



2016 ISSUE 150

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"An Association Serving the Lifting, Rigging and Load Securement Industry"

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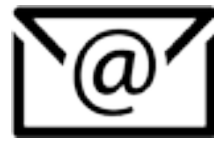
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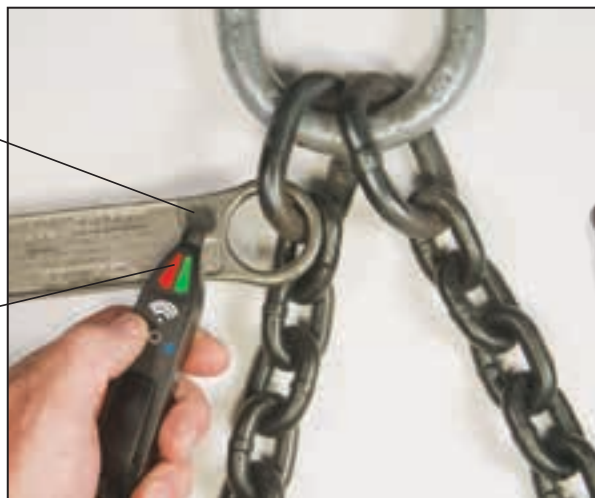
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Message from the President

Hope that everyone had a great summer. The weather in most of the country was definitely hot (tropical) weather so staying cool was definitely a priority for most.

In July, the AWRF Board of Directors had their summer meeting. Here is a brief recap of the meeting:

- At the request of membership based on our last survey, we will change the format of the Spring meeting in Savannah to have golf on Monday afternoon after the general session and offer a tour for all members on Wednesday.
- Membership has identified 88 member prospects (so far) in North America that are potential candidates for regular membership (sling shops). If you know of any, please contact Jeff Ferchen or Jim Stradinger.
- AWRF has not had a dues increase more than a decade. The BOD had voted and agreed to a dues increase for 2017 (you will be receiving an announcement on this shortly).
- A new safety program resource was accepted and will be available to the entire membership replacing the current DVD library. It will always be on-line and is kept current with many more topics and easily accessible for all companies.
- We agreed to add a Marketing Committee (separate from Communications) to raise AWRF's brand awareness to its membership, potential members and very importantly to the end users of products made and sold in our industry. (more to come on this).

Our Technical Committee met in August and continues to diligently work on initiatives to elevate our industry practices and guidelines. Of note is a large initiative to create an RP&G for Sling Shop Operation based around our last two Self Audit Quality Surveys. This initiative involves all committees and is one of the larger projects that the technical committee has worked on.

In Toronto we will have a keynote speaker by the name of Dan Quiggle, author of the book "Lead Like Reagan". He will speak and lead a workshop for a couple of hours on Tuesday about communication, leadership and emotional intelligence using examples from his time on Reagan's staff. All politics aside, Reagan was considered one of the most gifted leaders our nation has seen in a generation. Dan also brings personal family experiences and examples of these characteristics to his presentation which makes it relevant for our spouses as well.

This is my last newsletter so I wanted to take this opportunity to thank the membership for their commitment to the association. It has been my pleasure working with and serving on the board of directors, the technical committee and JAGwire Management. It has been an honor to be your President this past year. The association will be in great hands with the leadership of Doug Stitt, The Caldwell Group, your next President.

We will see you in Toronto at our Fall Conference.



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AWRF CALENDAR

2016

- September 19 - 22 ASME B30 (100th Year Anniversary)
Sheraton Sand Key
Clearwater, FL
- October 23 - 26 AWRF General Meeting
Westin Harbour Castle
Toronto, Canada

2017

- January 18 - 21 AWRF Technical and BOD Meetings
Scottsdale Plaza Resort
Scottsdale, AZ
- January 23 - 26 ASME B30
Holiday Inn & Suites, Airport North
Phoenix, AZ
- April 23 - 26 AWRF General Meeting
Westin Savannah Harbor
Savannah, GA
- May 22 - 25 ASME B30
Philadelphia, PA
- October 22 - 25 AWRF General Meeting and P.I.E.
Hilton Minneapolis
Minneapolis, MN

2018

- April 22 - 25 AWRF General Meeting
Scottsdale Omni Resorts Montelucia
Scottsdale, AZ
- October 14 - 17 AWRF General Meeting
Hyatt Regency San Antonio
San Antonio, TX

2019

- April 7 - 10 AWRF General Meeting and P.I.E.
Hilton Cleveland Downtown
Cleveland, OH
- October 27 - 30 AWRF General Meeting
San Diego Westin Gaslamp Quarter
San Diego, CA

Historic New England Stadium's Southern Counterpart Finds Best "Lines" (by Samson Rope) for Its Needs

By: Peter Hildebrandt



Though Yankee Stadium may pride itself on being the house that Babe Ruth built, perhaps not everyone recalls that Ruth actually got his start in Boston, with the city's famous Red Sox American League baseball team. Despite the bad luck of trading Ruth to the Yankees; the Red Sox's stadium, Fenway Park, lives on, and has the distinction of being one of the oldest ballparks in the country still in use. And to the south, a new "twin" Red Sox stadium in Florida helps players prepare for the upcoming baseball season each year.

Boston's Fenway Park, 4 Yawkey Way, adjacent to Kenmore Square, has been at this location since the year the *Titanic* started on her maiden voyage. The stadium now stands as the oldest ballpark in major league baseball. Due to its age and strained positioning in Boston's concentrated Fenway-Kenmore community, Fenway's frequent expansions and renovations have led to offbeat disparate features including: "The Triangle," "Pesky's Pole" and the "Green Monster" out in left field. The beloved ball field – perhaps because of the reasons just mentioned – remains fourth smallest among major league baseball's ballparks by seating capacity, the second in size by total capacity as well as one of eight parks unable to accommodate at least 40,000 spectators.

Fenway hosted the World Series some 10 times – with the Red Sox winning five of these games, and the Braves, at that time from Boston as well, winning one. The first, in the park's inaugural season, was the 1912 World Series; most recent was the 2013 World Series. Aside from hosting our national pastime, Fenway's been the site of

many other sporting and cultural events including professional football games, concerts, soccer, hockey games and even political and religious campaigns.

April 20, 2012 marked Fenway Park's centennial. Just a month earlier, Fenway Park was added to the National Register of Historic Places. Though, former pitcher, Bill Lee dubbed the venerable ball field a shrine, its status as an official Boston Landmark remains pending. Such a designation will regulate further changes to the park. Nowadays, the park is thought of as one of the most familiar sports venues worldwide.

The name Fenway Park came from its location in the Fenway neighborhood of Boston, which was partially created late in the nineteenth century by filling in marshland or "fens," to make the Back Bay Fens urban park. As with many classic ballparks, Fenway Park was constructed on an asymmetrical block, with consequent asymmetry in its field dimensions.

The first game was played April 20, 1912 with Mayor John F. Fitzgerald tossing out the opening pitch and Boston subsequently beating the New York Highlanders – soon to be the Yankees. Though the score was seven to six in a staggering 11 innings, news coverage of the historic opening was overshadowed by continuing gripping coverage of the *Titanic* tragedy days before.

The third annual NHL Winter Classic was held at Fenway New Year's Day, 2010. This Winter Classic opened the door for a Frozen Fenway series of ice skating and hockey events at the ballpark. Frozen Fenway is an annual series of collegiate and amateur

games featuring ice hockey teams from local and regional colleges and universities. After the completion of the hockey series, the rink was opened to the public for free ice skating.

Fenway hosted several concerts, the first in 1973, featuring Stevie Wonder and Ray Charles. None followed those until 2003 saw Bruce Springsteen and his E Street Band play a leg of The Rising Tour. Since 2003, there has been at least one concert every year at Fenway by Billy Joel, The Rolling Stones, The Police, Jason Aldean, Dave Matthews Band in 2006, Aerosmith, Phish, Roger Waters, Paul McCartney, Pearl Jam, and others.

The Polartec Big Air at Fenway was the first big air snowboarding and skiing competition held on February 11–12, 2016. The spectacle formed part of the U.S. Grand Prix Tour and the International Ski Federation's World Tour. Noteworthy winter athletes competing included Ty Walker, Sage Kotsenburg and Joss Christensen. The big air jump constructed ended up some 140 feet tall, standing above the lights of the stadium.

Far to the south during the 2012 spring training season, the Boston Red Sox unveiled a brand new stadium in Lee County, Florida featuring a first for major league baseball – and something that diehard fans haven't seemed to notice yet.

The new JetBlue Park at Fenway South replicates the exact old dimensions of Boston's famous Fenway Park. For added authenticity, it even has its own Green Monster, Fenway's famous 37 foot, 2 inch left field wall and an original





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outfield scoreboard from Fenway. Seating 10,000 spectators, with additional space for 1,000 fans in standing room areas, the state-of-the-art facility is the first to use high-performance ropes to support the netting behind home plate.

In 2008, the Red Sox began exploring the possibility of relocating their spring training facility. Their previous spring training facility, City of Palms Park, lacked the modern amenities that other spring training ball parks had and was located two and half miles away from the team's minor league complex. Red Sox CEO, Mike Dee, visited Sarasota to talk with city officials about the possibility of the team moving there. Sarasota County commissioners then voted 4-0 to approve the purchase of land for a Red Sox spring training facility.

Fearing the possibility of losing the Red Sox the Lee County Commission voted in October 2008 to agree to build a new ballpark for the Red Sox. The Red Sox also signed a 30-year lease with the city of Fort Myers. The following April it was announced that the new stadium would be located on a 126-acre lot north of Southwest Florida International Airport. When the Red Sox announced they would stay in Fort Myers they stated the new stadium would be similar to Fenway Park. The architecture team was led by local Fort Myers firm Parker/Mudgett/Smith Architects, Inc. and Populous, and assisted by Boston firm Quirk. The groundbreaking was in August 2010 and construction commenced in February 2011.

Not long after that event a JetBlue N605JB celebrated the 100th anniversary of the Boston Red Sox baseball team with the Red Sox logo on the aircraft's tail. The ballpark's Florida field has exactly the same dimensions as Fenway and some of the unique features of the Boston ballpark. The most notable being a replica of the Green Monster in left field. All the same, unlike the one in Boston, the Green Monster in Fort Myers has seating within the wall. There are three rows of seats carved into the middle portion of the wall. Part of the reason for the netting separation in the wall was due to Hurricane building code. Separating the seats inside the wall from the field is a net so that



balls cannot go inside the seated area. If a ball is hit off the net play is not interrupted, it is the same as if a ball is hit off the Green Monster at Fenway.

Another unique feature about the Green Monster is that like one in Fenway Park it has a manual scoreboard. The scoreboard is an older one that had been used at one point in Fenway Park, but before being installed in Fort Myers was in a storage facility in South Dakota. The manual scoreboard is different from the one in Boston though because there is no room behind it where a scoreboard operator can put numbers while the game is going on. Instead, a scoreboard operator works in a room in between the scoreboard and the foul line and has to run out in between innings with a ladder and scoreboard tiles to change the scoreboard. Other features from the ballpark in Boston that are present in the spring training stadium are the triangle, Pesky's Pole and Lone Red Seat that marks the longest home run hit in the Fenway's history.

One of the signature features of the ballpark is the wavy roof that sits over the seats in the stadium, providing shade for the fans in attendance. The roof also is an example of how the ballpark incorporated its location in Florida into the design of the stadium. The wavy design of the roof resembles the Cypress trees in the surrounding area of the ballpark. In addition, the blocks that make up the ballpark are embedded with sea shells from nearby Sanibel Island. The park also features

a lawn in right field, a popular feature in spring training parks. The ballpark's design is also LEED Certified.

In addition to the ballpark, where spring training games are played, there is also a state of the art player development complex. Unlike the old spring training ball park, JetBlue Park is located on the same piece of land as the player development complex. The player development complex features six fields that can be used for drills during spring training, injury rehab assignments and many other baseball activities. One of the six practice fields has the same dimensions as Fenway Park. There are two locker rooms, one for the major league players and another one for the minor leaguers. The major league locker room used during spring training has an oval shaped design, is 50,000 square feet, and has lounge areas with flat screen televisions.

The first game played in JetBlue Park was on March 3, 2012, against Northeastern University. However, the first Grapefruit League game played at the park (the third game overall) was played on March 4, 2012 against the crosstown rival Minnesota Twins.

In addition to serving as the home field for Red Sox spring training games JetBlue Park is the home field for the Gulf Coast League Red Sox, who play in the Rookie-level GCL during the summer. The park also serves as a venue for local festivals, circuses, conferences and many other events. In May 2013, JetBlue

Continued on page 56

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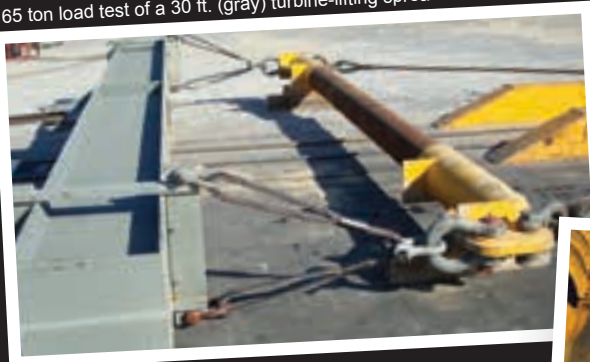
The computer-controlled, load test machine at Yarborough Memphis has a 1500 ton capacity up to 200 feet of length and a 500 ton capacity beyond 200 feet up to a maximum length of 450 feet. As seen in the photos here, the open body design of the machine facilitates rapid connect and disconnect of assemblies 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 and Muscle Shoals, AL have test machines of 100 metric tonnes capacity.

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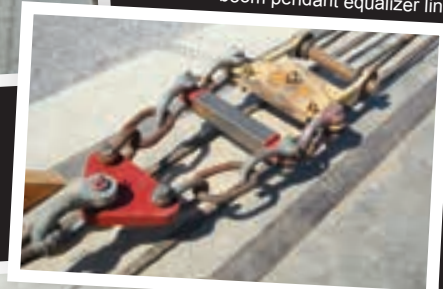
R&D break test of
4 inch structural strand



195 ton load test of a 150 ton ladle hook



247 tonne load test of a crane
boom pendant equalizer link



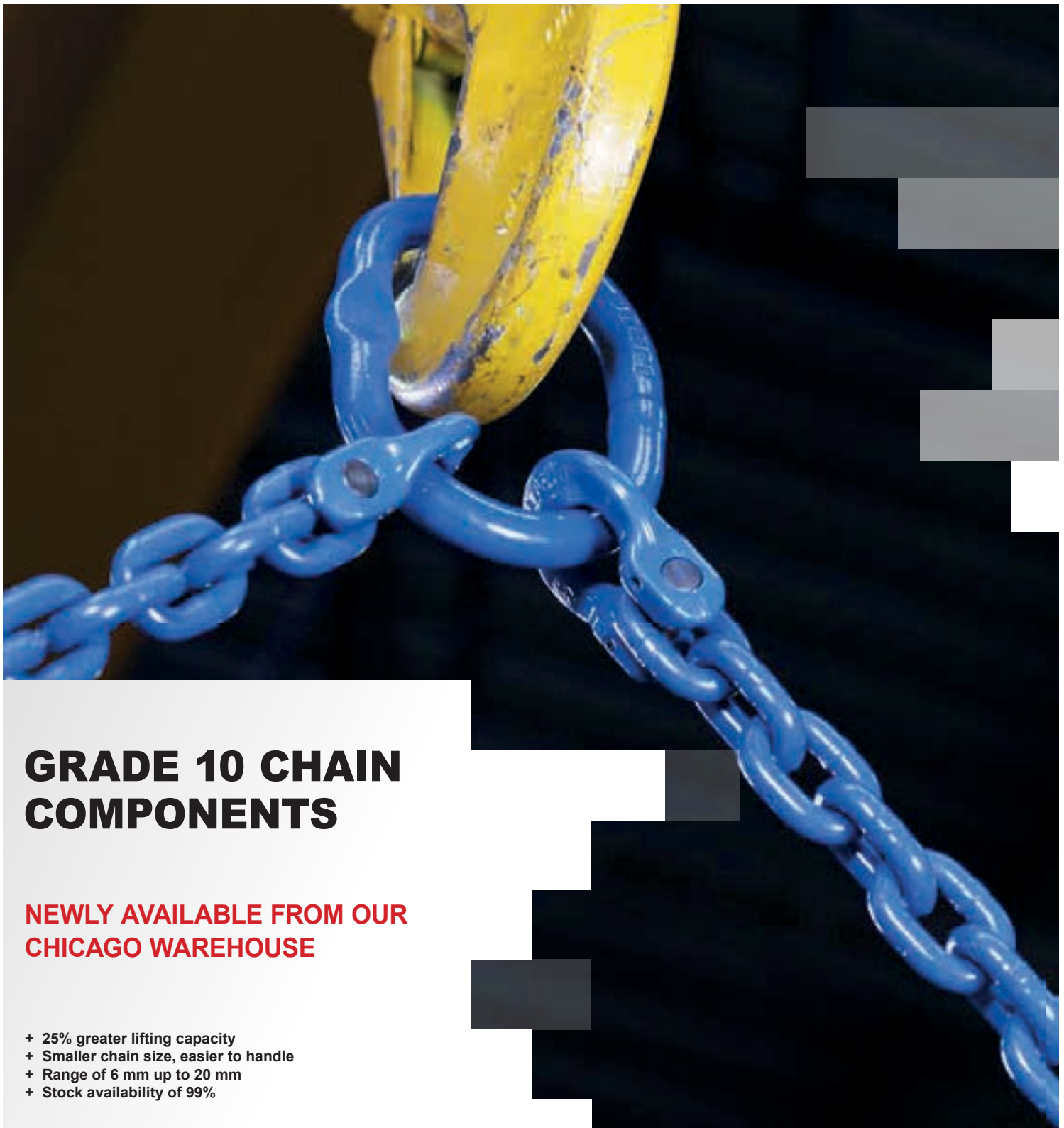
150 ton load test of a custom-built anchor chain jack



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REAL ECONOMIC STIMULUS

Most people agree that the U.S. economy must grow faster than one percent to stimulate business investment and job growth. So how do we get off dead center? The answer, according to many economists, is to simplify our excessive and complicated legal and regulatory system.

According to John Cochrane, a senior fellow at Stanford University's Hoover Institute, "The U.S. economy is simply overrun by an out-of-control and increasingly politicized regulatory state. If it takes years to get the permits to start projects and mountains of paper to hire people, if every step risks a new criminal investigation, people don't invest, hire or innovate."

So what are some of the specific problems facing the lifting, rigging and load securement industry and what is AWRP doing to help its members deal with these issues?

OSHA Penalty Increases

Effective August 1, 2016 the U.S. Department of Labor (DOL) imposed vastly increased penalties for all of its departments, including OSHA. New maximum penalties have jumped 78%. The top fine for serious violations increased from \$7,000 to \$12,471 while willful or repeated infractions have been elevated from \$70,000 to \$124,000.

The Government Affairs Committee (GAC) of AWRP has been aggressively lobbying to roll back these fines to reasonable levels. In addition to our individual lobbying initiative, we have joined a coalition led by ASAE (American Society of Association Executives) to change or delay these onerous anti-business penalty regulations. As a result, language has been inserted in the Labor Appropriation Bill to do just that. Hope springs eternal.

Regulatory Accountability Act

This proposed legislation would alleviate the underlying causes of excessive and abusive rulemaking by requiring all government agencies to consider transparency, cost benefit analysis, risk assessment, public participation and the use of real science in adopting regulations. The AWRP GAC has made this initiative one of its primary lobbying goals.



As a member of the U.S. Chamber of Commerce Small Business Council, we have been able to attack this insidious problem with sufficient volume to be heard by otherwise deaf ears. In short, we cannot allow ourselves to be ignored by this group of unelected and mostly unknown bureaucrats who have accumulated such massive lawmaking power that they can exercise almost at a whim. Constant pressure has proven to be the best working antidote.

Sue & Settle

One of the examples of government agencies run amok is the Environmental Protection Agency (EPA), where regulations are judicially adopted weekly without undergoing the legally mandated rulemaking process. By allowing themselves to be sued with a wink of the eye and without resistance, a new regulation is born with no deference to the loss of business opportunity.

We are pleased to announce that the AWRP GAC advocacy efforts in Washington D.C. have been instrumental in the adoption of the Sunshine for Regulatory Decrees and Settlements Act of 2015 by the U.S. House of Representatives earlier this year,

Continued on page 72



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*AWRF
General Meeting
Toronto, Canada
October 23-26*

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Reservations Number 888-627-8559

Please note: Hotel cut off date is September 30, 2016

Information on the UP Express
(Train from Airport to City) on page 14

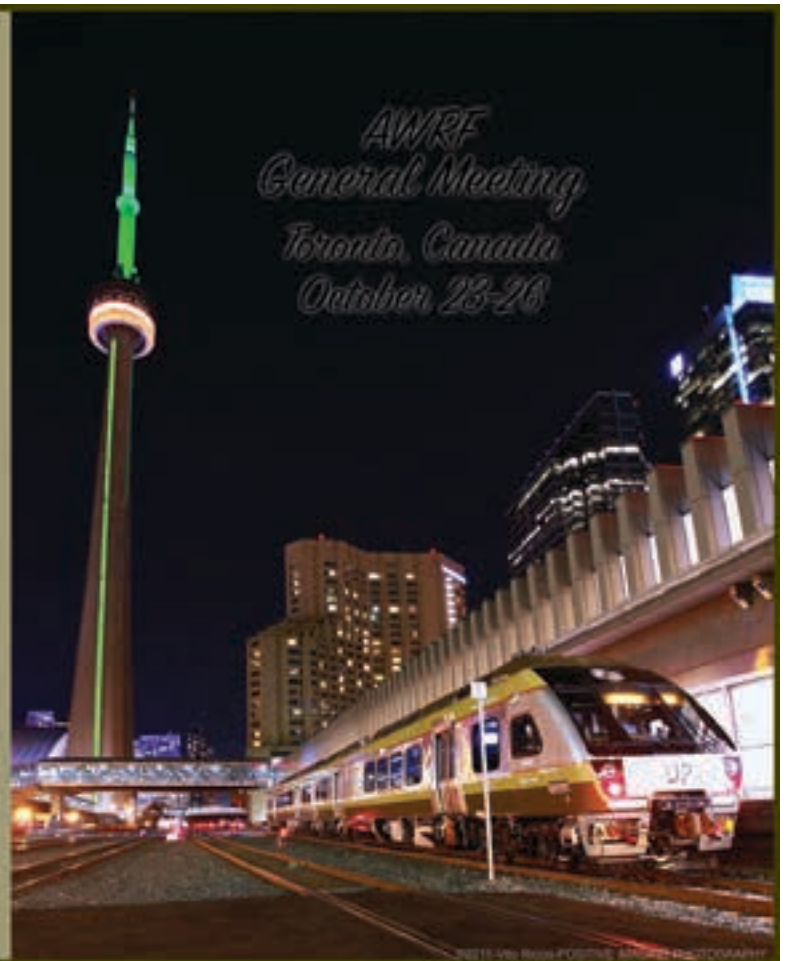


UP Express (Train from Airport to City):

Union Pearson Express (UP Express) connects Canada's two busiest transportation hubs: Toronto Pearson International Airport and Union Station in downtown Toronto. UP Express trains depart every 15 minutes and the journey takes just 25 minutes. First train departs Pearson Station at 05:27 and last train at 00:57. The UP Pearson Station is located right beside the blue Link Train at Terminal 1, connecting travellers to Terminal 3. For more information, visit www.upexpress.com

Group Rate for the AWRF 2016 Fall Meeting:

UP Express tickets may be purchased from an UP Express Guest Services Representative at UP Pearson Station at time of travel for only \$9.00 CDN (credit card only) for a one-way adult fare when you show confirmation of conference registration (print or digital). Your ticket to return to Pearson Airport can be purchased at UP Express Union Station at time of travel (registration confirmation required). Alternatively, you can purchase tickets in advance online or using the UP Mobile App (regular rates apply).



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Schedule of Events

AWRF GENERAL MEETING FALL 2016

Westin Harbour Castle, Toronto

SUNDAY – 23 Oct. 2016

7:30 – 11:00 am	Board of Directors Meeting	Dockside 8
11:30 – 5:00 pm	Registration	Checkroom (Frontenac Level)
5:00 – 5:30 pm	First Timer's Reception	Marine Room
5:30 – 7:00 pm	Opening Reception	Harbour Ballroom / Foyer & Lakeview Terrace

MONDAY – 24 Oct. 2016

7:00 – 7:30 AM	Networking Breakfast	Frontenac
7:30 – 12:30 AM	General Business Session	Frontenac
10:00 – 3:00 PM	Tour	Meet in Lobby at 9:45; Bus departs at 10:00
6:00 – 7:00 PM	Reception	Lakeview Terrace and Pier 4&5

TUESDAY – 25 Oct. 2016

7:00 – 8:00 am	Networking Breakfast	Frontenac
8:00 – 11:30 am	General Business Session	Frontenac
6:00 – 7:00 pm	Reception	Frontenac Foyer/Queens Quay 1&2/ Bay
7:00 – 11:00 pm	AWRF Banquet	Frontenac

WEDNESDAY – 26 Oct. 2016

9:00 am Shotgun	Glen Abbey Golf Club	Meet in Hotel Lobby at 7:15; Bus Departs at 7:30
4:30 – 6:00 pm	Awards & Closing Reception	Regatta (off Main Lobby)



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Transform Your Stress From Enemy to Ally

Workplace stress costs U.S. employers an estimated \$200 billion per year in absenteeism, lower productivity, staff turnover, workers' compensation, medical insurance and other stress-related expenses. Considering this, stress management may be your most important business challenge of the 21st century.

Stress is a part of life. Whether it's starting a new job, family concerns, finances or boss related problems, stress is all around us – at home and at work. In fact, many of the most stressful events occur in the workplace.

So what's the good news?

Stress is not always a bad thing. In the Stress Recovery Effect, researchers Nick Hall, PhD, and Dick Tibbits, DMin, introduce companies to their evidence-based solution for stress management in the workplace. Grounded in original research conducted at Florida Hospital—the largest admitting hospital in America—this transformative program empowers employees to do what elite athletes and high performance CEO's do: transform stress from a negative to a positive, find their optimal stress zone, and use The Stress Recovery Effect to fuel future success.

Contrary to what you may have heard, not all stress is bad. Research reveals there is an optimal stress zone where most of us will not just survive, but thrive. If you have too little stress in your life, you are prone to feel bored, frustrated, and dissatisfied. You're also more likely to commit errors of omission at your place of work.

If you have too much stress in your life, you may frequently feel frantic and exhausted, and become prone to illness. You're also more likely to commit errors of omission at work. But when you experience the right amount of stress, you are more creative, solve problems more rationally, and handle change more effectively. You may even commit fewer errors at work because of your increased focus.



In today's fast-paced, digital world, learning how to effectively manage stress and quickly recover from the negative effects of stress is crucial to maintaining a happy, healthy life. The Stress Recovery Effect can help your employees increase personal vitality, enhance health, and improved performance.

The Stress Recovery Effect is a six-week interactive course grounded in science that incorporates a whole-person approach to managing stress.

This behavior-based program utilizes multiple theories of stress and stress management to provide your employees with the proper resources and tools to transform stress into positive energy. During this program, your employees will:

- Learn and identify their distinctive stress coping style
- Acquire the tools to recover and refocus
- Find out why avoidance of stress is not a long-term strategy

Managing stress from a whole-person approach equips you with strategies to decrease stress, and can give you the energy you need to optimize stress when it occurs.

Don't miss out on our no-stress special offer!

Save **25% off** The Stress Recovery Effect, now through September 30, 2016*.

To learn more about The Stress Recovery Effect, visit FloridaHospital.com/HPS.

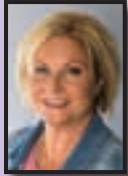
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**Offer is valid one per company and contract must be signed by September 30, 2016.*





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Safety Training Videos Now Available Online!

We are happy to announce that all members now have access to **over 200 safety training videos online**, 24/7. The QHSE Committee has been researching, for the last year, the best way to bring digital online safety training videos to the AWRP membership. With the help of the AWRP offices, we have joined a ClixStream program that is offered by CLMI Safety Training. CLMI Safety Training has been trusted as one of the leaders for high-quality safety training resources since 1984.

The ClixStream program gives all of us access to CLMI's extensive Safety Training Video Library. Most of the videos in this library are available in both English and Spanish. In addition, each video has a quiz that can be downloaded and printed in both English and Spanish. All the videos can be previewed so you can decide which video is best for your current training session or future training programs.

By now you should have received some information about the program, how it works and the website address. Every company that wants to take advantage of this safety training video library will have their own username and password and will be given 1 token for their first training session.

The QHSE Committee and fellow Board of Directors are very excited to introduce this Safety Training Program to everyone and we hope you all take advantage of this great Safety Resource.

Please call or e-mail the AWRP offices for any and all questions regarding CLMI ClixStream. Please enjoy!

See you all in Toronto,
Your QHSE Committee



Video Checkout



- AWRP personalized – our logo will be at the top of the page
- English and Spanish videos
 - ⊙ 185 videos total (6/16/15)
- Downloadable quiz/test is available with each video
 - ⊙ Quizzes associated with the video are also in English and Spanish
- 24-hour access to video once a token is used
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Back Injury Prevention	9 min dvd & leader's guide	DVD	
Compressed Gas Cylinders	complete training program	DVD	
Controlling Exposure to Bloodborne Pathogens (Mfg.)	17 min dvd	DVD	
Dealing with Drug & Alcohol Abuse..For Employees	complete training program	DVD	
Dealing with Drug & Alcohol Abuse..For Managers & Supervisors	complete training program	DVD	
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Forklift Operator Training	16 min dvd	DVD	
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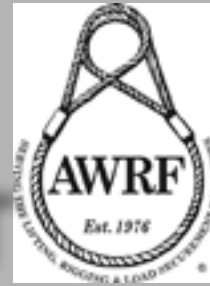
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MIAMI CORDAGE / FL. WIRE & RIGGING WORKS	1976	CHARTER - 40
JACK RUBIN & SONS	1976	CHARTER - 40
WESTERN SLING & SUPPLY	1976	CHARTER - 40
YARBROUGH CABLE SERVICE	1976	CHARTER - 40
ALLOY SLING CHAIN	1976	40
AMERICAN WIRE ROPE & SLING	1976	40
BAIRSTOW LIFTING PRODUCTS	1976	40
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CARPENTER GROUP	1976	40
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I & I SLING	1976	40
INDUSCO	1976	40
LIFT-ALL	1976	40
MILL VALLEY SPLICING	1976	40
OLSEN CHAIN & CABLE	1976	40
SHARROW LIFTING PRODUCTS	1976	40
SOUTHERN WIRE	1976	40
ALP INDUSTRIES	1985	30
CABLE MOORE	1985	30
HARRINGTON HOISTS (Letellier Aff.)	1985	30
KENTUCKIANNA WIRE ROPE	1985	30
F.D. LAKE COMPANY	1985	30
LIFTEX CORPORATION	1985	30
WISCONSIN LIFTING SPECIALISTS	1985	30
ACTEK MANUFACTURING & ENGINEERING	1995	20
BLACCO SPLICING & RIGGING LOFT	1995	20
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CHANT ENGINEERING	1995	20
ELITE SALES	1995	20
GATOR SUPPLY COMPANY	1995	20
HERCULES SLR	1995	20
THE JAMES WALKER COMPANY	1995	20
KEN FORGING	1995	20
KWS	1995	20
PELLOW ENGINEERING	1995	20
SATURN INDUSTRIES	1995	20
SPANSET	1995	20
TITAN SUPPLY	1995	20
ERIEZ MAGNETICS	2005	10
HARRINGTON HOISTS (Corona Aff.)	2005	10
J.C. INTERNATIONAL	2005	10
KENNEDY WIRE ROPE (San Antonio Aff.)	2005	10
OCEANIC OFFSHORE ENGINEERING	2005	10
PREMIER WIRE ROPE	2005	10
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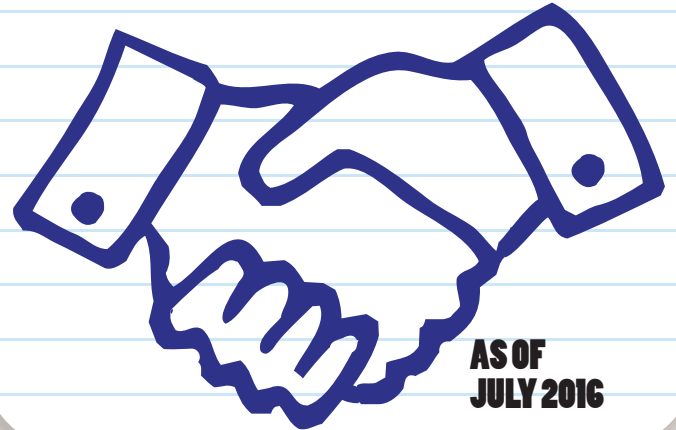
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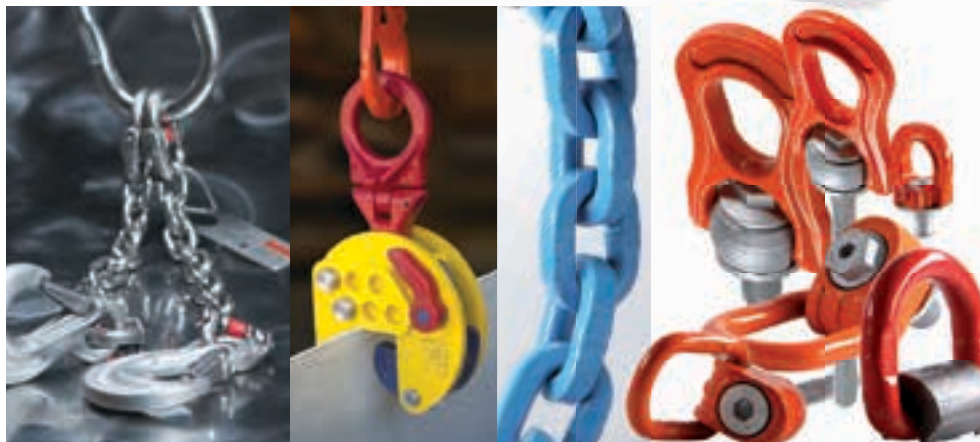


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Profit Improvement Report



An Order is Not an Order is Not an Order

One of the major profitability challenges facing distributors over the course of the last decade has been the inability to lower payroll costs as a percent of sales. This challenge has continued despite the application of new technology focused specifically on the payroll issue, such as automated order picking, online ordering and enhanced fleet scheduling.

There are a number of issues behind the inability to lower payroll costs. They range from escalating health care costs to a shift in the employee mix towards higher-compensated employees, especially in the IT area.

One overlooked factor in the payroll cost challenge is the inability to get control of operating economics. That is, many distributors continue to process too many orders and a large portion of those orders are of too little value. It is a challenge that distributors need to face directly.

This report will examine the nature of order economics. It will do so from two distinct perspectives:

- The Nature of Order Economics—An analysis of how even small improvements in the average order size can yield large profit gains.
- Order Size Strategies and Tactics—A discussion of the opportunities to improve the economics of a typical order.

The Nature of Order Economics

Exhibit 1 examines the nature of operating economics for the typical AWRP member based upon the latest PROFIT Report. As indicated in that report, the typical firm generates \$8.0 million in revenue. Of key importance to this discussion, the firm processes 16,000 orders per year. While the orders vary in size, assume the average order value is \$500.00. This is with an average of 2.0 lines per order. Each line has an individual value of \$250.00.

The results indicate that the typical firm is extremely productive, in its warehouse trucking and office operations. The fact that this large workload can be handled profitably is a credit to AWRP members.

However, firms have the potential become more profitable if they could maintain their high level of productivity while generating additional sales volume.

The key to this involves focusing on both the number of lines per order and the average order value. The result should be higher sales without additional activity or cost.

The reality is that when most firms think about enhancing sales, they inevitably look to increasing the customer base. While this is certainly a desirable activity over time, it does nothing to change the economic structure of a typical order.

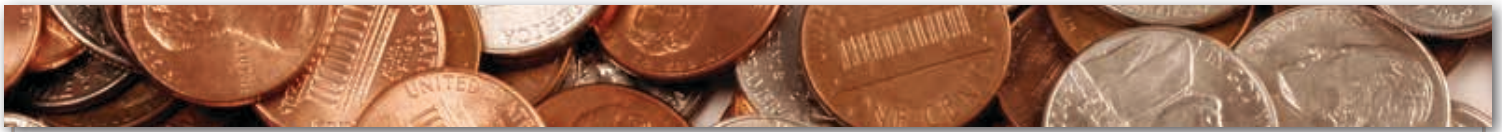
All things being equal, with additional customers the firm will increase the number of orders averaging the same number of lines per order and the same order line value. Sales and payroll costs will tend to move upward together.

In sharp contrast, if firms changed the nature of the orders received from existing customers, it could enhance sales with only a modest increase in payroll costs. The assumption is that the same set of customer would be placing the same number of orders, but with some minor tweaks to the order size.

This is shown in the Potential Results column in Exhibit 1. At the top, the number of orders remains the same. The first change is that the number of lines per order increases from 2.0 to 2.1, a very modest change. The net result, though is that the number of order lines processed increases by 1,600. This does represent slightly more work. However, since the number of orders being processed is the same, the increase is modest.

Exhibit 1
The Impact of Improved Order Economics
For a Typical AWRP Member

Factor	Current Results	Potential Results
1. Number of Orders	16,000	16,000
2. Lines per Order	2.0	2.1
3. Order Lines Processed [1 x 2]	32,000	33,600
4. Average Line Value	\$250.00	\$252.50
5. Net Sales [3 x 4]	\$8,000,000	\$8,484,000
6. Sales Increase--%		6.1%



From a strategic perspective, the 1,600 more lines processed means that competitors collectively are processing 1,600 fewer lines. It is not only an operational change, but a competitive one as well.

Finally, the average line value is increased by 1.0% which takes the figure from \$250.00 to \$252.50. Once again, it is a small, but probably challenging, change to the firm's operations.

The net result is that sales increases from \$8,000,000 to \$8,484,000, an increase of 6.1%. It is not an earth-shattering number, but it is important. It represent organic sales growth that is not dependent upon the market. It also is achieved with only a modest increase in payroll costs.

Order Size Strategies and Tactics

They two keys to changing order economics in a significant way require developing both a sophisticated information reporting system and a more action-oriented mindset. In short, the proper information must be available and it must actually be used in decision making.

Information Reporting System—If the firm does not know its average lines per order or its average line value, then it has no chance of improving them. It is not just enough to have the information at the total firm level. The information must be accumulated and available for reviewing individual customers and individual salespeople—both inside and outside sales. This is yet another example of where “big data” comes into play in management. With existing technology, having such information readily available is no longer a major challenge.

Action-Oriented Mindset—Collecting the information is an essential first step. Relatively speaking, it is not particularly difficult. Developing improvement programs based on that information is a much more challenging and time-intensive effort. It necessitates specific approaches to improve the two order economics pressure points identified in Exhibit 1.

- **Lines per Order**—Superficially, this would seem to be nothing more than a “would you like fries with that” effort. This is important and where information on performance by salesperson comes in to play. Overtime sales people get tired, develop bad habits and fall

into low-performance ruts. Continual follow-up and reinforcement is required. However, there is also a strategic component at the total firm level. It is essential to fully understand the range of products that customers would like to purchase. Items not in the product line can't add to the lines per order. It is also necessary to have the items in stock on a systematic basis. Ultimately, being out of stock causes the lines per order to fall to zero.

- **Average Line Value**—This is by far the more challenging of the two improvements shown in Exhibit 1. It is also more profitable by far.

Customers have the unpleasant habit of ordering only the quantity they need right now. Getting them to buy more is an uphill battle. However, by working with customers to understand that placing a lot of small orders costs them more money, it is possible to help them plan ahead and buy less often, but more each time. The impact is small, but important.

A much more impactful course of action is to raise prices where there is the opportunity to do so. This cannot be an across-the-board activity. However, in every business there is the potential for modest price increases on slower-selling items. Eventually these small changes add up.

Moving Forward

Technology is important in helping control payroll costs. However, technology by itself will never produce meaningful changes. The key to controlling costs is to review order economics on an on-going basis.

About the Author:

Dr. Albert D. Bates is Director of Research at the 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. ©2016 Profit Planning Group and the Distribution Performance Project. AWRP has unlimited duplication rights for this manuscript. Further, members may duplicate this report for their internal use in any way desired. Duplication by any other organization in any manner is strictly prohibited.



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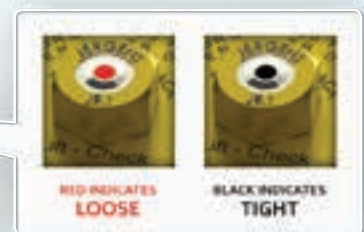
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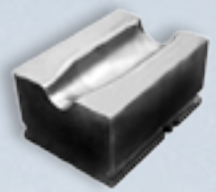


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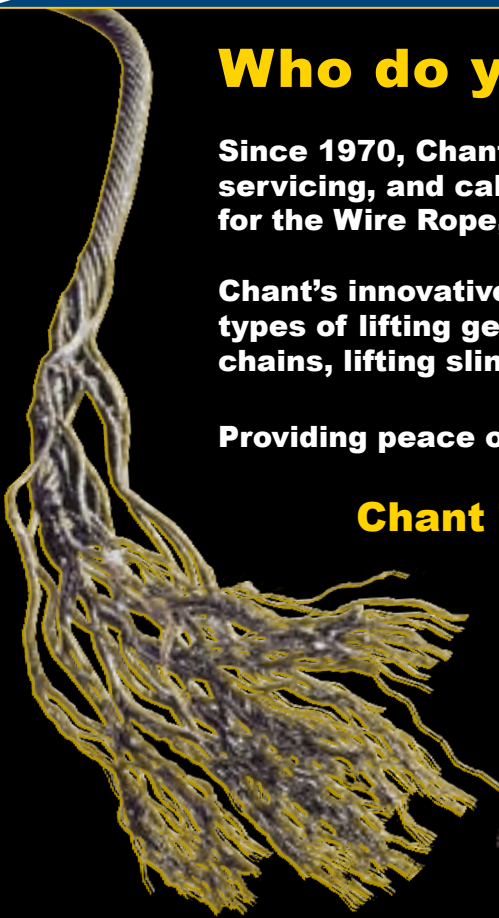
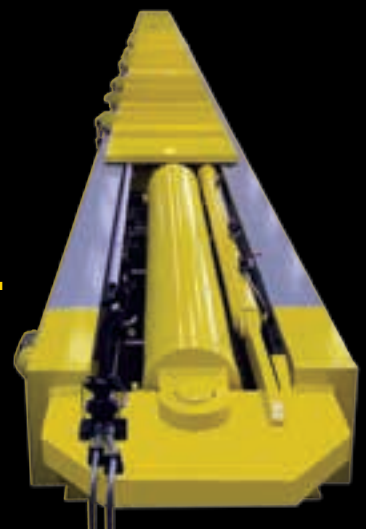
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SBP HOLDINGS ANNOUNCES MANAGEMENT CHANGES

September 1, 2016—Houston, Texas—SBP Holdings, with its Singer Equities and Bishop Lifting Products business units, is pleased to announce the following management changes:

Otis Dufrene has retired as President and CEO of SBP Holdings. He has been named Chairman of the Board and will remain active with acquisition activities of Singer Equities' industrial rubber business and Bishop Lifting Products' rigging and rental business.



Don Fritzinger, formerly President of Singer Equities, has been named President and CEO of SBP Holdings and will manage the operations of both business verticals. Fritzinger, a 40-year veteran of the industry, joined Singer Equities in 2002 through an acquisition.



Sam Petillo, with 18 years of industry experience, formerly Director of Veyance Technologies Industrial and Hydraulic Hose business divisions and most recently a Vice President of Singer Equities, has been named President and CEO of Singer Equities. Singer has 37

locations nationwide and specializes in the industrial hose, hydraulic hose, conveyor belt and gasket material fabrication and services.



Harold King, with 24 years of industry experience with Bishop Lifting Products and most recently Vice President, has been named President and CEO of Bishop Lifting Products. Bishop specializes in the fabrication, distribution and rental of slings, wire rope, hoists, and rigging products

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With 25 years of global consulting experience, Mr. Snyder partners with stakeholders to develop strategies for improving safety and health management systems, conduct workplace evaluations, facilitate research to improve safety performance, and design customized educational curriculum. As owner of *SPAN International Training, LLC*, he is a subject matter expert on certification exam blueprints, psychometrics, curriculum design, and serves on several standards and professional development committees. Mr. Snyder is dedicated to advancing health and safety professional development by offering certification exam preparation products. His research based curriculum assists professionals with the challenge of illustrating

competency through education, experience, and examination. Daniel is an accomplished author whose recent works include an ethics chapter in the newly released American Society of Safety Engineers (ASSE) "Consultants Business Development Guide" and the National Safety Council's (NSC) "Pocket Guide to Safety Essentials". Currently, Mr. Snyder is a doctoral candidate at the University of Arkansas conducting research to identify the most important competencies for influencing organizational leadership to make informed decisions about the occupational safety and health management system (OHSMS).



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DAN QUIGGLE

PRESIDENT and CEO
THE QUIGGLE GROUP
AND AMERICA'S CHOICE TITLE COMPANY

Dan Quiggle founded The Quiggle Group to promote and expand excellence in leadership. Through Leadership Retreats, Corporate Training and Keynote Speaking, meaningful, tangible educational components are introduced which add real-life value to the pursuit of leadership excellence – both personally and professionally. The premiere program, “The Reagan Experience”, is unique, customized training held at The Ronald Reagan Presidential Library in Simi Valley, CA.

Beginning his professional career in the Office of Ronald Reagan, Dan learned leadership personally from the master himself – Ronald Reagan. Politics aside, President Reagan was one of the most gifted leaders our nation has seen in a generation and Dan was right there to see up close how President Reagan used and applied his natural skills to not only impact the lives of those around him, but lead the Free World! Dan has spent his career emulating and refining the skills he observed directly from President Reagan and is passionate about sharing his experiences with a new generation of leaders.

Having successfully started five companies in fields as varied as retail distribution and medical technology, Dan has the hands-on experience to authentically communicate with today's top business leaders. As a graduate of UCLA, Dan currently serves as President and CEO of America's Choice Title Company, recognized by Inc. Magazine as the 2nd fastest growing title agency in America. He is a company founder and serves on the Board of Directors. Dan's professional accomplishments give him the experience and credibility needed to successfully support the leadership growth of any professional.

Dan serves as Dean of Faculty for the Leadership Institute, based in Washington, D.C. In this capacity, he speaks on public policy and leadership in cities throughout the country. The position also allows him the opportunity to meet with many of the Institute's top donors, including

some of the most successful and influential people in the country. Dan has also been a candidate for Congress in Florida and has served as the Florida State Chairman of Americans for Prosperity, an advocacy group committed to educating citizens about economic policy and mobilizing those citizens to participate in the public policy process.

Recently recognized as one of the top speakers for Vistage, a nationwide CEO think tank, Dan's message will inspire and impact all who hear it. Dan has been speaking on Leadership and Emotional Intelligence throughout North America and Internationally for the past 20 years. Dan has shared his messages of business success and motivation with America's top corporations and associations, including Genworth Financial, Merrill Lynch, Wells Fargo, and Coldwell Banker. He has spoken in large and small settings for corporations and educational institutions, been featured on the Fox News Channel and has been covered by The Wall Street Journal. Dan is passionate about inspiring great leadership by sharing effective traits and principles exhibited by some of the most successful individuals in the nation.

Dan is a dynamic and energetic speaker whose information and stories are memorable and immediately applicable.

Speaking Topics

- Leadership
- Emotional Intelligence
- Communication
- Management
- Organizational Development
- Crisis Management
- Public Policy
- The Reagan Way
- Ronald Reagan



GENERAL MEETING SPEAKERS

GARY PITTSFORD, CFP®

President and CEO

"As the founder of Castle Wealth Advisors, I have worked hard to place the best people in the right positions within our company to optimally serve our clients. My ongoing priority is to provide sound financial advice and work closely with our team in an effort to help every one of our clients achieve their goals. I also work closely with national industry organizations to provide financial information to closely held business owners, which I do on the personal and business level by writing articles, speaking at national business conventions and taping educational videos throughout each year." - Gary Pittsford



National Appointed Activities

2011-2013: Small Business Council Member, United States Chamber of Commerce
2009-2011: New Fund Committee Member, National Cooperative Business Association (NCBA)
1998-1999: Board of Directors, National Association of Personal Financial Advisors (NAPFA)
1997-1999: Board of Directors, International Warehouse Logistics Association (IWLA)
1988-1990: Board of Trustees, National Foundation for Financial Planning
1984-1987: Member, The National Ethics Committee (IAFP)
1984-1985: Chairman of the Board, National Association of Personal Financial Advisors
1983-1986: Board of Directors, International Association for Financial Planning (IAFP)
1983-1984: President, National Association of Personal Financial Advisors

State and Local Appointed Activities

2009-2012: Small Business Committee Member, Indiana Chamber of Commerce
1994-2000: Chairman, Purdue University Financial Counseling Program Advisory Board
1992-1996: Board of Directors, Indiana Society to Prevent Blindness
1980-1981: President, Indiana Chapter of the International Association for Financial Planning
1978-1982: President, Anderson Economic Development Commission

Associations

National Cooperative Business Association (NCBA)
National Association of Professional Financial Advisors (NAPFA)
Financial Planning Association (FPA)
Indiana Chamber of Commerce
U.S. Chamber of Commerce

Convention and Industry Presentations

Ace Hardware	Institute of Advanced Financial Planners	National Lumber Dealers Association
Blue Hawk	Institute of Certified Financial Planners Retreat	National Retail Hardware Association (NRHA)
Carpet One Floor & Home®	International Design Group (IDG)	Orgill
Do It Best Hardware	International Warehouse Logistics Assoc. (IWLA)	Pro Source
Evergreen Marketing	Independent Welding Distribution Cooperative (IWDC)	Purdue University Financial Counseling Program
Flooring America	IS Group	Texas Warehouse Association
Furniture First	Lighting One	The Drake Group
HDA Truck Pride	Nemeon	True Value Hardware
IDC-USA	National Assoc. of Personal Financial Advisors (NAPFA)	Wallace Hardware
Independent Photo Imagers (IPI)	National Coop Business Association (NCBA)	
Indiana Continuing Legal Education Forums		

Published Articles

Wall Street Journal, USA Today, Money, New York Times, Dow Jones Investment Advisor, Medical Economics, Financial Planner, Worth, Bottomline Personal, Indianapolis Business Journal, Indianapolis Star, Personal Financial Planning, US Chamber's Free Enterprise Magazine, Indiana Chamber's Biz Voice Magazine, NRHA's Hardware Retailing, Industrial Distribution, InsideIndianaBusiness.com, BusinessNewsDaily.com, USChamberMagazine.com, Mayflower Warehouseman, Boardroom and more.

Accolades

2009: Voted a FIVE STAR: Best in Client Satisfaction Wealth Manager as featured in Indianapolis Monthly Magazine.
2007: Selected one of the 10 Most Dependable Wealth Managers by Goldline Research as featured in Northwest Airlines' NWA Magazine.
1998: Voted one of the top 120 financial advisors as featured in Medical Economics.
1997: Voted one of the top 250 best financial planners as featured in Worth Magazine.
1994: Voted one of the top 60 financial advisors as featured in Worth Magazine.
1982: In Money Magazine's article "Seven of the Best" it is said that "among financial planners, no one has a higher reputaton for competency and integrity than Gary Pittsford."



THE TOUR

*Bata Shoe Museum,
Distillery District &
Mill St. Beer Hall*



Monday October 24, 2016



First, we will visit the **Bata Shoe Museum**, an award-winning, five-storey structure which has a collection of over 10,000 shoes spanning 4,500 years of history collected from all over the world by Sonja Bata, owner of the Bata Shoe Empire; which in the 40s was the largest shoe manufacturer in the world. The Museum is the only one of its kind in North America and houses, in four impressive galleries, everything from ancient Egyptian papyrus sandals to Elton John's platform shoes.



From there, we will head to the iconic **Distillery District** for free time to see the buildings and community that became legendary during the Prohibition. Over the past century and a half, the former Gooderham and Worts complex has evolved from a single, wind powered gristmill to an impressive distilling complex to a vibrant arts and retail complex.

Lunch will be served at the **Mill St. Beer Hall**.

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Rigging Career

How many of you intentionally planned your career in the rigging industry? I bet not many! It seems as though the majority of us have surprisingly fallen into this world of lifting and rigging. Maybe you began as a young sprog working in your parents shop, or as a student trying to get whatever job you could. Possibly you began working in the shop splicing wire rope slings, assembling chain slings or sewing web slings. It is not a glamorous career by any means..... or is it?

I definitely did not think it was glamorous to be sewing web slings back in 1998 in a sling shop of 8 people, for my summer job. Sweating away trying to maneuver a twelve inch wide double ply twenty foot sling was not my idea of fun. At that point I really had no clue what I was making or what slings were used for. People were always confused when I tried to explain what it was that I did for a living. I had almost quit my job when I sewed over top of a flat hook and caused a needle to break and shoot in my arm like a bullet, leaving a nasty scar. Something kept me going, maybe call it fate. Today, eighteen years later, when someone asks me what I do for a living, I am proud to say that I have a career manufacturing products that are essential in our history, and a fundamental part of our future.

In today's world our schools and our families continuously push kids to be as successful as possible and encouraging them to reach the top. But in the last few years we have heard so many people expressing their redefinition of what success really is. Is it how much money you make? Is it your title on your business card? Is it defined by how many people report to you? I believe that success is not about money or power, but more about wisdom and wonder.

The magnificent world of rigging continues to build my wisdom and fulfill my wonder. There is always a different application for a sling that results in learning something new. It is astounding how widely used our products are in every facet of our planet. From miles under the earth crust and deep into the depths of our waters to above the clouds and beyond the stars, we can find products that we have made that are essential for our world to evolve. Our industry was crucial in

the creation of the seven wonders of the industrial world. Without the products that we all make, wonders like the Brooklyn Bridge, the Hoover Dam, or the Panama Canal would not be possible. We are a part of the gear on every hydro worker, and the gear in every fire truck. Our industry has provided products to build every house, building, skyscraper, stadium, bridge, school and church. Our products are crucial in constructing subway systems, pipelines, railways, roads and tunnels. Every day we are fabricating products that are vital for our world to advance. We have a part to help the farmers get food to our tables, to help put precious metals into our stores, to help get energy into our homes and to help manufacture all modes of transportation.

I am an Indigo and Barnes & Noble junkie, always looking for something new and interesting to read. I purchased a book called How Stuff Works. It went over how nuclear power works, how airplanes are built, how to get oil from the ground, how to mine metal. All things I realized that I already knew. It was at that moment that I realized most people need to buy the book, and they do not have the same opportunity as we do to learn how many things in our world work.

In our shop we have a board full of pictures of our products in use to show our staff. It is important for us to let them know that they are producing slings that could ultimately improve and change our future. Some days are full of stress when dealing with the pressure of getting our products to our customers correctly and on time. It is easy to get caught up in the mundane of measuring, pressing, inspecting, sewing, splicing, cutting, tagging, testing, folding, wrapping, packing and so on. When we are caught up in the middle of the day it is difficult to see the big picture that what we are doing is truly amazing!

I don't think I would say that we have "fallen" into this industry. I would change that to say we have been "lifted" up into this incredible industry. We have one of the most interesting and educational careers available. I believe the scar on my arm represents good luck and good fortune for being lifted up into a career that satisfies wonder and cultivates wisdom.



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Exit Strategy:

How to Tee Up Your Business To Sell One Day

Part 2

By KP Persaud

In Part 1 of the article, I gave you a lot of things to consider when it comes to getting your exit strategy underway. As I mentioned, the time to think about your exit strategy is now, even if that means you're still years away from exiting.

Why is that the case? Think of it like selling your own home. Before you go out and stick a "for sale" sign in the yard, chances are you'll want to make some improvements (either that or your spouse or realtor will insist that you do).

The idea is to enhance the value of your home and to make it more appealing to potential buyers. For example, you might get a new roof or remodel your kitchen.

It's similar when it comes to the exit strategy for your business. Except, unlike getting a new roof or kitchen, the improvements you need to make aren't achieved in a matter of weeks. They're sometimes years in the making, so you need to get started on them now.

But unlike that new roof or remodeled kitchen—which you paid for on your way out the door and never really got to enjoy—by improving your business now, you'll reap the benefits now. These improvements can not only boost the value of your business, but they can also help make you more money—all while making your life easier.

In Part 1, we discussed Michael Gerber's book *The E-Myth Revisited: Why Most Small Businesses Don't Work And What To Do About It* and the concept that within every business owner there are three different personalities competing for your focus: (1) The Technician; (2) The Manager; and (3) The Entrepreneur. I asked you to determine, as a percentage, how you currently divide your time and resources among all three roles.

The key to working on your business, instead of *in* it, is to strike the right balance between all three roles. The main purpose of the exercise was to get you thinking about what occupies your focus as a business owner.

Look at your percentages. How has your balance among these three areas dictated the results your

business has achieved? For example, if you as the owner lean heavily towards The Technician, can you also see that your business is also tilted in that direction? Maybe you're great at manufacturing your product, but you might also notice corresponding deficiencies in terms of management and entrepreneurial pursuits.

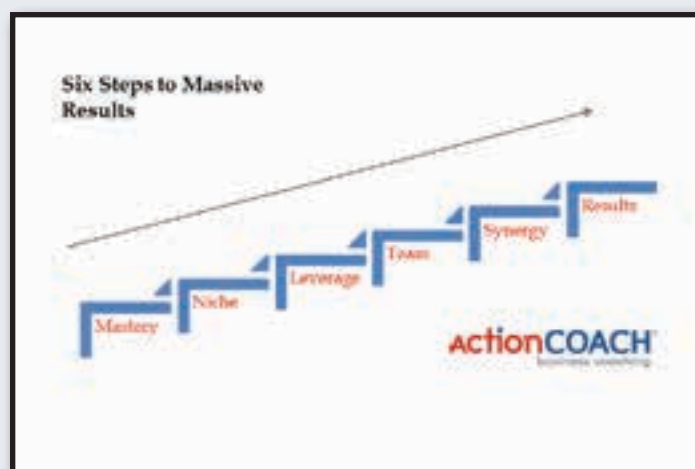
The importance of the exercise lies in noting how much your own balance among these three roles impacts your business as a whole. If you notice a strong connection, you should feel empowered to take action. After all, by changing your individual approach, you should see an impact in how well your business performs.

So, how do you make the transition to working on your business, not in it (both to improve your business now and to get your exit strategy underway)?

By following the steps below, your focus amongst the technical, managerial, and entrepreneurial aspects will become naturally and appropriately balanced.

These steps are taken from the ActionCOACH method. These are the same steps I work on with all my clients, no matter how big or small the business.

As you can see, these steps are laid out like a staircase, meaning you start at the bottom and then work your way upwards. It's critical to take the steps in order. But don't worry—beginning at step one doesn't mean throwing everything out the window you're currently doing and starting from scratch. Rather, it's simply a process to ensure you're covering the right things, in the right order.





K. P. Persaud. *Founder, De Kasp Enterprises, Inc.*

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STEP 1: MASTERY

The first step, Mastery, is all about the owner taking back control of the business. It focuses on the fundamentals of building a commercial, profitable enterprise. There are four main components involved in Mastery:

- **Destination Mastery:** Know where your business is headed. Plan your work and work your plan. You must establish short and long-term goals according to your finances, market demand for your products, and other factors. This step is all about alignment. If all aspects of your business, including all personnel, are headed in the same direction, your business will be propelled towards the goal you have chosen.
- **Money Mastery:** If you don't know or understand your business's numbers, there's no point in worrying about anything else. You must install a financial system to help you understand fixed and variable costs, profit and loss concepts, and cash flow management. Your numbers will be your roadmap as you re-shape your strategy. You'll begin to see where you should be directing your focus and where you shouldn't.
- **Time Mastery:** Identify the highest and best use of your time—and that of your employees. Critical mass must be directed to the key initiatives to get the job done in the right amount of time—and at the right times. This is about execution of your plans with maximum efficiency.
- **Delivery Mastery:** Create a system to plan and constantly deliver promises to your customers. Supply base, logistics, distribution, manufacturing, and quality control are part of this system. With the right system in place, your operation can run like a well-oiled machine.

STEP 2: NICHE

The goal in this step is to position your products and services to reach the target market you have strategically identified. Your sales and marketing efforts will be driven by market research and other data. The information you compile will tell you what you should sell, who you should sell it to, where you should sell it, when you should sell it, and so on. By developing the niche that's ideal for your business, you can maintain predictable cash flow.

STEP 3: LEVERAGE

To walk away from your business—whether to sell it in the future or just to get some much-needed time away—you must install systems and processes that will carry out your mission. You must also document how these systems and processes are to work in painstaking detail. The future owner (or whoever is taking over the business) should be able to take this written documentation and be up and running without much input from you.

STEP 4: TEAM

You need to install a team that reflects your values, mission, and vision at all levels of the enterprise. You could even consider hiring a CEO or COO. Not only will a high-performing team lead you to better results, but it can also help you as the business owner pull yourself away from the daily grind of your operation—something that is critical to your exit strategy.

STEPS 5 & 6: SYNERGY LEADING TO RESULTS

Synergy is the point where the sum of the whole is greater than the sum of the individual parts. All the previous steps will bring you to this point of synergy. And once you achieve synergy, you'll see massive results. You'll end up with a commercial, profitable, enterprise that works without you.

Upon arriving at the results stage, you'll be in the driver's seat in terms of your exit strategy. Not only will your business be more valuable, but it will also be easy to hand off to a successor.

CONCLUSION

What I've outlined above is the framework you can use as a guide for your exit strategy. Remember that it's all about learning to work on your business, not in it. To maximize your chances of success, consider getting assistance from a business coach or similar consultant.

KP Persaud, a former executive in the forging industry, is a business coach with ActionCOACH. He provides business coaching, consulting, and training services to clients across the country. Contact him at kp@kppersaud.com or visit kppersaud.com for more information.

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Bridon-Bekaert Ropes Group begins business

Bekaert, world market and technology leader in steel wire transformation and coating technologies, and Ontario Teachers' Pension Plan, the previous owner of Bridon, have successfully closed the definitive merger of their ropes and advanced cords businesses.

Andrew Caffyn, previously Chairman of Bridon, has been appointed Chairman of the Board of the new company. Bruno Humblet, previously Chief Financial Officer of Bekaert, has been appointed CEO. Bruno will be replaced by Beatriz García-Cos Muntañola, the newly appointed CFO of Bekaert.

The merger deal, announced on 7 December 2015, has satisfied all regulatory requirements and customary closing conditions, including clearance by merger control authorities in the US, EU, Brazil, Chile, Australia, China, and South Korea. Bekaert and Ontario Teachers' have established a joint venture in which Bekaert holds 67% and Ontario Teachers' 33%. The joint venture starts its merged operations today under the Bridon-Bekaert Ropes Group name. Bridon-Bekaert Ropes Group combines the ropes and advanced cords capabilities of approximately 2 500 employees, 19 manufacturing entities across 11 countries, market-focused R&D, and a global sales and services network. The combination of the businesses will leverage the scale and complementary strengths of Bekaert and Bridon and will pursue value creation for customers and for the new group.

Bekaert is contributing its advanced cords business and a well-established ropes presence in Latin America, Canada and Australia while Bridon holds strong positions in Europe and the USA with a portfolio of rope wire, strand, and steel and synthetic ropes. The merger will also create opportunities for further growth in Asia.

The merger creates the leading ropes group in the world with approximately USD 650 million in sales (current equivalent of (£580 million) on an annualized basis in a normalized business context. The financial results of Bridon-Bekaert Ropes Group will be included in the consolidated statements of Bekaert as from today. The transaction is estimated to add approximately USD 350 million (£315 million at current rates) to Bekaert's consolidated sales on an annual basis in a normalized business context. The Group projects a lower run rate over the first two years due to the current demand instability in oil and gas and mining markets.

Bruno Humblet, CEO of Bridon-Bekaert Ropes Group: "We are proud to announce the completion of the merger. Since we released our plans in early December 2015, we have been through a thorough merger completion procedure and have prepared ourselves for the integration process. We can now entirely focus on the business purpose of our merger and we welcome our customers, employees and shareholders to take part in our plans and ambitions. We are the world's premier ropes and advanced cords solution provider and our purpose is to create significant value over time, by delivering unmatched quality and service to our customers."

Matthew Taylor, CEO of Bekaert: "On behalf of Bekaert and of Ontario Teachers', shareholders of Bridon-Bekaert

Ropes Group, I wish the group a lot of success in achieving their ambitions. The merger is a result of our strong belief in the benefits of creating a global ropes group which can leverage its competencies and scale for the benefit of customers worldwide. Neither the current economic downturn in certain sectors or the impact of Britain's choice to leave the European Union, change our belief in the opportunities for future success of Bridon-Bekaert Ropes Group. They have strong leadership in place and we are convinced they will make the ropes group a successful business."

Bridon-Bekaert Ropes Group starts today with an executive management team led by Bruno Humblet, CEO, and with a Board of Directors chaired by Andrew Caffyn and currently composed of the following members:

- Harry Kenyon-Slaney, Senior Advisor at McKinsey & Company and former member of the Group Executive Committee of Rio Tinto
- Beatriz García-Cos Muntañola, newly appointed Chief Financial Officer of Bekaert and previously CFO Mining at Trafigura Pte Ltd
- Curd Vandekerckhove, Executive Vice President Bekaert North Asia and Global Operations and member of the Bekaert Group Executive
- Russell Hammond, Director Industrial Products, Energy & Power at Ontario Teachers' Pension Plan
- Iain Kennedy, Director Europe, Middle East and Africa at Ontario Teachers' Pension Plan

Purpose, markets and entities of Bridon-Bekaert Ropes Group

Bekaert and Bridon have been gradually expanding their ropes businesses to serve the mining, oil & gas, lifting equipment and infrastructure markets with high performance ropes. The advanced cords activities serve automotive, elevator and other industrial markets with fine cords for transmission, conveying and hoisting applications.

Bridon-Bekaert Ropes Group aims to be the leading innovator and provider of the best performing ropes and advanced cords in the world. The Group will leverage expertise, scale and brand to become the world's premier solution provider that best understands and satisfies the product and service needs of customers globally.

Bekaert has entered the following entities in Bridon-Bekaert Ropes Group: the WRI roperies in Canada, US and Australia, Bekaert Cimaf of Brazil, Prodinsa in Chile, Procables in Peru and the advanced cords businesses of Bekaert in Aalter (Belgium) and Shenyang (China). The commercialization of the ropes activities integrated in Bekaert's wire plants in Qingdao (China) and Shah Alam (Malaysia) will as from now also be managed by the new group. About 1 000 people have joined Bridon-Bekaert Ropes Group.

Ontario Teachers' has contributed its entire ownership interest in Bridon to Bridon-Bekaert Ropes Group, which includes the wire and steel and fiber rope manufacturing facilities in Doncaster, Newcastle, and Coatbridge (UK), in Exeter, Hanover and Wilkes Barre (PA, USA), in Gelsenkirchen (Germany), Hangzhou (China), Jakarta (Indonesia) and the ScanRope plant in Tønsberg (Norway). Also all commercial and service centers worldwide have been integrated into the new group. About 1 500 people have joined Bridon-Bekaert Ropes Group.



PRESS RELEASE



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Samson Title Sponsor of 2016 Lightning North American Championships

Tarpon Springs, FL July 5, 2016 - The International Lightning Class Association is pleased to announce Samson, the worldwide leader in high performance synthetic rope, as the title sponsor for the 2016 Samson Lightning North American Championship to be held at the Rochester Yacht Club, Rochester, NY, August 10-19, 2016. "Samson is thrilled to become part of the prestigious Lightning Class' premier North American event. Our title sponsorship provides us the opportunity to support sailors doing what they love, and these sailors represent a

vital segment of our core rope business. We wish all participants the best of luck and great sailing!" David Krupka; Rec Marine Sales Manager, Samson.

The Rochester Yacht Club offers a beautiful venue for sailboat racing, located on the shore of Lake Ontario and the Genesee River. "We are excited about this partnership with Samson and the opportunity it gives the Rochester Yacht Club to enhance the regatta experience for the hundreds of sailors that will be attending," said ILCA Executive Committee member Todd Wake. "With over 200 combined years of experience the ILCA and Samson are an obvious fit."

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Historic New England Stadium's Southern Counterpart Finds Best "Lines" (by Samson Rope) for Its Needs

Continued from page 7

Park was the host site for the final round games of the Florida High School Athletic Association's statewide high school baseball championship tournament.

The rapid pace of construction was nearing completion and all the final preparations were being made when Rob Huff and his team from C&H Baseball arrived in late November 2011 to install the new safety netting behind home plate. Joining C&H was AWRP member company – Samson's application engineer, Frank Choltco-Devlin, to help employ Samson's high-performance synthetic rope, Validator-12, to hold up the netting.

Traditionally, steel wire rope has been used to hold up the netting because of its strength and ability to hold the netting with firm tension. However, steel wire rope has its challenges. Due to its weight (1 lb. per foot), it can be awkward to handle. The gross weight quickly adds up considering JetBlue Park requires 700 – 800 feet of support rope. In addition to the heavy weight, steel wire rope will rust in the elements and although it is taut at the time of installation, it stretches over time and the tension has to be tightened every 6 months or so.

"Typically, when C&H arrives to install the netting we are one of the last contractor's on site," says Huff. "Laying out the steel wire ropes was a problem because they are heavy and abrasive and would scratch and damage many rows of seats and any Plexiglas in the area. Switching to a lightweight, high-performance synthetic rope solves these issues."

For this application Samson recommended Validator-12, which according to Choltco-Devlin, is convenient for handling in the field and is easily spliced to exact specifications. "Samson's Validator-12 is a 12-strand rope constructed out of Vectran®Fiber, a high-performance multi lamant yarn that's spun from liquid crystal polymer," says Choltco-Devlin.

"According to its manufacturers, Kuraray Co. Ltd., pound for pound, Vectran®Fiber is five times stronger than steel wire rope. The unique fiber has exceptional strength and rigidity with very low stretch, stands up to the elements, and is both cut and abrasion resistant. It's ideal for supporting a load under tension for extended periods of time."

Because the rope is very strong, durable and has extremely low elongation under constant load, it's an excellent choice for steel wire rope replacement.

Steel wire rope can be awkward to handle due to its weight (1 lb. per foot). And the gross weight quickly adds up considering JetBlue Park requires 700 – 800 feet of support rope for the stadium. Steel wire rope also can rust in the elements and the tension needs to be checked and re-tightened every 6 months or so.

The advantages of using Validator-12 soon became apparent when the nets were first suspended in front of the seating. "This process almost always involves a lot of adjustment and re-tensioning to ensure the netting is positioned and set correctly," say Huff. "When the synthetic ropes lifted the main cable system up for the first time behind home plate, the tie-back lines required only a few final adjustments. Adjusting steel wire rope is often a long and arduous process to reposition the wires into the right place. However, with Validator-12 it was simple, easy and the entire installation process took less than half the time – in this case one day instead of two – when compared to using steel wire rope—allowing other contractors to work without interruption."

Huff admits they had plans to convert other baseball parks to Validator-12. "Along with being quicker, easier and safer to install and maintain, the rope is black so the sight lines aren't noticeable, so watching the game is more enjoyable for the fans. We plan to use it wherever we can."

Over the long-term, Huff expects that other major league baseball parks will follow suit. "Because the rope is so light and easy to use; employing a winch system will now allow stadium crews, instead of outside contractors, to control the set-up and take-down of the netting system resulting in a huge savings in both time and cost."

The stadium architects initially expressed some concern about switching to synthetic ropes because this was to be the first major league stadium to employ them. "We thought it might take some time to convince the architects," adds Huff. "But Samson was unbelievably quick to respond. In one day they provided test data that more than satisfied any initial concerns they had. The advantages of switching from steel wire rope to Validator-12 were more than evident, including relying on Samson's technical expertise in the field. The new Marlins Park in Miami is set to become the first regular season major league ballpark to use Samson's Validator-12 and C&H Baseball may be there.

Back in Boston, on May 15, 1999, then Red Sox CEO John Harrington announced plans for a new Fenway Park to be built near the existing structure. It was to have seated 44,130 and would have been a modernized replica of the current Fenway Park, with the same field dimensions except for a shorter right field and reduced foul territory. Some sections of the existing ballpark were to be preserved (mainly the original Green Monster and the third base side of the park) as part of the overall new layout.

Most of the current stadium was to be demolished to make room for new development, with one section remaining to house a baseball museum and public park. The proposal was highly controversial, and several groups (such as "Save Fenway Park") formed





in an attempt to block the move. Discussion took place for several years regarding the new stadium proposal.

One plan involved building a "Sports Megaplex" in South Boston, where a new Fenway would be located next to a new stadium for the New England Patriots. The Patriots ultimately

built Gillette Stadium in Foxborough, Massachusetts, their home throughout most of their history, which ended the Megaplex proposal.

The Red Sox and the city of Boston failed to reach an agreement on building the new stadium, and in 2005, the Red Sox ownership group announced that the team would stay at Fenway

Park indefinitely. The stadium has since been renovated, and will remain usable perhaps until as late as 2061.

The park is located in an area of Boston. The district includes many buildings of similar height and architecture and thus it blends in with its surroundings. One story states that when pitcher Roger Clemens arrived

in Boston for the first time in 1984, he took a taxi from Boston's Logan Airport; he thought surely the driver had misunderstood his directions when he announced their arrival at the park.

Clemens remembered telling the driver "No, Fenway Park, it's a baseball stadium... this is a warehouse." Finally, when the driver told Clemens to look up and he saw the light towers did he realize that he was in the right place.

Fenway Park is one of the two remaining classic parks still in use in major league baseball – the other being Wrigley Field. Both ball parks have a significant number of obstructed view seats, due to pillars supporting the upper deck. Tickets to these seats are sold as such, yet linger as a reminder for modern sports fans of the architectural limitations of older ballparks.



PRESS RELEASE

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Congressman Joe Courtney Visits Loos & Co., Inc.

Loos will partner with Quiet Corner Innovation Cluster to foster continued growth

Pomfret, CT, August 8, 2016 — Loos & Co., Inc. has announced that they are the first business to be selected to participate in the Quiet Corner Innovation Cluster (QCIC). The QCIC was created to enable economic growth in rural Eastern Connecticut, otherwise known as Connecticut's Quiet Corner.

The QCIC targets small and medium sized technology and manufacturing organizations to foster growth and innovation within those companies. With partners like University of Connecticut (UConn), the Economic Development Agency and Connecticut Innovations (CI), the QCIC draws upon its' resources in order to provide access to the industry's latest technology. Through the use of this technology, manufacturers, like Loos & Co., Inc., will have access to state-of-the-art research and development technology.

"We are thrilled to be chosen as the first manufacturer to partner with QCIC," said Robert Davis, Vice President of Sales and Marketing at Loos & Co., Inc. "Our visit with



Congressman Courtney provided us the opportunity to show him and the rest of the team how well positioned we are to grow well into the future."

Congressman Joe Courtney serves Connecticut's second district in order to continue growing the local economy. Together with QCIC, they are putting resources and processes in place to drive innovation and foster entrepreneurial efforts. These resources will be used by local businesses to make strides towards targeted growth areas.

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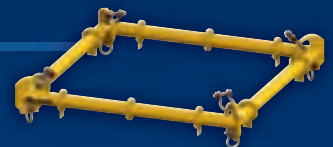
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Modulift Raises Profile in Eastern U.S. with Landmark Distributor Appointment

Modulift has named I&I Sling Inc. its latest North American distributor, offering the below-the-hook equipment manufacturer comprehensive coverage of eastern regions of the U.S. from facilities in Florida, Massachusetts, North Carolina, Pennsylvania, Tennessee and Virginia.

The agreement aligns Modulift with a lifting equipment powerhouse, boosting outreach of its spreader beams and other equipment through a company that recently celebrated its 50th anniversary in the rigging business. I&I Sling is commonly associated with its world-renowned Slingmax® Rigging Solutions brand.

Sarah Spivey, managing director of Modulift, had earmarked I&I Sling as a potential lead distributor some time ago, but only after productive meetings at this April's Associated Wire Rope Fabricators (AWRF) General Meeting & Product Information Exhibition in New Orleans, did talks reach advanced stages. As part of the agreement, I&I will stock the full range of Modulift equipment up to MOD 110H from its heavy lift spreader beam series.

She said: "Once we got talking about partnering, it was quickly apparent to both parties that this could be a very fruitful relationship. Thomas De Soo [director], Tim Shears [purchasing manager] and I explored the U.S. market and implemented a strategy through which we can supply our range of below-the-hook equipment to the myriad of industries and applications I&I engages with on a weekly basis."

De Soo said: "We are delighted to introduce Modulift's products to our comprehensive rigging offering. We pride ourselves on providing the crane and heavy lift sectors with a service that is unmatched in the industry. To maintain that reputation, we have to choose our suppliers carefully and work only with those who offer the best product, availability, expertise and customer support. Modulift meets that criteria."

Spivey added: "I&I Sling is known for providing high quality products, while it also boasts a global



Caption: I&I Sling is commonly associated with its Slingmax® Rigging Solutions brand.

brand [Slingmax®] that is synonymous with many of the attributes we see in our own company. Furthermore, the company fits with our regional strategy to more efficiently supply product to eastern regions of the U.S. It is a huge market for us and one where we continue to grow. We value our U.S. customers and want to ensure we always have stock available locally for them to ensure they can lift safely and efficiently with our below-the-hook solutions."

A family owned company since 1964, I&I Sling has six full service locations strategically located to serve the entire East Coast. It also actively contributes to the writing of industry standards through the American Society of Mechanical Engineers B30.9 committee, "Slings", B.30.30 committee, "Ropes", and also the Cordage Institute and Web Sling and Tie Down Association (WSTDA) Recommended Roundsling Standards. Key markets include aerospace, construction, industrial, military, nuclear, shipbuilding and transportation.





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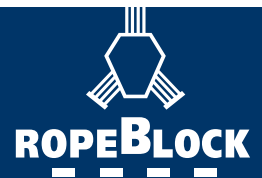
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PRESS RELEASE

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Chant Engineering Co. Inc. receives Gold Boeing Performance Excellence Award

New Britain, PA 6/15/16 – Chant Engineering Co. Inc. is excited to announce that they have received a Boeing Performance Excellence Award. The Boeing Company issues the award annually to recognize suppliers who have achieved superior performance.

Chant Engineering Co. Inc. maintained a Gold composite performance rating for each month of the 12-month performance period, from Oct. 1, 2014, to Sept. 30, 2015. Based on this exceptional achievement, Chant Engineering Co. Inc. earned recognition as a Gold Boeing Performance Excellence Award Recipient for 2015.

“It is with great pride that we accept this award from a world-class organization. We constantly strive to produce at an extremely high level and to be recognized in this fashion only solidifies our commitment to excellence,” said Patrick Shire, Vice President of Sales.

This year, Boeing recognized 530 suppliers who achieved superior performance and quality. Chant Engineering was very pleased to be included in this distinguished group, and particularly honored to be named among the top 107 suppliers who were awarded the Gold Level of Recognition.

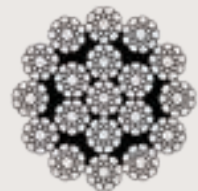
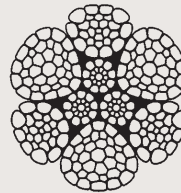
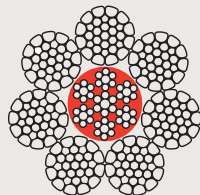
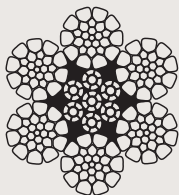


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Tulsa Power® & Reel-O-Matic® Join Forces Under One Larger Roof and One Name: Reel Power Wire & Cable

New world class facility allows both companies capacity to accommodate increased sales volume and faster throughput

(Reel Power Int'l, Oklahoma City, OK July 8, 2016) ... Tulsa Power and Reel-O-Matic are pleased to announce their move to a new world class, larger facility located in Oklahoma City, OK. The new 100,000 ft² building allows for increased manufacturing floor space along with improved work flow and production capabilities. The two companies will now operate under the name Reel Power Wire & Cable dba Reel-O-Matic and Tulsa Power. Reel Power Wire & Cable is owned and managed by Reel Power International, Inc.

"By combining the expertise of the engineering teams, operations and sales group of these two companies, they can be more responsive, with a



stronger focus on customer service and managing their substantial growth. These divisions were running out of room in their former locations so this investment made good sense," said Don Moreau, SVP Sales & Marketing of Reel Power Wire & Cable. "The new facility has been designed to provide a much improved work flow allowing us to increase production to meet growing demand."

Reel Power (Tulsa Power and Reel-O-Matic) serves the wire & cable industry, with a strong focus of continually providing new product innovations. The company leads in the manufacture of wire, cable and flexible material handling equipment.

Reel Power designs and manufactures machinery for reeling, coiling and measuring of wire, cable, pipe, rubber, plastic, tubing, conduit, wire rope, fiber optic material and any other flexible material. Expertise includes payoffs, take-ups, re-reevers, winches, spoolers, measurers, coilers and warehouse solutions that include racking and design capabilities.

Customers include cable and wire manufacturers and distributors, telecom companies, oil and gas companies, automotive companies, crane and plastic pipe companies. The company manufactures and sells both standard and custom engineered products.

Reel Power International, Inc. operates one other company, Reel Power Oil & Gas dba Radoil and Tulsa Power Oil & Gas which services the oil and gas industries. This division recently relocated their manufacturing facility into a brand new, state-of-the-art facility in Houston, TX.

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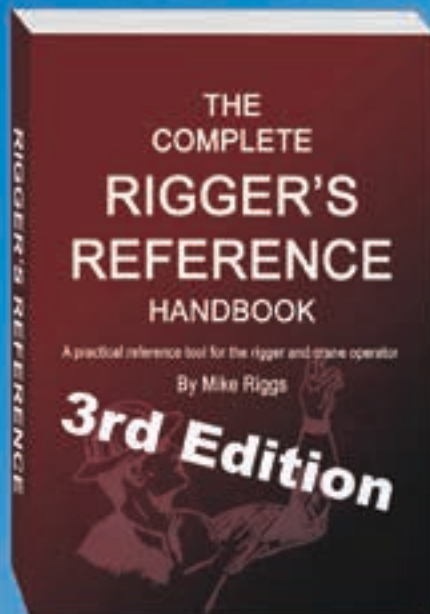
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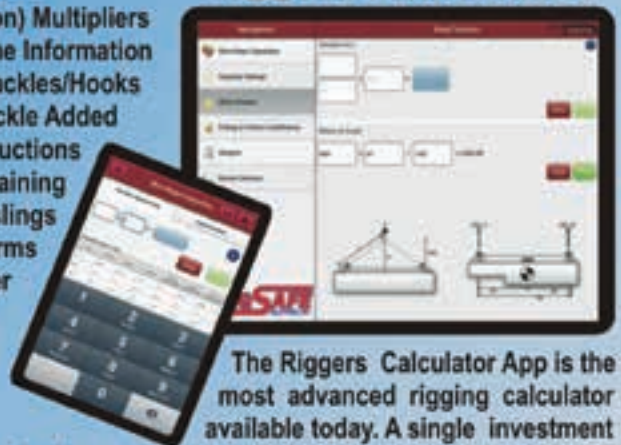
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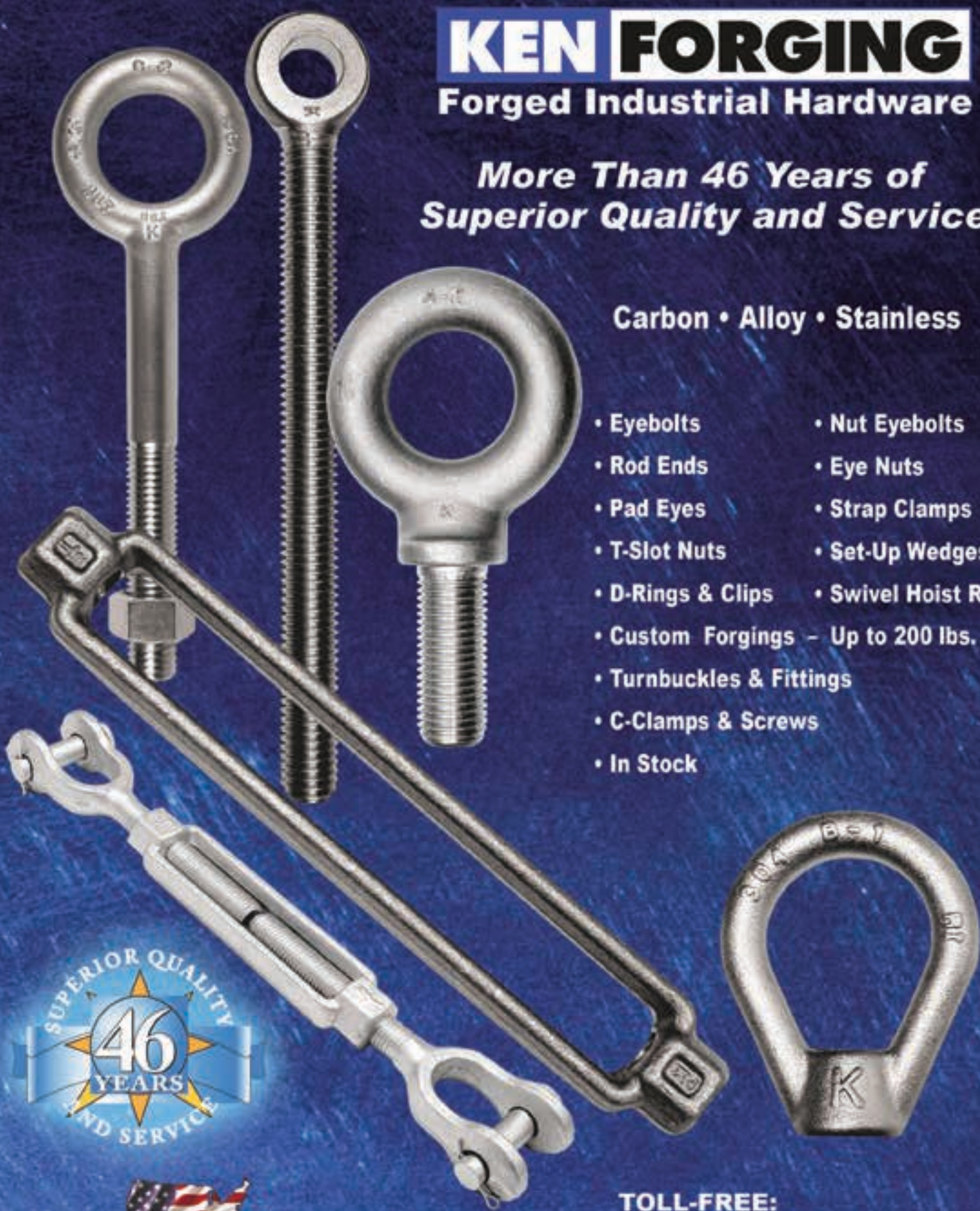
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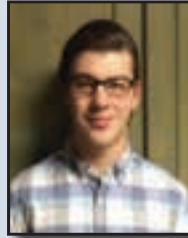
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THE GOVERNMENT AFFAIRS COMMITTEE

Continued from page 11

which is now being deliberated in the Senate. Among other valuable remedies, this legislation would obviate the abusive and unlawful practice of sue and settle.

Permit Streamlining

On December 4, 2015, the Surface Transportation Act was signed into law, extending funding for the Highway Trust fund until 2022 and expenditures from that fund until October 1, 2020. This legislation contains language which will streamline the process of obtaining environmental permits for infrastructure projects and help create jobs.

The AWRP GAC was a vocal advocate of H.R.348 and S.280, respective companion bills in the House and Senate, facilitating the expedited process of obtaining environmental permits for infrastructure projects and other private sector or government contracted projects. This legislation will reduce the endless streams of environmental reviews which in many cases have resulted in lost opportunities to create jobs for contractors and subcontractors such as AWRP members. The Senate bill was marked up and passed by the Governmental Affairs Committee by a vote of 12 to 1. The House Bill, H.R.348, entitled The Responsibility And Professionally Invigorating Development Act (RAPID), passed the House on September 25 by a bipartisan vote of 233 to 170 and the Senate voted favorably 62 to 36 on July 2nd, last year. On December 4, 2015, the legislation became law.

The Future

This November the 115th U.S. Congress will be composed of both pro and anti business members. Senate offices currently held by ten democrats and twenty-four republicans will be refilled. Of course, the entire House of Representatives, which now enjoys a substantial republican majority, will be on the election blocks. The majority party in each chamber dictates the chairmanship, as well as a majority of every Congressional committee and fills majority leadership roles. The new President will set the tone of all government agencies by appointment of each chairman and key subordinates and, perhaps, most importantly of all, will nominate Supreme Court Justices in the case of vacancies, one of which already exits due to the recent death of Anthony Scalia. It is the judicial chamber which renders landmark decision defining our Constitutional rights.

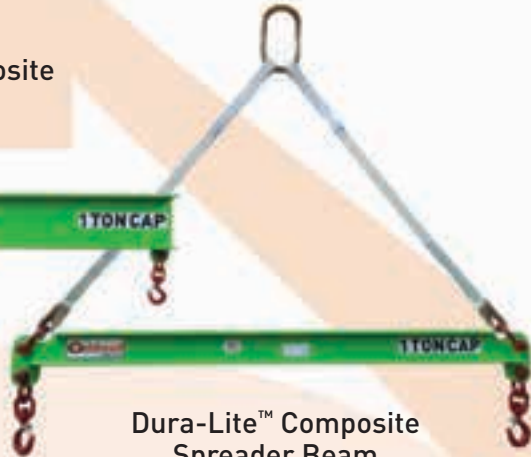
Like all responsible individuals who depend on American commerce for a living, AWRP members must be cognizant of these factors as they contemplate the consequences of their November trip to the polls.

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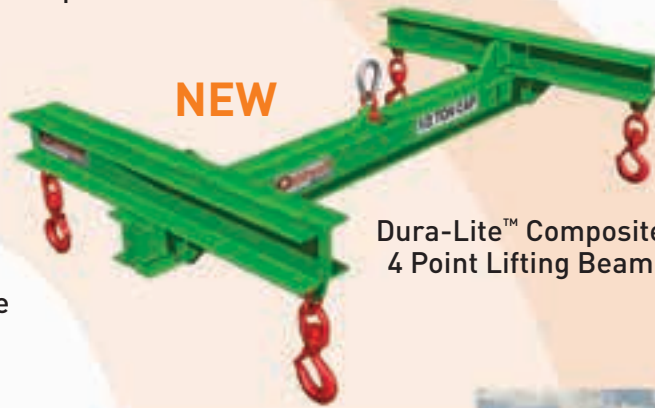
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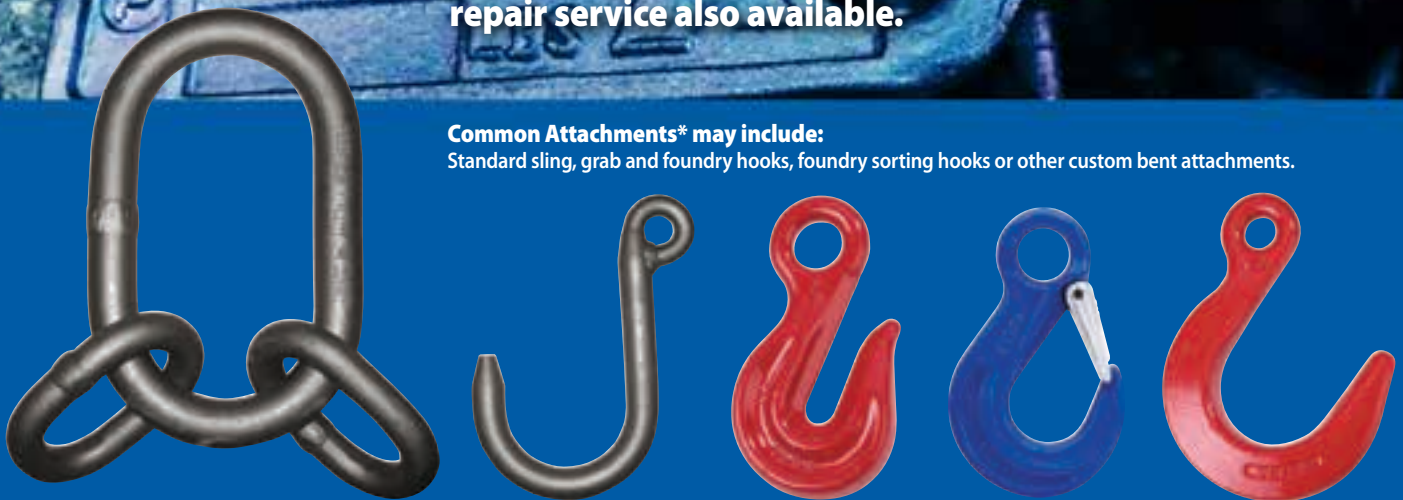
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PRESS RELEASE



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Central Wire Industries Celebrates the Acquisition of Sanlo, Inc

August 26, 2016 – Perth, Ontario, Canada - Central Wire Industries (CWI) is pleased to announce the acquisition of Sanlo, Inc. (Sanlo), a manufacturer and distributor of galvanized and stainless wire rope, custom extruded products, and engineered cable assemblies located in Michigan City, Indiana.

Central Wire Industries, founded in 1955 and headquartered in Perth, Ontario, Canada, manufactures and distributes stainless steel, nickel alloy, and copper and brass wire and welding wire products throughout the world. The Company, which maintains nine manufacturing facilities - six in the United States, two in Canada, and one in the United Kingdom - has over 400 employees. Central Wire provides products to many major industries, including aerospace, petrochemical, food-processing, medical, automotive, and marine.

The acquisition of Sanlo by Central Wire Inc. (CWI's U.S. Subsidiary) marks the third acquisition by CWI in the past two years; Sanlo joins Strand Core, a manufacturer of stainless and galvanized strand, wire rope, and rope assemblies (September 2014) located in Milton, FL and CWI UK Ltd., (formerly Hempel Wire), a manufacturer of stainless and nickel alloy wire specializing in a wide range of rolled profiled wire (February 2015) located in Rotherham, United Kingdom as a recent CWI acquisition.

For almost 60 years, Sanlo has provided wire rope and mechanical cable assemblies with reliable, cost effective solutions to an ever-increasing array of applications in a wide range of industries. Sanlo provides products, including galvanized steel and stainless steel cable, nylon, vinyl, and various other extruded resins, and finished goods with numerous assembly configurations. The acquisition, which includes the Sanlo trademark and all of Sanlo's operating assets and its intellectual property, allows Central Wire to further diversify its customer base and provides Strand Core the opportunity to connect directly with end-users.

CWI looks forward to augmenting its product lines with the capabilities and expertise of Sanlo as well as utilizing Sanlo's central U.S. location in the distribution network for Central Wire's wide range of product offerings. As the transaction finalized, CWI named Sanlo's current Sales Leader, Luke Vandercar, as the General Manager of the Facility.

"Sanlo brings to CWI and Strand Core a depth of product development and technical sales which further deepens all operations. Sanlo is geographically located in the right area and has a "value defined" workforce; capable and experienced," said Paul From, President and CEO of Central Wire Industries. We have been impressed with Sanlo's team and I know they are all eager to see growth and development of new global markets, precisely what CWI can bring to the table."

The transaction was completed on Thursday, August 25th, 2016.

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