

COMMITMENT TO TRAINING

ASA'S REDDING GIVES Legislative update for 2019





MARCH 2019

VOL. 58, NO. 3 // ABRN.COM



UNDERSTANDING YOUR LIABILITY RISKS

A panel offers suggestions on how to best protect your shop

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Toyota's Lee Smith speaks about the challenges of the Takata recall and what shops can do. Watch: ABRN.com/ToyotaTakata



WEB EXCLUSIVES // ABRN.COM



THE NEW IMPACTS ON PRODUCTIVITY

From profitability to efficiency, productivity to throughput, collision repair shops need to improve these areas to save time and money.



Ecommerce is a new way you can positively impact productivity, making improvement to all of these measures possible in your shop.

This way of buying is increasing across all industries, and data in this new whitepaper shows how buying product, parts and consumables online should be an option for your shop.



Download the free whitepaper with information from eBay Motors specifically for collision repair shops to see how you could save more time and money.



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CIC PALM SPRINGS

ESTIMATES ARE IN CONTROL OF YOUR BUSINESS

KRISTA MCNAMARA //

Content Channel Director

PALM SPRINGS — From cycle time to profits, quality and safe repairs, estimates control the success or failure of your collision repair business. So are you doing them correctly?

Roger Cada with Accountable Estimating presented on the ADAS/safety system impact on the estimating process and how this will then impact your business at the January Collision Industry Conference in Palm Springs.

"If the estimate is not fully completed, you will find the car slows down in the business model; cycle time will be slowed down; quality will be impacted and so will profits. If it is not on the estimate, most technicians will not fix it. So then there are quality shortfalls that happen, and that impacts CSI," Cada said.

"The estimate controls your whole business. If we don't do everything that is required to provide the repairs to make the vehicle whole, we put the customer in jeopardy."

Repairers first need to know what is covered by a customer's policy. "Ques-



tions need to be asked of those paying the bills, and we need to figure out how we are going to document everything to make sure you get paid," Cada said. He outlined the following as a guide:

- Time to diagnose the damage?
- Time to research all repair strategies?
- Time for a tech to connect the equipment, tend the battery, perform the

>> CONTINUES ON PAGE 7

BREAKING NEWS

TRAINING

I-CAR DRIVING TRAINING OPTIONS, EFFICIENCY

PALM SPRINGS — I-CAR is expanding their training options, while also reducing training hours to increase knowledge opportunities with more efficiency.

During CIC Palm Springs in January, I-CAR President and CEO John Van Alstyne said 24 percent of the industry is now seriously engaged in I-CAR training, and the group's goal is to continue making training as easily accessible as possible.

With a host of changes in place or set to roll out beginning in the 2019 second quarter, I-CAR has worked with the industry to ensure all changes are relevant, explainable, sustainable, affordable and solving expressed pain points and needs.

Participation in I-CAR training is growing, with online and inshop training options both seeing significant growth. The number of welding students taking certification courses has nearly doubled from 2016, going from 12,944 students to 23,500 in 2018. They have also gone from hosting roughly 6,000

>> CONTINUES ON PAGE 8

TRENDING

SEE NORTHEAST'S COLLISION P.R.E.P. CLASS SCHEDULE

AASP/NJ and WMABA have released the program schedule for the Collion Professional Repairer Education Program (P.R.E.P.) at NORTHEAST 2019, March 15-17.

CALIBER, ABRA MERGER TRANSACTION CLOSES

Caliber Collision Centers and Abra Auto Body Repair of America announced the closing of the merger that unites the companies' teams, brands and operations to better serve customers and insurers.

ABRN.COM/CLOSED

AFTERMARKET CRASH PARTS LEGISLATION ON FAST TRACK

The Wyoming legislature is considering legislation, SF0095, that would negatively impact collision repairers and consumers relative to aftermarket crash parts.

ABRN.COM/SF0095

3M, CREF CONTINUE HIRE OUR HEROES PROGRAM

3M Automotive Aftermarket Division and the Collision Repair Education Foundation are again offering the 3M Hire Our Heroes scholarship and tool grant program for 2019. ABRN.COM/HOH19

INFINITI STRESSES IMPORTANCE OF SCANNING

INFINITI has released a position statement again stressing the importance of pre- and post-repair scanning in the repair process to ensure proper and complete repairs.

ABRN.COM/INFINITI





CP Spring 2019









Contributors to this edition of Collision Pros: Eric Mendoza, Joe DiDonato, Michael Kramarz and Ryan Taylor.

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As this popular publication heads into its 22nd year, you'll now have access to more robust content that affects your industry at your fingertips, 24 hours a day, seven days a week. On a completely digital friendly platform, we'll bring you an enhanced user experience with interactive content, product information, videos and access points to Toyota collision and mechanical repair news.

Moving to digital is also Toyota's way of helping to positively impact the environment. So, sign up now for your free issue of digital *Collision Pros* Magazine at either "Collision" or Mechanical" entry points at toyotapartsandservice.com.

FUELING YOUR SUCCESS

In this issue, we look at what it takes to run a successful collision repair shop—it's so much more than hanging a sign, hiring technicians and putting a few ads in the paper. It requires a talented pool of individuals to coordinate scheduling, parts orders, repair processes, quality assurance, OEM information and training, and customer care. Why go it alone? Toyota is here to support every aspect of your business so you can concentrate on providing the highest quality repairs to your customers.

One of the handiest tools available to any repair professional are checklists—an easy-to-use list of items that can keep you on track and ensure you've double-checked every detail of a job. If you're looking for ideas about creating an exhaustive set of checklists, be sure to read *Checks and Balances* where we offer suggestions from what to look for upon vehicle arrival to pre-repair and post-repair.

For real value, quick delivery and outstanding fill rates, tap into the expertise of a Toyota dealer to order Toyota Genuine Parts. In addition to exclusive discounts on select parts, you have access to a suite of premier services that will ensure your business is set for success. Read *Toyota Supports Your Success* in this issue for details.

If you're curious about Toyota's Technical Information System (TIS) be sure to check out our tutorial on the Damage Diagnosis Document, where you'll get insider information that will help you restore a vehicle to pre-accident condition. And in Part III of our Social Media series, our tips about creating helpful and interesting posts as well as recommendations for responding to positive and negative customer comments can help you manage your Yelp and Facebook accounts.

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Checks and Balances:

ENSURE CUSTOMER SAFETY—USE CHECKLISTS

TOP PERFORMING SHOPS RELY ON FOCUSED PROCESSES TO MANAGE REPAIR DETAILS AND KEEP CUSTOMERS SATISFIED AND SAFE. One of the most frequently used processes is pre- and post-repair checklists to ensure all necessary repairs were properly performed.

When your customers take delivery of their vehicles after repairs are complete, they expect them to be in perfect operating order. If they find an issue, they can lose faith in both your facility and the vehicle itself. Pre- and post-repair checklists can be the key to a happy customer and future referrals.

The following suggestions can help you create an effective checklist for your facility:

UPON ARRIVAL AT YOUR FACILITY:

- ✓ Use a pre- and post-repair itemized check sheet.
 - Best practice: Attach digital photos to the repair order to document the condition of the vehicle.
- Conduct a thorough vehicle walk-around with the customer.
 - Remind the owner that personalized electronic memory items may need to be reset once they take delivery, such as seat position, side mirrors, steering wheel, etc.
- Record any non-related or pre-existing damage inside and out (digital photos of pre-existing conditions are helpful). Review your findings with the customer.
- ✓ Include a written consent form and explain that the vehicle will be test driven upon completion to validate all equipment is performing as designed.







BEFORE REPAIRS BEGIN:

- ✓ Use a mil gauge to measure paint thickness when repainting is involved.
 - This may also help identify if the vehicle has been previously worked on.
- Measure and check tires and note any abnormal wear pattern before beginning repairs.
- ✓ Check the 12-volt battery age and state of charge (sitting in a shop for an extended period without charging may drain the battery).
- ✓ Perform a pre- and post-scan (a health check) with Toyota's Techstream or Techstream Lite to identify what past or current DTCs are listed and to see if any recalls or repair campaigns are needed.
 - Use TIS vehicle inquiry to identify standard and optional equipment on the vehicle and to ensure correct parts ordering.

- For the steps to perform a health check, watch the video at: toyotapartsandservice.com/ collision/collision-resources/ videos.
- Record settings of electronic memory of ECUs that can be reset without the owner, such as radio presets.
- Safely disarm the electrical system per TIS and print all TIS documents to know what's involved in disassembly, nonreusable parts, precaution, inspection, dimensions and repair. Upon assembly include proper torquing of nuts and bolts, calibrations, or any other instructions or procedures needed to perform a complete and thorough repair.
- Compare two- and three-dimensional measurements of the body structure and subframes. Measure and verify the geometric angles of steering and suspension components to validate that they're within TIS specifications.

- ✓ Look for predictable areas of misalignment that are engineered to deform, deflect and absorb collision damage away from the passenger cabin and minimize injury to passengers. Look for holes, convolutions, punch-outs, kick up, kick down and laserwelded tailor blanks.
- Look for those not so obvious indicators of damage, like cracked paint or caulking, stressed or open seams, torn or broken welds, and loose or broken plastic components.
- ✓ Inspect the engine compartment for bent or broken engine and transmission mounts, driveshafts and steering and suspension components.

After a vehicle has been in a collision, there can be many obvious and not obvious systems affected. All affected systems need to be repaired or replaced so the vehicle can look and perform as designed. If you overlook a system, and the vehicle is in another accident, customer safety may be compromised."

—Joe DiDonato,

Senior Collision & Refinish Training Administrator







- Inspect the undercarriage for bent axles, suspension or steering components.
 - Check for fluid leaks on any moving components in the damage area, such as struts, steering assemblies, transfer case, rear axle, etc.
 - Note: If an engine pan gasket is leaking, but there's no visible damage, it may not be due to a collision.
- Inspect the passenger compartment for secondary damage to interior components that are designed to absorb collision energy away from occupants to minimize injury.
- Check the vehicle for the Takata Airbag Recall:
 - toyota.com/recall/takata
- Check for seat misalignment, binding, squeaks or rubbing while adjusting the seats.

- Inspect the seat belts for abnormal retracting, tears in the stitching or stretching, and anchor point deformations.
- Inspect the steering wheel for abnormalities, such as bent spokes.
 - Check if the steering wheel wobbles while rotating or if the front wheels aren't pointing straight ahead when the steering wheel is centered. Turn the steering wheel completely right then completely left to identify any noises, binding or tight spots.
- Inspect the steering column for deformation.
 - Locate the collapsing or breakaway locations in "TIS New Car Feature" and "How to Inspect in the Repair Manual" section for each specific vehicle.
- Perform an Occupant Classification Sensitivity (OCS) inspection using SST weights on the seats to measure accurate weight capacity for seats with sensors.
- ✓ Inspect all lighting to see if front lamp aiming is needed.

AFTER REPAIRS ARE COMPLETE:

- Conduct a post-scan health check to verify that all DTCs have been corrected.
- Use the check-in checklist to verify that all equipment is functioning as designed.
- **✓** Double-check the following:
 - Paint looks like new.
 - All bolts are tightened up.
 - Air conditioning is fully charged.
 - Fluids are topped off.
 - Doors open, close, lock and unlock properly.
 - Gaps and seams are aligned.
 - The battery is charged, and the leads are on tight.
- Test drive the vehicle to confirm all systems are restored to preaccident condition.
- Finally, wash and clean the vehicle as if it were a new car delivery.
 - Take post-repair digital photos and attach to the file.

You should also understand your customers' rights when it comes to repairs. To get the details, read *The ABCs of Collision Repair Consumer Rights* on our website: toyotapartsandservice.com/collision/repair-rights.

When you take the time to properly check a vehicle in, and then review it again before delivery, your customers will know that you care about their business and their safety. Take the time and use checklists—your customers will thank you!



Toyota Supports Your Success

TURN TO YOUR TOYOTA DEALER FOR EXCEPTIONAL ADDED VALUE



BENEFIT FROM TOYOTA'S PREMIER SERVICES

Toyota dealers are committed to fostering excellent relationships with Independent Repair Facilities (IRFs). After all, we have a common goal: ensuring the safety, confidence and satisfaction of every Toyota owner. An important part of that commitment is providing systems and support that enhance your business success and your customer's satisfaction. When you do business with a participating Toyota dealer, you can benefit from these premier services:



OPS TECHNOLOGY SUITETM

This powerful collision supply-chain management solution can help enhance

relationships, reduce costs and fuel employee productivity by getting you the right part the first time, at the right price. Features include Trax, an online collision parts ordering system; ValueTrax, which offers Toyota-sponsored discounts on Toyota Genuine Parts; and, DeliveryTrax, a real-time delivery tracking tool. Through OPS TraxPod, your Toyota dealer can send you order status tracking, delivery notifications and deal/discount notifications.



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TMPP incorporates Toyota-sponsored competitive discounts with the industry's most widely used OE mechanical parts fulfillment solution. Through TMPP, you can place mechanical parts orders online at any time. With features like VIN filtering and illustrations like those in the Electronic Parts Catalog (EPC), you'll enjoy improved order accuracy, minimized phone time and increased efficiency in addition to exclusive Toyota-sponsored discounts.



TOYOTA TECHNICAL INFORMATION SYSTEM (TIS)

If your Toyota dealer is a STAR Elite

Dealer, you may be provided a complimentary subscription to Toyota's TIS, which will give you access to the most up-to-date technical information on 1990 or later Toyota, Lexus and Scion vehicles marketed in the U.S. TIS also includes service bulletins, repair manuals, wiring diagrams and technical training, as well as a safety recall and service campaign VIN lookup tool, putting the vital information you need to effectively service Toyota vehicles at your fingertips.



TOYOTA COLLISION REPAIR & REFINISH TRAINING

Your Toyota dealership's Wholesale Parts Manager is the key to getting your technicians into Toyota Collision Repair

& Refinish Training. Toyota training can help increase your shop's efficiency and customer satisfaction. As a technician at an independent collision repair facility, you can only attend Toyota Collision Repair & Refinish Training courses if you're sponsored by a Toyota dealership, so building that relationship is essential! Sponsored technicians are eligible to take courses at Toyota training facilities in Plano, TX, West Caldwell, NJ, and Jacksonville. FL.

For more information go to crrtraining.com.

IT JUST MAKES GOOD BUSINESS SENSE!

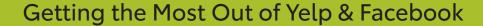
More than ever, ordering Toyota Genuine Parts from your Toyota dealer just makes sense. If you can't get the part you need today, you can get it tomorrow. That applies to any Toyota Genuine Part. Tap into the expertise of your Toyota dealership's wholesale parts professional to ensure that your order includes the correct replacement part and also all of the ancillary parts needed to complete the job. From systems and support to troubleshooting and proper guidance, your Toyota dealer is your best resource for Toyota Genuine Parts.



AND, THERE'S MORE: Visit toyotapartsandservice.com, where you'll find Toyota Genuine Parts product information, application charts, videos and a library of industry articles.



Ready! Set! Engage!





IN OUR SUMMER AND FALL ISSUES OF *COLLISION PROS*, WE COVERED SETTING UP YELP AND FACEBOOK BUSINESS PAGES. HERE, WE'LL EXPLORE HOW TO GET THE MOST BENEFIT OUT OF THOSE EFFORTS.

You've created your Yelp and Facebook for Business pages, and now you're ready to engage! Let's focus on what matters most: engaging with your local community in a way that cuts through the clutter.

Social media has created a new phenomenon: social proof. The more five-star ratings, great reviews and likes viewers see, the more likely they are to engage with your business. Managing your social media channels to build positive engagement is the key.

BEST PRACTICES FOR YELP

You run a great shop with a loyal customer base, so you should succeed on Yelp simply by updating your profile, keeping the messaging positive and staying active to help customers find you and grow your business.

The first three steps are:

- 1. Find Your Business
- 2. Claim Your Business
- 3. Build a Great Profile

It's critical that your profile is accurate. Research shows that 27% of Yelp searches are used to find the location of a business.

YOU'RE NOW READY TO FOLLOW THESE STEPS TO YELP SUCCESS:

Encourage Reviews—Let potential customers know you're on Yelp. Put a Yelp sign on your business office front. Contact customers who've given you positive feedback in the past and ask them to post a review.

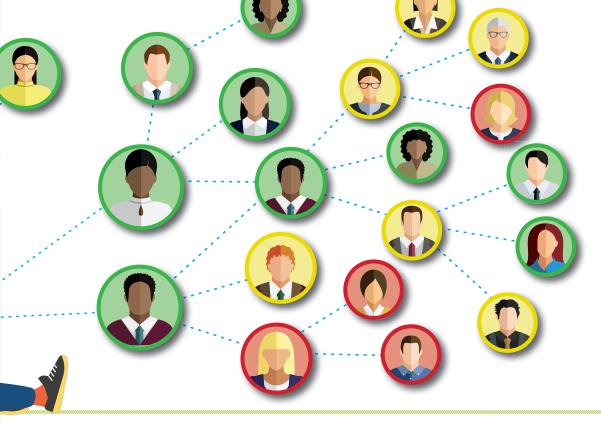
Uncover Good Reviews—Sometimes Yelp filters push positive reviews down into the "not currently recommended" section. The Yelp filter attempts to eliminate fake reviews by removing those that are from profiles with no image, no friends, little engagement, and very short, uninformative text. Of course, some of these are legitimate reviews. Yelp's automated review system filters around 20% of the more than 39 million reviews. Thankfully more legitimate, real reviews make it past the Yelp filter than those that do not. You can improve your chances of having a review get through the Yelp filter by engaging the review and reviewer by:

- Adding the reviewer as a friend
- Upvoting the review as funny, useful, cool, etc.
- Sending the reviewer a compliment

Be Responsive to Reviews—The Yelp search algorithm favors businesses that actively manage their profiles, so being responsive can raise their rankings. Respond appreciatively to positive reviews



Building your social media community can be rewarding and fun. Just stay active and walk in your customers' shoes. They'll engage social media to boost your body shop business, check out the University of Toyota's Social Media Class B0020.





Respond quickly and professionally—33% of negative reviews turn positive after the business owner has responded and addressed the situation!

and respond to negative reviews sincerely and constructively. Apologize, ask how your services could improve and describe the steps you're taking to improve.

Make Announcements and Offers—Use Yelp's announcement tool to broadcast important business updates and use the official Yelp Deals to give your Yelp community special offers.

The bottom line: Staying active and responding to reviews in a timely and positive manner can build your solid reputation in the community.

FACEBOOK NEWSFEED: QUALITY IS THE KEY

Your Facebook for Business page should focus on quality posts, not quantity. Facebook filters out irrelevant and poor-quality posts, so only the best posts will display high on your customers' newsfeeds.

Ryan Taylor, CEO of Body Shop Booster, offers three Facebook rules of thumb that can help deliver results.

RULE 1: TARGET YOUR CUSTOMER

Body shops should focus on proximity when posting Facebook ads. The average urban body shop only draws customers within a five-mile radius for an estimate (14 miles if rural). Use Facebook's geotargeting tool to reach people in your primary market area and to target neighborhoods where your ideal customers live.

RULE 2: IF YOU CONFUSE THEM, YOU LOSE THEM!

Taylor noted that the most common marketing mistake he sees is "shops bragging about themselves." Posts about your equipment and qualifications don't resonate with potential customers. "Look at your message through the eyes of the customer," advises Taylor. "Talk convenience, support, assistance, simplification. A collision is a stressful event—show how you can help."

RULE 3: MAKE IT EASY TO CONNECT WITH YOU!

The more quickly you engage with a person, the more likely they'll become your customer. "Shops often make it difficult to do business with them—we're only open 8:00-5:00, the same hours your customer works!" continued Taylor. "Make it easy for your customer to contact you—use Calls to Action (CTAs) with a phone number or a link to your website."

with you when they see that you're their partner in keeping their Toyotas safe and reliable. To learn more about how you can leverage

TOYOTA TECHNICAL INFORMATION SYSTEM (TIS)

»TUTORIAL

PART 1: THE DAMAGE DIAGNOSIS DOCUMENT

Toyota's Technical Information System (TIS) is a web-based database for service information that includes service bulletins, tech tips, repair manuals, quick training guides, collision repair manuals and new car features. The information found in TIS is essential for the proper repair of any Toyota, Lexus or Scion vehicle. Over the next few issues, we'll explore different TIS documents that are beneficial to collision repairers. The first document we'll cover is the Damage Diagnosis document found in the Collision Repair Manual section.

DAMAGE DIAGNOSIS DOCUMENT FOR EACH TOYOTA MODEL

Found under the Collision Repair Manual tab for each specific model, the Damage Diagnosis document shows how the forces of a collision are transferred throughout the vehicle. The Damage Diagnosis document provides estimators with information on where to look for potential damage.

The Damage Diagnosis document also details a variety of collision scenarios, for example, a head-on collision, rear-end collision or side impact. Each diagram outlines how the forces are diverted in an accident. For instance, in a side impact, where the center pillar is located, you can see how the forces are diverted along the door beams and possibly diverted to the bulkhead. The bulkhead can be easily overlooked during an inspection, when, in fact, it may also need repair. Seeing where crush zones are located and how they're designed to give makes it easier to determine which components need to be replaced or repaired.

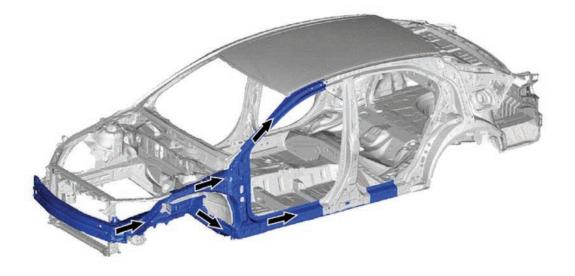
After you identify all supplemental damage, continue to reference the Collision Repair document to properly blueprint your repair.

The Damage Diagnosis document is just one example of the robust technical information available on TIS. Look for the second installment of our tutorial series in our next issue.

LOGGING INTO TIS

To access TIS, go to techinfo.toyota.com. To create an account, click **Subscribe** and choose the option that's best for you. For additional help on using TIS, click the Using TIS Tutorial web module under the TIS Featured Information section in the upper right-hand corner of the TIS homepage. Or TIS users can contact **877-762-7666** to ask questions on the use and operation of TIS.

Subscription Term	Standard	Professional Diagnostic	Security Professional
2 Day	\$20 US	\$65 US	\$65 US
Monthly	\$90 US	NA.	NA.
Yearly	\$480 US	\$1295 US	\$1295 US
Library			
Service Bulletins			
Repair Manuals			
Wiring Diagrams			0
New Car Features			0
Campaign Publications **			0
Accessory and Guides **			
Collision Repair Manual	0		
Owners Manuals **			- 0
Scheduled Haintenance Guides **			
Technical Training	- 3	-	9
Diagnostics / Reprogramming	-		
Techstream Scantool Software			
ECU Calibrations			0
Identifix Direct-Hit			
Security			
Key Codes **			
Immobilizer / Smart Key Reset			
To learn about the si	ubscription	types click him	



THIS ISSUE OF *COLLISION PROS* MAGAZINE MARKS A MOMENTOUS MILESTONE—AFTER MORE THAN 21 YEARS AS A PRINT PUBLICATION, WE'RE GOING ALL DIGITAL! The new digital format will give you more opportunities to share, download and print Toyota's robust content. We'll also be able to include video and interactive content to provide you with an even more engaging reader experience.

WHERE TO FIND US?

Starting with the Summer 2019 issue, you'll be able to access *Collision Pros* magazine at toyotapartsandservice.com. There, you'll find the most current issue as well as an archive of past issues.

Past and ongoing *Collision*Pros editions are also available on these Toyota websites:

- crrtraining.com
- toyotapartsandservicehub.com



DON'T MISS AN ISSUE—SUBSCRIBE FOR FREE TODAY!

Collision Pros email subscribers will receive an announcement email with a link to the new digital publication. Be sure to sign up for Collision Pros emails so that

you'll receive new issue alerts. We look forward to continuing our long history of providing relevant articles and information to the collision repair industry.

The Toyota Collision Repair & Refinish Training Calendar

PLANU, IX				
03/05/19	200	Color Matching For Painters		
03/07/19	250	Advanced Painting Techniques		
03/12/19	301	Non-Structural Body Repair Techniques		
03/26/19	300	Welding Techniques For Collision Repair		
03/27/19	601	Hybrid Collision Repair		
03/28/19	602	Advanced Hybrid Collision Repair		

JACKSONVILLE, FL

03/04/1	9 601	Hybrid Collision Repair
03/05/1	9 300	Welding Techniques For Collision Repair
03/06/1	9 301	Non-Structural Body Repair Techniques
03/18/1	9 602	Advanced Hybrid Collision Repair
03/19/1	9 503	Steering & Suspension Analysis & Repair
03/20/1	9 460	Structural Body Repair Techniques
04/08/1	9 101	Paint Finish Repair
04/09/1	9 200	Color Matching For Painters
04/11/1	9 250	Advanced Painting Techniques
04/22/1	9 601	Hybrid Collision Repair
04/23/1	9 300	Welding Techniques For Collision Repair
04/24/1	9 301	Non-Structural Body Repair Techniques
05/06/1	9 601	Hybrid Collision Repair
05/07/1	9 300	Welding Techniques For Collision Repair
05/08/1	9 301	Non-Structural Body Repair Techniques

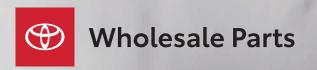
06/11/19	101	Paint Finish Repair
06/12/19	200	Color Matching For Painters

WEST CALDWELL, NJ

03/05/19	101	Paint Finish Repair
03/06/19	200	Color Matching For Painters
03/19/19	601	Hybrid Collision Repair
03/20/19	300	Welding Techniques For Collision Repair
03/21/19	301	Non-Structural Body Repair Techniques
04/09/19	503	Steering & Suspension Analysis & Repair
04/10/19	602	Advanced Hybrid Collision Repair
04/23/19	250	Advanced Painting Techniques
05/07/19	601	Hybrid Collision Repair
05/08/19	300	Welding Techniques For Collision Repair
05/09/19	301	Non-Structural Body Repair Techniques
05/14/19	101	Paint Finish Repair
05/15/19	200	Color Matching For Painters

For a complete training schedule and the latest information on Toyota's Collision Repair & Refinish Training, visit

crrtraining.com



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>> CONTINUED FROM PAGE 6

physical diagnostics, and all recalibrations?

- 4-wheel alignment/confirm the vehicle thrust line to set the systems?
- Time to test drive for the system to relearn or recalibrate and confirm?
- Fuel cost when the recalibration requires it to be topped off?

Diagnostic times are also often a gray area. Cada recommends not establishing "cookie cutter" diagnostic times. "Each repair should be handled on its own merits" based on OEM recommendations and guidelines, Cada said.

Once you determine the repairs that are needed, you need proper documentation. "We have to find a way to start keeping records to maintain what we did," Cada said. "You need bulletproof documentation."

In terms of record keeping, which Cada suggests maintaining for 20 years back, he recommends having:

- Signed releases
- Images that clearly show all damage, repair procedures and quality control
- All OE repair information used in the repairs
- Identified DTCs
- Screen captures of successful resets or recalibrations
- Images showing the placements of the targets
- Pre & post structural measurements
- Vehicle owner discussions of any non-related safety issues identified

This includes photographs of vehicle damage and repairs. Cada strongly recommended taking all of your own photos and not relying on owner or insurance photos, as they may not be available if needed in the future.

Another part of documentation relates to conversations you need to have with the owner and what is decided. This includes a signed release to access and share vehicle data, along with documented test drive paths, mileage and fuel levels and what may change based on test drives, calibration, etc., and if identified, any unrelated structural or safety-related data.

Protecting yourself with bulletproof documentation is vital because of your liability. "You are liable for your repairs for the life of the vehicle," Cada said. And if a third-party service is used, "the liability remains with the repairer who selected the provider."

Event attendees concluded the presentation with a vote — 90 percent in favor — on whether to create an Estimate Committee to address estimating issues.

TELEMATICS

HOW TELEMATICS FITS INTO THE REPAIR PROCESS

ASTECH // Contributor

Automotive telematics offer consumerbased services that allow wireless connectivity. This allows repair shops to use telematics to obtain important remote vehicle diagnostics.

Telematics is a system that can talk to the onboard powertrain computer. If a problem with the vehicle occurs and a Diagnostic Trouble Code is created, telematics can report the problem back to the repair shop. Telematics can also offer remote diagnostics if an issue has a potential of being serious.

Telematics assists the repair process

Many of the telematics technologies already work on the vehicle's network. This would include Vehicle Stability Control (VSC), Anti-Lock Braking System (ABS) and accident avoidance or lane departure systems, to name a few. Telematics is putting together a variety of technologies to merge them together.

When the telematics unit is connected to the vehicle onboard computer, certain types of problems may be fixed by downloading new settings or calibrations to the vehicle's onboard computer. Diagnostic information is provided to the vehicle owner and repair shop, because modern vehicles now are equipped with telematics.

Connectivity will continue to expand thanks to the faster connections on modern vehicles. Faster connections allow more data to travel in both directions — from the vehicle to repair shop and from the repair shop to the vehicle.

Working together

Once the onboard diagnostics detects the malfunction of one of the sensors, the telematics system will report the Diagnostic Trouble Code to the repair shop and have the replacement part ordered, delivered and ready to be installed. This saves time, money and inconvenience to the vehicle owner.

Telematics will allow the repair shop to determine more quickly if a component or vehicle system is not working properly, which means they can fix it in a more timely fashion. This creates a better customer service value between the vehicle owner and the repair shop. However, performing a diagnostic pre-scan confirms exactly which repairs will be needed before repairs begin. Telematics gives repair shops a step up with repairs.

Post repair

Once the repairs have been completed, the repair technician should then perform a post scan. This will determine if all repairs have been identified and completed before the vehicle is returned to the vehicle owner.

>> CONTINUED FROM PAGE 6

events to 14,000 events, which has driven a lot of in-shop activity.

Beginning in April, I-CAR is going from 71 courses to 128, while also transitioning from 236 total hours to 139.25. Of those, roughly 100 are available online, 10 are virtual courses, 10 hands-on skills and 10 classroom courses. Almost all are also available in Spanish.

Fourteen Electrical and Diagnostics courses are now available, in reaction to what the market is dealing with in terms of Advanced Driver Assistance Systems.

Eight new vehicles and technology courses launched in 2018, bringing the total portfolio to about 67 courses that are available today that could be vehicle specific.

"It is all about complete, safe and quality repairs. Course counts are going up and training hours are going down because we have reduced redundancy. We are more aware of the shop's time," said Van Alstyne.

Despite positive growth trends, many still aren't being properly trained to repair today's vehicles. But I-CAR continues to make progress. The percentage of technicians welding without training has gone down across all three segments:

- Steel is down from 69 percent in 2013 to 46 percent in 2018
- Sectioning welding is down from 98 percent in 2013 to 73 percent in 2018
- Aluminum welding is down from 94 percent in 2013 to 74 percent in 2018

"The I-CAR vision is that every person in the collision repair industry has the information, repair knowledge and skills required to perform complete, safe and quality repairs for the ultimate benefit of the consumer," Van Alstyne said.

Although the Road To Gold program is being phased out, I-CAR has continued to expand curriculum, going from just Core Repair Foundation and Welding Certifications in 2010 to

now include Industry Basics, Handson Skills Development Courses, Vehicle/Technology Specific, In-Shop Knowledge Assessments, Education Curriculum and Contract Training.

"This is all in reaction to the technical tsunami and what we need to do, which is to fix cars right," Van Alstyne said.

Not only are more courses available, but there are more places in which to take them. I-CAR has 454 official training sites across the US; more than half are schools and some are suppliers with training centers.

"We want to improve that learning environment and get training," Van Alstyne said. "We have a pretty good geographic spread right now."

A schedule of all training available in the industry is also hosted on the I-CAR site. "We are trying to make this an open code. We think I-CAR has good training, but we aren't the only organization that offers training, and we just want technicians trained. We want that transparency," Van Alstyne said. \$\textstyle{3}\$

SEMA SHOW

EXHIBIT SPACE FOR SEMA 2019 NOW AVAILABLE

Manufacturers can now apply for booth space at the 2019 SEMA Show by visiting www.semashow.com/buyabooth.

"The SEMA Show is the leading automotive trade event in the world and where manufacturers of automotive parts and accessories connect with the \$43 billion aftermarket industry," said Tom Gattuso, SEMA Vice President of Events. "The show is the best place for companies to meet with existing customers and establish relationships with new buyers and key decision makers who attend the SEMA Show."

Last year's four-day SEMA Show attracted 161,000 industry professionals, including more than 71,000 professional buyers representing global retail shops,

warehouse distributors, e-commerce sites, speed shops, dealers, installers and jobbers. The 2019 event is Nov. 5-8 in Las Vegas.

The immense brand and product exposure that companies obtain by exhibiting at the SEMA Show make the trade-only event the most important selling opportunity of the year.

"The SEMA Show gives worldwide exposure to your products and business, opening doors to the national and international markets," said Digipower Founder and CEO Marcus Jardim, who exhibited at the SEMA Show for the first time last year. "It is a fantastic opportunity to create connections and be up-to-date with automotive industry trends."

With heightened screening to con-

firm exhibitors represent qualified businesses, SEMA is a focused trade-only event targeted to companies dealing with automotive parts and accessories that enhance the performance, styling and functionality of cars, trucks and SUVs. Recent rules limiting booth space growth for returning exhibitors ensure that all qualified manufacturers and new companies in the marketplace who would like to participate are able to do so.

Manufacturers that reserve booth space before March 29 will be included in the Priority Booth Space Selection, which begins on April 29. The three-week process allows exhibitors to select the actual booth location within the Las Vegas Convention Center.

■

ADAS CALIBRATION AUTEL

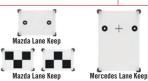
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A panel offers suggestions on how to best protect your shop

ED KOVALCHICK // Contributing Editor

Editor's Note: This article was originally published by Dealer Magazine.

veryone in the industry has heard of the \$30 million-plus award against a franchised dealer's Texas bodyshop for gluing a roof on a Honda Fit, as instructed by the insurance company, versus the 128 welds as it was manufactured originally. A subsequent relatively minor accident caused the passenger compartment to collapse onto the occupants, causing severe injuries.

The insurance company was not held liable for anything; the entirety of the repair liability was laid on the shop for choosing not to do the repair per OEM specs. According to the courts, the shop personnel had a choice to repair properly regardless of the insurance company's compensation, or to not do the job. Ouch!

SEMA speaks

The one-of-a-kind annual SEMA extravaganza always features hundreds of learning opportunities, including informative I-CAR workshops, a plethora of booth demonstrations and professional presenters from all facets of the automotive industry. To say it was an eye-opener regarding individual shop collision liability would be the proverbial understatement, especially learning that insurance companies are off the hook, no matter what they will or will not pay for or instruct in any repair process.

A workshop, "Understanding Shop Liability in this Era of Diagnostics, Calibrations and Programming," featured a panel of collision industry professionals including Mitchell's SVP of Sales Jack

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Rozint; Technical VP Aaron Clark (ASE Master) from Assured Performance Network; Chuck Olsen, director of operations AirPro Diagnostics; Senior VP Nick Notte, I-CAR; and American Honda's Scott Kaboos, assistant manager collision marketing. Each of these professionals was well-versed and integrated into vital portions of the automotive collision world.

The session was moderated by SVP of Business Development Michael Quinn of AirPro Diagnostics. The capper of this was an introductory talk by none other than Todd Tracy, the aggressive lead lawyer in the aforementioned multi-milliondollar collision settlement.

We were reminded that insurance personnel "are not the experts," and that the collision repairers are the ones who make the right or wrong decisions. Every collision professional has the choice of refusing a job based on insurance payment coverage or collecting extra funds from the vehicle owner to do it correctly. Doing it inadequately or incorrectly should never be an option.

The session began by pointing out that high-end vehicles now contain some 100 million lines of code — three times the amount on the new F35 fighter plane! New repair requirements are abundant, and utilizing OEM procedures is absolutely not an option now. Noteworthy was the proclamation that the "post-repair" inspection industry is popping up in support of consumers, something that will become predominant in the collision industry.

Tracy proclaimed that the insurance industry has "dictated repair procedures far too long" and that if this situation continues, it will "destroy the collision industry." Unfortunately, when insurance dictates it will not pay for OEM parts and procedures, it will not be sued in case of another accident. He also stressed the importance of ADAS calibrations at the end of every repair, "whether it gets covered or not." He suggested to "take it on the chin now, or someone else will own your shop!"

Tracy stated that not following pro-

cedures like these is "inviting potential criminal penalties for shop owners and technicians." Documenting all calibrations and scanning for all types of codes, some hidden, is mandatory even when the insurance company won't pay because no warning lamp is illuminated. "You are in the diagnostic business like it or not …both civil and criminal penalties will happen," Tracy said.

He stated that the industry must get customers, politicians and the state insurance departments involved, including a PAC to have the money to battle the insurance companies. "When a bicycle tech makes more per hour than you, something has gone astray. You are not vehicle repairmen, you are 'safety specialists' — you need a unified mission statement to save lives. You are protecting families who cannot protect themselves. I will be there to defend you if you do get sued," Tracy said.

The panel chimed in after Tracy's presentation. I-CAR's Notte noted: "Our responsibility is to train students correctly," but Tracy added that students must be told that all work must be done right. Some bodyshops have customers sign that scanning wasn't done, but that is not worth anything. "You cannot waive a child's or other victim's rights — it's worthless," Tracy said.

Tracy also claimed that a shop needs to keep a library of documents to back up what repair was done and that the shop remains liable when the vehicle is sold to someone else. A later discussion about how much time to keep such documents resulted in forever, since there is not a timeframe where liability is null.

Notte stated that I-CAR has a document that outlines the skills needed in today's shops, including electrical diagnostics. There will have to be some movement from electrical/mechanical techs in service into bodyshops, and that only three percent of the shops surveyed have the needed diagnostic skills currently. Olsen added that all shops must

have a resource to access all OEM repair/ service information.

Tracy added that a bodyshop's website can be a source of great liability. If you make claims that you have particular skills — but you don't — that is a problem.

Sublet is another area of potential liability for a shop. "You have to know your vendors," said APN's Clark. Your vendors have to have insurance with your business name on it and a million dollars' coverage is not much in today's market.

The need for documentation

Being a certified shop by Honda doesn't certify to anyone that the vehicle was fixed right, only that the shop has the "ability to fix it right," said Kaboos. Documentation is critical to prove that you fixed the vehicle correctly and that includes pictures as the repairs are completed.

Clark, who previously owned a body shop, was held responsible for an \$8 million judgement because of OEM repairs that he could not prove were done. "It only takes one incident. If you don't know how to do it, don't. It's OK to say you are not qualified to do a repair," he said.

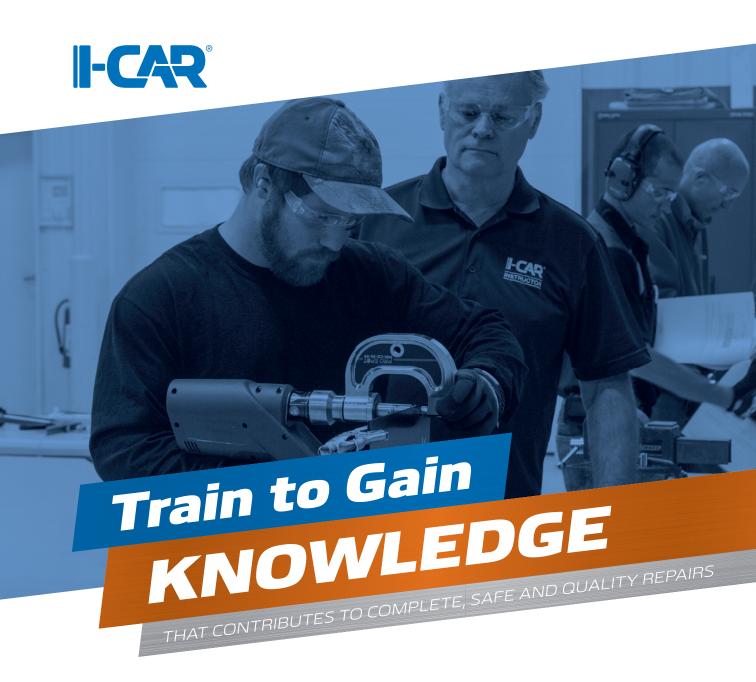
There is a need for a "quality cycle showing repairs were done right, including pictures as the work progresses," said Rozint. "We need metrics and KPIs to document the process." He noted that GM is asking Mitchell to set up a program showing that work was done as instructed.

"You must provide the evidence through photos showing what was wrong and related photos showing that you repaired each item correctly," stated Clark. That may include photos of welds and the welder used and a log about what time particular work was done to be completely accountable.

Would your job files save you or crucify you?

ADAS rates and tips

As more advanced vehicle designs need more diagnostics and recalibrations, Rozint noted that outsourcing will affect



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cycle times. If shops can keep the work in-house, they can better manage cycle times and earn additional profit. This type of work should be billed at a higher rate, and ADAS diagnostics should always be a separate line item, Tracy said. Manufacturers are looking at some type of record-keeping system to show every time a car was worked on. Rozint said.

Rozint stated that any scan tool a shop purchases should have licensed software only, and that there are counterfeit scanners being sold. If your scan tool cannot retrieve live OEM data stream information for the technician, find one that can, Olsen said.

Olsen warned that pulling then clearing codes is not acceptable. A diagnostic

procedure must be followed and that includes research and thorough documentation. "Pulling codes is just the beginning," he said.

Kaboos cited an example where airbag deployment doesn't create a DTC, which lights a dash indicator. "It's not a malfunction; a DTC is a fault code, so you have to go into a secondary report to determine which sensors were affected," he said. "If the battery is disconnected, you have to go through scanning. You have to read about disconnecting a battery, which requires more than just a reconnect."

The air was thick throughout the session, and individuals lined up with questions, which were answered in the aforementioned paragraphs. Note-taking was furious throughout. There's a lot on the line for any collision center regarding repair liabilities.

AAA handout

It was noted during the session that AAA has new information regarding ADAS performance and that this material should be provided to all customers. I requested this data from AAA and received excellent explanations of the safety systems and the related eye-opening costs for their repairs. If you would like to see what AAA provides, email me at Ed@ NetProfitGroup.com and put on the subject line "AAA Handout Info Is For Me" so I know what to send you. These documents will make great education tools for your staff and semi-informed insurance estimators too.

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ED KOVALCHICK is the founder of Net Profit Inc., fixed operations consulting and training for manufacturers and dealers. He is master technician status, a former independent shop owner and dealer with all Chrysler & Nissan franchises. He has been a regular columnist and presenter with Dealer Magazine and Digital Dealer since 1995. ed@netprofitgroup.com







From headlights to tail lights, bumpers to fenders and hoods, there is no substitute for genuine. The only way to assure that you are getting Genuine Kia parts, backed by the Kia Warranty, is to order them from your local Authorized Kia Dealer. Contact your local Kia dealer for assistance and delivery of the parts you need.

Genuine Parts

*Genuine Kia replacement parts (except battery) sold by Authorized Kia Dealer under warranty are covered for the greater of (1) the duration of the New Vehicle Limited Warranty or (2) the first 12 months from the date of installation or 12,000 miles, whichever comes first. Labor charges not included when not installed by an Authorized Kia Dealer. Warranty is limited. See Kia's Replacement Parts and Accessories Limited Warranty for further details.

THE **COLLISION EXECUTIVE**

Maintenance, inventory management to boost KPIs

Work with your team to create a system that ensures improvement, consistency

n some previous columns ("Use a paint list, right vehicle prep to boost throughput," February 2019; "Maximize your paint shop performance," January 2019; and "Track and improve these numbers in your refinish department," December 2018) I outlined some factors that can have an impact on your paint shop's performance. Here are a couple more.

Create a maintenance schedule

Whenever I'm in a shop struggling with die-back, especially on horizontal vehicle panels, I immediately make a beeline for the spray booth to examine the floor filter. Chances are, it's filled with sandpaper, dirt and razor blades, so I know it wasn't changed as recently as it should have been. That's a shop that needs a clearly defined maintenance schedule that designates, for example, how often that filter must be changed, who is responsible for doing it and when it was last done.

The floor filter in particular impacts air flow, curing time and dirt issues. How often filters need to be changed can be based in part on volume, but make sure the booth manufacturer recommendations for filter changes are followed.

The maintenance list should also include things like draining the compressor water. "Oh, the automatic release valve does that," shops sometimes tell me. Yeah, but when was the last time you checked to make sure that was working?

Checking and replacing compressed air lines should be done on a scheduled basis. Any airline in the spray booth during the bake cycle, for example, will start to deteriorate earlier than most others and will need to be replaced more frequently.

Cleaning lighting fixtures and replacing bulbs is another maintenance issue I often see neglected.

Work with your team to create and post a maintenance schedule that enables this important work to be managed.

Manage your inventory

Materials profit and paint shop production can be significantly



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TOO COSTLY TODAY
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EMPLOYEES USING
DIFFERENT GRITS
OF SANDPAPER OR
BRANDS OF SEAM
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HAVE ON HAND.

impacted by something as seemingly mundane as good inventory management.

One example: If your shop is located in the Northeast or in other parts of the country with significant seasonal changes, the reducers and hardeners you use will vary throughout the year. Making sure you have the right products on hand ahead of those changes will help prevent ruining that first job of the new season just because the temperature or humidity has changed but the products the paint team uses didn't.

All of the major paint companies offer training and programs that assist with inventory management. One key part is working with your employees and suppliers to develop a list of the approved products your shop will use. Materials are too costly today to have multiple employees using different grits of sandpaper or brands of seam sealer.

Your goal also should be to minimize the number and quantity of products you have on hand. You don't want to become an extension of your supplier's warehouse. The ideal is moving toward a just-in-time basis. That doesn't mean the needed product shows up only when the car is in the booth. It

means a very planned-out delivery system, like the kanban system in the Toyota lean manufacturing model. If you're always ordering a day late and requiring hot-shot runs from your jobber, that may be why they push you to stock more than you actually need.

It's an unpleasant topic, but theft of materials is obviously another factor that can have a negative impact on materials profit. Again, good inventory management can help ferret out any such problem. If you see a spike in your paint and materials costs, you need to consider all the potential influencers.

In a future column, I'll discuss the last few factors I see that can be adjusted to improve your paint shop performance, including better estimates and proper paint shop equipment.

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Not keeping safety top of mind makes injury that much more likely

TONY MARTIN // Contributing Editor

hat does it mean when a person says that they "believe" something? In my view, the term is often misused. I see the word "belief" as having deeper meaning than what society often allots to it. It is probably more accurate for a person to say "I think" or "I guess," rather than "I believe," because the latter implies that you are certain of its truth. Our beliefs form the foundation of our view of the world and act as our compass when we make decisions. Beliefs may even be important enough to an individual that they are willing to fight for them.

Some of our beliefs have been stated so many times that they can now be clas-

sified as platitudes. A platitude is a moral statement that has been overused to the extent that it has lost meaning. When we hear the same phrase over and over the effect is dulled, and it doesn't grab our attention any longer. Those beliefs (now platitudes) are still represented by a voice in our consciousness, but they are no longer dominant voices and can be easily overruled by other concerns.

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Many of us would say that "Safety First" ranks among our personal beliefs. We often don't give it a second thought when we say it or see it on a poster, because we have heard it innumerable times over the years and nobody seems to ever question it. However, while it seems to be the right thing to say, do we actually believe it?

Mike Rowe of TV's *Dirty Jobs* fame has some interesting thoughts on the subject. Rowe has pronounced the idea of "Safety Third," which immediately grabs his viewers' attention. No matter how you interpret his statement, it causes you to stop and wonder who would have the nerve to say such a thing. Taken at face value, Rowe appears to be an unfeeling brute to say that any concern could be more important than safety.

My personal take on Rowe's "Safety Third" declaration is that he is trying to get people to think about what they truly believe. He is absolutely correct when he says that "Safety First" has become a platitude that no longer has the desired effect on the listener or the person who utters it. Many of us have been conditioned out of believing that safety should be the dominant concern when we make decisions.

Our problem with the safety message is that it implies an investment, and to some extent, deferred gratification. As humans, we have certain traits that have always been and will never change, and one of those is our bent towards what I call "Faster Easier." We analyze pretty much every task we perform in terms of how much time and effort it will require to get the job done. Decisions on the methods we will use are often made with the goal of reducing the personal investment required to complete the task. Risk can also be a factor in our decision making, but we tend to downplay the risk if we perceive there is a desirable reward waiting for us.

This is where our beliefs come in to play, and unfortunately, many of us cling

to beliefs that run counter to the safety message. Worse yet, these are the beliefs that tend to be reinforced by our inclination to "Faster Easier." While the small voice of safety isn't completely muted, it tends to be drowned out by the voices that advocate for getting the job done as quickly and easily as possible.

What are the beliefs that influence our decision making towards putting ourselves and our coworkers at risk? I would suggest that for many of us, these beliefs reside in our subconscious, only making themselves known when we are under pressure to get a task done. Let's take a look at some common examples, and consider carefully whether we grant them safe harbor in our personal belief system.

Safety and production are two different things

The age-old struggle between production and safety will probably never go away. This is driven by our natural tendency to acquire a case of tunnel vision as we work. In the here and now, it can be enormously difficult to discipline oneself to see the bigger picture, which is that incidents are so expensive that safety has become a solid business decision. When I say incidents are expensive, I'm not just talking about the dollar value. The physical, emotional and spiritual costs related to a workplace injury cannot be quantified in those terms.

An interesting aspect of this belief is how its voice gets louder as the work day progresses. As the worker draws closer to quitting time, their ability to objectively analyze risk diminishes. That, combined with the overvalued reward of getting home on time, often leads workers to make bad safety decisions late in their shifts.

Taking risks makes me a better employee

Some workers believe that their supervisor would prefer them to stick their necks out, if necessary, to get their jobs done.

This might be an accurate perception, as it could very well be that their supervisor has made room in their personal belief system for this attitude.

The supervisor has the most control over whether this belief takes a foothold in their workforce. Without even realizing it, they may be rewarding their workers for taking risks by slapping them on the back for getting a job done quickly, while not bothering to ask whether they had done it as safely as they could have. This is known as tacit approval, where the supervisor reinforces unsafe behavior by not asking or saying anything when they suspect their workers are assuming inappropriate risk to get their jobs done.

The only way to dampen this voice is to demand accountability from the people who work for you. Think carefully about whether you unintentionally reward your workers for unsafe behavior and consider ways of giving "carrots" to those who do work safely, even if they take more time to get their jobs done.

My shortcut will always work

"Faster Easier" leads humans to take shortcuts whenever possible. So, for every task we are faced with, we are immediately thinking about ways that we can reduce the time and effort required to complete the job. This may lead us to take shortcuts that could get the job done faster, but might also increase our risk.

Shortcuts are brain candy. When we get a job done more quickly or with less effort, we feel smarter than those who came up with the procedure we were supposed to follow. This also reinforces our resolve to "beat the system" anytime we can, as well as increasing our overall risk tolerance.

When we attempt a shortcut for the first time, we may not know for sure if it will work, so we watch carefully to make sure it doesn't go sideways on us. However, if we manage to pull it off and nothing bad happens, we immediately start down a slippery slope where we get com-





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fortable and stop thinking about what could go wrong when we take that shortcut. Eventually, the time comes where a variable changes and an incident occurs.

Just because a shortcut has worked in the past, it doesn't mean it will always work. There are always variables that must align in your favor in order to successfully complete a task. If you get comfortable with a shortcut you've devised, your guard is lowered and you eventually stop asking "what could go wrong?" The voice of this belief is much louder now, making it more likely to drown out the small voice of safety.

The people you work with could be the best antidote to this belief. Are you open to hearing outside opinions on your work practices? Think carefully about how you respond to your coworkers when they approach you with a safety concern. If you react negatively to a coworker's efforts to keep you safe, you are sending out a message that you aren't interested in other people's opinions regarding safety. This could be your undoing, because your coworkers are going to withdraw from you and won't be there to serve as the voice of safety when you need them the most.

The rules are written in blood, but not MY blood!

In other words, "It won't ever happen to me." You can pretty much rest assured that anyone who has been injured or killed in the workplace had thought this at one time.

We often associate this belief with the youngest, least experienced workers, but that is a myth. The truth is that this thinking is rampant among workers of all ages, particularly those who haven't suffered loss due to a workplace injury. The majority of workers who get hurt or killed in workplace incidents are veterans, and in many cases they are within a few years of retirement.

It is sad to say that the most effective method for lowering the volume of this voice is a workplace incident that involves yourself or someone close to you. While this is the most effective method, it is certainly the least desirable. Do your best to learn from the mistakes of others through incident reports and personal stories shared by your coworkers. And remember, a little humility goes a long way; never allow arrogance to overrule your personal voice of safety.

Someone other than me should be most concerned about my safety

If this is one of your personal beliefs, I would pose this question to you: Who will suffer the most if you get hurt in a workplace incident? Anyone who says that their employer will be impacted more than themselves needs more information. Your employer will be set back on a financial level. However, you could lose everything that is important to you, I daresay everything that defines you, if you don't work safely.

I would encourage you to do an audit of your personal safety beliefs. This could be a difficult exercise and will require brutal honesty on your part. However, the rewards can be great, because purging beliefs that serve to compromise your personal safety will help you, your family and your coworkers prosper.





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priorities straight in regards to safety. Tony works in the mining industry in Fairbanks, Alaska. He is a qualified Heavy Duty Equipment Mechanic and former postsecondary level educator.

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A word of industry caution: Be careful what you wish for

If OEMs become the new bill payers, will it really be an improvement?

t the risk of raising an uncomfortable topic, I've been thinking a lot lately that the industry may need a cautionary "be careful what you wish for" message.

Let me explain: When I look around the industry, I see some progressive shops doing what they need to do to succeed moving forward.

But I also see a lot of shops that are pretty complacent. They're doing some training, maybe even working toward becoming Gold Class, and buying a piece of equipment or two to qualify for an OEM shop certification. They think that will be enough, and it may be enough to qualify them to get some work.

But, folks, this industry is moving so quickly that all of that is just the minimum. If you haven't already started to do all that, I think the ship has already left the dock and you're not on it. You may be able to get a running start and still be able to jump on, but that's not a given. It's going to take a significant investment in tooling and training to make that leap.

But even if you've done the minimum, is that really enough? If you're going to fix a Honda, does taking I-CAR classes mean you should be fixing a Honda? I would argue you also need to take all the Honda training as well if you're going to fix a Honda.

I recently was talking with some folks at GM who pointed out that their vehicles all have a minimum of six cameras. Those aren't just cameras that display an image on the dash. They are interactive cameras, able to gauge distance and angle. So when you reinstall that side-view mirror after repairing a small dent in the door, you will need to recalibrate not only that camera, but all the others on that vehicle as well.

How many shops are doing that? How many shops don't know that they're supposed to be doing that?

And here's where that connects to "be careful what you wish for." I've heard so many people in the industry say that OEM shop certification will become "the new DRP." A lot of shops are



DO AUTOMAKERS
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saying, "We just need to get the insurance companies out of the mix so we can fix cars the way we're supposed to fix cars — to OEM specifications."

But what happens in that seemingly idyllic situation when the customer in a leased car that's essentially owned and "insured" by the automaker comes in for repairs? Sure, that automaker's procedure says you need to check all the seatbelts. But is it a given that the automaker is going to pay you to do that?

Think about the growing number of automakers in (for now) limited markets operating vehicle subscription or car-sharing programs. I know a shop owner who is handling repairs for an automaker offering a car-sharing program in his market. It's like a Zipcar or Car2Go program in which a user locates one of the automaker's vehicles online, uses their mobile phone to unlock it and away they go.

So what happens when those cars get scratched or dinged (or worse)? The shop owner tells me he's getting some pressure on costs from the automaker. After all, when that car is fixed, it's going to be parked back out on the street awaiting its next driver. Is that driver going to first walk all

around the vehicle to make sure the color matches and there's not a tape line or two? They're not. They'll report major damage, but otherwise they're not going to care about that.

Do the automakers want the cars fixed right? Of course they do. I'd argue that insurers do as well. But perhaps the only companies that know their numbers as well as insurance companies are the automakers. If they can save a nickel in a way they perceive as not harming a customer or their brand, they're going to. They're in a competitive industry.

So when I hear people arguing that the solution in our industry is for the automakers to become the next "bill payer," I find myself thinking, "Be careful what you wish for."

MARK OLSON is the founder of Vehicle Collision Experts, LLC (VECO Experts), a consulting firm that takes a holistic approach to working with shops on repair quality and business performance. mark@vecoexperts.com

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OPERATIONS // PERSONAL DEVELOPMENT



Examine three areas of your life to ensure they aren't holding you back

CHRIS "CHUBBY" FREDERICK // Contributing Editor

to get or have what the other person has. Whether that's material things like a bigger home, newer car, the latest motorcycle or boat. Maybe it's a better relationship with our spouse or significant other. Or a better relationship with our children, parents or friends. Maybe it's to look better by getting in shape. We read the how-to book

and/or take a class. Sometimes we hire a trainer/coach to help us obtain these wants. Most of the time we don't reach the outcome we desire. We get frustrated, tired and give up and wonder what went wrong. We think to ourselves "I know how to get it," but it didn't happen. Did I miss a step or was it something or someone who kept me from reaching my goal?

I've been blessed to help countless people obtain their goals. I believe there

are a tremendous number of resources that give us the nuts and bolts on how to get what we want. What we don't have is what's keeping us from getting what we want. Why did you or are you failing at getting what you want? I would like you to hear ATI Head Coach Mike Haley explain some of his ideas of why that is.

What I want you to know is this is not the typical article talking auto shop. I'm talking about the inner working of

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you and what makes you do what you do. Let's call this the "inside you." This is the part of you that thinks, the part that has fears, has likes and dislikes. It's the part that has desires and dreams and makes up your personality. This inside you is what is causing you to do or not do whatever it is. If the "inside you" is not healthy, mature and complete, this could be causing you internal conflict, which results in external conflict. Would you agree most people have stresses and are struggling with relationships or goals in their life? You can't even put a picture of puppies on your Facebook page without somebody hating it. When the inside you is not healthy, you are unable to help yourself or the people around you. A friend once said, "What happens when you put two broken people together? It makes lawyers rich, homes and businesses dysfunctional and children scared!" If you are going to fix external relationships and stay on course with getting what you want, you need to fix the inside you first.

Let's start with the first thing when it comes to obtaining goals. Having a strong foundation is key. You need to know where you are starting from. Think of it like a GPS. The only way it can take you to where you want to go is to also know where you currently are. I would also add you need to start from the right place. What I mean by the right place is within you.

Take a brake job as an example. You could start from a disinterested place and do a simple pad slap. Unfortunately, the brakes will probably squeal, the rotors will eventually warp, and the caliper is likely to bind, not giving us, the technician or the customer the job they had envisioned. Failing to perform the correct brake service from the beginning will not give us the result we want. So, I would ask what is it you want? A pad slap or the best brake job possible? It all starts within you. You on a solid foundation. If not, you will become frustrated,

unsettled and probably begin putting band aids over bullet holes. Now the question becomes where do I start to look on the inside?

There are three areas of the inside you that I feel hold you back, and I would like to discuss them.

Carrying hurts from the past

Some of us do a great job suppressing hurts from the past and forgetting about them and don't even realize it's there. You remember the infidelity. You remember the friend who was disloyal to you. Remembering when the customer took advantage of you or when your employee let you down. You keep a deep insecurity. Fearful the worst is always going to happen, so you stay guarded, not letting anyone into the inside you. In many cases you're not even aware of your insecurities because you have carried these hurts for so long or you will heighten expectations. There is a saying "all frustrations stem from unmet expectations." You keep a deep insecurity.

Discontent in the present

We are told "never be satisfied with nothing." We need to get bigger, stronger and shinier. As soon as you get it, that thing becomes obsolete so now you need to get a new something. This keeps us unsettled and causes us to look over the fence at what the Ioneses have. That's why the car you have is not good enough. The home you have is not big enough. Your business is not what you want it to be. It can even go deeper in that the relationships you are in don't satisfy you anymore. The friends you have aren't doing it for you, so you want new friends. This wanting and needing goes on and on. This one is like a runaway train in our culture. You end up cultivating a restlessness that is toxic. You're never content and never satisfied and so become never steadfast. This discontent also causes insecurities with the people around you. They don't know what you're going to do and when you're going to do it. Are you going to stop talking to a friend? Are you going to ask for that separation/divorce? Will you change the way you approach your business?

It could be anxiety about the future

You're fearful that your business or relationships will never get better. You're never going to get out of debt. My employees will never change. You are convinced the best is behind you and the worst is in front of you. This gives you anxiety and you become a control freak. You try to control everything. You try to control your family, friends and employees. You white-knuckle everything. That only ends up taxing and pushing people away. It's not a free environment, and it's a one-way relationship.

These are the things taxing the inside you that cause it not to work on the outside you. Are these three voice examples currently "inside you" and are they the voices you are listening to daily? You invite them to have a seat at your inside table. The voices end up determining your choices. The voices you listen to the most determine the direction you will go. For some of us, hurts from the past are always invited to sit at our table. They remind you about the time you got burnt or when you were let down. The reason you were left vulnerable and how you can never let your guard down. For others it's inviting discontent to have a seat at your table. That voice is always telling you the grass is greener on the other side. It's time to move on; it's time to scratch that itch. For some of us it's giving in to listening to anxiety. You live in fear and insecurity, and you're full of anxiousness. So, you try to control everything. You're always listening to the voice of anxiety.

When you look at why you can't achieve your goals it's because you are listening to the wrong voices. When you see people who are obtaining their

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goals, they are always happy and in healthy relationships. It's not because they are lucky or listened to Tony Robbins that morning. I truly believe it's because they have pushed the wrong voices out and invited the right voices to the table. Some of you are probably asking "So, who do I invite to sit down at my table?" I would suggest you invite faith, hope and passion.

As we determine what we truly want, we then need to change who has a reservation at our table. You need to no longer allow hurts from the past to have a seat at your table. No longer will discontent have a seat at your table. No more can anxiety about the future have a seat at your table. If you don't change the reservations at your table, no one else will. It must come from within you. You need to decide that you will no longer allow hurt to have a seat at your table. You realize you don't have to dwell about what happened in the past and the pain it has caused. You need to remove hurt and invite faith to come sit at the table. Decide that you will listen to faith/hope and try to see the end from the beginning. That you truly believe good things come to people who let go of what people have done in the past and forgive. Tell discontent you no longer have a seat at my table. You are being replaced with hope. You're hopeful of what the future can bring and what is possible with steadfast work. Anxiety, you are no longer invited to my table. You are being replaced with passion/love. We are no longer going to live fear-stricken lives. With passion/love, we will have the strength and energy to see what we want to the end. Passion/ love will drive out anxiety. If you want a different outcome, you need to listen to different inside voices. Getting what you want won't work with toxic thinking. To live high, you must dig low. Everything we build starts with our foundation. For some of us the foundation is the voices we listen to daily.

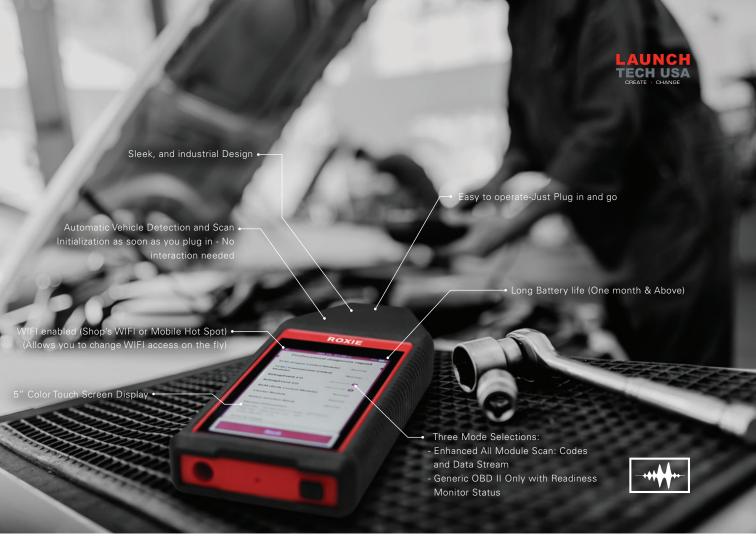
I hope this article gives you some insight into why you are not getting what you want. I challenge you to become aware of the inside voices and to remove the voices that are keeping you from getting what you truly want. Start to invite the inside voice" that reinforce and drive you to all your wants and dreams.

If you would like a document to help give you a visual aid of what voices are currently at your table and the voices you would like to invite to sit at your table, for a limited time you can simply go to www.ationlinetraining.com/2019-01.



CHRIS "CHUBBY" FREDERICK is the CEO and founder of the Automotive Training Institute. ATI's 130 full-time associates train and coach more than 1,500 shop owners every week across North America to drive profits and dreams home to their families. Our full-time coaches have helped our members earn over 1 BILLION DOLLARS in a return on their coaching

investment since ATI was founded. This month's article was written with the help of ATI Head Coach Mike Haley. chubby@autotraining.net



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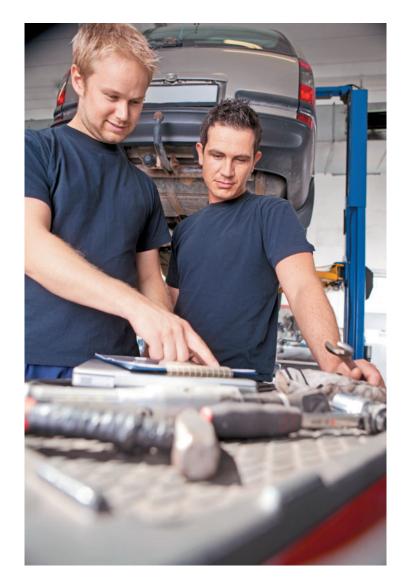


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OPERATIONS // KPIS



KEEP STAFF ON TRACK

Avoid rabbit holes by staying focused on what is actionable in your shop

JIM COMPTON // Contributing Editor

or almost everyone in business, there is far too much to do and too much information to reasonably digest. Both suppliers and shops generate and receive an overwhelming amount of information daily. There is always the latest innovation, critical concern or alarming piece of information.

Avoiding rabbit holes can mean avoiding (from day-to-day operations) measures and information that are not actionable. Look for ways to move the needle, make improvements or maintain quality and consistency. Set yourself up

to avoid rabbit holes. For KPI focuses with staff, look for measures that people can relate to in their work space. Speaking with your paint department about a poor paint and materials (P&M) gross profit percentage may not be the best tool or method to help them relate and in turn move the needle. Having a conversation about what goes into the P&M costs as measured by hour is more relatable for production staff. Production staff is aware of the labor hours per job per repair order (RO) (you are providing these to staff, right?). More specifically, sharing cost per ounce of color, clear and

surface prep is something very tangible for most production staff. Avoid the rabbit hole and discuss ounces and hours with paint staff.

I see this a lot with KPIs and similar business measures. These KPIs, or Critical Profit Variables (CPVs), are great and are valuable tools to help everyone better measure, and therefore better manage, their business. But all measures are not the same for all businesses. Financial measures and ratios such as Current Ratio, Breakeven, Cash Flow, ROI, RO, Return on Sales and more are wonderful measures, but are not always the best

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references with non-financial personnel. Other measures may not be the most suitable for all businesses. Two misunderstood measures that come to mind are sales per square foot and sales per employee. I'm not suggesting that these are not relevant or valuable measures; I'm suggesting that they are not as actionable as other measures. For these you can only increase sales or reduce employees (or even less likely, reduce square footage). So once these measures have been performed, they aren't the best drivers of the day-to-day operations for body shops.

With KPIs, it is easy to go down a rabbit hole. Before spending too much time on any measure ask yourself: is it actionable? In the example above, you can discuss ounces used per refinish hour with your paint staff; they in turn can use that measure as a guide in their daily tasks. Avoid the rabbit hole.

Those sales-per-employee measures can be better used by jobbers, as this is a more suitable measure for this group, where staggered shifts and part-time employees can have a significant impact on staffing. Some jobbers will have part-time employees helping with order pulling and deliveries only during peak times, such as when they process and ship stock orders. With this group, we now have an actionable measure.

Find and use the KPIs that are best for you and those members of your team you are working with. All KPIs can help — just not always for all issues by all members of your staff. Find relatable, actionable measures that will provide opportunities for improvement and/or consistent performance.

Chasing solutions

Yet another rabbit hole is chasing a solution to a perceived problem. An example I was recently exposed to was with a friend's shop — he was getting bids on a second spray booth. This can be a daunting task and can consume a lot of time.

He was concerned about the apparent bottleneck in production. Rather than explore how the shop was currently utilizing the existing booth, he had already determined that a second booth was the answer. The rabbit hole thinking here was that he failed to explore other ways to get more production from the existing equipment. Stepping back (climbing out of the rabbit hole), some ideas were tossed out with a little roundtable discussion. What impact would spraying more parts off the vehicle have on booth utilization? One vehicle might still leave room for other parts from other ROs that can be painted and cleared alongside. What if nothing entered the booth until it was completely ready to spray (paint mixed, color matching done, virtually completely masked)? What if the first car of the day was readied the night before and could be sprayed at 8 a.m. (or start time)? The goal is working towards no idle booth time, making that expensive chunk of sheet metal earn its keep. My friend still ended up buying a second booth, but he was able to delay that purchase for almost two years. Sometimes you must stop, look around and make sure you're not in a rabbit hole already.

Managing email

It's easy to see rabbit holes forming from negative thoughts — or worse yet lack of thought. Over-analyzing data rather than focusing on solutions or changes to make is a big rabbit hole. One rabbit hole we all can fall into (Ok, maybe it's just me) is our email inbox. How much time do we spend sorting through this growing mass of communication? Here, too, a little prioritizing can be helpful. Most emails can have a delayed response and maybe even a delayed reading. Consider having your emails automatically put into separate folders (easy to do with Outlook, Yahoo and Google mail). Having a separate email address for personal or family use can help scrub the inbox. Now your email inbox is less of a rabbit hole. Monitoring your inbox perpetually all day can be a distraction. Consider checking your email only a few times per day. First, check it in the morning when you are setting up your priorities and then again as needed during the day. Emails, unlike phone calls, are not a "right now" action item most of the time. Usually people are expecting some delay in emails (as opposed to phone calls or texts). Don't let your inbox become a rabbit hole.

Balancing workload

Another aspect of avoiding rabbit holes is prioritizing what we work on and with. Don't forget the A-B-C rules of adjusting your daily list of things to do. Let's be honest — you're not going to get everything on your list done (too much to do and not enough time, for most of us). Making a list of tasks (avoiding other tasks as rabbit holes) every day will help. Some suggestions to consider: Mark all priorities as "A" tasks. These should be limited to tasks that if you don't get them done will have serious consequences. You can then prioritize them as A-1, A-2, etc. in order of importance. "B" tasks are only to be worked on when you have no remaining "A" tasks. These would be nice to get done but are not critical. Consider delegating some or all these tasks to someone else. Your "B" priority can be some else's "A" task. The remaining "C" tasks are all rabbit holes. Ignore them they will go away or move up in rank to "A" or "B" tasks.

In short, rabbit holes are something we venture into all on our own either through over-thought or negative thoughts. Step back and take a breath. Is this "thing" I'm pondering so deeply worth the time? Is it truly an "A" priority?



JIM COMPTON is the owner of J. Hunter & Associates, a consulting business that specializes in lean material management. jhcompton@att.net



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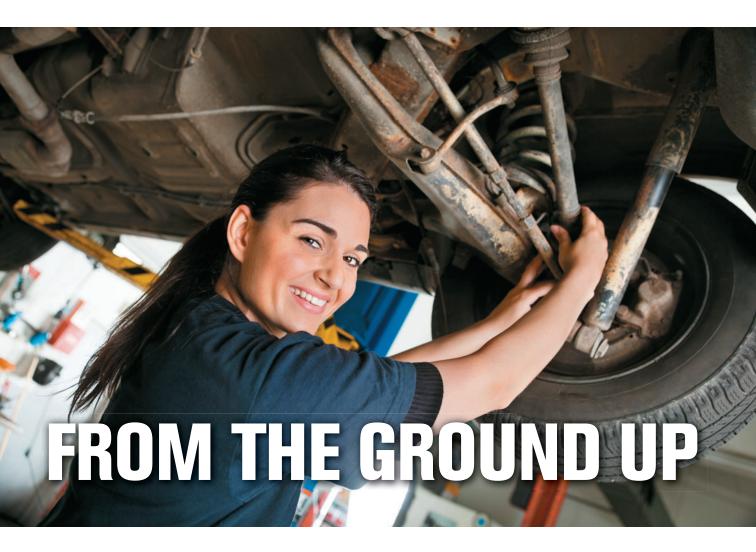
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OPERATIONS // STAFFING



Now more than ever, it's time to take a chance on entry-level employees, help them find a career path and encourage them to stay in the industry.

BRYCE HOLT // Contributing Editor

f you've been around the automotive industry for any length of time, you probably are fully aware of a couple of things. First, the technician shortage is very real. According to the U.S. Bureau of Labor Statistics, this country needs about 76,000 auto service technicians each year between 2016 and 2026. These new technicians would re-

place those retiring or leaving the industry and fill new openings.

Let's be clear — the shortage does not just affect the automotive industry. Nearly all technical industries currently face a shortage. However, the automotive industry faces a particularly challenging situation because aviation, marine, wind energy, oil and gas, construction and other industries are actively recruiting from the automotive trades. Pair that with rapid technology advancements that increase the need for technicians, and the supplydemand outlook is pretty grim.

Second, this problem will likely take decades to solve because there is not just one answer to the problem. That is why it is so important to take the time to find

PHOTO: TYLER OLSON - STOCK.ADOBE.COM

the entry-level techs you need today, grow them into the techs you need tomorrow and provide quality mentoring so that they stay in the industry for years to come.

Taking a chance

When the outlook to fill a vacancy seems impossible, what is a shop to do? Sit back and watch it happen? Turn customers away? Pay your employees overtime because you can't complete the jobs during regular work hours?

Perhaps a better solution is to think practically about how to fill that technician pipeline. It could be that the answer is right down the road at your local tech school or post-secondary automotive program.

But wait — can you afford to hire entry level? Won't they make a lot of mistakes because of their lack of experience? And will they stay in the industry? Are they worth your consideration?

Though these may be valid questions, there are many reasons to take a chance on entry-level, semi-skilled technicians:

- Their enthusiasm. Career tech students may have tinkered with cars or motorcycles at home, and they have experience from their school shop environment, but this may be their first exposure to a real workplace. With that first job comes the excitement of learning all they can as they work their way to the more difficult skilled tasks.
- Their love of technology. Technology has changed cars in countless ways over the past couple of decades, and more changes are coming down the pike. Students coming out of career tech have grown up with these new technologies and are eager to share their knowledge. They have been exposed to all kinds of computers, tablets, smart devices and other technology, so they may adapt better to rapid technological changes. The old ways have been changing for some time now, and your business needs employees with fresh attitudes who are willing to take the leap with technology.

• Their willingness to learn.

Often a new employee, no matter what the age or experience, wants to start with the most complex task instead of learning the basics and getting to know the specific shop environment. Entry-level employees are no different. It may take some coaxing to convince them to slow down and take their time, but it will be worth the effort. An eager willingness to learn may set an entry-level employee apart from those who've been in the industry for years and would rather not take the time to learn new technologies or ways of doing things. Good employees always relish an opportunity to learn, no matter what their age or experience.

- Your commitment to grow your own. You've heard this phrase before, but have you really thought about the advantages of developing an employee over a period of years? This doesn't mean you neglect your long-term employees, but it does mean that you make a steadfast commitment to an employee who is willing to grow within your business. An entry-level person can be trained and molded to the traits and habits of your business, and this makes them a potentially valuable team player.
- It might be all you can find. Apart from poaching from your competitors, what are your other options when looking to hire? As mentioned earlier, many career tech students with automotive experience are being drawn away by other industries. Many of these industries involve similar skill sets, and they are actively attempting to out-recruit the automotive industry, either with more compelling opportunities, better benefit programs, and/or more pay at the outset. Don't let your unwillingness to hire entry-level employees make it more difficult for your business in the long run.

In your own neighborhood

So let's say you are willing to hire entrylevel or semi-skilled technicians. Where do you find them? This may be easier

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S/P2 (sp2.org) has added a new course, "Preparing a Vehicle for Service and Working with Customers," to help automotive service, maintenance and light repair, collision repair, and medium/heavy-duty truck programs meet ASE accreditation requirements.

The ASE Education Foundation
Task Lists provide required a
list of supplemental tasks ASE
accredited schools are to meet. S/
P2 sees the course as one more
way they can help schools achieve
and retain ASE accreditation.

than you realize, and they might just be in your own neighborhood.

Here are some ways to foster relationships with those who have access to the entry-level technicians you need:

- Visit your local career-tech schools. Do you know the career tech schools and post-secondary programs in your area? See if you can visit the program, observe the students and visualize the needs. You may be a graduate of a local program; use this opportunity to stop by the school to share your own success story. Making a site visit may help you come up with ideas of how you can form a partnership or at least plant the seed that your business is willing to hire young people. Putting a face with a business name can help students see themselves in the industry. Let them know you can be a resource as they further their education and envision their career path.
- Join your local school's advisory board. There may be an opportunity to join the advisory board at your local career tech or college. The board





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often has more input than an instructor regarding funding, as it is usually composed of a mix of people with a range of experience. Joining a board is typically not a huge commitment, but the rewards are many. You may have the opportunity to offer guidance on the needs of the industry, how the curriculum fits with those needs, and how industry and schools can partner together.

- **Get to know the automotive instructors.** Instructors are busy in the classroom, but they need guidance from the industry about what skills need to be emphasized and how they can be supported. Connect with instructors as you travel to trade shows, conferences and other learning opportunities. Let them know you are interested in helping their students find career paths, not just jobs, in automotive. Tell them you need skilled technicians, and find out who their best students are.
- Get to know the higher-level administrators at career tech schools. The president of the college might not be a "car guy" or aware of how much the automotive industry has changed over the years and what the program needs might be. Open the lines of communication regarding today's changing automotive marketplace. Leadership needs to hear from the industry what is needed to support the program. Sometimes it's about starting a dialogue.

School career counselors are a great source. They

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have direct contact with students and are involved in helping them make career choices. Tell them what you are looking for so they can guide students in your direction. Let them know about the math and technology components to the automotive industry today — start changing the perception at the career counselor level.

- **Donate something to a program.** Many career tech programs or classes lack funding for the basics of working on today's cars. Your shop may not have a large budget to work with, but any donation will help you forge a partnership with your local school. Put your business name on it and let them see that you have a vested interest in the program.
- Have an open house at your shop. Open your shop for a half day or a few hours, letting students walk around the shop, ask questions and observe your technicians working. Introduce them to all aspects of the business, from the front desk to the parts department to the work areas. Let them see the possibilities of all of the jobs they may encounter in the industry. Expose students to the real world in an easy, free and effective way. Introduce your employees, and have them explain what they do on a daily basis. Be sure to let your employees know you will be having guests and to be friendly and welcoming. Let students observe the best techs in your business.

Invite the best students back for a "job shadowing" day and see how serious they are about getting a mentorship or a job. This is an opportunity for a one-on-one connection that you might not get elsewhere. Help them to a good start in a career they want!

• Use S/P2 Careers as a recruiting tool. S/P2 Careers is the automotive industry's largest career database, with more than 50,000 resumes of today's career tech students who are ready to take their career to the next level. These students have created a resume through their career tech school and are looking for part-time, full-time and internship or mentoring opportunities.

A balanced combination

The best, long-lasting combination of employees in your shop are a mix of experienced and entry level. Ideally, the ones with years of experience will be willing to mentor the young, and the ones with just a little bit of experience will be willing to learn and pass on what they know, too.

Take a chance on a young person, and you might be surprised at the successes you will achieve. The perception of this industry isn't going to get any better unless businesses are out there participating with our young people. Keep in mind that there are a lot of other industries out there who would love to have these entry-level techs — get them while you can!

BRYCE HOLT is COO of S/P2, which provides online training to more than 175,000 workers and students nationwide on industry-specific safety and pollution prevention, soft skills, and more. *info@sp2.org*



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OPERATIONS // PERCEPTION



JOHN SHOEMAKER // Contributing Editor

e have all seen a customer service survey returned with less-than-favorable responses from the customer to questions like:

- Did the shop keep you adequately informed during the repair process?
- Was your vehicle ready when promised?
- How would you rate your satisfaction with the repairs completed?

We can wonder what went wrong, but we must understand that customers answer the survey based on their perception of what occurred while their vehicle was at your facility. When reviewing customer service surveys with my shops, I have often found that the shop did not give customers the information needed to make a qualified decision. To receive the most favorable rating on the survey, we must control the customer's perception by establishing expectations and giving them the answers early in the process.

There are several ways to accomplish this. I like to use word scripts and to coach employees on how to explain the repair process to customers. Having a simple flow chart of the collision repair process can help with the explanation.

Looking at the first question aforementioned, we can see that the question itself is vague. This is where coaching can help customers better understand the question and provide the answer you need to reach your customer satisfaction goals. The best time to coach customers on this question is during delivery so that it will be fresh in their mind when they receive the survey. Phrases an estimator might say to the customer are: "I enjoyed talking with you when we reviewed the repair plan together; my goal was to keep you informed during the repair" or "Everything went as described in our

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conversations, did I leave any questions unanswered?" The customer service representative can help with customer coaching with statements like: "I hope I did not overwhelm you with calls; my goal was to make sure you were informed throughout the repair process," or "Were there any questions I left unanswered?" Simple, but effective, statements can help make customers think about the communications you had during the repair and answer the question more favorably.

The second question mentioned is more difficult to coach because there are many dates given to a customer that could influence their answer. The insurance company often advises the customer on the number of days the repair should take based off an initial inspection. The customer will often push the customer service representative to give them a completion date. Then there's the rental company, which tells the customer they have X number of rental days authorized. One consideration you need to have is that the very first calendar date you tell a customer is the one they will remember. Reviewing the repair process with a customer and explaining that you will keep them updated on the repair will suffice for some customers — others will want a definitive date. For the customers who want a specific date, I developed a formula that has proven to be accurate for most repairs:

(Total repair hours ÷ Average touch time) = #Repair days + Average parts transit = Total days x 1.33

OR: $32.4 \div 2.6 = 12.5 + 2.0 = 14.5 \times 1.33 = 20$ calendar days (adds a 5.5 day cushion)

While you might have obligatory formulas to satisfy DRP requirements, you can use this formula to account for any delays and create a promise date that would only be communicated to the customer. Keeping the customer focused on the promise date throughout the repair and using word scripts at the time of delivery like: "It looks like we have your vehicle ready as promised," or "We are

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Once inside "myAMi," search for "Improving the collision customer's perception," or go to **ABRN.com/ improveperception** and successfully complete the quiz.

If you are looking to learn more from AMi, President Jeff Peevy recently partnered with Dave Leuhr's Elite Body Shop Solutions on a new webinar, "Paradigm Shifts in the Industry." While it aired live last month, you can watch the recorded version any time by joining the Elite Body Shop Academy for free at www.elitebodyshopsolutions.com/academy.

In the webinar, Jeff speaks to the growth of OEM Certified Collision programs and discusses the recent announcement of AMi becoming the online training host for the FCA Certified Collision Network. As chairman of the Collision Industry Conference, he discussed the benefits of attending and gave an update on the January meeting.

pleased that we were able to deliver your vehicle to you as promised and hope you are as well," is a key to ensure customers have the desired answer to your survey question.

The last question listed is subjective and is an area in which the customer's perception can play a major role. Word scripts are a good tool to use to help set the expectation for customers. This can begin at the time of the estimate. Identifying to the customer what is going to be repaired at the time of damage assessment sets the stage for future communications: "We are going to straighten your right quarter panel and blend the right rear door to reduce any noticeable color differences. The clear application will make the painted area have a little more shine, but the color will match."

You can re-emphasize the repair during the delivery process with phrases like, "You can see how our body technicians did a great job on repairing your quarter panel. I really like how they were able to get your bumper to line up perfectly; that is difficult when attaching plastic parts to metal panels" or "Do you see how the blending process allowed

the new paint to flow into the original paint seamlessly?" Your last opportunity to educate the customer is during the courtesy follow-up call, having your customer service representative call the customer and asking them, "How did it feel driving your completely repaired vehicle home?" or "I am sure you missed your vehicle. Hope you had a nice ride home." will make the customer think about the conversations you had regarding the repair and better understand how to answer the question.

As you can see, with some systematic reprogramming of the customer by setting expectations, you will make a big difference in your survey scores. Using education, word scripts and simple coaching to modify the customer's perceptions gives them the information they need to feel qualified when answering the survey questions.



JOHN SHOEMAKER is a business development manager for BASF North America Automotive Refinish Division and the former

owner of JSE Consulting. john.a.shoemaker@basf.com





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Wyoming crash parts legislation stalls

Collision repairers make a difference at the State Capitol

n a classic David versus Goliath legislative struggle, collision repairers in Wyoming have said no to legislation historically promoted by some insurers, parts certification advocates and others. Sponsored by State Senator Tara Nethercott, SF0095 passed the Wyoming State Senate and was sent to the Wyoming House of Representatives for consideration.

The Senate summarizes the legislation as follows: "AN ACT relating to insurance; providing standards for the use of aftermarket parts in automobile damage repairs; requiring disclosure when any use is proposed of a non-original manufacturer part; requiring that all aftermarket parts be identified and be of the same quality as the original part; and providing for an effective date."

The bill language is similar to that proposed in other states and considered numerous times by the National Council of Insurance Legislators (NCOIL). The legislation was introduced in mid-January and passed the Senate in just a few weeks. This did not give stakeholders enough time to mobilize and communicate with their policymakers. The Automotive Service Association (ASA) has opposed this model legislation

for a number of years. Specific concerns for collision repairers include the following points:

- Who is to determine that parts meet OEM standards?
- What state agency is equipped to evaluate certification standards?
- How does this protect the consumer?

In letters to legislators, collision repairers stated: "SF0095 encourages the use of aftermarket crash parts without addressing significant issues that could impact a quality, safe vehicle repair after an accident...A cheap, quick vehicle repair does not assure quality or safety for the motoring public. This bill is harmful to Wyoming small businesses and consumers."

Certification relative to parts is critically important. It's a task that the National Highway Traffic Safety Administration (NHTSA) has avoided, as it relates to aftermarket crash parts.



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With this said, what state has the resources to define certification and assure that the appropriate standards are met?

Legislation with such critical safety implications deserves more than two weeks of policy debate. Legislation this important should look first to stakeholders, small businesses and consumers for input about these issues.

Fortunately, Wyoming's collision repair community and industry partners joined together to help educate members of the Wyoming House of Representatives about SF0095 and the importance of these policy issues. Collision repairers communicated their concerns to members of the Wyoming legislature — and it appears the Wyoming House of Representatives won't be moving forward this session with SF0095. The Wyoming legislature is scheduled to adjourn at the end of the month.

Clearly, this time-consuming exercise was burdensome to collision shop owners, but it did give them an opportunity to reach out to policymakers and help educate them about the industry. There is a remedial understanding of collision repair, at best, among policymakers. This is an ex-

ample of a crisis that also presented an opportunity. In addition, this demonstrates that small businesses speaking with one voice can make a difference even in a brief amount of time.

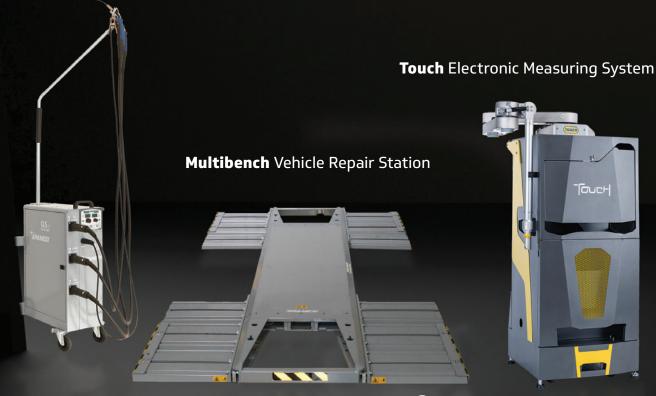
Legislation like SF0095 can certainly reappear in the future, but repairers will be more prepared to address their concerns at the State Capitol. Whether parts legislation removes consumer protections, eliminates notice and consent or puts collision shops at risk, policymakers should include stakeholders, consumers and repairers in the conversation. SF0095 is just one example of legislation that is harmful to the collision industry. Repairers joining together, with one voice, can make a difference.

ROBERT REDDING is the Automotive Service Association's Washington, D.C. representative. He has served as a member of several federal and state advisory committees involved in the automotive industry. *rlredding@reddingfirm.com*



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Leveraging continuous learning

Faulkner's shop manager focuses on training to keep Lancaster's vehicles safe

JAMES E. GUYETTE // Contributing Editor

Reflecting the attitudes of the entire Faulkner Organization's team of 28 dealerships and 12 body shops, April Lausch is totally committed to building lasting relationships with both their customers and the entire Central Pennsylvania community.

As shop manager of the Faulkner Collision Center of Lancaster, she oversees not just a high-production and high-satisfaction repair facility specializing in BMWs, but also an ambitious program of ongoing public service offerings to residents throughout the region.

Along with regularly contributing money, time and energy to numerous local charitable endeavors, Lausch recently hosted a detailed First Responder Emergency Extrication instructional seminar — known as the FREE program — for more than 40 area firefighters on behalf of the National Auto Body Council (NABC).

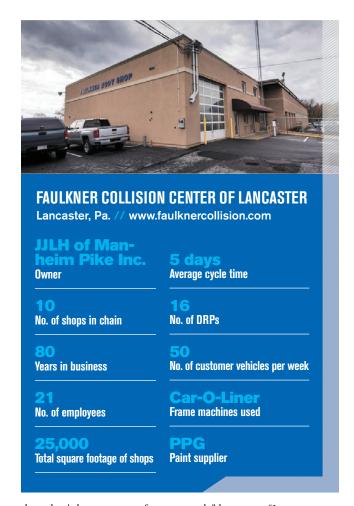
"It was a big hit," Lausch reports. "Before they left they were asking me when the next session is going to be held — they want to bring their whole departments."

State Farm Insurance donated a selection of wrecked vehicles equipped with the latest technologies that rescuers confront at crash scenes while representatives from distributor MES (Municipal Equipment Services of Lancaster) and Hurst Products Specialists conducted the classroom teaching and a realistic hands-on extrication demonstration.

The rescue saw wielded by the firefighters was particularly impressive, according to Lausch. "It cut through that high-strength steel like butter," she recounts, noting that the event involved a considerable amount of paperwork, organizational and logistical preparations, such as wrangling the vehicle titles, arranging towing, issuing invitations and generating media coverage, yet it was well worth the effort.

Contributions such as Lausch's are greatly appreciated by all involved, says FREE coordinator George Avery at NABC. "The first responders like it because they're cutting late-model cars for training. They want the experience."

In addition to conducting a regular series of FREE webinars, last year some 30 live-action sessions were presented for firefighters at collision repair centers, and Avery encourages everyone in the industry to support the program wherever your hometown happens to be. "I supply templates for the shops so

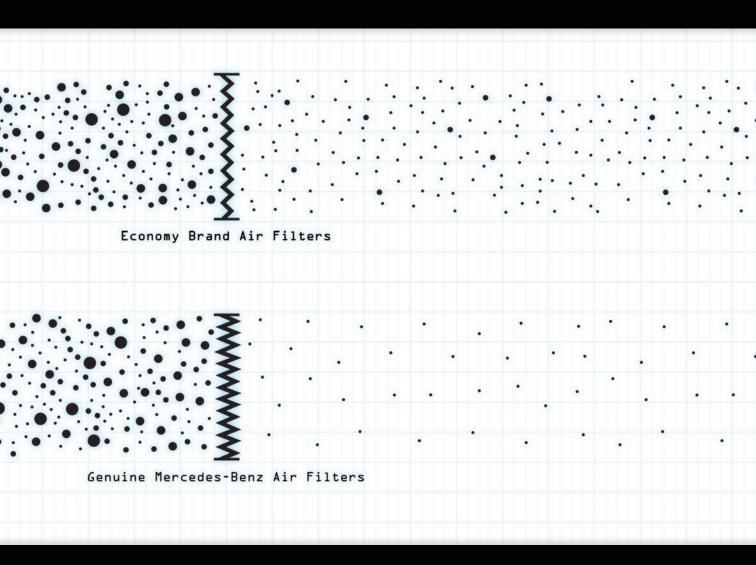


they don't have to start from scratch," he notes. "It serves as a good example."

Lausch agrees and recommends that you participate. "It was popular; I'm going to become a regular. We are committed to do all we can do to help provide our first responders with training resources that will benefit our community and help save lives," she says, adding that "we had a fully catered meal, and I donated the leftovers to a veteran's shelter."

She points out that the family-owned firm, established by Henry Faulkner in 1932, "is integral to the fabric of the communities where it operates and where its employees live." All of the staff "takes great pride in supporting programs benefitting its neighbors, the sick and impoverished, youth and families, the arts and public safety."

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Lausch has amassed a wide-ranging collection of awards for her charitable work, plus she and the I-CAR Gold shop have received numerous accolades for their professional expertise and achievements, including the Nationwide Insurance Showmanship of Excellence Award, "40 under 40" honors, an Executive of the Year salute, the Enterprise Outstanding Excellence Award and the BMW Outstanding Performance Award among other recognitions of personal and industry esteem.

She is an active board member for the Women's Industry Network (WIN) and also belongs to NABC, the National Association of Professional Women and the American Business Women's Association of Lancaster.

Green Belt Lean Six Sigma training is another accomplishment, and the shop has hosted a BMW seminar for insurance personnel focusing on the automaker's use of advanced technologies such as aluminum and other high-tech metals, carbon fiber materials and innovative electronics.

"As collision industry professional, we at Faulkner Collision take training as serious as the first responders and make training top priority with the intricacy of today's new car technology," Lausch explains.

"Building a reputation as the best collision repair shop in Pennsylvania isn't an easy task," she adds. "It takes years of excellent work to gain the trust of customers and earn a reputation that's unmatched by any other repair shop. That's why we place extra importance on retaining the best workers available, adhering to prices and time constraints, and completing a job so good that only you will know that the car was ever in an accident."

The shop floor features a specially designed "performance loop," meaning that the facility's unique layout maximizes speed and efficiency. "We don't cut any corners, but we also don't waste your time with the typical backlogs and bottlenecks that can occur at poorly designed body shops."



Processes are continually refined to increase quality and reduce cycle time. "We also have state of the art equipment, and if we don't have it, we get it. This industry has a high demand to have the correct equipment to fix the vehicle correctly and safely," says Lausch.

"Each repair is treated uniquely, just as each customer is unique. Each vehicle is given the time, effort and professional expertise necessary to result in the best outcome possible," she elaborates.

"We have fully trained employees to work on the vehicles, from the CSR, to the estimator, to the detailer. Everyone is properly trained in their department to deliver the best results possible."

Regarding training and subsequent onthe-job attention to detail and overall motivation, Lausch reports that "if you invest in yourself, I will invest in you. I promote from within 100 percent of the time, as I want to see my employees move up within the company and do what is their passion — having a place of employment knowing if you give it 100 percent you have the opportunity to move up. My employees are my family, and they are treated as such."

A key goal is "to recruit, select, retain and promote individuals that will both add to the team chemistry and excel in performance while adhering to our high standards of ethics and integrity," she says.

"Faulkner is committed to promoting excellence within the automotive industry," Lausch emphasizes. The organization sponsors eight students who are studying auto mechanics, with each young scholar visiting a dealership for three hours twice a week to gain realworld experience. "During this time they shadow technicians, service advisors and





parts departments to learn more about working in automotive dealerships."

Lausch herself started out as an office manager in a collision center 20 years ago. The employer sponsored her to attend the Vale National 2-week Physical Damage Appraisal Course and obtain a Pennsylvania state appraiser's license.

"I began to write estimates and learn more about the collision industry while still doing the accounting," she recounts. After five years Lausch landed at a Chevrolet dealership to become a fulltime damage appraiser under the guidance and mentoring of supervisor Paul Angstadt.

Continuing to master the intricacies of direct repair programs, warrantees and service procedures, Lausch joined the Faulkner family as an estimator — and within a year she was promoted to collision center manager.

Brian Maschmeyer, territory manager at paint supplier PPG, describes Lausch using just one word: "Determined." He goes on to point out that "she sees things through, she's built a great team, and she cares about the quality of the work her shop turns out. Her performance as a manager has been impressive."



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ASA's Redding gives legislative update for 2019

GOVERNMENT DEVELOPMENTS CONTINUE TO IMPACT THE INDUSTRY

KRISTA MCNAMARA //

Content Channel Director

SA's Bob Redding, the organization's Washington, D.C. representative, offered a legislative update for the beginning of 2019, discussing vehicle safety inspections, data access, OEM repair procedures and aftermarket parts.

Safety inspections

Redding began with developments in Missouri, what he deemed the ideal "template" for other states to follow in terms of automotive programs.

"Almost every year, the Missouri Vehicle Safety Program is attacked in the state legislature. Last year, it was in the form of House Bill 1444. Unfortunately, we've seen House Bill 451 reintroduced. We need to stop it and in working with industry partners we hope we can do that," Redding said.

Only 15 states in the US currently have state vehicle inspection programs, with as many as 30 boasting them in the past. "We think these are invaluable to protecting the motoring public. We would like to see the 15 maintained and enhanced to other states," Redding said. And it seems a logical step, as many in legislature — particularly U.S. Senators — have raised concerns about autonomous vehicles and their safety.

"So where is the responsibility? What professionals are looking at these vehicles to ensure they are safe?" Redding asked.

Recalls also come in to play. Many responsible independent repairers look for recalls on their customers' vehicles – without being mandated by a state program. However, these recalls would be expedited much faster with mandatory inspection programs. "This is a critical piece in consumer education. Take the Takata recall, for example. "It would have been an immense benefit to have shops engaging with consumers," Redding said.

Data access

In 2013, Massachusetts and six other states introduced legislation on Right To Repair, along with legislation at the federal level. Now a bill was introduced at the end of 2018 in Massachusetts with changes to the bill regarding telematics, R2R provisions and data access.

"Data access is the new service information. 'Data access' is the catch phrase you are going to see over and over in legislation and at the federal level. We need to ensure, in legislation, it does what automotive repairers need it to do," Redding said.

OEM repair procedures

Another top-of-mind legislative issue is ensuring OEM repair procedures are used. Stemming from concern that these procedures were being bypassed, New Hampshire has introduced a bill that will help support the use of these procedures and payment at the shop level.

"Through CIC, ASA meetings and meetings with OEs and other industry stakeholders, we have reaffirmed the importance of maintaining OE procedures in the shop. Now multiple states are drafting legislation, but this does not include parts. I look forward to more discussion about this," Redding said.

Aftermarket parts

What Redding deemed a battle between David and Goliath, Wyoming — out of character for a state not deemed "heavy transportation — introduced Senate Bill 0095 that attempts to define national certification for aftermarket crash parts.

The legislation thus far has passed within two weeks without enough collision shop input. "Any discussion about automotive crash parts invokes conversation about quality issues. These are important issues that require more than a superficial review. Cheaper and quicker does not ensure a quality repair," Redding said. "ASA opposes this legislation. We are working with shops on the ground. We want more study, more review and more input from stakeholders. It provides no protections for shops in an environment where we are more concerned about litigation. And it provides no protection for consumers."

Redding concluded his update with a push for industry constituents to join ASA. "We have found there is power in numbers. We need more members and we need to speak up. We need to make sure we are at the table when decisions are made. If you aren't at the table, you are very likely to be on the menu," Redding said. 3

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2019 collision repair industry trends

ABRN.COM/2019Trends



Understanding Generation Z employees, customers

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New training opportunities with I-CAR

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What techs want from shop owners

ABRN.COM/TechsWant

MECHANICAL MOMENT

SERVICE REPAIR PROBLEMS AND SOLUTIONS THAT JUST MIGHT BENEFIT YOUR SHOP TECHNICIANS

BUICK INTERMITTENT NO START/STALLS — FIX

VEHICLE: 2013 Buick Verano, L4-2.4L, Automatic Transmission

MILEAGE: 82,008

PROBLEM: The engine would intermittently crank over but not start. Once started, it would also stall.

DETAILS: The technician retrieved one diagnostic trouble code: B1517 5A — Battery Voltage Plausibility Failure (stored in BCM). Next, he tried to communicate with the Body Control Module. There was good communication, so he decided to check all the main fuse connections in the underhood fuse box. The fuses were in perfect shape so he inspected the fuse strip connections at the battery. When he wiggled the positive cable connection at the main fuse buss, the engine died. When he checked the rest of the nuts on the fuse bus, he found another one loose.

CONFIRMED REPAIR: He torqued all the

fuse buss nuts to specifications and the problem was solved.

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MARCH 22-24

Automotive Training Expo (ATE)

Doubletree Hotel

Seatac, Washington

APRIL 2-3

HD Repair Forum *Hilton Fort Worth*

Fort Worth, Texas

APRIL 14-16

PPG MVP Spring Conference
JW Marriott Camelback Inn Resort

Scottsdale, Arizona

APRIL 17-18

Collision Industry Conference Gaylord Opryland Resort

Nashville, Tennessee

APRIL 30-MAY 3

Automotive Body Parts Association (ABPA) 2019 Annual Convention Westin Fort Lauderdale Beach Resort

Fort Lauderdale, Florida

JUNE 22-24

SkillsUSA National Leadership & Skills Conference Kentucky Exposition Center

Louisville, Kentucky





WITH COMFORT AS A TOP PRIORITY FOR VEHICLE OWNERS, HERE'S HOW SHOPS CAN TAKE ADVANTAGE OF UPGRADE OPPORTUNITIES IN NOISE REDUCTION

DOUGLAS CRAIG // Contributing Editor

s demand for passenger vehicles continues to expand in emerging markets and they become more technologically advanced, consumers are placing greater importance on maximizing comfort and creating the best overall driving experience.

Noises created from a vehicle's structure as well as airborne noises may cause passenger discomfort or annoyance. However, new technologies and advances in noise, vibration and harshness (NVH) materials for sound dampening are pro-

viding options to eliminate extra noise from in-cabin vibrations and friction.

NVH materials — acoustic devices generally classified as sound-absorbing materials, sound-barrier materials and sound dampening materials — are used both inside and outside a vehicle to eliminate noise. Liquid-applied spray dampers, liquid-applied sound dampers, liquid-applied sound deadener and liquid-applied spray deadener are all different terminologies for NVH materials used for the same process — applying a layer of material to dampen sound transmission.

Creating a heavy layer — the thicker the layer, the less sound that can come

through — will diminish or eliminate noise. These materials, however, are not only used during the collision repair process; some vehicle owners are also requesting additional sound dampening following the installation of aftermarket accessories and systems, such as an upgraded stereo.

Understanding post-repair sound dampening

With the global automotive NVH market expected to grow more than 10 percent through 2021 for several reasons — such as more vehicles with active noise control systems, consumer preferences about

54 MARCH 2019 ABRN.COM PHOTOS: DOUGLAS CRAIG

comfort and safety and even changing regulatory frameworks — it is important for repair technicians to understand what aftermarket sound dampening materials are available and how to use them.

One of the biggest consumer complaints about a vehicle post repair is that it sounds "tinny" — like a tin can or an irritating, high-pitched noise — from inside. More often than not, technicians repair the fender or door but haven't replaced NVH or beta patches or have not reattached door skins to the body structure — such as underneath a door beam.

This all affects sound dampening. Eliminating — or at least reducing — any noise or vibration does not change just how a car rides but how it actually feels. Automotive NVH materials provide either acoustic absorption or acoustic insulation to absorb sound. Noises and audible body sounds are two of the biggest problems/complaints from vehicle owners, which contribute to how a vehicle handles and to the overall driver experience.

A tinny sound comes from not replacing NVH material removed during vehicle repair. It is absolutely critical to put back any sound-dampening material originally installed by the OEM during the assembly process.

During vehicle teardown, the technician should closely examine (to determine softness and stiffness) and identify what is currently installed by both looking and touching the material that needs to be replaced. This will help ensure that the repairer is able to choose the proper NVH material or replicate it as closely as possible.

Some parts and materials — such as fiberglass-reinforced epoxy patches that adhere to the inside of fenders, doors and quarter panels and are cured when the vehicle undergoes an OEM's e-coat and curing processes — are intended to provide extra support to exterior body panels in areas that may be prone to oil canning or panels that manufacturers have identified as commonly leaned against where

the load needs to be spread out. (Yes, OEMs do actually consider the user's actions, such as leaning against a vehicle, and try to provide some protection/additional support.)

These types of patches are often, but not always, included with service parts. When they are not included, additional effort is needed to complete the repair, but some patches can be fully recreated in the field. Repairers can remove the original patch and re-adhere it with adhesive as one option. Other options include the following:

- Using sprayable sound dampeners or self-adhering products applied to the inside of the panel in question. The technician needs to determine what will be proper if the OEM guidelines do not make it clear. Replace a stiff patch with something stiff and a flexible patch with similar pliability.
- Replacing the coatings both inside and out on the underbody. This is very important, as it will eliminate the pinging sound created if, for example, a stone flies up and hits the floor. A minor noise heard inside the vehicle from a stone outside of it may not seem like a big deal. However, eliminating that kind of sound is more than simple noise reduction. The ping created from that same stone hitting the underbody could be picked up by various sensors and misconstrued as an issue.

For example, it could affect the vehicle's yaw sensor. When the floor above the transmission panel in a vehicle by one particular manufacturer gets hit by a stone, it triggers a body sensor. A miscommunicated data point from that sensor, along with all the other data from other sensors, can cause the malfunction indicator lamp (MIL) to illuminate as "confusion" exists. To address the situation, the OEM has issued a bulletin with its recommended NVH materials to use during vehicle repair so the "sound" is dampened should a stone bounce around and hit the underbody in the area of concern.



NEW TECHNOLOGIES IN SOUND DAMPENING allow some materials to be applied directly to bare metal. Direct-to-metal (DTM) technology resists surface corrosion while providing a sound-deadening solution.

Beyond noise reduction

In addition to the sound control NVH materials offer, they also provide excellent corrosion protection. New technologies in sound dampening allow some materials to be applied directly to bare metal. Direct-to-metal (DTM) applications include floor plans, strut towers, core supports, trunk area, inner wheel wells, aprons and door hem flanges.

This means the body shop doesn't have to purchase substrate primer and the repairer doesn't have to spend time applying it, which improves cycle time and reduces costs. Spray application of seam sealer can be applied as a surface coating to large areas of a vehicle as a durable treatment to provide customers with a robust solution.

Use of DTM technology resists stone impingement-causing surface corrosion and also provides a sound deadening solution. It is a "win-win" for both the customer and the autobody shop.

Although some repair facilities still shy away from using DTM (and some may never accept it as a solution), this sound-dampening technology is continuing to grow. Products have been tested and approved for performance, giving shops confidence and making



them more comfortable in using DTM when applying sound-dampening materials. (See the sidebar, "Advantages and applications of the direct-to-metal process," for more information.)

Next-gen and luxury vehicle opportunities

Electric vehicles (EVs) and hybrid electric vehicles (HEVs) offer many benefits, but they also come with their own NVH challenges. Noise from high-frequency electric motor generators and power control unit high-frequency switching, engine startup and stop noise and vibra-

ADVANTAGES AND APPLICATIONS OF THE DIRECT-TO-METAL PROCESS

- Elimination of substrate primer: This improves cycle time and reduces costs.
- High performance: Provides excellent adhesion to bare or primed surfaces.
- Easy to finish: Can be tooled, wiped clean, sanded and/or painted immediately.
- Excellent corrosion
 protection: Meets J2334 cyclical
 corrosion for the vehicle lifetime.
- Versatile: Bonds to epoxy or urethane-primed surfaces. Can use one-component (direct to metal or HD) or two-component sealers (example: Fusor 019 bare metal brushable acrylic seam sealer), and it encapsulates the weld with minimal burn back.
- Appearance: Easily duplicates factory appearance and provides a flexible seal without shrinkage, cracking or sagging.
- Bare metal applications: Floor pans, strut towers, core supports, trunk area, inner wheel wells, aprons, door hem flanges.

tion, and the "whine" sound from powersplit system gears and battery cooling all create undesired acoustical issues.

To that end, higher-end and luxury vehicle customers often have certain expectations for sound quality within specific automobiles. Tailoring vehicle acoustics to meet OEM preferences or to set the manufacturer apart from competitors is becoming more commonplace.

The driver or passenger in a luxury vehicle often has certain expectations about its acoustics. He or she may anticipate nearly full isolation from any airborne or structural vibration noise. If a customer returns a vehicle to the body shop because it "just doesn't sound right," a technician now has to re-evaluate the repair.

Regardless of whether the vehicle comeback is because of noise from an improper or incomplete repair of NVH material or due to structural noise or vibration, it can still affect customer perception. Autobody shops need to be proactive and prevent any negative thoughts about the repair job or facility, which influences the overall customer experience. This in turn may have an effect on Customer Service Index (CSI) scores, one of the key performance indicators (KPI) essential to a collision repair shop's success.

Shop management and technicians should consider using this as an opportunity. Collision repair facilities could suggest using a sprayable seam sealer in the wheel wells or underbody — even if the vehicle OEM did not originally put NVH materials in these areas — because it will reduce noise inside the vehicle. Using a DTM product with sound dampening in these locations also will provide better corrosion protection.

These are opportunities to upsell to a customer, which can create revenue for the shop and help ensure customer satisfaction. The customer may not be able to differentiate inherent structural noise from a vehicle (that was there before the repair was done but just not previously

noticed) and noise or vibrations from not properly replacing NVH materials.

Regardless, it may make for a dissatisfied customer. Shop management can help prevent customer complaints through upselling to improve sound dampening above and beyond proper vehicle repairs. Note that shops should provide full disclosure with any upsells — it is being offered to provide the best experience for the consumer — but is not necessary for proper vehicle repair.

NVH restoration materials, along with all other "non-liquid" supplies, need to be included on the estimate/blueprint for cost recovery when required. Insurers, or the customer if a self-pay cash job, will pay for those products necessary for completing a repair when they are itemized and have a logical explanation.

Boosting your business with satisfaction

Ultimately, the goal for any repair job is to structurally and aesthetically restore a damaged vehicle to its pre-accident condition by fulfilling both OEM guidelines and safety requirements — and having a satisfied customer.

Although a properly repaired vehicle technically should result in customer satisfaction, it's not always the case. Autobody shops should embrace this as an opportunity. By providing the latest in sound dampening technology options, shops can help work toward complete customer satisfaction while helping out their own businesses.

For tips on how to confidently choose and use seam sealers and foams to reduce noise, vibration and harshness during vehicle repair, see "The art and craft of repairing with seam sealers and foams," November 2018.



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READY OR NOT — ADAS IS HERE!

SHOPS THAT MAKE THE PROPER INVESTMENT TO PREPARE FOR ADAS WILL REAP THE REWARDS

BEN JOHNSON // Contributing Editor

dvanced Driver-Assistance Systems (ADAS) — if you haven't heard of this term yet, you will!

ADAS is an industry-invented category that includes all those things that help keep vehicles safe on the nation's highways. Blind-spot monitoring, pedestrian detection, adaptive cruise control and emergency braking are just a few features that fit into this category.

While the category may be new, the features it represents are not. Forward collision warning systems were appearing as early as 2001 as options in high-end models. By 2008, which is considered to be the older end of the "aftermarket sweet spot," ADAS-related features were found on some mainstream and luxury models from 18 manufacturers.

You may be asking yourself, "So what? What does ADAS mean to me?" And that's a very good question. Whether you're an early adopter who is ready to jump into the ADAS repair world or whether you're more passive and taking a wait-and-see posture, you're going to be affected.

First, here's a little more detail about ADAS and how it all works. Depending on the feature set available on a specific vehicle, an elaborate ecosystem of cameras, radars, laser-assisted radar (LIDAR) and ultrasonic sensors (similar to SONAR) feeds information into on-board computers. These powerful computers interpret all that information and — using some artificial intelligence wizardry — enable features that fit into the ADAS category.

The array of sensors, cameras and radar/LIDAR componentry that supports each feature can vary. Most of the time, for example, adaptive cruise control will be supported by a forward-facing camera as well as a radar or LIDAR system and information from legacy inputs, such as vehicle speed. The information from these inputs is fed into an on-board computer that uses them to deliver the driver's desired speed, while watching for vehicles in front that might require a speed adjustment (up to and including an emergency braking countermeasure).



Many vehicles rely on both the radar and camera to ensure safe operation. In discussions with one vehicle manufacturer, they explained that their forward-looking radar was very capable of identifying an object in front of the vehicle, but it was not so good at identifying what the object was. They explained, "It could be a manhole cover, or it could be a small child." So in their model, the radar detected an object, then the forward-looking camera was responsible for validating the object was there, as well as identifying what the object actually was (and if it is safe to drive over it).

For these systems to function as intended, many of the sensors must be kept in calibration. We're used to that. The challenge with ADAS is that these sensors are all too easy to get out of calibration, and a technician may unknowingly cause that to happen.

At this point, you're hopefully seeing this as a huge opportunity for shops! These features, which are loved so much by the driving public, are going to carry additional cost to properly maintain the vehicle. But before you put that into your 2019 business forecast, make sure you are prepared.

First, there's an investment required to get into the game. Many of the calibration procedures require specific targeting systems. Several companies now market such kits, with good vehicle coverage. So that's a solvable problem — but as with any other shop invest-



ment, you should evaluate the opportunity to gauge the right time to purchase. Ask yourself how many vehicles you're seeing regularly that likely have ADAS features on them and if you can market the service to grow the business, etc.

The other, perhaps larger, issue to overcome is the problem of space. The average space required for proper calibrations is about 32 feet long by about 45 feet wide. And that means empty space; you can't have posts of lifts or other objects in that space, as during a calibration the components being calibrated could "lock on" to the wrong object, throwing off the calibration. Some vehicles with 360-degree camera systems require much larger spaces. And the calibrations typically can't be done outside, as the sunlight can adversely affect the calibration.

Even many new car dealerships are struggling to meet the space requirements. If you have the space in your shop, you can rest assured some of your competitors won't, which puts you in an enviable position to drive new revenue for your shop. "Hub and spoke" relationships are already blossoming from these needs. In these relationships, shops willing to invest the money and space to support ADAS recalibrations provide those services to nearby shops that may not have the resources or space available to do them. Many shops sub-let these services and are eagerly looking for providers to perform these calibrations.

For those shops that can't — or don't want to — get into the ADAS calibration business, don't stop reading! You're still impacted. As mentioned earlier, many of those sensors, cameras and radar/lidar components need to be kept in calibration, and many of them are (or are nearly) in plain sight and get in the way of non-ADAS repairs.

Let's say you have a 2017 Cadillac in the shop. During a collision, the A/C condenser was damaged, among other things, and the refrigerant has leaked out. You have the right parts in hand, and you're performing the R&I procedures. Referring to the manufacturer's service information, you follow the proper steps to get at it, and then there it is — Step #7:

"Remove the forward range radar module, if equipped."

It looks pretty straightforward. The R&I actually is pretty easy, especially in the context of the rest of the job on this particular car. But take a close look at the detailed instructions and the fun comes during the reassembly. The last step states, "For programming and set up, refer to Control Module References." And there are the steps to perform the recalibration when needed. You get lucky with this one — no special targets or fixtures are needed. The calibration is "dynamic," meaning it will self-learn if the calibration procedure is carried out correctly. It is kicked off using a scan tool, but then reality hits. Per the manufacturer instructions:

"Drive the vehicle within the following conditions for 10-30 minutes or until calibration is complete. The 'Service Driver Assist' message will turn off when calibration is complete.

- Drive at speeds greater than 56 kph (35 mph)
- Minimize tight curves
- Avoid extreme acceleration or deceleration
- Follow one or multiple vehicles (Typical vehicle traffic is sufficient, but vehicles 30m - 50m (100 - 165 feet) away are most effective at decreasing the calibration time)
- Drive in an environment that has stationary objects on the side of the road (street signs, guard rails, mail boxes, fences, etc.)

Verify proper calibration by observing that the "Service Driver Assist" message turns off within 10-30 minutes of normal driving."

While the conditions outlined likely work well in much of the country, I can think of many places where it's going to be very difficult meeting those requirements. Have you ever tried to stay above 35 mph in Los Angeles or Washington, DC — or a number of other high-density areas in the U.S.? And, what shop has someone they can dedicate to 10-30 minutes per car to carry out the required "calibration drive?"

And this is just one example of many different scenarios possible. However, ignoring the calibration step is not an option. Consequences could be disastrous—to the occupants of the vehicle, vehicles around it and ultimately to the shop that performed the last service, which could have compromised the system.

So what should you do? One of the major issues in all of this is to understand what you're up against before you take on the job. Because these features and components are not standardized, they can be called any number of things — and the calibration requirements can require a bit of research to uncover.

At Mitchell 1, we've done at least part of this work for you. There is a new "Driver Assist ADAS" button in the ProDemand repair information software. Selecting it will present a table listing the different components and features that may be installed on the vehicle in your bay. It also indicates if and when those components might need calibration, and links to information about how to perform the calibration if one is needed. While it doesn't solve all the challenges, it educates technicians before they get into the job, which is important.

As for the business of calibration, it will be up to every shop to decide if they can and want to take this work on themselves, or seek out a shop that can do it for them. Either way, ADAS appears to be here to stay!



BEN JOHNSON is director of product management at Mitchell 1. He serves on the Auto Care Association's Tool & Equipment and Emerging Technologies committees,

the Telematics Task Force and the AASA Telematics Working Group.



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Process Improvement

Repairing crashed vehicles is a long series of sometimes complex steps. The efficiency by which a shop conducts each process step is the key to profitability. The number of process steps, the organization of the steps, the standardization of steps, and the interrelationships between steps all play a part in how efficient the overall body shop machine operates.

AkzoNobel is at the forefront of process improvement with our Process Centered Environment (PCE) program. Incorporating tried and true concepts from our own Programmed System Technique (PST) along with collision repair applicable components of Lean, Theory of Constraints, and Six Sigma, PCE delivers profound process improvement throughout the entire value chain.

From documented processes, to reengineering the flow of a collision repair facility with our Facility Layout & Design services, AkzoNobel helps Acoat Selected members remove waste from their processes to improve productivity, cycle-time, customer satisfaction, and profitability.



Marketing

When you mention marketing, many collision repair owners and managers immediately think of advertising. While advertising is a component, marketing is so much more. Marketing generates the strategy that underlies sales techniques, business communication, and business developments. It is an integrated process through which companies build strong customer relationships and create value for their customers and for themselves.

Sales

Turning prospects into customers and then finally into raving fans does not automatically happen just because their car was fixed properly in a timely manner. With a variety of training classes and onsite consulting packages, we help our members turn all their employees into customer-focused selling machines.

Talent Development

Clearly, people are the most valuable asset of any business. Without those highly trained, motivated, self-directing employees; no amount of management effort will produce a successful business. From employee engagement to coaching techniques, Acoat Selected members learn how to develop their people and manage them effectively.

Financial Services

Acoat Selected understands the impor-

tance of measuring the performance of your business in order to properly manage it. Acoat Selected members have access to a variety of tools, training and consulting packages to help them benchmark their financial performance and identify opportunities for improvement.

In addition to the numerous classes held throughout the year, Acoat Selected members in North America meet biannually for Performance Group meetings. During these 3-day events, like-minded body shop owners share successes, find solutions to problems, and make new relationships. The wealth of knowledge and experience presented at these meetings is nothing short of awe inspiring.

Acoat Selected business services are available to all AkzoNobel Sikkens customers. To learn more about the valuable options available, visit www.acoatna. com. To register for an Acoat Selected Business Services class, visit www.akzonobeltraining.com.



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tool coverage with a Total Care Program (TCP) to ensure software coverage. TCP subscriptions can now be purchased digitally from local tool dealers for same-day tool activation.

Complete TPMS solution

Autel is the ONLY manufacturer to offer a complete TPMS solution by producing both powerful scan tools and high quality sensors to provide the most vehicle coverage, easy to use tool navigation and best tool and sensor compatibility. The new MX-Sensor 1-Sensor combines both 315MHz and 433MHz frequencies for a 1-SKU sensor inventory. Together with quicker press release valve stems for interchangeable metal and rubber valves, this programmable universal MX-Sensor saves installation time. Both the TS508 and TS608 feature the exclusive TPMS Status Screen. It features a single screen full system status check to help technicians easily view sensor feedback then quickly pinpoint faults to instantly determine repair procedures.

ADAS calibration package

The Autel MaxiSYS ADAS Calibration Tool Package provides advanced components and accurate repair procedures for camera, radar, lidar and night vision driver-assisted systems. It comes equipped with an easily adjustable calibration frame and interchangeable targets, ideal for collision repair, wheel alignment, glass replacement and specialty repair shops. Advanced MaxiSYS software provides detailed graphic instructions and precise measurements for setup and calibration procedures.



AUTEL

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Knowledge is power

t Axalta, the customer experience begins with refinishing products and continues with ongoing training and support to help body shop customers improve business performance. That's why Axalta offers a robust set of learning and development options for many roles in the collision business. From the Painter Technician in the shop to the Customer Service Representative in the office, Axalta can help employees perform at their best so shops run more efficiently and effectively to boost profitability.

Live virtual training

Axalta's latest Learning and Development option is Live Virtual Training. This innovative offering allows paint technicians to earn I-CAR Credit Hours while training in their own shop, reducing disruption to the shop's production schedule since the painter is still in the shop working.

Live Virtual Training programs are completed over two days with certified instructor-led virtual training in the morning, followed by in-shop skill utilization in the afternoon with the assistance of the shop's Axalta Field Representative.

Simply put, the Live Virtual Training program allows techs to learn in the morning and put the skills they've learned to use in the afternoon.

eLearning

With eLearning options from Axalta, customers can take courses online at axaltalearningcampus.com from the comfort of their home and office. Through nearly 200 courses, Paint Technicians can earn I-CAR Credit Hours for courses that typically take 20 minutes or less to complete. This is the ideal learning method for those who prefer to invest a little time in learning at the start or end of the day to prevent disruption to the shop's production schedule.

eLearning courses are designed to boost Paint Technicians' efficiency with the Axalta products they use, including Spies Hecker' and Cromax'. Courses range from instruction on single-product use to instruction on specific task completion with several products, such as cleaning, preparation and mixing. Additionally, color courses are available to help technicians find and match color with more precision for greater shop throughput.

Learning and development centers

For customers who prefer to learn in a state-of-the-art facility with little distraction, Axalta offers one- and two-day courses in its 9 Learning and Development Centers in North America.

Courses for Paint Technicians focus solely on the skills they need to be more efficient and productive through a proven mix of in-class instruction and in-booth coating applications. Course topics include tri-coat color application, matte finishing, micro repair and more, all while using the same Axalta paint Techs use in their home shop.

Customers who complete a series of courses online and in person can earn a Master Certification in Refinish from Axalta, earned exclusively at Axalta's Customer Experience Center in Concord, N.C. The Master Certification is the highest certification Axalta offers and is awarded to those who display master refinish skills and knowledge. Recipients of this award receive special recognition on the wall of fame inside the Customer Experience Center.

Refinish Performance Management (RPM) courses

For non-technical shop roles, Axalta offers courses in its Refinish Performance



Management (RPM) program. The RPM program is designed to help shops drive more work TO the repair center, while optimizing the speed at which vehicles are processed THROUGH the repair center. Courses available include Advisory Selling, Parts Management, Repair Planning and more. Notably, I-CAR Credit Hours are offered on most instructor-led courses.

Earlier this year, Axalta became the first company to offer I-CAR's Professional Development Program Credit Hours to collision repair professionals online. Customers in the United States can now go to Axalta's online learning portal, the Axalta Learning Campus, to start earning credits for 10 newly accredited RPM eLearning courses, including Estimating and Production Management. Estimators may earn up to 13 I-CAR Credit Hours, and Production Managers can earn up to 17.

Axalta offers additional training options, including a Certified Field Distributor program in which distribution partners can provide customer training in their shop, at the store and more.

Learn more about Axalta's Learning and Development program by visiting axalta.us.





Blowtherm Spray Booths: Parts program and training

Spray Booth Parts Program

Blowtherm USA recently completed a major cost assessment analysis to ensure that all of your booth parts pricing is at the most economical level while supplying the most reliable replacement parts available.

The fact is there are Blowtherm spray booths that were purchased over 35 years ago that are still running as well as they did at the time of purchase. This is a great testimony to the quality of Blowtherm Spray Booth, Prep Station and Mix Room manufacturing along with our customer's superb maintenance after the installation.

We urge customers of Blowtherm USA spray booths, no matter how old, to contact us directly for all of your spray booth parts to ensure the utmost longevity of the life of your system.

Blowtherm OEM Parts

Here's a brief list of some of the parts that we recommend for review:

- Door Seals
- · Control Panels or Control Parts
- Motors
- Light Ballasts
- Sensors
- Temperature Probes
- Gas Train Components

Blowtherm Training Facility

Customers of newly purchased Blowtherm USA spray booths, prep stations and mix rooms are welcome to ask about our Blowtherm National Training Center (TX). The training center is currently equipped with a Blowtherm "Extra" cabin featuring Air Speed, Waterborne and High Solid paint Flash-Off System and Vehicle Lift.

We welcome paint manufactures,



paint jobbers and PBE companies to come in and demonstrate your paint products utilizing our equipment, training facility and classroom for your prospective buyers.

Customer Testimonials

Blowtherm USA customers all over the United States are telling the world about their experience with and owning Blowtherm equipment. We don't have to tell you how good these products are, we'll let our customers speak for themselves...

*Technology Equals Productivity:
"Our shops utilization of waterborne refinish products made the Blowtherm Air Speed/Waterborne Flash-Off an easy choice. The increase in production and efficiency is already adding to the bottom line." ~ Mark Smith, Collision Center Manager, HALL Buick-GMC, Tyler, TX.

* Energy Efficiency Saves Money: "We were really sold on the Heat Recuperation and Air Speed/Waterborne, Hi-Solid Flash-Off systems. No extra fans or blowers needed." ~ Dave Olender, Owner, Olender's Body Shop, Vernon, CT

* Quality Construction: "We chose Blowtherm based on the quality of construction, quality of service, and the footprint they have created as the premier manufacturer of Spray Booth Systems." ~ Christian Nogueiras, President, Red Hill Collision, Costa Mesa, CA



* Longevity: "Twenty-five years later and still performing like the day I bought it. It's the best piece of equipment I ever bought." ~ John Roper, Owner, Cutters Auto Body, Tewksbury, MA

*Performance Means Profitability: "Before I had a good painter, now I have a GREAT painter! Our painter is getting more production and up to 50% more efficiency out of the Blowtherm booths." ~ Scott McDaniel, Owner, Scott's Custom Colors Inc., Terre Haute, IN

* Do the Research. Make a Smart Decision: "Honestly, I looked at every spray booth. I shopped around thoroughly and believe Blowtherm was the best decision." ~ Mark Kowalski, President/Owner, Marksman Auto Body, Brunswick, Ohio

Contact Us

Contact your local distributor for more details and learn how Blowtherm USA can help your shop grow. Or call Blowtherm direct at 1-855-463-9872. On the web? www.blowtherm-usa.com or sales@blowtherm-usa.com





Ensure consistency and quality with CCC® Checklists

CC* Checklists empowers shop owners and staff with the tools they need to provide outstanding service and quality repairs, every time.

Define standard operating procedures

Checklists allows repairers to define unique operational process to build dynamic checklists that all employees can use to ensure that each relevant procedure is completed with high quality and consistency on every repair. You define events and rules for every task you want completed. Each task can be configured based on phase of repair, type of damage, insurer, role and other parameters. Once configured, CCC ONE automatically computes and updates checklists throughout each job, giving your team space to write notes and attach images to certain tasks.

Reduce comebacks

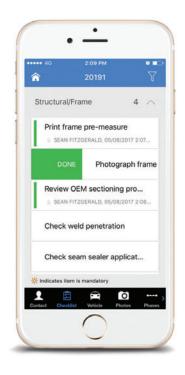
With Checklists, events completed in the repair process are automatically logged based on the task type. This allows shops to track quality and document this highly variable process to reduce comebacks caused by avoidable errors. Enable a standard operating process to complete a safe and quality repair — every time.

Add CCC* Checklists today, visit www.cccis.com/checklists or contact us at 877-208-6155.

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Training gets even better

at I-CAR

-CAR*, the Inter-Industry Conference on Auto Collision Repair, is dedicated to providing the knowledge and skills needed to perform complete, safe and quality repairs. I-CAR's Gold Class* recognition for collision repair shops is the highest role-relevant training achievement recognized by the collision repair industry. To earn the Gold Class recognition, businesses must achieve and maintain a high level of role-relevant training across each of the major collision repair roles.



The collision repair industry is being flooded with a tsunami of sophisticated new technologies and cutting-edge vehicle advancements, which present new challenges for the collision repair industry. With automakers (OEMs) introducing more than 100 vehicle changes each model year, the speed with which new technologies and high-tech materials continue to be introduced into vehicle applications is unprecedented. For the collision repair industry, devising a viable way to stay ahead of unrelenting advancement is mission-critical.

The reality of collision repair today is that if shops are not training on new technologies, they're falling behind. I-CAR

SHOP ROLES TRAINING LEVEL REQUIREMENT (EXAMPLE)

TECHNICIANS				ROLES	RULES
		2	2	ESTIMATOR	50% Complete ProLevel 2
	2	2	2	NON-STRUCTURAL	50% Complete ProLevel 2
2	2	2	2	STRUCTURAL	100% Complete ProLevel 2
8	2	2	2	REFINISH	50% Complete ProLevel 2









training keeps technicians up-to-speed on the latest industry developments so they can feel confident they're not just treading water, but are riding the wave.

Professional Development Program™ (PDP) - now and in the future

Designed with extensive input from the collision repair industry, PDP training gives collision repair professionals and insurance auto physical damage appraisers a distinct training path tailored to their specific role. This progressive training is designed to continually build upon their existing knowledge and is regularly updated to reflect current collision repair techniques. Businesses that invest in PDP training benefit from improved business performance, enhanced employee development and reduced risks.

In anticipation of the Technical Tsunami, over five years ago I-CAR started a comprehensive process of gathering and applying industry insights and feedback about its education and recognition programs. As a result of the extensive input received, I-CAR significantly en-

hanced its training standard to incorporate the knowledge required to repair cars of the present and near future, plus place an expanded emphasis on requisite skills. This updated Automotive Collision Repair Industry Knowledge and Skills Protocol launches in the first half of this year. Future I-CAR courses will

be more hands-on, generally shorter and more interactive. Latin American Spanish versions of all core classes will be launching later in 2019 as well. All of these enhancements to PDP were coordinated, reviewed and embraced by industry subject matter experts, including repairers, OEMs and insurers.

Introducing the training subscription program

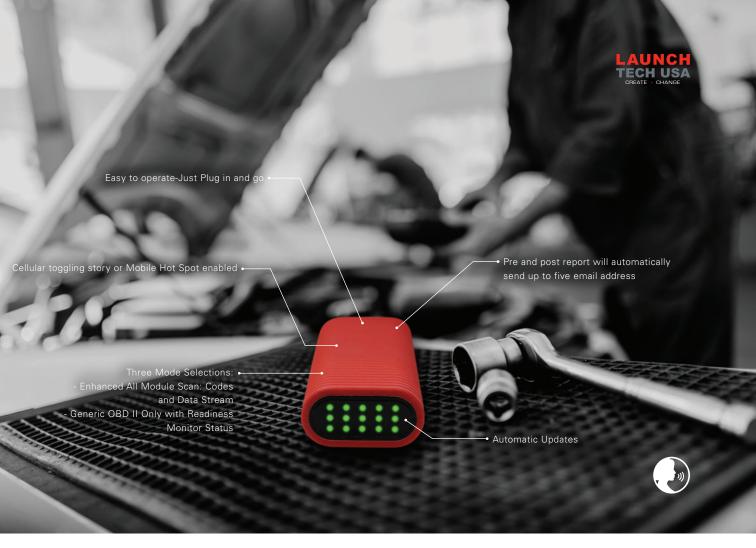
I-CAR is rolling out an exciting training subscription program. This program provides training for all Gold Class shop technicians and employees. It also lets training managers better direct training activities, budget more effectively and reduce shop training costs due to technician turnover.

The training subscription includes unlimited live, virtual and online courses. It is scaled based on a shop's size. While the price is calculated based on the four key roles (Structural Technician, Non-Structural Technician, Refinisher and Estimator), the subscription benefits all shop employees.

The even better I-CAR

In 2018, I-CAR reported another impressive year of training growth and partner participation, estimating that nearly one-fourth of the collision repair industry is now actively engaged in I-CAR training. The ongoing growth is further validation of I-CAR's commitment and the industry's acceptance of the need for training. I-CAR will continue to push forward with relevant and sustainable solutions for today's and tomorrow's technicians.

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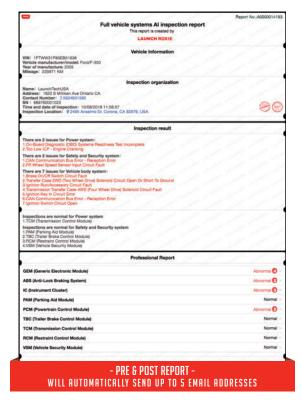


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PPG offers advanced training for matching today's sophisticated vehicle colors

very model year, OEMs introduce more complex and exotic exterior colors to help differentiate their vehicles from the competition. This presents significant challenges for refinish technicians faced with repairing these finishes back to their pre-accident condition. Adding to the fray is the fact that the actual color of the customer's vehicle can vary from the OEM standard, making it necessary for the technician to tint the original color, if a variant color formula is not available. In response to these challenges, PPG's refinish training team has developed a series of advanced colormatching courses designed to elevate technicians' knowledge and skills using its premium brand refinish systems. Taught at each of PPG's 16 business development centers, the courses offer both classroom instruction and hands-

on exercises, with class sizes kept small to ensure individual attention.

Color adjustment course

This 2-day, in-depth program covers the theory of color and its practical application in matching and tinting colors. Geared to the specific PPG refinish system and its associated color tools used by the attendee, the course covers blending and tinting techniques for single stage, basecoat/clearcoat and tricoat colors.

Topics Covered

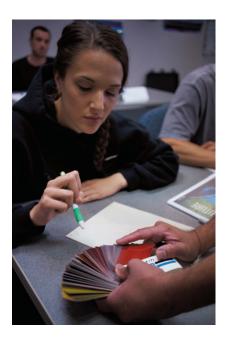
- · Color theory and perception
- Color plotting
- · Light sources
- Evaluating formulas
- Flop and how to adjust for it
- How to use a tinting chart
- Blending techniques with hands-on exercise
- Proper handling and management of mixing bases

Tri-coat and specialty finishes

Designed to address the increased OEM use of sophisticated colors, this 2-day course provides comprehensive instruction on painting and repairing tri-coat, low gloss, liquid metal and translucent colors, including specialty finishes color retrieval.

Topics Covered

- Color tools for matching specialty finishes
- Creating a letdown panel for tri-coat colors
- Blending tri-coats with hands-on exercises



- Matching low gloss finishes
- Use of gray shade undercoats for translucent colors

Both courses are offered to refinish technicians using the following refinish systems from PPG: ENVIROBASE* High Performance, AQUABASE* PLUS, DELTRON* and the GLOBAL REFINISH SYSTEM*.

To register for a PPG color training course, contact your local PPG distributor or visit us.ppgrefinish.com/training.





Pro Spot's i4s SMART Auto Spot Welder is shaking up the collision repair industry.

If other welders are "SMART," then this one is GENIUS!

ro Spot's Engineering team has done it again. With past successes with the i4 Inverter Spot Welder (a North American first) and the Auto i5 Spot Welder with Trans-Gun and Color Touch-Screen (another North American first), Pro Spot is shaking up the welding world with the release of the i4s SMART Auto Spot Welder.

The welding gurus at Pro Spot have listened to the shop owners and repair technicians to develop the industry's first Truly SMART Auto Welder that provides reliable Adaptive Auto-Weld settings, Real-Time Training right on the welder, and the ability to track and export the weld logs via WiFi.

With this new technology, shops can enjoy increased profitability and peace of mind, while technicians will appreciate its ease of use with new features like 360 Degree Arm Rotation and On-Gun Feedback Screen & Controls ON the redesigned lightweight welding gun.

Why did Pro Spot break the ceiling and build this revolutionary welder?

The i4s spot welder was designed to directly address the biggest challenges to welding modern high-strength steels. In order to create the strongest weld possi-



- OEM Certified
- Faster Cycle Times
- Increase Profits
- Reporting Via WiFi
- Futureproof
- Real-Time Training

ble, the i4s uses a unique system to regulate the true energy delivered to the weld, ensuring smooth and consistent nugget growth preventing brittle areas around the nugget from too much heat.

Imagine having only one lane to drive in on the freeway and sticking to it the whole time regardless of traffic, accidents, hazards, etc. Now, imagine if you could switch lanes when you start to notice traffic buildup or an object in the road, getting you home faster and safely. The i4s Adaptive Auto Welding measures and adjusts energy delivered throughout the weld, ensuring smooth

and consistent nugget growth. These active measurements prevent applying too much heat to the sensitive high-strength steels. If other welders are "SMART," then this one is GENIUS!

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The revolutionary SATAjet X 5500

ith the new SATAjet X 5500, the German premium manufacturer SATA complements its product portfolio with an innovative high-performance spray gun defining a whole new application standard for the future based on the new X-nozzle system.

State-of-the-art paint systems, a host of different materials and the latest application recommendations open up new possibilities but also pose new challenges for professional painters. The new, revolutionary X-nozzle system with its wide range of nozzle sizes now provides an incredible wealth of solutions.

Both proven application technologies — HVLP and RP — remain available, each of them with the choice between "I"- and "O"-nozzle sets. Painters can now choose between two distinct spray fan shapes to accommodate varying climatic conditions as well as different application techniques.

What is different with the Xnozzle system?

"O"-nozzles have an oval-shaped spray fan pattern with a larger dry zone and a wet core to accommodate increased application speed at the expense of slightly less application control during the painting process. The film build per coat in comparison to an "I"-nozzle of the same size is slightly higher.

"I"-nozzles instead have a parallel spray fan pattern with a minimal dry zone and a drier center, which is ideal for painters preferring a reduced application speed and maximized application control during the painting process. The film build per coat in comparison to an "O"-nozzle of the same size is slightly reduced.

What are benefits of the X-nozzle system?

The X-nozzles are taking atomization to a whole new level. The new spray gun matches each application requirement, such as specific characteristics of the paint system, climatic conditions and application method, and has optimized air distribution inside the spray gun body for enhanced spraying uniformity and atomization with both spray fan shapes. Due to the new design of fluid tip and air cap, the air distribution insert is no longer required and considerably reduces paint waste.

In addition, we have reduced the noise level of this whispering nozzle during application, giving painters the feeling of a much softer and more comfortable coating process. Painters can now realize considerable material savings using the same application method as before.

Keeping the pressure under control

The accurate and correct setting of the gun inlet pressure is one of the key requirements to ensure perfect color match during the painting process. Whether the pressure is set too low or too high, color deviations will be the undesired result. The consequences are unnecessary rework disrupting the efficient work flow. "Incorrect inlet pressure" can be prevented by using SATA digital spray guns or the accessory SATA adam 2.

The SATA adam 2 is the compact retrofit solution for SATA spray guns. It con-





sists of two components. The SATA adam 2 dock replaces the air micrometer of the spray gun, allowing for a quick and precise adjustment of the spray gun inlet pressure. The second component, the SATA adam 2 display, is safely fitted to the "dock" by a simple sliding action and can be removed in no time at all — for example before cleaning the spray gun in a gun washing machine or to use the "display" on another spray gun with pre-mounted "dock."

The SATA adam 2 is available in chrome and now in a new black chrome, complimenting the SATAjet X 5500, SATAjet 5000 B PHASER and the SATAjet B 1500 SoLV.



WWW.SATAUSA.COM 800-533-8016



Sherwin-Williams supports tomorrow's talent

ommitted to strengthening the future of the collision repair industry, Sherwin-Williams' Automotive Finishes team is actively engaged in collaborative efforts with the Collision Repair Education Foundation (CREF) to support secondary and post-secondary students interested in learning the trade. Sherwin-Williams offers training to students and instructors; certification education; hands-on support at state, national and global competitions; and information sharing at career fairs and industry events. Additionally, Sherwin-Williams donates products, training manuals and expertise to ensure that aspiring technicians' classrooms are equipped with every necessary tool.

"The industry always needs outstanding technicians," said Rod Habel, Director of Training Operations. "We help students gain knowledge and develop skills they will need to succeed in collision repair careers. Technologies and best practices are constantly evolving in our marketplace. Learning in a hands-on setting how to mix and apply the latest solvent and waterborne technologies is a constant need for industry professionals, and it is the most effective way to help reduce cycle time and produce quality refinish and repair results."

Training takes place at the six Sherwin-Williams North American automotive finishes training centers — Chicago, Atlanta, Philadelphia, Dallas and Reno in the U.S., and Mississauga, Ontario, Canada. The company regularly invites students and instructors to visit the training center nearest them for hands-on instruction.

The training protocol for students includes an introduction to products and



their features, an opportunity to apply paint inside a spray booth and a discussion of potential career opportunities. Local body shop owners sometimes join the conversation to share insights into what they seek in employee candidates.

Instructors are encouraged to attend training classes annually to learn about emerging technologies and discuss the merits of various teaching approaches.

Michael Pellett, Regional Training Manager of the Western Region, explains that Sherwin-Williams takes its training efforts on the road, too. "For example, we go to Texas State University twice a year to teach a certification course that helps students earn I-CAR credits, which help them secure jobs in the industry," says Pellett, who has been involved in the CREF efforts for 30 years (he actually went through the training program himself as a student at Waukesha County Technical College in 1973).

The group looks for industry event tie-ins as well. For example, they invite instructors to a class immediately preceding industry events like Automechanika, and trainers speak at The SEMA Show (Specialty Equipment Market Association) in Las Vegas each year.

To further support students, the team participates in judging, set-up and breakdown at the SkillsUSA National Skills and Leadership Competition. Students in the Automotive Refinishing Technology category compete in areas including paint mixing, matching and application, troubleshooting and more. Sherwin-Williams then goes on to support the national contest winners in the global competition.

"These students are the future of our industry," concludes Habel. "We are committed to supporting them in any way we can, giving them the tools they need to keep us all moving forward."

For more information on Sherwin-Williams Automotive Finishes training, visit: http://www.sherwin-automotive.com/collision-repair/training-support/; or call 1-800-SWULTRA (1-800-798-5872).





Spanesi's professional training solutions

ehicle construction technology continues to change at an increasing faster rate, which in turn, drives changes to vehicle repair methods within collision repair facilities. Collision repair facilities must stay current with modern vehicle repair techniques, which this places a significant burden on already constrained shop resources.

Every year, Spanesi Americas devotes more and more resources to meet our client's and distributor's training requirements. Spanesi offers training initiatives in three core areas; Clients (Customers / End-Users), distributors and Spanesi team members.

In each core area, Spanesi Americas provides multiple opportunities for training and holds multiple training sessions each month at its corporate training center, distributor training centers and in-shop locations. This strategy ensures that the training required to properly install, maintain and operate Spanesi tools and equipment is delivered to all involved. Spanesi's training goal is to ensure that the vehicle technician can perform a repair back to OEM standards using Spanesi's OEM approved products.

Touch Measuring System

Training starts immediately at the time of sale. The Spanesi Touch electronic measuring system is not only delivered and installed at the shop, but Spanesi provides initial in-shop training. This includes training for measuring vehicles on the floor, on a 2-post lift, or on a frame rack or a straightening bench.

After becoming familiar with the Touch, it's recommended that shop technicians attend the comprehensive Spanesi

2-day Touch training course. The course, offered at the Spanesi Americas and Distributor Training Centers. It provides technicians basic, as well as, more advanced functions of the Touch electronic measuring system.



Winstar Universal Jig (Fixtures)

Vehicle substrates are driving OEM requirements to use jigs and fixture systems to repair today's vehicles. As with the Touch, Spanesi offers training on the Spanesi Winstar jig system when it is delivered and installed in a collision repair facility. The Winstar Jig system can be used with the Spanesi straightening benches up to 14 jig locations. A smaller jig system is also comes with the Multibench Package 6. Spanesi jigs can be used for anchoring, pulling, holding and parts alignment.

Spanesi offers a 1-day Jig training course at its training center and distributor training centers. During this course, the technician is thoroughly instructed jig system setup, use and advanced functions of the jigs, including the upperbody system.

Welders

With the variety of substrates being used today (mild steel, advanced highstrength steels and aluminum), there are also different welding requirements needed to perform proper repairs. With its squeeze type resistance spot welder (STRSW), Spanesi provides in-shop training at the point of sale. The training focuses on the operation and programming of the welder and the proper setup application of the arms and electrodes included with the welder. Spanesi's MIG/MAG welder training encompasses setup, programming and proper welding techniques using this synergic welder.

Training Center Growth

Spanesi Americas primary Training Center is located in Naperville, Illinois. Due to Spanesi's tremendous growth in North America, the demands for training have also grown. Through its distributors, Spanesi is expanding the number of training centers that are in place. We have locations in Plant City, FL, Bellingham, MA, Wixom, MI, Lincoln Park, NJ, Toronto, ON, and Tyler, TX. More locations are due to open in 2019 and 2020.



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TOYOTA GENUINE RADIATORS AND CONDENSERS



Engineered to the

strictest quality standards, Toyota Genuine Radiators and Condensers provide the superior performance, reliability and precise fitment you expect from Toyota Genuine Parts. This product line is designed, tested and approved by Toyota, providing you with quality radiators and condensers at highly competitive prices. Always use Toyota Genuine Radiators and Condensers to ensure your repair meets Toyota's standards for fit, function and reliability.

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Lessons we can learn from an FBI negotiator

Mirroring can help you gather information and build trust with customers, staff

o matter your position or role in life, one thing we all do every day is negotiate. We may not realize we are negotiating, but any time we are trying to get someone to do something, we are negotiating. How many times have you tried to get your child to do something or your spouse, your boss, an insurance adjuster, employee, vendor or co-worker? We are always negotiat-

ing. That is why I love the book *Never Split the Difference* by Chris Voss.

Chris is the former lead international hostage negotiator for the FBI and shares his field-tested approach to high-stakes negotiations — whether at home or at work. If you think there is nothing practical to learn from an FBI hostage negotiator, you are mistaken.

Chris shares in his book such brilliant principles and tactics to navigate through everyday life negotiations as well as negotiating the "big deals." As I contemplated sharing insights on what I have learned from Mr. Voss, I knew I had too much to share for one column. However, my goal is to share practical principles that can create a win-win negotiating style and encourage you to add this to your must-read list for 2019.

Life is full of conflict in all relationships. Learning how to engage in healthy and respectful conflicts without causing damage is what we most want. Voss points out the first step to achieving a mastery of daily negotiation is to get over your fear of negotiating. Successful negotiations are not bully sessions, but include *Active Listening*, *Mirroring*, and *Tactical Empathy*. Most importantly, negotiation is the heart of collaboration.

Mirroring is simply an imitation of what the other person is saying. This type of mirroring does not involve body language; for example, if you were to see someone move their



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hand to their chest and you'd do the same. Instead, this type of mirroring is repeating back the last two to three key words of what someone said. Voss has learned when you repeat back to someone what they just said, you are signaling to their subconscious we are alike, and it keeps people talking in order to gather information and build trust. Using mirroring is a great way to encourage your counterpart to expand on

what they said and show them you have been paying attention. This also helps you get to the bottom of why they don't want to do what you want. One important thing Voss points out is to never ask "why." We were ingrained from an early age that asking why is negative. As a child, did you ever hear, "Why did you do that?" You immediately knew you did something wrong. Instead of asking "Why?" replace it with how, what or when. To make this practical in a shop setting, when the insurance adjuster refuses to pay for a vehicle diagnostic scan, instead of asking, "Why not?" mirror their last two to three words and change it to, "You will not pay for a diagnostic scan? How will we ensure a safe and proper repair? Do you want us to deliver the vehicle back to the customer without the safety

systems working properly?" Obviously, that is not an option and neither side would say yes to that question.

Continue reading next month to learn about incorporating Tactial Empathy into your negotiation skills.

To find out more about Chris Voss and his book *Never Split the Difference*, visit blackswanltd.com. ■

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