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On a Presidential Note...

I am extremely honored and humbled on becoming your next AWRF President. Your vote of confidence will continue to motivate me to “make a difference” and “leave a legacy”. Both of these characteristics motivate and drive many of us beyond any recognition or compensation we receive as part of our careers. They are characteristics of driven individuals. I promise the organization that you will get my best effort.

AWRF is in great shape both organizationally and financially. We continue to try different things to help make our conventions interesting, engaging and fun.

Brooklyn New York was a great venue to hold our Fall meeting. From the history of the Brooklyn Bridge, to the one of a kind tours (instead of golf) and oh the restaurants! Those that attended the meeting got the total New York experience which makes the Big Apple one of a kind.

We are poised for a very exciting year. The Spring meeting we will be hosting our PIE in New Orleans. The PIE meetings are the best attended meetings we have and we are very excited about the venue; and the new products and technologies that are being presented to our industry. Please mark April 17 – 20 of 2016 in your calendars. We look forward to seeing you there.

I also wanted to take this opportunity to thank Mary Brett for her leadership this past year and Steve Hughes for his contribution to the board. Both have served faithfully and worked very diligently on the board on behalf of our association.

We have a couple of new initiatives planned and will be enhancing others, so stay tuned...
There are some important reasons why the Virginia State Park system won “The Best State Parks” in the nation. Aside from the park system’s scenic landscapes, amenities and topnotch management, their slogan, “I Love Virginia State Parks,” fits. Innovative among park systems, Virginia also wanted to integrate other activities, perhaps some we don’t usually associate with parks. Enter Virginia Canopy Tours.

Virginia Canopy Tours responded to a Request for Proposal (RFP) to develop a canopy zipline tour in a Virginia state park. The department was impressed with the operations of VCT’s sister facility, North Georgia Canopy Tours, one hour north of Atlanta, and ended up choosing VCT to team up with them at one of their parks. VCT chose Shenandoah River State Park for this adventurous partnership.

“We chose to use Bonsai Designs, Inc. the same designer as our Georgia course,” explains Virginia Canopy Tours’ office manager Bonnie Nicklien. “Bonsai gives great attention to detail, has innovative design elements in addition to an excellent ‘leave no footprint’ attitude. We feel they are the best in the industry. And the fact that the park has a great location convenient to the nearby Shenandoah National Park and major Mid-Atlantic, as well as northern, cities makes this a great fit as well.”

Shenandoah National Park is one of our country’s most visited parks. This makes perfect sense as it is mere hours away from some of the largest cities in the U.S. And to those who’ve made the trip and driven the Skyline Drive, the park may seem more parkway than National Park. Drivers frequently see plenty of deer and mountain-valley vistas.

But cars rushing through the area also miss the genuine Shenandoah. In that place there are over 500 miles of trails can reached from Skyline Drive, while hikers ramble parallel to the famous drive on the Appalachian Trail for almost the whole length of the Skyline Drive. The long, slender park flows outward, upward, and downward from the highway dividing it in half. The drive, shadowing ridge trails walked by Indians and early settlers, transports visitors to a park built on a frontier persisting into modern times.

Most national parks do not share the Shenandoah’s as a place where settlers lived for over a century. Earlier in the 20th century, Virginia state officials acquired 1,088 privately-owned tracts and donated the land to the US. Never before had a large, populated, expanse of private land been converted into a national park. The place was unique in that it was a park made of land used extensively by humans.

Some 465 families moved or were moved from their cabins and resettled outside the proposed park boundaries. A few mountaineers, though, lived out their lives in the park and were buried in the secluded graveyards of Shenandoah’s vanished settlements. The land consisted of farmland and second- or third-growth forests logged since Colonial times. Gone is most evidence of lumbering, grazing and farming; forests have steadily come back with time and solitude.

Spring arrives first in the park valleys and then moves upward. Walking up a valley trail, a visitor can follow spring’s path and see, in a single day, a variety of flowers that bloom elsewhere over a span of weeks. The Shenandoah National Park simple infrastructure was constructed by members of the Civilian Conservation
Corps (CCC), a government jobs program created during the Great Depression of the 1930s.

Workers built rock walls, overlooks, picnic grounds, campgrounds, trails and the Skyline Drive itself. They also planted the mountain laurel that lines the road and built more than 340 structures in the park, many now listed in the National Register of Historic Places. The work of the CCC is even celebrated by a statue of a CCC worker, “Iron Mike.”

Now, in 2015, not far from the national park, Virginia’s Shenandoah River State Park has human activities taking place in the tree canopy just as it seems to be doing around the world. Visitors want more of an adrenaline rush than they might get in a visitor’s center or on a wildflower walk – not that those aren’t wonderful things for those touring the park.

“We have the same mission as the park,” adds Nickluien. “That is to get people outdoors to experience nature in a new way. Interpretation is a big part of our tour. We highlight the park from a new perspective. The VCT was built in 2013 and then opened to the public in April, 2014, offering an educational, adventurous experience amid the forest – more than enough excitement to leave people wanting more. Tourists who are anxious about heights have their nerves calmed after they participate in what we call “ground school.”

At ground school, participants practice proper body position, steering as well as the all-important task of braking; the guides will give instruction in hand signals as well. Participants learn and practice zipping skills prior to experiencing the course. And actually being clipped in and then seeing how things really work at ground school calms nerves.

“Our goal is to educate our guests while we provide a once in a lifetime adventure in the canopy of the trees. Riders zip through the park on a dual cable system on a course that gradually increases height and speed. The tour starts with an all-terrain vehicle ride to the top of Allen’s Mountain. The course includes eight separate but interconnected zip lines, two bridges, a couple short hikes and a rappel.

“The longest zip is approximately 1,040 feet and reach speeds of 40-45 mph. Virginia Canopy Tours’ course is entirely tree-based or in other words, there are no man made towers utilized at the site. Participants zip from tree to tree to tree – five continuous zips all before touching the ground for a short nature hike. A friction system is used for the rappel so that users are in control as they descend and there is a backup to control the decent as well.”

The tour is also guided. A pair of guides handles, and takes care of, all the equipment while out on course. Each participant wears a seat and chest harness with gloves. The helmet participants wear resembles a construction hardhat. The tour size is intimate (eight to nine people). The first two zip sections are low and slow, according to Nickluien. This encourages new zip line tourists and builds their confidence on the course. “Most people love it and go on, but those who feel it’s not going to work for them are free to exit the course. We inspect all the cables each day, perform periodic inspections and engage Bonsai-Design to perform our annual inspections of the course components.”

“Being in a state park, we work with the park’s naturalist and managers. Each has a plethora of information that is shared with our guides which is a tremendous resource. There is so much natural and Civil War history in
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the region which can be interpreted and presented to park-goers and shared with zipline riders as they fly above. Also, we highlight plants, animals and trees in the area during the short nature hikes.”

The park offers overnight camp sites, RV site and cabins for rent for those wishing to stay in the area.

Shenandoah River State Park also has the distinction of being the Virginia state park with the highest number of bears on average. So, often visitors get to spot them below. For the most part, black bears are timid, mentions Nicklien. They leave within minutes of a sighting. Another frequent park visitor or inhabitant is the Bald eagle. The majestic birds can often been seen fishing at the Shenandoah River.

The mission at Bonsai Design, Inc. is to build with harmony, precision and balance, thus the name reflects the Japanese art form highlighted in specially trained trees and plant. “Our mission is to design and install adventure programs that enhance the lives of all people who participate in our courses,” explains Thaddeus Shrader, chief executive officer with Bonsai Design. “Our courses integrate into the natural environment without harming it. We push the limits of the industry practices. We believe the possibilities are endless – that’s why each and every course is a custom design, no matter how large or small the project is. Whether you’re installing a multiple acre canopy tour course, a 1,500 foot zip line, or a single climbing tower, each project receives full attention and dedication.”

Decades of Bonsai experience gives those who use the company for their systems the edge in the adventure business, according to Shrader. “Time has given us an intimate understanding of everything we build, and allowed us to refine process and innovative design. A long standing member

Bonsai Design has grown with the aerial adventure industry and they have developed and fostered valuable relationships along the way. These partnerships have boosted the efficacy of not only Bonsai Design and its affiliates, but the industry as a whole, Shrader feels. “Our dedicated team at Bonsai Design is the driving force behind our advancement in the aerial adventures industry, and we will stand behind each adventure business’s success.”

“Over the last 20 years, Bonsai Design has refined our process, and nothing makes us happier than taking a client through the complete project cycle. Those we work with benefit from the unique, personal and customizable experience Bonsai offers.”

“Our course in Georgia differs slightly in that it splits halfway through so zip line goers can make it a shorter course, two or three hours,” adds Nicklien. “In Virginia it’s only the one three hour tour. And in Georgia the course isn’t quite as high elevation-wise due to the setting in foothills, rolling pastureland and forest as opposed to the new course in northern Virginia, actually in the heart of the Appalachian Mountains.”

The highest zipline run on the latter course is 90 feet above the ground, something that has a lot to do with the ravines and mountains traversed during that section. On the Georgia course the highest part is 70 feet up.

“Visitors who are anxious about heights have their nerves calmed in time for the most part. We do our best to make sure of that. Something which proves a great help is that fact that our tours are completely guided, and they – the guides – handle and take care of all the equipment. You, as a visitor on the course will wear a waist harness and gloves. The hat you wear is basically a construction site plastic hardhat.”

Riders zip through the park on two cables and starting out, for their own peace of mind at only six feet off the ground. Here they get to practice, learning how to steer as well as the all-important braking; the guide will go over some standard hand signals too.

“Users must demonstrate the ability to have and use those skills before they can go on the course,” says Nicklien. “And actually being clipped in and then seeing how things really work does calm nerves. Our intention is not to scare as many people as we can but to get you to enjoy the experience as quickly as possible. To that end, the first platform is only six feet off the ground.”

The first two zip sections are low and slow, according to Nicklien. This encourages new zip line tourists and builds their confidence on the course. “Most people love it and go on, but those who feel it’s not going to work for them are free to exit the course. There is a lot of redundancy in our systems for the sake of safety of course.

“We inspect all the cables each day and Bonsai Design, Inc. comes out for periodic inspections of the cables as well. The sites where we have our courses use 3/8 inch cables. These cables are in turn jacketed with a plastic coating.”

Nicklien feels jacketing is the direction the zip line course industry is moving, especially as far as Bonsai Design is concerned. Coating the cable with plastic also makes for a quieter ride, something general park visitors below who are out for a quiet hike, typically would appreciate.

The experience for visitors at Virginia Canopy Tours starts with an all-terrain vehicle ride to the top of

Continued on page 72
In today’s business climate, the importance of reliable, verifiable load testing cannot be overstated. When your lift weighs hundreds or thousands of tons and is worth millions of dollars, you need rigging you can depend on—rigging that you know will lift the load and lift it safely.

Each Yarbrough Cable location is equipped with load test machines calibrated in accordance with ASTM E4 standards—with load accuracy of +/− 1% up to 3,000,000 lbs—and traceable to the National Institute of Standards and Technology (NIST).

The computer-controlled, load test machine at Yarbrough Memphis has a 1500 ton capacity up to 200 feet of length and a 500 ton capacity beyond 200 feet up to a maximum length of 450 feet. As seen in the photos here, the open body design of the machine facilitates rapid connect and disconnect of assemblies to be tested and provides easy access for testing tools and equipment... ensuring quick turnaround for customer tests. Smaller test machines of 175 tons and 36 tons are also available at our Memphis location. Branch locations in Little Rock, AR; Muscle Shoals, AL; and Pascagoula, MS have test machines of 100 metric tonnes capacity.

Yarbrough can perform load testing of wire rope, chain, synthetic slings, hoists, rigging hardware, spreader beams, hooks, shackles, custom fabrications, and related components, as well as pre-stretching of wire rope. Yarbrough also provides on-site rigging inspection and on-site load testing to 100,000 lbs., using E4 calibrated, portable load cells.

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Above and beyond the traditional antitrust prohibition against collusive behavior among competitors, sales managers and executives must be concerned about the illegals of price discrimination.

In 1936 Congress passed the Robinson-Patman Act (“RPA”) to level the price playing field between small businesses and large chains. The RPA is enforceable by both the federal government and private parties. Damages can be very costly, e.g., a prevailing plaintiff in a civil suit can recover up to three times the amount of proven actual damages plus attorney fees. Although state price discrimination laws are generally similar to the Federal RPA, significant differences exist in some jurisdictions.

**Price Discrimination**

Section 2(a) of the RPA generally prohibits price discrimination between customers...

“where the effect of such discrimination may be substantially to lessen competition.” A successful prosecution under Section 2(a) must prove eight elements:

a. Two sales to two separate buyers
b. The same seller
c. Bonafide, completed sales
d. In commerce if relying upon federal RPA, i.e., at least one sale must cross state lines.
e. Intrastate price discrimination may be prohibited under state laws.
f. Sale of commodities
g. Like grade and quality
h. Contemporaneous sales
i. Different prices

**Harm to Competition**

Only a reasonable possibility of substantial competitive injury need be proved.

a. Injury to other Sellers

Predatory pricing may also violate Section 2 of the Sherman Act.

b. Injury to Buyers

1) Favored and disfavored buyers must be in competition with one another.

2) Injury may be inferred from the existence of a significant price difference over a sustained period of time.

c. Competitive injury to customers of buyers is also actionable.

**Defenses**

a. Meeting the competition

1) Good faith requirements

2) May match but not beat competitor’s price

3) Verification of competitive pricing
   i) Systematic documentation
   ii) Meeting the Competition Forms furnished by employer

4) Do not contact competitor, its brokers or sales agents for price verification.

b. Cost Justification

1) Price differential must relate to costs of production, sale or delivery.

2) Quantities may be considered.

3) Analysis before sale with thorough documentation is best.

4) Customers should be grouped according to those cost factors which create the savings.

c. Changing conditions may be considered such as potential or actual deterioration of perishable products, obsolescence of seasonal goods and closeouts of discontinued goods.

d. Practical Availability

1) Early orders, cash only customers, pick up discounts may be justified.

2) Sellers must show that competing buyers were aware and eligible for lower price opportunity.

3) Quantity and Volume Discounts must be known and available to all buyers.
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Functional Discounts

Functional discounts (“FDs”) are based on the level of customer resale in a multi-tiered distribution system. For example, wholesalers and jobbers usually pay less than direct-buying retailers who make sales at a level of trade once removed from the manufacturer.

a. If customers perform different functions in the distribution chain and do not compete for the same customers (e.g. wholesaler vs. retailer), they may generally be charged different prices.
b. FDs must be reasonably related to the value of the functions performed by the buyer.
c. FDs for warehousing by customers are available if similar discounts are offered to competing retailers.
d. Sellers are not required to offer FDs.

Promotional Allowances

a. If a seller offers to compensate a customer for displaying or advertising seller's product, the same offer must be made to all competing customers, whether they purchase directly or through wholesalers.
b. Where some competing customers are unable to take advantage of seller's promotional discount offers (e.g. television advertising), the seller must provide them a reasonable equivalent offer.
c. Where promotional discounts are offered, the seller must ensure that the customer is performing the required promotional services.
d. Sellers must give general notice of promotional discounts.
e. Federal Trade Commission guidelines are referred to as “Fred Meyer Guidelines.”

Buyer Liability for Inducing Price Discrimination

Buyers may not induce or accept known illegal discounts.

Brokerage and Commercial Bribery

a. Sellers may not set up dummy brokers to receive commissions that are passed on to buyers.
b. Sellers may not make secret payments or offer kickbacks to buyers’ purchasing agents.
c. Direct sales to state and local governments are exempt from the RPA only if the products are used in government functions. Sales to government for resale are not exempt.

Enforcement

a. Federal Trade Commission
b. Justice Department
c. Private litigation: treble damages

Compliance Suggestions

According to A Premier on the Federal Price Discrimination Laws published by the Antitrust Section of the American Bar Association, periodic educational seminars with company legal counsel are recommended to discuss the following subjects:

1) Basic discounts in all pricing programs
2) Terms of promotion programs
3) Analysis of credit policies
4) Arrangements for free services
5) Off-invoice pricing
6) Allowances, rebates and discounts
7) Procedures for meeting and documenting competitive offers
8) Methods used in establishing discounts, volume discounts, and cost justification studies
9) Procedures for and evidence of proof of performance for promotion and advertising programs
10) Handling unauthorized short payments or invoice deductions by customers
11) The role of brokers and wholesalers in pricing and promotional programs, including requirements for proof of performance and for announcing terms of the program to the trade
12) Differences among customers in terms of business formats, merchandising philosophies, and promotional practices and capabilities
13) Methods for announcing prices or promotion programs to the trade; and
14) The handling of requests for written confirmation by a buyer that a seller will not sell at a price lower than the one available to that buyer (most favored nation request)
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Page Wire Rope
The Rigging Box
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<td>Yarbrough Cable Service LLC</td>
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</table>

**AWRF Quality Audit Participants**

![Image of participants]

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from
The J.A.G. wire team
Jeff, Barb and Caren


3. Free control of your IT—if you run a network, software from companies like LocalCooling.com allows the settings on computers to be controlled centrally so you can automatically turn those babies off when no one is using them.


5. Free recycling bins—the Coca-Cola/NRC Recycling Bin Grant Program provides recycling bins to select grant recipients for the collection of beverage container recyclables in public settings.


7. Free carbon footprint calculator for commuting, vacation, and business trips—The Carbon Tracker for the iPhone is a free application that allows users to easily calculate their carbon footprint with a GPS feature that automatically determines the length of each leg of the trip. Users can set monthly “maximum emission” goals as well as monitor their progress.

8. Free direct mail advice—The Direct Marketing Association (DMA) has an excellent free web-based tool for identifying and generating a green direct marketing program, the Environmental Planning Tool and Policy & Vision Statement Generator. Complete a best-practice; online checklist that includes over one hundred strategies to make direct marketing practices more sustainable and then the system generates an environmental vision statement to use in the future.

9. Free online market research—while the days of printed questionnaires and in-store...
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<td>Lock Out / Tag Out</td>
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<td>Machine Guarding Safety</td>
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<td>Office Safety</td>
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<td>OSHA Log 300</td>
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<td>OSHA Recordkeeping for Managers, Supervisors &amp; other Employees</td>
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<td>Reporting for Work, Your Safety Responsibilities</td>
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<td>Respirators &amp; How to Use Them</td>
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<td>Workplace Stress</td>
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intercepts are not over yet, online questionnaires are proving to be just as effective in the vast majority of situations. In fact, there are many advantages to online surveys. They’re more convenient for respondents (and therefore may yield better response rates) and less expensive to create and manage. Sign up for a no-cost account with a company like Survey Monkey, Zoomerang, or QuestionPro.

10 **Free teleconferencing**— Schedule and manage telephone conference calls from any web browser at your convenience. With these free services, callers pay for the calls.

11. **Free expert buying advice**— WebBuyersGuide.com provides access to thousands of white papers, case studies, and webcasts and detailed listings for over 40,000 products and 17,000 companies.

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13. **Free e-waste Recycling**— The Rechargeable Battery Recycling Corporation is a nonprofit organization that collects old cell phones rechargeable batteries. Their Call2Recycle program provides free collection boxes and plastic shipping envelopes.

14. **Free waste reduction technical assistance, seminars, networking opportunities and educational materials**— The EPA’s WasteWi$e program enlists partner companies to increase the overall recycled content in the products they purchase—by either buying more recycled products (and fewer virgin products) or increasing the level of recycled content in the products they already buy. WasteWi$e also encourages manufacturers to focus on producing greener products by incorporating a higher percentage of PCW.

15. **Interest-free loans for energy efficiency improvements**— Through an On-Bill Financing (OBF) program, a utility company allows qualified commercial customers to pay for energy-efficient business improvements through an interest-free loan on their monthly bill. The energy savings are used to offset the loan, so the monthly expenses are lower than taking a conventional loan and will likely be completely offset by energy savings. When the loan is paid off, the utility bill stays lower permanently. As of now, OBF is only available in parts of California, Connecticut, Rhode Island, and Massachusetts—and programs are under serious consideration in New York, Pennsylvania, Nevada, Wisconsin, and Oregon—small business organizations are lobbying aggressively to make it available throughout the country. The DSIRE database has state-specific information about availability of various loan and grant programs.

16. **Free energy audits**— Energy Crossroads has a comprehensive state-by-state listing of utility-sponsored energy-efficiency audit programs available for small businesses. Small manufacturers interested in facility audits can check out three sites:

- DOE Industrial Assessment Centers (IAC) provides eligible small- and medium-sized manufacturers with no-cost energy assessments.
- DOE’s Save Energy Now initiative conducts free energy assessments to help manufacturing facilities identify immediate opportunities to save energy and money.
- Department of Commerce’s National Institute of Standards and Technology’s Manufacturing Extension Partnership provide technical assistance to manufacturers.

17. **Free way to find reused building materials**— PlanetReuse.com is a free-to-use website for architects, designers, contractors, and material reclaimers to connect, find, and source reused building materials.

18. **Free financial calculators**— Use them to calculate the returns for specific purchases you may be considering, such as for buying high efficiency light bulbs or teleconferencing services. ENERGY STAR makes two powerful, free calculators available online:

- The Financial Value Calculator measures the impact of energy investments on a company’s finances. To use the calculator, you’ll need an estimate of your utility bills and commercial building floor space as well as the initial costs of the investment you’re considering and the projected annual cost savings with respect to energy use.

- Based on the assumption that the potential annual savings of an investment in energy efficiency equipment equals a defined cash flow opportunity, the Cash Flow Opportunity Calculator provides a simple payback calculator for evaluating energy efficiency investments. In other words, it helps you determine: (1) how much new energy efficiency equipment can be purchased based on the anticipated energy savings generated from the equipment; (2) whether the equipment should be financed now or would it be better to wait and use cash from a future budget; and (3) if money is being lost by waiting for a lower interest rate. If a Google search doesn’t yield what you’re looking for, ask potential suppliers if they have ROI calculators. Many vendors make these tools available, because they know helping you make a business case for their products will help them make a sale. In any case, keep in mind that some investments also provide what are called soft returns on investment, such as improving customer satisfaction and brand building.

19. **Free stuff**— Last but not least, the Freecycle Network is made up of thousands of groups with millions of members who exchange stuff for free.
When you need 1¼" wire rope and you need it now, call Loos and Company. It's in stock. Ready to be shipped. And priced right. We make and stock a wide range of wire rope in sizes up to and including 1 ¼". Specializing in stainless steel, other materials are available upon request. And we make it all right here in the USA. When you need the right size wire rope right away, call us at (800) 533-5667. Or visit www.loosco.com.
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By Dr. Albert D. Bates  
President, Profit Planning Group

HARPOONING THE WHALE

One of the most widely discussed topics in distribution today is the fact that a lot of customers and a lot of items lose money for the company. That is, the cost of servicing a large component of the customer set or handling many of the items is larger than the gross margin dollars generated by those customers or items.

While the economics of the situation are fairly straightforward, the implications for action are not. One widely-suggested option is to eliminate items and customers that don’t cover their costs. It is a quick and easy solution.

Another option is to work on enhancing margins or lowering costs to overcome the profit deficit. This approach is both time consuming and difficult.

Because the observations regarding customer profitability are largely mirrored by item profitability, this report will focus exclusively on the profit realities of customers for AWRF members. The report will examine customer profitability from two perspectives:

- The Economics of Customers—An analysis of how customers break out into widely varying profitability groupings.
- Changing the Profit Relationship—A discussion of how profitability can be enhanced by working with customers.

**The Economics of Customers**

Within every line of trade in distribution, including AWRF, there are wide variations in customer purchasing patterns. Some customers buy a lot of merchandise, others buy very little. Some customers are aggressive price negotiators while others are more service oriented. Finally, some customers are the proverbial “squeaky wheel” while others are easier to work with.

These factors come together to produce widely varying levels of profitability across the distributor’s customer set. At one extreme, customers who purchase a lot of products, are service oriented (rather than price oriented) and don’t “have issues” tend to be highly profitable for the distributor. At the other extreme, some customers who are high maintenance actually result in a loss for the distributor.

Unfortunately, there are only a few of the highly-profitable customers and a fairly large number of the unprofitable ones. This relationship between customers and the profitability they produce for the distributor is often referred to as the “whale curve.” It is shown graphically in Exhibit 1.

Customers are ranked from most profitable to least profitable along the horizontal axis. The percent of total profit generated is presented on the vertical axis. The graph looks something like a whale, albeit a rather anemic one.

As can be seen, the most profitable customers cause total firm profit to rise quickly. Somewhere along the way the slope changes as additional customers generate profit at a lower rate. Finally, the curve starts back down as some customers cause the firm to lose money. Eventually the curve ends up at the 100% of total profit level.

The typical AWRF member generates $300,000 in profit. For that firm, the customers fall into four categories based upon the profit they generate for the distributor. The A customers are the most profitable and the D customers are the least profitable—the money losers.

The relationship for customers and profit tends to be a little more dramatic when put into tabular form:

<table>
<thead>
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<th>Customer Category</th>
<th>Percent of Customers</th>
<th>Percent of Profit</th>
<th>Dollar Profit</th>
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<tr>
<td>A</td>
<td>15</td>
<td>100</td>
<td>300,000</td>
</tr>
<tr>
<td>B</td>
<td>15</td>
<td>35</td>
<td>105,000</td>
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<tr>
<td>C</td>
<td>35</td>
<td>10</td>
<td>30,000</td>
</tr>
<tr>
<td>D</td>
<td>35</td>
<td>-45</td>
<td>-135,000</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
<td>300,000</td>
</tr>
</tbody>
</table>
The fact that the typical firm loses $135,000 on slightly more than one-third of their customers is not an inconsequential issue. Potentially, dollar profit could be increased by 45% through concerted effort.

**Changing the Profit Relationship**

The immediate, knee-jerk, reaction is to just fire the D customers. In point of fact, this is an approach that some analysts support. It is an approach that should be avoided. Instead, it is essential to break the customer base into three target groups and work with them systematically.

**Group One—A Customers:** In the rush to focus on the money losers, there is a tendency to overlook the most profitable customers in the mix. It is actually more important to support the A accounts than it is to worry about the D ones.

No customer set buys all of their needs from one supplier. Anything that can be done to encourage A customers to purchase more has a direct and immediate impact on profitability. It is also a positive set of actions that everybody supports.

**Group Two—The Down and Dirty Two Percent:** Anecdotal evidence suggests that somewhere around two percent of all customers are not just unprofitable for the distributor, they are highly unprofitable. Even worse, they probably enjoy being unprofitable. These customers really should be fired.

Care must be exercised in the firing. Today’s fired customer may become tomorrow’s acquirer of one of the best A customers. The simplest approach is to simply let them fire themselves.

**Group Three—The Mass of D Accounts:** After the members of Group Two have been eliminated, there remains a massive number of accounts that still produce a gross margin that does not cover the cost to serve them. It is a lot of customers and requires a lot of work to correct the situation.

There may be some opportunity on the pricing side with these accounts. However, most of the effort must be devoted to the issue of the cost to serve. This inevitably gets back to the reality of too many small orders, too many emergency orders and too many returns.

The key is to get customers to plan ahead and ultimately place fewer orders. Alas, customers place the number of orders they want to place. Time and effort must be spent to educate customers about the cost savings on their side of the profitability equation if they were to order less frequently. It requires both an analytical effort and a sales effort. The profit impact, though, justifies the effort.

**Moving Forward**

A lot of firms are aware that some customers are unprofitable to them. What is needed is a more precise analysis of the nature of the challenge. Once the analysis is conducted that analysis must lead to action.

**About the Author:**

Dr. Albert D. Bates is founder and president of Profit Planning Group. His recent book, *Breaking Down the Profit Barriers in Distribution* is the basis for this report. It is a book every manager and key operating employee should read. It is available in trade-paper format from Amazon and Barnes & Noble.

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In Memory of Michael Wallace

We are saddened to announce the passing of our colleague and friend, Michael Mayo Wallace on September 15, 2015 at his home in Glastonbury, CT. He was born on September 6, 1956 in Fredrick, MD. Michael was a graduate of The Boys’ Latin School of Maryland, class of 1974. Following graduation from Ohio Wesleyan College in Columbus Ohio in 1978 he joined Maryland Specialty Wire in Cockeysville, MD, serving in various sales capacities for the next twenty years including Sales Manager for their Strandflex Division in Oriskany, NY. In June of 1998 he joined Loos & Co., Inc. as Vice President Sales & Marketing, a role he held until his promotion to Vice President Business Development on June 1, 2015. Michael was predeceased by his parents George Scott and Jacqueline Mayo Wallace and is survived by his brother George Scott Wallace and his nephew William Connor Wallace. Michael will be greatly missed by his family at Loos & Co., Inc.

In lieu of flowers, contributions may be made in Michael’s memory to The Boys’ Latin School of Maryland, 822 West Lake Avenue, Baltimore, MD 21210.

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MEGA DSS, The big boys
The more you sweat in training, the less you bleed in battle, according to Industrial Training International (ITI), one of the safety training companies for rigging masters and crane operators, profiled here. Their customers face rigging challenges every day and they are relied upon by the world’s leading companies and organizations. These range from the U.S. Department of Defense to global corporate giants. ITI conducts courses at jobsites, online and at their training centers globally.

Over 75 countries have received training through the five different languages that they use for instruction. They also have 14 full time instructors and that many engineers as well. Those engineers are used as contract instructors.

Industrial Training International works exclusively in training those personnel involved with cranes, rigging and load handling. They have clearly found their niche in that area, according to Zack Parnell, the president of Woodland, Washington-based ITI. Personnel come from over a dozen major industries including power plants, shipyards, construction sites, upstream and downstream oil and gas operations, and all environments where lifting is a vital part of operations.

ITI runs training programs on rigging, for lift directors, those involved with accident investigation, and crane assembly. Program durations range from 1 to 5 days and cover methodologies of rigging as well as contain courses in a lot of other rigging topics and applications. Crane and wire rope inspections are covered as well as any hardware involved.

“On the crane side, we have courses focused on overhead, pedestal and mobile crane operations, inspection and assembly/disassembly,” explains Parnell. “We maintain over 30 courses and train many AWRF members. One particularly special course we do is a sling fabrication course; a lot of AWRF members are actually trained in that program.

“Sling fabrication is also relevant to maritime or offshore clients who need to know how to fabricate slings or pour sockets at sea. AWRF members are professional slingmakers; our fabrication course is sought after for them to build a formal sling making process and personnel qualification standard for their people.”

ITI is involved in this work to qualify their people so that they can go to clients and say all of their slingmakers are qualified fabricators, according to Parnell. “Founder, Mike Parnell, worked for Wire Rope Corporation of America (now WireCo World Group) for several years. The original name of ITI was Wire Rope & Rigging Consultants which focused on training and consulting services for wire rope and rigging users.”

Since that time ITI has grown incredibly, filling out their entire training space and has trained in over 25 countries worldwide. Training is conducted mostly at client locations. ITI has some 14 Instructors in their firm based throughout the USA, Canada and Brazil who come from a variety of experience in rigging, cranes and heavy equipment. ITI’s business staff, about 15 people, is based at its headquarters in Woodland, Washington.

Parnell worked with the engineers and others for about a year to get the program off the ground. “If someone sat down to do the whole course, it would take them three to four weeks,” says Parnell, adding that the course is seeking accreditation from the American Society of Mechanical Engineers (ASME) and the U.K.’s Lifting Equipment Engineers Association (LEEA).

The course is designed for two tracks, Parnell adds. The first track is for engineers who hold a bachelor’s degree in civil or mechanical disciplines and are looking to learn more about rigging and load handling. The second track is for experienced managers who have never received a formal engineering education but are tasked to build, execute and oversee complex lift plans using a variety of equipment.

Though automation can give us amazing speed, efficiency and advantages, human expertise and judgment in the lifting realm will continue to trump automation in many ways throughout industry. The crane, lifting and rigging world in turn is one where guesswork must be kept to a minimum. As with other industries, you can never have enough training as well as updating of information and technology. ITI has successfully worked hard to maintain themselves as a company more than prepared to fill that need.

The courses are offered on demand, online and at all skill levels, for everyone from new employees to seasoned veterans. Hands on skills are taught to employees who in turn go back to their workplaces with solid skills in addition to renewed confidence, increased credibility when it comes to inspections, excellent load-handling techniques and rigging methods and the best in crane operation details.

ITI supplies rigging cards which are portable and can be kept handy on job sites. The more effective those working in rigging can be with the materials and equipment they most work with on a daily basis, the better they are able to go home safely at day’s end.

A challenge for ITI is all the different regulations and agencies globally with which they must contend. For example, in the U.S. OSHA or ASME are important agencies to consider, but what are the equivalent agencies in Europe or Asia? In many ways the work is about improving operational training which in turn improves safety standards. Technical skills.
training leads to a safer environment. Practice also improves safety.

The company’s webinars remind viewers that they should look at the long term and how this training and mindset helps to build a corporate strategy. Subcontractors need to be checked on as they are in the mix as well. Issues looked at in detail through the webinars include cost efficiency and outcomes. Specialized training may be best accomplished offsite and may be different when presented at a live location.

ITI suggests that whatever training is going on is well-documented and that e-learning from all organizations be checked out before the start of practical training. This is becoming a more popular and efficient way of training. They also suggest that those interested find the one topic that is best for them and most applicable to their situation.

Audits can actually help reveal some of the gaps in training and can save money by avoiding spending in certain areas. Their goal is to help raise skill levels. Management needs to buy into all the training in order for it to be effective. Schooling the new hires on various topics and then not following those guidelines in actuality, as one ITI webinar points out, is the fastest way to kill a good training program.

Typically, ITI encourages those they are training to look at some broad questions at the start. These include: have them ask what we do, what we pay others, having them define their tasks, measuring the current level or percent of expertise, find knowledge gaps (which can be done with an exam), cross train employees for a variety of tasks, measure results and build the pipeline for the future. Two questions which may arise are, can we do what we pay others to do for less and how do we best groom lift directors? As such employees grow and move up, cross changes may occur such as the switching of a crane operator and a master rigger.

“In 10-15 years people with a good base will be needed,” explains one training webinar. “A snapshot of where you are right now can reduce risks. For your crane inventory, what do you own? What do you rent? What does your equipment list look like? Since the new synthetic rigging does need protection at times some are going back to using chains. Also, anything deemed construction now needs qualification, certification and qualified operators – something which came about in 2014.”

One webinar over two hours in length presents case studies of actual rigging and sling failures. Photos of the damaged slings; and important advice on preventing some very easily preventable, often deadly, as well as costly events is given. With a growing line up of courses, webinars and learning opportunities for a wide range of employment backgrounds, ITI continues to move forward with proven programs and training to advance both safety and education.

The company works hard to stay up-to-date as well. In April, 2015, key employees, along with those from the crane, rigging and load-handling, headed for Houston. This was an event those in the latter industries felt well worth the effort to attend. Dave Duerr, PE and President of 2DM Associates instructed classes as did ITI Technical Director and CEO, Mike Parnell.

This event, each year has proven to be great for keeping up the free flow of information and knowledge on crane, rigging and load-handling. Those attending came from such companies as ExxonMobil, PCL among many others. Attendees came from varied industries as Oil and Gas, Fabrication and Maintenance, Heavy Lift and Transport, Mining, OEMs, Offshore Construction, Insurance and Rigging Distribution.

The Rigging Institute, based in Knoxville, Tennessee has partnered with I & I Sling, as well as the safety materials provider, RiggSafe Solutions. All three companies have an interest in promoting a safer workplace, providing more useful and efficient field references for the rigger, crane operator, job superintendent, engineer, planner as well as others involved in construction, building trades and maintenance industries.

The Rigging Institute LLC was established by the founders of I & I Sling, Inc. as well as Slingmax® Rigging Solutions in 2010. I&I Sling has designed, manufactured, tested, and patented rigging slings and hardware since 1966. Slingmax is a worldwide association of rigging equipment fabricators with locations in 10 different countries.

These two companies headquartered in Aston, Pennsylvania, have provided rigging training to end users since the 1980’s throughout the United States, Canada and abroad. The Rigging Institute was created to concentrate solely on providing quality training to the rigging industry.

The Rigging Institute believes the most effective trainers draw from a large number of backgrounds, including the manufacturing and testing of the equipment itself to individual trainers who have worked in various positions throughout the rigging industry. The RI draws from these diverse backgrounds and aims to ceaselessly improve the
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Ireland and Canada Enhance International Mobility for Crane Operators

OTTAWA – Canadian Hoisting and Rigging Safety Council (CHRSC) is pleased to announce the recent signing of a Memorandum of Understanding between SOLAS (An tSeirbhís Oideachais Leanúnaigh agus Scileanna) and BC Association for Crane Safety (BCACS), which took place in Dublin, Ireland on September 16th, 2015. The MOU allows for the mutual recognition of Mobile Crane Operator and Tower Crane Operator credentials. The MOU will enhance the international mobility of crane operators in both Ireland and Canada.

The Chair of the CHRSC, Tim Bennett, stated, “This MOU is the result of an industry vision that was initiated a year and a half ago as part of the ESDC/CHRSC Multi-Jurisdictional Crane Operator Regulation Certification Comparison and Reciprocity Initiative, which was funded through the Government of Canada’s Foreign Credential Recognition Program. Our thanks go to the many crane industry volunteers in Canada who worked on this initiative, and also to our colleagues in Ireland for their reciprocal contributions and effort, leading to this agreement.”

Commenting at the signing of the agreement, Mary-Liz Trant, Executive Director at SOLAS, said “We are very pleased that this agreement has been finalized and our thanks to everyone involved. Canada is a popular destination for Irish emigrants and I believe this agreement will assist many of them and their Canadian Employers. We look forward to continuing our working relationship with the BC Association for Crane Safety.”

SOLAS is the Further Education and Training Authority in Ireland. It is responsible for funding, planning and coordinating training and further education programmes.

The Canadian Hoisting and Rigging Safety Council (CHRSC) is an industry-led organization working toward common outcomes regarding hoisting and rigging standards across Canada.

The BC Association for Crane Safety (BCACS) works closely with industry, labour and government to implement new standards of assessment and certification that make for a safer workplace. BCACS administers a comprehensive, inclusive credentialing regime to support the goal of accident free crane operations throughout British Columbia.
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The Caldwell Group (Rockford, Illinois) partnered with Certex Lifting Products (Houston, Texas) to engineer and manufacture a lifting system to support the U.S. Navy's Triton MQ-4C Drone development. The system was used in the NAS Patuxent River Anechoic Chamber during two months of specialized testing.

Certex was awarded the project in late 2014 and immediately partnered with Caldwell because of the recently released, and patent pending, Dura-Lite™ Composite Lifting and Spreader beam product line. There are many advantages to utilizing composite materials in below the hook lifting, it is lightweight, non-conductive, and non-corrosive. The testing in the Anechoic Chamber required a material that did not interfere with the electromagnetic testing. Dura-Lite™ products were the ideal solution.

Caldwell manufactured the main lifting beam, spreader beams and wing cradles. Certex provided shackles and manufactured the slings for the lifting system. All sub-assemblies were tested at Caldwell's new 84,000 sq. ft. manufacturing facility and then shipped to Patuxent River for use.

Caldwell personnel were on site in August 2015 for the system installation and initial testing. “It was very exciting to be on site for the initial lift and an honor to support the U.S. Navy in this project” said Dan Mongan, Product Development Specialist and lead designer of the Dura-Lite™ product line.

To view a video of the initial testing or more information other lifting solutions, go to caldwellinc.com
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Harrington’s CF hand chain hoists are the most reliable yet economical hand chain hoists on the market today. These hoists are used in thousands of applications in commercial, industrial, maintenance and construction industries. Whether you are building a bridge or a ship, planning a power plant outage or pulling a generator for maintenance and repair, these hoists have the portability and ease-of-rigging needed to efficiently get the job done.

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A milestone in the company history. The first 4200 ton swager is on its way to Japan.

Talurit AB has been manufacturing swagers since the 1950s. The new swager, with a swaging capacity of 4200 ton, is the largest swager that has been manufactured by the company and is also the largest serial made swager within the wire rope industry. The 4200 ton swager is the first one in a series of three machines that is going to be delivered by Talurit AB during 2015 and 2016. The first one was delivered two weeks ago and is on its way to Kakogawa in Japan. The swager is developed for making a mechanical splicing of an eye on a wire rope that can have a diameter up to 152 mm. The wire rope that is swaged in these sizes is often used in the offshore industry, when securing oil platforms.

Talurit AB delivers to approximately 100 countries around the world each year. With models from 20 tons of press capacity to our largest swager with 4200 ton capacity, we now have the most extensive product range within the industry.

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Slingmakers 52 2015

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Thank you for such a warm and friendly welcome as we became the first healthcare member of AWRF this year. We hope you enjoyed hearing from two of our very own, Jeremy Robinson and Tek Vu at the 2015 Fall General Meeting in New Year City, where they addressed the importance of employee engagement and customer service.

If you attended the 2014 P.I.E., we hope you had a chance to stop by our booths to learn about CREATION Health, our whole-person health philosophy and took advantage of the great information and biometric screenings we offered. We are excited to come back again in 2016 to offer health screenings and health and wellness education at the Spring General Meeting and P.I.E. in New Orleans. Stay tuned for more information and we hope to see you there!

Create Healthy Habits for a New Year, New You

As we look forward to a New Year, with new beginnings and opportunities, it’s important to start the year off on the right foot. Start by creating healthy habits.

It’s important to set goals, but it’s also important to understand how healthy habits can make or break your goals. Instead of beating yourself up for not sticking to your New Year’s resolutions, which often fail, try thinking about developing one new healthy habit a month. Whether it’s going for a walk after dinner or calling your loved ones every week, taking on a new habit, one month at a time, will help you stay focused and motivated to sustain your goals. Think about all the things you will have accomplished 1 month, 6 months, and one year later!

We make around 35,000 choices every day that effect our health, relationships, and mental outlook. That’s a lot of choices! Some of these choices are unconscious – or habitual choices, like brushing your teeth in the morning or driving to work on the same route every day. But, stop to think of all the habitual choices you may be making that are unhealthy choices, which turn into unhealthy habits. Does finishing off a bag of chips in front of the TV sound familiar? Once we become more aware of our daily choices, we can begin to make more conscious (and healthy) choices which will eventually turn into healthy habits. The nice thing about making positive choices is that you can do it one choice at a time.

Ready to set a goal and to reach it? We suggest using this easy-to-follow method for setting and meeting your new goals. Goals should be:

S: Specific
M: Measurable
A: Attainable
R: Realistic/Rewarded
T: Time Specific

This goal setting process brings clarity by defining what your goal is, and how you will reach it. You’ll easily be able to track your progress and by making it time specific by giving yourself a deadline, you will transform your goals into sustainable habits.

Get excited about making new healthy habits this year and think about your goals as a way to create positive changes in your life!

For more information about Health Performance Strategies, visit FloridaHospital.com/IPS or call Laura Grubbs at (407) 303-9910.

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Happy, Healthy Holidays from Florida Hospital Health Performance Strategies!

Healthy Holiday Recipe

Crispy Pumpkin Seed Chicken
Servings: six 4-oz. servings
Prep Time: 10 minutes
Cooking Time: 15 minutes
Total Time: 25 minutes

Tools & Equipment Needed
Sheet pan
Parchment paper
Cutting board
Measuring spoons
Food processor
Knife

Ingredients
½ cup whole wheat panko
¾ cup toasted pumpkin seeds, crushed or pulse in a food processor 3 to 5 times
1 ½ tablespoons fresh thyme, minced
1 ½ tablespoons fresh parsley, chopped
½ teaspoon paprika
¼ teaspoon chipotle pepper (ground)
½ teaspoon granulated garlic
1 teaspoon cumin
½ cup balsamic vinegar
1/3 cup honey
6-4oz portions chicken breast

Instructions
Combine all dried ingredients together to make the breadcrumbs. For basting: combine wet ingredients together (balsamic and honey). Pat dry chicken breasts and baste with balsamic mixture. Coat with pumpkin breading (making sure to keep pumpkin mixture dry). Place chicken on a baking sheet pan lined with parchment paper and bake at 350 for 15 minutes or until internal temperature reaches 165 degrees.

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effectiveness of their end user training to coincide with revised standards and the most up-to-date product innovations in the hoisting and rigging industry.

The RI combines decades of experience in designing, fabricating and testing rigging equipment with certified instructors possessing extensive field experience in various industries. They provide training at their headquarters, and their many learning centers throughout the country as well as onsite at a client’s location if desired. Classes vary in length from four hours to 40 hours and all utilize current industry standards and practices as well as real world examples from the field.

“We have learned that book knowledge combined with practical real world experience leaves our students with a better overall understanding of the subjects,” explains Mike Riggs, Rigging Institute president and an instructor who is also an affiliate member of ASME as well as a past President of the Association of Crane and Rigging Professionals (ACRP). Mike Riggs is also the author of The Complete Rigger’s Reference Handbook and developer of the Riggers Calculator App. “Based on the level of instruction requested, our classes teach students to become ‘Qualified’, ‘Competent’ or ‘Certified’.”

The Rigging Institute has important customers in the associated Utility, Military, Manufacturing, Construction fields as well as the Marine and Transportation industries. Included among these are Exelon, Detroit Edison, GE Nuclear, U.S. Navy, U.S. Army Research, U.S. Coast Guard, Raytheon, Bechtel, TVA, Fluor Daniel, Norfolk Southern, General Motors, Georgia Pacific, Ports America and Associated General Contractors of America (AGC).

The Riggers Reference Handbook mentioned above provides a simple and understandable format that will be easily applied in the field, according to Riggs. Mike Riggs has worked in the crane and rigging industry for 38 years. His expertise is formed by the unique perspective of having the real life experience of walking from one end of the profession through to the other.

“I began my career as an Ironworker - rigger in 1977. After 11 years in the field, I spent the next nine years in the development and instruction of safe Crane and Rigging training programs. From 1997 to 2012, I opened and managed two successful bases for I & I Slingmax manufacturing facilities as well.”

Riggs has designed, developed and instructed crane and rigging programs for DOE, Slingmax® Rigging Solutions and the private industry. Throughout this handbook Riggs shares his own experiences from the field, classroom instruction and manufacturing years as well as the gathered expertise of others who are respected and experienced in the crane and rigging industry. This unique combination provides the end user with a comprehensive rigger’s reference handbook whose practicality cannot be found in other publications.

The Rigging Institute has courses, none of which have prerequisites, for rigging training and inspection training. Rigging 101 is a four hour basic rigging safety and sling inspection program designed to give beginners and those working in the vicinity of rigging activity the ability to recognize potential hazards as well as perform limited rigging tasks.

Courses for Competent Rigger Level I and Competent Rigger Level II are eight and 16 hours respectively. Professional advanced course incorporating classroom and hands-on instruction can be as long as 40 hours, depending the client’s needs. The first course, Level I prepares riggers to safely perform Level I rigging activity and recognize common sling hitch types, calculate tensions based on sling angles of symmetric load as well as pre-use inspection techniques to determine if a sling is safe to use.

Inspection Training courses are for Competent Inspector Level I, Competent Inspector Level II and Qualified Inspector. These are four, eight and 16 hours respectively. Students are prepared to perform initial and frequent sling and basic hardware inspections as per various standards depending upon the course level. For the Qualified Inspector course, about half is involved with hands-on inspection of gear which was damaged in the field. The goal of the course is to build the inspector’s confidence in inspection techniques and better their judgment skills.
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Orlando, Florida – November 6, 2015 – Douglas J. Worswick, CEO of Certified Slings & Supply, was honored on November 6, 2015 with the CEO of the Year award by the Orlando Business Journal. This award comes on the heels of Certified Slings being named one of the top 100 privately held companies in Central Florida as one of the “Golden 100.”

CEOs were evaluated on several criteria: key contributions to their firms, innovation, strategic business initiatives, overcoming challenges, and contributions to the community. With less than 10 years at the helm of a nearly 60-year-old company, Doug has managed astonishing achievements, growth, and community activism.

Through Doug’s leadership, Certified Slings & Supply has increased locations by 50% in just nine years. The growth is fueled by investment in people, technology, strong supplier relationships, and innovative ideas, such as the Academy for Rigging & Fall Protection, Certified Slings & Supply’s cutting-edge indoor, hands-on training center.

Doug’s investment in people and commitment to team member development result in an astounding 73% of the management team having been promoted from within the company, and 22% of the team working for the company for over 10 years. His commitment toward Florida Hospital’s Health Performance Strategies (formerly Healthy 100) fosters a culture of wellness than includes annual wellness tests and a weekly fitness program at no charge to team members. With Doug’s leadership, Certified Slings & Supply has supported community development by donating annually to local and national charities and has pledged continued financial support of the AWRF scholarship program.

Certified Slings & Supply is the largest manufacturer and supplier of rigging, overhead lifting, and load securement products in the Southeast US and has been in business since 1958. In addition to product, Certified Slings offers inspections, trainings, repairs, and certified proof load tests.

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New Britain, PA - Chant Engineering Co. Inc. is pleased to announce a valuable new partnership with Dynamic Load Monitoring (UK) Ltd, with Chant becoming the exclusive distributor for DLM in North America.

Dynamic Load Monitoring (UK) Ltd. specializes in the design, manufacture, repair, and calibration of load cells and load monitoring equipment. DLM is an industry leader in meeting load monitoring requirements, successfully supplying load cells and equipment for more than 20 years. Internationally known for unprecedented high quality and a reliable standard product range, DLM is also the world leader in designing and manufacturing Shear Pin Load Cells for the Offshore and Subsea Industries.

Chant Engineering, established in 1970, has grown to become a global, multi-faceted, diversified engineering company that designs, manufactures, services and calibrates testing machines, systems, and related accessories for worldwide industrial and military customers.

Together, DLM and Chant share a common drive to supply high quality and innovative products to the Industrial, Offshore, Lifting and Rigging Industries. With excellent engineering resources and a driven, enthusiastic sales team covering all of North America, Chant Engineering is the perfect fit to help DLM build upon its already flourishing export business.

According to Chant’s VP of Sales, Patrick Shire, “We are excited about the opportunity to work with DLM. Chant’s business model is to partner with companies whose quality and standards mirrors our own philosophies. DLM is a great company, with a fantastic product and solid leadership. We are looking forward to a very productive relationship.”

For more information, please visit: www.chantengineering.com • www.dlm-uk.com

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Pictured above on left is DLM Managing Director, Martin Halford, with Phil Chant, President of Chant Engineering.
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Slingmakers
Mazzella Companies has acquired Rouster Wire Rope & Rigging. Rouster is a leading supplier of synthetic rope, wire rope, chain slings, nylon and polyester web slings. This acquisition will expand Mazzella Companies’ footprint and enhance our expertise in high performance synthetics.

“Chuck Farmer and Rouster Wire Rope & Rigging are well known as experts in the lifting business. Chuck’s vision and knowledge in the application of high strength synthetic ropes will be invaluable to Mazzella. Their focus on safety has been the foundation of their outstanding reputation and fits right in with our culture,” says Tony Mazzella, CEO of Mazzella Companies.

Rouster is based in Mabscott, WV (just outside of Beckley, WV) and has been in business since 1993. Rouster has established a reputation as one of the industry’s most innovative, reliable and knowledgeable companies in the rigging and lifting industry. The Rouster team possesses an undying commitment to extraordinary innovation, quality, safety and service.

Chuck Farmer, who will continue to lead the growth and expansion of the business said, “The opportunity to sell additional lifting products and services is exciting. Expanding on the latest and emerging technologies in the lifting business has just been magnified. Our customers will reap the benefits of Rouster becoming part of the family of Mazzella Companies.”
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the mountain. This is not a very high mountain; many may consider it more a hill as it is less than 1,000 feet in elevation. After the top is reached, there are then eight separate but interconnected zip lines to ride back down. The course also has rope bridges to cross, some short hikes, and a rope rappel as part of the layout.

“Again, we start off low and slow, as we like to put it – long before the longest ride at some 1,039 feet where riders, depending on weight can reach speeds of up to 40 to 45 miles per hour. Then finally, guests have a 30 foot rappel off a platform.”

Virginia Canopy Tours’ course is entirely tree-based or in other words, there are no man made towers utilized at the site. People taking the tour go from tree to tree to tree – five zips in all without ever touching the ground. A friction system is used for the rappel so that users are in control as they descend and there is a backup to control the decent as well.

Typically goggles are not required. Gloves and a helmet or sunglasses if desired are what people usually end up wearing, according to Nicklien.

“No matter what gear a person chooses, ultimately this is simply a new way to experience nature.

“Being in a state park, we work a lot with the park’s naturalist. He has a plethora of information that he shares with our guides so he is a tremendous resource. There is so much natural and Civil War history in the region which can be interpreted and presented to park-goers and shared with zipline riders as well as they dangle and fly above. Also, we point out plants, animals and trees in the area. We want to share whatever we can, whatever we know now or have yet to discover about this peaceful place so close to the urban megalopolis less than two hours away.”
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  - Carpenter 20/Alloy 20 and Stainless steels: 316, 304, 308.
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Every welded chain sling is registered and documented for inspection. Mechanical chain slings available on request with similar options. All chain slings are proof tested, tagged and test cert provided. Inspection and repair service also available.

Common Attachments* may include:

Standard sling, grab and foundry hooks, foundry sorting hooks or other custom bent attachments.
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Slingmax® Rigging Solutions is a technology and marketing company, associated with the best companies in the rigging business inside and outside the USA.

The Slingmax® family of products includes the Twin-Path® brand in synthetic slings and the CornerMax® brands for cut protection for synthetic slings. Our Gator-sling™ brands are well-known multi-part wire rope slings.

Our technology results in a competitively priced product line that is far ahead of any competition. Our built-in sling inspection and safety features are not available anywhere else. And this technology is backed up by the most extensive testing program in the sling industry. Our policy of continuous improvement is well documented.

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- **Cycle tests to 50,000 cycles with no strength loss**
- **CoverMax® sleeve tests for abrasion and UV resistance**
- **More testing than any other sling product**

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After 125 years of operating state-of-the-art facilities in Canada, Wire Rope Industries is proud to announce the addition of a manufacturing plant in Belton, TX.

Coming from 5 years of record growth and profitability, WRI decided to make this investment to further improve our market presence and service level as we continue to support the success of our partners on both sides of the border. This acquisition makes us the only domestic manufacturer with footprint in both USA and Canada.

This investment is a testament to long-term dedication of our shareholders to domestic manufacturing in times when offshoring is the norm. The hiring has followed as well – we have increased our headcount by 20% in the last three years, while retaining expert staff with over 20 years of experience.

FOR MORE INFORMATION OR TO CONTACT ONE OF OUR REGIONAL SALES REPRESENTATIVES, PLEASE VISIT US AT www.wirerope.com
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