerce states *“The Excellence in Innovation award for TenCon sponsored by KEEN – A University of Wolverhampton programme – was awarded to Clarkwood Engineering. This company has introduced products, which are patent-pending, ready to meet ever increasing demand from industry to control tension in the bolted joint. This advanced technology will enhance the company's growth potential, whilst safeguarding employment. The judges were particularly impressed with the attention paid to quality, and the commitment by employees to maintain high standards. Clarkwood Engineering is a fantastic example of an incredibly ambitious company who has shown a self-driven innovation and determination to make engineering ‘sexy’”* 

“Clarkwood are the Advanced Fastener Technology Experts, offering Quality, High Performance and Outstanding Service to be the best in the world”



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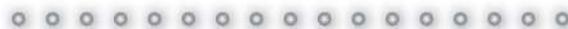
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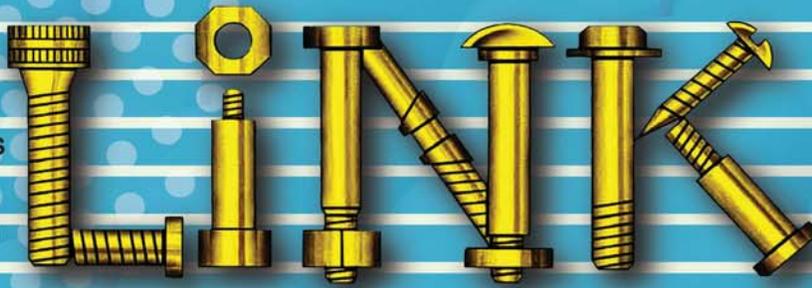
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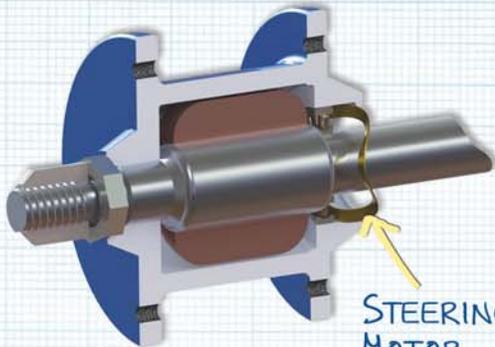
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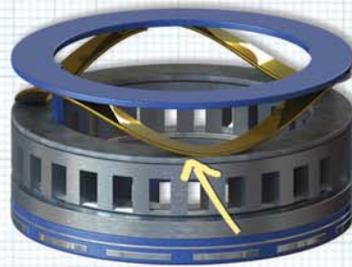
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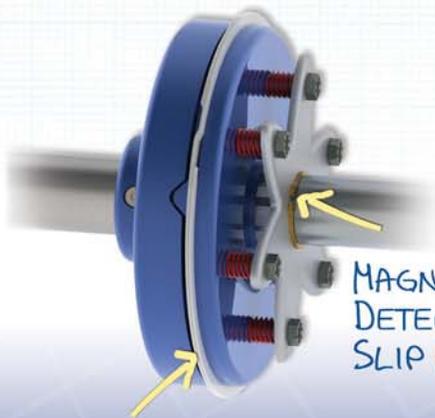
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