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**Jasper Holdings, Inc. Announces
Record ESOP Share Value!**

Associate-Owner shareholders of the Jasper Holdings, Inc. Employee Stock Ownership Plan (ESOP), were presented April 29th with some outstanding news. Jasper Holdings, Inc. Chairman/CEO Doug Bawel announced a new all-time record price of \$559.80 per share. “This is up \$83.50 per share over our previous record,” said Bawel. He went on to explain, “a total of 36,354 new shares were distributed, bringing the total ESOP value allocated to shareholders to over \$209 Million since its inception in 2009.”

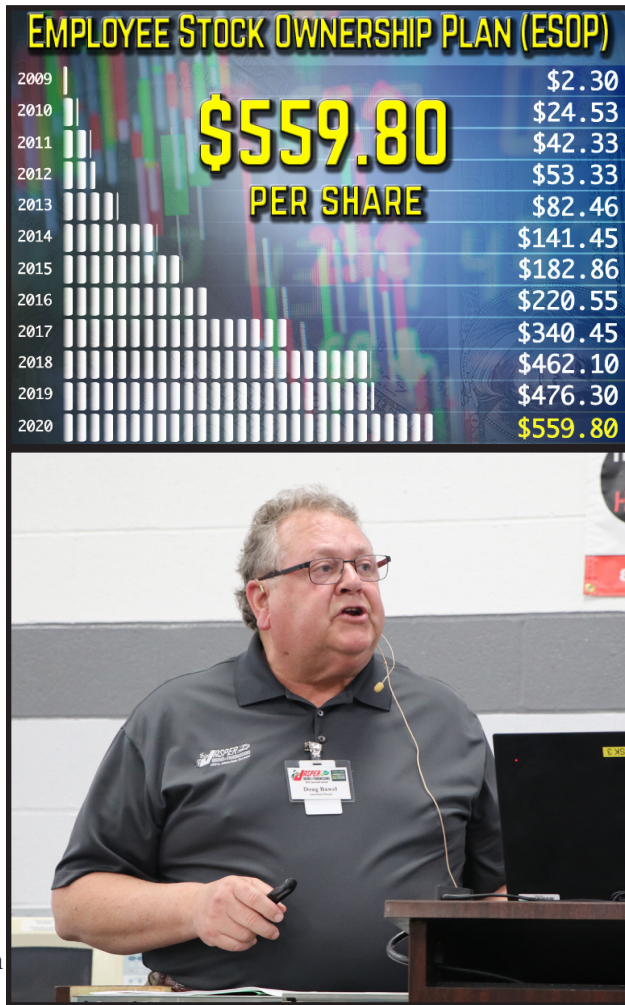
Bawel shared, “Our ESOP has truly been a gamechanger for our Associate-Owners in their retirement strategy. We have a total of 2,630 active Associate-Shareholders today; 705 of those have greater than \$100,000 in stock, and 1,209, or 46%, have greater than \$50,000.

“This is all in addition to our matching 401k retirement plan, which has over \$245 Million invested,” he said.

“Today, our market capitalization is in excess of \$806 Million, a \$121 Million increase over 2019. Simply unbelievable!” Bawel told Associate-Owners.

“Our JASPER family has been truly blessed by our customers in so many ways this past year, and we need to continue to earn their business. We know our wait time on the phone, and for delivery of products, has increased, and we’re working longer hours, and hiring additional Associates, to make gains.”

He added, “Let’s make sure we stay focused on what is in our control; a never-ending commitment to improvements in Safety, Quality, Productivity, Customer Service, and Reduction of Waste.”



JASPER Chairman/CEO, Doug Bawel, addresses Associate-Owners of the Jasper Holdings, Inc. ESOP April 29th.

Customer Profile

Precision Transmission Exchange, Inc.

Suburban New Orleans is the home to our latest Customer Profile: Precision Transmission Exchange. Located in Kenner, Louisiana, adjacent to New Orleans International Airport, Precision Transmission Exchange specializes in automotive and light truck transmission replacement and repair.

The business owner, Pat Paul, took a vocational technical automotive class following his graduation from high school. "The instructor was a transmission builder," Pat said. "He planted the idea, and I ran with it."

Precision Transmission Exchange opened in June of 1989 at 2409 Delaware Avenue in Kenner. The location has 12 service bays under 5,000 square feet of indoor work space, and another 5,000 square feet of covered space in the rear of the building. "We started out with one old four-post lift," Pat said. "We now have three four-post lifts, eight two-post lifts, and we now have two building stations."

Precision offers factory programming on Ford and GM products. "We strive to get our customers back on the road as soon as possible, including driving an hour each way to pick up

vehicles," Pat added.

There are four employees at Precision Transmission Exchange. Each takes advantage of attending any available clinics, or seminars, in their area. The business also pays for technician training.

Precision Transmission Exchange is a JASPER Preferred Installer of remanufactured transmissions and differentials. They have been using JASPER products for approximately ten years. "Our JASPER factory sales representative has encouraged us to use JASPER for years," Pat said. "We have been very happy with the quality, and availability, of the JASPER product."

The business philosophy of Precision Transmission Exchange is to provide quality work, at an affordable price. "Consistency is the key," Pat said. "We are always open on time, and when we give a completion time to customers, we do everything possible to stick to it."

"Our customers trust us with what is probably their second highest-priced investment," he said.



Precision Transmission Exchange in Kenner, Louisiana, has been in business since June of 1989. They are a JASPER Preferred Installer of remanufactured transmissions and differentials.

JASPER® Expands Ford 3.5L EcoBoost Engine Availability

Jasper Engines & Transmissions, the nation's leader in remanufactured drivetrain products, is excited to announce the expanded availability of the Ford 3.5L EcoBoost engine.

This single VVT engine is now available for the following Ford and Lincoln applications:

- 2010-2012 Flex, MKS, MKT, Taurus SHO
- 2013-2016 Flex, Explorer, MKS, MKT, Taurus SHO, Police Interceptor (Sedan)
- 2016-2019 Flex, MKT, Taurus SHO
- 2017-2019 Explorer, Police Interceptor (Sedan)

“Our remanufactured EcoBoost engine uses JASPER-designed forged aluminum pistons that excel in both strength and durability,” said JASPER New Product Development Group Leader, Brad Boeglin. “These engines require a unique cam boring process to ensure exact bore alignment, size, and surface finish. JASPER utilizes a Mazak coolant-fed CNC machine to meet the critical specifications for these engines.”

“JASPER also installs Inconel exhaust valves on this engine to compensate for the boosted GDI's increased in-cylinder temperatures and high pressure,” Boeglin added.

The Ford 3.5L EcoBoost engine is covered by a nationwide, transferable parts and labor warranty of up to 3 Years, or 100,000 miles. Full warranty disclosure is available on our website or upon request.

For more information on the complete line of JASPER remanufactured engines, please call 800.827.7455, or visit www.jasperengines.com.



Ford 3.5L EcoBoost Single VVT

2022 JASPER Calendar Entry Deadline July 1st

The Jasper Engines & Transmissions 2021 calendar was a big success. A huge “Thank You” goes out to everyone who submitted entries.

It's hard to believe, but we're already in the preliminary stages of planning for our 2022 calendar. Do you, or your customer, have a vehicle that's calendar worthy? Don't hesitate! Send us your entry!

Entrants must submit a color image and information about their unique vehicle, or performance car, or truck, along with the JASPER remanufactured product that has been installed.

Vehicles should be placed in a “show” type setting. Low resolution digital images transferred onto photo paper will not be accepted. High-resolution digital images, 8” x 10” at 300 dpi, are required. All entries will be judged based on adherence to the category, equipment appearance, and the quality of the photograph.

REMINDER!!! The deadline for 2022 Calendar entries is July 1st. If you have vehicle images, and would like to request an entry form, or for additional information, contact Jennifer Hohl at: Jennifer.Hohl@jasperengines.com



JASPER® Expands Remanufactured Ford 6F50 Transmission Line

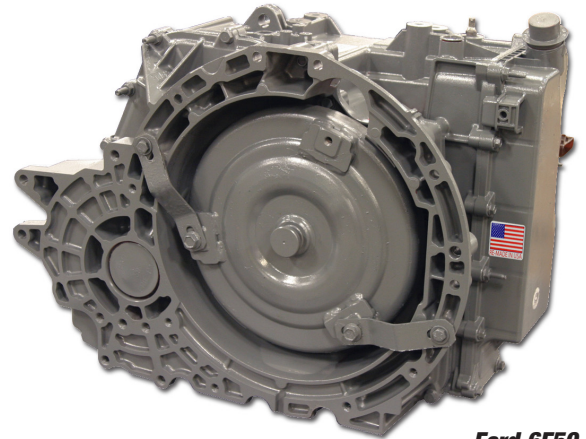
Jasper Engines & Transmissions, the nation's leader in remanufactured products, announces the expanded availability of its remanufactured Ford 6F50 FWD, and AWD, transmissions. These electronically controlled 6-speed transmissions are available on exchange for the following late-model vehicles:

- 2015-2018 Ford Edge 2.7L FWD
- 2015-2018 Ford Edge 2.7L AWD

“The solenoids for this unit are hydraulically, and electronically, tested on a stand-alone system, then tested again on a dynamometer,” says Brad Boeglin, JASPER Research and Development Group Leader. “JASPER offers rental of the Remote Assist Program (RAP®2) from DREW Technologies”, he said.

The Ford 6F50 is covered by JASPER's 3-Year/100,000 mile nationwide transferable parts and labor warranty. Full warranty disclosure is available on our website or upon request.

For more information on the complete line of JASPER remanufactured transmissions, please call 800.827.7455, or visit www.jasperengines.com.



Ford 6F50

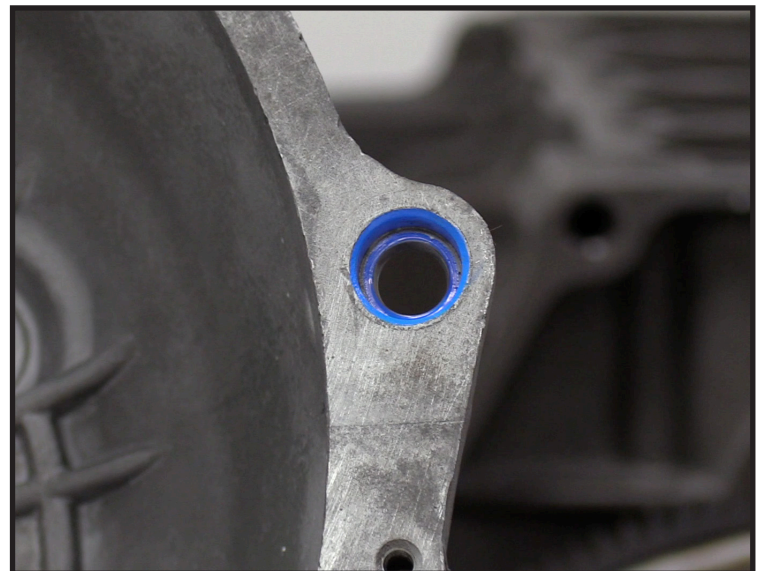
Use Those Transmission Dowel Pins in Your Installation

One common failure in the industry JASPER® encounters is the lack of dowel pin use when installing a transmission to an engine block. A common myth in the industry is you can align the transmission to the block just by using the bolts in the bellhousing.

JASPER has identified several transmission failures that have occurred as a result of missing engine to transmission alignment dowel pins. Failures include: front seal leaks, converter bushing failures, transmission pump failures, flex plate failures, vibrations, converter pilot failure, damaged transmission cases, and crankshaft pilot failures.

When installing a JASPER transmission, it is critical that BOTH alignment dowels are used to align the transmission and engine. If only one dowel pin is used, the torque converter hub and pilot will inadvertently participate in the transmission to engine alignment process. This ultimately increases the risk of failure.

JASPER is currently marking all dowel pin holes with blue paint. We are using this as an indicator to make sure dowel pins are being used. This will not only help JASPER in our quest to produce the perfect product, it will also help our customers produce the perfect transmission installation.



JASPER is marking all dowel pin holes with blue paint, to make sure they are being used in transmission installations.

JASPER® Sponsors EliteWorldwide Presentation for ASA X50 Automotive Conference & Expo

Jasper Engines & Transmissions sponsored an EliteWorldwide management presentation during a recent two-day virtual conference.

The Automotive Service Association, the national training leader for the automotive service and collision repair industries with its network of ASA affiliates across the United States, hosted their ASA X50 virtual conference and expo April 30th and May 1st.

EliteWorldwide President and Founder Bob Cooper, and Elite Trainer Jen Monclus, conducted the JASPER-Sponsored presentation entitled *How to Find & Hire Advisors That Can Really Sell*. The course taught viewers the best-kept secrets top shops in America use to hire service advisors to increase sales and customer satisfaction.

The 90-minute presentation covered topics, including: the personality traits to look for in advisor candidates, what superstar advisors are REALLY looking for, four easy-to-apply interviewing techniques that will help separate the real superstars from others, and how to ensure the new advisor operates at peak performance year after year.



Diesel USA Group Hosts Turbocharger Presentation

Diesel USA Group, a member of Jasper Holdings, Inc., conducted a two-part webinar on turbochargers May 7th in conjunction with the AERA Engine Builders Association.

The first part of the webinar, hosted by Jay Miller of Diesel USA, started with understanding basic turbocharger theory, anatomy, proper nomenclature, and the types of turbochargers in the automotive industry.

Part 2 picked up where Part 1 left off. Jay covered understanding failure analysis, how to determine correct service replacement unit, and understanding OEM alternatives and the risks associated.

“The subject of turbochargers is very popular, but some people know very little about them, and want to learn more,” said Miller. “The expanding turbocharger market, especially in the United States, represents one of the greatest upside markets in years.”

“It’s expected by 2022, 50% of new vehicles will be turbocharged, and over nine million more turbos will be sold in North America each year,” Miller said. “The US market

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Introduction to:
Turbochargers

by Jay K. Miller
President, DieselUSA Group, Inc.

Parts 1 & 2 ▶ AERA Membership

Part 1: Understanding basic turbocharger theory, anatomy, proper nomenclature, types of turbochargers

Part 2: Understanding failure analysis, Determining correct replacement unit, Understanding OEM alternatives and the risks, Basic Troubleshooting

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growth rate outpaces Europe because, historically, the displacement of engines in the US was roughly twice the size as compared to engines in Europe.”

“Smaller displacement, turbocharged, engines satisfy both consumer demand, and emissions regulations,” he added.

How Well-Defined is Your Business?

by Joe McDonald, JASPER Senior Vice President of Sales

Joe McDonald

is a University of Maryland University College (UMUC) graduate with an Associate's Degree in Business. Joe has 26



years of experience in the automotive field and 21 years with JASPER. He served as a Regional Vice President of Sales for 17 years, and was recently named Senior Vice President of Sales.

Clear expectations in a business are crucial to success, but many of us do not have them. Imagine hiring someone outside the automotive industry and asking them to be your Service Manager or Writer. Without a clearly defined role, they wouldn't know what to do.

Many of you are running a business generating over half a million dollars in revenue, and do not have clearly defined roles for your Associates. We will break-down the role of the Owner, Service Manager/Writer, Customer Service and Technician in this article. With clearly-defined roles, we can hold our Associates accountable and reward them for behavior above and beyond. Feedback is critical to one's success, and this allows a more consistent review to help your business grow. There are two ways to grow an automotive repair business: 1) Increase your average R.O. and 2) Increase your average car count. There are many ways to affect these two pieces, but we will focus on defined roles.

Owner's Role

Set financial goals and make them transparent. All Associates should know the sales goal for the business; daily, weekly, monthly. Transparency creates a team environment that will increase productivity. You can tie a bonus into the

sales goal for all. You can do this quarterly or monthly. For instance, if your goal is \$1 million in sales for 2021, then break it down to \$250,000 goals each quarter. Post it daily and keep that goal in front of them. If you hit the goal, everyone gets a \$ gift card, bonus, etc... It's a great way to motivate Associates and create a great work environment.

Look at your Associates as your Customers. A positive work environment will reduce turnover and make your business a place other talented technicians will want to come and work. We are in the people business, and creating a great environment will get you the best people. Have short one-on-one meetings with your Associates, and let them know they're valued, then watch their productivity go up. Maybe hold this meeting once a day, or each week at a minimum.

Increase car count by establishing a marketing plan. It is the owner's responsibility to grow car count, along with the manager/writer. The owner's role is to drive business with outside marketing efforts. This could be traditional advertising, community efforts, personal sales calls, open houses, car care clinics, newsletters and list goes on and on. Remember, most people pick a repair shop within two miles where they work, live, or on their daily drive.

Service Manager/Writer Roles

Increase your average R.O. This is done by educating the customer on repairs and recommendations. This will be taken from the technician's inspection of the vehicle. As an owner, we must make sure everyone understands they are here to increase revenue through education of the customer, only on the service they need.

Increase your car count. This is done by getting appointments for future repairs during check out. How many of you have a goal each day for future appointments? This is also accomplished by providing great customer service. Dentists do it, and so should we.

Customer Service Role

Keep Customers Happy. Pretty simple, but establish a feedback system to allow your customers to have a voice. We think a phone call from you to them is best.

Technician Role

Provide a thorough inspection of the vehicle. Some shop owners struggle with this and how to pay the technician for his, or her, time. Some technicians feel they must be paid for inspections, as they are not able to do other work. Again, we feel this starts with a defined goal for the shop and making sure the technicians see the big picture. Thorough inspections turn into future work for him, or her. It creates increased car count and repair orders, and achieves the overall sales goals for the shop they are tied into.

The technician also plays a key role in Customer Service. They interact with customers every day in different areas, including the parking lot. Make sure they are introducing themselves and thanking the customer for his, or her, business. It doesn't have to be a conversation, just a quick "Hello" and "Thank You." All Associates should have a business card. Little things go a long way in creating loyal customers.

Efficiency... There are many ways to measure efficiency with your technicians. The point is to gather efficiency information, then share it with your technicians on where they stand with each other. Many shop owners post this material to create teamwork, as well. This will create the feedback they need and it will help increase productivity for your less productive Associates.

By creating a work description for each one of these positions, you will help define your expectations as an owner. It will allow for very clear feedback and make it easier to see who your super stars are.

Finally, thank your customers; give them something: a magnet for the fridge, a letter opener, a snack closer, and ask them to come back.

A Shop Owner's Guide to Employee Training

By Bob Cooper, President & Founder/EliteWorldwide Inc.

Bob Cooper

has functioned as the developer, owner, and an operator of some of the most successful auto repair shops in North America.



Bob is a member of the prestigious National Speakers Association and is one of the nation's leading authorities on both personal and career success. Today, Bob speaks nationally, as well as internationally, to many trade associations, universities, private banking groups, and Fortune 500 companies.

Every day, vehicles are becoming more complex. The advancements in technology are changing our industry, and customers are becoming more sophisticated. Because of these advancements, one thing is for certain: Shop owners who embrace training are the ones who will be able to stay well ahead of their competitors, and build more profitable, successful businesses in the coming years. This guide was put together to help you create an employee training program that will enable you to join the ranks of the industry superstars.

1. Invest in your most valuable asset: The people who work with you.

You will need to embrace the fact every one of your employees undergoes constant training, regardless of whether or not you provide it. Every time a technician diagnoses a vehicle or performs a repair, there is some form of learning taking place. The same is true with your advisors, as they are constantly learning through their exchanges with your customers. Ironically, while many shop

owners believe they are saving money by not providing professional training, there is an extraordinary cost to this type of "on the job" training. Your techs learn through costly misdiagnoses, low productivity, and failed repairs. Your advisors learn through costly lost first-time callers, lost sales, and lost customers. By not providing professional training you will inevitably lose employee morale, sales, customers, and profits. So, rather than having your employees learn in the most costly way, you need to invest in training for all your employees.

At Elite, we understand every shop owner will have a different take on who should be paying for the training, but as a general rule, we feel it is the responsibility of the shop owner to do so. We also realize some shop owners are fearful if they pay for the training they may lose the employee and the money will be wasted, but the answer to that concern is simple –

"The only thing worse than training an employee, and having them leave, is not training them and having them stay."

2. Ensure everyone is properly trained.

Mandated training is not a new concept. In the U.S., medical doctors, CPAs, and attorneys are required to take continuing education courses for one simple reason; to enable them to take better care of their patients and their clients. We should take the same approach. Only you know how much training your employees will need each year, and it certainly needs to be based on their job, their skill level and their experience. As a starting point, we would strongly recommend you require all your technicians to complete at least 48 hours of professional "company approved" training each year, and your advisors should complete at least 12 hours each

year. The successful completion of the required training each year should be a condition for ongoing employment.

3. Provide training that will help your employees with a number of skill sets.

Rather than limiting each employee's training to their specific job, you should consider offering optional courses that will help them in other aspects of their life and career. Some examples would be financial management courses, and personal development courses such as those offered by Dale Carnegie Training. By helping them develop as people, you will be creating better employees.

4. Practice what you preach.

As a shop owner, each year you need to participate in ongoing training as well. Your training should include business and employee management courses, marketing courses, and leadership courses. I would also recommend participating in personal development courses, which will set a good example for all your employees.

In closing, having a good ongoing training program in place, practice what you preach as a shop owner, and live by the principle of never putting money ahead of people will help you take your shop to the top.

Editor's Note: Since 1990, Bob Cooper has been the president of Elite, a team of industry leading shop owners that helps other fellow shop owners take their businesses to new levels of success, reach their goals, and establish a work/life balance that leads to a higher quality of life. The company offers industry leading service advisor training, peer groups, and coaching and consulting services that deliver extraordinary results. You can learn more about Elite by visiting www.EliteWorldwide.com, or calling 800.204.3548.



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6F35 Axle Drive Sprocket Thrust Bearing Update

JASPER® has designed a process for our remanufactured Ford 6F35 that improves the durability of the thrust bearing surface of the transmission's axle drive sprocket.

Through JASPER's research and development, we have found the thrust bearing on the axle drive sprocket was causing excessive wear on the transmission's aluminum case. Over time, this could lead to transmission noise, and eventual unit failure.

To correct this issue, JASPER designed a case template that machines down the worn surface to a precise depth for maintaining proper axle endplay. A steel thrust pad is installed on the aluminum case for the bearing to ride against, eliminating the chance for any future case wear.

This is one of the many reasons a JASPER remanufactured product will meet or exceed your customers' expectations. Make JASPER your brand of choice. Learn more about the remanufactured transmissions of Jasper Engines & Transmissions by logging onto: www.jasperengines.com.



(top) JASPER designed a 6F35 case template to machine worn aluminum surfaces of the axle drive sprocket. (bottom) A steel pad is installed on the case for the thrust bearing to ride against.