

Third Quarter 2020

The MHEDA Journal

OFFICIAL JOURNAL OF THE MATERIAL HANDLING EQUIPMENT DISTRIBUTORS ASSOCIATION

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- Milestone Anniversaries **page 54**
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- Virtual Emerging Leaders Conference **page 66**

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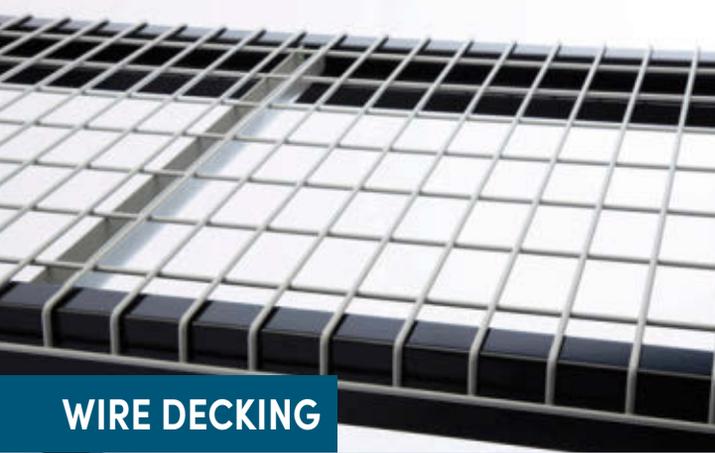


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CHAIRMAN'S M H E D A PERSPECTIVE



MIKE WALL
2020 MHEDA CHAIRMAN
OF THE BOARD

 @CSiWall

MHEDA WILL TRIUMPH

In my first article as Chairman I gave fair warning that my perspective leans toward the lighter side of the equation. However, given the ongoing fallout caused by the pandemic and now adding to the unsettled times, the protests occurring across the country, it seems appropriate to adopt a more serious tone.

As I write this article we are in the midst of the unknown. We have health experts telling us to stay at home. We have politicians making the virus a red vs. blue issue. We have states open for business and states closed until further notice. Amidst this chaos it's important for all our MHEDA members to know that your MHEDA Board and Staff are working hard on your behalf to provide content, advice, resources and avenues for communication to help our membership navigate through this uncertainty.

We have weekly Zoom calls with all the Board members and the MHEDA staff to provide real time information from all over the U.S. and Mexico. This provides MHEDA the ability to create relevant content for online forums, webinars, economic reports, a virtual convention, that in turn helps our membership deal with challenges facing their businesses right now.

We're very fortunate as an industry to have so many people, past and present, that care about the health of our Association and its members.

We're very fortunate as an industry to have so many people, past and present, that care about the health of our Association and its members. While many of us are competitors, we take off our individual business hats and put on our industry hats to further the progress of all our member companies.

For me, personally, the guidance I've received from other MHEDA members has been invaluable throughout the last 4 months. Starting with the expertise of fellow members on the PPP loan application process, to procedures for getting our employees safely back to work, to ultimately the concise information provided about loan forgiveness, it's all reminded me of

why my company belongs to MHEDA. We don't have to operate in isolation when we have member companies that are willing to share their expertise to help us.

In closing, I would be remiss in not mentioning that I'm looking forward to getting back to work. There are only so many times you can watch Band of Brothers, classic college football games or reruns of The Price is Right (one of my wife's favorites). I'm looking forward to baseball games that matter, NHL playoffs and of course, a 16-0 Bears season followed by an undefeated post season. A man can hope. 



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FROM THE DESK OF
WHAT WILL MATTER
LIZ RICHARDS



LIZ RICHARDS
CEO
MHEDA



What Will Matter?

As I write this column, here in Illinois, we are still under a stay-at-home order and anxiously awaiting a return to some semblance of normalcy. Like many of you, the range of emotions I have experienced over the past two months has been like a roller coaster ride. When the pandemic started to become a reality, many of us were in a state of denial. “This can’t happen in the U.S.” “If it does come here, it will be contained or certainly short-lived.” “We have the resources to combat a flu-like illness.” “Cancel MHEDA’s Convention? No way!”

Of course, we all know now that life took a wildly different turn and those initial first sentiments were a bit of a farce. Just a few days after returning from MODEX, we were shut down and life as we know it changed dramatically.

Regardless of how you feel about the pandemic, stay-at-home orders, requirements for social distancing and masks, we all had to adapt to so many unforeseen changes and how we managed through those changes have left an indelible mark on our businesses, our friendships, our families and our future. From day one, our respective teams have needed reinforcement, strong leadership, a sense of optimism and reassurance that together we will get through this and we will emerge stronger.

The relationships that were cultivated prior to the pandemic have been a lifeline. As an association executive, I needed to understand how your businesses would be affected as well as how MHEDA would be impacted. Like many of you, I have been on video

calls nearly every day. Weekly MHEDA board meetings started immediately so our team could understand your immediate needs and respond accordingly. Having a network of other association executives with whom to share and collaborate was invaluable. We began mobilizing the necessary resources to help members navigate through the myriad of challenges such as essential business issues, remote worker environments, the CARES Act, the need and shortage of PPE and while in the midst of this, we began cancelling our events and moving to a virtual environment. This would never have been possible without the help of our members, (especially those who serve on our board), the many trade associations who shared their resources with us, the speakers who were contracted to present at the convention, our AMAZING staff at MHEDA who never missed a beat as we “pivoted” (I loathe that buzzword) to new types of programming and information sharing.

As everything unfolded, the messages we started receiving from members buoyed us and continue to do so today. Several people contacted me and said I don’t know what I would have done without my MHEDA-NET group or without the resources we were providing. I feel sorry for those who do not have the benefit of a strong networking group or those who don’t believe in the spirit of “association.” A rising tide lifts all boats and as one association executive said to me: “We are not all in the same boat. We are all in the same sea in different boats, all helping each other.”

I was on a weekly video call yesterday and someone quoted an excerpt from a poem I am quite familiar with. In fact, it was a poem I read at my father’s memorial service and when he mentioned it I realized how very fitting it is for all of us during this time. It’s titled, “What will matter?”

What will matter is not what you bought but what you built; not what you got but what you gave.

What will matter is not your success but your significance.

What will matter is not what you learned but what you taught.

What will matter is every act of integrity, compassion, courage, or sacrifice that enriched, empowered, or encouraged others to emulate your example.

What will matter is not your competence but your character.

What will matter is not how many people you knew but how many will feel a lasting loss when you are gone.

What will matter is not your memories, but the memories that live in those who you loved.

What will matter is not how long you lived, but how long you will be remembered, by whom and for what.

As we all face these unprecedented times and are forced to make difficult decisions, let’s all remember what really matters.

From all of us at MHEDA, we thank you for your leadership, your generosity and your willingness to share your knowledge and resources with one another. We look forward to seeing you soon! 



STEVE GUGLIELMO
EDITOR



The New “New Normal”

I've mentioned many times in these Editor's Notes that I first came to The MHEDA Journal fresh out of college at the end of 2010. By then, the nation had begun to rebound from the depths of the Great Recession, but companies were still feeling the effects of the downturn and were, by and large, vowing to be more conservative with their expenditures.

A popular buzz phrase that emerged around this time was “The New Normal.” I took that to mean that, while business might return to its previous heights (and, indeed, did and then proceeded to far exceed those heights in the ten years since), it would never return to “business as usual.” The Recession was too momentous of an event to be forgotten. And, for the most part, that has proven to be true. While companies year after year have reported record sales, there was still talk of “slow recovery” or the recovery in some way not having happened to its full potential. Not to psychoanalyze, but it always seemed to me that companies since the Great Recession always had their guard up, having lived through that time.

And now, really for the first time since 2008, we have returned to a flash-point in our business. The COVID-19 pandemic has ravaged our economy, with unemployment soaring to heights not seen since the Great Depression and millions of companies forced to shut their doors. While MHEDA members, as “essential services,” may not have experienced this as acutely as,

Just because businesses are allowed to reopen in the way that they previously had does not mean that consumers will start flocking back in droves. Businesses need to start adapting to doing business in a post-COVID-19 world.

say, the restaurant industry, everybody has felt the effects.

The question now becomes, where do we go from here? I keep hearing the term “When things go back to normal...” and that is what made me think of that “New Normal” term that was so vogue after the Recession. I believe, and it appears so do many people much smarter than me, including ITR Economics, that while business might return, we're not going “back to normal” anytime soon. Brian Beaulieu made what I thought was a salient point during his Virtual Convention presentation. Just because businesses are allowed to reopen in the way that they previously had does not mean that consumers will start flocking back in droves. Businesses need to start adapting to doing business in a post-COVID-19 world.

What will that look like? I don't pretend to have a crystal ball, but I would assume that social distancing will not simply go away. Masks will start to be more the norm than the exception. And the handshake? That may soon go the way of the dodo. If I had told you at the beginning of 2020 that the handshake, arguably the most universal gesture in the entire World, might be completely phased out by Independence Day, you'd have thought I was completely crazy. But here we are.

Likewise, the way we do business within our own companies will likely change as well. Companies across Corporate America, indeed the entire World, are all having the same conversation. Staff that had never worked remote in their entire careers were now forced by Government mandate to work from home for months at a time. And, for the most part, the World kept spinning. There's no putting that genie back in the bottle. Companies will now have to figure out how to return staff to work, or if telecommuting will become part of the, ahem, “New Normal.”

While the news cycle has seemingly turned the page on COVID-19, I suspect that we have not heard the last of the impact the pandemic has had on our lives. I hope all of our members have come through this experience safe and I look forward to discussing the systemic changes that may come as a result with each of you in the years ahead. 

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“What are the lessons you learned during the COVID-19 crisis and how might your business potentially change as a result?”

**- Bill Ryan,
Partner at TDTOne, Inc.
Pineville, NC**

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**Michael Wall, President,
CSI Materials Handling,
Westmont, IL**

The biggest lesson I learned from the COVID-19 crisis was that my involvement with MHEDA is invaluable. The guidance, information and advice I got from my fellow Board members and MBOA members helped my company navigate the uncharted experiences of dealing with an economic shutdown. It was through conversations with MHEDA members that made me aware not only of the availability of the PPP loan, but the importance of applying for it immediately. Were it not for my MHEDA friends I have no doubt that my company would have fared worse during this crisis.



**Ted Springer, President,
Springer Equipment
Company, Birmingham, AL**

We have learned many lessons during the COVID-19 crisis, the world is very fragile. Life, business and the economy can be going quite well and in just a few days everything changes!

It is evident we will continue to deal with changes due to COVID-19 for a very long time. Our business has changed and will potentially continue to evolve, with a much greater focus on the health and safety of our team members, their families and our customers. Those changes will continue to challenge all of us, as we learn how to be productive in a different setting. We may be pleasantly surprised by

how productive we can be. We have learned that our OEM support level has increased due to the fact our manufacturer and supplier partners tend to respond faster as they work remotely!

We may well embrace the benefits that technology offers as we make the full-time transition to more team members working remotely. We made immediate adjustments seamlessly without negatively affecting operations and may potentially continue this practice. The benefits are huge, as we increase our level of customer service while giving our team members a safer working environment.

The most significant potential for improvement is to increase our awareness of just how important our culture of health and safety is to our team members. And more importantly we have learned that we have the ability to grow our business even in times of crisis!



**Michael Vaughan, CFO,
Liftech Equipment
Companies, Inc.,
E. Syracuse, NY**

I think the primary lesson is to never underestimate how your organization will react to adversity. As I reflect on the past 6-8 weeks, I have been amazed at the teamwork being exhibited by all as we try to “make it work” with the new kind of workday. All employees have been willing to make sacrifices, enabling the company to envision a stronger entity that will emerge. Leadership is being exhibited at its best.

The biggest change I see will be how communication happens, both with employees and customers. We have been forced to adapt to new mediums and we are finding that in many cases the new mediums are equal to or better than the old and we have all benefited from an increased frequency and intensity of communication.



Thomas Albero, President & CEO, Alliance Material Handling, Inc., Jessup, MD

What a great question. I think I could write a book about what I have learned. First there are the simple things, like why did I ever eat those bowls of nuts at the bars? It is now Day 45 of no Miller

Lites. It is good to know that there are no withdrawal symptoms when you stop drinking beer. Our family can survive together in the same house for months with no interaction with others, well cell phone excluded. I must admit that I keep looking behind my back thinking a zombie from The Walking Dead is going to sneak up on me. I now know you can drive to work in the DC area with no traffic!

Second, there are the business lessons. Having a Crisis Plan is critical and super helpful. We had a plan from the beginning and each day we execute it and plan for the next day. Microsoft Teams meetings can be just as productive as face-to-face meetings and allows us to feel like we are together when 10 people may all be in different buildings. Employees are outperforming all expectations when faced with a challenge like COVID-19. Technicians are putting themselves in harm's way to take care of our critical essential customers. Learning the difference between PPP and PPE. Watching our government rise to the occasion to help.

It has been sporadic, but at times we have seen the Democrats and Republicans working together to solve a crisis. At the same time being embarrassed with the back and forth bantering of these same parties which does all of their citizens no good. The most notable lesson I have come away with during this crisis is perspective and always listen to all sides of the story. In January, I was planning to head to Thailand for an Enersys trip. In February, I went to Mexico. In March, I went to MODEX (not sure that was the wisest idea) and was frustrated with all the canceled meetings that we planned. In April, I have only seen the inside walls of our house and office. In a matter of four months, I went from making light of what people were saying about Coronavirus to doing everything possible to make sure I did everything I could to protect my family which includes our employees.

What does the new way of doing business looks like? I am not sure we can say that quite yet, but at Alliance we will consider more remote office workers. Microsoft Teams meetings have been embraced and will continue.

Hand sanitizer stations will be plentiful at all locations going forward. Sales calls will be different, but unsure how different right now. The two things that will remain consistent are the dedication and hard work of our employees to support our customers in any way they see fit and the true dedication of the MHEDA staff that have done a fantastic job helping us get through this crisis. Be safe and wash your hands.



Doug Carson, VP-Marketing & Sales, Fallsway Equipment Company, Akron, OH

I think the nationwide stay at home orders in place across the country accelerated trends already developing in the country. For instance, the shuttering of “non-essential” retail and eat-in restaurants has accelerated the tendency away from brick and mortar businesses to e-business and home delivery. There is also a quickening of the rush to automation we have experienced in the past attempting to off-set the dependency upon manual labor. I think these two issues will force us to focus more on automated solutions going forward.

Forced remote working conditions demonstrated that business can still be accomplished without people being in an office environment. I believe this will have an impact on our businesses as we re-think our need for large office environments and their respective high overhead costs associated with real estate and running an enterprise.

Business to business selling has become increasingly difficult through the “front door” over time, and this crisis essentially stopped most in-person sales calls. I believe this effect will linger long past the passing of the COVID-19 crisis. The rise of marketing automation for establishing contact with potential customers is going to accelerate a great deal, as well as the requirement for companies to supply buying information electronically in a self-serve format for consumer use.

As I write this, in early May, 2020, the expected fall-out of the COVID-19 virus appears to be much more geared towards a financial self-inflicted wound than in human health related terms (in comparison to annual flu-related human effects). When this crisis is further in the rear-view mirror I hope there are clear lessons we can garner from our country's and the world's collective response.



Greg Brown, President, W.W. Cannon, LLC, Dallas, TX

There have been many opportunities to get creative and to review every bit of our spending. Slowing down has its advantages to get “micro” on the P&L statement and in every part of our organization.

Some things you don't need at all during times like this, but will need down the road. With a few phone calls many of those can be and in W.W. Cannon's case were deferred. Communication is key with vendors.

Some things have been hanging around unproductively way too long. Time to put a "bullet" in those.

Owners, executives, managers and associates can all get complacent in good times and "deal with a slack hand." Time to review.

As always, save more, spend less. Have reserves. Be ready at all times to quickly make the changes needed to ensure the profitability of the company. "Don't deal with a slack hand."

It will take strategic moves to get through this. Stay strategic and keep moving. Stay positive. Communicate, Communicate, Communicate.



Pete Womack, Vice President of Sales, Riekes Equipment, Kansas City, MO

The answer to the above question for me is two parts.

Part One: Working from home. With all the changes with technology, I am not afraid of having people work from home. We are able to see, through data, what our employees are accomplishing and how productive they actually are. I am not a climate change person but think about the amount of emissions that are not being released because we are not driving as much. The fuel we are saving, accidents that are not happening and so forth. Could be a positive going down the road.

Part Two: Our facility has always been open for business and truck drivers, vendors, customers, and just about anyone could come and go as they please. Going forward we will continue the process of only allowing people to come in certain areas as it makes total sense.



Darin Boik, President, Advanced Equipment Company, Charlotte, NC

Ronald Burt once said, "Instead of better glasses, your network gives you better eyes." The Coronavirus has disrupted the life of nearly every person on the planet and created anxiety about an array of issues ranging from safety, financial responsibilities, or simply where to find a roll of toilet paper. Being part of a strong network of colleagues in a time of uncertainty is helping me guide our company through this pandemic.

There are many lessons learned and many yet to be learned as we wait for the end of this crisis. However, an important lesson is to have a strong network of people that will allow you to share ideas, thoughts, best practices and advice. My network, through MHEDA, has allowed

me to navigate the waters of the SBA Paycheck Protection Program, find sources for PPE, and create guidelines for a safe work place. This communication and team approach have been an invaluable resource during an unprecedented time. Remember, networking is an investment in your business and MHEDA is great place to start building yours.



Nate Storey, VP of Operations Storage Solutions, Inc., Westfield, IN

The COVID-19 crisis is something that is affecting nearly every business throughout the country. I would imagine that all companies have had some level of learning how to address the challenges faced by their operations and employees.

The biggest lesson we learned came from the transition to a remote workforce. Storage Solutions has traditionally been a workplace that embraces the eight-to-five, in-the-office mindset. Many on our team held the belief that 'working from home' was a 'play day'. Even though we had not adopted a flexible work environment when the pandemic hit, we were fortunate that our IT team had been making several changes that allowed us to test our adaptability.

We discovered that we had the foundation of a company that could endure a transition to a flexible work

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environment. We were proactive with training and implementing new technologies, and our team had already learned to utilize our cloud-based ERP and CRM. We have implemented and trained on collaborative project management tools and continuing education projects to make sure our staff continues to develop, even with distractions that may come with remote work. Even beyond day-to-day training, everyone on our team also has access to the tools required to ensure our projects are still on track. These programs also allow us to maintain our regular communications through meetings and quick calls and chats. Essentially, we were able to move our conference rooms online before we knew we had to.

Over the past few years, we have put considerable effort and resources into ensuring our processes are standardized, documented, and easily accessible. We made sure our team could be fully operational for situations where they could not just walk over to a co-worker to ask how to do something. The ability to turn around and ask a question has suddenly turned into a luxury, but we were prepared.

Through this all, we ended up learning that we were prepared for supporting a remote workforce, even though we hadn't made it part of our everyday strategy. The lesson learned is, retrospectively, that we made the correct decisions in strategic technology adoption. Looking back, it makes you appreciate what the alternative could have been.

Moving forward, we may take steps to maintain some additional flexibility for our teams in terms of embracing remote work more than we had before the crisis enveloped the country. We are finding efficiencies in our operations. For one example, by conducting meetings over Microsoft Teams or Skype, our team can still maintain relationships with clients with a face-to-face feel, despite physically being across the country. That technology saves resources for time and travel that could be applied elsewhere.

Additionally, as we continue to grow and add staff, we may evaluate our decisions surrounding the addition of physical offices at the same rate. It may be just as smart to go to a shared work environment with new hires across the country. We are learning that ultimately if someone works from home, and they can be as (or more) productive as in a shared office, we may encourage that mindset to some extent.

Ultimately, this crisis is causing a large percentage of businesses to learn about the technologies available to us at different rates. Fortunately, because we were early in the adoption of these technologies, our learning curve was not as steep, which is especially beneficial during a time of confusion and concern throughout the country.



**Todd Maxwell, COO,
RMH Systems, Waukegan, IA**

At RMH Systems, I quickly learned the true meaning of the word “essential”. I know that we are depended upon by our customers, suppliers, and employees to run a viable business that delivers what we promise; however, it really hits home when you have to put it in a letter to formalize the relationship. Since RMH Systems is essential, we have stayed open for business and kept our employees focused on taking care of the customer. Most of our employees are able to work from home and the need to come into the office is fading. A couple months ago, I would never have asked my office employees to work from home on a regular basis. My, how things change. With everyone working from home and spread out over several states, the need for communication is paramount. Our CEO, Tom Howard, has been updating our employees with regular COVID-19 updates so that our employees know what the company is doing to ensure the success of our business and keeping them safe. Knowing that times like this can be hard on our employees, RMH Systems decided to establish an Employee Emergency Relief Fund. It is important that our employees have another option to turn to when they have an emergency need. As far as changes to our business, we will be looking at telecommuting as a new option and formalizing it with a new policy. I believe that video conferencing is here to stay and that everyone will be more accepting of this type of meeting both internally and externally. The benefit and need for an in-person meeting will always be extremely important; however, the video conferencing prior to or after the in-person meeting will be much more accepting and efficient. At the end of day, when faced with a crisis, it isn't the crisis that defines you, it is the way you react to it that does. 



Keep up with the latest association and industry news using #MHEDA on twitter and by following @MHEDA_Journal, @MHEDAOffice and @MHEDARbecca



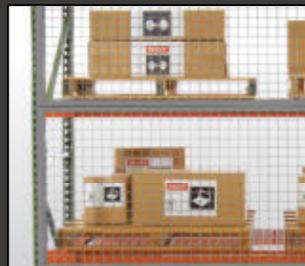
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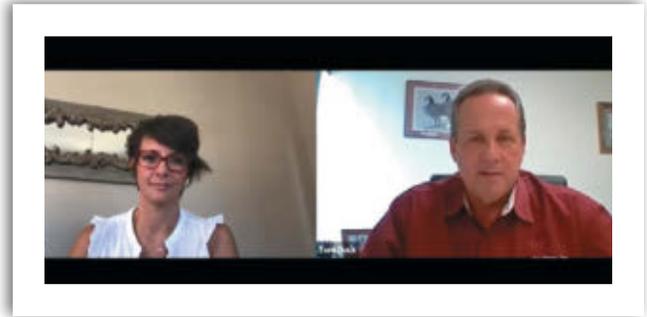


MHEDA SUMMER 2020 PROGRAMS

June Events

(All June Events Available On-Demand)

- June 9 – Rental Equipment Protection Options: Pros & Cons (JT Bates Group)
- June 11 – Financial Management in a Time of Crisis (Buddy Smith)
- June 16 – Guaranteed Leads. We'll Prove It to You. (Site-Seeker, Inc.)
- June 18 – How to Engage Employees During Turbulent Times (Lisa Ryan - Grategy)
- June 23 – Your Website Just Became Your Best Salesperson! (Site-Seeker, Inc.)
- June 25 – Fight or Flight? How to Prepare Your Business to Succeed (or exit) in a Post Covid World (Owner Resource Group)



July Events

Virtual Emerging Leaders Conference

- July 1 – The Unspoken Rules of Leadership, (Jamie Turner)
- July 9 – Say What? Essential Words to Help You Persuade, Engage & Retain, (Ryan Avery)
- July 16 – Three Fundamental Conversations You Need to Have Right Now, (AmyK)
- July 23 – Get Focused: Tech Tools for Collaboration and Productivity, (Beth Ziesenis)
- July 30 – The Financial Dashboard, (Buddy Smith)

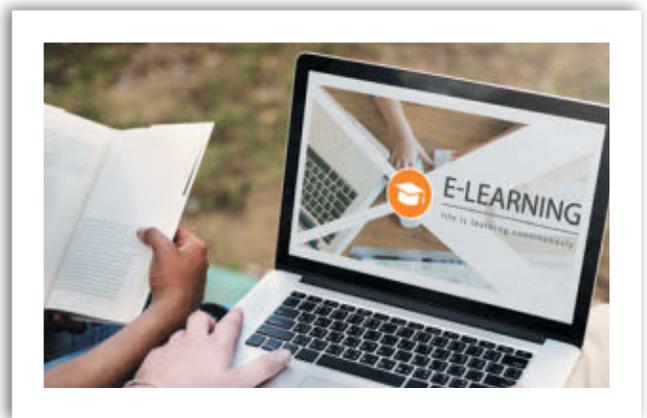
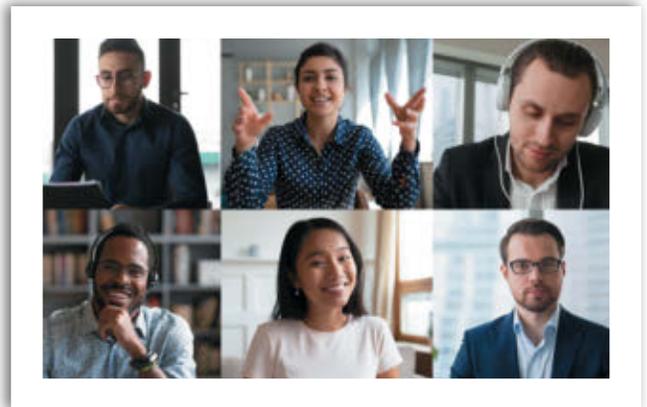


August Events

- August 13 – Email is the #1 Social Platform: Now You're Being Forced to Use It Better (Site-Seeker, Inc.)
- August 20 – Connect with People You Want To Do Business With - They Can't Hide With LinkedIn Sales Navigator (Site-Seeker, Inc.)
- August 27 – Video is Essential! If you don't have video content, are you even relevant in today's competition for online space? (Site-Seeker, Inc.)

*Dates subject to change

For more information on these programs, visit www.mheda.org/calendar.



NEW IN 2020! MHEDA PODCASTS

Stay informed on the go with MHEDA's New Podcasts! MHEDA is now offering a library of podcasts giving you easy and portable access to the latest industry news, trends and best practices. It's convenient, modern and FREE. Visit www.mheda.org/podcasts.



MHEDA Talks – Interviews featuring Members, hosted by Shari Altergott, Chief Experience Officer of The CX Edge.

- **Communications and Motivation.** Interview with Emerging Leaders speaker Ryan Avery. They discuss changing your mindset to go from A to THE leader including tips on communications, building trust, motivating and more.
- **Labor Market and Hiring for Culture.** Interview with Cherie Shepard, a partner at Direct Recruiters. They discuss the response to the COVID crisis, the future of the labor market, diversity in the workforce, and more.
- **Technology and CRM.** Interview with Lauren Zak, Director of Account Development at Concept Services. They discuss the benefits of cloud systems, engaging the sales team with CRM systems and more.
- **MHEDA and the Industry.** Interview with Liz Richards, CEO. They discuss the material handling industry that is “hidden in plain sight,” leadership styles, and the benefits of MHEDA membership.

Business Trends – Hear the latest in Material Handling Business Trends.

- **Q&A with Economist Brian Beaulieu.** ITR CEO Brian Beaulieu answers questions received during his recent interview for MHEDA's virtual convention.
- **Becoming Customer Obsessed: Combating Changing Buying Preferences.** Look at changing buying preferences and how MHEDA members can evolve to meet increased customer expectations.
- **Responding to the Changing Economy.** This podcast discussed the softening of the economy and how MHEDA's Board of Directors recommends members respond.

Economic Advisory – Brief summary of MHEDA's 2020 Economic Reports, produced by ITR Economics.

- This quarterly economic podcast, published by ITR Economics, features data specifically for the material handling industry to assist MHEDA members. January and April podcasts are available now. 



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Discover Affordable Online Training with MHEDA's LMS!



What is the LMS?

The LMS is a **Learning Management System**; MHEDA's online training hub filled with a variety of on-demand business courses designed to enhance your material handling career development. MHEDA created this training portal as an **exclusive Members Only resource!**

Who are the Online Courses designed for?

Find career tracks and individual courses for:

- New Hires
- Customer Service Reps
- Parts & Service Managers
- Project Managers
- Rental Managers
- Sales Professionals
- Senior Management
- Sales Managers

Why Online Training with MHEDA's LMS?

Utilizing the LMS is an investment in your employees, your organization and yourself! A smart, educated team will reach professional, personal and company goals.

- **Affordable** – find courses as low as \$29.
- **Industry Specific** – discover Material Handling topics featuring industry experts.
- **Modern** – educate the next generation in your organization.
- **Business Training** – Look to MHEDA's LMS for Business Training (communications, negotiations, management, and more!) and look to your supplier for product training.
- **Track Progress** – measure your progress and receive a "Certificate of Completion" when you complete a career track.

- **Virtual Learning** – listen to webinars and/or watch videos.
- **On-Boarding Resource** – use the LMS to train new employees and individuals that are new to the Material Handling industry.
- **Move to the Next Level** – Help your rising stars move to the next level.
- **Anywhere!** Enjoy convenient access from your computer or mobile device, when and where it works in your schedule.
- **One-year accessibility** – Plus, enjoy a full year of accessibility so you can take your time!

How Do You Get Started?

Visit www.mheda.org/LMS to find LMS career tracks or individual course(s) that are right for you and your team!

MEMBER REVIEWS

"Very valuable information for a new hire or new to the industry."
– T.D., Tri-Lift, NC, Inc.

"Learned a lot and have used some of the tools in the field."
– J.C., Wisconsin Lift

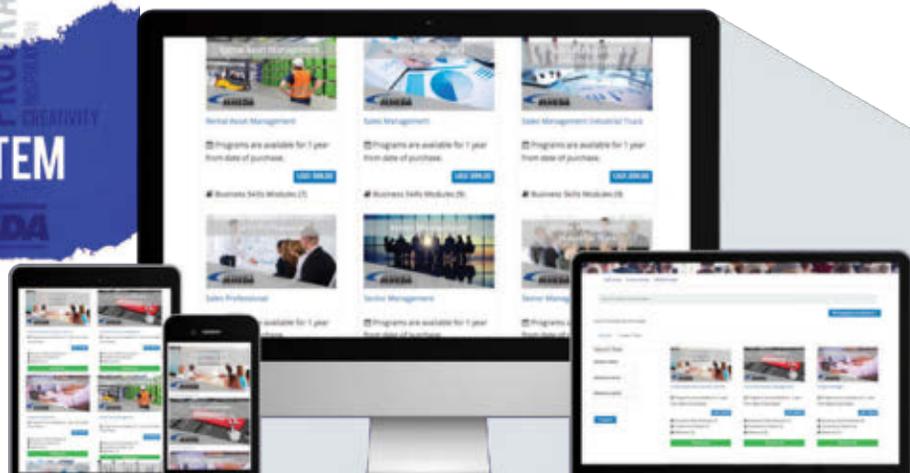
"Really well done. I've participated in a lot of online training and this is one of the best."
– S. M., CSI Materials Handling

"I've been in the industry for less than 2 years and thought it was great!"
– J. L., Fallsway Equipment Co.

"The education opportunities provided within the LMS are second to none. MHEDA truly cares about the health of the industry and their members."
– V.C., Fairchild Equipment



Please note, to offer you the best LMS experience, MHEDA has partnered with e-Sky, EJ4 and Vado for the LMS platform and business content. Questions? Contact MHEDA at 847-680-3500 or email connect@mheda.org.



What are Career Tracks*?

Career Tracks are groups of individual business courses packaged together based on the different careers in the material handling industry. MHEDA has assembled nine career tracks for you to choose from. *Please note, prices and career tracks are subject to change.*

Inside Sales and Customer Service	\$199	Sales Management Industrial Truck	\$399
Parts & Service Management	\$299	Sales Professional	\$229
Project Management	\$199	Senior Management	\$299
Rental Asset Management	\$399	Senior Management Industrial Truck	\$399
Sales Management	\$399		

What are Individual Courses*?

Individual courses represent a variety of essential business topics. Design your own learning path and choose courses that are right for you/your team. *Please note, prices and individual courses subject to change.* Courses are available as:

Conference Videos - Recorded MHEDA Conference presentations; presented by Members and Industry Experts.

Business Modules - Group of shorter sessions under one main topic.

Webinars - Recorded MHEDA webinars; presented by Members and Industry Experts.

**Check the website, new career tracks and individual courses added during the year!
Plus, you can watch LMS previews of many of the programs.*

1. Aftermarket Management Compensation - Webinar \$49
2. Aftermarket Sales and Marketing - Conference Video \$59
3. Basic Business Skills - Module \$99
4. Become a Contributing Project Team Member - Module \$99
5. Becoming an Employer of Choice - Webinar \$49
6. Best Practices in Parts Department Operations - Webinar \$49
7. Best Practices in Service Department Operations - Webinar \$49
8. Body Language Secrets - Conference Video \$59
9. Bud to Boss - Module \$99
10. Building a Business Case - Module \$99
11. Building Digital Marketing Capabilities - Webinar \$49
12. Commercial Driver's License - Module \$59
13. Communication Styles - Module \$79
14. Crush Price Objections - Webinar \$49
15. Customer Service - Module \$139
16. Discussing Total Compensation Series - Module \$59
17. Driving Safety Basics - Aggressive Driving - Module \$29
18. Engineered Systems/Storage & Handling Member Panel Discussion - Conference Video \$59
19. Finance for Non-Financial Employees - Module \$99
20. Forklift Bootcamp Series - Webinar \$299
Series/5 sessions - \$99 individually
21. Google Ads - What You Need to Know - Webinar \$49
22. How and Why to Implement a Sales Process Model - Conference Video \$59
23. How to Sell with Questions - Conference Video \$59
24. Inside Sales IOI - Webinar \$49
25. Interpersonal Communication - Module \$119
26. Key Metrics for Parts & Service - Conference Video \$59
27. Leadership - Module \$139
28. Managing an Enterprise Account - Module \$59
29. Marketing - Digital Marketing Training Series \$69
30. Mastering Excel - Module \$50
31. Mastering Word - Module \$50
32. Negotiating - Module \$39
33. On-Boarding - Webinar \$49
34. Permitting: Challenges and Opportunities - Webinar \$49
35. Presentation Skills - Module \$39
36. Professional Productivity - Effective Time Management Training Series \$39
37. Project Management - Module \$59
38. Project Management as a Competitive Advantage - Conference Video \$59
39. Recruiting and Retaining Top Salespeople - Webinar \$49
40. Rental Equipment Management Best Practices - Conference video \$59
41. Rental Financial Drivers - Conference video \$59
42. Safety - Alcohol Abuse in the Workplace - Module \$69
43. Safety - Basics Training Series - Module \$99
44. Safety - Confined Spaces Training Series - Module \$59
45. Safety - CSA Training Series - Module \$29
46. Safety - First Aid Training Series - Module \$49
47. Safety - Forklift Safety Training Series - Module \$29
48. Safety - Lockout Tagout Training Series - Module \$29
49. Safety - Personal Protective Equipment Training Series - Module \$59
50. Safety - Substance Abuse in the Workplace - Module \$69
51. Safety Training - For Employees - Module \$39
52. Safety Training - For Managers - Module \$49
53. Safety: Who is Responsible in Your Organization? - Webinar \$59
54. Selling Engineered Systems to Groups and Committees - Conference Video \$59
55. Selling Skills - Modules \$159
56. Six Regimens that are Vital for Sales Professionals - Webinar \$49
57. Six-Key Techniques Used by Top Sales Performers - Conference Video \$59
58. Stay Interview Toolkit - Module \$99
59. Strategies for Marketing and Selling Used Equipment - Conference Video \$59
60. Supervision - Module \$139
61. The Customer Care Experience - Webinar \$49
62. The Role of the Technician in Today's Marketplace - Webinar \$49
63. Three Critical Sales Process Skills - Conference Video \$59
64. Used Equipment Management Best Practices \$59
65. Voice Mail Techniques that Get Your Calls Returned - Webinar \$49
66. Workplace Compliance - Module \$139

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PROFILE

Good Equipment, Properly Sold and Serviced

The guiding principle for A.J. Jersey for 50 years

A.J. Jersey is celebrating its 50th Anniversary in 2020. While President **David Rizzo** acknowledges that the celebration of the milestone has become understandably muted, with all of the uncertainty in the world, especially right down the road from the South Plainfield, New Jersey, headquarters, it is still a commendable achievement and one that the company takes great pride in.

“It’s a bittersweet anniversary,” Rizzo says. “But it’s a big one.”

The roots of A.J. Jersey can be traced back beyond its 1970 founding, when company founder and David’s father, **Patrick Rizzo**, worked for a company called Astorlyn Corporation. Rizzo and his partner worked together from 1965 to 1970, when Patrick saw an opportunity in an emerging market in New Jersey and founded Astorlyn Jersey in Linden, New Jersey.

“The core of A.J. Jersey, then Astorlyn Jersey, was three salespeople





and two engineers,” says David Rizzo. “Their focus was on space management and storage products. Racks and shelving. Forklifts weren’t really a consideration at that time. For those first five years, they sold a lot of pallet rack, a lot of shelving, conveyors and dock equipment.”

However, around the same time that Astorlyn Jersey was being formed, Crown Equipment was beginning to grow its market share and product base.

“We are one of Crown’s original dealers,” Rizzo says. “As Crown began to grow in mobile equipment and electric driven equipment, and introduce sit down and order pickers, it got very popular. As Crown grew, we also grew. 1976-1985 was a major growth phase for us. That’s when Crown really expanded into Narrow Aisle, Turret, Pallet and Counterbalance Trucks.”

A.J. Jersey has been so intrinsically linked to Crown that in 2008, Crown Equipment recognized Patrick with its James F. Dicke Pioneer Award for his longtime contributions.

“We appreciate Pat’s contributions and the long association we enjoyed with him over the years,” Jim Moran said at the time. “Pat was a material



Pat and David Rizzo at a Conference.

handling professional in every aspect, building his company from the ground up into the successful business it is today.”

50 Years Later

That business today employs 155 people in two buildings encompassing 50,00 sq. ft. A.J. Jersey has evolved into a full service distributor, offering forklifts, warehouse integration, pallet racks, conveyors, in-plant offices, dock equipment and more.

“We have evolved from our founding, when we were really just pump

jacks and a lot of shelving,” Rizzo says. “Over the last 30 years, we’ve become a full-service material handling provider.”

Though the company’s size and scope has grown, its foundation remains the same as the day Patrick opened the doors.

“Our mission has always been very customer-oriented,” says Rizzo. “We make sure the customer gets what they want. The basis of our growth was the credo that you have to sell the piece of equipment that is right for the customer. My father always preached that honesty is the best policy. If you do something wrong, admit it. You may lose in the short-term but gain in the long-term. And that remains our policy 50 years later.”

Along those same lines, the company’s mission statement is, “Good Equipment, Properly Sold and Serviced.”

“You’ve got to back up everything you sell. It’s very important that we instill that in everyone as they are trained here,” says Rizzo.

Another distinguishing feature of A.J. Jersey is that it is not a “business casual” environment.

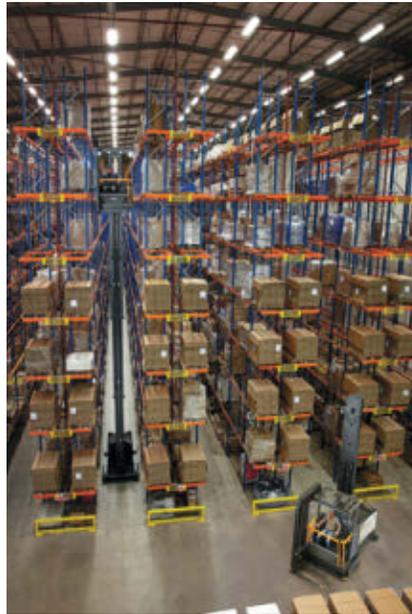
“Our sales staff still wears suits and ties,” says Rizzo. “Whether we’re calling on a warehouse manager or an

operations manager, or the CEO of a company, we wear suits. We feel that we set ourselves apart that way.”

He continues, “We believe there is only one type of professional. If we don’t dress professionally, then people won’t take us seriously. Our sales reps get compliments all the time. ‘You guys are very professional. You set yourselves apart from everyone else. You’re not the cheapest guy on the block, but we trust you.’ And we feel that one of the reasons they trust us is because we come across as professionals.”

That emphasis on professionalism is another reason that the A.J. Jersey-Crown partnership has grown and flourished over the past half century.

“Crown is very professionally run,” says Rizzo. “Like us, they don’t care what other companies are doing. Their attitude is, ‘This is what we’re doing and if you want to be part of this program, you’ll be successful.’ And they have supported us. They’ve given us



great support and great ideas. And they helped steer us in the right direction.”

Full-Service Dealer

While Crown was instrumental in helping A.J. Jersey grow to the heights

it has achieved today, another driving factor has been the evolution of the economy in New Jersey.

“We have had to grow with having three active ports in New Jersey,” Rizzo says. “We switched from being a manufacturing-based state in the 70s to a warehousing goliath today. That has dictated things. The ports and the nature of the businesses that were opening shifting from manufacturing to distribution. We’ve adapted to that.”

He continues, “The market still has very simple companies in it too. There are a lot of mom and pop shops in New Jersey. But there are also companies with 500 people in the warehouse that we sell to that demand a higher technology. And our sales force can handle both types of businesses.”

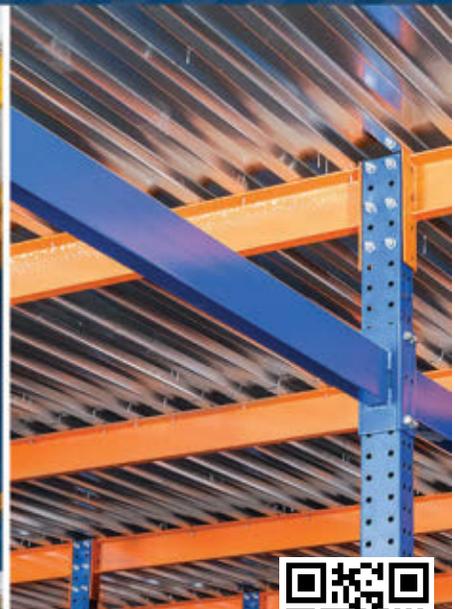
To round out its product offerings, A.J. Jersey has made many strategic partnerships over the years. It has sold Interlake pallet rack since the 1970s. It added the Doosan line of forklifts, which made the company a

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full-service forklift dealer by adding a propane option that it didn't previously offer. It has partnerships with Tri-Boro shelving, United Steel, Bluff Manufacturing, Starrco, A-Wall, W.A. Schmidt and Wildeck, Harper hand trucks and various other allied equipment lines.

"Our team works on commission, so they are always looking for additional avenues and products to sell," Rizzo says.

Dealing With COVID-19

As the company celebrates a half century of success, it kicks off its second 50 years dealing with an unprecedented challenge from the COVID-19 pandemic.

"As an essential industry, servicing the food, medical, hospital, pharmaceutical, and trucking industries, we have remained open," Rizzo says. "We have taken every precaution and followed the rules and guidelines set out by the CDC. We've invested \$12,000 in additional products to keep our employees safe. But it's been a very stressful thing."

However, being a stone's throw away from New York City, A.J. Jersey was better prepared than most to deal with challenging situations.

"This isn't unlike the situations of 9/11 or Hurricane Sandy," Rizzo notes. "There are similarities between the events. We were prepared by those two horrific instances. We were very conservative with our fiscal plan and felt like we were ready for anything. We are very fortunate to have excellent managers and excellent employees who go the extra mile. I'm very proud of our people, our teams and our support. There hasn't been a single complaint from any of them and they have carried us through this horrible situation."

Looking Ahead

With a strong team in place and building on the foundation laid out by its founders and built upon over the last 50 years, A.J. Jersey looks to build on that success for the next 50 years and beyond.

"I see us, in the next five years, in one consolidated location, with one, big, 100,000 sq. ft. facility and everybody under one roof," says Rizzo. "And I see us turning into more of a technology company. That's where Crown and our customers are heading."

The company recently hired additional IT staff, including a dedicated IT professional and another employee solely focused on reporting.

"Customers want more data and we have to give them that data," he says. "We're going to need even more than that. I envision our IT department growing to 5 or possibly even 10 people in the next five years."

But even as the technology becomes more advanced and the customers continue to grow, the larger mission will remain the same. To provide good equipment, properly sold and serviced. 

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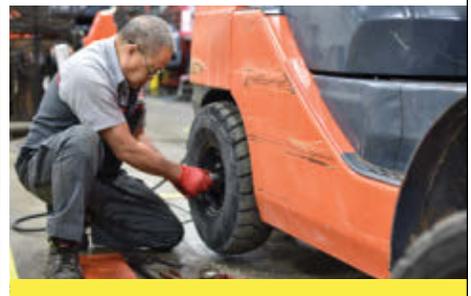
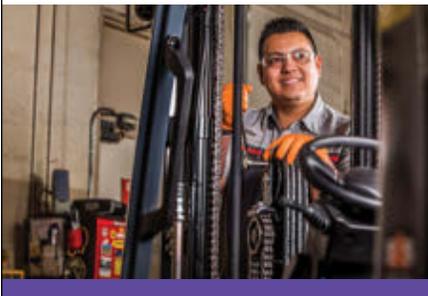
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COMPANY: ProLift Equipment

TITLE: President

YEARS ON JOB: 17 Years



I was originally hired as a Sales Manager for our Indianapolis market. With ProLift, a branch sales manager partners with a branch operations manager and they both get exposure to the entire business. With this structure you learn the challenges with all aspects of running a dealership. At ProLift, like most companies, there are more good ideas than time to execute them. As a result I had the opportunity to participate in several project teams early in my career. The project work provided a deeper understanding of other areas in the business and the chance to learn from our leadership. Today, I serve as President of ProLift. I'm fortunate to have resources available to me in the Toyota dealer network, from our Board and the dealer support team at Toyota. The people I've met over 26 years in material handling have also become a resource for me. They're people I can count on for business and personal advice.

Vital Skills

I think listening and empathy are the two skills that have served me throughout my career. Everyone wants to be heard and understood. If you demonstrate understanding of what someone has shared it makes an impression. I'm not sure it should be that way but that's the feeling I get. Another thing you hear about communication is that there can never be enough of it. I think it's important to communicate frequently but it's also important to understand the impact your communication has on your audience. At times I'm addressing 400+ people in our organization with

The people I've met over 26 years in material handling have also become a resource for me. They're people I can count on for business and personal advice.

various experiences and world views. I'm conscious of making sure my messaging has the intended impact. My preference is to communicate in person and the smaller the audience the better.

Tools of the Trade

On a daily basis I'm using the suite of Microsoft products regularly (primarily Outlook, Word, Excel and PowerPoint) as well as our business operating software which is in the

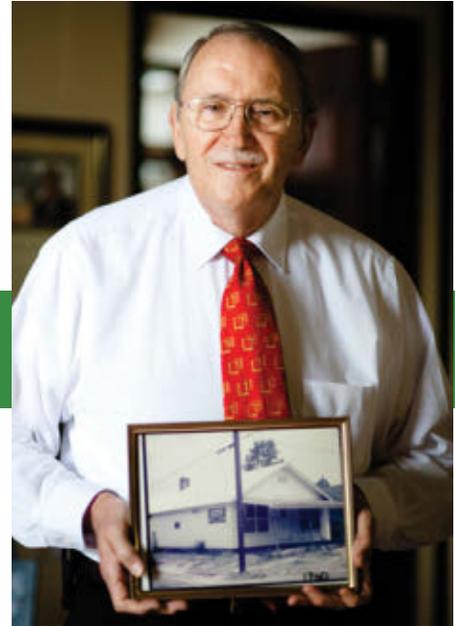
process of being updated. Over the last five years we've introduced other forms of technology that continue to advance our business. Those include CRM, Google analytics, video, VOIP, product quote configurators, video and voice conferencing and fleet management software.

Measuring Success

A measure of success is our ability to develop and support associates. Having each associate understand their job responsibilities, how they personally contribute and maintain consistent execution is how we become an indispensable partner to our customers, owners, community and each other. I'm naturally collaborative and when I stepped into my role it was during a time in which increased collaboration was what the organization needed. My challenge is to continue my development and keep pace with what the organization needs to thrive. 



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WOMEN in Industry

LAUREN JARMAN

COMPANY: Atlantic Forklift Services

TITLE: Director of Administrative Services

YEARS ON JOB: 7



The running joke about my role is that I'm on "Team Never Bored." My responsibilities include the HR and IT functions and I also lead the Finance/Accounting team. As we've worked to grow this business from the ground up, everyone has been asked to wear multiple hats and work together to establish roles and responsibilities based on the business needs. You'll never hear anyone say 'that's not my job' because we make it a priority to help each other no matter what the circumstances are.

Vital Tools and Skills

Communication and change management skills are definitely at the top of the list. I interact with team members from every part of the organization and many different vendors, and all of those folks have different wants, needs, priorities and agendas. Being able to switch gears quickly, prioritize tasks and keep things moving forward requires constant communication and lots of energy! It's important to have a general understanding of products, but not intimately. My position requires asking questions and helping our team think about how different product and service offerings may impact the business and our team in different ways. If we offer a new product or service, that ultimately impacts all facets of the business, so we have to be prepared for that.

Working in a Male-Dominated Industry

I grew up the youngest in my family with two older brothers, so maybe that helped prepare me for working in a

I remember being told early on that we all put our pants on the same way, no matter your title or role, male or female, and that has stuck with me.

male-dominated industry. I also had the privilege of working with some very talented women who paved the way in male-dominated industries early in my career. I remember being told early on that we all put our pants on the same way, no matter your title or role, male or female, and that has stuck with me. I believe it really boils down to working hard at whatever it is that you're doing and ultimately

everyone must earn the respect and trust of their peers.

Success

I have always been very goal-oriented and driven, but I also really enjoy being part of a team and helping others be successful. Some might say that those characteristics don't always go very well together, but it's all about finding the right balance. Working hard, but not so hard that you aren't having fun and enjoying what you're doing and who you're working with. You also can't be afraid to have difficult conversations or ask the tough questions, but there is a way to do that respectfully and thoughtfully. Genuinely caring about other people and communicating openly and honestly is always going to pay off in the long run. 

MH EQUIPMENT COMPANY

MH Equipment Company has a different way of looking at these uncertain times. While so many companies have been forced to lay off workers, MH Equipment is paying their employees to volunteer in their local communities.

MH Equipment employees are helping those that are out of work or those that need help by getting groceries and necessities – even helping elderly neighbors mow their lawn!

MH Equipment forklifts and trucks line up each day to ensure food is delivered to those that need it. Many are volunteering at local food banks and shelters such as the Dayton Food Bank and the St. Vincent Paul Shelter near MH Equipment's Dayton branch.

“One of the Pillars of MH Equipment is People Matter. Our

employees have worked hard over the years to build a successful company and it is only natural for the company to stand by our employees during this unique economy. MH also gives 10% of their net income to the His First Foundation to come alongside our employees' passions as they give back to their communities. The current climate was a perfect way to bring these two beliefs

together. Keeping our employees fully employed, and serving our communities,” says CEO **John Wieland**.

MHEDA Member since 1994 and Most Valuable Partner Award Winner since 2016, MH Equipment Company continues to demonstrate their commitment to business excellence and dedication to the material handling industry. 



RACK BUILDERS, INC.

Rack Builders Inc. (RBI) has been committed to giving back in all of their local communities, Schaumburg and Quincy, IL and Palmyra, MO since RBI started in 2009. With it being such a difficult time for people in their community, RBI is focused on helping others in need.

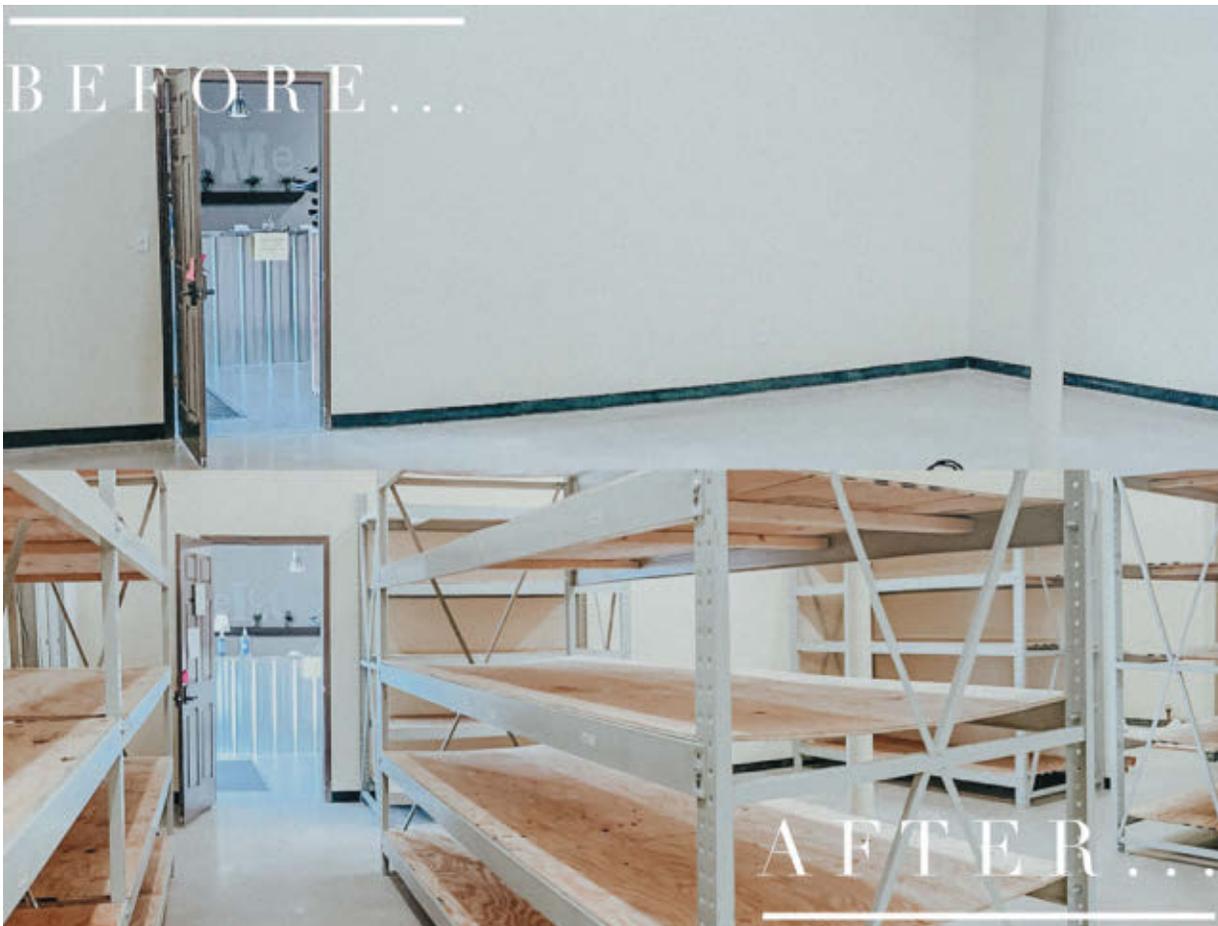
Recently, RBI built and donated rack for a local food pantry, Horizons Social Services Quincy. Before COVID-19, RBI responded to a call from Horizons Social Services about taking on a rack and installation project. Once the “Stay at

Home Order” took place and non-essential businesses were forced to close, RBI- which is designated an essential manufacturer, found themselves in a position to help Horizons and keep the project moving forward.

Factory employees, mid-level and C-suite employees all had a hand in bringing this project to fruition. The rack was donated and the installation time was on a volunteer basis. RBI had no problem finding employees who were willing to help. With this donation, Horizons has been able to

help deliver necessities like food, hygiene products, and more. “In direct response to the community’s generosity, Horizons has been able to send out an average of 206 meals per day since the stay at home order went into place on March 16,” says Horizons Social Services.

MHEDA Member since 2014 and Most Valuable Partner Award Winner since 2019, Rack Builders Inc. continues to demonstrate their commitment to the community and dedication to excellence in the material handling industry. 



CONVENTION

ITR Economics Gives Update during Virtual Convention

Brian Beaulieu addresses MHEDA members about how COVID-19 will impact our industry and economy

BY BRIAN BEAULIEU AND TED SPRINGER



Due to the ongoing COVID-19 pandemic, MHEDA was forced to cancel its Convention, which had been scheduled to take place from May 2-6, 2020, at the Hilton Orlando Bonnet Creek in Orlando, Florida. However, though we could not meet in person, MHEDA wanted to ensure that the educational opportunities that Convention affords did not fall by the wayside. So during the month of May, MHEDA hosted a “Virtual Convention” for members to attend to see the keynote speakers they would have seen in Orlando. On May 5, 2020, ITR Chief Economist **Brian Beaulieu** was interviewed in a live Q&A by MHEDA Chairman-Elect **Ted Springer**. A recording of this interview can be found on mheda.org. The following is a transcript of that interview.

Ted Springer: How do you see the supply chain and the material handling segments of the economy impacted due to COVID-19?

Brian Beaulieu: Clearly, it is impacted in many different ways. The

good news, from our perspective, is that China and many other sources are coming back on line. China has come back very quickly in terms of their manufacturing capabilities. I think Ireland is going to be a little



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bit slower to come back. They were slower to get down and they'll be a little slower to come back. South Korea is managing the COVID-19 very, very well. They should be back open for business. There will be delays. We need to get some allocations; we need to get some of the material on the boat and across the oceans to get here. But it's not going to be nearly as devastating as a lot of people initially feared. We've had a demand issue to contend with, also. That helped level off a lot of the supply and demand imbalance that a lot of people were fearing. This creates opportunities for people who can think differently. Find out what your customers really want and how you can help them. There are opportunities in this, like any other circumstances.

Ted: The significant decrease in the price of oil is having a major impact on the energy sector. What do you see in the near and long-term for the U.S. energy industry and how long will it

take for the price of oil to rise back to \$60 per barrel?

BB: Oil is the second black swan. COVID-19 was the first black swan and then quickly thereafter, we got ourselves a second black swan via the oil market collapsing, courtesy of the Saudis and the Russians dumping all sorts of oil into an already weak market. It has been a battle. Today, we have oil running just a little bit below \$25 per barrel, which is amazing when you consider that just two weeks ago we had negative numbers on the oil futures market. We're going to need to see global demand improve in order to get inventories down before we can start seeing pricing behave at a normal level before we can get back to break even and even marginally profitable for some producers, particularly here in the United States. This is a long haul. The oil black swan is going to be around and be pestering us long after the COVID-19 swan has been put to rest. Think 2015-16

and all the disruptions that had in our economy. It's not going to go away. You mentioned specifically \$60 per barrel. My goodness, we don't even have it going above \$40 per barrel through the end of 2021. \$60 per barrel is several years beyond that. This is a different ballgame than we've had to contend with before. What we have historically seen, however, is that businesses find a way to lower their break even when prices are this weak. Remember, the break even used to be \$60 per barrel. Now it's all the way down into the \$42 range, on average, and lower, in some fields, than that. We find a way. That's what we do. But it's going to be a hurting part of our economy in 2021 and on into 2022 we think.

Ted: Given the current economic climate, what actionable steps should small business owners be taking?

BB: That's the critical question. There is no one simple answer. The first thing is to make sure you have

reliable, understandable cash flow modeling for your business. What's the cash going to be like coming in and the cash going out? Not just for the next 6-8 weeks but into August and September. You need to know what you are confronted with, even after the PPP money runs out, if you got hold of some of that money. This economy isn't about to spring back like some dramatic rebound all of a sudden. It's going to be a longer haul. Know that cash flow and draw down that line of credit if you have one. Be on a first name basis with your banker. Remember, when there is a recovery, and it is coming, recoveries take cash. It's not a function of managing the cash just during a slow period. You have to have that much more cash, because you need the working capital to manage the rising trend. The other thing you should do, in our opinion, is read the quarterly reports. The association provides those great quarterly reports for the members. Take it to the next step. Go on the ITR Economics website. You'll see that we're offering a 14-day free trial of Data Cast. That will allow you to type in your own data and you'll see your own rates of change. And you'll be able to compare your company to the series that we have in the ITR Trends Report and about 9,900 other series also. Know thy business. Know your cash flow. Know the timing of how you're going to be relating to what is in those reports. It is mission critical and you can do it. I know you can.

Ted: You have, in the past, forecasted a possible depression in your long-term projections. 2030 and beyond. How does the passage of a \$2.7 trillion stimulus impact that forecast?

BB: It has a significant impact, but maybe not in the way everybody is thinking about. By the way, the \$2.7 trillion is the fiscal stimulus. On the other side of it, we had the monetary policy stimulus and that is totaling right now about \$6 trillion. Now we're talking about 15-18% of our national GDP that they're creating out of thin air and throwing into the economy. Or

What we have historically seen, however, is that businesses find a way to lower their break even when prices are this weak.

they're trying to get it into the economy and the economy is choking a little bit on it. That's a lot of money to be moving around. Some people have wondered if creating all of this debt, which is the \$2.7 trillion in particular, and climbing, is going to move the timing of the 2030-2040 Depression that we have been talking about for years now with you. And our answer to that is, no. It is not. It's not a function of the size of the debt; it's a function of when the world loses confidence in our willingness and our ability to pay off that debt. And so far, the world has not lost confidence in us. We track that. There is a normal yield curve in place between the short term treasuries and the long-term bond yield. We're not priced higher than you'd expect us to be, relative to inflation and to the other economies. So, there is no indication that the world has lost faith in us.

But, I'll tell you what, as much as we fear our debt, don't forget about China. China is even more indebted than we are as a percent of GDP. What if they crack? What if the world loses confidence in their willingness or ability to pay it back? Maybe at first we'll look like the darlings and the safe haven. But how long before the world starts wondering about us? Because, if China fell maybe we would fall also. That much leverage is dangerous, unless you're going to clean it up. Which is the other risk. It doesn't bring in the timing of the Great Recession, but we're forecasting out there in 2025, 2026 and 2027, and one of the factors that we're trying to come to grips with is, what do we do when they decide to sterilize, not only the fiscal policy largesse by raising taxes or cutting spending to somehow absorb all that money? But what about when the

Federal Reserve decides that the \$6 trillion that they have created out of thin air, fiat currency, that they have to sterilize too? If they don't sterilize it, you're going to have more inflation than we're forecasting. You're going to have higher interest rates than we're currently forecasting. And that makes the 2030-2040 that much more of a sure thing. But if they do sterilize it, then we need to make the business cycle that is going to end in 2026-27, that's going to be a lot more of a difficult business cycle than it otherwise would have had to have been. So, they're creating something because they don't want us to be in pain today. But, in economics, that's the way it works. Avoid the pain today, but we're going to have it later.

Ted: Assuming the virus is contained or at least reduced to a manageable level, what does an economic recovery look like in terms of duration?

BB: We think that we are seeing the states open up and they're allowing people to engage in some limited commerce. Some states, like Alabama, more aggressively than states like California or Massachusetts. But it is happening. And we're seeing countries in Europe doing the same thing. It's a slow roll-out process. We also, then, look at, "Alright, fiscal policy came out stimulative. Monetary policy came out and was in alignment with that fiscal policy. We went back to 2008-09, and we said, 'How long does it take after those two policy initiatives are in alignment, before you start seeing the upside impact upon the economy?'" And that was in March or early April, so now you're talking about all of April, May and June, that's about when they're letting us out of our homes, so we think it's the third quarter of this year that you start seeing the economy rise up from the deep hole that we are in. It's not going to be a big spring. There's no precedent for that sort of a *boing* in the economy. But we are beginning to move up in the third quarter, we'll see some more momentum in the fourth quarter, and we'll gain even more strength as we go through 2021. Some economies, like the



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U.S., we think that by the end of 2021 for GDP, we've recouped. We're back to where we were at the beginning of all of the COVID-19, oil issues.

For U.S. industrial production, the industrial base of the United States, it's going to take a little bit longer, because of the oil black swan. We don't see that being a complete recovery until sometime in 2022. And when you look at Europe, we think it will be more like 2023 or 2024 until they completely recover. It all depends on where you're looking and what industries you are talking about. Not all industries are going to feel the same level of pain. Some of them will come back faster. That's part of what we business leaders can do. We can go after certain markets. We can decide where we want to place our scarce resources. You're not going to put it into the aircraft industry because that is going nowhere for all of 2021. So pick and choose your battles and go where the market is going to be better off.

The U.S., the World, we've gone over the hump in terms of daily deaths from COVID-19.

Ted: How will the economy be impacted if we see a potential second wave in the fall and we see a second shutdown in the same year?

BB: The old military expression FUBAR comes to mind when you ask that question. That's what we'll be. It clearly delays the third quarter onset of recovery if there is indeed a second wave to be concerned about. Before we even talk about the second wave though, I want to make sure that everybody is clear. We follow the trends every single day. The U.S., the World, we've gone over the hump in terms of daily deaths from COVID-19. Yes, people are still dying, but less so, generally speaking, as each day goes by. If there is going to be a second

wave, you have to ask yourself, "Are we going to get such a big spike that we're going to go back to the previous heights that we were at?" Or is this an increase from a reduced level? And then you have to ask yourselves, "Will the Governors react like they did last time and decide that they need to shut us down?" I think they're going to have a hard time doing that again. I think people have had it with that particular action and there could be serious repercussions if they try to do that. The third factor is, I don't have much confidence in the medical projections that there is this second wave coming. Most of those medical projections have been very wrong right from the get go. One of the best medical models from the outset was called the Mary Model, and that's the one we paid attention to because it made the most statistical sense to us. And that is not seeing a big second wave that we have to contend with. So we have not built that into our expectations.



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We acknowledge it as a possibility, but we don't see it as really a probability that we have to worry about.

Ted: By the latest count, citizens from over 180 countries are impacted by the virus. Can you talk about how the global impact would affect the U.S. economy?

BB: We get 8% of our U.S. GDP by exporting goods to the rest of the world. And with Europe shut down and South America not doing well, China is back but they have their own internal issues to contend with, that is 8% of our GDP that is in a weakened condition. That's a number that we track all the time. We're waiting for that to come back. You've seen our dashboard of leading indicators. We've lost all but two of those indicators. It had been a green board back in February. We've lost 11 out of the 13 indicators on that dashboard. Only two remain in rise. We need to see that export rate of change curve back up. That's a big chunk of our GDP. It matters.

If I may take a longer-term answer to that, though, nationalism is gaining momentum. Part of that nationalism here in the U.S. is going to be finding a way to bring supply chains back onto our shores or into Mexico where it is closer. We can keep an eye on it, closer control on it, we don't have to have the risk associated with pandemics starting in China going forward and it will dovetail very nicely with the nationalism that is currently in favor. I think that is going to be a trend you are going to see play out for the remainder of the 2020s. And it's one we can find a way to prosper from.

Ted: Have we reached the bottom of the GDP decline?

BB: Probably we have not reached the bottom. We think the second quarter will be the low. (Editor's note: this interview took place on May 5) This being only May, we won't even know whether the second quarter is the low until we're at least halfway through the third quarter. But technically speaking, no, we haven't reached the low yet. There is all sorts of bad news out

there, and a lot of the economic news is looking in the rearview mirror. It's telling you what has been and how bad things are. I think you can't lead people in your businesses if you're looking in the rearview mirror. You've got to be looking forward. So, I came up with seven factors that just have happened over the last couple of weeks that tell me that there is light at the end of this tunnel, and that we're probably right that the second quarter will be the

weakest quarter. Those seven factors range from stock market rebounding since March 23 and having a fantastic April, to all that stimulus money we talked about, very little of it has found its way into the economy so far. Most of that propellant has yet to make it into our economic engine. There are a lot of good things to be looking forward to. So I'm feeling really good that the second quarter is the low one. But we won't know it for a little while.

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Ted: How long before we start to feel an upturn in the economy?

BB: Feel is a funny word. If you're in California, you're going to be slower to feel any rise because I think they will be slower to remove any restrictions. Same thing with Massachusetts. But if you're in Alabama, you're already feeling it. Look at the traffic going by. There is more traffic on the road. Buddy (Smith) was telling us about a Marriott that was at 80% capacity in the Carolinas. It's not hard to see it. I don't know if that means you're feeling it yet in your business, but you should be seeing more inquiries and more interest in turning the lights back on and getting back to it. And when people say, "What's the new norm?" I say that is the norm. We grow. That's normal for our economy and our businesses. We grow. That's what we're about to engage in like we always have. What's the new norm? It's just like the old norm, we're going to grow. We're just going to do it in slightly

different ways. But we've always had slightly different ways.

Ted: Many are focused on the supply side of the equation, without equal attention to demand. China, Vietnam and South Korea have done a phenomenal job to rebound. However, this does not necessarily mean that demand will rebound as quickly. How do you see the demand side recovering as we progress through the pandemic?

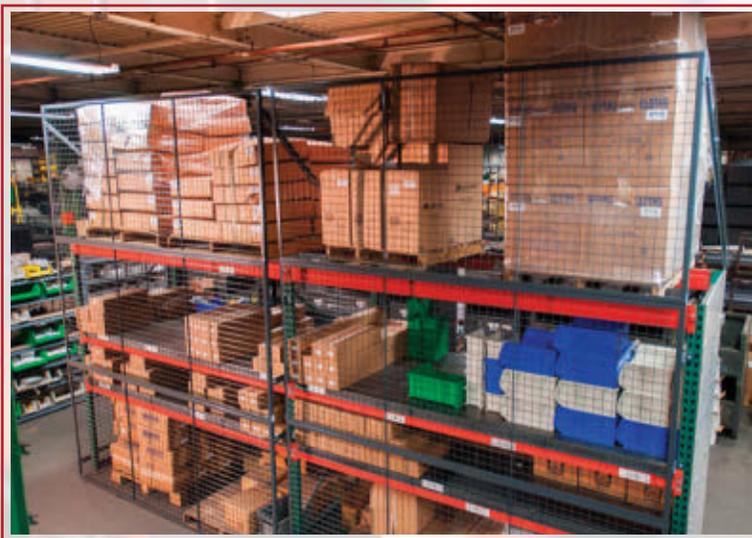
BB: The demand side recovery is largely a function of letting people out of their homes and letting them get back into society and letting them go back into interacting, because that's where economic activity ultimately comes from is human beings interacting. When you get told to shut it down, you're going to be doing this to your economy. People like me say that the faster you let us out, the faster you're going to get going again. And then you see people worried about second waves or still worried about infections or waiting for a vaccine

before they're really willing to have a go at it. The vaccine, the fear, the governments, those are all things that are going to slow down that resumption of demand. I will bet you dollars to donuts, that when you look around and poke around in June and July, you're going to say that there is a lot more going on than you thought. Consumers are insatiable. China is in a funk because they rely on the rest of the world to create their demand. We don't do that. We are the source. We're the mother lode of demand for this planet. We want what we want and we're going to get it.

Ted: What do you think are the differences between this recession and the 2009 recession?

BB: 2009 was a classic business cycle downturn. We see that coming as early as the fourth quarter of 2003. Just like we've been saying for the Great Depression, there were these trends that came together that were an ill wind from an economic perspective.

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And it ultimately led to where the economic system was broken, if you will. We had this price bubble that just broke the system. There was no economic breakage this time. Before COVID-19 and the oil black swan hit, in fact, the leading indicators were turning up. We had seen the rate of change turn up for U.S. industrial activity. Capital Goods New Orders, we were moving in exactly the fundamentally right direction based on economic fundamentals. And then this black swan hit. That means that this isn't an economic problem so much as it is a health problem compounded by government intervention, rather than an economic issue that ultimately has to get resolved. That tends to help us get back on our feet a little bit faster.

I wish I could tell you that there was a precedent for the data rebounding like a V shape. That is a question we're asked. What sort of letter are we going to have? The rates of change will have a V, but the data

We need that demand to come back, that is for sure. But the consumer isn't broken.

in the best case scenarios are going to have a U. And in the worst case scenario, like the aircraft industry or Europe, it's going to be a lazy L. A little bit of lift on that L, sort of like a hockey stick that doesn't have much attitude going for it. That's going to be the shape of things to come. We need that demand to come back, that is for sure. But the consumer isn't broken. I know there is a high unemployment rate, but it's going to be coming down. It was an elevator going up, and it's not going to be quite as fast on the way down, we're projecting that by the end of 2021, there will still be about three or four million Americans who would have otherwise been working who will not be back in the workforce because of all of this. That's going to ding demand for sure. But we're going

to be building stuff. This economy is moving forward.

Ted: How difficult is it to predict a true economic rebound when retail, hospitality, and other critical industries simply can't operate at full capacity due to social distancing measures and no vaccine in place?

BB: It is hard. We're getting better at it as the intel becomes better. But, for instance, we look at weekly data for retail sales. Retail sales are down 45.9% over the last week compared to one year ago. We have never seen a number like that. March 2020 automobile retail sales were down 26.4% from February. That hasn't happened since 1945. So you get these weird numbers going and you have to try to factor those into the model. But at the same time, that same weekly data is showing us that the discount stores are up 11% year over year. We're buying where we can. So that's telling us that the consumer has a pulse, that the consumer has life, and if they start



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opening up these department stores, and not all of them are going to come back but a lot of them will and we'll start populating them again and they'll start to rise up from the ashes. The restaurants, we've never seen that happen before. How do we factor that in? We assume all of these restaurants are going to close, we figure they'll have some carry out business and guesstimated what that meant in terms of their revenues, but I think as people are allowed to, you're going to see small clumps go back to the bars and restaurants. We're all going to wait two weeks and if they don't die, then we're going to go to the bars and restaurants. And that will keep increasing exponentially until lo and behold, by the end of the year it's back to normal.

Ted: What are your views on the employment/unemployment picture and how that will unfold?

BB: We think that employment will just be bringing people back, rather than looking to add body count to our

The big concern that I have heard business folks saying is, "If my business doesn't pick up sufficiently by August, I'm going to lay people off."

enterprises for now. That's the short term goal over the next six months. It's going to be a tough place to be a college grad over the next six months. But unemployment, it has gone up like a rocket. It's not going to come down as fast but it is going to come down. The big concern that I have heard business folks saying is, "If my business doesn't pick up sufficiently by August, I'm going to lay people off." The PPP money has run out and they said they would keep them in place through July when they took the PPP, but if come August they don't need those people, there will be a whole other

round of layoffs coming. That's the sort of stuff that keeps me up at night and why we worry an awful lot about demand where we're likely to see that demand burst and where we may see those next round of layoffs and what that means for what the retail sales trajectory will look like. We do not have a normal rebound in retail sales out through the end of 2021. We have a rebound but it's not a normal rebound because we're so concerned about the employment/unemployment out through that time-frame.

Ted: How large will the migration of people from large metro cities be?

BB: I can tell you that, at least right now, it's significant. Homes right now in the Lakes Region in New Hampshire are selling in one to two days because New Yorkers can't leave New York fast enough. I don't know if that is going to continue or if that is just a reaction to what we have been through. That is going to be up to the millennials to see if they want to reverse that trend or



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not. I just know I have more people my age moving in than I do young people because they're getting out of dodge.

Ted: Isn't consumer demand going to be directly tied to how financially solvent people are coming out of the shut down? How do you account for this?

BB: A couple of ways. One, the government was very far-sighted in terms of who they sent out the first round of checks and now the second round to. They sent it to the people who have the highest propensity to consume, so they were sending it to where it needed to go. And then, at the same time, they said don't worry about your rent for six months. For small businesses, you have mortgage forgiveness for six months. Your utility bills don't have to be paid. So when they are brought back to work, they aren't buried in the normal amount of debt that they may have been if they had just been thrown out of work. Plus they're getting the extra unemployment kick through the end of the year, courtesy of Congress and the administration. So I think they are going to be in better shape than we have typically seen coming out of a recession for those reasons.

My concern, though, is what about the utility companies who aren't getting their normal cash flow? What about the banks that aren't getting their normal cash flow? I think that's where the Federal Reserve with their Main Street program and other assurances that they have made to the banks, in particular, they need to step up and follow through on them because they haven't so far. All they have done is move the pain from the consumer and onto these very specific industries. That won't do. But, I believe Chairman Powell when he says that they will do whatever they need to do to keep the credit markets flowing and keep these businesses on their feet. This Federal Reserve composition, led by Chairman Powell, we thought they had run out of arrows in their quiver. They had fired everything that we have ever seen fired before. And, lo and behold, they just invent new arrows out of the genius of their thinking. And they deploy that. They're not done. There will be unintended consequences to everything they are doing, but if you're concerned about the next 6-12 months, they're doing exactly what you want them to be doing.

Ted: The administration is predicting a vaccine, possibly by the end of the year. Would the creation of a vaccine that early change your projections?

BB: Not for GDP. A vaccine that early would not change things for GDP but it might change our forecasts for travel and tourism. For the airline industry. And other associated large room venue activities like sports venues. But those things aren't enough to really move the needle in terms of the macroeconomic things for 2021. I hope they're right. The sooner that there is a working vaccine, the sooner we are all going to be able to put this behind us. It will come. I have no doubt that it is going to come. Because that's what we do. We get a problem and then we find a solution. That's what we do. This is America. That hasn't changed. That's the ongoing norm. 



Financing without the heavy lifting

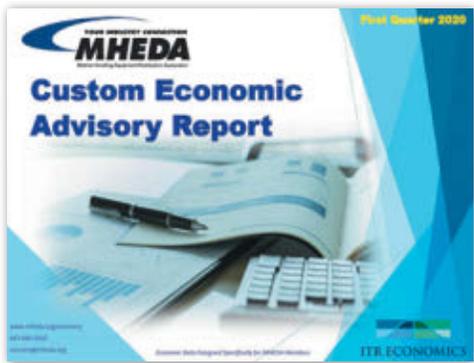
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- New and used equipment financing
- Capital and operating leases with bundled maintenance

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COVID-19 Impact on the World Economy

MHEDA is happy to announce a new and improved quarterly economic forecast report, a FREE and exclusive Member benefit in 2020. To access the full report or hear an audio podcast, visit mheda.org/economy or email the MHEDA office at connect@mheda.org.



The global spread of COVID-19 and resulting shutdowns have amplified the business cycle decline that was already underway in the U.S. and world economies. The initial economic impact has been painful for many businesses and workers due to the widespread government mandated shutdowns. As of April 23, several weeks into the coronavirus's U.S. spread, unemployment claims totaled 26.5 million people, approximately 16% of the workforce. High unemployment means a weakened consumer, and the consumer is the bedrock of the U.S. economy.

Total Retail Sales in March were virtually flat relative to February; Retail Sales typically grow about 14.4% from February to March. Specific industries have been more severely impacted - U.S. Light Vehicle Retail Sales declined 26.4% from February to March and US Food and Drink Establishments Retail Sales declined 20.0%. Tighter budgets and a high degree of uncertainty will likely hinder a broad array of consumer markets; large-ticket and discretionary purchases will likely be delayed.

The business-to-business sector is also facing financial strain. Depressed demand is putting cash flow to the test; meanwhile, fixed costs remain. Fiscal and monetary stimulus may help cushion the blow but will not likely prevent a recession from taking hold.

ITR Economics has been conducting an exhaustive review of all our forecasts.

We had already been calling for contraction in U.S. Real Gross Domestic Product (GDP) in the first quarter of 2020. We now expect deeper decline that will extend into the second quarter, meeting the technical definition of "recession." We are forecasting GDP rise starting in the third quarter of this year and a full-fledged recovery during the second half of 2021, assisted by the recent stimulus. Prior to COVID-19 and the Oil Prices crash, we had anticipated that certain economic imbalances would result in significant 2022-2023 decline. However, due to the black swan events, we are dealing with those imbalances now. We therefore expect slowing growth but no contraction for GDP in 2022.

U.S. Industrial Production contracted 5.2% from February to March; only the year 1933, at 6.7%, offers a more extreme case of February-to-March decline. We revised our forecast downward. We expect decline in annual Production to persist into early 2021 due to diminished demand associated with U.S. and global shutdowns as well as the negative effects of low Oil Prices on the U.S. oil and gas sector - a key end market for many industrial goods. Our Industrial Production forecast hinges on two assumptions: that the worst of the COVID-19 outbreak and associated shutdowns will be behind us by around 3Q20, and that Oil Prices will begin recovering around that same time. We will continuously reanalyze the forecast as the situation develops

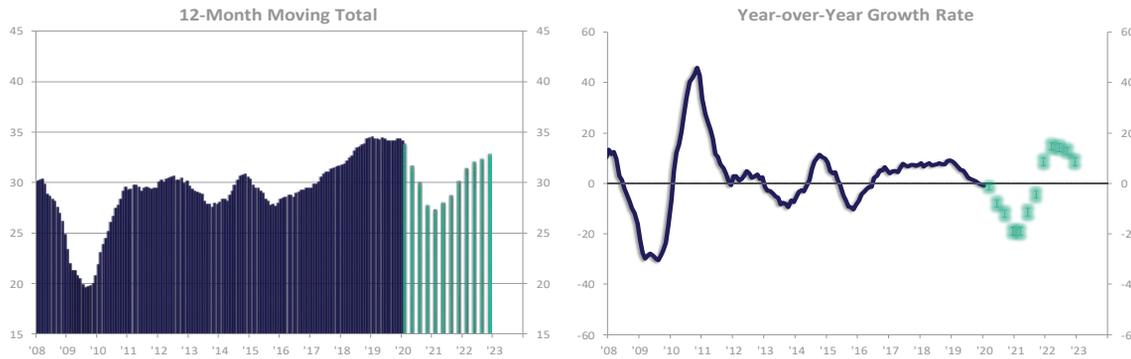
in the coming weeks. Plan for annual Industrial Production to rise from the first half of 2021 into at least late 2022. The \$2 trillion-plus in fiscal stimulus will likely result in an "afterglow" that will favorably impact the economy in 2022; we are forecasting record highs for Industrial Production in the second half of that year.

If you trend with U.S. Industrial Production, consider any actions you wish you had taken during the 2015-16 and 2001-02 downturns and try to apply those lessons to the current situation. Look for ways to aggressively cut costs and talk with your banker. Utilize a rolling 10-day metric of orders or RFQs to provide a quick snapshot of where your cash flow is headed. Use this metric to inform your decisions and set tripwires on when to implement the different stages of your contingency plans.

We are facing some tough quarters ahead, but the economy is resilient and will recover. There are some silver linings to the current situation. We may see an increase in nearshoring and an increased utilization of technology that will create long-term opportunities for American businesses and lead to greater efficiencies. Above all, remember that this too shall pass, just like the hard times and recessions of the past. In the meantime, recessions present opportunities for those who manage their businesses carefully and keep calm amidst the storm.

US Material Handling Equipment New Orders

New Orders Not Expected to Surpass Current Levels of Activity Through 2022



Industry Outlook

2020: -19.0%
2021: 8.6%
2022: 8.7%

Outlook & Supporting Evidence

- We lowered our New Orders outlook due to the COVID-19 pandemic and the oil supply-demand imbalance, which are expected to extend the duration of macroeconomic decline. The forecast was lowered 23.9%, 20.3%, and 9.8% for 2020, 2021, and 2022, respectively.
- Annual New Orders will decline into early 2021 before rising through at least 2022.
- Consumers are turning toward e-commerce for their shopping needs as a result of the COVID-19 shutdowns. This could result in a greater demand for warehouse space and material handling equipment, which poses an upside risk to this outlook.

Phase & Amplitudes

Phase D
Recession

February 2020 Annual Growth Rate (12/12): -1.0%
 February 2020 Annual Total (12MMT): \$34.2 billion

Business Cycle

Industry	Phase	Current	2020	2021	2022
US Industrial Production Index	D	-0.4%	-7.1%	3.8%	4.3%
US Nondefense Capital Goods New Orders (excluding aircraft)	C	0.5%	-15.8%	3.9%	4.2%
US Material Handling Equipment New Orders	D	-1.0%	-19.0%	8.6%	8.7%
US Private Warehouse Construction	B	3.5%	1.6%	1.5%	7.4%
North America Light Vehicle Production	D	-6.0%	-21.7%	7.3%	1.6%
US Food Production Index	B	1.0%	0.7%	2.2%	0.8%
US E-Commerce Retail Sales	B	14.9%	17.7%	14.8%	13.8%



VIRTUAL DIGITAL MARKETING CONVENTION

The State Of Digital Marketing Among MHEDA Members (Part 1)

BY BRIAN BLUFF, SITE-SEEKER



What This Article Is About

MHEDA has been beating the digital marketing drum for the entire decade that we've (Site-Seeker) been involved with the association. Guess what? It's worked.

This is the first of a series of articles that will dissect the marketing presence of MHEDA member companies and the material handling industry in general.

In this article, I'll review some of the research my team has done over the past several years to document the level to which MHEDA members are engaged with digital marketing and specifically Google paid and local search. I'll cover the good and the bad, and provide statistics and opinions based on over two decades in the digital marketing industry.

In subsequent articles I'll talk about:

- Marketing technologies used by MHEDA member companies
- The correlation between marketing labor and search engine visibility

Why and How We Collected This Data

From your standpoint, as a company operating in this space, this information will allow you to develop a winning plan and apply the right amount of resources for it to succeed.

From our position, as a MHEDA endorsed partner and a digital marketing firm focused on material handling, this gives us an enormous advantage to help push our material handling clients to the top digitally.

How did we collect our data? We analyzed the Google Ads (formally AdWords) participation and spending habits of over 600 MHEDA member websites, and studied how a randomly selected group of 75 MHEDA member physical locations were represented in Google's local search results.

All of this was data gathered by the talented Site-Seeker team with the aid of various technology products.

Digital Advertising

There are many forms of digital advertising – search, display, social, etc. For this article, we focused on Google Ads. Why? Google Ads is a gateway ad platform for most companies. More importantly, your prospects and customers use Google more than the other search and social platforms.

Our Research – Google Ads

In the table below, we found that 32.3% of all MHEDA member companies participated in Google Ads as of April 2020. That’s a pretty big number, but it’s down from 41.1% in September 2018.

What happened? Did ranking on Google suddenly become less important? No! Data has a habit of lying and that’s definitely what happened here. Let’s dig a little deeper.

Google Ads programs will spend \$1.7M in ad fees this year.

Another interesting fact is that during the height of the Coronavirus lockdown, just over half of the forklift manufacturers increased spend in three months ending in April 2020. That’s pretty cool and shows that these companies are ready to fight for their share of the business pie.

Engineered Systems: The biggest drop, as a percentage of the

on setting up and leveraging Google Analytics and integrating data with a CRM. This is beyond the capabilities of most marketers.

Remaining Member categories: As for the change in Google Ads spend for the other MHEDA member categories, our data did show a 2% decrease in participation; but I’d chalk that up to the accuracy of the tools used and feel comfortable saying that there has been little or no change.

Category (# Companies)	# By Category Participating in Google Ads (% of the Category)	
	Sep 2018	Apr 2020
All Members (610)	251 (41.1%)	197 (32.3%)
Industrial Truck (272)	127 (46.7%)	98 (36.0%)
Storage & Handling (137)	55 (40.1%)	49 (35.8%)
Engineered Systems (76)	32 (42.1%)	20 (26.3%)
Special Services (63)	14 (22.2%)	11 (17.5%)
Multi Line (54)	19 (35.2%)	16 (29.6%)
Dock & Door (8)	4 (50%)	3 (37.5%)

Industrial Truck: Of the 9% total decrease, 5% came from Industrial Truck members. At the same time that dealers were pulling back on their spend, corresponding manufacturers were increasing spend.

We researched 14 forklift manufacturers and found that 11 (78%) of them have an active Google Ads program; and of that 11, 91% increased Google Ads spend in the 12 months ending in April 2020.

So as forklift manufacturers increased spend and started generating leads for dealers, a number of Industrial Truck dealers canceled or decreased spend for their Google Ads program. There is a direct correlation between the increasing spend of the manufacturer and the cancelation or decrease in Google Ads spend by that brand’s dealers. And this makes sense.

In total, we estimate that the 11 forklift manufacturers running active

category, in Google ads participation came from the Engineered Systems group. Ten of the 12 companies that stopped their program did so over 12 months ago.

I don’t have a good explanation for this other than to assume that these companies did not recognize enough value to continue their program. Whether this is due to the inability to associate closed deals back to a click on a Google Ads ad over a long sales cycle with multiple touch points or programs not being managed well, I cannot tell. Nevertheless, the complex nature of the engineered systems business presents unique keyword selection challenges.

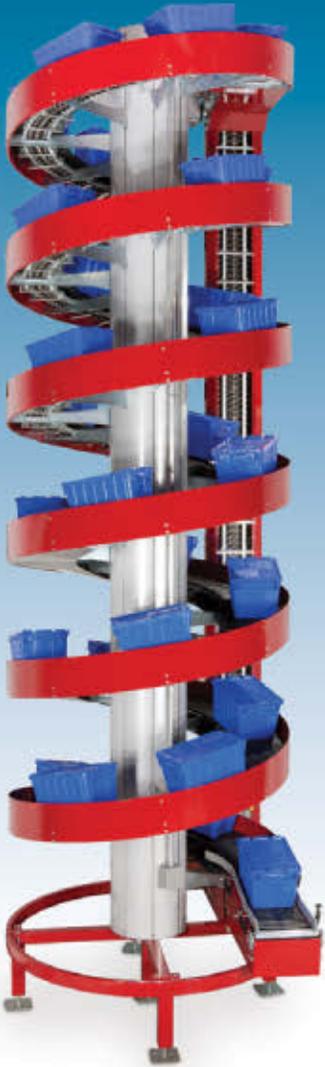
Additionally, a company’s ability to track data back to a click can be a tall order. Multiple conversion paths including form fills, emails sent, phone calls, live chat, etc. require the company to place a strong focus

Takeaway

Google Ads should be a cornerstone of every MHEDA member’s digital advertising program. As the digital marketing industry has matured, Google traffic has become splintered with more ranking options beyond just traditional paid and organic listings. It’s hard today and a paid search program can make the difference between achieving your annual growth goals or not.

It’s also no surprise that more manufacturers are taking an active role in controlling where paid search traffic goes. The days of setting and forgetting a Google Ads program are gone. Today the availability of an increasing number of advanced targeting options means that the folks paying the closest attention to their program, applying ad testing and landing page conversion efforts, and continuing to improve data collection and analysis to improve their program will get better results.

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DIGITAL MARKETING

This effort is more easily accomplished by organizations with talented and experienced ad managers; and thus bigger organizations would seem to have the advantage.

One point of clarification. While the manufacturers of bigger ticket items will continue to spend in Google Ads for the terms most important to them, terms related to service, installation, parts, training and many lower cost product categories are not being pursued by manufacturers and therefore, distributors and dealers have an opportunity to run regional Google Ads programs and capture this traffic.

Local Search

There are many local search websites/platforms, but I'd argue that Google My Business (GMB) is the most important to MHEDA members. GMB listings are typically displayed on a Google search engine results page when Google either recognizes that the query can best be addressed by a local business, or when someone searches for a term like "Pallet Rack, Syracuse, NY".

Our Research – Google My Business (Local)

The most important part of a GMB page, besides accuracy of information, are the reviews. For this article we visited the GMB pages of 75 MHEDA member physical locations. Here are the results.

The *Top Performer* group with 21 reviews and a 4.8 rating is doing a good job. They clearly have a program to actively solicit reviews, but I'd prefer to see 50+ reviews with 4.8 stars. That would make it nearly impossible for rogue customers or unscrupulous competitors to ruin their overall rating with a few one or two star reviews. Their large number of reviews coupled with the high average star rating give credibility to the quality this company delivers to its customers; and most importantly, this gives prospects the confidence that they will be treated well when they do reach out to this company.

Shaky Ground # 1 is in a dangerous situation. While they enjoy a five star rating, they only have three reviews. It would only take two one-star reviews to knock them down below four stars.

Poor Performer # 1 needs to act now! They have a dismal 2.8 stars with 14 reviews. It's going to take a whole lot of work to climb out of the hole they've dug. Using simple math they are going to need 35 reviews with an average 4.5 stars to even break 4.0 stars. This is bad, and they are losing business because of their poor rating.

Poor Performer # 2 (12 of them), had zero reviews. Imagine you're a prospect and you did a Google search and saw a list of local providers. Several had ratings ranging from three to five stars and one had no rating at all – no reviews. Which would you NOT call?

	Avg. Star Rating	Avg. # Of Reviews
Across All Locations	3.4	8.1
Top Performer	4.8	21
Shaky Ground # 1	5	3
Poor Performer # 1	2.8	14
Poor Performer # 2	Of the 75 GMB pages we looked at, 12 (16%) had zero reviews	

Across All Locations MHEDA members can do much better than an average of 3.4 stars. Of course it's the Poor Performer # 2 group that is pulling this rating down.

Your prospects are using these reviews to decide if they should engage you or not. This is digital marketing 101.

The message you're sending is that you're not a real business and that

something strange is going on with your listing.

Takeaway

I can't overstate the importance of local reviews. Bright Local's, Local Consumer Survey 2019 found that:

1. 86% of consumers read reviews for local businesses.
2. A positive reputation online helps customers trust businesses, converts searchers into leads, and boosts local search rankings.

As a general rule you need to continuously generate positive reviews or risk that an unhappy customer, a competitor or a spammer will knock your rating down to the point that potential customers become leery of doing business with you.

As an owner/manager don't accept a low star rating and never take the risk of having only a few reviews even if they are all five stars.

Putting together a program to generate a steady stream of positive local reviews is not rocket science and can be handled by your outward facing folks – sales, customer service, installers and service technicians.

Push really hard in the beginning to generate 30 reviews or the number required to achieve a 4.3 or above rating. Once there, you can pull back a bit and set a goal of generating 20+ fresh reviews annually.

Of course the optimum number of reviews you target should be relative to your competitors. As a point of reference, think about how you buy products online. I'm a big Home Depot/Lowes shopper and for me the higher the number of reviews and higher the rating, the more likely I am to click on and buy a product.

Your prospects act in the same way and your job is to earn their trust to the point that they are willing to invest their time to learn about your offering.

Conclusion – Brian's Marketing Rant

A presence on Google is still the number one way to target people that are low in the funnel and actively in

A presence on Google is still the number one way to target people that are low in the funnel and actively in the buying zone.

the buying zone. Paid and local search are portions of the search engine landscape that you can and should control.

Understand where your channel partners have a presence and where they don't and develop a program to fill that gap.

Digital marketing is no longer new and no form of quick fixes or trickery will generate a steady stream of new business opportunities large enough to make a dent in your new business goals.

If you are going to invest in an internal marketing team, get the best. Scrutinize their work and challenge them again, again and again. Don't stop pushing for better results – ever.

Standalone, single-person, marketing teams are really dangerous. This scenario sets up the situation where if my marketer is better than your marketer, I grow and you don't. And, because most MHEDA member company leaders don't have the experience to tell the difference, they'll never know the impact of a marginally effective marketing program until one day they come to realize that their competitor has leapfrogged them – game over.

To fight against this you need to get second opinions, audit programs, and educate your marketing staff. You should review reports, ask why and insist on better and in depth data. If the data doesn't make sense, then something is wrong – follow your instincts.

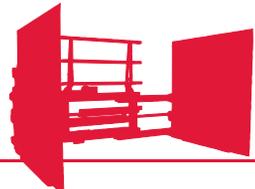
If you need help, have a question, or just want to talk, give me, Brian Bluff, a call – 315.525.5146.

Also, keep an eye for the next article in this series. 

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MHEDA Virtual Convention

As you know, due to COVID-19 MHEDA had to cancel the convention that was scheduled for the first week of May in Orlando, Florida. While it's not the same as being together in person, we hope that the Virtual Convention will provide you with a bit of the learning and connecting you would enjoy at a live convention. All of the following programs are available on demand at no charge for MHEDA Members Only at www.mheda.org.



1 Virtual Convention Session #1 The Undiscovered Truth to Leading on Purpose

We are in unprecedented times. The uncertainty of the world at this moment and our attempts to “wing it” is a recipe for disaster. There has never been a more important time in our history to lead on purpose. So how do we lead with deliberate intention in the midst of so much uncertainty? Join critically-acclaimed author/speaker, Brant Menswar, to discover the hidden truth to calming employee fears and making the “good” decisions needed to carry you through.

2 Virtual Convention Session #2 The Power of Black Sheep Values and How to Find Yours

Defining what matters most enables us to make decisions with deliberate intention. We all have a “Flock of Five” Black Sheep Values (ie. core values that cannot be influenced or changed) that serve as a foundation from which we can lead with authenticity. Values expert, Brant Menswar, helps you discover yours and how to use them to choose and live out your purpose.

3 Virtual Convention Session #3 Cybersecurity – What MHEDA Members Need to Know!

Every minute of every day, someone is trying to exploit the security systems that protect a company’s information technology systems. An increased number of remote workers puts an organization at even greater risk. In this eye-opening session, Mike Foster will help CEOs understand the threats that lurk at home and provide information needed to make positive changes in their organization’s IT practices.

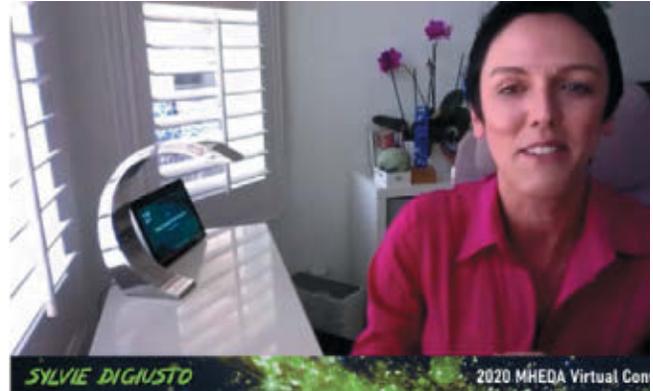
4 Virtual Convention Session #4 Mastering the Art of Virtual Meetings and Presentations

With the immediate switch to remote work, you must be comfortable and well-versed in all techniques used during online meetings. While there are many similarities between presenting in person and online, there is frequently more anxiety around virtual presentations. In this session, Sylvie will walk you through some essential tips and steps required that ensure you are making a professional impression on the screens around the world.

5

Virtual Convention Session #5 Activity vs. Productivity: How to Effectively Manage your Sales Team from Afar

The life of a salesperson in material handling has drastically changed in the last few months. Have the metrics and goals you hold your team accountable to evolved to fit this new reality? Managing your team remotely can be a challenge even for the most tech savvy sales manager. Lauren Zak will help you learn how to rely on your CRM to do heavy lifting, while coaching your team to build a pipeline through effective questioning not just customer check-ins.



6

Virtual Convention Session #6 An interview with Economist Brian Beaulieu

This interview with ITR Economist Brian Beaulieu will give you real world insight on how material handling companies can face the economic crisis unfolding around the world.

8

Virtual Convention Session #8 The Complexity of Sales in Material Handling & How It Will Change

Learn from Ty Swain, CEO of Growth Dynamics, a global sales selection & performance analysis company as he explores the dynamic changes and complexity occurring in sales for our industry, how field & inside sales will evolve, and defining Top Performance in sales to select, develop and build the “right” sales team in the “new normal.”

7

Virtual Convention Session #7 Digital Marketing – What MHEDA Members are doing and why

While a few laggards have ignored digital marketing, a growing number of MHEDA members have fully embraced it and are seeing results. In this session, we will unveil Site-Seeker’s research on the state of digital marketing within MHEDA member companies.



9

Virtual Convention Session #9 Telematics Q&A: An Interview with Tom Plunkett

Tom Plunkett, President of Telematics Consultants LLC will be interviewed and discuss what tasks to complete before implementing any telematic system. 

HAPPY Anniversary



SERGEY PETERMAN/SHUTTERSTOCK.COM

MHEDA congratulates the following companies, each of whom is celebrating a milestone anniversary in 2020!

Distributor members are listed in **red** and Supplier/Associate and Manufacturer Representative members are listed in **black**.

190 Years

Fairbanks Scales

175 Years

BITO Storage Solutions US, Inc.

135 Years

Colson Group USA

130 Years

Southworth Products Corp.

120 Years

Schneider Electric/Square D

95 Years

LEWCO, Inc.

90 Years

Havis, Inc.

75 years

A. M. Davis, Inc.
Crown Equipment Corporation
SpaceRak, div of Heartland Steel Products

70 Years

Advanced Equipment Company, Inc.
SPG International LLC

65 Years

Alliance Material Handling, Inc.
Binghamton Material Handling, Inc.
Conger Industries, Inc. dba Conger Toyota-Lift
Dyna Rack
EGA Products, Inc.
Engineered Products, LLC
Komatsu Forklift USA
Ludlow Sales & Service
Strong Hold
Troax, Inc.
Tyler Supply Company

60 Years

Advanced Equipment Company
ASCO-Associated Supply Company, Inc.
Associated
Delta Materials Handling, Inc.
Hooper Handling Inc.
Liftow Limited
Millennium Industrial Tire
Ogden Forklifts Inc.
Reno Forklift/Storage Systems/RenoScale
Toyota Material Handling MidSouth
Tynan Equipment Company

55 Years

Bennett Material Handling, Inc.
Starrco Company, Inc.
Towlift, Inc.

50 Years

A.J. Jersey, Inc.
Atlantic Coast Toyotalift/ACT Construction Equip
Cisco-Eagle, Inc.
F-M Forklift Sales & Service, Inc.
Fairview Insurance Agency
FMH Conveyors
MHS Lift
Norlift, Inc.
Ohio Gratings, Inc.
Patterson Lift Trucks, Inc.
Prestige Sales Company, Inc.
Shelf Master, Inc.
Steel King Industries Inc

45 Years

Bernie's Equipment Co., Inc.
Bode Equipment Company
CFE Equipment Corporation
Fredon Handling, Inc.
Lift Atlanta, Inc.
Material Handling Inc.
National Lift Truck Service, Inc.

40 Years

Bank of the West/BNPP
Brauer Material Handling Systems, Inc.
DIS Corporation
J&L Wire Cloth LLC
Kuecker Logistics Group
Porta-Fab Corporation
Vesco Toyotalift

35 Years

Action Lift, Inc.
AHS, LLC
Delaware Valley Lift Truck
Deluxe Systems of Florida
Hannibal Industries, Inc.
Fairchild Equipment
Norlift of Oregon, Inc.
Seizmic Inc.
Sioux Rubber & Urethane
Toyotalift Of Arizona
Western Pacific Storage Solutions
Wise Forklift, Inc.

30 Years

Deep South Equipment Co.
Design Storage & Handling, Inc.
Got-Rack.Com
Hurricane Industrial Equipment Inc.
Matthai Material Handling Inc.
Pape Material Handling
SpaceGuard Products
Storage Equipment Systems Inc
Toyota Material Handling Solutions
UNIRAK Storage Systems-F&F Industries

25 Years

Forklift Express, LLC
InCord
MasterMover Inc.
Panel Built, Inc.
Raymond Handling Consultants L.C.
Ryson International Inc.
Softbase Development

20 Years

Concentric
e-Emphasys Technologies Inc
IPW Lift Techs Inc.
Mac Rak Inc
Wholesale Pallet Rack Products WPRP
Ziglift Material Handling

15 Years

Apex Companies
Hilmot, A Trew Company
PennWest Toyota Lift
Reliable Forklift Sales
SEIL Rentals
Stein Service & Supply
Sugar Creek Enterprise
West Point Rack, Inc.

10 Years

BoxLogix
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Tracking Solutions Pty Ltd
Worldwide Material Handling

5 Years

BYD Motors, Inc.
Concentric Storage Systems 

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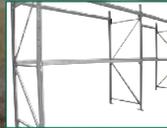
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SEI-092 (05/20)

RECOGNITION



MHEDA Suppliers Recognize Dealers of Distinction

MHEDA is proud to recognize its members who have been identified by their manufacturers and suppliers as dealers of distinction. MHEDA distributors are routinely ranked among the best in the world. The MHEDA-endorsed service partner programs, education and networking opportunities, publications and more that the association offers are valuable resources for material handling distributors. With MHEDA's resources at their disposal, these already great distributors have become even better. The 2019 award winners are listed below. (This list reflects the manufacturer lists we had received as of press time. MHEDA members are bolded.) Congratulations to the honorees!

ADRIAN'S SAFETY SOLUTIONS

Dealer of the Year

B & C Industrial Products, Inc.

Dealers of Distinction

Carolina Handling, LLC

Cisco-Eagle, Inc.

Crown Equipment Corporation

MH Equipment Co.

ProLift Toyota Material Handling

Rack Safety Products

SJF Material Handling

Storage Solutions

Sync Storage Solutions

CLARK MATERIAL HANDLING COMPANY

Dealer of the Year

Forklifts of Minnesota, Inc.

New Dealer of the Year

Materials Handling Equipment

Dealers of Excellence

All World Lift Truck Co, LLC

Allied Equipment Service Corporation

APEX Material Handling Corporation

Ardent Industrial Equipment, LLC

B&H Industrial Service, LLC

Buffalo Lift Trucks, Inc.

Continental Lift Truck, Inc.

Florida Forklift, Inc.

Forklifts of St. Louis, Inc.

Gauthier Chariots Elevateurs

Hodge Company, Inc.

Holly Material Handling & Equipment, Inc.

Homestead Materials Handling Company

Jefferds Corporation

National Lift Truck Service, Inc.

Ogden Forklift, Inc.

OZMAQ, S.A. DE C.V

Silver State Forklift, Inc.

The Lilly Company

Tri-Lift NC, Inc. (Charlotte & Greensboro, NC)

TruPar America, Inc.

DOOSAN INDUSTRIAL VEHICLE AMERICA CORPORATION

Summit Winners

FMH Material Handling

Mobilift of Burlington

Norlift of Oregon

Reliable Forklift Sales

Valley Industrial Trucks, Inc.

Wisconsin Lift Truck Corp.

Diamond Winners

Alliance Material Handling

Associated Supply Company

Best Line Equipment

CE-DFW Warehouse Solutions

Cromer Material Handling

Delaware Valley Lift Truck, Inc.

DMHS (Atlanta)

DMHS (Los Angeles)

Forklifts of Minnesota

Van Wall Equipment, Inc.

RECOGNITION

HAWKER

ABT Power Management, Inc.
Advanced Motive Power Systems
Battery Concepts International, Inc.
BCIal SA de CV
Black Equipment Co.
Cardinal Carryor
CISCO, Inc.
Courtney Industrial Battery
Equipment Depot
Forklifts of St. Louis
Industrial Battery Supply
Industrial Power Products
Lift Industrial Batteries
Miami Industrial Trucks
Midwest Power Industries
Pape Material Handling
Prolift, Inc.
Reynolds Battery Service
Southern States Motive Power
Texas Motive Solutions
Thompson & Johnson Equipment
Wells Industrial Battery
Wilson Barrett / Towlift

HYSTER COMPANY

Berry Material Handling
Deep South Equipment
Gregory Poole – Carolinas & Virginia
LiftOne – North & South
McCall Handling Co.
MH Equipment – Illinois, Iowa, Ohio South
Pape – Central Washington, Eugene, Fremont, Portland,
Seattle and Spokane

MITSUBISHI CATERPILLAR FORKLIFT AMERICA INC. (MCFA)

Dealers of Excellence
Darr Equipment Co.
Equipment Depot Illinois
Equipment Depot Kentucky
Fallsway Equipment Co.
Fraza, Inc.
G & W Equipment, Inc.
Holt of California
Maquinas Diesel, S.A. de C.V. (MADISA)

Miami Industrial Trucks
Prime Material Handling Equipment Limited
Prolift, Inc
The Bailey Company
Towlift, Inc.
Toromont Material Handling
TRACSA S.A.P.I. de C.V.
Wholesale Equipment of Fresno
Wisconsin Lift Truck Corp.
Wiese USA, Inc.

TOYOTA MATERIAL HANDLING (TMH)

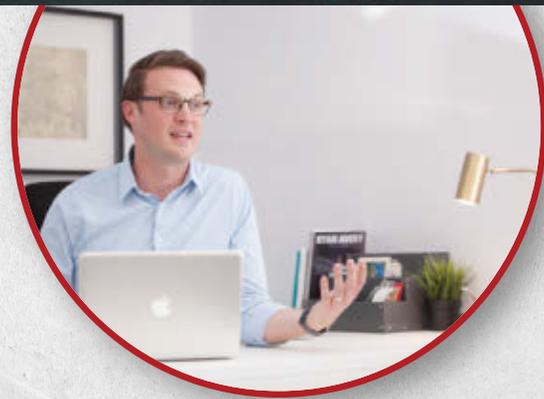
President's Award
Atlas Toyota Material Handling
Brodie Toyota-Lift
Conger Toyotalift
Hull Toyota Lift
JIT Toyota-Lift
Lift Truck Supply
Madland Toyota-Lift
ProLift Toyota Material Handling
Shoppa's Material Handling
Southeast Industrial Equipment
Southern States Toyotalift
The Lilly Company
Toyota Lift of South Texas
Toyota Material Handling Northern California
Vesco Toyotalift

YALE MATERIALS HANDLING CORPORATION

Berry Material Handling
Black Equipment
Burns Industrial Equipment – Pittsburgh
Eastern Lift Truck Co. Inc – Baltimore/DC/DE
& Philadelphia/South Jersey
Gregory Poole – Carolinas
HILO Equipment Services
LiftOne – West
Medley Material Handling
MH Equipment – Iowa & Ohio North
NITCO – Central & North
Riekens Equipment
Wheeler Material Handling –
Carolinas, Alabama & Tennessee 



RYANAVERY'S RULES When Working From Home



Shower and Get Dressed

Looking and feeling good can directly impact how we feel about the work we do! Our professional energy matches our personal energy so when we feel refreshed and feel good in our clothes, it will help us feel more productive and professional.



Create a Routine

While it's perfectly fine and necessary to be flexible, having a routine helps to guide your day and keep you on track.



No Screen Before 8am or After 8pm

This is my personal rule - your times may need to change based on when your work day starts/ends based on timezones or other familial needs. The main point is to be away from technology for a good amount of time when you start your day and when you end your day. Your mental health and clarity are more important than that random, annoying email from Bill.



Have Your Water Cup

So many times I've gone through an entire day without remembering to drink water. Sure, have your coffee and kombucha but I've found having a dedicated and full water bottle on my desk serves as a physical reminder to drink more water.



Move Your Body

Don't sit on the couch or in the chair all day. Go take a walk, play with the kids, look out the window, do 10 jumping jacks. Move your body so your mind can interact with the world differently.



'Get to' vs. 'Have to'

Every time I leave to go to my office, I tell my kids "I get to go to work," not that "I have to go to work." I want them to see me happy and that I love my job. I tell them I get to do what I love to support those I love. This one thing has changed the way my children see me and the possibilities of their future work life! It also helps me remember that I am getting the opportunity to do this work, which in turn changes my mindset in a positive way.



Don't Take Your Shoes Off

This one is a big one for me. I don't take my shoes off until I am done with work.



One Computer Charge

Overnight, charge your computer. That is the one charge you get. This allows you to prioritize the things you need to get done and not waste time online.



Dedicated Workspace

When I started out, it was a corner of my parents' house and now it is my own office. Have space that is strictly professional and nothing else (I don't recommend working from bed).



Limited Hours of Email

I limit my emails to no more than 2 hours a day. What is your limit? Know it and stick to it so you are not checking it 100 times a day. Your sanity is worth it.



Pre-Plan Meals/Snacks

I can't tell you how many wasted hours and calories I've consumed because I couldn't decide what to eat or I was simply eating out of boredom. Put healthy choices at the front of your refrigerator and cabinets. This will help you make healthier options and decide if you're actually hungry or merely bored. When I eat healthy, I feel healthy and I'm more focused because of it.

GIVES BACK

MHEDA Members Lend a Hand During COVID-19 Pandemic

The COVID-19 Pandemic has been an incredibly trying time for our nation and our industry. Though most MHEDA members remained open in some capacity during the crisis, deemed as “essential businesses,” there isn’t a single person or company who hasn’t been affected in one way or another. Through it all, MHEDA members have been there to lend a hand to the less fortunate.

The following are a sampling of stories related to how MHEDA members have given back during this time of crisis. For a full listing of news related to MHEDA member response to the pandemic or to submit news for your own company’s response, visit mheda.org/news/news_category/covid-19.

COVID-19 Fund Raising Effort for Veterans & First Responders

ABCO Systems creates “STRENGTH DRIVEN” initiative to raise funds in support of Veterans and First Responders

Spurred to action by his father’s bought with cancer last year, ABCO Systems, Inc. CEO Seth Weisberg decided to have a bunch of rubber wristbands made with the words “STRENGTH DRIVEN” printed on them. They were given to family and friends who wore them in a show of solidarity to support his dad

throughout his illness. Seth wanted to create a sense of community for his father, to let him know that he wasn’t alone in his fight, that there were others right there with him to help when needed. But most importantly to remind his father that he would need to rely on his own inner strength to beat his illness. Seth’s dad beat his cancer and happily is with us today. As Seth says “still fighting the fight” and doing his part by “staying home” during the COVID-19 outbreak.

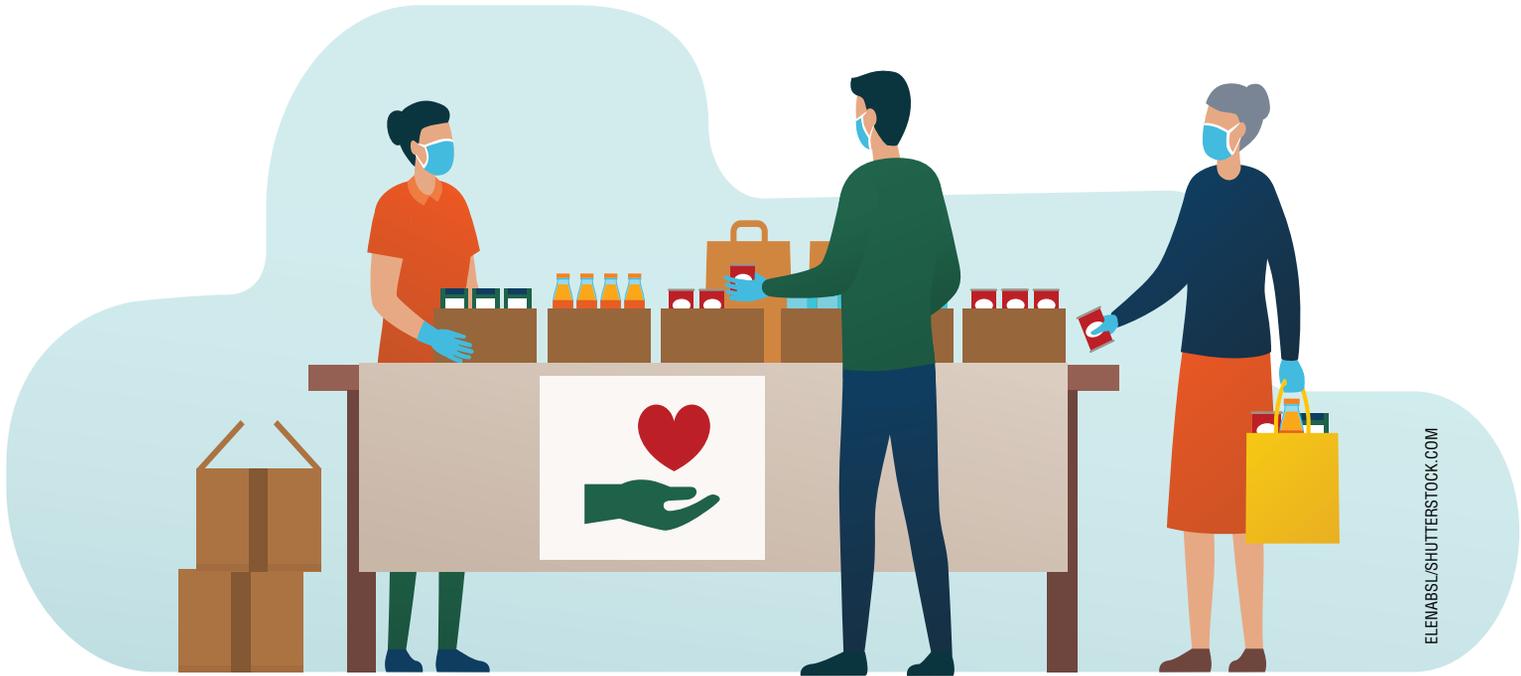
Through it all, MHEDA members have been there to lend a hand to the less fortunate.

The personal and economic upheaval created by this pandemic brings with it overwhelming feelings of fear, uncertainty and massive levels of stress. This led Seth to think we

could all use a reminder that we’re not alone. That we’re in this together and that we must not only remain positive, but that we must always rely on our inner strength. Not just with COVID-19, but through all of life’s challenges.

It’s because of this that he’s purchased 10,000 STRENGTH DRIVEN wristbands. “We want everyone to wear these and show the world that we are “Strength Driven” individuals who understand we are part of a larger community of “Strength Driven” people. We will stand together and not let this pandemic, or anything else beat us”.

The wristbands are being offered through ABCO Systems’ website. www.abcosystems.net The cost is \$ 8 each, and 100% of all proceeds are going to charities like the Gary Sinise Foundation and others, with a focus on providing support for Veterans, First Responders and their Families. Seth wants to “lift everyone’s spirit



by showing we're not alone during this crisis", but also wants to honor and support the men and women who sacrifice every day for our safety and the safety of our families.



Combilift Turns One Ventilator into Multiple Ventilation Stations

The Irish manufacturer Combilift, best known for its range of space-saving forklifts and other handling solutions, has drawn on its expertise in engineering and software design to develop the Combi-Ventilate, a splitter device which turns one ventilator into multiple ventilation stations.

Designed to address the requirements of medical professionals in the current Covid-19 emergency, the Combi-Ventilate was developed by a team of mechatronic and software engineers in the past 5 weeks with a unit currently undergoing laboratory tests with Ger Curley, Professor of Anaesthesia & Critical Care at Royal College of Surgeons in Beaumont Hospital.

Martin McVicar, CEO and co-founder Combilift said: "Certain countries and cities are struggling to get enough ventilators and many governments and health authorities are encouraging manufacturers to come up with a solution, as did the HSE in Ireland. Instead of actually developing ventilators we analysed what is really required, as we do in our usual business models."

Raymond to Produce 2,000 Face Shields for Healthcare Workers and First Responders

Raymond's innovative engineering team and associates have begun to 3D print and assemble face shields at the company's headquarters in Greene, N.Y. The team is on track to produce

more than 2,000 face shields to be dispersed to local hospitals and emergency responders. One thousand face shields have already been delivered.

"Like everyone, we at Raymond have heard the appeals for protective equipment from our local healthcare workers battling the COVID-19 pandemic," said Michael Field, president and CEO of The Raymond Corporation. "As an essential business, we have an acute understanding of the need worldwide to provide our heroic doctors, nurses and first responders for the PPE equipment they desperately require. Raymond has the ability and desire to utilize our vast production capabilities to support those crucial employees."

InCord Puts Their Sewing Machines to Good Use To Produce Hospital Gowns

InCord has the sewing machines and the craftsmanship, so it made sense to take a proactive approach. While they are still manufacturing custom safety netting solutions and

SUCCESS IN MOTION

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TO READ MORE



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shipping orders daily that support essential infrastructure all over the US, Meredith Shay, Chief Executive Officer/Owner knew there was more they could be doing.

When the opportunity presented itself to sew hospital gowns, Shay and InCord's employees didn't blink. InCord quickly created zones on their production floor to assemble over 1,200 gowns for hospitals in need. This is their first request but will continue as needed. InCord purchased additional sewing machines from a local vendor for the type of light weight material requested by hospitals that have a certain stitch that allows for laundering. With their current set up, InCord has the capability to sew about 600 gowns a day. They are also sewing cloth face masks for internal use, employees and families working remotely and workers who need to enter their facility.

SJF Material Handling Starts "Eat Local" Movement

When times get hard, living in a small close-knit community can oftentimes have a huge advantage. In following in their late father Jerry Sterner's legacy for love and pride in our local community, the Stafford and Frank Sterner families, owners of SJF Material Handling Inc., would like to begin a movement encouraging other local businesses to daily patronize local restaurants and other businesses in and around their own community, in support of our neighbors and friends.

For as long as Minnesota's executive order restricting business operations is in effect due to COVID-19, SJF will be purchasing lunches from different local restaurants in Winsted, Minnesota, for all SJF employees working on-site. Frank and Stafford's hope is that other businesses will follow suit and come together in their own communities to boost sales to local restaurants and businesses.



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SPEAKER

CONFERENCE

FREE AND DISCOUNTED TECH TOOLS DURING THE CRISIS

BY BETH ZIESENIS, "YOUR NERDY BEST FRIEND"

Amid all the chaos of the pandemic, some of my favorite tech companies are giving away and discounting their products. Now's a good time to try some things out and take advantage of discounts.



WICHY/SHUTTERSTOCK.COM

1. Focus@Will: Half off all plans

Focus@Will is a site with “personalized focus music to help you get stuff done when you’re stressed and under pressure.” Sounds like something we could all use right now. I just signed up for the one-week trial. They discounted all their plans.

2. Snagit: Extended free trial

I adore Snagit, the tool that lets you create screenshots and screencasts in seconds. I use it at least 10 times a week.

They’re extending their free trials through the end of June, plus they put together an excellent guide to help people use their tools better while we’re all working remotely.

3. WebEx: Expanded free version

WebEx is an older, wiser Zoom alternative. They just expanded the free plan’s features to help remote workers. They also offer free months with paid plans. *See pricing and features on their website.*

4. LinkedIn: Free hiring/job search tools

LinkedIn is giving certain professionals (health care, essential services, etc.) and employers *free tools for recruitment and job seeking.*

5. Fablingua: Free subscription to language tools

Fablingua engages kids in fun stories to help them learn a second language. They suspended their subscription service and are giving everything away for free.

6. Coursera: Free online classes

Coursera has always had free courses for online learning, but *they’ve expanded their offerings during the pandemic.*

Now’s a good time to try some things out and take advantage of discounts.

7. Udacity: Free online degree programs for laid off workers

Udacity has a bunch of courses that they call “Nanodegree programs.” If you’ve been laid off during the crisis, you can *take the premium courses for free* for one month.

8. LogMeIn/GoToMeeting: Free “Emergency Remote Work Kits”

I was all excited about the concept of LogMeIn’s *Emergency Remote Work Kit*, and I ran to sign up. It took some digging to find that it’s only for health care providers, educational institutions, municipalities and non-profits. But if you fall into that category, they will work with you to give you free limited-time licenses of the meeting, webinar, remote access and support solutions.

9. Microsoft Teams: Extended trial of the premium plan

Microsoft Teams already has a pretty good free version, but *the premium level* might be just the ticket to help your temporary remote workforce stay together. They extended the trial period to six months.

10. Amazon: Free audiobooks for kids

“For as long as schools are closed,” Audible says, “We’re open.” *Kids can stream audiobooks for free* during the crisis.

11. Xfinity: Free hotspots

Xfinity has wireless hotspots around the world for subscribers. *Now they’re letting everyone access them for free wi-fi.*

12. Free TV and Streaming Services

If you’re at home with little to do, entertainment companies want you to do nothing but watch tv. *See my website for a huge list of streaming services* (entertainment and fitness) that are offering longer free trials or just plain free programming. 

2020 *Virtual* Emerging Leaders Conference

New Mindset Loading...

Practical Leadership Training Designed for Young Professionals in Material Handling

CO-PRESENTED BY MHEDA & MHI

The world has changed. The business landscape is shifting. Customer expectations are transitioning. Employees are craving strong leaders who will help get them through difficult times. Where are *you* in your leadership journey? Are you ready to challenge yourself to actively *think* about who you want to be as a leader, what you want to say and how you plan on getting the job done? MHEDA and MHI are proud to present the 8th Annual Emerging Leaders Conference. Join us this summer and learn how to be a stronger, more authentic and engaged leader for a new era. New in 2020, this event will be hosted virtually – no travel required! For more information or to register, visit www.mheda.org or call 847-680-3500.

July 1 – **LEAD**. The Unspoken Rules of Leadership, presented by Jamie Turner

July 9 – **COMMUNICATE**. Say What? Essential Words to Help You Persuade, Engage & Retain, presented by Ryan Avery

July 16 – **QUESTION**. Three Fundamental Conversations You Need to Have Right Now, presented by AmyK Hutchens

July 23 – **PRODUCE**. Get Focused: Tech Tools for Collaboration and Productivity, presented by Beth Ziesenis

July 30 – **MEASURE**. The Financial Dashboard, presented by Buddy Smith

LEAD. The Unspoken Rules of Leadership + BONUS Virtual Roundtable

July 1, 2020

Presented by Jamie Turner



If you're ready for new insights and new techniques that can improve your leadership skills, then be sure to join us for this fast-paced and action-oriented session from one of the world's leading experts. Learn why the world's best leaders work on their mindset first and their skillset second; how "Thinking Backwards" can help you improve your influence

with others; and why humility is a secret weapon that all powerful leaders possess.

Jamie Turner is an author, speaker, and CEO. You may have seen Jamie in Forbes, Inc., Entrepreneur, Business Insider or The Wall Street Journal. He's also a regular guest on CNN and HLN where he contributes segments on business, marketing, and leadership. He is a professor and lecturer at both Emory University and the University of Texas and is the author of three influential books on business.

COMMUNICATE. Say What? Essential Words to Help You Persuade, Engage & Retain

July 9, 2020

Presented by Ryan Avery



In this strategy packed 20-minute session learn from keynote speaker Ryan Avery his top words NOT to use during times of change. You will also learn how ONE word can affect what we as leaders do to persuade, engage and retain top talent and customers in this shifting environment.

Ryan Avery is one of the Millennial generation's most profound speakers on strategic communication, negotiation and leadership. As an Emmy-award winning journalist, two-time best-selling author and world record holder, Ryan has delivered more than 500+ keynotes in 33 countries around the globe.

QUESTION. Three Fundamental Conversations You Need to Have Right Now

July 16, 2020

Presented by AmyK Hutchens



Leaders have a responsibility to keep our teams informed, calm and safe. Our #1 job is to set our people up for success. But then what? What are the most important conversations to be leading as everyone begins to settle in & adapt to a new reality?

AmyK will share three fundamental conversations we should be leading with our teams so we can emerge stronger. These three question-based, profitable conversations will set you up for success and safeguard your Q3 & Q4 results.

AmyK is a former executive of a billion-dollar global consumer products company and was awarded the Vistage UK, International Speaker of the Year. She is a catalyst for producing solutions to leaders' challenges.

PRODUCE. Get Focused: Tools for Time Management & Productivity

July 23, 2020

Presented by Your Nerdy Best Friend, Beth Ziesenis



Overnight the traditional work-place culture shifted. Join Your Nerdy Best Friend, aka Beth Z, for proven techniques for focus and productivity, along with the tools to lead your team to be more efficient and effective. Cut down on time-wasting meetings and increase productive hours. Discover

five easy-to-implement, proven techniques for focus and time management. Gain collaboration tools that will help you lead productivity in less time.

Meet Beth Ziesenis, your own personal Nerdy Best Friend. Beth helps computer users all over the country filter through thousands of apps and widgets to find the perfect free and bargain technology tools for business and personal use.

MEASURE. The Financial Dashboard

July 30, 2020

Presented by Buddy Smith



In this session, you will learn how to create and utilize a key metric dashboard. Buddy Smith will share how he created and utilized a mix of 12 to 15 key metrics to manage his business. Following these metrics on a daily, weekly and monthly basis allows a leader to manage smartly,

and provides key focus to areas of opportunity and/or problems.

Buddy Smith is a 30-year veteran of the material handling industry. As the owner of CMH Services in South Carolina, he experienced his share of business challenges brought on by tragedies such as the 9/11 attack and the Great Recession in 2009. Smith sold his business in 2018 and now resides in Cashiers, NC with his wife Patty and his golf clubs.



Emerging Leaders Give Back – Cannonball Kids' Cancer

A portion of the registration fees will be donated to Cannonball Kids' Cancer. Cannonball Kids' cancer Foundation was founded in 2014 with the mission to fund innovative, accessible research for children fighting cancer to provide better treatments and quality of life, and educate for change. 

CONFERENCE

3 Magical Phrases

The following is adapted from *Get It*

BY AMYK HUTCHENS

On average, each day you engage in six to nine significantly meaningful conversations that will influence your future. Relationships with colleagues, family members, neighbors, your partner, and even yourself are filled with tough conversations.

Suppose in this crazy, complex world you could start every day with a confident smile, knowing every tough conversation at work and at home would ignite an “aha” moment and get you the results you desire. Wouldn’t that be nice?

Guess what: you can. And all it requires is one significant adjustment to how you play this game called life. You have to learn how to navigate the critical conversations in your life without saying something you’ll regret, giving your power away, or damaging your relationships along the way.

This is easier than you might think. In fact, it can be achieved with three phrases so simple and so powerful they might as well be magical. Let’s look at each one.

1 “How Might We...”

Maybe you want to increase sales by 12 percent, improve your marriage, or raise money for a charity. Unfortunately, when you first think about your wants, your brain’s initial reaction is, “Yep, that’s nice. I want that too.” But it doesn’t do anything.

This inaction stems from the fact that the brain needs a trigger. To

effectively ignite your thinking, you must flip your objective from a statement to a question using: “How might we...” Posed as a question, your brain is immediately engaged in figuring out how to answer and fulfill this want of yours. You start reflecting on past successes and failures. You start evaluating current conditions, variables, and options. You start predicting exactly how you and your posse might best move forward and make it happen.

“How might we...” instantly conveys that you expect everyone to do some thinking and invites the collective sharing of ideas. “How might we...” requests engagement and participation and expresses inclusion and collaboration.

Placing the words “How might we...” at the beginning of your stated desire, so you turn it into a question, will raise the quality of your thinking and have you (and others) working toward your want, pronto.

2 “A Part of Me...”

One of my most favorite one-liners to reduce tension in a tough conversation and lower the other person’s defenses is: “A part of

me...” This phrase is a brilliant way to express a negative emotion you are feeling while simultaneously creating space for other emotions and possible solutions.

Whether you’re upset with a partner, frustrated with one of your kids, fed up with an underperformer at work, or dealing with a difficult sibling, it’s important to not speak in absolutes. When you say, “I’m frustrated” or “I’m disappointed,” the other person hears an absolute. There’s no wiggle room for other emotions. It’s as if you just said, “I’m 100 percent frustrated” or “I’m 100 percent disappointed.”

Whereas, when you say, “A part of me is frustrated...,” or “A part of me is disappointed,” you’re communicating that it’s not your only emotion. You’re also leaving wiggle room for respect, hope, love, and connection. Tension de-escalates because you’ve created space for dialogue instead of defensiveness.

This phrase is also helpful for decision-making. When you honor that there are multiple wants within a decision you need to make, it’s easier to explore the underlying needs and make more well-informed, aligned decisions that deliver what you want.

3 “I Have This Story in My Head.”

When you get triggered by a life event, by some circumstance—whether it’s a computer system crashing, a diet failing, or a presentation

going up in smoke—you make up a story about it in your head.

When you share a story in your head, you frequently approach these conversations bombastically, aggressively, passive-aggressively, or defensively. You say things such as, “You don’t want to hang out with us anymore,” “You don’t want me to be successful,” or, “Nothing I ever say is good enough.”

During difficult conversations, your story might get in the way of resolution. When you state your story as if it is fact, as if it is the only reality that could possibly exist, you risk fanning the flames of a fight. Rather than feeling more connected, accepted, and loved (which is what you really want when you share your story), you increase another’s defensiveness, and walls start going up – fast.

Conversely, when you state your story as if it’s a work in progress and open to modification, you make space for greater understanding. You’re inviting further interpretations and a more complete perspective.

When you say, “I have this story in my head... I don’t even know if it’s true. I’m sharing it with you because I’m wondering if it’s even accurate,” this creates space for the possibility that you don’t have it all figured out, and it gives the other party a chance to confirm or correct.

Quality Conversations Make for a Quality Life

After twenty-eight years as a teacher, trainer, business consultant, coach, and award-winning international speaker, I have repeatedly proven in my own life and the lives of my clients that the quality of your life is a direct reflection of the quality of your conversations.

When you use these three phrases, your toughest conversations will almost magically become far less daunting and far more lucrative. These tips will have you confidently

and competently navigating your way through your most critical conversations so you strengthen your relationships and get more of what you want, starting today.

For more advice on magical phrases, you can find *Get It* on Amazon.



AmyK Hutchens is an international award-winning speaker, Amazon best-selling author, and has over nineteen years of experience in training and consulting with clients such as The Home Depot, Starbucks Canada, Comerica Bank, Expedia, Lockheed Martin and MHEDA. Follow her @AmyKHutchens



Performance Engineered Floor Panels Designed for:

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How to Lead in Times of Crisis

BY JAMIE TURNER

If you're like most people reading this, you're navigating through some difficult times at the moment. If the virus hasn't impacted a friend or family member, it has almost certainly impacted your business. It could be in the form of layoffs, or lost business, or even salary cuts.

In the midst of all this chaos, you've probably also had employees who are asking you questions about their future. How are we going to get through this? Will this impact my job security? What lays ahead for my team members?

What follows are several things you can do to make sure you navigate through the storm so that you arrive better and stronger on the other side.

Practice Radical Honesty, but Not Radical Transparency

There's a difference between being 100% honest and being 100% transparent. When you're 100% transparent, it means you share exactly where the company is at that moment and where it is headed in the short- and long-term future.

There are plenty of CEOs and management consultants who encourage team leaders to practice radical

transparency. Practitioners of this theory believe that it's an employee's right to understand exactly what plans the company has for the future.

But that's actually a mistake. The problem with radical transparency is that it creates unnecessary drama and chaos in the work environment which can negatively impact productivity, employee satisfaction, and attrition. A much better approach is to practice radical honesty.

Radical honesty means you're being entirely forthright about the situation, but that you're not sharing 100% of the information at your disposal. As an example, let's say an employee asks you if there are going to be layoffs. If you're practicing radical transparency, you have to say, "Yes, we're almost certainly going to lay off members of our staff." You can imagine the impact that would have on the team members who get that news. You can also imagine



that the first thing those team members are going to do is to start looking for other jobs.

But a manager who is practicing radical honesty would answer the same question by saying, "I don't have an answer for you at this moment." That statement is true – after all, you're simply saying that you aren't prepared to answer that question at that time – but



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it also avoids creating unnecessary chaos and drama in an environment that's already tense.

Get Perspectives from Outside the Tornado

As mentioned, there's a lot of chaos going on in your business right now and the employees you work with are feeling the stress as much as you are.

You've probably done a pretty good job opening up channels of communication within your company. After all, the #1 way to reduce stress and chaos in an organization is to increase the levels of communication throughout all the departments. Studies show that when communication goes up, employee dissatisfaction goes down, so it's almost always a good idea to

There's a lot of chaos going on in your business right now and the employees you work with are feeling the stress as much as you are.

have conversations with managers and staff members in order to keep the communication flowing.

If you're going to increase your levels of communication with team members *inside* the tornado, then it's also a good idea to increase levels of communication with advisors *outside* the tornado. People who are not swept up in the day-to-day struggles of a business are particularly adept at spotting where the troubles lay. In other words,

they can see things you can't because they don't have the emotional attachment to the business, the employees, or even the competitive landscape.

So, be sure you increase your communication with people inside the tornado and be sure you increase your communication with people outside the tornado. By doing the one-two punch of increasing communication across the board, you'll be able to make better, more effective decisions.

Remember That Your Choices Are More Important Than Your Circumstances

At one time or another, we've all found ourselves in circumstances that we don't enjoy. It might be that sales numbers are off, or that several key employees departed at the same time, or that our profit margins are getting squeezed. No matter what the details, *there are times when things just stink.*

It's okay to grieve or get frustrated about your circumstances – in fact, the grieving part of the equation is an important step on the path to recovery. But once you've had your moment (or two), then it's a good idea to accept the situation and to begin making choices about how to move through it. The important thing is to make a choice, and then to take action on that choice. In other words, choose a path forward that's the best path you know of, and then take action on that decision with energy and enthusiasm.

It's much better to move forward with confidence and energy than it is to move forward with fear and caution. If the choice you made turns out to be the wrong one, you can make course corrections. But you don't want to be the person who wallows in indecision while the world around you moves on.

You'll Get Through This

When you were in your early 20s, you probably thought that every event, every decision, and every outcome would have a bigger impact on your life and your career than it actually did. As time went on, you probably realized that your career was a marathon, not a sprint. That idea – that you're in it for the long run – is a very liberating idea because you come to view each event in your life as a pothole, not as the end of the road.

So, keep this in mind as you move forward – it's a marathon, not a sprint, and this, too, shall pass.

About the Author: Jamie Turner is an internationally recognized author, speaker, and management consultant.

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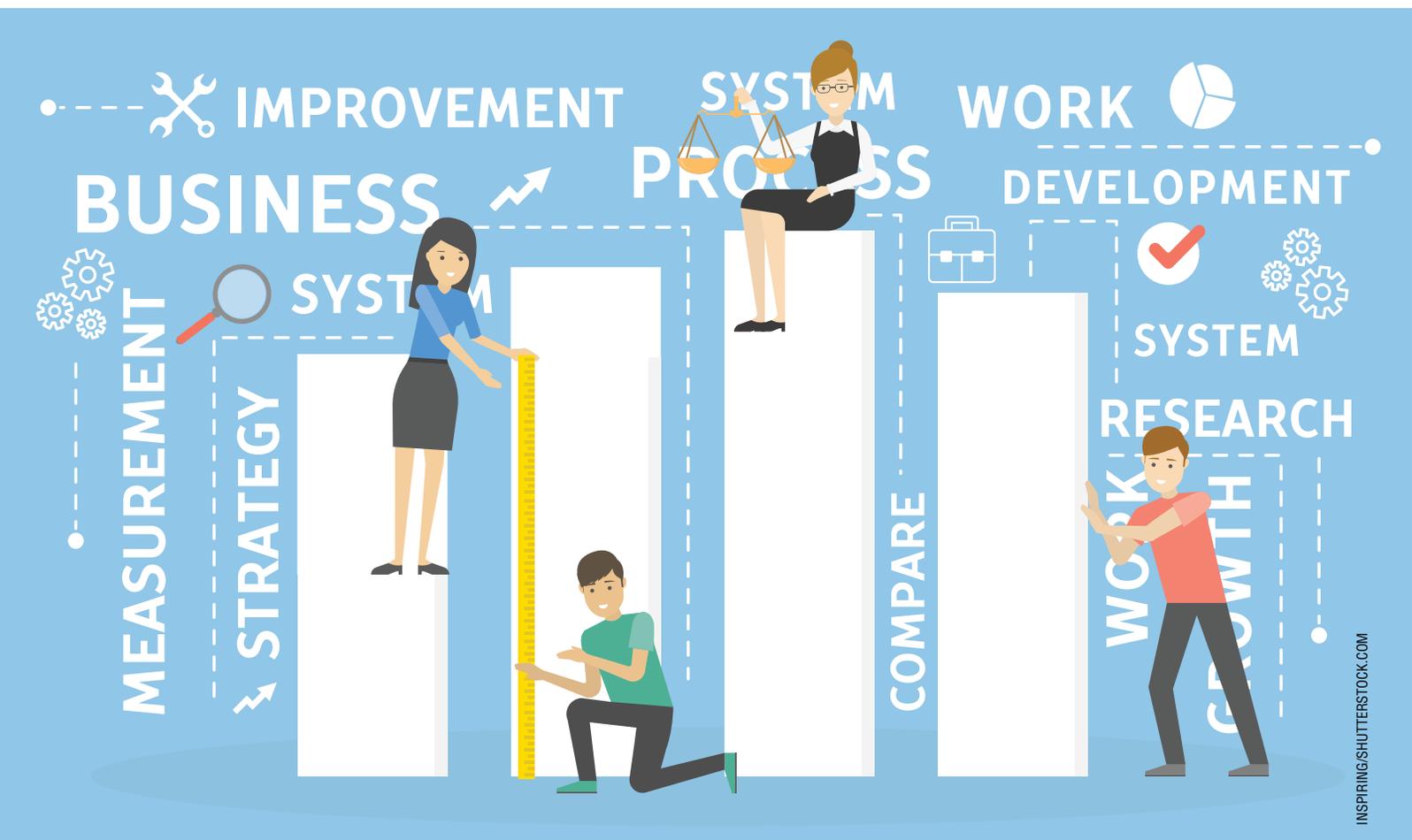





MATTERS

Do I need to Benchmark This Year? Yes!!

BY JOHN R. MACKAY, MACKAY RESEARCH GROUP



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The last few months have changed everything. March was a month like we have never seen. We entered March riding the wave of an 11-year economic expansion that began in 2009. The biggest worry for many companies was finding workers to fill positions.

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There are similarities between the financial crisis of 2008-2009 and the coronavirus pandemic of 2020 – A sudden jarring breakdown in the economy, followed by a massive response from policy makers to prevent a depression.

The problematic times we are facing right now may actually be a strong reason for businesses to participate in an annual financial benchmarking study. What we learned from 2008/2009 was that even in challenging times some companies survive better than others. The present-day environment will be just as important to track those companies that persist vs. those that struggle.

Industries will need reliable benchmarks for what happened in 2019 and how performance has been impacted in 2020. Some will get through these difficult times better than others.

Lessons learned

In 2009, price cutting was rampant. When sales volume is soft, firms almost instinctively resort to reducing prices in an effort to “keep things going” even if they are going poorly. In a down market, cutting prices only makes things worse. For every \$1 million in sales, a 1% gross margin reduction means a \$10,000 profit reduction.

The current crisis, however, is not caused by a lack of demand, as was the case in 2009. Rather, it is caused by a pandemic. When the economy is ready to resume, there is no reason to cut price.

Don't lower the investment in inventory. First, you can't sell what you don't have. When demand does re-emerge, you need to have an adequate in-stock position.

What lessons will we learn as the nation re-emerges from the pandemic? – This is a business environment we have never experienced before. Benchmarking industry results will provide at least some of the answers.

John R. Mackay is a managing partner at Mackay Research Group, a company that provides financial benchmarking for manufacturing and distribution industries.



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Let's Make Things Worse: Cutting Prices in a Down Market

BY DR. ALBERT D. BATES

During recessions, price cutting is almost always an absolute disaster. However, when sales volume is soft, there is something close to a conditioned-response to reduce prices in an effort to “keep things going.” The fact that price cutting makes the going even worse is seldom considered.

This report will address the issue of price cutting, particularly with regard to its impact on profit in difficult economic times. It will do so from two perspectives:

- **The Impact of Price Cutting on the Bottom Line** – An examination of how price cutting affects the profit structure of the firm.
- **Alternatives to Price Cutting** – A review of the opportunities for maintaining gross margin, and resulting bottom-line profit, in down times.

The Impact of Price Cutting on the Bottom Line

Exhibit 1 presents financial information for the typical MHEDA member based upon the latest DiSC Report. As can be seen in the first column of numbers, the firm generates \$40.0 million in sales, operates on a gross margin of 30.0% of sales and brings \$1,200,000 or 3.0% of sales to the bottom line on a

Exhibit 1			
The Profit Impact of Price Reduction Challenges for the Typical MHEDA Member			
Income Statement—\$	Current Results	Break-Even Results	Change Results
Net Sales	\$40,000,000	\$36,000,000	\$35,676,000
Cost of Goods Sold	<u>28,000,000</u>	<u>25,200,000</u>	<u>25,200,000</u>
Gross Margin	12,000,000	10,800,000	10,476,000
Fixed Expenses	8,800,000	8,800,000	8,800,000
Variable Expenses (5% of Sales)	<u>2,000,000</u>	<u>1,800,000</u>	<u>1,783,800</u>
Total Expenses	<u>10,800,000</u>	<u>10,600,000</u>	<u>10,583,800</u>
Profit Before Taxes	\$1,200,000	\$200,000	-\$107,800
Income Statement—%			
Net Sales	100.0	100.0	100.0
Cost of Goods Sold	<u>70.0</u>	<u>70.0</u>	<u>70.6</u>
Gross Margin	30.0	30.0	29.4
Fixed Expenses	22.0	24.4	24.7
Variable Expenses (5% of Sales)	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
Total Expenses	<u>27.0</u>	<u>29.4</u>	<u>29.7</u>
Profit Before Taxes	3.0	0.6	-0.3

pre-tax basis. It represents comfortable performance.

Like every firm in every industry, this typical MHEDA member has both fixed expenses and variable expenses. Most firms like to avoid conducting this expense analysis as it is “academic” and something of no real concern to management. Actually, it is financial life and death for the firm in difficult times. Management ignores conducting the fixed/variable analysis at their peril.

Fixed expenses are overhead expenses that tend to be difficult to shed as sales fall unless some specific actions are taken. Reducing travel and employee training expenses are typical ways that fixed expenses are cut during a recession.

Variable expenses, including things like commissions, are expenses that rise and fall right along with sales volume. That is, when sales fall, these expenses will fall in proportion to the sales decline. In the exhibit, variable expenses are assumed to be 5.0% of sales – a figure that is close for most MHEDA members.

In the next final two columns of numbers, sales have been impacted by recessionary pressures. In the second column the sales decline is 10.0%. The result is that profit is sharply reduced

There are no perfect alternatives to price cutting in a down market; it is an inevitability. However, there are some very real ways to minimize the impact of price cutting so that profits can be maintained.

because of the inability to shed overhead expenses. With a 10.0% sales decline, profits fall by 83.3%.

In slower economic times there is the previously-noted tendency to lower prices in the hope that such price cutting will jump-start sales volume. The next column combines the 10.0% sales decline with a reduction in the gross margin percentage from 30.0% to 29.4%. This reduces gross margin dollars on the lower sales by 3.0%.

The assumption in this column is that the price reduction has no impact on unit sales volume. This represents a situation where demand is not influenced by price reductions – a very common event in recessions. Under this assumption the profit challenge is even greater. This has the impact of turning the profit into a loss of

\$107,800. In short, a bad situation becomes much worse.

In summary, price cutting is always problematic. In a recession, price cutting does little more than make things much worse. However, in a recession, every competitor seems to resort to some degree of price cutting, whether by choice of competitive coercion.

In particular, desperate firms almost always cut prices first. If a stronger competitor doesn’t react, it often appears to be over-pricing. As a result, it may experience an even larger sales decline. It does not appear to leave the firm with any options other than bad choices. However, with some planning, that may not have to be the case.

Alternatives to Price Cutting

There are no perfect alternatives to price cutting in a down market; it is an inevitability. However, there are some very real ways to minimize the impact of price cutting so that profits can be maintained. There are two major tools at the firm’s disposal – targeted price cuts and identifying margin build back opportunities.

Targeted Price Cutting – The numbers presented in the exhibit assumed that prices were cut across the board. That is, every SKU was reduced by the same percentage.

For most firms relatively few items in the assortment are exceptionally price sensitive. These are the ones on which the firm absolutely must be price competitive, even if competitors are making irrational pricing decisions. Furthermore, the firm must communicate how price competitive it is. It is not enough to cut prices here, the cut must be broadcast to maintain a positive competitive position.

Unfortunately, the few SKUs that are the most price sensitive are also the ones that deliver the largest sales activity. The issue is determining exactly how many of these there are in the assortment.

As a general rule, the items that deliver the top 60.0% of sales volume

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are the genuinely price-sensitive SKUs. That means that if all of the SKUs are arrayed in order from highest to lowest dollar sales, the SKUs at the top of the list – probably 10.0% of the SKUs – provide 60.0% of sales. These are items that require a careful pricing review. The emphasis should be on careful.

From a financial perspective, a 5.0% price cut on items producing the top 60.0% of sales amounts to a 3.0% reduction in gross margin dollars for the total firm. That is the figure used in the Price Reduction column in Exhibit 1.

Luckily, not all of the SKUs in this group are equally price sensitive. With prudence it might be possible to appear price aggressive where price awareness is strong while minimizing the impact on overall margin by holding prices elsewhere.

It is tempting to cut prices beyond this point. In fact, there may be selected items beyond the top 10.0% of the SKUs that need to have price cuts, but there are probably only a very few of them. The essential marketing point remains. If the firm must cut on highly price-sensitive SKUs it should brag about it so customers are aware the cuts have been made.

Margin Build Backs – At the other end of the product spectrum, there are lots of SKUs that are not price sensitive at all. In addition, during slower sales periods these are products where competition may have reduced inventory and may not have the items in stock. These are the items on which prices can actually be adjusted upwards – even during a recession – to build back gross margin sacrificed in the targeted price cutting.

Probably somewhere around half of the SKUs may qualify as margin build-back candidates. Unfortunately, they only generate something like 5.0% of total sales, so the increase in price needs to be significant.

However, significant is attainable. On these items, the value added that the firm provides is availability. It is not a minor value added, it is a major

one. It should be a focal point of the selling effort.

Moving Forward

Price cutting is a fact of life in slow economic times. The challenge for reputable firms is to maintain a competitive posture without destroying its profit structure. If the firm can price competitively where it has to and build back margin where it can, it should be able to minimize the impact of the recession.

About the Author:

Dr. Albert D. Bates is founder and Principal of the Distribution Performance Project, a distribution research firm headquartered in Boulder, Colorado.

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Welcome to the MHEDA Virtual Showcase!

MHEDA is happy to provide the industry with our "Virtual Showcase," an online exhibit hall designed to help you find products, services and solutions. MHEDA recognizes our distributors' need for finding new ways to learn about products and services to meet their own customers' changing material handling business needs. In this Virtual Showcase, you can "walk" the tradeshow floor to learn and research material handling products and connect with companies you know and trust. We have over 100 exhibitors providing information that is searchable, downloadable and manageable. Bookmark this page so you can easily return as often as needed!

Visit MHEDA's New Online Exhibit Hall: Virtual Showcase!

www.mheda.org/virtualshowcase

New this summer from MHEDA! MHEDA is happy to announce the launch of "Virtual Showcase," an online exhibit hall designed to help MHEDA Members find products, services and solutions.

"Our goal is to connect and serve the material handling business community. For all of MHEDA's 65+ year history, we have provided in person conferences and conventions giving Members the opportunity to connect and network face-to-face," said Liz Richards, MHEDA's CEO.

"But with the recent onset of a world pandemic, and the cancellation of MHEDA's 2020 convention, we recognized that conducting business in a new era would be very different, yet Distributor Members would still need to find new ways to learn about products and services to meet their own customers' changing material handling business needs."

MHEDA's Virtual Showcase is a modern and new way to "walk" the tradeshow floor to learn and research material handling products, from the comfort of your home or office. There is no cost for visitors and no travel required.

Over 100 MHEDA Members are exhibiting in the Virtual Showcase. We encourage you to visit these virtual booths and learn about their company's latest offerings. These are your fellow MHEDA Members, organizations you know and trust, and many with whom you have met in person at MHEDA events and convention.

Virtual Showcase exhibitors have taken the time to assemble extensive information into one convenient place – www.mheda.org/VirtualShowcase – giving you on-demand access to contact information, photos, videos, product details and so much more. This information is searchable, downloadable and manageable.

"We are thrilled to give our Members the opportunity to continue to network and connect during these uncertain times. The Virtual Showcase brings MHEDA's well-loved Exhibitor Showcase right to our members digital doorstep" explained Richards.

This site will be updated and available through December 31, 2020. If you are interested in becoming an exhibitor, or have any questions, please contact MHEDA at 847-680-3500.

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Meet the winner, Daniel Anderson!

Meet Howard Bernstein Scholarship winner, Daniel Anderson one of the students to receive the Howard Bernstein Material Handling Industrial Distribution Scholarship award.



Left to right: Pat McLaughlin – President, Els Thermote – CEO, Daniel Anderson, Dirk von Holt – VP Sales & Marketing

He recently toured TVH headquarters in Olathe, Kansas and met with TVH officials.

“It’s important that we support those students who are interested in pursuing a career in the material handling industry,” said Pat

McLaughlin, President, TVH. “It was a pleasure to meet Daniel, show him around our facility and to talk with him about our industry.”

TVH is a proud sponsor of The Howard Bernstein Material Handling Industrial Distribution Scholarship. This scholarship was established in 2012 with the goal of attracting talented students to the material handling industry. Each year, this scholarship is awarded to students committed to studying the material handling, industrial distribution, engineering, logistics and supply chain curriculum.



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MILESTONES



MHEDA Mourns the Passing of John “Jack” Wayne Morrison

John “Jack” Wayne Morrison, of Grand Rapids, passed away peacefully on Wednesday, March 18 at the age of 85.

Jack was the son of Albert and Mary F. Morrison and spent most of his career as Executive Vice President of Morrison Industrial Equipment. He served on the MHEDA Board

for eight years and was President of the Association in 1979.

He graduated from Evanston High School, and received his business degree from St. Joseph (IN) college. Jack was the consummate business entrepreneur. He was a pioneer in the forklift and floor cleaning machine parts business and established a parts cross-reference system that revolutionize the industry. He was the founder and president of Rapidparts Inc. and founder and president of Mor-Value Parts Co. and other companies.

Jack was a man of character and loved to be productive. He volunteered as a deacon, elder and finance board member at Eastminster Presbyterian Church and other organizations. Jack promoted and organized jazz music and concerts locally and nationally. He served on the board and as president of the West Michigan Jazz society and the Four Freshman Society Fan Club attending and working at many of their national conventions. Jack was an excellent bridge player. He loved hosting jazz parties for his friends featuring area jazz musicians. He was a movie buff, baseball coach to his son, and long time Lions, Tigers, and MSU fan. Jack will be greatly missed by his loving family and many cherished friends.

MHEDA extends its deepest sympathies to the Morrison family. A memorial service will be held at a date yet to be determined because of the Covid-19 situation in our nation. Memorials in Jack’s memory may be made to West Michigan Jazz Society, Feeding America West Michigan or Eastminster Presbyterian Church.



MHEDA Mourns Jim Indelicato

It is with great sadness that AGiLE Business Media announces the sudden passing on April 3rd of Jim Indelicato at age 67. Jim was a co-founder of AGiLE and served as group publisher of both *DC Velocity* and *CSCMP’s Supply Chain Quarterly*.

Jim was passionate about the supply chain industry and devoted most of his life to helping the market prosper. He was an active member of many industry organizations, including CSCMP, MHI, WERC, MHEDA, ITA, and CEMA. He saw his role as that of someone who helps bring people together, while building lasting relationships. And he saw the role of AGiLE Business Media as fostering those relationships, to bring suppliers and users together with information that enabled the growth and prosperity of our industry.

Jim was a native of Chicago and lived his entire life in the area. He was a graduate of Northern Illinois University and started work in the newspaper industry before moving

to magazine sales. He worked at Cahners Publishing (later Reed Elsevier) as a sales representative, national sales manager, and then associate publisher of *Modern Materials Handling* magazine from 1992 until 2002. He left Cahners/Reed Elsevier to co-found AGiLE Business Media in 2002 with his friends and partners Gary Master, Peter Bradley, and Mitch MacDonald.

Jim had many passions in life. He was a fan of the University of Miami Hurricanes football team, and he could often be seen at Guaranteed Rate Field rooting on the Chicago White Sox. He loved to golf, and he left his mark (and probably many stray balls) on courses around the country. He often took his clubs with him on business trips and participated in many industry golf outings. He was a fan of anything Italian, including Frank Sinatra’s music and the Rat Pack. He was a huge dog lover, and his heart would melt anytime he came across one.

Those who worked with him, knew him well, and loved how much he valued relationships, and he counted many in the supply chain industry as lifelong friends. His passing leaves a deep hole in the hearts of many in this field.

MILESTONES

Wildeck Names Dan Lorenz President

Wildeck, Inc. is proud to announce the appointment of Dan Lorenz as the new President, effective immediately.

Dan joined Wildeck in August, 2018 as the Vice President of Operations. Prior to joining Wildeck, he held senior leadership positions in Wisconsin manufacturing stalwarts such as

Superior Die Set, Fisher Barton and Wacker Neuson.

“After an exhaustive search involving both internal and external candidates, it became apparent that Dan was the leader Wildeck needs to accelerate our growth journey,” commented Keith Pignolet, Executive Chairman

of Wildeck, “his commitment to our customers and our mission to make their projects run smoothly is unwavering.”

A search for Lorenz’s successor as Vice President of Operations is underway. In the interim, Dan will continue to oversee all facets of operations.

Dave Reder Announces Retirement

On Wednesday April 1, 2020 Dave Reder retired as CEO of Carolina Handling after a successful 40 year career in the Material Handling Industry. Dave started his career at OKI Systems (Cincinnati, Ohio) after graduating from the University of Dayton in 1980. While he started in sales, his drive and work ethic quickly led to a promotion to Sales Manager and then to Vice President. Eventually Dave took the role of President and COO leading the company through an acquisition of Niehaus Equipment Company (Evansville, IN) into OKI Systems. Under Dave’s leadership OKI Systems grew from \$6M in revenue in 1980 to over \$90M in revenue in 2006. Dave also led the organization through an ownership change in 2006.

Dave continued his career for a short time at TP Mechanical in Cincinnati Ohio as President before moving to North Carolina in 2010 to eventually take over as CEO of Carolina Handling headquartered in Charlotte North Carolina. Under Dave’s leadership, Carolina Handling had 10 successful years of growth while achieving Raymond’s highest honor of Dealer of Distinction in the 10 years under Dave’s leadership. Dave also served on the MHEDA Board of Directors along with many other local organizations in the Cincinnati area. Mike French had the opportunity to work closely with Dave serving under his leadership for over 30 years. Mike shared his thoughts about Dave and his contribution to the industry and his own development. “I

had the wonderful opportunity to work under Dave’s leadership and direction for over 30 years at both OKI Systems and Carolina Handling. As a result of Dave’s influence in my development and career, I learned how to lead an organization, how to care for people and serve with humility. Dave was not only a wonderful boss/leader, but was a great mentor and more importantly a friend. I experienced just how a leader should put others first before yourself, directly from Dave. He was and still is a great role model for a proven leader! I wish him the best in his retirement.”

Dave plans to spend his retirement in Charlotte North Carolina where he enjoys spending time with his family and his love for golf. Dave, congratulations on a great career and thanks for all your contributions to the industry.

Brett Levin of MHS Lift, Inc. Appointed to Board of Trustees for Ronald McDonald House

Brett Levin, Vice President of MHS Lift, Inc., has been appointed to serve on the Ronald McDonald House of Southern New Jersey’s Board of Trustees for a three-year term.

As a board member, Levin will utilize his business expertise to help guide the nonprofit organization that serves as a home-away-from-home for families with seriously ill or injured children being treated at local hospitals.

Partnerships, Acquisitions and Expansions

- Riekes Equipment and Pallet Shuttle Automation are pleased to announce they have entered a partnership to provide automated warehouse solutions to the manufacturing, food and beverage, cold storage and warehousing industries throughout the Midwest Region of the United States.
- Fairchild Equipment’s Minnesota headquarters (previously located in Burnsville, MN) is moving to Bloomington, MN.
- Ohio Gratings, Inc. has acquired the rights to market and manufacture ALGRIP slip-resistant flooring products.
- ABCO Systems has partnered with Chunker. Chunker provides a marketplace for short-term warehouse space that matches short-term demand with short-term supply.
- VARGO announced an alliance partnership with Körber, the global supply chain technology leader from software to material handling automation.
- LiuGong North America is delighted to announce that Warrior Machinery will serve as its exclusive dealer in the greater Los Angeles metropolitan area.
- Darr Equipment Co. is excited to announce the acquisition of S&L Liftmasters, based in San Antonio, Texas.
- Hy-Tek Material Handling, Inc. has acquired Atlanta-based Johnson Stephens Consulting, Inc.

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The Last Word

MHEDA members on Twitter should follow @MHEDAOffice, @MHEDAREbecca and @MHEDA_Journal and should use the #MHEDA to communicate with fellow members throughout the year.



MH Engineered Solutions

@MHEngSolutions

#MHEDA has recently launched a podcast to discuss the supply chain and material handling industry. No matter if you are stuck at home or in the office, these podcasts can offer great insights into the industry of moving.



MHEDA Office

@MHEDAOffice

Happy Volunteer

Appreciation! To the members of MHEDA, past and current board of directors, and manufacturers board of advisors, to so many who help us every day, MHEDA is forever grateful for your dedication to your industry association.

#MHEDASTRONG



The CX Edge

@TheCXEdge

Shout out to @MHEDAOffice and their awesome team for keeping us updated and informed with current information and resources for dealing with the COVID-19 situation.

<https://mheda.org/covid19/>
#mhedastrong #alonetogether
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Worldwide Material Handling

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Shout-out to #MHEDA for reminding us of the good all around us!
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MHEDA has an online resource to help material handling, logistics and supply chain companies progress through this time together. <https://mheda.org/covid19/>

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