

In This Issue...

Customer Profile:
JC Auto Electric, Inc. **pg. 2**

Hessenauer Retires as JASPER®
Vice President of Fleet and
National Programs **pg. 3**

New Corporate Website
Unveiled **pg. 3**

JETT Presents Grants to
Local/National Non-Profit
Organizations **pg. 4**

JASPER® 4-Speed
Transmission Season
Wrap-Up **pg. 4**

QR Code for Past
Newsletters **pg. 4**

Meet JASPER® Angler
Nick Uebelhor **pg. 5**

Don't Forget the VIN
Number **pg. 5**

Chip Morris:
Internal Customer
Service **pg. 6**

RAM 11.8 Differential
Available from JASPER® **pg. 6**

Darrin Barney:
Elevating Customer Service in
Your Auto Repair Shop: Selling
Major Repairs with a Personal
Touch **pg. 7**

**Jasper Holdings, Inc. Ranked on the NCEO's
2023 Employee Ownership 100 List**

The National Center for Employee Ownership (NCEO), a nonprofit research and membership organization supporting the employee ownership community since 1981, is pleased to announce that Jasper Holdings, Inc. was ranked the 33rd largest majority employee-owned company on its 2023 Employee Ownership 100 list.

The Employee Ownership 100 list includes the largest broad-based employee-owned companies in the United States that the NCEO could verify using governmental or other credible third-party sources. Most are ESOP-owned, and one is a cooperative. To be on the list, companies must be at least 50% employee-owned; most are 100%. Collectively, these broad-based plans employ close to 685,000 people.

"It has been great to see Jasper Holdings, Inc. move up the NCEO ranking to 33rd," said Jasper Holdings, Inc. President Zach Bawel. "The growth we have experienced since becoming 100% Associate-Owned has been life-changing for our Associate-Owners and their families. Our ESOP's growth has been a game changer for our Associate-Owner's financial freedom in retirement. We look forward to continuing to move up on this list as we find more great companies to become part of Jasper Holdings, Inc."

The NCEO is a 501(c)(3) nonprofit organization supporting the employee ownership community since 1981. The NCEO helps its thousands of members make intelligent decisions about employee ownership with everything from reliable information on technical issues to inspiration to help companies reach the full potential of employee ownership. In addition, the NCEO generates original research, facilitates the exchange of best



practices at its live and online events, features the best and most current writing by experts in its publications, and helps employee ownership companies build ownership cultures where employees think and act like owners. For more information, visit www.nceo.org.

"Since becoming 100% Associate-Owned in 2009, Jasper Holdings, Inc. has grown from 2,100 Associate-Owners to over 4,600 today," said Jasper Holdings, Inc. Chairman/CEO Doug Bawel. "Our companies have continued to grow organically while we have made several acquisitions within the automotive and heavy-duty truck aftermarket. We are an active acquirer and look to take two paths, looking for companies within the automotive aftermarket while diversifying through acquisitions outside as well.

"We look for highly respected companies with leadership teams that want to continue to run and grow their companies," Bawel added. "Joining our ESOP is an excellent option for owners considering their own ESOP. We can make the ownership process much more accessible and financially more rewarding for Associate-Owners going forward."

If you are an Owner who has thought about converting to an ESOP, visit our website to learn more about Jasper Holdings, Inc. www.jasper-holdingsinc.com.



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JC Auto Electric, Inc.

Roselawn, Indiana, is located about 70 miles southeast of Chicago, in the agricultural part of Northwest Indiana. In the northeast corner of Newton County, situated at the intersection of State Roads 55 and 10, is JC Auto Electric, Inc. Although they specialize in the service and rebuilding of electrical components such as alternators and starters, JC Auto Electric is also a full-service repair facility for cars, trucks, semis, and agricultural equipment.

Tony Gibson started his automotive career in 1998 as a part-time mechanic in a high school work program. After high school, Tony worked at the business full-time. The owner at the time wanted to retire, and in 2003, at 23, Tony bought and took over the facility.

The original business started as an auto repair shop, but Tony included alternator and starter motor rebuilding. JC Auto Electric has seven car lifts and service bays, along with two service bays for semi trucks. The business has since added used car sales and a towing service with three trucks at the ready should motorists need immediate roadside assistance.

JC Auto Electric has five technicians, four full-time and one ASE-Certified Master Technician. "We have great employees that make our shop thrive," Tony said. He encourages his technicians to further their automotive education through on-the-job training and would pay for attending automotive seminars if asked.

Since 2003, JC Auto Electric has been an installer of JASPER-remanufactured engines,



Members of JC Auto Electric, Inc. are (left to right) Brandon Jones, Owner Tony Gibson, Bonnie Gibson, Rick Frayer and Tony Steffens.

transmissions, differentials, and air and fuel components. "We get good products from JASPER," Tony said, "and good service too."

Everyone at JC Auto Electric follows the philosophy of Be Honest and Do Good Work. "We have a good relationship with our customers," said Tony. "The customer is our bread and butter. We try to treat them all with courtesy and respect."

"They can either make you or break you," he added.

As for any plans about the future at JC Auto Electric, Tony kept things simple: "We just want to keep getting better at what we do."



JC Auto Electric, Inc. of Roselawn, Indiana, has been a JASPER installer of quality remanufactured products since 2003.

Hessenauer Retires as JASPER® Vice President of Fleet and National Programs

After thirty-four years of dedicated service in several roles and most recently as the Vice President of Fleet and National Programs (FNP), Craig Hessenauer has decided to retire. “Craig was a key player in the overall growth of Jasper Engines and Transmissions,” said JASPER Executive Vice President of Sales, Joe McDonald. “He was one of the first Associates hired when we opened the Mid-Atlantic area with the Baltimore and Philadelphia branches.”

After leading both those markets for several years, Craig was promoted to Regional Vice President of Sales for the East Coast until taking a new challenge with FNP four years ago. Under Craig’s guidance, JASPER successfully implemented a strategic focus on National Fleets, turning a vision into reality. His commitment to excellence and passion for meeting the unique needs of fleet managers has been instrumental in the success of the FNP division.

Doty Appointed VP of Fleet and National Programs

As we bid farewell to Craig, JASPER is delighted to introduce Jesse Doty as the incoming Vice President of Fleet and National Programs. Jesse has been an integral part of our organization for 23 years, bringing with him a wealth of experience and a proven track record of leadership. He has played a vital role in the growth of our dedicated FNP team and has been actively involved in showcasing how JASPER can effectively meet the diverse needs of fleet managers.

“Jesse’s deep understanding of the industry, coupled with his strategic mindset, makes him the ideal candidate to lead our FNP division into the future,” said McDonald. “We are confident under Jesse’s guidance, our commitment to providing exceptional products and services to national fleets will continue to thrive.”

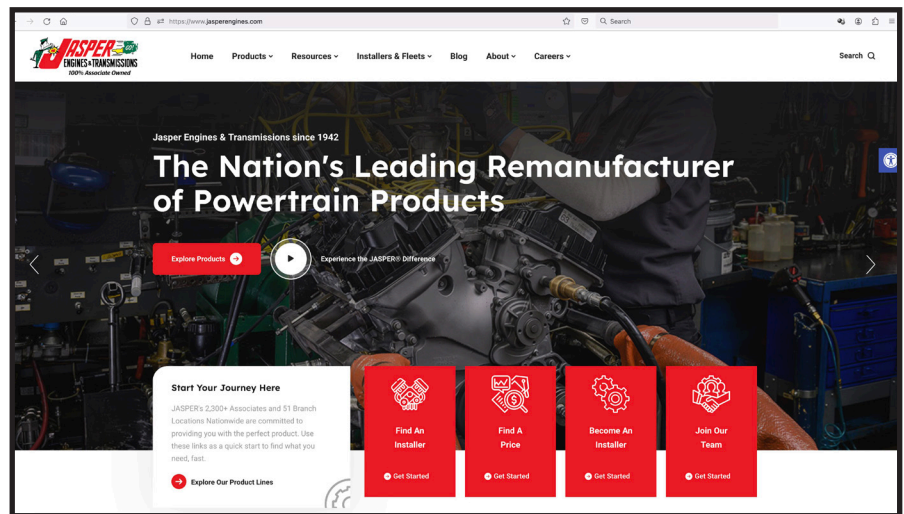
“I want to thank Jasper Engines and Transmissions for this opportunity,” said Doty. “I also want to thank Craig for his guidance and leadership over the last few years. I hope he enjoys his retirement.”

“JASPER has positioned itself to have great availability on powertrain products as well as air and fuel components to help our national partners return vehicles to service,” he added. “We have a great team in our Fleet and National Programs division. I look forward to working with them and all our national customers.”



Craig Hessenauer (left) retires after 34 years of service with JASPER. Jesse Doty (right) succeeds Craig as Vice President of Fleet and National Programs.

New Corporate Website Unveiled



The new and improved *jasperengines.com* corporate website officially went online December 6th.

As a result of meticulous and creative collaboration, our new site features a fresh, cleaner look. The “responsive design” of the website automatically formats to the device on which it is viewed - whether a PC, tablet, or mobile phone.

For our Customers, the website includes information on each of our remanufactured products, along with access to technical update videos, informative literature downloads, our Green Initia-

tive program, our Premium Service plan and Warranty information, and our online store.

jasperengines.com also includes a resource section for Installers and Fleet Operations. There is one-click access to your *myjasperaccount.com* site, along with Fleet Information, a page to schedule a Core Pickup, complete Co-op Advertising information, and a section regarding Core Policy.

We think your experience on our website will be exciting and memorable, so check it out and spread the word today.

JETT Presents Grants to Local/National Non-Profit Organizations

Jasper Endows Today & Tomorrow (JETT) presented eleven grants in 2023 totaling \$33,888.35 to local and national non-profit organizations. These organizations included:

- **Blackhawk Blessings (\$2,500.00)**
- **Anderson Woods (\$5,000.00)**
- **West Michigan Veterans Ranch (\$5,000.00)**
- **Strings, Inc. (\$2,500.00)**
- **Purdue Extension Dubois County (\$2,000.00)**
- **Dubois County CASA (\$1,600.00)**
- **Dubois County Leadership Academy (\$5,000.00)**
- **Brothers for Veterans (\$1,634.35)**
- **Ele's Place (\$5,000.00)**
- **Dubois County Museum (\$500.00)**
- **Crisis Connection (\$3,154.00)**

JETT has awarded 94 grants since its inception in 2013, totaling \$328,402.50. "All of these charitable gifts would not be possible without the matching partnership of JASPER® and our generous membership," added JETT Founder Mark Balsmeyer. "Couple that with several member-driven fundraising events, and we are blessed to be able to support our community's non-profit organizations."

"In the ten years since our founding, JETT not only has partnered with local organizations, but we have also grown to partner with national organizations and organizations local to our sister companies, like WELLER®," said JETT Board Member Phalong Zehr.



"In addition, other non-profit organizations like Mentors for Youth, Dubois County Community CHEW, and Strings, Inc. have been able to create their own endowments through JETT, which allows them to be more self-sustaining."

JETT is a giving circle for Associate-Owners of Jasper Holdings, Inc. and their families that focuses on pooling resources and creating a more significant combined impact in our communities. They aim to learn more about philanthropic opportunities and support those organizations that promote intelligent giving.

Each year, a portion of member donations builds the JETT endowment, totaling over \$332,500.00. JETT membership has steadily increased from 29 members in 2013 to 257 in 2023.

JASPER® 4-Speed Transmission Season Wrap-Up

The JASPER 4-Speed Transmission was once again the dominant choice for drivers in the 2023 NASCAR® Xfinity Series season.

Cole Custer drove his Stewart-Haas Racing #00 Ford, equipped with a JASPER 4-Speed Transmission, to the 2023 NASCAR® Xfinity Series Championship. Austin Hill also had a JASPER 4-Speed Transmission in his Richard Childress Racing #21 Chevrolet en route to the 2023 NASCAR® Xfinity Series Regular Season Championship.

The JASPER 4-Speed Transmission was used by 26 team/driver combinations in the NASCAR® Xfinity Series during 2023, accounting for 31 pole positions, 32 wins, 154 top-five finishes,

and 285 top-ten finishes in the 33-race season.

The JASPER 4-Speed Transmission was also used by seven team/driver combinations in the NASCAR® Craftsman Truck Series during 2023, accounting for four pole positions, seven wins, 25 top-five finishes, and 55 top-ten finishes in the 23-race season.

"We had an exciting 2023," said Harrah Enterprise Manager Mark Harrah. "Our roster of teams was only limited by the number of transmissions we could service. Our focus for next year will continue to be the leading supplier of driveline components to teams in these two great national touring series."

QR Code for Past Newsletters



Our July 2023 newsletter was emailed to many of our customers nationwide. Please scan the QR code above if you did not receive that specific email and would like to read it or articles from previous newsletters.

Make JASPER® your Brand of Choice. Call us at 800.827.7455, or log onto www.jasperengines.com for more information on our remanufactured products.

Meet JASPER® Angler Nick Uebelhor

Nick Uebelhor attended Jasper High School before attending the University of Evansville for Mechanical Engineering. He started the University of Evansville Bass Fishing Team there, where he competed in College Fishing for four years before graduating. After graduation, Nick began fishing local and regional tournaments nationwide.

“I started bass fishing in middle school with a friend,” Nick said. “We would fish all the small ponds around my parent’s house. I enjoyed bass fishing more than pan fishing because I was constantly moving and wasn’t sitting still.”

“Once I got my license, my friend and I started fishing Thursday night tournaments at Beaver Lake (near Jasper), and competitive fishing just kind of took off from there,” he added. “That same friend is the one that I started the U of E Bass Fishing Team with.”

Nick can be found on several different tournament trails, including Major League Fishing (MLF), Bass Fishing League (BFL), Indiana Bass Federation (IBF) Invitational Trail, Hoosier Open Team (HOT) Trail, and BASS Nation.

As part of his career highlights and accomplishments, Nick recently earned the IBF Angler of the Year title for 2023 and won the 2023 IBF Invitational at Lake Monroe. He also won the IBF Classic in 2017 on Lake Schafer in northern Indiana.

“2023 was a pretty great year,” said Nick. “Every year, there are some ups and downs, but winning the AoY (Angler of the Year) in the IBF was a big deal to me!”

“Winning AoY in any of the circuits has been a huge goal of mine for quite some time because it is such a huge accomplishment,” he said. “To win AoY, you cannot have a single slip-up or bad tournament in that circuit, or you will fall in the points.”

Nick is a two-time BFL All-American qualifier in 2019 and 2023. He has had two MLF tournament wins, one through College Fishing at Table Rock Lake, and the other was a BFL at Patoka Lake in 2016. Nick has also notched 23 top-10 finishes in 77 MLF tournaments.

As a two-time BASS Nation Indiana State Team qualifier in 2021 and 2022, Nick represented the state of Indiana at the BASS Nation National Championship in 2022 and finished in 4th place.

“I’m looking forward to 2024,” said Nick. “All the schedules have yet to be finalized, but I plan on fishing the BFL Hoosier Division around home.”

“The regional for that is on the Mississippi River Pool in Quad Cities, Illinois,” Nick added. “I have never fished those particular pools, but I have spent a lot of time on the Mississippi River north of there, so I am looking forward to that regional in hopes of making it back to the BFL All-American in 2025.”



JASPER-Sponsored angler Nick Uebelhor looks forward to the 2024 season.

Don't Forget the VIN Number

When you call JASPER, you'll hear a request for the Vehicle Identification Number (VIN). Using the VIN can save you time and money as you place orders with us.

I'm sure you've heard of customers who swore they had a 2012 model when it was actually a 2011 with a completely different engine or transmission. We want to ensure your installation goes smoothly and your customer gets precisely what they need the first time. So, we must have accurate information, and the VIN is the best starting point.

Just give us the full 17-digit VIN from your customer's vehicle dashboard; in most cases, we'll know exactly what JASPER product you need. You can even look up most products online through JASPER's electronic catalog, and using the VIN makes the process faster and more accurate. When you use the VIN, you actually don't have to enter anything else - the catalog will automatically fill in the correct make, model, year, and engine size for you and show you the products we have available for your application.

The VIN doesn't always tell us everything, so occasionally, we may need to ask one or two additional questions (such as the transmission tag number or differential assembly code in some cases), but even then, using the VIN will help us make sure we have the Perfect Product for your customer's vehicle.

Internal Customer Service

JASPER® Fleet and National Program Project Manager

Chip Morris

Chip Morris holds undergraduate and graduate degrees in education from Anderson College and the University of Florida. He joined JASPER in 2000 and spent the first 20 years in Inside Sales and has served as the Call Center Director for both Inside Sales and Customer Service. He currently serves as the Project Manager for Fleet and National Programs.



Who are our customers? The answer to that question is... EVERYONE!

As Business Owners, we invest a lot of time and money into attaining and retaining customers. We do that because those paying customers provide the means for us to keep our doors open, feed our families, and, for most of us, work in a field we genuinely enjoy. We want to challenge everyone to put that same effort into our internal customers.

A few years ago, I was challenged to begin working with our Customer Service team after spending 14 years with Inside Sales. Salespeople and warranty technicians are wired differently. I was humbled in my new role, which presented me with a new challenge to learn what makes a warranty technician tick. Most of the salespeople I had worked with through the years were high-energy, low-patience people, just like me. For the most part, our Customer Service warranty techs are much more patient and detailed. Both groups are talented but very different.

We are guessing more than a few of our loyal shop owners started as technicians. You had a passion for the automotive world, a great problem solver, and a desire to own your own business. You had a vision of what success would look like with you at the helm. We urge you to consider, and always remember, your internal customers

play a huge role in achieving that success.

According to the Harvard Business Review, the number one reason people leave their jobs is because they don't like their boss. People want a leader who sets the example for what they expect from their employees. Here are a few ideas we practice at Jasper Engines & Transmissions:

1) Look at each Associate-Owner as revenue. Our Associate-Owners contribute to the bottom line, regardless of their role. The same can be said for your employees. In addition, attrition has always been expensive for companies, and the cost of losing good workers is rising in many industries. As work becomes more team-focused, seamlessly plugging in new players is more challenging.

2) Facebook. Our Facebook program involves meeting with our Associate-Owners

monthly to discuss anything they choose. We encourage you to build personal relationships with your Associates and, in general, ask them how they are doing.

3) Catch them doing something good and reward them for it. Although it sounds easy, most do the opposite. Focus on the positive.

4) Ask your Associates for ideas. Statistics show employees want to be heard. They want a purpose and buy into the company's success. We call it Continuous Improvement ideas.

You are the leader of your people. Find out what makes each Associate tick and feed their passion. Doing something nice for someone can go a long way toward building relationships. Keep this in mind for both your internal and external customers.

RAM 11.8 Differential Available from JASPER®



11.8 differential for RAM 3500 equipped with rear air suspension.

Jasper Engines & Transmissions offers the remanufactured 11.8 differential for 2014-2018 RAM 3500 trucks. This differential is available on exchange for the following applications:

- 3.73 LS, Dual Rear Wheel, RAM 3500 - RWD
- 4.10 LS, Dual Rear Wheel, RAM 3500 - RWD
- 3.73 LS, Dual Rear Wheel, RAM 3500 - 4WD
- 4.10 LS, Dual Rear Wheel, RAM 3500 - 4WD
- 3.73 LS, Dual Rear Wheel, RAM 3500 - vehicle equipped with rear air suspension RWD & 4WD
- 4.10 LS, Dual Rear Wheel, RAM 3500 - vehicle equipped with rear air suspension RWD & 4WD

The RAM 11.8 differential 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 differentials, please call 800.827.7455, or www.jasperengines.com.

Elevating Customer Service in Your Auto Repair Shop: Selling Major Repairs with a Personal Touch

By Darrin Barney, President - EliteWorldwide, Inc.

Darrin Barney

started his own auto repair and 4X4 business in 2003. By having a dedication to the success of his employees that is unlike any other, as well as to the care and safety of his customers, his success quickly caught the attention of the industry, and it's brought about his being featured in countless podcasts and nationally published articles. He's been on the cover of Auto Inc. magazine, and he's spoken at a number of the industry's largest events. Before becoming President at EliteWorldwide, he filled the role of lead trainer for the industry-acclaimed Master's Service Advisor Program, and he's coached a number of clients to incredible levels to help Elite grow into the remarkable brand it is today.



In automotive repair shops, we understand your business isn't just about fixing vehicles; it's about creating exceptional customer experiences. When it comes to selling significant repairs like engine or transmission replacements, providing outstanding customer service is not only a best practice but also a strategic advantage. Let's explore how auto repair shop owners and managers can take a personal approach to excel in selling major repairs while ensuring top-tier customer service.

1. Building Trust Through

Transparent Communication - As an auto repair shop owner or manager, instilling trust and transparency in your operations is paramount:

a. Comprehensive Inspection: Ensure your team conducts thorough vehicle inspections and communicates findings. Utilize visual aids like photos and videos to offer customers a visual understanding of the issues.

b. Eliminate Technical Jargon: Encourage your staff to communicate in plain language when explaining repairs to customers. Avoid overwhelming them with technical terms and ensure explanations are easily understandable. Remember, customers need clarification on buying.

c. Detailed Estimates: Provide customers with written estimates that breaks down all costs, including parts, labor, fees, and taxes. Transparency in pricing is vital to building trust.

d. Warranty Clarity: Train your staff to explain any warranties associated with the repair. Ensure that customers have a clear understanding of what's covered and what's not for how long.

2. Empowering Customers with

Knowledge - Facilitate an environment where customers are educated to make informed decisions about significant repairs:

a. Sell in Terms of Benefits, not Features:

Most customers do not care about the technical features of a product, only how these features will benefit them. We must remember our customers have a tattoo on their forehead: WIIFM. (What's In It For Me?) When selling any repair, remember to speak in terms of how the customer will benefit from the product that you are selling.

b. Emphasize Long-Term Benefits: Stress the long-term advantages of investing in quality repairs, such as enhanced vehicle performance, safety, and lifespan.

c. Maintenance Guidance: Your shop should offer maintenance advice to customers, promoting the importance of regular vehicle care to prevent future issues.

3. A Personalized Customer

Experience - Foster a personalized approach to your shop's customer service:

a. Active Listening: Train your staff to actively listen to customers' questions, concerns, and preferences. Address each customer's unique needs and worries with empathy and attentiveness.

b. Effective Communication: Maintain open lines of communication throughout the repair process. Implement regular updates to inform customers about progress and promptly notify them of any delays or additional required work.

c. Solicit Feedback: Encourage customers to provide feedback on their experience. Utilize this feedback as a tool for continuous improvement within your shop.

4. Ensuring Quality Assurance - Deliver on your commitment to customer service through unwavering quality:

a. Skilled Technicians: Employ highly skilled technicians capable of confidently handling complex repairs such as engine and transmission replacements.

(Continued on back page)

Elite™
PEOPLE. PRINCIPLES. RESULTS.



100% Associate Owned

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e-mail: sales@jasperengines.com
www.jasperengines.com



(Continued from page 7)

b. Premium Parts: Insist on using reputable, high-quality parts to guarantee the longevity and performance of repairs.

c. Stringent Quality Control: Implement rigorous quality control processes to ensure that each job meets the highest standards before returning the vehicle to the customer.

5. Beyond the Repair: Continuing Care - Extend your commitment to customer service beyond the repair:

a. Post-Repair Follow-Up: Develop a system for post-repair follow-up to ensure customer satisfaction. Address any concerns or questions promptly and professionally. We recommend having the Service Advisor who originally wrote the ticket be the one to call the customer.

b. Scheduled Maintenance: Encourage customers to schedule routine maintenance appointments. This promotes vehicle longevity and customer retention.

Selling major automotive repairs can be challenging, but as an auto repair shop owner or manager, your focus on customer service can set you apart. Trust, transparency, education, personalization, quality assurance, and aftercare are the foundational elements of exceptional customer service. By emphasizing these aspects, you can not only excel in delivering top-tier repairs but also build lasting customer relationships that foster loyalty and growth for your automotive repair business. Your commitment to going the extra mile and caring for your customers is the key to your long-term success.

Editor's Note: Want additional help training your Service Advisors? Reach out to Elite today and ask about our sales training!
www.eliteworldwide.com