Night lighting has strand assemblies with RopeBlock spelter sockets.
Crosby’s industry leading brands are time tested and work proven. The result is reliable products of uncompromising quality that performs to the highest standards throughout the world. Crosby is a market leader because of our unrelenting drive for excellence. For more than 120 years, a strong commitment to quality has been evident in every aspect of our business.

**Customer Service** - More than available product…It’s meeting customer needs, product knowledge

**Complete Product Line** - Most complete in the industry, off-the-shelf or custom design

**Research & Development** - Innovative products and services, with many industry ‘firsts’

**Risk Management** - “Industry first” comprehensive product application instructions, world class training

**Manufacturing** - Quality process – purchases through production and testing

**Engineering** - State-of-the-art product design systems, and fully equipped metallurgy lab

With a complete line of “off-the-shelf” blocks, sheaves and fittings designed to be used with wire rope, chain or synthetic slings, and the ability to custom design products for any lifting application, no lift is too big. **We are The Heavy Lift Specialist!**
I thought you might want your AWRF update this morning in a sports page rambling format:

- We held another successful joint Technical Committee and Board of Directors meeting January 23-26 in Scottsdale, AZ. This was a full house event for all of your volunteer members. After a couple days of sun it rained in the desert all weekend. The joint meetings allow the information to flow back and forth between the two bodies.

- Welcome to our new Board members Steve Hughes from West Coast Wire Rope & Rigging and Chris Richardson from Lone Star Rigging.

- It is very nice to have active participation in the meetings many of the past AWRF Presidents. The list included Tony Mazzella, Anne Renfroe, Gary O’Rourke, Bob Cushman, Robert Bairdstow, Jeff Gilbert and Knut Buschmann-their continued commitment is a tribute to our wonderful organization.

- 86% of the booths are sold for the Spring AWRF meeting’s Product Information Exhibition April 28-May 1. Perfect location according to the information you have provided in past surveys: Centrally located, easy access with a major airport Dallas-Ft. Worth, reasonable rates under $200.00/night. This is the meeting to come to-vendors will be here from all over the world. Your industry is changing with new technologies and materials.

- Health Care Alternative captive insurance program update at the Tuesday’s business meeting. You will also

Continued on page 16

John Rauh
58 Highland • P.O. Box 651 • Putnam, CT 06260
860.928.0475 • Fax: 860.928.6709
www.cableworksusa.com • jrauh@cableworksusa.com

Visit us on

Barbara Gilbert
Editor
barbarawrf@att.net
800-444-2973 • 248-994-7753

AWRF President Says...

Ft. Worth, TX Spring Meeting
2013-Product Information Exhibition

AWRF CALENDAR

2013

April 28 - May 1  AWRF Meeting & P.I.E.
Omni Fort Worth
Fort Worth, Texas

May 6 - 9  WSTDA Spring Meeting
The Meritage Resort & Spa
Napa, California

May 15 - 16  ASME B30 Meeting
Holiday Inn Denver Cherry Creek
Denver, Colorado

July 19 - 20  AWRF Board of Directors
Hotel Viking
Newport, RI

August 14 - 15  AWRF Technical Committee
Novi, MI

October 15 - 17  WSTDA Fall Meeting
Sax Chicago - A Thompson Hotel
Chicago, IL

October 20 - 23  AWRF General Meeting
Century Plaza Hyatt Regency
Los Angeles, California

2014

April 27 - 30  AWRF General Meeting
Marriott Waterfront
Baltimore, MD

October 26 - 29  AWRF General Meeting & P.I.E.
Hyatt Regency St. Louis
at the Arch, St. Louis, MO
Thern winches, hoists and davit cranes are built to endure decades of lifting, pulling and positioning virtually anything weighing from 100 to 100,000 pounds. They’re durable and powerful and can be easily customized to meet the tough demands of any situation across any industry. You will find Thern products all over the world performing amazing tasks in bulk handling, construction, mining, oil and gas, power generation, water and waste water industries. When there is backbreaking work to be done . . .

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NEED A LIFT?
GENERAL MEETING & P.I.E.
FORT WORTH, TX
APRIL 28 - MAY 1, 2013
RIDE THE BULL
IF YOU DARE
<table>
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<tr>
<th>Booth #</th>
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<td>908</td>
<td>Yoke, Inc</td>
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</table>
You know us for our large, load tested below-the-hook wire rope rigging. Now get to know Yarbrough as your full-service rigging supplier.

Yarbrough can fabricate synthetic rigging to meet the requirements of any project. Need high-capacity synthetic rigging? Yarbrough is an authorized Slingmax® dealer and can fabricate Twin-Path® slings up to 500,000 lb. capacity.

Yarbrough is your source for quality wire rope blocks, sheaves, rollers, or fairleads from McKissick, Lebus, Young, Gunnebo Johnson, and Skookum.

Need chain? We mechanically assemble and load test chain assemblies of all types, including lifting chains, tie-down chains, and more.

From the smallest aircraft cable assemblies to the largest multi-part wire rope slings, our wire rope technicians have the knowledge and experience to fabricate wire rope rigging for any application, large or small.
Python® is a worldwide synonym for high quality Wire Ropes, producing Standard and High Performance Wire Ropes since 1911. Our product portfolio contains, but is not limited to ropes for:

- CRAWLER-, TRUCK-, AND CONSTRUCTION CRANES
- HYDRAULIC- AND LATTICE BOOM CRANES
- TOWER- AND LUFFING JIB CRANES
- OVERHEAD- AND STEEL MILL CRANES
- PORT-, SHIP-, AND HEAVY CARGO CRANES
- OFFSHORE CRANES
- DEEP FOUNDATION EQUIPMENT

Our wire rope products range from small 6 mm (1/4") DoPar® for overhead cranes to ropes of 120 mm (5") Compac 35® high strength non-rotating types. In between we manufacturer super high strength Python® Ultra types and ropes with unparalleled fatigue life such as the Python® Super 8 construction class.

For immediate support and customer/operator training we have engineering and technical staff located in the USA and Canada. Remember: We ARE the manufacturers of Python® ropes, not just an importer.

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Rigging Courses
Our tailored courses meet the training needs of all experience levels: beginner, intermediate and advanced. All courses include classroom and hands-on training.

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These RI courses include inspection of slings and rigging hardware. We focus on three different types of personnel: pre-use inspectors, safety managers and qualified inspectors.

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Enhance your knowledge and skill level in overhead crane operation. Our clients have reported increased productivity and improved safety awareness among their crane operators after they successfully completed this class.

Qualified & Certified Signalperson
We provide two Signalperson courses. Qualified Signalperson as required by 1926.1400 and Signalperson prep training and testing for NCCCO Signalperson Certification.

NCCCO Prep Training Courses
NCCCO certification is important to many of our clients. RI provides hands-on training and practice testing to prepare riggers for level 1 and level 2 NCCCO Rigger Certification.
When lifting heavy workloads. Pewag has been at the core of chain innovation for over 500 years and is pleased to introduce the First 1-1/4" Grade 100 Winner Chain and components that can handle the most demanding workloads (WLL 90,400 lbs @ 90°).

When your workload demands are pushed to the limit, Pewag innovation provides superior strength and endurance when you need it the most!

1st Again!! Pewag has been at the core of chain innovation for over 500 years and is pleased to introduce the First 1-1/4" Grade 100 Winner Chain and components that can handle the most demanding workloads (WLL 90,400 lbs @ 90°).

When your workload demands are pushed to the limit, Pewag innovation provides superior strength and endurance when you need it the most!

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Sweden
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Talurit AB has recently been advising customers in Norway regarding the use of conical ferrules and the fact that these need to have an inspection hole. The reason for this is that a new version of the Norwegian standard called NORSOK R-002 was released in the autumn of 2012. This standard firmly points out that all ferrules used should be according to European Standard EN 13411-3. Now, both standards clearly states that where conical ferrules are used, the ferrule must have an inspection hole showing where the dead end is positioned inside the swaged ferrule. Given this fact, there is reason to believe that more and more end users in the lifting industry will demand that the products comply with valid standards.

The TALURIT™ aluminum ferrules, type TKH correspond to the European standard for turn-back ferrules; EN 13411-3. The ferrules are extruded seamlessly over mandrel and the aluminum alloy is defined in detail according to EN 573-3. Furthermore is the requirement of an inspection hole covered by the TKH ferrule. The inspection hole is used to reveal the position of the dead end of the wire rope in the completed ferrule secured termination.

The TKH ferrule is thoroughly specified and very well defined for many different wire ropes, including high performance ropes. Non rotating ropes e.g. class 35(W)x7, following case 3 in the standard EN 13411-3 can be terminated with the TKH ferrule.
By Dr. Albert D. Bates  
President, Profit Planning Group

**Distributor Profit Trends in 2011: Sales Growth But Profit Stagnation**

Every year the Profit Planning Group reports on the key profit trends in distribution. The analysis is based upon results for forty different lines of trade. The report benchmarks the key drivers of profitability and how management has been able to blend them together for improved results.

Since distributions lines of trade very widely in terms of their gross margin and expense structure, the report focuses on how results changed during the year. That is, did the gross margin percentage improve during 2011 or did it decline?

The analysis breaks distributors into three broad industry segments:

1) Industrial includes firms selling largely to the factory floor,
2) Construction represents firms selling a wide range of building materials and suppliers and
3) Consumer firms are those selling consumer products or products that are utilized by retailers of all sorts.

For each of the exhibits results are compared directly to the performance of FEDA members.

Al Bates, who prepared the materials presented here is author of *Triple Your Profit! Stop Being a Profit Soldier and Start Being a Profit Winner*, available from both Amazon and Barnes & Noble. Signed copies are available at: www.tripleyourprofitbook.com.

**Introduction**

Prior to 2011, distribution firms followed a somewhat predictable pattern in relationship to the economy. As the economy entered a recession, sales and profits tumbled. Coming out of the recession, both sales and profits improved dramatically. This pattern changed in 2011 (the last year for which information is available). Sales increased sharply, but profits did not. To understand why, it is necessary to examine the key profit drivers—the factors that put profit on the bottom line the quickest.

The key profit drivers in distribution are:

- **Sales** – Increasing sales volume so that operating expenses can be spread across a broad base of sales.
- **Operating Expenses** – Reducing the level of expenses, especially overhead, without reducing the level of sales volume.
- **Gross Margin** – Increasing the gross margin dollars without necessarily having to increase sales volume.
- **Inventory** – Reducing the level of inventory investment without lowering sales.
- **Accounts Receivable** – Lowering the level of accounts receivable without a negative impact on sales.

**The Trend in Return on Assets**

Exhibit 1 tracks the Return on Assets performance for distributors over the last six years. Return on Assets (ROA) measures pre-tax profits as a percentage of the total assets invested in the firm. It is the most important overall measure of financial performance. For distributors ROA fell from 8.0% in 2007 to 5.8% in 2009. Most profitability analysts argue that a 5% return is the minimum required to allow the firm to make the new investments in technology, reinvest in physical facilities and maintain a strong position with financial institutions. By 2009 distributors, in aggregate, were barely above the reinvestment line.

ROA improved in both 2010 and 2011, but at an incredibly slow rate. By 2011 ROA was only 6.2%. At the current rate of improvement it will take ten years to return to the ROA that was generated in 2007. To a certain extent, distributors are following the slow-recovery pattern demonstrated by the entire economy. However, for distributors the pattern is actually very different when the individual profit drivers are analyzed.
Sales Growth

Profit stagnation could not be attributed to a lack of sales growth. As can be seen in Exhibit 2, distributors experienced outstanding sales growth in 2011. The industrial sector lead the way for the second straight year with growth of 14.5%. Construction, which had almost no sales growth in 2010 recovered with 9.0% growth. The consumer segment lagged with 5.6% growth. Even that should have been enough to substantially improve ROA, though.

It should be noted that the sales growth numbers presented here are significantly higher than what is reported for overall growth in distribution. Individual firms enjoy growth when competitors cease business or when competitors are acquired. The total market does not grow as a result of either factor but the firm does.

Considering sales growth alone, there should have been a substantial increase in ROA rather than the almost imperceptible .2% increase in 2011. Clearly, other factors were offsetting sales growth.

Change in the Gross Margin Percentage

The primary culprit in the inability to increase ROA quickly was a deterioration in the gross margin percentage. Exhibit 3 indicates the decline was across all segments. The gross margin percentage fell slightly in 2010. The decline in 2011 was somewhat larger. Neither the decline in 2010 or 2011 is large enough to be of concern by itself. However, when viewed in the context of the large increases in sales it takes on a much larger significance.

The decline in the gross margin percentage reflects a very normal “volume at any price” mentality that tends to predominate during, and at the end, of difficult economic times. However, at this point in the recovery and with the sales increases demonstrated, the trend to sacrifice margin for sales should have vanished. It has not. The fear of a weak recovery may be impacting gross margin performance. Whatever the cause, it is the single most important issue that needs to be addressed by distributors.

Change in the Operating Expense Percentage

The growth in sales did have the impact of driving operating expenses down as a percent of sales. This pattern was also apparent in 2010. Combined, they allowed firms to offset the significant expense challenges of 2009. As shown in Exhibit 4 this decline was also experienced across all industry segments.

The decline in operating expenses was larger than the decline in the gross margin percentage across all industries. This allowed firms to increase their operating expense percentage. However, rapid sales growth lead to some significant increases in investment levels which was reflected in non-operating expenses, especially interest.

High investment levels and higher interest expenses muted the increase in operating expenses. The net result was that ROA increased only slightly in a period of recovery when things should have gotten appreciably better.

Continued on page 69
For tag line use in load handling, where high voltage is a safety concern
- Adapted by Miller from proven power distribution insulator technology
- Fiberglass core for high strength-to-weight ratio and shatter resistance
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- Every unit is factory proof tested with electrical test certificate available

Miller INSU-LINE® tag line insulators are not to be used for lifting. Only use tag line insulators with non-conductive tag lines for protection of your ground crew. For lifting applications ask for Miller’s ISO/Link-AC insulating link.

Miller Lifting Products, 100A Sturbridge Road, Charlton, MA 01507 USA
T (800)733-7071 / (508)248-3941 • www.millerproducts.net • E-mail info@millerproducts.net

SPECIFICATIONS

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NOT LIGHTNING PROOF / NOT FOR LIFTING
Today’s rigging solutions built on over 90 years of experience.

You take choosing rigging components seriously. You want products engineered to be strong, yet lightweight. Products that incorporate the latest technological advances and are made to the highest standards of safety and performance. Products like the new line of Campbell hoist hooks. Quality made in the U.S.A. since 1919. www.apexhandtools.com/campbell

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AWRF President Says...

Continued from page 3

have an opportunity to discuss your plans with Ben Krambeck of Benefit Captive, our insurance expert during the trade show.

• “YouTube videos” will be made of many of the booths for later viewing on the AWRF YouTube access. Two minute highlights of each booth will be displayed.

• Bring your shop supervisors, inventory managers, sales force and future leaders for a quick two day overview of our industry!

• The Technical Committee has information on a Boom Hoist Wire Rope Failure Epidemic. Don Pellow will present inspection methods to help you avoid them in your backyard. It is less expensive to discuss this problem at a seminar, than to hire Don Pellow to help you in Court.

• Get and stay well-Florida Hospital will offer free health screenings to all attendees. Remember you want to live to a healthy 100-and we need you to continue to pay taxes!

• Next AWRF Product Information Exhibition will be in the fall of 2014. Can you and your team wait another 18 months to see the changes going on in our industry?

• New Product & Innovation Spotlight will debut in Ft. Worth. Nine 30 minute presentations will be demonstrated and explained in a theater type atmosphere during the trade show.

• Remember this quote from your friend Dr. Seuss-“You have brains in your head. You have feet in your shoes. You can steer yourself in any direction you choose.” It is time to steer your cowboy boots to Ft. Worth. I hope to see you there partner!

John Rauh and your Board of Directors
Quality & Performance
The Difference is BRIDON is a statement relating to a broad spectrum of “Value Added” features, which together aim to ensure Quality, Reliability and Customer Satisfaction. The following section has been designed to help you identify what precisely it is that differentiates BRIDON products from the competition.

Shared Knowledge
BRIDON believes it is important that our users are knowledgeable about the properties, installation, use, inspection and maintenance of our products. This belief has led BRIDON to offer both formal product-training seminars supported by relevant product safety and product data literature as well as specialist courses tailor-made to suit customer requirements.

Customer Service
The ‘Difference’ at BRIDON is service, which is second to none. Such excellence is achieved not only by having the product available when you want it, but by also providing a knowledgeable team of field sales representatives, a fully trained and capable Customer Services team dealing specifically with inquiries and orders supported by expert rope engineers. BRIDON products are available across the USA, Canada and around the world via a network of Distributors. For more information about any of these value added features, please contact your local BRIDON Distributor or BRIDON American Corporation directly.

The Difference is BRIDON

A Commitment to Quality
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BRIDON strives to ‘set the standard’ on both its domestic market and overseas. The achievement of such goals becomes apparent when many OEM’s specify and recommend BRIDON products, because The Difference is BRIDON.

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How Are You Living To A Healthy 100?

Now that we’ve introduced the 8 principles of a Healthy 100: Choice, Rest, Environment, Activity, Trust, Interpersonal Relationships, Outlook, and Nutrition, we’d like to talk about each principle in greater depth over the next few months. In her book, The Creation Health Breakthrough, Dr. Monica Reed offers insight into each of the eight principles of a Healthy 100. We’ll take a journey with her through each principle to live longer, happier, fuller lives.

We hope by now that you’ve had the opportunity to visit the Health tab on the AWRF website, have become a Healthy 100 member and are already incorporating some of these principles into your daily routine.

The first principle we’ll take a look at is the positive power of CHOICE. Every day, you exercise the power of choice. Choice is hard-wired right into our brains. The frontal lobe gives us the ability to choose. It makes up 3.5% of the brain in a cat, 7% in dogs, 17% in chimps, and between 33% and 38% in humans. The frontal lobe is where our judgment, reasoning, social norms, and long-term planning take place, all of which contribute to making healthy lifestyle choices. Choice is your power and right to decide. It’s the realization that you have more than one option. To choose is to know your future is greater than your past; it’s an attitude that considers the best is yet to be. Choice is a conviction: you are worthy of the best life has to offer. Choice is the first step toward improving your well-being. When we make healthy lifestyle choices, we will make a difference in how we feel today, and improve our long-term health and wellness.

Pursuing a healthy lifestyle is a lifelong endeavor, and recognizing that this is an ongoing, ever-improving journey will give you hope. Here are a few things you can do to jump-start your success:

1. Banish the bad attitude. A healthy lifestyle shouldn’t be boring or annoying. Making new choices can be exciting and fun. For some reason, when it comes to health, we obsess on what we need to take away from our lives instead of focusing on what we’re adding - more rest, greater intimacy, healthier foods, more years, greater peace, and so on.

2. Establish specific goals. Decide what you want to do. Try to make your goals as specific as possible. Put them in writing if you can. Following a concrete plan helps seal your commitment to change. Stay flexible, and review your goals periodically to make sure you’re staying on track.

3. Follow a realistic plan. If you haven’t exercised in eons, why would you plan to go to the gym for two hours a day, five days a week? This just isn’t realistic. A more realistic approach would be starting your day with a brisk walk around the neighborhood before heading off to work in the morning. Start with an achievable plan that you will stick with. This will give you a sense of satisfaction as you progress to your next goal.

4. Seek the support of family and friends. Talk about your new commitments with friends and family. You’d be surprised at how many people are trying to accomplish the same goals you are. By focusing on your health and trying new things together, you have an automatic support system to keep you on track and motivated.

5. Write your thoughts and struggles in a journal. You may not think journaling is for you, but unexpected clarity takes place when you write down your hopes, dreams, setbacks, and moods on paper. Routine journaling also helps you keep a log of your progress and is a good reminder of how far you’ve come.

The next principle of whole person health is REST. Rest is incredibly powerful. It refreshes, rejuvenates, regenerates and rebuilds the mind, body and soul. Rest empowers you to function at your best. The National Sleep Foundation estimates that 100 million Americans suffer from a lack of adequate sleep. While that number may seem staggering, millions more are suffering from a lack of rest. Rest involves your whole being, not just your body. Your mind and spirit need rest too. Your body was designed with an inborn refractory period – an eight hour period of time where it recovers in order to be prepared for the work that you need to do the next day. It is called sleep. Your most complete rest is attained when you sleep. Sleep gives your nerve cells a chance to shut down and repair themselves. Without it, these cells may become so depleted in energy that they begin to malfunction, leaving you drowsy with diminished memory and physical performance. Your nightly rest can be improved by following a few steps for better snoozing:

1. Keep a regular sleep-wake cycle. You can condition your internal clock by having regular sleep times and wake-up times – even on weekends. By doing so, your body will learn to go to sleep at the appropriate time. Calming nighttime rituals such as taking warm baths, walking the dog, reading an enjoyable book, and sipping caffeine-free hot tea with honey help to reinforce sleep-wake cycles.

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Information Exchange and The Antitrust Laws

The legal ramifications of information exchange among trade association members has been discussed at length by counsel at various AWRF meetings. Recently, both the courts and the Federal Trade Commission (FTC) have spoken out on the subject, giving rise to more certainty, albeit with some remaining confusion. While non-profit associations (generally composed of competitors) are not by nature conspiracies in restraint of trade, these organizations have been prime targets for the U.S. antitrust authorities for most of the twentieth century. To paraphrase a famous legal scholar’s observation, “seldom do competitors meet that something to the detriment of their consumers does not result”. Because price fixing, group boycotts and territorial allocations among competitors are considered the most blatant of the antitrust offenders, allegations of these activities are judged on a per se liability basis, negating the need to prove the elusive element of intent.

Common practice among trade groups is the collection and sharing of competitively sensitive information. Whether such activity constitutes unlawful behavior is examined under a rule of reason standard as opposed to the strict liability test described above. To assess the legality of activities under the rule of reason test, a court or jury must decide whether, based on all the facts and circumstances, the defendant’s actions are basically anticompetitive as opposed to pro-competitive.

The legality of profit planning surveys is reviewed under the Sherman Antitrust Act, Section (1). The legal concern is more about the use of the collected information than about the collection itself, i.e., whether the collected data is used for anticompetitive or pro-competitive purposes. Practical guidance comes from the history of enforcement agency decisions such as the FTC and Antitrust Division of the U.S. Department of Justice (DOJ), as well as by way of legal precedent established by the judiciary. Although every case is judged on its particular merits, these sources enable us to ferret out some general guidelines.

Recent advisory opinions have defined certain safe harbor exchanges of information among competitors in the health care industry. If we may presume to apply these rules to other industries, we may find the following principles to be appropriate for all associations which engage in survey projects which include price, costs, wages, salaries and other competitively sensitive data:

1. The collection and management of the information must be conducted by a third party such as a trade association, or outside contractor.
2. The raw data is treated as confidential and may not be viewed by participating members or other competitors.
3. The information is over three weeks old when shared.
4. A minimum of five members must furnish data on each statistic computed.
5. No participant’s data constitutes more than twenty-five percent (25%) of the statistic derived.
6. Information is sufficiently aggregated so that the prices charged or compensation paid by any survey participant can not be ascertained.

To assure a favorable rule of reason determination, several other directives should be followed:

1. Discussion among association members regarding price or costs should be prohibited.
2. Surveys should not be of a local nature.
3. Reports of the survey results should be made available to members and nonmembers alike. Costs may be higher for nonmembers, but should not be designed to compel membership.
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4. The survey report should state that it is provided for informational purposes only and does not represent the position or recommendation of the association on any particular question surveyed.

5. The survey should remind members that they must make independent economic decisions based upon their individual circumstance.

Following these precautions should result in the creation of an association atmosphere in which there is minimal opportunity for coordination on prices, etc. Nevertheless, according to a recent FTC advisory opinion, antitrust violations may still occur. Moreover, the association itself may be held liable for facilitating behavior in restraint of trade. For example, in a 2004 federal case in the District of Columbia, the court held that a periodic survey of salaries could contribute to an unlawful conspiracy to depress the compensation of medical residents. In another matter involving the health care industry, the FTC ruled that while the collection of surveyed information could violate the antitrust laws, no action would be taken because the surveying association took the following precautions:

1. The data was collected by a third party.
2. The information was maintained in the strictest of confidence.
3. Only the Federal Drug Administration would discuss the need for increased production of drugs in short supply with the manufacturers.
4. Only generic reports would be shared among vendors.

This case also suggested that the use of third party collectors and assimilators of sensitive data is preferable to the use of a trade association for such work.

While the creation of a safe harbor for association data collection programs does not automatically eliminate the possibility of antitrust action, such goes a long way in ensuring favorable treatment by the enforcement authorities when applying the rule of reason test for liability.

Manheim, PA - Harrington Hoists, Inc., recently leased 97,000 square feet of commercial property in the Elizabethtown PA Conewago Industrial Park.

The company will occupy the space in early December and hopes to be fully operational by May 2013. The company has begun to hire new people to begin operations at this facility. Additional workers will be hired after operations begin in April of 2013.

The space is needed to support the company’s growth in North American manufacturing and for the expansion of their sales. Harrington will house warehousing and assembly operations in this facility. Operations, fabrication and cell production manufacturing will remain at the Manheim PA facility.

Harrington Hoists, Inc. is a wholly owned subsidiary of Kito Corporation, of Japan and is part of the Kito Group. Harrington’s additional manufacturing is part of a corporate strategy of global expansion. “This move is a huge step in our global manufacturing diversification and will allow Harrington Hoists, Inc. to improve our service to the U.S. and the Americas” said Carlo Lonardi, COO of Harrington Hoists, Inc. “We have been very excited to work closely with our parent company, Kito Corporation, in the moving of both the sourcing and manufacturing operations to the U.S. for these particular products. The proximity to our suppliers and our Manheim resources has made Elizabethtown the ideal location for this new operation”

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International rope manufacturer Bridon has launched a state-of-the-art facility for the development of the world’s most advanced steel ropes.

The Bridon Technology Centre (BTC) houses a range of purpose-built equipment to test rope properties and performance, enabling Bridon to refine complex rope constructions and optimise their design. The facility is set to develop the largest and most sophisticated rope products ever made available.

Bridon has cited demand across a number of key industries as the primary motivation behind the Centre’s development, noting the widespread need for stronger, more sophisticated ropes that can perform at the highest levels in the world’s most punishing environments.

Bridon has invested £5 million in the Centre’s custom-made testing and analysis equipment, which is designed to evaluate advanced rope constructions for their suitability in even the most challenging conditions.

The facility has the capacity to test samples from ropes that will weigh hundreds of tonnes, assessing their strength under extreme loads, their endurance against bend fatigue, their rotational characteristics, and their response to repeated layering on smaller, more economical spools. It is also invested with the latest 3D Microscope technology to examine ropes in minute detail, allowing for some of the most rigorous examinations ever conducted.

BTC also affords Bridon the opportunity to work with customers on selected technical projects. Over the coming months, the company is expected to enter talks with major operators looking to optimise a rope for their equipment or application.

The launch of the Bridon Technology Centre follows the opening three months ago of Bridon Neptune Quay – a state-of-the-art manufacturing facility capable of producing the largest and most complex ropes in the world.

Bridon Chief Executive Jon Templeman said:

“BTC will be a high-tech hub for next generation rope development, where the finest minds in rope technology use sophisticated testing equipment to validate the designs of the largest and most complex ropes ever made.

“This state of the art facility will enable us to develop and test ropes that perform at the highest levels in the harshest conditions on earth, and to collaborate with our customers on tailored solutions to the toughest challenges they face.

“Following the launch of BTC and Bridon Neptune Quay, Bridon now operates the world’s most advanced rope development, manufacturing and testing facilities – giving us both the brains and the brawn required of a global technology leader”.

_A Bit of History_

**The Briggs Patent**

Arthur J. Briggs, a consulting engineer from Syracuse NY, applied for his famous patent in 1925. He made 27 claims, describing a preformed wire rope comprising a core with at least one layer of preformed strands. He also claimed a process of preforming, and a machine with a “preforming head” as shown in Figure 4.

![Diagram of a preformed wire rope](image)
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Chant Engineering Co. hits the ground running in 2013. Breaking ground last month on a 25,000 sq. ft. manufacturing building addition, the company is doubling its manufacturing space to over 50,000 sq. ft. Chant, which partnered with TALURIT AB in 2012 as its authorized North American distributor, will use this space to house the full line of Talurit Swagers, Dies and other products and inventory, while continuing to grow its testing equipment production. In addition, Chant just finalized a partnership with Friedrich Hoppe GMBH in Germany, and is now the authorized stocking distributor for Hoppe heavy duty wire rope thimbles in North America.

Not only is Chant expanding its facility, Chant’s executive team is increasing to manage this growth. The ownership transition was completed in 2012 with Philip Chant now the President and owner. Jules DiRienzo, has stepped into the position of Vice President of Operations and Patrick Shire has been promoted to Vice President of Sales and Marketing. David A. Crane, is now the Senior Mechanical Engineer to round out the Engineering department.

The company, with 45+ employees, currently resides in a 38,000 sq. ft. “green design” energy efficient manufacturing facility and is a global diversified engineering company that designs, manufactures, services and calibrates testing machines, swagers, systems and related accessories for worldwide industrial and military customers. For more information on Chant Engineering, visit www.chantengineering.com.
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What would you think about a guy whose resume, at least at one time, was sweeping floors, who never got a college degree much less an engineering degree, but whom NASA engineers in Florida reached across the country to Oregon to handpick him to solve difficult problems they couldn’t figure out on their own?

**Introducing Bob Cushman ...**

Back to the beginning. Yes, he did begin his career sweeping floors, at West Coast Wire Rope, in 1973 when he was 20 years old. He moved into the shop and worked his way up to foreman, sales and vice president. Then, in 1999, after 26 years, he resigned.

“West Coast was a great experience for me and I learned a lot there,” Cushman says. “But it was time to move on. I wanted to go off on my own.”

After pooling all of his personal assets, he rented a 16,000 sq. ft. warehouse in Portland, OR. Then with just four people including himself, opened Cascade Rigging Inc. on March 1, 1999. “The first day I went to work in my own business I didn’t own anything, so that first year was pretty scarce,” he says. “In fact, the first five years were pretty tough. We didn’t see daylight until after five years, and it was probably eight years before we started getting recognized. Since then, growth has been steady.”

And this despite a major setback in 2008 with the recession. Cushman had moved his business from the 16,000 sq. ft. Portland facility to a 26,000 sq. ft. one in Clackamas, a suburb of Portland, where he had a 240 foot long test bed, the longest on the west coast. But then, not long after they got settled, the Oregon Department of Transportation forced them to move again. Why? “With the stimulus money provided by Obama, the state planned to build a highway right through my facility,” Cushman says. “But they ran out of money and the project failed, as we knew it would; yet, we still had to move.”

The state eventually compensated Cushman; but meanwhile, as he says, “It wasn’t much fun.” They moved to a 30,000 sq. ft. free-standing building, with no electricity and no office. “It took three months to move and set up the warehouse, involving some 47+ truck loads. It was quite an undertaking.”

And yet, says Cushman; at the same time most businesses around the country are complaining about a recession, “We’ve come off of three of our best years. That’s pretty amazing to me.”

A clue to this phenomenon can be found in those 47+ loads of inventory & equipment that had to be transferred from one Clackamas warehouse to the other, as opposed to the complete lack of equipment he had when he first started the business. Cushman says he had no grand strategy for his business when he started
out, just an intuitive sense that he could do it and the willingness to improvise to make the best of any situation that arose. Therefore, since he couldn’t afford to initially buy any equipment, he built his own. He continued to do so, refining and improving it as he went along. It was his long experience in the industry which gave him the hands-on skills to accomplish this.

“All of our testing equipment, rigging machines and all of the various components needed for rigging we build in-house, in our own machine shop,” Cushman says. “In this respect we’re somewhat unique, for, unlike most rigging shops we’re also quasi-manufacturers.”

One result is that Cushman doesn’t simply build equipment for his own plant. In fact, 20 percent of his business is now devoted to building and refurbishing wire rope equipment to sell to smaller distributors.

When asked if he has much competition on the wholesale side, Cushman responds, “Definitely, and we’re definitely not the cheapest. But we have greater value-added service than most.” Here Cushman uses one of his favorite phrases, and that’s “thinking outside of the box.” For he listens to a customer’s needs and fulfills them with much greater detail and effectiveness than the standard solutions. “We customize much more than most others do,” Cushman says.

This is the same approach he uses for the other part of the business, which is primarily for the federal government. “We’ve helped the government write a lot of specs on projects,” says Cushman. “Once you start doing that they tend to come back to you.”

Although Cushman, like most independent start-ups, had to struggle to get traction; he had, through his 26 previous years in the industry, built a good rapport with many suppliers. Moreover, he brought to his new venture many of his previous customers. And, he also brought one colleague.

This was Scott White, who followed him as operations manager and has been with him ever since. His sister, Joan Shorter, did the books for 10-years, before this task was taken over by Jim Daniel. So that leaves Cushman and Daniel in the office, and White and a new employee, Dan Senften in the shop. A total of four, the exact same number the business started out with in, what will be, 14 years on March 1, 2013.

This is another example of Cushman’s belief that big isn’t necessarily better, and that small can be beautiful, as well as of thinking out of the box. “Most rigging shops, when an order comes in, have 10 or so people touching the wire and moving it to do the job. We move it twice. We’re constantly thinking of different and better ways to accomplish things. We completed our difficult move with just four people. Rather than hiring more staff, we just use better machinery and our minds.”

Cushman also is committed to treating his employees right. He provides good pay, good benefits, such as health insurance, adequate vacation time and, last year, initiated individual retirement plans. Instead of limiting celebrations to annual Christmas parties; he takes his staff to special events, such as the NASCAR races and to Las Vegas on New Year’s. “People sometimes say that’s a lot of money to spend on employees, but I can’t afford not to spend it,” is Cushman’s reply. “I didn’t make this company all by myself. It’s not an ‘I’ but a ‘we’ business.”

Another reason for staying small and flexible, Cushman continues, is the dwindling of the traditional northwest

Continued on page 68
This style of lifting beam can be utilized where headroom is limited and comes with three standard spans (4’ beams have two standard spans).

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Learn the fascinating and colorful history of Fort Worth, a city that was once home to legendary figures, cattle barons, and rough and rugged cowboys and cowgirls. Starting with a short walking tour to explore the sights of the Stockyards Historic District, once the second largest livestock market in the U.S. The historic Stockyards exemplify the days of the Old West with lively western saloons, quaint shops and coveted restaurants. Cowtown Coliseum, home to the first indoor rodeo, as well as Stockyards Station and a train station containing distinctive Texas shops are favorite stops in the district.

Next, guests watch the only daily cattle drive around, as Texas longhorns are driven from one end of the Stockyards to the other. Guests can view Texas' unofficial mascot up close at the Livestock Exchange building, where the longhorns stay for the remainder of the day.

Following the cattle drive, lunch is at the nearby Lonesome Dove Western Bistro – a restaurant that exudes rustic western chic and is sure to please the most discerning palate. Guests will enjoy owner Tim Love's sophisticated cuisine that offers guests a sampling of subtle upscale ranch fare. The group will delight in a three course lunch served in the restaurant's Trail Room, an intimate private dining space featuring original 1920's hardwood floors and a hand painted map of the legendary Lonesome Dove Trail.

After lunch, step back into the Old West in Fort Worth's magnificent Sundance Square where a quick driving tour reveals spectacular turn-of-the-century buildings nestled among towering skyscrapers. In Sundance Square, known today for its unique shops, specialty restaurants, theaters, and museums; hear about legends from yesteryear when Butch Cassidy, the Sundance Kid and other notorious bandits of the Wild West lived, played and even died here.

At the last stop on the tour, the group will catch some cowgirl spirit at the only museum in the world that documents the women of the West. Fort Worth's National Cowgirl Museum and Hall of Fame features stories, tributes and artifacts that exemplify the “can-do spirit” of cowgirls everywhere.
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At the AWRF Technical Committee meeting held in Scottsdale, Arizona on January 25, 2012 the Web Sling Technical Subcommittee was handed an assignment to conduct an informal, preliminary test program to determine the effect on the ultimate tensile strength of certain synthetic sling webbings while they were in a wet condition.

Mr. Bob Jasany, member of the AWRF Web Sling Technical Subcommittee and liaison from the Web Sling & Tiedown Association (WSTDA), contacted SpanSet, Inc. who agreed to conduct the testing at their facility on a no fee basis. All the webbing used to carry out these tests was provided by Oppermann Webbing, Inc. on a no fee basis. The webbing provided for these tests were of the same lot, beam and dye run.

The subcommittee determined that in order to develop clear results on a comparative basis that both nylon and polyester sling webbings should be the test subjects in both a dyed and natural (undyed) condition. Tensile break tests were first conducted on a series of temperature and humidity controlled test subjects as control samples. Later a series of test subjects were subjected to tensile breaks immediately following being immersed in tap water for forty-eight (48) hours. Later the last set of break tests were on test subjects having been immersed in water for forty-eight (48) hours and then allowed to air dry in a controlled environment for seven (7) days. The actual detail of the test protocol is provided along with this report.

The break tests for all phases of the testing program and sample types yielded no unexpected results or in the opinion of the committee reason to conduct further testing on larger number of test samples or by an independent commercial testing laboratory. The actual break test results in spreadsheet form are provided with this report.

Mr. Jasany reported on the results of this test program along with slides of the actual testing and test reports to the Technical Committee at the meeting held August 16, 17, 2012 in Novi, Michigan.

As an aside, a member of the AWRF Technical Committee informally asked if similar testing could be conducted on nylon and polyester thread. The threads chosen were nylon and polyester, ticket size 554, #8 cord, 3 ply, type 2 twisted and bonded multicord. Testing was conducted by American & Efird, a thread manufacturer, on a no fee basis. Thread samples were obtained from three different thread manufactures with the results being reported as an average of the three manufacturers combined. The actual break test results in various configurations are provided with this report.

The Web Sling Technical Subcommittee believes to have successfully carried out this wet webbing test project as assigned and unless otherwise directed by the Technical Committee will consider it closed.

Respectfully submitted,
Mark Kowalick, Chairman
AWRF Web Sling Technical Subcommittee
Robert Jasany
Technical Coordinator WSTDA
Type of Test:
• Tensile test of wet & dry Nylon & Polyester sling webbing.

Material:
• 2” width 9,800 lb / inch, pigment dyed Nylon. Oppermann Webbing P/N 689051-00 0023
• 2” width 9,800 lb / inch, un-dyed, loom state Nylon. Oppermann Webbing P/N 689051-00 0000
• 2” width 9,800 lb / inch, pigment dyed Polyester. Oppermann Webbing P/N 6789051-48 0023
• 2” width 9,800 lb / inch, un-dyed, loom state Polyester. Oppermann Webbing P/N 6789051-48 0000

Conditioning:
Dry test samples are to be conditioned in a controlled environment at 70 degrees F. plus or minus 2 degrees F. and humidity at 60% plus or minus 2% for a minimum period of 48 hours prior to testing.

Wet test samples are to be submerged in tap water at a temperature of 70 degrees F. plus or minus 2 degrees F. for a minimum period of 48 hours prior to testing.

Test Units:
• Three (3) dry, pigment dyed Nylon test samples for control and comparison.
• Three (3) wet, pigment dyed Nylon test samples.
• Three (3) dry, un-dyed, loom state Nylon test samples for control and comparison.
• Three (3) wet, un-dyed, loom state Nylon test samples.
• Three (3) dry, pigment dyed Polyester test samples for control and comparison.
• Three (3) wet, pigment dyed Polyester test samples.
• Three (3) dry, un-dyed, loom state Polyester test samples.
• Three (3) wet, un-dyed, loom state Polyester test samples.

* These samples are to be subjected to the 48 hour tap water soak, allowed to dry for a minimum of 7 days then tensile tested to determine any loss of strength. Test samples to be weighed before water soak and after minimum of 7 days drying period.

Test Procedure:
• Test samples to be 62” in length.
• Test samples taken from the water soak are to be shaken to remove excess surface water.
• Set test samples centrally within upper and lower webbing jaws removing excess slack.
• Set cross head speed to 3” per minute plus or minus 1” per minute per ASTM D 6775-02
• Record maximum breaking force.

Test Equipment:
Tinius Olsen LoCap 300 ton capacity vertical screw machine with software interface.

Test Location:
SpanSet, Inc. 3125 Industrial Drive Sanford, North Carolina ISO 9001:2008 Registration No. 291/A/0001/AN/En
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It is with great sadness that we inform you that our long time representative and good friend John Gideon passed away on Tuesday, December 11. John founded Merit Sales which was most recently located in Monroe, Georgia, outside of Atlanta, and added a facility in Houston, Texas. John, his wife Esther, and his children Johnny and Cindy, have represented Chicago Hardware for over 40 years. He will be greatly missed, and we ask that you remember John and his family in your thoughts and prayers during this difficult time.

If you wish to send a card or memorial, please send it to:

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Industry’s biggest players watch UK Business Minister open state of the art facility

November 16th 2012 - Industry leaders from companies including Heerema, NOV, and Certex assembled in Northern England this week to watch UK Business Minister Michael Fallon open a facility that will manufacture the world’s largest ropes.

The event marked the commencement of manufacturing at Bridon Neptune Quay (BNQ), a state-of-the-art factory constructed by Bridon International which will produce the largest and most complex offshore ropes in the world. The facility will have the capacity to produce highly engineered ropes in package weights of 650 tonnes, boasting enhanced breaking loads, optimised bend fatigue performance, effective lubrication, and minimal rotation under load.

The occasion was marked by the switching-on of the factory’s rope-closing machine, which is the largest of its kind in existence. The machine, which was constructed to a unique specification by German engineering company SKET, will allow the company to produce far more complex ropes than had ever previously been possible with such weights. Pulling the lever to activate the machine was UK Business Minister Michael Fallon, who praised Bridon for establishing a global technology leadership position through its consistent investment in innovation.

Accompanying Bridon Chief Executive Jon Templeman at the event were a host of senior industry figures including Certex CEO Peter Keith and NOV Cranes Division Head Oddvar Hoydal, who noted how Bridon’s highly engineered ropes could improve their companies’ heavy lifting and deepwater deployment capabilities.

In addition to the switching-on of the facility’s rope-closing machine, the opening event offered a range of technical seminars for attending industry leaders, designed to demonstrate Bridon’s unique services offering. Focused on ensuring customers get the most out of Bridon’s highly complex ropes, this package provides tailored support throughout a rope’s development, installation and application.

Now operational, Bridon Neptune Quay is already taking on orders from major multinational operators, and its production schedule is designed to cater to the highest possible levels of demand. The factory’s portside location, along with its state of the art Takeup Stand for lifting reels directly from dock to vessel, will help Bridon to significantly improve logistics.

Bridon Group Chief Executive Jon Templeman said:

“I’m proud to announce that Bridon Neptune Quay is open for business, making the largest and most complex ropes the offshore industry has ever seen. We have worked closely with customers to understand the challenges they face in reaching greater depths in some of the toughest conditions on earth; thanks to this collaborative approach, ropes constructed at Bridon Neptune Quay will not only be the most advanced in the world, but will also be uniquely tailored to tackle 21st century offshore challenges”.

Business and Enterprise Minister Michael Fallon said:

“Companies like Bridon International are a great example of how Britain’s manufacturers are leading the world. Through Bridon’s innovations, the largest, most advanced ropes ever made are being sold around the world from Britain – and helping to solve the challenges our modern offshore industries face.

“As a growing manufacturing company, Bridon are exactly the sort of firm the Regional Growth Fund was set up to support. I’m very pleased that we have been able to provide them with £2.2 million to help open this state of the art new facility.”

Peter Keith, Group MD CERTEX Division said:

“We are particularly excited about the complexity of the ropes that will be manufactured at Bridon Neptune Quay, as well as their enhanced bend fatigue life and reduced rotation and elongation. These technological advancements will make many new projects possible for our customers and I look forward to be able to offer these ropes from our CERTEX companies in the near future.”
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The design and fabrication experts at Lift-It Manufacturing have set another milestone in what could be considered the largest, synthetic bridle fabricated. The 108 ton rated bridle featured a 5 inch diameter masterlink. The link weighs 516 Lbs. and was selected to support and collect the two high capacity slings. The sling legs are high performance, Twin-Path® Extra Slings featuring K-Spec® high performance fiber.

Spatial and pressure calculations were done in the design development stages by Mike Gelskey, Jr. and the sling was sold to Kennedy Wire Rope, Corpus Christi, TX. Lift-It CEO and founder, Michael Gelskey, Sr. remarked, “I am extremely proud of our team in completing this assembly. I have been in the rigging business for 40 years and have never seen a 5 inch masterlink. When they say everything is big in Texas, they are not kidding”. Lift-it Manufacturing is a worldwide leader in the supply of quality rigging and rigging training for 34 years. For more information contact Mike Gelskey, Jr. at 909.469-2251 or visit www.lift-it.com
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Olive Branch, MS – In November 2012, Houston Wire & Cable Co. was named the ‘Import Customer of the Year’ by Mallory Alexander International Logistics. Founded in 1925 in Memphis, TN, The Mallory Group is an international freight forwarder and customs brokerage firm that offers state of the art logistical solutions. Southern Wire, a division of HWC, began working with the Mallory Group more than 8 years ago. In 2008, Southwest Wire Rope, a division of HWC, was introduced to the group followed by HWC’s corporate offices in 2010.

With the expertise and extraordinary customer service of the Mallory Group, we, the companies of HWC, are able to serve our customers. They are a valued vendor and a trusted partner.

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The TKH ferrule correspond to the European standard for turn-back ferrules; EN 13411-3. They are extruded seamlessly over mandrel and the aluminum alloy is defined in detail according to EN 573-3. Furthermore is the requirement of an inspection hole covered by the TKH ferrule. The inspection hole is used to reveal the position of the dead end of the rope in the completed ferrule secured termination.

TKH ferrules can be used on non-rotating wire ropes e.g. class 35(W)x7, following case 3 in the standard EN 13411-3. The turn-back ferrule system is quick, safe and easy to use. Totally reliable!
2. Power down and reduce the late-night stimulation. It seems like there is always an endless list of tasks to do before going to bed - cleaning up the kitchen, doing homework with the kids, sorting through mail, reading the newspaper, watching your favorite TV shows, etc. Try to complete your evening tasks early enough so you have a two-hour window of relaxation prior to going to bed. Choose the most important tasks and let the others go. Make your health a priority, determine a “cutoff” time and try to stick to it.

3. Take note of your bedroom environment. Our bedroom should be a sanctuary for sleep and intimacy. Make sure your bedroom environment helps you relax and invites sleep. Move the T.V. and radio out of the bedroom. Keep your bedroom quiet, dark and cool (between 65 and 70 degrees Fahrenheit).

4. Take a power nap. Did you know that our bodies are biologically programmed to experience two periods of sleepiness every twenty-four hours? The primary period for deep sleep is between midnight and 7:00 a.m. The second less intense period of sleepiness is mid-afternoon between 1:00 and 3:00 p.m. That explains those mid-afternoon energy slumps and yawns! It’s not realistic to take a nap during the day for most of us, but you can reap the benefits of a “power nap” by resting your head, breathing deeply and closing your eyes for ten to fifteen minutes. This should give you the boost you need to get through your afternoon.

5. Be careful about using sleep aids. We all have trouble sleeping sometimes. This can be for several reasons: depression, fatigue, insomnia, or even an undiagnosed medical condition. When trying to address problems with poor sleep, it’s tempting to go to the local drugstore or on the Internet and purchase a “little helper” to go to sleep. While sleep aids can be helpful during stressful times or for jet lag, prolonged use of them (longer than two weeks) can foster psychological dependence. If you can’t sleep, try imagining yourself in a peaceful, pleasant scene, or get up and read a good book until you feel sleepy. Take a warm shower or bath. Listen to soothing music or drink a cup of non-caffeinated tea. There are several smart phone apps on the market that can help you discover what quality of sleep you’re getting. Sleep Cycle ($1.99; for iPhone) is just one example. Sleep Cycle not only measures the quality of sleep you are getting but can wake you gently (within a set 30-minute window) when the app determines that you are in your ideal light sleep cycle.

If problems getting to sleep and staying asleep persist, see your doctor. We can all experience a touch of insomnia from time to time. If sleep problems persist after you make the changes suggested above, it’s time to see a doctor. Persistent problems with insomnia may be related to a sleep disorder or an underlying medical condition.

Make sure to check out the Healthy 100 article in the next issue of Slingmakers where we’ll be talking about Environment and Activity as it relates to whole person health.

We want to hear from you! Tell us what you’re doing to live to a Healthy 100! Submit your personal wellness journey or what you are doing as an organization to integrate healthy behaviors and lifestyle changes into your workplace. Maybe you’ve started a walking club, exercise group, or are making healthier food choices. Submit your story and photos to Barbara Gilbert at barbarawrf@att.net no later than May 13th to be considered for a feature in the June issue of Slingmakers!

Monica Reed, M.D. is the CEO of Celebration Health, a ground-breaking hospital built with the Walt Disney Company and Florida Hospital—the largest admitting hospital in America. She is also the author of the book, The Creation Health Breakthrough. You can learn more about her and her book at FloridaHospitalPublishing.com, or you can find the book on Amazon.com or wherever you buy books.
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The Caldwell Group of Rockford, IL, which designs and builds engineered lifting products, has purchased a new 76,000 square foot manufacturing facility that will serve as the future home of the company. Caldwell a leading manufacturer in the lifting industry is currently located in 3 adjacent buildings in Rockford totaling approximately 50,000+ square feet. Sitting on 10 acres, the new building is strategically located only 5 minutes from their current location creating a win-win for their employees, suppliers and the customers they ship to around the world.

Caldwell, which started manufacturing lifting products in 1954, is a 100% employee owned company (ESOP). “The building is a great investment in our future for our employee owners”, says Caldwell’s President Doug Stitt. “We are working very hard to build our business and this property gives us the ability to continue our growth while providing a great place for our employees to work”, says Stitt. The new location offers a larger overall manufacturing area, higher capacity cranes, significant ceiling height and a new office area.

Despite Caldwell’s already broad line of products serving a variety of markets globally, the company works to add new items each year. According to Chris Mihalik, Caldwell’s Director of Sales, Caldwell manufactures products for many different applications. Everything from simple construction items to complex lifters used in steel mills to custom engineered lifting products used in aerospace applications. “This facility gives us a very solid platform to service our customers”, says Mihalik. “Part of that service is having the facilities where we can continue to build on the variety and quality of products we offer, this building does that for us.”

The company has not announced a move-in date yet but certainly expects to start enjoying the benefits and efficiencies of the new location in 2013. Stitt said, “While we are anxious to get in, this is the perfect time to make sure it is configured exactly the way we want it to support our operations in the most efficient manner possible.”
industries of fishing and logging, due, Cushman believes, to over-regulations. As an example of the latter, Cushman says, “Now there is a requirement that loggers put in drainage on the roads into the forests, to catch runoff water.”

Cushman, who turned 60 this January, 2013, is a bit old school in terms of computers, is not especially enamored of them, but knows he has to keep up with the times. He’s fully computerized from delivery to his site to shipping and invoicing the final product. “Now 90 percent of our communications are via email,” he says “No one talks on the phone anymore.” He doesn’t do much with the Internet yet, but plans to in the future.”

Currently he gets his name out through sponsoring popular northwest events such as rodeos. He doesn’t do much conventional advertising, depending rather on word-of-mouth, which has been sufficient.

Since he has never been interested in growth for growth’s sake, he avoided going into any significant debt. He has an excellent line of credit with his bank, but draws on it only sparingly. “We continually gross $2 to $4 million annually, but our net profits continue to grow,” Cushman says. “Rather than big annual gross sales volumes, I’ve always been more interested in the bottom line.”

Cushman’s wife, Debra recently purchased another company, International Cordage in Phoenix, AZ, which she runs. This company, purchased in March, 2011, fabricates custom nets, primarily out of wire rope, for animal enclosures & containment in zoos & aquariums. In the 12,000 sq. ft. plant there are 10 employees; for, as Cushman explains, this activity is very labor-intensive.

One of Cushman’s most interesting and challenging jobs was with NASA, working on the space shuttle in Florida. “They somehow got my name and called to say, ‘We hear you’re the wire rope guy. We want you to bid on this project. If you’re close we want to work with you.’” The work was a lightning arrest system on the launch pads; so, during a storm, the spacecraft would not be struck by lightning. A huge amount of stainless steel, including inch-and-a-quarter, was supplied. “We talked for about a-year-and-a-half on the design aspects of how to put it together,” Cushman says. “For the engineers it was like putting a square peg in a round hole. But I’m thinking about things like that all of the time.”

Another interesting and challenging job was for the Army Corps of Engineers. A recent nine month project involved providing the lines that lift the gates in water-spills for dams; using over 80 thousand feet of stainless steel wire & consisting of 776 wire rope assemblies.

Ironically, for a hands-on worker with no formal higher education, Cushman comes from a family of professors and lawyers. “When my dad was Assistant to the U.S. Attorney General in Washington DC, I remember playing under the desk and looking out through the window to see the White House,” Cushman recalls. “My brother recently retired from the CIA; and you can’t go to law school without coming across a book my uncle or grandfather wrote.”

Yet, Cushman often writes scholarly papers for various journals on highly technical subjects, though he has to put in a disclaimer that he is not an engineer. Outside of his lifelong practice with wire rope, Cushman says, “I read a lot. I’m a nonstop reader. It’s mostly technical. Whenever I have a wire rope related question, I start searching on the Internet for answers, even if it seems to take forever. It’s what I enjoy doing.”

Cushman has typically gotten up at 5 am to do paperwork and hasn’t not gotten back from his office until 6 pm. “I used to work on Saturdays, but I don’t do that anymore,” he says. “At 60, I’m trying to slow down. We have 10-acres in the country that keep me busy.”

Cushman also stays busy through his affiliation with AWRF, which he joined in 1987 while still working for West Coast Wire Rope. He had served on the Board of Directors for eight years, and then President in 2004 – 2005.

In fact, Cushman credits AWRF for much of his success; for the technical expertise the association offers, of course, but also, says Cushman, “My contacts with other members of AWRF have been a huge benefit to me, for which I’ve always been grateful.”
The decline in the operating expense percentage, while welcome, was not as significant as would be expected given the sales growth. A lot more work is needed in controlling operating expenses in the future. For almost every line of trade in distribution, the key to expense control is control of payroll expenses.

**The Change in Inventory Turnover**

Exhibit 5 shows that inventory turnover rates experienced a mixed pattern in 2011. The turnover for construction suppliers improved, it fell for consumer-based firms for industrial distributors reflected no change. The reality is that the changes, both positive and negative, were close to minuscule. Without a strong improvement in inventory performance rapidly growing sales necessitates an equally increase in inventory investment.

Whether the lack of improvement in turnover is a problem depends upon the level of sales growth that firms will experience in the future. If the trend in mergers and firm closings continues, then sales growth will be strong, regardless of economic conditions. This creates a mandate for making enhancements to turnover. If the sales growth slackens, then turnover improvements will be only a minor issue.

**The Change in the Average Collection Period**

Accounts receivable collection days presented a slightly better pattern than inventory turnover. According to the results shown in Exhibit 6, two out of three segments were able to improve their Accounts Receivable Day. At the same time, while things got better, they did so at an incredibly slow rate. Again, the net result when viewed with strong sales growth was a need for a greater investment in accounts receivable.

**Moving Forward**

Management is continually challenged to plan for the future while looking over their shoulder at historical information. That rearview mirror suggest strong sales growth, a deterioration in the gross margin percentage, an improvement in the operating expense percentage and more or less treading water with regard to inventory and accounts receivable. The net result is an increase in ROA that is close to glacial.

The problem is that the key profit drivers are not being combined in a way that causes sales growth to translate directly into ROA growth. It’s time to make some changes in the key profit drivers. Gross margin is clearly an area of concern. Without a reversal of the current trend, higher profit levels will be very difficult to achieve. In addition, firms need to continue to make strides with regard to operating expenses. The declines related to sales growth were somewhat disappointing.

*Dr. Albert D. Bates is founder and president of Profit Planning Group. His latest book, *Triple Your Profit!* is available from Amazon and Barnes & Noble. It provides a guideline on how to drive higher profit. It also includes two Excel templates to help firms understand the profit patterns in their own business.*
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Alps Wire Rope expands into Texas!

Alps Wire Rope Corporation is pleased to announce the opening of our newest warehouse location in Houston, TX. Abe Guerrero will be joining our existing sales team of Rick Coughran and Bill Lee, to manage the facility. Abe is a native of Houston and is happy to be returning home!

The increase in demand for our wire rope products from this important region of the country has led to the opening of this new distribution point. The new facility will provide Alps Wire Rope close proximity to our customers and business partners in the area.

It is always Alps’ goal to provide the best quality, faster delivery on our shipments, and greater access to our diverse line of wire rope products. In addition to our Oilfield Products we will be stocking ElevatorRope, Stainless Steel Ropes & Strands, Specialty Crane Ropes, and of course General Purpose Rope Products. We also offer wire rope assemblies from our fabrication facility in the Chicagoland area.

“It's about time! It’s been 10 years in the making,” says Rick Coughran, Market Development Manager and Director of Oilfield Products. “Alps Wire Rope Corporation and Texas; as they say here in Texas, this is huge!”

Alps Wire Rope raises a glass to Mike Briand and Natosha Anderson!

We welcome Mike Briand, to Alps Wire Rope Corporation as District Sales Manager for the Mid Atlantic and North East. Mike has a long time track record with wire rope experience of thirty two years. Twenty five years Mike was employed at Wire Rope Industries and the remainder at Yoke, as the VP of sales in North America.

Also, we are excited to announce the hiring of Natosha Anderson as Customer Service Representative at Alps Wire Rope Corporation. Natosha Anderson joins Alps after working as Customer Service for 10 years at a manufacturer for hearing aids. Natosha is looking forward to finishing her Bachelor's degree in Business Management at Benedictine University. 2013 brings a New Year, new people and new visions.

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As a family-owned business, The Ulven Companies, was recognized as a finalist in the annual Excellence in Family Business Contest conducted by the Austin Family Business Program. The Austin Family Business Program was started at Oregon State University in 1985 to serve the business community and was the second of its kind established. The program is not aimed towards start-up companies, but rather towards established family business looking for practical business tools in an affordable and easily accessible format. They provide many workshops and seminars throughout the year with an emphasis on day-to-day operations and planning for future generations.

The contest received 31 applications for 2012. Scores are totaled from written applications and the finalists advanced onto the second round. After round two, oral presentations, a winner is chosen along with three finalists in each category.

AE Coleman Chair in Family Business Director, Sherri Noxel told The Ulven Companies, “This year, the judges had an especially difficult time selecting only one winner per category…You are a special family with an exemplary business. We are pleased to have this opportunity to honor you and your contributions to the economy and to the world of family business.” A formal ceremony was held on Thursday, November 15, at the Governor Hotel in Portland.

The Ulven Companies have been in the forging industry for over 40 years – starting with the creation of Ulven Forging, Inc. in 1971. The Ulven Companies now comprise a group of four different American companies and are privately held. Each company has its unique set of process capabilities in different areas of the industry and is known for bringing high quality, cost-effective products to its customers with reliability and integrity.
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Ulven Expands

Beginning in 2012, Wolf Steel has been working to increase their existing foundry capacity and product quality. In this expansion Wolf has added over 15,000 square feet of manufacturing floor space to the existing 7,750 square feet. This expansion included the addition of critical process equipment such as a new Inductotherm 3,000 pound melt furnace (in addition to their existing 1,500 pound melt furnace), a new Atlas-Copco Air Compressor, and several new Tinker Omega systems.

The steady growth of Wolf Steel over the last decade has been the impetus for this expansion. In order to meet increasing customer demand, the existing plant has been tripled in size. The construction project itself was a smooth process with virtually no impact to customer orders. In addition to the physical machinery and square footage, key computer systems have been upgraded. This included a SolidCast/Flowcast computer simulator program, allowing them to project how the castings will solidify before the process even starts. This greatly improves quality yield and decreases the likelihood of expensive internal errors.

Mike Ulven said of this expansion, “The new building additions allowed us to completely reorganize our entire manufacturing process from start to finish. Wolf Steel Foundry had begun its LEAN manufacturing journey and the timing was perfect to use those streamlining tools to ensure an optimum flow of production through the plant.” With the increased melting capacity, the foundry can now produce an increased volume of castings as well as the ability to produce larger castings for both new and existing customers.

Founded in 1989, Wolf Steel Foundry is known for producing excellent quality steel castings on-time with competitive pricing. Wolf Steel prides itself on being a 100% no-bake steel foundry with parts that can be cast from 5 lbs. up to 2,200 lbs. With its on-site laboratory, every heat receives a chemical analysis to ensure quality. In addition, Wolf Steel also provides physical certification, magnetic-particle inspection, and radiography testing. Wolf Steel is a part of The Ulven Companies, which now comprises a group of four privately held American companies.
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