

The Power Transmission Distributors Association is the leading association for the industrial power transmission/motion control (PT/MC) distribution channel.

A Tale of Three Integrations

Mergers and acquisitions are on the rise across all industries and the PT/MC marketplace is no exception. Not even a global pandemic could sideline M&A activity. Economies of scale and scope, increased market share, tapping into new markets and fresh talent – all can bring great reward. But what obstacles do companies anticipate? How do they ensure clear, seamless communications to customers as well as to business partners and suppliers about what they can expect? How do they make certain their most valuable asset – their employees – feel engaged and cared for? What is the measure of success?

There is no standard roadmap for strategizing and navigating an acquisition and integration. Highlights from recent interviews with executives from three PTDA distributor member



companies shed light on the ins and outs of strategizing and executing a successful vision.

Motion

An active participant in the M&A market, Motion set a new bar earlier this year with its acquisition of Kaman Distribution Group (KDG). When the largest distributor in the PT/MC space acquires the third largest, one can imagine the strategizing.

“We knew KDG as a competitor, and we respected them as one,” says Motion

President Randy Breaux. “We also knew there was alignment: strategic, cultural and good talent. We were attracted to the prospect of expanding our business in the areas of automation, fluid power and conveyance over the years – essentially three companies in one. We were able to add that business into our existing businesses and it’s been a very nice fit. The automation business is now part of Motion Ai, which is our automation intelligence business. The fluid power business we combined with the Motion fluid

continued on page 3



Take a look back at networking in Nashville

See page 8



PTDA honors Warren Pike recipient Michael Cinquemani

See page 11



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See page 15

Crazy Times. Positive Thoughts.



Rob LaRue
Baldwin Supply Co.

Rob LaRue is president, Baldwin Supply Co., and a member of the PTDA Board of Directors. You can email him at rlarue@baldwinsupply.com.

It is an understatement to say the last three years have been unprecedented times. A pandemic, lockdowns, work from home, a supply chain crisis, extraordinary demand, rising inflation, labor shortages, raw material shortages, rapidly rising energy prices, social unrest, global crisis, a polarizing political environment, etc. Despite it all, business has remained resilient and strong! I think we all deserve praise for leading our teams, partners and businesses through the craziness. What have we learned? What positives can we take away? Here are a few of my takeaways.

Our industry is essential and fundamental to keeping our economy and the world moving.

We can all take pride in the fact that while the world was shut down, we did not stop. On top of that, business has been very strong despite all the challenges. There is considerable variety and diversity in the industries we service, and we are a vital cog in virtually all. The stability, variety and scale of our industry are great qualities to sell to our future workforce.

The team is the foundation for success.

I am sure we all have endless examples of individuals within our companies stepping up on a daily basis. In the early days of the pandemic, front-line workers stepped up when offices were closed and product needed to move. Despite the ongoing uncertainty and change, the commitment and dedication within our companies has been commendable. Moreover, the labor shortages forced our people to go above and beyond.

Technology is a continuous investment.

It cannot be understated how much more imperative technology has become in all aspects of our businesses. Zoom, Teams, remote setups, cyber security, data, AI, B2B, analytics, robotics...the list goes on. There have been major changes over the last few years to say the least.

Stay positive and focus on what you can control. The amount of fear, uncertainty and doubt has been never-ending. I am

sure you can quickly come up with a list of challenges impacting your business. With all this craziness, it's easy to become negative and overwhelmed. It has led to employee frustration and burnout. Although it is not always possible, displaying "situational awareness"—remaining positive and focusing on what you can control—has been a key component of successful businesses and individuals. It keeps us moving forward!

Master the fundamentals. The best of the best, regardless of occupation, team or business, understands the fundamentals. When times get difficult or when issues and challenges arise, having a foundation of strong fundamentals makes the tasks easier. We all can get caught up in big strategy, big ideas and big problems. Mastering the fundamentals is the foundation of success.

Communication, communication, communication. Over the last few years, tough and honest conversations have been a must. All progress starts by telling the truth. We all know what happens if you assume.

Thank your associations and networks. PTDA and other industry associations have been there for us with data, tools and resources to help us navigate these times. The networks and friendships we have within our industry are a wonderful support system.

Despite all the obstacles and challenges, it has been the distributors' time to shine. These challenges and difficulties have created many opportunities. We have been forced to go the extra mile for our customers and vendors to be an extension of their teams. We create value in so many ways.

We are more resilient. Difficult times and new experiences are opportunities to learn and grow. We all have the potential to be stronger because of what we continue to work through.

There are positive by-products from all situations. What is on your list? Reflection is a powerful exercise. ■

A Tale of Three Integrations *(continued from cover)*

power business into a new brand, Mi Fluid Power Solutions. We are in the process of consolidating the traditional KDG branches into Motion branches. Customers are enjoying the benefits of the added value services Motion provides, suppliers are enjoying the benefit of scale Motion now brings.”

A 60-person integration team, with Breaux at the helm, began with straightforward communication from the top down. “Somebody once told me, ‘Just tell people the truth; they can handle the truth but what they can’t handle is not knowing what the truth is,’” says Breaux. “We try to be very direct and transparent and not have hidden agendas. When we acquired KDG, that’s exactly what we did.”

Because Motion designed a solid integration plan, Breaux says the communication plan was simple. “First, we communicated with our own people, but also to the team and employees being acquired. Their lives were going to change in a big way,” he says. “I filmed a weekly video update for the first few months for the employees of KDG to keep them informed of next steps and that, I think, really put their mind at ease. Having them all hear the same message removes a lot of the guessing and builds team camaraderie early on.”

Credibility can slip quickly if messaging isn’t synonymous across all channels and levels. Breaux says continuing with video updates has worked well. “I record a monthly video which is released to all employees two weeks into the month, once we have our updated financial numbers, and I address the state of the business. We also conduct site visits, so we get to meet and know some of the new teammates.”

Beyond communication lay the task of physically relocating the newly acquired employees to bring them into the Motion fold. “Part of the rationale behind the acquisition was to merge



and consolidate locations within the same market to reduce the footprint and associated costs, but not reduce the number of employees,” says Breaux. “We first bring the two branches together into the same building and allow them to work closely with each other, so they begin to understand each other and develop relationships. Once that is established, we bring them onto the same systems. The KDG employees have been the biggest surprise in the acquisition because they’ve been so happy to be part of Motion. They understand we’re not going to be looking to spin them off in the years to come, they’re part of the Motion team now and they will be for the rest of their careers if they choose.”

Breaux says Motion has gone through a cultural transformation in the last four or five years. “Rather than having everybody think of their business unit or branch as singular, we want them to think more collective and team oriented,” he says. “We’ve branded that initiative as One Motion. What’s good for one should be good for all and what’s good for all should be good for one. That idea is a natural fit with the KDG acquisition, so whether you’re in a branch, or our automation group or conveyance group, we’re still One Motion.”

“The bottom line is you must communicate with people. The one thing people want out of a job is security; they want to know they have a job and if you don’t give them that peace of mind,

then you’ll encounter other issues. Transparency and communications are second only to having a solid acquisition strategy. If you don’t, it will wreck you.”

Allied Bearing & Supply

For smaller companies, like Allied Bearing & Supply, the job of not only overseeing an integration but also being hands-on for the management and day-to-day processes falls to the father-son leadership team of Jim and Mike McLain. Allied acquired Stephens-Harris and its staff of six employees in late 2019.

“You don’t just flip a switch,” says Mike. “There’s a great deal more hands-on learning than you might find at a larger company. In the beginning, they worked out of their office, so we didn’t really change anything. In March 2020, we began remodeling our offices so we could bring them over.”

“Part of the trick was making them feel like they belonged here,” adds Jim. “There was more skepticism on both parts as to how things would meld.”

The transition wasn’t seamless. The Stephens-Harris team brought tremendous brain trust but not solid systems and protocols. “Most of their orders were handwritten then entered into the computer, so that brought a learning curve,” says Mike. “Also, while both our companies had some overlap in product, the majority of product lines were ones they didn’t work with and vice versa.”

continued on page 4

“The ‘how to’ part can become time consuming. The newest employee we have joined us four or five years ago. Then, we bring in the other team who understand what they’re doing, but don’t know how to do it on our system. In many ways, it’s a larger challenge than just bringing in someone completely new to teach from the ground up.”

Despite the growing pains, Allied channeled the diverse business acumen and experience of both teams into opportunity. “Capitalizing on the strengths of each other allows us to grow the business in different directions than before,” says Jim. “They opened our eyes to new avenues for business.”

“They are good at taking something, shuffling the parts and making it do something different,” adds Mike. “That was a niche for them but moving that process to a computer was very difficult. We were faced with questions like, ‘How do we deal with this? How do we build it? How do we process the orders that are coming in for machine repair?’ That’s where our learning curve was steep.”

Creating efficiencies extended beyond billing and computing. Allied had never operated a machine shop, whereas Stephens-Harris was a fabricator, designer and builder of conveyors. Allied also inherited an antiquated injection molding machine in the acquisition. They opted to scrap it and find a suitable supplier who offers competitive pricing on the needed parts.

“The acquisition brought us into that arena a bit,” says Jim. “We can’t do everything they do because we don’t have that much space, but we can work with other people to get it done,” says Jim.

Not all issues resolve so quickly. “Website migration is one of the things we didn’t do particularly well, and we continue to focus on improving,” says Mike.

“Overall, our top concern was the smooth integration of our employees,” says Jim.

“There were a few people who were long-time employees of Stephens-Harris and were troubled with the change, and I’m proud of the way we managed their concerns and helped them get acclimated. By keeping the employees happy, you’ll keep the customers happy.”

“For the smaller companies engaged in an acquisition, I think flexibility and communication is key,” says Mike. “It’s easy to say but one of the hardest things to do. When something goes wrong you can’t just finger point. You must remain focused on finding a solution.”

“Have patience, work hard on employee integration, keep an open mind and be flexible,” says Jim. “You have to work hard and expect something to go wrong.”

FICODIS

With plans to grow from a \$290 million to a \$500 million business in the next three years, Canadian-based FICODIS is fueling its pipeline through its acquisition of independent distributors that provide products to manufacturers and small, mid-size and large enterprises. Currently, FICODIS employs 600 specialists across 35 companies. Rather than consolidate its newly acquired distributors, FICODIS employs a different approach.

“Our model is very unique,” says Frank Mascia, executive vice president, FICODIS. “We are part of a Descours and Cabaud, a €5 billion business, yet our business model is to remain a company of small distributors to maintain a privately held, family business culture. We acquire companies but wish to retain their independent culture. In fact, we go out of our way to not change the local business, instead focusing on empowering the company leaders to remain.”

The acquired company joins one of four specialty product groups established by FICODIS, but as Mascia shares, “Our goal is not to convert them and make them a FICODIS brand. For example, we prefer

to keep Reliable Bearing Co., Ltd. as its own brand.”

Once acquired, and with little to no formal employee integration needed, FICODIS directs its attention to providing the independent distributors with additional tools and coaching to help them evolve and advance their business. Because companies and locations are not fully absorbed by FICODIS, employee management and communication remain largely in the charge of the individual distributors.

“We create processes to offer companies back-office support. For example, we’ll put them on our B.I. or business intelligence system, so they clearly see their sales numbers and how their business is developing and on track to evolve. One of the challenges with the small businesses is they always get stuck on how to scale further.” Frank’s role is to coach and mentor the leader so that they begin working at a higher level within the specialty group.

As with any company, FICODIS has distinct criteria in determining the proper fit. “We first want to ensure the leader of that company is of our entrepreneurial mindset,” says Mascia. “The second thing is that they truly are specialists in their business. We drive synergies through back-office support, assisting them with finance and other things, but the front end of the business, the actual sales side, we keep intact and counsel them in taking the business to the next level. Lastly, we ensure they geographically align with our goal to grow within the Canadian provinces of Quebec, Ontario and in the northeastern United States.”

“We’re about maintaining a group of specialists and to be a house of brands (which are the companies themselves). The FICODIS model is not to integrate companies, dilute specialties and become a house of generalists. We are a group of entrepreneurs who empower leaders to scale their existing businesses,” says Mascia. ■

Hafeez Hameer Receives 2022 Robert K. Callahan Future Leader Award

Hafeez Hameer's career in the PT/MC industry might be called fortuitous. Despite growing up with a father, and later a brother, who worked in the PT/MC industry, following their lead didn't hold much attraction for Hameer. It was only eight years ago he embarked on a career in the PT/MC industry, opening doors for tremendous leadership opportunities and both personal and professional growth.

Joining Dichtomatik Americas (now Freudenberg-NOK) in 2014 as national account manager for North America, Hameer's strong business ethics, hard work and relationship-building resulted in double-digit sales growth for the company over several years. He was instrumental in implementing data cleansing/analytics market analysis and new product initiatives with one of the largest distributors, also resulting in increased sales. Today, Hameer is the business development manager at Garlock Sealing Technologies for its KLOZURE® division.

Hameer attributes a great deal of his success to his father, Zahir. Joining the industry as his father was nearing retirement, together they enjoyed knowledge building and networking at PTDA Industry Summits, Leadership Conferences and other events. Each was an important milestone in Hameer's success and the impetus for leveraging his experience to recruit and cultivate fresh talent and new leaders within the industry.



Hafeez Hameer receives the 2022 Robert K. Callahan Future Leaders Award from PTDA Foundation President Bill Moore during the PTDA Industry Summit.

His enthusiasm for growth and advancement within the PT/MC industry is reflected in Hameer's work with the PTDA Foundation, where he serves on the Board of Trustees and was the Funding Committee Chair for 2022. He is passionate about making the industry more accessible to those who may not know about it and improving it for those who currently work in it.

"Last year at the Industry Summit, I was able to connect with first time attendees at their exclusive networking reception and counsel them on how to build relationships, to really immerse themselves and maximize its offerings," says Hameer. "A few months later, someone I spoke with at the First Timer reception sent me a message on LinkedIn, thanking me for my time and advice because they were able to make a connection based on my advice. That has stuck with me."

Industry peers describe Hameer as someone who "leads with integrity, excitement and sincerity at Garlock and PTDA." He is not afraid to try new innovative ideas and presents well-thought-out ideas with enthusiasm and logic. Hameer's self-proclaimed fulfillment lies in building connections with people, opportunities, products—earmarks of a true leader. Like the award's namesake, he never fails to demonstrate his dedication and desire to better the PT/MC industry.

"In growing my own career, I've made it a point to seek out advice from my peers and colleagues and the takeaway has been tremendous," says Hameer. "To continue to help shape the growth of our workforce, I see it as my role—and everyone's in the industry—to recruit and influence new leaders. I'm excited to keep at it." ■

Send your congratulations to Hafeez at hafeez.hameer@garlock.com. Learn more about the Robert K. Callahan Future Leaders Award at ptda.org/CallahanAward.

#WhyIContribute



"The power transmission and motion control industry has provided a great career for me and my family. My wife and I believe we need to invest back into this industry so we can continue to bring in the talent that is going to make the industry better but also continue to help families develop and grow."

**PTDA Foundation
President Bill Moore**
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Sales in the Post-COVID Marketplace



Martin O'Neill

Flexco

Martin O'Neill is regional director North America, Central America and Europe, Flexco. You can email him at moneill@flexco.com.

Customer behavior is changing at a staggering pace, thanks to COVID-19, making digital adoption necessary for survival. When the pandemic recedes, sales and service organizations will have to continue to accommodate new attitudes and behaviors. Leaders must take immediate action to meet customer expectations in the post-crisis era.

When the pandemic hit, we quickly learned there would be no return to the old ways of operating. We prepared for a future focused on value creation, digital transactions and further development of customer relationships.

This crisis will fundamentally alter how companies engage with customers, setting the stage for unprecedented opportunities. Digital transformation will be critical to the success of any organization, including:

1. CRM: Incorporating an effective customer relationship management (CRM) package into our sales/service organization was critical. At its core, CRM is all the activities, strategies and technologies companies use to manage their interactions with current and potential customers. CRM creates a simple user interface for a collection of data that helps businesses recognize and communicate with customers in a scalable way.

2. Increase focus on value selling: Build value proposition models showing dollar savings or hours saved by implementing end-user focused product solutions.

3. Use of collaboration tools: Tools like videoconferencing have become more prevalent, and in many cases, have proven to be more efficient, and certainly less costly than in-person meetings.

4. Build and scale inside sales: An inside sales team helps your company become a well-oiled sales machine. From phone to video calls, team members can work independently yet cohesively to generate interest and sales. As sales development representatives (SDRs), they can qualify leads, target new accounts and follow up with leads to schedule meetings—freeing sales reps to spend

time selling to qualified leads. Per HubSpot, businesses with inside sales reps do 42.5 percent more outreach to prospects than those relying primarily on outside sales.

5. Focus on emerging trends: Ensure you remain focused on emerging trends and on industries seeing significant growth, e.g., parcel/warehousing and food versus heavy mining, to know where to focus selling efforts and increase the likelihood of better ROI.

6. Use analytics to better understand business performance: Benchmarks for your digital transformation show a clear picture of your operations. Analytics and business intelligence platforms drive observability and insights by measuring the efficiencies of processes and teams across your organization. Instead of relying on gut feelings or anecdotes, analytics give you answers to questions you never thought to ask, revealing where your business most needs to transform.

7. Develop an e-commerce platform: E-commerce platforms have evolved. Today's best cloud-based e-commerce platforms integrate both front- and back-office systems to provide a unified business environment that is easily scalable, endlessly customizable and provides timesaving automation functionality. These platforms enable a seamless shopping experience across all channels as well as flexibility and adaptability to keep pace with business, reduce operational costs, increase efficiencies and eliminate the hassles of managing hardware and software.

Sadly, the pandemic led to organizations limiting business activities. Those remaining are dealing with the harrowing aftermath.

Adjusting to this new reality means businesses must revamp their sales and marketing strategies, finding innovative ways to entice customers. Tapping into their consumers' purchase decisions today, businesses can gain actionable insight, develop a profitable sales strategy and adapt to the new hybrid consumer culture. ■

Shawn Marken, BDI, Receives the 2022 Woman of the Year Award

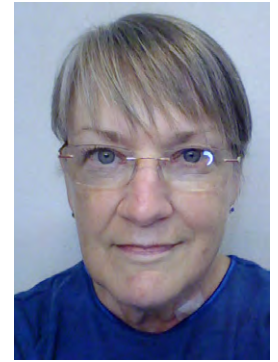
Opportunities often present themselves in unlikely ways, as evidenced through Shawn Marken's career journey. She entered the PT/MC business at a time when women were not given many opportunities for advancement, beginning her career at Bearing Service Co., Inc. as an administrative assistant creating customer invoices. Thus began a passion for working with manufacturer part numbers. "I loved learning how the prefix and suffix of the manufacturing part number can tell you a lot about an item. I loved it so much in fact, that I stayed in this industry."



Now 48 years later, Marken has advanced into various leadership and management positions—from personnel supervisor to insurance administrator, to database editor and many more. She gained knowledge and respect along the way, helping other women advance and building a team that contributes to the success of BDI's business and the industry. "During each stage of her career, Shawn always taught and mentored those around her and had a mindset for continuous improvement and automation," says Bill Shepard, vice president, BDI.

Marken is the manager of BDI's Priority Accounts Data Support Team. She and her team manage large customer files

ranging from 500 to 40,000+ lines, performing sales analysis, organizing contract quotes and loading customer info into the BDI system. "There are not any significant priority account relationships that Shawn hasn't played an integral role in winning, implementing and optimizing," says Shepard.



Shawn Marken, BDI

As a woman in the industry, Marken believes it's key to advocate for oneself. "Ask questions and always be looking for opportunities to advance your skills. Don't be afraid to try new things. Recognize and feel good about your own accomplishments, and do not expect or depend on kudos from anyone else."

Marken leads a small team of men and women and makes it a point to celebrate everyone's achievements, paying forward the support and guidance she received early in her career. "Everyone needs a good working environment where they feel they are contributing," she says. "All managers need an open mind and to do the necessary reading or training on what motivates the next generation."

Her business acumen as well as her desire to grow the knowledge and experience of her team makes Marken a sought-out colleague. As one co-worker describes her: "Shawn is not a manager. She is a leader. She has shown an abundance of patience, kindness and understanding. She is constantly busy with her work, but always makes time to not only answer questions our team has (and we have a lot), but she makes it a point to TEACH us the answers. Shawn is an incredible asset, and I am very fortunate to be able to learn from her daily."

"Shawn has built a foundation of excellence in data management and process automation that has been taught to many others within our company," says Shepard. "She is one of the primary resources that has enabled BDI to grow the priority accounts' business over the past 15-20 years—one of our largest and fastest growing segments." Marken led and participated in the successful implementation of complex product information management systems (PIM), data cleansing and manipulation tools, ERP systems, inventory control systems and many other applications that are the foundation of how BDI does business today.

"I've always believed that if you like what you do, you'll never work a day in your life, and that's how I feel about my career in this industry," says Marken. ■

Send your congratulations to Shawn at smarken@bdi-usa.com.

Learn more about the Wendy B. McDonald Woman of the Year Award at ptda.org/WBMcDonaldAward.



PTDA 2022 Industry Summit

Business conversations, networking and camaraderie as well as a bit of country-inspired fun were all outcomes of the PTDA 2022 Industry Summit in Nashville. Exceeding the most recent pre-pandemic attendance numbers, nearly 450 of the industry's top executives shared stories and exchanged ideas over three days.



The PTDA Women in the Industry Social Hour brought conversation and networking with a specific focus. Sara Zimmerman (Sumitomo Machinery Corp. of America, second from right) led an informal conversation based on the podcast, "Sorry Not Sorry."



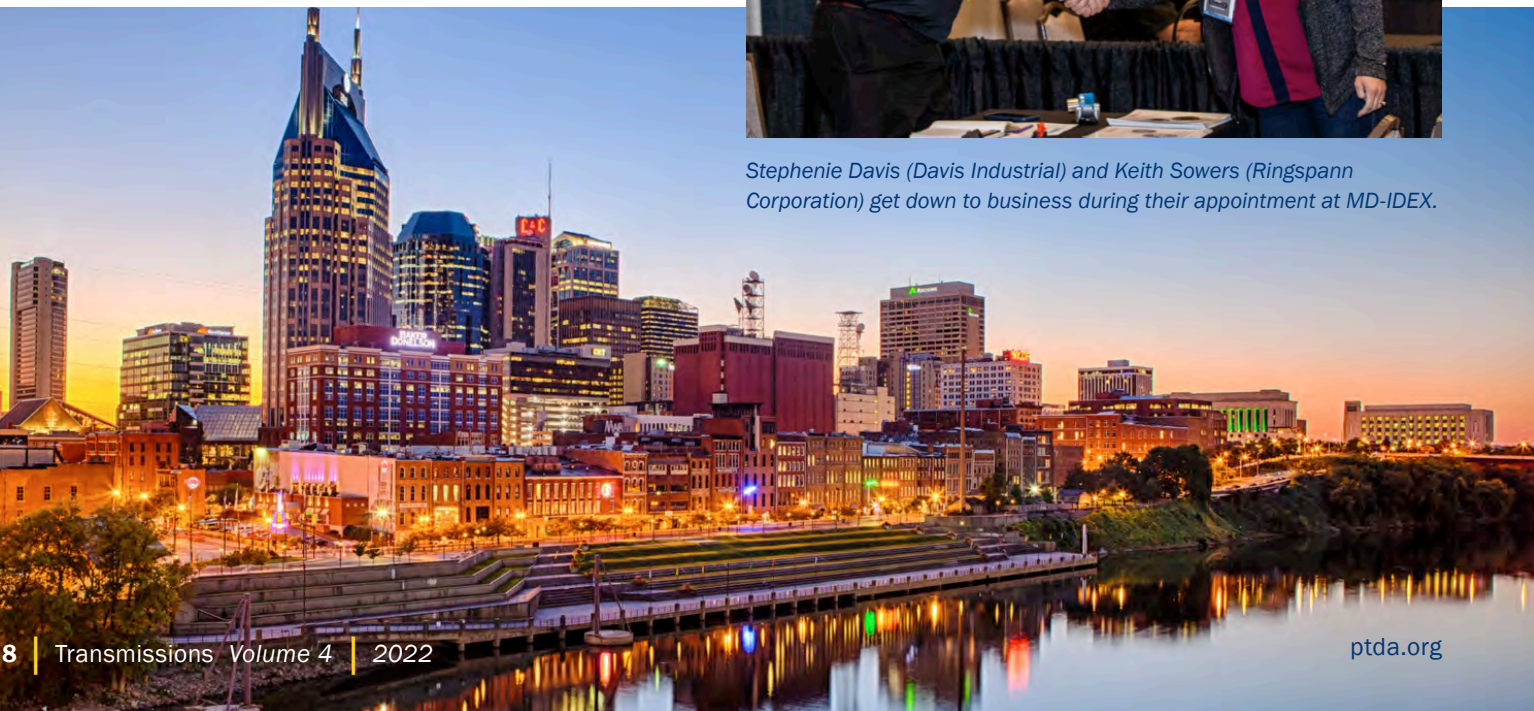
PTDA Foundation Board Trustee Carin Sampson (IBT Industrial Solutions, right) leads an insightful discussion with three career service center directors on how to attract students to careers at PTDA member companies.



ITR Economics President Alan Beaulieu gives the packed house insights into what to expect in the macroeconomy in 2023 and beyond.



Stephenie Davis (Davis Industrial) and Keith Sowers (Ringspann Corporation) get down to business during their appointment at MD-IDEX.





Rick Gerling (IBT Industrial Solutions) and Darin Davenport (Affiliated Distributors) catch up between keynote sessions.



PT WORK Force®-hosted speaker Risha Grant shared strategies PTDA employers can use to create a more diverse workforce.



Exclusive sponsor of the Opening Keynote with Alan Beaulieu, Jodi Cooper and Chris Keyser (ABB Motors and Mechanical, Inc.) take in the forecasts for the PT/MC market over the next several years.



Andrew Brown (Whittet-Higgins Company, center) has a quick conversation with Bart and Adam Yost (The Rowland Company) between appointments at MD-IDEX.



Louis Giles, Chris Shannon and Karl Asendorf (Optibelt Corporation) use a break to strategize their next business conversation.



From mechanical bull riding to whiskey tasting to line dancing, there was something for everyone at the Exclusive Closing Event at the famous Wildhorse Saloon.

View more photos and presenter recaps at ptda.org/IndustrySummit.

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Tony Lund (Malloy, left) gives a lesson in using the PTDA Industry Summit meeting app to Mark Balcom (Pooley, Inc., center) and Nolan Fischer (Malloy, right).

Welcome Reception

Dodge Industrial, Inc.

JIE USA Inc.

MBL USA

Orthman Conveying Systems

WEG

Welcome Breakfast

IKO

JIE USA Inc.

KHK USA Inc.

Schaeffler

WEG

Friday Networking Lunch

Martin Sprocket & Gear

RBC Bearings/Climax Metal Products Company

Closing Event

WEG

Closing Event Transportation

KHK USA, Inc.

QA-1

Closing Keynote—Joe Theismann

Interlynx

Martin Sprocket & Gear

NORD Drivesystems

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of America

Daily Emails

Bishop-Wisecarver

JIE USA Inc.

KHK USA, Inc.

Megadyne America—

Jason Industrial

First Timer Event

Daido Corporation of America

Peer Chain Company

RBC Bearings/Climax Metal Products Company

Yellow



NFL Hall of Famer Joe Theismann shared stories about life, change and football during the closing keynote session.

Women in the Industry Social Hour

ABB Motors and Mechanical Inc.

Bishop-Wisecarver

Interlynx

Linn Gear

WEG

MD-IDEX Beverage Station

Bishop-Wisecarver

Interlynx

JIE USA Inc.

MBL USA

Radicon Drive Systems, Inc.



Getting out to enjoy the sights and sounds of Nashville, the PTDA Next Gen community hopped on pedal taverns to tour the town.

Next Gen

RBC Bearings/Climax Metal Products Company

Solve Industrial Group

Saturday Networking Lunch

Bishop-Wisecarver

Saturday Afternoon Break

Radicon Drive Systems, Inc.



PTDA Industry Summit First Timer Luis Perez-Mena (Dayco Products LLC, left) gets advice on making the most of the event from PTDA Board Member Tom Holtry (Motion, right).

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Dodge Industrial, Inc.

Longest Drive

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WEG

Closest to the Pin Contest

Dodge Industrial, Inc.



Well, it wasn't a hole-in-one but Doug Knauf (The Timken Company, second from right) celebrates at the PTDA Foundation Golf Outing with (left to right) Kyle Barnes (B & D Industrial), Sean Hazelton (The Timken Company) and Ben Nations (B & D Industrial).

Warren Pike Awardee Michael Cinquemani: People Drive Progress

One of the highlights of the PTDA 2022 Industry Summit was the presentation of the PTDA Warren Pike Award to Michael Cinquemani, Master Power Transmission. With more than three decades of experience in this industry under his belt, PTDA Executive Vice President/CEO Ann Arnott sat down with Michael to talk all things power transmission/motion control (PT/MC)—and more.

You started your career in the PT/MC industry. What attracted you to this field and what keeps you here?

Honestly, PT/MC wasn't where I ever thought I would be. While in college, I was sure I wanted to be a design engineer. But a friend suggested I do an on-campus interview with Reliance. Even after that interview, I wasn't sure what the job was or if I wanted it. They brought me to Greenville where I had eight hours of interviews—and that's what changed my mind. The people I talked to, their passion for what they do—these were real people, down-to-earth people, easy to talk to. They all had a love for the industry and, once I learned how the products were used and their applications, I was in. It turned out to be one of those really important “Y”s in the road. It was a leap of faith, but I took the right path.

Now, it's still the reason I love this industry and what keeps me here. What we do is fundamental, yes, but it's also essential. And the people I get to work with are my friends because of the trust we've built, because of how we unselfishly work together to solve a customer's problem, how we're focused on the work and not about business politics.

In 2010, you took over ownership of the Master and Reeves brands and all associated products. That's a big step from being an executive employee to an owner. What were some of your early challenges and how did you overcome them?

It's crazy but I've really worked for the same company nearly my whole career, through all of the many ownership changes. I worked in sales, in product, as customer service manager, as plant manager, as a business unit manager and as head of global sales and international business. Every step prepared me for the multiple hats I now wear as the owner of Master Power Transmission.

What was an early challenge as an owner? Understanding cash flow. I thought I understood cash flow, but I didn't. As a business owner, you live it at the gut level—making payroll, collecting on receivables, things like that.

From the beginning, I've worked shoulder-to-shoulder with Ryan Roberson (President & COO). We consciously thought about all the ways we could do things that were big company, professional ways of doing things—and throwing out all of the negatives that come with big companies like bureaucracy. We had to learn how to be a small company, the right management style for us. That part was really fun even though there were trials. As a medium-sized company, we thought we would be at a competitive disadvantage on things

ptda.org



Michael Cinquemani receives the Warren Pike Award from PTDA Executive Vice President/CEO Ann Arnott.

like technology, for example, but we found the opposite and additional advantages like flexibility, speed of decision making, and being able to talk to our entire team at once.

What do you see as the future of the PT/MC industry? What will be the biggest contributor to the industry's growth?

That's a tough question. Here's the view of the PT/MC world according to Michael. The industry will remain focused on the fundamentals. There will be technology changes—for example, 3D printing is maturing. But it's not about the technology. For this industry—or any industry to grow—you have to look at what customers are doing.

Customers want to invest less of their energy, time and money in knowledge specific to our corner of the world. Fewer of them want to understand PT—they just want it to work. They look at a gearbox the same way I look at my iPhone; I don't need to understand how it works, I just want it to work. They appreciate our expertise and we will be most successful when we are useful to the customer. We have information and knowledge and are positioned to help solve their problems.

You have many interests and obligations. What's your secret for keeping your sanity?

Who says I'm sane? Really, it's probably three basic things:

1. Great people. If you have great people like we do at Master and you foster them to grow in their positions, it gives you the chance to see things more strategically.
2. Stay organized. I'm fanatical about organization in both my work and personal lives. I can't function without my to-do lists and calendar.
3. Get the sleep you need. I'm crazy about getting eight hours of sleep—it makes a big difference. Take care of yourself so you can take care of business. ■

Send your congratulations to Michael at macinquemani@master-pt.com. Learn more about the Warren Pike Award at ptda.org/WarrenPikeAward.

PTDA Foundation Champions Club Members

PTDA member companies have been incredibly generous in their support of the initiatives of the PTDA Foundation. Recognizing that our collective efforts are much more effective than any one company alone, the companies in the PTDA Foundation Champions Club have contributed funding at unprecedented levels in support of the PTDA Foundation. Our thanks to the companies below for their cumulative contributions since 1998.



Platinum (\$100,000+)

Allied Bearing & Supply, Inc
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Gates Industrial
Motion
The Timken Company



Gold (\$75,000 to \$99,999)

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PTDA Foundation Loyalty Circle Members

The PTDA Foundation continues to pursue its mission to champion education and research initiatives relevant to the power transmission/motion control (PT/MC) industry that enhance the knowledge, professionalism and productivity of industry stakeholders. The companies below have been with the PTDA Foundation every step of the way by making a contribution in at least 16 of the past 20 years. Those indicated with (❖) have given **every** year for the past 20 years!

Our thanks to their loyalty and dedication to the PTDA Foundation and its mission.

ABB Motors and
Mechanical Inc. ❖
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❖ 16 TO 20-YEAR GIVER



PT WORK Force®

Our thanks to those below for their financial support of the PTDA Foundation and the PT WORK Force initiative.

Partner Contributors

(\$15,000+)

Allied Bearing & Supply, Inc. ▲
Motion

Investor Contributors

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WEG

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IBT Industrial Solutions
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(\$1,000-\$2,499)

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Heritage Society Commitments

Our heartfelt thanks to those who have made a commitment to include the PTDA Foundation in their estate plans.

Alan M. Haveson
The Roger A. & Patricia A.
Pennycook Endowment Fund

Individual Contributors

Chris & Heidi Bursack
Rex Davis
Paul Dent
Hafeez Hameer
(in honor of Zahir Hameer)
Alan & Betsy Haveson
Pamela & Mark Kan
Sue & John Masek
(in honor of Mary Sue Lyon and in memory of Terry Hutton)
Jim McLain
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(in loving memory of Bob Callahan)
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▲ INCREASED CONTRIBUTION OVER 2021

● FIRST CONTRIBUTION SINCE 2018

2022 PTDA Foundation Dues Contributors



Our thanks to these companies for making a contribution of at least \$200 when they submitted their 2022 PTDA dues investment

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American Roller Bearing Company	Delta Electronics (Americas) Ltd.	Martin Sprocket & Gear Inc.	SM Cyclo of Canada Ltd.
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Bearing Distributors, Inc.	Freudenberg–NOK Sealing Technologies	NSK Canada Inc.	The Rowland Company
Bearing Engineering Co.	G&G Manufacturing Company	NTN Bearing Corp. of Canada Ltd.	The Timken Company
Bearing Headquarters Co.	Garlock Sealing Technologies	Optibelt Corporation	Thomas Enterprise Solutions
Bearing Service Inc.	Gates Corporation	Orthman Conveying Systems	Timken Canada LP
Belden Universal	General Bearing Service Inc.	Osborn	TraceParts
Belterra Corporation	Georg Martin GmbH	OTP Industrial Solutions	Transmission Supplies Ltd.
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CBT	Joyce Dayton Corp.	Rosta USA Corporation	Webster Industries, Inc.
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	Kirby Risk Mechanical Solutions & Service	Royersford Foundry & Machine Co., Inc.	Weimer Bearing & Trans. Inc.
	Kobelt Manufacturing Co. Ltd.		WON ST LLC
	Koyo Bearings North America, LLC		

Looking for Immediate ROI? Invest in Your Employees

There are two schools of thought when it comes to hiring: (1) Hire an experienced employee trained by someone else or (2) hire a less experienced employee and invest in their professional development. While the first strategy may get you someone who can jump in immediately, the second has a longer-term success rate. An employee in whom you've invested time will feel valued, remain loyal to your company and be less likely to leave. Employees are your company's most important assets. Don't underestimate the value of investing in their training and professional development.

Competition for talent is growing. According to the 2021 PTDA Member Needs Assessment Survey, employee training ranked among the top five areas distributor members (a.k.a. your competition) plan to invest in over the next five years. Offering an employee development program is a smart way to attract candidates and retain your top talent.

Key Reasons to Invest in Employee Training and Development

➤ Better employee performance

Employees who receive training and enhance their skills will improve their overall job performance. You'll see increased confidence as they become more efficient in understanding your industry, your company's purpose and their own job responsibilities.

➤ Higher employee engagement

The majority of your employees will value and appreciate the opportunity to learn—they want to work in a place that maintains a competitive edge rather than be seen as stagnant and uninspiring.

➤ Improved bottom line

Regular training opportunities ensures your team remains competitive in their industry knowledge and product

application. This will enhance your current customers' experience and loyalty as well as attract new customers. Product and applications knowledge is a critical differentiator in today's PT/MC channel. According to the 2018 *PTDA Voice of the End Customer Report*, 92 percent of PT/MC distributors' end customers said, "Customer service/salespeople who are knowledgeable about what works best for my systems/my application" is the most important reason for working with a distributor, with respect to product/systems/application knowledge.

➤ Lower staff turnover

Some staff turnover within your organization is normal and perhaps healthy as it provides the opportunity to bring in fresh talent and ideas. However, investing in training is a far more effective way to spend your money (vs. on recruitment costs). According to research by The Society for Human Resource Management, employee replacement can cost a company between six and nine months of the departed employee's salary. Training can enhance employee loyalty. They may be more likely to stay and to refer skilled friends and colleagues to the company.

Because the industrial job market is so competitive, a common fear is well-trained employees will be "poached" or targeted for recruitment by a competitor. While an inherent risk, isn't the return on investment worth it? Creating a culture that enhances your employee's knowledge and skills through training results in a team that will become product knowledge experts, leaders and company ambassadors. Done right, your employees will not consider other job opportunities, safeguarding your company's competitive edge, growth and longevity. ■

Consider these upcoming PTDA programs and resources to advance employee knowledge and skill development.



PTDA Learning Hub

Launching in first quarter 2023, PTDA's Learning Hub is an online learning management system

allowing members to access various online training courses. The first offering will be a conversion of the *Power Transmission Handbook/Workbook* into a series of short interactive training modules.

[Learn more at ptda.org/LearningHub](https://ptda.org/LearningHub)



University of Innovative Distribution (UID)

This concentrated four-day annual educational program co-sponsored by PTDA offers over 40 sessions addressing the areas of sales, marketing, operations and management as they relate to industrial distribution. UID 2023 will be held March 13–16 in Indianapolis, Ind.

[Visit ptda.org/UID](https://ptda.org/UID) for details and registration



Webinar: Selling Solutions in the Wastewater Treatment Industry

With every municipality and many industrial sites performing wastewater treatment functions, PT selling opportunities abound. Whether you're new to this segment or bringing team members into the fold, this 60-minute webinar recording offers an essential overview. Uncover sales growth opportunities during the webinar, led by PTDA manufacturer members, which highlights the processes, applications and current trends of PT/MC products used in this industry.

[Learn more or purchase at ptda.org/WastewaterSolutions](https://ptda.org/WastewaterSolutions)

You Are PTDA: Volunteer Profiles

The success of PTDA and the PTDA Foundation is due to the work of our volunteers. Without volunteer effort, none of the resources, events or research produced by the Association or Foundation would be possible. Working together, everyone makes the PT/MC industry strong, viable, resilient and ready for the next challenge. Meet some of the amazing volunteers.

SEAN HICKEY

CEO
Lafert North America
Mississauga, Ontario

My first job: Lifeguard on a local beach

If I wasn't in P.T., I'd be: I've always been in PT. Is there anything else?

Favorite TV Show: *The West Wing* or *M*A*S*H*

Favorite book: *Catch-22* by Joseph Heller. I must have read it six times.

If I could meet anyone in the world, it would be: Johnny Cash, because for many years he was the coolest guy on the planet

Best professional advice I ever received: You have only one reputation.



What I like most about working in the PT/MC industry: Every day brings something new, and you get to work with the best people.

Why I volunteer with PTDA: As with any endeavor, the more you put into it, the more you get out.

Most useful PTDA resource: Without question, the PT/MC community of manufacturers and distributors

How I use it: Networking, networking, networking

Sean serves on the End Customer Needs Committee. You can reach him at shickey@lafertna.com.

REBECCA PICANO

Director of Distribution & Marketing
Climax Metal Products Company/
RBC Bearings Inc.
Mentor, Ohio



My first job: Chick-fil-A

If I wasn't in P.T., I'd be: A Chick-fil-A operator

Favorite TV Show: *Grey's Anatomy*

Favorite book: *The Heart of Leadership* by Mark Miller, among others. I was able to meet with Miller and have learned from him.

If I could meet anyone in the world, it would be: Queen Elizabeth II. I'd like to discuss how she pivoted her leadership style through many decades.

Best professional advice I ever received: To be a servant leader. Lead those around you not to glorify yourself but to build them up and help them succeed professionally and personally.

What I like most about working in the PT/MC industry: The people

Why I volunteer with PTDA: An industry or company cannot succeed without its people. Being a part of PTDA helps us shape the future of the industry and grow loyalty and passion.

Most useful PTDA resource: Committee involvement

How I use it: To learn from others' experiences how to tackle similar issues we are facing at our company

Rebecca is a member of the Next Gen Subcommittee. You can reach her at rebecca@climaxmetal.com



BRIAN DYALS

Director of Customer Service
B & D Industrial
Ocala, Fla.

My first job: Dishwasher at a PoFolks restaurant

If I wasn't in P.T., I'd be: A pilot

Favorite TV Show: Any MLB or college football game

Favorite book: Anything written by John Grisham

If I could meet anyone in the world, it would be: Mike Rowe. I think conversation with him over a couple of drinks would be interesting, thought provoking and hilarious.

Best professional advice I ever received: Always do the right thing.

What I like most about working in the PT/MC industry: The people (co-workers, customers, suppliers). Success in this business is about relationships, not just parts in a box.

Why I volunteer with PTDA: To contribute and give back to an industry I have loved for many years and has helped me in so many ways

Most useful PTDA resource: The Industry Summit

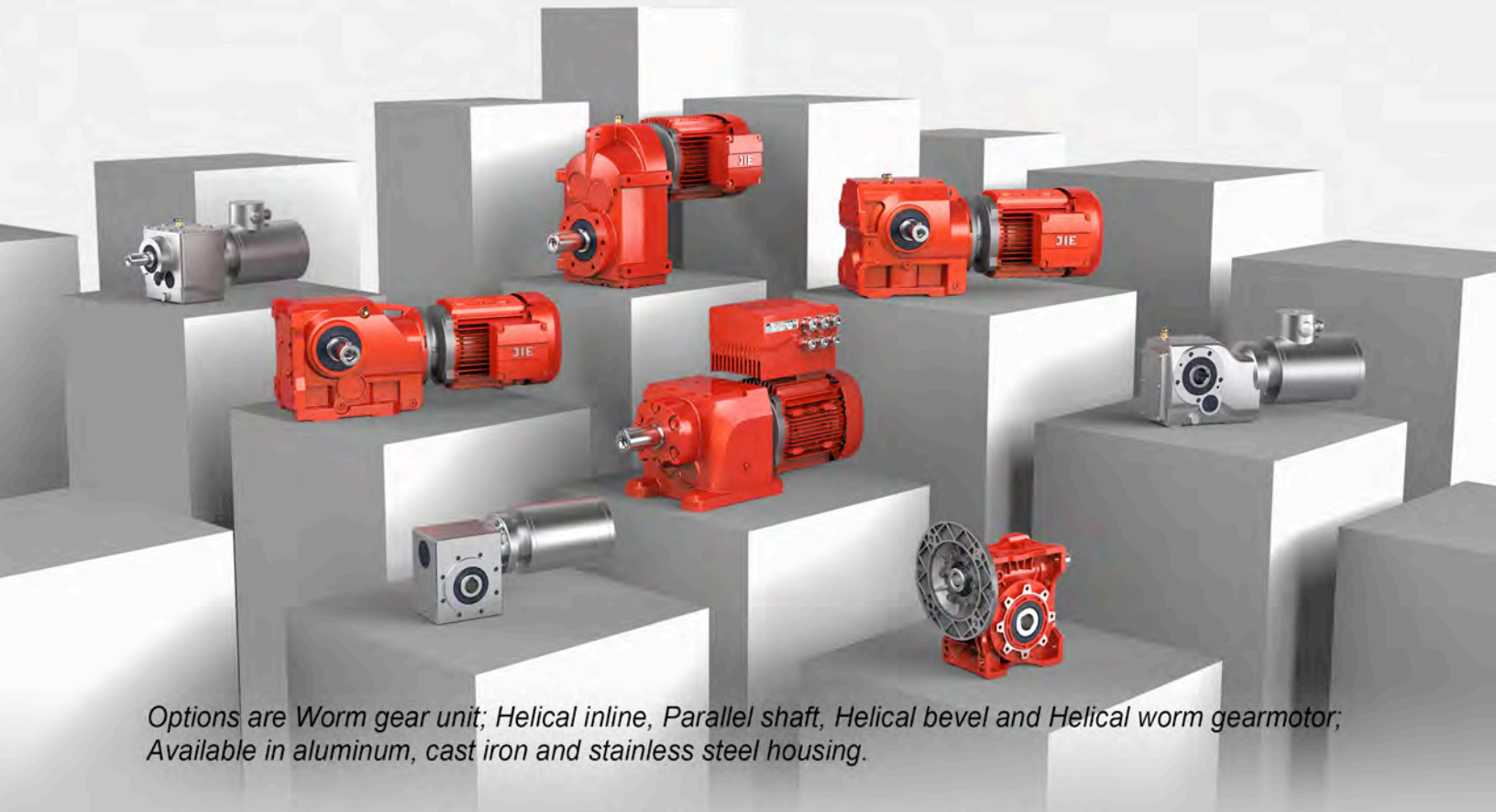
How I use it: To create and build relationships. I learn so much from the conversations that begin during Industry Summit and continue afterward.

Bryan serves on the Professional Development Committee. You can reach him at bdyals@bdindustrial.com.

You can shape the PT/MC industry by providing direction and developing programs, products and services. To learn more about volunteering with PTDA or the PTDA Foundation, go to ptda.org/Committees or ptda.org/FoundationCommittees.



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Options are Worm gear unit; Helical inline, Parallel shaft, Helical bevel and Helical worm gearmotor; Available in aluminum, cast iron and stainless steel housing.

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PTDA Launches PIE Technology Platform

We are excited to share we're working with the Bearing Specialists Association on a standard format and technology platform for the exchange of rich product content between manufacturers and distributors: Product Information Exchange (PIE). The PIE Technology Platform is now available for an annual fee of \$5,000 for both PTDA and BSA members. This will soon be an essential tool for both manufacturers and distributors. You can learn more and subscribe to the platform at pietechnologyplatform.org.



Distributor Benefits of Using PIE:

- Provides an automated tool to access and map the manufacturer-rich content product data to your company-specific PIM system using the PIE template format.
- Performs automated data transformation and creation of PIE compliant, distributor-ready content in a single, secure platform accessible by authorized distributor partners.
- Allows you 24/7/365 access to PIE-compliant content for all manufacturer partners in a single session.
- Provides the ability to export all content or just what has changed through the online platform into your company's application.

Manufacturer Benefits of Using PIE:

- Provides an automated tool to import and map your product-specific data to the PIE Template format.
- Performs automated data transformation and creation of PIE compliant, distributor-ready content in a single, secure platform only accessible by authorized distributor partners identified by you.
- Ensures you maintain and protect product data ownership.

PIE also provides manufacturers and distributors with access to reports showing various download status information and dashboards for attribute fill rates and mapping progress.

Product categories include bearings (available now) and belt drives,

chains and sprockets (all currently in development and expected to launch in 2023). Additional anticipated categories include shaft couplings, iron sheaves, conveyors & material handling, gearing, adjustable speed drives, motor/motion control, clutches & brakes and motors. ■

Interested in serving on a work group to create a future product category? Email Anna Meyer at ameyer@ptda.org for more information.

Linear Shafting Flexibility

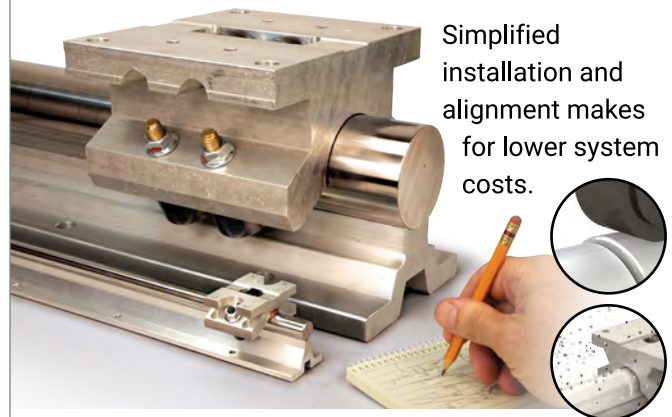
Cut to length shafting optimized for use with LEE Linear Roller Bearings

LEE Linear has the ability to manufacture custom shafting to required standards in a short amount of time, eliminating downtime and increasing profits.

Special machining capabilities include threading, diameter reduction, flats, keyways, plating, & more.

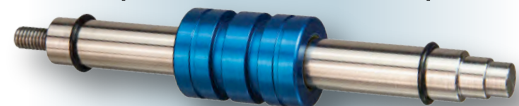
Roller Pillow Blocks are well suited for heavy loads and long travels.

Large cam follower design delivers superior contamination resistance and excels in applications requiring joined shafts or rail assemblies.



Simplified installation and alignment makes for lower system costs.

Request a FREE Sample



bit.ly/LEE-PTDA2022



6402 E. Rockton Rd.
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PTDA Welcomes New Members

DISTRIBUTORS

Belt Power

Marietta, Ga.
Travis Wilson
Chief Commercial Officer
+1.404.419.3700
beltpower.com



Belt Power is the industry's largest, independent distributor and fabricator of conveyor system components including conveyor belts, equipment, accessories, power transmission products, rubber hose and gasket products. Belt Power supplies manufacturing, distribution and OEMs with a large variety of conveyor belting, conveyor components, custom conveyors, and more.

TOTAL LOCATIONS: 12

PRODUCT SPECIALTIES: Belt & Chain Drives, Conveyors & Material Handling Components

Gerbers of Montana

Great Falls, Mont.
Jill Tranmer
Business Manager
+1.406.727.2203
gerbersofmontana.com



Gerbers of Montana has been a specialist in grain handling equipment since 1878 and now is the largest bearing/PT stocking distributor in the state. The company prides itself on providing customer service, high industry knowledge and having quality products in stock.

TOTAL LOCATIONS: 1

PRODUCT SPECIALTIES: Speed Drives, Bearings, Belt & Chain Drives, Clutches & Brakes, Motor/Motion Control, Conveyors & Material Handling Components, Shaft Couplings & U-Joints, Gearing, Hydraulics & Pneumatics, Motors, Industrial Specialty Chemicals, Linear Motion Components, Pumps, Accessories

Klockner Group

Columbia, S.C.
Richie Hayward
Vice President
+1.843.388.3885
klocknergroup.com



Klockner Group services industrial facilities across the U.S. with engineering, installation, fabrication and parts for conveying systems. It is a major distributor of welded steel chain, cut tooth and machine tooth sprockets for all material handling industrial chain installations.

TOTAL LOCATIONS: 5

PRODUCT SPECIALTIES: Adjustable/Variable Speed Drives, Bearings, Belt & Chain Drives, Conveyors & Material Handling Components, Hydraulics & Pneumatics, Gearing, Motors, Linear Motion Components, Accessories

Servibandas de México

Azcapotzalco, Mexico City, Mexico
Elizabeth Garcia Arias
Administration
+52.55.1325.1899
servibandas.com.mx



Servibandas de México, S.A. de C.V. was founded in 1989 as a supplier of bands, hoses and seals.

TOTAL LOCATIONS: 2

PRODUCT SPECIALTIES: Adjustable/Variable Speed Drives, Belt & Chain Drives, Conveyors & Material Handling Components, Hydraulics & Pneumatics

ASSOCIATE

Tribute, Inc.

Cuyahoga Falls, Ohio
Bill Horrigan
VP Sales and Marketing
+1.330.656.3006
tribute.com



Since 1983, **Tribute, Inc.** has been providing niche-focused and high-quality integrated ERP software solutions. Through its signature software solution, TrulinX, Tribute helps industrial and engineered product distributors & fabricators bolster profits and gain an edge over competitors.

Learn more and register at ptda.org/Calendar

2023

FEBRUARY 22-23

Spring Meetings

DoubleTree by Hilton Hotel and Executive Meeting Center
Palm Beach Gardens, Fla.
By invitation only

MARCH 13-16

University of Innovative Distribution

JW Marriott
Indianapolis, Ind.

JUNE 6-8

PTDA 2023 Canadian Conference

Fairmont Château Laurier
Ottawa, Ontario

OCTOBER 19-21

PTDA 2023 Industry Summit

Omni Amelia Island
Amelia Island, Fla.

Webinar: Winning the War for Talent

This six-part series addresses topics ranging from what makes people leave to what companies must do to retain their impact players to strategies to implement data and involve company leadership throughout the hiring process. Following are a few key points from parts four and five of the series.

Although the dynamics of the labor market are starting to loosen up, it remains a candidate-driven market. This means you need to adapt different strategies and techniques and take a closer look at what motivates job seekers. Today's candidates want more than just a nice paycheck. Flexible schedules and other perks weigh heavily on their decision whether to accept a job offer. Where do you begin to make changes?

Everything you do needs to be informed by data—it can't be a matter of "well, we've always done it this way" or "gut feelings." You need data that is reliable, consistent and independent of emotion and bias in order to make decisions. You also need to form partnerships and alliances. There is expertise outside your own business to help you achieve better outcomes and terrific ROI.



If people are your greatest asset, you need not only the HR department to focus on talent acquisition, hiring and retention, but the hierarchy. Involve the most senior members of every organization. Allocate resources, including money, people's time and energy and a commitment to developing and continuously improving a strategy that allows you to scale as the business grows. ■

Visit ptda.org/WinningTheWarForTalent to read full recaps of webinars four and five.

"The only thing worse than training your employees and having them leave is not training them and having them stay."

— Henry Ford

[Learn more on page 15](#)

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