



# Clingsmakers

2016 ISSUE 151

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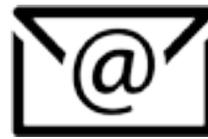
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## PRESIDENT'S MESSAGE

As a person who helps run a business today, it's tough. Health insurance, product liability, tomorrow's workers and oh yea, none of that matters if you can't keep your customers happy by improving your business to meet their demands. Wouldn't it be great to have an industry association to help you and your company try to navigate that difficult and complex landscape? Fortunately for us in the rigging industry we have that in the AWRF. As the new President of the AWRF, people often ask me (twice) what I do as President. To answer that question but more importantly, to talk about the organization, the following is an honest (sort of) response.

One of the first things we think about for our business (besides are we making any money?) is how do we keep our folks safe. Even if you're a heartless bastard that doesn't care about your folks (not in our industry), you know if you don't keep them safe, workman's comp claims will drain your bottom line. One great idea I had was to contract with an online company so our members could stream the latest safety videos 24/7. Ok, it wasn't my idea but rather Mike Cuccinello and the QHSE committee. But still, take all of those VHS tapes (better not be Betas) and throw them in the trash because this online system is amazing and can improve your safety efforts overnight. For more info, go to [www.awrf.org](http://www.awrf.org).

Ok, so our people are safer but are you making any money to pay them and run the business? Always a challenge right? To help with that challenge I initiated a program where we will do surveys to help you see how competitive your wages are in the industry versus other similar companies as well as a survey process where if you give them some very basic financial information confidentially, they will tell you how your company is doing compared to others in our industry. Well truthfully, I didn't create either one of these surveys but they are still pretty amazing right? With the help of the Data Gathering Committee and the AWRF staff, these two tools can confidentially offer great insight into how you are doing and maybe where you need to improve.

After two of the bigger challenges we face in business, there's that thing those extremely smart, honest people in Washington are always talking about, Health Care. With significant foresight and intelligence on my part

*Continued on page 61*



### Doug Stitt

The Caldwell Group, INC  
Rockford, IL • 800-628-4263  
[dstitt@caldwellinc.com](mailto:dstitt@caldwellinc.com)



## AWRF CALENDAR

### 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
- July 19 - 22 AWRF Technical and BOD Meetings  
Hilton Garden Inn  
Chicago, IL
- 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

# Nik Wallenda: Inspiring Riggers Worldwide

By Cyndi Jones



2013 Sarasota Hwy 41 Skywalk-Photo credit TimBoyles

## Long-Standing Tradition

Ask Nik Wallenda about his life and profession and you can't help but feel compelled to pursue your own passions. "My mom has always said it's in our blood, and I truly believe that," he explains. "You know, there was never a point where I didn't want to do what I'm doing. It's what I love. This is my passion. This is about a man living his dream, not about impressing people. If you're doing what you love, you'll never work a day in your life." He exudes positivity and it's absolutely contagious, as is his deeply anchored love of rigging.

Tracing his roots back to the Austro-Hungarian empire of 1780, Nik Wallenda is the seventh generation of Great Wallendas, world-renowned high wire performers. The family moved from Europe to America in 1928, when Nik's great-grandfather, the legendary Karl Wallenda, brought them here to join Ringling Brothers Circus: The Greatest Show on Earth. For Nik, high wire performance has truly been a lifelong calling. In fact, his mother, Delilah, was still walking the wire while six months pregnant with him. "Which means that I've been performing since even before I was born," Nik playfully points out. Officially, his first circus performance was at the age of two. Toted out to the center of the ring in a pillowcase, he was presented to the crowd donning a full clown outfit and makeup. That

same year, he also began walking on the wire, although he was not permitted to perform the stunt professionally until many years later. At age 13, in upstate New York, he made his high wire debut with a routine consisting of an incline walk without a balancing pole and riding a bicycle on the wire, at a height of around twenty feet. Just two years later, he began holding pyramids on the wire, a long-standing family tradition.



Nik and his sister  
Li'iana

## A True Innovator

Ask anyone in the business of rigging, “Who has the longest standing tradition of making quality, innovative products?” and you’ll hear the name Crosby, time and time again. Being at the top of your field requires a continual dedication to improvement, a ceaseless yearning to do things better than they’ve ever been done before. Like Crosby, Nik Wallenda is recognized globally as a leading innovator in his field. He currently holds 10 World Records, although he has actually set 11, beating his own 2008 record for Highest Bicycle Tight Rope Crossing again in 2010. The list of record-breaking accomplishments under his belt is astonishing to say the least.

1. Highest 4-Layer 8-Person Tight Rope Pyramid (25 FT) - 2001, Kurashiki, Japan
2. Highest & Longest Bicycle Tight Rope Crossing (235 FT) - 2008, Newark, New Jersey
3. Highest Bicycle Tight Rope Crossing (238 FT) - 2010, Bahamas
4. Highest “Wheel of Death” Performance (20 FT) - 2011, Atlantic City, New Jersey
5. Hung onto Helicopter Using Only His Teeth (250 FT) - 2011, Branson, Missouri
6. Walk Across Niagara Falls (1804 FT) - 2012
7. Walk Across Grand Canyon (1500 FT) - 2013
8. Highest Blindfolded Walk (557 FT) - 2014 Chicago, Illinois
9. Steepest Incline Between Two Buildings (19 degrees) - 2014, Chicago, Illinois
10. Highest Throw of a Ceremonial First Pitch (125 FT) - 2016, Pomona, New York

# Crosby®

The Power of Rigging

“I have such a passion for rigging, I love that part of what I do. I enjoy the challenges that come along with it,” explains Nik, when asked what his favorite part of the job is. “People often don’t realize that I, along with my internal team, am hands on with designing the rigging for everything that I do.” For every single setup he uses, Nik designs it all with the help of his close-knit team: his father as his



safety coordinator, his uncle as his head engineer, and his best friend as his head rigger. Nik began learning proper rigging techniques from the very beginning, with information passed down through seven generations of family. Relying on the proper use of rigging equipment to ensure their safety, the Wallendas are long-standing experts in the field. Nik’s personal enthusiasm for this aspect of his work has only grown stronger over the years.

“We use a little bit of everything. We’re looking at lots of new product right now. The Crosby Trawlex chain we’re looking at for a brand new rigging setup, anchoring around a beam, and we’re looking at the swivel hoist rings. That’s a little bit of a unique application, the way that we anchor in some arenas to stabilize some of our riggings. We’re always looking at Crosby and seeing what is new out there, how can we use it and how can we apply it? I love new products!

“Even right now, I’m currently designing a new rigging with some brand new Crosby product. It’s so fun for me to figure out new ways of doing things, and safer ways. Through the generations, technology has advanced so much. My great-grandfather used to go to do the walk, and he would literally look at the wire and go, ‘Yeaaaah, that’s tight enough...’ But now we have tools and equipment, dynamometers to tell us to the ‘T’ how many pounds of tension are on the wire, and we have safety of 5 to 1 in everything that we use.” Nik pauses for just a moment, then adds,

“My great-grandfather lost his life, truth be told, due to a rigging error. So we take that part extremely seriously. It’s the reason that my father and I always oversee every aspect of the rigging ourselves.”

It was during a high wire walk in San Juan, Puerto Rico in March of 1978, that Karl Wallenda, age 73, fell to his death due to bad rigging. Years later, on June 4, 2011, Nik and his mother successfully recreated and completed his performance. The 135-foot-long high wire walk took place between the two towers of the ten-story Condado Plaza Hotel, and served as a beautiful tribute to Karl’s legacy and lasting memory. “Recreating that walk with my mother was probably my favorite walk, because of the emotional connection. My greatest inspiration is my family, and what they’ve been able to overcome to do all this, generation after generation. But it’s actually really hard to pick a favorite walk, there’s something unique about each one that I’ve done that makes each one special.”

## Choosing the Right Equipment

The Wallendas have relied heavily on Crosby’s quality rigging supplies since the very beginning. When asked what he looks for when selecting product for his carefully designed rigs, Nik is adamant:

“Crosby has always been the cream of the crop as far as rigging supplies. As a matter of fact, for generations, it’s always been that if we’re going to order rigging it has to be Crosby - because of

*Continued on page 74*





Safety Winners  
2015



### *Platinum*

Bairstow Lifting Products  
Cascade Rigging, Inc.  
Chant Engineering  
Dakota Riggers & Tool Supply  
Eriez Magnetics  
Hercules SLR  
John Sakash Company  
Kulkoni, Inc.  
Mile High Rigging, Inc.  
Western Sling & Supply Co.

### **Gold**

Alliance Industries, LLC  
Brown & Perkins, Inc.  
CECA, LLC.  
Laclede Chain Mfg Co.  
Marine & Industrial Supply  
Rigging Box, Inc; The

### **Silver**

All Way Wire Rope & Splicing  
Industrial Training Intl (ITI)  
LAMCO Slings & Rigging  
Mazzella Companies  
Memphis Chain & Cable, LLC.  
Pacific Industrial Supply Co.  
Phoenix Rope & Rigging  
Safety Sling Company  
Superior LMS, Inc.



# THE SAFETY COMMITTEE SAYS THANK YOU!

## Standard

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American Wire Rope & Sling  
Associated Wire Rope & Rigging  
Bilco Wire Rope & Supply Co.  
Bishop Lifting Products, Inc.  
Cable Cisco  
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Caldwell Group; The  
Carpenter Group  
Carpenter Rigging - Bakersfield  
Certified Slings & Supply  
Certified Wire Rope & Testing  
Cortland Company  
Denver Wire Rope & Supply  
Feeney, Inc.  
Gunnebo Johnson Corporation  
Hercules Wire Rope & Sling Co.  
Holloway Houston Inc.  
I & I Sling  
Indusco Wire Rope & Fittings  
Industrial Magnetics  
Integricert LLC  
Kennedy Wire Rope & Sling  
Kentuckiana Wire Rope  
Les Industries LAM E  
Loos & Co. - Cableware  
Marine Rigging Inc.  
Miller Lifting Products

National Industrial Supply  
Peck & Hale LLC.  
J.C.Renfroe and Sons  
Southern Weaving Co.  
Suncor Stainless, Inc.  
SWOS  
Trinity Sling Authority  
Woodward Wire Rope & Slingline  
Yarbrough Cable Services



Mike Cuccinello  
Bilco Wire Rope and Supply

On behalf of the BOD, the Safety Committee would like to thank all the members who participated in the Safety Survey. Your participation allows us to cite the most common injuries in our industry as we all strive to have safe, injury-free work places.

For year 2015 the most common injury was to fingers. Number 2 was lower back; number 3 was shoulders and number 4 was hands. The other common injuries were eyes, arms, knees, elbows and feet.

This past year we had 77 companies participate and 65 of those companies qualified for an award. The companies which received a safety award plaque inscribed with their company name are listed below.



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

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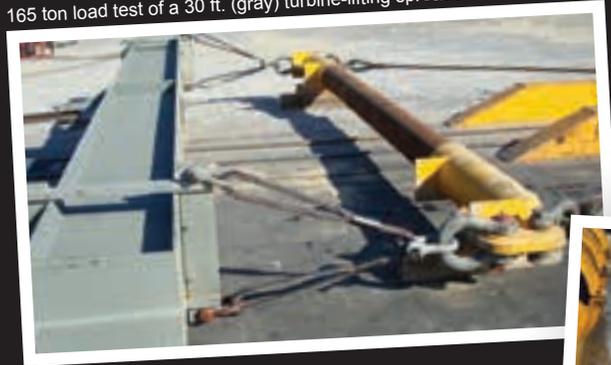
The computer-controlled, load test machine at Yarborough Memphis has a 1500 ton capacity up to 200 feet of length and a 500 ton capacity beyond 200 feet up to a maximum length of 450 feet. As seen in the photos here, the open body design of the machine facilitates rapid connect and disconnect of assemblies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

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

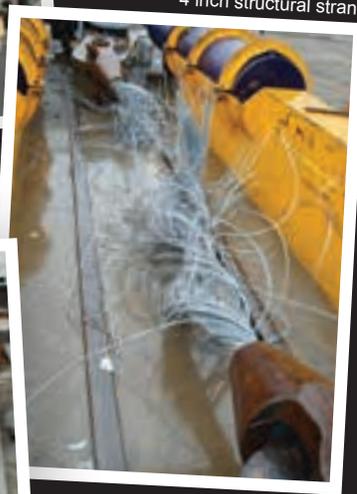
Our three full-service rigging shops in the Mid-South are ready to serve your testing needs. Contact a Yarborough rigging professional today to discuss testing for your next project.

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165 ton load test of a 30 ft. (gray) turbine-lifting spreader beam



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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# THE GOVERNMENT AFFAIRS COMMITTEE

By: J. Barry Epperson  
General Counsel and  
Chairman of the Government  
Affairs Committee



## ELECTION REPORT

Following a tumultuous night of election returns, Donald Trump emerged as the clear winner of the 2016 presidential race. The “expert” predictions were classic failures, eclipsed by the irony that an apolitical billionaire understood the mindset of the American voter better than the conventional wisdom. Now, the forty-fifth U.S. President has little time for reflection at the end of such a long and acrimonious campaign, punctuated by world-class name calling and accusations on both sides.

So what were the most important factors in the eyes of the voters: Distaste for the other candidate, the better ground game, baggage, veracity, entitlements, security, strength, unity, fear, gender, jobs, diplomacy? Whatever the motivations, the American political landscape now has a populist leader who defies established party dimensions.

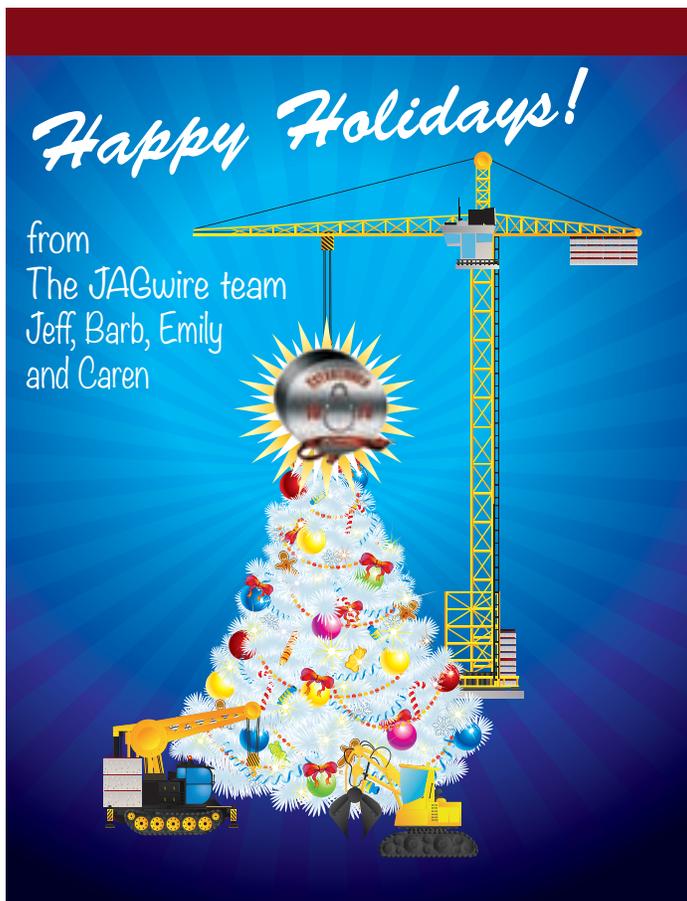
So where does he go from here?

1. Gathering the best people
2. Immigration reform/secure border
3. Fair (not necessarily free) trade
4. Energy self-reliance
5. Infrastructure remodeling
6. Health care reform
7. Strong, smart military/veterans' rights
8. Law and order
9. Diplomacy from strength
10. Lower taxes and fewer regulations for business expansion

So what's in a name? Be assured that our national interests will henceforth “trump” international objectives and Americans will be on the receiving end of the best perceived deals in any and all bilateral and multilateral negotiations. To stimulate the new

President's agenda, he has a captive Congress with only the Senate filibuster to stand in his way.

I was in Washington, D.C. on election night and the only sparks that were not flying were the Clinton victory fireworks, cancelled along with the dimming Obama legacy. There was excitement galore and disbelief when Wisconsin and Florida turned red. Now, as usual, the winners and losers are calling for unity. But, with or without harmony we are going to experience a bold new political culture. Instead of joining the mass exodus of Hollywood prima donnas, let's give the new President a chance.





# SAFETY

BY KATHRYN HYAM & PATRICIA REDDINGTON

**M**ETROPOLITAN AREAS ARE CONSTANTLY UNDER CONSTRUCTION. OLD BUILDINGS GET TORN DOWN AND NEW, EVEN TALLER ONES SPRING UP TO REPLACE THEM. FROM ONE YEAR TO THE NEXT, THE SKYLINE IS TRANSFORMED. FOR COMMUTERS, SUCH AS THE ASME EMPLOYEES WHO WORK AT OUR HEADQUARTERS AT 2 PARK AVENUE, ALL THAT CONSTRUCTION BARELY REGISTERS.

In recent years, for instance, a corner near the ASME headquarters in Manhattan, past which many ASME employees have to walk each day to catch their trains home, has been the scene of constant activity as two tall buildings have been erected. And while the construction created a bit of inconvenience as pedestrians dodged under scaffolding, it's likely that no one stopped to wonder at the cranes, hoists, and other equipment moving 100 feet overhead.

It's the same for motorists driving through road construction sites or past facilities loading containers onto ships or rail carriages. Cranes and other heavy-lifting machines are such a part of our everyday lives that many of us probably don't even realize how many we see in a given day.

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# OVERHEAD

For 100 years, ASME's B30 standards have worked to ensure that cargo and construction cranes are used safely.

In a way, that's too bad, since cranes are essential to the maintenance and expansion of modern metropolitan areas. Cranes not only help build the infrastructure we use to work and travel through, but they are critical parts of the containerized cargo system that is the basis of the 21st century supply chain. Cranes, derricks, hoists, and similar lifting equipment move equipment in factories, transfer inventory into and out of warehouses, pick up metal in scrap yards, and sometimes lift objects in our own backyards.

One reason why we can live so easily with cranes is because we trust that they will be used safely. ASME plays an essential role: Beginning in 1916, ASME has developed a code of safety standards, now known as B30, which have helped enable industry to enforce the best practices while reflecting the latest technological

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Working on an ASME B30 committee is often invigorating, generally satisfying and at times patience-building. The time and energy given to this well-designed consensus process is always worthwhile because of the committee folks you get to work with and the industries that you get to work for.

— Mike Parnell  
ITI-Field Service

Participation in the ASME B30 consensus standards writing process has been one of the most personally rewarding activities I have ever been part of. Where else can an individual interested in promulgating safety in the workplace aid in improving an entire industry while working hand in hand with many knowledgeable and respected persons with a wide breadth of expertise? The end result of the hundreds of hours of effort is multiple safety standards that address, literally, all phases of the load-handling field of endeavor.

— Larry Means  
Means Engineering



Tower cranes, such as these working to construct a bridge, are critical machines for building and upgrading infrastructure.

advances. Today ASME publishes 28 volumes of B30, with additional ones in development, under the title *ASME B30 Safety Standard for Cableways, Cranes, Derricks, Hoists, Hooks, Jacks, and Slings*, with the assistance of over three hundred volunteers from industry and government, who participate on the standards committee and subcommittees.

As we celebrate the 100th anniversary of the B30 codes, it is worth looking back on a bit of its history.

## CRANES IN HISTORY

Lifting machines represent some of the earliest technology humankind developed. For example, historians know that hoists and cranes were used by the ancient Greeks, both for construction and in theaters to lift actors playing the gods. While the earliest cranes were powered by men or work animals pulling on ropes, later cranes employed the use of human-powered treadwheels, which permitted the lifting of heavier weights. Harbor cranes, for instance, were introduced in the Middle Ages to move cargo and help construct ships

The earliest cranes were made from wooden beams. But new materials were introduced in the late 1700s, during the first Industrial Revolution. Iron and steel parts and

steam power enabled cranes to increase their loads and work rates—and paved the way for the adoption of the factory systems. The boom in the amount of goods produced by factories and the revolution in transportation created by steamships and railways meant that the use of cranes, hoists, and other lifting equipment expanded like never before.

Unfortunately, the growth in crane use raced ahead of the guidelines for their safe design and operation. The people who used lifting equipment on the job—dockworkers, railroad yardmen, and factory workers—were suffering injuries due to unsafe operation or designs. In the first decades of the 20th century, various stakeholders—ranging from the Locomotive Crane Manufacturers Association and the Association of Iron and Steel Electrical Engineers to federal agencies such as the Department of Navy and the U.S. Department of Labor—began to press for standards to enhance safety.

ASME played a key role in this movement.

In 1915, nine ASME members, led by John Price Jackson, dean of the engineering school at Pennsylvania State College, were tasked with examining the best practices in crane operations and how to promote them throughout industry. At the Society's 1916 annual meeting that group, the ASME Committee on the Pro-

tection of Industrial Workers, presented an eight-page document, *Code of Safety Standards for Cranes*. A summary of that document, published in the November 1916 *Journal of ASME*, listed 40 rules for general construction, 22 rules for operation, six rules for the floormen who signal to the operators, and six for repairmen.

Some of these seem obvious now—“Operators should not eat, smoke, or read while on duty”—but were revolutionary at the time. The section about construction addressed concerns such as the material and design requirements for the cranes’ structural components, and other equipment. It also required many of the common safety features that we take for granted, such as mandating the construction of footwalks, platforms, and railing to allow for safe crane access, and requiring clear and visible marking of the hoist capacity to avoid potential overload.

Other sections mandated regular inspections of the crane for loose parts or defects and introduced the first standard for manual hand signals given by signalpersons on the floor to operators. Hand signals are used by signalpersons to help control the load’s movement. In factory settings or in busy dockyards, voices are lost in the din; that makes the visual communication carried via standardized hand signals crucial to ensuring safe and efficient operation. The hand signals developed in 1916 unambiguously communicate to the operator whether to hoist or lower the load, and the direction and speed the load should travel.

Those standard hand signals are still used today and the ASME hand signal charts have become the industry standard used worldwide.

## EXPANDING THE SCOPE

The presentation of the 1916 code was not the last word on crane safety, but the beginning of a larger process for developing standards for use by manufacturers, users, insurance carriers, and regulatory authorities. And the scope expanded, too, from the electric traveling cranes, jib cranes, monorail cranes, and hand-powered cranes specifically men-

tioned by the Committee on the Protection of Industrial Workers to cover devices as varied as overhead gantry and locomotive cranes, derricks, hoists, slings, and chains.

Within 10 years of the issuance of 1916 code, a Sectional Committee was formed and work began expanding the 1916 Code, resulting by 1943 in the first two standards in the current series that would be developed under ASME’s B30 Committee activity. The *B30.1 Safety Code for Jacks* was developed to provide guidance for the use of all portable manually operated jacks (except those that are supplied with automobiles, which ASME has separate standards for).

The 1943 edition of the B30.1 covered several different kinds of jacks, including lever and ratchet, screw, and hydraulic, all of which are used to lift and lower loads. The second volume published in 1943—*B30.2 Safety Code for Cranes, Derricks and Hoists*—covered the remaining types of commonly used cranes in industry at the time. That included overhead and gantry cranes, jib cranes, mobile cranes, derricks, hoists, slings, chains, and ropes.

Over time, stakeholders realized that the B30 standards needed to better reflect the changes in design, advancement in techniques, and general safety interests of labor and industry. In 1962, the format of the standard was revised to allow separate B30 volumes to cover different types of equipment. In that way, each B30 volume could be expanded to cover additional areas beyond construction and operation requirements to deal with installation, testing inspection, and maintenance requirements.

For example, in 1968 the committee published the first B30.5 cranes standard to handle crawler, locomotive, and truck cranes. ASME and the Naval Facilities Engineering Command jointly sponsored the committee’s work to make that new volume. Around that time, the original committee swelled from 39 to 57 members and alternates representing 35 organizations, including the Factory Mutual Engineering Corporation, the American Insurance Association, and the AFL-CIO. That first 24-page volume made possible the safe use of mobile cranes, which are a common

I joined ASME while still in college and volunteered for many of their projects and activities. I got involved with the B30 committee about 15 years ago in order to increase my knowledge and capabilities, and I have learned much since then. I have been able to give back to the committee and their members through my efforts to improve the standard and by sharing the knowledge I have gained through my different experiences.

— Phil Boyd  
The Boeing Company

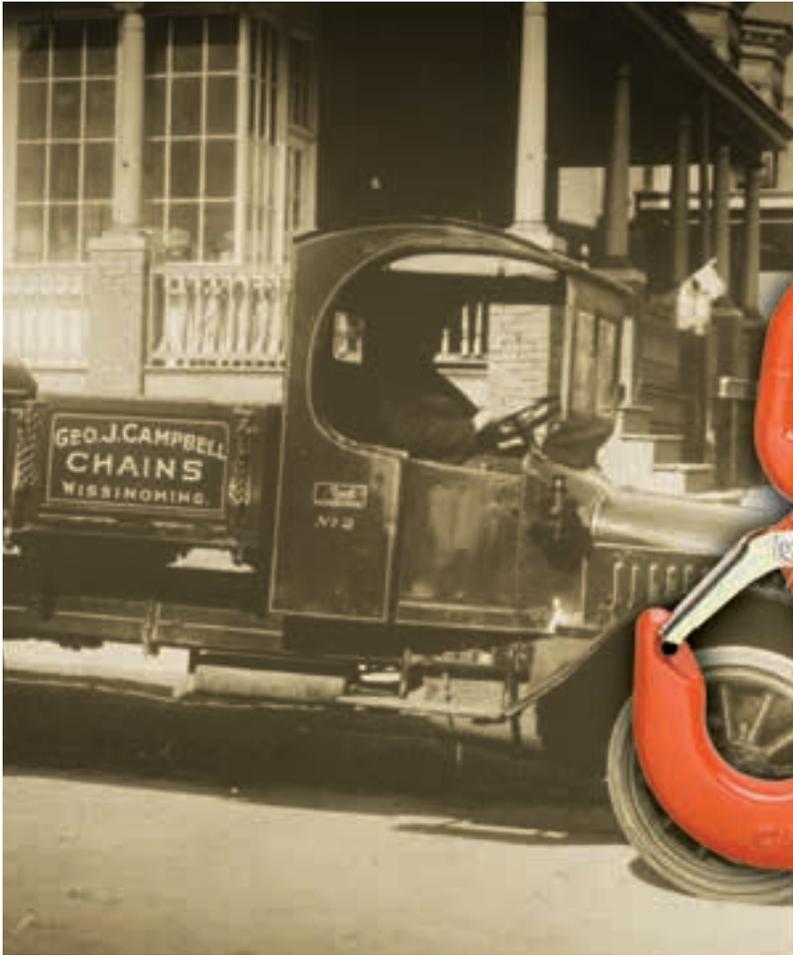
If we as an industry don’t police ourselves, someone else will. We can do a better job of it.

— David Duerr  
ZDM Associates

The consensus process B30 uses, which includes so many different subject-matter experts, and ASME’s Policies and Procedures, guarantees the development of quality standards that can confidently be used by those in the crane and crane-associated industries.

— Gene Owens  
Consultant

*Continued on page 70*



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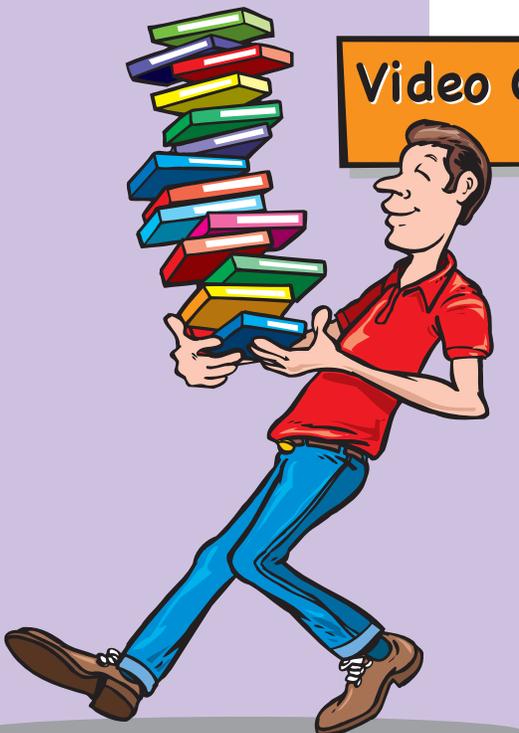
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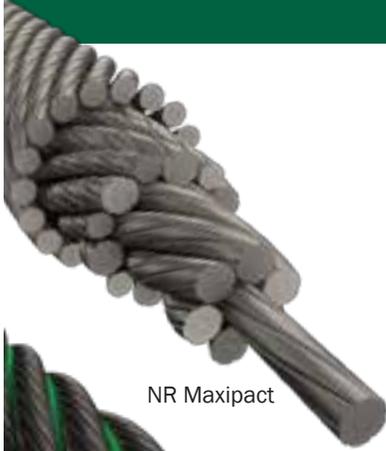
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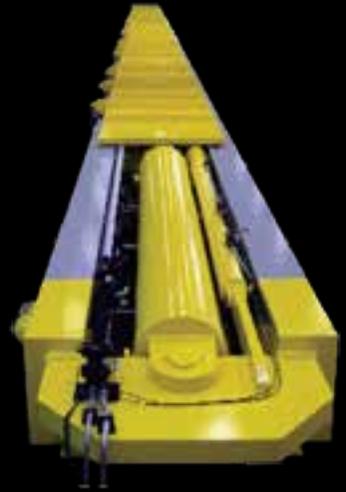
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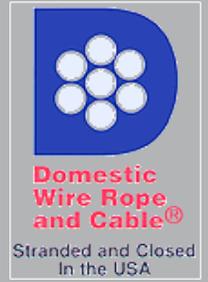
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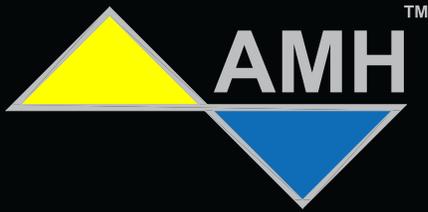
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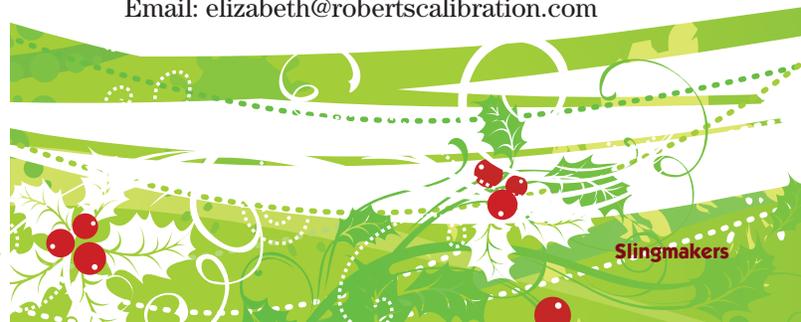
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# Profit Improvement Report



## Blocking and Tackling: Obsolete Concepts?

Over the course of the last few years the emphasis in distribution has moved away from improving operations to completely re-thinking the nature of the business. New ideas have included dramatically reducing the number of customers served, utilizing “big data” to gain a marketing advantage, structuring separate web-based entities and utilizing mobile technology to preempt competitors. Countless other strategic initiatives could also be listed.

Somewhat lost in the discussion is the idea of managing the existing business for greater profit. It is not that distributors have no desire to improve profitability. It is just that the idea of improved performance from blocking and tackling better seems so twentieth century.

This report will examine the economic realities of improved operations. It will do so from two distinct perspectives:

- **The Economic Impact of Small Improvements**—An analysis of how even modest operational changes can lead to much higher profit levels.
- **Guidelines for Operational Improvements**—A discussion of the opportunities for blocking and tackling better.

### The Economic Impact of Small Improvements

**Exhibit 1** examines income statement performance of a typical AWRP member based upon the latest PROFIT Report. As indicated in the “Current Results” column of the exhibit, the typical firm generates \$10.0 million in revenue. It operates on a gross margin of 31.0% of sales with expenses of 27.0% of sales. As a result, it generates a pre-tax profit of \$400,000, or 4.0%.

The “Potential Results” column reflects the impact of three very modest, seemingly inconsequential, improvements. The specific improvements are: (1) a 1.0% increase in sales, (2) a 1.0% improvement in the gross margin percentage from 31.0% to 31.3% [31.0% times 1.01], and (3) a 1.0% reduction in total expenses. It is blocking and tackling better personified.

While each of the improvements in operations are all a modest 1.0%, the impact on profitability is far from modest. The firms pre-tax profit increases

from 4.0% of revenue to 4.8%. Of greater consequence, the dollar profit increases by \$89,310, a 22.3% improvement. This increase in profit provides a basis for financing the foray into more strategic actions.

For years the author has repeated the mantra of “little things mean a lot.” Admittedly, many distributors have tired of hearing the refrain. As a result the idea of systematic improvements has lost favor. The profit impact of such improvements suggests it might be time for an operational renaissance.

### Guidelines for Operational Improvements

It is one thing to talk about operating the existing business more effectively. It is something else to actually do it. In essence, how does the firm block and tackle better? In making the improvements there are two important issues to consider—(1) focusing on what matters and (2) developing a consensus in the business as to what those item really are.

### Operational Focus

There were three areas of change driving the financial improvements shown in Exhibit 1—net sales, gross margin and expenses. Each needs to be addressed. In doing so, firms need to avoid over-complicating the improvement actions required. Focusing on a few key issues should be emphasized.

**Exhibit 1**  
**The Impact of One-Percent Improvements**  
**For a Typical AWRP Member**

Income Statement (\$)	Current Results	Potential Results	Percent Change
Net Sales	#####	#####	1.0
Cost of Goods Sold	6,900,000	6,937,690	0.5
Gross Margin	3,100,000	3,162,310	2.0
Payroll Expenses	1,600,000	1,584,000	-1.0
All Other Expenses	1,100,000	1,089,000	-1.0
Total Expenses	2,700,000	2,673,000	-1.0
Profit Before Taxes	400,000	489,310	22.3
<b>Income Statement (%)</b>			
Net Sales	100.0	100.0	
Cost of Goods Sold	69.0	68.7	
Gross Margin	31.0	31.3	
Payroll Expenses	16.0	15.7	
All Other Expenses	11.0	10.8	
Total Expenses	27.0	26.5	
Profit Before Taxes	4.0	4.8	



**Net Sales**—Research in distribution routinely indicates that many distributors are missing anywhere from 3.0% to 5.0% of their sales potential for one very basic reason. Namely, they have cut back on their inventory investment.

The move in distribution to cut back on inventory began almost a decade ago as firms began to take a more “financial view” of their businesses. The move to reduce inventory continues even as research project after research project shows that the two main complaints that customers have regarding their distributors is an inadequate service level and an assortment that is too narrow.

**Gross Margin**—For most firms, there is a significant and largely untapped opportunity to improve the gross margin percentage. It involves identifying items where prices can be increased without impacting the firm’s competitive position.

Such items, almost all of which are slow selling SKUs, represent a small proportion of sales volume. At the same time they have the potential to contribute to a significant improvement in the firm’s overall gross margin percentage. Every pricing study that has been conducted has found a potential gross margin improvement that is at least three times as large as the improvement in Exhibit 1.

*(Editor’s note: The following statement was added by the Association’s Attorney - “The U.S. antitrust laws prohibit coordination among competitors regarding pricing policies. All pricing decisions must be made unilaterally without agreements or collusion in restraint of trade.”)*

**Expenses**—The overwhelming majority of distribution managers are tired of hearing about expense control. The economic disaster of the so-called “Great Recession” followed by eight years of tepid growth has left most managers feeling that there is nothing left to cut. They may well be right.

The real key to expense control is not to cut expenses or even become more productive. What is needed is an emphasis on internal order economics, a topic covered in previous articles. In simplest terms, the battle is to get the maximum number of items on every order. If that can be done, expenses will systematically fall as a percent of sales, even as they continue to increase in dollars.

## Operational Consensus

As distribution businesses have increased in size and scope, they have become more bureaucratic in nature.

In far too many instances they have moved beyond bureaucratic to the point of being balkanized.

Recent research conducted by the Distribution Performance Project in a number of lines of trade has found an amazing lack of consensus among key managers as to what is really important in improving performance. It is not uncommon for half of the firm’s key managers to feel that prices should be reduced to gain sales volume, while another half feels that prices should be increased.

Interestingly, it is not just the “sales guys” that argue for lowering prices. The uncertainty about what to do afflicts every aspect of the operation. With such disparity of understanding there is little chance of making meaningful improvements.

The key to achieving goal congruence is management education. There is often a feeling that “they all know that” regarding issues such as the impact of inventory reductions. The reality, in fact, is that half of them don’t know that.

Education must be geared towards providing a basic understanding of what really drives profit in the firm. There should be no intent to make everybody an accountant. However, it should be relatively easy to ensure that all managers understand the economics of price cutting, for example.

## Moving Forward

There is no denying that distribution is in an era of significant change. Every firm must be looking for ways to take advantage of new strategic initiatives, new technology and new ways of servicing customers. However, if firms ignore the profit opportunities in the existing business, they are severely limiting their ability to take part in the new distribution future. The existing business is a massive profit improvement opportunity that must be optimized. It is time to once again emphasize blocking and tackling better.

### About the Author:

Dr. Albert D. Bates is Director of Research for 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.

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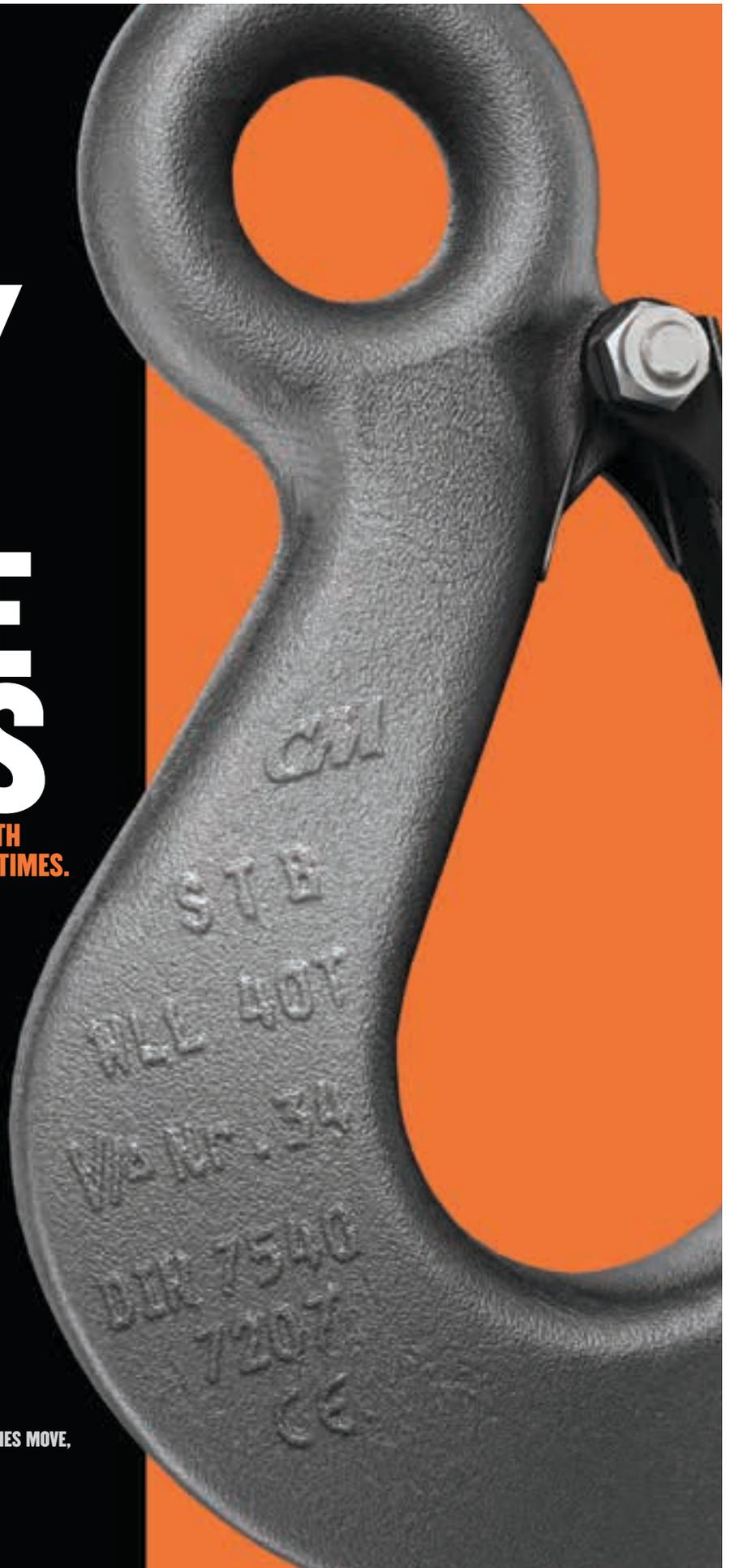
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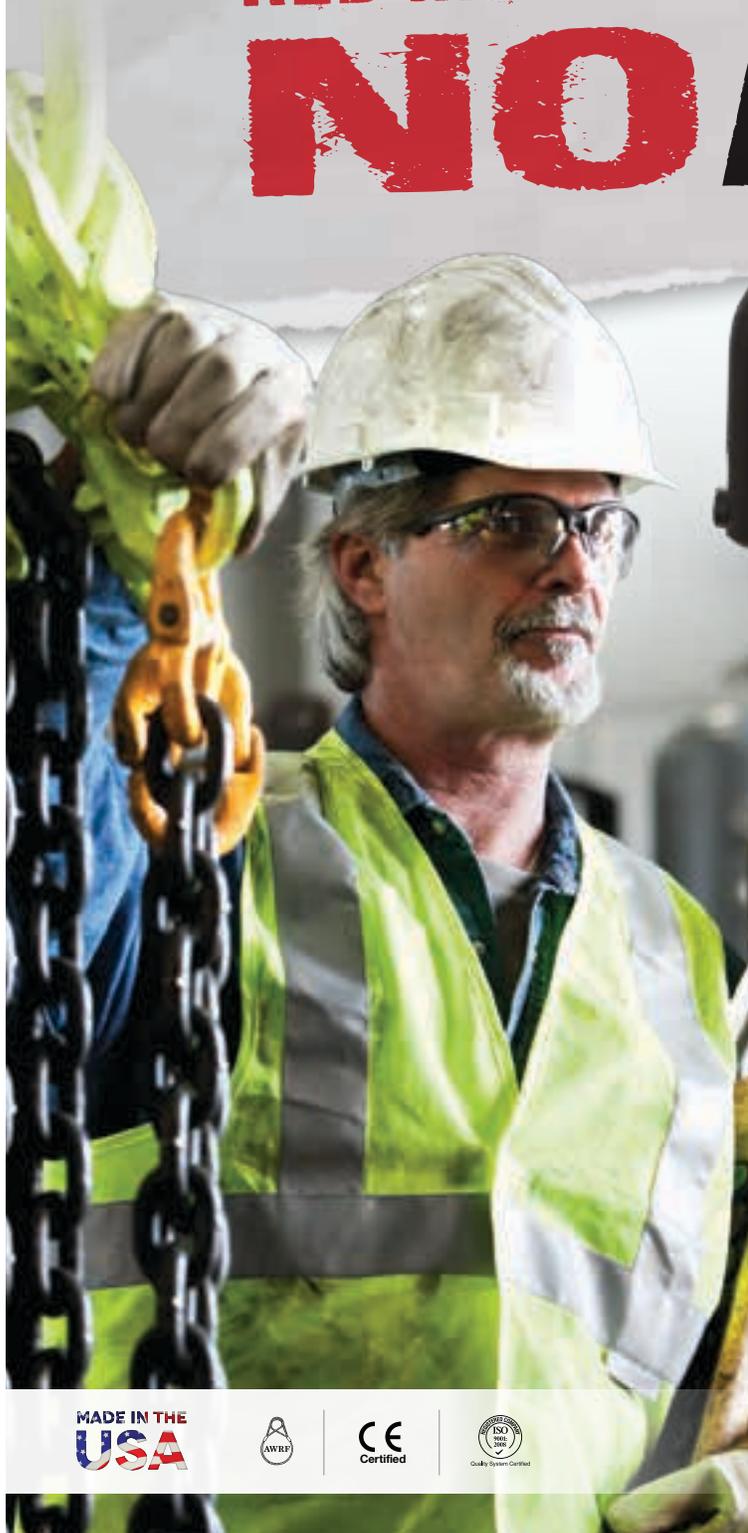
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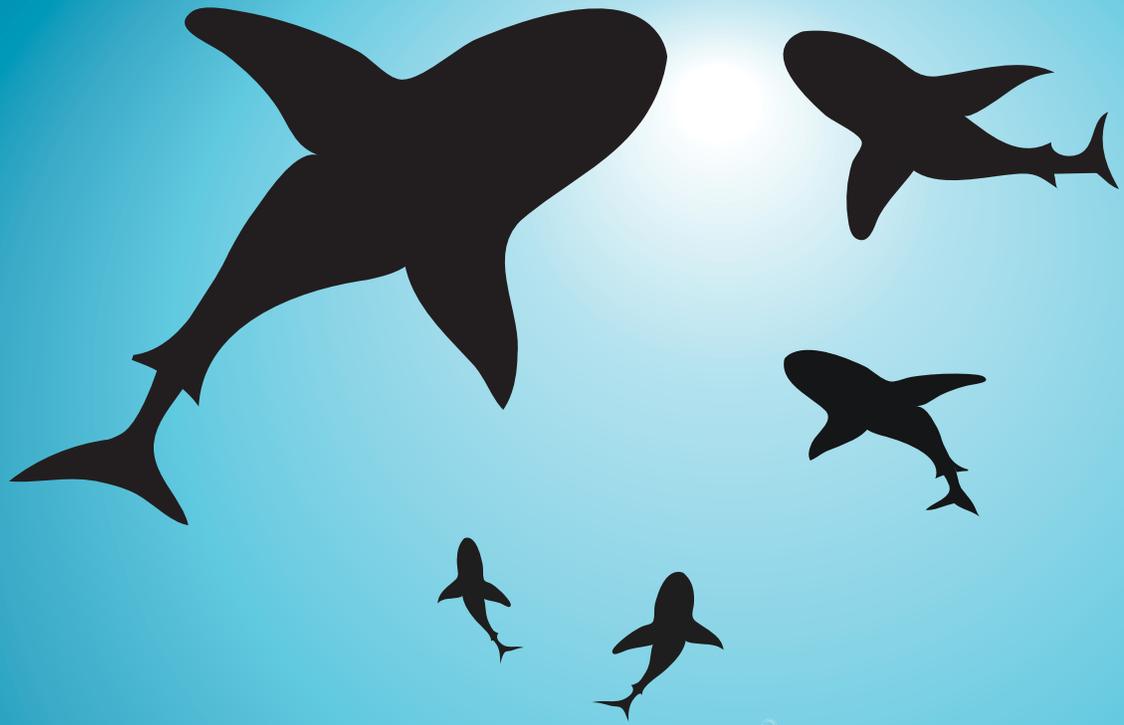
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# Research Vessel captures, releases and tracks Sharks across the World's Oceans

by Peter Hildebrandt





The ominous musical theme from the 1975 summer blockbuster swam into the collective subconscious of an entire generation. Those warning introductory notes live on today. But the fear instilled did our world a disservice, both by generating false fears and letting us lose track of the fact that sharks are an important part of ocean ecosystems.

“If you are afraid of going swimming in the ocean because of a possible shark attack, you should be terrified of eating a piece of toast,” explains Chris Fischer, expedition leader of OCEARCH, a shark research organization. “Four hundred people died last year from defective toasters, whereas less than 10 died from shark attacks in the same time frame.

“Ours has been the first large shark-tagging project in the western Gulf. We’ve tagged hammerheads, tigers and Mako sharks all with the object of trying to understand how they are leveraging the Gulf in their birthing, mating and migratory patterns in the Gulf.”

The OCEARCH vessel and its team of scientists is able to arise with the dawn, get a shark up its side platform, tag the fish and then release it in some 15 minutes – as well as open-sourcing those results so that everyone can now track the movement of that shark. One shark in particular, named “Lydia”, has now traveled 35,000 miles in just two years.

A 1960s U.S. Government study reported that the number of sharks available in an area is often overestimated. “Most sharks are predators and are abundant only in

areas where fish or invertebrates suitable for food are plentiful. Sharks are occasionally conspicuous, and a few can be caught easily, but the total weight of large sharks occupying a segment of the sea is far less than the weight of other fishes or invertebrates on which they feed.”

No doubt the situation is much worse now, as thousands of sharks are caught daily for shark fin soup and other uses. As that same report goes on to point out, the choice of a fishing area is influenced by seasonal migrations of the sharks and their food. For example, the area off the mouth of the Mississippi River is characterized by a profusion of invertebrates and fishes, but sharks congregate there in large numbers only during the warmer months.

Extensive information on fishing for sharks is offered in the report. Gill nets in the soup fin fishery are made up in shackles, linked together to form a string. Flotation is by means of 6-inch glass balls, trapped in twine and secured to the cork line. Weights are individual pieces of lead tight on the lead line, or were in groups of four or five, loose on short beackets spliced into the lead - line. The 6-inch glass balls are spaced 2-1/2 fathoms apart on the cork line of the drift net. Their buoyancy was overcome by the weight of the lead line; in drift net fishing for sharks, the net itself should never float up to the hook and line.

Generally, each of two men in a skiff operated a line. The line had to be at least 72-thread, medium lay cotton. A

6- to 8-foot leader of 1/16- to 1/8-inch diameter stranded wire cable or 3/16-inch chain connected to the line by a swivel. When 2-1/2- or 3-inch shark hooks (measurement from the point of the hook to the shank) were used, they were spliced directly to the leader. With time, synthetic lines of greater strength and durability than cotton became available in practical diameters allowing ease in operation. The wooden buoys, spaced 40 to 50 feet apart, were joined to each other by a 3/4-inch diameter manila rope attached at one end to a square wooden float bearing the name of the boat, the number of the set, and a 4-foot removable mast carrying a lantern and flag. Usually 10 sets of three hooks each were placed in a straight line, 100 to 200 yards apart. After the lines were set and the lanterns lit, the rigs were patrolled until drawn.

For an anchored bottom line a multiple-hook system of rope, wire cable, or chain which could be arranged in several ways. Because the lines were anchored, they had to be tough enough to hold the strong species of sharks that are commonly caught against a taut held in a fixed position by the anchor. Thus, anchored bottom lines must be made of comparatively stronger materials than floating lines.

Chain bottom lines eventually were no longer used for shark fishing. Rope or cable men could effectively use bottom anchoring for very large sharks – especially where the ocean bottom is relatively even consisting of a main line made up of sections of galvanized cable or manila rope about 3,500 feet long; at 25- to 40-foot intervals along the line, 6 feet of 1/8-inch or 3/16-inch galvanized leader chains, with Swivel and hook, are attached to the ground line with snaps. The line was anchored at both ends and marked with flag buoys. One boat could tend two or three lines with 200 to 300 hooks each per day.

In the Florida shark fishery between 1940 and 1950, pre-formed galvanized 6 by 7 Wire cable, 3/8-inch diameter, was used and the branch lines were snapped on in the space between a pair of stoppers, lead balls melted into the wire or U-bolt clamps. Manila

rope mainlines, 3/4-inch to 1-1/4-inch diameter, were used on some vessels fishing for large sharks off the Pacific coast of tropical America. The mainline had eyes spliced in at regular intervals to take the snaps holding leaders made variously of chain or wire.

If the ocean bottom was heavily studded with coral, which would hopelessly foul the anchors and hooks of the gear described above, a line and 6 to 10 floats might be operated as a unit. The distance between the buoys was advised to be approximately 2-1/2 times the length of the hook line.

“Commercial fishing of any kind is hazardous, but shark fishing has some special dangers,” explains the report. “For example, anchored bottom lines of chain, wire rope or even manila rope are much heavier than the standard tuna longline gear and are a serious threat to fishermen, who could be caught accidentally by the hooks and carried overboard. Moreover, large heavy sharks often remain alive for several minutes after being brought aboard; their snapping jaws with razor-sharp teeth must be avoided.

“Reasonable safety precautions save time and expense. A large shark can be hoisted easily onto the deck of a vessel with various rigs, but because sharks may be active. Some routines are much safer than others. Shooting of sharks is especially undesirable in commercial fishing because of the added danger and cost. If it is not practical to drop the sharks into a hold below the deck, a section of the deck separated from the working area by pen boards is excellent.”

Fast forward to present times. OCEARCH now operates in a collaborative, inclusive and open-source environment; enabling leading researchers and institutions – regional and international – to generate previously unattainable data on keystone marine species, such as great white sharks. OCEARCH brings together world-class fishermen and leading scientists and gives them unprecedented access to mature marine animals for approximately 15 minutes allowing them to conduct up

to 12 studies. Over 131 researchers from 59 regional and international institutions (to date) have been enabled by OCEARCH expeditions. During the tagging of mature sharks, a SPOT tag (a real-time satellite tag) is mounted on the shark’s dorsal fin, providing up to 5 years of tracking. This tag transmits the shark’s location via satellite – whenever the shark’s fin breaks the surface – and that location is sent to OCEARCH.

OCEARCH then open sources and shares that data, in near-real time for free to the public through the Global Shark Tracker, enabling students and the public to learn alongside PhDs. Non-tracking data is also available to PhD candidates, teachers and students through the Education Portal.

The OCEARCH STEM Curriculum, created in partnership with Landry’s, is based on the Global Shark Tracker and the Next Generation Science Standards (NGSS), and is available for free download on the Education Portal for grades K-8. Chris Fischer, who founded OCEARCH using an innovative approach to shark tagging and great white shark research. As chairman and expedition leader, Fischer has some 26 years of diving experience with Open Water certification – and a motto of “you only live once.”

“Open sourcing allowed the world to participate in the project while being aware of the developing science,” adds Fischer, “We are going to need this community when the time comes to drive policy, based on the published papers that would come from our work. “No one organization is going to move the needle for the world’s oceans; it’s going to take us all. People, companies and communities will need to come together if we are going to ensure future generations have an abundant ocean. Open sourcing and inclusion — at every level — is the only path forward.”

OCEARCH is a model of collaborative science, content development, and multi-media distribution in an open-sourced enterprise that can be applied to any significant challenge mankind, or the planet, is facing. It’s a model that makes it worthwhile for socially responsible companies to create a future for the planet by delivering enough scale around an issue to make it an efficient branding buy.

The organization wants to share that model to get as many organizations possible moving forward for us all. What’s going on at OCEARCH almost has nothing to do with sharks. The white shark just showed us the way, according to Fischer.

“Short-term, we are always focusing on making sure we have our funding in place to continue providing scientists around the world a platform to explode their science forward while open sourcing the content created and the data collected.

“Currently, I am trying to figure out how to place OCEARCH or give OCEARCH away so that it lasts beyond any individual. That could mean placing it at an institution, a foundation or endowing it. I want to make sure the organization does not die when I die. It’s clearly bigger than any individual now and we did not build OCEARCH to hold on to it. we built it to give it away to the future.

“We are developing smaller, more mobile vessels that can be shipped around the world to science

*Continued on page 78*



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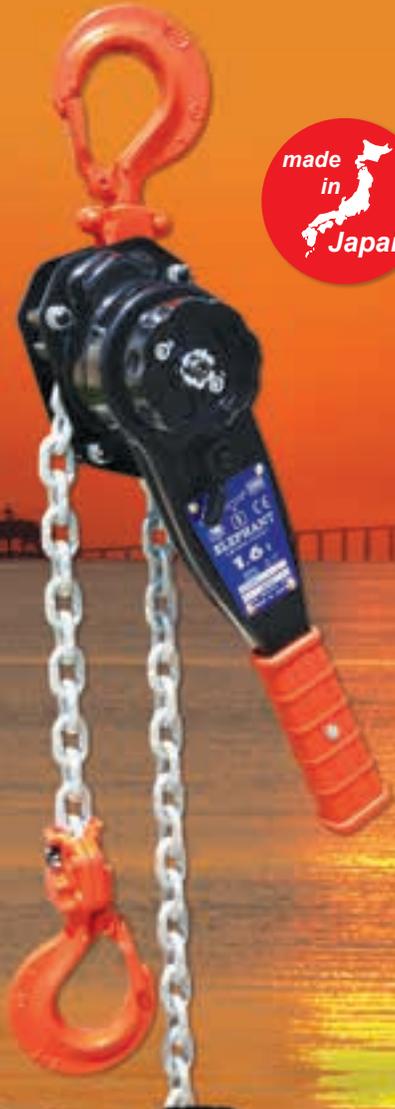
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## Two Additional Load Cells Added to Theatre Inventory After Late Set Change

Six Straightpoint load cells are being used by the Rose Theatre Kingston in South West London during a three-week run of Zack Helm’s Good Canary, directed by John Malkovich. The ensemble of load cells includes two that were ordered at the 11th hour due to scenic additions.

The latest Loadlink plus load cells were added to the rigging following the addition of side masking to three 4m-high LED screens that are tracked up and down stage during performances and integral to the production.

Wayne Parry, head of production at the Rose Theatre Kingston, said: “The side masking allowed for a clean, crisp finish and meant the production team could incorporate a doorway for the actors to enter and exit to the side of the screens. An additional benefit was that they solidified the screens and facilitated smooth movement.”

However, the loading requirement that this placed on the Rose Theatre grid was substantial and the engineers’ report highlighted theoretical loads close to the venue’s capacity. The theatre has a spider grid that houses the lighting rig and any performance-specific low load rigging. Most of the rigging is transferred to still sections in the roof that have a point load of 250kg. The stage dimensions beneath are 10m deep, 16m wide and 10m high. During performances of Good Canary, 2,500kg of weight is in the air.

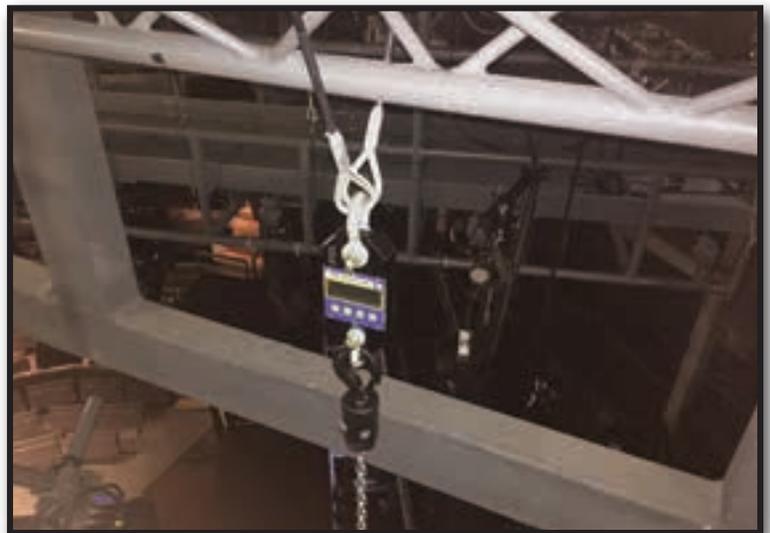
Parry said: “We were uncomfortable about adding weight without additional pick points so, with the help of the Straightpoint team, we were able to get a cost effective solution by adding more load cells to the rig to monitor all the necessary load points. This enabled us to work with the engineers to re-evaluate the report and, eventually, add the additional weight.”

Parry explained that Good Canary—Malkovich’s London theatre directing debut runs 16 September to 8 October—is a highly technical production with tracked furniture and multiple scene changes combining with the large screens.

He said: “The main loading requirement was for the screens. Each is 430kg and we needed to design a custom truss structure that could meet the demands of 1,320kg moving over the stage. Additionally, as the screens were constantly used to illustrate essential content, the structure could have only minimal ground support as not to cause sight line obstructions. We ended up with a large cantilever truss that needed securing to our grid.”

The Loadlink plus features an integral display, full function push button controls for tare, choice of units (lbs, kg, kN, and tonnes), peak hold, preset tare, audible set-point alarm and an overload counter. Constructed of high-grade aircraft quality aluminium, the internal design structure offers excellent weight to strength ratio.

Parry concluded: “The Loadlink plus load cells have performed brilliantly. It’s an easy to use and reliable product that enables us to monitor our loads and ensure we’re working safely.”



One of six Straightpoint Loadlink plus load cells employed during John Malkovich’s production of Good Canary.



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# Jeff Susman Announces Retirement



I have decided to retire from Slingmax® at the end of this year with the confidence that our Slingmax® technical, sales and marketing team will strive to keep Slingmax® the best sling brand in the world. I joined Slingmax® in January of 1994 and feel very fortunate to have worked with the Slingmax® family of dealers worldwide over the past 20+ years. I loved watching our companies grow together. Thank you! Thanks also to AWRP for the opportunity to maintain valuable relationships throughout our industry and to keep informed about products and issues affecting our business.

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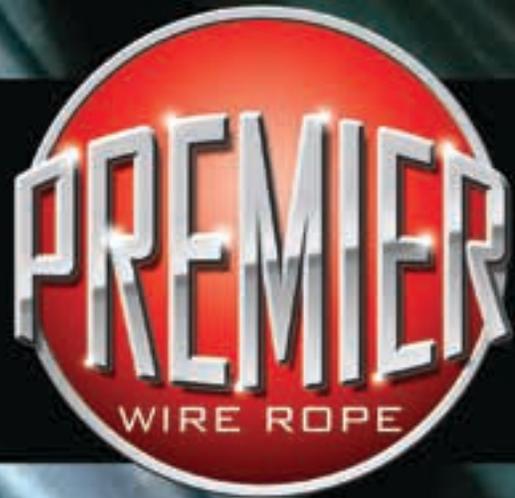
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# The People Who Can Make Your Business More Successful: Who They Are And How You Should Treat Them

By KP Persaud

Think for a moment about all of the people, both inside your business and outside it, who can influence the success of your business. This list of people includes employees, investors, customers, creditors, suppliers, vendors and even your own family.

As I'll explain, taking care of their needs can have a positive impact on your business.

**1. Develop Your Workforce and Give them Incentives.** A business can only grow insofar as the people within it also grow. And I'm not just talking about increasing the number of employees you have. Rather, I'm talking about putting current employees in a position to make greater contributions.

Having an engaged and motivated workforce will help you complete tasks faster, better, and more efficiently. There's only one way this can occur: *if the needs of your employees and the needs of your business overlap*. In other words, if the business will benefit from an employee's extra effort, development of a new skill, etc., ideally, the employee should also benefit.

I realize you can't reward employees for every good deed or every extra effort; however, come up with ways to tie more compensation to results. And don't necessarily wait until annual bonuses to do it.

For example, let's say you take on a rigging project for a client. You estimate the total completion time to be six weeks. If your crew could finish it in five weeks, what would that be worth to you in dollars and cents? Consider taking some of what you financially gain by finishing early and sharing it with your employees.

For employees that express interest in learning additional skills or obtaining useful certifications, consider helping them pay for the courses and educational materials that will help them get there. Not only will your business benefit from the extra skills, you're also giving these employees a reason to stay at your business longer.

Nobody wants to stay at a job that feels like a dead end. And we all know how much it hurts when a highly qualified and dependable employee leaves to take a job elsewhere.

Again, by making the business's needs overlap with those of employees, both sides ultimately win.

**2. Take care of your customers.** The best salespeople you could possibly have are your own customers. If customers become raving fans of your business, they will spread the word and let their friends and family know.

In the words of Warren Buffett, "Delight your customer."

To delight customers, always exceed their expectations. Under-promise and over-deliver whenever possible.

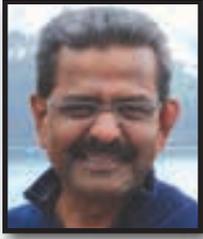
**3. Attend to the needs of investors and creditors.** Maintaining positive relationships with investors is a must. Almost every situation involving an investor is unique. The particular rights of investors vary, as do the personal dynamics between investors and owners.

Some investors are very involved in a business and even want to help call the shots on important decisions. Meanwhile, others are hands-off and leave the decision-making to you. They just want to see a return on investment and will be interested in things like your profitability and return on assets.

No matter the circumstances, it's important to stay on your investors' good side to the extent possible. You don't want to create unnecessary conflict or have them close their wallets when you're relying on their contributions.

Having a strong relationship with your banker can also go a long way. Some things are non-negotiable, of course, no matter how strong the relationship. For example, bankers will want to see that you are managing risks and timely making payments on loans.

But if you experience a problem at your business, a banker might be able to give you some much-needed breathing room in the short term to deal with it. Don't wait until bad times to start strengthening your relationship. Start now while times are good. Call the person from time to time, drop in to say hi, or take him/her to lunch.



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

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If you need to lean on the relationship one day, you'll be in a much better position to do so. And as your credit worthiness improves, a banker who's in your corner can help you get better interest rates.

**4. Treat your suppliers and vendors like partners.** Taking care of your suppliers and vendors can also bring a lot of benefits. When you grow your business, they also have the chance to grow theirs. That's why it's in your mutual interest to develop a partnership where both sides win.

If you're always engaging in combative negotiations to get rock-bottom prices, you'll likely pay a higher price in the long run. That's because vendors and suppliers will dread working with you and will invest their time developing relationships with other businesses. You'll be the last to hear about good deals or other beneficial things that arise from time to time.

**5. Take care of your family.** Last but not least, it's critical to take care of your own family. For your business to succeed, your spouse and other family members will need to be supportive of the time, money, and effort you're putting into your business.

Without strong emotional support from your family, you'll be incapable of putting your best

foot forward. Strained relationships can pull you away from your business and occupy your attention.

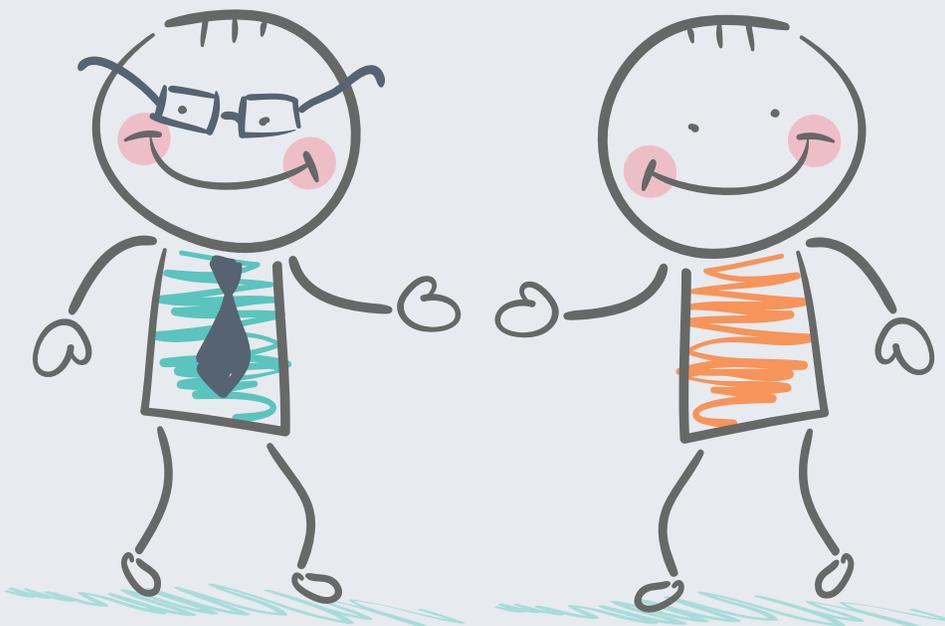
Be sure to recognize the contributions and sacrifices that your spouse and other family members make for you to succeed at work. Invest in strengthening these relationships, and as a result, it will be easier to give your business your full and undivided attention.

### Conclusion

How successful you are in business is, in large part, a measure of how successful you are in your relationships with people. These people include your own employees, customers, vendors and suppliers, bankers, and your own family.

Recognize the importance of these people and do whatever you can to strengthen your relationships with them. Remember, you reap what you sow. Invest in these relationships and your business will benefit as a result.

Before becoming a business coach and consultant, I spent a career working as an industrial engineer and executive. To learn more about how I help businesses, please visit my website. You can also email me at [kp@kppersaud.com](mailto:kp@kppersaud.com) or call (319) 721-3175.



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## Peerless Industrial Group, Inc., Announces New Logo

WINONA, MN (October 17, 2016) – Peerless Industrial Group Inc., the market leader in the design, manufacturing and supply of chain, overhead lifting, cargo control and traction products in North America, is pleased to announce the company's new corporate logo. The rebranding reflects the evolution of the company as it continues to join efforts with the KITO group companies of Harrington Hoists, Inc., KITO Canada, and KITO Do Brasil.

“All of our organizations will benefit from unified branding,” said Bret Lussow, Executive Vice President of Business Development. “This focus better reflects the future direction of our parent company, KITO CORPORATION, as we join efforts to better serve our customers and allow for future growth.”

While the logo change is to better represent the companies today, their values remain the same, to deliver unmatched satisfaction to their customers.

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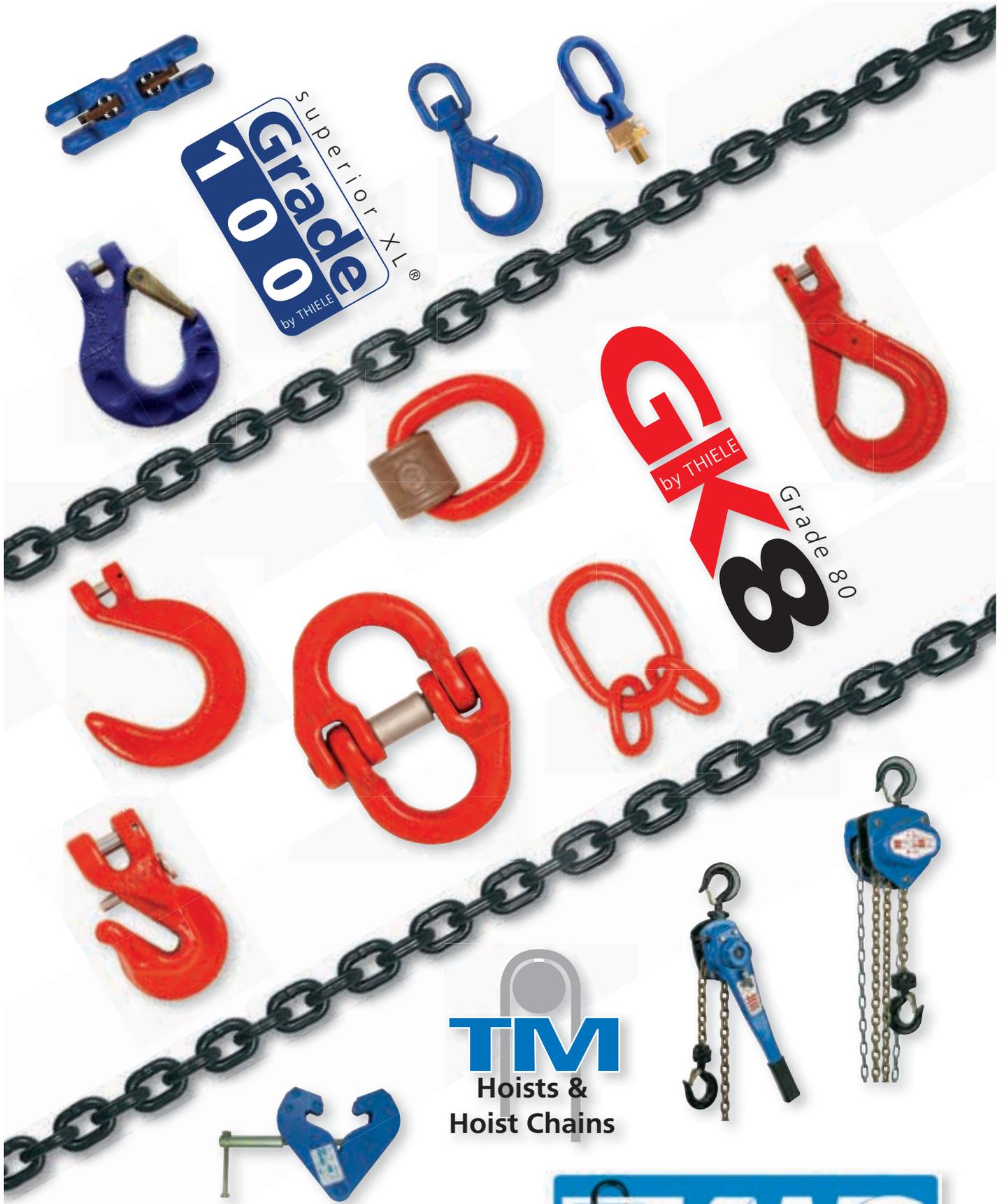
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(not really - Dwayne Kaminski and others on the Insurance Committee) we have worked extremely hard to create a health insurance alternative for our industry. There's really not many taller mountains to climb than health care but the AWRF is giving it its best shot to develop an alternative for you. My fear though is that if we don't dial this in quickly and get more companies signed up for it soon, our opportunity here will close. In addition to looking for the best ways we can insure our folks, Wellness has become a big challenge. The H of the QHSE has worked very hard to try to identify relevant Wellness components we can all incorporate into our businesses.

At this point you're probably saying, those are some good internal things but what about those demanding customers!!?? Knowing there are growing demands from our customers for higher quality and like any good organization, we want all of our members to produce the best products possible, especially when the users life probably depends on it, how can we help. For this reason, I introduced an initiative to develop a quality standard that would be refined and shared across our industry. Ok, it was actually Jeff Bishop that got this rolling but there have been many dedicated folks on the QHSE since that have taken that torch and are running with it. This standard for quality will ideally help raise the bar for all AWRF regular members as well as communicate to our ultimate customers (the user) a high level of quality and commitment from AWRF companies.

To help reinforce what the AWRF means, beyond the beer pounding, shrimp crushing gatherings (or was it beer crushing, shrimp pounding?), the AWRF has initiated a new Marketing Committee to help communicate the great things the organization and its members do inside and outside our industry. Therefore, besides the dedicated efforts of the Membership Committee bringing in new members and the Communications Committee maximizing today's technology of MyFace and Spacebook, they will now partner with Jeff Ferchen and the new

Marketing Committee to ensure the world outside of the AWRF knows what we truly do and how great we are.

During my time in the AWRF, I have often been asked to participate in a variety of technical activities and discussions (well, once I was asked to play a Hispanic construction worker who couldn't read the sling warnings in a Gelskey product liability drama) and I often attend the AWRF's Technical Meetings. Really, in this area I can't take any fictional or real credit for what these guys and ladies do. It's truly amazing to see the selfless, dedicated way these folks throw themselves at our industries biggest technical challenges. When we think about what the Communications and Marketing Committees can highlight, the Technical Committee and their activities are a prime example.

In many cases, a number of these aspects of our organization are highlighted in our general meetings the organization puts together. If you were in Toronto (not enough of you were ... where's my disappointed face emoji), you saw a fantastic series of speakers I put together. When I say I, I actually mean Pat Shire and the Programs Committee. As Jim Rome would say (at least before Jim Everett punched him out), "it was PHENOMENAL!!". It was a great meeting. The Canadians really represented. We're definitely going to forget about the Canadian Wall part of Trump's plan. A big component of our meeting agendas is due to the masterful work of Barry Epperson and the Government Affairs Committee to bring in the Chamber of Commerce and others to talk about the economy and other relevant issues. I've never been to D.C. with Barry but I'm guessing by the people he brings in, he's Godfather-like.

Of course, no General Meeting is complete without entertainment and tournaments to wind things down. The Entertainment Committee did a great job in Toronto. After my spell binding inaugural speech (picture the teacher Ben Stein in Ferris Bueller's Day Off), Denny Worswick brought in some great entertainment even though many people argue Denny's individual performance was worth the price of admission. We'll expect nothing less in Savannah and Minneapolis this year.

As for the Tournament Committee (sounds like we're organizing jousting), I believe we play a little golf. For those of you that missed golf in Toronto (an oxymoron), picture the 1967 NFL Championship game, The Ice Bowl. Not to ever be outdone though, and dare I set the bar too high (if possible), Bruce is going to blow people's argyle golf socks off in Savannah. Being the progressive organization we are and trying to listen to the membership, golf will be onsite on Monday afternoon. That's right, Monday not Wednesday!!! And with that change in the lineup, for those who want to take in the beautiful Savannah area, the AWRF will be setting up a series of amazing tours in the area for Wednesday. Therefore, this will be a great venue which you can cap off on a tour with your best girl or best guy and if that doesn't work out, feel free to bring your spouse.

Lastly, what's a great story without kids and a happy ending. Have you heard of the Scholarship Committee? Our organization offers a number of scholarships each year to people in our industry. The scholarships are funded by previous endowments but also just as importantly, by contributions (tax deductible) from our AWRF member companies. During my tenure on the board, Tom Wynn and now Nicole Parkerson have done a great job with the Scholarship Committee. (Cue music, send Sally Struthers out). Seriously, this is a great program and part of what makes the AWRF human and personal. Please donate this year to support this program.

So now you hopefully know a little bit more about the AWRF going into 2017 but what about me? You're probably still not sure of my role. The honest answer, I have one primary goal this year. It's to support the approximately 20 amazing people who make up the AWRF board in addition to the Technical Committee so they can accomplish the wonderful things already started and the next great things that will serve our organization in the future. Sincerely, I look forward to being your President this year and if you have any complaints or really nasty things to say, my email is [brett@yarcable.com](mailto:brett@yarcable.com). (Oh, ok! [dstitt@caldwellinc.com](mailto:dstitt@caldwellinc.com)).



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## Cargo Lift Joins Growing Modulift Network as Distributor in Mexico

Modulift has named below-the-hook equipment provider Cargo Lift its first distributor in Mexico, as its newest partner prepares to stock spreader beams up to 110t capacity.

Cargo Lift is headquartered in Mexico City but has additional, coastal sites in Cd del Carmen, from where it principally supplies oil and gas customers and, in between the two, another facility in Veracruz, which serves as a port for the arrival of European products.

Cargo Lift is a specialist supplier of rigging equipment, manufacturing a range of wire rope, synthetic, chain and other slings in addition to tie downs. It is also a distributor for a number of major manufacturers, contributing to a comprehensive portfolio of lifting gear, including force measurement and radio-frequency identification (RFID) technology.

Ricardo Barroso Couttolenc, commercial director at Cargo Lift, said: “Our customers have welcomed the addition of Modulift equipment to our product range. We adhere to a philosophy that every piece of equipment we supply must have at least one advantage over a competing product, and in Modulift’s case we know its spreader beams offer a myriad of benefits over alternative solutions.”

Barroso, who co-founded the business with his father and CEO, explained that Modulift’s ability to support its product range with literature and technical information in Spanish (the first language of the majority of Cargo Lift’s customers) was a major appeal, having opened dialogue at the Associated Wire Rope Fabricators (AWRF) General Meeting & Product Information Exhibition in the U.S. around two years ago.

Sarah Spivey, managing director at Modulift, said: “We appreciated Cargo Lift’s recognition of our multilingual strategy. As I’ve said before, it would be a mistake to assume English is always the language of business.”

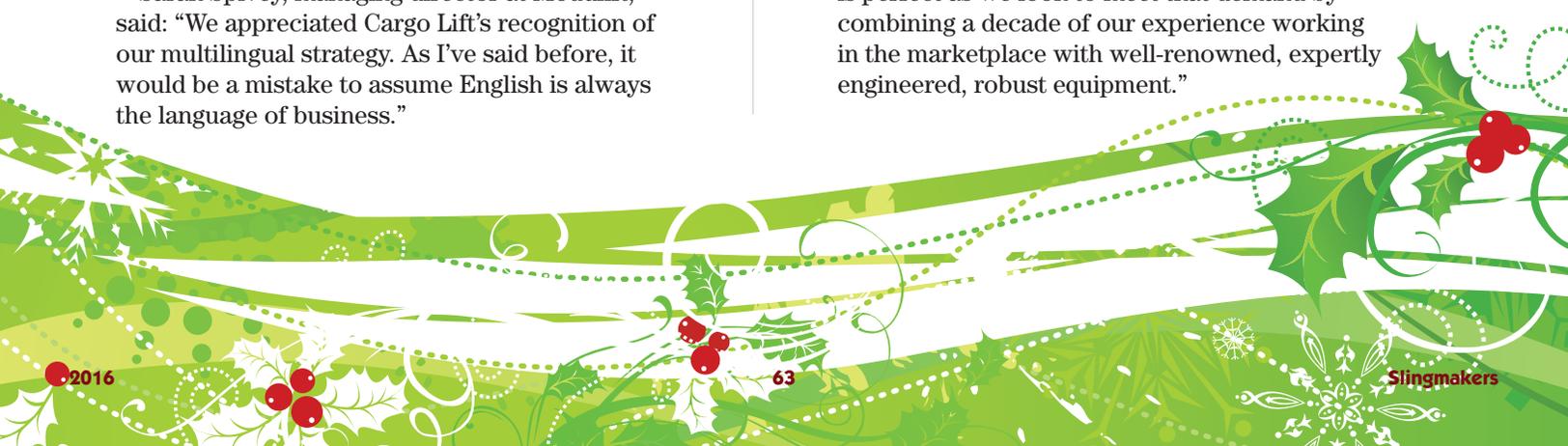


*Ricardo Barroso Couttolenc, commercial director at Cargo Lift.*

She added: “We now have micro sites in seven different languages—Portuguese, French, German, Italian, Dutch, Norwegian and Spanish—demonstrating our ongoing commitment to our global network of partners and customers.”

Barroso anticipates that Modulift below-the-hook equipment will be consumed by customers in Mexico City, Cd del Carmen, Veracruz and surrounding areas in addition to other regions of the country through its own dealer network.

He concluded: “Demand for below-the-hook equipment in Mexico is increasing every year and the timing of our appointment as a distributor is perfect as we look to meet that demand by combining a decade of our experience working in the marketplace with well-renowned, expertly engineered, robust equipment.”



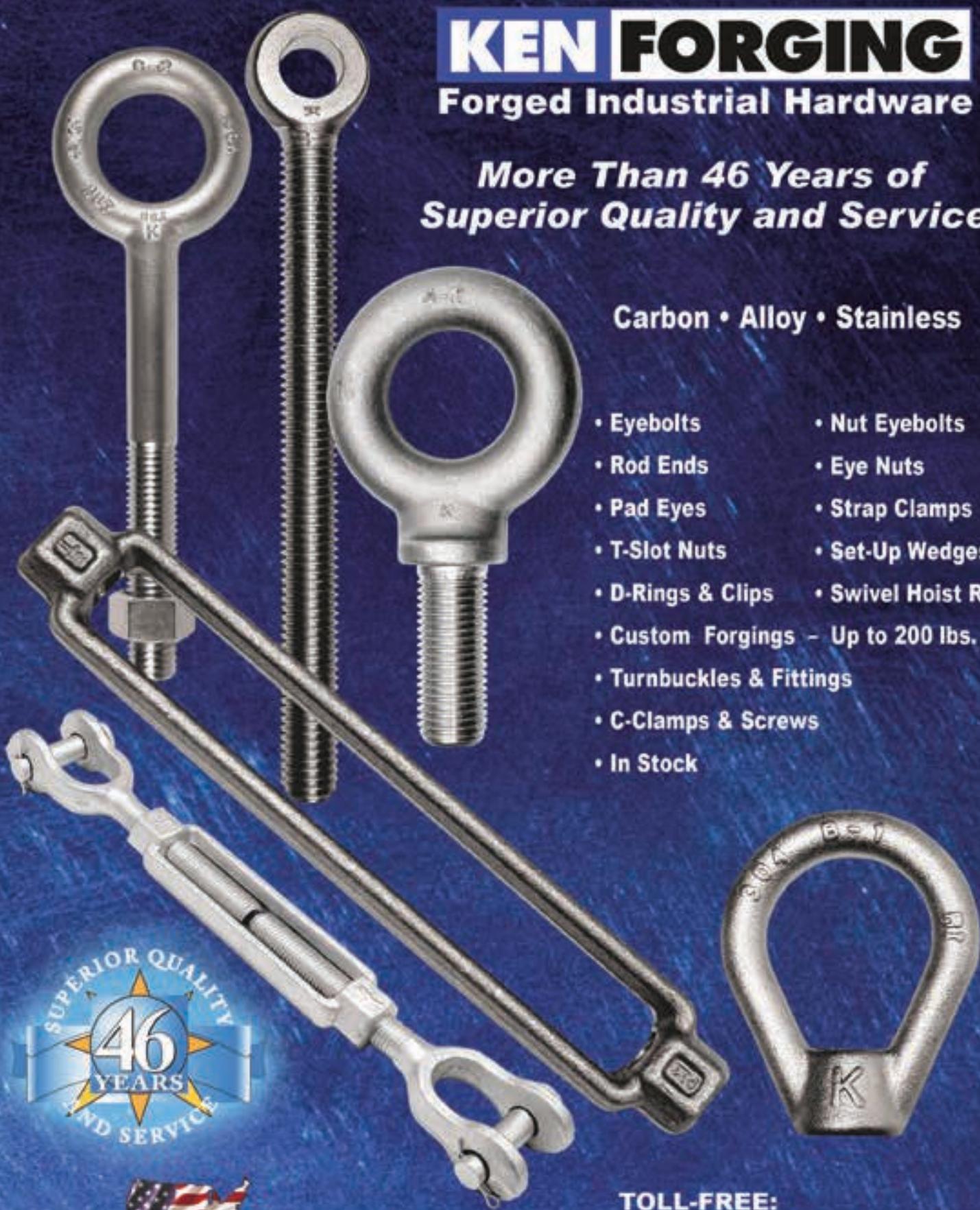
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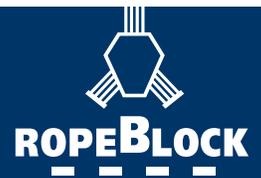
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## New: pewag member of National Chain Manufacturers Association (N.A.C.M.)

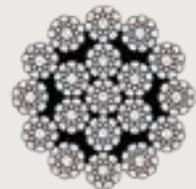
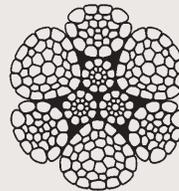
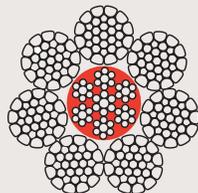
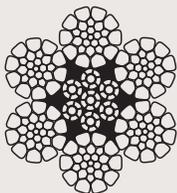
pewag is proud to announce, that our company is the newest member of the National Chain Manufacturers Association (N.A.C.M.) as October 2016! pewag is investing in America and opened its first North American chain manufacturing facility to produce traction chains in Pueblo, Colorado, in May 2014. As a US chain manufacturer, pewag meets all the requirements to join this important association and to become a member.

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# Technical Committee

The AWRF Technical Committee's Technical Communications Sub-committee (TCSC) enhances the Association's means of distributing information amongst its Board, Committees, Members and the Public. The TCSC works with Social Media Coop to provide blog posts found in the News section of the AWRF website, <https://awrf.org/news/> and social media content on Facebook, LinkedIn and Twitter.

Posts include information on AWRF Event and Speakers, Recommended Practices and Guidelines, Health and Wellness, Members, and Video Spotlights on new technology. The Video Spotlight posts are two minute informational videos that showcase new technology provided by member companies at the AWRF P.I.E.s. 2016 Video Spotlights include:

- Atkins and Pearce
- Ribbon Webbing Corporation
- Esmet Inc.
- Sahn Splice
- The Caldwell Group
- Jergens Inc.
- Indusco
- InfoChip
- Linton Rigging Gear Supplies
- ASC Industries Python America
- Pewag
- BCR
- The Crosby Group
- Chant Engineering

Recommended Practice and Guidelines (RP&Gs) will be a focus in 2017 with a new RP&G coming on Breakaway Testing of Lift Magnets. The Technical Committee has also agreed to take on the creation of a series of RP&Gs for Sling Shop Operation. These RP&Gs will be based around the last two Self Audit Quality Surveys. All of the Technical Committee's sub-committees will be involved in what will be one of the largest projects the technical committee has worked on to date.

The Technical Communications Sub-Committee is open to posts, questions, comments and suggestions.



Best Regards,

Mary Brett

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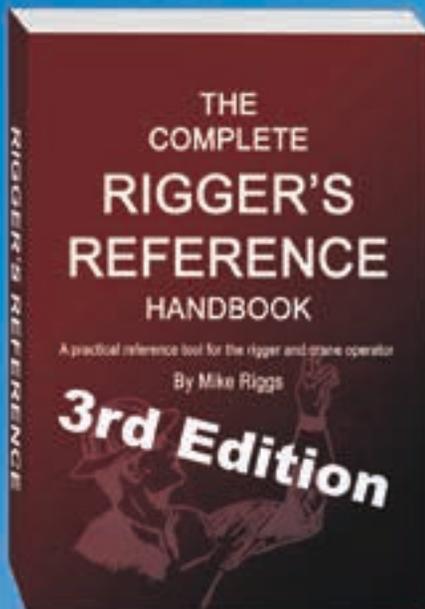
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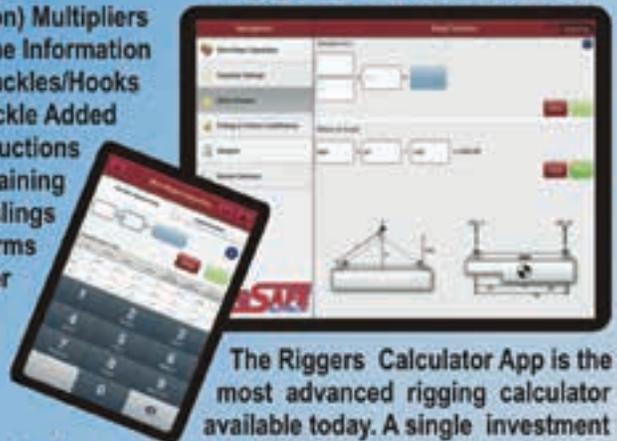
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*Continued from page 15*

I have worked with B30 type of equipment for 34 years using the B30 standards and have now been involved with B30 Committee work since 2001. Working with the various members of the different committees has allowed me to incorporate my experiences and expertise into helping form the standards used in this industry to make the equipment we cover safer for the people using and operating them. It has been an honor to work with this group of dedicated individuals for the betterment of our society.

— Alan Egging  
National Oilwell Varco

slight along freeways for bridge construction or building construction. The B30.5 today is one of the most widely utilized ASME B30 volumes.

Individual volumes are not intended to be a step-by-step design guide, but each one recommends actions intended to enhance safety during the construction, testing, inspections, maintenance, and operation of cranes. Safe and reliable operation of load-handling equipment involves paying close attention to such factors as design, selection, installation, erection, dismantling, and use of the load handling equipment.

The final design needs to meet performance-based requirements such as passing the load test requirements or following the marking requirements outlined in the B30 volumes. The volumes also outline requirements for regular inspection and maintenance to ensure that equipment will continue to operate safely within their design parameters throughout the life of the crane.

In addition, the B30 volumes also outline requirements for safe operation of the equipment by defining criteria for operator qualifications and providing operation guidelines and operating practices for attaching, holding and moving the load. Standard hand signals continue to be outlined for the equipment, and

special guidance for operating in the vicinity of power lines is also provided. In recognition that the operator may not be in charge of all aspects of the job site or equipment maintenance, B30 volumes have recently begun to include specific responsibilities to the defined roles of management, crane owner, crane user, site supervisor, and lift director.

## CONTINUING IMPROVEMENT

The B30 standards are developed and maintained by industry expert volunteers. Instead of a government mandate and funding, the ASME B30 Safety Standard for Cableways, Cranes, Derricks, Hoists, Hooks, Jacks, and Slings Committee that maintains these volumes operates under well-defined and transparent operating procedures accredited by the American National Standards Institute. ANSI accreditation signifies that the procedures used by standards developing organizations meet the Institute's requirements for openness, balance, consensus, and due process.

All standards are developed in an environment that is accessible and responsive to the all stakeholders—including the public—who are provided an opportunity to submit requests for revision and comment on proposed

## THE 28 VOLUMES OF THE ASME B30 SAFETY STANDARD

**1943 - B30.1** Jacks, industrial rollers, air casters, and hydraulic gantries

**1943 - B30.2** Overhead and gantry cranes (top running bridge, single or multiple girder, top running trolley hoist)

**1975 - B30.3** Tower cranes

**1973 - B30.4** Portal and pedestal cranes



**1968 - B30.5** Mobile and locomotive cranes

**1969 - B30.6** Derricks

**1971 - B30.7** Winches

**1971 - B30.8** Floating cranes and floating derricks

**1971 - B30.9** Slings

**1975 - B30.10** Hooks

**1973 - B30.11** Monorails and underhung cranes

**1975 - B30.12** Handling loads suspended from rotorcraft

**1977 - B30.13** Storage/



Floating cranes such as this are mainly used as support vessels during the construction of offshore structures.

revisions to volumes prior to publication.

Within the committee framework managed by ASME, the B30 standards committee is always looking to incorporate the industry's latest technological advances and best practices.

For example, in 2012 a new volume, *B30.29 Self-Erecting Tower Cranes*, was issued on the basis of industry advocacy that those machines, commonly used in skyscraper construction, did not easily fit into the operational criteria of either a mobile or tower crane. Another recent addition, the *B30.28 Balance Lifting Units*, was requested by industry to cover devices used in factories or warehouses to help position and maneuver heavy items.

While the basic principles of ancient machines are still applicable in many modern lifting devices, advances in materials and technology have allowed for cranes to be adapted to aid in accomplishing difficult and unusual tasks. The lifting capacity of the largest cranes has grown to more than 2,500 tons—the equivalent of lifting 1,000 cars. Behind the scenes cranes are at work in harbors and factories around the world moving the consumables and products that we rely on for our day-to-day food, energy and shelter needs. Some cranes are even used to erect other cranes which then go on to build the skyscrapers that dot our skyline.



Mobile cranes lift the Space Shuttle *Endeavour* onto its overland transporter at Los Angeles International Airport.

Even with all these changes, ensuring safety is just as important today as it was in 1916, when the ASME Committee on the Protection of Industrial Workers first presented its proposed code. Thanks to the hundreds of dedicated volunteers donating their time and expertise to the continual improvement of the B30 volumes, ASME is leading the way in helping to ensure cranes can be a common and essential part of the everyday landscape. **ME**

**KATHRYN HYAM** is a project engineering advisor with ASME Standards & Certification, Safety Codes and Standards. **PATRICIA REDDINGTON** is Director of Safety Codes and Standards.

I became involved with the B30 committee to stay at the leading edge of safety requirements for the crane and rigging industry. I also wanted to extend my network of colleagues and experts in the industry.

— **David Moore**  
Unified Engineering

retrieval (S/R) machines and associated equipment

**1979 - B30.14** Side boom tractors

**1973 - B30.15** Mobile hydraulic cranes (withdrawn 1982)

**1973 - B30.16** Overhead hoists (underhung)

**1980 - B30.17** Overhead and gantry cranes (top running bridge, single girder, underhung hoist)

**1987 - B30.18** Stacker cranes (top or under running bridge, multiple



Gantry cranes handle the loading and unloading of cargo containers at the world's ports.

girder with top or under running trolley hoist)

**1986 - B30.19** Cableways

**1985 - B30.20** Below-the-hook lifting devices

**1989 - B30.21** Lever hoists

**1987 - B30.22** Articulating boom cranes

**1998 - B30.23** Personnel lifting systems

**2008 - B30.24** Container cranes

**1998 - B30.25** Scrap and material handlers

**2004 - B30.26** Rigging hardware

**2005 - B30.27** Material placement systems

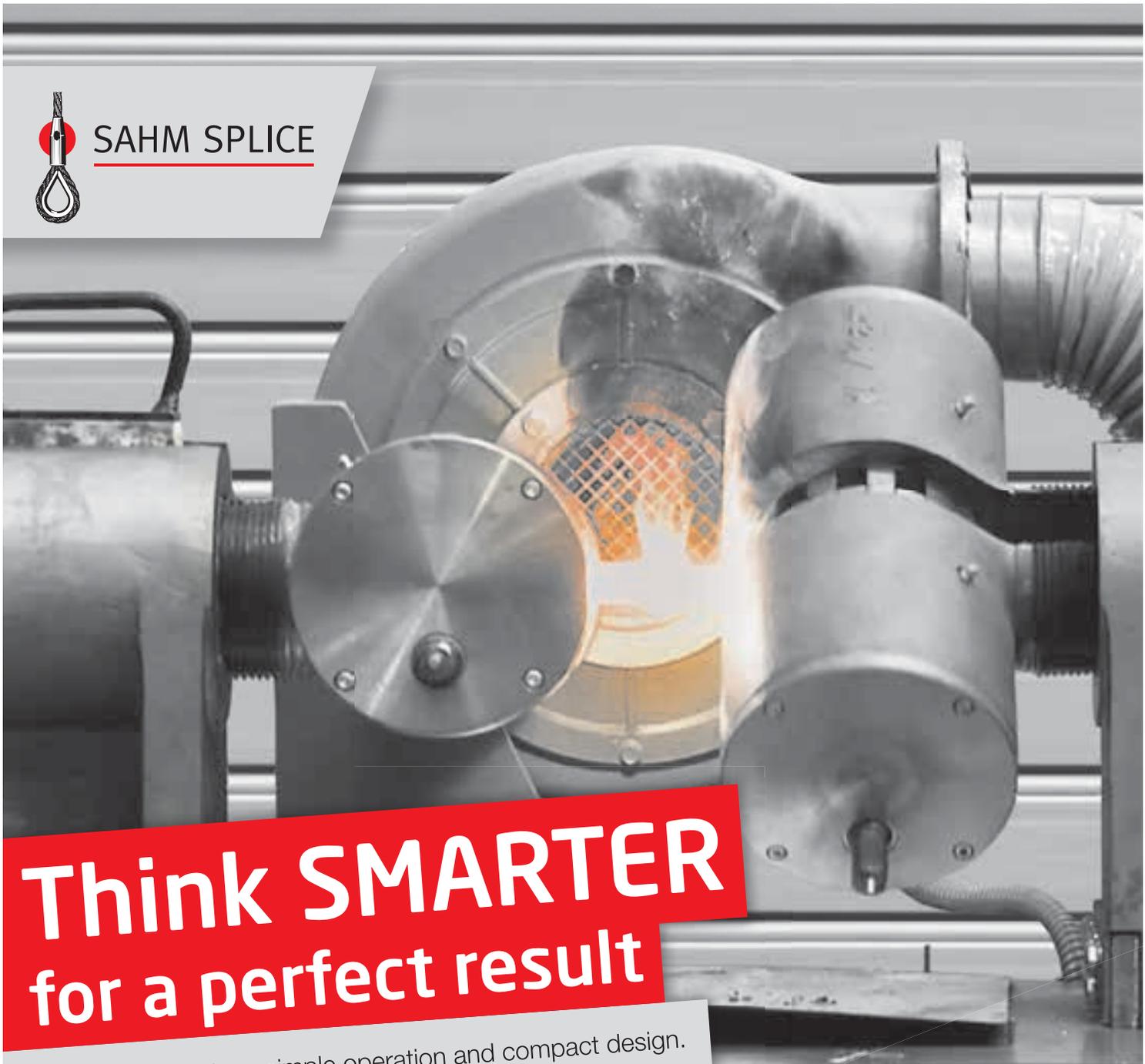
**2010 - B30.28** Balance lifting units

**2013 - B30.29** Self-erecting tower cranes

**B30.30** Ropes (under development)

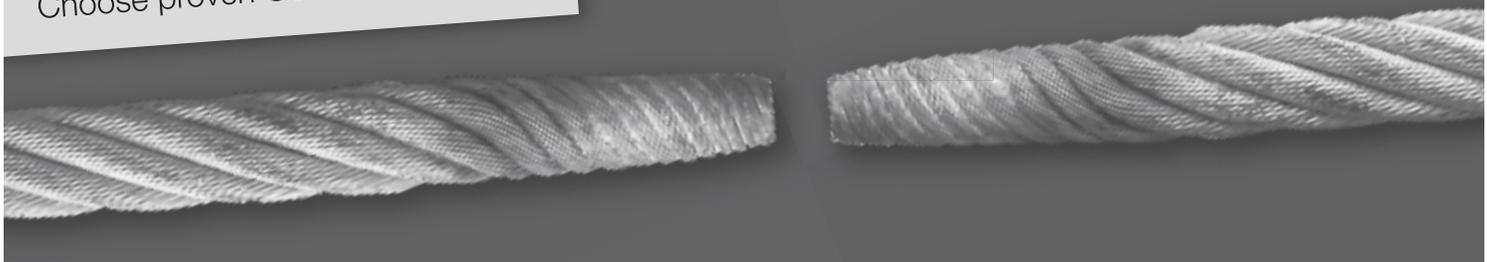


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## Nik Wallenda: Inspiring Riggers Worldwide

*Continued from page 5*

the quality and the safety factors that are built in. It's the best, most reliable product on the market. It's a brand that is recognized clearly worldwide. If you're risking your life, you want the best, and that's why we've always leaned on Crosby. I literally trust their products with my life.

"Crosby is the Mercedes of rigging. I truly believe their quality control department is a huge part of that. For example, I've seen product from other brands where the shackle pin won't screw in because it isn't threaded right, and with Crosby I've seen much more consistency of product. We will never use anything but a Crosby rope clip, we've seen so many of the competitors' rope clips fail.

"When new equipment comes in, we look over every shackle in the order with a microscope and the consistency of Crosby products far outweighs any other brand on the market. They are THE brand in rigging, and I think really that's recognized throughout the rigging world, they are the best of the best. There have been times where I've seen product where it seems like 'oh, this is the same,' but then when you really look at them side by side you realize that they just don't compare. When you're trusting a product with your life you just can't justify cutting corners."



### Nik's Legacy

With eleven World Records under his belt, and a lifetime of stunning performances across the globe, Nik Wallenda continues to astonish crowds worldwide with fresh concepts and a true devotion to his craft. Even after accomplishing so much, he remains humble and exudes a genuine gratitude for life that is both uplifting and tremendously motivating. So what exactly drives a man like Nik to keep moving forward after already achieving so much? His answer is simple:

"The opportunity to inspire other people. I receive letters from people every day and there's a lot of fulfillment in knowing that people are touched and inspired by what I'm doing. It seems like a great big challenge at the beginning, when I look out at the Grand Canyon and think about walking across it on that wire. The analogy I like people to take home from what I do, anyone who's facing a challenge, is that 'anything is possible'. Whether you're opening a business or battling an illness, anything is possible, against all odds you can make it too. Pursue what you love, no matter what it is."

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# Research Vessel captures, releases and tracks Sharks across the World's Oceans

*Continued from page 33*

communities to assist in studying large apex predators and marine mammal rescue. The vision is to have many vessels around the world pioneering the research necessary to create an abundant future for the ocean while open sourcing all the content and science around it. This is a much more efficient approach to closing data gaps.”

The global shark tracker needs to evolve from a shark tracker to an ocean tracker and ultimately a planet tracker. This will appeal to communities beyond the ocean and allow students to select the dynamic data set that most interest them to leverage in our open sourced K-12 STEM educational curriculum.

When the organization open sourced the tracking of sharks through the OCEARCH Global Shark Tracker, they never dreamed how many students would begin tracking sharks. “It became clear to us and to educators that we had found a way to engage students in a real-time science project. Since we had the focus of young people, we decided to develop a K-12 STEM based NGSS (Next Generation Science Standards) written and integrated into the real-time tracking of sharks. This would allow students to follow their favorite sharks and learn the skills to be data driven resource managers of the future as well as the skills to get a good job.”

Recently, Discovery Education began distributing our curriculum to 30,000 students nationwide. The curriculum has also become available in the metric system and 256 languages. “We must not only pioneer science and data to affect management in the short term, we need to develop the data-driven centrist resource managers of the future. The Educational program is an attempt to do that.

We are seeing classrooms use the curriculum, engage in the real-time tracking and ask questions to our research teams and Skype with us. It is education in the now.”

Not surprisingly, disrupting old institutional agendas was the most difficult thing to overcome, initially. Once collaboration and open sourcing were clearly demonstrated as the only approach that would allow OCEAECHE to learn what had never been learned before at a rate never achieved, the skepticism of people became the toughest challenge to overcome. Many could not believe that they were simply trying to build an enterprise to serve scientists and open source it to the world for the ocean and its future. “Some thought we had a diabolical plan or an agenda. All we were trying to do was solve the life history puzzle of the balance keepers of the ocean so we could have the data to manage toward abundance — data that currently does not exist and is fundamental if we want to ensure future generations can eat a fish sandwich.”

“The lack of awareness about the status of the ocean and its trajectory, as well as data deficits in many areas, are the reasons why we can't create

a future of the ocean. For the most part, we don't know where our fish go. If we don't know where our fish go and what they are doing, how can we ensure they will be there in the future?”

First Choice Commercial Fishing offers wire rope, rigging and splicing, in addition to their over 100 years of experience supplying the commercial fishing industry. When it comes to rigging a customer's nets and trawl doors it is vital to have durable high-quality wire rope. FCCF is a leading distributor of specialty wire rope and assists with whatever their clients need. They can also provide custom hand splicing to accommodate whatever length of rope or sling that their customers require. Wire rope they offer is specially designed for commercial fishing applications; featuring a heavy lube fiber core for exceptional durability. In-house experts can customize rope orders to meet specific requirements.

First Choice Commercial Fishing offers galvanized heavy-lube fiber core trawl cable with typical constructions of 6x7, 6x19, and 6x26. We offer trawl cable typically from 5/16” to 3/4” — larger cable available upon request. Typical applications for their wire rope include for main line wenches, custom made bridles for trawls, towing cables, trawl cables and splicing. After 30 years in the Tampa Bay area they still supply wire rope for commercial fishing applications. They produce highest quality steel rope with expertly done splicing. Splicing for customers can be done on-site for those in the Tampa Bay area – hand splicing, mechanical splicing, stays and stay wire.

Blocks in stock present a huge selection of blocks and pulleys in galvanized steel or wood. Offerings are made in the U.S. These are from the Crosby McKissick line and Skookum, as well as imported blocks. Provided, as well, are towing blocks, trawl blocks, tackle blocks, snatch blocks and trynet blocks. They also have the open throat type trynet blocks, sometimes referred to as Fatboy Blocks.

Loos and Company manufactures the highest quality aircraft cable and





for various shipboard applications, are easily available in the market.

'Asphalt' based lubricants that are the most frequently used lubricants on ships are viscous in nature. These types of lubricants are often premixed with an inflammable solvent, which can be applied easily and has penetrating

wire rope for a wide range of marine applications. Wire for wire, strand for strand, Loos prides itself on being a good fit when only the strongest, high performance rigging will work. Yacht rigging cable comes in handy if a Loos and Company customer may be rigging a racing sloop, re-fitting a daysailer or making a few early season repairs. The Loos yacht rigging cables offer the highest quality available on the market; these come backed with an over 30 years proven track record.

Mooring cable, frequently referred to as oceanographic cables, may be plastic impregnated, galvanized and torque balanced 3x19 wire ropes, designed for use in mooring applications. Wire ropes are used for a variety of maritime operations. Applied onboard all types of marine vessels including ships, large boats and drilling units. Such ropes as these find use in a variety of applications, chosen for their flexibility, breaking strength, resistance to deformation and bending, anti-corrosion and anti-frictional properties.

Wire ropes are mostly utilized for mooring, towing, handling heavy lifts and similar other operations. Due to such profound usage, wire ropes are subject to constant wear and tear. They are exposed to corrosive seawater, dry and heated working temperatures, high and inconsistent pressures or tensions on wires and strands, chafing and internal wear. Such adverse work conditions can lead to untimely breakdown of the wire ropes if proper care is not maintained. In order to avoid premature failure of wire ropes, understanding onboard maintenance requirements such as their lubrication is very important.

Steel wire ropes are heavy duty wires wrapped around jointly to form strands. These strands are firmly twisted over the wire rope core to form a final rope. The core of the wire rope is made up of different materials such as nylon or hemp. The construction of the wire rope is primarily specified by the number of strands and the number of wires in each strand. The arrangement of wires in the strand, type of lay and outer and core material depend on the rope's indispensable application for onboard usage.

To avoid corrosion, entail a longer life and evade subsequent damage due to consistent wear and tear of the wire ropes, regular and proper lubrication is vital. Although, marine lubricants are available in abundance the selection of these lubricants must be with respect to the type of wire ropes to be lubricated. Different lubricants have diverse properties and characteristics.

Before lubricating wire ropes onboard one must ensure that grit, sand, old lubricant layers are considerably removed using wire brushes, compressed air, or relevant solvents. Brushing, painting and swabbing are the most common application techniques used onboard. These methods, however, do not provide adequate penetration to the wire rope core. In order to provide good penetration to the core of the rope, pressurized lubricators are used. Lubricants most commonly used on board for maintenance purposes have a high penetration rate and melting point, rust protection and inhibition properties, adhesive and semi-drying film when applied, and be used in all climates. These lubricants, also used

properties. These products are applied on the wire ropes by way of brushing, swabbing or painting. Some of the asphalt-based lubricants require heating which are prone to becoming frail when in low temperatures and may lead to 'dripping' in heated climates.

'Paraffin Wax' based lubricants are another set of products that can be used for wire rope maintenance. These wax based products are generally used without additives or solvents which means they are to be melted before application. They too are applied over the wire ropes by either brushing or swabbing.

'Synthetic Oil' based lubricants are considered to be the best of them all. They are high performance multi-fits generally applied with lithium based additives solvents for providing adequate viscosity and thickness, contain anti-corrosive compounds with rust inhibitors and are water-resistant. These special lubricants are applied over wire ropes using pressurized lubricators for forced penetration.

In addition, there are other excellent products used lubricating wire ropes depending on the application methods and their overall structure and composition. Choosing the right lubrication for wire ropes on ships is as important as scheduled planned maintenance.

Lubrication is, definitely, the most important aspect of marine wire rope maintenance. It is therefore important that expert hands are entrusted with this job. Good maintenance is about hiring the right people for the right job and someone who has

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good experience at maintenance of marine wire ropes would be the best choice for the job.

Training is also an important aspect of ideal maintenance procedures. Marine wire rope inspection involves thoroughly checking wire ropes for damage both before and after the use and during routine checks. The relation between health maintenance and inspection of these ropes is directly proportional to each other. The more you maintain them; the better the rope's useful life.

Circling back to those fins we tend to be on the lookout for whenever out on the water, white sharks are the balance keepers of the ocean and understanding their lives is crucial to manage the entire resource toward abundance. Even the widow of Jaws author, Peter Benchley concurs. "We want Great white sharks to survive, to keep a balance in the ocean," says Wendy Benchley. "That's the message you get from a catch-and-release tournament, but not from kill tournaments. I now work with the non-profit organization Shark Savers and am Environmental Defense Fund trustee. I am thrilled that Montauk and hopefully Martha's Vineyard are going to catch-and-release tournaments. It's taken too long."

Chris Fischer explains. "I would like to get at least one of our newly designed vessels funded and sent overseas to begin creating more data in an open sourced, collaborative and multi-disciplined science program that includes the world in real-time, so we can drive more science faster to affect change sooner."

"And we hope that everyone will get involved in OCEARCH by following all of our social handles across all platforms as well as engage on the Global Shark Tracker. No one group or individual is going to turn the ocean around. It's going to take us all, so find your passion in the ocean space and get involved. No ocean means no planet. It's going to take us all to create an abundant future for our children."

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