



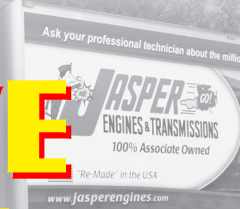
JASPER

GO!

ENGINES & TRANSMISSIONS

100% Associate Owned

DRIVE LINE



News and Updates From Jasper Engines & Transmissions

December 2024

In This Issue...

Customer Profile:
Mid-Cal Transmission **pg. 2**

JASPER® Fleet Repair Advisory
Council Holds Meeting **pg. 3**

Grants Presented by JETT
in 2024 **pg. 3**

Your JASPER® Independent
Repair Shop Advisory
Board **pg. 4**

Differential Final
Inspection **pg. 4**

Joe McDonald:
Effective Pay Programs for
Service Advisors: Tips to
Boost Sales and Customer
Satisfaction **pg. 5**

Meet JASPER's Calendar
Winners for 2025 **pg. 6**

Darrin Barney:
The Power of Gratitude **pg. 7**

Jasper Holdings, Inc. Ranked 27th on NCEO's 2024 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. (JHI) was ranked the 27th largest majority Employee-Owned company on its 2024 Employee Ownership 100 list. JHI was ranked 33rd in the NCEO 2023 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 more than 655,000 people.

"It has been great to see Jasper Holdings, Inc. move up the NCEO ranking to 27th," said Jasper Holdings, Inc. President Zach Bawel. "The growth we have experienced since becoming an ESOP has been a game changer for our Associate-Owners' financial freedom in retirement. With both organic growth and acquisitions, 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



2024 #27 LARGEST MAJORITY EMPLOYEE-OWNED COMPANY

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 approximately 2,100 Associate-Owners to over 4,250 today. 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 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. Joining our ESOP is an excellent option for owners considering their own ESOP. We can make the ownership process much more accessible and financially 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. and the size of companies we seek to acquire. You can log onto: www.jasperholdingsinc.com.



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Mid-Cal Transmission

Mid-Cal Transmission of Visalia, California, is a full-service transmission facility with a straight-forward, uncomplicated, and efficient approach with customers and employees focusing on quality.

From a young age, Damian Burkett had a passion for the industry and dreamed of owning his own shop one day - a passion still with him today. The UTI graduate worked at several transmission shops in Visalia during the 1990s and then became a service writer at another facility.

In 1998, Damian created Mid-Cal Trans Parts. The parts-only business grew to the point that customers were asking Damian, and co-owner Butch Reed, to open a transmission shop. Mid-Cal Transmission opened full-time in 2001.

Damian was the only builder during the first three months, while Butch greeted customers and answered the phone. Four months into the business, they hired their first employee. They continued to grow and add employees and now have two builders, two R&R technicians, and two owners.

In 2009, Mid-Cal Transmission moved to its present location at 1627 Acequia Ct. in Visalia, a 6,700 square-foot facility with five service bays. Butch later left the business in 2019 and gave some of his share of the business to his son Ryan Reed, who is now a partner with Damian.

Damian is ASE and ATRA Certified in transmissions, driveability diagnostics, and ignition systems. The training is mainly hands-on in the shop. Ongoing training for his staff includes ATRA seminars and all the online information they can access. As a big believer in hands-on training, Damian and his technicians regularly disassemble cores to learn what competitors are doing to stay up to date. The disassembly includes air testing and checking operation after assembly.



Mid-Cal Transmission employees are (left to right) Archie Farabee, Fred Rosas, Gavin Patterson, Ryan Reed, and Damian Burkett.

Mid-Cal Transmission has been a JASPER installer for the past five years, averaging 40-60 transmissions annually. "JASPER builds a great product and stands behind it with their warranty," Damian said. "JASPER fills a demand because we simply cannot build everything anymore."

Damian's business philosophy is straightforward. He is sometimes brutally honest with customers so they have the facts and can make good decisions. He seeks to give his customers solid answers and quality options as quickly as possible so they can return to their lives in a safe and reliable vehicle.

As for the industry's future: "I have been doing this for over 34 years, and the industry has been changing to remanufacturing, which has been the best viable option in recent years," Damian said. "These days, getting a remanufactured unit is easier and faster, providing the pricing and availability are there."

"Each year, it makes more sense to install remanufactured over a rebuilt transmission as the vehicles are becoming more complicated and parts are getting more expensive," he added.



Mid-Cal Transmission of Visalia, California, has been a JASPER installer the past five years, averaging 40-60 transmissions annually.

JASPER® Fleet Repair Advisory Council Holds Meeting

Jasper Engines and Transmissions conducted a Fleet Repair Advisory Council meeting during October. The purpose of this council is to create a forum of like-minded fleet repair shops. It allows these business owners to share and create best practices for success.

“As we continue to build our National Fleet Installer program, our advisory members are a crucial part of our decision making,” says Joe McDonald, JASPER Executive Vice President of Sales. “Fleet Managers today need to trust they are receiving quality repairs at a fair price.”

“Our Fleet Installer program is answering that call with the direction of independent owners across the country,” he added. The Fleet Repair Advisory Council meets twice a year, with a two-year commitment similar to our Independent Repair Shop Advisory Board.

“We want to thank our Fleet Repair Advisory Council members for helping shape the course of JASPER,” said McDonald. “It stands with our commitment to be the ‘Brand of Choice’ for our customers.”



JASPER Fleet Repair Advisory Council members include (bottom left to top left): Andrew Simmerman, Andy Martin, John Wensel, Tim Bonner, Jonathan Huckaby, Tyler Caruso, Randy Oliver, Steve Gordon, Bill Black, Rich Gautreau, Alfredo Prince, and Adrian Vahak.

Grants Presented by JETT in 2024

Jasper Endows Today & Tomorrow (JETT) presented seventeen grants in 2024 totaling \$53,375.50 to local and national non-profit organizations. These organizations included:

- Sleep in Heavenly Peace - West Plains, MO (\$5,000)
- Eleven Point Rural Fire Dept. - Willow Springs, MO (\$4,140)
- SOBER DUCO - Jasper, IN (\$2,500)
- Brothers for Veterans - Jasper, IN (\$2,705)
- Jasper Strassenfest Committee - Jasper, IN (\$121)
- Traditional Arts Today - Ferdinand, IN (\$2,500)
- Young Women LEAD - Jasper, IN (\$2,500)
- Family Promise - Grand Rapids, MI (\$2,500)
- Area 11 Special Olympics - Cedar Springs, MI (\$3,937.50)
- Civil Air Patrol - Huntingburg, IN (\$1,500)
- H.U.G.S. Ranch - Byron Center, MI (\$4,656)
- Dubois County Leadership Academy - Jasper, IN (\$4,125)
- Indiana Dept. of Child Services - Jasper, IN (\$2,500)
- Anderson Woods - Perry County, IN (\$5,625)
- Parents Supporting Education - Dubois County, IN (\$2,000)
- Master Arts Theatre - Grand Rapids, MI (\$4,771)
- Hoosier Mountain Biking Assoc. - Harrison/Crawford County, IN (\$2,295)

JETT is a giving circle for Associate-Owners of Jasper Holdings, Inc. and their families. We focus on pooling resources and creating a more significant combined impact on our communities. They aim to learn more about philanthropic



opportunities and support those organizations that promote intelligent giving.

JETT has awarded 119 grants since its inception in 2013, totaling \$395,113.52. “All of these charitable gifts would not be possible without the matching partnership of Jasper Holdings, Inc. 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 these non-profit organizations.”

Each year, a portion of a member’s donation helps build the JETT endowment, totaling over \$427,079.75. JETT membership has steadily increased from 29 members in 2013 to 328 in 2024.

Your JASPER® Independent Repair Shop Advisory Board

Jasper Engines & Transmissions Independent Repair Shop Advisory Board members held a September meeting at the company's corporate headquarters in Jasper, Indiana.

The board is comprised of independent repair facility owners and managers from around the country. They discuss issues facing independent repair facilities and the automotive industry as a whole.

JASPER gains insight from these meetings as the council discusses issues facing the automotive aftermarket. JASPER is supported 100% in the aftermarket, and sharing best practices allows us all to stay ahead of those competing against it.

JASPER has utilized an Independent Repair Shop Advisory Board for over 30 years. JASPER factory representatives make nominations to the board. Since members can only serve one two-year term, we have engaged many customers during this period.

We want to thank our current members, as well as past members, for helping shape the course of JASPER. Thank you for helping make Jasper Engines & Transmissions the "Brand of Choice" in the aftermarket regarding powertrain and air and fuel components.



Members of the JASPER Independent Repair Shop Advisory Board include (left to right): Brendan Swank, Shane Harris, Brook Allen, Steve Troyer, Adam Smith, Richard Feagle, Kim Tarvin, and Emory Henley.

Differential Final Inspection

While JASPER performs several quality checks throughout the entire differential remanufacturing process, three specific checks during the final inspection set us apart in providing a quality product to the customer.

"Once the case is installed inside the housing, a marking compound is applied to the ring and pinion," said JASPER Differential Division Manager Thom Ireland. "The ring and pinion are worked back and forth (*see image*), then inspected to ensure the teeth are making proper contact, providing long gear life and low noise for the customer."

Once the tooth contact pattern is set, the backlash is inspected to check the gap between where the teeth are making contact. "We're looking for backlash between .005 and .008 on the dial indicator," said Ireland. "If the backlash is too loose or tight, there's a risk of premature failure on the gears, or there will be a risk of gear noise for the customer."

Finally, a backlash variation (also known as runout) is checked in four spots on the ring gear. "We're looking for a variation of .003 or less from the high to the low on that dial indicator," said Ireland.

If the Associate cannot achieve the correct measurements during final inspection, JASPER has multiple shims and spacers for all the stock numbers offered for our family of units. "The Associate can select a shim and adjust the case within the housing or the pinion to get the needed specifications," Ireland said. "If one of our stock shims does not work, the shim can be machined to the correct thickness, giving our customers the perfect product."

For more information about the remanufactured differentials at Jasper Engines and Transmissions, call 800.827.7455 or log on to www.jasperengines.com.



Tooth contact pattern is checked as the ring and pinion gears are worked back and forth against a yellow marking compound.

Effective Pay Programs for Service Advisors: Tips to Boost Sales and Customer Satisfaction

By Joe McDonald - JASPER Executive Vice President of Sales

Joe McDonald

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

has 35 years of experience in the automotive field and 28 years with JASPER. He served as a Regional Vice President of Sales for 20 years, and serves today as Executive Vice President of Sales.



Driving profitability in an auto repair shop requires a combination of skilled service advisors, robust training, and the proper compensation structure. Service advisors are central to sales, gross profits, and customer satisfaction. To help them succeed - and your business thrive - you need a well-crafted pay program that aligns their efforts with these objectives. Here are actionable tips to design effective compensation programs that motivate service advisors and benefit your shop.

1. Align Pay Programs with Clear Objectives

Before creating any pay structure, ask yourself: What outcomes do I want to achieve, and how can I measure it? For service advisors, the answer is likely higher sales, improved gross profits, and satisfied customers. A successful pay program ties rewards to these three metrics.

For example, you might offer a graduated commission on sales but make it conditional to meet minimum requirements for gross profit and customer satisfaction index (CSI) scores. This approach ensures advisors prioritize profitability and customer experience alongside sales.

Compensation programs that only incentivize sales often fail because they encourage advisors to focus solely on volume, potentially at the expense of profit

margins or customer satisfaction. Remember, the behavior you reward is the behavior you'll see.

2. Foster Teamwork with Shared Commissions

Compensation should promote collaboration rather than unhealthy competition if you have multiple advisors. Many shop owners put each advisor on individual commission plans, which usually discourages teamwork and creates friction.

A shared commission structure is an effective alternative, especially when advisors need to cover for one another. Suppose you have an experienced advisor working alongside a less experienced one. In that case, you can adjust their compensation by providing a higher percentage of the shared commission to the senior advisor or supplementing their income with a base pay.

Shared commissions encourage cooperation and creates an environment where advisors support one another, leading to stronger overall performance.

3. Set Daily Goals to Keep Advisors Focused

Daily car count and sales goals are simple yet powerful tools to keep your team on track. Break down your monthly sales targets into manageable daily goals. For instance, if your monthly goal is \$120,000,

with an average repair order (ARO) of \$400, your advisors would need to bring in 10 vehicles daily to hit a \$4,000 daily sales goal.

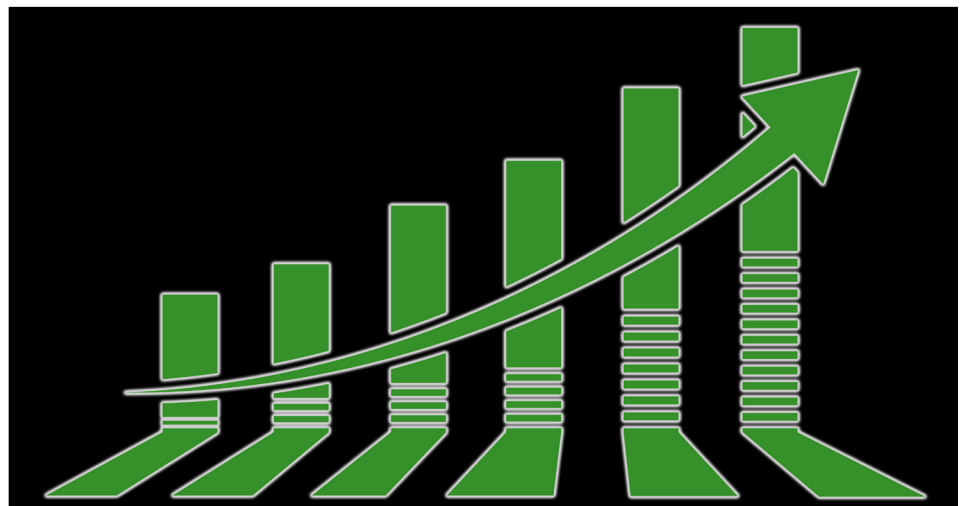
At the start of each day, advisors can write down these goals - the target dollar amount and the number of vehicles needed. As cars are checked in and jobs are sold, they update the goals. Having visuals or a dashboard are great tools, visually representing progress.

This system keeps advisors focused on two critical metrics: the car count and the sales they need to succeed. When implemented in a shop, this simple strategy often leads to immediate increases in sales.

The Power of Recognition

Compensation isn't just about money. Recognition plays a vital role in motivating high-performing advisors. With daily goals in place, you can celebrate their successes at the end of each day. Acknowledging their achievements fosters a sense of accomplishment and belonging, rewards that money alone can't provide.

By combining clear objectives, teamwork-focused compensation, visual metrics, and a culture of recognition, you'll empower your service advisors to drive sales, grow profits, and enhance customer satisfaction.



Service advisors can drive sales, grow profits, and enhance customer satisfaction with a combination of clear objectives, teamwork-focused compensation, and a culture of recognition.

Meet JASPER's Calendar Winners for 2025



1968 Mercury Cougar owned by Grant Yeakey of St. Peters, Missouri.

Thank you for participating in the annual Jasper Engines & Transmissions calendar for 2025! We received many terrific entries this year.

Each entry was judged based on how well it fit the category, the appearance of the equipment, and the quality of the photograph or image. Entrants whose work is featured in the calendar will receive a special gift package.

Congratulations to this year's winners:

Jack Robson
North Palm Beach, Florida
1954 Chevy Corvette

Bob Magee
Haskell, New Jersey
1940 Ford Deluxe Convertible

Grant Yeakey
St. Peters, Missouri
1968 Mercury Cougar

Cecil Evans
San Marcos, Texas
1970 Ford Bronco

Cameron Bryant (Associate)
Jasper, Indiana
1986 Ford F-150

Eric Bakke (Associate)
Jasper, Indiana
1961 Chevy K10 Carryall

Jay & Jeanine Mautner (Associate)
West Plains, Missouri
1962 Chevy C10 Pickup

Gary Stemle (Retired Associate)
Jasper, Indiana
1970 Chevy C10 Stepside

Matt Gregory (Associate)
Bucyrus, Missouri
1958 Chevy Apache

Jason Duncan
Stapleton, Alabama
1979 Ford Bronco XLT
1977 Ford Bronco

Shane Mauck (Associate)
Marengo, Indiana
1963 Mercury Comet

Sam Schwenk (Retired Associate)
Ireland, Indiana
1954 Chevy 3100 Pickup



1961 Chevrolet K10 Carryall owned by Eric Bakke of Otwell, Indiana.



1963 Mercury Comet owned by Shane Mauck of Marengo, Indiana.



1940 Ford Deluxe Convertible owned by Bob Magee of Haskell, New Jersey.



1986 Ford F-150 owned by Cameron Bryant of Jasper, Indiana.

The Power of Gratitude

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 AutoInc. 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 Masters 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.



Developing an "Attitude of Gratitude" to Appreciate Those Who Drive Our Success

As we move through the final quarter of the year, it's the perfect time to pause and reflect on the power of gratitude in our lives and businesses. In the hustle and bustle of running a shop, meeting deadlines, and striving for growth, it's easy to overlook the incredible contributions of the people who surround us every day—our employees, customers, community, and family.

But what if gratitude wasn't just something we practiced occasionally? What if it became part of who we are - an "Attitude of Gratitude" that shaped how we view and treat others every single day?

What Is an Attitude of Gratitude?

An "Attitude of Gratitude" is more than saying "thank you" every now and

then. It's a mindset, a way of life. It's about looking for the good in every situation, recognizing the contributions of others, and intentionally expressing appreciation. This attitude has the power to transform not only our relationships but also the culture of our businesses.

When gratitude becomes second nature, it fosters an environment of positivity, trust, and mutual respect—qualities that inspire everyone to give their best and feel their best.

Appreciating Your Employees

Your employees are the heart of your operation. They show up each day, roll up their sleeves, and give their all to keep your business running smoothly. Taking the time to recognize their efforts helps them feel valued and supported.

A simple "thank you," a quick word of encouragement, or celebrating milestones are all ways to show your gratitude. When you lead with appreciation, you build loyalty and inspire your team to adopt the same attitude in their own interactions.

Valuing Your Customers

Your customers are more than transactions—they're relationships. Each time someone chooses your shop, they're entrusting you with something important. Let them know how much their loyalty means to you.

Send a handwritten note, make a follow-up call, or surprise them with a small token of appreciation. These moments of gratitude don't just create loyal customers, they create lifelong advocates for your business.

Recognizing Your Community

Gratitude extends beyond your shop walls. Vendors, business partners, and even competitors all play a role in your success. Developing an "Attitude of Gratitude" means recognizing the value these relationships bring and expressing your appreciation.

Consider giving back to your community, supporting a local cause, or hosting a customer appreciation event. Gratitude has a way of strengthening connections and

fostering goodwill that benefits everyone involved: the community, customers, and employees.

Cherishing Your Family

In the midst of busy days and the demands of running a business, it's easy to take our families for granted. Yet, they are often the quiet support system that keeps us grounded. They cheer us on during successes, offer comfort during challenges, and remind us of what truly matters.

Taking time to express gratitude to your family strengthens those bonds and reaffirms the importance of their role in your life. Whether it's sharing a meal together, writing a heartfelt note, or simply saying "thank you" for their love and support, showing appreciation for your family enriches both their lives and yours.

Making Gratitude a Daily Practice

An "Attitude of Gratitude" doesn't happen overnight—it's a habit you cultivate over time. Start by intentionally looking for opportunities to express appreciation every day. Write down three things you're grateful for at the end of each day or set aside time during team meetings to recognize the contributions of your staff.

Gratitude is contagious. When you make it a priority, it inspires those around you to do the same. Your employees will carry that attitude into their interactions with customers, and your customers will notice the difference. Over time, this ripple effect can transform your business and elevate your success.

A Season of Gratitude

As we head into the season of thankfulness, let's commit to developing and embracing an "Attitude of Gratitude." By appreciating the incredible people who make our businesses possible—our employees, customers, community, and family—we not only strengthen those relationships but also enrich our own lives.

Thank you for being part of this journey. Here's to finishing the year strong with an Attitude of Gratitude that carries us into the future.



100% Associate Owned

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Fly With The Eagles Bootcamp

Want to take the next step in your shop ownership journey?
Join Elite for our next 3-Day Bootcamp for Shop Owners & Managers called Fly With The Eagles!

Date: February 20-22, 2025
Location: Burbank, CA
Pricing: Early Bird Pricing \$699 (valued typically at \$1800) for non-Elite members (pricing does go up January 1st).

Partnership Discount: JASPER clients receive a \$300 discount on their 3-day registration using Coupon Code JASPER300 at checkout. Also, you can use your JASPER co-op funds, if available, for credit toward your training*.

Register TODAY at: <https://eliteworldwide.com/event/fly-with-the-eagles-1/>

* Contact your JASPER sales representative for details on using your co-op funds for this event.

Elite
PEOPLE. PRINCIPLES. RESULTS.

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Our October 2024 newsletter was mailed to many of our nationwide customers. Please scan the QR code above if you did not receive that specific issue 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.