

## HELLO FELLOW NFDA MEMBERS!



### PRESIDENT'S MESSAGE

By Adam Derry

I hope everyone is staying safe and your families and organizations are doing well. We all wish this pandemic would be in our rearview mirror at this point, but that's not the case unfortunately. I've been amazed with how well people have adapted to the "new norm," from my kids with e-learning, to work colleagues in finding ways to stay connected and maintain a strong culture, to finding new ways to use technology and get stuff done without having to physically travel

to a customer or supplier, finding new products or services to offer through the pandemic, etc.

The NFDA is adapting as well. As you may know, the core purpose of the NFDA is to help our members (YOU) thrive in the global marketplace. We want you to see the NFDA as integral to your success and integral to the success of our industry. While we can't be face to face, we are working diligently to drive member value virtually and are providing many learning and developmental opportunities for a more diverse group of our member base. We encourage you to be engaged in the NFDA and participate in upcoming events.

We are excited about the momentum and energy surrounding our newly formed committees – Marketing, Member Value, and Learning. Each committee meets monthly and has representation from both the YFP and the NFDA board so there is good alignment and communication. Here is a quick summary of our goals for each committee:

- ◆ **Marketing Committee Goal:** To inspire engagement in NFDA's vision and brand through events, partnerships, and outreach. This team will look at modernizing the NFDA website and messaging to be consistent with the current vision/brand so we protect and grow our member base.
- ◆ **Member Value Committee Goal:** To engage, embrace, and grow our membership base by being integral to their success through networking, education, and professional development. This team will look to get more regular

and raw feedback from YOU to continuously upgrade our events and content and find ways to drive greater member value to a wider member base. We want more people from member organizations engaging in NFDA events, especially virtually. We appreciate your participation in upcoming surveys and candid feedback on how we can improve the NFDA. This team is also focused on onboarding and welcoming new members so they can get to know the ins/outs of the NFDA and feel comfortable with others in the association.

- ◆ **Learning Committee Goal:** To create events and facilitate peer learning designed to enhance professional growth and retain industry talent. Kelly Charles will provide more input to this committee in her update below but we are very excited about getting more people within member organizations participating and developing content/topics of greatest interest to you. There will be monthly virtual sessions on various topics that we hope you find great value from.

We are also excited about the momentum and the collaboration with the YFP. Jake Glaser of Sherex is the president of the YFP and that group is committed to helping to connect and develop the future leaders of our industry! The virtual sessions have been very well attended and it's fun to see the passion from this group! Please encourage people within your organizations to participate in upcoming YFP events, which are free and productive! Hard to beat that!

There is a virtual Executive Sales Planning Sessions® (ESPS®) on December 1-2, 2020. If you have not participated in an ESPS® before, we encourage you to check it out. These sessions are highly effective and drive significant member value, which is why we wanted to do one this year, in addition to the one next June in Minneapolis, MN.

I wish you and your families a safe and healthy Fall and look forward to seeing you at the upcoming virtual events. If you have any feedback or ideas relative to the NFDA please feel free to reach out to me at [adamd@fieldfastener.com](mailto:adamd@fieldfastener.com) or 773-420-8200.

If you prefer to receive this newsletter electronically only, please email: [amy@nfda-fastener.org](mailto:amy@nfda-fastener.org)

# NFDA CALENDAR

**DECEMBER 1-2, 2020 – Virtual Executive Sales Planning Sessions® (ESPS®)**

**JANUARY 14, 2021 – Human Resources Webinar**

**FEBRUARY 11, 2021 – Operations Webinar**

**MARCH 11, 2021 – Sales/Marketing Webinar**

**MARCH 18, 2021 – Virtual CEO Breakfast Roundtable**

<p><b>WELCOME NEW NFDA MEMBERS</b></p>	<p><b>All Size Supply Co.</b> <i>allsizesupply.com</i></p>	<p><b>Component Technologies International, Inc.</b> <i>comptechintl.com</i></p>	<p><b>Vimi Fasteners, Inc.</b> <i>vimifasteners.com</i></p>
--	--	--	---



## ASSOCIATE CHAIR'S MESSAGE

By Kelly Charles

### WELCOME TO FALL 2020!

I hope everyone is healthy and safe. As much as we were hoping for a return to normalcy, that hasn't quite happened yet. It looks like we are going to be virtual a bit longer.

The NFDA Board engaged in a strategic planning session this summer. One of our goals is to find new ways to help our member companies thrive. I am excited to share a new benefit to you. I am chairing the Learning Committee and our goal is to provide monthly programming (roundtables, trainings, and speakers).

These sessions will take place on the second Thursday, starting in January. We will rotate content by target audience each month (sales/marketing, HR, and operations/safety). There will be no cost to our membership to participate. We are looking to engage a wider audience within our membership and attract people who might

not have participated with NFDA in the past.

This committee has come up with some great ideas already, but we need your input. Please call 815-873-6926 or email [kellyc@semsandspecials.com](mailto:kellyc@semsandspecials.com) with topics that matter to you. Also, if you have a particular skill set and would like to teach/facilitate, we welcome your help! All suggestions will be considered.

Registration is open for our Virtual ESPS® in early December; please register soon. This is a great bang-for-your-buck opportunity to connect with multiple companies in a short time period. No travel required. Fingers crossed that our scheduled ESPS® in June 2021 will go on as planned, but I don't want us to wait that long to see each other.

Don't be shy with those educational topics. I'm looking forward to hearing from you soon.



## NFDA FASTENER STANDARDS ACTIVITY UPDATE - Q3 2020

By John Medcalf

Just like the rest of the business world, standards organizations have adjusted to holding web meetings. After a brief lull in activity, work has resumed on a number of fronts.

### ASTM

Web meetings are being organized to take the place of in-person meetings in November.

### ASME

Meetings were held by web conference at the end of September. The ballots containing significant updates to ASME B18.6.3 on machine screws and tapping screws and B18.2.1 on hex bolts and cap screws are moving forward. Several ASME nut standards are being reviewed for revision with ballots expected in 2021. The ASME B18.21.1 washer standard is being revised, with a main topic being the inclusion of wedge-lock washers.

### ISO

Several web meetings have taken place over the summer, and the annual week of meetings in October has been scheduled virtually as well. Main points of discussion continue to be revisions to ISO 2702 on mechanical properties of tapping screws, the ongoing revision to ISO 898-2 on mechanical properties of nuts, and beginning development of a standard that will contain mechanical properties for fasteners larger than M39. Future work will also still consider revisions to ISO 898-1 on mechanical properties of externally threaded fasteners, ISO 16047 on torque-tension testing, ISO 15330 on hydrogen embrittlement testing, and ISO 10684 on hot dip galvanizing.

### SAE

SAE held its annual fastener committee meeting by web conference at the beginning of September. A number of comments were received during the ballot of SAE J1237 on metric thread rolling screws. These have been addressed, and a new ballot is being circulated. The revision to SAE J78 on self-drilling screws, with key topics of adding Style 4 and Style 5 points and reducing maximum core hardness, also received a number of comments during the first round of balloting. This also will be recirculated. Other topics of consideration are a comprehensive review of SAE J429 on mechanical properties of externally threaded products and a review of SAE J1701M on torque-tension tightening.

Please email your standards related comments, concerns, or questions to John at [standards@nfda-fastener.org](mailto:standards@nfda-fastener.org)

*Communication between NFDA members and the NFDA technical standard representative (the "Representative") through email or otherwise is provided by NFDA as a courtesy to its members. NDFA provides no assurance as to the accuracy, completeness, or timeliness of any statement made by the Representative to the member or fastener technical standards organizations. Neither NFDA nor the Representative makes any representation as to whether any statement of the Representative is consistent or compliant with fastener technical standards. Neither NFDA nor the Representative shall be responsible for any loss or damage suffered by the member or any other person as the direct or indirect result of any statement made by the representative.*

John Medcalf's appointment as the NFDA technical standards representative allows the NFDA membership not just visibility of standards activities, but also a voice in the process.

NFDA members are encouraged to express their comments or concerns relating to fastener standards. The only way to influence the process is to stay engaged and participate.

### MEMBERS CAN:

- Inquire about changes to drafts noted in quarterly reports
- Raise suggested revisions or technical updates to standards
- Ask general standards related questions
- Offer feedback to continue refinement of these articles

◆ MARKET YOUR BUSINESS THROUGH NFDA ◆

Interested in having an insert about your company in the next issue of *NFDA Today*? Contact Amy Nijjar to make the arrangements: [amy@nfda-fastener.org](mailto:amy@nfda-fastener.org) or 562-799-5519. You also can view information on our website. Click on Advertising in the menu.



**NFDA AWARDS SCHOLARSHIPS FOR FASTENER TRAINING**

Maria Barlas, engineering manager for Shamrock International (Itasca, Illinois) and Nick Suydam, general manager for Martin Fastening Solutions (Trenton, Tennessee) have been awarded NFDA scholarships for Fastener Training Week, an advanced fastener technical training program produced by the Fastener Training Institute®.

Scholarship applicants were evaluated based on the recommendations from their employers, personal achievements, work experience, and an essay. Identifying

information was redacted so that the team evaluating the applications did not know the names or employers of those applying.

This is a benefit for NFDA members only. The application can be found at [www.nfda-fastener.org/FTIScholarship](http://www.nfda-fastener.org/FTIScholarship). The next deadline to apply for a Fastener Training Week scholarship is **DECEMBER 1**.

For more information about Fastener Training Week, visit [www.FastenerTraining.org](http://www.FastenerTraining.org)



**YFP UPCOMING VIRTUAL EVENTS**

Young Fastener Professionals (YFP) is committed to providing educational and networking opportunities for ambitious young professionals desiring professional growth within the fastener industry. Due to the COVID-19 situation, many young professionals have missed out on events this year that would otherwise allow them to network with other industry professionals and learn industry-related knowledge, creating a need for such valuable interactions.

**Save the Date: DECEMBER 3** - Virtual Holiday Social

Please feel free to contact London Penland, [london@eurolinkfss.com](mailto:london@eurolinkfss.com), with any comments, questions or concerns related to these events or if you are interested in partnering with or getting involved in Young Fastener Professionals.



**TRAINING OPPORTUNITIES**

The Fastener Training Institute® offers the following opportunities to increase your fastener knowledge:

**NOVEMBER 17-18** - Webinar - Fastening 101 - Understanding Threaded Fasteners and the Industry That Produces Them

**DECEMBER 7-10** - Fastener Training Week - Cleveland, Ohio

NFDA members receive discounted registration on all FTI classroom seminars.

For more information and a list of all FTI events visit [FastenerTraining.org](http://FastenerTraining.org).



3020 Old Ranch Parkway Suite 300  
Seal Beach CA 90740  
562-799-5519  
[www.nfda-fastener.org](http://www.nfda-fastener.org)

**VICKIE LESTER**  
Executive Vice President  
[vl Lester@nfda-fastener.org](mailto:vl Lester@nfda-fastener.org)

**AMY NIJJAR**  
Deputy Executive Vice President  
[amy@nfda-fastener.org](mailto:amy@nfda-fastener.org)

# WELD PRODUCTS

**+ EXPANDED INVENTORIES +**

## HEX WELD NUTS

W82	Hex Weld Nut (Inch & Metric), Long Pilot, 3 Projections, Plain Steel
W83	Hex Weld Nut (Inch & Metric), Short Pilot, 3 Projections, Plain Steel
W84	Hex Weld Nut (Inch & Metric), Long Pilot, 6 Projections, Plain Steel
W85	Hex Weld Nut (Inch & Metric), Short Pilot, 6 Projections, Plain Steel
416	Hex Weld Nut, DIN 929, 3 Projections, Plain Steel
V07	Hex Weld Nut, Short Pilot, 3 Projections, 18-8 Stainless Steel

## SPOT WELD NUTS

W86	Spot Weld Nut (Inch & Metric), Single Tab, With Target
W87	Spot Weld Nut (Inch & Metric), Single Tab
W88	Spot Weld Nut (Inch & Metric), Double Tab
W89	Spot Weld Nut (Inch & Metric), Dual Rib Projection
W90	Spot Weld Nut (Inch & Metric), 4 Projections
W91	Spot Weld Nut (Inch & Metric), Single Tab, Single Projection

## RETAINER WELD NUTS

W92	Retainer Weld Nut
-----	-------------------

## HEADED WELD STUDS

W93	Headed Weld Studs (Headed Concrete Anchors and Shear Connectors)
W94	Ferrules (Heavy Duty, Flat, Inside/Outside, Vertical, and Thru Deck)

## FLANGED CAPACITOR DISCHARGE (CD) STUDS

V20	CD Studs Mild Steel, Copper Plated
V21	CD Studs Stainless Steel
V22	CD Studs Aluminum



# BRIGHTON-BEST INTERNATIONAL

www.brightonBEST.com • 1 - 8 0 0 - 2 7 5 - 0 0 5 0



# FLANGED CAPACITOR DISCHARGE (CD) STUDS

AVAILABLE  
NOW

MADE IN  
USA

## Mild Steel, Copper Plated

- BBI# V20
- Diameters: 6-32 through 1/4"
- Lengths: 3/8 through 1-1/2"



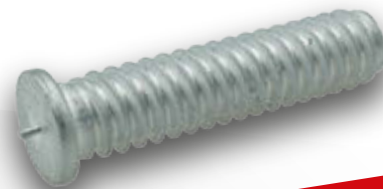
## Stainless Steel

- BBI# V21
- Diameters 6-32 through 5/16"
- Lengths: 3/8 through 1-1/2"



## Aluminum

- BBI# V22
- Diameters 10-24 through 1/4"
- Lengths: 1/2" through 2"



- Material certifications, C of C's available. PPAP's available on special orders
- Other sizes, styles, and materials available by special order
- Available throughout BBI network



# BRIGHTON-BEST INTERNATIONAL

www.brightonBEST.com • 1 - 8 0 0 - 2 7 5 - 0 0 5 0



# CLIC<sup>®</sup> HOSE CLAMPS

Caillau CLIC Clamps provide a solid grip on hoses and are engineered to withstand temperatures ranging from -40°C to +140°C. CLIC Clamps are used in many markets including automotive, industrial, and aerospace. CLIC Clamps are made of stainless steel and provide:

- High clamping force & circularity
- Color coding for multiple diameters
- Efficient spring function
- Resistance to pull-off, disconnection and vibration stresses
- Quick assembly & disassembly

Advance Components is a master stocking distributor of Caillau CLIC products. All CLIC clamps are IN STOCK and ready for same day shipping.

Contact Advance for applications support, quotes and samples.



CLIC E

CLIC

CLIC R



CLIC PLIER TOOL

# AMPG

## HARD-TO-FIND AND SPECIALTY FASTENERS



AMPG's commitment: "Beautiful Parts Right Now" describes what we do every day. We design, manufacture and stock hard-to-find fasteners, fittings and industrial accessories for immediate delivery.

AMPG  
www.ampg.com



Search our beautiful fasteners at [ampg.com](http://ampg.com).

8090 Woodland Drive | p: 317.472.9000  
Indianapolis, IN 46278 | f: 317.472.9010



# UNIQUE MANUFACTURER

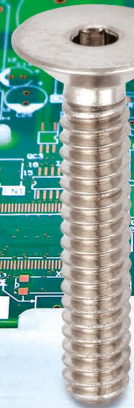
# UNIQUE FASTENERS



BUTTON HEAD  
CAP SCREW



ULTRA-LOW HEAD  
CAP SCREW



100° FLAT HEAD  
CAP SCREW



EXTRA TALL  
CAP SCREW



Beautiful Parts. Right now.



Search our beautiful fasteners at [ampg.com](http://ampg.com).

8090 Woodland Drive  
Indianapolis, IN 46278

p: 317.472.9000  
f: 317.472.9010



# FASTENING & ASSEMBLY SOLUTIONS

For Automotive & Commercial Vehicles, White Goods, & Industrial Applications



Reusable Locking Washers



U-Nut Tapped Barrel

RIV-FLOAT® Blind Inserts



## Over 5,000 Specialty Engineered Fasteners

Select from a wide range of Speed Nuts®, Palnuts®, Panel Clips, and Wire Management solutions. Visit [huyett.com](http://huyett.com) for a complete listing of ARaymond Tinnerman, AVK Industrial Products, and Sherex Fastening Solutions parts at great prices, with low minimums, and easy ordering.

When You Choose G.L. Huyett, you get...

- A Supply Chain Partner
- Inventory Management Programs
- Collaborative Engineering
- Market Intelligence
- Custom Solutions
- Blind Drop Shipping
- Custom Manufacturing
- E-Commerce
- Global Procurement
- Best-In-Class Brands
- Performance Reviews



[sales@huyett.com](mailto:sales@huyett.com) | 785-392-3017 | [www.huyett.com](http://www.huyett.com)

ISO 9001:2015 CERTIFIED



# DISTRIBUTION SUPPORT TEAM

Supporting Our Distributors' Product and Application Needs

**Terry May**  
Prowest Marketing, Inc.  
Vancouver, WA  
(360) 921-3898

**Dan Harriger**  
Vice President – Sales  
(440) 263-7259  
dan.harriger@huyett.com

**Jim Flannery**  
Regional Sales Manager  
(319) 427-0405  
jflannery@huyett.com

**Bob MacPherson**  
Regional Sales Manager  
(224) 251-0914  
bmacpherson@huyett.com

**Dave Audia**  
Director of Sales  
(330) 715-7826  
daudia@huyett.com

**Tom Bello**  
Regional Sales Manager  
(716) 342-7027  
tbello@huyett.com

**Dewey Oxner**  
Regional Sales Manager  
(803) 636-6808  
doxner@huyett.com

**Andy Roach**  
Regional Sales Manager  
(470) 586-1766  
aroach@huyett.com

**Chris Bell**  
Regional Sales Manager  
(785) 392-7651  
cbell@huyett.com

**Jason Mizner**  
Regional Sales Manager  
(480) 320-8152  
jmizner@huyett.com

**Se Habla Español**  
Para servicio al cliente en Español  
llama al 785-392-1000 o escríbenos  
a espanol@huyett.com

**G.L. Huyett Corporate Office  
Manufacturing and Warehouse**  
PO Box 232  
Exit 49, G.L. Huyett Expressway  
Minneapolis, KS 67467  
Phone: (785) 392-1000  
Sales: (785) 392-3017  
Fax: (785) 392-2845  
sales@huyett.com

**G.L. Huyett Tennessee Warehouse**  
435 Washington Street Suite 103  
Collierville, TN 38017  
Phone: (901) 854-5640  
Fax: (901) 854-5702  
sales@huyett.com

**G.L. Huyett Arizona Branch**  
10199 W Van Buren St. Suite C-6  
Tolleson, AZ 85353  
Phone: (888) 936-1466  
Fax: (623) 936-8909  
sales@huyett.com

**Legend:**

- Terry May
- Dan Harriger
- Jason Mizner
- Tom Bello
- Dave Audia
- Dewey Oxner
- Andy Roach
- Jim Flannery
- Bob MacPherson
- Chris Bell

Proud Distributors of



## Leaning Into Lean For Business

Lean thinking is all the rage in business. It's a process both simple and profound, practical and philosophical.

Although lean thinking is typically applied to manufacturing, lean techniques and focus are applicable anywhere there are processes to improve, according to Gary Cravens, president of Texas-based master distributor Advance Components.

"Lean is really simple," Cravens explained. "It's about doing more with less. The customer doesn't want to pay for anything that doesn't create value for them."

But what is lean? Is it a process for improving efficiency, quality, or costs?

"It's all of the above," explained R&D Fasteners general manager Ryan McCaffrey.

According to the Lean Enterprise Institute, the term "lean" was coined to describe Toyota's business during the late 1980s by a research team headed by Dr. Jim Womack at MIT's International Motor Vehicle Program.

"The core idea is to maximize customer value while minimizing waste," the Lean Enterprise Institute states. "Lean means creating more value for customers with fewer resources."

But before you introduce lean principles into your business, it's important to prepare your management team for the change.

**Set clear goals.** You need to communicate the end goal with everyone on the team.

Answer this question: What are you trying to achieve?

Your goal might be to optimize workflow for faster deliveries or increase overall profitability. Whatever that goal is, it needs to be clearly defined in order to motivate people to achieve it.

**Establish a lean mindset.** Once you know what you want to accomplish, you need to integrate the lean mindset within your team. Explain what lean is and make sure your team understands its benefits.

"The lean process is about delivering superior customer value by eliminating waste but also cultivating an environment of shared leadership where your team members receive more responsibilities and seek continuous improvement," according to *The Core 5 Principles for Implementing Lean*. "Once your colleagues understand that, they will be more likely to embrace the change."

**Start small.** Start with a single team before spreading lean principles across departments. Only select people who are enthusiastic and influential.

Once you've prepared your team, take specific actions to apply lean to your business.



*Advance Components*

Founded by Womack and Dan Jones, the Lean Enterprise Institute recommends thinking about three issues to guide the lean process:

- Purpose: What customer problems will the process solve?
- Process: How will you assess each major value stream to make each step valuable, capable, available, adequate, flexible?
- People: How can you ensure that “every important process has someone responsible for continually evaluating” it for purpose and lean process?

For Advance Components, the core of its lean focus is about creating value from a customer’s perspective.

- No extra inventory.
- No extra transportation.
- No unnecessary waiting / steps in any process.

“Customers are busy,” Cravens explained. “You need to train employees how to figure this out.”

Transactional employees merely processing orders can’t get this process done, he noted. So businesses need to invest in training people.

“Empower your people to make decisions. That’s lean thinking.”

It’s also important to get departments to communicate internally and then hold them accountable for implementing improved processes.

Ryan McCaffrey said some employees inadvertently value waste because of legacy processes. But those processes must be streamlined to eliminate every unnecessary step.

A lean company needs everybody - ownership, management, and employees - “thinking the same way and working together,” McCaffrey explained.

It’s remarkable how many steps you can streamline to save time, added R&D Fasteners sales manager Chris McCaffrey.

“You want to get as efficient and value-added as possible.”

Advance Components defines value as “something the customer will pay for” (such as additive activities and information). Waste is “anything that does not add value from the customer’s perspective (inventories, transportation, wait time, processing, excessive motion, etc.).

“If you can’t line-item it to a customer on an invoice, then your customer isn’t willing to pay for it,” McCaffrey stated.

Understanding the difference between value and waste is critical to understanding lean thinking in distribution, according to Cravens.

So how can fastener companies use lean principles to transform their businesses? Cravens advised these action items:

Take the time to observe processes.



**Advance Components**

- Eliminate pointless process steps. Think about consolidation. Focus on quality
- Reduce time spent waiting for pricing, orders, other people, or information
- Error-proof processes for accuracy
- Flow processes together when possible
- Change priorities.

Use KPIs and scorecard tracking.

- “What gets measured gets done!”
- Think about what runs your business (accuracy, timeliness, productivity in warehouse; margin retention, sales growth, profitability, average order size, productivity in customer service; inventory turns, carry costs of inventory in procurement)
- Improve communication. Create environment for open discussion, post scoreboards in work areas where people work, hold weekly team meetings.



*Advance Components*

Understand the customer.

- Develop strategic approach, understanding customer’s sometimes conflicting requirements, adjust metrics/goals/targets to be responsive, focus on customer satisfaction.

As part of its lean transformation, Advance Components bought equipment, created routine team meetings, and established a documented safety program. The company also invested \$100,000 in its shipping and receiving facility to streamline productivity and increase capabilities. The result has been new business for the master distributor.

“You scale up to meet one customer’s need and other customers respond,” Cravens stated.

For Cravens, the most important step in adopting lean in your business is to take time to stop and observe how things get done, something he said you need to do numerous times. “Amazon and Wal-Mart are kings at this,” Cravens noted. “They drive costs down.”

Even a simple office process like invoicing can be improved through lean.

Ryan McCaffrey encouraged fastener companies embarking on their lean journey to study lean principles by reading books, attending seminars, and hiring consultants.

R&D Fasteners brought in a manufacturing engineer with an emphasis on lean principles to help the company walk through projects and be their champion.

“You have to find a champion and focus on change from the top down.”

Transforming your company into a lean enterprise takes time, resources, and effort beyond daily operations in order to succeed.

Some companies might try one or two ideas and implement lean principles selectively, but for a company to be successful in a lean journey, you have to look at it as exactly that.

“Lean is a mindset which says you’re never satisfied with the current state of operations,” Chris McCaffrey stated. “You need to focus on achieving innovation by searching continually for breakthroughs.”

Implementing lean takes dedication, passion, training, goals and tracking. Ownership and management must buy in, though the real work is done from the bottom up. Management should expect employees to try lean and participate, but it's important to remember that people are not robots, explained Chris McCaffrey. You have to show them respect to get effective buy-in.

"You work through it and get better at it as you go," stated Chris McCaffrey.

Lean must become a central part of your company culture to be effective, added Ryan McCaffrey.

"You have to think lean in everything you do in order to transform your company."

Ryan McCaffrey said adopting lean principles in his company transformed R&D Fasteners from a single entity into three integrated companies: a fastener manufacturer, a CNC precision machine shop, and a materials testing lab. The companies cross-utilize resources but are able to attract new business by operating separately, he explained.



Cost analysis shows results for R&D Fasteners. The company has achieved 10-15% improvement in some areas and 50% improvement in others.

"You have to measure things," Cravens added. "And don't be afraid to make those initial investments."

**Tips For Lean Transitioning** (from *The Toyota Way* by Jeffrey K. Liker)

**Start with action.** "The best way a company can develop this is through action to improve the company's core value streams."

**"Do" first and train second.** "In the early stages of lean transformation there should be at least 80% doing and 20% training and informing."

**Demonstrate lean.** "In a service organization, (highlight) one complete business process from start to finish."

**Make it mandatory.** "If a company looks at lean transformation as a nice thing to do in any spare time, it will simply not happen."

**Seize the opportunity.** "When a company does not yet believe in the lean philosophy heart and soul, it is particularly important to achieve some big wins."

**Build on company roots.** "It is OK to borrow some of the insights, but you need to put them in your language in a way that fits your business."

**Use experts for quick results.** "If you want a lean organization, you need to get lean knowledge into your company."

*If you have suggestions for future issues of Random Threads, send them to [info@pac-west.org](mailto:info@pac-west.org)*



3020 Old Ranch Parkway, Suite 300, Seal Beach, CA 90740  
Phone (562) 799-5509 Fax (562) 684-0695  
[www.pac-west.org](http://www.pac-west.org) [info@pac-west.org](mailto:info@pac-west.org)



THE GO-TO SOURCE FOR WIRE FORMED  
PRODUCTS SINCE 1914

## YOUR SOURCE FOR STANDARD AND SPECIALIZED WIRE FASTENERS

Western Wire is a proud USA manufacturer and leader in the wire forming industry for over 100 years. With a diverse line of standard and specialized industrial wire products and fasteners. We offer our products in various sizes, shapes, materials and finishes.

- Cotter Pins
- Hitch Pin Clips
- S-Hooks
- V-Hooks
- Spring Pins
- Safety Pins
- D-Rings
- Key Rings
- Ring Clips
- Perforated Hanger Bar



## CHALLENGE US WITH ALL YOUR CUSTOM WIRE REQUIREMENTS

Western Wire offers custom wire forming capabilities in both prototyping and small volumes - to large multi-million unit orders - in complex or simple shapes. CNC forming capabilities and multi-slide/four slide wire forming and stamping. Custom products are available in wire diameters from .016" to .625" or .4mm to 16mm.



### Western Wire Products Co.

770 Sun Park Dr, Fenton, MO 63026

Toll-Free: 800-325-3770 | Fax: 636-305-1119

Email: [sales@westernwireprod.com](mailto:sales@westernwireprod.com)



for more info visit us online at

[www.westernwireprod.com](http://www.westernwireprod.com)