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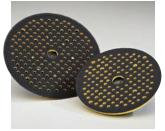
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P600B	776960- 95014	776960- 07791	776960- 07786	P180B	776960- 95008	776960- 07756	776960- 07775
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TRENDING



PAINT TECHNOLOGY **GET BETTER, FASTER COLOR** BY JOHN CEGLAREK [CONTRIBUTING EDITOR

Speed equals money, and the faster shops can get a vehicle through the repair process, the more money you are going to make. So don't get held up trying to match color.

COMMUNITY



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MERGERS & ACQUISITION ACTIVITY

FOUR REASONS ACOUISITIONS MAKE GOOD BUSINESS SENSE

BY BRAD MEWES | ABRN BLOGGER

Consolidation has become a very popular business strategy in the collision repair market because it can give the buyer immediate access to cash flow and a new customer base, along with acquiring a brand and reputation that can sometimes take years to develop.

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WIN SURPASSES 400 **MEMBERS IN 2015**

8 The Women's Industry Network is now comprised of more than 400 women and men from a vast number of segments within the collision repair industry.

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NEW SURVEY SHOWS 'WHO PAYS FOR WHAT' WHEN PERFORMING FRAME/ MECHANICAL REPAIRS

Sixty percent of shops surveyed said they are paid "always" or "most of the time" for removing coatings from pinchwelds prior to mounting the vehicle on a frame machine when it is required.

FEATURED COLUMNS

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THE COLLISION EXECUTIVE **BY MIKE LEVASSEUR**

SEEKING NEW OPPORTUNITIES

Career moves often require a bit of a stretch outside of your comfort zone, but also a strong belief in your own abilities.

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BY MIKE ANDERSON

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MINDING YOUR BUSINESS

TALENT SEARCH BY JOHN YOSWICK | CONTRIBUTING EDITOR

Find out what your competitors are doing to attract, retain and grow employees in a recruiting environment that continues to become more challenging.



BY TIM SRAMCIK | CONTRIBUTING EDITOR

Changing vehicle designs have impacted use of sectioning in cars today. I-CAR shares five points that all shops should know for sectioning in today's market.

TECHNICAL TRAINING MODERN MEASURING

BY DAVID SCRIBNER CONTRIBUTOR





FEATURES

THE SHOP PROFILE

PRECISION BODY & PAINT; BEAVERTON, OREGON JAMES E. GUYETTE / CONTRIBUTING EDITOR

32 Interest in lightweight metals has propelled this Oregon shop to new levels in its market.



MINDING YOUR BUSINESS POWER OF CUSTOMER REVIEWS DAVID ROGERS / CONTRIBUTING EDITOR

24 Customers trust peer reviews more than advertising, so make sure these endorsements are available for your shop.

BONUS ONLINE CONTENT

VIDEO GALLERY

VIDEO SPOTLIGHT

IMPORTANCE OF sensor recalibration

Many advanced features and safety systems on cars today rely on sensors to keep a vehicle's driver safe. But these systems can only work effectively if these sensors are properly calibrated. Toyota Collision Repair and Refinish Training Center trainers weigh in on the importance of sensor calibration and how to go about this process.

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BLOG SPOTLIGHT

CONSOLIDATION HAS been

running rampant in the collision industry and is driven by financial forces and strategic industry shifts. So how does this continued consolidation impact the price of your business?

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NEW SURVEY SHOWS 'WHO PAYS FOR WHAT' IN TERMS OF FRAME/MECHANICAL PROCEDURES

Just less than 61 percent of shops surveyed said they are paid "always" or "most of the time" for removing coatings from pinchwelds prior to mounting the vehicle on a frame machine when it is required.

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CHIEF UNIVERSITY TRAINING CENTER PROVIDES HANDS-ON LEARNING OPPORTUNITIES

The new training center in Irvine, Calif. will host sessions developed for collision repair technicians and estimators throughout the year. **** ABRN.COM/CHIEFIRVINE*

CANTOR JOINS EVERCOAT SALES TEAM

Chad Cantor has joined ITW Evercoat, a division of Illinois Tool Works, as Director of U.S. Sales. Chad will lead the U.S. sales organizations for the Evercoat collisoin repair chemical business. *»» ABRN.COM/CANTOR*

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ENTER (KEYWORD)

SEARCH THOUSANDS OF BREAKING AND ARCHIVED NEWS ARTICLES TO STAY INFORMED COLOR MATCHING TECHNOLOGY

New tool helps shops retrieve better, faster color

BY **JOHN CEGLAREK** | COLOR SYSTEMS MANAGER SHERWIN-WILLIAMS AUTOMOTIVE FINISHES

One of the problems many shops have is so much time spent on matching color.

According to Jim Pease, Director Shop Operations, Montrose Ford in Fairlawn, Ohio, "Speed equals money. Speed in our shop is everything. The faster you can get a car done and through the process, the more money you're going to make."

And Pease should know. His dealer collision repair centers have been a partner with Geico for eight years now and have ranked No. 1 three years in a row as the fastest production shop in the United States. In all, his four shops in Northeast Ohio bring in about \$16 million a year – and continue to grow.

However, Pease notes they could grow much faster – both in terms of productivity and profitability – if there was a way for him and his team to cut time during the tedious process of color retrieval.

"Typically when we look up a color on the current system we have to filter through so many choices and variables," says Pease, "I think if we could get a process together that would simplify that and get us to the color quicker, then no doubt it would definitely help."

>> CONTINUES ON PAGE 12

BREAKING NEWS

CHIEF TACKLES NEW MATERIAL REPAIR, SAFETY CHALLENGES

It's no secret carmakers are using more and more exotic metals in today's vehicles to maintain structural strength while lessening overall vehicle weight to meet future CAFÉ standards. Aluminum has been the industry buzzword for the last several years, while OEMs are putting high strength steels like boron and martensitic steel to use.

Keeping track of all the structural changes, knowing where certain metals are used and how to properly repair vehicles is crucial. That means shops and their techs need to be committed to following OEM repair procedures and doing what it takes to make sure customers are safe when they get back on the road.

"I grew up in a body shop," said Richard Perry, a trainer and OEM and Strategic Account Manager

>> CONTINUES ON PAGE 10



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[Chief tackles new material repair] CONTINUED. FROM PAGE 8

for Chief Automotive Technologies. "I started out as a body man. Looking up repair procedures was not something we did....It's a huge change in the industry to get them to look up OEM repair information before they start tearing a car apart. You're going to affect a lot of safety features on a vehicle if you're not paying attention."

Perry along with other Chief personnel talked about the need for education as part of a training event for industry media last September at its headquarters in Madison, Ind. Training centered on joining technologies used to properly return collision-damaged vehicles to OEM specifications. The program covered various types of welding,

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adhesive bonding, mechanical joining and hybrid joining.

Perry led the technical portion of the training, outlining the challenges faced and the overall knowledge gap many repairers have with today's vehicles. As an example, he pointed to ultra highstrength steels.

"Boron and martensitic steels, anything from 1,000 to up to 1,800 megapascals or higher -- they must be installed as a complete part. There's no sectioning of those parts. There's no OEM that says you can section boron at this point."

Carmakers are working on a lot of different processes for combining dissimilar metals – with laser weld techniques and other manufacturing processes. Those innovations help the big picture for OEMs as they try to meet regulations requiring fuel standards of 54.5 mile per gallon by the year 2024. The challenge comes in the field when repairs have to be made and can't easily be replicated from the vehicle manufacturing process, says Perry.



Another innovation he referenced is Quiet Steel, first introduced more than a decade ago, but still causing trouble in the bays when it goes unrecognized. Quiet Steel takes a material such as plastic and sandwiches or laminates it between two metals. It's used primarily to reduce noise entering the passenger compartment – for instance, on the bulkhead (or firewall) of a vehicle, inside wheel wells or within the trunk.

"You cannot MIG weld on [Quiet Steel] at all, because you're going to burn that inner material up," said Perry, referencing the repair challenge faced by the technology. "You can squeeze type resistance weld it. You can bond it with a mechanical fastener, like a rivet. But you cannot use a MIG welder on these."

Repairers are advised to seek out quality training on new materials and structural repairs in order to keep customers safe.



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[Color matching technology] CONTINUED. FROM PAGE 8

In fact, he points it out very clearly: "The average time to verify a color is up to 30 – 45 minutes, so if I can cut that in half I think to the bottom line I'm going to be able to produce at least one more car a day, maybe two. So, then if we average 18 cars a day throughput, then I get that to 19 to 20 cars a day — at an average of \$2,000 per repair order — I'm probably going to produce about another 10 percent in revenue."

"Twenty more cars a month for me obviously equal more profit," Peace adds.

And in the case of an MSO – those additional cars per day are quickly multiplied by the number of locations in the network, resulting in a significant increase in potential revenue each month.

If shops can make more profit turning out more cars – and to do so they simply need to streamline their teams' color management time – then why is there a bottleneck?

The problem is that so many of the existing color retrieval systems are slow, cluttered and difficult to enhance, change, or maintain because they are built on aged platforms. Given the high level of turnover that most shops face, a color retrieval system not only needs to be fast and simple, but also easy to learn and use for even the most inexperienced painter. Further, shops need a simple, easy to use color retrieval system that an estimator or event greeter can use to quickly identify a color at the beginning of the repair process, long before the vehicle is moved into the paint booth.

Simple and easy to use means that the system eliminates as many decisions in the color retrieval process as possible and guides that technician to the color, eliminating the need for blending and tinting as much as possible. Getting to the right color not only increases the number of vehicles that can be delivered each day, but it also eliminates the potential for costly redos and improves that overall efficiency of the paint department.

Faster systems and solutions are in the market today, with more on the horizon. These options aim to help painters and technicians spend less time picking the right color for the job, and much more time delivering vehicles. This increases throughput, productivity and profit in all types of collision repair facilities.

One example is the web-based FormulaExpress® 2.0 Color Retrieval Syste from Sherwin-Williams Automotive Finishes, which is used to achieve the best color match results in the shortest possible time, resulting in improved profitability, cycle time and customer satisfaction.

FormulaExpress 2.0 formulas are intuitively sorted by popularity instead of the "standard with alternates" method widely used by many existing color retrieval systems. Additionally, this system has a unique patent-pending Color Filter[™] feature. This feature helps guide the painter to the right color by selecting a few, very simple, user-friendly filters. No other system has such an intelligent way to pick from a set of variations.

The result is that better, faster color information is now just a click away. Unlike systems that require the user to know the specific information about the vehicle in order to populate the correct search boxes (formula code, color code, color chip, etc.), this system allows the user to enter whatever they know about the vehicle into one box that will pull precise color information with just a click. The system provides intuitive search functionality, and is extremely fast, reliable and provides real-time updating.

According to Marty Moon, lead painter from Ernie's Auto Body in Hayward, Wis., the new system is much easier to navigate; provides easier click-throughs, and definitely increases his shop's throughput. This means he's getting more cars through the booth each week.

Moon has been with Ernie's (which is part of MSO Key Choice) since 2004, but has been painting since the late 1970s. "Now like a lot of folks from my generation, I'm not really a computer guy – but if I can understand it, anyone can!

"You have to remember, I'm originally from that era where back in the day to retrieve color we had to use triple-beam scales and microfiche; you bump the system, takes another 5 to 10 minutes to go back and reset the thing," says Moon. "And then you only got color updates whenever the manufacturer felt like sending you new microfiche formulas."

"We then went on obviously, to use more modern color management systems via the computer, but even these processes before Formula Express 2.0 were pretty involved," Moon continues, "It took you awhile to get to where you needed to go; but now there's a lot less clicks, and the icons are much easier to use."

To help bring about this new system, Moon was one of the almost 30 painters from Key Choice Collision Centers, an upper Midwest consortium of collision repair centers, that sent all their painters into Sherwin-Williams Automotive headquarters to work on the development of the color retrieval system.

"We kind of feel the heartbeat of the FormulaExpress 2.0. is about all the painters that participated in a number of roundtables when we all went to Cleveland," adds Moon, "We all had input on the project; what painters really needed, where we saw glitches or slowdowns in the present color search methods. With this give and take we ended up receiving a pretty effective program. We really appreciate the company asking our opinions, and then following up with training in all our shops to seamlessly transition to the new program."

John Magowan, president of Ernie's Auto Body and a founding partner with Key Choice notes how important such an advanced color management system is for an MSO like his. "Beginning our brand slowly, we have now been adding facilities to our organization that are primarily adapting lean-driven processes."

"Obviously a faster and far more efficient color retrieval system fits right into those plans. By dramatically decreasing the time to verify color this new system really makes all our shops far more productive and we all benefit from that," notes Magowan.

MSO Key Choice's 15 shops have all doubled their sales and growth in the past few years. They rely on the efficiencies the entire group utilizes by being similarly driven, mid-sized shops serving rural and somewhat small markets (note: many of the partners started out in a 20 Group, and hence run their organization in a similar manner). Magowan reports that this type of color retrieval management system is imperative for not just each of its individual facilities, but as a whole, that is extremely consistent with their business model.

Better, faster color needs to become the new normal. MSOs as well as independent, dealer, independent and all other types of collision repair facilities will soon not only expect it – but demand it. New systems can't just be fast, they also need to be extremely versatile. WELDING TRAINING

WELD-ED BRINGS TRAINING TO YOUR DOOR

BY **CHELSEA FREY** | SENIOR ASSOCIATE EDITOR

The National Center for Welding Education and Training (Weld-Ed) has launched its new Mobile Welder Training Center — a 48-foot self-contained trailer equipped with eight state-of-the-art welding stations.

At a recent unveiling of the Weld-Ed mobile center, Monica Pfarr, Corporate Director of Workforce Development for American Welding Society and Principle Investigator for Weld-Ed, stated that there will be a need for 350,000 skilled welders by 2024. This number encompasses welders across all manufacturing industries, which includes automotive structural repair welders.

While there is certainly a need for new automotive welding technicians, many existing welders do not have the proper training. According to I-CAR, 69 percent of body shop welding technicians lack formal welding training.

To address the growing need for welders across multiple disciplines and to increase the quality of welders, Weld-Ed's mobile station offers customized training that is tailored to a company or shop's specific equipment, systems and operation.

"The mobile component will enable us to take our MIG, precision TIG, stick welding, pipe welding, orbital TIG training — and a host of other training — on the road to provide customized training support where and when the company requires it," says Duncan Estep, Center Director for Weld-Ed.

With small classes and more personal one-on-one attention, the mobile center training boosts welder proficiency, enhances problem-solving skills and improves overall onthe-job work quality without the costly expenses traditionally associated with off-site training. Since it is a traveling center, scheduling is very flexible. The company or business utilizing the center chooses its own training schedule — mornings, afternoons, evenings or weekends.

Located in Lorain, Ohio, Weld-Ed works closely with partners to provide comprehensive professional development, curriculum enhancement and technical assistance to high school, community college and university welding technology programs and faculty across the country.

Estep states, "Our primary goal is to increase the quality and quantity of welding technicians." To achieve their goal, Weld-Ed defined a number of learning objectives that determined the skillset that was required of a welding technician pertaining to four core areas: metallurgy, cutting and joining processes, safety and automation, and weld quality. Estep explains, "We initially developed four cornerstone courses for welding instructors to give them the skill to teach in these areas. We later added two more courses in laser welding and teaching fundamentals. As a result, we have trained nearly 600 Welding Instructors from 40 states including Alaska and Hawaii. The number of students impacted is over 30,000."

Now Weld-Ed has expanded its mission to individual training for welders with their mobile center.

Shops interested in learning more about the Mobile Welder Training Center can visit the website at www. WeldEdTraining.com.



GM's MyPriceLink to debut on Dec. 1

GM will launch MyPriceLink on Dec. 1, a system that will change the way the collision repair market gets Genuine GM Collision Parts List Prices.

Last November, GM announced plans to change from monthly pricing

files sent to the estimating companies to an online, live-feed process. To ensure minimal workflow disruption, GM spent the past year streamlining the system. The result, now set for launch, is designed to ensure Genuine GM collision parts have real-time pricing available at the time the estimate is written.

GM rolled out the system in a pilot

program that began in July.

Repair facilities will have the ability to get immediate price visibility on all estimates written with Genuine GM Parts. Supplying estimators with prices at the time an estimate is written means more cars will be back on the road faster, using the best quality parts available, Genuine GM Parts, the company says.

COMMUNITY

COLLISION REPAIR INDUSTRY Stats& Trends

Of approximately **30,000 collision repair shops** in the United States, about **14,000** of them participate in some sort of DRP program.



Four reasons acquisitions make good business sense

Realize immediate cash flow and build a more diversified, profitable company

BY BRAD MEWES | ABRN BLOGGER

onsolidation is significantly changing the landscape of the collision industry. But it is not just the collision industry that is consolidating rapidly. Throughout the entire automotive aftermarket there are examples of consolidating industries. Paint distribution, first consolidated in the late '80s and early '90s, is undergoing a second round of consolidation. LKQ and aftermarket parts distribution, consolidated once already, is in the very early stages of a second round of significant consolidation. Aftermarket mechanical parts distribution already dominated by behemoths such as NAPA, Advance, O'Reilly and AutoZone, are seeing continued consolidation. Even automotive retail and the new car dealership industry, once a paragon of the family-held small business, is undergoing consolidation at the hands of AutoNation, Sonic and Warren Buffett's Berkshire Hathaway Automotive Group. So why is consolidation such a popular business strategy?

New clients, more revenue



One of the most often cited reasons for considering an acquisition of another company is to rapidly acquire new clients. Strategically acquiring another business can give the purchaser immediate access to significant additional reve-

nues and new sources of referral accounts. Often acquisitions involve entering new geographies as well. The benefit of acquiring an existing company in a new region is that the purchaser also acquires the brand and reputation of the business and can bypass months or even years of marketing building a brand presence. Of course this can

etizing



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Find the right marketing budget

BY DOUGLAS KARR

There are those uncomfortable moments at times when a company asks me why they're not getting as much attention as their competitors. While it is possible for a business to overtake competitors because of a superior product or people, it's also more likely than not that the company with the greatest investment in sales and marketing will win. Even a superior product and incredible word of mouth can't always overcome incredible marketing.

There are three exceptions to the rule of marketing growth as a percentage of revenue.

Product Superiority – Your product is so good that your customers and the media invest their time and energy without impacting your budget. Affiliate Superiority – Instead of paying for marketing, you provide discounts or rewards to your customers who invest their time and energy. While it's not an expense, it is a reduction in revenue.

People Superiority – Perhaps you have a well-known thought leader who is asked to speak everywhere, providing incredible public relations opportunities without the necessary budgetary investment. Or perhaps you have a killer staff that results in fantastic testimonials, reviews, and social media sharing that drives growth.

Let's be honest, though. While we tend to believe we have superior products and people, it's often on par with our competitors. In this case, the rule applies. Marketing budget as a percentage or revenue must increase if you hope to accelerate your business' growth. What's that sweet spot? This information from Captora provides some insight:

46 percent of companies spend less than 9 percent of overall revenue.

24 percent of companies spend 9 percent to 13 percent of overall revenue.

30 percent of companies spend greater than 13 percent of overall revenue.

Company size has an impact as well. Enterprise corporations spend 11 percent of the budget on average while smaller companies spend 9.2 percent of the budget. Companies who plan to outperform their competitors invest 13.6 percent of overall revenue to do so.

It's all about the numbers. Marketers are constantly trying to figure out if they are being successful in their marketing efforts. From monb u d g e t and leveraging technology to determinorganic search success and personalizing your efforts, marketing in the digital age can feel like one big math test.

Visit ABRN.com/Budget to take a look at an infographic from Captora that examines how to get the right budget, leverage the right tools, solve the search equation and test your content for maximum results.

Of course, every company believes they have the best product or people, so the task of getting them to commit to a larger marketing budget is always a challenge. Hopefully, this research will help you as you're tasked with capturing market share!

NOVEMBER'S FEATURED WEBCAST

Why now is a great time to own a collision repair business

Watch at ABRN.com/OwnToday



16 COLLISION EXECUTIVE MIKE LEVASSEUR Seeking new career opportunities

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 Key points for survival to the year 2020

Shops that will thrive in the years 2015-2020 will be those who are able to identify damag-

ing threats to the business and devise strategies

that turn those threats into true opportunities.

Heavy duty industry signs

on to right to repair

After more than a year, heavy duty manufacturers sign MOU to make repair

information available to aftermarket.

Parts professionals need

intuitive phone skills

• Attention to detail:

MotorAge.com/heavyduty

be a double-edged sword if appropriate due diligence is not completed to thoroughly assess the customer and vendor relationships of the business. But buying a business often provides a purchaser with a cash flow positive business from day one rather than months of negative cash flow building a business over time. Building a business may be cheaper in the long run, but buying a business can generate immediate cash flow.

Improved margins through scale

Scale is a business term that describes a company's ability to increase profitability by reducing the overall input costs for products and services by spreading fixed costs across a wider base of sales. Continue reading at ABRN.com/4reasons.



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not. If he died by burning to death in a faulty car, the

Tony Helton: No car has enough safety features to protect you from the crash he had. I hate that he is

of law. The defense could easily argue that reckless driving was the cause of death. When driving a car you should always follow the rules of the road. When you take a high-powered car and don't respect the power the car has, you are taking a calculated risk. handle a car like a Porsche. When you exceed the speed limit you are taking your own life in your hands

Tommy Lee Blanton: He trusted the driver with his life and the driver lost control and killed them both.

⋇

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2015-16 EVENTS CALENDAR

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Automechanika Shanghai sectors growing

Asia's largest trade fair for automotive parts, accessories, equipment and services is growing with new and enlarged exhibitors. AftermarketBusiness.com/Shanghaigrowth

DECEMBER 2-5

- Automechanika Shanghai 2015 Shanghai, China
- **DECEMBER 3**
 - Toyota Hybrid Collision Repair Training Course; Torrance, Calif.

DECEMBER 7

- Sherwin-Williams Color **Adjustment and Blending** Training Course; Reno, Nev.
- **DECEMBER 14**
- Martin Senour Vortex Waterborne Application and **Color Simplicity Training** Course; Reno, Nev.



THE COLLISION EXECUTIVE

COMMUNITY BUSINESS ISSUES

BY MIKE LEVASSEUR COLUMNIST

mlevasseur@abraauto.com

Seeking new opportunities

Career moves often require a bit of a stretch - and a belief in your own abilities

or several columns I've been talking about my early days in this industry almost 40 years ago. The road from part-time work in a body shop while in high school to becoming an executive at a large national MSO has been one filled with plenty of bumps and potholes. I've made some good decisions and enjoyed some good luck at times, but there have also been missteps along the way. I'm sharing my story not to boast, but to hopefully inspire and help others learn from (and laugh at) my mistakes as well.

I explained that I left my first post-school job after just a few days ("Early career lessons," October 2015) when it was clear the other techs there had no interest in helping anyone new succeed. In one of the first bits of lucky timing I've enjoyed in my career, the very day I quit, my mother received a call from a friend of hers who had just acquired a new-car dealership.

"I understand your son graduated from a tech school doing body

"BY FEELING CONFIDENT IN MY ABILITY TO LEAD. I FOUND MYSELF IN A **POSITION WHERE I COULD LEARN AND GROW FOR THE NEXT DOZEN YEARS.**"

work," the dealership principal said to my mother. "Ask him to come down and talk to me. I have a job for him."

I met with him and told him what I could do, and I started the next day. He introduced me to my new boss, the sole employee in the dealership body shop, a 30-something Vietnam vet who worked as a combo tech. I was his new helper.

I worked there for a year, doing virtually every aspect of the repair process. Almostto the day of my one-year anniversary, I got a call from Mr. Lee, the Korean immigrant who had given me my first job in the industry, working part-time in his shop while I was in high school. Mr. Lee asked me if I wanted to come back to run his body shop. As a 20-year-old, I saw that as a great opportunity, so I gave my two-week notice to the service director at the dealership.

On my second to last day, the dealership principal came to me and said, "I just heard you're leaving. What are you doing?"

I told him I'd given my notice to the service director almost two weeks earlier because I had an opportunity to run another body shop. He asked me, "What's going to make you stay?"

"Well, I want to run a shop," I told him.

"If I let you run the shop here, will you stay?" he asked me.

I didn't have to think long about that. This was a much better opportunity. The dealership shop already had more work than Mr. Lee's shop, and as a multi-franchise dealership had tremendous opportunity for improvement and growth. I knew in my gut it was the right thing to do, though it wasn't fun breaking the news to Mr. Lee.

It also wasn't fun walking back into the shop and having the dealership owner tell the man who had been my supervisor and lone co-worker in the shop for the past year that things were changing.

"Mike's in charge," the owner told him. "You work for him now."

I've frequently thought about the scrambling I did in the hours and days that followed as the MSO I later helped build added employees, acquired shops and changed people's work responsibilities. I knew I had to figure out a way to convince someone with maybe 10 years more experience in the industry how suddenly having a 20-yearold as a boss was a good thing.

So I immediately gave him a raise. And as convincingly as I could, I explained how I thought he was going to end up making more money working for me than the other way around. I didn't know if that was going to prove to be true or not, but it was self preservation.

Fortunately, it turned out to be true. Over the next year, the two of us got along, each made more money and grew the shop to the point of needing to hire another technician. By feeling (or at least acting) like I was confident in my ability to lead, I'd found myself early on in my career in a good position where I could learn and grow for the next dozen vears.



Mike LeVasseur is the Philadelphia Market Vice President for ABRA Auto Body.



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SHOP MANAGEMENT | BEST PRACTICES



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WANCY Yeager doesn't hesitate when asked what has proven to be the biggest difficulty she and her two siblings have faced since taking over ownership and operation of Cupertino Body Shop from their father in 2006.

"It was very challenging initially to find the right kind of people," Yeager said, noting that prior to that time the shop had essentially employed the same four people — including her dad and brother — for decades. "That was the biggest wake-up call when we took over and all of a sudden started getting really busy."

It's rare to find a shop owner who doesn't list attracting, retaining or developing the talent their business needs as a top challenge. We asked shops around the country what they're doing to meet this challenge.

Offer good working conditions

A number of smaller shops said they feel they can compete for talent with large MSOs that may offer additional employee benefits by offering something those larger operations may not: less of a harried, production-based environment.

Bob Park of Superior Performance in Portland, Ore., said he's not interested in turning his 8-employee business into a high-volume, high-pressure body shop.

"We're having fun and we like to make sure our employees are happy and want to come to work," he said. "That's my strongest draw to get quality help, to attract them from other shops that are highly stressed, working Saturdays. We don't do that. We don't pay on commission but



on but

we pay them very well, so they can do high quality work, yet still get the same pay."

Ease them into the shop

Many shop owners said requiring entry-level employees for almost any position in the shop to spend several weeks as a porter or detailer helps the new employee get a feel for the business and helps the shop get a sense of the employee's chances for success.

"You get a good feel about whether they have a good attitude, do they show up on time, that kind of stuff," Kevin Burnett, vice president of operations for Gerber Collision & Glass said.

That can prevent both the shop and the employee from making a larger investment in training, etc., before they know if it's a good fit for both, Burnett and others said.

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Build in-house tools

Scale does offer more options for inhouse "talent development," but even smaller collision repair operations may be able to use some of the ideas implemented at large MSOs on a more limited scale.

Max Sorensen of Minnesota-based ABRA Auto Body & Glass said his company has a 300-module "learning management system" that covers subjects ranging from how to greet a customer coming into the shop to preparing final billing of an insurer. Employees can use the system to learn new skills, he said, or use the system as a "refresher" when they have questions.

Smaller collision repair operations may not be able to duplicate such a sophisticated system, but they can begin to build written SOPs for the shop or office that can be used to train new



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Darrell Amberson of LaMettry's Collision, an MSO in the Minneapolis,

Minn., area, said that while large MSOs like ABRA can have staff devoted to employee training and development, his company isn't large enough for that.



Darrell Amberson

"We're looking at developing a training department using some resident experts to help train some of our other people," Amberson said.

That in-house training will become part of a formalized career path the company is developing to offer to entry-level employees.

Understand the value of training

John Bosin of I-CAR said his organization has published the results of its studies into the improved business performance that training offers. But he said such training also has a human resources impact.

"There is much better retention of employees because they are getting trained, because there is an understanding that they are doing the right kind of work," Bosin said.

Gary Wano of G.W. and Son Auto Body in Oklahoma City, Okla., agreed, saying his company has found the training and distinction that comes with earning automaker certifications has helped his business attract, develop and retain quality technicians.

"We've found over the years that a



body or refinishing tech can make it to a plateau relatively quickly," he said. "With the inception of the certified programs, there's another level that's

obtainable to these technicians. It also helps us attract some of the best-of-thebest technicians. We are known within our market area as the only ones who have stepped up, to make the investment in our facility as well as our people. That says something."

Look to hire veterans

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The exclusive independent distributor of SATA products in the US and Puerto Rico Phone: 800-533-8016 E-mail: satajet@satausa.com www.satausa.com military to find new employees. The U.S. Department of Veterans Affairs offers significant benefits that can help train, equip and even relocate veterans to fill jobs in the industry.

"We really want to help you meet your needs with a veteran," Allison Hickey, who leads the Veterans Benefits Administration, said at NACE this past summer. "You have an opportunity to do something really big for those who have served. Veterans have proven they are going to show up to the job on time. They're going to come with a commitment and a loyalty and a sense of teamwork. They aren't the type of guys and gals who look at you and say, 'Sorry, I'm clocked out.' They're going to serve the mission to serve your customer."

She suggested that shops visit the VA's "eBenefits" website (https://www. ebenefits.va.gov/ebenefits/jobs) for more details, to post job openings or to review profiles of veterans seeking work.

Look outside the industry

Dave McCollum and his two sons have attracted and retained many of the 55 employees at their three McCollum Auto Body locations in the Portland, Ore., area by seeking out young people with little or no experience in the industry. They then work to promote those employees, giving them opportunities to move up.

"We hire them to entry-level positions but we don't hire them because we think they would be a good person to wash cars or check in parts or answer the phone," Dave McCollum, Jr. said. "We look for somebody who has potential to grow with us. With entrylevel positions, it can be nice to have some stability, but if someone is good, they don't stay there long. It's better to have a revolving door at the entry level than a revolving door among the higher-paid, key positions."

"This organization as a whole does a really good job of giving young people an opportunity," said Erin Gallant, who



Dave McCollum Jr. (L) and Joey McCollum

does business development for McCollum Auto Body. "There's a gal here who is 25 and had been here for two-and-ahalf years but came with no industry experience. She's been promoted four times, and is now the lead repair planner for one of our insurance accounts."

"She'll manage one of our stores one day," added Joey McCollum.

"And that's just one example," Gallant said. "The guy in his early 20s who took her previous position as a customer service rep (CSR) came in as a parts person. When you put the time and effort into these younger people, you see a lot of loyalty from them where others don't see a lot of loyalty among that generation."

Joey McCollum said not requiring industry experience broadens their recruitment pool tremendously.

"The gentleman who is a CSR now was working for Home Depot," he said. "We've had receptionists who were with Nordstrom. And the advancement speaks to the other employees; it shows them that we care, that we're investing in the people we have, not just getting somebody in here to be a detailer for six months until they're out the door. They're here to grow with us, to build a career in this industry, whatever they want it to be."

"It helps with training, too," Dave McCollum Jr. said. "Because we're not replacing a receptionist who didn't work out. We're replacing a receptionist who is being promoted. So she's here to provide the training to her replacement. We're not starting from scratch trying to train someone. The person who is actually leaving the job for a promotion and who has done a really good job is doing the training."

He said hiring those from outside the industry offers other benefits as well.

"I've learned a lot from the young people who have far less experience than we do," he said. "They come in with no bad habits or experience of how it's always been. So they bring a lot to the table as far as thinking outside the box."

Offering a career within a growing family-owned business is something the McCollums believe sets them apart from some of their competitors.

"If you come to work for us, you're working for the McCollums for another 30 years because that's our long-range plan," Dave Jr. said. "I think that's appealing to a lot of people."

Work with the schools

Bob Miller said he's dealt with the technician shortage primarily by offering good benefits to retain many of the employees who started with him 10 years ago at Treasure Valley Collision, which now has two locations in Boise, Idaho. But as he's watched the average age of technicians creeping up, he also launched an apprenticeship program at each of his shops for students from the College of Western Idaho, where Miller also volunteers.

"I really think that we as body shop owners need to work with the instruction that's going on at the colleges," he said, given the key role such programs play in creating future technicians for the industry. "We're working hard so [students] can understand more of what happens in a body shop. We're trying to help the schools prepare them for when they come in here."

New role for jobbers?

Cross-training of employees is one way Joe Miller, the manager of Courtesy Auto Body in Portland, Ore., sees shops overcoming some of the difficulty in finding enough qualified help.

"I'm still a hands-on guy, so if somebody is sick, I can pick up the slack," Miller said. "The painter can do some body work. The body man can do some painting."

But he also said he's told the shop's jobber that he thinks they may need to take on a larger role in finding and developing the talent the industry needs.

"I said if they want people to use their products, more of the training and recruiting might be up to them," Miller said. "They could be the labor pool for shops."

At Cupertino Body Shop, Yeager and her siblings say they have been able to get past their initial hurdle a decade ago of finding the help they needed, and now have a team of six production employees.

"Right now we have the best crew we've ever had. These guys are great." 🛪



John Yoswick is a freelance writer based in Portland, Ore., who has been writing about the automotive industry since 1988.

 \equiv E-mail John at jyoswick@spiritone.com



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BY DAVID ROGERS | CONTRIBUTING EDITOR

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At this point, I wasn't looking at anything rated less than 4 stars, which immediately ruled out all but three refrigerators. Next, I looked at the number of people leaving reviews. Single digits? Rule it out. Down to two.

Then I looked at the actual reviews, starting with the lowest rating. I was looking for the deal breakers. It doesn't have a built-in rack for soda? I can live with that. The ice maker is loud and runs all night? Might be a problem. Cheese spoiled because it didn't stay cold enough? Deal breaker.

When there was only one left, I considered that one. But I repeated this process for another store or two. I wasn't going to spend a few thousand dollars on an appliance without due diligence.

The same is true for our industry

Cars are expensive. Everything from the initial price tag to filling the gas tank to maintenance and repairs and body work comes with a hefty bill at the end, which means our customers aren't going to walk into a shop, hand over the keys and authorize services without their own due diligence.

Reviews matter

Online reviews build your reputation, boost or harm search engine ranking and provide digital "word of mouth" for your business. But for every 100 happy customers, only two will leave a review. So how can you get more positive reviews online?

Here's the secret: social media!

You have to take control of your online reviews. You can't just sit back and wait for reviews to come to you. You have to earn them. You have to ask for them. You have to make the most out of the great reviews you receive, and you have to respond quickly and appropriately to the negative reviews. Using social media is one of the best ways to accomplish all of those things.

Blurred lines between reviews, social media

Reviews and social media have started to blend together, as consumers have more avenues to reach a company and reviews become part of the social conversation.

Social media is one more channel for you to reach your customers, and for them to reach you. Posts to a brand's Facebook or Twitter page can carry almost as much weight as a formal review from a customer's perspective (the search engines might feel differently, but that's a different topic).

Social media also gives customers another venue to have conversations about their experience.

Back to the refrigerator: I had it narrowed down to three choices from three different stores, but still wanted a little more feedback. So I turned to Facebook.

In a few clicks, I could share the three models I was considering and ask for input from my online connections. Within minutes, I had comments about the brand of refrigerator, opinions on their features and even advice about which branch of the chain store to make the purchase.

I've seen people do the same with body work. Posts like:

"Has anyone ever used this shop?" "What do you know about repairing hail damage?"

"This shop quoted me \$XX for a front bumper repair. Is that fair, or should I shop around?"

These conversations show that customers want to learn more. They want to hear from real customers with real experiences. And if they can't find the answers (in the form of official reviews), they'll seek them out. They trust the opinion of a friend higher than that of a stranger, and the opinion of a stranger higher than the advertising you send.

Reviews going viral

Social media has become another channel for customers to communicate with brands and with each other. Reviews are no longer limited to the confines of an online directory or your website. Reviews have the power to spark social conversations, even going viral.

You've probably seen at least one customer experience (good or bad) in your own social media channel. Maybe it was the video "United breaks guitars" after the airline broke a musician's guitar during a flight and refused to pay his claim. Maybe it was a screenshot of an exchange between a customer and a company's customer service department. Or maybe it was Taylor Swift's letter publically shaming Apple for their Music policy (what was her letter, if not a glorified review?).

This online chatter can go both ways. People can share their recommendations and great experiences, but they can also tell about times they felt betrayed, had poor service and felt ripped off.

If your company doesn't have a plan in place to deal with negative reviews,



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you will find yourself 10 steps behind.

But what about the good reviews? Your shop needs to both attract more positive reviews and share the excellent reviews you receive. Once again, the answer is in social media.

Leveraging social presence for reviews

You cannot force someone to like your page or pay attention to your content (you can incentivize them, but that's a different discussion). Chances are, if they don't like you or your business or your brand, they wouldn't have followed you online.

If one of your customers takes the time to like your page on Facebook or Twitter, they are self-selecting. They are saying they like you. They want to hear more from you. They are choosing to be part of your audience.

Your social media followers are raising their hands. Why don't you call on them?

If you have a solid customer base online, whether its Facebook fans, Twitter followers, or an opt-in email list, you can take that success to drive reviews across platforms.

Listen. Pay attention to what your followers are saying. People who like your profiles often will naturally leave positive remarks about your business. Tune in, so that when they do, you can jump in.

Respond. If a customer complains online, don't ignore it. Respond quickly and try to resolve the issue whenever possible. This is your chance to change the conversation, address their concerns, and win them back upset customers. The same is true for good reviews. Anytime a customer shares a positive experience with your business on social, make sure you say "Thank you" and turn happy customers into lifelong, loyal customers.

Ask. If you need more reviews online, start on social. All you have to do is ask! You'll have even more success when the customer has already left a positive comment.

Participate. Look beyond just your followers, and listen to the general buzz online. When you see a tweet from someone who was just in a car acci-

dent, respond and offer to arrange a tow to your shop.

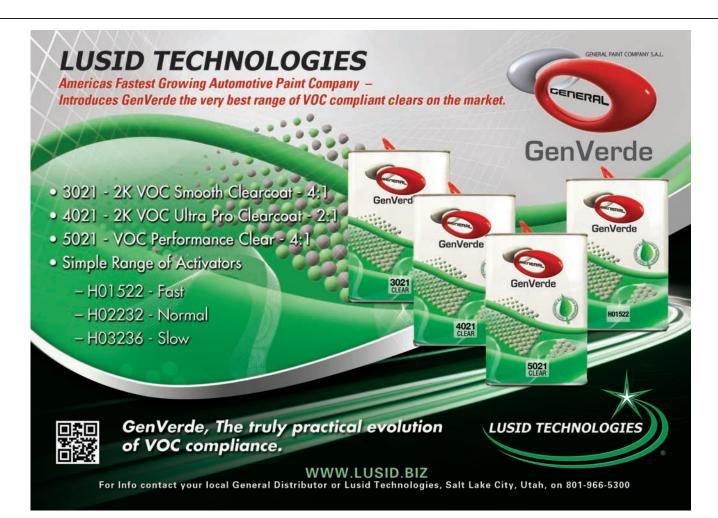
The landscape of online reviews is changing and merging with social media. Reviews are becoming part of the social conversation. Your customers will do their due diligence before coming to your shop — will they find the information you want them to see?

Put your fans to work. Use social media to respond to and ask for reviews. People want to share their experience with others, and they want to learn from the experiences of others. The conversation is happening. Your customers are talking. Will you join them?



David Rogers is chief operating officer of Keller Bros. Inc., president of Auto Profit Masters, and creator of the RPM ToolKit™, which integrates with shop POS software to help owners identify problems in their shop and get one-click training solutions.

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MINDING YOUR BUSINESS

CONSOLIDATION DRIVES ON

FOUR MAIN FACTORS CONTINUE TO DRIVE CONSOLIDATION IN 2015

BY **BRAD MEWES** | CONTRIBUTING EDITOR

ACCORDING to some, 2015 has been a slow year for collision industry consolidation. Of consolidation. So far in 2015 consolidation has continued, but at a slightly slower pace. With the end of the year drawing closer, let's take stock of what has transpired in North America this year.

Recent collision industry consolidation

While 2014 was a hallmark year, 2015 has continued to be an active year for acquisitions in the collision industry. Of the Big Four, ABRA has taken a clear lead in terms of the number of locations acquired. In May ABRA announced the acquisition of Keenan Auto Body with 12 locations in Pennsylvania and Delaware. In June ABRA announced the acquisition of Kadel's Auto Body with 23 locations in the Pacific Northwest. Then in September ABRA announced yet another acquisition of Lehman's Garage with six locations in Minnesota. In total, ABRA acquired 41 locations in three major transactions.

Service King has been active as well. At the beginning of the year they acquired Grand Sport Auto Body

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with eight locations in the Philadelphia area. In late February, Service King acquired Central Collision Centers with six locations in Chicago. In March, Service King acquired Autobody USA with four locations in Southern California. In August, after a number of one-off acquisitions nationwide, Service King acquired Riverdale Body Shop with eight locations in Chicago. In total, Service King acquired 26 locations in four transactions.

Caliber and Boyd/Gerber have made fewer acquisitions in 2015. In the beginning of the year, Caliber announced the acquisition of Craftsman Auto Body and Pohanka Collision Centers. These two companies operated 25 locations in Virginia and Maryland. But since the beginning of the year, the only major announcement by the company was the acquisition of Platinum/Apex/Alpine Collision Centers in Southern California.

Boyd/Gerber only made one sizable acquisition in 2015. In June, the company acquired four locations in Utah. But the company also made a number of one-off acquisitions across both the US and Canada during the year.

Will consolidation continue in collision repair?

The industry will continue to consolidate. That is a certainty for a number of reasons.

Financial Environment: The financial environment supports further consolidation. Worldwide private and public companies continue to successfully consolidate the industry. Capital is both affordable and accessible. These companies continue to generate attractive financial returns, attracting more investment and capital, allowing the company to continue to reinvest in itself, creating a larger, better-capitalized company.

The Competitive Environment: Consolidation will continue because the industry is still very fragmented. There are approximately 30,000 repair shops in the U.S., and about 14,000 repair shops that participate in some sort of DRP program, according to a recent presentation by I-CAR.

But the number of large regional MSOs is shrinking in the market as

WHAT IS DRIVING THE CONSOLIDATION WAVE?

There are two financial forces that work in unison driving consolidation and not just in the collision industry. The first is the cost of capital, or more simplistically, low interest rates. In general, when the cost of capital is low, traditionally lower return, higher risk projects are more attractive to large investment groups. When determining if an investment is worthwhile, an analyst will evaluate two factors - the risk adjusted rate of return on the proposed investment versus the cost of capital required to make the investment. The difference between the return and cost is the percent the firm will net from the investment.

When the cost of capital is low, investments that are relatively less profitable are more attractive because the cost of obtaining investment dollars is much lower as well. It is not that the collision industry suddenly became more profitable. Rather, the cost of investing in the collision industry has dropped substantially.

many of them have been acquired by the large consolidators. The number of smaller independent operators is shrinking as well due to increasing vehicle complexity and the costs associated with equipment and training. Consolidation will continue, but it will look different than it has in past years.

Insurance Dynamics: The insurance industry in the U.S. is relatively consolidated, and globally it is heavily consolidated, often with only a handful of insurers nationally.

Insurance companies are taking advantage of acquisitions to create economies of scale and drive down costs throughout the entire organization. In the U.S. many regional insurers were acquired by larger companies over the past decade. When consolidation began, many insurers were skeptical of the benefits consolidation provided to their businesses. But the large consolidators have generally proven their business model to national insurers. Many insurers now have "MSO first" policies when considering DRP partners in a given market.

Supplier Dynamics: Suppliers to the industry are becoming consolidated as well. LKQ is an active acquirer, buying used, aftermarket and paint distribution companies worldwide.

While the low cost of capital makes the collision industry relatively more attractive than it would be in a normal rate environment, the theory of "multiple arbitrage" in conjunction with low rates really drives investment in the industry. Multiple arbitrage can be thought of the idea that the whole is worth much more than the sum of the parts.

In the collision industry, a 10-shop MSO is worth more than 10 individual shops for sale. Size is indeed valuable. But size and scale is the result of investments attempting to take advantage of multiple arbitrage, rather than the driving force behind investment.

Consolidation is a trend that will continue to shape the collision industry. What makes the collision repair industry so attractive from an investment standpoint is the ability to drive incredible investment returns as a result of multiple arbitrage and a low cost of capital.

The paint jobber market is very consolidated, as is the glass industry. Finishmaster, Single Source and NCS are all distributors that are active acquirers with a national footprint. These suppliers are using economies of scale to drive down costs and increase the efficiencies of their companies nationwide. Consolidation in the collision industry will continue to drive consolidation in supplier industries.

What lies ahead?

There are many risks — both big and small — that consolidation poses to the average business owner within the collision repair industry. Industry consolidation is also a trend that will continue to have an impact on all facets of the collision repair industry. But how consolidation looks will begin to change as we continue to more forward. 🔊



Collision Repair Professional. He has a Masters in business administration in fianance.

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SHOP PROFILE

abrn OPERATIONS

> A snapshot of one of the industry's leading shops PRECISION BODY & PAINT / BEAVERTON, ORE.

Factory certified leader

Interest in lightweight metals propels Oregon shops to new heights

BY JAMES E. GUYETTE | CONTRIBUTING EDITOR

aying close attention to the finer points of collision repairs and providing exceptional customer service have set a course of success for Oregon's award-winning Precision Body & Paint.

With two locations in Beaverton and Bend, this year marks the operation's $40^{\rm th}$ anniversary as the business has weathered several economic downturns, pressures from the insurance industry and massive shifts in the collision repair industry as a whole, according to owner Ronald Reichen.

Emphasizing a management philosophy of continuous improvement, Reichen says he actually relishes such challenges — an attitude that goes back to his family roots.

"My grandparents were immigrants from Switzerland and we had a dairy farm. My grandfather, Chris Reichen, was a strong organizer; the expectations were high and failure was not an option."

Chores and schoolwork were steady routines that a young Ronald Reichen readily embraced, especially when his dad Francis passed away and Ronald was called upon during his high school years to start managing the farm.

"I'm not happy unless I'm doing five different things at once. I leave the house at 4:30 or 5 in the morning and I get home at around 8 or 8:30 in the evening." The demanding schedule comes naturally and without complaint, and it



still includes a commitment to excellence as evidenced by Ronald's personal and professional motto: "If it's good enough to do, it's good enough to over-do."

In 2003, Precision took on its biggest challenge ever — setting out on a relatively uncharted path for an independently owned shop as it pursued a factory certified collision repair model. Since then, the company has severed all ties with direct repair programs (DRPs), and to date has earned recognitions from more than 20 manufacturers ranging from European automakers such as Audi, Mercedes-Benz, Porsche and Volkswagen, to domestic manufacturers that include Tesla, Dodge and GMC.

Touting a tagline of "Oregon's



AT A GLANCE

Precision Body & Paint

Name of shop Beaverton, Ore. Main location Ronald Reichen Owner 2 No. of shops 40

Years in business

No. of employees

48,000 Total square footage of shops

> 114 No. of bays

12.9 days Average cycle time

\$2.625

Average repair order

110 No. of customer vehicles per week

\$10.8 million Annual gross revenue www.PrecisionFirst.com Website

Leader in Factory Certified Collision Repair," Precision has obtained more factory certifications than any other shop in the Pacific Northwest.

According to Reichen, being a factory certified independent shop is both

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the chief marketing advantage and also the source of a principal challenge educating the customer about the value of factory certified body repair. "Many customers view collision repair as a commodity-like service, assuming they will get essentially the same outcome regardless of which collision repairer they choose," Reichen reports.

The company endeavors to explain

to its customers that auto manufacturers have a vested interest in ensuring their products are repaired properly after a collision, and by choosing to repair cars to manufacturer standards, Precision is thus directly aligned with the customer's best interest.

"We continue to strive to educate customers about the advantages of factory certified collision repair through a

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variety of channels. One way we do this currently is in cooperation with Auto Damage Experts, a post-repair inspection facility," he notes.

"We maintain positive relationships with the insurance providers by providing them the assurance our customers' cars are being repaired to factory standards," says Reichen. "Because we've committed to the training, education and tooling to gain factory certification, we are one of the very small numbers of facilities that can procure and install restricted manufacturer-certified parts."

A 100 percent teardown process, along with detailed damage analysis and repair planning, are all performed in keeping with the manufacturer's standards. The precise procedures additionally assist the materials and parts vendors by providing them with accurate orders and minimal returns. "This is a result of our 100 percent teardown process, which in turn bolsters our accuracy in writing repair plans."

Gaining altitude

Reichen also has a background in advanced metallurgy technology, having worked in the aircraft construction industry prior to entering the collision repair field. "I developed my interest in metals at a young age." While still in high school he constructed two gliders - selling stock in the rising venture as well-and the now-vintage crafts remain airworthy to this day.



"I've always liked working with metal. I bought my first welder at a farm auction when I was 12 years old. I paid \$37.50 for it — an old Lincoln 180 arc rod machine," Reichen recalls. "Later, my junior high school metal shop teacher, George Marco, encouraged my interest in metalworking. His mentorship is really what encouraged me to get involved in the aircraft industry, where I became immersed in metallurgy and aluminum repair."

While Reichen's background has proved serendipitous in recent years,



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back in the 1970s few would have guessed that Ford would someday manufacture the all-aluminum F-150 pickup truck. "Growing numbers of auto manufacturers are switching to 'space-age' aluminum alloys that are strong yet lightweight so cars burn less fuel and thereby meet federal CAFE emissions standards," he points out.

"The fact that specialized training and equipment is needed to repair these lightweight alloys is yet another reason Precision is committed to the factory certified repair model — manufacturer training has been crucial in helping the shop's technicians stay up-to-date on training."

Recently recognized by the Rockefeller Foundation for designing an elevated in-house mentoring program, the shop uses a contract-based system to attract promising young workers and develop them into master technicians.

"Master technicians are the revenue center at Precision and in the industry generally. The gross labor margin on a new worker is slightly negative or zero for a few years, so it's crucial not to lose an investment in training if a worker leaves before he or she becomes a master technician. A long-term commitment to their education, combined with financial incentives, keeps the company's talent pipeline full in an industry fighting to produce and retain master technicians."

The contract system, launched in 2006, works because young workers get free on-the-job training and paychecks as long as they work for Precision during the five-year training period. The company provides the education through an unsecured loan that doesn't require the worker to put up any collateral.

If a worker leaves before five years, he or she is obliged by the contract to repay the cost of training received. Workers also sign a non-compete agreement stipulating that they will not leave for a competitor in their first two years of training. Reichen has never had to enforce the contract because nobody has ever left during the term of the contract.

"Trainees are paired with experienced mentors to usher in a new generation of workers who have systematically learned how to be skilled auto body shop technicians. Because trainees work side by side with seasoned experts, Precision is assured that its youngest workers will master sophisticated skills that will keep the company competitive and profitable. Since the program began, the average age of Precision's workforce has fallen by 20 percent, providing reassurance about the future pipeline of talent."

Reichen goes on to explain that "we also do some in-house training through our local community college's extension program at our state penitentiary, and we currently employ several former inmates that were trained through this program."

The Precision enterprise includes a training center that houses 80 students in which the shop regularly conducts in-

house I-CAR educational sessions, frame training and refinishing classes.

"I've always been an educator with a thirst for knowledge in the industry, and the knowledge base in the collision industry is huge. We are no longer a trade; we are a skilled profession – and that's my passion." **M**



James E. Guyette is a long-time contributing editor to ABRN, Aftermarket Business World and Motor Age magazines.

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At one time, technicians faced a minefield of problems when deciding whether to section. Updated, accessible OEM information has changed that.

Nearly every industry deals with some controversial issue that it resolves, but doesn't eliminate. In the collision repair market, that issue would be sectioning.

Sectioning took center stage in a dispute between shops, insurers, customers and manufacturers in the late 1990s. Advanced and high strength steels had become standard components of vehicle structures. Because their unique makeup could alter if heated, thereby dangerously changing safety system dynamics, these steels couldn't be sectioned. Manufacturers didn't always fully communicate where these steels were located, forcing repairers to make potentially dangerous repair decisions. Repairers preferred to go with other part replacement options that guaranteed safety but tended to be more expensive. That put them

BY **TIM SRAMCIK** | CONTRIBUTING EDITOR

to be more expensive. That put them at odds with customers and insurers who felt they should lean towards sectioning.

Over time, manufacturers updated their repair information and began creating vehicle designs that eliminated the need for many sectioning repairs. Sectioning slowly diminished as a core industry issue. But it hasn't gone away. Today, repairers still have plenty of questions as they try to locate updated OEM information and determine when sectioning can be performed.

I-CAR has always taken the lead in assisting shops with these problems. Here are five points I-CAR says shops need to know as they address sectioning in 2015.

Point 1: Sectioning recommendations continue to decrease

Jason Bartanen, I-CAR Director of Industry Technical Relations, notes that OEMs are becoming more proactive than ever making sectioning procedures available. As the information has become more accessible, the occasions when sectioning can be performed continues to decrease. In its place, Bartanen says I-CAR sees more partial part replacement at the factory seam.

Many new designs have helped eliminate sectioning where it was once commonplace. For example, OEMs are increasing the use of energy-absorbent "crush caps." Typically featured on the bumper reinforcement or the end of a rail, these caps absorb the collision energy in a light-to-moderate collision.



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Since many crush caps are attached to the vehicle with mechanical fasteners, as opposed to welds, they can be easily replaced, thereby eliminating the need to section the rail.

The current arc of vehicle designs trends towards future engineering that will further eliminate sectioning. Bartanen explains that as vehicles become more advanced, some front rail designs likely will become more complex, reducing the potential for sectioning.

As a counter point, Bartanen notes that OEMs have raised sectioning rec-



Sectioning should only be performed where explicitly recommended by the manufacturer. ommendations in some places, most notably in outer side panels. "This provides access to factory joints of the inner reinforcements and allows for replacement," Bartanen says.

Though in decline, sectioning remains a core procedure with the potential to increase in recommendations as manufacturers develop new ways to build vehicles with a wider range of materials. The greater lesson here is the importance of locating the most current OEM information, especially with the steady introduction of all new and updated vehicle models to the market.

Point 2: While more OEM information is available, it's not always complete

Unfortunately, that information isn't always accessible. Hyundai, for example, has not made collision repair information available in the U.S. market. I-CAR is still researching what Smart Car, SRT and Tesla provide.

Regardless of brand, Bartanen says repairers need to stick to two hard and fast rules: One, only section when and



Hyundai, to date, does not make collision repair information available in the U.S., which means sectioning should never be a consideration.

Hyunda

Photo:

where the OEM information recommends. Two, when information isn't available, parts should only be replaced at the factory seams.

Point 3: Help is available

The sheer number of vehicle models and ever-changing repair recommendations can complicate locating updated OEM information. Further, repairers still complain that OEM information isn't always available quickly enough. I-CAR has created a number of online sources to help lead repairers down the quickest path to answers.



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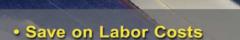
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© 2015 The Sherwin-Williams Company ■ 2019 The Snerwin-williams Company NASCAR® Inc., is a registered trademark of the National Association for Stock Car Auto Racing, Inc. At the request of the industry, I-CAR developed a matrix that includes the types of collision repair information available by different OEMs. The OEM Technical Repair Matrix, published on the Repairability Technical Support Portal, provides general direction on what is available. (I-CAR emphasizes that the OEM information still must be consulted for every vehicle.)

If shops are unable to find OEM sectioning information or are unsure if a procedure exists, the I-CAR Repairability Technical Support Portal can assist. It connects repairers to searchable databases and matrices of OEM information. The ASK I-CAR technical team also is available for queries.

In addition, the I-CAR Repairability Technical Support (RTS) team reviews and archives every technical question it receives. For quick reference, the top 10 vehicle and I-CAR specific questions are published at the bottom of nearly every RTS page. Bartanen notes that since the technical team began answering technical inquiries, most sectioning questions are for front or rear rails.



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Point 4: Throw out the general guidelines

In 1997, I-CAR responded to the thengrowing sectioning controversy by posting a list of general guidelines for this repair. Those guidelines included recommendations that sectioning only be done in a uniform area that allows enough clearance to perform welding operations. I-CAR also provided a detailed inventory of areas where sectioning should never be performed, including: in or near suspension, engine and drivetrain mounting locations; holes larger than 3 mm; compound shapes or structures; and reinforcements.

Last year, I-CAR revisited its recommendations with a message: Toss them out.

General guidelines were provided at a time when repairers needed professional direction on their best possible repair course and little help was available. Two decades later, I-CAR revisited these recommendations to demonstrate how vehicle designing had negated them. The use of advanced high strength steels now extended throughout vehicles and along with updated features like tailored

MASTERING THE TERMINOLOGY

Are you sectioning or performing partial replacement?

Even with all the attention paid to it during the past 20 years, sectioning still can mean different things to different techs. Terms like "sectioning" and "partial replacement" are sometimes used interchangeably. They are similar. Both involve partial replacement of parts. In fact, sectioning is a type of partial replacement. But there are distinct differences.

I-CAR defines partial replacement as replacing a part at the factory seam. This requires removing the original attachment to disassemble an assembly at a factory seam.

Sectioning is the process of cutting a portion of a part away from the seam. When sectioning a part, the technician creates a new repair joint that did not previously exist. This might mean sectioning the service part and installing the sectioned portion of that part on the vehicle using a sectioning joint. Most service parts are provided pre-cut based on the sectioning location, so cutting the service part is not necessary.



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blanks and crumple zones made sectioning less possible. The number of "uniform areas" available for sectioning had greatly diminished.

Aluminum parts, by themselves, invalidated the old guidelines. "The I-CAR general sectioning guidelines were never designed for aluminum and shouldn't be used," says Bartanen. "OEMs that feature extensive use of aluminum must provide guidance on what can be sectioned and what must be replaced at factory seams."

Indeed, there is no longer anything "general" about sectioning decisions. Sectioning either is the OEM recommendation for a repair and can be performed or is not and therefore off the table.

Point 5: Keep training

Training is usually a part of the cure for most collision industry issues. Sectioning is no different. Bartanen says it needs to be part of a shop's standard business approach to these repairs.

"Structural technicians with up-to-date advanced sectioning training are better prepared to properly follow sectioning procedures, preserve vehicle systems and perform a complete, safe and quality repair that maintains passenger safety," he says.

Sectioning operations that are not performed properly can negatively impact the safety of the vehicle very much the same way that performing non-authorized sectioning does.

The combination of training and accurate OEM information has gone a long way in resolving the industry-wide strife around sectioning. They're also the product of the long process manufacturers, shops and insurers worked through to resolve their differences.

Undoubtedly, there's still work to do. The course this resolution took is one the industry can look to as framework for resolving other disputes. At the heart of that course is current, accurate information. which no one can dispute and that must quide all decisions and repairs.



Tim Sramcik has written for ABRN, Motor Age and Aftermarket Business World for more than a decade. He has produced numerous news, technical and feature articles covering every aspect of the collision repair market. In 2004, he was recognized for his work by the American Society of Business Publication Editors.

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Inspection measurements taken before collision work begins saves a tremendous amount of labor time and unwanted surprises when hidden damage is later uncovered.

ACCURATE ELECTRONIC DIGITAL MEASURING ENSURES EFFICIENT AND SAFE REPAIRS AS VEHICLES BECOME MORE COMPLEX

BY DAVID SCRIBNER | CONTRIBUTING EDITOR

Collision repair begins with an awareness of the current state of a vehicle's damage. Measuring the vehicle is the only way to validate the extent of damage in order to establish a complete and accurate repair plan. Taking the time to plan your work in the beginning goes a long way in saving time, aggravation and the expense of not having to redo work.

Measure, measure, measure

In carpentry an old adage, "Measure twice, cut once," is one that many a woodworker no doubt learned the hard way once or twice. Excellent advice for a carpenter, but what does it have to do with bodywork? This advice is, in fact, very relevant to your collision business. You see, more than ever, careful planning — and by that I mean accurate electronic measurements — will ultimately determine the success and profitability of your collision repairs.

State of our industry

It's long been understood that a collision affects a vehicle's structure in three directions: height, width and length. Restoring these three dimensions to their original specifications — perfectly — is more important than ever. In other words, a little better planning upfront, in terms of careful measuring, will save you time, money and lots of heartache down the road. Let's look at 3-D measuring and the world we now work in. Like many industries, the collision industry is in the throes

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of major technological change — ever newer and more advanced changes that make our jobs easier in some ways and make our livelihoods more challenging in other ways. But do we really appreciate how fast and furious this business is changing?

Many of these changes are driven by the ever-increasing sophistication of the vehicles we're fixing. It's not news that the first step in putting a damaged vehicle back together is to accurately assess the damage. That's a given when estimating a job. I like to think that every dollar that flows to the bottom line starts with that estimate. But the operative word here is "accurately." Shifts in technology have redefined the word "accurate."

It wasn't all that long ago that typi-

cal OEM build guidelines dictated body panel tolerances in fractions of an inch; usually +/- 1/8." In that era, body panels often included adjustment slots and shims. One would not be exaggerating to suggest that a measuring system simply meant fitting the sheet metal, and if it fit, it evidently "measured" correctly. The essence of body repair could be best summarized as "bang,



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On today's collision restoration, millimeters now make a huge difference in lower body and suspension points. The vehicle must perform and maintain the same level of safety to the occupants as before the repair.

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heat and pull." The more pulling power you had and the more heat you used, the easier it was to pull things back into more or less the correct shape.

Early full-frame vehicles didn't involve the efficient and precise robotic manufacturing that later unibody, and even full-frame, vehicles would eventually incorporate. A tape measure and tram gauge were good enough and selfcentering gauges were considered "advanced high-end" measurement equipment.

Meanwhile, the OEMs were busy developing new processes, new features and new materials — all of which affect us in a big way. Modern vehicles incorporate a dizzying array of advanced aircraft material technology, from exotic metals to aluminum and

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Repair of OEM engineering marvels

Today, we bask in a veritable golden age of automotive manufacturing efficiency and technology — one that has provided us with more comfort, performance and fuel economy than ever before. But there are consequences of these engineering marvels we must remember when making repairs, the first being much tighter body tolerances than we've ever seen before. Body tolerances are now often measured in +/- 1 mm increments.

The second phenomenon is the increased use of sophisticated, strong, lightweight and expensive aircraftbased material technology in vehicle design and build. For us in collision repair, this means the OEMs are extremely concerned that a vehicle maintain its complete collision integrity after the repair. The car or truck must protect the occupants with the same engineering robustness with which it was originally designed. In order to create a consistent standard that addresses the changing technology and amazing engineering achievements we're seeing today in weight savings and design. OEM collision repair certification is becoming a focus in our industry.

Collision shops that are OEM certified are held accountable in many operational areas to ensure their success as professionally run businesses with standards to uphold. They must act as the brand representative for the OEM. Intensive investment must be made in technician training. Government regulators are also getting involved more than ever. Legislative bills are pending that would create two levels of collision repairers that would require the top tier to have OEM steel and aluminum certification. Digital measurement is a standard in these shops to enhance accuracy and also validate the estimation process, while it also increases profitability by reducing the repair cycle time.

"Measuring twice and cutting once" now involves the use of OEM-specified fixturing and anchoring. This is no longer found only on high-end luxury vehicles but also on high-volume, lowercost platforms. The body must be precisely held in place during the repair and replacement of components.

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VIEW THE FULL EDITION ONLINE AT: http://abrn.com/KQCWinter15 Many OEM certification programs now control accessibility to repair measurement data as well as accessibility to the parts to make the repair.

The importance of following a standard really hit home again in a recent American Honda Motor Company display at the NACE/CARS 2015 event showing a 2014 Acura MDX that had been in a side-impact crash alongside an identical vehicle that had been previously damaged and poorly repaired. The second vehicle failed during the same side impact. The dramatic and chilling intrusion of impact damage into the occupant seating area was due to improper repair sectioning and welding of a 1,500-megapascal ultra high strength steel door ring.

More science than art

Our business is now vastly more science than it is an art. There's a lot less pulling - certainly fewer of those 20ton pulls and more of the short, tightly focused, simultaneous multiple pulls from different angles to precisely position, with measurement, the receiving part behind the cut. And it's important to remember that in all the years we've been building cars and trucks, the physics haven't changed. A 40-mile-per-hour crash is still 40 mph of force. What the OEM engineers have changed is how a vehicle absorbs and transfers that energy throughout the vehicle. In fact, it's possible that the energy from a rear hit can also damage areas at the front of the car.

Consequently, accurate electronic digital measurement is a necessity to document this damage, particularly the likely hidden damage. This is pretty important for everyone — for the insurer, for repair-time savings, and for your liability protection down the road. And, accurate, documented electronic digital measurement helps your shop in that age-old give-and-take with insurers over getting paid for your time. Even as total repair times have increased due to more insurer inspections and approvals, allotted repair times continue to shrink.

New metallurgy

A couple of brief examples go a long way to illustrate the sophistication that goes into today's vehicles. First, the evolution of OEM metallurgy is stunning; high-strength steels, carbon fiber, boron alloys and, of course, aluminum are upending our industry as are new vehicle designs that demand different repair techniques. And by the way, with seemingly endless CAFÉlegislated fuel economy targets, you can bet the OEMs will be sending even more aluminum and other lightweightbodied vehicles down the assembly lines. The new Dodge Dart features pinch welds that aren't designed to hold even during a 10-ton pull. If the body is not stabilized using additional universal anchoring fixtures, more damage will occur during the repair.

Body panels are now used that can incorporate three thicknesses and three different steel alloys that are factory spot welded, then riveted and bonded to aluminum castings. Lastly, a particular \$130,000 European luxury import sports car is built with a front seat that has an array of sensors and various memory and climate control features. And it has more than 450 pieces. That's 450 parts that make up one seat. Now that's complexity! By the way, this same vehicle has roughly \$6,000 worth of perimeter safety-related sensors and high-tech HID lighting. In an accident, that could easily mean \$6,000 of parts before a single fender is straightened, replaced, or sprayed.

And while we're talking about vehicle complexity, consider this. A \$150 million F-22 Raptor fighter jet has a computer system with 1.7 million lines of computer code — the directions that make the software do its magic. A Boeing 787 Dreamliner has an estimated 6.5 million lines of code, while a luxury car boasts computing power requiring 100 million lines of code. With technology like this, you really have to know what you're doing. The days of just eyeballing measurements, banging, heating, and pulling are history.

Low volume today, high volume tomorrow

It's easy to convince yourself that special equipment and training is a requirement to fix only the complex features of high-end luxury cars. You should be prepared though, as this technology has already started its downward migration into mainstream vehicles perhaps even in the next Chevrolet, Dodge or Ford that comes into your shop on a rollback. Consumer features move into the mainstream as volumes in-

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crease and manufacturing economies of scale allow prices to drop. The same is happening under the sheet metal with safety, accident-avoidance computer, and increasing strength and weight reduction metallurgy technologies.

So, while many of these high-tech features are indeed introduced in the high-end/low-volume segments of the market (making them easy to dismiss), they are migrating to less expensive, high-volume vehicles. You will see these vehicles in your shop. It's not a matter of "if," but "when." You can dismiss them, but at your own peril. Other industry voices echo mine. I-CAR's Director of Industry Technical Relations Jason Bartanen has gone on record saying, "Today's vehicles cannot be properly repaired without 3-D measuring."

Measure for success

The current collision repair landscape is no different from that of dealer service departments and independent repair garages a few years ago. As sophisticated, computerized engine management evolved, repair shops had no choice but to invest in the equipment and training required to fix these cars. The main difference now is that there are additional safety concerns, OEM certification programs and government legislation that are combining to drive these changes.

Those dealerships and independent garages I referenced that didn't change? They don't fix cars anymore. Those that did? They took the plunge, invested in the new equipment, took the training, and today are prospering.

That sea of change is now sweeping through our industry. High-tech vehicles and electronic measuring equipment are here to stay. But the reality is that a relatively small percentage of shops actually have the electronic measuring tools needed. An even smaller percentage actually use them, mostly due to lack of training. We've all been there; maybe just one tech knows the equipment. But he quits and the next thing you know the equipment is gathering dust in the corner.



The reasons to be savvy about 3-D electronic measuring have never been greater. If yours is a shop that doesn't use electronic measuring, let me leave you with a few closing thoughts to ponder when you start your next repair without measuring.

• Repair cycle time can be significantly reduced if 3-D measurements are used to more accurately diagnose the needed repair, are used during the repair, and validated before the next "assembly" phase of the repair.

• Insurance companies are starting to require computerized measurements. Shop management software is starting to use measurements to more accurately to calculate the needed parts and labor times. Collision math measurement history and the repairs generated can be used in a historical analysis and can more accurately predict the repair parts and labor requirements based on data from similar vehicles that were in the same types of accidents.

• Improperly diagnosed suspension and driveline geometry when not measured during the collision estimation can lead to mechanical problems such as torque steer, unwanted vibrations or incorrect wheel alignment.

• Deflection can be caused by pulling energy travelling through the vehicle. Electronic measuring lets you look at every pull in detail on the computer.

• High-strength steels protect passengers better, but they've changed the way cars and trucks absorb and transfer energy. That could lead to hidden structural damage that can be uncovered before the repair begins with proper collision estimate measurement.

I look forward to the day when we can take that old carpenters' adage I started with and make it our own — albeit with a slight tweak. Perhaps eventually we'll see a sign over measuring equipment in every collision repair shop reminding those who venture forth to "Measure twice, and pull, cut, bond, rivet, weld and repair once."



David Scribner is Technical Director for Car-O-Liner Company. He brings over 25 years of experience in product line management and and product development.

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ANSWER THE CHALLENGES OF 3D MEASURING

Finding obvious damage isn't the only concern during an estimate. 3D measuring also locates hidden damage that might otherwise be overlooked until during the repair.

In the fall of 2012, industry advocate Toby Chess published an article in *ABRN* ("Product review: New estimating technology," October 2012) examining the Matrix Wand, a wireless, hand-held 3D measuring device engineered to locate both visible damage and damage that might go overlooked during a standard estimate. Chess spent nearly a week testing the Wand on vehicles at two different shops. Time and again, the 3D tool proved its worth, leaving an impressed Chess to suggest repairers look into the technology themselves.

Three years later, the Wand and similar 3D measuring equipment are standard features at many shops. This technology's ability to both verify and document damage and completed re-

BY TIM SRAMCIK | CONTRIBUTING EDITOR

pairs is cutting waste and, therefore, putting some much needed dollars back into the pockets of many repairers. It's relatively easy to use and can be incorporated into a variety of shop operations with no loss of efficiency.

3D technology also comes with some significant challenges, however. Here's a look at the five most common issues repairers face using these tools, along with the steps shops can take to ensure a smooth transition into this new world of measuring.

Challenge 1: Training and acceptance

Every vendor of 3D measuring equipment offers training. Tom McGee, business development manager for Spanesi Americas, says it's critical that shops take advantage of this instruction, along with continual training on the frame machines many 3D products are designed to work with. "Technicians can get rusty if they don't regularly use this equipment," McGee says.

McGee notes that technicians must fully understand how to use this sophisticated shop equipment to repair complex vehicle designs. He points to modern vehicle systems (for example, lane departure and adaptive cruise control products) whose functionality is tied to proper vehicle alignment. If frame rails and other core supports have been moved during a collision, McGee says, these systems won't work as they should.

Beyond getting a shop's staff up to snuff on 3D measuring, repairers also

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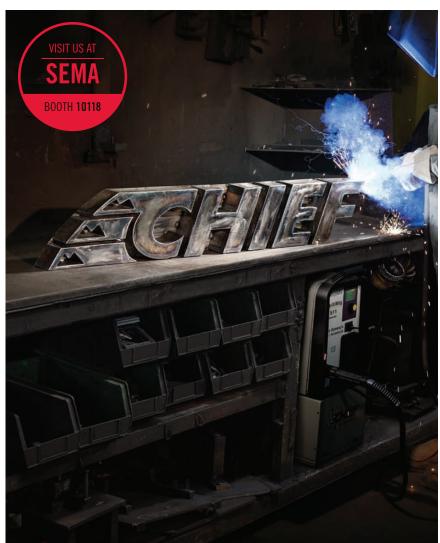
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*The return on investment is based on the starting package price and approximate profit of \$250 per truck bed liner. Rhino Linings Corporation reserves the right to modify, adjust or terminate all pricing, sales, marketing and other programs. Businesses are independently owned and operated. ©2015 Rhino Linings Corporation. All rights reserved. 7256 ABRN 1015 can face difficulty getting their technicians to buy into the technology. Often, reluctance to accept it is broken down across generational lines with younger, more computer-savvy repairers more open to 3D tools. Sam Deering, a sales rep for Infinity, says it's not uncommon for young workers to unpack and set up his company's 3D tool themselves and begin using it on their own. Dan Trahey, Technical Training Manager for Car-O-Liner, says that's not always the case, particularly with older repairers who may balk at using newer technology (a potentially serious problem in an industry with an aging workforce). In these cases, Celette recommends taking techs through multiple demonstrations, giving them the chance to realize that the visual produced by



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3D technology is the same one they've had in their "mind's eye" for years when using traditional measuring.

For techs who continue to have doubts, McGee says the best course is giving them an opportunity to vent any issues they may have. Owners can then address these problems while asserting that the tools will be used. "You just need to tell them that this is how things are going to be now," he says.

Trahey notes that shops then need to follow through by demonstrating their intentions to use the technology. This can mean creating an SOP that demands 3D measuring is used on every vehicle that passes through a shop's doors.

Challenge 2: Purchasing the right system

3D technology is available in a number of products using a variety of different technologies to analyze measuring points. Some of these products aren't good purchases for every shop. For one, there's a wide disparity in prices, which range from several thousand dollars to well over \$30,000.

Perhaps more important, there are also differences in usability. "Some system are more complex to use," says Mark Satterfield, owner of APRO Tool and Equipment, a distributor of Allvis 3D measuring tools. "There are a lot of great 3D systems out there, but some are more difficult to use."

That complexity can slow their incorporation into the shop's operation. Satterfield recommends that shops take time selecting a 3D system, looking at all the possibilities and keeping in mind how well their staff will be able to utilize each new tool.

Challenge 3: Fully utilizing the equipment

Once a shop finds a 3D system that best suits its operation, it still has to use this equipment correctly. Specifically, shops need to make full use of its potential.

Lee Daugherty, Global Data Product Manager for Chief, says some repairers make the mistake of maintaining their focus on the collision area instead of the entire vehicle. "In a front end hit, a lot of energy is going to be sent into other areas of a vehicle causing damage," Daugherty says. "It just makes sense to search for it." Indeed, using full 3D analysis (which typically takes under 45-60 minutes after setup for most products, de-

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pending on what measurements are being taken.) the entire vehicle can be examined, allowing a thorough inspection that can turn up all damage. Depending on the amount of sustained damage, besides the underbody and underhood areas being measured, the suspension mountings and even components may need to be measured.

Celette says it also makes sense to search for previous damage away from the repair area that could affect the vehicle's structure or drivability. Celette notes that there's a possibility shops could be held liable for not turning up this damage should problems occur down the line.

The other mistake shops can make is not using 3D analysis enough. Mc-Gee says to make this technology fully beneficial it should be used over three different phases:

1. When the repair plan is created 2. During the repair (This ensures the vehicle is properly aligned for installation of replacement parts.)

3. Following the repair

Shops may question whether this practice adds encumbrances to a repair. In most cases, 3D technology has been engineered to be smoothly incorporated throughout a claim. Where it may add a step, it offsets the extra task with increased efficiencies.

During the first two phases, the vehicle typically is on a frame rack or



photo: Celette





lift for associated work, allowing 3D analysis to function unobtrusively and to the full benefit of these services. Following the repair, it can produce documentation verifying to insurers and customers that all work was completed to specification, notes Celette. Doing so also assists quality control, reducing and potentially eliminating the possibility that a vehicle was returned with any problems still intact.

Challenge 4: Maintaining a complete vehicle database

All 3D measuring products utilize a database of vehicle specs, with some plugging directly into information providers such as Mitchell International. Sometimes, full information may be missing or lagging, particularly during the early release of new model vehicles. When databases aren't up to date, shops have to pursue other avenues to locate this information, which typically means obtaining specifications from the OEMs. From there, depending on the product, repairers need to compare this information against the readings taken by the product.

Repairers must be prepared for these down times. Experienced shops recommend others review the full spectrum of 3D tools and quiz vendors on expected lag time and the steps they're taking to reduce or eliminate this issue.

Challenge 5: Insurer practices

Insurers stand to benefit significantly from 3D analysis. Being able to fully diagnose collision repair during the estimate means shops can head off supplements that extend repair times and raise costs. Some insurers have embraced this technology, but disputes with shops over pay structures and other issues have thrown water on some of the excitement surrounding this technology.

Deering says he's heard complaints that some insurance companies have reduced payable hours on 3D analyses that uncover damage versus those that don't. "They want that time to be included as part of the repair time instead of breaking it out separately," he explains.

Other disputes have arisen over damage that may have been produced by a previous collision. In short, 3D technology does such an effective job of locating all damage that shops, insurers and customers must engage in more debates



Setting up most 3D equipment typically is easy; however ease of use can vary greatly from one manufacturer to another. Be sure to examine a number of systems before purchasing.

and discussions over what damage can be linked to the current claim.

On a related matter, 3D technology also can turn up previous substandard repairs that failed to bring a vehicle back to specifications. Once again, shops can be carried into these issues.

Presently, there are no simple remedies for any of these challenges. One potential repairer response to disputes over pay times is that reducing these times essentially "penalizes" shops for using technology that cuts insurer costs (though that argument may fall deaf on some ears).

As for disagreements over previous damage and substandard repairs, shops can use these occasions to build bonds with customers by preparing them to work out disputes with insurers. (*ABRN* recently explored this issue in "Fighting Fraud" in the September 2015 issue.)

Taken together, all these challenges demonstrate the growing pains the repair industry must go through as it continues to adopt transformative new technology. There are always consequences to change. Considering the benefits of 3D measuring and its growing popularity in the market, shops would be wise to heed the advice of others who have already started their journey down this road. **M**



Tim Sramcik has written for *ABRN*, *Motor Age* and *Aftermarket Business World* for more than a decade. He has produced numerous news, technical and feature articles covering every aspect of the collision repair market. In 2004, he was recognized for his work by the American Society of Business Publication Editors.

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Tips to reduce cycle time

Organized management and staff flexibility are keys to reducing your cycle time



FOR many years, repairers have sought new ways to reduce cycle time. Both single-location shops and multi-shop operators, which have to juggle operations across multiple locations, can offer great insight on ways to implement process improvements.

John Sweigart with True Collision Centers, with locations in Pennsylvania and Delaware, and Aaron Marshall from Marshall Auto Body in Waukesha,

BY **STEVE TRAPP** | CONTRIBUTING EDITOR

Wis., offer their insights on how to streamline and improve business efficiency. In addition, information technology systems providers who have developed systems to track and monitor cycle time or length of rental have also provided key information. Thanks to set-up reduction time and visual management tools, many shops are now able to repair vehicles much faster. Here are some practices that may be helpful to adopt:

It starts with the estimate

The estimator should focus on three key elements:

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• Determine the level of the job for scheduling purposes.

• Identify all the painted parts that need to be replaced and get them ordered and received prior to the vehicle's arrival.

• Write a 100 percent estimate on all small or fast-track jobs.

This will allow time for pre-painting

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DeBeer, Prospray, Matrix, Valspar Refinish, VIM SEMA BOOTH #10851 USC SEMA BOOTH #10655 House of Kolor SEMA BOOTH #23513 upon arrival and help save time by eliminating the need to wait for parts after completing repair planning.

Job is scheduled

Strive to get a level flow of incoming work:

• Schedule by job level to mirror the staff's production capabilities.

• Implement a job-scheduling board to enable scheduling visibility; often repairers have three boards representing the upcoming three weeks. This tool can be replaced by an automated tool — there are several options available in the market.

• Schedule Friday to Monday to fill the level schedule.

• Monitor sales work in process (WIP) and never over- or under-schedule by more than a certain limited number of vehicles.



An automated scheduling system, like the ProfitNet[™] Collision Shop Management System, displays a daily calendar view of what has been scheduled, and tracks total vehicles and hours scheduled per day.

UECES

A level flow of incoming work based on job sizes helps to ensure the right amount of work on site.

Confirm and pre-wash

• Confirm actual arrival times with phone calls to customers in order to help minimize cancellations, and help to ensure vehicles' on-time arrival and minimize the need for excess WIP.

Use confirmation calls to ask customers to remove valuables before appointment.

• Pre-washing should make damage more obvious to better justify a repair time or approach. But more importantly, it should save detail time later in the repair process.

Pre-paint parts

Pre-paint parts to help minimize reassembly time on jobs calling for replacement parts.

• Mirror-match replacement parts for accuracy upon vehicle arrival, and identify paint-code and paint on both sides prior to repair-plan completion.

 During reassembly, transfer the inner components from the part that will be replaced and the new pre-painted part.

- Identify type (P1, P2 or P3) of paint approach:
- P1 = Jobs in which new parts can be painted off the vehicle or blend panels can be removed and painted off the vehicle
- P2 = Jobs in which some pre-painting and inner component transfers can be done to save time, but the vehicle will still need to go in to spray booth

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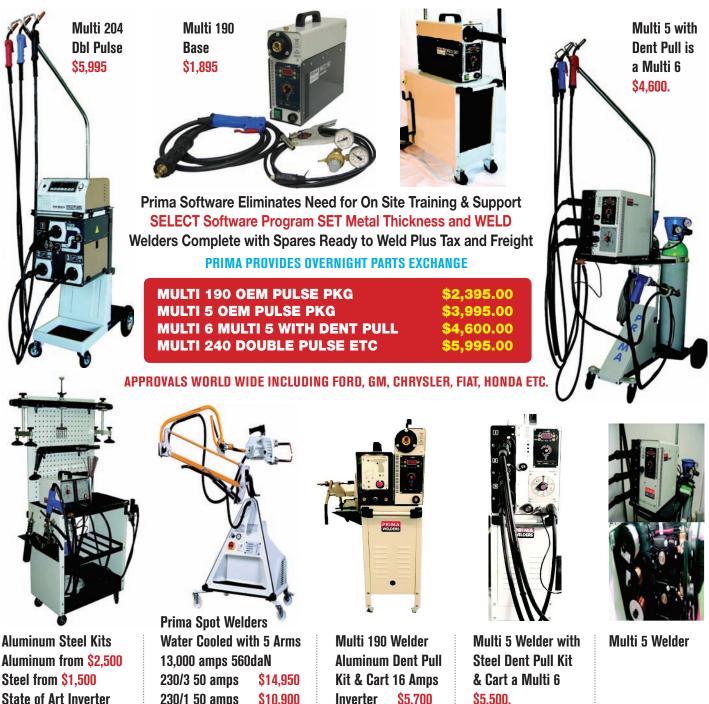
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• P3 = Jobs where all parts are painted in the spray booth with the vehicle

• Begin repair planning during reassembly. Transfer the inner components from the part being replaced to the new, pre-painted part.

Pre-painting parts and immediately transferring inner components helps to improve efficiency and should eliminate the need for the repair planner to bag and tag clips and fasteners, which can improve output by 10 percent to 15 percent.

100 percent teardown to avoid second supplements at all costs

Collision repair expert, consultant and *ABRN* columnist Mike Anderson suggests repairers adapt the below principles:



display the calendar for as many weeks as necessary, and displays a three-week view.

• Remove all parts and, if possible, transfer inner components to the replacement part.

• Take images of reassembly steps and then label with reassembly sequence and connections.

• Pre-pull the frame to determine the extent of damage and observe if inner shields or other parts are damaged. Work to complete the repairs to make the vehicle moveable again.

• Complete as much mechanical work as possible to avoid a mechanical supplement.

The goal here is to have no second supplements. Shops should log each supplements as a defect in their process. This allows shops to re-evaluate how a supplement occurred in order to prevent them in the future.

Document the damage and audit your work

Nobody gets paid if it is not written down.

• Don't put items on the dedicated parts cart without documenting the damage first. Tag the parts with red representing replace, yellow representing repair and green representing reassembly.

• Have a lead body technician come into the repair planning area and rough out the dents to verify part repairability.

• Audit your work to determine all items are documented, identify paint approach and approved work.

Inspect all parts and mirror-match for accuracy to ensure the job is fully kitted and ready to repair in the flow line.

Again, the goal is zero second supplements and these



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audit steps help to ensure the repairs needed are properly documented.

Keep small damage small

I have found 95 percent of cycle time process improvement comes from improving administrative processes, so strive to eliminate barriers and let the technicians do what they do best — fix vehicles right the first time.

Once in production, look to minimize repair area and complexity to reduce the cycle time further, and implement repair techniques including Axalta's innovative 1.5 coat coverage basecoat with no flash time between coats, to help reduce production time.

Linear flow and production board

Implement temporary visual control boards, which enable repairers to see all the vehicles on site. They provide a view of the mix of "in-production" to "inventory" or WIP vehicles. There is a direct correlation between the number of vehicles on site (with the same staff) and repair cycle time. Few $er \ vehicles \ can \ mean \ faster \ cycle \ time.$

• Implement a production board that lists all the vehicles in the shop. Identify the number of vehicles in the production flow line and then show the rest as "inventory."

• The goal is to limit the inventory, while optimizing the "flow" of vehicles through the shop.

• Eventually, this board can be replaced by identifying stalls on the shop floor by status to reduce WIP.

Inventory reduction has been proven to be a real key to optimizing the on-site car count and is a "hill worth climbing" to help reduce cycle time.

Minimize and eliminate the 'hospital'

Every shop has vehicles that cannot go directly into the flow line. There could be heavy hits in the lot after a big storm, vehicles waiting for backordered parts or vehicles with mechanical gremlins. These vehicles should be isolated with the goals of minimizing their numbers and quickly putting them back into the flow line on the production board.

Assuring level flow

In order to achieve a level flow, each department must have consistent input and output. Many repairers work to identify the number of labor units each department should take and produce per day. It is the manager's job to regulate inventory, staffing, floor space allocation and tooling to achieve the daily goal per department.

In summary, every project is unique and requires facility and staff flexibility. The key is to identify the root causes of your shop's delays or supplements and to continuously improve every day. Good luck on your journey!



Steve Trapp is the North American Strategic Accounts Manager for Axalta Coating Systems. He assists Axalata in offering customers leading edge repair processes.

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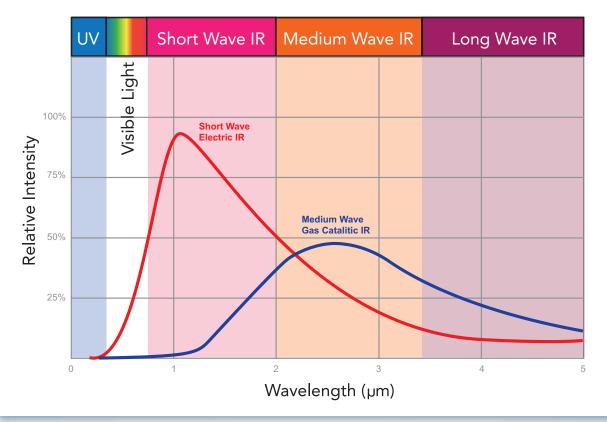




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A TALE OF TWO TECHNOLOGIES

TWO INFRARED DRYING TECHNOLOGIES – GAS CATALYTIC AND ELECTRIC – Both offer benefits, challenges to shops

BY ANDREA IACUCCI OSTINI | CONTRIBUTING EDITOR

The exciting story of infrared (IR) drying technology for collision repair began more than three decades ago in Europe. The North American chapter for the latest IR technology is just beginning. Though IR drying technology has been around since the 1940s, its modern-day version was born in Italy in the late 1980s at a time when Italian collision repair shops were losing money on nearly every repair.

As they say, necessity is the mother of invention and Italian repair shops needed to drastically eliminate hours

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from their repair process or they would not survive. So, Italian manufacturers borrowed successful IR drying technology from the paper and printing industry and adapted it for use in collision repair shops. IR reduced the drying time for both the preparation and the paint phases of the repair by 75 percent to 90 percent, which not only allowed Italian repair shops to survive, but begin to thrive.

The first IR curing for collision repair utilized electric technology developed by a Swedish manufacturer. Bellini brought it to the Italian market in 1989. Bellini's success with electric IR led other equipment manufacturers to work on a gas catalytic option for the collision repair industry. Gas was and continues to be cheaper than electricity in Italy. Also, gas catalytic equipment was already being used extensively for heating, so it was a "quick win" for these companies to develop it for drying automotive repairs.

With electric IR curing technology winning far greater collision repair shop use in Italy, the gas catalytic manufacturers turned to promoting their IR technology in other countries. The incredible time and cost savings from accelerating the drying process for collision repair helped both electric and gas catalytic IR technology grow throughout Europe.

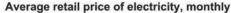
Use of IR technology has just started growing in North America. Both gas and electric IR technoogy can deliver some great advantages to shops.

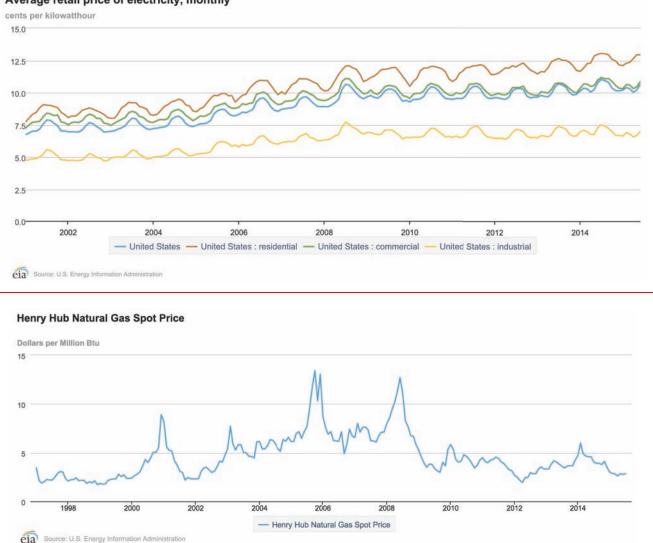
IR technology transforming collision repair

Let's start with a review of the overall

ENERGY COSTS

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advantages of IR drying technology, whether gas catalytic or electric. It is important to note that IR technology will continue to grow in the North American collision repair industry because of its economic advantages. In most cases, repair shops that install the technology realize substantial gains in paint shop throughput due to highly reduced cycle times. The throughput gains and energy cost savings of IR technology are making it a great asset for the highly competitive repair industry.

With IR technology, drying time for both the prep and paint phases of repair can be reduced by hours, which frees up valuable skilled technicians to accomplish additional repairs.

Plus, IR energy costs can be lower than the energy costs to run a conventional system. This is because of IR's ability to concentrate the drying energy on just the panels needing repair and from the ability of the technology to dry both fillers and coatings much quicker. IR technology may also Shops using IR technology can also talk with their paint supplier about the need to use accelerators, as they may not be necessary.

The drying time from IR technology allows for high quality results that reduce the need for rework. Additionally, some control systems on the IR units are advanced and precise, yet easy to operate. This also helps reduce rework and increase productivity. Though not inexpensive, the IR drying systems' investment is quickly paid back due to the increased paint shop throughput and incremental cost savings.

Production of IR heat waves and cure

As summarized above, both gas catalytic and electric IR systems generate faster cycle times and incremental cost savings, but the two types of equipment generate IR heat differently.

In very simple terms, natural gas powered IR technology relies on the flow of natural gas to a catalytic ce-

Key Advantages of IR DRYING TECHNOLOGIES	
Increased Throughput, Reduced Cycle Time	~
Energy Cost Savings	1
Labor Cost Savings	1
Fast Drying, No Need for Costly Accelerators	1
High Tech Control	1
Ease of Temperature Control	1
Excellent ROI, Quickly	1

ramic plate, where the gas is forced through small holes that break the bonds in the natural gas molecules. Once oxygen is added, the transformed natural gas molecules generate heat. IR heat from the natural gas catalytic reaction is mostly medium wave, with some long wave. The wavelength is important to the cure of filler, primer and paint. With medium wave energy, each layer of coating must be cured individually. The waves heat the top layer of the coating to dry it first.

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Electric IR technology is generated by sending electrical current to a tungsten filament, which then produces mostly short wave energy. Electric IR energy has a mix of some medium waves as well. The short wave IR energy from an electric source is able to penetrate multiple layers of coatings to heat the substrate beneath. The heated substrate then helps cure the coating from the inside out. The medium waves help cure the top layer. The mix of waves allow for up to three coats to be cured with one pass of the electric IR curing technology. Shops using the electrical technology process should again talk to their paint manufacturer to discuss the use of a sealer.

Preparation and temperature

One of biggest differences between gas catalytic drying and electric IR curing equipment is that the gas must be preheated to 200°F to start the chemical reaction that generates the heat. Preheating takes about 10 minutes, so it is common for collision repair shops to keep the unit on all day. If preheated, a gas catalytic machine takes about a minute to get up to drying temperature.

Electric units can reach drying temperature in less than a second, so they can be turned on only when needed and then turned off. With electric IR, cool down is very quick, so it is safe to touch the machine shortly after shutdown.

Whether using gas catalytic drying or electric IR curing technology, you must always consult your coating manufacturer to ensure you follow proper instructions on the product data sheets.

Temperature consistency and intensity also vary by IR technology. Since natural gas is heavier than air, it tends to drop to the bottom of catalytic plates. Offsetting this drop, the gas flow is directed to the center of the plate and once the catalytic reaction occurs, the heat naturally rises. Operators must be trained to help ensure consistent drying across the area of repair.

In addition, gas pressure impacts the catalytic reaction that controls the temperature, which is very important for proper drying. Gas catalytic IR heats the air around the plate, effectively raising the temperature beyond the area where the heat is directed. The heat variability and high temperature beyond the drying area mean plastic components near the repair site such as side mirrors, trim and handles must be specially masked off to prevent damage.

Electric IR energy coming from a bulb stays where the bulb is located, and the process to adjust a bulb temperature is fairly simplistic.

Since electric IR technology generates mostly short waves and short waves heat the substrate, operating temperature can remain lower. This means special masking is not necessary.

Cycle time savings and throughput increases

Both IR options do an excellent job of helping to reduce cycle time and significantly increase paint shop throughput. Gas catalytic differences versus electric for cycle time are driven by how the drying takes place and how the equipment operates.

As mentioned earlier, natural gas fueled machinery dries a repair one coat at a time, so it makes multiple passes over the same area to get most coatings dry. Electric technology, with its short wave energy, cures from the inside out, so one pass heats the substrate and completes the cure.

Versatility, maintenance and service

Whether powered by natural gas or electricity, IR units are easy to use and come in a variety of shapes and sizes to match the drying need. Though both IR technologies are versatile, there are some differences for the operators of gas catalytic versus electric IR.

With the gas catalytic machines, care must be taken when the machine is preheating or on because the ceramic plates are hot and heat the air around them. Once the gas catalytic unit is turned off, the plates remain hot for about 15 minutes, so workers must use caution moving the unit. Electric IR technology does not warm the air significantly and is cool to the touch soon after turn-off.

Maintenance also presents several differences. Natural gas technology

should be cleaned by an expert several times per year to keep it in peak running condition. Overspray near the unit can leave paint or other coatings on the ceramic plates and should be removed by a service expert. The small holes that create the catalytic reaction must be kept open for proper operation. Over time, natural wear and tear of the ceramic plates occurs because natural gas is corrosive. Manufacturers suggest replacement of the equipment after approximately 12-15 years. In Europe, yearly safety inspection of gas valves and pipes is mandatory.

For electric IR curing equipment, maintenance is also very important. A service expert should inspect the equipment twice per year. Overspray can be cleaned off bulbs by shop technicians. Like other electric equipment, bulbs must be replaced periodically after an average life of 12,000 hours.

Just the beginning

IR drying technology is just starting its growth trajectory in North America. It will grow rapidly because of its outstanding economic advantages. As you consider the investment for your shop, make sure you evaluate both gas catalytic and electric technologies. Equally important, be sure to ask about maintenance and service in your area and consult with your paint manufacturer before you make a decision. Though the investment in either gas catalytic or electric IR equipment is sizeable, payback is fast and the benefits exciting. Without changing your shop footprint, you could increase your paint shop throughput by up to 80 percent by installing IR technology today. 🔊



Andrea lacucci Ostini has nearly 20 years experience with Bellini Systems in Italy, provider of equipment and services exclusively for the body shop industry. Currently he is helping bring short wave IR electric technology to North America with Global Finishing Solutions.

Keeping us safe

Automotive safety systems are no longer solely passive. Many now take an active role in protecting us from ourselves.



AUTO BODY REPAIR NETWORK //

BY **MICHAEL MILLER** | CONTRIBUTING EDITOR

Contributing Editor Pete Rudloff also contributed to this article

the first Model A rolled off the line, automobile safety has been an ever evolving part of manufacturer focus. Dictated by both government regulation and consumer demand, cars will continue to get safer and safer every year as new safety related technologies are developed. Changes have included improved crumple zones, airbag systems, and antilock brakes. More recently, manufacturers have been working hard on crash avoidance. While these systems do make cars safer, they can also be damaged in a collision, and it is important to know what you are looking at in order to get them back on the road safely post collision.

This article will focus on the new systems that are installed to try to avoid an accident in the first place.

The biggest cause of accidents

The biggest factor in accidents is, in fact, humans. You only need to look at the Google self driving car's safety record to see that humans are the problem when it comes to crashes. Out of 15 accidents recorded so far, all were caused because of human error. You may have noticed a change in the cabin design of a modern vehicle with a heavy focus on the ergonomics of the driver. This is all in an effort to improve driver comfort. Studies have shown that the more comfortable a driver is in their vehicle, the faster they will react to a pending accident scenario.

It would be fair to wonder how comfortable is too comfortable? When vehicles come equipped with heated and cooled seats and massagers, exhausted and fatigued drivers may tend to fall asleep on the road. While all safety systems monitor the vehicle's parameters, there are few that monitor the driver. What's that little coffee cup icon on the dash of newer Mercedes-Benz vehicles, for example? Well, that symbol means that the Attention Assist safety feature of the vehicle is active. This system creates a profile of the driver's style (referred to as driver modeling), monitors the driver and alerts them when they show signs of drowsiness and fatigue, which it monitors for changes over time. Tired drivers tend to make minor steering corrections. The system uses the steering angle sensor to monitor steering wheel movement and steering speed. The system compares other inputs such as:

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 How long has the driver been at the wheel;

 Is the operator using devices such as the turn signals, radio inputs or HVAC control, which show signs of awareness;

• External conditions such as crosswinds and rough roads are also monitored to determine if those might be affecting the driver's actions.

If the system determines that the driver is showing signs of drowsiness, a large coffee cup icon (different from the one little icon on the dash) appears on the display along with an audible tone informing the driver they need to take a break.

Manufacturers are continuing to develop and use driver modeling to adapt collision avoidance systems to the behavior of the operator. Some factors include the driver's emotional state,



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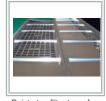
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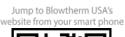
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fatigue level, risk acceptance level and driving style (normal, defensive or aggressive). In this way, vehicles are becoming more personalized and can use these inputs when determining a precrash condition.

Collision avoidance systems

Antilock brakes (ABS) are standard on vehicles sold today, but there are several other systems that work in conjunction with ABS features to help control a vehicle during critical situations.

Brake Assist System (BAS)

This system detects the velocity the brake pedal is depressed to determine the severity of the stop. For as long as the driver holds the brake pedal, the brake system pressure is increased until the wheel speed reaches potential lockup and activation of the ABS system occurs. When the brake pedal pressure is reduced, normal brake system pressure is restored all without the driver ever being aware of the system's activation.

Automatic Braking Assist

Automatic Braking Assist automatically applies the brakes without input from the driver. This system activates when the collision is likely and if the driver has not responded fast enough to the situation. This helps to lessen the severity of the impact. In a low-speed situation the system may help to avoid the crash altogether. This system can also work in conjunction with the Adaptive Cruise Control System to reduce the vehicle's speed when it approaches a slower moving vehicle.

Electronic Stability Control (ESC)

Able to detect when a vehicle is about to skid out of control, the ESC system stabilizes the vehicle while cornering. This system uses its main inputs from



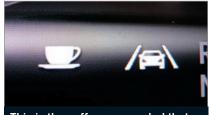


Adaptive Front Lighting System of 2015 Kia K900 off



Adaptive Front Lighting of a 2014 Audi A8 normal daytime running lamps.

the steering angle sensor and wheel speed sensors along with inputs from a yaw-rate sensor and a lateral acceleration sensor. The system is able to calculate and compensate for both oversteer and understeer conditions. For example, if a vehicle was going too fast into a right hand turn and the ESC system detected an oversteer condition, where the rear of the vehicle was about to swing outwards, the brake would be applied slightly to the rear wheel on the inside of the curve, in this case the RR and simultaneously the PCM would reduce engine power to bring the vehicle back under control. The driver may or may not notice a skid control symbol on the driver information display depending on the manufacturer.



This is the coffee cup symbol that many drivers have a question about. It is Mercedes' Attention Assist system and when the symbol is on, the system is active.



Most newer vehicles are equipped with Adaptive Front Lighting Systems that utilize LEDs to manipulate the direction and area illuminated. This is a 2015 Kia K900.



Most AFL systems will require some type of calibration with a capable scan tool when replaced and since LEDs are not available separately, the entire assembly must be replaced as a unit.

Adaptive Front Lighting (AFS)

When most of us think about collision avoidance systems, we seldom think about the headlights. However, adaptive headlights play a major role in vehicle safety. Xenon headlamps with dynamic cornering lights improve illumination of corners nearly 90 percent. At driving speeds of 10 mph or greater, the headlamps are swiveled in the same direction as the steering wheel up to a maximum of 15 percent. Inputs used by this system are the steering angle and vehicle speed.

Another amazing feature of the AFS system is the ability to adapt to current driving conditions. For example, when driving at lower speeds as in city driving, the headlamps are lowered and aimed apart from each other to improve close range visibility. During highway driving, the headlamps are moved closer together and aimed higher to increase the distance visible to the driver.

When turning the steering wheel, the headlight cone expands up to 35 degrees to illuminate objects in the roadway. This can be activated by either a predetermined amount of steering wheel movement in the direction of travel or activation of the turn signal switch.

Adaptive Cruise Control (ACC)

Using radar, this system is activated by the driver. Speed is set and so is the distance to the vehicle in front, then the system automatically adjusts itself to the preselected parameters. When the vehicle in front slows, or when approaching a slower vehicle, speed is automatically adjusted by the electronic throttle control and/or limited automatic braking. When there is no vehicle in front, the preset speed is maintained.

Lateral Guidance Systems

Cameras and radar can be used to warn drivers of approaching vehicles when attempting a lane change. Warning lamps are sometimes located on the side view mirrors or in the driver information center to help the driver detect vehicles in their potential blind spot. The system also is sensitive enough not to set off a warning for vehicles more than one lane away. However, systems are usually only active at speeds above approximately 40mph, like regular cruise control systems, so it will not be of assistance in city driving.

Another feature of some Lateral Guidance Systems is referred to as Lane Departure Warning that monitors the vehicle's ability to stay in the desired lane. A Front View Camera Module is located in the same location as the rearview mirror behind the windshield. The camera is also used for forward collision monitoring and alert systems. Most can detect lane markings at a distance of approximately 60 meters (200ft). The vehicle's position in the lane is displayed to the driver on the information display or the instrument cluster. When the vehicle starts to drift out of its lane, a small steering adjustment is made. On some high end GM models with Active Safety Seats, a set of vibratory pulses is also sent to the same side of the seat as the lane that has been crossed. A warning message will be displayed if the camera cannot detect lane markings due to not being present, rain, snow, etc. or when the camera lens is blocked by dirt, fog or damage to the windshield.

Parking Assist Systems

Parking Assist Systems use ultrasonic sensors on bumpers (2-6 on each) to estimate distance of nearby objects. The sensors emit a frequency that bounces off the object and back to the sensor. The time it takes for the signal to reach the object and return to the sensor correlates to the distance of the object. This measurement is referred to as echo time.

There are even some systems that self-park. They automatically calculate and adjust the steering for reverse parallel parking maneuvers while the driver is still in control of the



accelerator pedal. Most vehicles have an on/off or a deactivation switch for the Park Assist Systems, especially the ones that automatically turn on during low speed driving. I often wondered why someone would want to turn off a safety feature until I drove through a carwash with an active system. The audible dings and flashing lights on the display caused by the rotating brushes mimic that of a Las Vegas casino.

Night Assist Systems

There are a couple of different systems that help with night time driving. Passive Night Vision Systems make use of a thermal imaging camera, usually mounted on the windshield or rear view mirror assembly, which identifies sources of heat; such as animals, pedestrians and other vehicles. The



2014 BMW X5 Diesel while parking. Some vehicles offer an overhead view of the vehicle in both an animated picture of the vehicle and its surrounding objects and an actual camera picture as well.

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image is shown in the driver information center display. However, objects that have the same temperature as the road surface will not be detected and the driver will not be alerted to their presence in the road.

Active Night Vision Systems differ because the entire area in front of the vehicle is illuminated so the driver display shows an almost daytime image of the road. This system uses an Infrared light to illuminate the frontal view of the vehicle, which is then reflected back to a normal vehicle camera and shown on the display area. Images often look almost as clear as daytime, giving the driver a clear picture of what would otherwise be hidden.

High Beam Assistance System uses a camera to watch vehicles both in



Rearview camera of 2012 Ford Edge. Starting May 1, 2018, the NHTSA has ruled that all vehicles manufactured for use in the United States under 10,000 lbs must come equipped with back-up cameras installed. These will likely be the most common collision avoidance system you will encounter in the shop.



Image of 2013 Cadillac Front Camera Module. No recalibration of the Cadillac Front Camera Module was required when replacing the windshield as long as it was remounted correctly. In fact, it doesn't require recalibration even when reprogramming the original module, only when replacing. front of the driver and oncoming traffic then proceeds to adapt the headlights to the situation. There are several versions of this system. The basic system simply controls high beams on and off according to surrounding/oncoming traffic. A second version adapts the high beams vertically so that driver's field of view is extended while detecting the position of the vehicle in front. A third version also adapts the lights horizontally so that the intensity of the beam is dimmed to oncoming traffic, but maintains higher intensity on the dark areas to the side of the road that may not be immediately visible with normal low beam headlamps. This system also improves visibility for other drivers, both oncoming and preceding by illuminating more of the dark areas that may have been difficult to see if regular high beams were used.

Thinking into the future, the advanced lighting modules will correlate data with the navigation system to have a type of predictive lighting that will be able to anticipate the curvature of the road. The system will swivel the cornering light before the steering wheel is even turned so the driver will notice objects sooner and have more time to react if needed. Replacement and repair of these systems will often require specialized tooling and training.

A look behind

The NHTSA has announced that all vehicles less than 10,000lbs will require a rear view backup camera as of May 1st, 2018. Since many vehicles have had rear cameras for several models years, this may be one of the more common repairs a body shop will see today, especially after a rear end collision repair. Keep in mind that rear view cameras may not display or have a distorted display due to:

- Outdoor elements such as rain, ice, snow or mud
- Night time conditions or poorly lighted areas
- Glare from bright sunlight or high beam head lights
- Very high temperatures
- Objects mounted to the rear of the vehicle such as bicycle racks

As collision avoidance technology advances, body shops should start to consider how they will keep up with



Ford Edge with defective rearview camera. This is what the customer will usually see on the display screen when the vehicle is put into reverse and there is a fault in the rearview camera system.

repairing these systems post collision. Some shops will buy the tooling, training and information systems their techs need. Other body shops will hire a mobile tech that has already invested in these things and will pay the mobile tech to handle the repairs. Of course, this approach has a shop sharing what could otherwise be a fantastic profit center. Other shops will simply not do this type of work at all. I don't believe this is a viable long-term business model due to vehicles becoming more and more advanced every year. Shops not growing their capability with vehicle technology are not only leaving money on the table, but they are setting themselves up for a business collapse.

As vehicle technology advances, take the time to send your team to training and invest in the technology needed to stay at the forefront. Our trade has been built on our ability to find ways to service what the manufacturers build and these new systems are no different. The bold shop's that lead the way on this front will be the same ones to enjoy the financial benefits of being "first." **M**



Michael Miller lives and works in Las Vegas, NV. He is an ASE certified World Class Technician. He holds degrees in both Mechanical Engineering and Automotive Technology.

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nother aspect of what I believe your company needs to do to thrive and not just survive in the future is focus on what I call the Three Cs: CSI, closing ratio and cycle time. Let's start with CSI.

I really believe that whether or not your shop participates in direct repair programs, CSI is an

important measure for monitoring and improving your business. Here are ways you can improve your customer service (and thus, your CSI) to outperform your competition.

Start with greeting the customer. Think about the last time you went to a nice steakhouse. I bet someone there opened the door for you upon your arrival and again when you were leaving. You were only going there for a \$50 or \$100 meal. A customer walking into your shop is likely to spend \$2,500 on average. So get out of your chair, walk around the counter, shake their hand and thank them for coming.

Keep them informed. How well a customer was updated about the progress on their vehicle is a key component of CSI. If a customer says, "Oh, just call me when it's done," don't believe them. You still need to keep them informed.

I recommend updating cus-

tomers every day. If you're producing a lot of cars with a lean office staff, then update those customers with an even-numbered repair order on Monday and Wednesday, and those with an odd-numbered repair order on Tuesday and Thursday.

Ask them how they want to be informed. Studies have shown that 63 percent of customers

prefer to receive updates via text message, but that means one out of three would prefer a phone call or email. Don't presume you know what they'd like based on their age. Ask them.

Change your word track so you always deliver vehicles when promised. We need to change the word track we use with customers. If a customer drops their car off and you say it will be ready in three or four days, all that customer heard is three days. If you tell a customer, "Wednesday or Thursday," all they heard is "Wednesday."

And the reality is unless you've done a complete teardown of the vehicle to map out a repair plan and check on parts and OEM repair procedures, you don't know when that car is going to be done. So stop telling them that.

One of the great suggestions Cheryl Hart from 3M has shared in some of her seminars is to tell customers dropping off their vehicle this: "Mrs. Jones, once we get your vehicle disassembled

PUTTING CUSTOMER SERVICE QUALITY FIRST

Improve your CSI to help your company thrive, not just survive

and we check on parts availability and with your insurance company, we'll call you to let you know when your vehicle will be done." You absolutely have to do those things before you give a customer a projected delivery date.

By the way, if you tell a customer you will call them tomorrow, they are thinking you will be calling them by 10 or 11 a.m. Even if you didn't say that. So either make sure you call them by then, or else specify when in the afternoon you will be calling them.

Make delivery of the vehicle a process. I don't think most shops spend enough time with customers at the time of delivery. Go through the paperwork, and as you do, use the keywords they will hear during the CSI survey. "Mrs. Jones, it shows here we called you on Monday, Wednesday and Friday: did you feel like we kept you informed?" "Mrs. Jones, it shows here that on Tuesday we told you your car would be done Friday, and that's today, so I think you'll agree we are delivering it to you on time." That helps reinforce those things in their mind.

And once again, get up and walk them out to their car, pointing out anything you did for them for free, such as paint touch-up, bulb replacement, de-hazing of headlights, etc. Give them some Ritz-Carlton or Nordstrom service.

Follow up before they are surveyed. Lastly, I suggest calling every customer who picks up their car the next day to again thank them and ask if they have any questions or concerns. That gives you a chance to address any issues before they get the CSI survey a day or two later.

Next time I'll explain how your cycle time and closing ratio are two additional keys to thriving, not just surviving.



Mike Anderson, a former shop owner, currently operates CollisionAdvice.com, a training and consulting firm.

If you have a business issue or question you'd like Mike to address, email him. mike@CollisionAdvice.com

they will hear during the CSI survey. 7 7 message, but that means one o or email. Don't presume you kn . Ask them.

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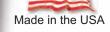
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