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News and Updates From Jasper Engines & Transmissions August 2018

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**Changes to JASPER Production
Leadership Announced**



David Burbidge (above left) is the new General Manager of Jasper Innovative Solutions. Luke Bawel (above center) is the Division Manager of the Power Drive Transmission Division. Sara Schmidt (above right) is the Manager of JASPER's Production Control Team.

Jasper Engines and Transmissions is pleased to announce the following changes to its production leadership team.

David Burbidge has been named General Manager of Jasper Innovative Solutions (JIS). David has worked with JASPER for the past seven years in a consulting role, and has worked extensively in the areas of Strategic Planning, Succession Planning, and Materials Management. David will become a full-time Associate-Owner of JASPER and will work with our JIS team from the Crawford County, Indiana, Facility.

Luke Bawel has been named Division Manager of our Power Drive Transmission Division. Luke has been with JASPER for ten years and has served as the General Manager of JIS and Vice President of Jasper Innovative Logistics. In addition to his

role as JASPER Power Drive Transmission Manager, Luke will continue as a member of JASPER's Executive Team.

Sara Schmidt will join our Production Control Team as Production Control Manager. Sara has led our Power Drive Transmission Division the past four years, and successfully led the transition of transmission manufacturing into the Power Drive Facility. Sara's new role will focus specifically on scheduling, core buying, parts buying, and coordination with our logistics teams.

"Thank you to all of these great JASPER leaders for their contributions, and for their willingness to take on new responsibilities," said Zach Bawel, JASPER President/Chief Operating Officer. "We are confident that their continued efforts will keep JASPER growing and thriving."

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Terry's Transmission

Terry's Transmission of North Syracuse, New York, is our Customer Profile for this issue. Their primary business is driveline and transmission repair.

Terry's started in 1991. Current owner Chris Roach purchased the business in February of 2014. With a background in Corporate Finance, Chris originally made the purchase as an investment, but later found the business to be an opportunity. He wanted to buy the business to keep it successful, and keep the jobs of the employees who were working there.

Terry's Transmission is located at 6217 East Taft Road in North Syracuse. The 9,000 square foot building includes eight service bays and a friendly, customer-welcoming, lobby. Since purchasing the business in 2014, Chris has taken on work the previous owner would've turned down. "We are now doing wheel bearings, engine replacements and import transmissions, as well as general repair," he said.

There are nine total employees at Terry's Transmission, including three technicians - all three are ASE-Certified Master Technicians. Their workforce includes two service writers that are ASE-Certified Advisors. Chris covers the expense of seminars and continuing education, so long as it brings value to their education and career. He also pays for their license renewals.

Terry's Transmission considers themselves the only full-service transmission shop in their area, and have started to do some hot rod, custom restoration and authentic work as word has spread due to their reputation, and cleanliness of their shop.



The waiting lobby at Terry's Transmission is friendly and customer-welcoming.

Terry's has been an installer of JASPER remanufactured products since 2017. "We use JASPER because they stand by their product better than anyone else," said Chris. "Not only does JASPER regularly deliver the product the next day, the one warranty we had, we had the replacement unit the very next day."

The customer philosophy at Terry's Transmission is simple: Treat a customer how they would want to be treated. "We realize not everyone can be a Terry's Transmission customer," said Chris. "If they appreciate what we do, and respect what we do, i.e. the quality, then they will be our customer."

Terry's recently received their AAA Certification, along with working on other affiliations. "We have partnered with JASPER to increase our fleet business," added Chris, "and are working with several fleet management companies. We either do it right, or we don't do the job at all."



Terry's Transmission in North Syracuse, New York, has been a JASPER installer since 2017.

Forbes Recognizes JASPER as Best Employer



Jasper Engines & Transmissions was recently named as one of America's Best Midsize Employers for 2018 by Forbes magazine.

According to Forbes, JASPER ranked 72nd out of 500 nationwide companies with 1,000 to 5,000 employees. JASPER was ranked as America's top midsize company in the Automotive and Suppliers sector, and was one of seven Indiana-based companies to make the list.

For over 75 years, JASPER has strived to be, not only, the Brand of Choice for our Customers, but the Company of Choice for our Associate-Owners. JASPER's Vision Statement asks all Associate-Owners to work as a Team, in the spirit of Mutual Trust and Mutual Respect, while focusing on a never-ending commitment to Safety, Quality, Productivity, Customer Service and the Reduction of Waste.

Zach Bawel, President, said, "We are honored that JASPER has been recognized by Forbes for this award. It is a testament to the Associate-Owners that make JASPER a great place to work. Our Associate-Owners exhibit our core value of Mutual Trust and Mutual Respect, while living out our Mission Statement of Do it Right... and Have Fun!"

The 2018 Forbes list was based on an independent survey conducted by the market research company Statista. The anonymous survey asked 30,000 Americans, working for businesses with at least 1,000 employees, to rate how likely they'd be to recommend their employers to others. Statista then asked respondents to nominate organizations in industries outside their own.

The rankings were divided into two lists: one for the top midsize companies with 1,000 to 5,000 employees, and another for the top large companies with more than 5,000 employees.

Jasper Engines & Transmissions has been remanufacturing quality products since 1942 and today we are the nation's largest remanufacturer of gas and diesel engines, transmissions, differentials, rear axle assemblies, marine engines, sterndrives, performance engines, and electric motors.

Jacksonville, Florida, Branch Opens

Jasper Engines & Transmissions opened a new branch office in Jacksonville, Florida, to better serve the businesses in all of northeastern Florida, and southeastern Georgia.

JASPER's newest branch location is 7037 Commonwealth Avenue #8 in Jacksonville.

"This region of northeastern Florida, and southeastern Georgia, has rapidly grown over the years, and continues to show phenomenal growth," says Joe McDonald, JASPER Regional Vice President for the Jacksonville area. "This new branch office in Jacksonville is our way of thanking customers for their loyal support."

The 6,075 square foot Jacksonville facility stocks diesel fuel and air components in its inventory, and has the capacity for up to 450 units, including gas and diesel engines, transmissions and differentials. The location also provides JASPER delivery drivers efficient drop-off and pick-up capabilities.

JASPER currently has 46 branch offices and distribution centers in 28 states.



JASPER's newest branch location is 7037 Commonwealth Avenue #8 in Jacksonville, Florida (top image). The 6,075 square foot facility stocks diesel fuel and air components in its inventory, and has the capacity for up to 450 units, including gas and diesel engines, transmissions and differentials (above image).

JASPER Announces Core Supplier Award Winners for 2017

Jasper Engines & Transmissions recently announced their Core Supplier Award winners for performance throughout the 2017 calendar year. There were six corporate recipients named in the following categories:

CORE ENGINE PARTS SERVICE AWARD

Grant Iron & Motors

TRANSMISSION PARTS SERVICE AWARD

Teal Automotive

CORE PARTS GROWTH AWARD

Texas Core Supply

ENGINE CORE SERVICE AWARD

A & A Midwest Rebuilders

TRANSMISSION CORE SERVICE AWARD

ACE/MCI Commodities

FULL CORE GROWTH AWARD

KB Core

Each supplier received a JASPER® trophy honoring their key role and performance in 2017.

JASPER presents these awards to recognize the company's Key Partners in Success. The respective suppliers provided JASPER "above & beyond" performance throughout 2017 using the following criteria: percentage increase in the amount of dollars spent from 2016 to 2017, overall product quality, reliability and on-time shipping performance, relationship and an overall high level of customer service.

"JASPER is proud to recognize all of our core suppliers this year," said Mike Kilian, JASPER Supplier and Product Development Core Purchasing Agent. "We have developed great relationships with many of our core suppliers, and they continue to be critical partners in the success of Jasper Engines and Transmissions."

"In the aftermarket industry, we must all continue to work closely together to provide the highest quality product at a fair price; which then delivers the greatest value to our customers," said Kilian.



Bill Stolberg of A & A Midwest accepts JASPER's award for Engine Core Service from Jason Calhoun



Seth Bigham of ACE/MCI Commodities accepts the award for Transmission Core Service from Jason Calhoun.



Robbie Schreves and Kenny Derleth of Grant Iron & Motors accept the Core Engine Parts Service Award from Jason Calhoun.

Do They Know What You Know?

by Craig Hessenauer, JASPER Regional Manager

Craig Hessenauer

has been a Jasper Engines & Transmissions Associate-Owner for 26 years, working primarily in the Mid-Atlantic region.

Craig began his automotive career over 30 years ago after attending Salisbury State University in Maryland in pursuit of a Bachelor's Degree in Business Administration.



If I had a penny for every time I heard the new technician, a shop owner was thrilled to find, did not work out as planned, I would have enough pennies to pave a patio. It is sad to hear when someone was not employable. After all, they too have bills to pay. The reasons vary from poor attendance, to lack of productivity. Some simply lack the technical aptitude you were expecting them to have. It is one thing when a technician overstates what he, or she, is capable of. However, when you hire with the intent to train, and the technician fails to retain what you taught them, then who should you blame? It's easy to blame the technician, but there is an old saying that when you point your finger at someone, you have three fingers pointing back at you.

The facts are that hiring practices, and training practices, point back to you the shop owner. What is your process for hiring and training? Do you have them written down? Do you have pre-planned questions to ask during an interview and what are you really listening for? These are good questions. The right answers will not eliminate hiring and training problems completely, but you can greatly reduce them by being more prepared.

I like the expression "Hire Tough and Manage Easy". In short, do not hire the first person that comes through the door (or these days... the *ONLY* person who comes through the door). Hire when you find the right person, and usually you will only find great people one at a time, be patient. To increase your rate of success, use the popular job sites for searches, but also go out into the community and talk up job opportunities, rather than waiting for someone to come in. Once you have a candidate, then the fun begins. Remember, just because you have a candidate doesn't mean you want to hire them.

What are the questions to ask, and what are you really listening for? Let's start with what to listen for. A strong work ethic, integrity, and technical aptitude would be a great start, wouldn't you agree? Also, ask yourself how they will fit your culture. Couple those traits with a history of performing at the pace you're expecting, and you've got a winner.

It is challenging to find people willing to be productive for 40 plus hours per week, but they are out there. Couple that with technical aptitude and you are probably searching for the top 2% of eligible workers in the United States. Remember, "Hire Tough and Manage Easy", so be patient.

The strong work ethic comes first, and we usually learn that at an early age. So ask them about their very first job. It's not usually on their resume. People with a strong work ethic usually started working by age 11 or 12 doing odd jobs or working in a family business. They grew up working; it's just part of what they did.

Lack of integrity is easy to spot... *AFTER* you've hired the wrong person. So be wary of frequent job hoppers and ask probing questions about their experience in each of their previous jobs.

Watch their eyes and body language for signs they are searching for answers rather than telling the truth. If they lack sincere reasons for leaving, then they were likely the problem. You may also want to ask where they got their work ethic from. It is great to see the integrity shine through as they describe a parent or role model and what they admired about them most.

You can also combine your search for integrity, and technical aptitude, by asking a technical question that they won't likely know the answer to. Listen for honesty - "I do not know the answer to that". If you give them an assignment to find the answer in order to be considered for the job, you will quickly find out if they are serious about the opportunity (integrity), as well as the level of technical aptitude found in their answer.

Many shop owners would take a candidate with strong work ethic and integrity over technical experience and a poor attitude, provided that the candidate can retain technical knowledge. The great thing about people with a strong work ethic and integrity is they accept responsibility for learning what they need to know. So the final question is: "What you are willing to teach them"? In order for them to know what you know, you must be willing to invest the time. Somewhere in California is a shop owner who devotes 30 straight days to teaching a new hire. I've never met him, but admire that level of commitment. Have a training process in place for each of the jobs that you expect the new hire to perform, and be willing to commit someone to observe and sign off on what the new hire is capable of doing. When you hire a candidate with a strong work ethic, integrity and technical aptitude, then the training will be the easy part of the managing equation.

"Hire Tough, and Provide Great Training."

Technician Training Strategies & Rewards

by Carm Capriotto, Remarkable Results Radio/Town Hall Academy

Carm Capriotto

is the founder and host of Remarkable Results Radio, the only podcast that interviews today's most inspiring and successful automotive aftermarket professionals. Carm has 35 years experience in the automotive aftermarket, including 20 years as a business owner and 15 years in an executive position.



Training is a top-five strategy in the automotive service business. Shop owner CEOs must focus on, among other things, culture, marketing, financial results, processes and creating a learning culture within their business. Owners must lead the way by attending business management/CEO training. Many shop owners believe training is a retention tool. Keep that in mind as you look at your training commitment.

Shop owners must create a learning culture in their business. This leadership allows the entire team to understand the value of training, not only for themselves, but to the business. Since the CEO is attending business management training, and is coordinating the training for their service advisor and technicians, everyone has a seat at this table.

It is easy to discount training as a cost, not an investment. The shop owner must have the processes and systems, along with a flow of customers, to generate the profits necessary to invest in a comprehensive training program for the entire company. No doubt this is a 'chicken and egg' issue. This can be viewed as: "I can't train unless I have money to spend", or "Should I train with the limited funds I have?" The training upside is the investment helps generate profits and satisfied customers.

In recent technician interviews, they share the value and importance of training. They are the first to admit that if the tech isn't a lifelong learner, they may not see the value of the investment spent on them. Technicians must be involved in their training. Shared costs can be in order as you start to build your learning culture. If they show they are getting value, and using their new education, the owner can take more costs off the technician. The techs I've interviewed say they can spot a current, or future, Master Technician because for them, training doesn't end at 5pm.

Here are 8 ideas to help excite a new and improved training strategy:

1. Add \$2 to your labor rate and carve out that revenue stream for training.
2. Create a monthly bonus related to training goals. (See 8 below)
3. Invest in local training. It can be done online in your breakroom, and will cost less than the big events involving travel.
4. Look for areas of struggle inside your business and find the training that will help, from business management, to service advisor and technician. On the technician front, work with your suppliers to get the training your team needs on their local/regional training schedules.
5. Look to join an Association that brings training to their members. You will find every type of training very valuable.
6. Consider daytime training that allows for a better transfer of knowledge. Trainers want to do daytime training, but the industry is slow to accept it. This is no different than a PTO, or vacation day. Schedule around it as retention is higher.
7. Training Tactics: During and after training.
 - a. You do not have to remember every fact you learn. Jot notes in the margin of the manual. Dog ear a page. Carry post-it notes to flag special pages.
 - b. Put your techs or advisor into a situation from which they can use their new training, so it helps crystallize their new knowledge. Do a role play.
 - c. Teach their peers in the shop what they just learned. When you teach you learn.
 - d. Create a monthly requirement of X number of training hours for all roles in the company, post it.
 - e. Keep a spread sheet or 'brag board' on every training class each technician and service advisor has attended. Build a training resume on each team member.
 - f. Weekly meetings need to discuss training.
8. There are many creative ways to reward roles for their training commitment. Here's a few ideas:
 - a. 4 hours approved education completed = \$1 more per hour paid in the following month
 - b. Hold 4 or more ASE's = an additional \$1
 - c. ASE master tech = \$1, ASE L1 = \$1. (Covering all expenses for passed exams)
 - d. You can also reward additional bonuses for comeback rates under a certain percent,

(continued on back page)

The New Rule of Marketing: Marketing Your Shop in the Age of Social Media

By Bob Cooper, President & Founder/EliteWorldwide

Bob Cooper

Since 1990, Bob Cooper has been the president of Elite, a company that strives to help shop owners reach their goals and live happier lives, while elevating the industry at the same time. The company offers coaching and training from the industry's top shop owners, service advisor training, peer groups, along with online and in-class sales, marketing and shop management courses. You can learn more about Elite by visiting www.EliteWorldwide.com, or calling 800.204.3548.



Over the past one hundred plus years marketing strategies, and the brands that were built, were developed by two entities: the client, and the ad agency. The client would tell the agency how they envisioned their brand, and the agency would develop the advertising campaigns to create that very same image in the minds of the targeted consumers. The tobacco companies wanted to create brands that would cause a consumer to feel good when they used their products, and the ad agencies did a great job of achieving this objective. Volvo wanted to create a brand that reflected safety, and as we all know, just about every Volvo ad sends that very same message. After one hundred plus years, that systematic method of brand creation is now dead. Not just for companies like the above, but for auto repair shops just like yours. Let me explain what has happened.

The ability to create a brand is no longer under the control of a product or service provider, nor the ad agencies. In today's world brands are now created by one entity more than any other, and that entity is social media. The way your shop is going to be perceived in your community is based on what is being said about you, your company and your employees on social media and review websites. You may believe you provide great service, and your technicians are second to none. You may also invest a lot of your hard-earned money into advertising programs to try to get that message (brand) into the minds of your targeted customers. But in reality, if the chatter in social media says you over-charge, or you don't live up to promised completion times, whether you like it or not, that will become your brand.

So here are my recommendations. First of all, accept the fact social media is here to stay, and it is where your brand is going to be built. Secondly, create a plan that will have a positive impact on what is being said about you and your shop on social media sites. Obviously there are a number of things you can do, but nothing will ever trump extraordinary service. The reason companies like Nordstrom, Zappos shoes and Starbucks have such extraordinary reputations (brands) is because they deliver extraordinary service. I strongly encourage you to review every customer touch point from fielding that first call through your customer follow-up calls, and look for ways to improve the entire customer experience.

Lastly, I am going to suggest you do something your competitors would never dream of doing, and that is

invest a dedicated percentage of your ad budget into improving the customer experience. This means investing in the customer waiting area, your shuttle service, refreshments, extended warranties, customer follow-up and the plan you have in place for dealing with disgruntled customers. The Marriott Corporation discovered they were getting higher CSI scores from customers they dropped the ball with. Why - because the customer was pleased with the resolution. The lesson they learned? When a mistake is made people typically don't expect a resolution that will make them smile, so when they are completely satisfied, they are pleasantly surprised. This is why the Marriott immediately allocated a good percentage of their training resources to dealing with customers who had a bad experience. Without question, we should do the same.

In closing, brands are no longer built on Wall Street, but are being built each and every day on the web. I can only hope we all agree social media is here to stay, so you need to invest in making the customer experience incredibly positive, because if you do, your customers will do what agencies used to do, and create an extraordinary brand for you.

Editor's Note: Since 1990, Bob Cooper has been the president of Elite, a company that strives to help shop owners reach their goals and live happier lives, while elevating the industry at the same time. The company offers coaching and training from the industry's top shop owners, service advisor training, peer groups, along with online and in-class sales, marketing and shop management courses. You can learn more about Elite by visiting:

EliteTM
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www.EliteWorldwide.com



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production over 100%, number of billed hours and even tenure with the business. Get creative and build upon your training culture. What gets measured, gets managed and rewarded.

We are up against talent that could look to other industries because they provide paid training. Yet you need to find team members that take education seriously. You may have to improve your hiring practices and work environment. Ask yourself:

- Is your environment removing the enthusiasm?
- Is your business an extended family?

- Are you fostering a happy, healthy workplace that includes growth and opportunity?
- Do you appreciate your team's unique talents?
- Do you thank them for a hard day's work, or great service?
- Is their pay commensurate with their competency?
- Is your team involved in the business?
- Are you setting the right example?

I assembled a great panel to discuss this topic. If you want more

insight on improving your training culture and reward system, please give a listen to your industry colleagues as they bring you a powerful discussion on technician training strategies and rewards:

<http://remarkableresults.biz/a072>

