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MAY 2014

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# A moment **OF CLARITY**

Every so often I get one of those “Aah Haa!” moments when something I didn’t grasp or understand suddenly becomes crystal clear. I consider those to be my “How can I be so stupid?” moments. Last fall, I actually slapped my forehead after realizing that it was time for Advanstar Automotive Group to recognize the men and women who serve in the U.S. military, and all those veterans who came before them. It was startlingly obvious. The automotive industry has long been filled with vets and active duty personnel who have made sacrifices to give all of us a better life.

As a result of this moment of clarity our entire Advanstar Automotive Group has worked diligently on our special “Salute The Troops” issues for every property we produce in May. When we began compiling ideas, stories poured in immediately from across the automotive sector. Our publications, *Motor Age*, *Automotive Body Repair Network (ABRN)* and *Aftermarket Business World*, share with you shop owners, distributors, technicians, suppli-

ers and others who in one way or another are tightly connected to the military.

But we didn’t want to stop there. We wanted to maintain our mission as the leading source of quality technical and business management information, but with a twist. You’ll find throughout our coverage entertaining features on military technology and business operations we hope you’ll enjoy.

Here in *Aftermarket Business World* our cover story from James Guyette (pg. 4) talks about the military thread that runs through our industry and shares advice on the parts procurement process for distributors. On page 12, Lockheed Martin talks about its vast global supply chain, which supports military vehicles around the world.

Our columnists this month also pay tribute to the men and women who serve, or have served, the U.S. Armed Forces. Washington D.C. Correspondent Stephen Barlas shares a personal connection with his father during a

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“ Our industry's military connection is strong, and the stories have poured in. ”

battle site reunion (pg. 14), Bob Moore gives homage to his friend, and long-time after-market executive Jerry McCabe (pg. 16) and Mark Smith evaluates the value of nicknames and the military legacy of his great Uncle Muck (pg. 15). There is much more inside.

As always, we aren't simply making this a "publication" project. We have a special webinar May 22 at 8 p.m. EST on A/C Servicing Best Practices conducted by Motor Age Technical Editor Pete Meier in cooperation with MacDill Air Force Base in Tampa, Fla. We journeyed to the home of Central Command at MacDill and hung out with the airmen (and women) charged with keeping the base mobile. Due to base security, we had to record this webinar but we will be "live" and standing by to answer your questions.

We also have produced numerous video interviews with active and former military now working in the automotive sector. If you sell to any Sterling Auto Body shops you might enjoy our conversation with Sterling's

Bob Benjamin, an Army Ranger who recently returned from his second deployment to Afghanistan. ABRN Managing Editor Krista McNamara talked to Bob soon after his tour ended, and his daughter's tour as an Apache attack helicopter pilot was just beginning. See the video at [abrn.com/benjamin](http://abrn.com/benjamin).

We know we've only scratched the surface this month. So I'm encouraging you to continue sharing stories and goodwill initiatives with us aimed at helping active and former military veterans. It's the least we can do to honor those who have sacrificed so much for us. □



**MIKE WILLINS**  
Content Director,  
Advanstar Automotive Group



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# AFTERMARKET SUPPORTING TROOPS

WITH MATERIALS, MECHANICAL SERVICES

BY JAMES E. GUYETTE | News Correspondent

From Jeeps to Hummers and so much more, OEMs and military procurement officers have long been allies in marshaling the very best in vehicle innovations to keep our armed forces safely on the move.

As war clouds rumbled in the 1940s automakers stopped in their tracks, putting the brakes on civilian vehicle production to rapidly retool assembly lines in support of the mechanized

armadas heading overseas. When hostilities ceased these technological advancements were brought home to an eager motoring public.

All of us at *Aftermarket Business World* welcome this opportunity to proudly salute the troops for all they have given to this great

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## Analysis by market

### REPLACEMENT

**Vendors:** Aftermarket performance parts racing to the front line of military service.

### EMERGING

**Technology:** Military parts replenishment.

### INTERNATIONAL

**Vendors:** International firms recruit U.S. know-how to supply allied forces.

### CUSTOMERS

**Dealerships:** Audi program recruits, welcomes vets to the service department.

## Research

**Consumer Attitude Study:** This study takes a look at the opinions and buying experiences of military veterans and active duty personnel.

## Online Special Reports

**Prolonged ownership:** Lengthy vehicle ownership is normal, says AutoMD.com's 2014 Vehicle Mileage Survey.

**Acquisition:** Investment fund Blackstone to purchase Gates Corp. for \$5.4 billion.

AFTERMARKET BUSINESS WORLD (Digital ISSN 1938-0593) is published 12 times yearly by Advanstar Communications Inc., 131 W First St., Duluth MN 55802-2065. Subscription rates: digital only \$65 for 1 year.

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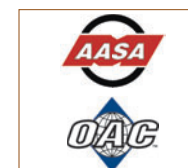
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## Opinion



**Donny Seyfer**  
The Flying Fortress is still providing thrills

Veterans' Attitude Study



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**Bob Moore**  
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**Stephen Barlas**  
Father, son bond at WWII reunion site

# Supporting troops

“The trick is to find someone who knows the ins and outs of bidding and who is willing to do the paperwork.”

nation – and all they continue to give.

Men and woman with military experience bring special skill sets and a profound sense of personal responsibility when hired to work within the aftermarket, according to industry educator Mike Huff, a senior admissions advisor at Ohio Technical College, which offers 72-week programs targeting a host of aftermarket-related fields, including overall automotive, manufacturing processes, tooling/welding/fabrication, diesel cars and trucks, collision repair and refinishing, classic car restoration, high performance, racing and powersports.

“Vets are some of our best students; they know how to get up early and come to class – they’re disciplined,” says Huff, a veteran who describes himself as “a proud father of two captains in the Army, and they both have been awarded Bronze Stars in Afghanistan.”

Army veteran Denny Welvaert, chairman of the May 20-21 Global Automotive Aftermarket Symposium (GAAS) being held in Rosemont, Ill., sees value in transferring military skills to the civilian business world.

“The military is a big believer in organization and organizational structure. Every unit has a role in the overall scheme and every MOS (Military Occupational Specialty) has a role in the unit. We were taught our jobs well and taught in a way that no matter what unit you were assigned to, that MOS functioned the same way. The chain of command is a big deal, and following the chain of command is the way the needed information gets down to the operational level,” he says.

“I also learned that the people that implemented the ‘mission’ were the sergeants and not the generals. That’s an important lesson that I learned in the Army that I took with me to the private sector in that the company’s top management (generals) can develop strategies all day long, but if the mission is not implemented by the line supervisors or first line management (sergeants) nothing will ever get done,” says Welvaert.

“The military was a great experience for me also

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## Supporting troops

in that it gave me the confidence to do things that I never thought I could do on my own. The drill sergeants didn't listen to any bellyaching, so 'let's just get in shape and get it done.'"

He further observes that "nothing is more important than being connected in the military. The ability to see through the "fog of war" and understand what is really going on and act on that intelligence separates a fast-moving unit from a unit under attack.

It's no different in business. There is a "fog of business" also. It manifests itself more into things like: What do my customers really want? How are we doing in meeting the needs of our customers? Is our competition doing a better job in meeting customer needs than we are? Are we really implementing the actions we need to improve our company, or are our sergeants not implementing the mission?

### Conquering the process

Obtaining the correct access and approvals to directly supply vehicles, components or replacement parts to the military can be a complex process depending on which product lines you wish to market and whether the goods or services are viewed as tactical or standardized. Providing a radiator for a fighting vehicle in the desert differs from switching out

the leaky radiator on a general's staff car.

The General Services Administration (GSA) provides much of the supplies for agencies throughout the U.S. government, including non-tactical military material relating to standardized vehicles.

SOCOM is the unified command for the worldwide use of Special Operations elements of the Army, Navy, Air Forces and Marines.

"It's kind of complicated," says Don Jarosz, deputy public affairs officer at the Tank-Automotive and Armaments Command (TACOM) Life Cycle Management Command (LCMC) in Warren, Mich., which is responsible for procuring parts for Army tactical vehicles. "There are three different sections," he explains, covering logistics, contracting and small-business liaisons.

"For an automotive aftermarket provider who wants to do business with TACOM, they should visit our Contracting Office Procurement Network website, PROCNET," Jarosz advises. The pages at <https://contracting.tacom.army.mil/> have links to five key supply depots. Another good site is FebBizOpps.Gov at <https://www.fbo.gov/?s=main&mode=list&tab=list>.

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# VENDORS

## International firms recruit U.S. know-how to supply allied forces

BY JAMES E. GUYETTE  
News Correspondent

Applying technologies frequently developed in cooperation with American engineers, military commanders and officials from other friendly nations, OEMs with a worldwide presence are supporting allies across the globe by supplying them with military vehicles containing components manufactured in the U.S.

### TRENDS & MARKET Analysis

Oshkosh Defense, a division of Oshkosh Corp., in September displayed its M-ATV Special Forces Vehicle (SFV) at the 21st International Defense Industry Exhibition held in Poland.

M-ATV refers to a Mine-Resistant Ambush Protected (MRAP) All-Terrain Vehicle (ATV) designation.

“As Poland prepares to lead NATO’s special operations in Europe, Oshkosh Defense has the right mix of Special Forces expertise and

### Vendor Newsmaker

## Q&A

**DENNY WELVAERT**

Chairman of the  
Global Automotive  
Aftermarket Symposium



**Q** How have you applied your military experience in the business world?

**A** What did Welvaert say? Continue reading online.

[Read full interview](#)

advanced vehicles to meet the most demanding mission requirements,” says Serge Buchakjian, Oshkosh’s senior vice president and general manager for international programs.

“Our M-ATV SFV offers Polish Armed Forces a modern, protected and highly mobile vehicle

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“The ability to operate on a battlefield with a wide range of threats and terrain is critical.”

that is already supporting special operations. Additionally, as a global manufacturer, we retain partnerships with local industries in select markets and can ensure value is delivered to local economies,” Buchakjian says, adding that the vehicle was engineered “in close cooperation” with SOCOM, the U.S. unified command for the worldwide use of Special Operations elements for the Army, Navy, Air Force and Marine Corps.

“Such collaboration is intrinsic to the approach Oshkosh takes to meeting each customer’s specific mission profile,” he says. “Among the many changes made to the base M-ATV to meet Special Forces needs in the SFV variant are a modified cargo deck, intended to accept specialized equipment based on each mission’s requirements, and larger front wind-screens for increased visibility.”

Coalition forces have utilized the company’s M-ATV platform in Afghanistan “for protection against threats such as impro-

vised explosive devices (IEDs) and to overcome the country’s rugged off-road terrain,” Buchakjian notes.

Last fall Oshkosh’s Light Combat Tactical All-Terrain Vehicle (L-ATV) made its European debut at a defense industry convention in London.

“Many historical light vehicle fleets, such as the High-Mobility Multipurpose Wheeled Vehicle (HMMWV), Eagles and Land Rovers, are nearing the end of their useful life cycle and were never designed to accommodate the armor and equipment that is needed for modern conflicts,” says John Urias, executive vice president of Oshkosh Corp. and president of Oshkosh Defense.

“The ability to operate on a battlefield with a wide range of threats and terrain is increasingly critical for forces around the globe,” he adds. “The L-ATV was specifically designed to fulfill that mission.

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# VENDORS

## Aftermarket performance parts racing to front line military service

BY JAMES E. GUYETTE  
News Correspondent

Headquartered just outside of Detroit in Warren, Mich., is TARDEC, the U.S. Army's Tank Automotive Research, Development and Engineering Center. The unit serves all of the nation's military branches along with other federal government agencies – such as the Department of Homeland Security, the National Weather Service, the Environmental Protection Agency and the Department of Energy – while also hosting the National Automotive Center (NAC).

### TRENDS & MARKET Analysis

“In an effort to provide our soldiers with the best available equipment and resources, TARDEC is partnered with many of industry's top automotive and research/development corporations and institutions,” says Bruce Huffman, TARDEC's public affairs officer.

More articles by **JAMES E. GUYETTE**

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## Q&A

**BRYAN BAKER**  
Marketing Director at A.R.E.



What are the details of your award-winning Wounded Warriors Project customized truck?



What did Baker say? Continue reading online.

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“Through this technology transfer, interests of all parties are met and the best equipment is provided to our nation's war fighters at the least possible cost,” he reports.

“The NAC's collaborative approach makes it



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“Some of our suppliers are disappointed that we can't advertise that we use their parts.”

possible to improve vehicle performance, safety, energy use and endurance, while also reducing the military's design, manufacturing, operations and maintenance costs,” says Huffman. “The application of jointly developed, or ‘dual-use,’ technology has similar impacts – safer cars and trucks, more advanced consumer technology and lower cost due to the broader commercial market base.”

He goes on to point out that “TARDEC is eager to partner with industry and academia to harness new technologies for emerging systems, integrate new energy and propulsion initiatives, reduce operating and maintenance costs of fielded systems and ensure that soldiers have the best performing, most reliable and easiest to maintain ground vehicles in the world.”

In the spirit of an organizational motto aiming to “challenge the existing paradigm,” a TARDEC Ground Vehicle Power and Mobility (GVPM) team of engineers, known as the Mobility Demonstrator Innovation Project, has been tasked to

“look beyond their current technologies and think about what is around the corner,” says Mike Blain, GVPM's deputy associate director.

“This is about thinking more forwardly into the future about combat vehicle design. It was hard to get our engineers to visualize that at first,” he recounts. “Our engineers can get very focused on a particular vehicle component and they don't prognosticate far enough into the future, so for some of the team it was a struggle to think outside the box.”

Blain says that TARDEC Director Dr. Paul Rogers challenged the team to change direction and, at first, “Just ‘go wild.’ That broke the ice.”

### Enter the GAARV

There was no ice in sight, but rather it was the rugged rocks of Utah and his speed shop's specialization in creating competitive off-road and circle-track racers that ...CONTINUE READING □

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# DEALERSHIPS

## Audi program recruits, welcomes vets to the service department

BY BRIAN ALBRIGHT  
Correspondent

While there are plenty of ways to honor returning military veterans, one of their most important needs when returning from a long tour of duty overseas is fairly straightforward: many of them need a civilian job.

### TRENDS & MARKET Analysis

Audi of America has launched a new program to hire skilled former military mechanics and technicians as certified service technicians at its dealerships.

The “Veterans to Technicians” program doesn’t just benefit veterans; Audi dealers, like other dealers, have struggled to find and retain good technicians as demand for their skills has increased. Based on sales forecasts that will put

200,000 new Audi vehicles on the road annually, the company expects to double its technician staffing levels by 2020. Audi hopes to build a bench of technicians who can grow into team leaders and help move the service organization forward as demand increases.

The program combines Audi’s efforts to bolster its technician staffing and efforts to help veterans establish new careers after what have often been lengthy tours of duty.

“In 2011, Audi management did a tour of the country to meet with our dealers, and we asked them what issues were most important to them,” says Reinhard Fischer, director of strategy for Audi of America. “One key topic was they needed help finding qualified technicians.”

Not long afterward, Fischer met Bernie Hyland, a program manager at CALIBRE Systems, a Virginia-based management and technology service company. Hyland was working with the Department of

Veterans Affairs to develop a new program that would help support military veterans as they transitioned back to civilian life. Fischer proposed a hiring program, and the two companies launched the initiative in July of 2013.

“We’ve had a great reception from our dealer partners, who are very excited about the quality of people we are providing through the program,” Fischer says.

Audi developed the program with CALIBRE to support Department of Defense and Department of Veterans Affairs veteran/military transition initiatives, including the Veterans Opportunity to Work (VOW) to Hire Heroes Act, which was passed in 2011.

“That act was aimed at improving the quality of life and employment of veterans,” says Hyland. “It does a good job of re-engineering the transition process, and

“For the veterans, the biggest adjustment is the service department compensation model.”

### Dealer Newsmaker

### Q&A

**MITCH KUDLER**  
Fixed Operations Manager,  
Royal Automotive Group



Has matching the skill sets these technicians developed in the military with what is required at the dealership been challenging?



What did Kudler say? Continue reading online.

[Read full interview](#)

it includes everything from helping them to prepare for applying for jobs, building interview skills, and learning how to translate military skills into a resume that makes sense in the private sector.”

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# TECHNOLOGY SOLUTIONS

## Military parts replenishment

Lockheed Martin supplies replacement parts via complex global supply chain

BY BRIAN ALBRIGHT  
Correspondent

Aftermarket parts suppliers and distributors struggle daily with forecasting and inventory management challenges. But imagine if you had to supply replacement parts for a vehicle fleet spread across the entire globe, and where vehicles weren't just subject to the wear and tear of daily

### TRENDS & MARKET Analysis

use, but also frequently damaged by gunfire, artillery and roadside bombs?

Those are the challenges the U.S. military faces in supporting its own vast fleet of vehicles. In 2009, the Department of Defense selected Lockheed Martin as the primary contractor for its Fleet Automotive Support Initiative - Global (FASI-G) program. Lockheed is responsible for ship-

ping more than 1,600 automotive part types (National Stock Numbers, or NSNs) to more than 10,000 locations.

As part of the program, Lockheed Martin opened a Global Sustainment Command Center in Columbus, Ohio, where staff provide 24/7 support and oversee inventory forecasting, order management and distribution, as well as supply chain tracking. Lockheed manages the parts of 400 different suppliers as part of the 10-year contract with the Defense Logistics Agency (DLA) Land and Maritime Inventory Control Point in Columbus.

The FASI-G program covers support for land-based vehicle sustainment of all tactical and non-tactical U.S. military land-based vehicles. Primarily, these are armored Humvees, but also include trailers, tractors, semi tractors and other vehicles.

Lockheed supports Army depots, where staff repair and maintain ground vehicles. "It's a worldwide support contract, so

any military post could be ordering these parts," says Janet Gohman, director of the global supply chain service group at Lockheed Martin.

End users place orders that go through the DLA's IT enterprise systems, and are then transferred to Lockheed's command center. The orders are processed through Lockheed's supply chain management system, which places an order to a manufacturer or distributor in the network to provide the part.

"The parts are stored in our warehouse, and our supply chain management system does a demand forecast for us, so we know how much we need to keep in the warehouse to meet the expected demand," Gohman says. "We ship out the parts to either a depot or a military installation. In the latter case, it would first go to one of the military's distribution centers on the East or West Coast.

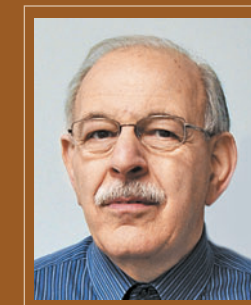
The military won't provide specific information about vehicles deployed and their location.

### Technology Newsmaker

#### Q&A

#### ART ICKES

President, Specialty Vehicles Business Unit, Spartan Motors



What are the biggest challenges of supplying the military? Is it hard to do any inventory management or forecasting?



What did Ickes say? Continue reading online.

[Read full interview](#)

Forecasting is one of the primary challenges for Lockheed. "We have to be attuned to the operations (op) tempo, and adjust according to that," Gohman says. "If we know we're pulling out of ...CONTINUE READING ▢"

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# The Flying Fortress IS STILL PROVIDING THRILLS

“It was famous for its legendary ability to survive a number of hits that would cripple most planes.”

It was a warm October day in 1935, only a few hundreds yards from where Wilbur and Orville successfully harnessed the wind in 1904 for the first time near Riverside, Ohio. Thirty-one years later, the brothers would not recognize the fearsome monster loping along the runway at the airport named in their honor.

Wright Field was the designated place for a competition between three masterpieces of aerial destruction.

The Army Air Corps wanted a long-range bomber with the necessary firepower to protect itself. It had to be fast, durable and fly high, while carrying an enormous load of bombs. Boeing, Douglas and Martin had each built a prototype and the competition looked a lot like a modern-day Road and Track shootout.

The Boeing entry came with a pre-established reputation following its maiden flight in July 1935 where a reporter, upon viewing the plane from the front, called it a “Flying Fortress.” On Oct. 30, 1935, one of the most famous planes in history had a flight that was the antithesis of everything it became known for in the future. The Boeing model 299 took to the air and began to climb steeply; it then stalled and nosed dived back to earth. The two casualties were Army Test Pilot Major Ployer Peter Hill and Boeing Chief Test Pilot Leslie Tower.



The cause of the devastating crash turned out to be a failure to remove the gust locks on the plane’s movable control surfaces. This painful lesson was the impetus for “pre-flight checks” that are still observed today.

The Boeing 299 was severely damaged and unable to complete the competition, resulting in its disqualification for consideration by the United States Army Air Corps (USAAC). The plane was down, but not out.

Exercising a loophole in military contracts, the USAAC was able to buy 13 of the next-generation planes, now known as the YB-17. There were ...CONTINUE READING □



**DONNY SEYFER**  
Operations Manager  
Seyfer Automotive, Inc.

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Father, son bond during reunion at WWII battle site

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PHOTO COURTESY: LIBERTY FOUNDATION

# Father, son bond during reunion AT WWII BATTLE SITE

The photo on this page is of my dad, Ben Barlas, on the right, with Richard Baron, his lieutenant during World War II. It was taken in 1989 upon their return to Reipertswiller, France, where they and their comrades from the 3rd Battalion of the 157th

Regiment received a rousing welcome. I was fortunate to witness that warm greeting and learn more about my dad's military experience when I accompanied him on that trip.

The battle in the forested hills above Reipertswiller was legendary because of the lives lost, the units involved and the terrain.

It was still being taught 44 years later at the U.S. Army War College. The Americans met the Germans on the ridges above town in mid-January 1945 as SS troops with superior firepower stormed through the Vosges Mountains moving west in an effort to keep the Seventh



Army from advancing into Germany.

My 21-year-old father had just been drafted and quickly inserted into the 157th Regiment that January, as soon as he arrived on a ship from England. He was an ammunition carrier. He must have been scared as

heck as he scurried into one of the foxholes in the ridge about town. Colonel Felix Sparks commanded the 157th, which was part of the Seventh Army's 45th Division, known as the Thunderbirds. Author Alex Kershaw immortalized Sparks in the 2013 book *The Liberator*, which has an extensive section

on the Reipertswiller battle.

As a young boy, I used to love to climb up into the attic of our house and look at the green, woolen army uniform my father had packed away there. The shiny medals on the jacket captured my eye and my imagi-

“The full story of dad's military career spilled out when he took me back to Reipertswiller.”

nation. The uniform said “adventure” to me. I was too young to understand its broader context and meaning. My father occasionally dished out more substantial tidbits as I got older. But the full story of dad's military career spilled out when he took me back to Reipertswiller on that reunion tour.

I'll never forget the tour bus entering the small, one-street town. U.S. flags were flying from the balustrades of apartment buildings and shops. People were hanging out of windows waving. The welcome sent shivers up my spine. I can only guess how it affected members of the 157th as they gingerly unloaded themselves from the bus in the town's small main  
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**STEPHEN BARLAS**  
Washington  
Correspondent

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# Nicknames, taglines **AND WAR**

“When we boil this down to the human level, we love nicknames for whatever reason.”

In our industry we see corporations trying to capture a little more spotlight by developing a nickname, byline or tagline associated with their respective business, as if some sort of instant character or trait of the business is invoked by merely saying that magic word or phrase while mentioning the business name.

Boxing and mixed martial arts fighters are known for promoting fear-inducing nicknames like Dan “The Devastator” Jones, or Andy “The Annihilator” Brown. Let’s face it, Dan Jones or Andy Brown mentioned in a ready-to-rumble ring announcement does little to promote the battle that ensues. Ergo, the nicknames.

Within our own industry, “Get in the Zone,” “Get the Good Stuff,” “The Best Part is our People” and “Let me guess, you’ve been everywhere else” (that one is mine) do provide an imminent sense of character about the business, but it’s all just window dressing and hype designed to heighten emotion and comfort our customers.

Wars are no different, especially when it comes to selling the purpose of conflict and comforting the people involved. World War I was known as the Great War.



World War II was often called the War to End all Wars, as if to provide justification. Wishful thinking, because so many more conflicts have occurred since then. It’s staggering to think that a catchy nickname alone will justify all the hardships endured in war.

When we boil all of this down to the human level, we love nicknames for whatever reason. They comfort us and even compel us.

This article is about a relative of mine, my great uncle Roy Marshall Smith. His nickname was Muck. No one really knows how he was pinned with such an illustrious handle, but alas, with a nickname like Muck, how could it really be anything else?

Roy Marshall Smith was born in the small town of Ranger, W. Va., during the Great Depression, which itself was a nickname eluding to the fact that you should feel privileged to suffer that much.

Once an adult, he was drafted into the U.S. Army and inducted at Fort Campbell, Ky., where he became part of the 320th Glider Field Artillery, Battery A, attached to the 82nd Army Airborne Division. After training, the 320th was shipped to England where it waited for

deployment to the European theatre.

I’ve always wondered if Uncle Muck told his fellow soldiers of his nickname. I bet he did, because whatever connotations such a nickname may conjure, it was pale in comparison to what they were all about to embark upon. When facing the Axis of Evil (now there’s a good tagline), I think you might just want a fellow soldier to be able to muck things up for the other side, or be capable in the muck of battle. As a commanding officer I might be worried that he might muck things up, but everything was mucked up already, or a descriptive spelling awfully close to that.

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**MARK SMITH**  
President,  
Wholesale Auto Parts

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# A child of **THE 1960s**

I am a child of the 1960s. As a teenager during those volatile years, my thinking was shaped by the culture (or perhaps more correctly, the counterculture) of the day.

As the popular lyrics from the 1967 song “For What It’s Worth” described it, “a thousand people in the street, singing songs and carrying signs.”

“Socially conscious” folk – singers and pop pundits of the time – persuaded me that the “military industrial complex,” which President Eisenhower warned the country about in his 1961 farewell address, was at the core of our problems.

It was an attitude that was reinforced by my college professors and remained with me much of my young adulthood. It would have been safe to say that I had a bad attitude about the military. While this might seem an inappropriate way to start a column that aims to be a tribute to veterans, I beg your indulgence.

Thankfully, my attitude changed. As I matured (grew up may be a more apt way of describing it) I saw things differently. Things that seemed so obvious before looked different through the eyes of age, experience and the wisdom of others.

The words of Winston Churchill seem to sum up my

perspective, “Show me a young conservative and I’ll show you someone with no heart. Show me an old liberal and I’ll show you someone with no brains.”

However, one man more than anyone else brought perspective and what I now see as wisdom to my thinking, my friend and business partner, Jerry McCabe.

In addition to being one of the boldest and brightest thinkers in the aftermarket, Jerry is an upstanding man of conscience, spirituality and duty. He is the son of a preacher and a veteran of two tours of duty in Vietnam. I met Jerry in the late 1970s, less than a decade after he finished his second tour. I remember thinking two things at the time. First, it was obvious to even me, the self-centered, anti-war hippie, that he had left a part of himself back there in the jungle. It was clear that he was distracted, if not haunted by what he had seen and maybe even done. Others talked about “his service” but he did not.

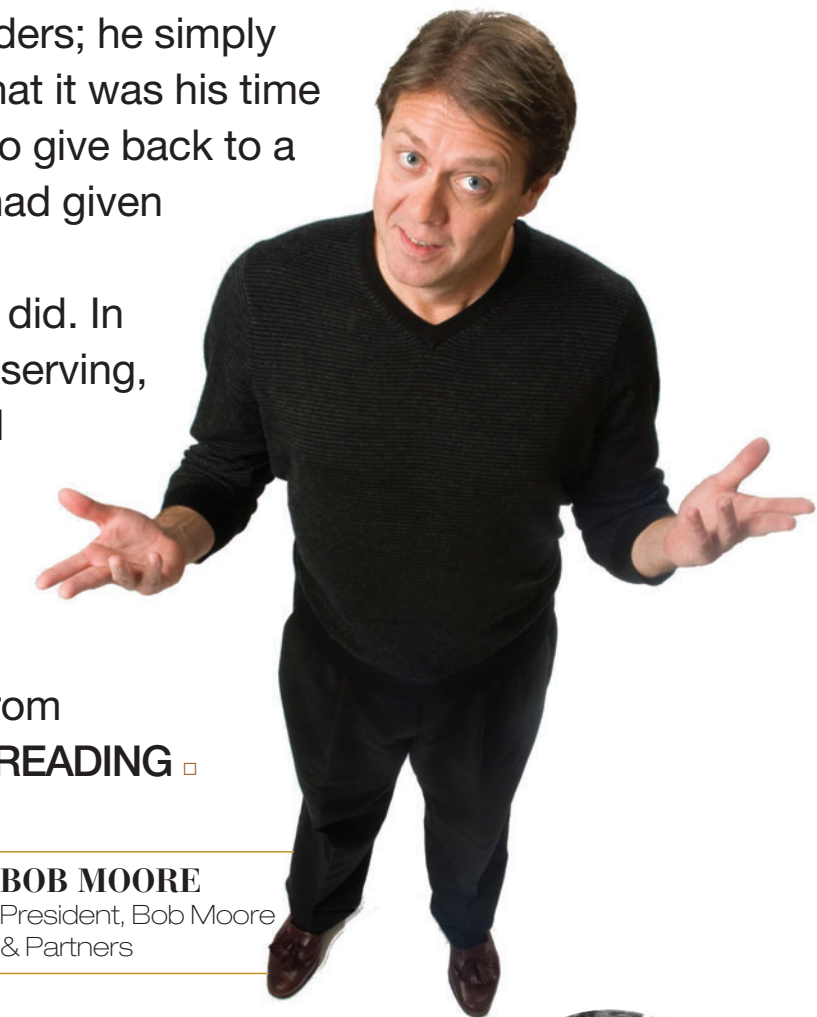
The other thought that dogged me at the time was “why?” Why had a person of conscience, intelligence and spirituality volunteered to go to war, especially one that I viewed as being so wrong?

Over the years as our unlikely business association grew into a strong friendship, and ultimately a busi-

ness partnership, I began to understand. At different times, he talked about his experience. I learned that his motivation was the truest of all – a sense of responsibility and duty. He didn’t analyze the morality of the action or second-guess the leaders; he simply understood that it was his time and his duty to give back to a country that had given him so much.

And give he did. In the course of serving, he contracted Hepatitis C from a blood transfusion and Parkinson’s from ...**CONTINUE READING** □

“It was clear that he was distracted, if not haunted, by what he had seen.”



**BOB MOORE**  
President, Bob Moore & Partners

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# Keeping the home fires **BURNING**

“ We support all those who have family members serving our country. ”

How do you say good-bye to someone who is leaving for military deployment, especially those headed into harm's way? How do you stay positive on the outside to keep your loved one's spirits up when you're worried beyond all comprehension on the inside?

We have a plethora of examples of joyful reunions when our troops return. From the ticker tape parades of World War I to the famous Times Square World War II Victory Day Kiss photo to innumerable YouTube videos of returning vets today, we know how to celebrate the safe return of our veterans.

The best advice for military families saying goodbye to those being deployed or joining the service may be best captured by the World War I-era song, "Keep the Home Fires Burning." The song was revived in the television series "M\*A\*S\*H," one of the highest rated shows in U.S. television history and the longest military-themed series (1972 – 1983).

In its memorable episode "War of Nerves," (Oct. 11, 1977), the staff of the Mobile Army Surgical Hospital (MASH) 4077, stationed "somewhere in Korea," lights a

cathartic bonfire of all their troubles. The camp's commanding officer, Col. Sherman Potter (Harry Morgan, 1911-2011), begins to sing the song and his staff joins in: "Keep the home fires burning, While your hearts are yearning.



Though the Boys are far away  
They dream of home.  
There's a silver lining  
Through the dark clouds shining,  
Turn the dark cloud inside out  
Till the Boys come home."

AASA staff includes family of current military service personnel. Accompanying this article is a photo of U.S. Army Captain David Norwood and his wife, Katie. They are the son-in-law and daughter of AASA Vice President Chris Gardner and his wife Miriam. Capt. Norwood is a West Point graduate who has served terms in Iraq and Afghanistan. This summer, the Norwood family will depart for a three-year overseas deployment.

The history of the North American motor vehicle parts industry is indelibly entwined with that of the

military – and for 110 years, the Motor & Equipment Manufacturers Association has served those suppliers. Whether light vehicle or heavy duty, on- and off-highway commercial vehicle markets for the original equipment or aftermarket industries, motor vehicle parts manufacturers have been and continue to serve as suppliers to the U.S. military. The parts suppliers represented by the Automotive Aftermarket Suppliers Association (AASA) and MEMA also have "kept the home fires burning" in the past through today by providing jobs to innumerable veterans and military families.

AASA and MEMA are proud to count among its past and present staff those who have served our country, and we salute you for your service:

- Bob McKenna, retired MEMA president and CEO: U.S. Army. ...CONTINUE READING ▢

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# AUTO PARTS BUYING HABITS, EXPERIENCES OF VETS SURVEYED

BY BRUCE ADAMS  
Managing Editor

In honor of the inaugural "Salute The Troops" issue, *Aftermarket Business World* conducted a Veterans' Attitude Study to explore the purchasing habits and experiences of veterans and active duty military personnel.

Strong brands matter to this group as that was the No. 1 reason they listed for purchasing a particular type of product in all five product categories surveyed. They also are influenced by recommendations, which ranked second as the reason to purchase most of the products surveyed. Lowest price was the third most common answer, and the majority of survey respondents in all four of the five categories said they compare prices when shopping for auto products.

The majority of respondents say they are "highly likely" or "likely" to repurchase a product based on its performance, so manufacturers can continue to earn veterans' business by providing quality products.

Approximately 90 percent of respondents said they received either outstanding, great or good service when purchasing auto parts at an auto chain store.

**METHODOLOGY:** The Veterans' Attitude Study was fielded to veterans and active duty military personnel via email. Survey results are intended to show general market trends. The survey has a +/- 2.5 percent margin of error at the 95 percent confidence level.

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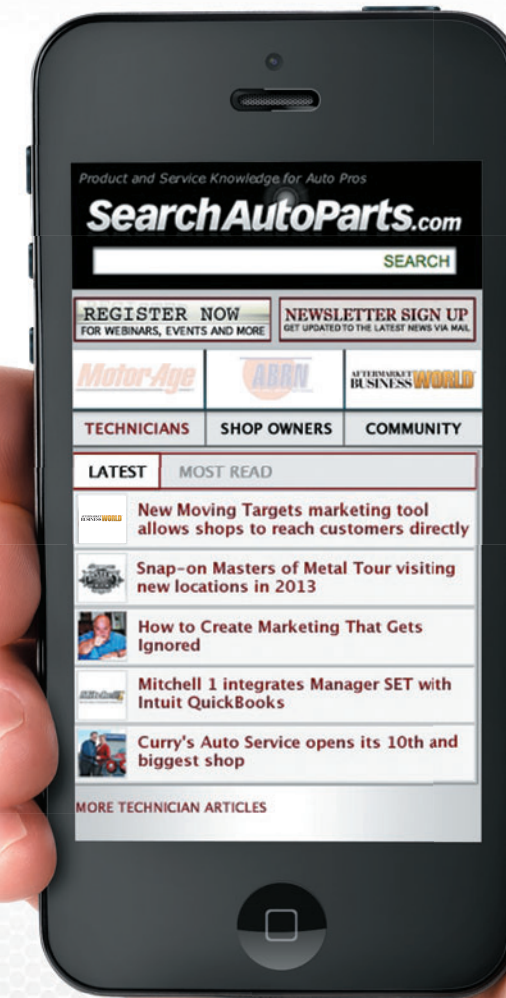
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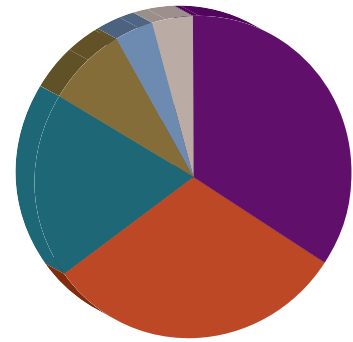
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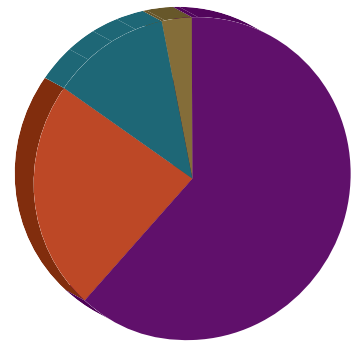
**Auxiliary Lighting**

**Customer service at purchase location:**



■ Outstanding 35% ■ Poor 8%  
 ■ Great 31% ■ Terrible 4%  
 ■ Good 18% ■ Didn't receive 4%

**Likelihood of returning to purchase location:**



■ Highly likely 62% ■ Somewhat unlikely 3%  
 ■ Likely 23% ■ Not at all likely 0%  
 ■ Somewhat likely 12%

**53%** of veterans compared prices when shopping for this product.

**49%** of veterans personally installed the product they purchased.

**Primary purchase intent:**

Replace damaged lighting	57%
Upgrade lighting	32%
For a custom application	4%
Other	7%

**The top five advertising channels:**

Saw/heard no ads	15%
Television	9%
Newspaper	29%
Direct mail	26%
Internet/email	40%

**Primary purchase location:**

Auto chain	62%
Discount store	9%
Independent auto store	12%
Online/Internet	6%
Dealership	4%
*Includes DIY and DIFM purchases	

**BUYING HABITS**

**The top five reasons for purchasing a particular type of auxiliary lighting:**

Brand name	27%
Lowest price	24%
Performance claim/warranty	24%
Recommendation	22%
In-store display/packaging	15%

**Likelihood to repurchase product based on performance:**

Highly likely	41%
Likely	22%
Somewhat likely	29%
Somewhat unlikely/not at all likely	8%

**Vehicle age:**

< 1 year	8%
2-5 years	32%
6-9 years	31%
10+ years	29%

**Other work done:**

None	33%
Oil change	60%
Tune up	25%
Collision/body repair	10%
Tire rotation/replacement	20%
Other	3%

*Some chart totals exceed 100 percent as a result of respondents providing multiple answers. Others do not reach 100 percent as all answer options are not represented.*

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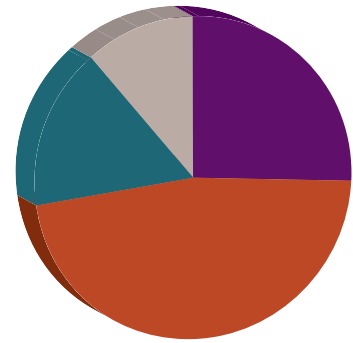
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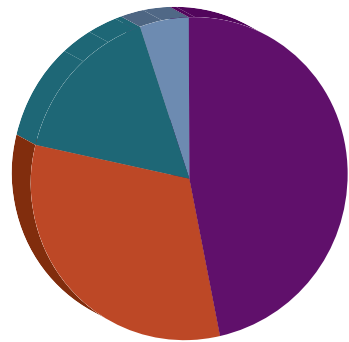
# Battery Chargers

Customer service at purchase location:



■ Outstanding 26% ■ Poor 0%  
■ Great 47% ■ Terrible 0%  
■ Good 16% ■ Didn't receive 11%

Likelihood of returning to purchase location:



■ Highly likely 47% ■ Somewhat unlikely 0%  
■ Likely 32% ■ Not at all likely 5%  
■ Somewhat likely 16%

**84%** of veterans compared prices when shopping for this product.

## AUTO PARTS BUYING HABITS, EXPERIENCES OF VETS SURVEYED



### BUYING HABITS

The top five reasons for purchasing a particular type of battery charger:

Brand name	26%
Lowest price	21%
Performance claim/warranty	21%
Recommendation	16%
In-store display/packaging	16%

Likelihood to repurchase product based on performance:

Highly likely	38%
Likely	30%
Somewhat likely	19%
Somewhat unlikely/not at all likely	13%

**36%** of veterans personally used the product they purchased.

#### Primary purchase intent:

Battery was dead	42%
In case battery gets low	26%
Battery charge seemed low	21%
Other	5%

#### The top five advertising channels:

Internet/email	26%
Television	37%
Newspaper	37%
Direct mail	26%
Radio	32%

#### Primary purchase location:

Auto chain	29%
Discount store	26%
Independent auto store	8%
Online/Internet	1%
Department store	7%
Independent repair shop	5%

#### Vehicle age:

< 1 year	21%
2-5 years	5%
6-9 years	47%
10+ years	27%

#### Other work done:

None	22%
Oil change	39%
Checked/filled washer fluid	33%
Checked filters	11%
Checked other fluids	28%
Checked belts and hoses	33%

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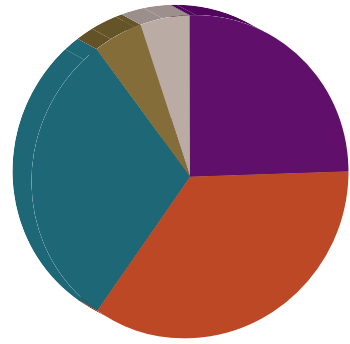
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**AUTO PARTS BUYING HABITS, EXPERIENCES OF VETS SURVEYED**



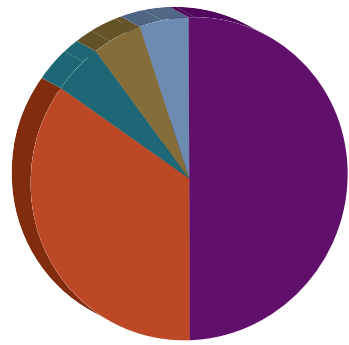
**Brakes**

**Customer service at purchase location:**



■ Outstanding 25% ■ Poor 5%  
 ■ Great 35% ■ Terrible 0%  
 ■ Good 30% ■ Didn't receive 5%

**Likelihood of returning to purchase location:**



■ Highly likely 50% ■ Somewhat unlikely 5%  
 ■ Likely 35% ■ Not at all likely 5%  
 ■ Somewhat likely 5%

**71%** of veterans compared prices when shopping for this product.

**52%** of veterans personally installed the product they purchased.

**Primary purchase intent:**

Worn out brakes	48%
Making noise	10%
Mechanic recommended	10%
Pedal pulsating/grinding	29%

**The top five advertising channels:**

Magazine	20%
Television	35%
Newspaper	45%
Direct mail	10%
Internet/email	15%

**Purchasing locations:**

Auto chain	60%
Discount store	63%
Independent auto store	41%
Online/Internet	38%
Dealership	50%
Independent repair shop	38%

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**BUYING HABITS**

**The top five reasons for purchasing a particular type of brake:**

Brand name	33%
Lowest price	19%
Performance claim/warranty	10%
Recommendation	29%
Other	5%

**Likelihood to repurchase product based on performance:**

Highly likely	61%
Likely	29%
Somewhat likely	5%
Somewhat unlikely/not at all likely	5%

**Vehicle age:**

< 1 year	10%
2-5 years	14%
6-9 years	52%
10+ years	24%

**Other work done:**

None	40%
Steering/suspension maintenance	20%
Shocks/struts	25%
Transmission service	10%
Tire rotation/replacement	40%
Other	0%



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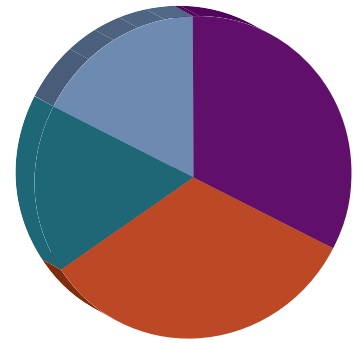
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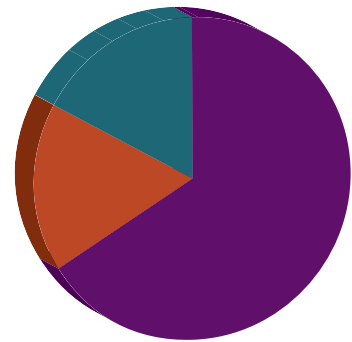
# Fuel Pumps

Customer service at purchase location:



■ Outstanding 33% ■ Poor 0%  
■ Great 33% ■ Terrible 17%  
■ Good 17% ■ Didn't receive 0%

Likelihood of returning to purchase location:



■ Highly likely 67% ■ Somewhat unlikely 0%  
■ Likely 16% ■ Not at all likely 0%  
■ Somewhat likely 17%

**43%** of veterans compared prices when shopping for this product.

**17%** of veterans personally installed the product they purchased.

Primary purchase intent:

Fuel pump leaking	0%
Preventive maintenance	43%
Fuel pump belt need replaced	14%
Other	43%

The top five advertising channels:

Saw/heard no ads	50%
Television	17%
Newspaper	50%
Direct mail	17%
Internet/email	17%

Primary purchase location:

Auto chain	50%
Discount store	0%
Independent auto store	33%
Independent repair shop	0%
Dealership	17%
*Includes DIY and DIFM purchases	

*Some chart totals exceed 100 percent as a result of respondents providing multiple answers. Others do not reach 100 percent as all answer options are not represented.*

## BUYING HABITS

The top five reasons for purchasing a particular type of fuel pump:

Brand name	29%
Performance claim/warranty	0%
Lowest price	14%
Recommendation	29%
Other	29%

Likelihood to repurchase product based on performance:

Highly likely	50%
Likely	0%
Somewhat likely	33%
Somewhat unlikely/not at all likely	17%

Vehicle age:

< 1 year	13%
2-5 years	13%
6-9 years	25%
10+ years	50%

Other work done:

None	71%
Oil change	43%
Checked/filled washer fluid	14%
Checked filters	14%
Checked/filled other fluids	14%
Other	0%

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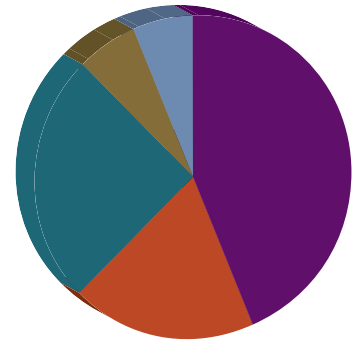
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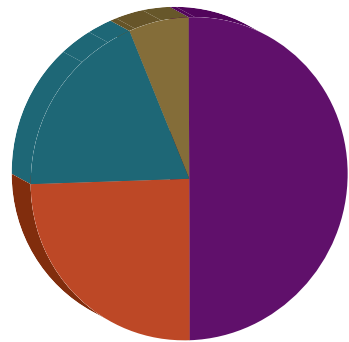
# Water Pumps

Customer service at purchase location:



■ Outstanding 44% ■ Poor 6%  
■ Great 19% ■ Terrible 6%  
■ Good 25% ■ Didn't receive 0%

Likelihood of returning to purchase location:



■ Highly likely 50% ■ Somewhat unlikely 6%  
■ Likely 25% ■ Not at all likely 0%  
■ Somewhat likely 19%

**80%** of veterans compared prices when shopping for this product.

**30%** of veterans personally installed the product they purchased.

Primary purchase intent:

Water pump leaking	39%
Preventive maintenance	38%
Water pump belt needs replaced	23%
Other	0%

The top five advertising channels:

Saw/heard no ads	13%
Television	21%
Newspaper	39%
Internet/email	41%
Direct mail	13%

Primary purchase location:

Auto chain	54%
Discount store	7%
Independent auto store	13%
Independent repair shop	7%
Dealership	12%
*Includes DIY and DIFM purchases	

## BUYING HABITS

The top five reasons for purchasing a particular type of water pump:

Brand name	31%
Lowest price	7%
Performance claim/warranty	30%
Recommendation	13%
In-store display/packaging	13%

Likelihood to repurchase product based on performance:

Highly likely	69%
Likely	19%
Somewhat likely	5%
Somewhat unlikely/not at all likely	7%

Vehicle age:

< 1 year	6%
2-5 years	31%
6-9 years	25%
10+ years	38%

Other work done:

None	63%
Cooling system flush	44%
Checked/filled other fluids	6%
Cooling system hose replaced	43%
Thermostat repair/replacement	24%
Brake system flush	25%

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