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- Click once to zoom in
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CAN AFTERMARKET E-COMMERCE EMULATE LAST-MILE DELIVERY OF AMAZON?



BY BRIAN ALBRIGHT | Correspondent

E-commerce is making rapid delivery a high priority across multiple verticals, including the aftermarket.

According to the report, “Changing Course: E-Commerce and Its Impact on the Automotive Aftermarket,” from Emerging Market Investors Association (EMIA):

“Increasing consolidation among suppliers in the aftermarket industry and the ability to sell directly to customers are intensifying competition with OEMs. Aftermarket suppliers

are progressively bypassing regional distribution centers and directly shipping to DIY and DIFM customers. However, this presents many logistical challenges given the need for a huge array of parts and rapid delivery times. Over the past decade, the number of parts per car has increased by over 50 percent to reach 10 thousand. The sheer variety of parts – and the often

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Analysis by market

INTERNATIONAL

CES Innovations: Simulators cut expenses, expedite product development.

TECHNOLOGY

Telematics: Auto industry antes up self-driving car technology.

REPLACEMENT

Vendors: Aftermarket teleforum highlights industry’s achievements, goals.

TECHNOLOGY

Logistics: Surgere, Fetch create robotic inventory, cycle counting system.

Research

Independent Repair Shop Study: Check out the annual *Aftermarket Business World* survey of buying habits and preferences of independent repair shops.

NACE Automechanika Atlanta

COMMITMENT TO TRAINING

The next generation: Streamlined apprentice regulations from Department of Labor might help fill aftermarket industry job openings.

Off road: Agricultural vehicle repair training digs into varied mechanical systems.

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Opinion



John Shoemaker
Communicating the collision repair process

Independent Repair Shop Product Study



Scott Lockett
The mass adoption of Internet Parts Ordering has begun

Auxiliary Lighting Philips

Fuel Pumps TYC Genera



Alan R. Segal
Strong leadership requires active benevolence

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Logistics and rapid delivery



Last-mile delivery can account for up to 55 percent of total shipment costs, IDTechEx said.



unpredictable nature of what will be in demand – presents considerable logistical demands for companies developing e-commerce platforms and directly servicing customers.”

E-commerce has spurred a significant growth in these types of delivery services. In North America, the express delivery market is expected to have a CAGR of 5.72 percent through 2021, according to data from HTF Market Report.

The State Post Bureau in China reports that the country’s express delivery services saw a 28 percent increase in the number of parcels delivered between 2016 and 2017, as well as a 24.7 percent increase in revenues. Employment in the sector is up 130 percent, according to the China Federation of Logistics and Purchasing.

Last-mile delivery – where rapid or express services are frequently in demand – can account for up to 55 percent of total shipment costs, according to research firm IDTechEx. Rapid delivery growth is being driven both by customer demand (having the part fast makes it more likely you can make the sale) and by the popularity of new rapid services like Amazon Prime Now.

The Amazon service relies on local fulfillment and a network of delivery drivers that operate on a model similar to Uber. More than half of U.S. households have a Prime membership through Amazon, which makes them eligible for Prime Now delivery of some goods (depending on which city they live in).

While Amazon’s two-hour delivery service is only available for a fairly limited selection of goods – everything from electronics to glue to take-out food – the retailer is establishing a large, responsive logistics network that will eventually include its own fleet of trucks and air services, as well as the local delivery services established through Prime Now.

A start-up based in the United Arab Emirates, One Click Delivery Services, follows the Amazon model, providing on-demand, last-mile delivery for businesses that deliver food, groceries, parcels and other goods. Even large retailers are getting in on the act, with Target announcing it would offer same-day delivery from half of its stores in 2018, leveraging its ...CONTINUE READING □



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MARCH 2018

Industry News

Market Trends & Analysis

Products

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4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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Streamlined apprentice regs **HELP FILL INDUSTRY OPENINGS**

By **JAMES E. GUYETTE** | News Correspondent

Obtaining a federal stamp of approval for your company's apprenticeship program is en route to becoming less of a top-down bureaucratic ordeal under an executive order issued last year by President Donald Trump.

These reforms of the Department of Labor's (DOL) apprenticeship "registration" procedures – equivalent to official "certification" and eligibility for governmental support – are placing more emphasis on industry-specific standards developed by relevant entities such as trade organizations, labor unions and individual business owners.

The Motor & Equipment Manufacturers Association (MEMA) has been active in lobbying for this shift in policy on behalf of its Automotive Aftermarket Suppliers Association (AASA), the Heavy Duty Manufacturers Association (HDMA), the Motor & Equipment Remanufacturers Association (MERA) and the Original Equipment Suppliers Association (OESA).

In a letter sent to the White House and other officials, MEMA President and CEO Steve Handschuh pointed out that "apprenticeship programs are impor-

tant to vehicle suppliers that must acquire and retain highly skilled workers. MEMA members are involved in all areas of STEM education, including robotics, mentoring, internships and apprenticeships."

Partnerships have been formed with colleges, technical schools, state educational agencies, local communities and private organizations. "Supplier companies involved in apprenticeship programs range from very large, global corporations with multiple facilities to local, small manufacturers with a limited number of facilities," according to Handschuh.

"The advent of a major technology shift in transportation has underscored the need for trained workers requiring both traditional and advanced manufacturing skills. These programs must be expanded and amplified to meet the needs of the industry for a skilled and committed workforce," he told Trump. "Your leadership will make the necessary expansion possible."

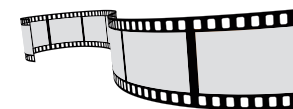
Nearly 30 percent of MEMA's overall member firms currently host a DOL-registered apprenticeship program, according to a survey conducted by the association in August. "We know this number is actually higher, as many ...**CONTINUE READING** □

ASE GUIDES | **QUESTION OF THE MONTH**

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- A. Parts Specialist A only**
- B. Parts Specialist B only**
- C. Both A and B**
- D. Neither A or B**

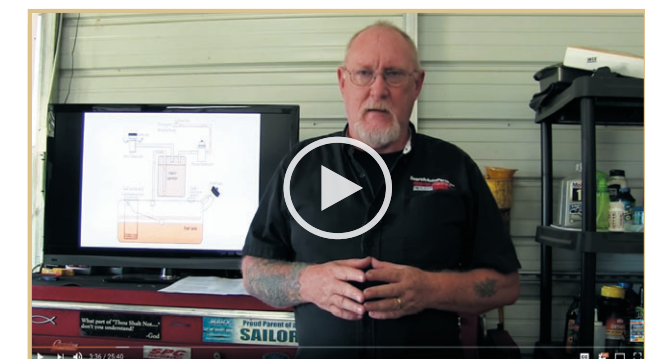
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MARCH 2018

Industry News

Products

4 Commitment to Training

7 Technology: Telematics

9 Technology: Logistics

Market Trends & Analysis

Contact Us

5 International Trends

8 Vendor Market Trends

11 Scott Lockett

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VENDORS

CES innovations: Simulators cut costs, boost product development

BY JAMES E. GUYETTE
News Correspondent

This year's edition of the Consumer Electronics Show (CES) in Las Vegas again took on the trappings of a vast global automotive exposition as nearly 300,000 square feet of the record-setting 2.75 million square-foot of overall displays featured a wide selection of vehicle-related roll-outs, updates and product demonstrations.

TRENDS & MARKET Analysis

CES exhibitors and attendees were connecting with connectivity among numerous autonomous concept vehicles along with current and future component-based breakthroughs, and it's quite likely that significant professional connections were made to cultivate new collaborative ventures.

Forming partnerships amid a highly populated, fast-moving pace of inventions and refinements remains a sound business strategy, observes Young Sohn, the president and CEO of Samsung Electronics, who also serves

Vendor Newsmaker

Q&A

ALLISON FRIED

Director of Global Event Communications, Consumer Technology Association



What were the automotive highlights at this year's Consumer Electronics Show?



What did Fried say? Continue reading online.

[Read full interview](#)

as chairman of the board at Harman, acquired by Samsung for \$8 billion in 2017. "Building an autonomous platform requires close collaboration across industry, as one company cannot deliver on this enormous opportunity alone," Sohn says. "The challenge is simply too big and too complex."



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MARCH 2018

Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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Forming partnerships amid a fast-moving pace of inventions is a sound business strategy.



Bringing autonomous-related products to market can be a costly and time-consuming proposition given that many miles of actual on-road travel may be required to assemble the necessary data and work out the bugs, and aftermarket executives have been taking notice of the sizable CES selection of applications for simulating true-to-life driving conditions to create a more cost-effective environment for engineering and testing product development projects.

A partnership formed last year between India's Tata Elxsi and Britain's Spirent Communications has been instrumental in developing a V2X (vehicle-to- infrastructure or "vehicle-to-everything") system for manufacturers of autonomous equipment that provides flexible, scalable and comprehensive testing and performance benchmarking throughout the development cycle – ranging from early research to pre-production.

Using a combination of Tata Elxsi's patent-pending V2X Emulator Software and Spirent's advanced solutions for GNSS (Global Navigation Satellite System) and radio channel simulation, "the integrated V2X test bed offers

the ability to bring real-world traffic scenarios into the lab and thereby significantly reduces cost and time associated with extensive field testing," according to the companies.

The Tata Elxsi/Spirent program has been adopted by the prestigious China Academy of Information and Communications Technology (CAICT) and approved by the OmniAir Consortium's Connected Vehicle Certification Program.

Based in Washington, D.C. with a worldwide presence, OmniAir's membership includes public agencies, private companies, research institutions and independent laboratories involved with perfecting Connected Vehicles, Intelligent Transportation Systems (ITS) and Road Tolling technology.

"Our V2X device certification program is designed to advance safer transportation systems and connected car communications by improving the mobility, efficiency and interoperability of ground transportation networks," explains OmniAir Executive Director Jason Conley. ...CONTINUE READING

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MARCH 2018

Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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TELEMATICS/CONNECTIVITY

Auto industry antes up self-driving car technology

BY BRIAN ALBRIGHT
Correspondent

Autonomous vehicles (AVs) continued to hog the spotlight at this year's Consumer Electronics Show (CES) in Las Vegas, with a number of self-driving cars cruising the Las Vegas Strip. This year, though, there were more real supporting technology systems on display that had already come to market as autonomous systems enter what could be a substantial growth period over the next few years and decades.

TRENDS & MARKET Analysis

"We've seen incremental steps to help bring these new mobility solutions closer to market," says Jeremy Carlson, principal automotive analyst at IHS Markit. "We're seeing some of these new technologies becoming productized to help automakers make that transition into actual products, rather than building AVs from the ground up."

One example: networking advanced driver assistance systems into a central "brain" for an autonomous vehicle. NVIDIA, for instance, is pushing its technology for this type of solution, and has partnered with Volkswagen on a project that will enable vehicles to recognize spe-

cific drivers. The NVIDIA platform (Xavier) will be part of collaborations with Audi, Bosch and other companies, including Uber.

Other key announcements at CES included:

- GM unveiled the fourth generation of the Chevy Bolt, an autonomous vehicle that will not include pedals or a steering wheel. Because the design is so unconventional, the company has submitted a petition to the National Highway Traffic Safety Administration (NHTSA) for per-



IHS Markit expects there to be 51,000 autonomous vehicles sold in 2021.



mission to skirt some federal safety standards.

- Toyota showed off its e-Pallette autonomous vehicle concept, which is the centerpiece of a partnership with Amazon, Uber, Pizza Hut, Chinese ride sharing company DiDi, and Mazda. The boxy vehicle is also a showcase for Toyota's Mobility Services Platform (MSPF). The vehicles would be multi-purpose, so they could be shared by different types of businesses, including delivery companies, e-commerce companies or public transit providers.
- Delphi spin-off Aptiv and Lyft demonstrated self-driving BMW vehicles, ferrying attendees around the city.
- Argo (formed by veterans from Google and Uber) was on hand as well. The company is developing a new software platform for Ford's AVs, and the automaker has already invested \$1 billion in the company.
- Volkswagen also plans to help establish mobility as a service fleets, and has partnered with Aurora Innovation to that end. Aurora also has partnered with Hyundai to bring self-driving cars to market by 2021.

AV growth driven by mobility services

According to the most recent IHS Markit data, there will be more than 33 million ...CONTINUE READING ▢

Technology Newsmaker

Q&A

DANIEL ZENKO

Director of Data Innovation
Auto Care Association



Does the aftermarket face unique data management and analytics challenges, compared to other markets you've worked in?



What did Zenko say?
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MARCH 2018

Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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VENDORS

Aftermarket teleforum highlights industry's achievements, goals

BY JAMES E. GUYETTE
News Correspondent

Although dealing with challenges is always going to be a component of doing business, a bright-as-chrome outlook for the aftermarket's ongoing economic prospects was expressed among a trio of panelists participating in a Jan. 26 teleforum presented by the Auto Care Association's Manufacturers' Rep Council.

TRENDS & MARKET Analysis

"There's a lot to be very positive about; there's some great optimism out there," said Bruce Tartaglione, senior strategist for business development at Airtex/ASC, an Illinois-based global aftermarket and OEM supplier of fuel pump systems.

"Things are looking good for 2018 right now," concurred Dana's Dan Griffin, senior director of global aftermarket, sales engineering and finance. Headquartered in Ohio, the firm has a worldwide network of distribution centers while employing more than 30,000 people in 33 countries on six continents.

Corey Bartlett, president and CEO at Automotive Parts

Headquarters (APH), pointed out that thus far this year has delivered "a really, really cold start for us." And that's a good thing. "We're delighted that we had a real winter."

APH is a third-generation family owned distributorship based in Saint Cloud, Minn., with 124 corporate locations and 36 independent stores throughout Minnesota, Wisconsin, North Dakota, South Dakota, Michigan and Montana – places where cold weather means hot sales

"Winter chemicals are off-the-shelf," Tartaglione reported, referencing lower-than-normal temperatures throughout much of the nation. The trend allows WDs to move seasonal merchandise. "It's given the ability for our distributor partners to shake some inventory from their shelves."

"It's about executing," noted Richard Schwartz, the managing partner at Schwartz Advisors who moderated the teleforum. The consultancy specializes in aftermarket mergers and acquisitions, and Schwartz pointed out that a shortage of qualified technicians, and the necessary training programs, remains an issue.

Across the spectrum – including parts stores, repair shops, WDs and company headquarters locations – "we wrestle with how to attract new talent," said Bartlett. The unemployment rate in some of the markets served by

“Schools that feed repair shops with properly trained entry-level technicians are almost non-existent.”

APH is under 2 percent, and "in our backyard that's been a big challenge so far" as the industry strives to attract new staffers.

"The schools that feed the shops" with properly trained entry-level technicians are almost non-existent, according to Tartaglione.

At Dana, added Griffin, "Training is an important part of what we do for the installer."

Vacuum of buyers

"These guys have gray hair," said Bartlett as he discussed how consolidations are moving forward as business owners reach retirement age and seek younger people with a desire to purchase their operations.

"As the baby boomers get older there isn't much succession planning in there," Griffin observed.

"We'll be continuing to scratch," Bartlett said, citing "a vacuum of potential buyers" for repair shops.

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COREY BARTLETT

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MARCH 2018

Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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LOGISTICS/CONNECTIVITY

Surgere, Fetch create robotic inventory, cycle counting system

BY BRIAN ALBRIGHT
Correspondent

Surgere and robotics company Fetch created the Robotically Optimized and Balanced Inventory (ROBi) platform, a robotic inventory and cycle counting system that can be used in logistics facilities and warehouses.

David Zingery, head of strategy and growth at Surgere, spoke to *Aftermarket Business World* about the development of the system.

TRENDS & MARKET Analysis

Q: What are some of the pain points that this robotic cycle counting solution addresses?

A: It really comes down to having a large amount of assets and how frequently they move in and out of facilities. Real-time visibility is almost impossible. A lot of companies throw people at this problem. They have all of these assets that are worth different amounts of money, and they are paying a cost for the people that have to go out and count containers or find parts.

That also introduces more failure points and more human error. There's now way to tell how accurate those cycle counts are. By being able to see what is in a contain-

er with an RFID tag on it, you can correlate that with our system. You have an asset ID, you know what the container is used for, and you have all of the extended information about how that box is going to be used in the facility.

ROBi can sense that RFID tag and see the current location of the asset.

Q: What role does RFID play in the system?

A: This is just one of several types of RFID technology we've developed over the years. There are systems you can put on a dock door to catch the asset as it moves in



This can do a lot of work that you would otherwise assign to already-busy employees.

and out of the facility. Inside the facility you can use hand-held units to count assets or search for a particular asset.

With ROBi, the system is hands-off. It can sense the RFID tags. There is a lot of power you can wield with this from an autonomous standpoint. It can do a lot of work that you would otherwise assign to employees who are busy with other tasks.

Q: What is the best use case for the robotics system in a warehouse or distribution center?

A: Areas with high turnover where goods come in and out quickly. In a warehouse, this would be good for an area where there is a lot of activity and you want to schedule regular times where the cycle counts can happen, or obtain ongoing visibility of the assets.

A lot of companies care about assets in addition to inventory. They want to know where their parts and tools are, as well as machines. Being able to audit that equipment is a powerful tool. □



DAVID ZINGERY

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Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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Communicating the COLLISION REPAIR PROCESS

Just like the automobiles we repair have changed, so has the way we document the repair process. We can't just write estimates anymore, we must create assessments that clearly communicate a collision repair process to many people.

Remember in high school English class when the teacher talked about journalism, and how you had to clearly define the who, what, where, when, why and how to have a complete story? Well, I hope you paid attention because the same questions must now be answered to create a complete damage assessment.

Creating a damage assessment requires complete identification of the who or the vehicle being repaired. Complete identification includes make, model, trim level, exterior color, interior color and production date. We are not working on a

red Chevrolet Nova anymore we are working on a Ford Explorer Platinum painted in Ruby Red Pearl Tri-coat.

The what is essentially the damage being repaired on the vehicle. However, we cannot just write "replace right quarter." We need to determine how the quarter must be replaced and what additional operations might be required. This involves researching the OEM repair process to determine where to cut the quarter panel, how the new quarter panel must be attached, where and what type of adhesives/corrosion protection materials are needed and why they must be used.

I mentioned that the damage assessment must be communicated to a variety of people. Think about who will be reading the damage assessment. My thoughts include the vehicle owner, insurer covering the loss, repair planner, parts personnel, body technician, paint team and at least one or two others. Looking at the list it's easy to see that our assessment will be read by several people at different levels of responsibility.

Our job is to create one damage assessment that clearly describes the repairs needed and how the repairs must be performed. To accomplish that we must use the estimate line, line notes and photos to

“The key to getting proper reimbursements is in the documentation you provide.”

illustrate what is expected. We also become an educator as I discussed in my April 2017 *Aftermarket Business World* article, *Effective Collision Repair Negotiation Starts with Education, Training*. We must share our knowledge to those reviewing the assessment as the repair authority. We cannot assume the recipient knows how the vehicle should be repaired. We must give them the information they need to make an educated decision.

In many cases the damage assessor can visualize the repair in his or her mind but doesn't always move that visualization to the damage assessment. It would be great if we could huddle everyone involved in the repair around the vehicle for discussion. That generally isn't possible – techs are busy on other vehicles, insurers are most often off-site and the vehicle owner

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JOHN SHOEMAKER
Business Development Manager
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MARCH
2018

Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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Lighting
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The mass adoption of **INTERNET PARTS ORDERING HAS BEGUN**

In the flurry of post-holiday gift returns I found myself holding my wife’s purse while she inspected a set of wine glasses at the mall. We had been gifted with a set of glasses from this store, but my bride said they were too big. I had never found that to be a problem with wine glasses before, but I nodded and agreed that the smaller glasses would be more suitable.

We wanted to increase the quantity to eight glasses, and there were only six in stock at the store. So, we decided to make the return in store and order the replacements online. To my astonishment, this entire transaction was fast and pleasant, leaving us glad that we had come to this brick and mortar location.

As I returned the purse to its rightful owner, I began to describe to her what had just happened. “Dear, we just blended our online and off-line shopping behavior into an omni-channel experience made possible by seamless inventory visibility. This brick and mortar location is still valuable and we’ve decided to remain loyal to this brand – at least for the time being.”

Her reply was more of a facial expression than spoken words. But, she’s known me for a long time.

I suspect my experience was not unique. A few million

times each day, customers make a decision to shop to identify a product, locate sufficient inventory of the product, purchase the product and await delivery or pick-up the product in the store. Whether these phases of the transaction occur online, on the phone or in a store is a function of how critical and time-sensitive the need is, the convenience and location of the store and the comparative cost of pick-up in store versus shipping.

I may choose to browse products and shop online, call the store to verify some attribute of the product and pickup in the store to get immediate gratification. This blending of off-line and online commerce behaviors is called omni-channel commerce.

The term omni-channel was probably first used by a consultant getting paid to predict the future of how business will be done. It wasn’t very clear or descriptive and did little to inspire confident IT or business process investments. But, that experience at the mall sealed it for me. I had lived through the seamless blending of my experience in the store with the satisfaction of shopping online.

Turning to auto parts, think about your customer for a minute. For one thing, there is no distinction between a

“Making good on the omni-channel commerce experience depends on speed and supply chain visibility.”

consumer and a commercial customer. A B2B customer is simply a B2C customer who is at work. Their product need may be urgent and time-sensitive because the vehicle is down. Or, they may be in no particular hurry because the project will keep until the weekend. In any case, they prefer more product choices – not fewer – and they value intuitive navigation and helpful product content. Of course, no one is expected to have 100 percent of the products in stock all of the time. But, everyone wants to say “yes” and capture the order by showing virtual product availability from elsewhere in your supply chain.

As the millennial population grows and overtakes baby boomers, it’s not hard to understand the tremendous rate of growth in online commerce. For the generation that has never known a day without the internet, it is their natural reflex to shop online – and most often with
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SCOTT LUCKETT
 VP, Industry Strategy
 GCommerce Inc.

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MARCH 2018

Industry News

Products

4 Commitment to Training

7 Technology: Telematics

9 Technology: Logistics

Market Trends & Analysis

Contact Us

5 International Trends

8 Vendor Market Trends

11 Scott Lockett

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Strong leadership requires **ACTIVE BENEVOLENCE**



Consider a richer currency by extending someone dignity though physical contact and acknowledgement.



Goodness inside any organization is always within reach. And, sadly, so are misdeeds. I often worry whether last year’s race riots in Charlottesville, Va., and other forms of harassment “isms” will lead to more divisiveness elsewhere. These distractions should inspire us to engage in active benevolence in circles where we wield the greatest influence.

Last fall, at a religious service, I was moved by some of the worshipper’s anxiety over the indifference over how poorly Americans treat each other. On Thanksgiving Day, I carried out a deliberate act of charity by volunteering in a New York City soup kitchen.

The organizers laid out an impressive holiday spread to hundreds of homeless and needy people looking for a place to eat for a couple of hours. Most fittingly, Trinity Church, the rugged icon that sheltered the 9/11 relief crews, hosted this diverse crowd of people

Although I played a bit role greeting Chinese immigrants who barely spoke English, hanging coats for the well-heeled drag queens, and stowing the suitcase of a wayward man with a memorable scent of vinegar, I was swept by the festivities.

I earn a decent living and freely admit that I should

give more. But on Thanksgiving, I belonged to an inter-faith gathering, consisting of Christians, Jews and Muslims. Ironically, our faiths pulled off a selfless feat without calling much attention to ourselves. The consequences were energizing.

A paralegal who lives from pay check to the next, expressed her gratitude for having a warm place to eat in the company of chatty strangers. For five hours, givers and receivers came together for their own reasons, but I assure you that no one seemed visibly apart except for the lone pianist who was content to bang out a string of Elton John songs.

Active volunteerism or giving beyond ourselves is obviously no novel deed. But I argue that the universal act of goodness continually evolves.

Pope Francis advised that it is OK to give panhandlers money even if that person used it to buy alcohol. Many news outlets including *The New York Times* picked up on the Pope’s reasoning that if the most fortunate people can buy happiness, why should they deprive the lesser fortunate theirs? But unrestricted monetary contributions are beside the point says the Pope. Consider a richer currency by extending someone dignity though physical contact and acknowledgement. Pope Francis

encourages compassion to everybody, no matter their “pathology or social condition.”

One evening, a panhandler intercepted me in a tony section of Greenwich Village asking for a handout. Unbeknownst to him, I had just paid \$135 for myself at an upscale restaurant. We made eye contact, and he trailed me to a nearby pizza truck where I bought him a slice and a soda for what he thought was a humanizing moment. For me, I felt shame when he was the first to extend his hand for my trivial gesture.

This brief encounter haunted me about the rare times at work when my conduct bordered on invisible bias because I let my interactions to become influenced by my counterparts’ skin color, sexual orientation, body shape or personality.

Other religious leaders like Rabbi Darren Levine, posits Positive Judaism. His vision calls for the theory and applied practice “within
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ALAN R. SEGAL
President,
Best Business Practices



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MARCH 2018

Industry News

Products

4 Commitment to Training

7 Technology: Telematics

9 Technology: Logistics

Market Trends & Analysis

Contact Us

5 International Trends

8 Vendor Market Trends

11 Scott Lockett

Sign up for weekly Distribution e-newsletters
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Auxiliary Lighting Philips

Fuel Pumps TYC Genera

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The battle over right to repair: **MORE IMPORTANT THAN BEFORE**

One key issue that seems to never go totally away is right to repair. There is good reason for this since many of the issues now at the forefront of our industry, such as access to data transmitted by embedded telematics systems, have as their root the right of car owners to obtain repairs for their vehicle from the location of their choice and not be limited to authorized dealer facilities.

Further, the right to repair battle points to an important dynamic that is occurring not only in our industry, but in many others where manufacturers are attempting to assert increased control over how their products are used and repaired. Therefore, it is important to go back and review where the right to repair came from and its current status since its repercussions are not only being felt in the automotive aftermarket in this country, but in other countries and even other industries.

Many in our industry are no doubt familiar with the right to repair battle that our industry launched as far back as 2001, but only concluded when a law was finally enacted in Massachusetts in 2012. The car companies embarked on a major campaign to prevent passage, only to finally concede defeat when Massachusetts voters overwhelmingly approved a right

to repair ballot measure by an 86-14 percent margin as part of the 2012 elections.

Following the victory in 2012, the car companies agreed in a memorandum of understanding (MOU) signed with Auto Care and the Coalition for Auto Repair Equality (CARE) to comply with the Massachusetts right to repair law nationwide in order to avoid a state by state battle over right to repair.

The result of this effort is that there is now a nationwide requirement that vehicle manufacturers make available to independent repairers at a fair and reasonable price, the same repair information, tools and software that they provide their dealers. This year, the right to repair law and MOU will require car companies to make all of their software, repair capabilities and information available over the cloud on a subscription basis.

Under this system, a shop should be able to download all of the repair capabilities on to a generic laptop and then connect to a vehicle using a standardized interface that either meets either SAE J2535 or ISO 22900 industry standards. If everything works as planned, a shop would be able to obtain on either a long or short-term basis, all of the same diagnostic and repair capabilities that a new car dealer receives for

Of course, with the benefits of right to repair come some responsibilities.

nearly any car that comes into their shop, without the investment of tens of thousands of dollars to purchase car company proprietary tools.

Of course, with the benefits of right to repair come some responsibilities. While having a lot of great tools at their disposal is great, shops need to ensure that their technicians are properly trained to work on late model computer controlled vehicles and know where they can obtain the tools, software and information they need to repair them. Further, if information, tools or software are not available, shops/technicians need to take the responsibility to let us know so that action can be taken to ensure compliance.

Which leads me to a quick word about the National Automotive Service Task Force (NASTF). NASTF was designated to help ensure that technicians can get what they need to repair cars and to close gaps that occur either on purpose or by accident.

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AARON LOWE
Senior Vice President of
Regulatory and Government
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Study

Auxiliary
Lighting
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Industry News

Products

4 Commitment to Training

7 Technology: Telematics

9 Technology: Logistics

Market Trends & Analysis

Contact Us

5 International Trends

8 Vendor Market Trends

11 Scott Lockett

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How to defend against CYBERATTACKS USING LAYERS

I have worked with companies in the past that did not implement the concept of layers. And it can result in very serious problems. Let me explain. Many companies put into place very good cybersecurity defenses. They may have the latest and most effective cybersecurity appliances; they might have very good cybersecurity policies and a strong cybersecurity team. But it is only one layer. And in today's cyber landscape it is simply not enough.

I was with a client not long ago and they asked me. "How do you keep up with all of the variety of attacks? It must be so hard to try to catch everything that is happening?" My answer to them was "I don't."

For example, no one person or one system, or one company can possibly deal with all of these attacks. It is simply not possible.

Then how is it done?

I am very good at helping companies defend themselves from a cyberattack. And I do this in a variety of ways, but I am not under the false belief that I can do it all. There are very good cybersecurity solutions and companies out there. But please never be under the impression that they can singularly protect you.

This is where the concept of layers comes in. A great movie is the Martin Scorsese classic "Casino." It is basically about a mobster casino manager and how he keeps the casino running and successful. There is a scene in the movie where Robert De Niro's character is narrating about who watches who. He says, "In a casino everyone is watching everyone, the dealers are watching the players, the box men are watching the dealers, the floor men are watching the box men, the pit boss is watching the floor men, and the casino manager is watching the pit boss, and the eye in the sky is watching everyone."

If you ever want to see effective security in action check out a Las Vegas casino.

A good example

It is hard to find a better example of the proper design of security than a Las Vegas casino. Think about this for a minute. The biggest complaints I get about implementing cybersecurity policies is that it is too hard on employees, it will interfere with my business and it will harm my customer's experience with my company

Then you have a casino with the most amazing security and it is in a place where people are having fun and

“In today's cyber landscape, one layer of defense is not enough.”

playing, and no one even notices it is going on. It can be done discretely and effectively.

Learn from this example. You need layers of security to try to catch the huge variety and mutations of attacks. So ask yourself, what are your layers and how many layers are there? If you do not have or are not working on a layered system then you are ultimately vulnerable to attack.

Five steps to implementing layers

1. Don't put all your eggs in one basket. Have you done a cybersecurity audit? If yes great, if no you need to get started right away. If you have done one, was it internal or external? Was it by the same company every time? A good rule of thumb is a minimum of two per year, alternating between two or more auditors.

2. How many major issues are you finding on your ...CONTINUE READING



JERRY HUTCHESON
Owner
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MARCH 2018

Industry News

Products

4 Commitment to Training

7 Technology: Telematics

9 Technology: Logistics

Market Trends & Analysis

Contact Us

5 International Trends

8 Vendor Market Trends

11 Scott Lockett

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Independent Repair Shop Product Study

Auxiliary Lighting Philips

Fuel Pumps TYC Genera

Oxygen Sensors

SOCIALLY SPEAKING

INDEPENDENT REPAIR SHOPS FAVOR FACEBOOK, GOOGLE PLUS FOR MARKETING

BY BRUCE ADAMS | Managing Editor

Independent repair shops that use social media to promote their business continue to show a clear preference for Facebook more than any other website. But Google Plus is growing in usage and is the clear number two social media website choice, according to the *Aftermarket Business World* 2018 Independent Repair Shop Study.

Some 71 percent of respondents said they use Facebook to promote their services and to offer coupons and specials, while 38 percent said they use Google Plus, a social networking platform from Google. The numbers exceed 100 percent because respondents were able to select more than one social network if they promoted their businesses through multiple networks.

LinkedIn was a very distant third choice as only 8 percent said they use that website to promote their business and Twitter was used by 6 percent. Those appear to be the two biggest losers from last year's study, as LinkedIn dropped from 11 percent of users in last year's study and Twitter dropped from 14 percent last year.

Google Plus showed the strongest growth from last year's study as it increased in use from 28 percent of independent repair shops last year to 38 percent this year.

Some 41 percent of respondents said their sales of the surveyed products increased in



the last 12 months compared to the prior 12 months, while 51 percent said sales stayed the same.

Independent repair shops enter 2018 with optimism as 45 percent said they expect their sales of the surveyed products to increase in 2018, while 52 percent said they expect sales to remain the same.

The shops also show confidence in gross margin expectations as 50 percent said they expect their gross margins on the sale of the surveyed products to increase in 2018, while 47 percent said they expect their margins to be the same.

Quality is the number one part need of 35 percent of independent repair shops in this year's study, followed by OEM form, fit and function (22 percent); availability (20 percent); and price (16 percent).

Regarding preferred suppliers, 42 percent of independent repair shops said they prefer to buy from auto parts retailers and 32 percent prefer to buy from warehouse distributors, while 18 percent favor jobbers and 8 percent prefer to buy parts from dealerships.

Methodology: The 2018 Independent Repair Shop Study was fielded to readers of *Motor Age* magazine via email. Survey results are intended to show general market trends, not statistical certainties, as results were generated from a small sample audience. □

CONTENTS **15** Oxygen Sensors **16** Auxiliary Lighting **17** Fuel Pumps

INDEPENDENT SHOP STUDY

Oxygen Sensors

Preferred supplier

Auto parts retailer	47%
Warehouse distributor	27%
Jobber	15%
Dealership	11%

Most important supplier quality

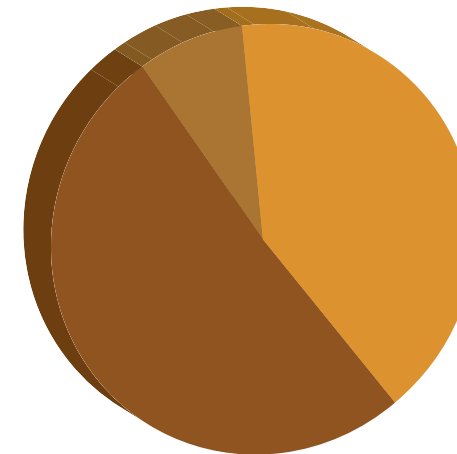
Fair pricing	16%
Parts availability	37%
Inventory options	29%
Comprehensive warranties	8%

2017 oxygen sensor sales

41% Increased

51% Held Steady

8% Decreased



82% of independent shops report they make no oxygen sensor sales over the Internet.

SOCIALLY SPEAKING



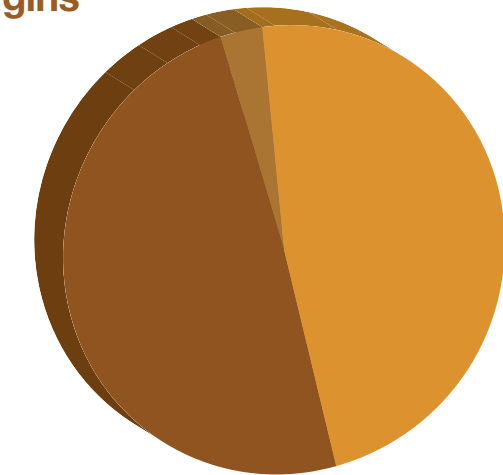
53% of independent shop respondents use 3-4 suppliers for their oxygen sensor product needs.

Expected 2018 gross margins

48% To Increase

49% To Hold Steady

3% To Decrease



2018 oxygen sensor sales expectations

To hold steady	55%
To increase 1-10%	33%
To increase 11-20+%	9%
To decrease	3%

Customer needs

Quality	32%
OEM form, fit, function	24%
Price	9%
Availability	25%
Brand	10%

70% of respondents who utilize social media use

FACEBOOK

to promote their shop's oxygen sensor services.

Some chart totals do not reach 100 percent because all answer options are not represented.

Independent Repair Shop Product Study

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Fuel Pumps TYC Genera

Oxygen Sensors



Industry News

Products

4 Commitment to Training

7 Technology: Telematics

9 Technology: Logistics

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Market Trends & Analysis

Contact Us

5 International Trends

8 Vendor Market Trends

11 Scott Lockett

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Auxiliary Lighting

Preferred supplier

Auto parts retailer	38%
Jobber	20%
Warehouse distributor	38%
Dealership	4%

Most important supplier quality

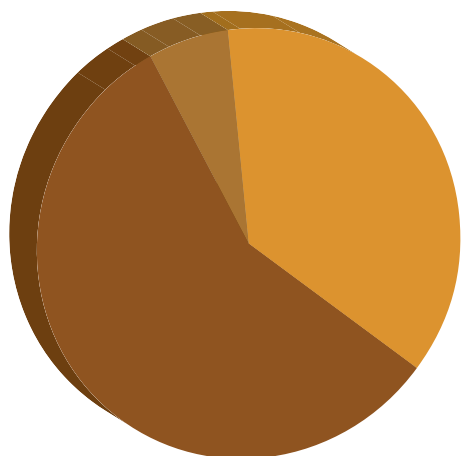
Parts availability	29%
Fair pricing	29%
Inventory options	14%
Technical knowledge/assistance	8%

2017 auxiliary lighting sales

37%
Increased

57%
Held Steady

6%
Decreased



70% of independent shops report they make no auxiliary lighting sales over the Internet.

SOCIALLY SPEAKING



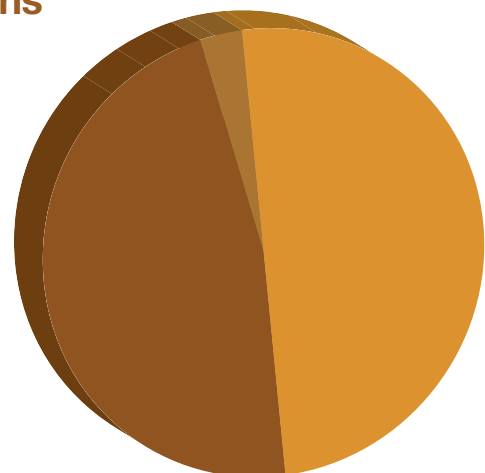
48% of independent shop respondents use 1-2 suppliers for their auxiliary lighting product needs.

Expected 2018 gross margins

50%
To Increase

47%
To Hold Steady

3%
To Decrease



2018 auxiliary lighting sales expectations

To hold steady	52%
To increase 1-10%	36%
To increase 11-20+%	9%
To decrease	3%

Customer needs

Quality	32%
Brand	3%
Price	21%
Availability	18%
OEM form, fit, function	25%

70%
of respondents who utilize social media use

FACEBOOK

to promote their shop's auxiliary lighting services.

Some chart totals do not reach 100 percent because all answer options are not represented.

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Auxiliary Lighting
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Fuel Pumps
TYC Genera

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Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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Fuel Pumps

Preferred supplier

Auto parts retailer	41%
Warehouse distributor	30%
Jobber	18%
Dealership	11%

Most important supplier quality

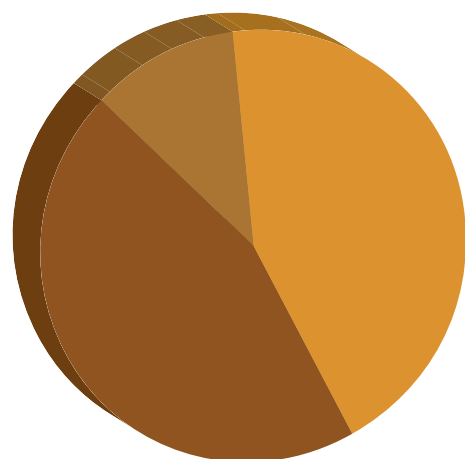
Inventory options	22%
Parts availability	32%
Fair pricing	15%
Comprehensive warranties	14%

2017 fuel pump sales

44%
Increased

45%
Held Steady

11%
Decreased



83% of independent shops report they make no fuel pump sales over the Internet.

SOCIALLY SPEAKING



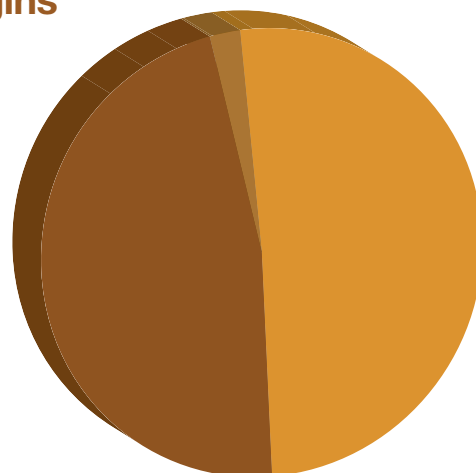
55% of independent shop respondents use 3-4 suppliers for their fuel pump product needs.

Expected 2018 gross margins

51%
To Increase

47%
To Hold Steady

2%
To Decrease



2018 fuel pump sales expectations

To hold steady	49%
To increase 1-10%	36%
To increase 11-20+%	12%
To decrease	3%

Customer needs

Quality	42%
OEM form, fit, function	16%
Availability	19%
Price	15%
Brand	5%

71%
of respondents who utilize social media use

FACEBOOK

to promote their shop's fuel pump services.

Some chart totals do not reach 100 percent because all answer options are not represented.



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Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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Industry News

Market Trends & Analysis

Products

Contact Us

4 Commitment to Training

5 International Trends

7 Technology: Telematics

8 Vendor Market Trends

9 Technology: Logistics

11 Scott Lockett

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