Heavy Duty Aftermarket Week At The MIRAGE
January 28-31 2019
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I write this as we just wrapped up a great week at the CVSN Summit in Braselton, GA. As I reflect on all the happenings during the week, I can’t help but be impressed with our industry, the leadership of so many great people and the camaraderie that exists between competitors. In light of our current political climate - we be civilized!

The week was so much more than just networking (although, I have to say I gain tremendous advantage each summit from the various conversations that happen). This year we were able to hobnob with top industry execs like Pete Joy, winner of the CVSN President’s Award. To hear him talk about how he learned the industry, how he went about his day-to-day work and a variety of tips/techniques that cemented him as a hall-of-famer in the truck parts business was both practical and insightful.

We also were able to honor four very deserving rising talents in our industry through the 4 under 40 awards. CVSN and GenNext are the leading voices for the next generation of leaders in the aftermarket. Where would an enterprising young woman or man want to work next? You want talent, we’ve got it. Speaking of talent, Richard Hadden, author of “Contented Cows Give Better Milk”, spoke about how reputation recruits but reality retains. Having trouble retaining employees, he gave a laundry list of ways to address this problem.

Todd Buchholz, another bestselling author and economist, walked us through some of the potential pitfalls and opportunities our nation (and our businesses) will be facing in the upcoming years. How easy is it for me to fall into the trap of the day-to-day and forget to lift my head and notice the bigger picture. I had no idea that there were more golf courses than McDonald’s in this country. Thomas Nestor enlightened us to the various steps of decision making – giving us advice on how to avoid major mistakes at each stage. We all will make mistakes here and there, but you can limit the frequency and the damage with simple techniques. Our company, for one, is happy that I attended that session!
As we head into the fall, there is a lot going on and the tendency is to hunker down and get busy. The CVSN Summit is a fabulous opportunity to grab a quick breather and get a better understanding of the lay of the land. I didn’t realize how much of a refresher I needed. I’ve come back recharged, energized and ready to start implementing some of the ideas I brought back. I hope you have as well!

ANDY ROBBLEE
President of Six Robblees’ Inc
CVSN President
No ‘I’ in Team

A few years back, I was discussing the concept of GenNext to a prominent young-ish industry leader. Our board was excited about the GenNext mantra, “Educate, Mentor, Recruit,” and was in the process of developing the programming to match it. Our pipeline of upcoming services included educational webinars, mentor matching and the yet-to-be official Distributor Training Expo (DTE), so I knew we had a great start to something special. But the industry leader was unimpressed and simply responded, “Why do I care? I don’t need any of that!” Flabbergasted, my first thought was that I really needed to attend a future webinar on better selling techniques. But then I realized he used the wrong first-person pronoun in his statement – he used “I” instead of “we.”

GenNext isn’t about the current executives in your organization. It’s about preparing the next generation to be ready for whatever leadership role they find themselves in. Whether it’s your outside sales reps or your counter guys or your customer support team, the probability is high that you will be promoting from within your own organization when the time comes. Isn’t now the right time to prepare them?

By joining forces with CVSN, we are looking to reach deeper into each member company (distributors) and associate member companies (manufacturers and others). We have made GenNext membership available to ALL employees of members and associates – regardless of age – at no additional cost. Signing up for membership is easy through our online form http://www.gennexthd.com/join but all we can do is give them opportunities.
Our upcoming programs and events are as follows:

- Oct. 15, 2018: In the Hot Seat Panel / Speed Mentoring at the VIPAR Heavy Duty Annual Business Conference (Educate / Mentor)

- 2018 Q4 Education Webinar on Marketing/Branding (Educate)

- Student Internship Program at HDAW ’19 (Recruit)

- Jan. 30, 2019: Industry Poker Tournament at HDAW ‘19 (Mentor)

- Release of our new “Fast10” Q&A Podcast (Education)

- April 10, 2019: In the Hot Seat Panel / Speed Mentoring at the HDA Truck Pride Annual Meeting (Educate / Mentor)

- April 26-28, 2019: Distributor Training Expo (Educate)

As for the executives who think they personally don’t need us? Well, we need them to be supporters of their own companies’ future leaders, visionaries for the industry and mentors to others. We also believe that they too will learn a lot from their GenNext experience.

EDWARD KUO
Kuo Consulting
GenNext

For more information on the 2019DTE or to sign up go to www.cvsn.org or www.gennexthd.com or follow the links below:

Distributors: www.miregistration.net/gncvsndist

Suppliers: www.miregistration.net/gncvnsupl
The Right to repair effort has reached a difficult period. While we have been successful in achieving some success both legislatively and through negotiations, we still have a way to go to get final 100% compliance. Our problem is that to take it to the next step, requires independent service providers to furnish actual complaints in the performance of the software. We have had limited success in getting this done. Without complaints, we cannot get the OE’s to fix the software. We will continue to monitor the situation, and if we get any complaints to act on, we will address them with the OE’s. If you have purchased the software and have an issue with it, please contact NASTF (National Automotive Safety Task Force) and file a Service Information request (SIR). You can protect your identity. Another solution is to contact me atmailto:mkaron@totaltruckparts.net or 561-684-3332.

Most of the CVSN members do not have shops so they do not see the right to repair as a challenge to their business. That is a big mistake. Right to Repair also includes access to parts and warranties. Finally, telematics is another growing challenge to the independent industry. Some sophisticated telematics systems can actually search a dealer’s inventory when a fault code appears and notify you that the part is awaiting your pick up or make an appointment in their shop. I agree that these are huge challenges to our businesses, but the biggest problem for us is the apathy of our members and industry participants.

In order for us to engage our legislators we need evidence of non-competitive practices. Along with this article, I have included a service announcement from Cummins on turbochargers. Effective with this announcement, you will no longer be able to get a warranty from Cummins on a turbocharger without having it checked at the dealer. Once in the dealership, the dealer can claim additional repairs that are necessary in order to get the turbocharger warranty. The dealer gains a lot of leverage over the customer and can now use that to grow other product areas.
Warranties are currently the greatest risk to our businesses going forward. You may not see it, but it is a tool that OE’s are effectively using to grow their market share. My own company has recently lost a customer’s filter business because the customer was told that they would have greater leverage with Caterpillar on warranties if they purchased more product. Warranty protection is supposed to be covered under the Magnussen Moss Act, but when it was passed, it exempted commercial vehicles. That was unfortunate and needs to be changed.

Vertical integration and part patents at the vehicle manufacturing level will also challenge our ability to source proprietary parts. Fleets will have to go to dealers in order to buy these parts until aftermarket suppliers can find ways to get around the patents and tool up for production.

I know my fellow distributors see pricing disparity as the biggest challenge to their business from the dealers. I do not deny that it is a problem. But in my opinion, it pales to the potential problems in the future from restraint of trade. If you are reading this article, you need to ask yourself “Are you doing everything you can to preserve the business that brought you a standard of living for so many years?” “Are you going to sit by and watch the OE channel take your business away from you one cut at a time?”

If you are a member of CVSN, volunteer to join the fight. If you are not a member, join our association and help us preserve the independent channel.

Marc Karon

President of Total Truck Parts
CVSN Right to Repair Chairman
Aftermarket VG Turbo/ Actuator Warranty Exchange FAQ

Q. What are the changes to the warranty exchange process?
A. Effective for sales on/after October 1, 2018, Cummins aftermarket variable geometry (VG) turbos and electronic turbo actuators, for on-highway applications in US and Canada, MUST be diagnosed on-engine by a Cummins authorized or certified repair location to be eligible for warranty coverage. Cummins will no longer offer over-the-counter warranty exchange for parts purchased on/after this date. The warranty coverage for VG turbos and electronic turbo actuators will not be impacted by this change.

Q. Why is this change being made?
A. This warranty administration change is being made to ensure the best chance of making the RIGHT REPAIR for the customer. The requirement for on-engine diagnostics and repair by a certified/authorized repair location will result in higher accuracy since repairs performed by non-certified or unauthorized locations cannot be guaranteed to follow CMI-published troubleshooting (i.e. QSOL) and/or use of CMI-specific service tools (i.e. EDS, INSITE). This helps to ensure the RIGHT REPAIR is being made by mitigating unnecessary turbo replacement, while minimizing overall customer downtime from repeat visits resulting from previously misdiagnosed or undiagnosed issues.

Q. Why can a customer purchase a turbo over-the-counter but is now unable for warranty exchange over-the-counter?
A. Over-the-counter parts sales are available as a convenience to customers that choose to perform their own maintenance and repairs. The decision to stop offering over-the-counter exchange for Cummins aftermarket VG turbos and electronic turbo actuators is in the spirit of making the RIGHT REPAIR for the customer. Evaluation of warranty returns has revealed that many replacements are not associated with a product quality issue. As such, Cummins wants to ensure that the latest-and-greatest troubleshooting processes and service tools are used to for on-engine diagnosis, by Cummins certified or authorized repair locations, to mitigate unnecessary replacement, and resolve the true cause of the concern.
Aftermarket VG Turbo/ Actuator Warranty Exchange FAQ

Q. Why am I unable to use a Cummins service tool that I purchased to complete the troubleshooting and repair?

A. In general, Cummins service tools allow for self-diagnosis, which may allow the customer to determine if a particular issue or symptom may be covered under an existing warranty; however, use of a Cummins service tool does not automatically qualify or authorize an individual to make a repair.

Q. Will this change result in any delays to parts availability?

A. No this change does not have any relation to parts availability.

Q. Will any part number changes occur because of this updated warranty process?

A. No part numbers will be created or modified as a direct result of this change.
The CVSN Summit was a dynamic event. It was clear to me that the members of CVSN understand that creating a strong culture is critical to their long-term success and growth. I believe we left the conference focused on creating the best, brightest, most informed and best educated people in the industry. This focus will help to get us to where the puck is going not to where the puck has been.

I wanted to recap a few key points we discussed. They are business leadership basics that our team at 3SIXTY Management Services can help you to hone and transform your business. They are elaborated on in my book TIGHTEN THE LUG NUTS: The Principles of Balanced Leadership.

**Balanced Leaders Help Others Anticipate Opportunities**

In my view, leadership is about building a bridge to our future. You give your team the opportunity to help build that bridge by communicating and educating each one of them on your vision and strategy.

In the service business, people are your most important asset. The time you spend with your team members is an investment in the future, not an expense or burden on your time. You cannot successfully grow your business without an investment in your people. This can only happen with a complete, robust and articulated vision, strategy, training and communications plan and it starts with you as the leader.

Leaders should pay close attention to these key behaviors:

- **Be approachable.** Part of how we communicate and act is how we garner people’s respect, trust, etc.
- **Be adaptive to your environment.** How you talk to a front-line employee is different than how you would communicate with a customer or board member. Your need to understand your audience and adapt to their needs. Whether individually or in a group setting, if people look confused ask for their feedback or confirmation that they understand.
- **Be passionate.** A leader needs the ability to inspire others. Great leaders all have self-confidence. This needs to come across in your communications if you are trying to motivate your teams.
USE BALANCED LEADERSHIP TO HELP YOUR TEAM READ THE SIGNS

• Be prepared to listen. At times the best form of communication is the ability to listen and react. A leader should always solicit feedback and most importantly do something with that feedback. A best practice is to meet with all of your front-line staff on a quarterly basis, share company information with them, listen to their thoughts and act upon any concerns.

• Provide follow-up. At the conclusion of a meeting senior management should provide a written recap of what questions / concerns came up. As the leader, your expectation is that every issue is addressed.

Balanced Leaders Focus on Service

The biggest differentiator between you and your competitors is the superior customer experience you provide. During every customer interaction your reputation is on the line. While you may need to communicate in a variety of ways to reach your customers – through social channels, email, text, a portal, by phone or in person – the key is to be authentic and attentive to their needs.

• Your Priority is Customer Satisfaction. Whether on the phone, in person or via electronic communication, you need to ensure your team genuinely interacts and connects with customers to ensure a positive experience and exceed expectations.

• Actively Listen to Customer Needs. Consistently demonstrate to customers you are in tune with their needs and are operating in their best interest. Customers know what they want but may not always explain it in a manner which is clear to you. Do not rush customers, allow them at their own pace to discuss what they need. Once customers have expressed their needs confirm your understanding with them to ensure communication is clear.

• Build Strong Relationships. In addition to providing value, the foundation of strong relationships also includes being fair to customers and following through on your word. Make sure your team knows to ask for assistance from others when necessary to ensure proper follow through and response.

• Learn the Products and Services You Offer. Part of providing a superior customer service experience is being knowledgeable of the services you offer. Ensure your team takes the time to really learn your business so they can effectively communicate to your customers the services and value you provide.
USE BALANCED LEADERSHIP TO HELP YOUR TEAM
READ THE SIGNS

• Be Responsive and Effectively Resolve Problems. If a problem occurs, allow customers to fully explain the issue and convey empathy. If the fault lies with you or the organization, take ownership of it and apologize. Take the initiative to resolve problems in a timely and effective manner.

• Remain Positive. Always show respect for your customers even if you find yourself in a challenging situation. Demonstrate professionalism and keep communication positive.

• Express Gratitude. Expressing appreciation can go a long way. It can be as simple as thanking customers for their business and loyalty. Make sure they know you are grateful they chose to do business with you.

Remember, someone is going to be the best, so why not you and your team? Make sure you are tightening lug nuts in your control as you lead by example.

Rocky Romanella speaks, consults, trains and advises on leadership development, customer service and business optimization. The author of TIGHTEN THE LUG NUTS: The Principles of Balanced Leadership can be reached by email at rromanella@3sixtymanagementservices.com. The book can be purchased as well on the website www.3sixtymanagementservices.com. 3SIXTY Management Services, LLC are business leaders who help companies enhance their growth momentum through our Balanced Leadership™ Model using an assertive approach to execution and accountability. Contact the team at: www.3SIXTYManagementServices.com.
As many of you well know, HDAW has become known as the leading heavy duty aftermarket gathering in all of North America and this coming year’s conference is shaping up to be another world class event. Myself, as well as my co-chair, Brett Penzkofer from Meritor, are working diligently with the HDAW staff to put together an event that we feel will be insightful, motivating, engaging and will allow both distributor’s and suppliers to target opportunities for mutual growth into the future.

Our topic of focus this year is ‘connecting to the future’. We all see how quickly and dynamically the heavy truck aftermarket is changing, but what do these changes mean to our businesses? Our intent this year is to bring insightful industry focused speakers, covering a range of topics from how the industry is changing, what are the driving forces in it, what is needed to be successful in the new digital age and what you can do to capitalize on this. We will have an additional 4 – 1 hour education sessions on topics such as Telematics, the technology drivers fleets are utilizing, the entire customer digital experience as well as the people needed to be successful in the ever changing HD market, on top of our exciting keynote speakers (to be named in the near future).

Combine this with our amazing opening session, Distributor of the Year Award, Hall of Fame Award, two days of leading industry trade show, over 1,800 one-on-one industry meetings, 600 top level executives attending from over 250+ exhibitors and all the leading heavy duty distributors, HDAW’19 is an event you will not want to miss!

This year’s event will again be hosted at the Mirage Hotel and Resort in Las Vegas from Monday January 28 to Thursday January 31, 2019 and with spaces selling fast, you are going to want to register now at www.hdaw.org. Distributors can still take advantage of the Early-bird registrations until November 1, 2018 and suppliers are consistently booking their trade-show booths, private meeting spaces and one-on-one meetings, make sure you book your spot so that don’t miss out on another amazing HDAW event.
Looking forward to seeing you in Las Vegas for HDAW’19,

Ian Johnston  
Vice President – Owner  
Harman Heavy Vehicle Specialists Ltd.  
HDAW 2019 Distributor Co-Chair
The commercial vehicle industry is changing rapidly at an increasing pace due to advancing technologies and growing customer expectations. As a result, the heavy-duty aftermarket must continue to evolve and meet the needs of our customers and employees as business conditions change. But, we all need support to better understand where we need to focus as well as to determine what actions to take in our businesses for future success. This drives our theme for HDAW 2019 “Connecting to the Future.”

My co-chair Ian Johnston from Harman Heavy Vehicle Specialists and I, in coordination with the HDAW Joint Operating Committee and Staff, are planning to deliver a high-value education program which will provide distributors with vital information regarding changing business conditions focused in the areas of customers, employees, products and technologies. The goal is to deliver clear takeaways to help you improve your business when you return back from the show.

HDAW 2019 will also offer you a world-class product expo with the latest and greatest in heavy-duty parts-services and information, peer networking, social activities, and the extremely valuable one-on-one meetings during which suppliers and distributors spend time discussing opportunities for growth in their relationships to better serve end-user customers.

The 14th annual HDAW will be held Jan. 28-31, 2019, at The Mirage in Las Vegas. More than 2,500 executives and managers from the U.S., Canada and six other countries - including distributors, suppliers, service providers, educators and industry media - attended the 2018 conference in Las Vegas.
You don’t want to miss this year’s education program and expo, so please join us at the largest North American gathering of the independent heavy-duty aftermarket industry. Register now at www.hdaw.org and don’t miss out on the early bird registration ending November 1st. I look forward to seeing you in Las Vegas!

Brett Penzkofer  
Vice President N.A. Aftermarket  
MERITOR  
HDAW 2019 Supplier Co-Chair
THOMAS NESTOR
Executive Director
Washington International Diplomatic Academy

“Wise men speak because they have something to say; Fools because they have to say something.” - Plato

An anonymous sage once said, “When you find a turtle sitting on a fence post, the one thing you know for certain is that he didn’t get there by himself.” Anyone who has benefited from the mentoring process can tell you that someone went out of his or her way to invest in that person.

A mentor can help elevate a lowly turtle by helping him get up on a fence post.

Everyone needs mentorship from a myriad of people, almost like a board of directors, a group of people that are wiser, a group of individuals that are older in most cases, a group of individuals that are interested in your success, a group of counselors that don’t want to see you get hurt by life.

The definition of wise counsel is a special gift of advice that can enable individuals to avoid some of the poor decisions and mistakes of their elders.

It is absolutely necessary, because poor decisions and mistakes have consequences that affect the lives of others beyond those who just made the poor decisions.

Sometimes the consequences are very extensive and can last for a long time. Most of us can probably think of at least one example of a poor decision that affected a wide circle of individuals, perhaps even for generations.

There was a time in my life in which I listened to wise counsel in a business dealing. I was approached to sell my business interests, and instead of getting cash I would get stock options in a company that was going public for the first time.

The people said I would earn 10 times the amount of what the business was worth. They said I’d be the dumbest guy alive not to take this deal.
When I had a meeting with my friend and mentor Mitch, he looked at the deal and within 30 seconds he said, “Are you wearing your tennis shoes?” I said, “why are asking me that?” He said, “Don't walk away from this deal, get your tennis shoes on and run!”

My father-in-law gave me the same advice. He always says, “If something seems to good to be true it usually is.” That counsel has saved me thousands of dollars. I have many, many examples of wise counsel saving the day, as I’m sure you do as well.

Wise counsel or mentorship should come from a multiple individuals that have more experience than you in a certain area.

Have you ever heard the saying “The person with the experience is never at the mercy of the person with the argument?”

That is true in a lot of cases.

But not all experiences are created equal.

Sometimes people pull stuff off that are just completely stupid and they get away with it. I hear people say this, “I should be dead with all the stupid stuff I’ve done.”

Have you ever heard someone say that? I’m sure you have.

They experienced something and lived through it. Just because they did doesn’t mean you will. That’s why it’s important to have a multitude of counselors, not just one.

Hearing said that I would definitely take the man that has climbed Mount Everest over the person that has written about climbing Mount Everest. I would take the man who has opened and successfully run businesses over the professor that teaches business.
A WRAP UP ON DECISION MAKING

When choosing your board of directors or wise counsel look at the following:

- Experience
- Years of service
- Success rate
- Relationships they have with others
- Values

Wise counsel is not always well received.

Of course you’re not always going to like to hear “No!” or any other negative directive in regard to what you want to do.

You can be mentored and coached, but it’s your business at the end of the day.

So make your decision, and own it.

THOMAS NESTER

Author of How Leaders Make Decisions

About Thomas Nestor
Thomas Nestor is a best-selling author, professional speaker, and the Founder of Leadership Today, a company specializing in creating learning and development for leaders and organizations. Thomas’ purpose is to teach people how to lead in a world that seems to crave leadership. Thomas worked alongside Tony Robbins and Robbins Research International for two years delivering keynotes to 300+ organizations, including Google, Disney, and the NFL. Thomas has authored three books, including How Leaders Make Decisions. As a critically acclaimed keynote speaker and best-selling author, he doesn’t tell people what to do, but guides them in the direction of where they need to go. Thomas’ favorite leadership quote is “you cannot talk yourself out of something you behaved yourself into.”
The independent aftermarket has a smorgasbord of industry associations. There are groups for distributors, service providers, suppliers, remanufacturers and rebuilders. There are groups where the multiple segments interact and groups where they remain isolated. Each group’s mission statement is different, but the messages are the same: these associations exist to support the independent aftermarket and the vitality of its businesses.

For business owners, the plethora of options is reassuring. But it’s also daunting. How does one pick the right group to join when there are so many options? According to those in the know, the key to finding the right group for an aftermarket operation first requires a business owner to determine exactly what it is he hopes to learn.

“All association is valuable, but how much someone gets from a membership will vary depending on their work or operation,” says David Fehling, executive director at the Association of Diesel Specialists (ADS). “Some organizations have a little crossover, but for the most part I believe every group we have [in the aftermarket] has a unique benefit for its members.”

Most aftermarket associations provide a combination of five distinct benefits: training, access to information, networking, marketing and legislative influence.

Training

Every association in the independent aftermarket offers training for its members. Some groups were founded specifically to organize technical training opportunities for members, while others include training as one of several membership advantages.

Additionally, the focus of each organization’s training curricula varies depending on the group’s position in the aftermarket. An independent distributor with a service department may require membership into multiple groups to acquire the various training necessary to educate its entire workforce.

Many experts say training alone is a worthwhile reason to join an industry group.

“I have guys who say to me, ‘I can’t afford to send a tech away for two days,’ and my response is always, ‘You can’t afford not to,’” says Gordon Botts, ACOFAS education chairman. “‘How are any of your people going to learn otherwise?’”
Fehling adds, “Think about the amount of time someone [in your business] spends scratching their head trying to figure something out. That is crucial time you cannot get back.”

**Access to information**

Some industry associations also lever-age their size and status to request or demand valuable product and service data for their membership. This was witnessed most recently in the aftermarket with the efforts of CVSN and its Commercial Vehicle Right to Repair Coalition, which negotiated with truck OEMs to acquire access to proprietary technical and diagnostic information for independent service work.

In bringing together its members, as well as the support of several other industry groups, CVSN was able to pressure OEMs into conversations independent service providers never could have achieved on their own.

“It always helps if an industry can speak as one voice,” adds Sheila Andrews, director, heavy duty markets and liaison at HDDA: Heavy Duty. But information isn’t always intentionally inaccessible; sometimes it’s just hard to find. In those cases, associations can be counted on to do research that benefits all of its constituents.

“CVSN and our members are committed to seeking out new ideas, opportunities and efficiencies,” says Angelo Volpe, CVSN executive director

**Networking**

The sharing of best practices and industry knowledge is another benefit found through most aftermarket group memberships. Many organizations were built on the foundation of open communication and partnership, and to this day these groups cater their events around opportunities for members to develop relationships that can be lever-aged throughout the year.

SSA Executive Director Craig Fry says the opportunity for members to network with peers is a benefit that “cannot be overstated.

“When these folks get together at our annual convention, the topic of conversation is business,” he says. “They are extremely generous and willing to share their thoughts and ideas.”
Finding your place in the Aftermarket: Advantages gained through industry association participation

Scott Tetz sees the same at ITPA meetings. As the organization’s executive director, Tetz says ITPA brings together professionals from all positions in the aftermarket supply chain to discuss and enhance their business relationships. “When we have a meeting, our members get the chance to talk with everyone,” he says.

Marketing

This is an area where buying groups become invaluable. VIPAR Heavy Duty and HDA Truck Pride offer services and solutions to help their stockholders reach customers on a local, regional and national level.

VIPAR Heavy Duty Vice President of Business Development Jim Pennig says the company’s business development team works with its members and supplier partners to help create demand for additional sales opportunities and support its commitments to national accounts. The two groups also work with their members to develop customized marketing strategies that, when coupled with strategic objectives, help each distributor increase sales within its marketplace.

“We continue to push our members toward growth opportunities,” says Tom Tecklenburg, HDA Truck Pride chief commercial officer.

Performance standards developed by associations also can prove to be useful marketing tools, such as MERA’s Manufactured Again certification program. “[Manufactured Again] aims to set the quality of reman on par with new,” says David McGuire, MERA director of membership and business development.

Legislative support

Possibly the most influential benefit of industry associations comes from their efforts communicating with or lobby-ing government agencies and legislators. When factors outside the independent aftermarket put the health of the channel at risk, there’s a significant advantage to all parties banding together to defend their businesses and livelihood.

“A singular distributor can have an impact on what is happening outside of his business, but the effect is minimal,” says Andrews. “If you bring hundreds of distributors together, then you can make a much larger impact.”
Finding your place in the Aftermarket: Advantages gained through industry association participation

Running a business is difficult enough. Industry associations provide business owners assistance in addressing business challenges they are struggling to manage independently. They enable business owners to focus on what really matters — helping customers every day.

After all, “there’s only so much one person can do in a day,” says Don Reimondo, president and CEO at HDA Truck Pride.

Lucas Deal
Editor
Randall-Reilly Publishing

https://www.truckpartsandservice.com
There's No Hacking Leadership

RICHARD HADDEN, CSP
Certified Speaking Professional
Author

It was great meeting you and speaking at the CVSN Summit in Georgia in September! I appreciate everyone's engagement in the session, and the comments and questions afterward.

In that presentation, we talked about how to find, attract, and retain the best people to fuel the growth of your business. And one of the points I made early in the presentation was that very little else matters, unless your organization has caring, capable leadership.

Here are some thoughts on the reality of leadership in today’s business environment:

One of my new least favorite words (along with “handcrafted” and “curated”) is the word “hack”. I’m not talking about taxi drivers, or breaking into your computer, but rather “hack”, as in “shortcut”. How to make the inherently difficult easy. Or as one online source put it “A quick job that appears to produce what’s needed, but not well.” (By the way, that’s not real research. It was just a hack.)

I’m hearing it all the time. Ten hacks to make better coffee. How to hack your abs workout. Even Dr. Oz touting health and nutrition hacks.

Well guess what? When it comes to Leadership, there are no hacks.

And yet, in a day and age when leadership development at work is more likely than ever to be a do-it-yourself job, we’re seeing more and more people in leadership positions failing to do actual leadership.

Being a leader isn’t easy. And the mantle of leadership isn’t something to be taken, or given, lightly. Being good at a technical skill doesn’t make you a good leader. Neither does having the right last name.
And so, there are lots of people with the word “Manager” on their business cards, who aren’t exactly leading:

- Instead of giving helpful, but not-so-fun-to-give feedback, they’re letting people run headlong into danger, saying “I wanted to be sensitive to their feelings”. Translation: I didn’t have the guts to tell them what they needed to hear.
- They’re ignoring problems, in hopes that they’ll solve themselves. Or find another job.
- They’re expecting skilled performance, without providing adequate training.
- Instead of communicating, they’re sending emails, texts, and, dare I say, tweets, when a face-to-face conversation, or at the very least a phone call, is what a real leader would do.
- They’re making pronouncements, decisions, and solutions without fully understanding what they’re trying to fix.
- If they reward people at all, they do so on the “One size fits all” plan.

At Contented Cow Partners, we spend a lot of time observing managers in their respective workplaces. We see the good, the bad, and the not-perfect-but-trying. If you want your leadership to work better, try some of this:

- Watch good leaders. If you’re lucky, your boss is one. Regardless, find someone whose leadership style and behaviors have consistently earned the willing and eager followingship of others. Adopt some of their style, and their substance.
- Be willing to engage in uncomfortable conversations, and make difficult decisions, especially when the outcome of those conversations and decisions is likely to be improvement. In you. In others. In your business.
- Take the time to listen to people. Really listen.
- And finally, invest in getting to know the people you lead. So you can reward them in meaningful ways, and so you can help them be their best. That is leadership. And you can’t hack that.

RICHARD HADDEN, CSP
Author
VIPAR Annual Business Conference  
October 14-19, 2018  
JW Marriott Marco Island  
Marco Island, Florida  

HDAW 2019  
January 28-31, 2019  
The Mirage  
Las Vegas, Nevada  

HDA Truck Pride Annual Meeting  
April 10-14, 2019  
Marriott World Center  
Orlando, Florida  

Distributor Training Expo  
April 26-28 2019  
Hyatt Regency  
Atlanta, Georgia  

CVSN Aftermarket Distribution Summit  
September 14-18 2019  
The RimRock Resort  
Banff Alberta Canada
AFTERMARKET DISTRIBUTION SUMMIT

The RimRock Resort Hotel Banff
Alberta Canada

September 14-18 2019

More Information Coming Soon!