



THOUGHTS FROM THE EDITOR



“He who has not Christmas in his heart will never find it under a tree.”
Roy L. Smith (American Clergyman)

Or, in more secular terms, it’s all about attitude and making a conscious choice to focus on our goals and move forward with courage and creativity, rather than let external matters distract us and govern our motivation and drive.

For most of us, 2009 was a year of economic challenges. Orders were slow or non-existent, we saw colleagues and co-workers become part of the RIF egress, and we worried about the continuation of our own jobs. Despite the shaky market, the layoff scares, and all the negativity that threatened to undermine our determination and sap us of our energy, we have survived!

We are here because our hearts are filled with hope, our heads are filled with ideas, and we turned adversity into opportunity whenever possible!

We are about to begin a new year, and I am sure it will be chock full of its own challenges—and opportunities—remember there is another election in the fall, and that is a HUGE opportunity for us to take individual responsibility and not only vote, but start early in the year to let our representatives in Washington know that our industry is alive in America, and their actions need to support us or they forfeit our vote.

While 2010 promises to be another difficult year, we are only limited by our own attitude. May our hearts motivate us with compassion and courage, may our heads guide us with logic and creativity, and may our hands work with steady skill to bring us success!

I look forward to working with all of you in 2010!

Joy Cariaga
Administrative Director
TTMA



Business Matters...

Five Keys to Branding Your Business By Craig Johnson, Matchstic

I'm in the business of branding and I see many examples of well-branded companies, products and services, but more often than not, I see some really bad examples too.

So, I'd like to take this opportunity to share some important branding strategies with our friends at NTMA/TTMA. Many of you reading this own your business and know firsthand what that entails: employees, time sheets, balance sheets, P&L statements, advertising, customer service.

But let's put all of that aside for a moment and talk about how to successfully brand your business in a way that stands out from your competition.

First, we need to define the word branding. Often the words branding and marketing are used interchangeably, and though complementary, they are very different from each other. Here is the simplest way to think about it: Branding = Being. Marketing = Doing. Marketing is the strategic process of getting your company/brand in front of customers and encompasses many tactics such as advertising, PR, sales, search engine marketing, etc. Branding, however, defines WHO a company is, its personality, a brand is conveyed whether you are intentional or not, similar to an individual's reputation being a product of what people say about them.

Here are five keys to branding your business:

1. **Give Up Control**—Before you can do anything you have to realize that perception lies outside of your control. Your brand isn't what you say it is, it's what others say it is. The best you can do is influence what others say and think by being intentional. Start by listening to those around you: employees, customers, vendors, etc. Do they define your brand the way you'd like? If not, it's your fault, not theirs. It's time to start changing things in order for people to clearly understand who you are and what your brand is about.
2. **Find Your Focus**—Gone are the days of the General Store. The only strategy is pick the one thing that you do the best and focus all of your energy on that. In Jim Collins' book, "Good to Great," he breaks down how to find your focus, or as Jim calls it, "your hedgehog." It's found at the intersection of these three things: 1) What are you deeply passionate about? 2) What are

you the best at? 3) What drives your economic engine? Here are some examples: Volvo = Safety. Apple = Innovation. Starbucks = Coffee Experience.

3. **Be Different**—You cannot focus on being better. You may very well be better than your competition, but it's very hard for the customer to understand what really makes something better. So the answer is not to try and be better, it's to be different. Mini Cooper responded to the market of humongous SUV's and created the smallest car on the market at a time when big cars were the rage. More recently, Nintendo responded to the dominance of the Sony PlayStation and X-Box by creating a completely different type of gaming experience, the Nintendo Wii.
4. **Design Your Brand**—Now that you've defined the core of your brand, you need a name and a visual identity. A name must be both different and memorable. Examples of great names are: PayPal, Blackberry and FedEx. Notice that none of those fully explains what the company does, but they roll off the tongue, making it easy to incorporate into everyday language. Why is every tissue a Kleenex? Why is every photocopy a Xerox? Why do we suggest "Googling" something that we don't know the answer to? Because they have all become household names. Next, design your visual identity in a way that incorporates the core value and benefit to the customer.
5. **Demonstrate, Don't Declare**—Your brand isn't just a logo. Your brand is defined by every interaction a customer has with you and your business. Visual and non-visual. Verbal and non-verbal. Everything from how you answer the phone to how quickly you fulfill an order must embody your brand's core message. How you respond to a customer support request and even product packaging will affect the way your brand is viewed in the customer's mind. Apple does this with excellence. Everything from the in store experience, to product interaction to customer support is done with simplistic design, ease and innovation.

So, start listening to what those around you are saying about your business and find out what makes you different. Focus on that and streamline everything about your company with that core message. Your customers will appreciate the clarity and you'll appreciate the sales. Happy branding.

Matchstic was recently hired by NTMA to brand and launch National Robotics League. Craig Johnson can be reached at craig@matchstic.com or 404/446-1511

Dr. Goldratt's new book "The Choice" is better than "The Goal"

This is another article in a series about a process of ongoing improvement using TOC, Lean and Six Sigma.)

Most of you have read "The Goal." Most of you enjoyed reading it. And most of you have lent or given a copy to someone you think will benefit from reading it. Today, it still sells as many copies a month as it did when it was first published.

Dr. Eli Goldratt's new book, "the Choice" is even better than "The Goal." It's about thinking clearly and having a full life.

For those of you that follow Eli and the Theory of Constraints, you might know that when he was about 20 years old he chose as his goal in life "to teach the world to think." What you may not know is that his daughter, Efrat, now a psychologist, chose as her life goal "to teach people how to be happy."

Once again, he chose the format of a novel. In this one, Eli and Efrat have an ongoing conversation. Now 63, in this book Eli is summarizing their collective progress toward their respective goals.

In their conversation, Eli and Efrat chart the course for anyone and everyone to think clearly and have a full life. And in doing so, they reveal Eli's unique beliefs:

1. People are good. Rather than thinking that people are good, people tend to blame other people, or as Eli says, "I want you to realize how careless we are in relating derogatory characteristics and intentions to people." Once you blame someone, your ability to think clearly is blocked. "Blaming another person is not a solution...Blaming points us in the wrong direction, into a direction where we will not find a good solution. Even if the person is removed, in most cases the problem will stay. You will be able to refrain from blaming people when you are convinced there is no reason to blame them. Harmony exists in any relationship between people."
2. Every conflict can be removed. "People's perception is that conflicts are a given and the best we can do is to seek a compromise. When we face a conflict, especially when we cannot easily find an acceptable compromise, let's do exactly the same thing scientists do when they encounter a contraction; let's insist that one of the underlying assumptions is faulty. If, or

should I say when, we pin down the underlying assumption that can be removed, we will remove the cause of the conflict; we solve the conflict by eliminating it."

3. Every situation is exceedingly simple. "there is nothing wrong with people's brainpower; there is something very wrong with people's perception of reality. People believe that reality is complex, and therefore they are looking for sophisticated explanations for complicated solutions. Do you understand how devastating this is? The key for thinking like a true scientist is the acceptance that any real life situation, no matter how complex it initially looks, is actually, once understood, embarrassingly simple. The most difficult cases are those dealing with a diverse group, but also a diverse group that has to achieve something together. In other words, an organization."
4. Every situation can be substantially improved. "The undesirable effects people complain about are the result of a conflict—a conflict between the parties in cases of relationships, and an internal conflict in cases of individuals. People, and companies, lower expectations when they use protective mechanisms to camouflage from themselves the big chronic problems; the problems that they already gave up on resolving. Those who are not prepared will be blind to the stream of opportunities life presents them."
5. Every person can reach a full life. "You claim that the only things standing in the way of me thinking clearly are some specific obstacles and practice. Rather than leaving it to chance—what people call good luck—my chances of living a full life will be much greater if I learn to think clearly. I'll be able to generate, or at least to recognize, the right opportunities for me, and I'll be better able to have more stamina to persistently follow enough of them to fruition."
6. There is always a win-win solution. "for every relationship there is a change that will cause the parties to each achieve what they need from the relationship. Compromise is the attempt to share a finite cake. When do we find an acceptable compromise? When the perception is that the cake is not very important, or that it's not too small to start with. But when the cake seems too small, seeking a compromise is a situation in which the more you win, the more I lose; seeking a compromise is, by definition, a win-lose approach. If we want our win to be bigger, we have to ensure that the other side's win will be bigger."

To get "The Choice" at a price even lower than at Amazon, visit the Science of Business Web site, www.ScienceofBusiness.com.

After you read the book, you may be interest in learning the TOC Thinking Processes. These are the tools Eli developed to help the rest of us systematically develop solutions to problems through rigorous cause and effect logic, just like he does in

"The Choice." The Management Skills Workshop will help your management team learn and apply the Thinking Processes to your company. We'd be happy to point you in the right direction, so just call or e-mail.

The Science of Business helps companies rapidly increase sales and profitability by implementing the Theory of Constraints (TOC), Lean and Six Sigma.

The preceding articles were copied from the September 2009 edition of the NTMA Record.

It ' s o u r b u s i n e s s _____



_____ t o p r o t e c t y o u r s ®

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Join us for an evening of music and merriment!!

We've worked hard all year, and this is the perfect time to look back, review our successes and challenges, and plan for the New Year. We hope that you will join us for a special Christmas monthly dinner followed by a performance of Christmas music provided by the Community Christian Church Singers.

The Community Christian Church is a non-denominational Christian ministry based in Fairfield, Ohio with a second campus in Trenton, Ohio. Their award winning singers will warm our hearts and lift our spirits with a short program of Christmas music—just the antidote for the stress and pressures of our work-a-day world and a great start to celebrating this season of goodwill!

Please come and bring your spouse or significant other for the December monthly dinner meeting:

When: Monday, December 14, 2009 @ 6:00 p.m.

Where: The Blue Ash Embassy Suites – Redwood Room

Register by no later than 5:00 p.m. on Thursday, 12/10/09

(Registration sent previously in a separate e-mail)

NOTE: The Operations Roundtable will be suspended until the January meeting

Ohio Bureau of Workers' Compensation Requirement for Group Rated Employers

The Bureau of Workers' Compensation (BWC) Board of Directors passed a new rule that requires that all employers in the July 1, 2009, Group Rating Program who had a claim within the two preceding calendar years are required to attend two hours of safety training between now and June 30, 2010.

The Frank Gates Service Company is notifying all impacted participants in our Group Rating Program administered by Frank Gates/Avizent. If your company had one or more claims during calendar years 2007 or 2008, and your company participated in the July 1, 2009, Group Rating Program, the BWC has indicated that you must meet the safety training requirement. Therefore, impacted companies must attend two hours of safety training to meet the requirement by June 30, 2010. The topics must be workplace safety-related and can consist of multiple classes totaling a minimum of two hours of training. There are many options available for your business to meet the 2-Hour Safety Training Requirement:

- Frank Gates Annual Seminar Held in May of 2010
- Ohio Safety Congress safety educational sessions (March 30, 2010-April 1, 2010)
- BWC On Demand Courses
- BWC Online Courses
- SafeX training sessions, Frank Gates' preferred safety partner
- Safety Council Classes (other than the routine monthly safety council meetings)

Frank Gates will be sending information to their clients that are impacted by the new requirement. The information will include instructions on meeting the requirement and where to send certification materials.

Business & Legal Reports: Safety

Workplace Back Injuries...And Three Keys to Preventing Them

One in five on-the-job injuries are back injuries, causing the injured workers to endure great pain and suffering—and costing industry billions of dollars every year.

Unfortunately, it takes only one false move to trigger a back injury, because the back is involved in almost every move a worker makes. For example:

- Strains can result from overstretching, slouching, and improper lifting; they are compounded if the worker is carrying excess body weight, especially around the midsection.
- Sprains are likely to result from such sudden movements as twisting the body. This can cause extreme pain from the wrenching, or tearing of soft tissues, such as ligaments and muscles in the back.
- Overflexion (bending too far forward) is another common back problem that results in increased pressure on the cartilage of the spine. Damage to the discs can cause swelling and long-lasting pain.
- Overextension (bending too far backward) also increases pressure on the spine, potentially resulting in injury and pain.

All of these injuries, however, are preventable, so it is important for your employees to know that and to understand the three elements of back safety—posture, lifting and fitness—also are the three keys to injury prevention.

Key #1: Posture—When workers stand or sit, they should keep their head vertical, facing the work, and stay straight, with ears, shoulders, and hips aligned. When standing, they should keep feet shoulder-width apart and weight in balance. When sitting, they should keep thighs parallel to the floor with knees bent about 90 degrees, and rest feet flat on the floor or on a footrest.

Any workers who sit for most of the day should be provided with comfortable, adjustable chairs with a firm backrest. Lumbar support pillows should be used if extra lower-back support is needed.

Key #2: Safe Lifting—Improper lifting and carrying can be the cause of many back injuries, so employees must be well trained to lift, carry and unload the safe

way. When workers lift, they should face the load with feet shoulder-width apart, keeping heels down and turning feet slightly out. Next, they should squat by bending at the hips and knees and use their leg and stomach muscles—not back muscles—to power the lift. While lifting, the head should be kept up, thus maintaining the back's natural curves.

When carrying objects workers should: point their feet in the direction they move and walk at a slow, steady pace; take small steps and turn the body as a single unit so as not to twist the upper body; and hug the load. When setting down a load, the lifting process should be reversed, making sure the knees are bent while lowering and letting the leg and stomach muscles bear the weight.

Key #3: Fitness—Workers who are out-of-shape and/or overweight are much more likely to have back injuries than those whose muscles are toned and whose backs don't have to support extra pounds. But those injuries can often be prevented by spending as little as 10 minutes per day on exercises like stomach crunches and knee bends, combined with another 15-20 minutes of walking or some other physical activity.

When employees do injure their backs, they can minimize the damage and pain sooner if they know how to treat back problems correctly. Sudden, extreme pain calls for prompt medical help and treatment. Lesser injuries and everyday backaches can be helped by such remedies as cold packs, heating pads and over-the-counter pain relievers (making sure to read the label and take only the recommended dosage). Rest can be an important help by giving the injured muscles and tissues time to heal.

Knowing about treatment for injury is desirable, of course, but more significant is knowledge of how to prevent injury in the first place—with proper posture, safe lifting and fitness.

More information on employee safety issues can be found on the BLR Web site, which NTMA members can access free of charge through a link on the NTMA Web site. Once you've logged on to www.ntma.org click on Resources>Online Benefits>HR/Safety/Enviro.

2009 - 2010 TTMA Calendar of Scheduled Events

- December 14, 2009** **Dinner and Christmas Program featuring The Community Christian Church Singers – Christmas Music and Song**
- January 18, 2010** **Monthly Meeting – Keynote Speaker – Elijah Rudolph “Rudy”, Director - Advanced Manufacturing Career Pathway/Greater Cincinnati Workforce Network – “Exploring a Partnership for Workforce Development”**

Except where otherwise noted, meetings will be held in the Redwood Room at the Embassy Suites Hotel in Blue Ash:

4554 Lake Forest Drive
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513/981-3763

Monthly Meetings are suspended from June through August and will resume in September, 2010

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The TTMA mission is to be the best metalworking and manufacturing trade association with comprehensive information resources for its members and interfacing with community partners